



UNIFIED SCHOOL DISTRICT OF MARSHFIELD

MARSHFIELD, WISCONSIN 54449

WOOD, MARATHON, & CLARK COUNTY

WWW.MARSHFIELDSCHOOLS.ORG

ANNUAL BUDGET

FISCAL YEAR 2018-19

DR. RYAN CHRISTIANSON, SUPERINTENDENT OF SCHOOLS

BOARD OF EDUCATION OFFICE

1010 E 4TH STREET

MARSHFIELD, WI 54449

The School District of Marshfield is an equal opportunity education institution and will not discriminate on the basis of sex, race, religion, color, national origin, ancestry, creed, pregnancy, marital or parental status, sexual orientation, or physical, mental, emotional, or learning disability or handicap in its activities, programs, or employment practices as required by Title VI, Title IX and Section 504. For information regarding civil rights or grievance procedures, contact the Title IX, Title VI, and Section 504 Coordinator and Director of Business Services, Pat Saucerman at 1010 East 4th Street, Marshfield, WI 54449 (715-387-1101). For information regarding services, activities and facilities that are accessible to and usable by handicapped persons, contact Ron Sturomski, Director of Building and Grounds at 715-387-1101.

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Unified School District of Marshfield

Grant Elementary
425 W. Upham Street
Marshfield, WI 54449

Lincoln Elementary
1621 S. Felker Avenue
Marshfield, WI 54449

Madison Elementary
510 N. Palmetto Avenue
Marshfield, WI 54449

Nasonville Elementary
11044 US Hwy 10
Marshfield, WI 54449

Washington Elementary
1112 W. 11th Street
Marshfield, WI 54449

Marshfield Middle School
900 E. Fourth Street
Marshfield, WI 54449

Marshfield High School
1401 E. Becker Road
Marshfield, WI 54449

Alternative High School
107 E. 3rd Street
Marshfield, WI 54449

Welcome to the Unified School District of Marshfield!

We are pleased to bring you the 2018-19 Annual Budget for Marshfield's public schools. We take great pride in our strong tradition of excellence and maintain a steadfast commitment to providing a quality education for all students. As a high performing District, we provide a rigorous and comprehensive curriculum with instructional programs and support services that are focused on maximizing student potential.

We have consistently been recognized as one of the top public high schools in Wisconsin by numerous national media outlets including *Newsweek Magazine*, *U.S. News and World Reports*, and *The Washington Post*.

We are also pleased to report a strong financial position, primarily due to the conservative nature of fiscal spending and accountability as exercised by present and past school boards. Moody's Investors Services recently re-affirmed the District's Aa2 bond rating. According to Moody's rating report of November, 2015, "The district's financial position will likely remain sound given positive financial operations and maintenance of solid reserves. The district has achieved consecutive operating surpluses over the past five fiscal years, bringing the General Fund balance to \$13 million or a solid 28.8% of General Fund revenues."

Lastly, we are very grateful to enjoy strong support for public education in our community. Our success reflects a true community effort to provide the most nurturing learning environment we can for our students. If you have any questions about the information contained in this budget book, please do not hesitate to contact us at the School District of Marshfield Board of Education Office.

Your Partners in Education,

Dr. Ryan Christianson
Superintendent of Schools
School District of Marshfield



Mr. Patrick Saucerman
Chief Financial Officer
School District of Marshfield



ORGANIZATIONAL OVERVIEW

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DISTRICT DESCRIPTION AND ORGANIZATION

The School District of Marshfield is a fiscally independent unified school district with an annual operating budget of \$58 million. The District serves approximately 4,000 students, and employs 266 teachers, 21 administrators, and 167 support personnel.

The District has five elementary schools, one middle school, and one high school which offer a comprehensive pre-kindergarten through twelfth grade curriculum. Attendance areas span three counties and 194 square miles, including the city of Marshfield, the towns of Cameron, Fremont, Lynn, Marshfield, Lincoln, McMillan, Day, Richfield, Green Valley, Rock, and the village of Hewitt.

The District's governance structure includes a seven-member elected Board of Education.

BOARD OF EDUCATION

<u>Board Member</u>	<u>Office</u>	<u>Term Expires</u>
Frances Bohon	President	2021
Amber Leifheit	Vice-President	2019
Dale Yakaite	Clerk	2019
Mark Konrardy	Treasurer	2020
SAM Steiner	Member	2021
Dorothy Chaney	Member	2020
Karen Shulman	Member	2021

A Board of Education is a legal entity for providing a system of public education within a geographic area of the State of Wisconsin. The system was created by, and is governed by, State statutes. Members of a Board are chosen by citizens to represent them and the State in the governance of the local schools.

The Board has the dual responsibility for implementing statutory requirements pertaining to public education and for meeting the desires of residents. While the Board has an obligation to determine and assess citizen desires, it is understood that when the voters elect delegates to represent them in the conduct of specified educational programs, they, at the same time, are endowed with the authority to exercise their best judgment in determining policies, making decisions, and approving procedures for carrying out the responsibility. The Board declares and, thereby, reaffirms its intent to:

- A. Maintain two-way communications with citizens of the District. The Board shall keep them informed of the progress and problems of the School District, and the citizens shall be urged to bring their aspirations and concerns about the District to the attention of this body.
- B. Establish policies and make decisions on the basis of declared educational philosophy and goals.
- C. Act as a truly representative body for citizens in all matters related to programs and operations.

ADMINISTRATION & BUSINESS PARTNERS

DISTRICT ADMINISTRATION

Ryan Christianson	Superintendent
Patrick Saucerman	Director of Business Services
Kim Ziembo	Director of Instruction
Tracey Kelz	Director of Student Services
Nicole Laber	Director of Human Resources
Ron Sturomski	Director of Buildings & Grounds
Mike Drevlow	Director of Technology
Stacey Weichelt/Melanie Jaecks	Director of Food Service
Mike Nanstad	Curriculum, Instruction, & Data Spec.
Nathan DeLany	Athletic Director

SCHOOL ADMINISTRATION

Jason Wilhelm	Principal, Marshfield High School
Jackson Hein	Associate Principal, Marshfield High School
David Roeglin	Associate Principal, Marshfield High School
Mike Nicksic	Principal, Marshfield Middle School
Kevin Fadrowski	Associate Principal, Marshfield Middle School
Jeff Damrau	Principal, Grant Elementary School
Jill Banser	Associate Principal, Grant Elementary School
Brooke Bargander	Principal, Lincoln Elementary School
Tiffany Scheer	Principal, Madison Elementary School
Charmaine Ulrich	Principal, Nasonville Elementary School
Jenna Southworth	Principal, Washington Elementary School

CERTIFIED PUBLIC ACCOUNTANTS

Hawkins Ash CPAs (Kevin Behnke)

LEGAL COUNSEL

Bond Counsel	Quarles & Brady LLP	Allison Buchanan
Legal Counsel	Strang, Patteson, Renning, Lewis & Lacy	Shana Lewis
Legal Counsel	Gorski & Wittman S.C.	Mark Wittman
Disclosure Counsel	Ehlers, Inc.	Sara Beecher

FINANCIAL ADVISORS

Ehlers, Inc. (Jeff Seeley)

ACTUARY

Willis Towers Watson

MISSION, GOALS & PHILOSOPHY

MISSION

Providing the environment which cultivates maximum student potential.

GOALS

The school district will provide quality, diverse programs that allow students to develop their capabilities.

The school district will encourage the professional, occupational, and personal development of its employees.

The school district will promote and support individual, institutional, family, and community partnerships in the education of youth.

The school district will provide an appropriate, safe, and healthful physical environment for students, staff, and community.

PHILOSOPHY

We accept learning as the fundamental purpose of our schools and therefore are willing to examine all practices, policies, and procedures in light of their impact on student learning. We are committed to working together to achieve our collective purpose. We cultivate a collaborative culture through development of high-performing teams at all levels, referred to as Professional Learning Communities. Because we are committed to working collaboratively to achieve our collective purpose:

- √ The collaborative team is the fundamental building block and engine of improvement for our district;
- √ We work together interdependently to achieve common goals that are directly related to improved student learning;
- √ Student learning includes responsibility for academic, intellectual, social and personal development;
- √ We are mutually accountable for achieving those goals;
- √ Teams are provided with the time, resources, and support essential to their effectiveness;
- √ To improve learning, students are provided increased levels of time and support in a manner that is relevant, directive, and systematic.

By establishing a primary focus on learning, the District assures that students will have the skills, knowledge and dispositions to be productive members of society with an appreciation of the ideals and processes of American democracy.

THE MARSHFIELD STORY FROM LUMBER TO WORLD CLASS MEDICINE

Marshfield was named after John J. Marsh, of Haverville, Mass., one of the original proprietors of the town site. About 1865, the Fox and Wisconsin Improvement Co. was organized and entered into a contract with the State to complete waterway improvements on the Fox and Wisconsin Rivers to make possible navigation between Green Bay and the Mississippi. When the work was not completed by 1866, a new company known as the Green Bay and Mississippi Improvement Co. was formed to take over the work. When this company dissolved, the site of Marshfield became the property of John Magee and Samuel Marsh.

In 1886, Louis and Frank Rivers settled here and in April, 1871, purchased a tract of land from Samuel Marsh on which they built a log house used as a dwelling, store, and tavern, and a little later as a post office. In June, 1871, Peter McGuigan arrived and opened a small store and saloon. That same year many other settlers arrived.

The Wisconsin Central Railroad (now Soo Line) came through with the first train on July 4, 1872. The first Post Office was established in 1872 and Louis Rivers was the Postmaster until June, 1887, being succeeded by E.S. Renne, proprietor of the first drug store. The first school was started in the summer of 1873 with Clara Davis, Fannie Baker, and Ella Kelly the first teachers. In 1874, Jerry Couture built the first frame house in the village on South Depot Street, and by 1875 Marshfield had 22 frame buildings. J.P. Buck and J.J. Marsh had the plat for Marshfield surveyed in December, 1874, and it was recorded on September 9, 1875. The first doctor in town was Dr. W.T. Shaw. Frank Kirkland was the first lawyer and A.E. Deming the second.

The first Sunday school met in November, 1878, and on November 27, 1878, Rev. Jacob Patch organized the First Presbyterian Church. Prior to 1878, Catholic meetings were held in the River's house. Later they were held in the schoolhouse until the building of the Catholic Church in 1880. The Methodist Church was built in 1883.

In 1883, the City of Marshfield was incorporated and in April of that year the first city election returned L.A. Arnold as the first Mayor of the city. The first newspaper was the Marshfield Times, started the later part of the year 1879. On June, 1887, the City of Marshfield was practically destroyed by a fire that started in the lumber yards of the Upham Mfg. Co.

The electric lights and waterworks were installed in 1889. The Roddis Lumber and Veneer Co. was established by William Roddis in 1894. Felker Bros. Mfg. Co. was organized in Kendall, WI in 1903 and came to Marshfield in December of 1908. The S. Miller Fruit Co. had its beginning in 1901. The first bank was the First National Bank organized as a branch of the Clark County Bank of Neillsville in December of 1880.

The Marshfield City Library had its beginning in the early 1880's with 500 volumes donated to the city by John J. Marsh of New York through Mrs. W.H. Upham. The first fire department was

organized on May 2, 1883, with R.H. Howrath elected the first captain. The Police Department was organized on July 1, 1910, with Michael Griffin serving as the first Police Chief. The Marshfield telephone system was started by Theo. Springborn, probably about 1890. St. Joseph's Hospital was established in 1890, and was incorporated in 1891 by the Sisters of the Sorrowful Mother, and the first building was erected during the year 1891.

The Marshfield Clinic was organized in 1916. Six physicians, K.W. Doege, M.D.; William Hipke, M.D.; Victor Mason, M.D.; Walter G. Sexton, M.D.; H.H. Milbee, M.D. and Roy P. Potter, M.D., found themselves practicing in the same community, and chose to join together in group practice. They named the new enterprise not for themselves but for the community in which they lived and served: Marshfield Clinic. From the beginning they thought of themselves as a team – the work, ideas and professional growth of each reinforcing and complementing the others in service to their patients and community. The group hosted scientific meetings for substantial numbers of other doctors, a tradition that was to endure and further shape the Clinic's character. By 1924, Marshfield Clinic had become a formal part of the University of Wisconsin's first medical preceptor program. The commitment to medical research and education would only increase.

In the years between World War I and World War II, Marshfield Clinic continued its steady growth, adding physicians, new medical skills and an expanding cadre of medical and business support personnel. This period, like the times that would follow, also saw the Clinic's policies and practices adapting to a changing environment. Short-term and long-term illness policies were established. A formal education sabbatical program was adopted. Among the new doctors recruited after World War II were Russell Lewis, M.D., an obstetrician, and Ben Lawton, M.D., a thoracic surgeon. Both would have a major influence on the Clinic's course, both would become presidents and both would gain regional and national reputations. Dr. Russell Lewis would become the architect and first medical director of the Greater Marshfield Community Health Plan, one of the earliest HMOs in the country and the predecessor of today's Security Health Plan. In 1970, Dr. Lewis would also become the Clinic's first medical director. Among many career distinctions, Dr. Lawton would serve on the University of Wisconsin Board of Regents and become a presidential appointee to the nation's Institute of Medicine. He would be an unrelenting advocate for egalitarianism, service to the underprivileged, research and medical education. In recognition of his social advocacy, Dr. Lawton would receive a pen used by President Lyndon B. Johnson in 1965 to sign Medicare into law.

Marshfield Lodge No. 224, A.R.M. was established in November, 1882, and the Chapter 78, R.A.M. on May 26, 1902. Chapter 95 Eastern Star was established on December 23, 1896. Marshfield Lodge 100, Odd Fellows, was established June 6, 1889. Hub Rebekah Lodge No. 158 was instituted June 2, 1897. Lodge 665 Order of Elks was founded in 1901. Lodge 624 Order of Eagles, May 1, 1904. Pine Tree Camp Modern Woodmen, on January 20, 1896. Mayflower Camp of Royal Neighbors started in 1898. The Knights of Wisconsin Branch 74 started June 20, 1887.

THE SCHOOL DISTRICT OF MARSHFIELD THE EARLY YEARS

The earliest record of public education in Marshfield begins with the public survey of December, 1874 and April, 1875, where survey directions specify that "Lots 13, 14 and 15 of Block L, and Lots 1, 2 and 3 of Block A should be reserved for sites of public school buildings." However, previous to this it appears some teaching had taken place. During the summer of 1873, Miss Clara Davis has been credited by some for providing at least some instruction. This assertion is disputed by one, if not other early residents of the city. There is unanimous agreement, however, that "the first three teachers in Marshfield were undoubtedly Miss Clara Davis, Miss Fannie Baker and Miss Ella Kelly, and that one of these taught the first school."

Eight years later, an article in the publication "The History of Northern Wisconsin," discussed Miss Kelly's work which was specifically referenced in sketching the early history of the city. Contradicting earlier claims of education in the city, a story printed several years ago stated that in 1875 there was "only one child in Marshfield of school age and that she did not go to school because there was none." If this claim is true, one can only speculate as to what became of the children who attended the summer school that allegedly existed in 1873.

Yet other records appear to support this claim. Historic records for the city indicate that "a summer school of two months was held' in 1877 in an old frame house on South Depot Street, with Madge Mahoney as teacher," and that it was soon after that a schoolhouse was built which stood on the site of the present residence of Dr. Hayward.

The History of Northern Wisconsin (1881) references Marshfield in other excerpts, and states "There are two district schools, with still another in process of building, which will cost the sum of \$3,500, the last one, built in 1877, costing \$1,400." This suggests a regular schoolhouse had been built before 1877, and a second was being constructed in the same year. In any case, it is clear that by 1881, education in Marshfield had been placed upon a substantial footing and the people were building schools to keep pace with the increasing child population.

In 1882, the citizens paid a tax of \$3,523 for schoolhouses and the support of schools. Since then the system has expanded at an increasing rate, and with greatly increased efficiency. In the spring of 1888 the "Central School" was deemed too small to accommodate all students. This created the need to organize into two distinct departments; one in a building on the north side and another in the Band of Hope Hall on Third Street.

In 1889, the school district sold the Central Avenue frame building to the city and proceeded to erect a large brick high school on its site costing \$15,446.99. In 1895, what was known as the Fourth Ward School was built, and in 1903, the First Ward building was finished. It was not long before the high school on Central Avenue was far too small and the present commodious structure was built in 1899, costing about \$20,000.

In 1903, the First Ward building was finished. A review of the schools, published in the Marshfield City Times, April 19, 1916, said: "From rather insignificant beginnings the schools of the city have grown to such an extent that a force of 36 teachers is now required to handle them. Four ward buildings, namely, the Washington, Jefferson, Lincoln and Grant schools are required to house the grade schools of the city.

Only regular school graduates are employed as teachers in the grades, which ensures a high standard of instruction. During the present year, instruction in manual training, cooking and sewing has been added to the curriculum of the seventh and eighth grades, so that the instruction is up to date in every respect. Music and drawing are also taught in all grades. Next year a special supervisor, who will spend all of her time in grade supervision, will be employed, and with this addition the grades in the city will be conducted so as to make the work practically the equal of anything in the state.

Boys and girls between the ages of 14 and 17 who have been forced to drop out of school before finishing the grades are taken care of by the Continuation School, headquartered in the Washington building. These working boys and girls are taught Reading, Writing, Domestic Science, English, Arithmetic, Civics and Hygiene. The Continuation School is supported by the Board of Education, which also maintains a day and evening commercial school. This school is free to all residents of the city and has proven popular during the year in which it has operated. In total, the Continuation Schools of the city are accommodating about 150 students this year.

