



MADISON METROPOLITAN  
SCHOOL DISTRICT



**Draft**  
**Preliminary Budget**  
2020 – 2021

# Table of Contents

<b>Superintendent’s Message to the Community</b>	<b>4</b>
<b>MMSD Enrollment &amp; Demographics</b>	<b>5</b>
Student Enrollment and Demographics	5
Student Achievement	7
Strategic Framework Overview	9
<b>Financial Summary Tables</b>	<b>10</b>
Introduction	10
All Funds Table	11
Operating Funds Table	12
<b>Budget Narrative</b>	<b>13</b>
Introduction	13
Budget Goals and Guiding Principles	15
Revenue Forecast	16
Strategic Equity Projects	20
Total Compensation: Salaries/Wages and Employee Benefits	23
Required Budget Allowances	26
Budget Management: Finding Efficiencies and Improving Business Practices	27
Staffing Plan for 2020-21	29
Conclusion	33
Budget Snapshot	34
<b>Financial Summaries/Reports</b>	<b>35</b>
Revenue and Expenditure History	36
General Fund (10)	36
Special Education (27)	37
Debt Service (38/30)	38
Capital Maintenance (41)	39
Food Service (50)	40
Community Service (80)	41
Summary Revenue and Expenditure Fund by Year	42
2020-21 Proposed Budget - By Year	42
2020-21 Proposed Budget - All Funds	43
2019-20 Fall Adopted Budget - Current Year	44
2018-19 Actuals - 1 year prior	45
2017-18 Actuals - 2 years prior	46
Proposed Revenues by Fund and Source	47
Proposed Expenditures by Fund and Object	50
Baird Budget Forecast Model	59

## Appendices

79

Central Office Organizational Chart	80
Enrollment Projection in Detail	81
Equity Staffing Charts	125
Personalized Pathways	127
Ignite! Technology Plan Update	128
Early College STEM Academy	130
Summer School Budget	131
Staffing Guidelines: Title I, BEP, ELL, Student Services	134
Priority Actions - A Multi-Year Summary	138
Independent (2r or 2x) Charter Schools 2020-21	141
Debt Service Fund Summary	143
Capital Maintenance Planning: 2020-21	144
Food Service Fund (50)	152
Community Service Fund (80)	156
Facility Rental Rates	160
DPI Budget Adoption Format	162
Tax Impact Projections	164
TID #25 Schedule	165
Fund Balance Table by Year	166
General Fees Table	167
Student Fee Changes for 2020-21 School Year	171
DPI Accounting Code Update	172
Department Summaries	174

# Superintendent's Message to the Community

The Madison Metropolitan School District (MMSD) is ending a school year that will never be forgotten. The COVID-19 pandemic challenged school districts across the country, and locally MMSD became a leader for Wisconsin in its response to the crisis and its Virtual Learning approach, serving as a model for many districts across the state.

We want to continue to be a strong central foundation for the Madison community and a model of a successful public school district that serves every student well. The MMSD Strategic Framework is guiding a transformation of our school system. The Framework is our vision — it allows us to see where we are going, to re-imagine how our students learn, and re-invent ways to make every school a thriving school that prepares every student for college, career and community.

By holding The Framework's core values at the center of everything we do, and by continuing to uphold voice, excellence, and equity we will ensure the best possible decision making from the classroom to the board room. Along this journey of transformation, and as we move forward down a path of realizing these goals, we will always lean on community voice as valued partners along the way.

MMSD will meet its goals by empowering school communities, investing in people, streamlining our priorities to aim for deeper learning, better planning for the future, and embracing innovation. We will continue our commitments to Black Excellence, which starts with a recognition of the excellence that already exists in Black youth, families and staff in our community.

This budget was faced with many difficult budgetary decisions, including reductions to our staffing at central office and in schools and reducing our staff benefits. Through these decisions we put students first, and aligned our resources with a meaningful and impactful strategy to make our vision a reality no matter the challenges ahead.

We look forward to working with the community to stabilize our revenues for the future and bring our vision to reality. We want every school to be a thriving school that prepares every child for college, career and community. We thank the community for supporting us, making this work possible and believing in all of our students.

Jane Belmore,  
Interim 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

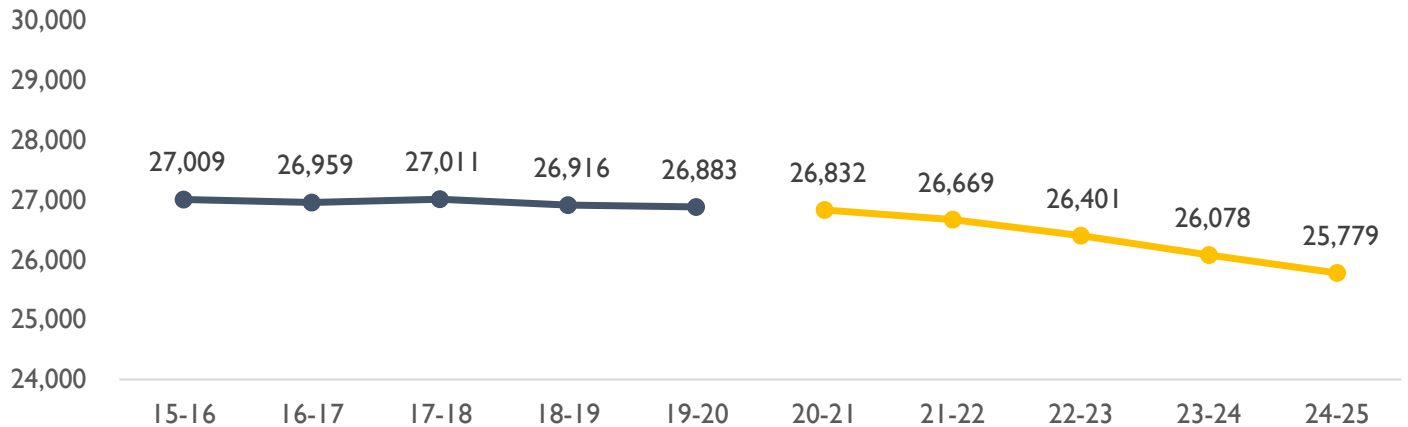
Last year (2019-20), the resident enrollment count (used for calculating revenue) was 27,410. This count does not include non-resident Open Enrollment In. It does include resident Open Enrollment Out, 2x charter membership, part-time students, and is a prorated membership for summer school students and 4K students to arrive at an adjusted 3rd Friday Resident Membership. Our 2020-21 estimate for resident enrollment is 27,446. If these estimates hold, MMSD could potentially slightly reverse our declining enrollment trend in the three year rolling average. (2x charter impact on financials can be found in the Appendix).

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

In 2019-20, the 'students-in-seats' actual count decreased by 43 students, from 27,063 in 2018-19 to 27,020 in 2019-20. This count includes all students enrolled in MMSD schools, including the special education 3K program.

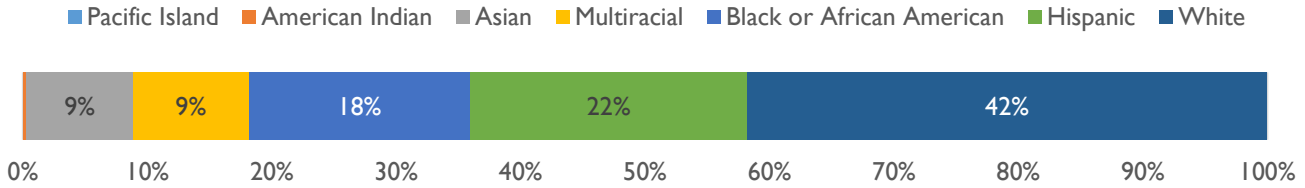
The [Research and Program Evaluation Office created an enrollment estimate](#) for the K4-12th grade enrollment (not all students) for 2020-21, summarized in the chart below. This data was used to create the 2020-21 staffing plan.

**K4-12th Grade Enrollment History and Five Year Projection**



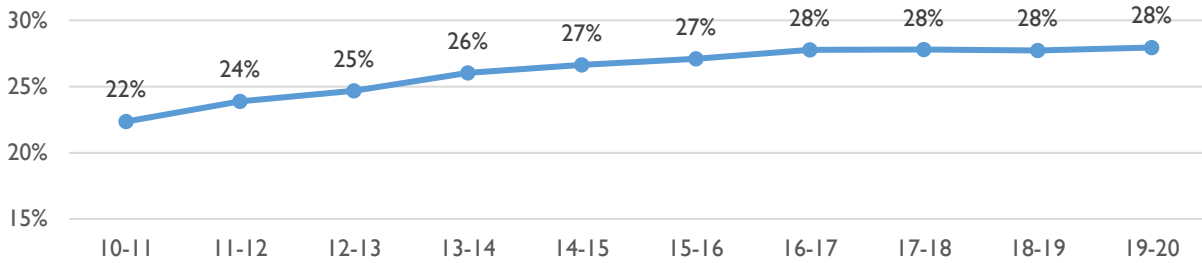
# Student Demographics (Based on the 3rd Friday of September 2019)

**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 (see 2019 Fall Enrollment report). All other groups indicate no substantial change over the five year period. MMSD has a diverse student population, as shown below.

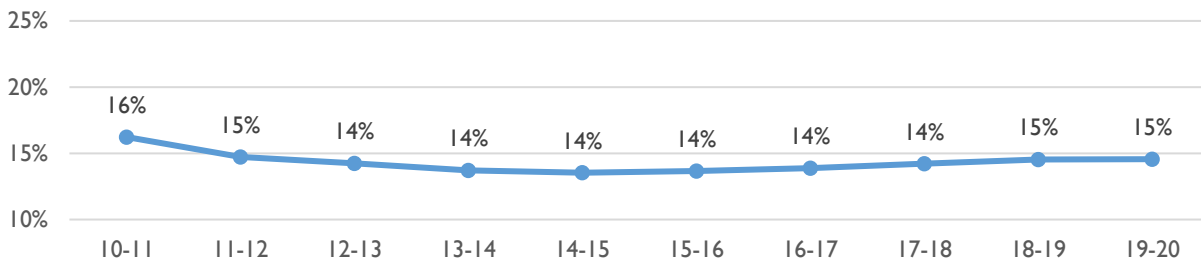


Note: The district is less than 0.5% Pacific Islander and American Indian combined

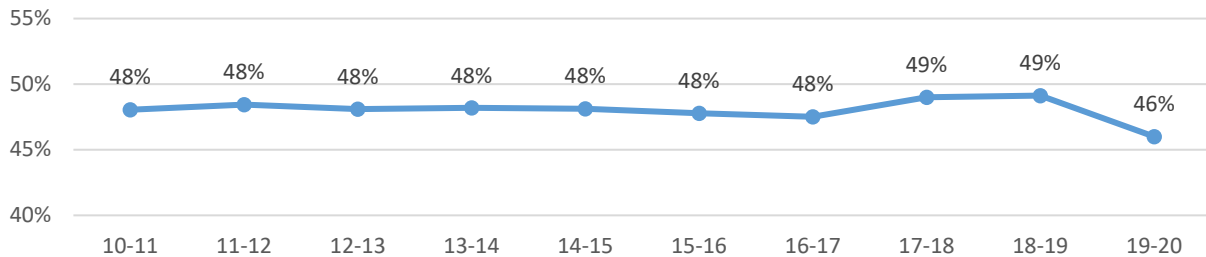
**English Language Learners:** Twenty-eight percent of MMSD’s students are English-Language Learners (ELL), which means the student speaks a language other than English at home and has/had limited English proficiency, as determined through a systematic identification process. There are over 7,500 ELL students in MMSD representing over 120 different languages. MMSD offers three types of programs to support ELL students: English as a Second Language (ESL), Developmental Bilingual Education (DBE), and Dual Language Immersion (DLI).



**Receiving Special Education:** The percentage of MMSD students identified as receiving special education services has remained between 14% and 15% for the past nine school years.



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





## Student Achievement

This section summarizes data reported during the Summer of 2019. This reflects MMSD's updated Strategic Framework.

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

**Elementary Schools:** There have been increases in the percentage of students meeting PALS literacy benchmark (Grade 2) and the percentage of students achieving proficiency on MAP Reading and Math (Grades 3-5).

**Middle Schools:** Proficiency rates on both MAP Reading and Math (Grades 6-8) have increased since the 2012-2013 school year, but have been relatively stable over the past four years.

**High Schools:** Since 2012-13, there have been increases in the percentage of students completing high school in four years and the percentage of students with a cumulative GPA of 3.0 or greater. ACT/Aspire English, ACT/Aspire Math, and Immediate Enrollment in Postsecondary are new Strategic Framework metrics without comparable historical analogues, so a history of results is not available here.

Grade Level	Metric	12-13	13-14	14-15	15-16	16-17	17-18	18-19
Elementary	PALS at Benchmark (Gr 2)			72%	78%	76%	79%	74%
	MAP Math Proficiency (3-5)	43%	46%	48%	47%	50%	53%	53%
	MAP Reading Proficiency (3-5)	36%	40%	41%	42%	45%	45%	44%
Middle	MAP Math Proficiency (6-8)	41%	42%	41%	45%	45%	45%	44%
	MAP Reading Proficiency (6-8)	36%	39%	38%	41%	40%	40%	40%
High	Cumulative GPA of 3.0+ (9-12)	48%	49%	51%	52%	51%	52%	53%
	Four-Year HS Completion Rate (lags 1 year)	78%	79%	80%	79%	84%	82%	
	ACT/Aspire English College Readiness (9-11)							60%
	ACT/Aspire Math College Readiness (9-11)							45%
	Immediate Enrollment in Postsecondary (lags 1 year)						72%	

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

The new Strategic Framework uses new metrics for Goal 2. Therefore, no history is presented for these metrics. In 2018-19, 63 percent of students agreed that they felt that they belonged at their school, while 66 percent of parents agreed that they feel a part of the school community. Sixty-three percent of students, 74 percent of staff, and 77 percent of parents agreed that their school was a safe place.

Metric	18-19
Student Climate: I feel I belong at this school.	63%
Student Climate: I feel valued by the adults at my school.	56%
Student Climate: I feel safe at my school.	63%
Staff Climate: I enjoy going to work.	76%
Staff Climate: I feel valued at work.	72%
Staff Climate: I feel safe at my building.	74%
Parent Climate: I feel like I am part of the school community.	66%
Parent Climate: The school is a safe place for my child.	77%
Percent Teachers of Color	13%
Attendance Rate of 90% or Better	76%

### 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.

The three Goal 3 metrics for which a history is available - MAP Grade 3 Reading Proficiency, MAP Grade 8 Math Proficiency, and high school Advanced Coursework Participation - have shown growth since the 2012-2013 school year.

Metric	12-13	13-14	14-15	15-16	16-17	17-18	18-19
MAP Gr 3 Reading Proficiency	12%	11%	16%	20%	21%	21%	19%
MAP Gr 8 Math Proficiency	13%	13%	12%	15%	16%	18%	15%
Advanced Coursework Participation and Success (9-12)	76%	79%	82%	81%	81%	82%	83%
Advanced Learner Participation (KG-8)							22%
Gr 9 On-track to Complete HS							59%
Student Climate: I see my history and culture reflected in school.							50%



# Strategic Framework Overview

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

## Vision

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

## Belonging

## Excellence

## Racial Equity and Social Justice

## Voice

## Focus

## Creativity

## Goals

It is aligned to a new set of ambitious goals:

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

## Black Excellence

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



## 5 MAJOR LEVERS FOR CHANGE



### EMPOWER SCHOOL COMMUNITIES

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



### INVEST IN PEOPLE

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



### STREAMLINE PRIORITIES

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



### PLAN FOR THE FUTURE

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



### EMBRACE INNOVATION

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

# Financial Summary Tables

## High Level Budget Summary Tables:

Two budget tables are presented in the pages that follow. These tables provide a high level overview of the 2020-21 budget proposal and are intended to serve as an introduction to the budget discussion which follows. The first table, 2020-21 All Funds Summary, captures all budget activity for MMSD with the exception of the Construction Fund (reported elsewhere to maintain comparability). This table is designed to report on the 'total budget picture' for MMSD.

The second table, 2020-21 Operating Funds Summary, sharpens the focus to just the operating funds (defined as General Fund + Special Education Fund, less interfund transfers). This fund captures the basic operations of the district. It excludes the Debt Service, Construction, Food Service and Community Service funds. This table is designed to report on the 'core operations' of MMSD.



## 2020-21 Proposed Budget

### Summary Revenue and Expenditures All Funds

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

	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	2020-21 Proposed	% Chg
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	297,606,086	312,560,352	330,170,993	339,611,647	2.86%
Other local sources	11,346,810	12,035,789	11,771,460	10,891,597	-7.47%
Interdistrict sources	3,321,477	3,514,510	3,279,515	3,530,299	7.65%
Intermediate sources	118,980	112,721	334,279	328,833	-1.63%
State sources	91,785,287	96,487,370	89,811,362	87,402,233	-2.68%
Federal sources	26,634,974	30,903,074	31,936,691	31,069,460	-2.72%
Other sources	660,329	2,146,474	1,113,479	564,181	-49.33%
<b>Total revenues</b>	<b>431,473,943</b>	<b>457,760,291</b>	<b>468,417,778</b>	<b>473,398,250</b>	<b>1.06%</b>
<b>Expenditures</b>					
Regular instruction	149,488,242	149,824,578	150,064,794	150,844,870	0.52%
Vocational instruction	3,936,119	3,667,296	4,077,167	4,171,193	2.31%
Special instruction	56,374,892	63,936,704	75,035,411	75,847,829	1.08%
Other instruction	11,186,486	11,022,268	11,187,328	11,150,217	-0.33%
Pupil services	26,698,284	27,403,454	28,977,730	29,518,533	1.87%
Instructional staff services	29,661,812	29,539,288	33,428,025	33,240,558	-0.56%
General administration services	21,955,875	22,762,879	23,598,129	24,759,405	4.92%
Business administration services	53,621,722	61,069,830	62,334,286	54,502,271	-12.56%
Pupil transportation	13,502,202	12,999,213	13,753,528	13,770,964	0.13%
Principal and interest	13,431,527	14,245,225	15,034,749	14,348,769	-4.56%
Other support services	22,598,833	24,624,400	28,910,133	28,996,484	0.30%
Community Service	13,493,794	13,679,172	14,617,369	14,530,536	-0.59%
Non-program	13,116,491	15,356,496	18,315,424	20,378,146	11.26%
<b>Total Expenditures</b>	<b>429,066,280</b>	<b>450,130,804</b>	<b>479,334,073</b>	<b>476,059,775</b>	<b>-0.68%</b>
Proceeds from Debt	2,839,020	2,257,108	2,055,000	1,050,000	-48.91%
Transfers in	51,029,944	54,125,190	56,190,074	54,826,540	-2.43%
Transfers out	(51,029,944)	(54,125,190)	(56,190,074)	(54,826,540)	-2.43%
<b>Net change in fund balance</b>	<b>5,246,683</b>	<b>9,886,594</b>	<b>(8,861,295)</b>	<b>(1,611,525)</b>	<b>-81.81%</b>
<b>Fund balance - beginning of year</b>	<b>55,233,636</b>	<b>60,480,319</b>	<b>70,366,912</b>	<b>61,505,617</b>	<b>-12.59%</b>
<b>Fund balance - end of year</b>	<b>60,480,319</b>	<b>70,366,913</b>	<b>61,505,617</b>	<b>59,894,092</b>	<b>-2.62%</b>

## Operating Funds (10/27)

### Summary Revenue and Expenditures Fund Table By Year

Note: Includes Interfund Transfers listed separately

Funds 10 & 27	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	2020-21 Proposed	Percent Change
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	268,909,257	279,845,274	299,602,819	311,584,605	4.00%
Other local sources	5,661,798	6,499,770	6,198,386	5,318,523	-14.20%
Interdistrict sources	3,321,477	3,514,460	3,279,515	3,530,299	7.65%
Intermediate sources	93,980	112,721	334,279	328,833	-1.63%
State sources	91,607,249	96,311,123	89,629,362	87,220,233	-2.69%
Federal sources	17,918,756	22,586,171	23,414,113	22,464,122	-4.06%
Other sources	530,166	1,983,108	967,121	459,918	-52.44%
<b>Total Revenues</b>	<b>388,042,681</b>	<b>410,852,628</b>	<b>423,425,594</b>	<b>430,906,533</b>	<b>1.77%</b>
<b>Expenditures</b>					
Regular instruction	149,488,242	149,824,578	150,064,794	150,844,870	0.52%
Vocational instruction	3,936,119	3,667,296	4,077,167	4,171,193	2.31%
Special instruction	56,374,892	63,936,704	75,035,411	75,847,829	1.08%
Other instruction	11,186,486	11,022,268	11,187,328	11,150,217	-0.33%
Pupil services	26,698,284	27,403,454	28,977,730	29,518,533	1.87%
Instructional staff services	29,661,812	29,539,288	33,428,025	33,240,558	-0.56%
General administration services	21,955,875	22,762,879	23,598,129	24,759,405	4.92%
Business administration services	37,259,586	42,716,338	43,800,775	37,308,712	-14.82%
Pupil transportation	13,499,797	12,997,842	13,752,528	13,769,964	0.13%
Principal and interest	673,258	1,180,268	2,298,911	2,298,911	0.00%
Other support services	22,020,495	24,060,265	28,392,719	28,668,195	0.97%
Community Service	-	-	-	-	0.00%
Non-program	13,116,491	15,356,496	18,315,424	20,378,146	11.26%
<b>Total Expenditures</b>	<b>385,871,338</b>	<b>404,467,676</b>	<b>432,928,941</b>	<b>431,956,533</b>	<b>-0.22%</b>
Proceeds from Debt	2,839,020	2,257,108	2,055,000	1,050,000	-48.91%
Transfers in	50,943,078	53,971,766	56,190,074	54,826,540	-2.43%
Transfers out	(51,029,944)	(54,125,190)	(56,190,074)	(54,826,540)	-2.43%
<b>Net change in fund balance</b>	<b>4,923,497</b>	<b>8,488,635</b>	<b>(7,448,347)</b>	<b>-</b>	<b>-100.00%</b>
<b>Fund balance - beginning of year</b>	<b>47,756,179</b>	<b>52,679,676</b>	<b>61,168,311</b>	<b>53,719,964</b>	<b>-12.18%</b>
<b>Fund balance - end of year</b>	<b>52,679,676</b>	<b>61,168,311</b>	<b>53,719,964</b>	<b>53,719,964</b>	<b>0.00%</b>



# Budget Narrative

## Introducing the 2020-21 Draft Preliminary Budget Proposal:

We are pleased to present the 2020-21 Draft Preliminary Budget Proposal for the Madison Metropolitan School District. Development of the proposal has been guided by regular monthly direction provided by the Board, along with input from staff, parents, and the Madison community collected through the process to develop the new Strategic Framework and the process to gain insight on the potential November 2020 referenda. The 2020-21 Draft Preliminary Budget Proposal is a public document available on the MMSD website at: <https://budget.madison.k12.wi.us/budget-information-2020-21>.

The MMSD Board of Education continues to consider a potential November 2020 referenda. This budget, however, does not include any consideration of that referenda. Rather, it is the draft Preliminary Budget that when finalized and approved in June would go into effect on July 1, 2020. When the Board decides on a final scope for the November 2020 referenda, MMSD will release a draft budget with the referenda scope included.

The Board is scheduled to adopt a Preliminary Budget at the June 29, 2020 regular meeting. The 2020-21 fiscal year begins July 1, 2020. The budget presented in this document will be implemented on July 1, 2020. If there is a referenda on the ballot and if successful, the passing referenda budget would be voted on by the Board in October, and then would be submitted to DPI, and the approved passing referenda tax levy submitted to the City of Madison all by the appropriate deadlines. Thus allowing for the passing budget scenario to be implemented in November 2020 if applicable.

The revenue forecast for 2020-21 is driven by the following major funding sources and assumptions: (1) state 'per pupil' categorical aid to school districts will have no per pupil increase; (2) a \$179 per student revenue limit increase in taxing authority; (3) no new 2016 operating referendum authority; 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.

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

The budget development process followed a sequence which:

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



We are excited about our plans for the 2020-21 school year as described in the sections that follow.

- Additional investments in the district's multi-year priorities outlined in our Strategic Framework that have proven outcomes, such as:
  - » Accelerated licensure for hard-to-staff positions,
  - » Expansion of mental health supports,
  - » Expansion of our Welcoming Schools curriculum, and
  - » Expansion of personalized opportunities for post-secondary success.
- A two-year adoption plan for new K-5 reading curriculum materials.

- Continuing investments for the recommendations provided by the Black Excellence Coalition aimed at meeting the social-emotional and academic needs of Black youth; advanced learning opportunities for students with a focus on students of color; and curriculum development that is historically accurate and culturally relevant.
- Increased staffing for students with disabilities, including moving to a district-wide resource allocation model for special education aligned to the needs of students.
- A competitive salary/wage strategy that provides an average total compensation increase of approximately 3.0%.

This draft preliminary budget proposal is a public document intended to communicate our plans and budget for 2020-21 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. As you will see, there are strategic investments and reallocation of existing resources recommended throughout the proposal. In every instance, we used the district's [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 27,000 students and their families moving forward.

## Budget Goals and Guiding Principles

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

- Distribute equitable use of resources to support students with highest needs
- Reduce the number of sections below minimum of the Board's class size policy, thus allowing for more equity targeted resource allocation
- Utilize the Board's Equity in Education policy and Educational Equity Tool for decision making
- Invest in a set of focused priorities aimed at multi-year investments to meet persistent equity needs in schools
- Provide total compensation (steps + base wage) to employees equal to or greater than cost of living (COLA) @ 1.8%

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:

- Build two budgets, both in consideration of November 2020 potential referendum results
- Allocate resources in line with District core values and aiming at greatest impact on the District's Strategic Framework goals
- Commit to a multi-year, long range perspective on both revenue sources and uses to sustain momentum on academic outcomes
- Maximize efficiencies and use of taxpayer approved revenue authority to ensure stability in schools
- Build on previous practices that are showing promise for the future



## Revenue Forecast

The MMSD revenue forecast for the draft April 2020-21 Preliminary Budget is based on the revenue authority and State aids provided in the 2019-21 State biennium budget and is contingent upon MMSD's final enrollment results, eligibility for equalization aid, and board level decisions regarding the local property tax levy. On the local level, the Madison community supported an operating funds referendum (November 2016) which provided additional funding needed to sustain our positive academic momentum. This referendum has now been fully utilized. We appreciate the support of our community, and are committed to putting every budget dollar to its best use in this budget proposal. However, without any new revenue authority provided in a potential November 2020 operating referendum, MMSD's total new revenue will be limited to 1% growth.

The 2020-21 revenue forecast built into the draft April 2020-21 Preliminary Budget is based on the following inputs:

- MMSD's 1-year enrollment projection (which is used for staffing) will decline slightly. However, the 3-year rolling average of enrollment (which is used for determining revenue, and includes students in 2x charters in the count) will remain stable or even slightly tick upwards.
- A \$179 per pupil increase to the local property tax revenue limit.
- A \$0 per pupil categorical aid increase, the primary tool used by the Walker administration to increase state support for the local school district budget.
- The use of the Board's full revenue authority based on these assumptions would produce an estimated tax levy increase of 2.9% as a cautious early estimate, based on: 1) a projected 15% loss of state equalization aid (MMSD's second largest source of revenue) and 2) an estimated increase of \$1 million in expenditures due to the state voucher program and the new independent charter program (see the Appendix for more information on the 2x charter impact). If any of our general aid estimates improve, the tax levy estimate could be revised downward in October. The MMSD tax base continues to show strong growth, it is possible that Madison's growth will outpace our 5% estimate which could help to lessen the impact of the tax levy for local property owners.
- The 2020-21 proposal benefits from the last year of a special one-time funding source of \$1 million created by an agreement between the City of Madison and MMSD. This unique agreement gave MMSD access to \$9.27 million over the last four years from future TID surplus funds being generated by the City's very successful downtown TID #25. An updated TID #25 schedule is included in the appendix.
- We 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.

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

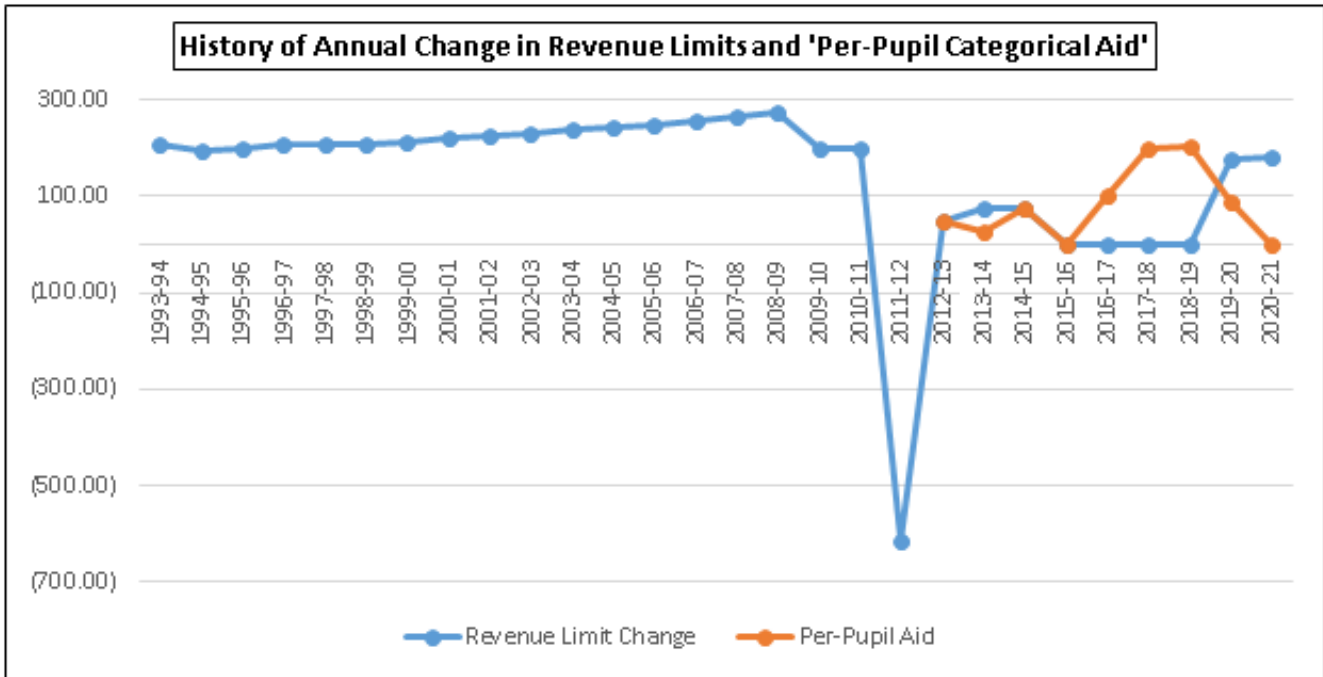
The state Revenue Limit Formula imposes a cap on MMSD's two major sources of revenue, local property taxes and state equalization aid. In effect, approximately 88% of MMSD operating revenue is controlled by the revenue limit.

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

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

### **Step 1: Determining the 2020-21 Revenue Limit**

The Revenue Limit Formula is the critical first step the MMSD budget development process. Sometimes known as revenue caps, revenue limits are state-imposed controls on the amount of money a school district can receive through a combination of state general aid and local property taxes. They are the two largest sources of revenue for districts. They have also become highly volatile due to state level politics for the last ten years.



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

The difference between a school district’s revenue limit and its general aid amount determines the maximum amount of property taxes the district is allowed to raise. For example, if additional general aid funding is provided, the property tax levy would be reduced by a corresponding amount. Or, if general aid funding is reduced, the school board has the authority to “backfill” the aid reduction by increasing the property tax levy up to the revenue limit. However, a district is not allowed to levy above the revenue limit without voter approval through a referendum to exceed. The Board of Education is currently considering asking for voter approval to exceed the revenue limit on the November 2020 ballot.

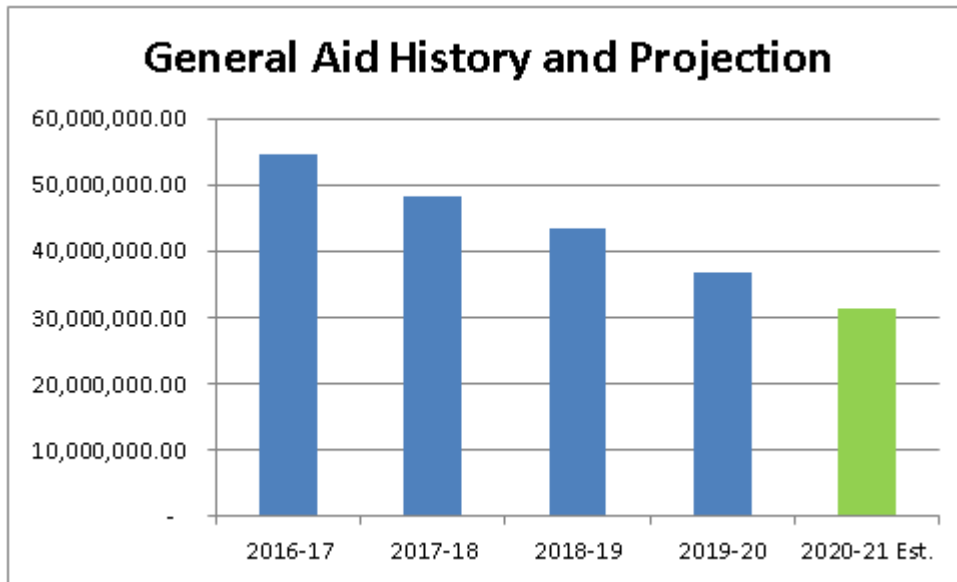
Under the approved 2019-21 State biennial budget, the revenue limit formula would allow for a \$179 per-pupil increase in 2020-21 and no additional categorical aid per pupil.

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

By providing state equalization aid, the state “shares” in funding the MMSD annual budget. Costs that are eligible to be aided by the state are called “shared costs.” The amount of state aid that the district receives is important. The less state aid MMSD receives, the more has to be raised through local property taxes. Because property values vary widely across the state, school districts differ in their ability to raise property tax revenue for educational programs. The equalization aid formula is designed to compensate, through state aid, for a given district’s lack of fiscal capacity (“ability to pay”) through property taxes. Since MMSD’s property value per pupil and cost per pupil is well above the state average, nearly 90% of all funding to support the district comes from local property taxes.

The budget proposal uses a cautious estimate of equalization aid for 2020-21. For the draft Preliminary Budget Proposal, an aid loss of -15%, the maximum loss currently allowed by the state in any given year, is projected.

**Equalization Aid History – Chart:**



**Equalization Aid History – Table:**

	2016-17	2017-18	2018-19	2019-20	2020-21 Est.
Intradistrict / Special Adjustment Aid	379,113	315,416	252,083	251,182	1,783,816
Equalization Aid	54,104,601	47,886,082	43,094,495	36,550,835	29,491,522
<b>General Aid</b>	<b>54,483,714</b>	<b>48,201,498</b>	<b>43,346,578</b>	<b>36,802,017</b>	<b>31,275,338</b>

Under Governor Evers’ 2019 proposed state budget, the Governor called for the state to recommit to funding levels at 2/3 of the state’s total shared costs implemented over a number of years. (Currently, the state funds less than 10% of MMSD’s shared costs.) Additionally, the Governor called for the state to begin implementation of “Fair Funding” for revenue limits and general aid that would replace the current equalization aid formula. The fair funding formula ties revenue limit increases to CPI-u increases, changes the max aid loss in one year to 10%, and includes student/family income levels in the new formula. Had this new formula been approved, MMSD’s share of equalization aid would have increased and thus local property taxes would have decreased substantially.

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

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

The 2019-21 State Biennial Budget approved a 27% reimbursement for special education expenses in 2019 and 30% reimbursement rate in 2020-21 for the first time in years. We continue to see no additional support for bilingual education at the state level.

### Step 3: Tax Levy Estimate\*

Finally, applying the equation (Revenue Limit Formula - General State Aids = Local Property Tax Levy) brought us to a draft April Preliminary Budget estimate of the local property tax levy for 2020-21:

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

- Early estimate - a total “All Funds” tax levy increase of 2.86%
- Estimated tax base growth of 5% with strong new construction values
- Tax rate decrease of \$ 0.23 per \$1,000 (from \$11.10 per \$1,000 to \$10.87 per \$1,000)
- Impact per average home value of \$46 (estimate), entirely due to the estimated increases to home values in Madison

### Property Tax Levy – History and April 2020-21 Proposed Budget

PROPERTY TAX LEVY SUMMARY	Actual	Fall Budget	Proposed		
SUMMARY OF TAX LEVY FOR ALL FUNDS:	2018-19	2019-20	2020-21	\$ Change	% Change
General Fund 10	275,294,815	299,537,819	311,519,605	11,981,786	4.00%
Debt Service Fund 39	8,303,725	8,300,900	6,327,475	(1,973,425)	-23.77%
Non Referendum Debt Svcs Fund 38	4,376,041	5,257,768	4,506,595	(751,173)	-14.29%
Capital Expansion Fund 41	8,500,000	5,000,000	5,000,000	-	0.00%
Community Service Fund 80	11,535,312	12,009,506	12,192,972	183,466	1.53%
<b>Total Levy</b>	<b>308,009,893</b>	<b>330,105,993</b>	<b>339,546,647</b>	<b>9,440,654</b>	<b>2.86%</b>
Equalized Tax Base	27,824,908,869	29,743,210,155	31,230,370,663	1,487,160,508	5.00%
<b>Equalized Tax Rate Per \$1000</b>	<b>11.07</b>	<b>11.10</b>	<b>10.87</b>	<b>(0.23)</b>	<b>-2.04%</b>

### Maintaining a Strong Balance Sheet: Fund Balance Ratio

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

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

MMSD’s Fund Balance ratio of 12% remains within the policy range under this proposed budget. Note: On March 16, 2020 the school district closed due to the COVID-19 national crisis. This projected fund balance does not yet take into account the affects these unexpected expenses have on the district. However, with assistance from the funds expected from FEMA and other state and federal funding, we expect our fund balance to remain within our Board’s fund balance policy of 10% to 15% in both 2019-2020 and 2020-2021.

## Strategic Equity Projects

Every year, regardless of the financial environment, we work hard to align key budget investments to the goals and priorities outlined in our Strategic Framework. 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.

It also outlines a set of strategies that include: 1) empowering school communities, 2) investing in people, 3) streamlining central office priorities (with an emphasis on deeper learning, culture and climate, and personalized opportunities for post-secondary success), 4) planning for the future, and 5) innovation. In order to ensure that we are making progress toward our goals, each year we define a set of Strategic Equity Projects (previously called priority actions, also “Equity Projects”) that require a new budget investment. These projects are typically not one-time investments but rather are built to grow and provide cumulative impact over time (see the Appendix for a multi-year history). In addition to these new investments, the district also makes significant investments of current resources (time, money, etc.) to prioritize these efforts that support students in line with the Strategic Framework. Examples over time include our commitment to racial equity training for all staff, exploration on new partnerships to support our Grow Your Own program to increase staff diversity, and developing historically accurate, inclusive and culturally representative curriculum.

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

Previous years Strategic Equity Project investments have all been reviewed to ensure they are achieving their equitable outcomes as intended and continue to remain our top priorities. These projects will continue to be funded within the overall district budget unless otherwise stated in the appendix as a project that is on pause or completed.

### Invest in People

#### **Forward Madison: Accelerated Licensure Special Education (ALSE)**

In MMSD, the numbers of provisionally licensed teachers have risen precipitously, accompanied by an increase in overall cross-categorical teacher hiring demands. Special Education is the field with the highest turnover rate and an area in need of strong teacher retention strategies. The Accelerated Licensure Special Education (ALSE) initiative is a collaboration between MMSD and UW-Madison School of Education (UW-SoE), located within the existing Forward Madison (FM) partnership. In response to MMSD’s shortage of fully certified special educators, ALSE is a collaboratively developed preparation pathway that leads to special education certification in Wisconsin for those under provisional license.

- Grant funding has been secured to provide partial tuition support for year two of the first cohort of ALSE participants from 2019-21. Note: The same grant funding supports another cohort of students in an accelerated program for bilingual certification as well.
- \$50,000 from Local funding will be used to fund the launch of a second cohort of students in this program for 2020-21.

### Streamline Priorities

#### **Deeper learning experiences that engage, challenge and support all learners**

##### **Adopt K-5 reading materials in English and Spanish**

We believe that it is our responsibility to provide and nurture an equitable culture of literacy in all classrooms through voice, choice, and intentionality. We value the home languages and experiences our students bring to the classroom, and as educators, we engage students to build bridges to academic language and content. We believe in offering rigorous learning experiences aligned to the standards, and we are committed to supporting

all students in accessing high-quality grade level text, the progressions of skill building, and knowledge acquisition. It is our mission to provide an equitable culture of literacy across schools that cultivates and presses on our students to be critical readers & writers across disciplines in order to foster agency and identity while supporting them to reach their fullest social and academic potential. In order to actualize these beliefs in line with the literacy goals in the Strategic Framework, the district proposes to adopt new K-5 reading materials in English and Spanish with an explicit structured approach to phonics (English) beginning with selecting and purchasing the curriculum in spring of 2021.

- 2020/21: \$400,000 – Local funding
- 2021/22: \$600,000 – Local funding
- This item would aim to be fully funded in 2020/21

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

### Welcoming Schools

MMSD implemented the Welcoming Schools program in response to significant bullying data, and related culture and climate, and risk assessment data that showed a significant need for universal systems work in this area. Welcoming Schools helps each school improve their foundational practices and assist in developing environments where everyone feels seen, valued, and respected. Through partnership, schools will receive support to integrate inclusive practices, language, and professional development into their existing culture and climate goals.

- \$30,000 – Local funding to support expansion to all elementary schools

### Mental Health

It is estimated that 1 in 5 of our students experience mental health concerns. We know that when we address mental health concerns, students are more available for learning. The district has had two successful mental health programs for youth that we aim to continue to expand for the 2020-21 school year.

- 1) Behavioral Health in Schools (BHS) integrates a mental health clinician (half-time/20 hrs. per week) from the community into the schools. The clinician actively collaborates with the Student Services team and provides individual treatment to students who are unable to access community-based mental health care. The BHS provider improves the school's capacity for addressing mental health concerns through direct service, consultation, teaming, and collaboration. This investment would expand our BHS schools from 12 to 15.
  - \$120,000 – Program costs from Local funding
- 2) Bounce Back is a school-based group intervention for elementary students exposed to stressful and traumatic events. Bounce Back teaches students ways to cope with and recover from traumatic experiences, so they can get back to doing what they want and need to do. Designed to be administered by clinicians, Bounce Back is based on Cognitive Behavioral Intervention for Trauma in Schools (CBITS). The Bounce Back program includes 10 group sessions, 1-3 group parent sessions, and 2-3 individual student sessions. The clinician and a student services staff member meets with a group of 4-6 students for an hour once a week for 10 weeks. Session content includes coping skills, feelings identification, relaxation exercises, positive activities, social support, and problem solving. This intervention also includes parent and individual sessions.
  - \$40,000 – Program costs from Local funding
- 3) Expand the current Cognitive Behavioral Intervention for Trauma in Schools (CBITS) programming into 9th grade in three more high schools to allow the district to start 9th grade mental health screening and implement support for those showed areas of student need.
  - \$55,000 – Program costs from Local funding



### **Safety & Security Assistants (SSA)**

The job of a Safety & Security Assistant has changed over the years; however, their job description and associated pay have not kept pace. During the 2019-20 school year, the Chief of Schools Office and Human Resources worked with the SSAs to update the job description in line with the many expectations of these staff including building relationships with students, and creating a safe and welcoming environment for students, staff and the community alike. The work over this year resulted in a recommendation for job re-alignment, including a new job description, a 10% increase in the hourly rate, 5 additional contracted days for specific professional development, and creating a designated “High School Lead SSA” in each high school with additional leadership role responsibility and 7% additive pay.

- \$156,000 – Local funding

### **Personalized opportunities that lead to post-secondary success**

#### **Early College STEM Academy (ECSA)**

With the focus of expanding access to STEM opportunities for youth of color, female students and first-generation college-going students, in school year 2018-19, MMSD launched the Early College STEM Academy (ECSA) with twenty-five high school juniors. Students in the program will not only attain their high school graduation requirements, but simultaneously earn college credit. STEM coursework will include 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 will be in the program with the start of Cohort 3. 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 – Total from Local Funding
- \$500,000 – Fundraising

#### **Youth Re-Engagement: MicroSchools**

Guided by lessons learned from a successful pilot in spring 2018 and additional action research throughout the 2018-2019 and 2019-20 school year, the Office of Youth Re-Engagement seeks to continue to support the existing MicroSchools and approximate 25 youth in the 2020-21 school year. MicroSchools serve 9-11th grade students who are significantly off-track towards graduation and/or justice involved throughout the school year. Working in partnership with youth, families, and community organizations, the Office of Youth Re-Engagement aims to create a MicroSchool that will effectively guide students back on a path towards college, career, and community readiness through an engaging instructional design grounded in culturally relevant curriculum and project-based and experiential learning.

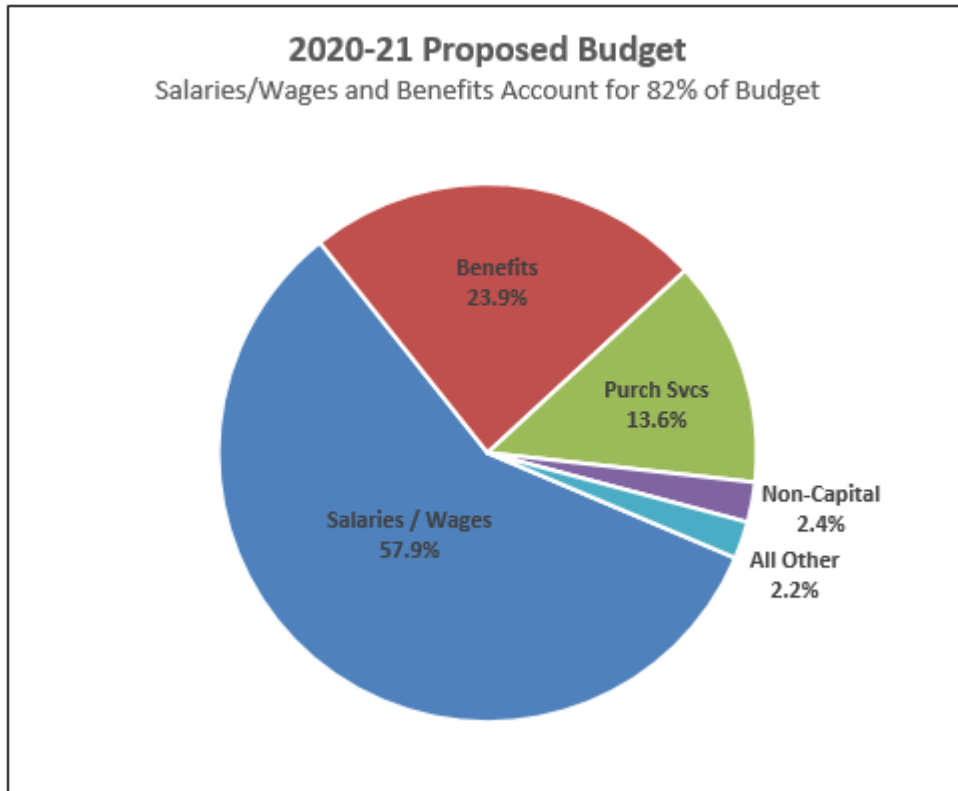
- \$250,000 – Repurposed TID #25 proceeds
- \$50,000 – Local funding



## 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.

The annual investment in personnel for the draft April Preliminary Budget represents approximately 82% of the MMSD operating budget (the operating budget is defined as the General Fund and Special Education Fund, net of inter-fund transfers) with salaries accounting for 58% and employee benefits accounting for 24%.



### Salaries and Wages

Included in the non-referendum budget proposal is a minimum compensation allowance of **3%**, which is sufficient to fund the three standard components of compensation, specifically step advancement (1.9%), lane advancement (0.1%), and a base wage increase of 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](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 and is 1.81% for contracts starting July 1, 2020.

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 the draft April preliminary budget for 2020-21, the average employee with a 3% total compensation increase will receive total take home pay 1.19% 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 for 2019-20 was to maintain stability in the health insurance benefit and in the employee benefits with very little plan design needed. A budgetary allowance of 3.5% (blended average) was effective July 1, 2019 with minor plan design changes implemented.

The strategy for the 2020-21 budget was to limit the healthcare budget increase to \$0 in order to provide investments in salary for staff. In order to maintain a \$0 healthcare budget increase, plan design and an increase to employee percentage contributions (EPC) is necessary.

The following plan design changes will be necessary as of July 1, 2020:

- Add a \$100 single and \$200 family deductible.
- Prescription copays of \$6, \$15 or \$30.

As a critical equity strategy of the district, MMSD has a gradual scale EPC based on the employee unit. Employees are designated into four categories of EPC, with teaching staff being in the second lowest EPC category and administrators in the highest category. The following EPC increases to our Health Maintenance Option (HMO) Plan and Point of Service (POS) Plans are necessary as of July 1, 2020:

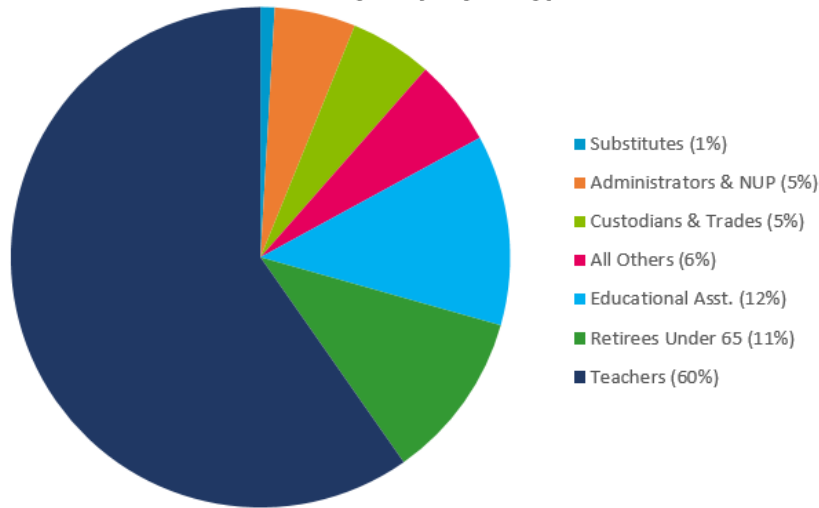
- GHC and Dean HMO Plan: 2.5%, 6%, 10% and 12%.
- GHC and Dean POS Plan: 5%, 12%, 20% and 24%.

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); 2.5% (22-23); 3.5% (23-24). For Dean's HMO plan, it is 4.9% in 2021-2022. 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 \$64.8 million. Employees in the HMO Plan in 2019-20 paid between 1.25% and 10% of the insurance premium, based on the employee's job title, with a higher contribution rate for those who elect to not participate in the wellness program. In 2020-21, employees will pay between 2.5% and 12% in the HMO Plan.

As of March 2020, 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. 73% of our employees are enrolled in GHC, and 27% 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 million next year on dental coverage in the operation fund. The budget allows for an increase of 0.25% in dental rates next year, which is necessary to adequately fund this self-insured plan. Annually, employee dental costs increase slightly due to an actuarial evaluation of the plan. This year employee costs are projected to go up 0.022%. 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 \$650,000 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**

MMSD will spend approximately \$1.3 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 2020 at 6.75%. For budget purposes, the contribution rate for calendar 2021 is not expected to change. If more information becomes available in the fall, this budget estimate will be adjusted as needed in the October final budget.

**Other Non-Budgetary Benefits**

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

## Required Budget Allowances

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

Over the past four years, we have increased budget allowances as necessary in critical areas such as substitute teachers costs, transportation, post-employment benefits, and utilities. The total for budgeted allowances in 2019-20 for the non-passing referendum budget is approximately \$2.3 million, after accounting for the 2x charter growth, open enrollment out rate increases, and state voucher program impacts (discussed in more detail in the appendix). Through these actions, the operating budget will produce more consistent financial results.

**Open Enrollment In/Out Net:** Increase of \$500,000 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'). This budget increase is entirely due to the 5% per student rate increase approved by the State in the biennial budget. These accounts will be updated again in October once actual open enrollment results are known.

**2x / independent charter school (2x) expansion:** In the 2020-21 school year, there will be three 2x charter schools with enrollment within the MMSD attendance area. We are estimating these 2x charter schools will enroll 60 new FTE students next year. Additionally, the State budget approved a 2.8% per student rate increase for next year. Together, this creates a \$680,000 expense in our budget.

**Loss of student program funding grants:** Due to the loss of two United Way of Dane County grants and a variety of other small grants cycle ending, MMSD will need to fund \$259,000 in personnel and non-personnel costs in order to keep successful student and staff programming running.

**MMSD Technology Plan, Ignite!** As a district, MMSD believes that students, staff, and families should engage in digital literacy learning and application through discovery, collaboration, and creation. When students are given access to flexible and differentiated digital tools and voice and choice in their learning and collaborating, transformative learning is made possible. In order to authentically and equitably integrate technology into our instructional practices, the district is in the process of implementing 1:1 devices in schools. 2020-21 is the last year of our multi-year school implementation process. All schools will be 1:1 by the end of next year.

In 2020-21, the Technology Plan budget would increase by \$125,000, \$400,000 less than the plan originally anticipated. The additional funding has been identified within the Technology Services and Instructional Technology budgets. In addition to rolling out the Technology Plan to our last schools, we continue to replace high school career and technical education (CTE) labs. Investment in upgrades to network infrastructure at the schools and at the network operations center will also continue.

# Budget Management: Finding Efficiencies and Improving Business Practices

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

In addition to this annual way of working, the district has started an 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 reviews the data outcomes and confirms that the resources should remain intact in the upcoming budget, be repurposed, or that new resources are needed to expand the outcomes for students.

Finding cost savings and reallocating resources are core aspects of MMSD budget development. Over the last six years, nearly \$20 million has been repurposed or cut from the Central Office department budgets using this process.

In line with our district ways of working, the 2020-21 Preliminary Budget Proposal includes \$7.5 million of cost savings and efficiencies in order to balance the budget on limited resources. Savings can be summarized into the following:

- |  |             |
|--|-------------|
| • Class size policy: Implementing the class size policy  | \$2,000,000 |
| • Central Office staffing reductions                     | \$1,000,000 |
| • Healthcare negotiations with providers and plan design | \$3,800,000 |
| • Purchased/Personnel Services                           | \$ 350,000  |
| • Summer school  | \$ 250,000  |
| • Revenue Sources: interest rates                        | \$ 100,000  |

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 – 2020-21:

- Reducing electricity bills through solar energy: 1) Approval of a solar project with the City of Madison and MG&E for 2 MW; 2) Working with West High School Green Club to implement a 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 develop a district wide strategy for solar in line with the Building Excellence efforts
- Continuing our implementation of our goals to move all vehicles to electric
- Focusing the Building Excellence Plan, MMSD's long-range facility need assessment, on investment into our districts high schools
- MMSD continues to benefit from locking in a five-year futures contract for natural gas at historically low prices

## Tech Services – 2020-21:

- With the district's Technology Plan, Ignite! nearing full implementation, intense cross-departmental reflection, planning and budgeting allowed the district to re-occurring savings by removing the need to rely on third party leasing for our devices.



### Human Resources – 2020-21:

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.

- Rate cap guarantees for future years:
  - » GHC 4.5% (21-22); 2.5% (2022-23); 3.5% (2023-24)
  - » Dean 4.9% (2021-22)
- Add \$100 single and \$200 family deductible
- Prescription copays of \$6, \$15 or \$30
- Doubling our employee percentage contribution (EPC) rates for all staffing units:
  - » GHC and Dean HMO Plan: 2.5%, 6%, 10% and 12%.
  - » GHC and Dean POS Plan: 5%, 12%, 20% and 24%.
- Overall, this plan produced \$1M in available budget for the Board to invest, while keeping the healthcare costs at \$0.

### Chief of School Operations/Transportation – 2020-21:

In a year-long cross-department team planning effort, the Board of Education has approved the system wide change of our middle school start times, to align with nation-wide physician health recommendations and research based academic gains. Implementation started in 2019-20 and will continue in 2020-21, and be phased in over the next three years. At full implementation, this change will cost the district on average \$650,000 more than current expenditures annually; however, efficiency efforts in the Transportation Department will help to continually offset these costs.

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



## Staffing Plan for 2020-21

In December 2017, the Board adopted a revised [class size policy](#). The 2020-21 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. 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 4,067.3 full time equivalent (FTE) to 4019.8, a decrease of 1% from last year. The staffing reduction is due to a combination of cumulative effects of slight enrollment decline in our elementary grades, as well as the strict use of the class size policy as a budget efficiency measure. Overall, Central Office staffing was reduced by 8.0 FTE or approximately 2.5% of centrally located Central Office positions.

	Fall 16-17	Fall 17-18	Fall 18-19	Fall 19-20	Budget 20-21
District-Wide Administrators	55.5	57.5	58.8	63.8	63.8
Principals	50.0	50.0	50.0	50.0	50.0
Assistant Principals	27.5	27.0	30.3	33.0	30.9
Teachers	2,601.0	2,644.3	2,659.0	2,639.5	2,622.8
Specialists (Hearing Interpreters, OTAs, etc.)	37.1	36.1	31.8	30.0	30.1
Bilingual Resource Specialists	80.9	78.9	80.5	81.4	80.5
Professionals (Non-Union)	113.9	121.0	128.6	129.8	125.5
Clerical/Technical	214.4	220.7	220.3	220.8	220.1
Ed. Assts. (EA, SEA, BEA, Nurse Asst)	461.4	447.2	440.7	444.4	421.7
Custodial	216.3	216.0	216.0	218.0	218.0
Trades	32.0	32.0	32.0	31.1	31.1
Food Service	94.4	101.6	104.2	96.0	96.0
Security	28.3	29.3	29.5	29.5	29.5
	4,012.6	4,061.5	4,081.7	4,067.3	4,019.8

### Monitoring and Responding to Changing Conditions:

The staffing plan above includes 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. We will work to make adjustments prior to the start of the school year to avoid disruption to schools. However, even when enrollment changes are not apparent until the start of school, we work to adjust class sizes as necessary to ensure appropriate class sizes.



## Table Notes:

1. Columns marked “Fall” of a given fiscal year represents staffing at the time of the adopted budget for each corresponding fiscal year. “Budget 20-21” represents staffing for the 2020-21 Preliminary Budget (Spring 2020).
2. Staffing as shown for 2020-21 reflects the initial staffing work of building principals and administrators as of March 2020. The 2020-21 staffing plan will evolve to reflect the staffing changes which will be made by schools and departments during the coming year. These changes include reclassifications of positions, conversions of one position to another, and changes to the use of grant funding in order to best utilize the resources available to the district.
3. This table includes 11.402 IDEA FTE and 5.384 Title I FTE reductions between 2019-20 and 2020-21 for one-year positions coded to IDEA Flow Thru and Title I necessitated by IEP need or Principal discretion. These positions are likely to be reinstated in the fall based on student need, which would cause these counts to increase by fall.
4. 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.
5. Central Office reductions were taken out of the NUP, Clerical, and Teacher Leader groups. Teacher Leaders would be found under the “Teacher” category.
6. Enrollment declines affect not only the elementary classroom teachers, but the elementary specials teachers (art, PE, music, etc.), education assistants, and food service.

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

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

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

## Teacher Staffing Summary (FY 2019, 2020 and 2021)

The below chart provides more detail in the 2,622.8 FTE teacher allocations, 65% of the total staffing allocation. As discussed above, the impact of the cumulative two year reduction in enrollment have largely been at the elementary level. (See our Enrollment Report in the Appendix). As the 2x charter program and voucher program move out of their growth stages and to full capacity, we will see the elementary staffing level off and the impact move up into the higher grades before the program affects will start to stabilize.

This chart also shows our intentional investment in Special Education personnel for 2020-21. Despite declining enrollment trends, almost all student services allocation are up over the last two 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 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.

The 2019-20 pilot was successful. 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 a very successful pilot implementation year, the administration recommends 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.