The expense for maintaining the schools fostered by the Industrial Board is shared between the city and the state. The McKinley building is the home of the High School. During the last year this building has been improved by an addition costing over \$20,000, so that it is now up to date in every respect. The High School curriculum provides a general course for those who wish to go to college, and a commercial course for students who wish to prepare themselves for the work force. A domestic science course is also offered, and the advisability of adding a four-year course in agriculture is now being considered. The high quality of instruction at the High School is supported by the fact that a state inspector recently rated the school as up to the very highest standard in the state.

Public speaking is emphasized and the school has been very successful in this line of work. Twice since 1909 the representatives of the local school have won the state championship in oratory; last year they carried off the state championship in debate and this year in the same line of work the school has just won second place in the state in competition with 27 of the best high schools.

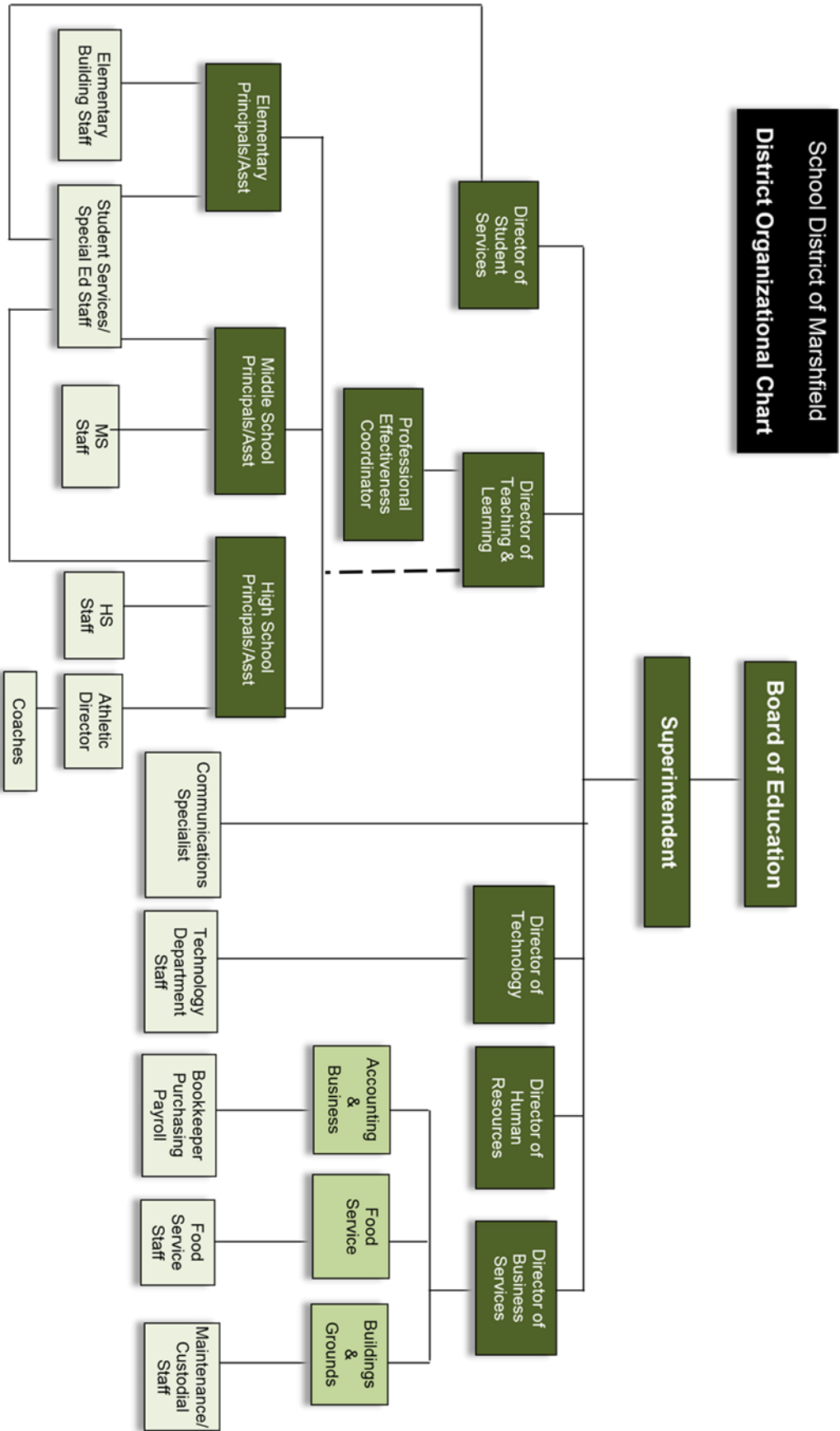
Ten teachers administer the work of the High School, which now has an enrollment of 200. "The above review, printed six years ago, may be fitly supplemented by the following facts, furnished by Prof. Chester Newlun, the present Superintendent:" Since 1916, the Marshfield schools have made rapid progress.

In 1917, because of the over-crowded conditions, both in the grades and in the high school, the district voted to build a new Junior High School. The building was delayed because of the war and was not completed until September, 1920. Meanwhile, the schools prepared for the new organization. They adopted a course of study which provided six years of high school work instead of four. The schools are now organized on the 6-3-3 plan, which means that the first six grades are in the elementary schools, the seventh, eighth and ninth grades in the Junior High School, and the tenth, eleventh and twelfth grades in the Senior High School. In the course of study for the high schools are six years of Home Economics, three years of Manual Training, including both metal and wood working, four years of Commercial work, and four years of Agriculture, in addition to the regular Academic course offered in high schools. The special course in the study of Vocations and Occupations is given throughout the six years of high school.

The present enrollment shows 350 students at the Junior High School, and about 300 in the Senior High School, employing 60 teachers. In April, 1922, the Marshfield Board of Education and the Marshfield Industrial School Board mutually agreed to combine the Vocational School with the public schools for administrative purposes, so that now the two school systems in Marshfield are consolidated and are running as one unit. The Junior High School was named the William D. Purdy School in honor of William D. Purdy, who lost his life July 4, 1918, in Alsace, in order to save the lives of several of his comrades in the army. The episode of his throwing himself upon the several exploding bombs to save the lives of his comrades is quite generally known.

The building was named in his honor and dedicated to the ex-service men of the great war. The total cost of the building and equipment was approximately \$105,000. It houses both the Junior High School and the Continuation School. Its equipment is new and modern throughout. The growing conditions in the school, however, are going to make it necessary to build an addition very soon to the Willard D. Purdy School. Not only this, but additions will have to be built to some of the grade buildings to take care of the additional enrollment. Already in the fall of 1922 a Kindergarten was added to the Grant School at a cost of \$7,000. The Marshfield Junior High School is one of the first nine genuine junior high schools in the state of Wisconsin. The Marshfield High School also was one of the first four to introduce directed or supervised study organization in the high school. The Marshfield school system has attracted wide attention because of its instruction in Vocational Guidance, its plan of supervised study, its 6-3-3 organization, and its consolidation of the Vocational and public school systems.

On Feb. 5, 1922, the Superintendent was on the program of the annual convention of the National Association for Vocational Guidance held in Chicago. On Nov. 9, 1922, he was on the program of the annual convention of the State Teachers' Association of Wisconsin held in Milwaukee on the subject of the functioning of a Junior High School. The Marshfield schools are also making a special effort to develop the physical well-being of the children, as well as their mental well-being. They employ two physical education instructors for the children in all the schools and a school nurse and a nutrition expert. All children below standard weight are provided with-hot lunches and milk twice a day."



MAJOR GOALS AND OBJECTIVES MARSHFIELD BOARD OF EDUCATION

The Continuous Improvement Model

In a district with high-quality teachers and principals, the role becomes to guide, support and hold accountable the work of the schools so that the District is focused on student outcomes. The work of the central office is to assist in the alignment of the building work to the goals of the district, ensuring the principals and staff have the training and guidance they need to meet the needs of the students within clearly defined parameters. Data and intentional actions drive the process of allocating resources.

Every building is required to develop, refine and receive approval of growth goals that are clearly aligned to the district goals and define the building work and accountability measures for each year. These measurable, achievable and accountable goals the buildings use will guide and define their work and assist meeting the priorities and goals of the district. Expectations include:

- principals as instructional leaders
- high-quality teaching and curriculum inclusive of what is taught, how and when progress is measured and what happens when students struggle
- high-quality professional learning informed by student data

By ensuring that each school's goals are clearly aligned to the district priorities and goals, communicated to staff, students, families and community members, we empower all members of the educational effort with the information to demand the very best from their school. Finally, through quarterly reviews of progress, leadership teams at the school level will account for performance and results and celebrate progress. We believe that this clarity of focus and purpose will help bring the vision of the district to life.

Reference: Key Work of School Boards

District Priorities

In order to assist schools in developing, implementing and monitoring their improvement goals, the school district has developed a clear set of priorities aimed at providing the tools, processes and resources that will be used throughout the district as we move forward. These priority areas are aligned to the board of education committee structure as a reporting and monitoring tool. Building level plans will be aligned to these priority areas.

Reference: Board Policy 1110

Strategic Actions

For each priority area there are strategic actions designed to yield results. Each strategic action is followed by Launch Steps – summary statements of the action plans the district will take this year to implement this priority area.

Metrics For Monitoring

The value of any statement of action and its impact on advancing the vision of the district is meaningless unless it is measured. There are multiple ways to measure progress. Certainly the academic success and growth of students on state and national measures is a key indicator of actions taken to increase student achievement. Metrics must reflect the outcomes of the individual action strategy. Each action strategy includes metrics that will be used to monitor progress and reviewed quarterly. An update of priorities will be completed annually.

Teaching & Learning

PROVIDE EVERY STUDENT WITH WELL-ROUNDED, COHERENT INSTRUCTION THAT LEADS TO COLLEGE, CAREER AND COMMUNITY READINESS.

PRIORITY AREA 1

Every instructor is expected to make ongoing instructional decisions that are based on needs of their specific students; however, the district has an obligation to provide a guaranteed and viable curriculum to all students that systemically prepares them for graduation and postsecondary education starting in pre-kindergarten. By defining a core instructional program based on standards, we will ensure that all of our students obtain the knowledge and skills necessary for full participation in college, the workplace and the community.

It is important that the district continually assess relevance of all coursework across all classrooms and schools, especially at the high school. This must include evolving opportunities for exploring college and career pathways for all students. Students must be able to experience the types of structures and programs they are likely to experience immediately upon graduation. To that end, course offerings must include advanced, dual-credit, career preparation, blended and online coursework. It is essential that all middle and high school students are engaged in a relevant learning experience and are provided the skills and dispositions to be successful in the path of their choosing upon graduation.

Strategic Action 1: Improve Alignment of Curriculum & provide for high quality Pk-12 instruction

LAUNCH STEPS:

- 1. Develop recommendations for curriculum aligned to the processes of the curriculum review cycle for PK-12 Math and 7-12 Technology Education*
- 2. Integrate a plan into MTSS for identifying and mediating factors that place students PK-12 at risk of academic failure*

3. *Develop a plan for investigation of a STEAM program*

4. *Update the Curriculum and Instruction committee on past priorities and on-going curriculum and instruction activities in the District including:*

- *K-12 Personalized Learning*
 - *Professional development*
 - *Technology integration into the classroom*
 - *Resource and subscription use (purpose and outcomes)*
- *Alternative High School*
- *Professional Development*
- *District 4K improvement plan*
- *Multi-tiered systems of support (MTSS)*
- *Rural Virtual Academy (RVA) membership*

5. *Report progress, changes, additions and modifications to the District Academic and Career Readiness Plan (ACP) to the Board and community as required by state law, including but not limited to:*

- *Student activity periods 7-12*
- *Implementation and use of Career Cruising*
- *Planned and implemented career and academic planning strategies*

Strategic Action 2: Develop a Comprehensive Pk-12 Student Services Program Based on Best Practice and Research, State Standards and District Data Analysis

LAUNCH STEPS:

1. *Update the Curriculum and Instruction Committee on past priorities and on-going student services and special education work in the District including, but not limited to;*

- *PK-12 student services curriculum resource implementation*
- *PK-12 Positive Behavioral Support Intervention (PBIS) implementation*
- *Youth Risk Behavior Survey (YRBS) action plan*
- *Special education state requirements*
- *Student demographic data*
- *Student services and special education staff development*

2. *Develop a Special Education parent advisory committee*

3. *Update the Curriculum and Instruction Committee on implementation of the Marshfield Clinic Health System research project “Pilot Assessment of Implementation and Effectiveness of a Trauma-Responsive Compassionate School Model” at Madison Elementary in the areas of staff and parent training and activities and study outcomes*

Strategic Action 3: Develop the capacity of the District to prepare students for a global community

LAUNCH STEPS:

1. *Investigate expanded access to foreign language studies*

PRIORITY AREA 2

Human Resources

CULTIVATE A WORK ENVIRONMENT THAT ATTRACTS, DEVELOPS, AND RETAINS TOP TALENT.

The district has an obligation to the community to create a work environment that is challenging and rewarding, focused on and dedicated to student success. When we hold high expectations for all employees and support them in meeting those expectations, system success increases dramatically. All research done over the last twenty years indicates that effective instruction is the key ingredient to student success provided by competent and qualified instructors.

Strategic Action 1: DEVELOP A HUMAN RESOURCES MANAGEMENT PROGRAM THAT PROVIDES FORMAL EVALUATION AND COMPETITIVE COMPENSATION, ALIGNED TO THE GOALS OF THE DISTRICT

LAUNCH STEPS:

1. *Update the Employee Relations Committee on past priorities and ongoing human resource activities in the District including the following:*
 - *Support staff evaluation model*
 - *Support staff compensation model*
 - *Mandated training compliance*
 - *Alternative compensation plan*
 - *Special Education staffing, costing and maintenance of effort*
2. *Develop a comprehensive three-year plan for staffing*

Strategic Action 2: Provide learning tools for professional development aligned to the goals and needs of the District

LAUNCH STEPS:

1. *Develop and implement year one of a comprehensive three-year action plan to integrate best practices of culturally responsive education across the District*
2. *Develop and implement a plan to improve access to job-related training for support staff*
3. *Evaluate the current mentor program and processes and develop processes for improvement*

PRIORITY AREA 3

Operations

ENSURE ACCOUNTABILITY AT EVERY LEVEL. THIS TYPE OF PRACTICE IS NECESSARY IF WE ARE TO GROW THE SUPPORT NECESSARY TO MEET OUR DISTRICT VISION.

Strategic Action 1: Prepare plans that represent a direction for continuous improvement in the area of operations

LAUNCH STEPS:

1. *Develop a plan for facilities based on the 2016-2017 facilities study*
2. *Support the strategies of the community-based athletics facility group*
3. *Review and revise district emergency plans and strategies based on the outcomes of the August, 2017 review*
4. *Improve the processes of inventory for all District purchased curriculum resources through expanded use of District software programs and staff adherence to building procedures*
5. *Explore permanent residential housing options for international students*

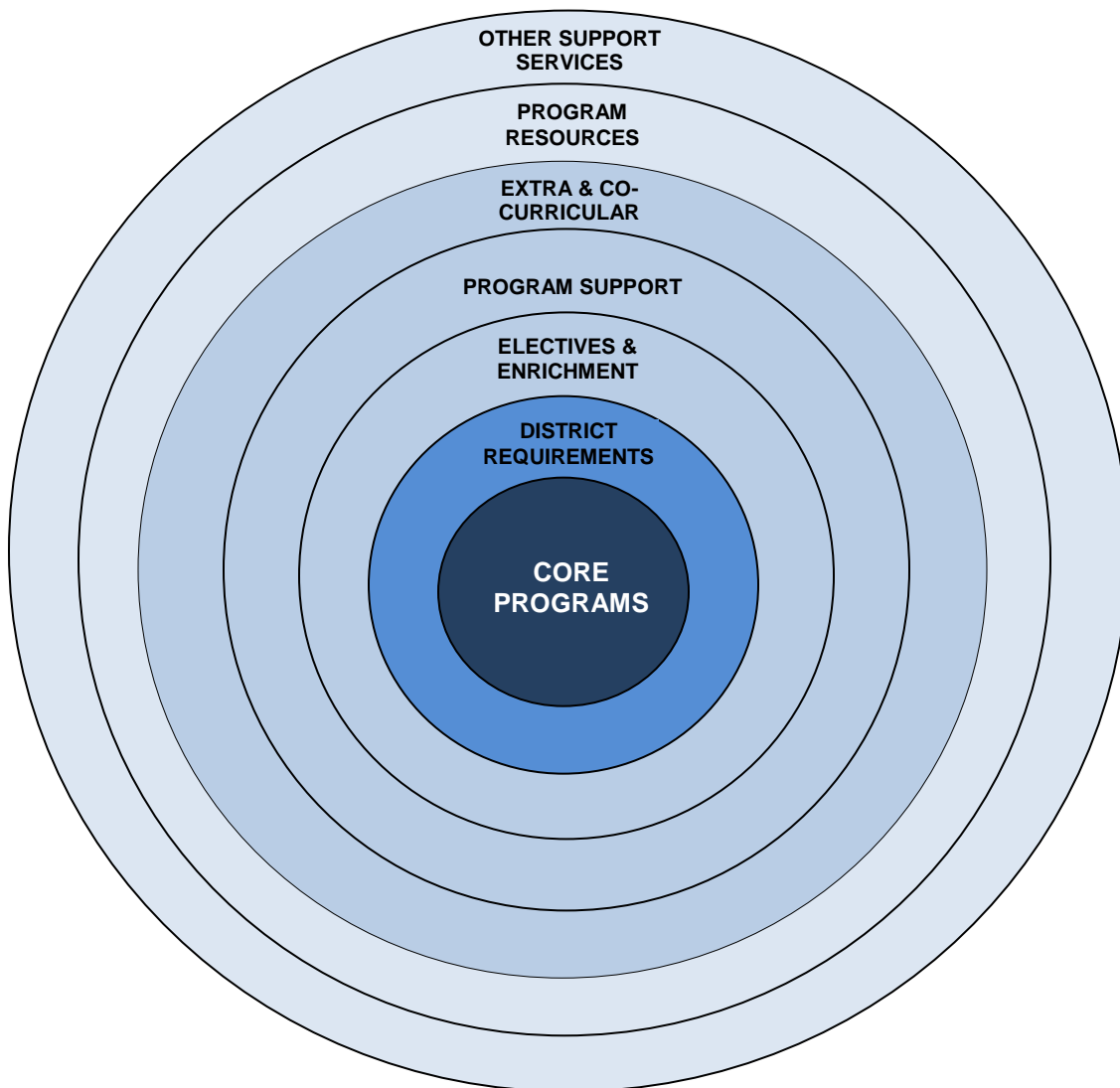
Accountability Measures

- *Implement all new accountability measures*
- *Progress on revised crisis plan*
- *Athletic facility financial plans proposed to Board*
- *Neola procedures vetted by administrators*

SUMMARY USE OF RESOURCES TO ATTAIN DISTRICT GOALS AND OBJECTIVES

Achieving District Goals and Objectives

Recognizing a need to be proactive in managing the erosion of the District's financial resources, the District developed a model based on its educational philosophy and priorities to ensure that with each passing year as reductions were considered, the District could remain true to its core values. This model, referred to as a concentric circle approach to protecting the core mission of the District, is illustrated below:



It needs to be understood that all resources of the school district are presumed vital to its operations and have indeed been implemented for the fundamental purpose of supporting or enhancing instructional opportunities. However, given the financial circumstances under which we must operate, the following provides the framework to ensure Marshfield is allocating human and financial resources in a manner which best achieves the goals and objectives of the District.