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 2019	FY 2020	FY 2021	Change FY20-FY21	% Chg FY20-FY21
Regular Education Teachers	<b>District-Wide/ Central Office/ Off-Site</b>	87.6	86.4	85.0	-1.4	-1.7%
	<b>Elementary Schools</b>	922.9	886.5	865.7	-20.7	-2.3%
	<b>Middle Schools</b>	370.8	375.4	370.3	-5.1	-1.4%
	<b>High Schools</b>	379.1	380.5	371.4	-9.0	-2.4%
	<b>Unallocated</b>	3.4	3.0	13.0	10.0	335.6%
OMGE	<b>ESL/Bilingual Resource Teachers</b>	168.6	165.3	165.7	0.4	0.3%
Students Services / student support Teachers	<b>School Psychologists</b>	41.0	42.6	42.7	0.1	0.2%
	<i>District-Wide/Central Office/Off-Site</i>	1.3	1.2	1.2	0.0	0.0%
	<i>School Based</i>	39.7	41.4	41.5	0.1	0.2%
	<b>Social Workers</b>	49.2	51.2	51.7	0.5	0.9%
	<i>District-Wide/Central Office/Off-Site</i>	5.0	5.0	5.0	0.0	0.0%
	<i>School Based</i>	44.3	46.2	46.7	0.5	1.0%
	<b>Guidance Counselors</b>	35.0	36.9	36.6	-0.3	-0.8%
	<i>District-Wide/Central Office/Off-Site</i>	1.1	1.8	1.8	0.0	0.0%
	<i>School Based</i>	33.9	35.1	34.8	-0.3	-0.9%
	<b>PBS Coaches/Student Supports</b>	41.6	42.2	43.5	1.4	3.3%
	<i>District-Wide/Central Office/Off-Site</i>	7.2	9.5	9.7	0.2	2.5%
	<i>School Based</i>	34.4	32.7	33.8	1.1	3.5%
	<b>Spec Ed / Cross Cat / Early Childhood / PST</b>	393.1	404.6	412.9	8.3	2.0%
	<i>District-Wide/Central Office/Off-Site</i>	84.8	90.1	95.6	5.5	6.1%
	<i>School Based</i>	308.3	314.5	317.3	2.8	0.9%
	<b>OT/PT/HI/VI</b>	56.1	55.6	54.7	-0.9	-1.7%
	<i>District-Wide/Central Office/Off-Site</i>	10.9	11.9	11.8	-0.1	-0.7%
	<i>School Based</i>	45.2	43.7	42.8	-0.9	-1.9%
	<b>Speech/Language</b>	79.8	76.8	76.8	0.0	0.0%
	<i>District-Wide/Central Office/Off-Site</i>	26.4	22.9	23.1	0.2	0.9%
	<i>School Based</i>	53.4	53.9	53.7	-0.2	-0.4%
	<b>Nurses</b>	30.9	32.6	32.7	0.1	0.4%
	<i>District-Wide/Central Office/Off-Site</i>	3.5	4.2	4.2	0.0	1.1%
<i>School Based</i>	27.4	28.4	28.5	0.1	0.4%	
<b>TOTAL</b>		<b>2659.0</b>	<b>2639.5</b>	<b>2622.7</b>	<b>-16.8</b>	<b>-0.6%</b>

Table Notes:

1. The first four categories are regular education teachers, including classroom and specials teachers, teacher-leaders, instructional resource teachers, learning coordinators, and interventionists. Principals have flexibility about how to use these positions to staff their schools. The first category reflects teachers that are not school-based, so it includes teachers at alternative program sites, central office, and district-wide. This category also includes teachers provided from central office departments who actually work at the schools, such as the Advanced Learner instructional resource teachers. The next three categories include regular education teachers at the elementary, middle, and high school levels.
2. The changes to regular education teachers reflect not only the enrollment-based and budget-based changes, but also the staffing changes (conversions) made by the schools during the budget process. This teacher staffing chart would not be able to reflect conversions made from teacher allocation into other types of staffing (i.e., education assistant, clerical, etc.).
3. The Office of Multilingual & Global Education (OMGE) teacher category includes both central office and school-based teaching positions. It would also reflect a school's decision to make a position bilingual in order to better serve the needs of the students.
4. The Student Services teacher positions are divided into school-based and non-school based full-time equivalent employees; however, Student Services teachers typically serve students and/or support schools.
5. Unallocated totals for 2018-19 and 2019-20 are totals as of the October final budget. Totals for 2020-21, however, are as of the April Preliminary Budget proposal. Unallocated will be placed into schools leading up to the start of school and totals will decrease as needs arise.

## Conclusion

This draft preliminary budget proposal is based on the most recent information available as of April 13, 2020. Estimates used in the preliminary budget proposal will be carefully monitored and updated as necessary. The Board of Education will evaluate and amend the preliminary budget proposal over an eight week period in May and June. The Board will adopt a preliminary budget on June 29, 2020. The 2020-21 fiscal year begins July 1, 2020.

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



# Budget Snapshot

A summary chart of key budget factors for 2020-21

Item	2020-21
<b>Balance Sheet:</b>	
General Fund <i>Balance Projected 6/30/21</i>	\$45 - \$55 million (includes the estimated overall impact of COVID-19) Within the 10-15% solvency ratio per board policy
Bond Rating - Current	"Aa2" ( <i>Moody's</i> ) and "1+" ( <i>S&amp;P</i> )
<b>Enrollment</b>	
3 Yr Rolling Avg – Resident Count	Stable with slight increase of 36 students
Actual Students Enrollment Estimate	Slight decrease of 51 students
Open Enrollment Estimate	Net change of < 10 In / < 10 Out, \$500,000 incremental expenditure increase due to 5% rate increases
2x Charters Estimate	Est. 60 additional FTE, \$600,00 incremental expenditure increase (FTE and 2.5% rate increase)
Private School Choice Estimate	Private School: est. 65 additional FTE, \$562,000 (46%) incremental expenditure increase including 3% rate increase Private School Special Needs: stable enrollment, \$17,000 incremental expenditure increase due to 2% rate increase
<b>State Budget Impact</b>	
State General Aid Estimate	15% Aid Loss - \$36.8 million to \$31.2 million
Revenue Limit Formula	\$179 Increase in Revenue Limit per Student
State Per Pupil Categorical Aid	Increase of \$0 per Student
<b>Personnel Expenditures</b>	
Wages & Salary	Budget Allowance of 3% + Additive Pay Components (= <i>steps + lanes + base wage increase</i> )
Health Insurance Estimate	0% Increase (Budgetary reduction strategy)
Staffing Plan	Total Staffing of 4,028 FTE
<b>General Fund Totals</b>	
General Fund Revenue	Increase 1.06% over 2019-20 actual
General Fund Expenditures	Decrease -0.79% over 2019-20 actual
<b>All Funds Totals:</b> <i>(Net of Inter-fund Transfers)</i>	
All Funds Revenues	Increase 1.08% over 2019-20 actual
All Funds Expenditures	Decrease -0.68% over 2019-20 actual
<b>Tax Levy Estimate</b>	
MMSD Tax Base Estimated	5% Valuation Increase
Tax Levy Increase Non-passing referendum ( <i>Recommended</i> )	A levy increase 2.86% for all funds
Tax Rate – Equalized	\$10.87 per \$1,000 Property Value (\$.23 decrease)
Tax Impact for Median Home	Early Estimate Increase \$46 per Tax Bill <i>(Est Median Home = \$311,500)</i>



# Financial Summaries/Reports

<b>Revenue and Expenditure History</b>	<b>36</b>
General Fund (10)	36
Special Education (27)	37
Debt Service (38/30)	38
Capital Maintenance (41)	39
Food Service (50)	40
Community Service (80)	41
<b>Summary Revenue and Expenditure Fund by Year</b>	<b>42</b>
2020-21 Proposed Budget - By Year	42
2020-21 Proposed Budget - All Funds	43
2019-20 Fall Adopted Budget - Current Year	44
2018-19 Actuals - 1 year prior	45
2017-18 Actuals - 2 years prior	46
<b>Proposed Revenues by Fund and Source</b>	<b>47</b>
<b>Proposed Expenditures by Fund and Object</b>	<b>50</b>
<b>Baird Budget Forecast Model</b>	<b>59</b>

## Madison Metropolitan School District

### 2020-21 Proposed Budget

#### Revenue and Expenditure History Table - General Fund (10)

Note: Includes Interfund Transfers listed separately

	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	2020-21 Proposed
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	268,909,257	279,845,274	299,602,819	311,584,605
Other local sources	5,661,798	6,499,770	6,198,386	5,318,523
Interdistrict sources	3,292,770	3,487,429	3,262,850	3,514,835
Intermediate sources	93,980	112,721	334,279	328,833
State sources	72,872,822	77,591,482	70,422,894	64,928,025
Federal sources	12,130,810	16,501,783	16,107,181	15,902,070
Other sources	530,166	1,983,108	967,121	459,918
<b>Total revenues</b>	<b>363,491,602</b>	<b>386,021,568</b>	<b>396,895,530</b>	<b>402,036,809</b>
<b>Expenditures</b>				
Regular instruction	149,269,329	149,584,776	149,786,325	150,566,401
Vocational instruction	3,936,119	3,667,296	4,077,167	4,171,193
Special instruction	1,110,549	5,310,888	12,874,021	12,974,448
Other instruction	11,186,486	11,022,268	11,187,328	11,150,217
Pupil services	14,179,476	14,747,469	17,202,050	17,634,837
Instructional staff services	26,955,938	27,104,318	30,172,537	29,829,871
General administration services	21,955,875	22,762,879	23,598,129	24,759,405
Business administration services	37,006,948	42,413,405	43,493,875	37,001,812
Pupil transportation	9,383,011	8,998,627	9,765,988	9,783,424
Principal and interest	673,258	1,180,268	2,298,911	2,298,911
Other support services	21,986,779	23,986,076	27,932,159	28,206,716
Community Service	-	-	-	-
Non-program	13,029,051	15,233,526	18,153,424	20,216,146
<b>Total Expenditures</b>	<b>310,672,820</b>	<b>326,011,796</b>	<b>350,541,915</b>	<b>348,593,380</b>
Proceeds from Debt	2,839,020	2,257,108	2,055,000	1,050,000
Transfers in	147,819	173,473	166,556	166,556
Transfers out	(50,882,124)	(53,951,717)	(56,023,518)	(54,659,985)
<b>Net change in fund balance</b>	<b>4,923,497</b>	<b>8,488,635</b>	<b>(7,448,347)</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>47,756,179</b>	<b>52,679,676</b>	<b>61,168,311</b>	<b>53,719,964</b>
<b>Fund balance - end of year</b>	<b>52,679,676</b>	<b>61,168,311</b>	<b>53,719,964</b>	<b>53,719,964</b>



# Madison Metropolitan School District

## 2020-21 Proposed Budget

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

Note: Includes Interfund Transfers listed separately

	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	2020-21 Proposed
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	-	-	-	-
Interdistrict sources	28,707	27,031	16,665	15,464
Intermediate sources	-	-	-	-
State sources	18,734,427	18,719,641	19,206,467	22,292,208
Federal sources	5,787,945	6,084,388	7,306,931	6,562,052
Other sources	-	-	-	-
<b>Total revenues</b>	<b>24,551,079</b>	<b>24,831,060</b>	<b>26,530,064</b>	<b>28,869,724</b>
<b>Expenditures</b>				
Regular instruction	218,913	239,802	278,469	278,469
Vocational instruction	-	-	-	-
Special instruction	55,264,343	58,625,816	62,161,390	62,873,381
Other instruction	-	-	-	-
Pupil services	12,518,808	12,655,985	11,775,680	11,883,696
Instructional staff services	2,705,874	2,434,970	3,255,487	3,410,687
General administration services	-	-	-	-
Business administration services	252,638	302,933	306,900	306,900
Pupil transportation	4,116,786	3,999,215	3,986,540	3,986,540
Principal and interest	-	-	-	-
Other support services	33,717	74,189	460,559	461,479
Community Service	-	-	-	-
Non-program	87,440	122,970	162,000	162,000
<b>Total Expenditures</b>	<b>75,198,518</b>	<b>78,455,880</b>	<b>82,387,026</b>	<b>83,363,152</b>
Proceeds from Debt	-	-	-	-
Transfers in	50,795,259	53,798,293	56,023,518	54,659,985
Transfers out	(147,819)	(173,473)	(166,556)	(166,556)
<b>Net change in fund balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balance - end of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Madison Metropolitan School District

## 2020-21 Proposed Budget

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

Note: Includes Interfund Transfers listed separately

	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	2020-21 Proposed
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	12,462,341	12,679,766	13,558,668	10,834,070
Other local sources	34,445	53,501	-	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	130,163	163,366	146,358	104,263
<b>Total revenues</b>	<b>12,626,949</b>	<b>12,896,633</b>	<b>13,705,026</b>	<b>10,938,333</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	-	-	-	-
Pupil transportation	-	-	-	-
Principal and interest	12,758,270	13,064,957	12,735,838	12,049,858
Other support services	-	-	-	-
Community Service	-	-	-	-
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>12,758,270</b>	<b>13,064,957</b>	<b>12,735,838</b>	<b>12,049,858</b>
Proceeds from Debt	-	-	-	-
Transfers in	47,749	130,531	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>(83,571)</b>	<b>(37,793)</b>	<b>969,188</b>	<b>(1,111,525)</b>
<b>Fund balance - beginning of year</b>	<b>2,206,687</b>	<b>2,123,116</b>	<b>2,085,323</b>	<b>3,054,511</b>
<b>Fund balance - end of year</b>	<b>2,123,116</b>	<b>2,085,323</b>	<b>3,054,511</b>	<b>1,942,986</b>

# Madison Metropolitan School District

## 2020-21 Proposed Budget

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

Note: Includes Interfund Transfers listed separately

	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	2020-21 Proposed
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	5,000,000	8,500,000	5,000,000	5,000,000
Other local sources	13,369	36,892	-	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	-	-	-	-
<b>Total revenues</b>	<b>5,013,369</b>	<b>8,536,892</b>	<b>5,000,000</b>	<b>5,000,000</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	5,062,943	7,107,262	7,020,321	4,995,185
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	-	-	4,815	4,815
Community Service	-	-	-	-
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>5,062,943</b>	<b>7,107,262</b>	<b>7,025,136</b>	<b>5,000,000</b>
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>(49,574)</b>	<b>1,429,630</b>	<b>(2,025,136)</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>2,089,799</b>	<b>2,040,225</b>	<b>3,469,855</b>	<b>1,444,719</b>
<b>Fund balance - end of year</b>	<b>2,040,225</b>	<b>3,469,855</b>	<b>1,444,719</b>	<b>1,444,719</b>

# Madison Metropolitan School District

## 2020-21 Proposed Budget

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

Note: Includes Interfund Transfers listed separately

	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	2020-21 Proposed
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	1,943,024	1,852,218	1,954,500	1,954,500
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	178,038	176,247	182,000	182,000
Federal sources	8,707,465	8,316,902	8,522,578	8,605,338
Other sources	-	-	-	-
<b>Total revenues</b>	<b>10,828,527</b>	<b>10,345,367</b>	<b>10,659,078</b>	<b>10,741,838</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	10,522,959	10,470,059	10,629,078	10,711,838
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	-	-	30,000	30,000
Community Service	-	-	-	-
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>10,522,959</b>	<b>10,470,059</b>	<b>10,659,078</b>	<b>10,741,838</b>
Proceeds from Debt	-	-	-	-
Transfers in	39,117	22,893	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>344,685</b>	<b>(101,800)</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>1,340,912</b>	<b>1,685,597</b>	<b>1,583,797</b>	<b>1,583,797</b>
<b>Fund balance - end of year</b>	<b>1,685,597</b>	<b>1,583,797</b>	<b>1,583,797</b>	<b>1,583,797</b>

# Madison Metropolitan School District

## 2020-21 Proposed Budget

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

Note: Includes Interfund Transfers listed separately

	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	2020-21 Proposed
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	11,234,489	11,535,312	12,009,506	12,192,972
Other local sources	3,694,174	3,593,408	3,618,574	3,618,574
Interdistrict sources	-	50	-	-
Intermediate sources	25,000	-	-	-
State sources	-	-	-	-
Federal sources	8,754	-	-	-
Other sources	-	-	-	-
<b>Total revenues</b>	<b>14,962,417</b>	<b>15,128,770</b>	<b>15,628,080</b>	<b>15,811,546</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	776,234	776,171	884,112	1,486,536
Pupil transportation	2,405	1,371	1,000	1,000
Principal and interest	-	-	-	-
Other support services	578,337	564,136	482,600	293,474
Community Service	13,493,794	13,679,172	14,617,369	14,530,536
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>14,850,771</b>	<b>15,020,850</b>	<b>15,985,080</b>	<b>16,311,546</b>
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>111,647</b>	<b>107,920</b>	<b>(357,000)</b>	<b>(500,000)</b>
<b>Fund balance - beginning of year</b>	<b>1,840,059</b>	<b>1,951,706</b>	<b>2,059,626</b>	<b>1,702,626</b>
<b>Fund balance - end of year</b>	<b>1,951,706</b>	<b>2,059,626</b>	<b>1,702,626</b>	<b>1,202,626</b>

## Madison Metropolitan School District

### 2020-21 Proposed Budget

#### Summary Revenue and Expenditures All Funds

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

	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	2020-21 Proposed	% Chg
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	297,606,086	312,560,352	330,170,993	339,611,647	2.86%
Other local sources	11,346,810	12,035,789	11,771,460	10,891,597	-7.47%
Interdistrict sources	3,321,477	3,514,510	3,279,515	3,530,299	7.65%
Intermediate sources	118,980	112,721	334,279	328,833	-1.63%
State sources	91,785,287	96,487,370	89,811,362	87,402,233	-2.68%
Federal sources	26,634,974	30,903,074	31,936,691	31,069,460	-2.72%
Other sources	660,329	2,146,474	1,113,479	564,181	-49.33%
<b>Total revenues</b>	<b>431,473,943</b>	<b>457,760,291</b>	<b>468,417,778</b>	<b>473,398,250</b>	<b>1.06%</b>
<b>Expenditures</b>					
Regular instruction	149,488,242	149,824,578	150,064,794	150,844,870	0.52%
Vocational instruction	3,936,119	3,667,296	4,077,167	4,171,193	2.31%
Special instruction	56,374,892	63,936,704	75,035,411	75,847,829	1.08%
Other instruction	11,186,486	11,022,268	11,187,328	11,150,217	-0.33%
Pupil services	26,698,284	27,403,454	28,977,730	29,518,533	1.87%
Instructional staff services	29,661,812	29,539,288	33,428,025	33,240,558	-0.56%
General administration services	21,955,875	22,762,879	23,598,129	24,759,405	4.92%
Business administration services	53,621,722	61,069,830	62,334,286	54,502,271	-12.56%
Pupil transportation	13,502,202	12,999,213	13,753,528	13,770,964	0.13%
Principal and interest	13,431,527	14,245,225	15,034,749	14,348,769	-4.56%
Other support services	22,598,833	24,624,400	28,910,133	28,996,484	0.30%
Community Service	13,493,794	13,679,172	14,617,369	14,530,536	-0.59%
Non-program	13,116,491	15,356,496	18,315,424	20,378,146	11.26%
<b>Total Expenditures</b>	<b>429,066,280</b>	<b>450,130,804</b>	<b>479,334,073</b>	<b>476,059,775</b>	<b>-0.68%</b>
Proceeds from Debt	2,839,020	2,257,108	2,055,000	1,050,000	-48.91%
Transfers in	51,029,944	54,125,190	56,190,074	54,826,540	-2.43%
Transfers out	(51,029,944)	(54,125,190)	(56,190,074)	(54,826,540)	-2.43%
<b>Net change in fund balance</b>	<b>5,246,683</b>	<b>9,886,594</b>	<b>(8,861,295)</b>	<b>(1,611,525)</b>	<b>-81.81%</b>
<b>Fund balance - beginning of year</b>	<b>55,233,636</b>	<b>60,480,319</b>	<b>70,366,912</b>	<b>61,505,617</b>	<b>-12.59%</b>
<b>Fund balance - end of year</b>	<b>60,480,319</b>	<b>70,366,913</b>	<b>61,505,617</b>	<b>59,894,092</b>	<b>-2.62%</b>



**Madison Metropolitan School District**

**2020-21 Proposed Budget**

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

**Note: Includes Interfund Transfers listed separately**

	<b>2020-21 Proposed</b>	<b>Fund 10 - General</b>	<b>Fund 27 - Special Ed</b>	<b>Fund 38/30 - Debt Service</b>	<b>Fund 41 - Capital Improve</b>	<b>Fund 50 - Food Service</b>	<b>Fund 80 - Community Serv</b>
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	339,611,647	311,584,605	-	10,834,070	5,000,000	-	12,192,972
Other local sources	10,891,597	5,318,523	-	-	-	1,954,500	3,618,574
Interdistrict sources	3,530,299	3,514,835	15,464	-	-	-	-
Intermediate sources	328,833	328,833	-	-	-	-	-
State sources	87,402,233	64,928,025	22,292,208	-	-	182,000	-
Federal sources	31,069,460	15,902,070	6,562,052	-	-	8,605,338	-
Other sources	564,181	459,918	-	104,263	-	-	-
<b>Total revenues</b>	<b>473,398,250</b>	<b>402,036,809</b>	<b>28,869,724</b>	<b>10,938,333</b>	<b>5,000,000</b>	<b>10,741,838</b>	<b>15,811,546</b>
<b>Expenditures</b>							
Regular instruction	150,844,870	150,566,401	278,469	-	-	-	-
Vocational instruction	4,171,193	4,171,193	-	-	-	-	-
Special instruction	75,847,829	12,974,448	62,873,381	-	-	-	-
Other instruction	11,150,217	11,150,217	-	-	-	-	-
Pupil services	29,518,533	17,634,837	11,883,696	-	-	-	-
Instructional staff services	33,240,558	29,829,871	3,410,687	-	-	-	-
General administration services	24,759,405	24,759,405	-	-	-	-	-
Business administration services	54,502,271	37,001,812	306,900	-	4,995,185	10,711,838	1,486,536
Pupil transportation	13,770,964	9,783,424	3,986,540	-	-	-	1,000
Principal and interest	14,348,769	2,298,911	-	12,049,858	-	-	-
Other support services	28,996,484	28,206,716	461,479	-	4,815	30,000	293,474
Community Service	14,530,536	-	-	-	-	-	14,530,536
Non-program	20,378,146	20,216,146	162,000	-	-	-	-
<b>Total Expenditures</b>	<b>476,059,775</b>	<b>348,593,380</b>	<b>83,363,152</b>	<b>12,049,858</b>	<b>5,000,000</b>	<b>10,741,838</b>	<b>16,311,546</b>
Proceeds from Debt	1,050,000	1,050,000	-	-	-	-	-
Transfers in	54,826,540	166,556	54,659,985	-	-	-	-
Transfers out	(54,826,540)	(54,659,985)	(166,556)	-	-	-	-
<b>Net change in fund balance</b>	<b>(1,611,525)</b>	<b>-</b>	<b>-</b>	<b>(1,111,525)</b>	<b>-</b>	<b>-</b>	<b>(500,000)</b>
<b>Fund balance - beginning of year</b>	<b>61,505,617</b>	<b>53,719,964</b>	<b>-</b>	<b>3,054,511</b>	<b>1,444,719</b>	<b>1,583,797</b>	<b>1,702,626</b>
<b>Fund balance - end of year</b>	<b>59,894,092</b>	<b>53,719,964</b>	<b>-</b>	<b>1,942,986</b>	<b>1,444,719</b>	<b>1,583,797</b>	<b>1,202,626</b>

**Madison Metropolitan School District  
2019-20 Fall Budget**

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

Note: Includes Interfund Transfers listed separately

	<b>2019-20 Fall Budget</b>	<b>Fund 10 - General</b>	<b>Fund 27 - Special Ed</b>	<b>Fund 38/30 - Debt Service</b>	<b>Fund 41 - Capital Improve</b>	<b>Fund 50 - Food Service</b>	<b>Fund 80 - Community Serv</b>
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	330,170,993	299,602,819	-	13,558,668	5,000,000	-	12,009,506
Other local sources	11,771,460	6,198,386	-	-	-	1,954,500	3,618,574
Interdistrict sources	3,279,515	3,262,850	16,665	-	-	-	-
Intermediate sources	334,279	334,279	-	-	-	-	-
State sources	89,811,362	70,422,894	19,206,467	-	-	182,000	-
Federal sources	31,936,691	16,107,181	7,306,931	-	-	8,522,578	-
Other sources	1,113,479	967,121	-	146,358	-	-	-
<b>Total revenues</b>	<b>468,417,778</b>	<b>396,895,530</b>	<b>26,530,064</b>	<b>13,705,026</b>	<b>5,000,000</b>	<b>10,659,078</b>	<b>15,628,080</b>
<b>Expenditures</b>							
Regular instruction	150,064,794	149,786,325	278,469	-	-	-	-
Vocational instruction	4,077,167	4,077,167	-	-	-	-	-
Special instruction	75,035,411	12,874,021	62,161,390	-	-	-	-
Other instruction	11,187,328	11,187,328	-	-	-	-	-
Pupil services	28,977,730	17,202,050	11,775,680	-	-	-	-
Instructional staff services	33,428,025	30,172,537	3,255,487	-	-	-	-
General administration services	23,598,129	23,598,129	-	-	-	-	-
Business administration services	62,334,286	43,493,875	306,900	-	7,020,321	10,629,078	884,112
Pupil transportation	13,753,528	9,765,988	3,986,540	-	-	-	1,000
Principal and interest	15,034,749	2,298,911	-	12,735,838	-	-	-
Other support services	28,910,133	27,932,159	460,559	-	4,815	30,000	482,600
Community Service	14,617,369	-	-	-	-	-	14,617,369
Non-program	18,315,424	18,153,424	162,000	-	-	-	-
<b>Total Expenditures</b>	<b>479,334,073</b>	<b>350,541,915</b>	<b>82,387,026</b>	<b>12,735,838</b>	<b>7,025,136</b>	<b>10,659,078</b>	<b>15,985,080</b>
Proceeds from Debt	2,055,000	2,055,000	-	-	-	-	-
Transfers in	56,190,074	166,556	56,023,518	-	-	-	-
Transfers out	(56,190,074)	(56,023,518)	(166,556)	-	-	-	-
<b>Net change in fund balance</b>	<b>(8,861,295)</b>	<b>(7,448,347)</b>	<b>-</b>	<b>969,188</b>	<b>(2,025,136)</b>	<b>-</b>	<b>(357,000)</b>
<b>Fund balance - beginning of year</b>	<b>70,366,912</b>	<b>61,168,311</b>	<b>-</b>	<b>2,085,323</b>	<b>3,469,855</b>	<b>1,583,797</b>	<b>2,059,626</b>
<b>Fund balance - end of year</b>	<b>61,505,617</b>	<b>53,719,964</b>	<b>-</b>	<b>3,054,511</b>	<b>1,444,719</b>	<b>1,583,797</b>	<b>1,702,626</b>

**Madison Metropolitan School District  
2018-19 Actuals**

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

Note: Includes Interfund Transfers listed separately

	<b>2018-19 Actuals</b>	<b>Fund 10 - General</b>	<b>Fund 27 - Special Ed</b>	<b>Fund 38/30 - Debt Service</b>	<b>Fund 41 - Capital Improve</b>	<b>Fund 50 - Food Service</b>	<b>Fund 80 - Community Serv</b>
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	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	-	-	-
<b>Total revenues</b>	<b>457,760,291</b>	<b>386,021,568</b>	<b>24,831,060</b>	<b>12,896,633</b>	<b>8,536,892</b>	<b>10,345,367</b>	<b>15,128,770</b>
<b>Expenditures</b>							
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	-	-	-	-
<b>Total Expenditures</b>	<b>450,130,804</b>	<b>326,011,796</b>	<b>78,455,880</b>	<b>13,064,957</b>	<b>7,107,262</b>	<b>10,470,059</b>	<b>15,020,850</b>
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)	-	-	-	-
<b>Net change in fund balance</b>	<b>9,886,594</b>	<b>8,488,635</b>	<b>-</b>	<b>(37,793)</b>	<b>1,429,630</b>	<b>(101,799)</b>	<b>107,920</b>
<b>Fund balance - beginning of year</b>	<b>60,480,319</b>	<b>52,679,676</b>	<b>-</b>	<b>2,123,116</b>	<b>2,040,225</b>	<b>1,685,597</b>	<b>1,951,706</b>
<b>Fund balance - end of year</b>	<b>70,366,913</b>	<b>61,168,311</b>	<b>-</b>	<b>2,085,323</b>	<b>3,469,855</b>	<b>1,583,798</b>	<b>2,059,626</b>

**Madison Metropolitan School District**

**2017-18 Actuals**

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

Note: Includes Interfund Transfers listed separately

	<b>2017-18 Actuals</b>	<b>Fund 10 - General</b>	<b>Fund 27 - Special Ed</b>	<b>Fund 38/30 - Debt Service</b>	<b>Fund 41 - Capital Improve</b>	<b>Fund 50 - Food Service</b>	<b>Fund 80 - Community Serv</b>
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	297,606,086	268,909,257	-	12,462,341	5,000,000	-	11,234,489
Other local sources	11,346,810	5,661,798	-	34,445	13,369	1,943,024	3,694,174
Interdistrict sources	3,321,477	3,292,770	28,707	-	-	-	-
Intermediate sources	118,980	93,980	-	-	-	-	25,000
State sources	91,785,287	72,872,822	18,734,427	-	-	178,038	-
Federal sources	26,634,974	12,130,810	5,787,945	-	-	8,707,465	8,754
Other sources	660,329	530,166	-	130,163	-	-	-
<b>Total revenues</b>	<b>431,473,943</b>	<b>363,491,602</b>	<b>24,551,079</b>	<b>12,626,949</b>	<b>5,013,369</b>	<b>10,828,527</b>	<b>14,962,417</b>
<b>Expenditures</b>							
Regular instruction	149,488,242	149,269,329	218,913	-	-	-	-
Vocational instruction	3,936,119	3,936,119	-	-	-	-	-
Special instruction	56,374,892	1,110,549	55,264,343	-	-	-	-
Other instruction	11,186,486	11,186,486	-	-	-	-	-
Pupil services	26,698,284	14,179,476	12,518,808	-	-	-	-
Instructional staff services	29,661,812	26,955,938	2,705,874	-	-	-	-
General administration services	21,955,875	21,955,875	-	-	-	-	-
Business administration services	53,621,722	37,006,948	252,638	-	5,062,943	10,522,959	776,234
Pupil transportation	13,502,202	9,383,011	4,116,786	-	-	-	2,405
Principal and interest	13,431,527	673,258	-	12,758,270	-	-	-
Other support services	22,598,833	21,986,779	33,717	-	-	-	578,337
Community Service	13,493,794	-	-	-	-	-	13,493,794
Non-program	13,116,491	13,029,051	87,440	-	-	-	-
<b>Total Expenditures</b>	<b>429,066,280</b>	<b>310,672,820</b>	<b>75,198,518</b>	<b>12,758,270</b>	<b>5,062,943</b>	<b>10,522,959</b>	<b>14,850,771</b>
Proceeds from Debt	2,839,020	2,839,020	-	-	-	-	-
Transfers in	51,029,944	147,819	50,795,259	47,749	-	39,117	-
Transfers out	(51,029,944)	(50,882,124)	(147,819)	-	-	-	-
<b>Net change in fund balance</b>	<b>5,246,683</b>	<b>4,923,497</b>	<b>-</b>	<b>(83,571)</b>	<b>(49,574)</b>	<b>344,685</b>	<b>111,647</b>
<b>Fund balance - beginning of year</b>	<b>55,233,636</b>	<b>47,756,179</b>	<b>-</b>	<b>2,206,687</b>	<b>2,089,799</b>	<b>1,340,912</b>	<b>1,840,059</b>
<b>Fund balance - end of year</b>	<b>60,480,319</b>	<b>52,679,676</b>	<b>-</b>	<b>2,123,116</b>	<b>2,040,225</b>	<b>1,685,597</b>	<b>1,951,706</b>

## 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 2018-19 Actuals, 2019-20 Fall Budget, 2020-21 Proposed Budget, and the increase/decrease from the 2019-20 Fall Budget versus the 2020-21 Proposed Budget.

### Definitions:

- 2019-20 Fall Budget = Fall Revised School Year 2019-20 Budget Adopted by the board in October 2019
- 2020-21 Proposed Budget = Spring Proposed Budget to the Board for School Year 2020-21.

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

#### Fund 10

- ✓ Line 2 reflects the increase in the local tax levy due to a \$179 per pupil increase under the revenue limit and general aid loss under current state guarantees for general aid.
- ✓ Line 8 reflects a reduction in local fees associated with contractual reimbursements.
- ✓ Line 14 reflects a decrease in anticipated interest received from our financial cash holdings.
- ✓ Line 20 reflects the annual adjustment for building formula carryover. This reduction will be adjusted before fall approval for year-end calculation of final formula carryover.
- ✓ Line 22 reflects an increase in Open Enrollment revenue based on rate changes for FY21.
- ✓ Line 28 reflects a reduction in Integration Aid from the state. This program has been declining annually since 2014-15.
- ✓ Line 31 and 32 reflect a net reduction of equalization aid from the state for FY21. The current aid estimate puts our aid loss at the maximum 15% aid loss, at which point the district is held harmless from losing additional aid. Special Adjustment Aid provides additional aid to districts who generate less than 85% of the state aid generated in the previous year.
- ✓ Line 37 reflects the collection of revenue to partially fund a position through the Forward Madison partnership.
- ✓ Line 39 reflects a slight change in per pupil categorical aid due to enrollment from the state. The state per pupil amount is proposed to be frozen in the state budget moving forward.
- ✓ Lines 42 and 43 reflect changes in revenue for matching expenditures for balancing federal grants.
- ✓ Line 46 represents the reduction and final year draw of revenue from the TID #25 proceeds.
- ✓ Line 49 reflects a reduction in e-rate reimbursement for FY21.

#### Fund 27

- ✓ Line 54 reflects a change in the Interfund transfer from Fund 10 to Fund 27. This transfer is required to balance with expenditures in the FY21 budget.
- ✓ Line 56 reflects an estimated increase to state categorical aid for special education in line with recent year end expenditure increases.
- ✓ Lines 57 and 62 reflect a change in high cost aid recording. All high cost aid is now recorded through state sources.
- ✓ Line 63 reflects a change in revenue for matching expenditure for balancing federal grants.

#### Fund 30/38

- ✓ Lines 68 & 73 reflect the tax levy impact of debt schedule payments scheduled for FY21.

#### Fund 41

- ✓ No change in revenue for FY21

#### Fund 50

- ✓ Line 85 reflects anticipated increases food reimbursements from the federal government for FY21.

#### Fund 80

- ✓ Line 88 reflects an increase in tax levy for the Community Services Fund for increases in Fund 80 costs during FY21.

**Madison Metropolitan School District**  
**Revenues by Fund and Source**  
**2020-2021 - Proposed Budget**

**Includes all Budgeted Funds and Interfund Transfers**  
**2020-2021 Budgets by Fund/Source**

			2018-2019	2019-2020	2020-2021	2020-2021	2020-2021
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
1	1127	Transfer from Fund 27	(173,472.94)	(166,555.80)	(166,555.80)	-	0.00%
2	1211	Current Property Tax	(275,270,897.77)	(299,462,334.00)	(311,444,605.00)	(11,982,271.00)	4.00%
3	1212	Property Tax Chargebacks	(23,917.00)	(75,485.00)	(75,000.00)	485.00	-0.64%
4	1213	Mobile Home Fees	(67,059.37)	(65,000.00)	(65,000.00)	-	0.00%
5	1219	TIF Revenue	(4,483,399.86)	-	-	-	0.00%
6	1241	Tuition-Individuals	(38,956.00)	(90,000.00)	(90,000.00)	-	0.00%
7	1243	All Co-Curric Except Athletics	(209,727.79)	-	-	-	0.00%
8	1244	Local Payment for Service	(58,337.88)	(285,295.40)	(234,789.70)	50,505.70	-17.70%
9	1260	Resale	(3,500.00)	-	-	-	0.00%
10	1262	Sale Of Materials-Non Sch	(3,693.59)	-	-	-	0.00%
11	1264	Non-Capitl Surplus Prop Sales	(40.00)	-	-	-	0.00%
12	1271	School Co-Curricular Athletics	(225,869.76)	(212,000.00)	(212,000.00)	-	0.00%
13	1277	Reimbursable from City	(3,000.00)	-	-	-	0.00%
14	1280	Interest On Investment	(2,172,823.03)	(1,510,955.00)	(1,260,955.00)	250,000.00	-16.55%
15	1291	Gifts & Contributions	(2,870.00)	(45,144.00)	(45,144.00)	-	0.00%
16	1292	Student Fees	(1,932,539.03)	(2,149,022.30)	(2,149,022.30)	-	0.00%
17	1293	Bldg Rntl/Bldg Permit Fee	(453,760.56)	(360,000.00)	(360,000.00)	-	0.00%
18	1295	Summer School Fees	(22.87)	-	-	-	0.00%
19	1297	Student Fines	(20,306.48)	-	-	-	0.00%
20	1299	Other Revenue-Misc	(1,374,323.06)	(1,545,968.89)	(966,611.61)	579,357.28	-37.48%
21	1341	Tuition-Non Open-Non Ses	(76,830.00)	(60,000.00)	(60,000.00)	-	0.00%
22	1345	Tuition-Open Enrol-Nonses	(3,104,162.00)	(3,061,750.00)	(3,313,735.00)	(251,985.00)	8.23%
23	1349	Other Rev-Other District	(306,437.39)	(141,100.00)	(141,100.00)	-	0.00%
24	1515	St Aid Transit Interm Src	(112,721.28)	(324,278.68)	(318,833.45)	5,445.23	-1.68%
25	1517	Federal Aid In Transit	-	(10,000.00)	(10,000.00)	-	0.00%
26	1612	Transportation Aid	(246,649.10)	(236,513.00)	(236,513.00)	-	0.00%
27	1613	Library Aid-Common Sch Fd	(908,564.00)	(750,000.00)	(750,000.00)	-	0.00%
28	1615	Integration Aid	(252,083.00)	(188,956.00)	(125,971.00)	62,985.00	-33.33%
29	1618	Bilingual ESL State Aid	(1,722,633.65)	(1,801,117.00)	(1,801,117.00)	-	0.00%
30	1619	Other Categorical Aid	(157,657.00)	-	-	-	0.00%
31	1621	General State Aid	(43,093,298.00)	(36,550,835.00)	(29,491,522.00)	7,059,313.00	-19.31%
32	1623	Special Adjustment Aid	-	(62,226.00)	(1,657,845.00)	(1,595,619.00)	2564.23%
33	1630	State Special Projects Grants	(731,397.49)	(161,472.40)	(160,720.05)	752.35	-0.47%
34	1641	General Tuition State Paid	(235,409.00)	(368,995.00)	(368,995.00)	-	0.00%
35	1650	Sage-Stu Achiev Guar Educ	(6,804,490.91)	(6,939,075.00)	(6,939,075.00)	-	0.00%
36	1660	St Rev Thru Local Units	(7,055.56)	-	-	-	0.00%
37	1690	Oth Rev St Srcs-Not Dpi	(82,290.00)	(108,285.31)	(185,591.07)	(77,305.76)	71.39%
38	1691	Computer Aid	(3,404,814.33)	(2,940,466.00)	(2,940,467.00)	(1.00)	0.00%
39	1695	Per Pupil Categorical Aid	(17,881,014.00)	(20,229,393.00)	(20,183,142.00)	46,251.00	-0.23%
40	1699	Other Revenue - State	(2,064,125.89)	(85,560.56)	(87,067.01)	(1,506.45)	1.76%
41	1713	Voc Ed Act Aid	(257,858.01)	(239,169.19)	(239,169.19)	-	0.00%
42	1730	Federal Special Proj Rev	(4,344,781.78)	(5,415,630.39)	(5,423,469.93)	(7,839.54)	0.14%
43	1751	Title I Revenue	(6,705,067.74)	(6,962,142.88)	(6,749,191.68)	212,951.20	-3.06%
44	1780	Fed Rev Thru St (Not DPI)	(5,159,716.72)	(3,450,000.00)	(3,450,000.00)	-	0.00%
45	1790	Direct Rev Frm Fed Source	(34,359.22)	(40,238.80)	(40,238.80)	-	0.00%
46	1873	Proceeds From Lt Notes	(2,055,000.00)	(2,055,000.00)	(1,050,000.00)	1,005,000.00	-48.91%
47	1878	Capital Leases	(202,107.60)	-	-	-	0.00%
48	1964	Insurance Reimbursements	(86,695.05)	-	-	-	0.00%
49	1971	Aidable Refund	(1,603,387.90)	(889,000.00)	(380,000.00)	509,000.00	-57.26%
50	1972	Non-Aidable Refund	(133,769.67)	(5,000.00)	(5,000.00)	-	0.00%
51	1973	Miscellaneous Rebate	(109,605.03)	-	-	-	0.00%
52	1989	Medical Service Reimbursement	(49,650.00)	(73,121.29)	(74,918.43)	(1,797.14)	2.46%
<b>53</b>	<b>Total 10 - General Fund</b>		<b>(388,452,148.31)</b>	<b>(399,117,085.89)</b>	<b>(403,253,365.02)</b>	<b>(4,136,279.13)</b>	<b>1.04%</b>
54	1110	Transfer from Gen Fund	(53,798,292.70)	(56,023,517.86)	(54,659,984.67)	1,363,533.19	-2.43%
55	1349	Other Rev-Other District	(27,030.88)	(16,664.73)	(15,463.65)	1,201.08	-7.21%
56	1611	Handicapped Aid	(17,426,086.00)	(18,050,000.00)	(20,850,000.00)	(2,800,000.00)	15.51%
57	1625	State High Cost Aid	(985,059.00)	(870,000.00)	(1,155,000.00)	(285,000.00)	32.76%
58	1630	State Special Projects Grants	(18,765.35)	(27,000.00)	(27,000.00)	-	0.00%
59	1641	General Tuition State Paid	(172,305.00)	(134,803.00)	(134,803.00)	-	0.00%
60	1690	Oth Rev St Srcs-Not Dpi	(20,426.00)	(29,664.47)	(30,404.71)	(740.24)	2.50%
61	1697	Aid for Spec Ed Transition	(97,000.00)	(95,000.00)	(95,000.00)	-	0.00%
62	1711	Special Ed High Cost Aid	(247,420.00)	(285,000.00)	-	285,000.00	-100.00%
63	1730	Federal Special Proj Rev	(5,269,124.15)	(6,588,395.39)	(6,128,516.20)	459,879.19	-6.98%
64	1780	Fed Rev Thru St (Not DPI)	(567,843.62)	(433,536.00)	(433,536.00)	-	0.00%
<b>65</b>	<b>Total 27 - Educational Services</b>		<b>(78,629,352.70)</b>	<b>(82,553,581.45)</b>	<b>(83,529,708.23)</b>	<b>(976,126.78)</b>	<b>1.18%</b>
66	1211	Current Property Tax	(8,303,725.00)	(8,300,900.00)	(6,327,475.00)	1,973,425.00	-23.77%
67	1280	Interest On Investment	(27,326.97)	-	-	-	0.00%



**Madison Metropolitan School District  
Revenues by Fund and Source  
2020-2021 - Proposed Budget**

**Includes all Budgeted Funds and Interfund Transfers  
2020-2021 Budgets by Fund/Source**

			2018-2019	2019-2020	2020-2021	2020-2021	2020-2021
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>68</b>	<b>Total</b>	<b>30 - Debt Service</b>	<b>(8,331,051.97)</b>	<b>(8,300,900.00)</b>	<b>(6,327,475.00)</b>	<b>1,973,425.00</b>	<b>-23.77%</b>
69	1110	Transfer from Gen Fund	(130,531.28)	-	-	-	0.00%
70	1211	Current Property Tax	(4,376,041.00)	(5,257,768.00)	(4,506,595.00)	751,173.00	-14.29%
71	1280	Interest On Investment	(26,173.94)	-	-	-	0.00%
72	1971	Aidable Refund	(163,366.45)	(146,358.00)	(104,263.00)	42,095.00	-28.76%
<b>73</b>	<b>Total</b>	<b>38 - Non-Ref Debt Service Fund</b>	<b>(4,696,112.67)</b>	<b>(5,404,126.00)</b>	<b>(4,610,858.00)</b>	<b>793,268.00</b>	<b>-14.68%</b>
74	1211	Current Property Tax	(8,500,000.00)	(5,000,000.00)	(5,000,000.00)	-	0.00%
75	1280	Interest On Investment	(36,892.25)	-	-	-	0.00%
<b>76</b>	<b>Total</b>	<b>41 - Capital Expansion Fund</b>	<b>(8,536,892.25)</b>	<b>(5,000,000.00)</b>	<b>(5,000,000.00)</b>	<b>-</b>	<b>0.00%</b>
77	1110	Transfer from Gen Fund	(22,892.81)	-	-	-	0.00%
78	1251	Food Service Sales-Pupils	(1,633,828.40)	(1,696,000.00)	(1,696,000.00)	-	0.00%
79	1252	Food Service Sales-Adults	(60,285.80)	(71,500.00)	(71,500.00)	-	0.00%
80	1259	Food Service Sales-Other	(93,139.91)	(152,000.00)	(152,000.00)	-	0.00%
81	1291	Gifts & Contributions	(70,308.41)	-	-	-	0.00%
82	1299	Other Revenue-Misc	5,344.68	(35,000.00)	(35,000.00)	-	0.00%
83	1617	Food Services-St Reimb	(176,247.21)	(182,000.00)	(182,000.00)	-	0.00%
84	1714	Donated Commodities	(613,885.50)	(616,000.00)	(616,000.00)	-	0.00%
85	1717	Food Service Federal Rev	(7,488,837.88)	(7,839,724.12)	(7,922,483.96)	(82,759.84)	1.06%
86	1730	Federal Special Proj Rev	(214,178.89)	(66,854.00)	(66,854.00)	-	0.00%
<b>87</b>	<b>Total</b>	<b>50 - Food Service</b>	<b>(10,368,260.13)</b>	<b>(10,659,078.12)</b>	<b>(10,741,837.96)</b>	<b>(82,759.84)</b>	<b>0.78%</b>
88	1211	Current Property Tax	(11,535,312.23)	(12,009,506.25)	(12,192,971.87)	(183,465.62)	1.53%
89	1244	Local Payment for Service	(270,029.37)	(339,200.00)	(339,200.00)	-	0.00%
90	1272	Community Service Fees	(22,046.30)	(14,000.00)	(14,000.00)	-	0.00%
91	1291	Gifts & Contributions	(160,970.54)	(64,500.00)	(64,500.00)	-	0.00%
92	1292	Student Fees	(40,273.00)	(29,300.00)	(29,300.00)	-	0.00%
93	1295	Summer School Fees	(27,150.08)	(18,300.00)	(18,300.00)	-	0.00%
94	1296	Nontaxable Revenues MSCR	(2,548,884.80)	(1,538,400.00)	(1,538,400.00)	-	0.00%
95	1298	Taxable Revenues MSCR	(499,772.45)	(1,607,073.96)	(1,607,073.96)	-	0.00%
96	1299	Other Revenue-Misc	(24,281.14)	(7,800.00)	(7,800.00)	-	0.00%
97	1349	Other Rev-Other District	(50.00)	-	-	-	0.00%
<b>98</b>	<b>Total</b>	<b>80 - Community Service</b>	<b>(15,128,769.91)</b>	<b>(15,628,080.21)</b>	<b>(15,811,545.83)</b>	<b>(183,465.62)</b>	<b>1.17%</b>
<b>99</b>		<b>Total for Report:</b>	<b>(514,142,587.94)</b>	<b>(526,662,851.67)</b>	<b>(529,274,790.04)</b>	<b>(2,611,938.37)</b>	<b>0.50%</b>

## 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 2018-19 Actuals, 2019-20 Fall Budget, 2020-21 Proposed Budget, and the increase/decrease from the 2019-20 Fall Budget versus the 2020-21 Proposed Budget.

### Definitions:

- 2019-20 Fall Budget = Fall Revised School Year 2019-20 Budget Adopted by the board in October 2019
- 2020-21 Proposed Budget = Spring Proposed Budget to the Board for School Year 2020-21

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

#### Fund 10

- ✓ Line 2 reflects planned reductions within the summer school budget per board approval and reductions in TID 25 project funding for extended employment. Carryover of these funds will be evaluated at year end and added back to these budget lines where appropriate for fall approval.
- ✓ Line 4 reflects an increase in clerical temp costs for sub coverage and extended employment needs.
- ✓ Lines 9-17, 20, and 26 reflect the initial recalculation of staffing for 2020-21 based on initial compensation increases for FY20.
- ✓ Line 36 reflects an increase to WRS contributions based on all calculated salary increases for 2020-21.
- ✓ Line 38 reflects an increase in calculated FICA district contributions per all calculated salary increases for 2020-21.
- ✓ Line 41 reflects district Health Insurance costs based on estimated renewal of existing MMSD health plans and retiree benefits. The districts staffing reductions over the last two years also generated health care savings.
- ✓ Line 42 reflects a change in estimated and retiree costs related to self-funded dental coverage.
- ✓ Line 52 reflects a net adjustment to contracted services for FY20 including TID 25 and Safety and Security Carryover Reductions. Carryover funds will be reevaluated and finalized at year end for fall budget approval. This line also includes increases for Mental Health Supports included in Strategic Equity Projects. This includes BHS, Bounce Back, CBITS, and Welcoming Schools.
- ✓ Line 61 reflects reductions in one-time e-Rate funding for technology infrastructure and removal of TID Carryover for Technology Services. Carryover of these funds will be evaluated at year end and added back to these budget lines where appropriate for fall approval as necessary.
- ✓ Line 62 reflects the necessary increase to the Technology Plan expenditures for FY21 to fund the G6 rollout. Majority of the funding was from repurposing resources from within the budget versus new funding.
- ✓ Line 64 reflects reductions in one-time TID #25 and Safety and Security project funds. Carryover of these funds will be evaluated at year end and added back to these budget lines where appropriate for fall approval as needed.
- ✓ Line 89 reflects an increase to our district-wide technology software contracts for FY21 per the Required Allowances List. Larger systems include the HR System (Cornerstone), Financial Software (MUNIS), and Infinite Campus (Student Enrollment/Grading).
- ✓ Line 92 reflects an anticipated increase in open enrollment payments to other districts for K-12.
- ✓ Line 95 reflects an increase for the Early College STEM Academy priority action and \$1.2 million estimated impact of 2x charter and voucher programming on MMSD enrollment.
- ✓ Line 98 reflects an increase in CRLM funding for the adoption of new literacy materials via the new Strategic Equity Projects.
- ✓ Line 99 reflects a reduction in general supplies related to removal of district building carryover. Please note that formula carryover will be reevaluated at year end for approval in fall.
- ✓ Line 113 reflects the addition of new TID #25 funding to support the ongoing technology infrastructure upgrades, as well as a reduction of one-time Safety and Security funding. Carryover of these funds will be evaluated at year end and added back to these budget lines where appropriate for fall approval.
- ✓ Line 125 reflects a decrease in building purchase costs incurred during FY20.
- ✓ Line 126 reflects changes to the TID schedule authorized in FY18 for athletic equipment. Carryover for

these funds will be evaluated at year end for next fall if unused.

- ✓ Lines 138-140 reflect an increase in anticipated district liability, property, and workers compensation costs for FY21.
- ✓ Line 151 reflects a decrease in the interfund transfer to Fund 27 for Special Education programming and staff in FY21.
- ✓ Line 168 reflects the net reserve for savings to be distributed based on approved changes to employee benefit changes for FY21. This line also includes a reduction in TID Reserve Carryover into the final year of the TID Schedule.

#### **Fund 27**

- ✓ Line 172 reflects an increase for Project Renew moving to local funding due to loss of grant from United Way per the Required Allowances list.
- ✓ Line 173 & 175 reflects an increase in sub teacher and sub SEA costs for Special Education respectively.
- ✓ Lines 177-182 and 185 reflect the initial recalculation of staffing for 2020-21 based on initial compensation increases for FY21.
- ✓ Lines 191 & 192 reflect an increase to WRS contributions based on all calculated salary increases for 2020-21.
- ✓ Lines 193 & 194 reflect an increase in calculated FICA district contributions per all calculated salary increases for 2020-21.
- ✓ Line 196 reflects district costs for Health Insurance costs based on estimated renewal of existing MMSD health plans.
- ✓ Line 197 reflects a change in estimated and retiree costs related to self-funded dental coverage.

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

- ✓ Lines 252 & 260 summarize changes in the debt payments schedule for FY21.

#### **Fund 41**

- ✓ Line 280 reflects returning the Fund 41 budget back to an annual \$5 million for FY21 following security improvements and carryover authorized during FY20 throughout the district. Any remaining carryover in Fund 41 will be reflected during fall approval.

#### **Fund 50**

- ✓ Lines 282-286 reflect the initial recalculation of staffing for 2020-21 based on initial compensation increases for FY21.
- ✓ Line 295 reflects an increase to WRS contributions based on all calculated salary adjustments for 2020-21.
- ✓ Line 297 reflects an increase in calculated FICA district contributions per all calculated salary changes for 2020-21.

#### **Fund 80**

- ✓ Lines 348-353 and 360 reflect the initial recalculation of staffing for 2020-21 based on initial compensation increases for FY21.
- ✓ Line 367 reflects an increase to WRS contributions based on all calculated salary adjustments for 2020-21.
- ✓ Line 369 reflects an increase in calculated FICA district contributions per all calculated salary changes for 2020-21.
- ✓ Line 372 reflects district costs for Health Insurance costs based on estimated renewal of existing MMSD health plans.
- ✓ Line 382 reflects an increase for maintenance costs associated with the potential move of MSCR from Hoyt School to a new location. Remodeling expenses are expected.

**Madison Metropolitan School District  
Expenditures by Fund and Object  
2020-2021 - Proposed Budget**

**Includes all Budgeted Funds and Interfund Transfers  
2020-2021 Budgets by Fund/Object**

			2018-2019	2019-2020	2020-2021	2020-2021	2020-2021
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
1	0100	Administrative Temp	190,115.74	296,245.75	307,431.32	11,185.57	3.78%
2	0101	Teacher-Temp	7,904,987.15	9,573,438.65	9,048,599.57	(524,839.08)	-5.48%
3	0102	Sub Teacher-Contractual	3,009,293.26	3,327,820.00	3,327,820.00	-	0.00%
4	0103	Clerical / Technical-Temp	579,558.04	474,135.39	514,953.36	40,817.97	8.61%
5	0104	EA / SEA-Temp	229,577.52	129,967.47	126,968.64	(2,998.83)	-2.31%
6	0105	Cust / Operation-Temp	116,646.74	49,269.30	46,269.30	(3,000.00)	-6.09%
7	0108	NonUnion Professional-Temp	-	14,617.32	14,617.32	-	0.00%
8	0109	Misc-Temp	1,388,157.78	1,571,864.57	1,582,769.76	10,905.19	0.69%
9	0110	Administrative-Perm	13,979,310.58	14,583,098.78	15,222,342.51	639,243.73	4.38%
10	0111	Teacher-Perm	119,449,728.71	125,654,594.36	126,959,752.25	1,305,157.89	1.04%
11	0112	Perm Non-Union Hourly	465,745.99	494,803.22	516,230.94	21,427.72	4.33%
12	0113	Clerical / Technical-Perm	8,235,870.50	8,954,657.32	9,199,641.37	244,984.05	2.74%
13	0114	EA / HCA-Perm	3,216,239.61	3,496,721.23	3,373,406.13	(123,315.10)	-3.53%
14	0115	Cust / Operation-Perm	9,692,711.57	10,477,693.95	10,792,358.11	314,664.16	3.00%
15	0116	Maint / Trades-Perm	1,962,690.82	1,276,743.93	1,295,210.13	18,466.20	1.45%
16	0118	PermNon-Union Professional	6,901,272.22	7,762,261.90	7,617,622.35	(144,639.55)	-1.86%
17	0119	Misc-Perm	3,951,569.19	4,448,256.17	4,521,611.22	73,355.05	1.65%
18	0122	Sub Teacher-Administrativ	641,295.65	350,560.70	347,621.70	(2,939.00)	-0.84%
19	0126	Time Limited EA/SEA	17,552.71	16,240.00	16,240.00	-	0.00%
20	0129	Noon Lunch Supervision	255,642.95	-	-	-	0.00%
21	0135	Cust O/T-Snow Plowing	70,907.34	45,070.35	45,070.35	-	0.00%
22	0136	Cust O/T-School Activities	15,997.81	-	-	-	0.00%
23	0137	Cust O/T-Facility Rentals	47,721.52	98,733.37	98,733.37	-	0.00%
24	0138	Cust O/T-MSCR Programming	37,640.54	-	-	-	0.00%
25	0139	Cust O/T-Emergency Maint.	9,229.04	-	-	-	0.00%
26	0141	Security	797,037.59	881,821.94	1,064,732.84	182,910.90	20.74%
27	0151	Board of Education	56,801.76	56,300.00	56,300.00	-	0.00%
28	0155	Sabbatical Pay-Teachers	-	40,000.00	40,000.00	-	0.00%
29	0161	Security OT	29,889.74	8,588.18	8,588.18	-	0.00%
30	0163	Clerical OT	188,749.30	184,034.48	175,100.48	(8,934.00)	-4.85%
31	0164	Ed Asst OT	6,698.53	700.00	700.00	-	0.00%
32	0165	Custodial OT	92,911.15	100,858.82	100,858.82	-	0.00%
33	0166	Trades OT	54,465.57	-	-	-	0.00%
34	0169	Other OT	43,821.02	12,603.82	12,603.82	-	0.00%
<b>35</b>	<b>Total</b>	<b>0100 - Salaries</b>	<b>183,639,837.64</b>	<b>194,381,700.97</b>	<b>196,434,153.84</b>	<b>2,052,452.87</b>	<b>1.06%</b>
36	0212	Employer's Share WRS	11,487,509.66	11,799,452.80	12,178,808.32	379,355.52	3.22%
37	0214	Employer WRS Rate Temp	98.00	698,368.89	674,598.15	(23,770.74)	-3.40%
38	0220	Social Security	13,766,712.07	13,314,362.19	13,783,766.30	469,404.11	3.53%
39	0222	Social Security Rate Temp	114.00	1,269,081.69	1,232,286.15	(36,795.54)	-2.90%
40	0230	Life Insurance	477,362.17	530,383.75	549,206.33	18,822.58	3.55%
41	0240	Health Insurance	44,502,525.24	46,771,802.58	46,370,129.71	(401,672.87)	-0.86%
42	0243	Dental Insurance	2,750,494.40	3,121,413.33	3,041,699.24	(79,714.09)	-2.55%
43	0249	Lt Care Insurance	428,038.44	554,308.00	554,308.00	-	0.00%
44	0251	Long Term Disability Ins	946,178.55	1,047,313.98	1,021,545.48	(25,768.50)	-2.46%
45	0290	Other Employee Benefits	212,119.96	449,180.96	449,180.96	-	0.00%
46	0291	College Credit Reimbursement	15,632.00	131,657.00	131,657.00	-	0.00%
<b>47</b>	<b>Total</b>	<b>0200 - Benefits</b>	<b>74,586,784.49</b>	<b>79,687,325.17</b>	<b>79,987,185.64</b>	<b>299,860.47</b>	<b>0.38%</b>
48	0306	Athletic Trainers-Annual	77,848.08	75,000.00	75,000.00	-	0.00%
49	0307	Athletic Trainers-Events	-	22,066.00	22,066.00	-	0.00%
50	0308	Police-Educational Res	334,521.27	377,179.16	367,179.16	(10,000.00)	-2.65%
51	0309	Police-Event Coverage	25,976.24	16,923.00	16,923.00	-	0.00%
52	0310	Personal Svs-Prof/Tec/Official	3,312,415.80	5,126,101.97	4,292,986.13	(833,115.84)	-16.25%
53	0311	Architech & Engineer Fees	3,460.00	20,000.00	20,000.00	-	0.00%
54	0314	Personal Services Consult	744,416.16	949,169.39	949,169.39	-	0.00%
55	0315	Employee Health Exams	48,437.50	55,000.00	55,000.00	-	0.00%
56	0316	Litigation / Arbitration	4,070.00	27,000.00	27,000.00	-	0.00%
57	0317	Pers Svcs Clerical-Perm	14,224.91	-	-	-	0.00%
58	0318	Pers Svcs Clerical-Temp	25,329.49	36,769.09	36,769.09	-	0.00%
59	0319	Pers Svcs Cultural Arts	1,115.00	2,228.90	2,228.90	-	0.00%
60	0320	Property Services (DNU)	27,899.25	-	-	-	0.00%
61	0321	Technology Repairs & Maint	1,197,957.70	894,354.63	360,000.00	(534,354.63)	-59.75%
62	0322	Rental of Computing Equipment	3,329,460.91	2,606,886.00	3,031,886.00	425,000.00	16.30%
63	0323	Do Not Use	332,725.32	-	-	-	0.00%
64	0324	Non-Tech Repairs & Maint	821,003.00	3,412,661.13	1,715,619.32	(1,697,041.81)	-49.73%
65	0325	Vehicle / Equipment Rental	186,559.86	418,016.67	416,524.67	(1,492.00)	-0.36%
66	0326	Site Rental (Lease)	-	10,000.00	10,000.00	-	0.00%
67	0327	Construction Services	178,152.30	1,236,535.81	1,236,535.81	-	0.00%

**Madison Metropolitan School District  
Expenditures by Fund and Object  
2020-2021 - Proposed Budget**

**Includes all Budgeted Funds and Interfund Transfers  
2020-2021 Budgets by Fund/Object**

			2018-2019	2019-2020	2020-2021	2020-2021	2020-2021
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
68	0328	Building Rental (Lease)	242,541.47	587,605.44	562,605.44	(25,000.00)	-4.25%
69	0329	Cleaning Services	421,714.58	-	-	-	0.00%
70	0331	Gas	1,608,313.26	1,756,162.00	1,756,162.00	-	0.00%
71	0332	Fuel Oil	(8,098.18)	5,000.00	5,000.00	-	0.00%
72	0336	Electricity	3,112,998.95	3,321,082.72	3,321,082.72	-	0.00%
73	0337	Water & Sewer	745,458.59	680,000.00	680,000.00	-	0.00%
74	0341	Pupil Travel	8,215,238.98	8,705,055.14	8,701,055.14	(4,000.00)	-0.05%
75	0342	Employee Travel	249,210.90	957,339.73	944,852.32	(12,487.41)	-1.30%
76	0343	Contracted Service Travel	514,982.09	707,000.00	707,000.00	-	0.00%
77	0344	Cont Svcs Travel - IEP Medical	674,759.81	-	-	-	0.00%
78	0345	Pupil Field Trips Lodge & Food	41,155.99	2,500.00	2,500.00	-	0.00%
79	0347	Trans Parent Contracts	270,459.73	280,000.00	280,000.00	-	0.00%
80	0348	Vehicle Fuel	102,464.77	118,500.00	118,500.00	-	0.00%
81	0349	Taxi Cab Transportation	77,256.51	34,299.81	32,749.81	(1,550.00)	-4.52%
82	0351	Advertising	23,663.02	28,250.00	28,250.00	-	0.00%
83	0352	Page Systems	30,084.63	30,000.00	30,000.00	-	0.00%
84	0353	Postage	178,446.99	186,789.33	186,539.33	(250.00)	-0.13%
85	0354	Printing & Binding	249,543.42	111,068.65	102,557.57	(8,511.08)	-7.66%
86	0355	Telephone	425,855.90	502,531.05	502,281.05	(250.00)	-0.05%
87	0356	Quick Copy Service	(8,153.67)	8,647.00	8,647.00	-	0.00%
88	0358	On-line communications	9,080.34	-	-	-	0.00%
89	0360	Tech/Software Services	6,749.31	2,263,869.71	2,408,869.71	145,000.00	6.40%
90	0370	Educ Svcs-Non Govt Agency	3,151,221.63	3,628,045.61	3,628,045.61	-	0.00%
91	0381	Payment To Municipality	118,688.76	125,000.00	125,000.00	-	0.00%
92	0382	Interdistrict Pymt In WI	9,097,671.16	9,529,080.00	10,281,065.00	751,985.00	7.89%
93	0385	Pymnt Intermediate Units	10,820.43	-	-	-	0.00%
94	0386	Payment To CESA	3,003.75	27,780.00	27,780.00	-	0.00%
95	0387	Payment To State	2,918,836.04	4,840,238.32	6,200,975.32	1,360,737.00	28.11%
96	0389	Payment To WTCS District	290,026.34	311,135.00	311,135.00	-	0.00%
<b>97</b>	<b>Total</b>	<b>0300 - Purch Svcs</b>	<b>43,439,568.29</b>	<b>54,032,871.26</b>	<b>53,587,540.49</b>	<b>(445,330.77)</b>	<b>-0.82%</b>
98	0401	CLRM	689,518.17	1,099,696.00	1,499,696.00	400,000.00	36.37%
99	0411	General Supplies	3,510,659.75	4,073,432.94	3,518,238.58	(555,194.36)	-13.63%
100	0412	Workbooks	18,889.97	31,351.31	31,351.31	-	0.00%
101	0413	Computer Supplies	16.08	-	-	-	0.00%
102	0415	Food	289,464.73	158,175.18	157,175.18	(1,000.00)	-0.63%
103	0416	Medical Supplies	42,698.49	59,251.77	59,251.77	-	0.00%
104	0417	Paper	372,843.48	375,861.99	375,861.99	-	0.00%
105	0418	Fuel For Vehicles	121,423.76	185,500.00	185,500.00	-	0.00%
106	0420	Apparel	209,717.88	49,159.02	48,959.02	(200.00)	-0.41%
107	0431	Audiovisual Media	6,517.46	4,940.09	4,940.09	-	0.00%
108	0432	Library Books	426,326.72	319,167.13	336,152.25	16,985.12	5.32%
109	0433	Newspapers	3,446.33	4,595.74	4,595.74	-	0.00%
110	0434	Periodicals	41,129.28	28,441.91	28,441.91	-	0.00%
111	0435	Instr Computer Software	386,906.83	-	-	-	0.00%
112	0439	Other Media	1,200,656.05	906,791.27	906,791.27	-	0.00%
113	0440	Non-Capital Equipment	3,393,229.95	581,061.57	701,200.80	120,139.23	20.68%
114	0448	Other Non-Capital Equip	-	1,000.00	1,000.00	-	0.00%
115	0450	Resale	56,244.79	-	-	-	0.00%
116	0460	Equipment Components	134.45	418.00	418.00	-	0.00%
117	0470	Textbooks	397,033.34	370,655.33	370,655.33	-	0.00%
118	0480	Non-Instr Software (DNU)	1,487,800.50	-	-	-	0.00%
119	0481	Technology Supplies	5,761.12	69,586.92	69,586.92	-	0.00%
120	0482	Non-Capital Tech Hardware	38,073.93	662,342.40	662,342.40	-	0.00%
121	0483	Non-Capital Software	19,116.48	452,644.88	452,644.88	-	0.00%
122	0490	Non-Instr Reference Mats	20,519.97	37,641.93	37,641.93	-	0.00%
<b>123</b>	<b>Total</b>	<b>0400 - Non-Capital</b>	<b>12,738,129.51</b>	<b>9,471,715.38</b>	<b>9,452,445.37</b>	<b>(19,270.01)</b>	<b>-0.20%</b>
124	0511	Land Aquisition	2,053,540.98	-	-	-	0.00%
125	0531	Building Acquisition	12,583.08	5,000,000.00	-	(5,000,000.00)	-100.00%
126	0551	Equipment - Addition	320,502.47	238,816.48	217,219.30	(21,597.18)	-9.04%
127	0558	Computers (DNU)	933,352.62	-	-	-	0.00%
128	0559	Computer Peripherals (DNU)	71,157.54	-	-	-	0.00%
129	0561	Equipment - Replacement	68,531.86	112,168.64	112,168.64	-	0.00%
130	0563	Equip-Replac-Fixed Asset	514,000.05	236,000.00	236,000.00	-	0.00%
131	0570	Equipment-Rental (DNU)	3,120,506.06	-	-	-	0.00%
<b>132</b>	<b>Total</b>	<b>0500 - Capital Purch</b>	<b>7,094,174.66</b>	<b>5,586,985.12</b>	<b>565,387.94</b>	<b>(5,021,597.18)</b>	<b>-89.88%</b>
133	0678	Principal-Capital Leases	33,684.60	1,080,244.00	1,086,244.00	6,000.00	0.56%
134	0682	Interest-Temporary Notes	1,141,482.96	1,241,483.00	1,241,483.00	-	0.00%



**Madison Metropolitan School District  
Expenditures by Fund and Object  
2020-2021 - Proposed Budget**

**Includes all Budgeted Funds and Interfund Transfers  
2020-2021 Budgets by Fund/Object**

			2018-2019	2019-2020	2020-2021	2020-2021	2020-2021
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
135	0688	Interest-Capital Leases	-	2,500.00	2,500.00	-	0.00%
136	0691	Other Debt Retirement	5,100.00	3,000.00	3,000.00	-	0.00%
<b>137</b>	<b>Total</b>	<b>0600 - Debt Payments</b>	<b>1,180,267.56</b>	<b>2,327,227.00</b>	<b>2,333,227.00</b>	<b>6,000.00</b>	<b>0.26%</b>
138	0711	District Liability Ins	292,806.00	353,770.00	423,770.00	70,000.00	19.79%
139	0712	District Property Ins	412,894.00	474,500.00	574,500.00	100,000.00	21.07%
140	0713	Worker's Compensation	2,021,336.13	1,752,155.00	1,932,155.00	180,000.00	10.27%
141	0720	Judgements & Settlements	37,750.82	19,600.00	19,600.00	-	0.00%
142	0731	Unemployment Comp-Teacher	11,524.12	10,500.00	10,500.00	-	0.00%
143	0732	Unemploy Comp-Sub Teacher	5,291.45	7,000.00	7,000.00	-	0.00%
144	0733	Unemploy Comp-Ed Assist.	892.99	8,500.00	8,500.00	-	0.00%
145	0734	Unemploy Comp-Clerical	10,821.79	8,000.00	8,000.00	-	0.00%
146	0735	Unemploy Comp-Cust/Trades	642.64	5,200.00	5,200.00	-	0.00%
147	0736	Unemploy Comp-Food Svc	844.73	5,000.00	5,000.00	-	0.00%
148	0737	Unemploy Comp-Administr.	-	7,000.00	7,000.00	-	0.00%
149	0738	Unemploy Comp-Recreation	5,925.70	6,000.00	6,000.00	-	0.00%
<b>150</b>	<b>Total</b>	<b>0700 - Insurance</b>	<b>2,800,730.37</b>	<b>2,657,225.00</b>	<b>3,007,225.00</b>	<b>350,000.00</b>	<b>13.17%</b>
151	0827	Special Education	53,798,292.70	56,023,517.86	54,659,984.67	(1,363,533.19)	-2.43%
152	0838	Non-Referendum Debt Fund	130,531.28	-	-	-	0.00%
153	0850	Food Service	22,892.81	-	-	-	0.00%
<b>154</b>	<b>Total</b>	<b>0800 - Transfers</b>	<b>53,951,716.79</b>	<b>56,023,517.86</b>	<b>54,659,984.67</b>	<b>(1,363,533.19)</b>	<b>-2.43%</b>
155	0910	Taxes (not sales tax)	-	100.00	100.00	-	0.00%
156	0932	Share Rev To Non-Govt Entities	14,160.00	-	-	-	0.00%
157	0936	Transit Of St Handic Aid	-	10,000.00	10,000.00	-	0.00%
158	0941	Organizational Dues	104,518.71	92,761.93	92,761.93	-	0.00%
159	0942	Employee Dues/Fees	-	100.00	100.00	-	0.00%
160	0943	Entry Fees/Royalties	134,620.52	63,571.88	63,571.88	-	0.00%
161	0944	Bank Service Charges	53,762.65	46,000.00	46,000.00	-	0.00%
162	0962	Inventory Adjustment	(7,700.22)	-	-	-	0.00%
163	0969	Other Adjustments	(2,590.62)	2,000.00	2,000.00	-	0.00%
164	0970	Clearing	26.70	-	-	-	0.00%
165	0972	Non-Aidable Refund Paymt	209,255.16	500,000.00	500,000.00	-	0.00%
166	0990	Miscellaneous	24,975.79	1,382,281.26	1,382,281.26	-	0.00%
167	0991	Scholarships	1,825.00	-	-	-	0.00%
168	0996	Reserve	-	260,050.03	1,089,400.00	829,349.97	318.92%
169	0998	Superint Contingency Fund	(550.00)	40,000.00	40,000.00	-	0.00%
<b>170</b>	<b>Total</b>	<b>0900 - Dues/Fees/Misc</b>	<b>532,303.69</b>	<b>2,396,865.10</b>	<b>3,226,215.07</b>	<b>829,349.97</b>	<b>34.60%</b>
<b>171</b>	<b>Total</b>	<b>10 - General Fund</b>	<b>379,963,513.00</b>	<b>406,565,432.86</b>	<b>403,253,365.02</b>	<b>(3,312,067.84)</b>	<b>-0.81%</b>
172	0101	Teacher-Temp	1,264,994.47	1,382,483.93	1,448,229.46	65,745.53	4.76%
173	0102	Sub Teacher-Contractual	795,296.56	798,626.00	875,429.00	76,803.00	9.62%
174	0103	Clerical / Technical-Temp	3,964.28	300.00	300.00	-	0.00%
175	0104	EA / SEA-Temp	885,963.10	1,034,324.32	1,113,550.01	79,225.69	7.66%
176	0109	Misc-Temp	83,100.39	57,704.63	57,637.00	(67.63)	-0.12%
177	0110	Administrative-Perm	715,719.21	671,959.02	701,597.15	29,638.13	4.41%
178	0111	Teacher-Perm	36,011,051.62	37,282,412.43	38,265,508.79	983,096.36	2.64%
179	0113	Clerical / Technical-Perm	334,948.71	355,488.88	377,290.47	21,801.59	6.13%
180	0114	EA / HCA-Perm	7,631,727.99	8,469,826.95	8,454,664.14	(15,162.81)	-0.18%
181	0118	PermNon-Union Professional	76,906.27	67,416.99	78,750.96	11,333.97	16.81%
182	0119	Misc-Perm	1,697,109.40	1,758,394.16	1,816,014.77	57,620.61	3.28%
183	0121	Sub SEA-Contractual	6,566.77	-	-	-	0.00%
184	0122	Sub Teacher-Administrativ	197,843.00	189,078.53	189,078.53	-	0.00%
185	0124	Sub SEA Floater	92,308.75	104,677.94	107,134.84	2,456.90	2.35%
186	0126	Time Limited EA/SEA	445,392.40	158,927.00	158,927.00	-	0.00%
187	0163	Clerical OT	4,795.69	25,000.00	25,000.00	-	0.00%
188	0164	Ed Asst OT	7,397.37	-	-	-	0.00%
189	0169	Other OT	1,041.37	-	-	-	0.00%
<b>190</b>	<b>Total</b>	<b>0100 - Salaries</b>	<b>50,256,127.35</b>	<b>52,356,620.78</b>	<b>53,669,112.12</b>	<b>1,312,491.34</b>	<b>2.51%</b>
191	0212	Employer's Share WRS	3,133,760.86	3,179,357.68	3,256,322.88	76,965.20	2.42%
192	0214	Employer WRS Rate Temp	-	168,146.07	202,977.07	34,831.00	20.71%
193	0220	Social Security	3,735,051.10	3,656,643.79	3,769,230.13	112,586.34	3.08%
194	0222	Social Security Rate Temp	-	216,077.33	233,037.92	16,960.59	7.85%
195	0230	Life Insurance	110,641.20	120,238.45	121,584.35	1,345.90	1.12%
196	0240	Health Insurance	13,987,623.21	14,904,966.95	14,368,932.17	(536,034.78)	-3.60%
197	0243	Dental Insurance	709,763.84	842,862.64	808,087.40	(34,775.24)	-4.13%
198	0250	Other Insurance	442,156.28	-	-	-	0.00%
199	0251	Long Term Disability Ins	257,873.14	294,698.98	286,455.41	(8,243.57)	-2.80%
200	0291	College Credit Reimbursement	31,665.00	15,000.00	15,000.00	-	0.00%
<b>201</b>	<b>Total</b>	<b>0200 - Benefits</b>	<b>22,408,534.63</b>	<b>23,397,991.89</b>	<b>23,061,627.33</b>	<b>(336,364.56)</b>	<b>-1.44%</b>



**Madison Metropolitan School District  
Expenditures by Fund and Object  
2020-2021 - Proposed Budget**

Includes all Budgeted Funds and Interfund Transfers 2020-2021 Budgets by Fund/Object			2018-2019 Expenditures	2019-2020 Fall Budget	2020-2021 Proposed Budget	2020-2021 Incr/Decr	2020-2021 % Chg
202	0310	Personal Svs-Prof/Tec/Official	195,638.63	498,730.00	498,730.00	-	0.00%
203	0314	Personal Services Consult	10,906.62	12,000.00	12,000.00	-	0.00%
204	0324	Non-Tech Repairs & Maint	5,939.57	77,800.00	77,800.00	-	0.00%
205	0326	Site Rental (Lease)	34,554.44	-	-	-	0.00%
206	0328	Building Rental (Lease)	180,330.02	52,100.00	52,100.00	-	0.00%
207	0341	Pupil Travel	4,000,095.41	3,986,240.00	3,986,240.00	-	0.00%
208	0342	Employee Travel	224,924.74	316,694.00	316,694.00	-	0.00%
209	0343	Contracted Service Travel	42.50	-	-	-	0.00%
210	0349	Taxi Cab Transportation	61.20	300.00	300.00	-	0.00%
211	0350	Communication-INACTIVE	100.00	-	-	-	0.00%
212	0353	Postage	140.00	800.00	800.00	-	0.00%
213	0354	Printing & Binding	8,498.43	12,800.00	12,800.00	-	0.00%
214	0355	Telephone	20,524.57	200.00	200.00	-	0.00%
215	0356	Quick Copy Service	-	27,500.00	27,500.00	-	0.00%
216	0358	On-line communications	-	11,200.00	11,200.00	-	0.00%
217	0362	Software as a Service	138,643.00	-	-	-	0.00%
218	0370	Educ Svcs-Non Govt Agency	111,121.93	171,999.98	171,999.98	-	0.00%
219	0386	Payment To CESA	285.00	-	-	-	0.00%
220	0387	Payment To State	-	1,000.00	1,000.00	-	0.00%
221	0389	Payment To WTCS District	11,848.09	5,000.00	5,000.00	-	0.00%
<b>222</b>	<b>Total</b>	<b>0300 - Purch Svcs</b>	<b>4,943,654.15</b>	<b>5,174,363.98</b>	<b>5,174,363.98</b>	<b>-</b>	<b>0.00%</b>
223	0411	General Supplies	213,328.78	400,669.00	400,669.00	-	0.00%
224	0415	Food	3,715.30	8,000.00	8,000.00	-	0.00%
225	0433	Newspapers	-	300.00	300.00	-	0.00%
226	0434	Periodicals	109.89	9,550.00	9,550.00	-	0.00%
227	0435	Instr Computer Software	875.00	-	-	-	0.00%
228	0439	Other Media	314,174.14	242,100.00	242,100.00	-	0.00%
229	0440	Non-Capital Equipment	120,299.67	201,100.00	201,100.00	-	0.00%
230	0481	Technology Supplies	-	5,000.00	5,000.00	-	0.00%
231	0482	Non-Capital Tech Hardware	4,778.16	10,000.00	10,000.00	-	0.00%
232	0483	Non-Capital Software	26,001.39	56,000.00	56,000.00	-	0.00%
233	0490	Non-Instr Reference Mats	79,889.63	300.00	300.00	-	0.00%
<b>234</b>	<b>Total</b>	<b>0400 - Non-Capital</b>	<b>763,171.96</b>	<b>933,019.00</b>	<b>933,019.00</b>	<b>-</b>	<b>0.00%</b>
235	0541	Building Improve Addition	24,747.89	87,000.00	87,000.00	-	0.00%
<b>236</b>	<b>Total</b>	<b>0500 - Capital Purch</b>	<b>24,747.89</b>	<b>87,000.00</b>	<b>87,000.00</b>	<b>-</b>	<b>0.00%</b>
237	0713	Worker's Compensation	14,389.69	404,950.00	404,950.00	-	0.00%
<b>238</b>	<b>Total</b>	<b>0700 - Insurance</b>	<b>14,389.69</b>	<b>404,950.00</b>	<b>404,950.00</b>	<b>-</b>	<b>0.00%</b>
239	0810	General	173,472.94	166,555.80	166,555.80	-	0.00%
<b>240</b>	<b>Total</b>	<b>0800 - Transfers</b>	<b>173,472.94</b>	<b>166,555.80</b>	<b>166,555.80</b>	<b>-</b>	<b>0.00%</b>
241	0941	Organizational Dues	11,696.27	23,900.00	23,900.00	-	0.00%
242	0942	Employee Dues/Fees	-	9,180.00	9,180.00	-	0.00%
243	0943	Entry Fees/Royalties	14,607.21	-	-	-	0.00%
244	0949	Other Dues and Fees FY18 forw	18,950.61	-	-	-	0.00%
<b>245</b>	<b>Total</b>	<b>0900 - Dues/Fees/Misc</b>	<b>45,254.09</b>	<b>33,080.00</b>	<b>33,080.00</b>	<b>-</b>	<b>0.00%</b>
<b>246</b>	<b>Total</b>	<b>27 - Educational Services</b>	<b>78,629,352.70</b>	<b>82,553,581.45</b>	<b>83,529,708.23</b>	<b>976,126.78</b>	<b>1.18%</b>
247	0673	Principal-Long-Term Notes	4,010,000.00	4,130,000.00	4,055,000.00	(75,000.00)	-1.82%
248	0675	Principal-Long-Term Bonds	2,965,000.00	3,075,000.00	1,390,000.00	(1,685,000.00)	-54.80%
249	0683	Interest-Long-Term Notes	1,017,037.50	896,737.00	772,837.50	(123,899.50)	-13.82%
250	0685	Interest-Long-Term Bonds	426,087.50	317,588.00	204,637.50	(112,950.50)	-35.57%
<b>251</b>	<b>Total</b>	<b>0600 - Debt Payments</b>	<b>8,418,125.00</b>	<b>8,419,325.00</b>	<b>6,422,475.00</b>	<b>(1,996,850.00)</b>	<b>-23.72%</b>
<b>252</b>	<b>Total</b>	<b>30 - Debt Service</b>	<b>8,418,125.00</b>	<b>8,419,325.00</b>	<b>6,422,475.00</b>	<b>(1,996,850.00)</b>	<b>-23.72%</b>
253	0673	Principal-Long-Term Notes	885,000.00	920,000.00	2,030,000.00	1,110,000.00	120.65%
254	0674	Principal-State Trust Fun	301,444.61	315,313.00	118,602.71	(196,710.29)	-62.39%
255	0675	Principal-Long-Term Bonds	2,450,000.00	2,125,000.00	2,730,000.00	605,000.00	28.47%
256	0683	Interest-Long-Term Notes	276,778.93	332,670.00	230,381.50	(102,288.50)	-30.75%
257	0684	Interest-St Trust Fd	30,596.11	16,728.00	7,222.91	(9,505.09)	-56.82%
258	0685	Interest-Long-Term Bonds	703,012.50	606,802.00	511,176.00	(95,626.00)	-15.76%
<b>259</b>	<b>Total</b>	<b>0600 - Debt Payments</b>	<b>4,646,832.15</b>	<b>4,316,513.00</b>	<b>5,627,383.12</b>	<b>1,310,870.12</b>	<b>30.37%</b>
<b>260</b>	<b>Total</b>	<b>38 - Non-Ref Debt Service Fund</b>	<b>4,646,832.15</b>	<b>4,316,513.00</b>	<b>5,627,383.12</b>	<b>1,310,870.12</b>	<b>30.37%</b>
261	0110	Administrative-Perm	-	125,874.27	-	(125,874.27)	-100.00%
262	0116	Maint / Trades-Perm	-	851,162.58	863,473.43	12,310.85	1.45%
263	0118	PermNon-Union Professional	-	28,645.83	-	(28,645.83)	-100.00%
<b>264</b>	<b>Total</b>	<b>0100 - Salaries</b>	<b>-</b>	<b>1,005,682.68</b>	<b>863,473.43</b>	<b>(142,209.25)</b>	<b>-14.14%</b>
265	0212	Employer's Share WRS	-	67,381.00	57,852.52	(9,528.48)	-14.14%
266	0220	Social Security	-	75,661.83	65,307.93	(10,353.90)	-13.68%
267	0230	Life Insurance	-	4,076.55	3,516.89	(559.66)	-13.73%
268	0240	Health Insurance	-	242,574.88	229,502.11	(13,072.77)	-5.39%

**Madison Metropolitan School District  
Expenditures by Fund and Object  
2020-2021 - Proposed Budget**

**Includes all Budgeted Funds and Interfund Transfers  
2020-2021 Budgets by Fund/Object**

			2018-2019	2019-2020	2020-2021	2020-2021	2020-2021
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
269	0243	Dental Insurance	-	13,677.89	12,021.70	(1,656.19)	-12.11%
270	0251	Long Term Disability Ins	-	5,498.50	4,746.87	(751.63)	-13.67%
<b>271</b>	<b>Total</b>	<b>0200 - Benefits</b>	-	<b>408,870.65</b>	<b>372,948.02</b>	<b>(35,922.63)</b>	<b>-8.79%</b>
272	0321	Technology Repairs & Maint	167,699.93	-	-	-	0.00%
273	0322	Rental of Computing Equipment	6,939,562.11	-	-	-	0.00%
274	0324	Non-Tech Repairs & Maint	-	2,385,135.93	360,000.00	(2,025,135.93)	-84.91%
275	0327	Construction Services	-	3,219,131.67	3,397,263.55	178,131.88	5.53%
276	0351	Advertising	-	1,500.00	1,500.00	-	0.00%
<b>277</b>	<b>Total</b>	<b>0300 - Purch Svcs</b>	<b>7,107,262.04</b>	<b>5,605,767.60</b>	<b>3,758,763.55</b>	<b>(1,847,004.05)</b>	<b>-32.95%</b>
278	0713	Worker's Compensation	-	4,815.00	4,815.00	-	0.00%
<b>279</b>	<b>Total</b>	<b>0700 - Insurance</b>	-	<b>4,815.00</b>	<b>4,815.00</b>	-	<b>0.00%</b>
<b>280</b>	<b>Total</b>	<b>41 - Capital Expansion Fund</b>	<b>7,107,262.04</b>	<b>7,025,135.93</b>	<b>5,000,000.00</b>	<b>(2,025,135.93)</b>	<b>-28.83%</b>
281	0107	Food Service-Temp	128,306.58	122,229.76	122,229.76	-	0.00%
282	0110	Administrative-Perm	196,726.46	203,849.61	211,249.36	7,399.75	3.63%
283	0113	Clerical / Technical-Perm	54,916.16	58,130.19	59,647.33	1,517.14	2.61%
284	0115	Cust / Operation-Perm	297,172.90	301,908.38	308,574.35	6,665.97	2.21%
285	0117	Food Service-Permanent	2,247,475.96	2,542,613.05	2,564,330.09	21,717.04	0.85%
286	0118	PermNon-Union Professional	260,170.46	273,382.04	281,619.11	8,237.07	3.01%
287	0136	Cust O/T-School Activities	29.61	-	-	-	0.00%
288	0139	Cust O/T-Emergency Maint.	1,674.79	-	-	-	0.00%
289	0163	Clerical OT	1,317.46	-	-	-	0.00%
290	0165	Custodial OT	11,346.70	-	-	-	0.00%
291	0167	Food Svcs OT	22,336.79	-	-	-	0.00%
292	0169	Other OT	169.52	-	-	-	0.00%
293	0199	Salary Savings	-	(200,000.00)	(200,000.00)	-	0.00%
<b>294</b>	<b>Total</b>	<b>0100 - Salaries</b>	<b>3,221,643.39</b>	<b>3,302,113.03</b>	<b>3,347,650.00</b>	<b>45,536.97</b>	<b>1.38%</b>
295	0212	Employer's Share WRS	192,337.25	187,785.71	195,108.39	7,322.68	3.90%
296	0214	Employer WRS Rate Temp	-	8,151.50	8,151.50	-	0.00%
297	0220	Social Security	242,090.40	254,023.93	258,658.87	4,634.94	1.82%
298	0222	Social Security Rate Temp	-	9,345.50	9,345.50	-	0.00%
299	0230	Life Insurance	8,949.21	10,866.35	11,212.39	346.04	3.18%
300	0240	Health Insurance	1,411,168.53	1,516,893.43	1,540,255.31	23,361.88	1.54%
301	0243	Dental Insurance	71,109.50	81,684.96	82,966.21	1,281.25	1.57%
302	0251	Long Term Disability Ins	15,199.94	17,446.48	17,722.56	276.08	1.58%
<b>303</b>	<b>Total</b>	<b>0200 - Benefits</b>	<b>1,940,854.83</b>	<b>2,086,197.86</b>	<b>2,123,420.73</b>	<b>37,222.87</b>	<b>1.78%</b>
304	0310	Personal Svcs-Prof/Tec/Official	14,970.00	47,000.00	47,000.00	-	0.00%
305	0318	Pers Svcs Clerical-Temp	10,780.82	10,000.00	10,000.00	-	0.00%
306	0322	Rental of Computing Equipment	15,968.08	-	-	-	0.00%
307	0323	Do Not Use	6,927.21	-	-	-	0.00%
308	0324	Non-Tech Repairs & Maint	89,040.17	71,000.00	71,000.00	-	0.00%
309	0325	Vehicle / Equipment Rental	1,500.00	1,500.00	1,500.00	-	0.00%
310	0327	Construction Services	708.60	-	-	-	0.00%
311	0331	Gas	5,481.75	6,000.00	6,000.00	-	0.00%
312	0336	Electricity	37,096.46	41,000.00	41,000.00	-	0.00%
313	0337	Water & Sewer	15,846.85	16,000.00	16,000.00	-	0.00%
314	0342	Employee Travel	16,717.81	18,230.00	18,230.00	-	0.00%
315	0344	Cont Svcs Travel - IEP Medical	60.00	-	-	-	0.00%
316	0351	Advertising	1,986.76	1,000.00	1,000.00	-	0.00%
317	0353	Postage	21.30	-	-	-	0.00%
318	0354	Printing & Binding	-	500.00	500.00	-	0.00%
319	0355	Telephone	1,128.53	1,000.00	1,000.00	-	0.00%
320	0360	Tech/Software Services	-	50,000.00	50,000.00	-	0.00%
321	0370	Educ Svcs-Non Govt Agency	2,139.25	-	-	-	0.00%
322	0381	Payment To Municipality	11,546.00	12,000.00	12,000.00	-	0.00%
323	0387	Payment To State	8,474.41	11,000.00	11,000.00	-	0.00%
<b>324</b>	<b>Total</b>	<b>0300 - Purch Svcs</b>	<b>240,394.00</b>	<b>286,230.00</b>	<b>286,230.00</b>	-	<b>0.00%</b>
325	0411	General Supplies	387,811.33	353,955.00	353,955.00	-	0.00%
326	0415	Food	4,381,812.22	4,411,421.23	4,411,421.23	-	0.00%
327	0420	Apparel	19,896.06	20,000.00	20,000.00	-	0.00%
328	0434	Periodicals	312.00	300.00	300.00	-	0.00%
329	0440	Non-Capital Equipment	40,804.24	23,230.00	23,230.00	-	0.00%
330	0480	Non-Instr Software (DNU)	48,167.17	-	-	-	0.00%
331	0482	Non-Capital Tech Hardware	-	20,000.00	20,000.00	-	0.00%
<b>332</b>	<b>Total</b>	<b>0400 - Non-Capital</b>	<b>4,878,803.02</b>	<b>4,828,906.23</b>	<b>4,828,906.23</b>	-	<b>0.00%</b>
333	0551	Equipment - Addition	89,408.49	122,631.00	122,631.00	-	0.00%
334	0558	Computers (DNU)	675.22	-	-	-	0.00%
335	0559	Computer Peripherals (DNU)	1,791.42	-	-	-	0.00%

**Madison Metropolitan School District  
Expenditures by Fund and Object  
2020-2021 - Proposed Budget**

Includes all Budgeted Funds and Interfund Transfers 2020-2021 Budgets by Fund/Object			2018-2019 Expenditures	2019-2020 Fall Budget	2020-2021 Proposed Budget	2020-2021 Incr/Decr	2020-2021 % Chg
336	0561	Equipment - Replacement	2,392.00	3,000.00	3,000.00	-	0.00%
337	0563	Equip-Replac-Fixed Asset	62,275.00	-	-	-	0.00%
338	0570	Equipment-Rental (DNU)	1,500.00	-	-	-	0.00%
<b>339</b>	<b>Total</b>	<b>0500 - Capital Purch</b>	<b>158,042.13</b>	<b>125,631.00</b>	<b>125,631.00</b>	<b>-</b>	<b>0.00%</b>
340	0713	Worker's Compensation	30,321.42	30,000.00	30,000.00	-	0.00%
<b>341</b>	<b>Total</b>	<b>0700 - Insurance</b>	<b>30,321.42</b>	<b>30,000.00</b>	<b>30,000.00</b>	<b>-</b>	<b>0.00%</b>
<b>342</b>	<b>Total</b>	<b>50 - Food Service</b>	<b>10,470,058.79</b>	<b>10,659,078.12</b>	<b>10,741,837.96</b>	<b>82,759.84</b>	<b>0.78%</b>
343	0101	Teacher-Temp	3,605.08	18,176.00	18,176.00	-	0.00%
344	0103	Clerical / Technical-Temp	5,894.92	3,236.28	3,236.28	-	0.00%
345	0104	EA / SEA-Temp	1,735.16	2,248.00	2,248.00	-	0.00%
346	0105	Cust / Operation-Temp	350.00	875.00	875.00	-	0.00%
347	0109	Misc-Temp	4,106,471.46	4,276,557.00	4,276,557.00	-	0.00%
348	0110	Administrative-Perm	458,277.58	510,775.59	496,436.92	(14,338.67)	-2.81%
349	0111	Teacher-Perm	171,275.19	173,813.44	179,066.00	5,252.56	3.02%
350	0113	Clerical / Technical-Perm	1,550,000.66	1,573,780.24	1,523,044.66	(50,735.58)	-3.22%
351	0114	EA / HCA-Perm	155,345.37	192,341.48	199,141.21	6,799.73	3.54%
352	0115	Cust / Operation-Perm	506,395.65	538,018.29	610,381.40	72,363.11	13.45%
353	0118	PermNon-Union Professional	2,632,107.70	2,833,251.89	2,776,842.35	(56,409.54)	-1.99%
354	0122	Sub Teacher-Administrativ	471.81	1,000.00	1,000.00	-	0.00%
355	0135	Cust O/T-Snow Plowing	20.80	-	-	-	0.00%
356	0136	Cust O/T-School Activities	313.22	-	-	-	0.00%
357	0137	Cust O/T-Facility Rentals	477.14	-	-	-	0.00%
358	0138	Cust O/T-MSCR Programming	10,099.01	-	-	-	0.00%
359	0139	Cust O/T-Emergency Maint.	89.51	-	-	-	0.00%
360	0141	Security	48,896.18	66,240.18	68,473.81	2,233.63	3.37%
361	0161	Security OT	805.67	-	-	-	0.00%
362	0163	Clerical OT	10,535.92	-	-	-	0.00%
363	0164	Ed Asst OT	2,930.63	-	-	-	0.00%
364	0165	Custodial OT	535.37	-	-	-	0.00%
365	0169	Other OT	50,068.73	-	-	-	0.00%
<b>366</b>	<b>Total</b>	<b>0100 - Salaries</b>	<b>9,716,702.76</b>	<b>10,190,313.39</b>	<b>10,155,478.63</b>	<b>(34,834.76)</b>	<b>-0.34%</b>
367	0212	Employer's Share WRS	451,163.54	392,636.64	395,283.44	2,646.80	0.67%
368	0214	Employer WRS Rate Temp	-	144,389.00	144,389.00	-	0.00%
369	0220	Social Security	736,214.89	441,939.91	442,852.93	913.02	0.21%
370	0222	Social Security Rate Temp	-	314,994.44	314,994.44	-	0.00%
371	0230	Life Insurance	12,732.94	14,174.23	13,974.83	(199.40)	-1.41%
372	0240	Health Insurance	1,158,408.42	1,328,552.80	1,191,751.68	(136,801.12)	-10.30%
373	0243	Dental Insurance	57,277.30	70,416.49	66,208.78	(4,207.71)	-5.98%
374	0251	Long Term Disability Ins	31,195.63	32,706.47	31,655.26	(1,051.21)	-3.21%
<b>375</b>	<b>Total</b>	<b>0200 - Benefits</b>	<b>2,446,992.72</b>	<b>2,739,809.98</b>	<b>2,601,110.36</b>	<b>(138,699.62)</b>	<b>-5.06%</b>
376	0310	Personal Svs-Prof/Tec/Official	781,928.52	874,900.00	874,900.00	-	0.00%
377	0315	Employee Health Exams	304.00	1,000.00	1,000.00	-	0.00%
378	0321	Technology Repairs & Maint	7,145.00	-	-	-	0.00%
379	0322	Rental of Computing Equipment	99,000.69	-	-	-	0.00%
380	0324	Non-Tech Repairs & Maint	7,325.04	87,293.94	87,293.94	-	0.00%
381	0325	Vehicle / Equipment Rental	2,740.16	5,850.00	5,850.00	-	0.00%
382	0327	Construction Services	1,775.70	-	500,000.00	500,000.00	0.00%
383	0328	Building Rental (Lease)	38,034.71	239,600.00	239,600.00	-	0.00%
384	0329	Cleaning Services	187,551.20	-	-	-	0.00%
385	0331	Gas	8,833.82	9,500.00	9,500.00	-	0.00%
386	0336	Electricity	27,410.97	19,600.00	19,600.00	-	0.00%
387	0337	Water & Sewer	-	500.00	500.00	-	0.00%
388	0341	Pupil Travel	464,127.74	610,100.00	610,100.00	-	0.00%
389	0342	Employee Travel	49,399.27	53,425.00	53,425.00	-	0.00%
390	0344	Cont Svcs Travel - IEP Medical	24,789.77	-	-	-	0.00%
391	0349	Taxi Cab Transportation	31,428.38	-	-	-	0.00%
392	0351	Advertising	79,468.48	50,000.00	50,000.00	-	0.00%
393	0353	Postage	32,159.88	2,590.57	2,590.57	-	0.00%
394	0354	Printing & Binding	8,377.85	29,120.00	29,120.00	-	0.00%
395	0355	Telephone	9,193.97	22,650.00	22,650.00	-	0.00%
396	0358	On-line communications	683.79	-	-	-	0.00%
397	0360	Tech/Software Services	30.00	-	-	-	0.00%
398	0370	Educ Svcs-Non Govt Agency	35,370.12	30,000.00	30,000.00	-	0.00%
399	0381	Payment To Municipality	83,612.65	107,100.00	107,100.00	-	0.00%
400	0387	Payment To State	4,139.81	-	-	-	0.00%
<b>401</b>	<b>Total</b>	<b>0300 - Purch Svcs</b>	<b>1,984,831.52</b>	<b>2,143,229.51</b>	<b>2,643,229.51</b>	<b>500,000.00</b>	<b>23.33%</b>
402	0411	General Supplies	320,333.25	411,237.02	411,237.02	-	0.00%

**Madison Metropolitan School District  
Expenditures by Fund and Object  
2020-2021 - Proposed Budget**

**Includes all Budgeted Funds and Interfund Transfers  
2020-2021 Budgets by Fund/Object**

			2018-2019 Expenditures	2019-2020 Fall Budget	2020-2021 Proposed Budget	2020-2021 Incr/Decr	2020-2021 % Chg
403	0415	Food	120,171.38	25,500.00	25,500.00	-	0.00%
404	0417	Paper	2,207.22	2,000.00	2,000.00	-	0.00%
405	0418	Fuel For Vehicles	3,915.87	6,000.00	6,000.00	-	0.00%
406	0420	Apparel	73,525.47	13,800.00	13,800.00	-	0.00%
407	0431	Audiovisual Media	-	229.95	229.95	-	0.00%
408	0433	Newspapers	364.00	-	-	-	0.00%
409	0434	Periodicals	290.00	-	-	-	0.00%
410	0435	Instr Computer Software	4,222.14	-	-	-	0.00%
411	0440	Non-Capital Equipment	26,703.08	1,500.00	1,500.00	-	0.00%
412	0480	Non-Instr Software (DNU)	17,090.50	-	-	-	0.00%
413	0481	Technology Supplies	-	2,194.76	2,194.76	-	0.00%
414	0482	Non-Capital Tech Hardware	12,609.38	2,000.00	2,000.00	-	0.00%
415	0483	Non-Capital Software	506.98	15,865.97	15,865.97	-	0.00%
<b>416</b>	<b>Total</b>	<b>0400 - Non-Capital</b>	<b>581,939.27</b>	<b>480,327.70</b>	<b>480,327.70</b>	-	<b>0.00%</b>
417	0541	Building Improve Addition	24,575.00	-	-	-	0.00%
418	0551	Equipment - Addition	13,437.45	8,000.00	8,000.00	-	0.00%
419	0558	Computers (DNU)	20,569.17	-	-	-	0.00%
420	0559	Computer Peripherals (DNU)	1,104.97	-	-	-	0.00%
421	0561	Equipment - Replacement	3,400.00	-	-	-	0.00%
422	0563	Equip-Replac-Fixed Asset	30,879.50	-	-	-	0.00%
423	0570	Equipment-Rental (DNU)	9,044.53	-	-	-	0.00%
<b>424</b>	<b>Total</b>	<b>0500 - Capital Purch</b>	<b>103,010.62</b>	<b>8,000.00</b>	<b>8,000.00</b>	-	<b>0.00%</b>
425	0713	Worker's Compensation	54,783.59	50,000.00	50,000.00	-	0.00%
<b>426</b>	<b>Total</b>	<b>0700 - Insurance</b>	<b>54,783.59</b>	<b>50,000.00</b>	<b>50,000.00</b>	-	<b>0.00%</b>
427	0941	Organizational Dues	6,212.00	2,000.00	2,000.00	-	0.00%
428	0943	Entry Fees/Royalties	7,527.54	-	-	-	0.00%
429	0944	Bank Service Charges	118,849.80	121,399.63	121,399.63	-	0.00%
430	0996	Reserve	-	250,000.00	250,000.00	-	0.00%
<b>431</b>	<b>Total</b>	<b>0900 - Dues/Fees/Misc</b>	<b>132,589.34</b>	<b>373,399.63</b>	<b>373,399.63</b>	-	<b>0.00%</b>
<b>432</b>	<b>Total</b>	<b>80 - Community Service</b>	<b>15,020,849.82</b>	<b>15,985,080.21</b>	<b>16,311,545.83</b>	<b>326,465.62</b>	<b>2.04%</b>
<b>433</b>		<b>Total for Report:</b>	<b>504,255,993.50</b>	<b>535,524,146.57</b>	<b>530,886,315.16</b>	<b>(4,637,831.41)</b>	<b>-0.87%</b>

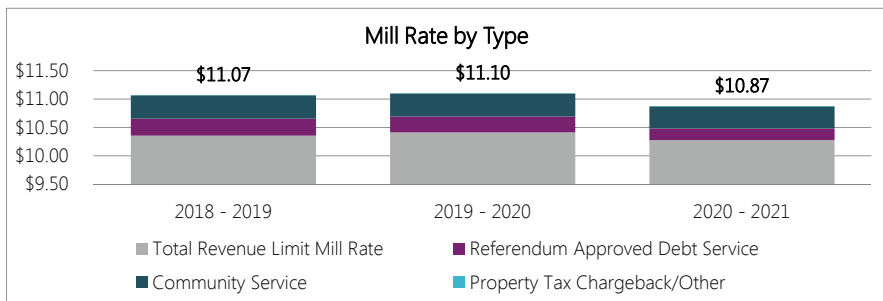
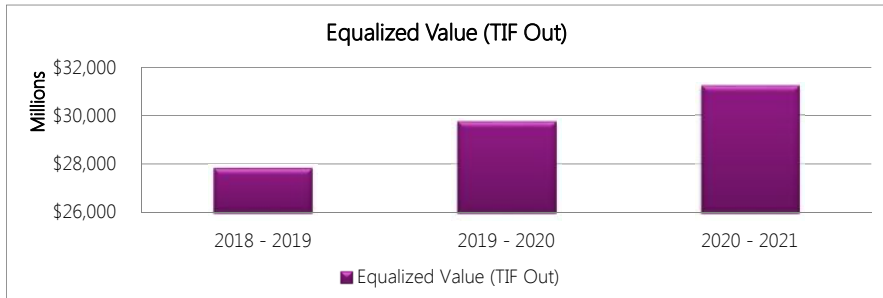
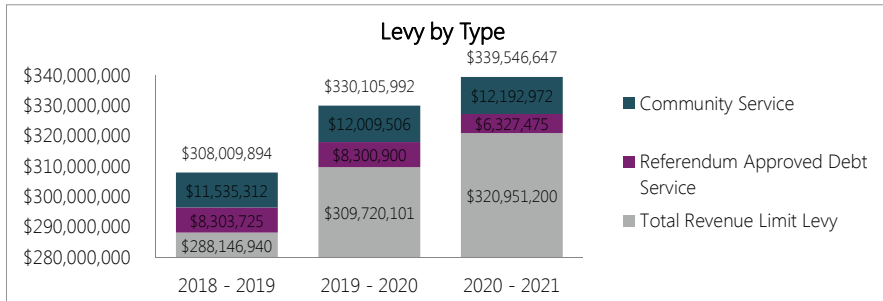
# Baird Budget Forecast Model

## 3269 - Madison Metropolitan

Tax Levy Analysis		Current Year 2018 - 2019	Budget Year 2019 - 2020	Current Year 2020 - 2021
General Fund	<a href="#">Fund 10</a>	\$275,270,899	\$299,462,333	\$311,444,605
Non-Referendum Debt Service	<a href="#">Fund 38</a>	\$4,376,041	\$5,257,768	\$4,506,595
Capital Expansion	<a href="#">Fund 41</a>	\$8,500,000	\$5,000,000	\$5,000,000
<b>Total Revenue Limit Levy</b>		<b>\$288,146,940</b>	<b>\$309,720,101</b>	<b>\$320,951,200</b>
Referendum Approved Debt Service	<a href="#">Fund 39</a>	\$8,303,725	\$8,300,900	\$6,327,475
Community Service	<a href="#">Fund 80</a>	\$11,535,312	\$12,009,506	\$12,192,972
Property Tax Chargeback/Other	<a href="#">Fund 10</a>	\$23,917	\$75,485	\$75,000
<b>Total School-Based Tax Levy</b>		<b>\$308,009,894</b>	<b>\$330,105,992</b>	<b>\$339,546,647</b>
<b>% Change</b>		<b>3.64%</b>	<b>7.17%</b>	<b>2.86%</b>

Equalized Value Analysis		2018 - 2019	2019 - 2020	2020 - 2021
<a href="#">Equalized Value (TIF Out)</a>		\$27,824,908,869	\$29,743,210,155	\$31,230,370,663
<b>% Change</b>		<b>8.75%</b>	<b>6.89%</b>	<b>5.00%</b>

Mill Rate Analysis		2018 - 2019	2019 - 2020	2020 - 2021
General Fund	<a href="#">Fund 10</a>	\$9.89	\$10.07	\$9.97
Non-Referendum Debt Service	<a href="#">Fund 38</a>	\$0.16	\$0.18	\$0.14
Capital Expansion	<a href="#">Fund 41</a>	\$0.31	\$0.17	\$0.16
<b>Total Revenue Limit Mill Rate</b>		<b>\$10.36</b>	<b>\$10.41</b>	<b>\$10.28</b>
Referendum Approved Debt Service	<a href="#">Fund 39</a>	\$0.30	\$0.28	\$0.20
Community Service	<a href="#">Fund 80</a>	\$0.41	\$0.40	\$0.39
Property Tax Chargeback/Other	<a href="#">Fund 10</a>	\$0.00	\$0.00	\$0.00
<b>Total School-Based Mill Rate</b>		<b>\$11.07</b>	<b>\$11.10</b>	<b>\$10.87</b>
<b>% Change</b>		<b>-4.70%</b>	<b>0.26%</b>	<b>-2.04%</b>



Baird Budget Forecast Model

REV CAP

Revenue Limit 3269 - Madison Metropolitan	Historical Data		Current Year		Budget Year	
	2018 - 2019 2019	% Δ	2019 - 2020 2020	% Δ	2020 - 2021 2021	% Δ
Line 1 Base Revenue	\$325,859,281	1.34%	\$333,632,567	2.39%	\$346,774,052	3.94%
Line 2 Base (Prior Year) 3-Year Ave FTE	27,448	-0.27%	27,409	-0.14%	27,410	0.00%
Line 3 Base Revenue / Member (Ln 1 / Ln 2)	\$11,872	1.62%	\$12,172	2.53%	\$12,651	3.94%
4A. Allowed Per Pupil Change	\$0		\$175		\$179	
4B. Low Revenue Ceiling	\$9,400		\$9,700		\$10,000	
4C. Low Rev Dist in CCDEB	\$0		\$0		\$0	
Line 4 Allowed Per-Member Change	\$0		\$175		\$179	2.29%
<u>Line 5 Maximum Revenue / Member (Ln 3 + Ln 4)</u>	\$11,872	1.62%	\$12,347	4.01%	\$12,830	3.91%
CY SS FTE	686		559		559	
CY SS 40%	274		224		224	
CY Sept FTE	26,965		26,988		26,928	
CY Special Needs Vouchers / ICS	200		238		298	
CY TTL FTE	27,439		27,450		27,450	
Line 6 Current 3-Year Ave FTE	27,409	-0.14%	27,410	0.00%	27,446	0.13%
7A. Max Rev / Memb (Ln 5 x Ln 6)	\$325,396,359		\$338,441,412		\$352,142,335	
7B. Hold Harmless	\$462,922		\$0		\$0	
Line 7 Revenue Limit with No Exemptions	\$325,859,281	1.34%	\$338,441,412	3.86%	\$352,142,335	4.05%
8A. Prior Year Carryover	\$0		\$0		\$0	
8B. Transfer of Service	\$236,209		\$332,640		\$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		\$8,000,000		\$0	
Other	\$0		\$0		\$0	



Baird Budget Forecast Model

REV CAP

Revenue Limit 3269 - Madison Metropolitan	Historical Data		Current Year		Budget Year	
	2018 - 2019	% Δ	2019 - 2020	% Δ	2020 - 2021	% Δ
<b>Line 8 Total Recurring Exemptions</b>	\$8,236,209	58.74%	\$8,332,640	1.17%	\$0	-100.00%
<b>Line 9 Rev. Limit with Rec. Exemptions (Ln 7 + Ln 8)</b>	\$334,095,490	2.26%	\$346,774,052	3.79%	\$352,142,335	1.55%
10A. <a href="#">Non-Recuring Referenda to Exceed Limit</a>	\$0		\$0		\$0	
10B. <a href="#">Declining Enrollment Exemption</a>	\$463,003		\$0		\$0	
10C. <a href="#">Energy Efficiency Net Exemption</a>	\$940,008		\$951,608		\$979,400	
10D. <a href="#">Adjustment for Refunded or Rescinded Taxes</a>	\$35,534		\$190,498		\$0	
10E. <a href="#">Prior Year Open Enrollment (Uncounted Pupils)</a>	\$80,099		\$80,459		\$0	
10F. <a href="#">Ineligible Fund 80 Expenditures (enter as a negative)</a>	\$0		\$0		\$0	
10G. <a href="#">Environmental Remediation Exemption</a>	\$0		\$0		\$0	
10H. <a href="#">Private School Voucher Aid Deduction</a>	\$656,753		\$1,224,176		\$1,786,450	
10I. <a href="#">Private School Special Needs Voucher Aid Deduction</a>	\$248,604		\$241,792		\$258,820	
Other	\$0		\$0		\$0	
<b>Line 10 Total Non-Recuring Exemptions</b>	\$2,424,001	-21.67%	\$2,688,533	10.91%	\$3,024,670	12.50%
<b>Line 11 Revenue Limit with All Exemptions (Ln 9 + Ln 10)</b>	\$336,519,491	2.03%	\$349,462,585	3.85%	\$355,167,005	1.63%
12A. <a href="#">General (EQ) Aid (SCEs 615, 616, 621 &amp; 623)</a>	\$43,345,381		\$36,802,018		\$31,275,338	
12B. <a href="#">High Poverty Aid (SCE 628)</a>	\$0		\$0		\$0	
12C. <a href="#">Exempt Computers Aid(SCE 691)</a>	\$1,749,437		\$1,749,437		\$1,749,437	0%
12D. <a href="#">Exempt Personal Property Aid(SCE 691)</a>	\$1,655,377		\$1,191,029		\$1,191,029	-
<b>Line 12 Total Aid to be Used in Computation</b>	\$46,750,196	-3.01%	\$39,742,485	-14.99%	\$34,215,805	-13.91%
<b>Line 13 Allowable Limited Revenue (Ln 11 - Ln 12)</b>	\$289,769,295	2.89%	\$309,720,100	6.89%	\$320,951,200	3.63%
14A. <a href="#">General Operations (F10 SCE 211) (starting FY2019)</a>	\$275,270,899		\$299,462,333		\$311,444,605	
14B. <a href="#">Non-Referendum Debt (inside limit) F38 (F38 SCE 211)</a>	\$4,376,041		\$5,257,768		\$4,506,595	
14C. <a href="#">Capital Expansion F41 (F41 SCE 211)</a>	\$8,500,000		\$5,000,000		\$5,000,000	

Baird Budget Forecast Model

REV CAP

Revenue Limit 3269 - Madison Metropolitan	Historical Data		Current Year		Budget Year	
	2018 - 2019 2019	% Δ	2019 - 2020 2020	% Δ	2020 - 2021 2021	% Δ
<a href="#">Line 14 Total Limited revenue to be Used</a>	\$288,146,940	3.15%	\$309,720,101	7.49%	\$320,951,200	3.63%
Over/underlevy	-\$1,622,355		\$1		\$0	
<a href="#">15A. Referendum Approved Debt (outside limit) F39 (F39 SCE 211)</a>	\$8,303,725		\$8,300,900		\$6,327,475	
<a href="#">15B. Community Services F80 (F80 SCE 211)</a>	\$11,535,312		\$12,009,506		\$12,192,972	
15C. Prior Year Levy Chargeback (F10 SCE 212)	\$23,917		\$75,485		\$75,000	
15D. Other Levy (MKE and Kenosha only)	\$0		\$0		\$0	
Line 15 Total Revenue from other Levies	\$19,862,954	1.55%	\$20,385,891	2.63%	\$18,595,447	-8.78%
<a href="#">Line 16 Total Levy</a>	\$308,009,894	3.05%	\$330,105,992	7.17%	\$339,546,647	2.86%

**Baird Budget Forecast Model**

**EQ AID**

	Historical Data		Current Year		Budget Year	
	2018 - 2019		2019 - 2020		2020 - 2021	
	2019	% Δ	2020	% Δ	2021	% Δ
<b>Equalization Aid</b>						
<b>3269 - Madison Metropolitan</b>						
A1. 3rd Friday September Membership	27,070		26,965		26,988	
A2. 2nd Friday January Membership	26,995		26,944		26,988	
A3. Total (A1 + A2)	54,065		53,909		53,976	
A4. Average (A3 / 2)	27,033		26,955		26,988	
<u>A5. Summer FTE Equivalent (Rounded)</u>	674		686		559	
<u>A6A. Foster Group + Part-time Resident</u>	5		2		2	
A6B. Part-time Non-Resident FTE	-		-		-	
A6C. Statewide Choice Pupils (New in 15-16)	56		80		154	
A6D. SPED Scholarship Program Stud. (New in 17-18)	10		20		19	
A6E. (ICS) New Authorizers Students	-		198		238	
<b>Part A Audited Membership</b>	<b>27,778</b>	<b>0.08%</b>	<b>27,941</b>	<b>0.59%</b>	<b>27,960</b>	<b>0.07%</b>
<b>Part B-E Total Shared Costs</b>	<b>\$328,468,167</b>	<b>2.52%</b>	<b>\$333,675,756</b>	<b>1.59%</b>	<b>\$356,878,104</b>	<b>6.95%</b>
<b>Shared Cost / Member</b>	<b>\$11,825</b>	<b>2.44%</b>	<b>\$11,942</b>	<b>0.99%</b>	<b>\$12,764</b>	<b>6.88%</b>
<b>E6. Primary Cost Ceiling / Member</b>	<b>\$1,000</b>	<b>0.00%</b>	<b>\$1,000</b>	<b>0.00%</b>	<b>\$1,000</b>	<b>0.00%</b>
E7. Primary Ceiling (A7 * E6)	\$27,778,000		\$27,941,000		\$27,960,000	
E8. Primary Shared Cost (lesser of E5 or E7)	\$27,778,000		\$27,941,000		\$27,960,000	
<b>E9. Secondary Cost Ceiling Per Member</b>	<b>\$9,729</b>	<b>1.14%</b>	<b>\$9,782</b>	<b>0.54%</b>	<b>\$10,252</b>	<b>4.80%</b>
E10. Secondary Ceiling (A7 * E9)	\$270,252,162		\$273,318,862		\$286,632,947	
E11. Secondary Shared Cost ((Lesser of E5 or E10) - E8))	\$242,474,162		\$245,377,862		\$258,672,947	
E12. Tertiary Shared Cost (Greater of (E5 - E8 - E11) or 0)	\$58,216,005		\$60,356,894		\$70,245,158	
<b>Part E Shared Costs for EQ Aid</b>						
<u>E1. EQ Value (May Certification) + Exempt Comp Val</u>	\$25,714,368,614	6.16%	\$27,971,395,410	8.78%	\$29,884,442,555	6.84%
<b>Part F Equalized Value / Member</b>	<b>\$925,710</b>	<b>6.07%</b>	<b>\$1,001,088</b>	<b>8.14%</b>	<b>\$1,068,828</b>	<b>6.77%</b>
<b>G1. Primary Guaranteed Value / Member</b>	<b>\$1,930,000</b>	<b>0.00%</b>	<b>\$1,930,000</b>	<b>0.00%</b>	<b>\$1,930,000</b>	<b>0.00%</b>
G2. Primary Guaranteed Valuation (A7 * G1)	\$53,611,540,000		\$53,926,130,000		\$53,962,800,000	
G3. Primary Required Rate (E8 / G2)	0.00051813		0.00051813		0.00051813	
G4. Primary Net Guaranteed Value (G2 - F1)	\$27,897,171,386		\$25,954,734,590		\$24,078,357,445	
G5. Primary Equalization Aid (G3 * G4) (Not < 0)	\$14,454,361		\$13,447,927		\$12,475,719	
<b>G6. Secondary Guaranteed Value / Member</b>	<b>\$1,241,233</b>	<b>5.83%</b>	<b>\$1,329,139</b>	<b>7.08%</b>	<b>\$1,404,900</b>	<b>5.70%</b>
G7. Secondary Guaranteed Valuation (A7 * G6)	\$34,478,970,274		\$37,137,472,799		\$39,281,001,847	

# Baird Budget Forecast Model

# EQ AID

Equalization Aid 3269 - Madison Metropolitan	Historical Data		Current Year		Budget Year	
	2018 - 2019	% Δ	2019 - 2020	% Δ	2020 - 2021	% Δ
	2019	% Δ	2020	% Δ	2021	% Δ
G8. Secondary Required Rate (E11 / G7)	0.00703252		0.00660728		0.00658519	
G9. Secondary Net Guaranteed Value (G7 - F1)	\$8,764,601,660		\$9,166,077,389		\$9,396,559,292	
G10. Secondary Equalization Aid (G8 * G9)	\$61,637,236		\$60,562,840		\$61,878,128	
<b>G11. Tertiary Guaranteed Value / Member</b>	<b>\$594,939</b>	<b>3.75%</b>	<b>\$621,416</b>	<b>4.45%</b>	<b>\$654,972</b>	<b>5.40%</b>
G12. Tertiary Guaranteed Valuation (A7 * G11)	\$16,526,215,542		\$17,362,984,456		\$18,313,030,093	
G13. Tertiary Required Rate (E12 / G12)	0.00352265		0.00347618		0.00383580	
G14. Tertiary Net Guaranteed Value (G12 - F1)	-\$9,188,153,072		-\$10,608,410,954		-\$11,571,412,462	
G15. Tertiary Equalization Aid (G13 * G14)	-\$32,366,647		-\$36,876,746		-\$44,385,624	
<b>Part G Equalization Aid by Tier</b>						
<b>Part H Current Year EQ Aid (SCE 621)</b>	<b>\$43,093,298</b>	<b>-10.01%</b>	<b>\$36,550,835</b>	<b>-15.18%</b>	<b>\$29,491,522</b>	<b>-19.31%</b>
<b>Part I October 15 Certification of Aid</b>	<b>\$43,345,381</b>	<b>-10.07%</b>	<b>\$36,802,018</b>	<b>-15.10%</b>	<b>\$31,275,338</b>	<b>-15.02%</b>
<b>Inter District October 15 Certification of Aid (SCE 616)</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>Intra District October 15 Certification of Aid (SCE 615)</b>	<b>\$252,083</b>	<b>-20.08%</b>	<b>\$188,956</b>	<b>-25.04%</b>	<b>\$125,971</b>	<b>-33.33%</b>
<b>SPEC ADJ October 15 Certification of Aid (SCE 623)</b>	<b>\$0</b>		<b>\$62,227</b>		<b>\$1,657,845</b>	<b>2564.19%</b>
<b>Primary Aid %</b>	<b>52.04%</b>		<b>48.13%</b>		<b>44.62%</b>	
<b>Secondary Aid %</b>	<b>25.42%</b>		<b>24.68%</b>		<b>23.92%</b>	
<b>Tertiary Aid %</b>	<b>-55.60%</b>		<b>-61.10%</b>		<b>-63.19%</b>	

Baird Budget Forecast Model

F10

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year		
	Actual		Budget		Budget		
	2018 - 2019 2019	% Δ	2019 - 2020 2020	% Δ	2020 - 2021 2021	% Δ	
<b>R Revenues</b>							
127	Transfer from F27	\$173,473	17.35%	\$166,556	-3.99%	\$166,556	0.00%
1--	<b>Total Transfers In</b>	\$173,473	17.35%	\$166,556	-3.99%	\$166,556	0.00%
211	Property Tax	\$275,270,898	2.53%	\$299,462,334	8.79%	\$311,444,605	4.00%
212	Levy for Personal Property Tax Chargebacks	\$23,917	0.00%	\$75,485	215.61%	\$75,000	-0.64%
213	Mobile Home Tax/Fees	\$67,059	7.78%	\$65,000	-3.07%	\$65,000	0.00%
219	Other Taxes	\$4,483,400	1176.66%	\$0	-100.00%	\$0	0.00%
241	General Tuition—Individual Paid	\$38,956	-50.54%	\$90,000	131.03%	\$90,000	0.00%
244	Payments for Services Provided Local Governments	\$58,338	-49.16%	\$285,295	389.04%	\$234,790	-17.70%
262	Supply Resales	\$7,194	-71.31%	\$0	-100.00%	\$0	0.00%
264	Non-Capital Surplus Property Sale	\$40		\$0	-100.00%	\$0	0.00%
271	School Co-Curricular Admissions	\$225,870	-7.33%	\$212,000	-6.14%	\$212,000	0.00%
279	Other School Activity Income	\$3,000		\$0	-100.00%	\$0	0.00%
280	Earnings on Investments	\$2,172,822	69.42%	\$1,510,955	-30.46%	\$1,260,955	-16.55%
291	Gifts, fundraising, contributions and development	\$2,870	1813.33%	\$45,144	1472.96%	\$45,144	0.00%
292	Student Fees	\$3,516,590	40.49%	\$3,694,991	5.07%	\$3,115,634	-15.68%
293	Rentals	\$453,761	3.53%	\$360,000	-20.66%	\$360,000	0.00%
297	Student Fines	\$20,329	7.94%	\$0	-100.00%	\$0	0.00%
2--	<b>Total Local</b>	\$286,345,044	4.65%	\$305,801,205	6.79%	\$316,903,128	3.63%
341	Contracted Instruction/Base Cost Tuition--Non-OE	\$76,830	9.82%	\$60,000	-21.91%	\$60,000	0.00%
345	General Base Cost Tuition--Open Enrollment	\$3,104,162	7.33%	\$3,061,750	-1.37%	\$3,313,735	8.23%
349	Payments for Other Services	\$306,437	-7.33%	\$141,100	-53.95%	\$141,100	0.00%
3--	<b>Total Interdistrict Payments in Wisconsin</b>	\$3,487,429	5.91%	\$3,262,850	-6.44%	\$3,514,835	7.72%
515	Non-SPED State Aid Transited through CESAs/int. sources	\$112,721	19.94%	\$324,279	187.68%	\$318,833	-1.68%
517	Federal Aids Transited through CESAs/int. sources	\$0		\$10,000		\$10,000	0.00%
5--	<b>Total Intermediate Sources</b>	\$112,721	19.94%	\$334,279	196.55%	\$328,833	-1.63%
612	Transportation State Aid	\$246,649	2.37%	\$236,513	-4.11%	\$236,513	0.00%
613	Library (Common School Fund) Aid	\$908,564	1.37%	\$750,000	-17.45%	\$750,000	0.00%
615	Integration Aid (Resident)	\$252,083	-20.08%	\$188,956	-25.04%	\$125,971	-33.33%
616	Integration Aid (Non-Resident)	\$0		\$0		\$0	
618	Bilingual/Bicultural State Aid	\$1,722,634	-4.96%	\$1,801,117	4.56%	\$1,801,117	0.00%
619	Other State Categorical Aid	\$157,657		\$0	-100.00%	\$0	0.00%
621	Equalization Aid	\$43,093,298	-10.01%	\$36,550,835	-15.18%	\$29,491,522	-19.31%