Other Support Services

These services are viewed as being the most distant from classroom instruction but still play a role in a child's education. Services in this category include capital outlay, equipment, transportation, and some technology. Based on the concentric circle model, these services are believed to be the *least* vital to retain, and should therefore be considered first when examining areas for reduction.

Program Resources

Moving inward, the next layer of the concentric circle model represents the resources used to buttress District programs. Considered the second most expendable area, these resources include items such as textbooks, computers, workbooks and classroom supplies. Within this area, a decrease as to the number of units purchased would be the practice in lieu of complete removal of the item, based on cost and the funds which are available.

Extra & Co-Curricular

The next layer inward relates to the extra and co-curricular offerings currently available to students in the District. These offerings reflect a range of enrichment opportunities to augment instruction, including activities in the areas of athletics, academics, and performing arts. Although extremely important to the District's mission to cultivate the environment which maximizes student potential, it is an area regarded as expendable to preserve the core and other enrichment opportunities.

Program Support

The next layer moving towards the core of the model relates to those programs that are considered essential auxiliary services for students. These program support services include items such as guidance, intervention, psychology services, and reading services. This support is necessary to ensure students are emotionally and mentally prepared to receive instruction, and to ensure safeguards are in place in the event students should encounter learning difficulties.

Electives & Enrichment

As we near the inner level of the concentric circle model, you begin to see the identity of the School District of Marshfield. These course offerings are a true reflection of what the community of Marshfield come to know and expect from the District. Some of this type of elective and enrichment course work includes the District's nationally recognized Advanced Placement program, Technology and Business Education, Agriculture, and its highly successful Alternative School.

District Requirements

The next layer inward of the model represents additional elective course work that reflects what the District has identified as essential requirements for graduation. This course work includes items such as Consumer Education, Health, and Computer Science. Although not a requirement of graduation per Wisconsin statutes, these items

have been identified locally as part of the school district's legacy and a mandatory requirement to graduate with a diploma from Marshfield High School.

Core Programs

The final most inward layer of the model relates to the District's courses that are required both as part of local graduation requirements and also as identified by the state as meeting minimum graduation requirements. The District has a total number of credits for many of these areas in excess of the state requirements, and could also reduce these credit requirements accordingly. This layer of the circle is mission-critical, and would be preserved at the expense of everything else that may be reduced or eliminated.

SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

All funds used by Wisconsin school districts must be classified into one of nine fund types. Some of these funds may not be needed. The major governmental fund types used by the School District of Marshfield include the General Fund, Special Projects Fund, Debt Service Fund, Capital Projects Fund, and Trust Fund. The major proprietary funds used by the District include the Food Service Fund and Community Service Fund. Many of these funds contain sub-funds that collect more specific data under the respective primary fund. The funds and sub-funds used by the School District of Marshfield are described in more detail below, as defined by the Wisconsin Department of Public Instruction:

Governmental Funds

Fund 10 General Fund

The general fund is used to account for all financial transactions relating to the District's current operations, except for those required to be accounted for in other funds.

Fund 21 Special Revenue Trust Fund

This fund is used to account for trust funds that can be used for district operations. The source of such funds is gifts and donations from private parties. Cash and investments in this fund are expended pursuant to donor specifications. There may be a fund balance in this fund.

Fund 27 Special Education Fund

The fund is used to account for the excess cost of providing special education and related services for student with disabilities during the regular school year or extended school year. Also included are charges for services provided to other districts as a result of being a host district for a special education package or cooperative program. School Age Parent costs are also charged to this Fund. No fund balance or deficit can exist in this fund.

Fund 38 Non-Referendum Debt Service Fund

This fund is used to account for transactions for the repayment of debt issues that were either: not authorized by school board resolution before August 12, 1993, or incurred without referendum approval after that date. A fund balance may exist in this fund.

Fund 39 Referendum Approved Debt Service Funds

This fund is used to account for transactions for the repayment of debt issues that were either: authorized by school board resolution before August 12, 1993, or approved by referendum. The district may account for in such referendum approved debt service transactions in Funds 31, 32, 33, 34, 36, 37 (which are not presently assigned by DPI for reporting purposes) and/or Fund 39. If the district uses funds other than Fund 39, the district must combine and report these funds as Fund 39. A fund balance may exist in this fund.

Fund 41 Capital Expansion Fund

Projects financed with tax levy per statute 120.10(10m). State statute restricts the use of this fund for capital expenditures related to buildings and sites. Equipment cannot be acquired through the use of this Fund. For the purpose of determining eligible expenditures from this Fund, the DPI defines "capital expenditures related to buildings and sites" as being expenditures for acquiring and remodeling buildings and sites, and maintenance or repair expenditures that extend or enhance the service life of buildings and building components, sites and site components.

Fund 72 Private Purpose Trust Fund

This fund is used to account for gifts and donations specified for the benefit of private individuals and organizations not under the control of the school board. Scholarships are recorded in this fund. Cash and investments in this fund are expended pursuant to donor specifications. There may be a fund balance in this fund.

Proprietary Funds**Fund 50 Food Service Fund**

All revenues and expenditures related to pupil and elderly food service activities are recorded in this fund. A fund balance in the Food Service Fund is permitted. There may be no deficit in the district's Food Service Fund. Any food service fund deficit, resulting from student food services, must be eliminated by an operating transfer from the General Fund. Any food service fund deficit, resulting from elderly food services, must be eliminated by a transfer from the district's Community Service Fund. The maximum that may be transferred if the district does not have a deficit in the Food Service Fund is limited to an amount necessary to cover a current year deficit in a particular food service program (National School Lunch, Breakfast, A la Carte, etc.)

District Budget Summary

The grand total for all expenditures budgeted for the 2018-19 fiscal year for the School District of Marshfield is \$72,230,554. The General fund comprises 69% of this total. This total amount reflects an estimated 26.5% increase from unaudited totals in fiscal year 2018. This unusual increase is due to anticipated borrowing for renovations to the school district athletic facilities that will be largely reimbursed over time from private donations. Borrowing was necessary to bridge the payments between expenses due and private donated revenue. The following page displays a table showing a summary of revenues and expenditures for all funds, and provides a comparison of the current year to the previous four years.

GOVERNMENTAL AND PROPRIETARY FUNDS

Combined Statement of Revenues, Expenses and Change in Net Position - Historical

GOVERNMENTAL FUNDS		Audited 2014-15	Audited 2015-2016	Audited 2016-17	Unaudited 2017-18	Budget 2018-19
General Fund	Total Revenues	42,937,753	45,119,145	44,619,766	46,127,399	49,226,461
	Total Expenditures	43,449,609	45,417,378	43,684,313	45,210,278	49,826,461
	Excess Rev. over (under) Exp.	-511,856	-298,233	935,453	917,121	-600,000
	Fund Balance, Beginning	13,011,004	12,499,148	12,200,915	13,136,368	14,053,488
	Fund Balance, Ending	12,499,148	12,200,915	13,136,368	14,053,488	13,453,488
Special Revenue Trust Fund	Total Revenues	648,622	703,889	741,621	609,220	535,000
	Total Expenditures	659,760	634,619	668,354	544,242	535,000
	Excess Rev. over (under) Exp.	-11,138	-69,270	0	0	0
	Fund Balance, Beginning	242,508	231,370	300,640	373,907	438,885
	Fund Balance, Ending	231,370	300,640	373,907	438,885	438,885
Special Education Fund	Total Revenues	7,084,214	7,013,217	6,890,343	7,201,096	7,434,761
	Total Expenditures	7,084,214	7,013,217	6,890,343	7,201,096	7,434,761
	Excess Rev. over (under) Exp.	0	0	0	0	0
	Fund Balance, Beginning	0	0	0	0	0
	Fund Balance, Ending	0	0	0	0	0
Non-Referendum Debt Service	Total Revenues	348,650	3,454,663	525,984	481,457	7,354,999
	Total Expenditures	348,650	3,432,580	525,891	480,791	7,377,841
	Excess Rev. over (under) Exp.	0	-22,083	93	666	-22,842
	Fund Balance, Beginning	0	0	22,083	22,176	22,842
	Fund Balance, Ending	0	22,083	22,176	22,842	0
Referendum Debt Service	Total Revenues	1,845,870	1,800,450	1,828,525	1,878,900	1,878,500
	Total Expenditures	1,845,870	1,800,450	1,828,525	1,878,900	1,878,500
	Excess Rev. over (under) Exp.	0	0	0	0	0
	Fund Balance, Beginning	0	0	0	0	0
	Fund Balance, Ending	0	0	0	0	0
Capital Expansion Fund	Total Revenues	460	622	562	1,482	300
	Total Expenditures	0	0	0	0	249,664
	Excess Rev. over (under) Exp.	460	0	0	0	0
	Fund Balance, Beginning	246,238	246,698	247,320	247,882	249,364
	Fund Balance, Ending	246,698	247,320	247,882	249,364	0
Long Term Capital Improvement Fund	Total Revenues	100	235,000	381,588	6,639	4,250
	Total Expenditures	0	0	0	0	0
	Excess Rev. over (under) Exp.	100	235,000	381,588	6,639	4,250
	Fund Balance, Beginning	0	100	235,100	616,688	623,327
	Fund Balance, Ending	100	235,100	616,688	623,327	627,577
Other Capital Projects Fund	Total Revenues	3,000,671	383,229	0	0	6,900,000
	Total Expenditures	1,402,296	1,981,604	0	0	3,161,225
	Excess Rev. over (under) Exp.	1,598,375	-1,598,375	0	0	0
	Fund Balance, Beginning	0	1,598,375	0	0	0
	Fund Balance, Ending	1,598,375	0	0	0	3,738,775
FIDUCIARY FUNDS						
Private Purpose Trust Fund	Total Revenues	6	3	9	12	20
	Total Expenditures	0	0	0	0	0
	Excess Rev. over (under) Exp.	6	3	9	12	20
	Fund Balance, Beginning	2,327	2,333	2,336	2,345	2,357
	Fund Balance, Ending	2,333	2,336	2,345	2,357	2,377
PROPRIETARY FUNDS						
Food Service Fund	Total Revenues	1,600,141	1,636,116	1,692,871	1,761,536	1,767,102
	Total Expenditures	1,622,405	1,657,002	1,692,871	1,761,536	1,767,102
	Excess Rev. over (under) Exp.	-22,264	-20,886	0	0	0
	Fund Balance, Beginning	43,150	20,886	0	0	0
	Fund Balance, Ending	20,886	0	0	0	0
Community Service Fund	Total Revenues	29,767	0	0	0	0
	Total Expenditures	29,767	0	0	0	0
	Excess Rev. over (under) Exp.	0	0	0	0	0
	Fund Balance, Beginning	0	0	0	0	0
	Fund Balance, Ending	0	0	0	0	0
TOTAL ALL FUNDS						
	Total Revenues	57,496,253	60,346,336	56,681,270	58,067,741	75,101,393
	Total Expenditures	56,442,571	61,936,850	55,290,297	57,076,843	72,230,554
	Excess Rev. over (under) Exp.	1,053,683	-1,590,514	1,317,143	924,438	-618,572
	Fund Balance, Beginning	13,545,214	14,598,897	13,008,382	14,399,366	15,390,264
	Fund Balance, Ending	14,598,897	13,008,382	14,399,354	15,390,264	18,261,103

SIGNIFICANT TRENDS, EVENTS & INITIATIVES

Wisconsin Act 10

In 2011, the Wisconsin Legislature enacted Act 10. This legislation had a major impact on how public sector collective bargaining units in Wisconsin could operate. The new law dramatically curtailed much of what a public bargaining unit could negotiate, and relegated all contracts to a one-year term. One segment of the law required union members to pay the employee share of retirement fund contributions which at the time reflected a 5.8% cost of an employee's annual wage. Other "tools" were provided to school districts to help control operating costs. At the same time, major reductions to funding for public school systems were introduced, and the District saw approximately \$2.3 million less in state revenue as a result. Although the school district does have much more flexibility in controlling staffing costs due to the restrictions placed on bargaining units under Act 10, these savings fall well short of the reduced revenue at the state level. As such, the school district still expects to continue to experience annual structural deficits.

Compensation & the New Educator Evaluation System

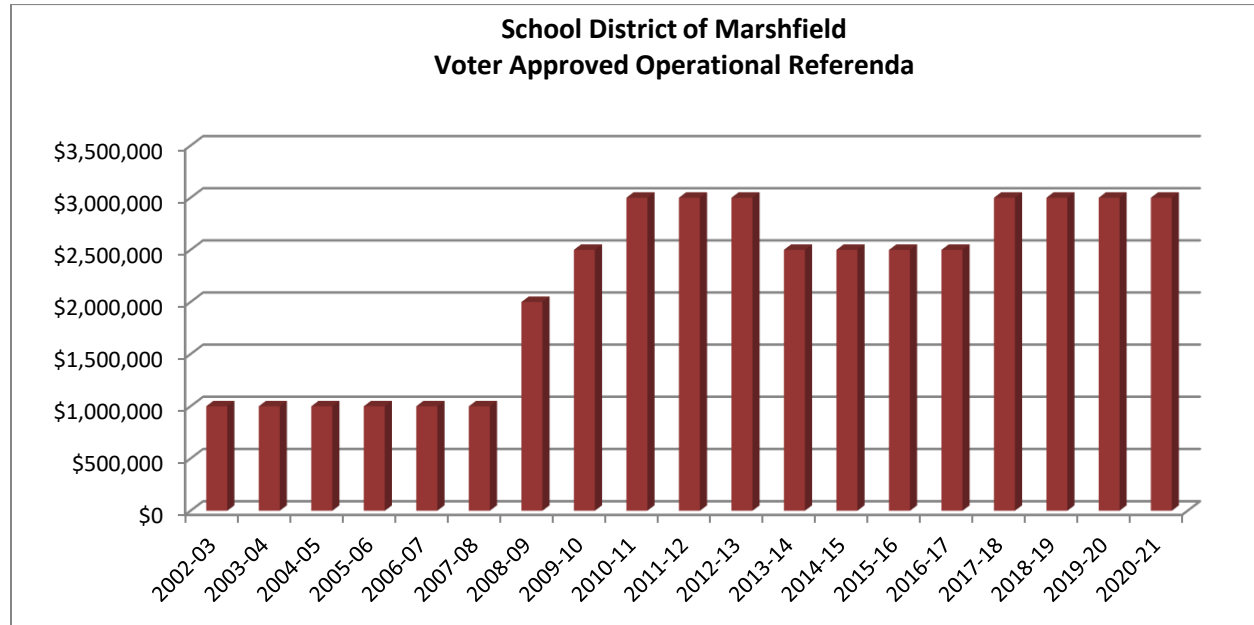
Prior to Wisconsin Act 10, most school districts established a salary matrix for teachers regarding how they were to receive wage increases. This structure made it possible for a teacher to receive additional compensation annually by one of three means; by the negotiated base salary increase from the collective bargaining process, from additional course work advancing them to a higher "lane" in the salary matrix, or through longevity, where each year teachers advance to a new "step" on the salary matrix. Wisconsin Act 10 abolished the latter two, and now a teacher union may only bargain over a base wage increase. This has created a great deal of disparity for those veteran staff that have already advanced at or near the end of the old system, as they were able to secure salary increases at a much faster pace than new staff now coming in at the onset of Act 10 where only CPI increases to base wages are required by law.