Baird Budget Forecast Model

F10

3269 - Madison Metropolitan Sce/Obj	Description	Historical Data		Current Year		Budget Year	
		Actual 2018 - 2019 2019	% Δ	Budget 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ
623	Special Adjustment Aid	\$0		\$62,226		\$1,657,845	2564.23%
628	High Poverty Aid	\$0		\$0		\$0	
630	State Special Project Grants	\$731,397	87.27%	\$161,472	-77.92%	\$160,720	-0.47%
641	General Tuition—State Paid	\$235,409	-8.82%	\$368,995	56.75%	\$368,995	0.00%
650	State "SAGE"/"AGR" Aid	\$6,804,491	-1.70%	\$6,939,075	1.98%	\$6,939,075	0.00%
660	State Revenue Through Local Governments	\$7,056	-1.63%	\$0	-100.00%	\$0	0.00%
691	State Tax Exempt Computer Aid and Personal Property Aid	\$3,404,815	99.33%	\$2,940,466	-13.64%	\$2,940,467	0.00%
695	Per Pupil Categorical Aid	\$17,881,014	44.78%	\$20,229,393	\$742	\$20,183,142	\$742
699	Other State Revenue	\$2,146,416	2437.66%	\$193,846	-90.97%	\$272,658	40.66%
6--	Total Revenue from State Sources	\$77,591,482	6.48%	\$70,422,894	-9.24%	\$64,928,025	-7.80%
713	Federal Vocational Education Aid Through DPI	\$257,858	6.94%	\$239,169	-7.25%	\$239,169	0.00%
730	Federal Special Projects Aid Transited Through DPI	\$4,344,782	11.09%	\$5,415,630	24.65%	\$5,423,470	0.14%
751	ESEA Title I	\$6,705,068	-12.51%	\$6,962,143	3.83%	\$6,749,192	-3.06%
780	Federal Aid Received through State Agencies - not DPI	\$5,159,717	1749.79%	\$3,450,000	-33.14%	\$3,450,000	0.00%
799	Other Federal Revenue	\$34,359		\$40,239	17.11%	\$40,239	0.00%
7--	Federal Sources	\$16,501,783	36.03%	\$16,107,181	-2.39%	\$15,902,070	-1.27%
850	Reorganization Settlement	\$0		\$0		\$0	0.00%
873	Long-Term Loans	\$2,055,000	0.00%	\$2,055,000	0.00%	\$1,050,000	-48.91%
874	State Trust Fund Loans	\$0		\$0		\$0	0.00%
878	Capital Leases	\$202,108		\$0	-100.00%	\$0	0.00%
8--	Total Financing Sources	\$2,257,108	-20.50%	\$2,055,000	-8.95%	\$1,050,000	-48.91%
964	Insurance Claims and Reimbursements	\$86,695	102.08%	\$0	-100.00%	\$0	0.00%
971	Refund of Prior Year Expense	\$1,712,993	301.65%	\$889,000	-48.10%	\$380,000	-57.26%
972	Property Tax and Equalization Aid Refund	\$133,770		\$5,000	-96.26%	\$5,000	0.00%
989	Other Medical Service Reimbursement	\$49,650	-18.31%	\$73,121	47.27%	\$74,918	2.46%
9--	Total Miscellaneous Revenues	\$1,983,108	33.39%	\$967,121	-51.23%	\$459,918	-52.44%
	Total Revenues	\$388,452,148	6.00%	\$399,117,086	2.75%	\$403,253,365	1.04%
10	3269 - Madison Metropolitan Sce/Obj						
	Historical Data	2018 - 2019 2019	% Δ	Current Year 2019 - 2020 2020	% Δ	Budget Year 2020 - 2021 2021	% Δ



Baird Budget Forecast Model

F10

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year		
	Actual	2019	2019 - 2020	Budget	2020 - 2021	Budget	
		2019	% Δ	2020	% Δ	2021	% Δ
<b>Expenditures</b>							
100	\$183,639,838		2.75%	\$194,381,701	5.85%	\$196,434,154	1.06%
1--	<b>\$183,639,838</b>		<b>2.75%</b>	<b>\$194,381,701</b>	<b>5.85%</b>	<b>\$196,434,154</b>	<b>1.06%</b>
<b>Total Salaries</b>							
212	\$11,487,608		1.11%	\$12,497,822	8.79%	\$12,853,406	2.85%
220	\$13,766,826		2.96%	\$14,583,444	5.93%	\$15,016,052	2.97%
230	\$477,362		4.47%	\$530,384	11.11%	\$549,206	3.55%
240	\$47,681,058		2.68%	\$50,447,524	5.80%	\$49,966,137	-0.95%
250	\$946,179		2.25%	\$1,047,314	10.69%	\$1,021,545	-2.46%
290	\$227,752		-44.75%	\$580,838	155.03%	\$580,838	0.00%
2--	<b>\$74,586,785</b>		<b>2.23%</b>	<b>\$79,687,325</b>	<b>6.84%</b>	<b>\$79,987,186</b>	<b>0.38%</b>
<b>Total Employee Benefits</b>							
310	\$4,808,353		5.79%	\$6,707,438	39.50%	\$5,864,322	-12.57%
321	\$261,843			\$894,355	241.56%	\$360,000	-59.75%
322	\$2,822,599			\$2,606,886	-7.64%	\$3,031,886	16.30%
324	\$5,396,724			\$3,412,661	-36.76%	\$1,715,619	-49.73%
325	\$485,967			\$418,017	-13.98%	\$416,525	-0.36%
326	\$0			\$10,000		\$10,000	0.00%
327	\$227,132			\$1,236,536	444.41%	\$1,236,536	0.00%
328	\$458,538			\$587,605	28.15%	\$562,605	-4.25%
331	\$1,600,215			\$1,756,162	9.75%	\$1,756,162	0.00%
332	\$0			\$5,000		\$5,000	0.00%
336	\$3,112,999			\$3,321,083	6.68%	\$3,321,083	0.00%
337	\$745,459			\$680,000	-8.78%	\$680,000	0.00%
341	\$9,180,402			\$9,726,355	5.95%	\$9,720,805	-0.06%
342	\$923,971			\$957,340	3.61%	\$944,852	-1.30%
345	\$41,156			\$2,500	-93.93%	\$2,500	0.00%
348	\$0			\$118,500		\$118,500	0.00%
350	\$908,521			\$867,286	-4.54%	\$858,275	-1.04%
360	\$6,749			\$2,263,870	33442.24%	\$2,408,870	6.40%
370	\$3,151,222			\$3,628,046	15.13%	\$3,628,046	0.00%
381	\$118,689			\$125,000	5.32%	\$125,000	0.00%
382	<b>\$9,049,034</b>		<b>3.17%</b>	<b>\$9,450,080</b>	<b>4.43%</b>	<b>\$10,202,065</b>	<b>7.96%</b>
382	\$48,637		-33.85%	\$79,000	62.43%	\$79,000	0.00%
386	\$3,004		-16.56%	\$27,780	824.84%	\$27,780	0.00%
387	\$2,028,212		585.88%	\$3,374,270	66.37%	\$4,155,705	23.16%
387	<b>\$890,624</b>		<b>62.08%</b>	<b>\$1,465,968</b>	<b>64.60%</b>	<b>\$2,045,270</b>	<b>39.52%</b>
<b>Payment to a WI School District - OE (Function 435000)</b>							
<b>Payment to a WI School District - NON OE</b>							
<b>Payment to CESA (Services only)</b>							
<b>Payment to State - NON VOUCHER</b>							
<b>Payment to State - VOUCHER (Function 438000)</b>							

Baird Budget Forecast Model

F10

3269 - Madison Metropolitan See/Obj Description	Historical Data		Current Year		Budget Year		
	Actual	% Δ	Budget	% Δ	Budget	% Δ	
	2018 - 2019	2019	2019 - 2020	2020	2020 - 2021	2021	
389	Payment to WTCS District	\$290,026	6.57%	\$311,135	7.28%	\$311,135	0.00%
3--	<b>Total Purchased Services</b>	<b>\$46,560,074</b>	<b>16.55%</b>	<b>\$54,032,871</b>	<b>16.05%</b>	<b>\$53,587,540</b>	<b>-0.82%</b>
410	Supplies	\$6,145,754	35.25%	\$5,983,269	-2.64%	\$5,827,075	-2.61%
420	Apparel	\$194,459	44.40%	\$49,159	-74.72%	\$48,959	-0.41%
430	Instructional Media	\$980,002	-49.43%	\$1,263,936	28.97%	\$1,280,921	1.34%
440	Non-Capital Equipment	\$3,008,686	275.08%	\$582,062	-80.65%	\$702,201	20.64%
450	Resale Items	\$56,245	-13.17%	\$0	-100.00%	\$0	0.00%
460	Equipment Components	\$134	-99.20%	\$418	210.90%	\$418	0.00%
470	Textbooks & Workbooks	\$397,033	-75.65%	\$370,655	-6.64%	\$370,655	0.00%
480	Non-Capital Technology	\$2,929,048	151.44%	\$1,184,574	-59.56%	\$1,184,574	0.00%
490	Other Non-Capital Items	\$20,520	-65.19%	\$37,642	83.44%	\$37,642	0.00%
4--	<b>Total Non-Capital Objects</b>	<b>\$13,731,882</b>	<b>32.62%</b>	<b>\$9,471,715</b>	<b>-31.02%</b>	<b>\$9,452,445</b>	<b>-0.20%</b>
511	Site Purchase	\$2,053,541	678.03%	\$0	-100.00%	\$0	0.00%
531	Building Acquisition	\$12,583	-98.03%	\$5,000,000	39635.90%	\$0	-100.00%
550	Equipment/Vehicle -- Initial Purchase	\$294,920	-70.58%	\$238,816	-19.02%	\$217,219	-9.04%
560	Equipment/Vehicle--Replacement	\$582,532	38.86%	\$348,169	-40.23%	\$348,169	0.00%
581	Technology Related Hardware	\$25,583		\$0	-100.00%	\$0	0.00%
5--	<b>Total Capital Objects</b>	<b>\$2,969,158</b>	<b>-42.95%</b>	<b>\$5,586,985</b>	<b>88.17%</b>	<b>\$565,388</b>	<b>-89.88%</b>
678	Capital Lease Principal	\$33,685		\$1,080,244	3106.94%	\$1,086,244	0.56%
682	Temporary Note Interest	\$1,141,483	70.84%	\$1,241,483	8.76%	\$1,241,483	0.00%
688	Capital Lease Interest	\$0		\$2,500		\$2,500	0.00%
690	Other Debt Retirement	\$5,100	0.00%	\$3,000	-41.18%	\$3,000	0.00%
6--	<b>Total Debt Retirement</b>	<b>\$1,180,268</b>	<b>75.31%</b>	<b>\$2,327,227</b>	<b>97.18%</b>	<b>\$2,333,227</b>	<b>0.26%</b>
711	District Liability Insurance	\$292,806	-2.34%	\$353,770	20.82%	\$423,770	19.79%
712	District Property Insurance	\$412,894	-8.14%	\$474,500	14.92%	\$574,500	21.07%
713	Worker's Compensation	\$2,021,336	28.12%	\$1,752,155	-13.32%	\$1,932,155	10.27%
720	Judgments and Settlements	\$37,751	17.98%	\$19,600	-48.08%	\$19,600	0.00%
730	Unemployment Compensation	\$35,943	-28.77%	\$57,200	59.14%	\$57,200	0.00%
7--	<b>Total Insurance and Judgments</b>	<b>\$2,800,730</b>	<b>16.24%</b>	<b>\$2,657,225</b>	<b>-5.12%</b>	<b>\$3,007,225</b>	<b>13.17%</b>
827	Special Education Fund	\$53,798,293	5.91%	\$56,023,518	4.14%	\$54,659,985	-2.43%
838	Non-referendum Debt Fund	\$130,531	173.37%	\$0	-100.00%	\$0	-100.00%
850	Food Service	\$22,893	-41.48%	\$0	-100.00%	\$0	

Baird Budget Forecast Model

F10

	Historical Data		Current Year		Budget Year	
	Actual 2018 - 2019 2019	% Δ	Budget 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ
8--	\$53,951,717	6.03%	\$56,023,518	3.84%	\$54,659,985	-2.43%
	<b>Total Transfers</b>					
932	\$14,160	-13.87%	\$0	-100.00%	\$0	0.00%
935	\$0		\$10,000		\$10,000	0.00%
940	\$307,542	28.79%	\$1,886,765	513.50%	\$2,716,115	43.96%
950	\$0		\$0		\$0	0.00%
972	\$209,255	231.12%	\$500,000	138.94%	\$500,000	0.00%
999	\$12,105	-83.62%	\$100	-99.17%	\$100	0.00%
9--	\$543,062	38.41%	\$2,396,865	341.36%	\$3,226,215	34.60%
	<b>Total Other Objects</b>					
	\$379,963,513	5.09%	\$406,565,433	7.00%	\$403,253,365	-0.81%
	<b>Total Expenditures</b>					

10

3269 - Madison Metropolitan  
See/Obj Description

Baird Budget Forecast Model

		Historical Data		Current Year		Budget Year	
		Actual	2019	2019 - 2020	Budget	2020 - 2021	Budget
3269 - Madison Metropolitan	Description	2018 - 2019	2019	% Δ	2020	2021	% Δ
<b>R Revenues</b>							
110	Transfer from F10	\$53,798,293	\$53,798,293	5.91%	\$56,023,518	\$54,659,985	0.00%
<b>Total Transfers In</b>							
1--		\$53,798,293	\$53,798,293	5.91%	\$56,023,518	\$54,659,985	-2.43%
349	Payments for Other Services	\$27,031	\$27,031	-5.84%	\$16,665	\$15,464	-7.21%
<b>Total Interdistrict Payments in Wisconsin</b>							
3--		\$27,031	\$27,031	-5.84%	\$16,665	\$15,464	-7.21%
611	Special Education State Aid	\$17,426,086	\$18,050,000	-1.28%	\$18,050,000	\$20,850,000	15.51%
625	High Cost Special Education Aid	\$985,059	\$1,155,000	26.21%	\$1,155,000	\$1,155,000	0.00%
630	State Special Project Grants	\$18,765	\$27,000	43.88%	\$27,000	\$27,000	0.00%
642	Special Education Tuition—State Paid	\$172,305	\$134,803	15.25%	\$134,803	\$134,803	0.00%
697	Aid for Special Education Transition Grant BBL	\$97,000	\$95,000	-2.06%	\$95,000	\$95,000	0.00%
699	Other State Revenue	\$20,426	\$29,664	7.99%	\$29,664	\$30,405	2.50%
6--	<b>Total Revenue from State Sources</b>	\$18,719,641	\$19,491,467	-0.08%	\$19,491,467	\$22,292,208	14.37%
711	High Cost Special Education Aid	\$247,420	\$0	22.28%	\$0	\$0	0.00%
730	Federal Special Projects Aid Transited Through DPI	\$5,269,124	\$6,588,395	7.51%	\$6,588,395	\$6,128,516	-6.98%
780	Federal Aid Received through State Agencies - not DPI	\$567,844	\$433,536	-17.06%	\$433,536	\$433,536	0.00%
7--	<b>Federal Sources</b>	\$6,084,388	\$7,021,931	5.12%	\$7,021,931	\$6,562,052	-6.55%
<b>Total Revenues</b>		\$78,629,353	\$82,553,581	4.36%	\$82,553,581	\$83,529,708	1.18%

		Historical Data		Current Year		Budget Year	
		2018 - 2019	2019	% Δ	2020	2021	% Δ
27	3269 - Madison Metropolitan						
<b>E Expenditures</b>							
100	Total Salaries	\$50,256,127	\$52,356,621	4.69%	\$52,356,621	\$53,669,112	2.51%
1--		\$50,256,127	\$52,356,621	4.69%	\$52,356,621	\$53,669,112	2.51%
212	Employer's Share	\$3,133,800	\$3,347,504	1.16%	\$3,347,504	\$3,459,300	3.34%
220	Social Security	\$3,735,012	\$3,872,721	3.59%	\$3,872,721	\$4,002,268	3.35%
230	Life Insurance	\$110,641	\$120,238	7.37%	\$120,238	\$121,584	1.12%
240	Health Insurance	\$14,697,987	\$15,747,830	6.31%	\$15,747,830	\$15,177,020	-3.62%
250	Other Employee Insurance	\$700,029	\$294,699	6.23%	\$294,699	\$286,455	-2.80%
290	Other Employee Benefits	\$31,665	\$15,000	21.79%	\$15,000	\$15,000	0.00%
2--	<b>Total Employee Benefits</b>	\$22,408,535	\$23,397,992	5.12%	\$23,397,992	\$23,061,627	-1.44%
310	Personal Services	\$206,545	\$510,730	-39.87%	\$510,730	\$510,730	0.00%

Baird Budget Forecast Model

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2018 - 2019	% Δ	Budget 2019 - 2020	% Δ	Budget 2020 - 2021	% Δ
324 Non-Technology Related Repairs and Maintenance	\$5,940		\$77,800	1209.86%	\$77,800	0.00%
326 Site Rental	\$34,554		\$0	-100.00%	\$0	0.00%
328 Building Rental	\$180,330		\$52,100	-71.11%	\$52,100	0.00%
341 Pupil Transportation	\$4,000,157	-2.84%	\$3,986,540	-0.34%	\$3,986,540	0.00%
342 Employee Travel	\$224,925	2.94%	\$316,694	40.80%	\$316,694	0.00%
343 Contracted Service Travel	\$43	-84.55%	\$0	-100.00%	\$0	0.00%
350 Communication	\$29,263	-57.93%	\$52,500	79.41%	\$52,500	0.00%
360 Technology and Software Services	\$138,643	307.77%	\$0	-100.00%	\$0	0.00%
370 Payment to Non-Governmental Agencies and Individuals	\$111,122	44.48%	\$172,000	54.78%	\$172,000	0.00%
386 Payment to CESA (Services only)	\$285		\$0	-100.00%	\$0	0.00%
387 Payment to State	\$0		\$1,000		\$1,000	0.00%
389 Payment to WTCS District	\$11,848	427.01%	\$5,000	-57.80%	\$5,000	0.00%
3-- Total Purchased Services	\$4,943,654	1.53%	\$5,174,364	4.67%	\$5,174,364	0.00%
410 Supplies	\$521,950	154.40%	\$408,669	-21.70%	\$408,669	0.00%
430 Instructional Media	\$10,253	-96.03%	\$251,950	2357.31%	\$251,950	0.00%
440 Non-Capital Equipment	\$120,300	-38.38%	\$201,100	67.17%	\$201,100	0.00%
480 Non-Capital Technology	\$30,780	1813.32%	\$71,000	130.67%	\$71,000	0.00%
490 Other Non-Capital Items	\$79,890	-8.15%	\$300	-99.62%	\$300	0.00%
4-- Total Non-Capital Objects	\$763,172	2.02%	\$933,019	22.26%	\$933,019	0.00%
541 Building Improvements Addition	\$24,748	14.99%	\$87,000	251.55%	\$87,000	0.00%
5-- Total Capital Objects	\$24,748	-86.53%	\$87,000	251.55%	\$87,000	0.00%
713 Worker's Compensation	\$14,390	10.10%	\$404,950	2714.17%	\$404,950	0.00%
7-- Total Insurance and Judgments	\$14,390	10.10%	\$404,950	2714.17%	\$404,950	0.00%
810 General	\$173,473	17.35%	\$166,556	-3.99%	\$166,556	0.00%
8-- Total Transfers	\$173,473	17.35%	\$166,556	-3.99%	\$166,556	0.00%
940 Dues and Fees	\$45,254	-18.40%	\$33,080	-26.90%	\$33,080	0.00%
999 Other Miscellaneous	\$0		\$0		\$0	0.00%
9-- Total Other Objects	\$45,254	-29.00%	\$33,080	-26.90%	\$33,080	0.00%
Total Expenditures	\$78,629,353	4.36%	\$82,553,581	4.99%	\$83,529,708	1.18%

Baird Budget Forecast Model

F38

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2018 - 2019 2019	% Δ	Budget 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ
<b>R</b>						
<b>Revenues</b>						
110	\$130,531	173.37%	\$0	-100.00%	\$0	0.00%
1--	\$130,531	173.37%	\$0	-100.00%	\$0	
	Total Transfers In					
211	\$4,376,041	5.15%	\$5,257,768	20.15%	\$4,506,595	-14.29%
220	\$0		\$0		\$0	0.00%
280	\$26,174	64.36%	\$0	-100.00%	\$0	0.00%
2--	\$4,402,215	5.38%	\$5,257,768	19.43%	\$4,506,595	-14.29%
	Total Local					
971	\$163,366	25.51%	\$146,358	-10.41%	\$104,263	-28.76%
9--	\$163,366	25.51%	\$146,358	-10.41%	\$104,263	-28.76%
	Total Miscellaneous Revenues					
	\$4,696,113	7.82%	\$5,404,126	15.08%	\$4,610,858	-14.68%

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	2018 - 2019 2019	% Δ	2019 - 2020 2020	% Δ	2020 - 2021 2021	% Δ
<b>E</b>						
<b>Expenditures</b>						
670	\$0		\$0			
673	\$885,000	2.91%	\$920,000	3.95%	\$4,878,603	
674	\$301,445	59.73%	\$315,313	4.60%		
675	\$2,450,000	6.52%	\$2,125,000	-13.27%		
680	\$0		\$0			
683	\$276,779	39.67%	\$332,670	20.19%	\$748,780	
684	\$30,596	74.85%	\$16,728	-45.33%		
685	\$703,013	-11.05%	\$606,802	-13.69%		
6--	\$4,646,832	6.71%	\$4,316,513	-7.11%	\$5,627,383	30.37%
	Total Debt Retirement					
	\$4,646,832	6.71%	\$4,316,513	-7.11%	\$5,627,383	30.37%



Baird Budget Forecast Model

F39

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2018 - 2019 2019	% Δ	Budget 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ
<b>R</b>	<b>Revenues</b>					
211	\$8,303,725	0.03%	\$8,300,900	-0.03%	\$6,327,475	-23.77%
280	\$27,327	47.55%	\$0	-100.00%	\$0	0.00%
2--	\$8,331,052	0.14%	\$8,300,900	-0.36%	\$6,327,475	-23.77%
	<b>Total Local</b>					
	\$8,331,052	0.14%	\$8,300,900	-0.36%	\$6,327,475	-23.77%

39 3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	2018 - 2019 2019	% Δ	2019 - 2020 2020	% Δ	2020 - 2021 2021	% Δ
<b>E</b>	<b>Expenditures</b>					
670	\$0		\$0		\$5,445,000	
673	\$4,010,000	3.08%	\$4,130,000	2.99%		
675	\$2,965,000	3.49%	\$3,075,000	3.71%		
680	\$0		\$0			
683	\$1,017,038	-10.29%	\$896,737	-11.83%	\$977,475	
685	\$426,088	-17.23%	\$317,588	-25.46%		
6--	\$8,418,125	0.17%	\$8,419,325	0.01%	\$6,422,475	-23.72%
	<b>Total Debt Retirement</b>					
	\$8,418,125	0.17%	\$8,419,325	0.01%	\$6,422,475	-23.72%

Baird Budget Forecast Model

F41

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2018 - 2019 2019	%Δ	Budget 2019 - 2020 2020	%Δ	Budget 2020 - 2021 2021	%Δ
<b>R</b>						
<b>Revenues</b>						
100 Source adjustments						
1-- Total Transfers In	\$0		\$0		\$0	0.00%
211 Property Tax	\$8,500,000	70.00%	\$5,000,000	-41.18%	\$5,000,000	0.00%
280 Earnings on Investments	\$36,892	175.95%	\$0	-100.00%	\$0	0.00%
2-- Total Local	\$8,536,892	70.28%	\$5,000,000	-41.43%	\$5,000,000	0.00%
<b>Total Revenues</b>	<b>\$8,536,892</b>	<b>70.28%</b>	<b>\$5,000,000</b>	<b>-41.43%</b>	<b>\$5,000,000</b>	<b>0.00%</b>

41 3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	2018 - 2019 2019	%Δ	2019 - 2020 2020	%Δ	2020 - 2021 2021	%Δ
<b>E</b>						
<b>Expenditures</b>						
100 Total Salaries	\$0		\$1,005,683		\$863,473	-14.14%
1--	\$0		\$1,005,683	0.00%	\$863,473	-14.14%
212 Employer's Share	\$0		\$67,381		\$57,853	-14.14%
220 Social Security	\$0		\$75,662		\$65,308	-13.68%
230 Life Insurance	\$0		\$4,077		\$3,517	-13.73%
240 Health Insurance	\$0		\$256,253		\$241,524	-5.75%
250 Other Employee Insurance	\$0		\$5,499		\$4,747	-13.67%
2-- Total Employee Benefits	\$0		\$408,871		\$372,948	-8.79%
310 Personal Services	\$0		\$4,815		\$4,815	0.00%
324 Non-Technology Related Repairs and Maintenance	\$7,107,262		\$2,385,136	-66.44%	\$360,000	-84.91%
327 Construction Services	\$0		\$3,219,132		\$3,397,264	5.53%
350 Communication	\$0		\$1,500		\$1,500	0.00%
3-- Total Purchased Services	\$7,107,262	40.38%	\$5,610,583	-21.06%	\$3,763,579	-32.92%
<b>Total Expenditures</b>	<b>\$7,107,262</b>	<b>40.38%</b>	<b>\$7,025,136</b>	<b>-1.16%</b>	<b>\$5,000,000</b>	<b>-28.83%</b>
<b>Surplus/Deficit</b>	<b>\$1,429,630</b>		<b>-\$2,025,136</b>		<b>\$0</b>	
<b>Fund Balance</b>	<b>\$3,469,855</b>	<b>70.07%</b>	<b>\$1,444,719</b>	<b>-58.36%</b>	<b>\$1,444,719</b>	<b>0.00%</b>

Baird Budget Forecast Model

F50

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2018 - 2019 2019	% Δ	Budget 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ
<b>R Revenues</b>						
110	\$22,893	-41.48%	\$0	-100.00%	\$0	
	<b>\$22,893</b>	<b>-41.48%</b>	<b>\$0</b>	<b>-100.00%</b>	<b>\$0</b>	
<b>Total Transfers In</b>						
251	\$1,633,828	-2.49%	\$1,696,000	3.81%	\$1,696,000	0.00%
252	\$60,286	-17.99%	\$71,500	18.60%	\$71,500	0.00%
259	\$93,140	-41.42%	\$152,000	63.20%	\$152,000	0.00%
291	\$64,964	85.98%	\$35,000	-46.12%	\$35,000	0.00%
2--	<b>\$1,852,218</b>	<b>-4.67%</b>	<b>\$1,954,500</b>	<b>5.52%</b>	<b>\$1,954,500</b>	<b>0.00%</b>
<b>Total Local</b>						
617	\$176,247	-1.01%	\$182,000	3.26%	\$182,000	0.00%
6--	<b>\$176,247</b>	<b>-1.01%</b>	<b>\$182,000</b>	<b>3.26%</b>	<b>\$182,000</b>	<b>0.00%</b>
<b>Total Revenue from State Sources</b>						
714	\$613,886	-15.91%	\$616,000	0.34%	\$616,000	0.00%
717	\$7,488,838	-3.58%	\$7,839,724	4.69%	\$7,922,484	1.06%
730	\$214,179	1.63%	\$66,854	-68.79%	\$66,854	0.00%
7--	<b>\$8,316,902</b>	<b>-4.49%</b>	<b>\$8,522,578</b>	<b>2.47%</b>	<b>\$8,605,338</b>	<b>0.97%</b>
<b>Federal Sources</b>						
<b>Total Revenues</b>						
	<b>\$10,368,260</b>	<b>-4.60%</b>	<b>\$10,659,078</b>	<b>2.80%</b>	<b>\$10,741,838</b>	<b>0.78%</b>
<b>E Expenditures</b>						
50	\$3,221,643	0.90%	\$3,302,113	2.50%	\$3,347,650	1.38%
	<b>\$3,221,643</b>	<b>0.90%</b>	<b>\$3,302,113</b>	<b>2.50%</b>	<b>\$3,347,650</b>	<b>1.38%</b>
<b>Total Salaries</b>						
212	\$192,337	-0.52%	\$195,937	1.87%	\$203,260	3.74%
220	\$242,090	0.19%	\$263,369	8.79%	\$268,004	1.76%
230	\$8,949	9.92%	\$10,866	21.42%	\$11,212	3.18%
240	\$1,482,278	9.85%	\$1,598,578	7.85%	\$1,623,222	1.54%
250	\$15,200	9.70%	\$17,446	14.78%	\$17,723	1.58%
2--	<b>\$1,940,855</b>	<b>7.45%</b>	<b>\$2,086,198</b>	<b>7.49%</b>	<b>\$2,123,421</b>	<b>1.78%</b>
<b>Total Employee Benefits</b>						

Baird Budget Forecast Model

F50

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual	% Δ	Budget	% Δ	Budget	% Δ
	2018 - 2019	2019	2019 - 2020	2020	2020 - 2021	2021
310 Personal Services	\$27,890	26.28%	\$57,000	104.37%	\$57,000	0.00%
324 Non-Technology Related Repairs and Maintenance	\$111,935		\$71,000	-36.57%	\$71,000	0.00%
325 Vehicle and Equipment Rental	\$3,000		\$1,500	-50.00%	\$1,500	0.00%
327 Construction Services	\$709		\$0	-100.00%	\$0	0.00%
331 Gas for Heat	\$5,482	8.59%	\$6,000	9.45%	\$6,000	0.00%
336 Electricity for Other Than Heat	\$37,096	7.25%	\$41,000	10.52%	\$41,000	0.00%
337 Water	\$15,847	0.17%	\$16,000	0.97%	\$16,000	0.00%
342 Employee Travel	\$16,778	-17.65%	\$18,230	8.66%	\$18,230	0.00%
350 Communication	\$3,137		\$2,500	-20.30%	\$2,500	0.00%
360 Technology and Software Services	\$0		\$50,000		\$50,000	0.00%
381 Payment to Municipality	\$11,546	-0.75%	\$12,000	3.93%	\$12,000	0.00%
387 Payment to State	\$8,474	-19.20%	\$11,000	29.80%	\$11,000	0.00%
3-- Total Purchased Services	\$241,894	-1.86%	\$286,230	18.33%	\$286,230	0.00%
410 Supplies	\$4,769,936	-0.94%	\$4,765,676	-0.09%	\$4,765,676	0.00%
420 Apparel	\$19,896	11.96%	\$20,000	0.52%	\$20,000	0.00%
440 Non-Capital Equipment	\$40,804	42.52%	\$23,230	-43.07%	\$23,230	0.00%
480 Non-Capital Technology	\$50,634	0.31%	\$20,000	-60.50%	\$20,000	0.00%
4-- Total Non-Capital Objects	\$4,881,270	-0.62%	\$4,828,906	-1.07%	\$4,828,906	0.00%
550 Equipment/Vehicle -- Initial Purchase	\$89,408	-67.89%	\$122,631	37.16%	\$122,631	0.00%
560 Equipment/Vehicle--Replacement	\$64,667	14.80%	\$3,000	-95.36%	\$3,000	0.00%
5-- Total Capital Objects	\$154,075	-54.18%	\$125,631	-18.46%	\$125,631	0.00%
713 Worker's Compensation	\$30,321	4.33%	\$30,000	-1.06%	\$30,000	0.00%
7-- Total Insurance and Judgments	\$30,321	4.33%	\$30,000	-1.06%	\$30,000	0.00%
Total Expenditures	\$10,470,059	-0.50%	\$10,659,078	1.81%	\$10,741,838	0.78%

Baird Budget Forecast Model

3269 - Madison Metropolitan Sce/Obj	Description	Historical Data		Current Year		Budget Year	
		Actual 2018 - 2019 2019	% Δ	Budget 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ
<b>R Revenues</b>							
110	Transfer from F10	\$0		\$0		\$0	0.00%
<b>Total Transfers In</b>							
1--		\$0		\$0		\$0	
211	Property Tax	\$11,535,312	2.68%	\$12,009,506	4.11%	\$12,192,972	1.53%
272	Community Service Fees	\$3,432,437	-7.09%	\$3,554,074	3.54%	\$3,554,074	0.00%
291	(Gifts, fundraising, contributions and development	\$160,971		\$64,500	-59.93%	\$64,500	0.00%
2--	<b>Total Local</b>	\$15,128,720	1.34%	\$15,628,080	3.30%	\$15,811,546	1.17%
349	Payments for Other Services	\$50		\$0	-100.00%	\$0	0.00%
3--	<b>Total Interdistrict Payments in Wisconsin</b>	\$50		\$0	-100.00%	\$0	
<b>Total Revenues</b>		\$15,128,770	1.11%	\$15,628,080	3.30%	\$15,811,546	1.17%

80 3269 - Madison Metropolitan Sce/Obj	Description	Historical Data		Current Year		Budget Year	
		2018 - 2019 2019	% Δ	2019 - 2020 2020	% Δ	2020 - 2021 2021	% Δ
<b>E Expenditures</b>							
100	Total Salaries	\$9,716,703	1.99%	\$10,190,313	4.87%	\$10,155,479	-0.34%
1--		\$9,716,703	1.99%	\$10,190,313	4.87%	\$10,155,479	-0.34%
212	Employer's Share	\$451,164	-1.34%	\$537,026	19.03%	\$539,672	0.49%
220	Social Security	\$736,215	2.05%	\$756,934	2.81%	\$757,847	0.12%
230	Life Insurance	\$12,733	1.57%	\$14,174	11.32%	\$13,975	-1.41%
240	Health Insurance	\$1,215,686	0.93%	\$1,398,969	15.08%	\$1,257,960	-10.08%
250	Other Employee Insurance	\$31,196	1.62%	\$32,706	4.84%	\$31,655	-3.21%
2--	<b>Total Employee Benefits</b>	\$2,446,993	0.85%	\$2,739,810	11.97%	\$2,601,110	-5.06%
310	Personal Services	\$789,558	7.96%	\$875,900	10.94%	\$875,900	0.00%
324	Non-Technology Related Repairs and Maintenance	\$115,196		\$87,294	-24.22%	\$87,294	0.00%
325	Vehicle and Equipment Rental	\$11,785		\$5,850	-50.36%	\$5,850	0.00%
327	Construction Services	\$50		\$0	-100.00%	\$500,000	0.00%
328	Building Rental	\$218,260		\$239,600	9.78%	\$239,600	0.00%
331	Gas for Heat	\$8,834	-35.26%	\$9,500	7.54%	\$9,500	0.00%

Baird Budget Forecast Model

F80



3269 - Madison Metropolitan Sce/Obj	80 Description	Historical Data		Current Year		Budget Year	
		Actual 2018 - 2019 2019	% Δ	Budget 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ
336	Electricity for Other Than Heat	\$27,411	13.64%	\$19,600	-28.50%	\$19,600	0.00%
337	Water	\$0		\$500		\$500	0.00%
341	Pupil Transportation	\$495,556	-6.81%	\$610,100	23.11%	\$610,100	0.00%
342	Employee Travel	\$74,189	-5.03%	\$53,425	-27.99%	\$53,425	0.00%
350	Communication	\$129,884	-2.99%	\$104,361	-19.65%	\$104,361	0.00%
381	Payment to Municipality	\$118,983	76.91%	\$137,100	15.23%	\$137,100	0.00%
387	Payment to State	\$4,140		\$0	-100.00%	\$0	0.00%
3--	<b>Total Purchased Services</b>	<b>\$1,993,846</b>	<b>7.44%</b>	<b>\$2,143,230</b>	<b>7.49%</b>	<b>\$2,643,230</b>	<b>23.33%</b>
410	Supplies	\$451,504	-10.26%	\$444,967	-1.45%	\$444,967	0.00%
420	Apparel	\$73,525	9.17%	\$13,800	-81.23%	\$13,800	0.00%
440	Non-Capital Equipment	\$26,703	231.27%	\$1,500	-94.38%	\$1,500	0.00%
480	Non-Capital Technology	\$51,911	243.51%	\$20,061	-61.36%	\$20,061	0.00%
4--	<b>Total Non-Capital Objects</b>	<b>\$603,643</b>	<b>1.69%</b>	<b>\$480,328</b>	<b>-20.43%</b>	<b>\$480,328</b>	<b>0.00%</b>
541	Building Improvements Addition	\$24,575		\$0	-100.00%	\$0	0.00%
550	Equipment/Vehicle -- Initial Purchase	\$13,437	-94.88%	\$8,000	-40.46%	\$8,000	0.00%
560	Equipment/Vehicle--Replacement	\$34,280		\$0	-100.00%	\$0	0.00%
5--	<b>Total Capital Objects</b>	<b>\$72,292</b>	<b>-73.52%</b>	<b>\$8,000</b>	<b>-88.93%</b>	<b>\$8,000</b>	<b>0.00%</b>
713	Worker's Compensation	\$54,784	4.68%	\$50,000	-8.73%	\$50,000	0.00%
7--	<b>Total Insurance and Judgments</b>	<b>\$54,784</b>	<b>4.68%</b>	<b>\$50,000</b>	<b>-8.73%</b>	<b>\$50,000</b>	<b>0.00%</b>
940	Dues and Fees	\$132,589	8.01%	\$373,400	181.62%	\$373,400	0.00%
9--	<b>Total Other Objects</b>	<b>\$132,589</b>	<b>8.01%</b>	<b>\$373,400</b>	<b>181.62%</b>	<b>\$373,400</b>	<b>0.00%</b>
	<b>Total Expenditures</b>	<b>\$15,020,850</b>	<b>1.15%</b>	<b>\$15,985,080</b>	<b>6.42%</b>	<b>\$16,311,546</b>	<b>2.04%</b>

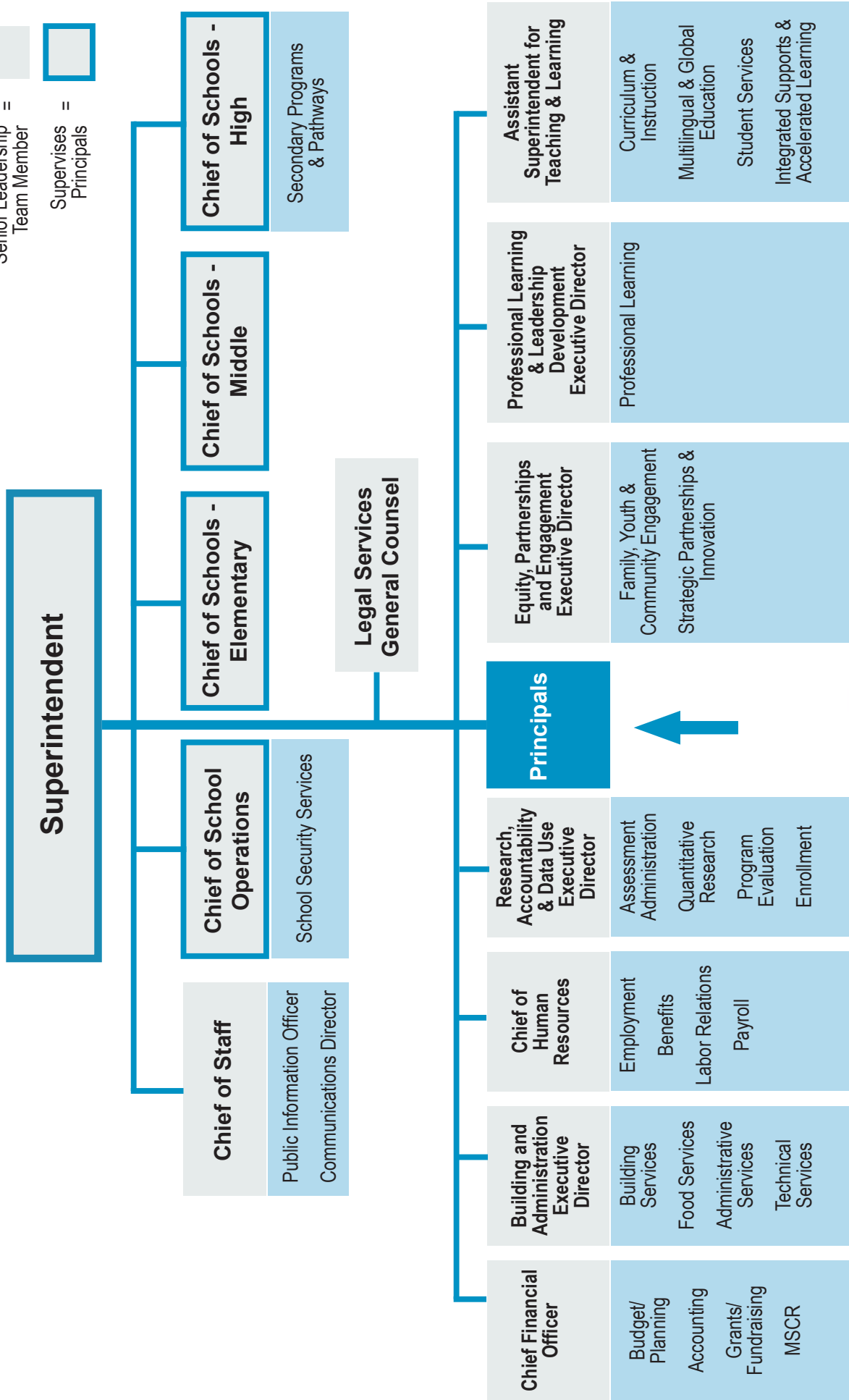


## Appendices

Central Office Organizational Chart	80
Enrollment Projection in Detail	81
Equity Staffing Charts	125
Personalized Pathways	127
Ignite! Technology Plan Update	128
Early College STEM Academy	130
Summer School Budget	131
Staffing Guidelines: Title I, BEP, ELL, Student Services	134
Priority Actions - A Multi-Year Summary	138
Independent (2r or 2x) Charter Schools 2020-21	141
Debt Service Fund Summary	143
Capital Maintenance Planning: 2020-21	144
Food Service Fund (50)	152
Community Service Fund (80)	156
Facility Rental Rates	160
DPI Budget Adoption Format	162
Tax Impact Projections	164
TID #25 Schedule	165
Fund Balance Table by Year	166
General Fees Table	167
Student Fee Changes for 2020-21 School Year	171
DPI Accounting Code Update	172
Department Summaries	174

# Central Office Organizational Structure 2020-21 School Year

Senior Leadership =  = Team Member  
 Supervises =  = Principals



# Enrollment History and Projections Fall 2019

## Key Findings

1. Overall, K4-12<sup>th</sup> grade enrollment in MMSD has been slightly declining since the 2014-2015 school year. The number of students has decreased by 283 students (1%) since 2014-2015, to 26,883 this year.
2. The recent trend for MMSD is a slightly declining enrollment. Because our projection model is based on past experience, we expect our enrollments to continue declining. However, based on projections from Vandewalle & Associates, we expect our enrollments to be stable in the long-term.
3. We project enrollment declines over the next five years, with projected enrollment in 2024-2025 being 25,779 students.
4. The percentage of students (PK-12) identifying as each race have remained relatively stable over the past five school years. The largest changes are in the number of Hispanic/Latino students (8% increase) and the number of white students (4% decrease).

This report was updated on December 20, 2019. Updates are noted where they occur.

## Background

Enrollment projections are based on historical enrollment patterns and progression rates from grade to grade, taking into account the language of instruction in the student’s classroom (English only, Dual Language Immersion (DLI)/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 2017. A linear forecast of births at the municipal level is used to extend birth estimates through 2019, covering the five-year projection period.

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

Twenty-year student projections based on projected residential and mixed-use development are conducted in five-year increments ([Student Enrollment Projections 2018-2038 Report](#)). MMSD’s Research and Program Evaluation Office (RPEO) does not modify the projections based on projected development in this report because we are currently in the middle of a five-year increment. Accurately assessing how much of the projected development for the five-year increment has already been developed, when the remainder will be developed, and when the developments will be fully occupied is outside the scope of this report.

## Use of Projections

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

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



### K4-12<sup>th</sup> Grade Enrollment Five-Year History and Five-Year Projection

		History					Projection				
		15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25
K4	K4	1,778	1,719	1,797	1,776	1,717	1,642	1,642	1,633	1,600	1,567
ES	KG	2,127	2,074	2,028	2,063	2,090	2,006	1,919	1,919	1,910	1,871
	01	2,154	2,059	2,016	1,958	1,989	2,023	1,941	1,857	1,857	1,847
	02	2,073	2,114	1,967	1,944	1,930	1,927	1,960	1,880	1,799	1,799
	03	2,059	2,016	2,046	1,913	1,898	1,876	1,873	1,904	1,827	1,748
	04	1,951	1,991	1,963	2,006	1,906	1,866	1,845	1,842	1,873	1,797
	05	1,940	1,886	1,915	1,915	1,976	1,858	1,821	1,800	1,797	1,828
MS	06	1,882	1,868	1,799	1,888	1,860	1,918	1,796	1,750	1,728	1,729
	07	1,709	1,844	1,832	1,784	1,855	1,831	1,889	1,768	1,722	1,700
	08	1,753	1,718	1,828	1,807	1,771	1,837	1,815	1,872	1,753	1,709
HS	09	1,889	1,866	1,885	1,965	1,944	1,898	1,969	1,942	2,005	1,874
	10	1,854	1,908	1,868	1,872	1,965	1,932	1,886	1,958	1,926	1,992
	11	1,824	1,848	1,917	1,864	1,882	1,981	1,947	1,900	1,972	1,940
	12	2,016	2,048	2,150	2,161	2,100	2,236	2,366	2,376	2,310	2,378
K4 Total		1,778	1,719	1,797	1,776	1,717	1,642	1,642	1,633	1,600	1,567
ES Total		12,304	12,140	11,935	11,799	11,789	11,557	11,359	11,203	11,062	10,890
MS Total		5,344	5,430	5,459	5,479	5,486	5,586	5,500	5,389	5,202	5,137
HS Total		7,583	7,670	7,820	7,862	7,891	8,047	8,168	8,175	8,213	8,184
District K4-12		27,009	26,959	27,011	26,916	26,883	26,832	26,669	26,401	26,078	25,779
District Year-to-Year Change		--	-50	+52	-95	-33	-51	-163	-268	-324	-299
District Cumulative Change		--	-50	+2	-93	-126	-177	-340	-608	-931	-1,230

Overall, K4-12<sup>th</sup> grade enrollment in MMSD has been slightly declining since the 2014-2015 school year. The number of students has decreased by 283 students (1%) since 2014-2015, to 26,883 this year.

The number of students enrolled in MMSD is projected to decline by 51 to 324 students each year for the next five years. This is a change from the recent history of relatively steady enrollment.

This change is driven in a large part by decreases in the projected numbers of students entering K4 and KG. This is due to observed and projected decreases in the number of births in the City of Madison.

It is also caused by recent KG classes being smaller than preceding KG classes.

Discussion of the enrollment patterns that cause the projected declines in enrollment are found on pages 3 and 4.

K4-12<sup>th</sup> Grade Enrollment History and Projection

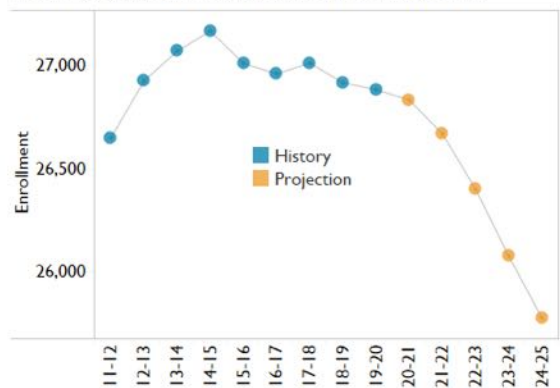


Figure 1 – Nine year history in teal and the five year projection in orange

The District Year-to-Year Change and the District Cumulative Change rows in the table contained errors. These errors were reflected in the second paragraph of this section. These errors have been corrected.

## Pattern of KG-12<sup>th</sup> Enrollment Across Grades for History and Projections

Labeled with 12<sup>th</sup> Grade Year, i.e. Class of 2020  
Grade along horizontal axis

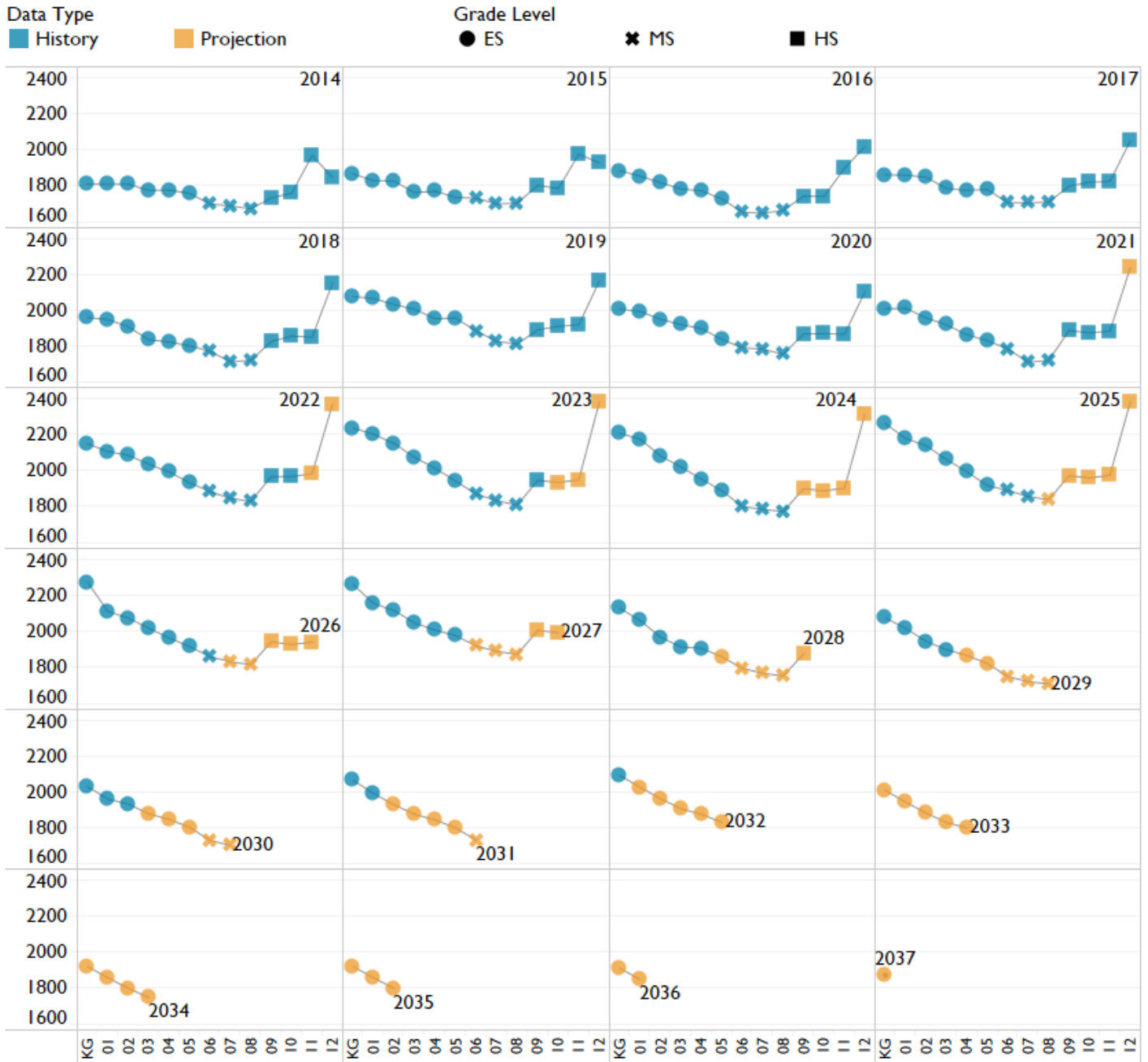


Figure 2 – The charts are organized by the year students will be in 12<sup>th</sup> grade (class of 2020 is most recent 12<sup>th</sup> grade).

Enrollment history for the groups are in blue and the five year projection is in orange.

Elementary School (ES, KG-5<sup>th</sup>) are displayed with circles, Middle School (MS) with x marks, and High School (HS) grades with squares.

The typical pattern for enrollment numbers are for a cohort to enroll in KG and then for the number of enrolled students to decline each year up through 8<sup>th</sup> grade. The enrollment then increases each year of high school and increases substantially in 12<sup>th</sup> grade due to students repeating 12<sup>th</sup> grade. Our projections (in orange) follow the same pattern as the observed history (in blue).

### KG History and Projection

The number of students enrolling in KG was relatively high from 2010-2011 through 2014-2015 (green highlight to right).

The number of enrolled KG students then declined in 2015-16, and is projected to continue declining over the next five years.

Since the number of students in a cohort starts at a high in KG and then declines through 8<sup>th</sup> grade, declines in KG lead to continuing enrollment declines in subsequent grades and for the district overall.

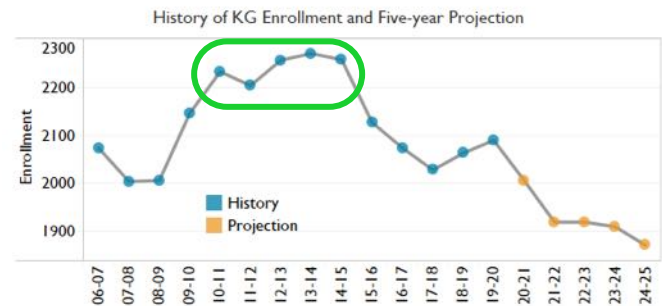


Figure 3 – A 14 year history of KG enrollment is shown in blue and the five year projection is shown in orange.

### Number of Births and Impact on K4 and KG Projection

The number of births in the cities of Madison and Fitchburg decreased during the Great Recession (2008-2010) and then increased after the Great Recession (see Appendix C of 2018-10-6, Enrollment History and Enrollment Projections Fall 2018).

There has been a sharp decrease in the number of births the past two reported years (2016 and 2017) and we have forecast that the number of births will decrease slightly in the next few years.

The observed and forecasted decreases in the number of births result in a projected decrease in the number of enrolled K4 and KG students.

This is because K4 and KG are projected based on the number of births in the cities of Fitchburg and Madison four to six years before. If the number of births decrease, the model will project a decrease in the number of enrolled students.

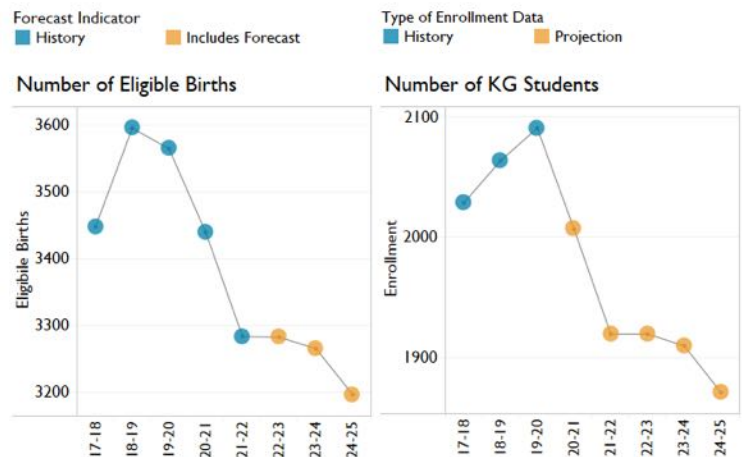


Figure 4 – For Number of Eligible Births: Observed number of births in blue and the number of forecasted births in orange and for Number of KG Students: Observed number of KG students in blue and the five year projection in orange





### Enrollment History and Projections by Language (KG-12<sup>th</sup> Grade)

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

Language	Group	School Year	History						Projection				
			15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	
English	ES	KG	1,782	1,682	1,621	1,673	1,658	1,608	1,539	1,540	1,532	1,501	
		01	1,819	1,718	1,609	1,537	1,600	1,581	1,533	1,468	1,468	1,461	
		02	1,717	1,795	1,641	1,547	1,529	1,553	1,535	1,488	1,425	1,425	
		03	1,797	1,669	1,744	1,592	1,519	1,490	1,513	1,496	1,450	1,389	
		04	1,673	1,735	1,626	1,713	1,583	1,494	1,466	1,488	1,471	1,426	
	MS	05	1,737	1,614	1,656	1,584	1,683	1,536	1,450	1,422	1,444	1,427	
		06	1,782	1,693	1,574	1,680	1,586	1,678	1,531	1,445	1,418	1,440	
		07	1,658	1,751	1,663	1,576	1,645	1,566	1,657	1,512	1,428	1,400	
	HS	08	1,712	1,669	1,736	1,632	1,556	1,623	1,545	1,635	1,492	1,409	
		09	1,868	1,826	1,851	1,865	1,728	1,682	1,754	1,670	1,767	1,613	
		10	1,828	1,882	1,834	1,835	1,877	1,729	1,683	1,755	1,671	1,768	
		11	1,823	1,830	1,908	1,852	1,838	1,893	1,744	1,697	1,770	1,686	
		12	2,016	2,029	2,139	2,148	2,075	2,175	2,245	2,096	2,029	2,099	
		ES Total	10,525	10,213	9,897	9,646	9,572	9,262	9,036	8,902	8,790	8,630	
		MS Total	5,152	5,113	4,973	4,888	4,787	4,867	4,734	4,593	4,338	4,249	
		HS Total	7,535	7,567	7,732	7,700	7,518	7,479	7,425	7,219	7,238	7,165	
		District KG-12	23,212	22,893	22,602	22,234	21,877	21,608	21,195	20,714	20,366	20,044	
		District Year-to-Year Change	--	-319	-291	-368	-357	-269	-413	-482	-347	-323	
		District Cumulative Change	--	-319	-610	-978	-1335	-1604	-2017	-2498	-2846	-3168	
DLI/DBE	ES	KG	345	392	407	390	432	399	380	380	378	370	
		01	335	341	407	421	389	442	408	389	389	387	
		02	356	319	326	397	401	374	425	392	374	374	
		03	262	347	302	321	379	386	360	409	377	360	
		04	278	256	337	293	323	372	379	353	402	371	
	MS	05	203	272	259	331	293	322	372	378	353	401	
		06	100	175	225	208	274	240	264	304	310	289	
		07	51	93	169	208	210	265	232	255	294	300	
	HS	08	41	49	92	175	215	214	270	237	260	300	
		09	21	40	34	100	216	216	215	271	238	262	
		10	26	26	34	37	88	203	203	202	255	223	
		11	1	18	9	12	44	88	203	203	202	255	
		12	0	19	11	13	25	61	121	280	279		
		ES Total	1,779	1,927	2,038	2,153	2,217	2,295	2,323	2,301	2,272	2,261	
		MS Total	192	317	486	591	699	719	766	796	865	889	
		HS Total	48	103	88	162	373	568	742	956	975	1,019	
		District KG-12	2,019	2,347	2,612	2,906	3,289	3,582	3,832	4,054	4,111	4,168	
		District Year-to-Year Change	--	+328	+265	+294	+383	+293	+250	+222	+57	+57	
		District Cumulative Change	--	+328	+593	+887	+1270	+1563	+1813	+2035	+2092	+2149	

The District KG-12 row and the Year-to-Year and Cumulative Change rows contained errors which have been updated.