To further exacerbate the problem, new staff are generally paid at a much lower wage than senior staff, and therefore their raise, which may be based on a percent increase, can also lag behind those senior staff earning more. As such, several school districts, including Marshfield, have recreated a new salary structure to permit salary advancement beyond the base wage increase as required by law. In March, 2015, the school board approved the new structure, which provides a point system for professional development and leadership opportunities. After achieving a certain number of points in the system, a teacher is given a salary increase based on their longevity cell on the matrix. Support staff have also had a redistribution of wage increases since 2016 when the District hired Carlson-Dettman to perform a wage analysis. This information provided a framework to better align current and future support staff wage increases.

An Educator Evaluation System called "My Learning Plan" has been used by the District since 2016. This system was developed by CESA 6 in partnership with Frontline Technologies to offer a platform to house performance-based evaluations for teachers and principals. This system replaced a platform called TeachScape which was found to be too cumbersome and problematic to use. My Learning Plan provides a learning management system which is designed to help schools improve student growth through effective management and support of educator evaluation and professional learning.

Referenda

Since the 2002-03 fiscal year, the School District of Marshfield has had voter approved referendum in some capacity for operational purposes to sustain the educational programs of the District. The following chart illustrates the amount of money that has subsidized the General Fund which came as a result of voter approved referenda:



Voter Approved Referenda	
Year	Amount
2002-03	\$1,000,000
2003-04	\$1,000,000
2004-05	\$1,000,000
2005-06	\$1,000,000
2006-07	\$1,000,000
2007-08	\$1,000,000
2008-09	\$2,000,000
2009-10	\$2,500,000
2010-11	\$3,000,000
2011-12	\$3,000,000
2012-13	\$3,000,000
2013-14	\$2,500,000
2014-15	\$2,500,000
2015-16	\$2,500,000
2016-17	\$2,500,000
2017-18	\$3,000,000
2018-19	\$3,000,000
2019-20	\$3,000,000
2020-21	\$3,000,000

The most recent referendum was a four-year non-recurring referendum for operations which was approved in 2017. This referendum called for an increase to the property tax levy of \$3 million in fiscal years 2017-18 through 2020-21.

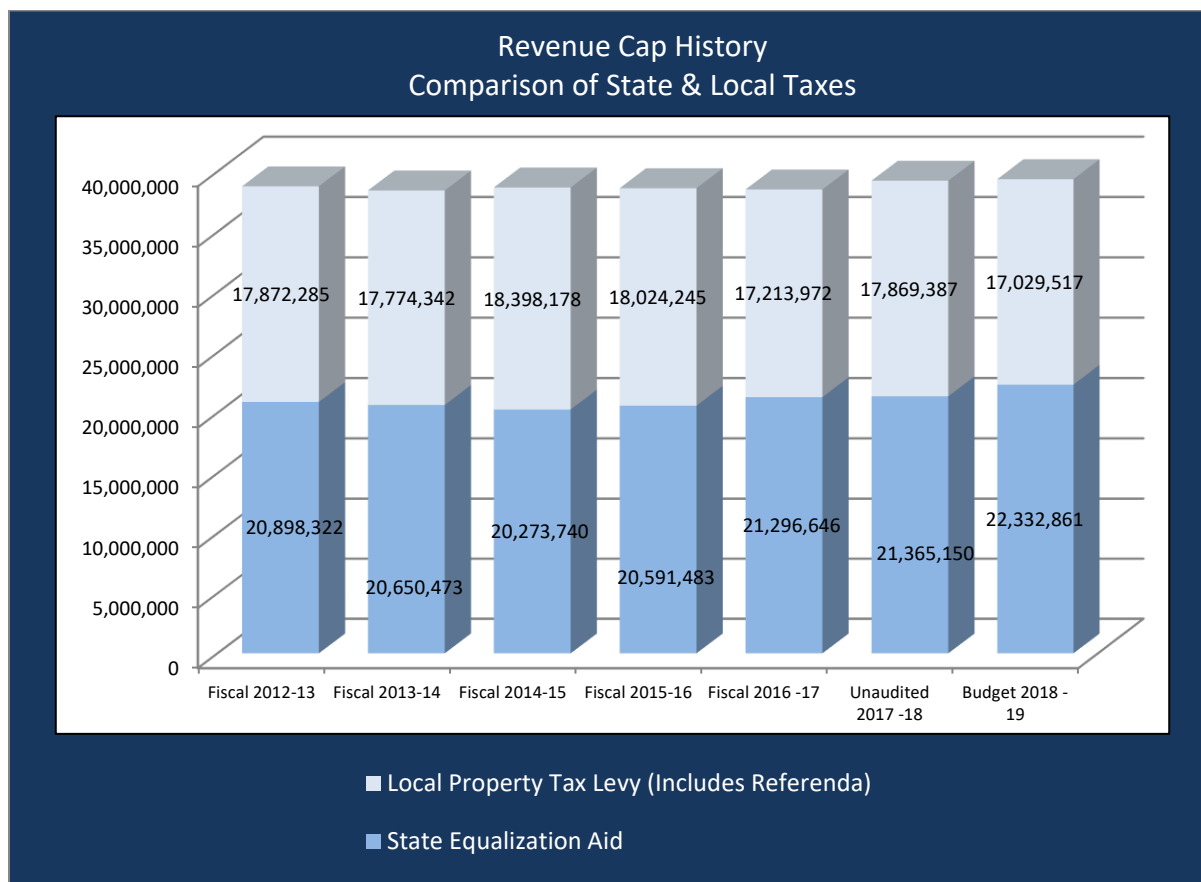
SIGNIFICANT FINANCIAL AND DEMOGRAPHIC CHANGES

Revenue Limits

As mentioned previously, revenue limits implemented in 1993 by state legislation restricted the amount of revenue a school district may receive from general state aid and local property tax levies. This limit is based on a prescribed formula which begins with the District's prior year revenue limit authority, and factors in such variables as student enrollment averages, recurring/non-recurring exemptions, and a per student increase/decrease based on legislative action. It is important to note revenue limits were created as only a temporary fix to curtail escalating property tax increases yet have remained in effect for 25 years.

State Equalization Aid

Since the commitment to two-thirds funding was eliminated with the 2003-05 state biennial budget, a measured amount of variability has been introduced to the amount of state equalization aid the District has received in recent years. The chart below shows the total amount of state equalization aid disbursed to the District since the elimination of the state's two-thirds funding commitment, and its relationship to revenue limits and the local tax levy.



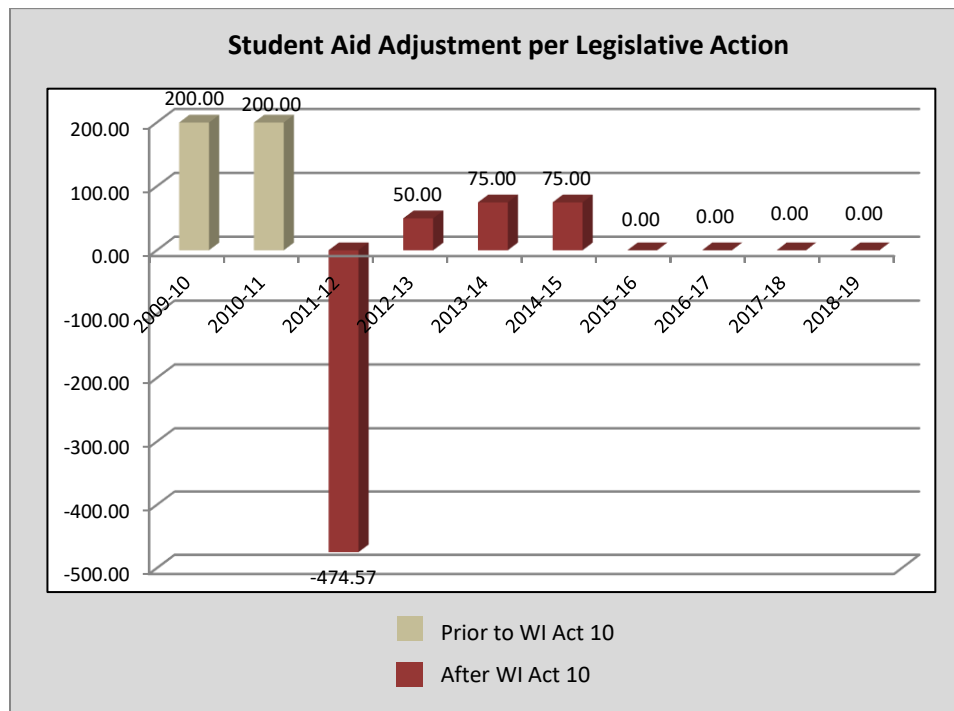
The above chart includes the voter approved referenda and computer aid (state aid to offset business computers exempted from property tax levy) as a portion of the local property tax levy. Although the school district had at one point prior to 2003 received approximately 2/3 funding

from the state in the form of state equalization aid, this chart shows a leveling off of state aid payments over the past several years that have been picked up by the local levy.

Careful monitoring of the revenue cap formula as prescribed by the state is necessary as cap dollars received by the District comprise the majority of operation funding for schools. A number of new variables have been introduced to the revenue cap formula that have also influenced the amount of funding school districts are able to receive. These variables include items such as energy efficiency exemptions, private school voucher aid deductions payments, and prior year open enrollment chargebacks.

Taxation Revenue & Future Impact of Wisconsin Act 10

During recent years prior to the enactment in 2011 of Wisconsin Act 10, school districts saw per student aid increases ranging from \$200 to \$275 annually. The biennial 2011-13 state budget and future budgets called for dramatic changes in the per student aid adjustment, as illustrated in the following graph:



With adoption of the 2013-15 state budget, District per student aid increased by \$50 in year one, and \$75 in year two. The Wisconsin legislature passed the 2015-17 biennial budget calling for a per student increase of \$0 per student in year one, and \$0 per student in year two. For 2017-19, the legislature again did not provide a per pupil increase under the revenue cap formula.

Separate from the \$0 per student increase for 2015-17, an additional \$75 per student was approved in year one, and an additional \$150 was approved in year two of the biennial budget based on legislative action in what is known as “Per Pupil Adjustment Aid”. For the 2017-19 biennial budget, the legislature provided an additional \$200 for year one, and an additional \$204 for year two for Per Pupil Adjustment aid. These

additional increases are not to be factored into the revenue cap formula, and are considered to be short-term revenue aid adjustments, subject to removal in future years.

It is unlikely the dramatic decreases seen in the first year after the enactment of Wisconsin Act 10 would be repeated in the near future. Equally unlikely, however, is that school districts would receive per student adjustments it had seen prior to Act 10. These assumptions are based on the fact that the economy remains relatively stagnant, but that school districts are also demonstrating great difficulty in aligning revenues with expenditures.

Political Environment

At the present time, Wisconsin has a democratic governor with both house and senate majorities controlled by republicans. It is widely held that both political parties vary vastly regarding many issues of the state. However, there does appear to be some consensus by both parties that additional funding is needed for K-12 education.

Referenda

For future budget planning beyond the 2020-21 fiscal year, it cannot be assumed that voter approved operational referenda will be available to the District. All budget forecasting beyond this fiscal year is therefore precipitated on the assumption that this source of revenue is unavailable.

State Sources

This revenue source primarily represents General Fund categorical aids such as Transportation Aid and Common School Fund (Library) Aid, and Special Project Fund categorical aids such as Special Education State Aid. Revenue from these state sources excluding limited term grants has shown very modest increases over recent years, increasing 1.2% annually since fiscal year 2006. The District expects to see continued modest growth in this revenue source, projecting slightly less than a 1% average increase over the next five years.

Federal Sources

Federal revenue is comprised of a variety of General Fund and Special Projects Fund sources. From the General Fund, these sources include ESEA Title I, ESEA Title II, ESEA Title III, Student Achievement Guarantee in Education (SAGE), and Carl Perkins basic grants. From the Special Projects Fund, revenue sources include IDEA Flow-thru and IDEA Pre-School Entitlement. This revenue source has been flat over the past several years, showing growth of less than .1% annually since fiscal year 2006. The District projects increases to remain modest in this revenue category, but with slightly higher than previous trends. The District estimates increases of 1% after 2018-19 over the next four years as the economy continues to rebound.

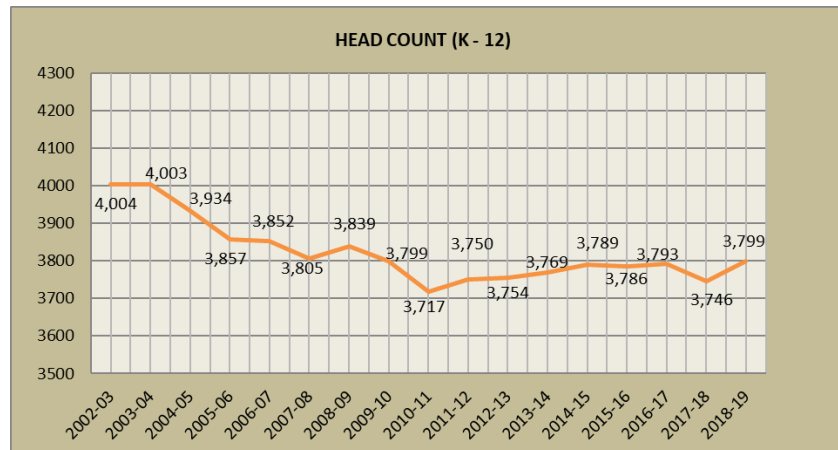
Five Year Budget Forecast

Based on the previous narrative regarding each of the District's major budget expenditure categories, and factoring in present and future trends, a five year budget forecast for the School District of Marshfield can be found on the following page.

School District of Marshfield												January, 2019
5 YEAR BUDGET FORECAST (FUNDS 10, 21, 27)												
ASSUMPTIONS												
<ul style="list-style-type: none">• After FY 2020, local levy increases by 2% and state aid increases by 1.25%• Retains current staffing levels and FTEs• Federal funding remains relatively stable with 1% estimated increases after FY 2020• Retains current compensation model for teachers (CPI Increase of base + alternative compensation)• Includes Referendum Override revenue which expires fiscal year 2021• Student membership follow s current enrollment projections• Benefits after 2019-20 trend at a 4% annualized increase• Debt retirement follow s current schedule without consideration of new debt												
BUDGET		FORECAST										
Current 2018-19	Projected 2019-20	+/- %	Projected 2020-21	+/- %	Projected 2021-22	+/- %	Projected 2022-23	+/- %	Projected 2023-24	+/- %		
EXPENDITURES												
100 Salaries	24,919,830	3.25%	25,728,668	2.20%	26,294,699	2.00%	26,820,593	2.00%	27,357,005	2.00%	27,904,145	
200 Employee Benefits	12,610,511	7.85%	13,600,859	4.00%	14,144,893	4.00%	14,710,689	4.00%	15,299,117	4.00%	15,911,081	
300 Purchased Services	9,558,970	-5.18%	9,087,771	2.00%	9,269,527	2.00%	9,454,917	2.00%	9,644,015	2.00%	9,836,896	
400 Noncapital Objects	3,746,110	-12.25%	3,337,399	1.00%	3,370,773	1.00%	3,404,480	1.00%	3,438,525	1.00%	3,472,910	
500 Capital Objects	195,335	2.84%	200,880	1.25%	203,391	1.25%	205,933	1.25%	208,508	1.25%	211,114	
600 Debt Retirement	563,808	0.28%	565,400	0.00%	565,400	0.00%	565,400	0.00%	565,400	0.00%	565,400	
700 Insurance	365,345	1.29%	370,048	2.00%	377,449	2.00%	384,998	2.00%	392,698	2.00%	400,552	
800 Transfers	5,123,519	0.97%	5,173,428	1.20%	5,235,509	1.20%	5,298,335	1.20%	5,361,915	1.20%	5,426,258	
900 Other Objects	112,799	0.18%	113,000	1.00%	114,130	1.00%	115,271	1.00%	116,424	1.00%	117,588	
Sub-Total	57,196,227	1.72%	58,177,453	2.40%	59,575,771	2.32%	60,960,618	2.33%	62,383,607	2.34%	63,845,945	
Less Interfund Transfer Payment	-4,766,067	1.00%	-4,813,728	1.50%	-4,885,934	1.50%	-4,959,223	1.50%	-5,033,611	1.50%	-5,109,115	
TOTAL EXPENDITURES	52,430,160	1.78%	53,363,726	2.49%	54,689,837	2.40%	56,001,395	2.41%	57,349,996	2.42%	58,736,830	
REVENUES												
100 Operating Transfers-In	4,766,067	1.00%	4,813,728	1.50%	4,885,934	1.50%	4,959,223	1.50%	5,033,611	1.50%	5,109,115	
200 Local Sources	20,005,010	2.59%	20,522,973	2.00%	20,933,432	-14.07%	18,352,101	2.00%	18,719,143	2.00%	19,093,526	
300 Interdistrict (within WI)	2,321,351	8.00%	2,507,059	6.00%	2,657,483	6.00%	2,816,932	5.50%	2,971,863	5.50%	3,135,315	
500 Intermediate Sources	42,177	-10.99%	38,000	1.00%	38,380	1.00%	38,764	1.00%	39,151	1.00%	39,543	
600 State Sources	27,626,257	-1.36%	27,255,801	1.25%	27,596,499	1.25%	27,941,455	1.25%	28,290,723	1.25%	28,644,357	
700 Federal Sources	2,213,595	0.90%	2,233,500	1.00%	2,255,835	1.00%	2,278,393	1.00%	2,301,177	1.00%	2,324,189	
900 Other Revenue	221,770	-1.50%	218,500	1.00%	220,685	1.00%	222,892	1.00%	225,121	1.00%	227,372	
Sub-Total	57,196,227	0.69%	57,589,561	1.73%	58,588,247	-3.49%	56,609,759	1.72%	57,580,789	1.72%	58,573,417	
Less Interfund Transfer Payment	-4,766,067	1.00%	-4,813,728	1.50%	-4,885,934	1.50%	-4,959,223	1.50%	-5,033,611	1.50%	-5,109,115	
TOTAL REVENUE	52,430,160	0.66%	52,775,833	1.76%	53,702,314	-3.97%	51,650,536	1.74%	52,547,178	1.75%	53,464,302	
ESTIMATED DEFICIT (AGGREGATE)			-587,892		-987,524		-4,350,859		-4,802,818		-5,272,528	
ESTIMATED DEFICIT (SINGLE YEAR)			-587,892		-399,631		-3,363,335		-451,959		-469,710	

STUDENT ENROLLMENT TRENDS

The School District of Marshfield experienced enrollment declines from 2002 through 2010, but since that time has seen relatively stable student counts. The following chart shows a head count of students at the Kindergarten through 12th grade level since the 2002-03 school year, when enrollment peaked at 4,004 students.