## Enrollment History (Pre-K to 12<sup>th</sup>) by Demographic Group

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

	Student Count					Percent of Students				
	15-16	16-17	17-18	18-19	19-20	15-16	16-17	17-18	18-19	19-20
American Indian/Alaska Native	92	77	83	76	68	<1%	<1%	<1%	<1%	<1%
Asian	2,426	2,428	2,380	2,378	2,305	9%	9%	9%	9%	9%
Black or African American	4,841	4,782	4,855	4,846	4,795	18%	18%	18%	18%	18%
Hispanic/Latino	5,562	5,726	5,786	5,896	6,030	20%	21%	21%	22%	22%
Multiracial	2,472	2,426	2,443	2,452	2,531	9%	9%	9%	9%	9%
Native Hawaiian/Pacific Island	16	16	16	15	18	<1%	<1%	<1%	<1%	<1%
White	11,740	11,593	11,595	11,407	11,290	43%	43%	43%	42%	42%
<b>Other Demographics</b>										
Special Education	3,707	3,754	3,860	3,933	3,934	14%	14%	14%	15%	15%
ELL	7,476	7,466	7,668	7,646	7,402	28%	28%	28%	28%	27%
Low-income	13,232	13,411	13,145	13,672	13,166	49%	50%	48%	51%	49%



## Enrollment Projections by Grade for each School Elementary Schools (K4-5th grade) in East High Area

Area	School	School Year	K4	KG	01	02	03	04	05	Total
East	Emerson	19-20	23	65	56	62	68	61	61	396
East	Emerson	20-21	28	64	62	54	60	67	59	395
East	Emerson	21-22	28	61	61	60	53	59	65	387
East	Emerson	22-23	28	61	58	59	59	52	58	375
East	Emerson	23-24	27	61	58	57	57	58	51	369
East	Emerson	24-25	27	60	58	57	55	57	56	369
East	Gompers	19-20	22	37	30	33	32	39	25	218
East	Gompers	20-21	18	32	35	29	32	31	38	216
East	Gompers	21-22	18	31	30	34	28	32	31	204
East	Gompers	22-23	18	31	29	29	33	28	31	199
East	Gompers	23-24	18	30	29	28	29	33	27	194
East	Gompers	24-25	18	30	29	28	28	28	32	192
East	Hawthorne	19-20	34	57	45	53	54	50	65	358
East	Hawthorne	20-21	31	54	55	44	52	53	49	337
East	Hawthorne	21-22	31	51	52	53	42	51	52	332
East	Hawthorne	22-23	31	51	50	50	52	42	49	325
East	Hawthorne	23-24	30	51	50	48	49	51	41	320
East	Hawthorne	24-25	30	50	49	48	47	48	50	322
East	Lake View	19-20		55	39	47	42	35	47	265
East	Lake View	20-21		46	53	38	46	41	34	259
East	Lake View	21-22		45	45	52	37	45	40	263
East	Lake View	22-23		45	43	44	50	36	44	261
East	Lake View	23-24		44	43	42	42	49	35	256
East	Lake View	24-25		43	43	42	41	42	48	259
East	Lindbergh	19-20	32	33	22	29	12	21	26	175
East	Lindbergh	20-21	30	28	31	21	28	12	20	171
East	Lindbergh	21-22	30	27	27	31	21	28	11	174
East	Lindbergh	22-23	30	27	26	26	30	20	27	185
East	Lindbergh	23-24	29	27	26	25	25	29	20	181
East	Lindbergh	24-25	29	26	25	25	24	25	28	182
East	Lowell	19-20	27	50	59	47	57	50	60	350
East	Lowell	20-21	28	51	48	57	46	56	49	335
East	Lowell	21-22	28	49	49	46	56	45	54	328
East	Lowell	22-23	28	49	47	48	45	55	44	315
East	Lowell	23-24	27	49	47	46	46	44	53	313
East	Lowell	24-25	27	48	47	46	44	46	43	300



Area	School	School Year	K4	KG	01	02	03	04	05	Total
East	Mendota	19-20	31	59	58	46	49	46	52	341
East	Mendota	20-21	30	55	56	56	45	48	45	336
East	Mendota	21-22	30	53	53	55	55	44	47	336
East	Mendota	22-23	30	53	50	51	53	54	43	334
East	Mendota	23-24	29	53	50	49	50	52	52	336
East	Mendota	24-25	29	52	50	49	48	49	51	327
East	Sandburg	19-20	50	76	64	81	79	73	79	502
East	Sandburg	20-21	47	69	75	62	79	78	72	481
East	Sandburg	21-22	47	66	68	73	60	77	76	468
East	Sandburg	22-23	47	66	65	66	70	59	76	449
East	Sandburg	23-24	46	66	65	63	64	69	58	431
East	Sandburg	24-25	45	64	65	63	61	63	68	430
East	Lapham	19-20	47	51	60	54				212
East	Lapham	20-21	50	58	49	58				215
East	Lapham	21-22	50	55	55	47				207
East	Lapham	22-23	50	55	53	53				211
East	Lapham	23-24	49	55	53	51				208
East	Lapham	24-25	48	54	52	51				205
East	Marquette	19-20					61	58	66	185
East	Marquette	20-21					53	60	56	169
East	Marquette	21-22					57	52	58	167
East	Marquette	22-23					46	56	50	152
East	Marquette	23-24					52	45	54	151
East	Marquette	24-25					50	51	44	145

Lapham and Marquette are paired elementary schools



**Elementary Schools (K4-5<sup>th</sup> grade) in La Follette Area**

Area	School	School Year	K4	KG	01	02	03	04	05	Total
La Follette	Allis	19-20	71	69	68	70	52	63	70	463
La Follette	Allis	20-21	73	67	67	66	68	51	61	453
La Follette	Allis	21-22	73	64	65	65	64	67	50	448
La Follette	Allis	22-23	72	64	63	63	63	63	65	454
La Follette	Allis	23-24	71	64	63	61	61	62	61	443
La Follette	Allis	24-25	69	63	62	61	59	60	61	435
La Follette	Elvehjem	19-20	35	63	62	61	46	73	61	401
La Follette	Elvehjem	20-21	32	63	60	60	59	45	71	391
La Follette	Elvehjem	21-22	32	60	60	58	59	58	44	372
La Follette	Elvehjem	22-23	32	60	57	58	57	58	57	379
La Follette	Elvehjem	23-24	32	60	57	56	57	56	56	373
La Follette	Elvehjem	24-25	31	59	57	56	54	56	54	367
La Follette	Glendale	19-20	54	71	72	75	68	78	79	497
La Follette	Glendale	20-21	47	70	70	70	72	67	77	472
La Follette	Glendale	21-22	47	67	69	68	67	71	66	455
La Follette	Glendale	22-23	47	67	66	67	65	66	70	448
La Follette	Glendale	23-24	46	67	66	64	65	64	65	436
La Follette	Glendale	24-25	45	65	66	64	62	63	63	428
La Follette	Kennedy	19-20	53	94	76	82	80	78	84	547
La Follette	Kennedy	20-21	39	80	90	74	80	79	76	517
La Follette	Kennedy	21-22	39	77	76	87	72	79	76	506
La Follette	Kennedy	22-23	39	77	73	74	85	71	76	495
La Follette	Kennedy	23-24	38	76	73	71	72	83	69	483
La Follette	Kennedy	24-25	38	75	73	71	69	71	81	477
La Follette	Nuestro Mundo	19-20		54	50	54	53	47	51	309
La Follette	Nuestro Mundo	20-21		50	55	48	52	52	47	304
La Follette	Nuestro Mundo	21-22		47	51	53	46	51	52	301
La Follette	Nuestro Mundo	22-23		47	49	49	51	45	51	292
La Follette	Nuestro Mundo	23-24		47	49	47	47	50	45	285
La Follette	Nuestro Mundo	24-25		46	48	47	45	46	50	283
La Follette	Schenk	19-20		60	74	70	67	65	77	413
La Follette	Schenk	20-21		66	59	72	68	66	63	394
La Follette	Schenk	21-22		64	65	57	69	67	65	387
La Follette	Schenk	22-23		64	63	63	55	68	65	378
La Follette	Schenk	23-24		63	63	60	61	55	67	369
La Follette	Schenk	24-25		62	62	60	59	60	54	357



Elementary Schools (K4-5<sup>th</sup> grade) in Memorial Area

Area	School	School Year	K4	KG	01	02	03	04	05	Total
Memorial	Chavez	19-20	62	106	116	90	98	96	91	659
Memorial	Chavez	20-21	61	104	103	112	87	96	94	658
Memorial	Chavez	21-22	61	99	101	100	109	86	94	650
Memorial	Chavez	22-23	60	99	96	98	97	107	84	641
Memorial	Chavez	23-24	59	98	96	93	95	95	105	642
Memorial	Chavez	24-25	58	96	96	93	90	94	93	620
Memorial	Crestwood	19-20	18	56	49	43	51	47	40	304
Memorial	Crestwood	20-21	16	54	53	48	42	50	46	308
Memorial	Crestwood	21-22	16	51	51	52	46	41	49	306
Memorial	Crestwood	22-23	16	51	49	50	51	46	40	302
Memorial	Crestwood	23-24	15	51	49	48	48	50	44	305
Memorial	Crestwood	24-25	15	50	49	48	46	48	48	304
Memorial	Falk	19-20	46	67	81	56	43	40	47	380
Memorial	Falk	20-21	45	73	66	78	54	42	39	397
Memorial	Falk	21-22	45	70	72	64	76	53	41	420
Memorial	Falk	22-23	45	70	69	69	62	75	53	441
Memorial	Falk	23-24	44	70	69	66	67	61	73	449
Memorial	Falk	24-25	43	68	68	66	64	66	59	435
Memorial	Huegel	19-20	36	77	71	62	78	77	82	483
Memorial	Huegel	20-21	33	75	73	69	60	77	75	463
Memorial	Huegel	21-22	33	72	72	71	67	59	74	449
Memorial	Huegel	22-23	33	72	69	69	69	66	58	436
Memorial	Huegel	23-24	33	72	69	67	68	68	64	439
Memorial	Huegel	24-25	32	70	68	67	65	67	66	435
Memorial	Muir	19-20	50	83	89	66	47	66	59	460
Memorial	Muir	20-21	45	79	79	86	64	46	64	464
Memorial	Muir	21-22	45	76	76	77	84	63	45	466
Memorial	Muir	22-23	45	76	72	73	75	83	61	485
Memorial	Muir	23-24	44	76	72	70	71	74	80	488
Memorial	Muir	24-25	43	74	72	70	68	70	71	470
Memorial	Olson	19-20	38	72	63	67	74	66	61	441
Memorial	Olson	20-21	34	72	69	61	65	73	64	438
Memorial	Olson	21-22	34	69	68	67	60	64	71	432
Memorial	Olson	22-23	34	69	65	66	65	59	62	420
Memorial	Olson	23-24	33	68	65	64	65	64	57	416
Memorial	Olson	24-25	33	67	65	64	62	64	62	416





Area	School	School Year	K4	KG	01	02	03	04	05	Total
Memorial	Orchard Ridge	19-20	32	32	39	27	42	21	52	245
Memorial	Orchard Ridge	20-21	27	34	31	38	26	41	20	217
Memorial	Orchard Ridge	21-22	27	33	32	30	37	26	40	225
Memorial	Orchard Ridge	22-23	27	33	31	31	29	36	25	212
Memorial	Orchard Ridge	23-24	26	32	31	30	31	28	35	214
Memorial	Orchard Ridge	24-25	26	32	31	30	29	30	28	206
Memorial	Stephens	19-20	58	95	72	88	68	93	85	559
Memorial	Stephens	20-21	55	84	93	70	86	67	91	545
Memorial	Stephens	21-22	55	80	81	90	68	84	65	524
Memorial	Stephens	22-23	55	80	78	79	87	67	82	528
Memorial	Stephens	23-24	54	80	78	76	77	86	65	514
Memorial	Stephens	24-25	53	78	78	76	73	75	84	517



**Elementary Schools (K4-5<sup>th</sup> grade) in West Area**

Area	School	School Year	K4	KG	01	02	03	04	05	Total
West	Leopold	19-20	60	115	106	111	90	104	97	683
West	Leopold	20-21	50	110	115	102	107	88	103	676
West	Leopold	21-22	50	103	110	111	99	105	87	665
West	Leopold	22-23	49	103	102	106	107	97	104	668
West	Leopold	23-24	48	102	102	99	102	105	96	654
West	Leopold	24-25	46	99	101	98	95	101	104	644
West	Shorewood	19-20	34	79	79	72	74	71	62	471
West	Shorewood	20-21	30	80	75	77	70	73	69	474
West	Shorewood	21-22	30	76	76	73	75	69	71	470
West	Shorewood	22-23	30	76	73	74	71	73	67	465
West	Shorewood	23-24	30	76	73	71	72	70	71	462
West	Shorewood	24-25	29	75	72	71	69	71	68	454
West	Thoreau	19-20	32	73	68	64	71	59	80	447
West	Thoreau	20-21	28	69	70	66	62	70	57	422
West	Thoreau	21-22	28	66	66	68	64	61	68	420
West	Thoreau	22-23	28	66	63	64	66	63	60	409
West	Thoreau	23-24	27	65	63	61	62	65	61	404
West	Thoreau	24-25	27	64	62	61	59	61	63	397
West	Van Hise	19-20		65	78	77	77	75	69	441
West	Van Hise	20-21		71	62	76	75	76	73	432
West	Van Hise	21-22		68	67	60	74	74	73	416
West	Van Hise	22-23		68	65	65	59	73	72	400
West	Van Hise	23-24		67	65	63	64	58	70	386
West	Van Hise	24-25		66	64	63	61	63	56	373
West	Franklin	19-20	39	123	115	112				389
West	Franklin	20-21	43	114	117	112				386
West	Franklin	21-22	43	109	109	114				375
West	Franklin	22-23	43	109	104	106				362
West	Franklin	23-24	42	109	104	101				356
West	Franklin	24-25	41	107	104	101				353
West	Randall	19-20					125	117	119	361
West	Randall	20-21					109	123	114	346
West	Randall	21-22					109	107	119	335
West	Randall	22-23					111	107	104	322
West	Randall	23-24					103	109	104	316
West	Randall	24-25					99	101	106	306



Area	School	School Year	K4	KG	01	02	03	04	05	Total
West	Midvale	19-20	30	153	128	131				442
West	Midvale	20-21	29	137	151	124				441
West	Midvale	21-22	29	131	135	146				441
West	Midvale	22-23	29	131	129	130				420
West	Midvale	23-24	29	130	129	125				413
West	Midvale	24-25	28	128	129	125				410
West	Lincoln	19-20	27				140	137	129	433
West	Lincoln	20-21	28				127	138	135	427
West	Lincoln	21-22	28				120	125	136	408
West	Lincoln	22-23	28				141	118	123	409
West	Lincoln	23-24	27				126	139	116	408
West	Lincoln	24-25	27				121	124	137	409

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

**Middle Schools in East and La Follette Area**

Area	School	School Year	06	07	08	Total
East	Black Hawk	19-20	131	134	140	405
East	Black Hawk	20-21	128	129	132	390
East	Black Hawk	21-22	119	126	128	373
East	Black Hawk	22-23	110	118	125	353
East	Black Hawk	23-24	122	109	116	347
East	Black Hawk	24-25	108	121	107	336
East	O'Keeffe	19-20	146	150	150	446
East	O'Keeffe	20-21	157	144	148	449
East	O'Keeffe	21-22	127	155	142	424
East	O'Keeffe	22-23	135	125	153	413
East	O'Keeffe	23-24	117	133	124	373
East	O'Keeffe	24-25	125	115	132	371
East	Sherman	19-20	158	129	133	420
East	Sherman	20-21	181	155	129	464
East	Sherman	21-22	163	178	155	495
East	Sherman	22-23	178	160	177	515
East	Sherman	23-24	176	175	159	510
East	Sherman	24-25	150	173	174	497
La Follette	Badger Rock	19-20	35	35	26	96
La Follette	Badger Rock	20-21	35	35	35	104
La Follette	Badger Rock	21-22	35	35	34	104
La Follette	Badger Rock	22-23	35	35	34	104
La Follette	Badger Rock	23-24	35	35	34	104
La Follette	Badger Rock	24-25	35	35	34	104
La Follette	Sennett	19-20	214	218	201	633
La Follette	Sennett	20-21	229	210	218	657
La Follette	Sennett	21-22	221	225	209	656
La Follette	Sennett	22-23	176	217	224	617
La Follette	Sennett	23-24	210	172	217	599
La Follette	Sennett	24-25	202	206	173	581
La Follette	Whitehorse	19-20	140	171	144	455
La Follette	Whitehorse	20-21	158	138	169	465
La Follette	Whitehorse	21-22	136	156	136	428
La Follette	Whitehorse	22-23	110	134	154	398
La Follette	Whitehorse	23-24	116	109	132	357
La Follette	Whitehorse	24-25	111	114	107	333

**Middle Schools in Memorial and West Area**

Area	School	School Year	06	07	08	Total
Memorial	Jefferson	19-20	155	201	168	524
Memorial	Jefferson	20-21	178	152	199	530
Memorial	Jefferson	21-22	186	175	151	513
Memorial	Jefferson	22-23	164	183	174	521
Memorial	Jefferson	23-24	165	161	182	508
Memorial	Jefferson	24-25	195	162	160	518
Memorial	Spring Harbor	19-20	90	87	84	261
Memorial	Spring Harbor	20-21	90	89	86	265
Memorial	Spring Harbor	21-22	90	89	88	267
Memorial	Spring Harbor	22-23	90	89	88	267
Memorial	Spring Harbor	23-24	90	89	88	267
Memorial	Spring Harbor	24-25	90	89	88	267
Memorial	Toki	19-20	210	211	202	623
Memorial	Toki	20-21	223	207	208	638
Memorial	Toki	21-22	187	220	205	612
Memorial	Toki	22-23	204	185	217	606
Memorial	Toki	23-24	164	201	183	548
Memorial	Toki	24-25	189	162	199	550
West	Cherokee	19-20	241	167	189	597
West	Cherokee	20-21	208	236	167	610
West	Cherokee	21-22	198	203	236	638
West	Cherokee	22-23	207	193	204	604
West	Cherokee	23-24	211	203	194	608
West	Cherokee	24-25	199	206	203	608
West	Hamilton	19-20	246	270	254	770
West	Hamilton	20-21	242	243	266	751
West	Hamilton	21-22	243	239	240	721
West	Hamilton	22-23	250	240	236	726
West	Hamilton	23-24	232	247	237	716
West	Hamilton	24-25	234	229	244	707
West	Wright	19-20	93	82	79	254
West	Wright	20-21	90	92	81	263
West	Wright	21-22	90	89	91	270
West	Wright	22-23	90	89	88	267
West	Wright	23-24	90	89	88	267
West	Wright	24-25	90	89	88	267



### Traditional High Schools

Area	School	School Year	09	10	11	12	Total
East	East	19-20	435	403	406	407	1651
East	East	20-21	465	413	407	458	1742
East	East	21-22	454	441	415	465	1775
East	East	22-23	477	433	442	488	1840
East	East	23-24	502	445	435	515	1898
East	East	24-25	446	475	447	513	1881
La Follette	La Follette	19-20	411	403	384	410	1608
La Follette	La Follette	20-21	372	386	393	431	1582
La Follette	La Follette	21-22	414	353	378	435	1581
La Follette	La Follette	22-23	380	394	347	419	1541
La Follette	La Follette	23-24	411	361	386	386	1544
La Follette	La Follette	24-25	382	391	354	422	1549
Memorial	Memorial	19-20	529	526	470	488	2013
Memorial	Memorial	20-21	520	529	507	525	2080
Memorial	Memorial	21-22	562	515	510	566	2153
Memorial	Memorial	22-23	511	557	497	574	2139
Memorial	Memorial	23-24	548	505	537	567	2157
Memorial	Memorial	24-25	515	542	487	606	2150
West	West	19-20	540	582	524	569	2215
West	West	20-21	513	558	573	586	2229
West	West	21-22	510	531	550	656	2246
West	West	22-23	545	526	524	666	2261
West	West	23-24	514	570	520	620	2224
West	West	24-25	505	535	563	608	2210





**Alternative High Schools**

Area	School	School Year	09	10	11	12	Total
Alternative	Capital	19-20	15	27	44	42	128
Alternative	Capital	20-21	15	25	45	44	129
Alternative	Capital	21-22	15	24	42	45	127
Alternative	Capital	22-23	14	25	41	42	123
Alternative	Capital	23-24	15	24	42	41	123
Alternative	Capital	24-25	14	25	40	42	122
Alternative	Innovative & Alt	19-20	1	2	17	123	143
Alternative	Innovative & Alt	20-21	1	2	18	129	149
Alternative	Innovative & Alt	21-22	1	2	16	133	152
Alternative	Innovative & Alt	22-23	1	2	16	124	143
Alternative	Innovative & Alt	23-24	1	2	16	120	139
Alternative	Innovative & Alt	24-25	1	2	16	124	143
Alternative	Metro School	19-20		3	4	13	20
Alternative	Metro School	20-21		3	4	14	21
Alternative	Metro School	21-22		3	4	14	21
Alternative	Metro School	22-23		3	4	13	20
Alternative	Metro School	23-24		3	4	13	19
Alternative	Metro School	24-25		3	4	13	20
Alternative	Shabazz	19-20	13	19	33	48	113
Alternative	Shabazz	20-21	13	18	34	50	114
Alternative	Shabazz	21-22	13	17	31	52	113
Alternative	Shabazz	22-23	13	18	30	48	109
Alternative	Shabazz	23-24	13	17	32	47	109
Alternative	Shabazz	24-25	12	18	30	49	109

**4K/PK Offsite Enrollment**

Area	School	School Year	K4	KG	01	02	03	04	05	Total
Alternative	4K PK Off Site	19-20	676							676
Alternative	4K PK Off Site	20-21	664							664
Alternative	4K PK Off Site	21-22	664							664
Alternative	4K PK Off Site	22-23	660							660
Alternative	4K PK Off Site	23-24	647							647
Alternative	4K PK Off Site	24-25	633							633



### Enrollment Projections by Grade and Language for each School Elementary Schools (KG-5<sup>th</sup> grade) in East Area

Area	School	School Year	English							DLI/DBE							Grand Total
			KG	01	02	03	04	05	Total	KG	01	02	03	04	05	Total	
East	Emerson	19-20	65	56	62	68	61	61	373							0	373
East	Emerson	20-21	64	62	54	60	67	59	367							0	367
East	Emerson	21-22	61	61	60	53	59	65	359							0	359
East	Emerson	22-23	61	58	59	59	52	58	347							0	347
East	Emerson	23-24	61	58	57	57	58	51	341							0	341
East	Emerson	24-25	60	58	57	55	57	56	342							0	342
East	Gompers	19-20	37	30	33	32	39	25	196							0	196
East	Gompers	20-21	32	35	29	32	31	38	198							0	198
East	Gompers	21-22	31	30	34	28	32	31	186							0	186
East	Gompers	22-23	31	29	29	33	28	31	181							0	181
East	Gompers	23-24	30	29	28	29	33	27	176							0	176
East	Gompers	24-25	30	29	28	28	28	32	175							0	175
East	Hawthorne	19-20	49	38	44	47	42	62	282	8	7	9	7	8	3	42	324
East	Hawthorne	20-21	46	47	37	43	46	41	259	8	8	7	9	7	8	46	306
East	Hawthorne	21-22	44	44	45	36	42	45	256	7	8	8	6	9	7	45	301
East	Hawthorne	22-23	44	42	42	44	35	41	249	7	8	8	8	6	8	45	294
East	Hawthorne	23-24	44	42	41	41	43	34	246	7	8	7	7	7	6	44	289
East	Hawthorne	24-25	43	42	41	40	41	42	248	7	8	7	7	7	7	44	292
East	Lake View	19-20	40	31	47	42	35	47	242	15	8					23	265
East	Lake View	20-21	36	38	30	46	41	34	226	10	15	8				33	259
East	Lake View	21-22	35	35	37	29	45	40	221	10	10	15	7			42	263
East	Lake View	22-23	35	33	34	36	29	44	211	10	10	10	14	7		51	261
East	Lake View	23-24	35	33	32	33	35	28	197	10	10	9	10	14	7	60	256
East	Lake View	24-25	34	33	32	31	32	34	198	9	10	9	9	9	14	61	259
East	Lindbergh	19-20	33	22	29	12	21	26	143							0	143
East	Lindbergh	20-21	28	31	21	28	12	20	141							0	141
East	Lindbergh	21-22	27	27	31	21	28	11	144							0	144
East	Lindbergh	22-23	27	26	26	30	20	27	155							0	155
East	Lindbergh	23-24	27	26	25	25	29	20	151							0	151
East	Lindbergh	24-25	26	25	25	24	25	28	154							0	154
East	Lowell	19-20	50	59	47	57	50	60	323							0	323
East	Lowell	20-21	51	48	57	46	56	49	307							0	307
East	Lowell	21-22	49	49	46	56	45	54	300							0	300
East	Lowell	22-23	49	47	48	45	55	44	287							0	287
East	Lowell	23-24	49	47	46	46	44	53	286							0	286



Area	School	School Year	KG	01	02	03	04	05	Total	DLI/DBE	Grand Total
East	Lowell	24-25	48	47	46	44	46	43	273		273
			English								
			DLI/DBE								
East	Marquette	19-20				61	58	66	185		185
East	Marquette	20-21				53	60	56	169		169
East	Marquette	21-22				57	52	58	167		167
East	Marquette	22-23				46	56	50	152		152
East	Marquette	23-24				52	45	54	151		151
East	Marquette	24-25				50	51	44	145		145
East	Mendota	19-20	59	58	46	49	46	52	310		310
East	Mendota	20-21	55	56	56	45	48	45	305		305
East	Mendota	21-22	53	53	55	55	44	47	306		306
East	Mendota	22-23	53	50	51	53	54	43	304		304
East	Mendota	23-24	53	50	49	50	52	52	307		307
East	Mendota	24-25	52	50	49	48	49	51	298		298
East	Sandburg	19-20	37	29	49	37	44	45	241	39 35 32 42 29 34	211 452
East	Sandburg	20-21	33	35	28	48	36	43	224	35 40 34 31 41 29	210 434
East	Sandburg	21-22	32	32	34	27	47	35	208	34 36 38 32 30 41	212 420
East	Sandburg	22-23	32	31	31	33	27	46	200	34 35 35 37 32 30	202 402
East	Sandburg	23-24	32	31	30	30	33	26	182	34 35 33 34 36 32	203 385
East	Sandburg	24-25	31	30	30	29	30	32	182	33 35 33 32 33 36	202 385
East	Lapham	19-20	51	60	54				165		165
East	Lapham	20-21	58	49	58				164		164
East	Lapham	21-22	55	55	47				157		157
East	Lapham	22-23	55	53	53				161		161
East	Lapham	23-24	55	53	51				159		159
East	Lapham	24-25	54	52	51				157		157
East	Marquette	19-20				61	58	66	185		185
East	Marquette	20-21				53	60	56	169		169
East	Marquette	21-22				57	52	58	167		167
East	Marquette	22-23				46	56	50	152		152
East	Marquette	23-24				52	45	54	151		151
East	Marquette	24-25				50	51	44	145		145

Lapham and Marquette are paired elementary schools



**Elementary Schools (K4-5<sup>th</sup> grade) in La Follette Area**

Area	School	School Year	English							DLI/DBE							Grand Total
			KG	01	02	03	04	05	Total	KG	01	02	03	04	05	Total	
La Follette	Allis	19-20	52	56	47	31	63	70	319	17	12	23	21			73	392
La Follette	Allis	20-21	46	50	54	46	30	61	287	22	17	12	22	21		93	380
La Follette	Allis	21-22	44	43	48	53	45	30	263	21	22	17	11	22	21	113	376
La Follette	Allis	22-23	44	42	42	47	52	44	270	21	21	21	16	11	22	112	382
La Follette	Allis	23-24	43	42	40	41	46	51	263	21	21	20	20	16	11	109	372
La Follette	Allis	24-25	43	41	40	39	40	45	249	20	21	20	20	20	16	117	366
La Follette	Elvehjem	19-20	63	62	61	46	73	61	366							0	366
La Follette	Elvehjem	20-21	63	60	60	59	45	71	359							0	359
La Follette	Elvehjem	21-22	60	60	58	59	58	44	339							0	339
La Follette	Elvehjem	22-23	60	57	58	57	58	57	347							0	347
La Follette	Elvehjem	23-24	60	57	56	57	56	56	341							0	341
La Follette	Elvehjem	24-25	59	57	56	54	56	54	336							0	336
La Follette	Glendale	19-20	39	39	27	26	35	37	203	32	33	48	42	43	42	240	443
La Follette	Glendale	20-21	37	37	38	26	26	34	198	33	33	32	46	41	43	227	426
La Follette	Glendale	21-22	36	36	36	37	26	25	195	31	33	31	31	45	41	213	408
La Follette	Glendale	22-23	36	34	35	35	36	25	201	31	32	32	30	30	45	201	402
La Follette	Glendale	23-24	36	34	33	34	35	35	207	31	32	31	31	30	30	184	391
La Follette	Glendale	24-25	35	34	33	32	33	34	201	30	32	31	30	30	30	182	384
La Follette	Kennedy	19-20	94	76	82	80	78	84	494							0	494
La Follette	Kennedy	20-21	80	90	74	80	79	76	478							0	478
La Follette	Kennedy	21-22	77	76	87	72	79	76	467							0	467
La Follette	Kennedy	22-23	77	73	74	85	71	76	455							0	455
La Follette	Kennedy	23-24	76	73	71	72	83	69	444							0	444
La Follette	Kennedy	24-25	75	73	71	69	71	81	439							0	439
La Follette	Nuestro Mundo	19-20		1			1		2	54	49	54	53	46	51	307	309
La Follette	Nuestro Mundo	20-21			1			1	2	50	55	47	52	52	46	302	304
La Follette	Nuestro Mundo	21-22				1			1	47	51	53	45	51	52	300	301
La Follette	Nuestro Mundo	22-23					1		1	47	49	49	51	45	51	291	292
La Follette	Nuestro Mundo	23-24						1	1	47	49	47	47	50	44	284	285
La Follette	Nuestro Mundo	24-25							0	46	48	47	45	46	50	283	283
La Follette	Schenk	19-20	30	46	42	33	65	77	293	30	28	28	34			120	413
La Follette	Schenk	20-21	38	29	45	41	32	63	248	28	31	27	27	33		146	394
La Follette	Schenk	21-22	37	36	28	44	40	31	216	27	29	30	26	26	33	171	387
La Follette	Schenk	22-23	37	35	35	27	43	39	215	27	28	28	28	25	26	163	378
La Follette	Schenk	23-24	36	35	34	34	27	42	207	27	28	27	27	28	25	161	369
La Follette	Schenk	24-25	36	35	34	33	34	26	197	26	28	27	26	26	28	161	357



**Elementary Schools (K4-5<sup>th</sup> grade) in Memorial Area**

Area	School	School Year	English							DLI/DBE							Grand Total
			KG	01	02	03	04	05	Total	KG	01	02	03	04	05	Total	
Memorial	Chavez	19-20	75	78	72	74	74	72	445	31	38	18	24	22	19	152	597
Memorial	Chavez	20-21	75	72	76	70	73	72	437	29	32	37	17	24	22	160	597
Memorial	Chavez	21-22	72	72	69	74	69	71	427	27	29	30	35	17	24	162	589
Memorial	Chavez	22-23	72	69	70	68	73	67	418	27	28	28	29	35	17	164	581
Memorial	Chavez	23-24	72	69	67	68	67	70	412	27	28	27	27	29	34	171	583
Memorial	Chavez	24-25	70	68	67	65	67	65	401	26	27	27	26	27	29	161	562
Memorial	Crestwood	19-20	56	49	43	51	47	40	286							0	286
Memorial	Crestwood	20-21	54	53	48	42	50	46	292							0	292
Memorial	Crestwood	21-22	51	51	52	46	41	49	291							0	291
Memorial	Crestwood	22-23	51	49	50	51	46	40	286							0	286
Memorial	Crestwood	23-24	51	49	48	48	50	44	290							0	290
Memorial	Crestwood	24-25	50	49	48	46	48	48	289							0	289
Memorial	Falk	19-20	40	44	23	43	40	47	237	27	37	33				97	334
Memorial	Falk	20-21	43	38	43	22	42	39	227	30	28	36	32			125	352
Memorial	Falk	21-22	41	41	37	42	22	41	223	29	31	27	34	31		152	375
Memorial	Falk	22-23	41	39	39	36	41	21	218	29	30	30	26	34	31	179	396
Memorial	Falk	23-24	41	39	38	38	35	40	231	29	30	29	29	25	34	174	405
Memorial	Falk	24-25	40	39	38	37	38	34	225	28	30	29	27	28	25	167	393
Memorial	Huegel	19-20	77	71	62	78	77	82	447							0	447
Memorial	Huegel	20-21	75	73	69	60	77	75	429							0	429
Memorial	Huegel	21-22	72	72	71	67	59	74	416							0	416
Memorial	Huegel	22-23	72	69	69	69	66	58	403							0	403
Memorial	Huegel	23-24	72	69	67	68	68	64	407							0	407
Memorial	Huegel	24-25	70	68	67	65	67	66	403							0	403
Memorial	Muir	19-20	83	89	66	47	66	59	410							0	410
Memorial	Muir	20-21	79	79	86	64	46	64	419							0	419
Memorial	Muir	21-22	76	76	77	84	63	45	421							0	421
Memorial	Muir	22-23	76	72	73	75	83	61	441							0	441
Memorial	Muir	23-24	76	72	70	71	74	80	444							0	444
Memorial	Muir	24-25	74	72	70	68	70	71	427							0	427
Memorial	Olson	19-20	72	63	67	74	66	61	403							0	403
Memorial	Olson	20-21	72	69	61	65	73	64	404							0	404
Memorial	Olson	21-22	69	68	67	60	64	71	398							0	398
Memorial	Olson	22-23	69	65	66	65	59	62	386							0	386
Memorial	Olson	23-24	68	65	64	65	64	57	383							0	383
Memorial	Olson	24-25	67	65	64	62	64	62	383							0	383



Area	School	School Year	English							DLI/DBE							Grand Total	
			KG	01	02	03	04	05	Total	KG	01	02	03	04	05	Total		
Memorial	Orchard Ridge	19-20	32	39	27	42	21	52	213								0	213
Memorial	Orchard Ridge	20-21	34	31	38	26	41	20	190								0	190
Memorial	Orchard Ridge	21-22	33	32	30	37	26	40	197								0	197
Memorial	Orchard Ridge	22-23	33	31	31	29	36	25	185								0	185
Memorial	Orchard Ridge	23-24	32	31	30	31	28	35	188								0	188
Memorial	Orchard Ridge	24-25	32	31	30	29	30	28	180								0	180
Memorial	Stephens	19-20	64	55	69	47	69	66	370	31	17	19	21	24	19		131	501
Memorial	Stephens	20-21	62	61	53	67	46	67	357	22	32	16	18	21	24		133	490
Memorial	Stephens	21-22	59	59	59	52	66	45	340	21	23	30	16	18	21		128	469
Memorial	Stephens	22-23	59	56	57	58	51	64	346	21	22	22	29	15	18		127	473
Memorial	Stephens	23-24	59	57	55	56	57	50	332	21	22	21	21	29	15		128	461
Memorial	Stephens	24-25	58	56	55	53	55	55	332	21	21	21	20	20	29		132	464



**Elementary Schools (K4-5<sup>th</sup> grade) in West Area**

Area	School	School Year	English							Total	DLI/DBE							Grand Total
			KG	01	02	03	04	05	KG		01	02	03	04	05	Total		
West	Leopold	19-20	44	47	43	35	36	45	250	71	59	68	55	68	52	373	623	
West	Leopold	20-21	46	42	46	42	34	35	245	64	73	57	65	54	68	381	626	
West	Leopold	21-22	43	44	41	44	41	33	247	60	66	70	55	64	54	368	615	
West	Leopold	22-23	43	41	43	40	44	40	250	60	61	63	67	54	64	369	619	
West	Leopold	23-24	43	41	40	42	39	42	246	59	61	59	61	66	54	360	606	
West	Leopold	24-25	41	41	40	39	41	38	239	57	61	59	57	60	66	359	598	
West	Shorewood	19-20	79	79	72	74	71	62	437							0	437	
West	Shorewood	20-21	80	75	77	70	73	69	444							0	444	
West	Shorewood	21-22	76	76	73	75	69	71	440							0	440	
West	Shorewood	22-23	76	73	74	71	73	67	435							0	435	
West	Shorewood	23-24	76	73	71	72	70	71	433							0	433	
West	Shorewood	24-25	75	72	71	69	71	68	425							0	425	
West	Thoreau	19-20	73	68	64	71	59	80	415							0	415	
West	Thoreau	20-21	69	70	66	62	70	57	394							0	394	
West	Thoreau	21-22	66	66	68	64	61	68	392							0	392	
West	Thoreau	22-23	66	63	64	66	63	60	381							0	381	
West	Thoreau	23-24	65	63	61	62	65	61	377							0	377	
West	Thoreau	24-25	64	62	61	59	61	63	370							0	370	
West	Van Hise	19-20	65	78	77	77	75	69	441							0	441	
West	Van Hise	20-21	71	62	76	75	76	73	432							0	432	
West	Van Hise	21-22	68	67	60	74	74	73	416							0	416	
West	Van Hise	22-23	68	65	65	59	73	72	400							0	400	
West	Van Hise	23-24	67	65	63	64	58	70	386							0	386	
West	Van Hise	24-25	66	64	63	61	63	56	373							0	373	
West	Franklin	19-20	123	115	112				350							0	350	
West	Franklin	20-21	114	117	112				343							0	343	
West	Franklin	21-22	109	109	114				332							0	332	
West	Franklin	22-23	109	104	106				319							0	319	
West	Franklin	23-24	109	104	101				314							0	314	
West	Franklin	24-25	107	104	101				312							0	312	
West	Randall	19-20				125	117	119	361							0	361	
West	Randall	20-21				109	123	114	346							0	346	
West	Randall	21-22				109	107	119	335							0	335	
West	Randall	22-23				111	107	104	322							0	322	
West	Randall	23-24				103	109	104	316							0	316	
West	Randall	24-25				99	101	106	306							0	306	



Area	School	School Year	English							DLI/DBE							Grand Total
			KG	01	02	03	04	05	Total	KG	01	02	03	04	05	Total	
West	Midvale	19-20	76	62	62				200	77	66	69				212	412
West	Midvale	20-21	68	72	60				201	68	79	63				211	411
West	Midvale	21-22	65	65	70				201	66	70	76				211	412
West	Midvale	22-23	65	62	63				191	66	67	67				200	391
West	Midvale	23-24	65	62	61				188	65	67	64				197	385
West	Midvale	24-25	64	62	61				186	64	67	64				195	382
West	Lincoln	19-20				60	54	56	170				80	83	73	236	406
West	Lincoln	20-21				60	59	52	172				66	79	83	228	400
West	Lincoln	21-22				59	59	57	175				61	65	78	205	380
West	Lincoln	22-23				69	58	58	184				73	60	65	198	382
West	Lincoln	23-24				62	67	56	185				65	72	60	196	381
West	Lincoln	24-25				59	61	65	185				62	64	71	197	382

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

**Middle Schools in East and La Follette Areas**

Area	School	School Year	English				DLI/DBE				Grand Total
			06	07	08	Total	06	07	08	Total	
East	Black Hawk	19-20	131	134	140	405				0	405
East	Black Hawk	20-21	128	129	132	390				0	390
East	Black Hawk	21-22	119	126	128	373				0	373
East	Black Hawk	22-23	110	118	125	353				0	353
East	Black Hawk	23-24	122	109	116	347				0	347
East	Black Hawk	24-25	108	121	107	336				0	336
East	O'Keeffe	19-20	146	150	150	446				0	446
East	O'Keeffe	20-21	157	144	148	449				0	449
East	O'Keeffe	21-22	127	155	142	424				0	424
East	O'Keeffe	22-23	135	125	153	413				0	413
East	O'Keeffe	23-24	117	133	124	373				0	373
East	O'Keeffe	24-25	125	115	132	371				0	371
East	Sherman	19-20	106	91	102	299	52	38	31	121	420
East	Sherman	20-21	139	105	90	334	41	50	39	130	464
East	Sherman	21-22	123	138	103	364	40	40	51	131	495
East	Sherman	22-23	120	121	136	378	58	38	41	137	515
East	Sherman	23-24	124	119	120	363	52	56	39	147	510
East	Sherman	24-25	101	123	117	341	49	50	57	156	497
La Follette	Badger Rock	19-20	35	35	26	96				0	96
La Follette	Badger Rock	20-21	35	35	35	104				0	104
La Follette	Badger Rock	21-22	35	35	34	104				0	104
La Follette	Badger Rock	22-23	35	35	34	104				0	104
La Follette	Badger Rock	23-24	35	35	34	104				0	104
La Follette	Badger Rock	24-25	35	35	34	104				0	104
La Follette	Sennett	19-20	148	141	132	421	66	77	69	212	633
La Follette	Sennett	20-21	155	146	139	440	74	64	78	216	657
La Follette	Sennett	21-22	149	153	144	446	73	72	65	209	656
La Follette	Sennett	22-23	90	147	151	389	86	70	73	229	617
La Follette	Sennett	23-24	113	89	145	348	97	83	72	251	599
La Follette	Sennett	24-25	126	112	88	326	76	94	84	255	581
La Follette	Whitehorse	19-20	140	171	144	455				0	455
La Follette	Whitehorse	20-21	158	138	169	465				0	465
La Follette	Whitehorse	21-22	136	156	136	428				0	428
La Follette	Whitehorse	22-23	110	134	154	398				0	398
La Follette	Whitehorse	23-24	116	109	132	357				0	357
La Follette	Whitehorse	24-25	111	114	107	333				0	333



**Middle Schools in Memorial and West Areas**

Area	School	School Year	English				DLI/DBE				Grand Total
			06	07	08	Total	06	07	08	Total	
Memorial	Jefferson	19-20	116	168	138	422	39	33	30	102	524
Memorial	Jefferson	20-21	140	115	166	420	38	38	34	109	530
Memorial	Jefferson	21-22	141	138	113	392	45	37	38	121	513
Memorial	Jefferson	22-23	112	139	136	388	52	44	38	133	521
Memorial	Jefferson	23-24	121	111	137	369	44	50	45	139	508
Memorial	Jefferson	24-25	135	120	109	364	60	43	51	154	518
Memorial	Spring Harbor	19-20	90	87	84	261				0	261
Memorial	Spring Harbor	20-21	90	89	86	265				0	265
Memorial	Spring Harbor	21-22	90	89	88	267				0	267
Memorial	Spring Harbor	22-23	90	89	88	267				0	267
Memorial	Spring Harbor	23-24	90	89	88	267				0	267
Memorial	Spring Harbor	24-25	90	89	88	267				0	267
Memorial	Toki	19-20	210	211	202	623				0	623
Memorial	Toki	20-21	223	207	208	638				0	638
Memorial	Toki	21-22	187	220	205	612				0	612
Memorial	Toki	22-23	204	185	217	606				0	606
Memorial	Toki	23-24	164	201	183	548				0	548
Memorial	Toki	24-25	189	162	199	550				0	550
West	Cherokee	19-20	124	105	104	333	117	62	85	264	597
West	Cherokee	20-21	121	122	104	347	86	113	63	263	610
West	Cherokee	21-22	91	120	121	332	107	84	115	305	638
West	Cherokee	22-23	98	90	118	307	109	103	85	297	604
West	Cherokee	23-24	94	97	89	280	117	106	105	328	608
West	Cherokee	24-25	96	93	96	284	103	113	108	324	608
West	Hamilton	19-20	246	270	254	770				0	770
West	Hamilton	20-21	242	243	266	751				0	751
West	Hamilton	21-22	243	239	240	721				0	721
West	Hamilton	22-23	250	240	236	726				0	726
West	Hamilton	23-24	232	247	237	716				0	716
West	Hamilton	24-25	234	229	244	707				0	707
West	Wright	19-20	93	82	79	254				0	254
West	Wright	20-21	90	92	81	263				0	263
West	Wright	21-22	90	89	91	270				0	270
West	Wright	22-23	90	89	88	267				0	267
West	Wright	23-24	90	89	88	267				0	267
West	Wright	24-25	90	89	88	267				0	267



**Traditional High Schools**

Area	School	School Year	English					DLI/DBE					Grand Total
			09	10	11	12	Total	09	10	11	12	Total	
East	East	19-20	379	403	406	407	1,595	56				56	1,651
East	East	20-21	400	374	407	458	1,640	65	38			103	1,742
East	East	21-22	382	394	379	465	1,619	73	46	37		156	1,775
East	East	22-23	384	378	398	437	1,597	92	55	45	51	243	1,840
East	East	23-24	425	379	382	453	1,640	77	66	53	62	258	1,898
East	East	24-25	369	418	383	440	1,611	76	57	64	73	270	1,881
La Follette	La Follette	19-20	355	363	340	385	1,443	56	40	44	25	165	1,608
La Follette	La Follette	20-21	326	355	349	370	1,400	46	31	44	61	182	1,582
La Follette	La Follette	21-22	362	326	340	378	1,407	51	27	38	58	174	1,581
La Follette	La Follette	22-23	337	362	313	369	1,381	43	32	34	51	160	1,541
La Follette	La Follette	23-24	363	335	347	340	1,386	48	26	38	46	158	1,544
La Follette	La Follette	24-25	332	362	321	371	1,386	49	29	33	52	163	1,549
Memorial	Memorial	19-20	529	526	470	488	2,013					0	2,013
Memorial	Memorial	20-21	498	529	507	525	2,058	22				22	2,080
Memorial	Memorial	21-22	538	499	510	566	2,113	24	16			40	2,153
Memorial	Memorial	22-23	483	539	481	574	2,078	28	18	15		61	2,139
Memorial	Memorial	23-24	521	485	520	546	2,071	27	20	17	21	86	2,157
Memorial	Memorial	24-25	482	522	467	582	2,053	34	20	19	24	97	2,150
West	West	19-20	436	534	524	569	2,063	104	48			152	2,215
West	West	20-21	429	424	529	586	1,968	83	133	44		261	2,229
West	West	21-22	442	417	422	592	1,874	68	113	128	64	373	2,246
West	West	22-23	438	429	414	487	1,769	107	97	109	178	492	2,261
West	West	23-24	429	427	426	469	1,751	85	143	93	151	473	2,224
West	West	24-25	402	418	424	478	1,722	102	117	139	130	488	2,210

# School Capacity Utilization Fall 2019

## Key Findings

1. Most MMSD schools are not over their current capacity. No elementary or middle schools and only one high school (West) are above their current capacities.
2. One elementary school, Falk Elementary, is projected to be above 100% of its current capacity in five years.

## Background

The Research & Program Evaluation Office (RPEO) conducted a review of best practices for the calculation of school building capacity and target capacity utilization during the summer of 2017 and reported the findings in the RPEO Analysis of Current Building Capacity Calculation Methods report ([2017-11-3](#)). The current report is the third year the methods described in that report are being used.

## Capacity Methodology

### Elementary Schools

At the elementary school level, current capacity calculations are based on the number of available homerooms and the number of students that can sit in a homeroom. The number of available homerooms is calculated by first counting the number of rooms in each building that could serve as a classroom (well-ventilated rooms that are 500 square feet or larger and are not a library, gymnasium, auditorium, or cafeteria). Then, rooms that are used for certain other activities (e.g., art, music, Occupational and Physical Therapy (OT/PT), strings, alternative programs, 4K) are subtracted from this count. The room uses for 2019-2020 were established through self-reporting by elementary school principals and reviewed by the Research & Program Evaluation Office. The number of rooms available to be used as a homeroom is then multiplied by the ideal number of students who can sit in a homeroom (effective capacity factor) to calculate a current configuration capacity. Because room use can change significantly from year to year, schools' current capacities can vary over time.

A maximum capacity for elementary schools is calculated by subtracting rooms used as K4 homerooms and an additional four rooms from the total number of rooms in each building that can serve as a classroom. The four room deduction is a standard deduction for other common classroom uses (e.g., one room for Art, one room for Music, one room for OT/PT, and one additional room for other uses). This provides an estimate of the maximum number of students an elementary school building can support if all non-homeroom (KG-5<sup>th</sup> and K4) uses are moved to a minimum number of spaces. This may require the school to use non-ideal spaces for programmatic uses or use rooms for multiple purposes. This estimate is not reported here because it aligns to long-term planning and this report is focused on short-term (current year and next year) considerations.

The reported percent of current configuration capacity should be understood as the percent of space currently used as homerooms or open rooms which are filled by students. At the elementary school level, a percent of capacity near 100% does not necessarily mean that a school is near its maximum capacity, instead it implies that the rooms currently available for use as homerooms are full. When a building has sufficient space, it is common for schools to have extra pull-outs which are used for programs (e.g. behavior intervention, cross-categorical instruction) and when the number of students enrolled at the school increases these programmatic uses are put into fewer rooms, increasing available capacity.

### Secondary Schools (Middle and High)

At the secondary school level, because homerooms are less static and students move more frequently from room to room, school capacities are based on the number of instructional spaces and gyms without any adjustments based on room usage.

The capacity factors (how many students can sit in a room) is multiplied by the effective capacity adjustment (percent of available space in a room ideally filled on average) to calculate the effective capacity factor. The number of rooms available to be used as a homeroom is then multiplied by the effective capacity factor to calculate the school's capacity. The target utilization of a school's effective capacity is 90%, which will give the school enough



available space to ensure instructional flexibility.

### Capacity Factors

School Type	Maximum Capacity Factors	Effective Capacity Adjustment	Effective Capacity Factor
AGR (formerly SAGE) K-5	22	90%	<b>19.8</b>
AGR K-2	19	90%	<b>17.1</b>
AGR 3-5	24	90%	<b>21.6</b>
Other K-5	25	90%	<b>22.5</b>
K-2	23	90%	<b>20.7</b>
3-5	27	90%	<b>24.3</b>
Middle Schools	28	80%	<b>22.4</b>
Conventional High Schools	28	80%	<b>22.4</b>
Shabazz	21	80%	<b>16.8</b>

### Note on Report Usage

The calculated capacities presented in this report are used to determine whether or not a school has sufficient available capacity to accommodate Internal Transfers, students transferring under other programs (e.g. DLI-DBE transfers), Open Enrollment enterers, and students entering the district under other programs (e.g. tuition waivers). The current capacity utilizations also assist the district in prioritizing building expansions, renovations, and the location of Alternative and 4K programming.

When a determination concerning the available space at a school is made an updated review of room usage and possible future changes for the coming school year are considered and updated enrollments are considered in conjunction with projections for the coming school year.

The methodology used here narrowly applies to considerations of the availability of space in a building based on the number of instructional rooms and the type of instructional model at the school. This methodology does not consider:

1. MMSD’s policy concerning the number of students in a section (recommended minimums, maximums, or ideals);
2. The number of students allowed to attend a school under an existing contract (e.g., Nuestro Mundo, Badger Rock, Wright, Spring Harbor);
3. The size of a building (e.g., small classrooms, wide hallways);
4. The number of available sections at a school in each grade based on instructional model, staffing, and physical space; or
5. The other considerations that are unique to each school, its building, and its programming.

All of these are taken into consideration when administrative decisions are made. This is an estimation of the physically available instructional space at each school and the amount of this available space that is being used at each school on the Third Friday of September count date relative to its ideal capacity utilization based on industry best practices. This report is not meant to cover all administrative considerations taken into account when determining how much space is available at a school and how much of it is being used. The capacity factors used in this report do not imply a recommendation about preferred class sizes.



### Elementary Capacity Usage

For the 2019-2020 school year, no elementary schools are above 100% of their current capacity.

There are 16 schools above the ideal of 90% use of current capacity.

The five-year projection puts one school above 100% of their current capacity and 3 elementary schools between 90% and 100% of their current capacity.

*Yellow text indicates the percent of current capacity used is between 90% and 100%.*

*Red text indicates the percent of current capacity used is over 100%.*

	Current Capacity	Current Enrollment	Current Utilization	Five-Year Projection	Five-Year Utilization
<b>Overall</b>	13559	11789	86.9%	10890	80.3%
<b>East Area</b>	3074	2736	89.0%	2480	80.7%
Marquette	194	185	95.2%	145	74.5%
Mendota	337	310	92.1%	298	88.6%
Sandburg	495	452	91.3%	385	77.7%
Lowell	356	323	90.6%	273	76.7%
Lindbergh	158	143	90.3%	154	97.1%
Gompers	218	196	90.0%	175	80.2%
Emerson	416	373	89.7%	342	82.2%
Lake View	297	265	89.2%	259	87.2%
Hawthorne	396	324	81.8%	292	73.7%
Lapham	207	165	79.7%	157	76.1%
<b>La Follette Area</b>	2814	2417	85.9%	2164	76.9%
Nuestro Mundo	337	309	91.8%	283	84.0%
Kennedy	540	494	91.5%	439	81.4%
Allis	455	392	86.1%	366	80.3%
Glendale	515	443	86.1%	384	74.5%
Schenk	495	413	83.4%	357	72.1%
Elvehjem	473	366	77.5%	336	71.1%
<b>Memorial Area</b>	3775	3191	84.5%	3100	82.1%
Chavez	630	597	94.8%	562	89.2%
Huegel	475	447	94.1%	403	84.8%
Crestwood	317	286	90.3%	289	91.2%
Falk	376	334	88.8%	393	104.4%
Stephens	585	501	85.6%	464	79.3%
Muir	495	410	82.8%	427	86.2%
Olson	540	403	74.6%	383	70.9%
Orchard Ridge	356	213	59.8%	180	50.4%
<b>West Area</b>	3895	3445	88.4%	3147	80.8%
Randall	365	361	99.0%	306	83.8%
Van Hise	450	441	98.0%	373	82.8%
Thoreau	436	415	95.3%	370	85.0%
Franklin	373	350	93.9%	312	83.6%
Midvale	445	412	92.7%	382	85.8%
Shorewood	473	437	92.5%	425	90.0%
Leopold	772	623	80.7%	598	77.5%
Lincoln	583	406	69.6%	382	65.5%



### Secondary School Capacity Usage

For the 2019-2020 school year, no middle schools and one high school (West High at 99%) are above their current effective capacities.

Unlike at the elementary level, all instructional spaces and gyms at secondary schools are taken into account when calculating the effective capacity. Therefore, at the secondary level the capacity of a school is dependent upon what kinds of spaces are counted and not on what the school is currently using those spaces for and is therefore less easily increased when more students enroll.

No middle schools and two high schools are projected to be above their ideal use of capacity (above 90%) in five years: Memorial (95%) and West (99%).

Because secondary school capacity is more stable than at the elementary schools, schools cannot generally expand their capacity to accommodate more students without renovations or changing the use of rooms from non-instructional to instructional.

	Current Capacity	Current Enrollment	Current Utilization	Five-Year Projection	Five-Year Utilization
Middle Total	8646	5484	63.4%	5137	59.4%
High Total	9654	7600	78.7%	7899	81.8%
<b>East</b>	<b>2666</b>	<b>1651</b>	<b>61.9%</b>	<b>1881</b>	<b>70.6%</b>
Black Hawk	717	405	56.5%	336	46.9%
Sherman	851	420	49.3%	497	58.4%
O'Keeffe	963	446	46.3%	371	38.6%
<b>La Follette</b>	<b>2285</b>	<b>1608</b>	<b>70.4%</b>	<b>1549</b>	<b>67.8%</b>
Whitehorse	650	455	70.0%	333	51.3%
Badger Rock	157	96	61.2%	104	66.1%
Sennett	1142	633	55.4%	581	50.8%
<b>Memorial</b>	<b>2262</b>	<b>2013</b>	<b>89.0%</b>	<b>2150</b>	<b>95.0%</b>
Jefferson	672	524	78.0%	518	77.1%
Spring Harbor	381	261	68.5%	267	70.0%
Toki	963	623	64.7%	550	57.1%
<b>West</b>	<b>2240</b>	<b>2215</b>	<b>98.9%</b>	<b>2210</b>	<b>98.7%</b>
Hamilton	963	770	79.9%	707	73.4%
Cherokee	784	597	76.1%	608	77.6%
Wright	403	254	63.0%	267	66.1%
<b>Shabazz</b>	<b>202</b>	<b>113</b>	<b>56.1%</b>	<b>109</b>	<b>54.0%</b>

Yellow text indicates the percent of current capacity used is between 90% and 100%.

Red text indicates the percent of current capacity used is over 100%.

## Intra-District Transfers Fall 2019

### Key Findings

1. Over the last five years, the number of intra-district transfers has decreased by 287, from 3,541 to 3,254. This decrease of 287 students is a reduction of 8%.
2. The number of intra-district transfers increased by 77 students this year, the only increase in the last five years.

### Background

This report presents data on intra-district transfers for the 2019-2020 school year. Intra-district transfers include students residing within the attendance boundary of MMSD and attending a school other than those assigned to that area under seven categories: the Internal Transfer program, the DLI-DBE transfer program, Administrative Transfers, Special Education placements, and transfers approved for reasons under other programs and outside these programs. Intra-district transfers are identified for this based on the attendance boundary where students live and the school they are attending.

Due to the Family Educational Rights and Privacy Act (FERPA), this report suppresses student counts of six or fewer denoted by dashes (--).

### Notes on Attendance Zones

This report presents intra-district transfer figures for some students living in optional or assigned attendance zones (denoted as Allied Dr., Optional Cherokee or Hamilton, etc.). The optional high school attendance zone was created many years ago to allow low-income, minority students to have a choice of schools. Middle school optional attendance zones were created because some students live within walking distance of a school that is not the school they typically would attend. Students living in the Allied Assigned attendance area are assigned to one of two elementary schools (Crestwood or Stephens) to prevent a high concentration of low-income students in a single school.

Nuestro Mundo, Badger Rock, Spring Harbor, and Wright are charter/magnet schools. Although they all draw students primarily from specific attendance areas, students attending these schools are treated as transfers under Other Reasons or DLI-DBE transfers for Nuestro Mundo students. Similarly, students attending alternative education environment for secondary education (Capital High, Shabazz High, and Metro School) are treated as transfers under Other Reasons.

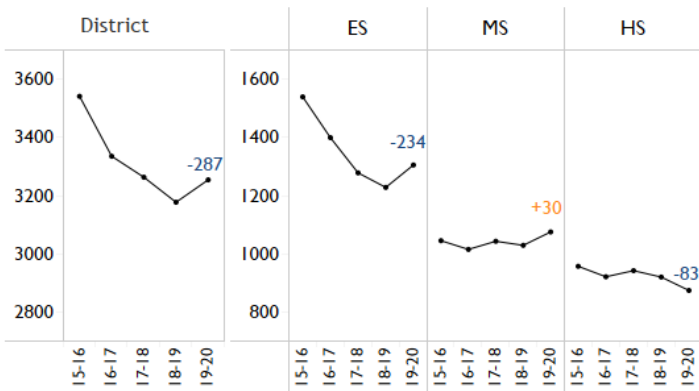


### Intra-District Transfers

The number of students transferring to a school other than their traditional attendance area school increased by 77 students, from 3,177 students last year to 3,254 students. Over the last five years, the number of transfers has decreased by 287 students, from 3,541 to 3,254. This decrease of 287 students is a reduction of 8%.

Intra-District Transfers Overall					
	15-16	16-17	17-18	18-19	19-20
Transfers	3,541	3,335	3,263	3,177	3,254
One Year Change		-206	-72	-86	+77
Cumulative Change		-206	-278	-364	-287

Change Over Five Years



Intra-District Transfers by Grade Group					
	15-16	16-17	17-18	18-19	19-20
<b>Elementary School (KG-5<sup>th</sup>)</b>					
Transfers	1,539	1,399	1,278	1,228	1,305
One Year Change		-140	-121	-50	+77
Cumulative Change		-140	-261	-311	-234
<b>Middle School (6<sup>th</sup>-8<sup>th</sup>)</b>					
Transfers	1,045	1,015	1,043	1,029	1,075
One Year Change		-30	28	-14	+46
Cumulative Change		-30	-2	-16	+30
<b>High School (9<sup>th</sup>-12<sup>th</sup>)</b>					
Transfers	957	921	942	920	874
One Year Change		-36	+21	-22	-46
Cumulative Change		-36	-15	-37	-83

### Intra-District Transfers by Type for 2019-2020

	Internal Transfer	DLI-DBE Transfer	Charter or Magnet School	Alternative Education Environment	Other Reasons	Administrative Transfer	Special Education Placement
18-19	1055	696	590	422	283	110	21
19-20	1178	615	606	381	365	95	14

The most common method of intra-district transfer is through the Internal Transfer program. Thirty-six percent (36%) of intra-district transfers are through Internal Transfers. The most common types of intra-district transfers after the Internal Transfer program are transfers into non-traditional education environments: 19% to DLI-DBE environments, 19% to Charter or Magnet environments, and 12% to Alternative Education Environments.

District efforts to document the transfer type categories continue to improve. Comparisons across years should take into account that differences may be due to changes in data tracking and may not reflect actual changes in the number of transfers.



### Intra-District Transfers by Location

At the elementary school level, the percentage of students transferring to a school other than their traditional attendance area school ranges from 1% in the Shorewood area to 44% in the Allis area. The highest net reduction due to intra-district transfers is for Allis, with 212 of the 276 intra-district transfers attending Nuestro Mundo as DLI-DBE transfers.

At the middle school level, the percentage of students transferring to a school other than their traditional attendance area school ranges from 9% in the O’Keeffe area to 35% in the Cherokee area. In total, 1,075 students transferred out of the traditional middle school attendance areas and 606 (56%) of them went to attend either Badger Rock, Spring Harbor, or Wright (MMSD’s Charter/Magnet middle schools).

At the high school level, the percentage of students transferring to a school other than their traditional attendance area school ranges from 8% for the West area to 14% for the East area. In total, 874 students transferred out of their traditional high school attendance area school and 381 (44%) of them went to attend an alternative school (Capital, Innovative & Alt, Metro, Shabazz).

In general, MMSD students attend their traditional attendance area school. Schools with relatively higher transfers out are schools with Charter/Magnet school lotteries specifically designed to enroll students from their area.

### Intra-District Transfers by Race

	Asian		Black or African American		Hispanic/Latino		Multiracial		White	
	18-19	19-20	18-19	19-20	18-19	19-20	18-19	19-20	18-19	19-20
District Enrollment	9%	8%	18%	18%	22%	23%	9%	9%	42%	42%
Transfers	5%	6%	22%	21%	31%	32%	10%	10%	31%	30%
Difference	+3%	+3%	-4%	-4%	-9%	-9%	-1%	-1%	+11%	+11%

Black or African and Hispanic/Latino students are over-represented among students attending a school through an intra-district transfer. Conversely, Asian and white students are under-represented.