Despite these continual decreases, membership count, which varies from student head counts and is used to determine District revenue, has been much more modest during the same period.



“Membership Count” is determined by starting with student head counts, and then applying other factors designated by the Department of Public Instruction. These factors include:

- Adjustments for non-resident students attending Marshfield public schools through Wisconsin’s School Choice program
- Adjustments for resident students attending neighboring school districts through Wisconsin’s School Choice program
- Adjustments for fractional FTE membership credit for District programs such as Four Year Old Kindergarten and Early Childhood
- Adjustments for Fractional FTE membership for students attending the District’s Summer School program
- Other adjustments for membership, including part-time students, and students receiving instruction outside the required age criteria

STUDENT ENROLLMENT FORECAST

To forecast student enrollments, the District uses the Cohort Survival Formula for Enrollment Projections. This formula examines historical and local demographic (census) data to predict likely future enrollment trends. As grade levels matriculate to the next grade over a period of time, a common or average factor is established. Using this factor, the forecast model casts forward for future enrollment projections based on previous trends. Local birth through 3 year old census data is examined to estimate approximate grade levels at the early elementary level.

The following table displays recent historical enrollment trends from which a factor is established to forecast enrollments over the next five years.

STUDENT ENROLLMENT PROJECTION

COHORT SURVIVAL FORMULA FOR ENROLLMENT PROJECTIONS

	2014-15	2015-16	2016-17	2017-18	2018-19	Factor	ENROLLMENT PROJECTIONS				
							2019-20	2020-21	2021-22	2022-23	2023-24
4K	243	236	246	235	213		231	231	231	231	231
EC	11	11	14	14	9		12	12	12	12	12
K	267	280	282	253	275		271	271	271	271	271
1	322	263	285	277	262	1.3	276.3	272.3	272.3	272.3	272.3
2	312	308	269	279	279	-3.0	259.0	273.3	269.3	269.3	269.3
3	303	301	304	276	284	-0.8	278.2	258.2	272.5	268.5	268.5
4	273	298	298	302	277	-2.3	281.7	275.9	255.9	270.2	266.2
5	280	263	299	291	304	-3.5	273.5	278.2	272.4	252.4	266.7
6	292	288	270	298	304	6.8	310.8	280.3	285.0	279.2	259.2
7	268	300	290	267	308	4.3	308.3	315.1	284.6	289.3	283.5
8	265	267	297	289	266	-1.5	306.5	306.8	313.6	283.1	287.8
9	303	290	268	305	321	16.5	282.5	323.0	323.3	330.1	299.6
10	313	305	298	276	315	7.0	328.0	289.5	330.0	330.3	337.1
11	286	302	295	294	278	-5.8	309.2	322.2	283.7	324.2	324.5
12	305	321	338	339	326	36.8	314.8	346.0	359.0	320.5	361.0
Total	4,043	4,033	4,053	3,995	4,021		4,043	4,055	4,036	4,003	4,010
Difference from previous year		-10	20	-58	26		22	12	-19	-33	7
EC/PK	254	247	260	249	222		243	243	243	243	243
K-6 Total	2,049	2,001	2,007	1,976	1,985		1,951	1,909	1,898	1,883	1,873
7-8 Total	533	567	587	556	574		615	622	598	572	571
9-12 Total	1,207	1,218	1,199	1,214	1,240		1,235	1,281	1,296	1,305	1,322
	4,043	4,033	4,053	3,995	4,021		4,043	4,055	4,036	4,003	4,010

Counts reflect enrollments as of October 1 of budget year.

This model suggests that after 2018-19, there will be modest increases for two years, and then a slight dip will be experienced over the following three years.

This projection is further supported by a trend that has occurred at the early elementary level, where average class sizes reached over 300 students for a three year stretch between grades 5 through 7. The incoming Kindergarten class was slightly larger by comparison to recent years, with enrollments topping out at 275.

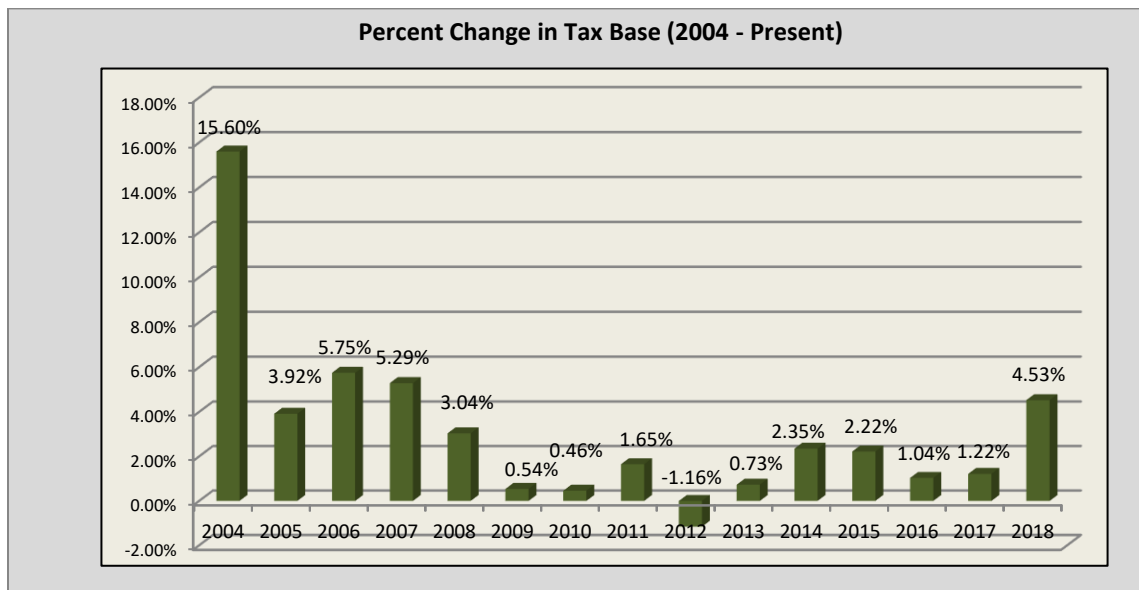
It is important to remember that with each passing year of enrollment projections using this forecast model, these forecast numbers become less accurate as they are based on previous year estimates. As such, this model is updated annually to provide the most accurate information possible.

TAX BASE AND RATE TRENDS

Tax Base Trends

The School District of Marshfield's tax base is comprised of several taxing municipalities in the greater Marshfield area including the city of Marshfield, the Village of Hewitt, and the townships of Cameron, Fremont, Lynn, Marshfield, Lincoln, McMillan, Day, Richfield, Green Valley, and Rock.

Since the 2008 recession, tax base growth in the area has been fairly modest with an average annually increase of around 1.6%. For the four years prior, the average tax base increase had been 4.5% per year. During the four years prior to that, tax base increases averaged over 9%, but included in that rate was an increase of 15.6% in 2005. This unprecedented increase was driven by the community's largest employer, the Marshfield Clinic, being required for the first time to pay property taxes. The following graph shows the percentage changes in tax base value since tax year 2004.



For tax year 2018, tax base increased 4.53%. It is expected that the District's tax base will begin to moderately trend upward with modest increases of approximately 2% per year.

Property Value and Tax Levy History

Property value is the dollar-value placed on land and buildings for the purposes of administering property taxes. The two commonly-used methods of valuing property in Wisconsin are "assessed" and "equalized". "Assessed" valuation is property value as determined by the local municipal assessor on January 1 in any given year. "Equalized" valuation results when the Department of Revenue applies an adjustment factor to the assessed value. The adjustment factor incorporates, among other elements, actual property sales in the municipality during the past year and is meant to ensure each type of property has comparable value regardless of local assessment practices. Residential and commercial properties located within the School District of Marshfield boundaries are assessed annually by the local assessor. The following table shows a comparison between Assessed Valuation and Equalized Valuation.

EQUALIZED VALUATION & LEVY DATA
(2012 to PRESENT)

	Audited	Audited	Audited	Audited	Unaudited	Budget
YEAR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Equalized Value (TIF* In)	2,031,640,700	2,065,028,974	2,130,041,222	2,151,341,634	2,189,964,675	2,308,578,252
Equalized Value (TIF* Out)	1,976,869,600	2,023,269,474	2,068,260,422	2,089,684,581	2,115,096,675	2,210,948,352
Total Tax Levy	19,068,802	19,668,372	19,761,018	19,096,297	19,990,649	19,145,292
Tax Levy Change	-56,418	599,570	92,646	-664,721	894,352	-845,357
Equalized Tax Rate	\$9.65	\$9.72	\$9.55	\$9.14	\$9.45	\$8.66

*TIF (Tax Incremental Financing)

With revenue caps in place, the increase in tax levy has been primarily due to the reduction of state equalization aid. To calculate the tax rate, you divide the total tax levy into the equalized value (TIF Out) and multiply by 1,000 (since the tax rate is based on an amount per \$1,000 of assessed value). The budgeted tax rate of \$8.66 indicates that for every \$1,000 of assessed value a property owner has in their property, the school district may levy \$8.66. For a home valued at \$100,000, the total amount of property taxes the school district may collect would total \$866 (\$8.66 x \$1,000).

Most state computations use equalized value, otherwise known as "fair market" value. Fair market value can be further defined as the value that would be agreed upon between a willing buyer and a willing seller in an "arm's length" transaction where neither is required to act. For Wisconsin public school districts, tax rate calculations use equalized values exclusively. Historic and present year equalized values for the various cities, townships, and villages for the School District of Marshfield are provided on the following page.

The first time school districts receive the new-year information in an official value certification is in October. The October 1 Tax Apportionment Value Certification is used to apportion levies and determine municipal tax bills. After October 1, the Department of Revenue may refine this same set of numbers until a "final" version is issued the following May (almost 1 1/2 years after the original assessment).

EQUALIZED VALUATION BY MUNICIPALITY

Tax District	2015-16		2016-17		2017-18		2018-19	
	Valuation	% of Value	Valuation	% of Value	Valuation	% of Value	Valuation	% of Value
C. Marshfield (Wood)	1,256,650,500.00	60.76%	1,284,731,000	61.48%	1,290,872,700	61.03%	1,359,349,000	61.48%
C. Marshfield (Marathon)	109,246,000.00	5.28%	112,706,600	5.39%	115,173,400	5.45%	120,101,600	5.43%
T. Cameron (Wood)	56,499,100.00	2.73%	48,624,900	2.33%	50,337,400	2.38%	50,761,900	2.30%
T. Day (Marathon)	34,853,591.00	1.69%	34,021,822	1.63%	34,960,330	1.65%	36,558,092	1.65%
T. Fremont (Clark)	37,329,123.00	1.80%	37,591,547	1.80%	39,716,823	1.88%	40,848,582	1.85%
T. Green Valley (Marathon)	5,204,613.00	0.25%	5,042,002	0.24%	5,436,453	0.26%	5,627,366	0.25%
T. Lincoln (Wood)	136,010,200.00	6.58%	136,310,500	6.52%	136,315,600	6.44%	142,726,400	6.46%
T. Lynn (Clark)	6,601,198.00	0.32%	6,868,581	0.33%	6,979,723	0.33%	7,400,832	0.33%
T. Marshfield (Wood)	61,954,200.00	3.00%	62,306,000	2.98%	63,536,300	3.00%	66,310,000	3.00%
T. Mcmillan (Marathon)	173,675,716.00	8.40%	172,627,150	8.26%	180,540,224	8.54%	180,605,256	8.17%
T. Richfield (Wood)	62,580,764.00	3.03%	63,919,536	3.06%	64,179,026	3.03%	68,101,020	3.08%
T. Rock (Wood)	72,918,617.00	3.53%	72,126,243	3.45%	75,045,996	3.55%	78,169,504	3.54%
V. Hewitt (Wood)	54,736,800.00	2.65%	52,808,700	2.53%	52,002,700	2.46%	54,388,800	2.46%
Total	2,068,260,422.00	100.00%	2,089,684,581	100.00%	2,115,096,675	100.00%	2,210,948,352	100.00%

As the city of Marshfield extends beyond Wood County into parts of southern Marathon County, a separate equalized valuation is provided for each county's property value. The majority of equalized value lies within the city of Marshfield (Wood County) at 61.48% of total equalized tax base.

Property Tax Collections

Personal property tax payments, special assessments, special charges and special taxes must be paid to the County Treasurer by January 31. Real property tax payments may be paid in full by January 31 or in two equal installments by January 31 and July 31. Amounts paid after July 31 are made to the county treasurer. The county treasurer settles with taxing jurisdictions for collections received through the preceding month by the 15th of the following month.

On or before August 20, the county treasurer must settle in full with the underlying taxing districts for all real property taxes and special taxes. Since all delinquent property taxes are withheld from the county's share of taxes, the District receives all tax proceeds of real property taxes it levies. The following table displays four years of data showing the amount of tax collections the District was eligible to collect.

TAX COLLECTIONS BY MUNICIPALITY
(4 Year Actual)

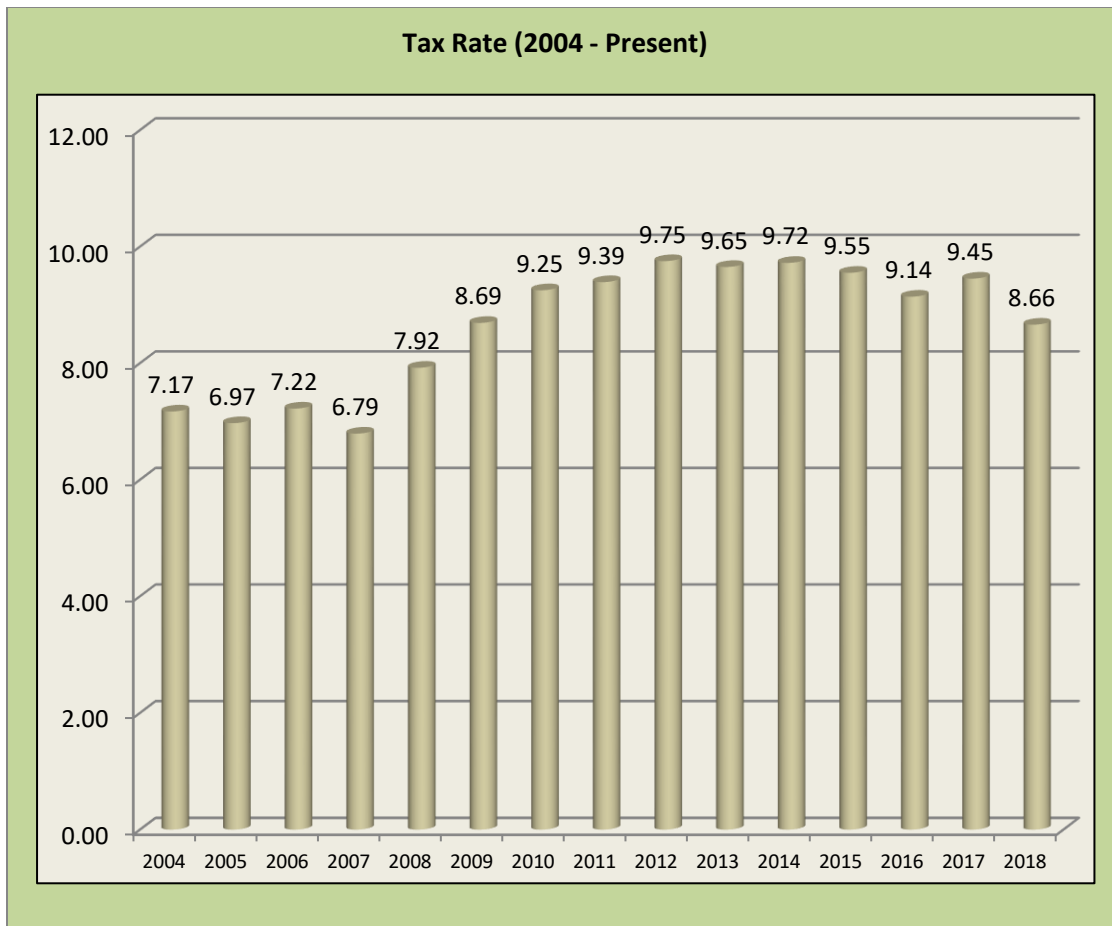
Municipality	Actual 2014-2015 Tax Collections	Actual 2015-2016 Tax Collections	Actual 2016-2017 Tax Collections	Actual 2017-2018 Tax Collections	Budget Inc./Dec.
City of Marshfield (Wood)	11,969,938.85	12,006,560.14	11,740,338.69	12,200,569.06	460,230.37
City of Marshfield (Marathon)	1,079,144.31	1,043,781.60	1,029,953.86	1,088,551.20	58,597.34
Town of Cameron (Wood)	558,208.93	539,815.84	444,352.00	475,759.48	31,407.48
Town of Day (Marathon)	323,994.55	333,005.67	310,903.77	330,424.46	19,520.69
Town of Fremont (Clark)	361,043.18	356,657.93	343,525.22	375,380.04	31,854.82
Town of Green Valley (Marathon)	48,336.24	49,727.03	46,075.65	51,382.15	5,306.50
Town of Lincoln (Wood)	1,252,322.50	1,299,497.87	1,245,654.88	1,288,374.83	42,719.95
Town of Lynn (Clark)	64,444.45	63,070.58	62,767.59	65,968.23	3,200.64
Town of Marshfield (Wood)	590,868.86	591,936.13	569,374.87	600,507.72	31,132.85
Town of McMillan (Marathon)	1,637,389.85	1,659,369.83	1,577,529.62	1,706,359.95	128,830.33
Town of Richfield (Wood)	594,573.79	597,922.58	584,119.95	606,582.38	22,462.43
Town of Rock (Wood)	690,593.08	696,694.71	659,115.82	709,290.59	50,174.77
Village of Hewitt (Wood)	497,513.40	522,978.09	482,585.09	491,498.92	8,913.83
Grand Total:	19,668,371.99	19,761,018.00	19,096,297.00	19,990,649.00	894,352.00

Tax Rate Trends

The tax rate equals an amount charged to a taxpayer for every \$1,000 of assessed value in their home. The rate is determined by several variables outside the control of the school board. First, student enrollment numbers are factored into the rate. As enrollments change, so too does the tax rate. Secondly, the degree to which the local tax base grows is considered. When tax base grows significantly, the tax rate drops. When tax base is flat or decreases, like during a recession, the tax rate increases. The last major factor in calculating the tax rate comes from deducting what is paid to the school district in the form of state equalization aid. In recent years, this amount has been flat and has in fact decreased.