### Elementary School Intra-District Transfers in East and La Follette Areas

School Attending	Attendance Area													Out of District	School Total	Transfer In	% Transfer In	Net Transfers		
	East																		Other Areas	
	Emerson	Gompers	Hawthorne	Lake View	Lapham	Marquette	Lindbergh	Lowell	Mendota	Sandburg	Allis	Elvehjem	Glendale	Kennedy	Schenk					
Emerson	329															7	373	37	10%	-14
Gompers		165		7		9			13								196	31	16%	9
Hawthorne			292													3	324	29	9%	-26
Lake View	8			205					20							4	265	56	21%	13
Lapham					79	79										1	165	6	4%	-11
Marquette					67	92										1	184	24	13%	7
Lindbergh							124									3	143	16	11%	-5
Lowell								273									323	50	15%	21
Mendota	8								280							6	310	24	8%	-46
Sandburg				7						376						10	452	66	15%	47
Allis											348					7	392	38	10%	-238
Elvehjem											11	337				2	366	27	7%	-49
Glendale											13	46	304	9		13	443	128	29%	103
Kennedy											7			455	8	6	494	33	7%	-29
Schenk														9	388	2	413	23	6%	-44
Nuestro Mundo											212	11				15	309	275	89%	
Other Schools			7								19									
<b>Area Total</b>	<b>380</b>	<b>187</b>	<b>347</b>	<b>248</b>	<b>163</b>	<b>188</b>	<b>145</b>	<b>302</b>	<b>350</b>	<b>395</b>	<b>624</b>	<b>413</b>	<b>329</b>	<b>517</b>	<b>455</b>					
<b>Transfer Out</b>	<b>51</b>	<b>22</b>	<b>55</b>	<b>43</b>	<b>17</b>	<b>17</b>	<b>21</b>	<b>29</b>	<b>70</b>	<b>19</b>	<b>276</b>	<b>76</b>	<b>25</b>	<b>62</b>	<b>67</b>					
<b>% Transfer Out</b>	<b>13%</b>	<b>12%</b>	<b>16%</b>	<b>17%</b>	<b>10%</b>	<b>9%</b>	<b>14%</b>	<b>10%</b>	<b>20%</b>	<b>5%</b>	<b>44%</b>	<b>18%</b>	<b>8%</b>	<b>12%</b>	<b>15%</b>					



### Elementary School Intra-District Transfers in Memorial and West Areas

School Attending	Attendance Area													Out of District	School Total	Transfer In	% Transfer In	Net Transfers					
	Memorial						West																
	Chavez	Crestwood	Falk	Huegel	Muir	Olson	Orchard Ridge	Stephens	Allied Dr	Franklin	Randall	Leopold	Lincoln	Midvale	Shorewood	Thoreau	Van Hise	Other Areas					
Memorial	538			14								10							10	597	49	8%	34
		235						38												286	13	5%	-8
			293	17			15												1	334	40	12%	-13
			13	402															10	447	35	8%	-22
					376			7											3	410	31	8%	16
						367						7							6	403	30	7%	8
							179												13	213	21	10%	-24
			10					309	143										5	501	44	9%	24
West										136	195								5	350	14	4%	5
										165	185								1	361	10	3%	3
												577				12		14	7	623	39	6%	-30
												7	222	154					2	406	28	7%	9
													210	188						412	14	3%	-16
														11	384		10		10	437	43	10%	41
												7				389			6	415	20	5%	-18
																	430			441	11	2%	0
Other Schools				7			9					12	11										
Area Total	553	256	346	459	391	389	224	329	184	310	387	646	451	372	386	427	460						
Transfer Out	15	21	53	57	15	22	45	20	3	9	7	69	19	30	2	38	30						
% Transfer Out	3%	8%	15%	12%	4%	6%	20%	6%	2%	3%	2%	11%	4%	8%	1%	9%	7%						



### Secondary School Intra-District Transfers

School Attending	Attendance Area										Out of District	School Total	Transfer In	% Transfer In	Net Transfers								
	MS					HS																	
	Black Hawk	O'Keefe	Sherman	Sennett	Whitehorse	Jefferson	Toki	Allied Dr.	Optional Toki or Jefferson	Cherokee	Hamilton	West	Optional Cherokee or Hamilton	East	La Follette	Memorial	West	Zone Opt School					
MS	369	--	14	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	7	405	29	7%	-15
	12	386	31	--	9	--	--	--	--	--	--	--	--	--	--	--	--	--	--	446	58	13%	20
	19	11	380	--	8	--	--	--	--	--	--	--	--	--	--	--	--	--	--	420	39	9%	-39
	7	9	12	544	31	--	7	--	--	7	--	--	--	--	--	--	--	--	--	633	78	12%	-8
	--	--	11	17	412	--	--	--	--	--	--	--	--	--	--	--	--	--	--	455	38	8%	-21
	--	--	--	48	--	--	11	--	--	22	--	--	--	--	--	--	--	--	--	96	--	--	--
	--	--	--	--	--	311	43	74	67	14	--	--	--	--	--	--	--	--	--	524	64	12%	-66
	--	--	--	--	--	7	564	--	29	--	--	--	--	--	--	--	--	--	--	623	20	3%	-196
	--	--	--	--	--	102	123	--	25	--	--	--	--	--	--	--	--	--	--	261	--	--	--
	--	--	--	--	--	--	10	--	--	474	68	23	--	--	--	--	--	--	--	597	91	15%	-163
	--	--	--	--	--	9	9	--	--	22	698	17	--	--	--	--	--	--	--	770	52	7%	-73
	--	--	--	--	--	--	10	--	--	180	49	--	--	--	--	--	--	--	--	254	--	--	--
HS														1484	92	16	12	8		1651	170	7%	-173
														99	1393	23	29	20		1608	150	9%	-65
														10	15	1853	49	23		2013	73	4%	-155
														29	25	96	1784	244		2215	150	7%	-8
														27	32	34	16	14		178	--	--	--
														--	--	49	--	11		143	--	--	--
														--	--	--	--	--		22	--	--	--
														53	19	--	23	--		113	--	--	--
Area Total	413	424	458	630	471	441	780	85	133	728	823	40		1728	1608	2081	1943		325	266			
Transfer Out	44	38	78	86	59	130	216	8	37	254	125			243	215	228	158		30				
% Transfer Out	11%	9%	17%	14%	13%	29%	28%	9%	28%	35%	15%	0%		14%	13%	11%	8%		9%				

# Inter-District Transfers Fall 2019

## Key Findings

1. The net effect of inter-district transfers increased this year, from a loss of 672 to 708. The net loss of students has decreased by 198 students over the last five years, from a high of 906 students lost to 708.
2. The net effect of Open Enrollment increased this year, from a loss of 716 students to 726. The net loss of students has decreased by 267 students over the last five years, from a high of 993 students to 726.
3. Enrollment at 2X Charters is discussed in the [Appendix](#). MMSD is not able to evaluate with 100% accuracy the actual impact these charter schools had on our enrollment, since we are unable to obtain student enrollment lists for the schools.

## Background

This report presents a history of inter-district student movement in MMSD, as well as detailed breakouts of Open Enrollment for the 2019-2020 school year. The state Open Enrollment program in Wisconsin took effect for the 1998-99 school year. Students are also able to transfer between districts through five other programs: 66.30 inter-district agreements, less than full-time enrollment, participation in Metro School, tuition payment agreements, and tuition waivers. Therefore, inter-district transfers encompasses Open Enrollment. The vast majority of inter-district transfers are made through the Open Enrollment program, so this report focuses on this program.

Starting in 2015-16, recording practices around inter-district transfers changed, allowing RPEO to look more completely at transfers that occur through initiatives other than the state's Open Enrollment program.

Due to the Family Educational Rights and Privacy Act (FERPA), RPEO suppresses student counts of six or fewer as indicated by “—” in the data tables.

This report refers to the effect of inter-district transfers and the Open Enrollment program. Leavers are considered a loss in enrollment and are labeled as negative sums and enterers are considered gains in enrollment and labeled as positive sums. The net effect is the difference of these two effects.

## Effect of Inter-District Transfers on MMSD Enrollment

	Effect of Enterers (increase due to enterers)					Effect of Leavers (decrease due to leavers)					Net Effect				
	15-16	16-17	17-18	18-19	19-20	15-16	16-17	17-18	18-19	19-20	15-16	16-17	17-18	18-19	19-20
Effect	+421	+484	+537	+549	+525	-1,327	-1,379	-1,268	-1,221	-1,233	-906	-895	-731	-672	-708
Year-to-Year Change		+63	+53	+12	-24		-52	+111	+47	-12		+11	+164	+59	-36
Cumulative Change		+63	+116	+128	+104		-52	+59	+106	+94		+11	+175	+234	+198

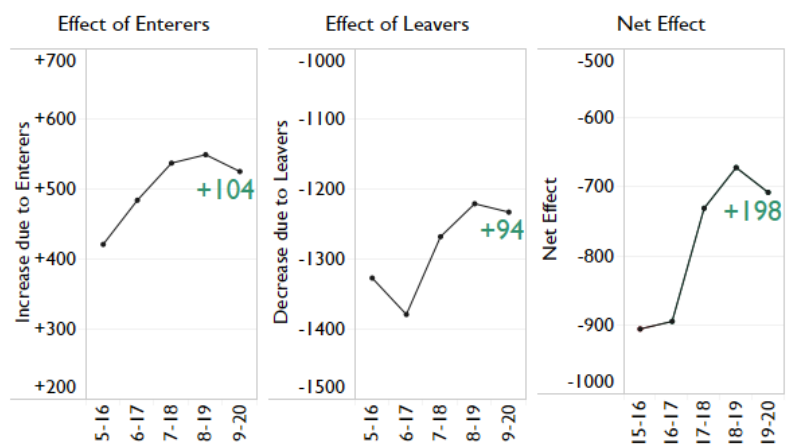
The number of enterers decreased from 549 students last year to 525 during the 2019-2020 school year. Over the past five years, the number of enterers has increased by 104 students.

The number of leavers increased from 1,221 last year to 1,233 students. Over the past five years, the number of leavers has decreased by 94 students.

Together, these year-to-year changes resulted in MMSD losing 36 more students through inter-district transfers.

Over the past five years, the number of students lost through inter-district transfers has decreased by 198. Put another way, the net effect has improved by 198 students over the past five years.

## Cumulative Change Over Five Years





### Effect of Open Enrollment Program on MMSD Enrollment

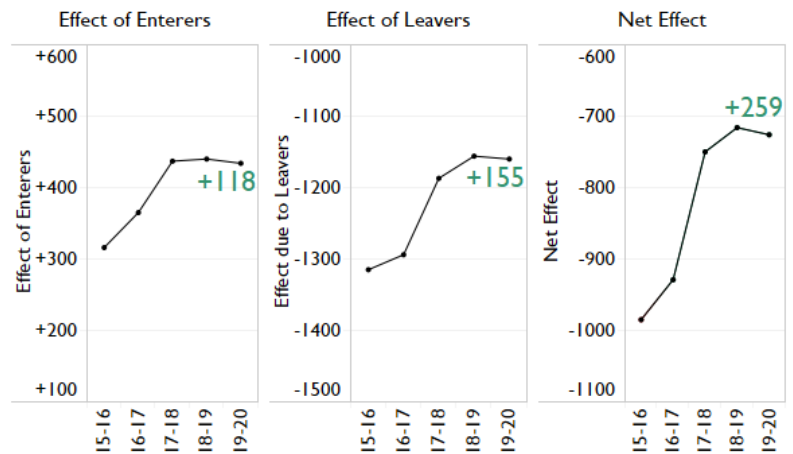
	Effect of Enterers					Effect of Leavers					Net Effect				
	15-16	16-17	17-18	18-19	19-20	15-16	16-17	17-18	18-19	19-20	15-16	16-17	17-18	18-19	19-20
Effect	+316	+365	+437	+440	+434	-1,315	-1,294	-1,187	-1,156	-1,160	-993	-929	-750	-716	-726
Year-to-Year Change		+49	+72	+3	-6		+21	+107	+31	-4		+64	+179	+34	-10
Cumulative Change		+49	+121	+124	+118		+21	+128	+159	+155		+64	+243	+277	+267

The number of Open Enrollment enterers decreased by 6 students from 440 students last year to 434 students. Over the past five years, the number of enterers has increased by 118 students.

The number of Open Enrollment leavers increased by 4 students from 1,156 students last year to 1,160 students. Over the past five years, the number of leavers has decreased by 155 students.

The combined effect of 6 fewer enterers and 4 more leavers is a net loss of 10 more students during this year than the previous year. This is relatively stable, compared to the large changes over the past five years resulting in 267 fewer students leaving MMSD than five years ago.

#### Cumulative Change Over Five Years



### Effect of Continuing and New Open Enrollees on MMSD Enrollment

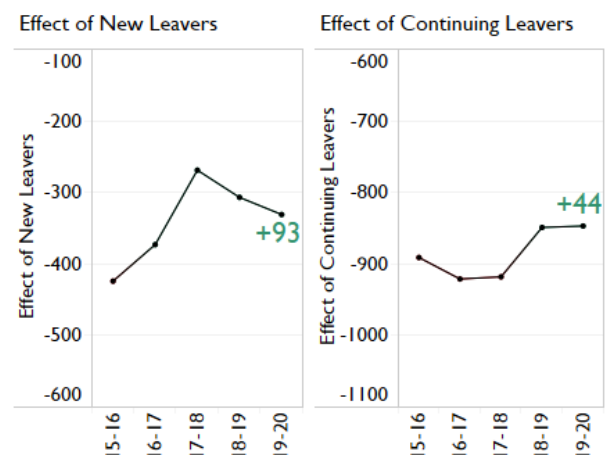
	Effect of New Leavers					Effect of Continuing Leavers				
	15-16	16-17	17-18	18-19	19-20	15-16	16-17	17-18	18-19	19-20
Effect	-424	-373	-269	-307	-331	-891	-921	-918	-849	-847
Year-to-Year Change		+51	+104	-38	-24		-30	+3	+69	+2
Cumulative Change		+51	+155	+117	+93		-30	-27	+42	+44

Of the 1,160 students who transferred out of MMSD through the Open Enrollment program, 331 were new open enrollment leavers and 847 were continuing leavers.

This is the second year of increasing leavers, but the number of new leavers is still down 93 students from the high of 424 students during the 2015-2016 school year.

The overall effect of open enrollment leavers increased this year after two years of decreases, because the two student decrease in continuing leavers was not large enough to offset the 24 student increase in the number of new leavers.

#### Cumulative Change Over Five Years





### Effect of New and Continuing Leavers by Grade

Leaver		K4	KG	01	02	03	04	05	06	07	08	09	10	11	12
Continuing	18-19	-1	-47	-57	-81	-47	-58	-63	-62	-53	-57	-59	-54	-93	-117
	19-20	0	-43	-78	-54	-81	-51	-62	-57	-63	-62	-50	-74	-60	-112
New	18-19	-60	-39	-13	-15	-11	-17	-16	-13	-21	-14	-24	-20	-24	-20
	19-20	-69	-35	-20	-9	-12	-11	-12	-15	-29	-19	-40	-18	-29	-13
Total	18-19	-61	-86	-70	-96	-58	-75	-79	-75	-74	-71	-83	-74	-117	-137
	19-20	-69	-78	-98	-63	-93	-62	-74	-72	-92	-81	-90	-92	-89	-125

The pattern of new and continuing leavers is relatively similar in both this year and last year. The most common grades for new leavers are K4, KG, 7<sup>th</sup>, 9<sup>th</sup>, and 11<sup>th</sup> grade.

### Effect of New and Continuing Enterers by Grade

Enterer		K4	KG	01	02	03	04	05	06	07	08	09	10	11	12
Continuing	18-19	+0	+7	+10	+8	+15	+18	+21	+11	+13	+11	+4	+23	+26	+32
	19-20	+0	+2	+13	+12	+12	+16	+18	+13	+13	+13	+16	+14	+33	+36
New	18-19	+84	+12	+6	+9	+6	+8	+10	+9	+5	+12	+20	+18	+19	+23
	19-20	+98	+12	+9	+8	+5	+11	+8	+2	+0	+8	+13	+12	+22	+15
Total	18-19	+84	+19	+16	+17	+21	+26	+31	+20	+18	+23	+24	+41	+45	+55
	19-20	+98	+14	+22	+20	+17	+27	+26	+15	+13	+21	+29	+26	+55	+51

The pattern of new and continuing enterers is relatively similar in both this year and last year. The most common grades for new enterers are K4 and high school grades.

### Race and Ethnicity of Open Enrollment

	Open Enrollment Enterers					Open Enrollment Leavers				
	Asian	Black or African American	Hispanic or Latino	Multiracial	White	Asian	Black or African American	Hispanic or Latino	Multiracial	White
MMSD	9%	18%	22%	9%	42%	9%	18%	22%	9%	42%
Open Enrollment Transfers	7%	25%	20%	14%	34%	3%	7%	10%	7%	73%
Difference	-2%	+7%	-2%	+5%	-8%	-5%	-11%	-13%	-3%	+31%

Black or African American and multiracial students are over-represented (7 and 5 percentage points above district representation) among Open Enrollment enterers, while white students are under-represented (8 percentage points below district representation).

In comparison, Black or African American and Hispanic/Latino students are under-represented (11 and 13 percentage points below district representation) amongst Open Enrollment leavers, while white students over-represented (31 percentage points above district representation).

### Fiscal Impact of Open Enrollment

The fiscal impact of the Open Enrollment program is composed of transfers of funds from the district of residence to the district that accepts the Open Enrollee.

The estimated fiscal impact of Open Enrollment for the 2019-2020 school year is an estimated loss of \$6,388,330 in revenue due to these transfers between districts.

School Year	Open Enrollment Income	Open Enrollment Expense	Net Open Enrollment Cost
15-16	\$1,938,889	\$8,520,423	\$6,581,534
16-17	\$2,556,777	\$8,854,549	\$6,297,772
17-18	\$2,892,142	\$8,770,752	\$5,878,610
18-19	\$3,113,295	\$9,049,034	\$5,935,739
19-20 (estimate)	\$3,061,750	\$9,450,080	\$6,388,330

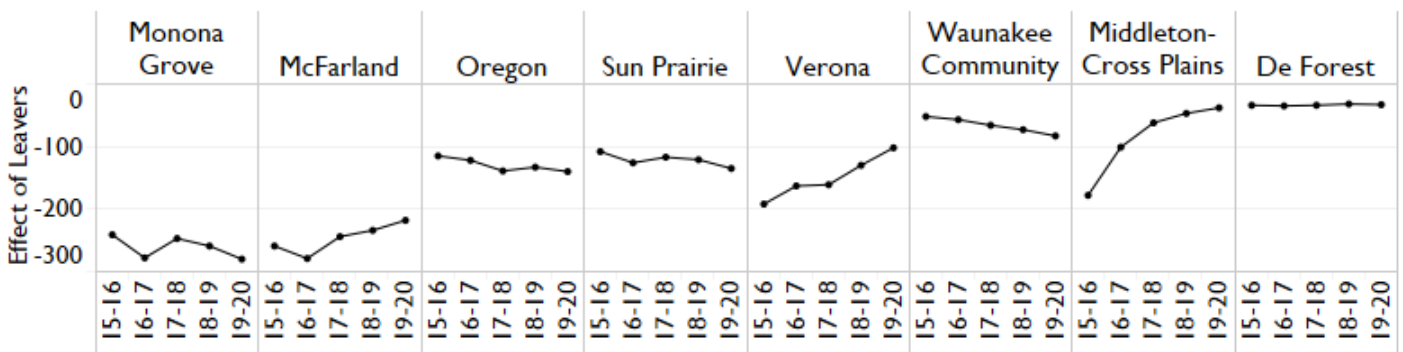
### Effect of Open Enrollment Leavers on MMSD Enrollment by School District

School Year	Monona Grove	McFarland	Oregon	Sun Prairie	Verona	Waunakee Community	Middleton-Cross Plains	De Forest
15-16	-241	-259	-115	-108	-192	-52	-178	-34
16-17	-278	-279	-122	-126	-163	-57	-101	-35
17-18	-247	-244	-139	-117	-161	-66	-62	-34
18-19	-259	-234	-133	-121	-130	-73	-47	-32
19-20	-280	-218	-140	-135	-102	-83	-38	-33

Generally, the most common destinations for Open Enrollment leavers are other Dane County districts, such as Monona Grove, McFarland, Oregon, Sun Prairie, and Verona.

The number of students leaving for Verona and Middleton-Cross Plains have decreased consistently over the past five years. The decreases have largely driven the overall decrease in the number of Open Enrollment leavers. McFarland has also had a large decrease in the number of leavers over the past four years.

Effect of Open Enrollment Leavers by School District



### Open Enrollment Leavers by School and External District

The elementary schools with the highest numbers of Open Enrollment leavers are Leopold (108), Glendale (64), Kennedy (54), and Elvehjem (46). Each of these schools have attendance areas that border another school district with nearby schools. Leopold had 75 students Open Enroll to the Oregon School District and another 22 to Verona. Glendale, Kennedy, and Elvehjem are all on the far-east side of Madison and saw a combined 79 students Open Enroll to the Monona Grove School District. A further 36 students left Glendale for McFarland while Kennedy and Elvehjem had a combined 21 students Open Enroll to the Sun Prairie School District.

At the secondary level, Sennett has the highest number of leavers among middle schools (71), with most students attending Monona Grove or McFarland. La Follette has the highest number of leavers among high schools (158), with most again attending Monona Grove or McFarland. Both of these patterns are largely explained by geographic proximity.

### Notes on Optional Attendance Zones

The Optional High School attendance area was created many years ago to give low-income minority students a choice of schools to attend. The middle school optional attendance areas were created because some students live within walking distance of a school that would not normally be a part of the feeder pattern of their attendance area. Students living in the Allied Assigned attendance area are assigned to one of two schools (Crestwood and Stephens) to prevent a high concentration of low-income students in a single school.



### Open Enrollment Enterers Fall 2019 for Elementary Schools

School Attended	Total	Middleton-Cross Plains	Verona	Sun Prairie	Monona Grove	Oregon	McFarland	De Forest	Other Districts
All ES	225	56	50	36	27	13	9	7	27
4K PK Off Site	80	29	16	10	9	--	--	--	7
Orchard Ridge	13	--	7	--	--	--	--	--	--
Glendale	12	--	--	--	--	--	--	--	--
Sandburg	12	--	--	8	--	--	--	--	--
Chavez	11	--	--	--	--	--	--	--	--
Nuestro Mundo	11	--	--	--	--	--	--	--	--
Shorewood	11	--	--	--	--	--	--	--	--
Allis	9	--	--	--	--	--	--	--	--
Huegel	9	--	--	--	--	--	--	--	--
Kennedy	7	--	--	--	--	--	--	--	--
Leopold	7	--	--	--	--	--	--	--	--
Olson	7	--	--	--	--	--	--	--	--
Other Schools	36	8	8	--	--	--	--	--	--

### Open Enrollment Leavers Fall 2019 for Elementary Schools

School Area	Total	Monona Grove	McFarland	Oregon	Sun Prairie	Verona	Waunakee Community	Merrill	De Forest	Other Districts
All ES	532	133	56	85	74	47	50	20	14	53
Leopold	108	--	--	75	--	22	--	--	--	7
Glendale	64	23	36	--	--	--	--	--	--	--
Kennedy	54	21	--	--	16	--	--	--	--	9
Elvehjem	46	35	--	--	--	--	--	--	--	--
Allis	39	19	--	--	--	--	--	--	--	--
Sandburg	26	--	--	--	13	--	--	--	--	--
Gompers	23	--	--	--	--	--	14	--	--	--
Hawthorne	23	--	--	--	14	--	--	--	--	--
Schenk	21	8	--	--	--	--	--	--	--	--
Mendota	19	--	--	--	7	--	9	--	--	--
Lindbergh	12	--	--	--	--	--	9	--	--	--
Chavez	11	--	--	--	--	--	--	--	--	--
Falk	11	--	--	--	--	7	--	--	--	--
Emerson	10	--	--	--	--	--	--	--	--	--
Stephens	9	--	--	--	--	--	--	--	--	--
Lake View	8	--	--	--	--	--	--	--	--	--
Huegel	7	--	--	--	--	--	--	--	--	--
Thoreau	7	--	--	--	--	--	--	--	--	--
Other Schools	34	--	--	--	--	--	--	--	--	11

The number of Open Enrollment transfers to all the districts summarized in Other Districts and all schools and school areas summarized in Other School and Other Areas are 6 or fewer, and would be suppressed if listed.





### Open Enrollment Enterers Fall 2019 for Secondary Schools

School Attended	Total	Middleton-Cross Plains	Verona	Sun Prairie	Monona Grove	Oregon	De Forest	Other Districts
<b>Total</b>	<b>209</b>	<b>42</b>	<b>46</b>	<b>25</b>	<b>18</b>	<b>13</b>	<b>18</b>	<b>43</b>
<b>All MS</b>	<b>49</b>	<b>8</b>	<b>16</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>7</b>
Cherokee Middle	8	--	--				--	
Jefferson Middle	8	--	--			--		
Sennett Middle	8			--	--			--
<b>Other MS</b>	<b>25</b>	<b>--</b>	<b>7</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>All HS</b>	<b>160</b>	<b>34</b>	<b>30</b>	<b>20</b>	<b>13</b>	<b>10</b>	<b>13</b>	<b>36</b>
Memorial High	51	22	15			--	--	7
La Follette High	41	--	--	7	11		--	12
East High	27		--	8	--	--	--	11
West High	27	7	8	--	--	--		--
Shabazz High	7	--	--	--			--	--
<b>Other HS</b>	<b>7</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

### Open Enrollment Leavers Fall 2019 for Secondary Schools

School Areas	Total	Monona Grove	McFarland	Oregon	Sun Prairie	Verona	Waubesa Community	De Forest	Merrill	Grantsburg	Waukesha	Middleton-Cross Plains	Other Districts
<b>Total</b>	<b>628</b>	<b>162</b>	<b>147</b>	<b>61</b>	<b>55</b>	<b>55</b>	<b>33</b>	<b>19</b>	<b>12</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>60</b>
<b>All MS</b>	<b>240</b>	<b>61</b>	<b>55</b>	<b>26</b>	<b>25</b>	<b>15</b>	<b>21</b>	<b>8</b>	<b>7</b>	<b>--</b>	<b>--</b>	<b>7</b>	<b>11</b>
Sennett	71	25	29	9	--	--			--		--	--	--
Cherokee	39	8	--		23	--	--				--	--	--
Whitehorse	31	--	15	--					--			--	--
Black Hawk	30	--	--	--			15	--	--	--		--	--
Sherman	23	--	--	--			--	--				--	--
Toki	18	--	--		--	8					--	--	--
Jefferson	14	--		--		--	--	--				--	--
O'Keeffe	7	--	--	--				--				--	--
<b>Other MS</b>	<b>7</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>All HS</b>	<b>388</b>	<b>101</b>	<b>92</b>	<b>35</b>	<b>30</b>	<b>40</b>	<b>12</b>	<b>11</b>	<b>--</b>	<b>8</b>	<b>--</b>	<b>--</b>	<b>49</b>
La Follette	158	52	67	17	--			--	--	--	--	--	--
Memorial	88	20	--	--	--	27		--		--	--	--	30
East	79	15	20	15			12	--		--	--	--	7
West	62	13	--	--	21	13				--	--	--	10
<b>Other HS</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

The number of Open Enrollment transfers to all the districts summarized in Other Districts and all schools and school areas summarized in Other School and Other Areas are 6 or fewer, and would be suppressed if listed. Some numbers larger than 6 have been suppressed to prevent numbers smaller than 7 be deduced.

## Appendix

### Enrollment at 2X Charters

This school year two new independent public charter schools opened in MMSD's attendance area: Isthmus Montessori Academy Public (IMAP) and One City Senior Preschool (OCSP).

According to Third Friday of September membership reporting, IMAP enrolled 233 students and OCSP enrolled 97, up from 218 and 63 students last year. These enrollments were converted to an FTE funding number of 299.3 students, 217.5 at IMAP and 81.8 at OCSP (obtained from [Independent Charter Schools-Membership Information & Historical Data](#)). Of these 299.3 FTE converted students, 238.1 are residents of MMSD and are therefore taken into consideration for DPI funding purposes (obtained from [Private School Vouchers Fiscal Information](#)).

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

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

# Equity Staffing Charts

## 2019-20 Analysis: Equitable Distribution of Staffing

### Elementary School

School Programs	Enrollment Demographics										Ethnicity																														
	4K	DLI/DBE	AGR	Title I	School Support Level	English-Language Learner	Special Education	Free or Reduced-Price Meals	Total Enrollment FY20 (4K factored at 60%)	White	Pacific Islander	Multiracial	Native American	Hispanic	Asian	African-American	English-Language Learner	Special Education	Free or Reduced-Price Meals	Total Enrollment FY20 (4K factored at 60%)																					
Allis									435	72%	15%	22%	32%	6%	25%	0%	17%	0%	19%	3800	33.88	813.06	31.52	34.70	34.52	22.92	25.18	20.71	15.50	18.28	25.58	102.94	138.59	204.45	37.93	134.33	104.92	1,591.22	7.79		
Chavez									634	36%	13%	25%	11%	8%	20%	0%	9%	0%	51%	6888	2.00	1.80	37.10	0.50	1.00	12.81	15.89	0.90	0.70	0.50	0.60	0.63	-	190.68	9.27	6.65	39.81	5.94	106.81	68.88	9.21
Crestwood									297	36%	12%	18%	14%	5%	16%	1%	7%	0%	56%	4009	1.00	1.00	20.50	0.50	1.00	1.04	12.89	0.50	0.40	0.40	0.60	0.63	-	90.21	5.38	4.20	31.01	2.18	136.49	40.09	7.41
Elvehjem									387	30%	10%	13%	8%	5%	13%	1%	15%	0%	57%	4420	1.00	1.00	23.60	0.50	1.00	0.96	14.85	0.70	0.40	0.40	0.73	0.78	-	120.59	6.35	4.59	35.37	1.98	195.06	44.20	8.76
Emerson									387	53%	13%	15%	22%	4%	15%	1%	15%	0%	43%	4420	1.00	1.00	28.50	1.67	1.00	1.61	11.81	0.80	1.00	0.70	0.50	0.63	0.37	94.40	6.05	5.13	34.63	3.16	122.47	53.22	6.27
Falk									362	60%	13%	31%	23%	8%	29%	0%	11%	0%	29%	4420	1.00	1.00	26.70	1.50	1.00	1.19	12.32	0.90	0.90	0.80	0.50	0.73	1.29	72.24	8.37	7.01	23.52	4.49	80.59	56.28	6.43
Franklin									373	25%	8%	14%	6%	7%	9%	0%	8%	0%	70%	3967	1.00	1.00	22.60	0.50	1.00	0.36	15.25	0.40	0.40	0.40	0.63	0.53	-	135.58	4.13	3.37	49.79	2.97	125.67	39.67	9.40
Glendale									475	64%	15%	40%	19%	4%	41%	0%	12%	0%	24%	6411	1.00	1.00	33.70	1.00	1.50	1.76	12.51	1.00	1.50	1.50	0.60	0.78	0.96	74.98	15.79	6.12	21.68	5.95	79.81	74.16	6.41
Gompers									209	52%	17%	20%	22%	4%	13%	0%	7%	0%	53%	3243	1.00	1.00	15.00	1.00	1.00	0.94	11.65	0.40	0.40	0.20	0.30	-	1.23	82.60	5.21	2.23	28.08	2.52	83.00	32.43	6.44
Hawthorne									344	68%	13%	37%	32%	11%	20%	0%	11%	0%	26%	5113	1.00	1.00	25.10	2.10	1.00	0.78	11.87	0.70	0.80	1.20	0.50	0.91	0.50	74.67	6.03	4.09	34.02	5.44	63.28	51.13	6.73
Huegel									469	49%	14%	19%	15%	6%	19%	0%	13%	0%	47%	5593	1.00	1.00	30.80	1.75	1.45	1.58	13.18	1.00	1.00	0.50	0.63	0.74	-	107.52	7.24	3.54	43.50	3.21	146.11	55.93	8.38
Kennedy									526	48%	13%	14%	24%	7%	12%	0%	10%	0%	47%	5646	2.00	1.00	29.00	0.50	1.00	1.63	16.37	0.80	0.93	0.27	0.50	0.75	1.79	104.45	7.58	5.27	40.97	3.45	152.38	56.46	9.32
Lakeview									265	76%	16%	43%	23%	28%	17%	0%	8%	0%	24%	607	1.00	1.00	20.00	1.60	1.00	0.94	11.26	1.00	1.00	1.00	0.40	0.68	0.61	56.54	5.73	3.47	28.83	4.21	62.95	43.63	6.07
Lapham									193	34%	7%	7%	15%	1%	8%	1%	11%	0%	64%	741	1.00	1.00	12.90	0.60	1.00	0.16	13.16	0.40	0.50	0.50	0.40	0.60	-	80.42	3.82	2.76	29.31	1.48	130.05	27.13	7.11
Leopold									659	67%	14%	37%	30%	3%	35%	0%	6%	0%	23%	8893	3.00	2.00	47.00	2.20	1.00	1.96	12.63	1.20	1.40	1.00	0.90	0.88	2.36	85.19	9.85	6.47	40.39	7.71	85.45	88.93	7.41
Lincoln									422	55%	13%	45%	12%	10%	37%	0%	9%	0%	35%	5457	1.00	1.00	28.55	0.50	1.25	0.06	13.90	0.50	1.00	1.10	0.50	0.63	-	113.29	6.54	5.51	35.02	6.44	65.57	54.57	7.73
Lunderberg									162	68%	11%	19%	33%	15%	15%	1%	10%	0%	25%	2744	1.00	1.00	12.50	0.80	1.00	0.58	10.88	0.40	0.50	0.20	0.40	0.65	1.13	49.37	3.05	2.01	32.00	2.21	73.30	27.44	5.90
Lowell									339	35%	9%	11%	15%	3%	9%	0%	7%	0%	66%	3999	1.00	1.28	23.31	0.50	1.00	0.58	13.35	0.80	0.50	0.29	0.40	0.70	0.36	111.29	4.13	3.16	46.52	1.98	170.87	39.99	8.48
Marquette									185	43%	19%	9%	20%	2%	10%	2%	13%	0%	54%	2776	1.00	1.00	11.70	0.80	1.00	1.59	12.26	0.50	0.80	0.50	0.30	-	0.56	69.48	4.70	2.33	26.32	0.98	188.01	27.76	6.66
Mendota									329	73%	16%	17%	45%	7%	19%	0%	11%	0%	19%	4738	1.00	1.00	22.30	1.00	2.00	1.47	12.29	1.00	1.00	1.00	0.50	0.75	1.06	61.99	5.93	4.11	32.78	3.26	100.92	47.38	6.94
Midvale									430	48%	12%	38%	10%	9%	32%	0%	8%	0%	41%	747	1.00	1.00	31.30	1.00	1.00	0.56	12.70	0.50	0.90	1.10	0.50	0.65	1.61	81.68	5.37	4.12	45.30	6.92	62.14	57.34	7.47
Muir									440	47%	11%	29%	27%	22%	10%	0%	7%	0%	35%	781	1.00	1.00	29.00	1.50	1.00	1.34	13.40	0.80	1.00	0.20	0.50	0.60	1.43	97.12	7.33	4.71	36.55	4.95	88.85	56.36	7.81
Nuestro Mundo									409	55%	12%	52%	4%	1%	61%	0%	6%	0%	29%	824	1.00	1.00	20.10	0.70	1.00	0.63	13.78	1.00	0.60	0.40	0.60	0.65	-	84.63	3.55	1.92	36.59	3.27	77.87	37.52	8.24
Olson									326	34%	13%	19%	19%	13%	7%	0%	7%	0%	53%	4741	1.00	0.80	24.80	0.50	1.00	1.00	15.61	0.60	0.70	1.20	0.40	0.65	-	103.65	5.73	5.25	38.81	3.23	132.05	47.41	8.99
Orchard Ridge									232	60%	19%	20%	29%	4%	19%	0%	13%	0%	36%	3405	1.00	1.00	18.20	1.00	1.00	1.41	10.73	0.60	0.65	1.55	0.40	-	0.79	58.12	6.12	4.80	21.25	2.66	87.22	41.18	5.63
Rendall									361	27%	9%	16%	9%	6%	9%	0%	9%	0%	67%	3405	1.00	1.00	19.00	0.70	1.00	0.42	17.09	0.40	0.40	0.30	0.40	0.60	-	171.90	3.84	3.02	52.62	1.97	183.43	34.05	10.60
Sandburg									482	69%	15%	43%	17%	7%	40%	0%	12%	1%	24%	6210	1.00	1.00	31.70	2.00	1.00	1.71	13.24	0.90	1.00	0.20	0.60	0.75	1.14	98.49	7.58	5.75	36.17	5.65	96.17	62.10	7.76
Schenk									457	68%	14%	34%	23%	7%	31%	0%	9%	0%	30%	5740	1.00	1.00	28.80	1.80	1.50	1.11	12.44	1.00	1.00	1.00	0.50	-	1.55	81.78	7.17	4.55	35.24	5.42	76.20	57.40	7.20
Shorewood									457	24%	5%	46%	6%	34%	11%	0%	8%	0%	41%	4575	1.00	1.00	26.00	0.50	1.00	-	16.62	0.62	0.40	0.20	0.40	0.60	0.67	158.12	3.06	2.38	83.98	7.92	57.70	45.75	9.99
Stephens									536	43%	14%	38%	10%	13%	30%	1%	8%	0%	38%	6341	2.00	1.00	31.80	0.80	1.00	2.80	14.72	0.70	0.90	0.40	0.50	0.63	1.15	125.28	9.83	3.48	40.29	6.42	83.49	63.41	8.45
Thorsau									434	45%	14%	28%	11%	3%	22%	0%	6%	0%	57%	5454	1.00	1.00	27.10	-	1.00	1.19	14.82	0.50	1.00	0.20	0.50	0.60	-	104.29	7.05	6.62	31.75	5.42	80.07	54.54	7.96
Van Hise									441	16%	13%	24%	3%	18%	6%	0%	10%	0%	63%	4382	1.00	1.00	25.00	0.50	1.00	0.31	16.45	0.40	0.40	0.40	0.40	-	0.19	246.07	4.94	3.78	50.60	4.50	97.96	43.82	10.06
Total									12,413	49%	13%	26%	18%	9%	21%	0.3%	10%	0%	42%	159,122	38.00	33.88	813.06	31.52	34.70	34.52	22.92	25.18	20.71	15.50	18.28	25.58	102.94	138.59	204.45	37.93	134.33	104.92	1,591.22	7.79	

School Support Level

- Light Touch
- Moderate
- Intensive

# Equity Staffing Charts

## 2019-20 Analysis: Equitable Distribution of Staffing

### Middle School

Programs	Enrollment Demographics		Ethnicity									
	Free or Reduced-Price Meals	Special Education	English-Language Learner	African-American	Asian	Hispanic	Native American	Multiracial	Pacific Islander	White		
Total Enrollment FY20	96	28%	30%	25%	2%	30%	3%	20%	0%	20%		
DLI/DBE	405	73%	28%	32%	28%	12%	20%	0%	12%	0%	28%	0%
Title I	597	52%	16%	33%	17%	6%	28%	0%	7%	0%	42%	0%
School Support Level	770	20%	11%	23%	5%	13%	9%	0%	9%	0%	64%	0%
Budger Rock	524	55%	16%	44%	16%	12%	33%	0%	6%	0%	33%	0%
Black Hawk	446	51%	16%	19%	21%	4%	17%	0%	10%	0%	48%	0%
Cherokee	633	65%	16%	40%	19%	6%	39%	0%	8%	0%	28%	0%
Hamilton	420	70%	19%	38%	20%	7%	31%	0%	12%	0%	30%	0%
Jefferson	261	34%	13%	31%	12%	11%	18%	0%	7%	0%	52%	0%
O'Keefe	623	52%	16%	21%	22%	7%	17%	0%	10%	0%	43%	0%
Sennett	455	62%	13%	27%	23%	7%	21%	0%	12%	0%	36%	0%
Sherman	254	79%	16%	54%	24%	5%	52%	0%	8%	0%	11%	0%
Spring Harbor	5,484	57%	17%	33%	19%	8%	26%	0.3%	10%	0.1%	36%	0%
Toki	Ave.											
Whitehorse	Ave.											
Wright	Ave.											



# Equity Staffing Charts

## 2019-20 Analysis: Equitable Distribution of Staffing

### High School

Programs	Enrollment Demographics		Ethnicity									
	Free or Reduced-Price Meals	Special Education	English-Language Learner	African-American	Asian	Hispanic	Native American	Multiracial	Pacific Islander	White		
Total Enrollment FY20	1651	60%	18%	30%	23%	8%	24%	0%	10%	0%	34%	0%
DLI/DBE	1608	56%	18%	29%	20%	5%	28%	0%	11%	0%	36%	0%
Title I	2013	35%	14%	23%	14%	11%	19%	0%	7%	0%	49%	0%
School Support Level	128	89%	20%	17%	41%	3%	29%	0%	14%	0%	16%	0%
Capital High	113	41%	24%	7%	12%	7%	12%	0%	12%	0%	65%	0%
Shabazz	7,728	52%	18%	22%	20%	6%	22%	0.2%	10%	0%	42%	0%
Total	24,000	32.31%	4.00%	376.44	10.65%	4.15%	13.60%	14.24%	15.53%	10.40%	14.02%	3.75%
Ave.												



Admin	Regular Education (Grade 6-8)		Student Services										Special Education			OMGE (ESL, BRT, BRS)		Total Staff (incl. Admin, Clerical, Teacher, EA, BRS)			
	Clerical	Administrators	Regular Ed (Classroom, Dean, etc)	Interventionist/MTSS	AVID	Instructional Coach / Learning Coord	Regular Ed (EA, EA Clerical, Reading/Math, Noon, Parent Liaison)	Students (FTE) per Regular Ed Staff (Teacher/EA)	Psychologist	Social Worker	PBS Coach	Guidance Counselor	Nurse	Nursing Assistant	BEA	Students (FTE) per Student Svcs Staff (Teacher, EA)	Special Ed (CC, OT, PT, SL, OTA)	Special Ed Assts	Students (FTE) per Special Ed Staff (Teacher/EA)	OMGE (ESL, BRT, BRS)	Students (FTE) per OMGE Staff
1.00	1.00	5.21	-	-	-	0.20	16.09	0.40	0.40	0.90	0.30	0.20	0.50	-	35.56	2.55	0.88	28.03	0.74	129.38	6.67
2.00	2.00	26.30	1.00	1.00	1.00	1.00	13.43	0.90	1.00	0.10	1.00	0.50	0.88	1.43	69.79	9.25	5.71	27.07	4.59	88.31	6.85
2.00	2.00	37.30	1.00	1.00	1.00	1.00	14.78	1.00	1.00	0.75	1.00	0.70	0.75	0.52	104.44	9.95	4.46	41.44	6.42	92.99	8.42
2.00	2.00	45.95	0.50	0.80	1.00	-	15.96	0.80	1.00	1.00	1.60	0.50	0.88	-	133.33	9.59	4.21	55.79	3.42	225.28	10.23
2.00	2.00	32.70	1.50	0.70	1.00	0.23	14.50	1.00	1.00	1.00	1.00	0.50	0.70	0.57	90.86	8.50	5.75	36.76	4.26	123.00	8.19
2.00	2.00	27.46	1.00	0.70	1.00	0.01	14.93	1.00	1.00	0.70	1.00	0.50	0.88	0.46	80.58	8.80	3.85	35.26	1.98	224.80	8.45
2.00	2.00	39.63	1.00	0.70	1.00	-	14.95	1.40	1.50	1.50	1.00	0.70	0.88	0.88	83.84	18.40	7.82	24.14	5.74	110.36	7.38
2.00	2.00	27.40	2.00	1.00	1.00	1.00	12.77	0.90	1.00	0.60	1.00	0.60	0.70	-	87.50	9.55	5.95	27.10	4.24	98.96	6.04
1.00	1.00	17.35	-	0.70	1.00	0.12	13.62	0.40	0.40	1.00	1.00	0.40	0.60	-	68.68	5.10	0.42	47.25	0.74	351.75	31.23
2.00	2.00	20.00	2.00	1.00	1.00	0.21	14.86	1.00	1.00	1.00	1.00	0.60	0.88	0.88	98.11	11.00	7.17	34.28	3.97	157.01	8.37
2.00	2.00	27.80	1.00	0.70	1.00	1.00	14.45	1.00	1.00	-	1.00	0.50	0.88	1.65	75.57	7.20	3.76	41.53	2.95	154.13	8.36
1.00	1.00	17.40	1.00	0.70	1.00	0.62	12.26	0.60	1.00	0.50	0.60	0.40	0.60	1.28	50.99	4.75	2.64	34.38	3.95	64.27	39.04
Total	17.63	342.21	11.50	8.70	11.40	5.49	14.38	10.10	11.30	9.05	11.50	6.10	9.10	7.65	81.60	104.64	52.62	36.09	43.00	151.69	7.88
Ave.																					

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

## Personalized Pathways

### 2020-21

The development and implementation of Personalized Pathways (“Pathways”) will continue in the 2020-21 school year. The first health services pathway will have four cohorts, one each for 9th, 10th, 11th and 12th graders at East, La Follette, and Memorial and one 12th grade cohort at West high school. Our second pathway, Information Technology and Communication, offered at East, LaFollette, and Memorial, will have 9th and 10th grade cohorts. Our schools will continue to prepare for the continued expansion of Pathways.

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

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



	2017-18	2018-19	2019-20	2020-21
<b>Personnel</b>				
District Office Staff (FTE)	2.0	2.0	2.0	2.0
School Pathway Learning Coordinators (FTE)	2.4	4.0	4.0	3.2
<b>Total Personnel Costs</b>	<b>\$486,350</b>	<b>\$614,704</b>	<b>\$614,704</b>	<b>\$538,070</b>
<b>Professional Development</b>				
Pathways Professional Development Services	\$123,275	\$123,275	\$123,275	\$123,275
Pathways Purchased Services & Supplies	\$205,498	\$205,498	\$205,498	\$205,498
Curricular Resources and Learning Materials (CLRM)		\$200,00	\$200,000	\$200,000
<b>Total Non-Personnel Costs</b>	<b>\$328,773</b>	<b>\$528,773</b>	<b>\$528,773</b>	<b>\$528,773</b>
<b>Total Personnel and Non-Personnel Costs</b>	<b>\$815,123</b>	<b>\$1,143,477</b>	<b>\$1,143,477</b>	<b>\$1,066,843</b>
Joyce Foundation Grant	\$200,000	\$200,000	\$200,000	\$60,000 *
<b>Total Budget</b>	<b>\$1,015,123</b>	<b>\$1,343,477</b>	<b>\$1,343,477</b>	<b>\$1,126,843</b>

\*Pending grant renewal

# Ignite! Technology Plan Update

The phased implementation of the Ignite! Plan (Tech Plan) is scheduled to continue this coming school year. Our team is pleased with the progress and learning that has occurred over the past five years. Currently, 46 schools are 1:1 and have upgraded instructional spaces throughout. All students in grades 5-12 at those schools have been taking home devices this school year. Staff members report a change in culture around innovative and engaging instruction, as well the care students are showing regarding their devices.

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 last phase of schools (G6), we will continue to evaluate our current structures and systems to look for efficiencies and effectiveness. There are five G6 schools remaining for implementation: Falk, Olson, Thoreau, Stephens, and Van Hise.



## 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:

- Over time, the resale market for Chromebooks has become more saturated and the market value of the Chromebooks at the end of a 3-year lease has decreased substantially. This has reduced the cost savings from the FMV leases, and combined with the substantial damage charges submitted to the District by the leasing vendor for returned Chromebooks, the annual payment advantages of a FMV lease are significantly reduced at the end of the lease.
- A standard manufacturer 3-year warranty has been purchased which includes one battery replacement and protection against a defective device for the three years. These warranties do not cover accidental damage or lost/stolen device or charging adapter.

Based on our continuous improvement structures, we made the following changes in 2019-20:

- Moved to a 4-year Chromebook lifecycle and a 4-year Dollar Buy Out (DBO) lease where the district will own the Chromebooks at the end of the lease.
- 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 and charger. The additional year on the device life cycle will require more repair coverage to sustain the Chromebooks in proper working order.
- An extra year of use reduces the overall cost per student for the Chromebooks. In reviewing with other Wisconsin school districts, a 4-year Chromebook life cycle is the norm and the 4-year cycle is working well for our counterpart school districts.
- The Google Management licenses purchased for each Chromebook are indefinite; however, each license is attached to a specific device, and not transferable to future Chromebooks purchased. Going from three to four years provides another year of use for the license at no additional cost, since the licenses have a fixed cost.
- The DBO lease allows the DPI mobile device grants to be applied toward the annual payments, whereas the FMV lease does not.



- The DBO lease means at the end of 4 years, the district can retain large numbers of the devices to cover loaner Chromebooks for students while their primary Chromebook needs repair, as well providing for mobile devices for support staff (primarily SEAs) who currently do not receive them. They could also be sold for parts in the 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).

## Summary and Timeline

For school year 2020-21, we recommend 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.

The only new investment being asked of the Board to fund the last few schools with the Tech Plan implementation is \$125,000. This is a \$400,000 reduction from the request anticipated for this year.





# Early College STEM Academy

## 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. These 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 \$23,000 Partial reimbursement from M 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
<b>Total</b>	<b>\$152,000</b>	<b>\$829,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>

**Attachment D: Proposed FY 2020-21 Summer School Budget**

Account Description	Actual FY2018	Budget FY2019	Actual FY2019	Budget FY2020	Actual FY2020 YTD	Inc %	Proposed FY2021	Description & Comments
Elementary Teaching Staff	1,141,120.11	930,546.82	984,946.79	930,546.82	843,901.84	-14.29%	797,546.82	Includes: 4K-5 Elementary Literacy and Math Academic Teachers; K-5 Enrichment Teachers, 4K EAs, and Elementary/Middle School PBS Coaches
Middle & High School Teaching Staff	1,177,124.82	1,373,065.78	1,093,252.55	1,373,065.78	1,054,743.13	-8.74%	1,253,060.11	Includes: 6-7 Literacy and Math Academic Teachers, 6-7 Enrichment Teachers, all High School Teachers, and HS Deans
Pupil Services	96,683.68	90,190.58	90,070.12	90,190.58	66,234.89	0.00%	90,190.58	Includes: School Counselors & Nurses
Prof Development / Library Services	159,572.51	81,727.71	171,578.82	81,727.71	113,853.30	-1.53%	80,477.21	Includes library services and Professional Development
School Building Administrators & Staff	419,694.48	503,363.92	518,584.05	516,646.42	248,769.31	0.00%	516,646.42	Includes: Principals, Secretaries, and Summer School Staff
Security Assistants	41,697.88	48,232.80	41,737.62	48,232.80	43,407.76	3.66%	50,000.00	Additional Security Assistant added for two weeks at each HS
<b>General Fund</b>	<b>3,035,893.48</b>	<b>3,027,127.61</b>	<b>2,900,169.95</b>	<b>3,040,410.11</b>	<b>2,370,910.23</b>	<b>-8.30%</b>	<b>2,787,921.14</b>	
Special Education Support Staff	326,091.77	225,327.41	243,971.64	225,327.41	214,118.25	-2.89%	218,825.59	Includes: Hearing Interpreters, Cross-Categorical Teachers, and SEAs
<b>Special Education</b>	<b>326,091.77</b>	<b>225,327.41</b>	<b>243,971.64</b>	<b>225,327.41</b>	<b>214,118.25</b>	<b>-2.89%</b>	<b>218,825.59</b>	
Educational Resource Officers	4,325.32	10,000.00	8,258.70	10,000.00	-	-100.00%	-	ERO Contract time moved to Security Assistant support
Contracted Services	23,082.29	21,628.80	11,631.39	21,628.80	35,096.09	0.00%	21,628.80	Includes: Clerical temp support and contract for STARS program
Property Services	13,821.36	15,000.00	8,649.53	15,000.00	4,792.44	-66.67%	5,000.00	Includes: Summer School storage facilities and damage repairs
Transportation	344,203.19	344,049.85	267,085.50	344,049.85	234,256.53	0.00%	344,049.85	Includes: Badger Bus Transportation, Madison Metro Bus Passes, and Mileage
Communications	3,811.30	4,805.83	3,848.98	4,805.83	979.68	0.00%	4,805.83	Includes: postage, printing and telephones
Supplies	80,431.32	107,994.33	59,134.61	47,994.33	5,903.94	25.01%	60,000.00	Includes: Summer School materials and supplies
Instructional Media / Software	4,797.97	4,014.88	8,782.50	4,014.88	-	423.05%	21,000.00	Includes: library book replacement and instructional computer software
<b>Non-Personnel Costs</b>	<b>474,472.75</b>	<b>507,493.69</b>	<b>367,391.21</b>	<b>447,493.69</b>	<b>281,028.68</b>	<b>2.01%</b>	<b>456,484.48</b>	
<b>Summer School</b>	<b>3,836,458.00</b>	<b>3,759,948.71</b>	<b>3,511,532.80</b>	<b>3,713,231.21</b>	<b>2,866,057.16</b>	<b>-6.73%</b>	<b>3,463,231.21</b>	<b>(250,000.00)</b>

Updated proposed amounts reflects the alignment with handbook language.

Removed EROs from Summer School, increased the number of Security Assistants.

Represents the purchase of software and instructional media to support K-8. This has been separated out from the materials line to more adequately distinguish the two.

With the purchase of the MMSD warehouse, no longer need storage facilities. Funds moved to instructional technology.

An attempt to be more in alignment with the actual costs for supporting students with disabilities in Summer School.

Overall reduction of 6.73%. Reflects a reduction of \$250,000 to assist with the identified budget gap in the 2020-2021 budget cycle.

Our mission is that Summer School is part of a year-long strategy that provides critical additional learning time to support students on their pathway to college, career and community readiness. In support of our mission, we are aligning our programming to focus on high quality instruction that is targeted to accelerate growth in key skills and build self-efficacy. *It takes a coordinated, systemic approach within central office to plan and ensure high-quality programming and we appreciate the work central office is doing in support of summer school.*



Enrollment is reserved for students who meet both criteria (grades and assessments), recommended by their principal and is on a first-come-first-served basis. Summer School invitations will be emailed and mailed to families on March 4, 2020. If families are invited, Enrollment opens on March 11 at 9:00 a.m. Register early! Enrollment closes on April 17 at 4:00 p.m.

[Summer School Frequently Asked Questions \(FAQ\)](#)  
[Escuela de Verano Preguntas Frecuentes](#)

#### **Common Question: Why did the K-7 criteria change?**

Over the past several years, we invited over half of our district to attend summer school, with about 37% enrollment which is not a sustainable way of working. Additionally, we realized we were drifting from our mission; summer school is a targeted strategy to accelerate our most vulnerable learners. We tightened the criteria to ensure that we double down on those who need summer school the most and actively recruit for their attendance. The initial list in the qualify app is a way to make sure we are targeting specific students rather than a way to limit who can attend.

#### **Timeline and Important Dates\*:**

- March 4: Students and families receive emailed invitations; hard copies also sent.
- March 11: Summer School Wave One opens at 9:00AM.
- April 8: Wave Two opens; Principals add students on an ongoing basis.
- April 13: Deadline for schools to send families second non-promotion letter.
- April 17: All enrollment closes at 4:00PM; no additional students may enroll or be added.
- April 24: Non-promotion and TEP students automatically enrolled; all Summer School confirmation emails sent.
- May 1: Deadline to add students due to exceptional circumstances.
- June 22 - July 31: MMSD Summer School (no school July 3).

\*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.

#### **For More information:**

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

Email: [summerschool@madison.k12.wi.us](mailto:summerschool@madison.k12.wi.us)

Phone: 608-663-1914

**Key Program Information**

Dates/Schedule:	<p>Elementary and Middle School:</p> <ul style="list-style-type: none"> <li>• June 22 - July 31, 2020 (no summer school July 3)</li> <li>• Programming, 8:00 - 12:15, M-F</li> <li>• 12:15-4:00 optional MSCR (SREC or YRC programming) - \$115 fee (fee waiver available for those who qualify)</li> </ul> <p>High School:</p> <ul style="list-style-type: none"> <li>• June 22 - July 30, 2020 (Friday, July 3, no school)</li> <li>• Programming, 8:00 - 12:15, M-Th, with the exception of LaFollette which is, 7:30-11:45, due to Madison Metro bus.</li> </ul>
-----------------	--

Sites	<a href="#">2020 Summer School Sites</a>
-------	--

**Model and Programs offered**

Grade	Target Group	Schedule
4K	<ul style="list-style-type: none"> <li>• For students who have never attended 4K during the school year or they have been recommended by their 4K MMSD teacher</li> </ul>	4 hour block
Elementary (K-4)	<ul style="list-style-type: none"> <li>• Academic programming (math and/or literacy and enrichment) for students who qualify based on fall MAP scores and grades</li> </ul>	Three 80 min blocks
Middle (5-7)	<ul style="list-style-type: none"> <li>• Academic programming (math and/or literacy and enrichment) for students who qualify based on fall MAP scores and grades</li> <li>• Math Bridge programming offered to support students who can access compacted math sequence</li> </ul>	Three 80 min blocks
High School (8-12)	<ul style="list-style-type: none"> <li>• 8th grade programming for students who are at risk for non-promotion (based on fall MAP scores and GPA)</li> <li>• Credit recovery options for students in grades 9-12 who have previously failed a class</li> <li>• First Time Credit</li> </ul>	Two 2-hour sessions

## Staffing Guidelines: Title I

Total Budget – TI:

Grant Award Estimate	\$6.2 M
• TI School Level Budget	\$5.0 M
• Reservations	\$1.3 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	\$	1,320,971
Admin Costs	\$	181,652
Private School Services (Required)	\$	181,175
Family Engagement (Required - Directed to Schools)	\$	99,971
Homeless	\$	209,686
Centralized Service (TI School Support Services)	\$	320,323
Indirect	\$	328,164

## Staffing Guidelines: Behavior Education Plan (BEP)

Total Budget – BEP:

Staffing Levels designated to the BEP for 2020-21 are unchanged from 2019-20 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 they use their Student Support allocation to best position their staff to support student needs and implement the Plan with fidelity. Individual school-level staffing may change slightly based on changes in enrollment or student needs.

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

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

During the Operational Work Group meeting (February 10, 2020), the administrative budget team shared the decision to move ahead with scaling the Weighted Student Formula (WSF), district-wide for the 2020-21 school-year. To do so required the additional 11 positions from the current school year and 5.8 new positions thus, representing an increase of 16.8 teacher allocation. While expressed in teacher units, principals have the discretion to convert to special education assistant (SEA) at a ratio of 1.0 teacher is equivalent to 69.12 SEA hours. This represents an investment of \$1.5 M new special education staffing to support our students with disabilities. In addition, the Department of Student Services continues to utilize the following:

- Each school's initial allocation began with a 4 – 7 student cushion to account for growth or changes
- School allocations also accounted for students in referral process (at placement rate)
- We round the allocation up to allow for increase of students
- Individual school adjustments based on students and local context
- Differentiated weighted student factors trigger providing supplemental Special Education Assistant (SEA) hours as needed
- We maintain an unallocated reserve of special education staff to respond to changing needs during the school year

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

### 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).

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

The following charts provide the weighting factors by disability for both current school year (pilot schools) and 2020-21. Changes are highlighted in yellow. The bottom chart indicates the difference in using the student count formula versus the WSF.

Revised Weighted Student Formula (2020-21)

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 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 2020-21 have remained unchanged from the previous school year. School level staffing may change further based on changes in enrollment or student needs.

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

### ESL/BRT Allocation

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

### BRS Allocation

- Based on a weighted formula:

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

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

# Priority Actions - A Multi-Year Summary

	2014-2015 Priority Actions	2015-2016 Priority Actions
<b>School Improvement Planning</b>	<ul style="list-style-type: none"> <li>* Fund additional time for School Based Leadership Teams (SBLTs) to meet and plan</li> <li>* Add to School Formula Budgets in support of SIP implementation</li> </ul>	<ul style="list-style-type: none"> <li>* Fund computer adaptive reading intervention software for intensive support elementary schools</li> <li>* Quarterly Release Days for K-2 teachers in Intensive Support Elementary Schools</li> </ul>
<b>Common Professional Learning</b>	<ul style="list-style-type: none"> <li>* Deeper learning about the Common Core state standards and support for quarterly SBLT leadership meetings</li> </ul>	<ul style="list-style-type: none"> <li>* Professional development with the National Equity Project focused on Leadership for Equity</li> </ul>
<b>Priority Area #1 - Coherent Instruction</b>	<ul style="list-style-type: none"> <li>* Development and Adoption of the Behavior Education Plan (BEP) with initial staffing and professional development</li> <li>* Continued Investment in CCSS with a focus on Mathematics and Literacy</li> <li>* Responsive Classrooms and Developmental Designs to support the BEP</li> <li>* Investment in Straight Grade Plan at Elementary Level</li> <li>* Staffing to support Educator Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>* Dual Language Immersion/Dev. Bilingual Education (DLI/DBE) Teacher Network for biliteracy planning</li> <li>* Add professional development and staffing resources to support the Behavior Education Plan (BEP)</li> <li>* Create alternative program RISE (Reaching Individual Student Excellence)</li> <li>* Add 1.0 DLI planner to support high-quality bilingual programming</li> </ul>
<b>Priority Area #2 - Personalized Pathways</b>		<ul style="list-style-type: none"> <li>* Pathways Development, including school based planning for ACP</li> <li>* Comprehensive Counseling model at secondary level</li> </ul>
<b>Priority Area #3 - Family, Youth, &amp; Community Engagement</b>		<ul style="list-style-type: none"> <li>* Professional Development on Family Engagement</li> </ul>
<b>Priority Area #4 - Thriving Workforce</b>	<ul style="list-style-type: none"> <li>* Development of teacher screening and selection process</li> <li>* Forward Madison partnership launched with UW-Madison to support new inductions programs for teachers, principals and instructional coaches</li> </ul>	<ul style="list-style-type: none"> <li>* Compensation study and recommendations</li> <li>* Employee Wellness Program</li> </ul>
<b>Priority Area #5 - Accountability and School Support Systems</b>	<ul style="list-style-type: none"> <li>* Began Student, Parent, and Staff Surveys on School Climate</li> <li>* The MMSD Technology Plan (Staff devices &amp; G1 Planning)</li> </ul>	<ul style="list-style-type: none"> <li>* The MMSD Technology Plan (G1 Implementation &amp; G2 Planning)</li> </ul>
<b>Accelerated Priority Actions</b>		
<b>Innovative Priority Actions</b>		

**2016-2017 Priority Actions**

**2017-2018 Priority Actions**

**2018-19 Priority Actions**

\*Expand funding for computer adaptive reading intervention software for intensive support Title I schools  
 \* Quarterly Release Days for intensive Support Middle Schools

\*Expand funding again for computer adaptive reading intervention software to all elementary schools

\*Expansion of professional development with the National Equity Project focused on facilitative leadership skills for expanded group of leaders

\* Expand Race and Equity Professional Development with National Equity Project  
 \* Professional Development for Leadership Coaching  
 \* Forward Madison Sustainability Plan using local and Title resources

\* Increase access to bilingual education and add 1.0 Hmong DLI planner to support first Hmong DBE program  
 \* Create RESTORE, an expulsion abeyance program to replace RISE  
 \* Expand the Intensive Support Team by 2.0 FTE and increase support for Building Bridges for mental health support

\* Director of Early Learning to focus intentionally on Pre-K program improvement and development  
 \* Add 2.0 teacher leaders to provide increased support for ELL programming  
 \* Provide schools with increased special education Program Support Teacher (PST ) allocation  
 \* Middle School Report Card Redesign and Infinite Campus Customization  
 \* AVID Expansion at 2 high schools.  
 \* Increase enrollment in Advanced Placement (AP) courses for students of color  
 \* Professional Development for Restorative Approach  
 \* Welcoming Schools support and professional development

\* Pathways Development, including school based pathways FTE, professional development, 9th Grade transitional support, and AVID expansion

\* Implement the first pathway with support from increased school based FTE, course materials, and Pathways professional development

\* Opportunity Youth  
 \* ECSA Stem Academy

\* Parent Academy to strengthen the connection between families and schools  
 \* Mentoring and Youth Leadership Opportunities  
 \* Community Schools at Mendota and Leopold Elementary Schools  
 \* Family, Youth, and Community Engagement Coordinator, 1.0 FTE  
 \* Madison Out of School Time (MOST) partnership with City of Madison

\* Data Coordination for Madison Out of School Time (MOST)  
 \* Mentor Coordination at school level  
 \* FACE Action Team funding to strengthen parent engagement

\* Community Schools - 2 New Sites  
 \* Family Engagement Middle Schools

\* Employee Mindfulness Train the Trainer Program to expand support for Wellness

\* TEEM Scholars to develop current MMSD students into future teachers  
 \* Expansion of Grow Your Own to develop current staff into teachers

\* Long Range Facility Planning  
 \* Major Capital Maintenance  
 \* The MMSD Technology Plan (G2 Mid-Year Implementation and G3 Planning)

\* Ignite! The MMSD Technology Plan (G3 Implementation and G4 Planning)

\* Ignite! The MMSD Technology Plan (G4 Implementation and G5-6 Planning)

\* K-2 Early Literacy professional development and parent engagement  
 \* Focus on 9th Grade - Unit recovery, 90T data use, professional development and parent-teacher conferences

\* Long Range Planning and Evaluation of 4K and Early Childhood  
 \* Adolescent Learning Experience Project  
 \* Development/Redesign of Secondary Alternative Schools  
 \* Consulting on Budget Design  
 \* Reservation for Innovation Opportunities

**2019-2020 Equity Projects**

**2020-2021 Equity Projects**

<p><b>Black Excellence</b></p>	<p>* Build capacity in FYCE Dept, 1.0 FTE *Funding the Black Excellence Community Coalition Fund</p>	
<p><b>#1: We Will Empower School Communities</b></p>		
<p><b>#2: We Will Invest in People</b></p>	<p>* Launch Forward Madison Accelerated Licensure Special Education (ASLE) * Fund .25 of Forward Madison Director position * Reallocate resources to CC/SEA, Psych and Social Worker positions Other internal projects within departments: * Provide required Racial Equity Training * Expand Grow Your Own partnerships * Create Cohort 2 of Equity Fellows</p>	<p>* Implement Year 2 of Forward Madison Accelerated Licensure Special Education (ALSE)</p>
<p><b>#3: We Will Streamline Priorities</b></p>	<p>*Deeper learning experiences that engage, challenge and support all learners - Advanced Learning access to youth of color Other internal projects within departments: - Create historically accurate, inclusive and culturally representative curriculum *Positive, trusting relationships that foster safe and thriving cultures and climates - Mental Health: Behavioral Health in Schools and Bounce Back expansion - Feeder pattern pilot Social Worker - BEP Professional Development: Restorative Justice, Developmental Designs, and other school based climate and culture projects * Personalized opportunities that lead to post-secondary success - Additional seats at the Early College STEM Academy at Madison College - MicroSchool implementation</p>	<p>*Deeper learning experiences that engage, challenge and support all learners - Adopt K-5 reading materials in English and Spanish with an explicit structured approach to phonics *Positive, trusting relationships that foster safe and thriving cultures and climates - District-wide Welcoming Schools curriculum - Mental Health: Behavioral Health in Schools, Bounce Back, and 9th Grade CBITS expansion - Safety &amp; Security Assistant Job Re-alignment * Personalized opportunities that lead to post-secondary success - Additional seats at the Early College STEM Academy at Madison College - Youth Re-engagement: MicroSchool implementation</p>
<p><b>#4: We Will Plan For The Future</b></p>		
<p><b>#5: We Will Embrace Innovation</b></p>		

# Independent (2r or 2x) Charter Schools 2020-21

## 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) and 2) Isthmus Montessori Academy Public (IMAP) both of which opened for students in the 2018-19 school year, and 3) Democratic Milestone set to open 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.