Despite the District's declining enrollments, sluggish tax base growth, and decreased state funding, the Marshfield School District compares quite favorably with school tax rate. In Marshfield, the tax year 2018 tax rate was \$9.45, which means if you own a \$100,000 home, the school district can charge \$945 for school taxes. The state average tax rate is \$10.21, and in surrounding communities, this rate ranges from \$8.38 to \$13.07, with the average being \$10.20. The tax rate for next year in Marshfield is expected to be \$8.66, a decrease of 79 cents. These rates include costs for current referendum.

The following graph shows the District's tax rate since tax year 2004:



The trend in tax rate increases beginning in tax year 2007 and continuing through tax year 2010 is attributed primarily to the slow growth in tax base and continual decreases in state equalization aid.

With the uncertainty of future funding for public education, and the desire on the part of many legislatures to expand vouchers for private schools, it is very difficult to estimate future tax rates. Based on the best current information available, and relying on recent trends, it is likely the tax rate will remain relatively stable as in recent years given the general reductions in per pupil increases and historic pattern of cost shifting from the state to the local tax levy.

In November 2013, the legislature approved a one-time state aid bump to public education for purposes of tax relief in the amount of \$100 million state-wide. For Marshfield, this reduced the overall tax rate by 10 cents to the \$9.65.

Current Debt Levels and Legal Debt Limit

The School District of Marshfield has the legal right to contract indebtedness for purposes specified by statute provided the principal amount does not exceed 10% of the equalized value of the taxable property within the District boundaries. The table on the next page provides the calculation of outstanding indebtedness for the District as it relates to applicable debt limit.

Equalized Valuation (2018) as certified by the WI Dept. of Public Instruction	\$2,308,578,252
Legal Debt Percentage Allowed by statute (Percentage)	10%
Legal Debt Percentage Allowed by statute (In Dollars)	\$230,857,825
District Bonded Indebtedness as of December 31, 2017	\$15,877,580
Unused Margin of Indebtedness	\$214,980,245
Percent of Legal Debt Incurred	6.9%
Percent of Legal Debt Available for Borrowing	93.1%

As the above table illustrates, the District currently uses less than 10% of its legal debt limit, positioning itself well for future borrowing should the need arise.

Effects of Existing Debt Levels on Current and Future Budgets

Because the existing levels of debt for the District are conservative with only 6.9% of expenditure capacity, the District expects to maintain and manage debt levels with relative ease into the foreseeable future. The need for future debt will be dependent upon enrollment trends and curricular initiatives.

Fund 38 Non-Referendum debt has been managed with the intent of mitigating the impact of any new borrowing on individual fiscal year debt levels. A specific example of this is the borrowing of \$500,000 through a Qualified School Construction Bond (QSCB) loan. The QSCB loan was an interest free loan with repayment scheduled to commence in fiscal year 2016. This loan payment was deferred until this time to coincide with the maturity and final payment of other Fund 38 operational debt. .

Fund 39 Referendum debt has been used historically for significant building projects. In that nearly all of the school facilities in the District have been remodeled or re-constructed within the past decade, and with the funding plan for Middle School renovations complete, there is no immediate expectation of Fund 39 debt borrowing for capital expansion. Marshfield High School, constructed in 1968, will in all likelihood be the next significant District facility that may require significant capital upgrade. The school board has not yet discussed how these upgrades might be funded, but fund 39 referendum debt is a possibility.

The school district has historically incurred debt through the purchasing of general obligation promissory notes and other means. This debt has been established within the boundaries of all regulatory and financial requirements. Both Fund 38 (Non-Referendum) and Fund 39 (Referendum) debt have been utilized. The following pages illustrate the current debt schedules of the school district.

ITEMIZED DEBT SERVICE (FUND 39)

DATE	2006 B GORB Principal	2006 B GORB Interest	2012 GORB Principal	2012 GORB Interest	2013 GORB Principal	2013 GORB Interest	TOTAL	Levy (Rev Worksheet Amt)	Fiscal Year Budget Amount	Fiscal Year Transfer Amount
10/01/2015	-	12,000.00	-	76,975.00	-	71,250.00	160,225.00	1,659,296.88		
04/01/2016	600,000.00	12,000.00	825,000.00	76,975.00	55,000.00	71,250.00	1,640,225.00		1,800,450.00	18,462.50
10/01/2016	-	-	-	70,787.50	-	70,975.00	141,762.50	1,781,987.50		
04/01/2017	-	-	835,000.00	70,787.50	710,000.00	70,975.00	1,686,762.50		1,828,525.00	9,812.50
10/01/2017	-	-	-	64,525.00	-	67,425.00	131,950.00	1,818,712.50		
04/01/2018	-	-	850,000.00	64,525.00	765,000.00	67,425.00	1,746,950.00		1,878,900.00	10,200.00
10/01/2018	-	-	-	58,150.00	-	63,600.00	121,750.00	1,868,700.00		
04/01/2019	-	-	860,000.00	58,150.00	775,000.00	63,600.00	1,756,750.00		1,878,500.00	12,262.50
10/01/2019	-	-	-	51,700.00	-	57,787.50	109,487.50	1,866,237.50		
04/01/2020	-	-	875,000.00	51,700.00	890,000.00	57,787.50	1,874,487.50		1,983,975.00	13,237.50
10/01/2020	-	-	-	45,137.50	-	51,112.50	96,250.00	1,970,737.50		
04/01/2021	-	-	890,000.00	45,137.50	900,000.00	51,112.50	1,886,250.00		1,982,500.00	14,537.50
10/01/2021	-	-	-	37,350.00	-	44,362.50	81,712.50	1,967,962.50		
04/01/2022	-	-	905,000.00	37,350.00	915,000.00	44,362.50	1,901,712.50		1,983,425.00	17,056.25
10/01/2022	-	-	-	28,300.00	-	36,356.25	64,656.25	1,966,368.75		
04/01/2023	-	-	925,000.00	28,300.00	935,000.00	36,356.25	1,924,656.25		1,989,312.50	18,600.00
10/01/2023	-	-	-	19,050.00	-	27,006.25	46,056.25	1,970,712.50		
04/01/2024	-	-	945,000.00	19,050.00	955,000.00	27,006.25	1,946,056.25		1,992,112.50	19,000.00
10/01/2024	-	-	-	9,600.00	-	17,456.25	27,056.25	1,973,112.50		
04/01/2025	-	-	960,000.00	9,600.00	970,000.00	17,456.25	1,957,056.25		1,984,112.50	19,300.00
10/01/2025	-	-	-	-	-	7,756.25	7,756.25	1,964,812.50		
04/01/2026	-	-	-	-	730,000.00	7,756.25	737,756.25		745,512.50	7,756.25
10/01/2026	-	-	-	-	-	-	-	737,756.25		
0	600,000	24,000	8,870,000	923,150	8,600,000	1,030,175	20,047,325	0	0	

ITEMIZED DEBT SERVICE (FUND 38)

DATE	QSCB Stem Principal	2015 A Energy Conservation Principal	2015 A Energy Conservation Interest	GO Note MHS West Land Principal	GO Note MHS West Land Interest	TOTAL	Fiscal Year Budget Amount
10/01/2015	50,000.00	0.00	0.00	0.00	0.00	50,000.00	342,916.67
04/01/2016	-	265,000.00	27,916.67	0.00	0.00	292,916.67	
10/01/2016	150,000.00	0.00	39,225.00	36,867.90	5,573.33	231,666.23	525,891.23
04/01/2017	-	255,000.00	39,225.00	0.00	0.00	294,225.00	
10/01/2017	100,000.00	0.00	36,675.00	34,892.33	7,548.91	179,116.24	480,791.24
04/01/2018	-	265,000.00	36,675.00	0.00	0.00	301,675.00	
10/01/2018	100,000.00	0.00	32,700.00	35,659.96	6,781.27	175,141.23	477,841.23
04/01/2019	-	270,000.00	32,700.00	0.00	0.00	302,700.00	
10/01/2019	100,000.00	0.00	28,650.00	36,444.48	5,996.76	171,091.24	479,741.24
04/01/2020	-	280,000.00	28,650.00	0.00	0.00	308,650.00	
10/01/2020	-	0.00	24,450.00	37,246.25	5,194.98	66,891.23	376,341.23
04/01/2021	-	285,000.00	24,450.00	0.00	0.00	309,450.00	
10/01/2021	-	0.00	20,175.00	38,065.67	4,375.56	62,616.23	377,791.23
04/01/2022	-	295,000.00	20,175.00	0.00	0.00	315,175.00	
10/01/2022	-	0.00	15,750.00	38,903.12	3,538.12	58,191.24	378,941.24
04/01/2023	-	305,000.00	15,750.00	0.00	0.00	320,750.00	
10/01/2023	-	0.00	11,175.00	39,758.99	2,682.25	53,616.24	379,791.24
04/01/2024	-	315,000.00	11,175.00	0.00	0.00	326,175.00	
10/01/2024	-	0.00	4,875.00	40,633.68	1,807.55	47,316.23	377,191.23
04/01/2025	-	325,000.00	4,875.00	0.00	0.00	329,875.00	
10/01/2025	-	-	-	41,527.62	913.61	42,441.23	42,441.23
04/01/2026	-	-	-	-	-	-	
10/01/2026	-	-	-	-	-	-	
0	500,000	2,860,000	455,267	380,000	44,412	4,239,679	0

Fund 38 – Non Referendum Debt

The School District of Marshfield currently has 3 outstanding non-referendum debt issues.

- Qualified School Construction Bond (QSCB) Loan – The District borrowed a total of \$500,000 for technology improvements and for STEM (Science, Technology, Engineering, and Math) initiatives at the middle and high school level. This was an interest free loan scheduled to be paid back by fiscal year end 2020.
- 2015 Energy Conservation Bonds – Monies used to provide upgrades to schools throughout the District with more efficient operational components.
- GO Notes to Purchase Land – Land west of Marshfield High School was purchased during the 2015-16 school year.

Fund 39 – Referendum Approved Debt

The School District of Marshfield currently has 2 outstanding referendum approved debt issues.

- Series 2012 Refinance - \$8.87 million in refinanced debt, used for elementary and high school capital outlay. Balance of \$8.87 million scheduled to be repaid prior to end of fiscal year 2025.
- Series 2013 Refinance - \$8.655 million in refinanced debt, used for elementary and high school capital outlay. Balance of \$8.6 million scheduled to be repaid prior to end of fiscal year 2026.

Fund Balances and Net Position

Portions of fund balances and net position are not available for current appropriation or expenditures are as follows:

<u>Governmental Fund</u>	<u>Purpose</u>	<u>Amount</u>
Nonspendable		
General	Prepaid expenses	\$6,070
Restricted		
Non-Referendum Debt	Principal and interest	\$22,176
Capital Expansion	DPI regulation	\$247,882
Long-term Capital Improvements	DPI regulation	\$616,689
Assigned		
General	Specific expenses	\$138,872
Non-Scholarship	Specific expenses	\$373,907
<u>Governmental Activities</u>		
Restricted		
Debt Service	DPI regulation	\$22,176
Capital Projects	DPI regulation	\$864,571
Other activities	Wisconsin Retirement System pension	\$3,949,493

Disclosure of Other Post-Employment Benefits (OPEB)

The Government Accounting Standards Board (GASB) considers other post-employment benefits, like retiree health insurance, as part of the compensation employees earn each year

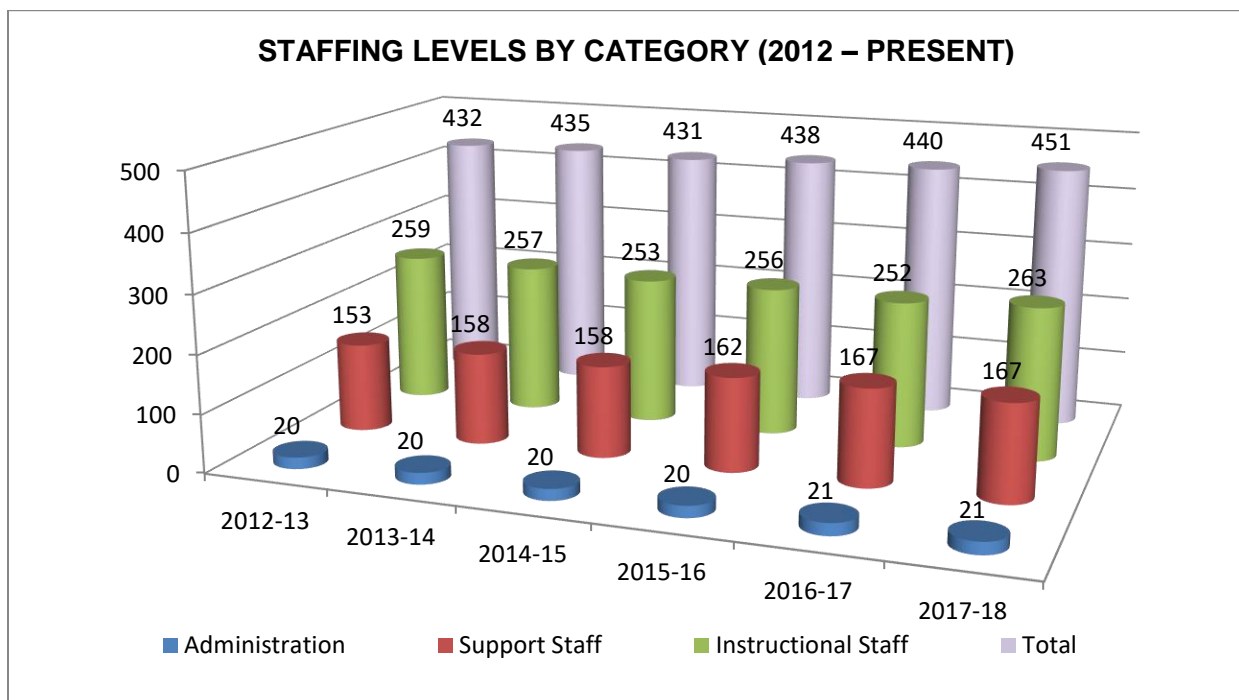
although they are not received until after employment ends. An actuarial report is necessary on a bi-annual basis to provide a cost calculation to the district and for disclosure purposes.

The School District of Marshfield provides retiree medical insurance for employees who meet the eligibility requirements upon retirement. Under SGAS 45, retiree benefits are viewed as a form of deferred compensation. As such, the benefits are treated as being earned over the working lifetime of the employee so that the cost is fully charged to operations by the earliest date of eligibility under the plan. The SGAS 45 Annual Required Contribution (ARC, also called Expense) and the Actuarial Accrued Liability (AAL) are summarized below:

	TOTAL INCURRED OPEB LIABILITIES 6/30/16			
	Total	Administrators	Support Staff	Professional Staff
Annual Required Contribution (ARC)	\$2,906,089	\$552,235	\$269,847	\$2,127,649
Interest on net OPEB Obligation	\$404,279	\$60,248	\$55,375	\$288,657
Adjustment to Annual Required Contribution	\$500,932	\$74,651	\$68,614	\$357,667
Annual OPEB Cost	\$2,809,436	\$537,831	\$256,608	\$2,058,638
Projected Pay-as-you-go Expense	\$2,413,455	\$402,824	\$598,070	\$1,412,561
Net OPEB Obligation - Beginning of Year	\$8,085,582	\$1,204,951	\$1,107,500	\$5,773,131
Prefunding	\$0	\$0	\$0	\$0
Net OPEB Obligation - Projected End of Year	\$8,481,563	\$1,339,958	\$766,038	\$6,419,208

Historical Staffing Levels by Category

Overall staffing for the District has increased over the past five years, with an overall increase during that time of just over 4.4%, or .88% on average each year. The fluctuations in staffing often align closely to the budgetary fluctuations based on available funds to support programs. The following table and chart provide a history of staffing levels since 2012.



DISTRICT DEMOGRAPHICS & ACCOUNTING STRUCTURE

Legal Autonomy

Under the provisions of Wisconsin's Constitution (Article X, Section 3), the Legislature is responsible for the establishment of public school districts which are to be "as nearly uniform as practicable" and "free and without charge for tuition to all children." The state provides financial assistance to school districts under the statutes to achieve two basic policy initiatives. These include the need to reduce the reliance upon the local property tax levy as a source of revenue for educational programs, and to guarantee that a basic educational opportunity is available to all students regardless of local fiscal capacity of the district in which they live.

Costs to support public education are supported by the state through three separate means. First, unrestricted general aid is distributed based on relative fiscal capacity measured by each district's per student taxable property value. Categorical aid comprises the second method of state support to partially fund specific program costs. Finally, the third method of state support comes from the school levy tax credit, paid to municipalities to offset property taxes.

The District is a fiscally independent municipal entity governed by a Board of Education, which is elected by the public and has the exclusive responsibility and accountability for the decisions it makes. The District has the statutory authority to adopt its own budget, levy taxes, and issue bonded debt without the approval of another government. It has the right to sue and be sued, and has the right to buy, sell, lease, or mortgage property in its own name. Based on these criteria, the District is considered a primary government and there are no other organizations or agencies whose budgets should be combined and presented with this budget.

The Community

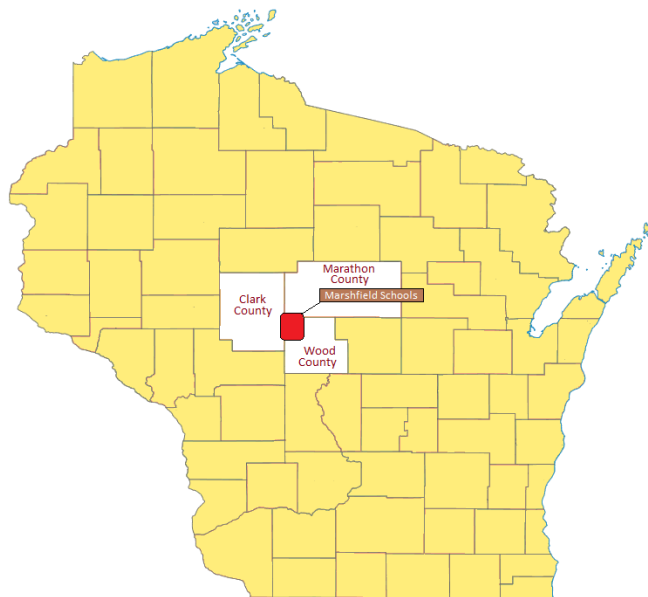
The city of Marshfield is a moderately sized, incorporated city in central Wisconsin located in both Wood & Marathon Counties. The population of the city as of January 1, 2013 was 18,750. The cities of Marshfield & Wisconsin Rapids of Wood County were ranked 14th in America, 3rd in the Midwest and 1st in Wisconsin as best cities to live. Marshfield is also ranked as the 8th best "Dream City" in America.

Marshfield boasts a safe, clean community with abundant parks, numerous attractions and a world-class health care facility. Marshfield is proud to be considered a "Best Place to Live in Wisconsin and Eighth Best Place to Live in America" according to Bizjournals.com. Demographics Daily selected Marshfield based upon such criteria as its excellent health care, schools, supply of good jobs, and small-town character. Other qualities considered were Vitality, Connection to Cultural Mainstream, and Low Cost of Living. Thanks to the world-class care provided by Marshfield Clinic and Saint Josephs' Hospital, our community actually ranked in the top 10 for health care. Marshfield was also in the top 50 for the education and freedom from stress categories.

The District

The School District of Marshfield is an independent unified school district with an annual operating budget of \$72 million and serves approximately 4,000 students. The district employs 262 teachers, 19 administrators, and 158 support personnel.

The District embraces as its educational ideology the principles of Professional Learning Communities (PLCs), a term describing a mutually respectful group of administrators and teachers unified in their commitment to help students learn. District staff share a common vision, work and learn collaboratively, and interact frequently in an effort to improve instructional practices. This type of collegial participation ensures we are continually doing what is best for the students we serve. Benefits from this approach include reduced isolation of teachers, better informed and committed staff, and academic success for students. PLC school districts also offer relevant and ongoing staff-development to ensure continual school improvement.



The school district has five elementary schools, one middle school, and one high school which offer a comprehensive pre-kindergarten through twelfth grade curriculum. Attendance areas span 3 counties and 194 square miles, and include the city of Marshfield, the towns of Cameron, Fremont, Lynn, Marshfield, Lincoln, McMillan, Day, Richfield, Green Valley, Rock, and the village of Hewitt. The following table displays the schools and enrollments of the School District of Marshfield:

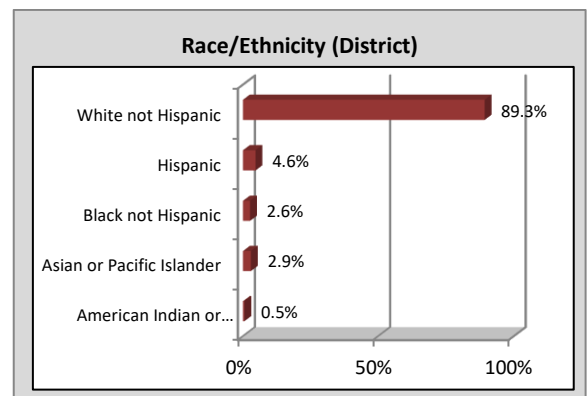
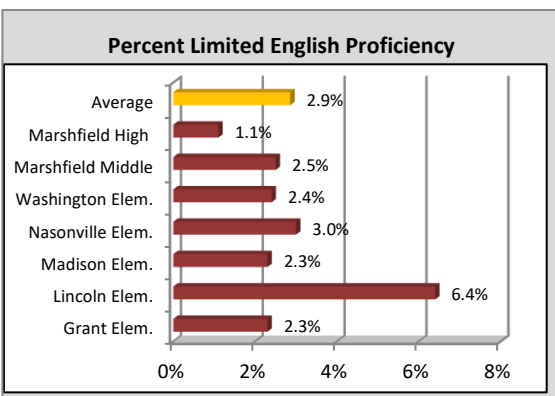
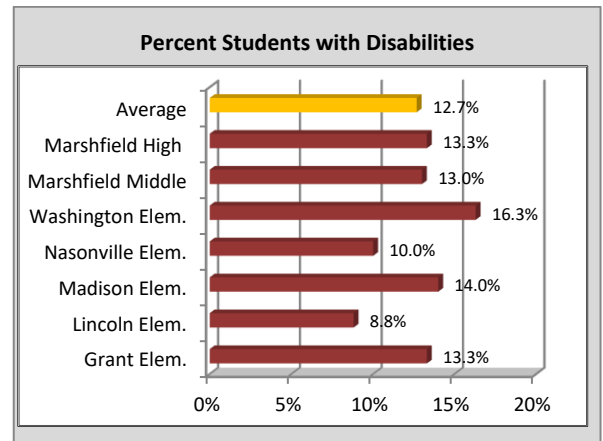
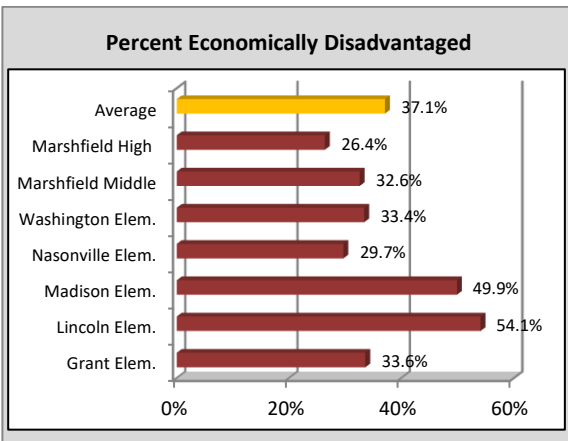
SCHOOL	GRADES SERVED	ENROLLMENT
Grant Elementary	KG-6	682
Lincoln Elementary	KG-6	326
Madison Elementary	PK-6	330
Nasonville Elementary	KG-6	320
Washington Elementary	KG-6	336
Marshfield Middle School	7-8	574
Marshfield High School	9-12	1,240
Total		3,808

In addition to these students, the District also offers a Four-Year Old Kindergarten program at various independent centers around the community. These centers, along with their enrollments, are provided below:

CENTER	ENROLLMENT
Bright Horizons	36
Child Care Centers of Marshfield	29
Grace Lutheran	19
Head Start	20
Tiny Tigers	33
Washington 4K	39
YMCA Pied Pipers	37
Total	213

Student Demographics

The School District of Marshfield is an equal opportunity education institution and does not discriminate on the basis of sex, race, religion, color, national origin, ancestry, creed, pregnancy, marital or parental status, sexual orientation, or physical, mental, emotional, or learning disability or handicap in its activities, programs, or employment practices as required by Title VI, Title IX, and Section 504. The following charts illustrate student demographic breakdowns based on various student population categories:



FINANCIAL OVERVIEW

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Foreword

The financial section of this book presents the 2018-19 budget of the School District of Marshfield. This document has been prepared to meet the revenue cap limits as prescribed by state law, and also the new provisions under recently legislated Wisconsin Act 10.

Enrollment counts based on a three year rolling average along with fractional summer school enrollments dictate the amount of money school districts may collect from state equalization aid and local tax levies. The revenue limit for the School District of Marshfield for the 2017-18 fiscal year is \$40,141,042. State equalization aid was certified for the District on October 15 in the amount of \$22,332,861, and Computer Aid of \$260,825 was calculated. The total amount available to levy came to \$19,145,292 for funds 10, 30, and 40. Within these fund levies, the school district receives \$3 million in referendum proceeds to be used for general operational purposes.

Fund Accounting Types

Wisconsin Uniform Financial Accounting Requirements (WUFAR), as developed by the Wisconsin Department of Public Instruction, mandates that each financial transaction be identified with a specific accounting code for administrative and accounting purposes. As defined by state statute 115.28(13), the state superintendent shall “prescribe a uniform financial fund accounting system, applicable to all school districts which provides for the recording of all financial transactions inherent to the management of schools and the administration of the state’s school aid programs.”

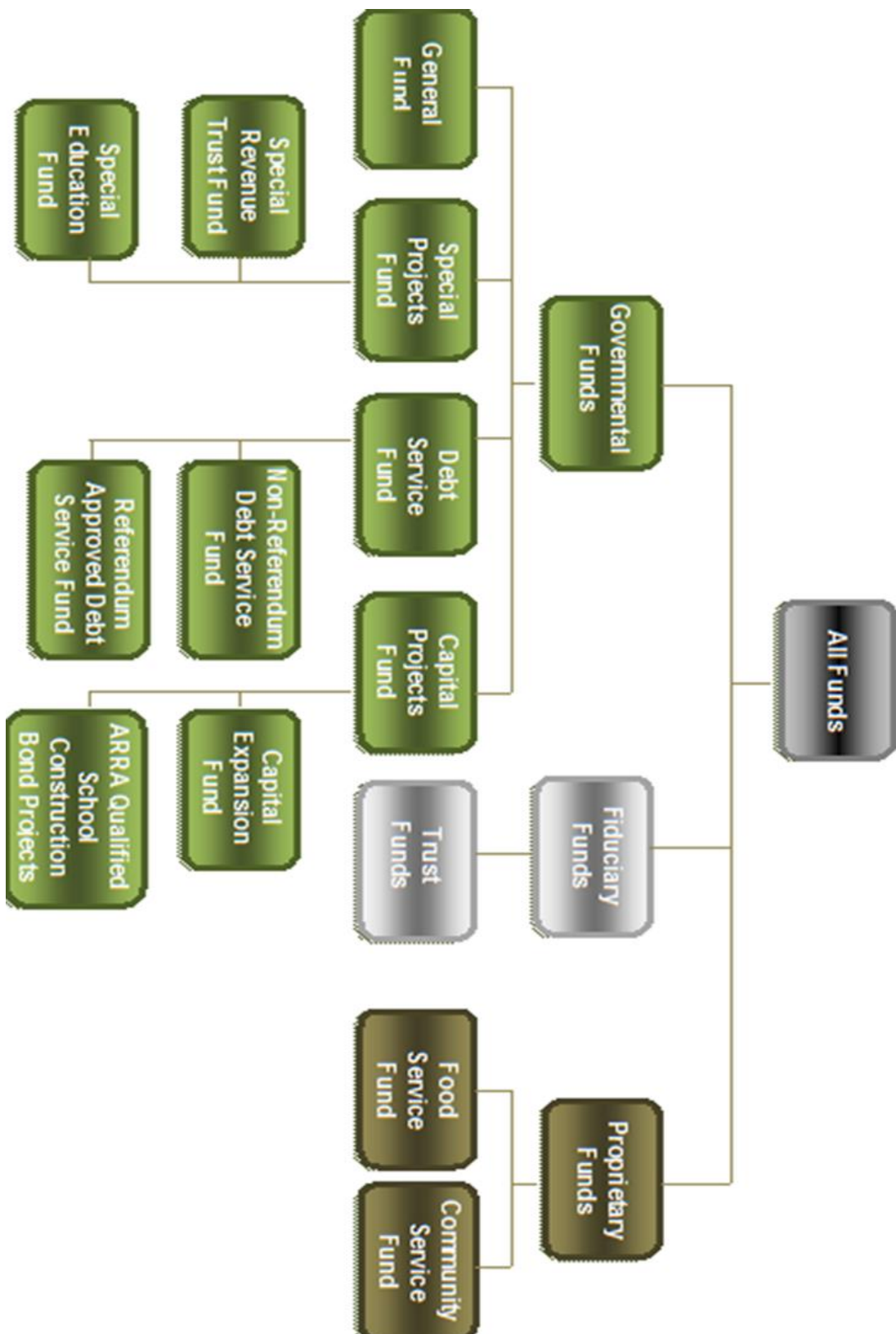
The first coding “dimension” under WUFAR requirements is by “fund”. This dimension is an independent fiscal and accounting entity requiring its own set of books in accordance with special regulations, restrictions, and limitations. Each fund must be accounted for so that the identity of its resources and obligations and its revenues and expenditures are continually maintained. The major fund types are the General Fund, Special Projects Fund, Debt Service Fund, Capital Projects Fund, Food Service Fund, Agency (Pupil Activity) Fund, Fiduciary Fund, Community Service Fund, and Package and Cooperative Program Fund.

All funds used by Wisconsin school districts must be classified into one of the above nine fund types, and are further defined to distinguish between governmental and proprietary fund types. The major governmental fund types used by the School District of Marshfield include the General Fund, Special Projects Fund, Debt Service Fund, Capital Projects Fund, and Trust Fund. The major proprietary funds used by the District include the Food Service Fund and Community Service Fund. Many of these funds contain sub-funds that collect more specific data under the respective primary fund.

Wisconsin school districts may not need to use all of these fund groups at any given time. The District utilizes all fund types except the Fiduciary Fund and Package and Cooperative Program Fund. The General, Special Projects, Debt Service, and Food Service Funds encompass the majority of the transactional activity that transpires in the District. The remaining fund groups, however, are still material to the overall presentation of the financial position of the school district.

The illustration on the following page shows the funds most commonly used by the School District of Marshfield.

SCHOOL DISTRICT OF MARSHFIELD
ORGANIZATION OF FUNDS



Tracking Revenues and Expenditures

The standard convention for a WUFAR account code to track revenues and expenses is as follows:

aa-bbb-ccc-ddddd-eee

aa	Fund Type
bbb	Location
ccc	Source (Revenue) or Object (Expenditure)
dddd	Function
eee	Program/Project

Note the one important distinction between the third dimension, source/object. When tracking revenue, this dimension becomes the source code. When tracking expenditures, this dimension becomes the object code. In the accounting software used by the District and for state reporting, a ledger type is also used to identify and distinguish between revenue and expenditure activity. A zero in the last digit of the dimension implies a list of sub-accounts ranging between 0-9 exist within the dimension code.

Fund Summary

A fund is an accounting entity consisting of a self-balancing set of asset, liability, and equity accounts used to account for the district's financial transactions in accordance with laws, regulations or restrictions. The Department of Public Instruction requires reporting of various revenues and expenditures within specified funds. These are the funds and sub-funds that are used by the District:

10 GENERAL FUND

20 SPECIAL PROJECT FUNDS

- 21 Special Revenue Trust Fund
- 27 Special Education Fund

30 DEBT SERVICE FUNDS

- 38 Non-Referendum Debt Service Fund
- 39 Referendum Approved Debt Service Fund

40 CAPITAL PROJECT FUND

- 41 Fund 41 Capital Expansion Fund
- 45 ARRA—Qualified School Construction Bond Projects Fund

50 FOOD SERVICE FUND

60 AGENCY FUND

70 TRUST FUND

- 72 Private Purpose Trust Fund

80 COMMUNITY SERVICE FUND

Explanation of the Fund Dimension

A separate budget is established for each fund wherein a school district anticipates a transaction. Each fund has its own receipts and disbursements and its own fund balance. Listed below are the funds used in conjunction with the enclosed budget.