In the 2018-19 school year, DPI deducted \$1.7 million in revenues from MMSD to fund the 2x charters, with no offsetting revenue limit authority. In 2019-20, DPI deducted \$2.1 million from MMSD revenues and provided MMSD with \$160,000 in related revenue limit authority. Our estimate is that the 2020-21 revenue deduction will be \$2.5 million, with \$256,000 in related revenue limit authority.

## 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 referendum funding, the MMSD revenue limit authority did not increase with our 2x membership increase, nor did our state equalization aid or general aid increase. Therefore the \$1.7 million 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.

## Summary Table

	2018-19	2019-20	2020-21
Revenue Limit Authority w/o 2x charters*	\$325,859,280	\$338,280,896	\$351,885,728
w/ 2x charters (cumulative)	<u>\$325,859,280</u>	<u>\$338,441,412</u>	<u>\$352,142,335</u>
Revenue Limit Authority Rec’d	\$0	\$160,516	\$256,607
Equalization Aid Impact**			
w/o 2x charters	N/A	\$0	\$0
w/ 2x charters		\$0	\$0
2x Tuition payments, net of revenue limit rec’d	\$1.7M	\$1.9M	\$2.5M

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

\*\* The equalization formula relies on the prior year enrollment, so there is no impact in 2018/19 equalization aid. 2019/20 equalization aid had no impact due to the district's max aid loss at -15% aid loss. Max aid loss of -15% is assumed for 2020/21 as well.

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

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

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

Due to the district's high equalized property values and tendency to have high shared costs per pupil, the district was in the maximum allowable aid loss of -15% for 2019-20. Therefore, the district did not recoup any aid loss from the inclusion of the 2x charter students in our membership count. The ongoing assumption is that this trend will continue for future MMSD budget years. Our current 2020-21 figures estimate another 15%+ State general aid.

### 2) Revenue Limit Authority

The district's new revenue each year is restricted by the state using a revenue limit per pupil. The revenue limit formula uses a 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 will be 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 collect any new revenue to offset the \$1.7 million expense largely due to the "hold harmless" provision. In 2019-20, MMSD was able to pass \$160,000 of revenue loss onto the local taxpayers through a very small revenue limit increase. In 2020-21, the district's expense is estimated at \$2.7 million with an estimated revenue limit increase of \$250,000 to slightly offset the costs.

Based on the approved three 2x charter school's growth plans, MMSD estimated the 2x charter program to grow by 60 additional FTE from within MMSD's boundaries in 2020-21.

### 3) Expenditures

By law, in 2020-21 the district where a child lives will pay each 2x charter \$9,165 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 year 1 of the student enrolling in the 2x charter. On average, this cost has increased more than 2.5% each year, while the revenue limit increase has been on average less than 2%.

For 2020-21 school year, the current 2x charter schools will continue to expand following their approved expansion plans. And, the new Democratic Milestone will enroll 60 students for the first time. So long as the growth model continues, MMSD will never find ourselves 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

Fiscal Year	Fund 38 Non-Referendum		Fund 30 Referendum		Total		Total by Fiscal Year
	Principal	Interest	Principal	Interest	Principal	Interest	
Fall 2021	2,030,000.00	386,124.50	-	488,737.50	2,030,000.00	874,862.00	12,050,474.62
Spring 2021	2,848,602.71	363,272.41	5,445,000.00	488,737.50	8,293,602.71	852,009.91	
Fall 2022	970,000.00	325,336.50	-	393,737.50	970,000.00	719,074.00	10,964,273.61
Spring 2022	2,922,160.79	319,301.32	5,640,000.00	393,737.50	8,562,160.79	713,038.82	
Fall 2023	1,000,000.00	280,636.50	-	293,318.75	1,000,000.00	573,955.25	10,992,910.50
Spring 2023	3,000,000.00	270,636.50	5,855,000.00	293,318.75	8,855,000.00	563,955.25	
Fall 2024	-	229,386.50	-	182,243.75	-	411,630.25	9,918,260.50
Spring 2024	3,060,000.00	229,386.50	6,035,000.00	182,243.75	9,095,000.00	411,630.25	
Fall 2025	-	183,486.50	-	112,800.00	-	296,286.50	16,085,447.00
Spring 2025	9,320,000.00	156,360.50	6,200,000.00	112,800.00	15,520,000.00	269,160.50	
Fall 2026	-	55,400.00	-	19,800.00	-	75,200.00	1,470,400.00
Spring 2026	-	55,400.00	1,320,000.00	19,800.00	1,320,000.00	75,200.00	
Fall 2027	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2027	-	55,400.00	-	-	-	55,400.00	
Fall 2028	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2028	-	55,400.00	-	-	-	55,400.00	
Fall 2029	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2029	-	55,400.00	-	-	-	55,400.00	
Fall 2030	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2030	-	55,400.00	-	-	-	55,400.00	
Fall 2031	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2031	-	55,400.00	-	-	-	55,400.00	
Fall 2032	2,770,000.00	55,400.00	-	-	2,770,000.00	55,400.00	2,825,400.00
		<b>27,920,763.50</b>	<b>3,464,127.73</b>	<b>2,981,275.00</b>	<b>58,415,763.50</b>	<b>6,445,402.73</b>	<b>64,861,166.23</b>

Fund 38 includes adjusted TID interest schedules as estimated



## Capital Maintenance Planning: 2020-21

The 2020-21 preliminary budget proposal includes \$6.6 million for capital maintenance. Capital maintenance is accounted for in Fund 41 Capital Maintenance (\$5.0 million) for the major project work, and also in Fund 10 General Fund (\$1.9 million) for smaller project work and minor equipment repair and replacement. Additional funding from TID#25 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 \$600,000 in the final fall budget when roll over TID funding is budgeted to fund the maintenance projects related to the 2019 purchase of the Holtzman property.

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

### Capital Maintenance Funding in Total - 2020-21

Sources:	Amount
Major Capital Maintenance	3,750,000
General Fund (Primarily Repairs and Replacements)	1,900,000
TID #25 Proceed (Carryover TBD)	-
<b>Total Sources</b>	<b>5,650,000</b>

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

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

- In April 2015, the community approved \$41 million of improvements at sixteen schools, focused on meeting the most immediate needs for additional space, improved accessibility, or other long-standing deferred maintenance needs, such as the East High School Theater.
- In August 2016, the Board and the City of Madison created a unique funding stream related to the future surplus in TID # 25. This \$9.27 million resource includes \$3.9 million for maintenance projects.
- Throughout 2018-19 and 2019-20, the Board has been in planning discussions, through the Board's Operation Work Group, regarding a potential facilities referendum in November 2020. By 2020, the majority of the 2015 referendum will have paid off. By 2025, the entire 2015 referendum will be paid off, providing for a potential opportunity for additional needed facility investments.

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

Site	Project	Scope	Building & Maintenance Budget	Project Type	Projected Date of Completion
District-Wide	CC TV Software	Upgrade software and associated hardware for new cameras	\$200,000	Electrical	2020
District-Wide	Steam Trap Replacement	Replace steam traps at various sites	\$50,000	HVAC	2020
District-Wide	Floor Replacement	30 classrooms	\$150,000	Flooring	2020
Falk	Temperature Control	Convert existing obsolete Siebe DDC control system to Webs DDC	\$75,000	HVAC	2020
Falk	Concrete Replacement	Front concrete repair-stairs	\$20,000	Site Work	2020
Franklin	Wall cap & Fence	Finish stone wall repairs and add fence	\$20,000	Site Work	2020
Holtzman	Full renovation	Full interior renovation	\$1,000,000	General Renovation	2020
Holtzmann	Playground	Add K-8 Playground	\$75,000	Site Work	2020
Huegel	Roof Replacement	Roof Sections R01 through R07 & R22	\$514,000	Roof	2020
Lapham	Temperature Control	Convert existing obsolete Siebe DDC control system to Webs DDC	\$50,000	HVAC	2020
Memorial	Roof Replacement	Roof Section R04 & R21	\$260,700	Roof	2020
Muir	Gym Floor (Cafe) Replacement	Replace gym floor with Granite Acoustiflor (Koster system)	\$40,000	Flooring	2020
Sherman/Shabazz	Pave Alley/Drive	DRS - Asphalt	\$61,706	Site Work	2020
Shorewood	Roof Replacement	Roof Sections R04, R08	\$20,000	Roof	2020
Toki	LMC Carpet Replacement (Middle School)	Replace Carpet/Moving Abate/Paint	\$27,000	Flooring	2020
Toki	Office Ventilation	Replace cooling only RTU and add steam booster coils to office suite. Upgrade to Webs DDC controls	\$200,000	HVAC	2020
Toki	Secure Office Remodel	Secure entry sequence, HVAC, casework, furniture, electrical, signage	\$300,000	General Renovation	2020
Toki	Soffit repair/replacement	Repair and replace soffit and fascia	\$40,000	General Renovation	2020
Wright	Pave Parking Lot	DRS - Asphalt	\$131,361	Site Work	2020
Allis	Main entrance	Cover gable end and roof with metal	\$30,000	General Renovation	TBD
Allis	Gym Partition	Remove defunct divider and replace with roll-down curtain	\$40,000	General Renovation	TBD
Chavez	Piping upgrade	Remove and weld all Victaulic couplings on the hot and chilled water lines in the 2nd floor air handler room and boiler room	\$50,000	HVAC	TBD
Cherokee	Welcome Center	Create a secure entrance sequence at the main entrance to include accessible route from public way and accessible parking	\$250,000	General Renovation	TBD

Crestwood	Boiler replacement	Demo 55 year old Cleaver Brooks boilers and install Hurst LPE steam boilers along with associated controls.	\$350,000	HVAC	TBD
Crestwood	Gym Floor Replacement	Replace gym floor with Granite Acoustiflor (Includes mastic abatement, Koster System)	\$80,000	Flooring	TBD
Crestwood	Unit Vent Replacement	Replace all classroom unit ventilators and controls. Add Jace and convert to Webs DDC.	\$520,000	HVAC	TBD
Crestwood	Roof Replacement	Roof Sections R04, R06 & R09	\$100,000	Roof	TBD
District-Wide	Tree Replacement/Landscaping plan		\$200,000	General Renovation	TBD
District-Wide	Casework Replacement	Classroom Casework throughout including	\$1,000,000	General Renovation	TBD
District-Wide	Athletic Facilities Upgrades		\$500,000	General Renovation	TBD
District-Wide	Athletic Facilities Upgrades		\$500,000	General Renovation	TBD
District-Wide	Athletic Facilities Upgrades		\$500,000	General Renovation	TBD
District-Wide	Athletic Facilities Upgrades		\$500,000	General Renovation	TBD
Doyle	Cooling Tower	Replace the Marley NC-211 Cooling Tower that has exceeded the expected ASHRAE life.	\$100,000	HVAC	TBD
Doyle	Elevator Replacement	Replace existing traction elevator and all associated equipment and go to a hydraulic	\$170,000	Electrical	TBD
Doyle	Temp control upgrade	Replace all pneumatic control valves (HW and CW) with electric valves. Remove/replace flex joints in the piping system. Replace Dezuric valves with ball valves. Add Jace and convert to Webs DDC. Flooring, Light, Abatement.	\$2,500,000	HVAC	TBD
East	Boiler replacement	Demo two Kewanee boilers and install new Hurst steam boilers along with associated controls.	\$500,000	HVAC	TBD
East	Domestic tank heater	Demo tank heater in boiler room and install holding tank	\$35,000	Plumbing	TBD
East	Fence replacement	Demetral (Demetral fence may owned by City? they replaced the fence at the corner of 5th street due to visual obstruction 2018-rlh) ad practice fields	\$250,000	Site Work	TBD

East	Music Wing HVAC	Replace the failed heating/cooling Dx unit vents serving the music rooms or install rooftop unit and duct system to serve these areas.	\$200,000	HVAC	TBD
East	New LED Ltg	Replace the spec gym lights with LED	\$60,000	Electrical	TBD
East	Panel Replacement	Replace all the older Kinney panels as their breakers are no longer made and replace with new.	\$250,000	Electrical	TBD
East	Roof Replacement	Roof Section R01, R02, & R03. R01 is fieldhouse roof.	\$400,000	Roof	TBD
East	Science Area Renovation	New flooring, ceilings and casework	\$750,000	General Renovation	TBD
East	Spectator Gym	Refinish Wooden Spectator floor / new graphics	\$30,000	General Renovation	TBD
East	Unit Vent Replacement	Replace all classroom unit ventilators and controls. Add Jace and convert to Webs DDC.	\$300,000	HVAC	TBD
East	Upgrade Electrical Service	Main Building	\$85,000	Electrical	TBD
East	Roof Replacement	Roof Sections R01, 02, 04 and R31	\$535,000	Roof	TBD
East	Fifth St Services	Replace vault with pad mounted transformer as the current vault fills with groundwater and has come close to shorting out when pump fails	\$45,000	Electrical	TBD
East	Fifth St switchboards	The 120/208V and 240V services both have had major failures. The room does not meet code and locations would need to change with new switchboards	\$175,000	Electrical	TBD
Elvehjem	Gym Floor (Old)	Abate / install Granit Acoustiflor with Koster system	\$61,000	Flooring	TBD
Elvehjem	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	\$120,000	Electrical	TBD
Emerson	EM Lighting	Replace and rewire emergency battery units due to major ongoing failures	\$30,000	Life Safety	TBD
Emerson	Gym Floor (Lower)	Abate / install Amerisport with Koster system	\$55,500	Flooring	TBD
Emerson	Roof Replacement	Roof Sections R01, 03, 04 & R06	\$200,000	Roof	TBD
Falk	Convert to DDC	Convert existing obsolete Siebe DDC control system to Webs DDC.	\$90,000	HVAC	TBD
Falk	Cover Fascia Panels		\$100,000	General Renovation	TBD

Falk	Gym Floor	Replace gym floor with cushioned vinyl sport flooring (Koster system)	\$110,000	General Renovation	TBD
Falk	LMC Carpet Replacement	Replace carpet/moving/Paint	\$35,000	Flooring	TBD
Falk	Replace Corridor Wall Paneling		\$50,000	General Renovation	TBD
Falk	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	\$120,000	Electrical	TBD
Franklin	LMC Carpet Replacement	Replace carpet/Moving/Paint	\$22,000	Flooring	TBD
Gompers	Gym Floor Replacement	Gym floor replacement	\$90,000		TBD
Hamilton	Ramp to playground	Redesign and replace the ramp to the playground	\$50,000	Site Work	TBD
Hamilton	Roof Replacement	Roof Sections 22, 23	\$250,000	Roof	TBD
Hoyt	Exterior Renovation	Replace windows, doors, fascia and soffits.	\$775,000	General Renovation	TBD
Hoyt	Feedwater tank	Install a boiler feedwater tank, pumps and associated controls in the boiler room	\$50,000	HVAC	TBD
Hoyt	Gym Floor Replacement	Replace gym floor/abate Install Amerisport	\$80,000	Flooring	TBD
Hoyt	Temperature Control	Convert existing obsolete Siebe DDC control system to Webs DDC	\$75,000	HVAC	TBD
Hoyt	Roof Replacement	Roof Section R01, 02, 03 & 04	\$470,000	Roof	TBD
Huegel	Addition Unit vent replacment	Replace pneumatic classroom unit ventilators and associated controls in the 1st addition	\$250,000	HVAC	TBD
Huegel	Repalce Gym Floor	Replace gym floor/Koster System Install Amerisport	\$70,000	Flooring	TBD
Huegel	Replace Gym/Cafeteria Floor	Repalce gym floor/install Granit Acoustiflor w. Koster system	\$54,000	Flooring	TBD
Huegel	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	\$160,000	Electrical	TBD
Jefferson	Pavement Replacement		\$250,000	Site Work	TBD
Kennedy	Boiler Replacment	Replace two obsolete 51 year old Kewanee steam boilers and associated controls	\$300,000	HVAC	TBD
Kennedy	Ceiling Replacement	Replace all the ceilings	\$500,000	General Renovation	TBD
LaFollette	Combustion Air Mods	Rework boiler room combustion air to prevent freezing	\$25,000	HVAC	TBD
LaFollette	Spectator Gym	Refinish Wooden Spectator floor / new graphics	\$30,000	General Renovation	TBD
Lapham	Pool Renovation	Replace finishes and mechanicals in pool	\$200,000	General Renovation	TBD

Lapham	Replace Pool Lockers	Rehab aging locker room	\$13,500	General Renovation	TBD
Lapham	Replace Unit Ventilators	Replace Unit Ventilators	\$350,000	HVAC	TBD
Leopold	Cafeteria Flooring	Replace Cafeteria Flooring w. Tile	??	Flooring	TBD
Mansfield	Locker room heater replacement	Locker room heater replacement	\$35,000	HVAC	TBD
Mansfield	Replace unit vents	Replace two ceiling hung unit vents serving locker rooms	\$20,000	HVAC	TBD
Mansfield	Stadium Renovation	Team rooms and bathrooms	\$200,000	General Renovation	TBD
Memorial	Chilled Water Piping	Replace buried chilled water piping - or convert to Dx cooling	\$1,500,000	HVAC	TBD
Memorial	LMC Carpet Replacement	Replace carpet/Moving/Painting	\$50,000	Flooring	TBD
Memorial	Pool Renovation	Replace finishes and mechanicals in pool	\$200,000	General Renovation	TBD
Memorial	Replace Boilers	Replace 3 boilers	\$900,000	HVAC	TBD
Memorial	Replace Dimming Rack	Replace the dimming rack	\$250,000	Electrical	TBD
Memorial	Replace Shop AHU's	Replace two gas fired Reznor units serving Auto/Wood Shops	\$100,000	HVAC	TBD
Memorial	Rooftop replacement	Replace all Trane rooftop units and controls	\$300,000	HVAC	TBD
Memorial	Unit Vent Replacement	Replace unit ventilators: A/B Wing, Music, Tech Area	\$1,000,000	HVAC	TBD
Mendota	Gym Floor	Replace gym floor with cushioned vinyl sport flooring (Koster system)	\$75,000	Flooring	TBD
Mendota	Windows	Daylighting Replace upper windows	\$250,000	General Renovation	TBD
Mendota	Site Improvements Phase 3	South Parking Lot and fire lane	\$100,000	Planned	TBD
Midvale	Boiler replacement	Replace remaining Kewanee steam boiler	\$150,000	HVAC	TBD
Midvale	Dumpster Enclosure	Create a new dumpster enclosure	\$30,000	General Renovation	TBD
Midvale	LMC Carpet Replacement	Replace carpet/Moving/Paint	\$17,000	Flooring	TBD
Midvale	Office Ventilation	Install heating/cooling air handler to serve main office suite	\$110,000	HVAC	TBD
Midvale	Unit Vent Replacement	Replace remaining pneumatic classroom unit ventilators and controls.	\$60,000	HVAC	TBD
Muir	Boiler Replacement	Replace boiler #2	\$20,000	HVAC	TBD
Muir	Temperature Control	Convert to Webs DDC system.	\$50,000	HVAC	TBD
O'Keeffe	Classroom Renovation	Renovate old FACE room 224	\$150,000	General Renovation	TBD
O'Keeffe	Middle School Gym Floor	Replace gym floor with cushioned vinyl sport flooring (Koster system)	\$100,000	Flooring	TBD
O'Keeffe	Roof Replacement	Roof Sections R03, R16 through R19	\$325,000	Roof	TBD
Olson	Custodial Office Heat	Install hot water heater in custodial room	\$5,000	HVAC	TBD

Olson	Gym Floor due to Moisture problems	Replace gym floor/Koster System Install Amerisport	\$90,000	Flooring	TBD
Pflaum	Site work	Repave lot part II	\$44,496	Site Work	TBD
Pflaum	Convert to DDC		\$50,000	HVAC	TBD
Randall	Art Room	New Sink	\$50,000	General Renovation	TBD
Sandburg	Cafeteria Floor	Abate Flooring / Install New VCT Flooring	\$35,000	Flooring	TBD
School Forest	Renovate Cabins	Cabin facelift and electrical	\$180,000	General Renovation	TBD
Sennett	LMC Carpet Replacement	Replace Carpet/Moving/Paint	\$22,000	Flooring	TBD
Sherman/Shabazz	Boiler replacement	Replace 3 boilers	\$450,000	HVAC	TBD
Sherman/Shabazz	LMC Carpet Replacement (High School)	Replace Carpet/Moving/Paint	\$20,000	Flooring	TBD
Sherman/Shabazz	LMC Carpet Replacement (Middle School)	Replace Carpet/Moving/Paint	\$29,000	Flooring	TBD
Sherman/Shabazz	Unit Vent Replacement	Replace 40 classroom unit ventilators and controls. Add Jace and covert to Webs DDC.	\$450,000	HVAC	TBD
Shorewood	LMC Carpet Replacement	Replace Carpet/Moving/Paint	\$19,000	Flooring	TBD
Shorewood	Replace Fire Alarm System	Upgrade to voice system and replace all devices	\$175,000	Life Safety	TBD
Spring Harbor	Feedwater tank	Install boiler feedwater tank	\$50,000	HVAC	TBD
Spring Harbor	LMC Carpet Replacement	Replace Carpet/Moving/Paint	\$22,000	Flooring	TBD
Stephens	LMC Carpet Replacement	Replace Carpet/Moving/Paint	\$21,000	Flooring	TBD
Stephens	Replace lighting	LED lighting	\$100,000	Electrical	TBD
Thoreau	Site work	Repave dumpster area	\$9,352	Site Work	TBD
Thoreau	Add VFD's and Primary/Secondary Sequence	Add VFDs to secondary pumps and convert to primary/secondary piping scheme	\$50,000	HVAC	TBD
Thoreau	LMC Carpet Replacement	Replace Carpet/Moving/Paint	\$25,000	Flooring	TBD
Toki	Replace Unit Ventilators	45 units	\$500,000	HVAC	TBD
Toki	Bathroom renovation		\$600,000	General Renovation	TBD
West	Boiler Replacement	Replace steam boilers, feedwater tank and stack	\$500,000	HVAC	TBD
West	Roof Replacement	Roof Sections R19 & R21	\$125,000	Roof	TBD
West	Domestic tank heater	Replace domestic tank heater near boiler room (leaking)	\$90,000	HVAC	TBD
West	Move Guidance Area and Rehab Classroom	Move Guidance Area and Rehab Classroom		General Renovation	TBD
West	Renovate Team Locker Rooms	Renovate Team Locker Rooms	\$30,000	General Renovation	TBD
West	Site Improvement Work	Relocate west stair from regent to lower parking lot, rework/replace existing bridge.	\$800,000	Site Work	TBD
West	Site Improvement Work	Renovate Regent St (Aud) entrance	\$250,000	Site Work	TBD



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

# Food Service Fund (50)

## 2020-21 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: A food truck menu sourcing local ingredients in partnership with REAP FOOD GROUP, locally developed scratch cooking recipes, taste testing opportunities for students, alternative breakfast serving methods, educating students on reducing waste and increasing communication to raise awareness of program improvements.

<b>Food Service Revenues</b>						
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Historical YTD	Historical YTD	Historical YTD	Historical YTD	Fall Budget	Proposed Budget
<b>Source Comparison</b>						
11XX - Interfund Payments	-	41,224.51	39,116.56	22,892.81	-	-
1251 - Pupil Sales	1,831,341.70	1,673,648.69	1,675,581.10	1,633,828.40	1,696,000.00	1,696,000.00
1252 - Adult Sales	94,804.30	82,213.80	73,507.60	60,285.80	71,500.00	71,500.00
1259 - Other (Catering)	110,784.64	147,600.19	159,005.29	93,139.91	152,000.00	152,000.00
1291 - Gifts & Contributions	2,447.20	7,551.78	35,770.77	70,308.41	-	-
1299 - Miscellaneous	40,250.72	-	(840.66)	(5,344.68)	35,000.00	35,000.00
1617 - State Reimbursement	179,797.47	176,981.72	178,038.31	176,247.21	182,000.00	182,000.00
1714 - Commodities	606,857.96	621,127.44	730,035.27	613,885.50	616,000.00	616,000.00
1717 - Federal Reimbursement	7,769,997.37	7,795,183.86	7,766,678.15	7,488,837.88	7,839,724.12	7,922,483.96
1730 - Federal Special Project	211,978.16	260,146.75	210,751.30	214,178.89	66,854.00	66,854.00
19XX - Miscellaneous	-	-	-	-	-	-
	<u>10,848,259.52</u>	<u>10,805,678.74</u>	<u>10,867,643.69</u>	<u>10,368,260.13</u>	<u>10,659,078.12</u>	<u>10,741,837.96</u>

<b>Food Service Expenditures</b>						
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Historical YTD	Historical YTD	Historical YTD	Historical YTD	Fall Budget	Proposed Budget
<b>Object Comparison</b>						
0100 - Salaries	3,050,312.60	3,021,953.19	3,192,908.35	3,221,643.39	3,302,113.03	3,347,650.00
0200 - Benefits	1,871,808.58	1,823,857.76	1,806,318.43	1,940,854.83	2,086,197.86	2,123,420.73
0300 - Purchased Services	194,998.71	250,191.90	246,482.19	240,394.00	286,230.00	286,230.00
0400 - Non-Capital	4,990,677.96	4,845,459.66	4,911,945.15	4,878,803.02	4,828,906.23	4,828,906.23
0411 - Supplies	397,669.45	366,696.31	349,664.39	387,811.33	353,955.00	353,955.00
0415 - Food	4,428,331.73	4,398,103.86	4,465,403.24	4,381,812.22	4,411,421.23	4,411,421.23
0500 - Capital Purchases	61,665.12	327,075.00	336,242.71	158,042.13	125,631.00	125,631.00
0700 - Insurance	28,087.32	33,632.64	29,061.84	30,321.42	30,000.00	30,000.00
0900 - Dues/Miscellaneous	-	688.00	-	-	-	-
	<u>10,197,550.29</u>	<u>10,302,858.15</u>	<u>10,522,958.67</u>	<u>10,470,058.79</u>	<u>10,659,078.12</u>	<u>10,741,837.96</u>
<b>Surplus/(Deficit) YTD</b>	<u>650,709.23</u>	<u>502,820.59</u>	<u>344,685.02</u>	<u>(101,798.66)</u>	<u>-</u>	<u>-</u>

The 2020-21 Food & Nutrition budget was developed with the goal of not requiring an inter fund transfer from the General Fund. The chart below provides Food & Nutrition strategies to accomplish this.

**Food & Nutrition 2020-21**

<b>Budget Issue</b>	<b>Background</b>	<b>Strategy</b>
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	Summer feeding program local produce bid has been utilized for 5 years.	Complete agreements with local farmers for 2020-21 school year based on recent RFI process.
Breakfast participation continues to rise	Awareness of the importance of a nutritious breakfast and the connection to learning has increased.	Continue to pursue increased participation with alternative serving methods and grant opportunities.
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
Breakfast and Lunch pricing	DPI's equitable pricing tool shows MMSD must increase breakfast and lunch pricing.	Prices have been updated as appropriate. See Memo in Appendix for details.
Uncollected negative student meal account balances	Implemented new strategies during 2015-16 school year to assist families with getting meal benefits at the start of the school year.	Increase communication and assistance to families with the meal assistance application. Seek Donations for family assistance.
Aging equipment at schools results in a high failure rate and maintenance cost	Past budgets have not allowed for systematic replacement of aging equipment.	Continue to invest in our facilities through capital expenditures and effective use of grant funding opportunities.
High Workmen's Comp. cost	Started Safety committee at the FPC in December 2014. Workmen's Compensation costs have improved significantly.	Expand program involvement to school sites while utilizing resources and expertise of Risk Management Services.
Reduce food and packaging waste	Continue to roll out recycling & waste reduction program based on lessons learned in the 2018-19 pilots.	Work with community partners to implement strategies to reduce waste and related costs at more schools. Seek grant opportunities to support this work

**TO:** Members of the Board of Education

**FROM:** Kelly Ruppel, Chief Financial Officer  
Chad Wiese, Executive Director of Building Services & Administration  
Steve Youngbauer, Office of Food & Nutrition

**DATE:** February 3, 2020

**SUBJECT:** Breakfast and Lunch Pricing for 2020-21 School Year

---

**1. Project Title:** Breakfast and Lunch Pricing for 2020-21 School Year

**2. Project Description:** MMSD participates in the National School Lunch Program, and therefore, we must adhere to federal regulations, including meal pricing. Section 205 of the Healthy, Hunger-Free Kids Act of 2010 requires our full paid meal prices to cover all costs of the meal. The Act prevents schools from using federal reimbursement for free or reduced meals to supplement by under-charging full pay students (or “of income families”). This law is in place in order to ensure equity in meal pricing. USDA provides us with a Paid Lunch Equity (PLE) Tool to calculate the minimum price we should be charging our full pay students for meals.

**3. Analysis:** The last increase for paid meal pricing in MMSD took effect in the 2014-15 school year, where lunch was increased by \$.10 per meal. Food & Nutrition is requesting a price increase of \$.20 per meal for breakfast and lunch, effective for the 2020-21 school year. This will exceed the pricing requirements of the PLE, and will cover increased operating costs in the areas of food, supplies, salaries, and benefits.

It is important to note that any pricing increase will not affect students that are in free status. Additionally, students in reduced fee status will not see any price increase in the upcoming year.

Below is the current meal price for 2019-20. As compared to area schools, our breakfast prices are far below average and lunch prices among the average. We recommend increasing these prices by \$.20. We suspect other districts will be required to increase their prices for next year as well. Please see the below charts to compare our prices with other schools in the area.

PAID STUDENT BREAKFAST PRICES 19-20 SY							
School District	Elementary		School District	Middle School		School District	High School
Verona	\$ 1.05		Verona	\$ 1.05		Verona	\$ 1.10
Madison	\$ 1.25		Sun Prairie	\$ 1.30		Sun Prairie	\$ 1.30
Sun Prairie	\$ 1.30		Madison	\$ 1.50		Madison	\$ 1.50
Mount Horeb	\$ 1.40		Monona Grove	\$ 1.50		Marshall	\$ 1.50
Middleton-Cross Pl	\$ 1.50		Marshall	\$ 1.50		Monona Grove	\$ 1.55
Deforest	\$ 1.50		Mount Horeb	\$ 1.60		Mount Horeb	\$ 1.60
Monona Grove	\$ 1.50		Deforest	\$ 1.60		Stoughton	\$ 1.65
Stoughton	\$ 1.50		Stoughton	\$ 1.65		Deforest	\$ 1.70
Marshall	\$ 1.50		McFarland	\$ 1.75		McFarland	\$ 1.75
Sauk Prairie	\$ 1.70		Middleton-Cross Pl	\$ 1.80		Oregon	\$ 1.85
McFarland	\$ 1.75		Oregon	\$ 1.85		Sauk Prairie	\$ 1.85
Oregon	\$ 1.85		Sauk Prairie	\$ 1.85		Middleton-Cross Pl	\$ 2.05
Cambridge	\$ 2.00		Cambridge	\$ 2.15		Cambridge	\$ 2.15
Average Price	\$ 1.52		Average Price	\$ 1.62		Average Price	\$ 1.66

Paid student lunch prices 19-20 SY							
School District	Elementary		School District	Middle School		School District	High School
Verona	\$ 2.45		Verona	\$ 2.50		Verona	\$ 2.60
Mount Horeb	\$ 2.55		Mount Horeb	\$ 2.65		Mount Horeb	\$ 2.75
Middleton-Cross Plains	\$ 2.55		Deforest	\$ 2.85		Deforest	\$ 2.95
Madison	\$ 2.60		Monona Grove	\$ 2.85		Stoughton	\$ 2.95
Deforest	\$ 2.65		Stoughton	\$ 2.85		Deerfield	\$ 3.00
Monona Grove	\$ 2.70		Middleton-Cross Plains	\$ 2.85		Madison	\$ 3.00
Stoughton	\$ 2.70		McFarland	\$ 2.95		Marshall	\$ 3.05
Deerfield	\$ 2.75		Madison	\$ 3.00		Monona Grove	\$ 3.10
Sun Prairie	\$ 2.75		Deerfield	\$ 3.00		Sun Prairie	\$ 3.10
McFarland	\$ 2.80		Sun Prairie	\$ 3.00		Middleton-Cross Plains	\$ 3.10
Oregon	\$ 2.80		Oregon	\$ 3.00		McFarland	\$ 3.15
Sauk Prairie	\$ 2.80		Cambridge	\$ 3.00		Oregon	\$ 3.25
Marshall	\$ 2.85		Marshall	\$ 3.05		Sauk Prairie	\$ 3.25
Cambridge	\$ 2.85		Sauk Prairie	\$ 3.15		Cambridge	\$ 3.25
Average Price	\$ 2.70		Average Price	\$ 2.91		Average Price	\$ 3.04

Adult rates will be reviewed and adjusted if necessary, per the federal guidelines, after Federal Reimbursement Rates are released by USDA. The adult rate adjustments are not typically brought before the Board of Education.

**4. Recommendation:** Increase pricing \$.20 for breakfast and lunch, including the meal pricing increase in the Draft April 2020-21 Preliminary Budget Book for final vote, and approval in the June 2020-21 Preliminary Budget Book. Include this memo in the appendix of the Budget Book.

# Community Service Fund (80)

## 2020-21 Executive Summary

### Background

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

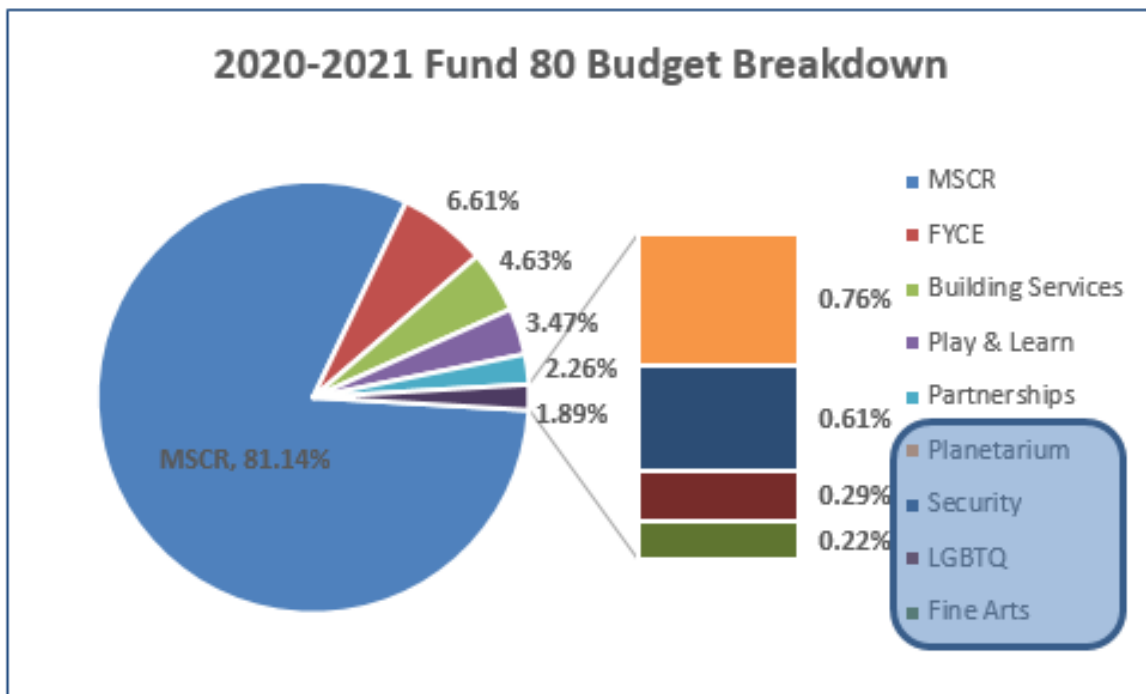
“Establish and maintain community education, training, recreational, cultural or athletic programs and services, outside the regular curricular and extracurricular programs for pupils, under such terms and conditions as the school board prescribes. The school board may establish and collect fees to cover 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 2020-21 total Community Service Fund budget is \$16.3 million, of which over 75% is funded by the local tax levy. There is no revenue limit cap in the Community Service Fund, but only qualifying costs may be accounted for in this Fund. Historically, there has been a three part test to determine whether an activity should be included in Fund 80:

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

### MMSD Use of Fund 80 (Community Service Fund)

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



**Play & Learn (Early & Extended Learning)**

Budgeted FTE:	8.750	Funding Source(s):	\$566,487	F80 Tax Levy
Total Budget for FY21:	\$566,487			

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):	\$36,393	F80 Tax Levy
Total Budget for FY21:	\$36,393			

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

**Planetarium**

Budgeted FTE:	1.000	Funding Source(s):	\$110,154	F80 Tax Levy
Total Budget for FY21:	\$124,154		\$14,000	Local Fees

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

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

**Building Rental Events Security and Resource Officers**

Budgeted FTE:	2.000	Funding Source(s):	\$99,359	F80 Tax Levy
Total Budget for FY21:	\$99,359			

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

**Building Services Operations**

Budgeted FTE:	11.020	Funding Source(s):	\$756,031	F80 Tax Levy
Total Budget for FY21:	\$756,031			

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

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

Budgeted FTE:	68.050	Funding Source(s):	\$9,630,749	F80 Tax Levy / Fund Balance
Total Budget for FY21:	\$13,235,323		\$3,604,574	Local Fees

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



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

**Urban League:**

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

**Red Caboose:**

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

**Wisconsin Youth Company:**

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

**Dane County:**

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

**City of Madison:**

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

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

**Goodman Rotary 50+ Fitness:**

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

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

The City of Madison pays MSCR for programming costs at WPCRC

**Meadowood Community Center:**

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

**UW-Madison Federal Work Study Program (FWSP):**

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

**LGBTQ Outreach**

Budgeted FTE:	0.500	Funding Source(s):	\$47,681	F80 Tax Levy
Total Budget for FY21:	\$47,681			

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

**Community Partnerships**

Budgeted FTE:	2.000	Funding Source(s):	\$367,974	F80 Tax Levy
Total Budget for FY21:	\$367,974			

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**

Budgeted FTE: 9.628                      Funding Source(s): \$1,078,143      F80 Tax Levy  
Total Budget for FY21: \$1,078,143

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, 2021)

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

<b>Auditoriums* (capacity)</b>	<b>Cost Per</b>	<b>Rate A</b>	<b>Rate B</b>	<b>Rate C</b>
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

<b>Athletic Facilities</b>	<b>Cost Per</b>	<b>Rate A</b>	<b>Rate B</b>	<b>Rate C</b>
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 Eivhjem 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

<b>Stadium</b>	<b>Cost Per</b>	<b>Rate A</b>	<b>Rate B</b>	<b>Rate C</b>
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

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

\* Auditoriums & pools require additional paperwork and approval

**Before- and Afterschool Childcare Programs**

School Year Daily Rates Effective June 29, 2015

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

# DPI Budget Adoption Format

## MMSD 3-Year Financial Summary:

<b>Fund 10 - General Fund</b>	<b>Actual</b>	<b>Fall Budget</b>	<b>Proposed</b>		
<b>Revenues &amp; Other Sources:</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>\$ Change</b>	<b>% Change</b>
Interfund Transfers	173,473	166,556	166,556	-	0.00%
Local Revenue Sources	286,345,044	305,801,204	316,903,128	11,101,924	3.63%
Open Enrollment Revenues	3,487,429	3,262,850	3,514,835	251,985	7.72%
CESA Sources	112,721	334,279	415,181	80,902	24.20%
State Sources	77,591,482	70,422,894	64,928,025	(5,494,869)	-7.80%
Federal Sources	16,501,783	16,107,181	15,902,070	(205,112)	-1.27%
Financing Sources	2,257,108	2,055,000	1,050,000	(1,005,000)	-48.91%
Misc. Sources	1,983,108	967,121	459,918	(507,203)	-52.44%
<b>Total Revenues</b>	<b>388,452,148</b>	<b>399,117,085</b>	<b>403,339,713</b>	<b>4,222,628</b>	<b>1.06%</b>
<b>Expenditures:</b>	<b>Actual</b>	<b>Fall Budget</b>	<b>Proposed</b>	<b>\$ Change</b>	<b>% Change</b>
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>		
Undifferentiated Curriculum (PK-6 Instruction)	66,291,863	68,227,879	68,549,733	321,854	0.47%
Regular Curric. (English, Math, Science, Etc.)	83,294,913	81,558,447	82,081,001	522,555	0.64%
Vocational Curriculum	3,667,296	4,077,167	4,171,193	94,026	2.31%
Physical Curriculum (Health, Physical Ed)	7,779,891	8,052,920	8,120,609	67,689	0.84%
Co-Curricular Activities	3,242,377	3,134,408	3,029,608	(104,800)	-3.34%
Other Special Needs	5,310,888	12,874,021	12,974,448	100,427	0.78%
<b>Instruction Totals</b>	<b>169,587,229</b>	<b>177,924,842</b>	<b>178,926,592</b>	<b>1,001,750</b>	<b>0.56%</b>
Pupil Services (Guidance, Soc Wrk, etc.)	14,747,469	17,202,050	17,634,837	432,787	2.52%
Instructional Services (Curriculum, Libraries)	27,104,318	30,172,537	29,829,871	(342,667)	-1.14%
District Administration (District-wide)	3,196,483	3,978,333	4,608,692	630,359	15.84%
School Administration (Principals' Office)	19,566,396	19,619,796	20,150,712	530,916	2.71%
Business Admin. (Acctg, Transport, Facilities)	51,412,032	53,259,862	46,785,236	(6,474,626)	-12.16%
Central Services (Telephone, Technology)	12,837,542	6,661,820	7,187,346	525,527	7.89%
District Insurance (Property, Liability)	2,783,816	2,635,955	2,985,955	350,000	13.28%
Debt Service (Interest Expense, Leases)	1,180,268	2,298,911	2,298,911	-	0.00%
Other Support Svcs (OPEB, District Wide-Tech)	8,362,718	18,634,385	18,055,430	(578,955)	-3.11%
<b>Support Totals</b>	<b>141,191,042</b>	<b>154,463,649</b>	<b>149,536,990</b>	<b>(4,926,658)</b>	<b>-3.19%</b>
Operating Transfers to Other Funds	53,951,717	56,023,518	54,659,985	(1,363,533)	-2.43%
Purchased Instructional Services (OE, Tuition)	15,010,111	17,643,424	19,706,146	2,062,722	11.69%
Other Payments (Non-Program Transactions)	223,415	510,000	510,000	-	0.00%
<b>Non-Program Totals</b>	<b>69,185,243</b>	<b>74,176,942</b>	<b>74,876,131</b>	<b>699,189</b>	<b>0.94%</b>
<b>General Fund Totals</b>	<b>379,963,513</b>	<b>406,565,432</b>	<b>403,339,713</b>	<b>(3,225,719)</b>	<b>-0.79%</b>
<b>GENERAL FUND BALANCE</b>	<b>61,168,311</b>	<b>53,719,964</b>	<b>53,719,964</b>	<b>-</b>	<b>0.00%</b>
<b>FUND 21 - SPECIAL REVENUE TRUST FUND</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	3,575,463	-	-	-	0.00%
Total Expenditures	2,656,828	3,248,179	-	(3,248,179)	-100.00%
<b>FUND 27 - SPECIAL EDUCATION</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	78,629,353	82,553,581	83,529,708	976,127	1.18%
Total Expenditures	78,629,353	82,553,581	83,529,708	976,127	1.18%
<b>DEBT SERVICE FUND 30 - REFERENDUM DEBT</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	8,331,052	8,300,900	6,327,475	(1,973,425)	-23.77%
Total Expenditures	8,418,125	8,419,325	6,422,475	(1,996,850)	-23.72%
<b>DEBT SERVICE FUND 38 - NON-REF DEBT</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	4,696,113	5,404,126	4,610,858	(793,268)	-14.68%
Total Expenditures	4,646,832	4,316,513	5,627,383	1,310,870	30.37%

**MMSD 3-Year Financial Summary:**

	<b>Actual</b>	<b>Fall Budget</b>	<b>Proposed</b>		
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>\$ Change</b>	<b>% Change</b>
<b>CAPITAL EXPANSION FUND 41</b>					
Total Revenues	8,536,892	5,000,000	5,000,000	-	0.00%
Total Expenditures	7,107,262	7,025,136	5,000,000	(2,025,136)	-28.83%
<b>2015 Referendum FUND 42</b>					
Total Revenues	-	-	-	-	0.00%
Total Expenditures	-	-	-	-	0.00%
<b>CAPITAL PROJECTS (QZAB/QSCB) FUND 4X</b>					
Total Revenues	-	-	-	-	0.00%
Total Expenditures	-	-	-	-	0.00%
<b>FOOD SERVICE FUND 50</b>					
Total Revenues	10,368,260	10,659,078	10,741,838	82,760	0.78%
Total Expenditures	10,470,059	10,659,078	10,741,838	82,760	0.78%
<b>STUDENT ACTIVITY 60 FUND(s)</b>					
Total Revenues	4,147,628	-	-	-	0.00%
Total Expenditures	2,324,514	-	-	-	0.00%
<b>TRUST FUND 70 FUND(s)</b>					
Total Revenues	203,285	-	-	-	0.00%
Total Expenditures	188,062	-	-	-	0.00%
<b>COMMUNITY SERVICE FUND 80</b>					
Total Revenues (Fees & Property Tax Levy)	15,128,770	15,628,080	15,811,546	183,466	1.17%
Total Expenditures	15,020,850	15,985,080	16,311,546	326,466	2.04%
<b>ALL FUND SUMMARY</b>					
<b>Total Revenues</b>	<b>522,068,964</b>	<b>526,662,851</b>	<b>529,361,138</b>	<b>2,698,287</b>	<b>0.51%</b>
<b>Total Expenditures</b>	<b>509,425,396</b>	<b>538,772,325</b>	<b>530,972,663</b>	<b>(7,799,662)</b>	<b>-1.45%</b>
<b>PROPERTY TAX LEVY SUMMARY</b>					
<b>SUMMARY OF TAX LEVY FOR ALL FUNDS:</b>					
	<b>Actual</b>	<b>Fall Budget</b>	<b>Proposed</b>		
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>\$ Change</b>	<b>% Change</b>
General Fund 10	275,294,815	299,537,819	311,519,605	11,981,786	4.00%
Debt Service Fund 39	8,303,725	8,300,900	6,327,475	(1,973,425)	-23.77%
Non Referendum Debt Svcs Fund 38	4,376,041	5,257,768	4,506,595	(751,173)	-14.29%
Capital Expansion Fund 41	8,500,000	5,000,000	5,000,000	-	0.00%
Community Service Fund 80	11,535,312	12,009,506	12,192,972	183,466	1.53%
<b>Total Levy</b>	<b>308,009,893</b>	<b>330,105,993</b>	<b>339,546,647</b>	<b>9,440,654</b>	<b>2.86%</b>
Equalized Tax Base	27,824,908,869	29,743,210,155	31,230,370,663	1,487,160,508	5.00%
<b>Equalized Tax Rate Per \$1000</b>	<b>11.07</b>	<b>11.10</b>	<b>10.87</b>	<b>(0.23)</b>	<b>-2.04%</b>

# Tax Impact Projections

## Projected Property Tax Levy for 2020-21

FUND	Adopted 2016-2017		Adopted 2017-2018		Adopted 2018-2019		Adopted 2019-20		Proposed 2020-21	
	LEVY	RATE	LEVY	RATE	LEVY	RATE	LEVY	RATE	LEVY	RATE
<b>General Fund:</b>										
▪ Revenue Limit Use	260,886,661	10.83	270,180,041	10.56	278,675,712	10.02	302,402,800	10.17	314,385,072	10.07
▪ Less: Property Exemption	(1,683,356)	(0.07)	(1,708,101)	(0.07)	(3,404,814)	(0.12)	(2,940,466)	(0.10)	(2,940,466)	(0.09)
▪ <b>General Fund Levy</b>	259,203,305	10.76	268,471,940	10.49	275,270,898	9.89	299,462,334	10.07	311,444,606	9.97
▪ Prior Year Taxes	-	0.00	23,917	0.00	23,917	0.00	75,485	0.00	75,000	0.00
<b>Net General Fund Levy</b>	<b>259,203,305</b>	<b>10.76</b>	<b>268,495,857</b>	<b>10.49</b>	<b>275,294,815</b>	<b>9.89</b>	<b>299,537,819</b>	<b>10.07</b>	<b>311,519,606</b>	<b>9.97</b>
<b>Debt Service Funds:</b>										
▪ Non-referendum Debt (38)	4,087,409	0.17	4,161,516	0.16	4,376,041	0.16	5,257,768	0.18	4,506,595	0.14
▪ Bonded Indebtedness (39)	7,999,159	0.33	8,300,825	0.32	8,303,725	0.30	8,300,900	0.28	6,327,475	0.20
<b>Net Debt Service Fund Levy</b>	<b>12,086,568</b>	<b>0.50</b>	<b>12,462,341</b>	<b>0.49</b>	<b>12,679,766</b>	<b>0.46</b>	<b>13,558,668</b>	<b>0.46</b>	<b>10,834,070</b>	<b>0.35</b>
<b>Capital Projects Fund:</b>	<b>4,000,000</b>	<b>0.17</b>	<b>5,000,000</b>	<b>0.20</b>	<b>8,500,000</b>	<b>0.31</b>	<b>5,000,000</b>	<b>0.17</b>	<b>5,000,000</b>	<b>0.16</b>
<b>Community Services Fund:</b>	<b>11,802,150</b>	<b>0.49</b>	<b>11,234,489</b>	<b>0.44</b>	<b>11,535,312</b>	<b>0.41</b>	<b>12,009,506</b>	<b>0.40</b>	<b>12,192,972</b>	<b>0.39</b>
<b>TOTAL TAX LEVY AND RATE</b>	<b>287,092,023</b>	<b>11.92</b>	<b>297,192,687</b>	<b>11.62</b>	<b>308,009,893</b>	<b>11.07</b>	<b>330,105,993</b>	<b>11.10</b>	<b>339,546,648</b>	<b>10.87</b>

Property Tax Analysis	Nov-16 2016-17	Nov-17 2017-18	Nov-18 2018-2019	Nov-19 2019-20	Nov-20 2020-21
Levy % Increase	2.110%	3.518%	3.640%	7.174%	2.860%

Property Tax Bill Impact	Nov-16 2016-17	Nov-17 2017-18	Nov-18 2018-2019	Nov-19 2019-20 Estimated	Nov-20 2020-21 Estimated
Average Madison home value	Value 254,593.00	Value 269,377.00	Value 284,868.00	Value 300,967.00	Value 311,500.85
	Bill 3,034.51	Bill 3,128.81	Bill 3,153.37	Bill 3,340.29	Bill 3,386.74
<b>Total Difference in Bill Over Prior Year</b>	<b>\$63.63</b>	<b>\$94.30</b>	<b>\$24.56</b>	<b>\$186.92</b>	<b>\$46.45</b>



# TID #25 Schedule

Category/Item	Total	2016-17	2017-18	2018-19	2019-20	2020-21
<b>A. High Leverage Planning and Design:</b>						
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	-
6 Teacher Team Development and Assessment Redesign	350,000	-	-	50,000	150,000	150,000
7 Planning Year for Full Day 4K	20,000	-	-	20,000	-	-
<b>Subtotal</b>	<b>1,656,000</b>	<b>50,000</b>	<b>618,000</b>	<b>413,000</b>	<b>425,000</b>	<b>150,000</b>
<b>B. Maintenance Projects &amp; Facility Improvements</b>						
1 Restore \$300K to the General Fund Budget for Maintenance	300,000	300,000	-	-	-	-
2 Accelerate priority items on the facility maintenance list	1,300,000	500,000	150,000	500,000	150,000	-
3 Increase funding for playground replacement	450,000	150,000	-	150,000	150,000	-
4 Reserve for renovating instructional spaces	850,000	-	300,000	300,000	250,000	-
5 All-gender restroom and locker room needs	650,000	250,000	100,000	150,000	150,000	-
6 Athletic equipment replacements	200,000	100,000	100,000	-	-	-
7 Doyle Human Resources Outer Office - Upgrade	240,000	120,000	120,000	-	-	-
<b>Subtotal</b>	<b>3,990,000</b>	<b>1,420,000</b>	<b>770,000</b>	<b>1,100,000</b>	<b>700,000</b>	<b>-</b>
<b>C. Micro Schools</b>						
1 Micro School Projects & Planning	705,000	-	105,000	225,000	375,000	-
<b>Subtotal</b>	<b>705,000</b>	<b>-</b>	<b>105,000</b>	<b>225,000</b>	<b>375,000</b>	<b>-</b>
<b>D. Technology Infrastructure &amp; Accelerate Technology Integration</b>						
1 Extend the fiber backbone to the final six schools	450,000	325,000	125,000	-	-	-
2 Migrate to Cloud-based Systems for Website, 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	-
<b>Subtotal</b>	<b>2,150,000</b>	<b>425,000</b>	<b>300,000</b>	<b>175,000</b>	<b>900,000</b>	<b>350,000</b>
<b>E. Reserve for Interest Expense (Straight-Line Allocation)</b>	724,000	8,382	47,217	143,645	230,564	294,193
<b>F. Wright Uniforms (Board Amendment June 2017)</b>	45,000	-	45,000	-	-	-
<b>G. Reserve for Future Needs</b>	-	-	-	-	-	-
<b>H. Project Total</b>	<b>9,270,000</b>	<b>1,903,382</b>	<b>1,885,217</b>	<b>2,056,644</b>	<b>2,630,564</b>	<b>794,193</b>

## 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
<b>2017-18 Actual</b>						
Non-Spendable	1,410,916	-	-	148,896	-	1,559,812
Restricted	142,652	2,123,116	2,040,225	1,536,699	1,951,706	7,794,398
Committed	50,343	-	-	-	-	50,343
Assigned	1,581,300	-	-	-	-	1,581,300
Unassigned	49,494,464	-	-	-	-	49,494,464
<b>Total 17-18 Actual</b>	<b>52,679,675</b>	<b>2,123,116</b>	<b>2,040,225</b>	<b>1,685,595</b>	<b>1,951,706</b>	<b>60,480,317</b>

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

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

	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
<b>2020-21 Proposed Budget</b>						
Non-Spendable	706,346	-	-	-	-	706,346
Restricted	-	3,858,987	1,444,719	1,583,797	1,202,626	8,090,129
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	-	-
Unassigned	53,013,618	-	-	-	-	53,013,618
<b>Total Proposed Budget 20-21</b>	<b>53,719,964</b>	<b>3,858,987</b>	<b>1,444,719</b>	<b>1,583,797</b>	<b>1,202,626</b>	<b>61,810,093</b>

# General Fees Table

## Madison Metropolitan School District General Board Student Fees 2019-2020 & 2020-2021

Elementary School Fee Schedule		
	<u>2019-2020</u>	<u>2020-2021</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>2019-2020</u>	<u>2020-2021</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>2019-2020</u>	<u>2020-2021</u>
Textbook Fee (Grades 9-12)	\$35.00 per Year	\$35.00 per Year
Student Activity Fee	\$30.00 per Year	\$30.00 per Year
Music Instrument Rental (Grades 9-12)	\$70.00 per Semester	\$70.00 per Semester
Consumable Materials Fee	\$17.00 per Year	\$17.00 per Year
Athletic Participation Fee (Grades 9-12)	\$115.00 per Sport	\$115.00 per Sport
Maximum Athletic Participation Fee (Grades 9-12)	\$500.00 per Family	\$500.00 per Family
	\$800.00 Hockey	\$800.00 Hockey
Athletic Participation Surcharge (Grades 9-12)	\$100.00 Gymnastics	\$100.00 Gymnastics
(Surcharges are in addition to the \$500.00 Family Maximum)	\$100.00 Wrestling	\$100.00 Wrestling
	\$118.00 Boy's Golf	\$118.00 Boy's Golf
	\$118.00 Girl's Golf	\$118.00 Girl's Golf
Student Athletic Event Pass	\$20.00 per Pass	\$20.00 per Pass
Student Individual Event Ticket	\$3.00 per Event	\$3.00 per Event
Adult Individual Event Ticket	\$5.00 per Event	\$5.00 per Event
*MSCR Program fees do not require Board approval.		

**Madison Metropolitan School District**  
**High School Course Fee Schedule 2019-2020 & 2020-2021**

Course Name	2019-2020	2019-2020
	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 1	\$ 15.00	\$ 15.00
3-D Art Seminar	\$ 30.00	\$ 30.00
Art Advanced	\$ 30.00	\$ 30.00
Portfolio	\$ 30.00	\$ 30.00
Community Art & Mass Media	\$ 20.00	\$ 20.00
Art Seminar	\$ 30.00	\$ 30.00
Fashion Design	\$ 30.00	\$ 30.00
Culinary Basics	\$ 30.00	\$ 30.00
International Cuisine	\$ 30.00	\$ 30.00
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

**Madison Metropolitan School District**  
**High School Course Fee Schedule 2019-2020 & 2020-2021**

	2019-2020	2019-2020
Course Name	Fee	Fee
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
<b>LifeStyle Changes</b>		<b>\$ 15.00</b>
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
<b>Medical Interventions (PLTW - Memorial)</b>		<b>\$ 20.00</b>
<b>Biomedical Innovations (PLTW - Memorial)</b>		<b>\$ 20.00</b>
Aerospace Engineering (PLTW)	\$ 60.00	\$ 60.00
Intro to Engineering (PLTW)	\$ 30.00	\$ 30.00
Principles of Engineering (PLTW)	\$ 30.00	\$ 30.00
Civil Engineering & Architecture (PLTW)	\$ 30.00	\$ 30.00
Engineering Design & Development (PLTW)	\$ 30.00	\$ 30.00
Digital Electronics (PLTW)	\$ 20.00	\$ 20.00
Consumer Auto	\$ 20.00	\$ 20.00
Outdoor Power Equip Technology	\$ 20.00	\$ 20.00
Automotive Technology 1	\$ 20.00	\$ 20.00
Automotive Technology 2	\$ 20.00	\$ 20.00
Automotive Technology 3	\$ 20.00	\$ 20.00
Automotive Technology 4	\$ 20.00	\$ 20.00
Home Maint & Improvement	\$ 30.00	\$ 30.00
Fundamentals of Construction	\$ 30.00	\$ 30.00
<b>Wood Fabrication 1</b>	<b>\$ 20.00</b>	<b>\$ 30.00</b>
Wood Fabrication 2	\$ 30.00	\$ 30.00
<b>Wood Fabrication 3</b>	<b>\$ 35.00</b>	<b>\$ 40.00</b>
<b>Wood Fabrication 4</b>	<b>\$ 35.00</b>	<b>\$ 40.00</b>
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

## Madison Metropolitan School District

### Miscellaneous Student Fees 2019-2020 & 2020-2021

Elementary Schools			
Planner		2019-2020	2020-2021
Gompers	Grades 4 & 5	\$ 4.00	\$ 4.00
Chavez	Grades 4 & 5	\$ 4.00	\$ 4.00
Mendota	Grades 4 & 5	\$ 4.00	\$ 4.00
Van Hise	Grades 4 & 5	\$ 4.00	\$ 4.00
Marquette	Grades 4 & 5	\$ 4.00	\$ 4.00
Huegel	Grades 3 - 5	\$ 4.00	\$ 4.00

Middle Schools			
Lock		2019-2020	2020-2021
Black Hawk		\$ 5.00	\$ 6.00
Cherokee		\$ 6.00	\$ 6.00
Hamilton		\$ 6.00	\$ 6.00
Jefferson		\$ 6.50	\$ 6.00
O'Keeffe		\$ 6.00	\$ 6.00
Sennett		\$ 5.50	\$ 6.00
Sherman		\$ 5.00	\$ 6.00
Spring Harbor		\$ 2.00	\$ 6.00
Toki		\$ 5.00	\$ 6.00
Whitehorse		\$ 6.50	\$ 6.00
Wright		\$ 5.00	\$ 6.00

Planner		2019-2020	2020-2021
Cherokee		\$ 8.00	\$ 8.00
Hamilton		\$ 8.00	\$ 8.00
Jefferson		\$ 8.00	\$ 8.00
O'Keeffe		\$ 8.00	\$ 8.00
Sherman		\$ 7.00	\$ 7.00
Spring Harbor		\$ 3.50	\$ 3.50
Toki		\$ 6.00	\$ 6.00
Whitehorse		\$ 7.00	\$ 7.00
Wright		\$ 5.00	\$ 5.00

Yearbook (Optional)		2019-2020	2020-2021
Badger Rock		\$ 15.00	\$ 15.00
Black Hawk		\$ 15.00	\$ 15.00
Cherokee		\$ 15.00	\$ 15.00
Hamilton		\$ 15.00	\$ 15.00
Jefferson		\$ 15.00	\$ 15.00
O'Keeffe		\$ 15.00	\$ 15.00
Sennett		\$ 15.00	\$ 15.00
Sherman		\$ 15.00	\$ 15.00
Spring Harbor		\$ 18.00	\$ 18.00
Toki		\$ 15.00	\$ 15.00
Whitehorse		\$ 15.00	\$ 15.00
Wright		\$ 15.00	\$ 15.00

High Schools			
Lock		2019-2020	2020-2021
East (fee charged if not on locker)		\$ 5.00	\$ 5.00
LaFollette & Shabazz (only charged if lost)		\$ 5.00	\$ 5.00

Parking Lot Fee		2019-2020	2020-2021
LaFollette		\$10/term	\$10/term
Memorial		\$40/year	\$40/year

Planner		2019-2020	2020-2021
East		\$ 5.00	\$ 5.00
LaFollette		\$ 5.00	\$ 5.00
West		\$ 5.00	\$ 5.00
Memorial		\$ 6.00	\$ 6.00

Yearbook (Optional)		2019-2020	2020-2021
East		\$ 47.00	\$ 50.00
LaFollette		\$ 47.00	\$ 50.00
Memorial		\$ 47.00	\$ 50.00
West		\$ 47.00	\$ 50.00
Shabazz		\$ 20.00	\$ 20.00

\*Fee Waiver is not applicable

## Madison Metropolitan School District

### Meal Prices 2018-2019 & 2019-2020

USDA Breakfast			
	2018-2019	2019-2020	
Reduced	\$ -	\$ -	
Elementary Full Pay	\$ 1.25	\$ 1.45	*
Middle School Full Pay	\$ 1.50	\$ 1.70	*
High School Full Pay	\$ 1.50	\$ 1.70	*
Adult @ Elementary	\$ 1.75	\$ 1.75	
Adult @ Middle School	\$ 2.00	\$ 2.00	
Adult @ High School	\$ 2.00	\$ 2.00	
Milk	\$ 0.50	\$ 0.50	

USDA Lunch			
	2018-2019	2019-2020	
Reduced	\$ 0.40	\$ 0.40	
Elementary Full Pay	\$ 2.60	\$ 2.80	*
Middle School Full Pay	\$ 3.00	\$ 3.20	*
High School Full Pay	\$ 3.00	\$ 3.20	*
Adult @ Elementary	\$ 3.55	\$ 3.55	
Adult @ Middle School	\$ 3.80	\$ 3.75	
Adult @ High School	\$ 4.80	\$ 4.80	
Milk	\$ 0.50	\$ 0.50	

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

# Student Fee Changes for 2020-21 School Year

## Project Description

MMSD charges student fees for supplies and extracurricular programming allowed by state law and board policy 3710. The student fee schedule is presented annually during the development of the April preliminary budget book each year. For the 2020-21 school year, student fee changes are being proposed for High School Yearbooks and middle School Locks for student use with district lockers.

## Analysis

### High School Yearbook Fee

Each high school currently charges \$47.00 per yearbook. During fall 2019, an internal review identified that the base cost for printing of each yearbook was \$33.75 in 2017-18 and \$34.05 in 2018-19. However, individual school costs increase each year based on the number of extra books ordered by the school, staff advisor cost increases, and any book upgrades the school selected. These three factors can raise the cost per yearbook above the current student fee amount.

The program revenue collected for yearbooks is also directly affected by fee waivers authorized for free or reduced lunch students. Each year our high schools run a negative balance in their yearbook account at year-end that needs to be covered through yearbook advertisements or other fundraising. A review of our neighboring district fees for yearbooks indicates our student fee is also much lower:

Sun Prairie - \$70.00

Verona - \$60.00

Middleton - \$65.00

Madison – current \$47.00; recommended \$50.00

### Middle School Locks

Each middle school sells a lock to students for use on their assigned student locker. The student fee for these locks is currently set by each building. An internal review during fall 2019 indicated that our middle school students pay \$4.55 - \$5.28 depending on the size of each lock order and vendor used.

A survey was sent out to middle school secretaries to identify how buildings manage the sales of their locks, when students receive locks, lock recordkeeping, and lock return procedures. Some inconsistencies were identified, with some schools issuing and charging for locks annually unnecessarily. While, some schools were charging for locks when the student enters in 6th grade only. These practices created a surplus of student fee funding at some buildings that has increased over time.

## Recommendation

It is recommended that MMSD raise the cost of the yearbook from \$47.00 to \$50.00 for the 2020-21 school year.

It is further recommended to standardize the lock fee pricing at \$6.00, to be charged only when a student enters 6th grade and when a replacement is needed due to student loss. Fee waivers will apply as required by current practices.

These changes are recommended for approval in the Draft April 2020-21 Preliminary Budget Book, and approval in the June 2020-21 Preliminary Budget Book, and this memo to be included in the appendix of the Budget Book.



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

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

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

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

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

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

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

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

Object	2018-19 Description	2019-20 Description	Function Restrictions	Additional Information
0320	Property Services	<b>Do Not Use (DPI Restricted)</b>	N/A	<ul style="list-style-type: none"> <li>Use is restricted to state reporting only</li> </ul>
0321	Site Maintenance	Technology Repairs and Maintenance	221500 – Instructional Tech 254410 – Instructional Equipment Repairs 295000 – Administrative Technology Services	<ul style="list-style-type: none"> <li>Will be set up on an as-needed basis outside of the Technology Services budget</li> </ul>
0322	Building Maintenance	Rental of Computers and Related Equipment	N/A – Most Functions are Allowed	<ul style="list-style-type: none"> <li>General repairs / maintenance should use <b>0324</b> moving forward</li> <li><b>0570</b> Object expenditures for technology rental move here</li> </ul>
0323	Purchased Services Operations	<b>Do Not Use (DPI Restricted)</b>	N/A	<ul style="list-style-type: none"> <li>Use <b>0310</b> instead</li> </ul>
0324	Equipment Repair Services	Non-Technology Repairs / Maintenance	Function <u>must</u> be in the <b>25XXXX</b> Range outside of Fund 80.	<ul style="list-style-type: none"> <li>Most budgets outside of Building Services carried forward from FY19 are placed in Function <b>254900</b> – Other Maintenance</li> </ul>
0325	<i>Undefined</i>	Vehicle and Equipment Rental	N/A – Most Functions are Allowed	<ul style="list-style-type: none"> <li>All <b>0570</b> Object expenditures for non-technology rental move here</li> </ul>
0326	<i>Undefined</i>	Site Rental	<b>255000</b> – Facilities Acquisition & Remodeling	<ul style="list-style-type: none"> <li>Sites related to capital rental of space only (e.g. capital lease)</li> </ul>
0327	Vehicle Repair Services	Construction Services	<b>255000</b> – Facilities Acquisition & Remodeling	<ul style="list-style-type: none"> <li>Costs related to construction, renovation, and remodeling of capital infrastructure</li> </ul>
0328	Space Rental – Events / Meetings	Building Rental	<b>255000</b> – Facilities Acquisition & Remodeling	<ul style="list-style-type: none"> <li>Buildings rented for district use</li> <li>Does <b>NOT</b> include space rental for meetings – use <b>0310</b> for short term rental</li> </ul>
0329	Space Rental – Long Term	Cleaning Services	<b>253000</b> – Operations	<ul style="list-style-type: none"> <li>Used for contracted cleaning services only</li> </ul>
0344	Employee Trav-Conferences	Contracted Service Travel – IEP Medical Services	<b>Restricted to Student Services / Special Education Functions</b>	<ul style="list-style-type: none"> <li>Use 0342 for employee mileage, travel, lodging, meals, and airfare</li> <li>Use 0310 for conference registration costs</li> </ul>
0360	Technology / Software Services	Technology / Software Services	N/A – Most Functions are Allowed	<ul style="list-style-type: none"> <li>To be used for software licenses that are renewed annually</li> </ul>
0435	Instructional Computer Software	<b>Do Not Use (DPI Restricted)</b>	N/A	<ul style="list-style-type: none"> <li>Use <b>0360</b> for annual licenses</li> <li>Use <b>0483</b> for single-use licenses</li> </ul>
0481	<i>Undefined</i>	Technology Supplies	N/A – Most Functions are Allowed	<ul style="list-style-type: none"> <li>Most <b>0559</b> expenditures for technology peripherals move here</li> </ul>
0482	<i>Undefined</i>	Non-Capital Technology Hardware	N/A – Most Functions are Allowed	<ul style="list-style-type: none"> <li>Most <b>0558</b> expenditures for computers / technology hardware move here</li> </ul>
0483	<i>Undefined</i>	Non-Capital Software	N/A – Most Functions are Allowed	<ul style="list-style-type: none"> <li>To be used for single-use licenses (e.g. perpetual licenses Apps - single device)</li> </ul>
0558	Computers	<b>Do Not Use (DPI Restricted)</b>	N/A	<ul style="list-style-type: none"> <li>Use <b>0482</b> for computers and hardware</li> </ul>
0559	Computer Peripherals	<b>Do Not Use (DPI Restricted)</b>	N/A	<ul style="list-style-type: none"> <li>Use <b>0481</b> for technology supplies</li> </ul>
0570	Equipment Rental	<b>Do Not Use (DPI Restricted)</b>	N/A	<ul style="list-style-type: none"> <li>Use <b>0322</b> for computers / technology rental</li> <li>Use <b>0325</b> for vehicle and non-technology equipment rental</li> </ul>

## Department Summaries

Administrative Services	175
Assessment Administration	176
Budget, Planning & Accounting	177
Building Services	178
Chief of Schools – Elementary	179
Chief of Schools – Middle	180
Chief of Schools – High	181
Chief of Schools – Operations	182
Communications	183
Curriculum & Instruction	184
Enrollment	185
Equity Partnerships & Engagement	186
Family, Youth & Community Engagement	187
Food and Nutrition Services	188
Human Resources	189
Innovation Team – ROCKiT	190
Integrated Supports & Accelerated Learning	191
Legal Services	192
Madison School & Community Recreation (MSCR)	193
Office of Multilingual and Global Education	194
Office of Youth Re-Engagement	195
Professional Learning & Leadership Development	196
Research & Program Evaluation	197
Revenue Development & Grants Office	198
Secondary Programs and Personalized Pathways	199
State and Federal Programs	200
Strategic Partnerships	201
Student and Staff Support	202
Student Services and Special Education	203
Superintendent’s Office	204
Technical Services	205

# Building & Administrative Services: Administrative Services, Transportation and Purchasing

2019-20

## Purpose

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

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

- Implement middle school late start as it relates to transportation
- Explore transportation arrangement possibilities for the potential new Capital High location

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(C) Custodian Total	3,000	3,000	-	01XX Salaries	945,593.42	962,334.52	16,741.10	1.77%
(P) NUP Total	2,000	2,000	-	02XX Benefits	379,478.32	401,773.34	22,295.02	5.88%
(S) Clerical / Technical Total	10,300	10,300	-	03XX Purch Svcs	13,299,169.91	13,299,169.91	-	0.00%
				04XX Non-Capital	172,750.00	172,750.00	-	0.00%
				05XX Capital Purch	4,500.00	4,500.00	-	0.00%
				06XX Debt Payments	28,316.00	34,316.00	6,000.00	21.19%
				09XX Dues/Fees/Misc	1,000.00	1,000.00	-	0.00%
<b>Administrative Services Total</b>	<b>15,300</b>	<b>15,300</b>	<b>-</b>		<b>14,830,807.65</b>	<b>14,875,843.77</b>	<b>45,036.12</b>	<b>0.30%</b>

## New Investments and Efficiencies

- 2020-21 is the second implementation year for Middle School start time and yellow bus service in lieu of Metro

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Research, Accountability, & Data Use: Assessment Administration

2019-20

## Purpose

The Office of Assessment Administration Works to ensure that assessment administration occurs in a secure, valid and reliable manner so that families, teachers and school leaders can use data with confidence. Works to ensure that assessments, data, and communication are based in equity.

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

- Digitize student test results

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	203,906.96	211,146.20	7,239.24	3.55%
(S) Clerical / Technical Total	1.000	1.000	-	02XX Benefits	73,378.19	71,047.05	[2,331.14]	-3.18%
				03XX Purch Svcs	43,412.00	43,412.00	-	0.00%
				04XX Non-Capital	630,766.05	630,766.05	-	0.00%
				09XX Dues/Fees/Misc	100.00	100.00	-	0.00%
<b>Assessment Administration Total</b>	<b>2.000</b>	<b>2.000</b>	<b>-</b>		<b>951,563.20</b>	<b>956,471.30</b>	<b>4,908.10</b>	<b>0.52%</b>

## New Investments and Efficiencies

- No material changes to this department for next year.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Business Services: Budget, Planning, & Accounting

2019-20

## Purpose

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

## Connection to Strategic Framework

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

## Major Work Streams

- Perform annual audits, 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 for same, and monitor compliance
- Monitor school activity funds
- Account for and provide oversight of all donated funds.
- Provide principal and secretary training on district processes

## Priority Projects & Other Projects

- Referendum 2020 Plan implementation for both operations and facilities
- Review school workbook structures in elementary and secondary
- Update BPA Liaison process

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	990,388.76	1,018,322.57	27,933.81	2.82%
(F) NUP Total	7.000	7.000	-	02XX Benefits	406,575.99	411,633.69	5,057.70	1.24%
(S) Clerical / Technical Total	4.800	4.800	-	03XX Purch Svcs	349,154.56	174,154.56	(175,000.00)	-50.12%
				04XX Non-Capital	11,750.00	11,750.00	-	0.00%
				08XX Transfers	166,555.80	166,555.80	-	0.00%
				09XX Dues/Fees/Misc	322,946.32	322,946.32	-	0.00%
<b>Budget, Planning, &amp; Accounting Total</b>	<b>12.800</b>	<b>12.800</b>	<b>-</b>		<b>2,247,371.43</b>	<b>2,105,362.94</b>	<b>(142,008.49)</b>	<b>-6.32%</b>

## New Investments and Efficiencies

- BPA reduced a service provider vendor for 20-21.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

## Building & Administrative Services: Building Services

2019-20

### 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, energy efficient educational environment for all staff and students.

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects & Other Projects

- Coordinate plan for 2020 referendum as part of the Long Range Facility Plan
- Evaluate, refine, build, and implement evaluation and feedback systems for building custodians

2020-21

### Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	5.000	5.000	-	01XX Salaries	14,349,625.09	14,796,182.79	446,557.70	3.11%
(C) Custodian Total	209.750	209.750	-	02XX Benefits	6,303,786.24	6,240,972.05	(62,814.19)	-1.00%
(D) Trades Total	31.146	31.146	-	03XX Purch Svcs	13,347,597.87	13,317,253.19	(30,344.68)	-0.23%
(P) NUP Total	4.000	4.000	-	04XX Non-Capital	971,000.00	971,000.00	-	0.00%
(S) Clerical / Technical Total	3.000	3.000	-	05XX Capital Purch	338,000.00	338,000.00	-	0.00%
<b>Building Services Total</b>	<b>252.896</b>	<b>252.896</b>	<b>-</b>		<b>35,310,009.20</b>	<b>35,663,408.03</b>	<b>353,398.83</b>	<b>1.00%</b>

### New Investments and Efficiencies

- Adjustments in purchased services reflect adjustments for TID #25 schedule. Carryover of one time funding for building projects will be reflected in the fall after the year end 2019-20 audit
- Major focus on long-range facility planning; immediate projects include roofs, all-gender bathrooms, playground improvements, and HVAC updates
- Safety and Security plan investments are underway using district reserves approved by the Board in October 2018 and Safety and Security Grants from the DOJ

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)



## Chief of Schools – Elementary

2019-20

### Purpose

The Chief of Schools - Elementary provides direct supports 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 SIP strategies while minimizing distractions and barriers that get in the way of schools achieving their equity vision and their school performance goals.

### Connection to Strategic Framework

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

### Major Work Streams

- Implementation of School Improvement Planning 2.0 for elementary schools
- Implementation of current School Improvement Plans through high quality building leadership
- Develop a more coherent approach to support for schools through Coherence Teams

### Priority Projects & Other Projects

- School Improvement Plan redesign in line with the new Strategic Framework
- Conduct principal evaluations
- Manage, support, and evaluate work of School Improvement Partners
- Screen and select, evaluate, and provide professional development to principals
- Facilitate monthly principal meeting
- Participate in cross-functional teams to support implementation of Strategic Framework and school support

2020-21

### Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	752,642.64	689,868.94	(62,773.70)	-8.34%
(F) NUP Total	5.000	4.000	(1.000)	02XX Benefits	21,6953.21	192,106.88	(24,846.33)	-11.45%
				03XX Purch Svcs	19,600.00	19,600.00	-	0.00%
				04XX Non-Capital	7,089.00	7,089.00	-	0.00%
				05XX Capital Purch	3,000.00	3,000.00	-	0.00%
<b>Chief of Schools - Elementary Total</b>	<b>7.000</b>	<b>6.000</b>	<b>(1.000)</b>		<b>999,284.85</b>	<b>911,664.82</b>	<b>(87,620.03)</b>	<b>-8.77%</b>

### New Investments and Efficiencies

- There are no new investments in this department.
- This department has reduced one FTE due to district budget reductions.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

## Chief of Schools – Middle

2019-20

### Purpose

The Chief of Schools - Middle provides direct supports to middle 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 SIP strategies while minimizing distractions and barriers that get in the way of schools achieving their equity vision and their school performance goals.

### Connection to Strategic Framework

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

### Major Work Streams

- Implementation of School Improvement Planning 2.0 for middle schools
- Implementation of current School Improvement Plans through high quality building leadership
- Develop a more coherent approach to support for schools through Coherence Teams

### Priority Projects & Other Projects

- School Improvement Plan redesign in line with the new Strategic Framework
- Conduct principal evaluations
- Manage, support, and evaluate work of School Improvement Partners
- Screen and select, evaluate, and provide professional development to principals
- Facilitate monthly principal meeting
- Participate in cross-functional teams to support implementation of Strategic Framework and school support

2020-21

### Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	1.500	1.000	(0.500)	01XX Salaries	258,280.25	229,203.45	(29,076.80)	-11.26%
(P) NUP Total	1.000	0.500	(0.500)	02XX Benefits	80,171.94	69,733.56	(10,438.38)	-13.02%
(S) Clerical / Technical Total	0.500	0.500	-	03XX Purch Svcs	67,472.14	38,182.44	(29,289.70)	-43.41%
				04XX Non-Capital	4,546.65	4,726.78	180.13	3.96%
				09XX Dues/Fees/Misc	538.51	675.00	136.49	25.35%
<b>Chief of Schools - Middle Total</b>	<b>3.000</b>	<b>2.000</b>	<b>(1.000)</b>		<b>411,009.49</b>	<b>342,521.23</b>	<b>(68,488.26)</b>	<b>-16.66%</b>

\*Note: this department was combined with Chief of Schools – High for FY2020 as Chief of Schools - Secondary. The amounts in gray are the proportional amounts of the FY20 budget comparable to how they each appear for FY2021.

### New Investments and Efficiencies

- This department has reduced one FTE due to district budget reductions.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

## Chief of Schools – High

2019-20

### Purpose

The Chief of Schools - High provides direct supports to 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 SIP strategies while minimizing distractions and barriers that get in the way of schools achieving their equity vision and their school performance goals.

### Connection to Strategic Framework

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

### Major Work Streams

- Implementation of School Improvement Planning 2.0 for high schools
- Implementation of current School Improvement Plans through high quality building leadership
- Develop a more coherent approach to support for schools through Coherence Teams

### Priority Projects & Other Projects

- School Improvement Plan redesign in line with the new Strategic Framework
- Conduct principal evaluations
- Manage, support, and evaluate work of School Improvement Partners
- Screen and select, evaluate, and provide professional development to principals
- Facilitate monthly principal meeting
- Participate in cross-functional teams to support implementation of Strategic Framework and school support

2020-21

### Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	2.500	1.000	(1.500)	01XX Salaries	389,208.19	329,897.89	(59,310.30)	-15.24%
(P) NUP Total	1.000	0.500	(0.500)	02XX Benefits	120,812.87	76,943.63	(43,869.24)	-36.31%
(S) Clerical / Technical Total	0.500	0.500	-	03XX Purch Svcs	101,675.25	102,414.95	739.70	0.73%
(T) Teacher Total	-	1.000	1.000	04XX Non-Capital	6,851.44	6,221.31	(630.13)	-9.20%
				09XX Dues/Fees/Misc	811.49	675.00	(136.49)	-16.82%
<b>Chief of Schools - High Total</b>	<b>4.000</b>	<b>3.000</b>	<b>(1.000)</b>		<b>619,359.24</b>	<b>516,152.78</b>	<b>(103,206.46)</b>	<b>-16.66%</b>

\*Note: this department was combined with Chief of Schools – Middle for FY2020 as Chief of Schools - Secondary. The amounts in gray are the proportional amounts of the FY20 budget comparable to how they each appear for FY2021.

### New Investments and Efficiencies

- Partnering with Teaching and Learning on Equal Opportunity Schools (EOS) to increase access to advanced placement courses for students of color.
- This department has reduced one FTE due to district budget reductions.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Chief of Schools – Operations

2019-2020

## Purpose

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

## Connection to Strategic-Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

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

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	3.000	3.000	-	01XX Salaries	1,560,594.59	1,638,324.03	77,729.44	4.98%
(F) NUP Total	1.000	-	(1.000)	02XX Benefits	698,745.86	676,687.49	(22,058.37)	-3.16%
(S) Clerical / Technical Total	1.000	1.000	-	03XX Purch Svcs	3,290,687.28	468,429.16	(2,822,258.12)	-85.77%
(Y) Security Total	29.500	29.500	-	04XX Non-Capital	229,150.00	28,650.00	(200,500.00)	-87.50%
				05XX Capital Purch	7,750.00	7,750.00	-	0.00%
				09XX Dues/Fees/Misc	750.00	750.00	-	0.00%
<b>Chief of Schools - Operations Total</b>	<b>34.500</b>	<b>33.500</b>	<b>(1.000)</b>		<b>5,787,677.73</b>	<b>2,820,590.68</b>	<b>(2,967,087.05)</b>	<b>-51.27%</b>

## New Investments and Efficiencies

- In the passing budget, there is a \$156,000 proposal for Safety & Security Assistants job re-alignment that includes a 10% increase in hourly rate, 5 additional contracted days, and assigning four current FTE to be “High School Leads”.
- One time safety security funding from previous years Board allocations and DOJ grant funding are starting to wind down and will be fully spent down in 2020-21.
- One time funding of \$20,000 to support LTE funding to complete school district safety plans in 2019-20 has been removed from the budget in line with budget reduction strategies.

Supporting Link: [Department webpage and COMP](#)

# Communications

2019-20

## 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 all parties 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.

## Connection to Strategic Framework

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

## Major Work Streams

- Create video, audio, web-based, and print media in response to department project requests
- Maintain district and school web presence
- Support Board of Education communications and enhance materials for Board presentations
- Staff front desk in public information office, answer district phone lines and email, and communicate with stakeholders in English and Spanish
- Provide leadership in overall district communications and messaging efforts
- Provide consistent communication to families
- Serve as district's primary media contact
- Maintain district's social media presence
- Produce daily staff eNews, weekly Principals' bulletin, and bi-weekly staff newsletter
- Provide support and training to schools.
- Serve on district Critical Incident Response Team

## Priority Projects & Other Projects

- Lift narratives around the Strategic Framework and particularly Black Excellence
- Coordinate communication surrounding Referendum 2020 Plan
- HR Recruitment support

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(P) NUP Total	5,000	5,000	-	01XX Salaries	636,185.75	661,479.96	25,294.21	3.98%
(S) Clerical / Technical Total	4,000	4,000	-	02XX Benefits	204,704.11	203,334.32	(1,369.59)	-0.67%
				03XX Purch Svcs	30,950.00	60,950.00	30,000.00	96.93%
				04XX Non-Capital	15,300.00	15,300.00	-	0.00%
				05XX Capital Purch	1,000.00	1,000.00	-	0.00%
<b>Communications Total</b>	<b>9,000</b>	<b>9,000</b>	<b>-</b>		<b>888,139.86</b>	<b>942,064.48</b>	<b>53,924.62</b>	<b>6.07%</b>

## New Investments and Efficiencies

- Will support major community engagement around the Referendum 2020 and middle school start time

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Teaching & Learning: Curriculum & Instruction

2019-20

## Purpose

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

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

- Establish an Early Learning Network to strengthen early childhood strategy
- Coordinate K-5 literacy curriculum adoption
- Implementation of ALAC recommendation
- Develop interactive Read Aloud Project repository
- Project Soapbox and civic engagement expansion
- Work with students as part of "See Me Because" project

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	6.000	6.000	-	01XX Salaries	2,613,193.26	2,323,283.87	(289,909.39)	-11.09%
(P) NUP Total	4.000	4.000	-	02XX Benefits	824,155.16	764,362.56	(59,792.60)	-7.26%
(S) Clerical / Technical Total	1.500	1.000	(0.500)	03XX Purch Svcs	362,149.96	276,149.96	(86,000.00)	-23.75%
(T) Teacher Total	14.200	13.200	(1.000)	04XX Non-Capital	2,181,520.41	2,581,520.41	400,000.00	18.34%
				05XX Capital Purch	79,499.74	79,499.74	-	0.00%
				09XX Dues/Fees/Misc	9,403.40	9,403.40	-	0.00%
<b>Curriculum &amp; Instruction Total</b>	<b>25.700</b>	<b>24.200</b>	<b>(1.500)</b>		<b>6,069,921.93</b>	<b>6,034,219.94</b>	<b>(35,701.99)</b>	<b>-0.59%</b>

## New Investments and Efficiencies

- New investments to adopt new K-5 reading materials in English and Spanish with an explicit structured approach to phonics (English). \$400,000 is built into the non-passing referendum budget; \$1,000,000 for passing referendum budget.
- Continue to invest in instructional materials according to the district's curriculum adoption schedule, including creating historically accurate, culturally, and linguistically accurate curriculum
- This department has reduced 1.5 FTE due to district budget reductions.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Research, Accountability, & Data Use: Enrollment

2019-20

## 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, oversees the operations of students' photography services, and supports the district's Student Information Systems.

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

- Update internal transfer application and lottery files
- Streamline 4K enrollment application

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(P) NUP Total	1,000	1,000	-	01XX Salaries	289,178.47	296,920.59	7,742.12	2.68%
(S) Clerical / Technical Total	3,000	3,000	-	02XX Benefits	84,327.93	85,328.63	1,000.70	1.19%
				03XX Purch Svcs	14,700.00	14,700.00	-	0.00%
				04XX Non-Capital	2,300.00	2,300.00	-	0.00%
<b>Enrollment Total</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>		<b>390,506.40</b>	<b>399,249.22</b>	<b>8,742.82</b>	<b>2.24%</b>

## New Investments and Efficiencies

- Participation in full-day 4K pilot planning

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)



# Equity, Partnerships and Engagement

2019-20

## Purpose

The Office of Equity, Partnerships and Engagement actively uses universal and targeted strategies aimed to disrupt societal and historical inequities and eliminate disparities based on race and socioeconomic status so that our entire learning community, including all staff and all students, benefit and thrive. As such, this department manages the Family, Youth, and Community Engagement Office along with the Strategic Partnerships Office. A major focus of the department is the community collaboration to uplift Black Excellence.

## Connection to Strategic Framework

The mission of the Office of Equity, Partnerships and Engagement supports MMSD in meeting the goals of its Strategic Framework – in particular, Goal #2: the district and every school in it is a place where children, staff, and families thrive) and Goal #3: African-American children and youth excel in school. It does so by supporting work aligned to Areas #1: We will empower school communities and #2: We will invest in people.

## Major Work Streams

- Hold regular meetings of the Black Excellence Coalition
- Participate in cross-departmental teaming on priority projects and other integrated, pre-identified T&L Projects
- Collaborate with the community, including Madison Metropolitan chapter of Links, Inc. and 100 Black Men of Madison
- Coordinate MMSD participation in the Minority Student Achievement Network (MSAN) and implement MSAN Youth Action Plan.
- Support multicultural service coordinators
- Support Superintendent’s Human Rights Advisory Council
- Participate in district networks focused on equity

## Priority Projects & Other Projects

- Develop and implement Black Excellence 2.0 Action Plan
- Coordinate Equity Fellows program
- Develop professional learning opportunities focused on race and equity

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	306,432.46	315,630.68	9,198.22	3.00%
(S) Clerical / Technical Total	1.000	1.000	-	02XX Benefits	83,765.26	85,913.93	2,148.67	2.57%
				03XX Purch Svcs	17,100.00	17,100.00	-	0.00%
				04XX Non-Capital	3,000.00	3,000.00	-	0.00%
				09XX Dues/Fees/Misc	339,900.00	339,900.00	-	0.00%
<b>Equity Partnerships &amp; Engagement Total</b>	<b>2.000</b>	<b>2.000</b>	<b>-</b>		<b>750,197.72</b>	<b>761,544.61</b>	<b>11,346.89</b>	<b>1.51%</b>

## New Investments and Efficiencies

- This department has no new budget investments at this time. Efforts continue to progress around spending investments made in 2019-20 related to the Black Excellence Community Funds.
- There are no reductions in this department at this time.

Supporting Links: [2019-20 COMP](#) ; [Department website](#)

# Family, Youth, & Community Engagement

2019-20

## Purpose

Family, Youth & Community Engagement is part of the Equity, Partnerships and Engagement Department. This team serves a dual role: To support schools with guidance, professional development, tools and resources to promote partnership with families, youth and community members / organizations, especially with a commitment to equity; and to work directly with families, youth and community members/organizations to support their development, advocacy and to elevate the perspectives that help our schools and District change the structures, policies and practices that result in racialized outcomes.

## Connection to Strategic Framework

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

## Major Work Streams

- Work with external committees, task forces, and partnerships
- Support Superintendent’s parent and student advisory councils
- Support “Read Your Heart Out” and National African American Parent Involvement Day
- Provide capacity building workshops for family members and parents
- Provide support to schools to build capacity on family and community engagement
- Provide support for Community Schools
- Maintain MMSD’s religious holiday/observances calendar

## Priority Projects & Other Projects

- Complete long-term plan for scaling Community Schools
- Provide professional learning for Parent Liaisons to build skills and exchange information
- Develop conditions & capacity within Central Office to support youth voice in schools
- Provide series of parent leadership, organizing & advocacy workshops and engagement sessions
- Support community schools with evaluation, needs assessment, financial systems, data

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(E) EA/SEA/BEA Total	5.628	5.628	-	01 XX Salaries	850,233.04	872,817.70	22,584.66	2.66%
(F) NUP Total	7.000	7.000	-	02XX Benefits	386,071.22	389,960.79	3,889.57	1.01%
(T) Teacher Total	4.000	4.000	-	03XX Purch Svcs	92,460.00	102,460.00	10,000.00	10.82%
				04XX Non-Capital	97,996.00	97,996.00	-	0.00%
				09XX Dues/Fees/Misc	13,500.00	13,500.00	-	0.00%
<b>Family, Youth, &amp; Community Engagement Total</b>	<b>16.628</b>	<b>16.628</b>	<b>-</b>		<b>1,440,260.26</b>	<b>1,476,734.49</b>	<b>36,474.23</b>	<b>2.53%</b>

## New Investments and Efficiencies

- There are no new investments, nor reductions to this department budget this year.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

## Building & Administrative Services: Food Services

2020-21

### Purpose

The Food & Nutrition Department supports student achievement and wellness 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.

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects & Other Projects

- Implement "Harvest of the Month" program to increase consumption of fresh vegetables, Nutrition education and local purchasing.
- School-specific improvement plans for 2020-2021

2020-21

### Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01 XX Salaries	3,178,299.86	3,220,801.75	42,501.89	1.34%
(C) Custodian Total	4.250	4.250	-	02XX Benefits	2,038,824.20	2,075,500.19	36,675.99	1.80%
(F) Food Service Total	95.950	95.950	-	03XX Purch Svcs	223,230.00	223,230.00	-	0.00%
(P) NUP Total	3.000	3.000	-	04XX Non-Capital	4,806,728.23	4,806,728.23	-	0.00%
(S) Clerical / Technical Total	1.000	1.000	-	05XX Capital Purch	125,631.00	125,631.00	-	0.00%
<b>Food and Nutrition Services Total</b>	<b>106.200</b>	<b>106.200</b>	<b>-</b>		<b>10,372,713.29</b>	<b>10,451,891.17</b>	<b>79,177.88</b>	<b>0.76%</b>

### New Investments and Efficiencies

- Food Service is a majority subset of the Fund 50 budget
- Due to state requirements for equity, food service pricing will slightly increase for 2020-21. See Memo in Budget Book appendix.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Human Resources

2019-2020

## Purpose

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

## Connection to Strategic Framework

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

## Major Work Streams

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

2020-21

## Priority Projects & Other Projects

- Refresh the district's diversity hiring and retention strategy

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	6,267,666.37	6,354,809.97	87,143.60	1.39%
(B) Specialist Total	2.344	2.344	-	02XX Benefits	6,627,429.80	6,621,763.25	(5,666.55)	-0.09%
(E) EA/SEA/BEA Total	0.925	0.925	-	03XX Purch Svcs	674,476.00	759,476.00	85,000.00	12.60%
(P) NUP Total	14.000	14.000	-	04XX Non-Capital	58,428.34	58,428.34	-	0.00%
(S) Clerical / Technical Total	13.800	13.800	-	07XX Insurance	2,318,720.00	2,498,720.00	180,000.00	7.76%
(T) Teacher Total	0.100	0.100	-	09XX Dues/Fees/Misc	2,950.00	2,950.00	-	0.00%
<b>Human Resources Total</b>	<b>33.169</b>	<b>33.169</b>	<b>-</b>		<b>15,949,670.51</b>	<b>16,296,147.56</b>	<b>346,477.05</b>	<b>2.17%</b>

## New Investments and Efficiencies

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

Supporting Links: [Department webpage](#)

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

—————2019-20—————

### Purpose

ROCKiT, MMSD's innovation 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.

### Connection to Strategic Framework

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

### Major Work Streams

- Work with American Family partners to determine long-term strategy/framework for innovation work in MMSD
- Develop staffing model for ROCKiT with input from innovation strategists and externs.
- Work with department/school teams to provide consultation and professional development
- Work with partners at American Family to craft partnership goals, ways of working, and metrics of success
- Work with MMSD Communications Office to create a communications strategy

### Priority Projects & Other Projects

- Testing framework for design challenges
- Offering design workshops for MMSD staff professional development

—————2020-21—————

### New Investments and Efficiencies

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

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

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

2019-20

## Purpose

ISAL, in partnership with key stakeholders, facilitates systems-level problem solving to reduce barriers to teaching and learning in order to ensure that schools will be better equipped to implement equitable teaching, learning, and assessment practices to accelerate positive outcomes for all students so that they will thrive and graduate college, career, and community ready.

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

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

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	3.000	4.000	1.000	01XX Salaries	5,725,425.04	5,501,282.21	(224,142.83)	-3.91%
(P) NUP Total	3.000	1.000	(2.000)	02XX Benefits	1,515,900.86	1,421,607.46	(94,293.40)	-6.22%
(S) Clerical / Technical Total	4.000	4.000	-	03XX Purch Svcs	561,260.48	541,260.48	(20,000.00)	-3.56%
(T) Teacher Total	30.200	30.200	-	04XX Non-Capital	548,990.96	577,981.75	28,990.79	5.28%
<b>Integrated Supports &amp; Accelerated Learning Total</b>	<b>40.200</b>	<b>39.200</b>	<b>(1.000)</b>		<b>8,351,577.34</b>	<b>8,042,131.90</b>	<b>(309,445.44)</b>	<b>-3.71%</b>

## New Investments and Efficiencies

- Professional development / contracted support with national experts, Equal Opportunity Schools, in gifted and talented in education with TID #25 funding
- Reduced Summer School budget by 1.0 FTE through district overall budget reductions. 1.0 position was also reclassified from NUP to Admin based on HR's new guidelines.

## Supporting Links: [2019-20 COMP](#)

Department websites: [Advanced Learning](#), [Instructional Technology](#), [MTSS](#), [Summer School](#)

## Legal Services

2019-20

### 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.

### Connection to Strategic Framework

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

### Major Work Streams

- Attend and participate in all Work Group and Regular Board meetings
- Receive, review, and respond to litigation
- Respond to administrative complaints
- Conduct research to answer staff questions related to topics such as special education or student records, and provide guidance based on findings
- Process recommended expulsions with the Board of Education
- Process public and student records requests
- Daily Legal/Policy Issues
- Reviews and drafts contracts
- Processing internal harassment/discrimination complaints
- Outreach to Historically Underutilized Businesses (HUBs) and Contract Compliance
- Monitor Implementation of Affirmative Action Plan
- Behavior Education Leadership Team Membership
- Serve on MMSD's Section 504 Leadership Team
- Provide professional development regarding legal topics (e.g. FERPA, IDEA, ADA, Sect. 504)

### Priority Projects & Other Projects

- Create Legal Dept. FAQ
- Establish Title IX management system
- Implement contract management software system

2020-21

### Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	3.750	3.750	-	01XX Salaries	499,020.44	489,958.13	(9,062.31)	-1.82%
(S) Clerical / Technical Total	1.000	1.000	-	02XX Benefits	117,258.31	136,498.38	19,240.07	16.41%
				03XX Purch Svcs	100,100.00	100,100.00	-	0.00%
				04XX Non-Capital	5,800.00	5,800.00	-	0.00%
				09XX Dues/Fees/Misc	2,500.00	2,500.00	-	0.00%
<b>Legal Services Total</b>	<b>4.750</b>	<b>4.750</b>	<b>-</b>		<b>724,678.75</b>	<b>734,856.51</b>	<b>10,177.76</b>	<b>1.40%</b>

### New Investments and Efficiencies

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

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)



# Business Services: Madison School & Community Recreation

2019-20

## Purpose

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

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

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

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	4.000	4.000	-	01XX Salaries	9,095,747.22	9,168,699.02	72,951.80	0.80%
(C) Custodian Total	1.000	1.000	-	02XX Benefits	2,018,106.08	1,940,980.02	(77,126.06)	-3.82%
(F) NUP Total	29.000	29.000	-	03XX Purch Svcs	2,279,355.00	2,279,355.00	-	0.00%
(S) Clerical / Technical Total	35.650	35.150	(0.500)	04XX Non-Capital	423,606.00	423,606.00	-	0.00%
				05XX Capital Purch	8,000.00	8,000.00	-	0.00%
				09XX Dues/Fees/Misc	135,349.63	135,349.63	-	0.00%
<b>Madison School &amp; Community Recreations (MSCR) Total</b>	<b>69.650</b>	<b>69.150</b>	<b>(0.500)</b>		<b>13,960,163.93</b>	<b>13,955,989.67</b>	<b>(4,174.26)</b>	<b>-0.03%</b>

## New Investments and Efficiencies

- MSCR is a majority subset of Fund 80.
- MSCR reduced FTE by .5 in order to fund overall district budget reductions.
- MSCR anticipates needing future one-time funding in order to support a potential move of central operations should the November 2020 referendum pass and Capital High move into the Hoyt School, where MSCR is currently located. Funding has been allocated in the Building Services Dept to fund this project.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Teaching & Learning: Multilingual & Global Education

2019-20

## Purpose

The mission of the Office of Multilingual and Global Education (OMGE) is to ensure that language learners have equitable access to high-quality multilingual, multicultural, and global education. We provide leadership in the areas of planning, development, and implementation of ESL, bilingual and dual language, and world language programs. OMGE’s work includes policy development, creating bilingual curriculum and assessments, ensuring compliance with state and federal legal requirements, and communicating with families and community members, instructional planning, research-based service delivery models, and translations of resources and documents. Our goal is for all students to have the opportunity to reach their full academic potential while developing the critical consciousness.

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

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

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	15,253,809.00	15,638,860.07	385,051.07	2.52%
(G) BRS Total	78.036	77.085	(0.951)	02XX Benefits	6,296,034.17	6,356,642.66	60,608.49	0.96%
(P) NUP Total	2.000	2.000	-	03XX Purch Svcs	208,161.00	208,161.00	-	0.00%
(S) Clerical / Technical Total	1.000	1.000	-	04XX Non-Capital	144,525.00	144,525.00	-	0.00%
(T) Teacher Total	165.325	165.745	0.420	05XX Capital Purch	850.00	850.00	-	0.00%
				09XX Dues/Fees/Misc	900.00	900.00	-	0.00%
<b>Multilingual and Global Education Total</b>	<b>248.361</b>	<b>247.830</b>	<b>(0.531)</b>		<b>21,904,279.17</b>	<b>22,349,938.73</b>	<b>445,659.56</b>	<b>2.03%</b>

## New Investments and Efficiencies

- There are no additions or reductions to the OMGE budget this year.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Office of Youth Re-Engagement

2019-20

## Purpose

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

## Connection to Strategic Framework

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

## Priority Projects & Other Projects

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

## Major Work Streams

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

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	765,689.76	711,442.69	(54,247.07)	-7.08%
(E) EA/SEA/BEA Total	1.363	1.363	-	02XX Benefits	268,701.13	242,829.21	(25,871.92)	-9.63%
(P) NUP Total	2.000	1.000	(1.000)	03XX Purch Svcs	659,350.00	583,350.00	(76,000.00)	-11.53%
(T) Teacher Total	5.500	5.500	-	04XX Non-Capital	19,390.00	15,390.00	(4,000.00)	-20.63%
				09XX Dues/Fees/Misc	1,70,850.03	200.00	(170,650.03)	-99.88%
<b>Youth Re-Engagement Office Total</b>	<b>10.863</b>	<b>9.863</b>	<b>(1.000)</b>		<b>1,883,980.92</b>	<b>1,553,211.90</b>	<b>(330,769.02)</b>	<b>-17.56%</b>

## New Investments and Efficiencies

- Department budget is being supplemented with an additional funding from local resources (\$50,000) and district TID #25 resources (\$250,000) for 2020-21.
- This department has reduced their FTE by 1.0 in order to fund district overall reductions.

Supporting Links: [Departmental Website](#) and [COMP](#)

# Professional Learning & Leadership Development

2019-20

## Purpose

The purpose of the Professional Learning and Leadership Development Department is to provide high quality professional learning for key instructional leaders, promoting a thriving workforce empowered to deliver Culturally and Linguistically Responsive instruction and create climates that foster a sense of belonging for students and staff.

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

- Collaborate with MTI in the support of educators in years 3-5 of their practice CENTRS
- Refresh on New Principal Academies
- Coordinate educator effectiveness equity pilot
- Redesign Common Learning Agenda to align with the new Strategic Framework and rollout of SIP 2.0
- Design and deliver Central Office professional learning

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	2,000	2,000	-	01XX Salaries	1,256,115.13	1,324,539.89	68,424.76	5.45%
(P) NUP Total	5,250	6,000	0.750	02XX Benefits	367,935.40	401,150.80	33,215.40	9.03%
(S) Clerical / Technical Total	1,000	1,000	-	03XX Purch Svcs	507,267.00	557,267.00	50,000.00	9.86%
(T) Teacher Total	5,000	5,000	-	04XX Non-Capital	74,667.34	74,667.34	-	0.00%
<b>Office of Professional Learning &amp; Leadership Development Total</b>	<b>13.250</b>	<b>14.000</b>	<b>0.750</b>		<b>2,205,984.87</b>	<b>2,357,625.03</b>	<b>151,640.16</b>	<b>6.87%</b>

## New Investments and Efficiencies

- Continue to support program with University of Wisconsin, under the Forward Madison partnership, includes funding (\$50,000) to continue Cohort 1 and launch the grant funded Cohort 2 of Accelerated Licensure Special Education (ALSE program) and launch the grant funded ESL/Bilingual acceleration program.
- The .75 FTE is not a new position. It was previously funded by a grant; however, for 20-21 the district will be funding an additional .25 and the UW will be reimbursing MMSD for the other .5 FTE.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

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

—————2019-20—————

## Purpose

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

## Connection to Strategic Framework

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

## Major Work Streams

- Support and publish Central Office Measures of Performance (COMPs)
- Identification and reporting of district-level accountability metrics (State, Federal, and District)
- Fulfill internal and external data requests, including External Research Committee review
- Produce review cycle reports and monitoring reports for the BOE
- Plans, conducts, and supports research in partnership with UW-Madison under the Madison Education Partnership (MEP)
- Support school-based data and research use through development of tools and PD
- Complete qualitative & quantitative research projects, reports, and program evaluations
- Support and enhance MMSD Data Dashboard and Student Information Systems
- Develop and deploy surveys, summarize results, and deliver reports

## Priority Projects & Other Projects

- Update and support the School Improvement Plan 2.0 process
- Guide, collect, and analyze input on proposed 2020 facilities and operating referenda
- Support official enrollment counts
- Support district-level data collection systems
- Coordinate and support Geographic Information Systems (GIS) work
- Coordinate and update MMSD Tableau dashboards

—————2020-21—————

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	953,980.08	991,558.37	37,578.29	3.94%
(P) NUP Total	7.000	7.000	-	02XX Benefits	357,327.78	294,950.94	(62,376.84)	-17.46%
(S) Clerical / Technical Total	3.000	3.000	-	03XX Purch Svcs	187,311.77	187,311.77	-	0.00%
				04XX Non-Capital	4,030.00	4,030.00	-	0.00%
<b>Research &amp; Program Evaluation Total</b>	<b>11.000</b>	<b>11.000</b>	<b>-</b>		<b>1,502,649.63</b>	<b>1,477,851.08</b>	<b>(24,798.55)</b>	<b>-1.65%</b>

## New Investments and Efficiencies

- There are no new investments or reductions to this department this year.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Business Services: Resource Development

2019-20

## Purpose

The purpose of the Resource Development/Grants Office is to lead strategic decision making and planning around resource acquisition in support of MMSD’s vision that every school will be a thriving school that prepares every student to graduate ready for college, career, and community. This office manages grant seeking district-wide and with external agencies, manages grant teams, writes and edits grants and budgets, and advises staff on grant development to help MMSD leverage local, regional, and national funding. Provides general support and project management for cross-departmental and cross-functional teams for large scale projects (e.g., referendum).

## Connection to Strategic Framework

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

## Major Work Streams

- Acquire necessary resources
- Manage grant and fundraising development (priorities)
- Manage grant development teams (outside of priorities)
- Partner with the Foundation for Madison’s Public Schools
- Build capacity around grants
- Overall project management as needed across the district
- Stewardship

## Priority Projects & Other Projects

- Support implementation of plan for proposed 2020 facilities and operating referenda
- Pilot integration of Design Thinking into departmental practices

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(P) NUP Total	1.000	1.000	-	01XX Salaries	104,495.32	107,313.19	2,817.87	2.70%
				02XX Benefits	33,521.69	33,938.50	416.81	1.24%
				03XX Purch Svcs	2,175.00	2,175.00	-	0.00%
				04XX Non-Capital	4,825.00	4,825.00	-	0.00%
				09XX Dues/Fees/Misc	500.00	500.00	-	0.00%
<b>Revenue Development &amp; Grants Office Total</b>	<b>1.000</b>	<b>1.000</b>	<b>-</b>		<b>145,517.01</b>	<b>148,751.69</b>	<b>3,234.68</b>	<b>2.22%</b>

## New Investments and Efficiencies

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

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Teaching & Learning: Secondary Programs & Pathways

2019-20

## Purpose

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

## Connection to Strategic Framework

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

## Major Work Streams

- Support students in Personalized Pathways; deepen partnerships
- Experiential Learning Continuum implementation, scaling, and support
- Implement, refine, support, evaluate, provide PD for 6-12<sup>th</sup> grade Academic and Career Planning
- Work on Career & Technical Education (professional learning, curriculum, etc.)
- AVID School Integration; AVID tutoring hiring, training, placement
- Coordinate and implement youth apprenticeship and similar opportunities
- Development of Comprehensive School Counseling utilizing the ASCA national model framework
- Support implementation of online learning programs (Madison Virtual Campus and Credit Recovery)
- Implement Black Male Empowerment – Black Leaders in Plain Sight affinity group

## Priority Projects & Other Projects

- Complete local needs assessment for CTE Opportunities & WiseData Transitions
- Create custom credit recovery courses
- Expansion of personalized pathways at East, LaFollette, and Memoria
- Strengthen college, career, and community readiness integration plan
- Collaborate with teachers to author online Health Education course

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(0) Teacher Overtime Total	0.200	-	(0.200)	01XX Salaries	4,025,763.16	4,186,773.64	161,010.48	4.00%
(A) Administrator Total	1.000	1.000	-	02XX Benefits	1,368,547.09	1,363,647.96	(4,899.13)	-0.36%
(P) NUP Total	7.800	7.300	(0.500)	03XX Purch Svcs	1,593,413.51	1,793,413.51	200,000.00	12.55%
(S) Clerical / Technical Total	3.000	3.000	-	04XX Non-Capital	301,503.19	301,503.19	-	0.00%
(T) Teacher Total	40.350	35.504	(4.846)	05XX Capital Purch	65,800.00	65,800.00	-	0.00%
				09XX Dues/Fees/Misc	4,000.00	4,000.00	-	0.00%
<b>Secondary Programs and Personalized Pathways Total</b>	<b>52.350</b>	<b>46.804</b>	<b>(5.546)</b>		<b>7,359,026.95</b>	<b>7,715,138.30</b>	<b>356,111.35</b>	<b>4.84%</b>

## New Investments and Efficiencies

- Increase in purchased services, \$250,000 through local repurposing and \$500,000 in fundraised resources, for Early College Stem Academy (ECSA) Priority Action

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)



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

2019-20

## Purpose

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

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

- None for this year

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	695,906.82	643,489.16	(52,417.66)	-7.53%
(E) EA/SEA/BEA Total	0.291	0.497	0.206	02XX Benefits	281,205.74	251,141.52	(30,064.22)	-10.69%
(S) Clerical / Technical Total	2.000	2.000	-	03XX Purch Svcs	289,343.00	289,343.00	-	0.00%
(T) Teacher Total	4.975	4.600	(0.375)	04XX Non-Capital	104,658.00	104,658.00	-	0.00%
<b>State and Federal Programs Total</b>	<b>8.266</b>	<b>8.097</b>	<b>(0.169)</b>		<b>1,371,113.56</b>	<b>1,288,631.68</b>	<b>(82,481.88)</b>	<b>-6.02%</b>

## New Investments and Efficiencies

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

Supporting Links: [Department webpage](#)

# Family, Youth, & Community Engagement: Strategic Partnerships

2019-20

## Purpose

The Department of Strategic Partnerships actively collaborates with Madison's community to meet common goals and accomplish together what one organization cannot do alone. They leverage local, regional, and national resources and support teams to 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, 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.

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

- Complete plan for full district roll-out of Volunteer Tracker
- Coordinate middle school community partners design process
- Develop plan for MOST quality improvement pilot

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	308,572.31	340,368.49	31,796.18	10.30%
(F) NUP Total	2.240	3.760	1.520	02XX Benefits	115,026.20	141,660.93	26,634.73	23.16%
(S) Clerical / Technical Total	1.000	1.000	-	03XX Purch Svcs	424,273.00	437,773.00	13,500.00	3.18%
				04XX Non-Capital	27,166.00	24,466.00	(2,700.00)	-9.94%
				05XX Capital Purch	1,500.00	1,500.00	-	0.00%
				09XX Dues/Fees/Misc	1,000.00	1,000.00	-	0.00%
<b>Strategic Partnerships Total</b>	<b>4.240</b>	<b>5.760</b>	<b>1.520</b>		<b>877,537.51</b>	<b>946,768.42</b>	<b>69,230.91</b>	<b>7.89%</b>

## New Investments and Efficiencies

- Continued implementation of the MOST MIS system (supported by grant funding)
- Due to United Way reductions in funding, a staff member that was previously grant funded was moved onto local funding in order to ensure continuation of student facing program Achievement Connections. Therefore, this 1.52 FTE is not a new NUP position for the district rather the position is moving from grant funding to local department level.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Teaching & Learning: Student and Staff Support

2020-21

## Purpose

The Department of Student and Staff Support works collaboratively with schools and departments across the district to support the development of healthy, safe and thriving school communities to create a true sense of belonging for all stakeholders.

## Connection to Strategic Framework

By promoting wellness for the whole child, our department contributes to the district vision of preparing all children to be college, career and community ready upon graduation. Our work is grounded in the district's core values, and in particular focuses on Goal # 1, Every child is on track to graduate ready for college, career and community.

## Major Work Streams

- District-wide support for the development of foundational practices, including Social Emotional Learning, Restorative Justice systems, and PBIS systems of tiered support
- Support for professional learning around Developmental Designs, Welcoming Schools, and NVC
- Coaching for school teams to integrate these practices into culture and climate systems
- Support for school staff including Social Workers, Counselors, Psychologists, Nurses, Nurse Assistants and Behavior Education Specialists
- Student mental health programming and supports
- Implementation and monitoring of the Behavior Education Plan

## Priority Projects & Other Projects

- Continuous improvement of implementation of the Behavior Education Plan
- Scaling multi-year mental health in school programs

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	4.000	4.000	-	01XX Salaries	16,708,523.08	17,149,578.19	441,055.11	2.64%
(E) EA/SEA/BEA Total	52.865	52.489	(0.376)	02XX Benefits	7,121,443.63	7,051,193.65	(70,249.98)	-0.99%
(P) NUP Total	5.466	5.466	-	03XX Purch Svcs	1,122,703.42	1,437,703.42	315,000.00	28.06%
(S) Clerical / Technical Total	3.500	3.500	-	04XX Non-Capital	110,249.74	110,249.74	-	0.00%
(T) Teacher Total	205.441	207.201	1.760	05XX Capital Purch	4,300.00	4,300.00	-	0.00%
				09XX Dues/Fees/Misc	1,680.00	1,680.00	-	0.00%
<b>Student Services Total</b>	<b>271.272</b>	<b>272.656</b>	<b>1.384</b>		<b>25,068,899.87</b>	<b>25,754,705.00</b>	<b>685,805.13</b>	<b>2.74%</b>

## New Investments and Efficiencies

- New mental health investments of \$215,000 include expanding the Behavioral Health in Schools (BHS) program, the Bounce Back program in elementary schools, and the CBITS program to the 9th grade.
- New investments of \$30,000 for district expansion of Welcoming Schools curriculum in elementary schools.
- There are no FTE additions in this department, rather these FTE changes are due to school based conversion decisions from centrally allocated Psych/SocWrk/Guidance/Nurse/PBS.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Teaching & Learning: Student Services / Special Education

2019-20

## Purpose

The Department of Student Services is focused on reducing barriers to education thus ensuring each student has access to high-quality, equitable, inclusive instruction leading to deep learning that results in college, career and community readiness. The department has two overarching areas of responsibility: (1) Providing specialized services and supports such that students with disabilities are appropriately identified and receive a free appropriate public education through special education/related services and/or Section 504 accommodations resulting in meaningful benefit and (2) Provide state and federal resources to remove educational barriers and equitably support FTE students, staff and families.

## Connection to Strategic Framework

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

## Major Work Streams

- Administrative oversight of IDEA and Section 504
- Administration of intensive and alternative programs
- Technical assistance, procedural guidance and job-embedded professional development for special education teachers and assistants.

## Priority Projects & Other Projects

- Coordinate development and implementation of an equity-based resource distribution model
- External evaluation of the Special Education Plan
- Implement revised accountability/performance management system
- Improve quality and precision of Specially Designed Instruction

2020-21

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	7.000	7.000	-	01XX Salaries	47,497,026.80	48,754,470.65	1,257,443.85	2.65%
(b) Specialist Total	27.655	27.722	0.067	02XX Benefits	21,346,311.15	21,105,347.03	(240,964.12)	-1.13%
(E) EA/SEA/BEA Total	290.917	277.591	(13.326)	03XX Purch Svcs	1,260,144.00	1,260,144.00	-	0.00%
(G) BRS Total	2.904	2.904	-	04XX Non-Capital	929,025.25	929,025.25	-	0.00%
(P) NUP Total	2.000	2.000	-	05XX Capital Purch	87,000.00	87,000.00	-	0.00%
(S) Clerical / Technical Total	6.040	6.040	-	09XX Dues/Fees/Misc	33,080.00	33,080.00	-	0.00%
(T) Teacher Total	536.969	543.317	6.348					
<b>Special Education Total</b>	<b>873.485</b>	<b>866.575</b>	<b>(6.910)</b>		<b>71,152,587.20</b>	<b>72,169,066.93</b>	<b>1,016,479.73</b>	<b>1.43%</b>

## New Investments and Efficiencies

- Strategic equity project investments in this area were focused on an increase of 6 Teacher FTE in special education cross-categorical teachers/special education assistants in alignment with district-wide weighted student formula funding.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)

# Superintendent's Office

—————2019-20—————

## Purpose

The Superintendent's Office supports the Superintendent and the Board of Education in the quality implementation of the Strategic Framework and specifically meeting the academic goals stated within the Framework.

## Connection to Strategic Framework

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

## Major Work Streams

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

## Priority Projects & Other Projects

- Implementation of the Strategic Framework

—————2020-21—————

## Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	578,659.60	516,173.73	(62,485.87)	-10.80%
(P) NUP Total	1.000	1.000	-	02XX Benefits	134,157.43	139,711.84	5,554.41	4.14%
(S) Clerical / Technical Total	1.000	1.000	-	03XX Purch Svcs	56,500.00	56,512.59	12.59	0.02%
				04XX Non-Capital	16,243.42	16,243.42	-	0.00%
				09XX Dues/Fees/Misc	52,500.00	52,500.00	-	0.00%
<b>Superintendent's Office Total</b>	<b>4.000</b>	<b>4.000</b>	<b>-</b>		<b>838,060.45</b>	<b>781,141.58</b>	<b>(56,918.87)</b>	<b>-6.79%</b>

## New Investments and Efficiencies

- The Superintendent's Office FTE went up 1.0 due to an internal reorganization where 1.0 was moved into the Superintendent's Office and out of another department.

Supporting Links: [Department webpage](#)

## Building & Administrative Services: Technical Services

2019-20

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects & Other Projects

- Upgrade all LAN networking equipment and completely rebuild every school wiring closet
- Plan the RFP and proper use of E-Rate Category 2 funds in the final year of availability
- Upgrade district wireless to provide greater throughput
- Plan for procurement and deployment of student and classroom technology for G6 rollout
- Build out fiber connections for six schools to MUFN WAN
- Rebuild web server environment and procure hosted Drupal services for website
- Single Sign On (SSO) platform implementation
- Cybersecurity training and phishing simulation for staff
- Title IX compliance tracking platform development and implementation

2020-21

### Staffing and Budget Summary

Group	FTE FY2020	FTE FY2021	Change	Description	Budget FY2020	Budget FY2021	\$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	2,118,221.05	2,163,568.28	45,347.23	2.14%
(P) NUP Total	2.000	2.000	-	02XX Benefits	729,503.07	744,163.61	14,660.54	2.01%
(S) Clerical / Technical Total	25.403	25.403	-	03XX Purch Svcs	4,494,916.80	3,807,386.00	(687,530.80)	-15.30%
				04XX Non-Capital	642,546.77	965,186.00	322,639.23	50.21%
				06XX Debt Payments	1,054,428.00	1,054,428.00	-	0.00%
<b>Technical Services Total</b>	<b>28.403</b>	<b>28.403</b>	<b>-</b>		<b>9,039,615.69</b>	<b>8,734,731.89</b>	<b>(304,883.80)</b>	<b>-3.37%</b>

### New Investments and Efficiencies

- Reduction in purchases service reflects expiration of one-time TID #25 funding
- Increase of approximately \$150,000 reflects additions under the Ignite! MMSD Technology Plan for 2020-21 (G6).
- Previous years, federal E-Rate funding for capital purchases is largely complete this year.

Supporting Links: [Department webpage](#), including [2019-20 COMP](#)