10 – General Fund

The General Fund is used to account for district financial activities for current operations, except those which are required to be accounted for in separate funds. Approximately 80% of all District expenditures are conducted through the General Fund.

21 – Special Revenue Trust Fund

This fund is used to account for trust funds that can be used for district operations. The source of such funds is gifts and donations from private parties. Cash and investment accounts in this fund are required as specified by donors. There may be a fund balance in this fund. The Bay Forest Web Site, athletic donations, and other private fund raising activities are accounted for in this fund.

27 – Special Education Fund

This fund is used to account for special education and related services funded wholly or in part with state or federal special education aid or charges for services provided to other districts as a result of being a host district for a special education package or cooperative program. No fund balance or deficit can exist in this fund.

30 - Debt Service Funds

These funds are used for recording transactions related to repayment of the following general obligation debt: promissory notes (issued per statute 67.12(12)), bonds, state trust fund loans, and Technology for Educational Achievement in Wisconsin (TEACH) loans. Also included in these funds are transactions pertaining to land contract payments and refinancing of debt issues and other district obligations as specified by the Department of Public Instruction. Debt tax levies must be recorded in these funds. The resources in these funds may not be used for any other purpose as long as a related debt remains. For this reason separate checking and/or investment accounts for debt service funds are maintained.

38 – Non-referendum Debt Service Fund

This fund is used to account for transactions for the repayment of debt issues that were either: not authorized by school board resolution before August 12, 1993, or incurred without referendum approval after that date. Repayment of principal and interest is made within the revenue cap. This fund is used to pay the debt of refinancing the District's Wisconsin Retirement System unfunded liability, and to re-pay a loan for property acquisition ascertained through a state trust fund loan. Beginning in 2015-2016, the fund will be used for the repayment of the Qualified School Construction Bonds. Qualified school construction bonds (QSCB) provide low cost borrowing for rehabilitation, repair and equipping of schools. The District used these funds for Science, Technology, Engineering, and Math (STEM) upgrades at the secondary schools.

39 – Referendum Approved Debt Service Fund

This fund is used to account for transactions for the repayment of debt issues that were either: authorized by school board resolution before August 12, 1993, or approved by referendum. Repayment of principal and interest is made outside of the revenue cap.

41 – Capital Expansion Fund

Projects financed with tax levy per statute 120.10(10m). State statute restricts the use of this fund for capital expenditures related to buildings and sites. Equipment cannot be acquired through the use of this Fund. For the purpose of determining eligible expenditures from this Fund, the DPI defines “capital expenditures related to buildings and sites” as being expenditures for acquiring and remodeling buildings and sites, and maintenance or repair expenditures that extend or enhance the service life of buildings and building components, sites and site components.

46 – Other Capital Projects Fund

Used to report capital project fund activities not required to be reported in funds 41. The District uses this fund for future capital outlay needs. A fund balance may exist in this fund.

50 – Food Service Fund

All revenues and expenditures related to Food Services should be recorded in this fund. The Food Service Fund may not transfer money to any other fund. Any fund balance must be retained for future use for Food Services. Federal regulations require that the Food Service Fund be accounted for separately.

60 – Agency (Student Activity) Fund

The Agency (Student Activity) Fund is used to account for assets held by the school district for student organizations.

72– Private Purpose Trust Fund

This fund is used to account for gifts and donations specified for the benefit of private individuals and organizations not under the control of the school board. Scholarships are recorded in this fund.

80 – Community Service Fund

S.120.13 and 120.61, Wis. Stats., allow a school board to permit use of the District's property for civic purposes where fees are not charged. Services such as the Marshfield High School pool, used by community groups, and other civic groups using District facilities are accounted for in this fund.

Explanation of the Source Dimension

The Source dimension is used to classify revenues and other sources of income according to their origins. Revenue is (1) an increase of assets which does not represent recovery of expenditures and which does not increase liabilities by an identical amount or (2) a decrease in liabilities which does not cause an increase in other liabilities or a decrease in assets. The exchange of one type of asset for another (as in the sale of equipment for cash) does not represent a revenue. Revenue increases both the assets and the equity of the district as a whole.

100 – Inter-fund Transfers-In

All revenue from inter-fund transfers.

200 - Revenue From Local Sources

Property taxes, inter-fund payments, payment for services, non-capital sales, school activity income, interest on investments, other revenues such as student fees.

300 – Inter-district Payments Within Wisconsin

Received from other Wisconsin school districts for services rendered.

500 - Revenue From Intermediate Sources

Payments received from Cooperative Education Service Agencies and counties.

600 - Revenue From State Sources

Money received from the State of Wisconsin. Examples are categorical aids such as transportation and library aid. Additionally, equalization aids are recorded here.

700 - Revenue From Federal Sources

Money received directly from the federal government or routed through the state such as special education project grants.

800 - Other Financing Sources

Non-recurring sources of funds, which are classified separately from revenues, such as loans.

900 - Other Revenues

Adjustments and refunds of disbursements are recorded here. Money received from an insurance company for non-capital losses are also recorded here.

Explanation of the Function Dimension

Functions are an account designation that categorize a reason or purpose served by a particular expenditure or made possible by a particular receipt. Functions are a six-digit code and are broken down into three primary sub-groups, the 100 000 series, representing instruction, the 200 000 series, representing support activities, and the 400 000 series, used to record non-program activity.

110 000 - Undifferentiated

An instructional situation in which one teacher is responsible for providing instruction in two or more curricular areas to the same group of pupils (K-8 classroom teachers).

120 000 - Regular Education

An instructional setting in which a teacher is responsible for instructing a group of pupils in only one curricular area (high school math, science, social studies, language arts, music and art).

130 000 - Vocational Education

Vocational instructional activities (business education, industrial education, home economics and agriculture programs).

140 000 - Physical Education

Instructional activities concerned with health and safety in daily living (physical education, physical recreation and drivers' education).

150 000 - Special Education

Instructional activities for pupils with disabilities and provided by specially qualified personnel as required by an Individual Educational Program (IEP) for such pupils (cognitively disabled, learning disabled, emotionally disturbed, speech therapy and homebound instruction).

160 000 - Co-Curricular Activities

Instructional activities under the guidance and supervision of school staff designed to provide students such experiences as motivation, enjoyment and improvement of skills (extracurricular programs such as athletics).

170 000 - Special Needs

Activities of students with special needs not requiring an Individualized Education Program (IEP), but receiving instruction in curriculum designed to meet their unique needs.

210 000 - Pupil Services

Activities associated with pupil services programs (social work, guidance, health, psychological services, speech pathology and audiology, attendance, occupational and physical therapy).

220 000 - Instructional Staff Services

Curriculum development, library services, special education supervision.

230 000 - General Administration

Activities concerned with establishing and administering policies in connection with operating the school district. Includes Board of Education and Superintendent.

240 000 - Building Administration

Building management, including principals and secretaries.

250 000 - Business Administration

Activities concerned with paying, transporting, exchanging, and maintaining goods and services for the school district. Includes fiscal, pupil transportation, and building and grounds.

260 000 - Central Services

Data processing, public information, telephone, and staff services such as training.

270 000 - Insurance/Unemployment

Liability, property, workers' compensation insurances; unemployment compensation and Judgments.

280 000 - Debt Retirement

Interest and bond handling charges.

290 000 - Other Support

Other retirement services.

410 000 - Inter-fund Operating Transfers

Permanent transfer of money from one fund to another to pay obligations of the receiving fund.

420 000 - Trust Fund Expenditures

Payment of retirement benefits.

430 000 - Purchased Instructional

Payments for instructional services or services provided to students by other public and private agencies.

490 000 - Other Non-Program Transactions

Uncollected personal property tax refunded to municipalities.

Explanation of the Object Dimension

The object dimension is an account designation that categorizes an article or service obtained from a specific expenditure. It is used to describe the "what" of a particular transaction.

100 - Salaries

Wages paid for all personnel.

200 - Employee Benefits

State retirement, Social Security, health insurance, dental insurance, income protection, and other retirement.

300 - Purchased Services

Personal and property services, utilities, pupil and employee travel, communication, data processing, and intergovernmental payments such as tuition.

400 - Non-Capital

Supplies, workbooks, textbooks, paper, software, newspapers, magazines, film rental and non-capital equipment.

500 - Capital

Additional and replacement capital equipment, vehicle and equipment rental.

600 - Debt Retirement

Interest and costs of borrowing.

700 - Insurance and Judgments

Property, liability, workers' compensation and unemployment compensation.

800 - Operating Transfers-Out

All inter-fund transfers out of a fund other than residual equity transfers.

900 - Other Objects

Revenue transits, district dues, employee and pupil dues, adjustments and miscellaneous.

Explanation of Program/Project Dimension

The program/project dimension is designed to define and account for activities or groups of activities for which specific cost accounting is required or desired.

001 – 099 DPI Reserved Use

Program/project numbers 001 through 099 are reserved for use by DPI to differentiate aid appropriations. These program/project numbers are not to be used by school districts in their accounting systems.

141 – 599 DPI Specific Assigned

Program/project numbers 141 through 599 are reserved and assigned by DPI for certain activities or groups of activities that receive their support from other governmental or nongovernmental agencies which require or may require school districts to provide specific cost accounting information.

600 – 999 Local District Specific Assigned

Program/project numbers 600 through 999 are available for utilization and assignment by local school districts to define and account for activities or groups of activities for which they desire specific cost accounting information.

Basis and Measurement of Accounting for Financial Reports

Financial transaction activity, upon entry into the District's accounting software, provides the basis of accounting. This is the point at which revenues, expenditures, assets and liabilities are recognized in the accounts and therefore available for reporting on all relevant financial statements.

Funds provide the necessary means to organize and operate financial activity into various account groups. Funds are independent fiscal and accounting entities with a self-balancing set of accounts comprised of assets, liabilities, equity, revenues and expenditures. Fund accounting segregates funds according to their intended purpose and is used to assist administration in showing compliance with finance related legal and contractual reporting obligations.

Governmental Funds are used to track the District's governmental activity. Government fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under modified accrual, revenues are recognized when susceptible to accrual, i.e., when they are both "measurable and available." "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Proprietary funds are also used by the District to track accounting activity. These funds call for the services rendered under these accounts to be paid for by the patrons who use them, simulating a quasi-business. Although these proprietary funds can result in a profit or loss for the District, the District is not eligible to make a profit from this enterprise. Proprietary funds are provided for certain activity as it allows tracking of services that are *important* but not a *requirement* of the District.

State general and categorical aids, federal impact aid, and other entitlements are recognized as revenue at the time of receipt or earlier if the "susceptible to accrual" criteria are met. Expenditure-driven programs currently reimbursable are recognized as revenue when the qualifying expenditures have been incurred. Aids received prior to meeting revenue recognition criteria are recorded as deferred revenue.

Charges for services provided for other educational agencies and private parties are recognized as revenue when services are provided. Charges for special educational services are not reduced by anticipated state special education aid entitlements.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. The cost of capital items is recorded as an expenditure when acquired. Interest cost on temporary borrowing is recognized as an expenditure of the fiscal period incurred. Costs for educational services provided to the District by other educational agencies or private organizations are recognized when incurred. Costs for special education services are not reduced by anticipated state special education aid entitlements.

To ensure the District's accounting practices and financial reporting are compliant with state law, a financial audit is conducted by an independent auditing firm each year. The Wisconsin Department of Public Instruction has the statutory responsibility to prescribe financial audit requirements pursuant to s. 120.14 Wisconsin statutes. These audits are prepared with auditing standards generally accepted in the United States of America, and include financial statements

of the governmental activities, each major fund and the aggregate remaining fund information of the Unified School District of Marshfield as of the year ended June 30.

Budget Hearing and Adoption Requirements

The procedures the School District of Marshfield must follow when formulating a budget, holding a public hearing, and adopting a budget are set forth in s. 65.90, Wis. Stats. The steps involved in these required procedures are summarized as follows.

1. The staff and school board create a proposed budget that identifies expected revenues, expenditures, and fund balances for the budgeted year in addition to the two fiscal years preceding the budgeted fiscal year. Budget detail is based upon the Wisconsin Uniform Financial Reporting Requirements (WUFAR) hierarchy of accounts.
2. A class 1 notice (one publication) is published which contains a summary of the proposed budget described in #1 above, notice of where the detailed budget may be examined, and notice of the time and place of the public hearing.
3. The public hearing is held, at which time, residents of the district have an opportunity to comment on the proposed budget.
4. Following the budget hearing, the school board of a unified school district has the power to vote the tax.
5. Section 120.12(3)(a) and (c) require that on or before November 1, a school board must determine if the tax voted at the annual meeting is sufficient to operate and maintain the schools for the school year. If the amount so determined is not sufficient, the school board shall raise the tax. The board may lower the tax if the amount so determined exceeds requirements. The tax levy shall not exceed limits established by Section 121.91. The taxes levied must be certified to municipalities on or before November 10. This date was amended to the 10th from November 6, by 2011 WI Act 105.
6. The school board shall adopt an original budget at a school board meeting scheduled after the public hearing and no later than the meeting in which the school board sets the annual tax levy amount.

Changes to the Annual Budget

The annual original budget provides the best estimates at the time of adoption of the resources and costs of the activities of the school district for the ensuing months of the school year. As the year progresses, there may be a need to change appropriations and purposes.

Districts are advised to use a budget format which shows amounts appropriated for expenditures according to functions. The reason for using function is that function means purpose, and s. 65.90 requirements apply when appropriations and/or purposes change.

Changes in amounts of appropriation and the purposes (functions) for which they are used must be approved by a two-thirds vote of the school board. A class one notice must be published within ten days after any change is made (s. 65.90(5)(a)). Because such changes range from minor changes to significant ones, a question does arise concerning when the two-thirds vote

and publication are required. Pursuant to input from the Wisconsin Association of School Boards, school district officials, and legal counsel, the Department of Public Instruction recommends that the two-thirds vote and publication are required if the amount of appropriation and the purposes as presented in the line items of the adopted budget are changed. Changes in subordinate line items from which the adopted budget evolved (but which are not detailed in the adopted budget) do not require the two-thirds vote and publication.

Spending Authority Between July 1st and Final Adoption of a Budget

Pursuant to State Statute 120.13(33), during the period between July 1st and the final adoption of a budget by the school board after the budget hearing under s.65.90, the District may spend money as needed to meet the immediate expenses of operating and maintaining the public instruction in the school district.

Debt Reporting

Sec. 120.115, Wis. Stats., states that within 10 days of any change to a district's debt service repayment schedule, a new debt service schedule must be submitted to the Wisconsin Department of Public Instruction. School districts must report long term debt amortization schedules via the School Finance Team reporting portal. Districts must enter expected future principal and interest payments for each individual long term debt issue.

Investments

Investments are made in accordance with regulations as prescribed by Wisconsin statutes for school districts. State statute 66.0603 (1m) asserts school districts may invest any funds not immediately needed in any of the following:

- Time Deposits
- Federal Governmental Issued or Guaranteed Securities
- Local Government Bonds
- Local Government Pooled-investment funds

Investments of the debt service fund are made in federal obligations or obligations of the school district. Per state statute 67.11(2), funds may be invested in any outstanding municipal obligations, in obligations of the United States, local government bonds, and in the local government pooled-investment fund. Investment of trust fund assets is in accordance with regulations prescribed by Wisconsin statutes.

Per state statute 24.61(2), the board may invest money belonging to the trust funds in federal government-issued or guaranteed securities, or local government bonds.

District Policies and Procedures

The Policy Committee, a sub-group comprised of three board members of the Marshfield Board of Education, is responsible for recommending new policy language and alterations to existing District policies. Fiscal and financial policies are periodically reviewed to align policy language with board initiatives and to ensure compliance with current practice. Amendments or additions to school board policy must be formally adopted by a majority vote of the Board of Education.

Significant budget and financial policies currently adopted by the Board of Education are detailed as follows:

Revenue from Investments and Other Local Revenue Sources

Local revenue aside from property taxes and student fees comes primarily from interest earnings on district investments. Any school district monies not immediately needed are invested at the highest rate of interest obtainable. Every effort is made to keep and invest monies locally. Monies may be invested outside of the local area if, in the opinion of the Director of Business Services, the local rate of interest is significantly lower than elsewhere in the state. Monies in construction funds, sinking funds, and on hand in debt retirement funds shall be invested until such time expenditure of these funds is deemed necessary by the Board of Education. These funds shall be invested at the highest rate of interest obtainable. Interest revenue obtained from the investment of public funds becomes part of the overall District budget and is considered to be additional unassigned revenue for auditing purposes. These monies are used to augment the District's operational budget and support District programs and initiatives.

Other sustainable sources of revenue include lease agreements for cell tower usage at Marshfield High School. These agreements generate approximately \$20,000 in additional revenue for the District annually.

Fund Balance Policy

The School District Board of Education recognizes the need to maintain an adequate fund balance to meet cash flow needs during the school year. It is especially important to maintain an adequate amount for operational purposes during the time that the final tax revenues from the previous year are received in August and new tax receipts are received in January. In addition, a healthy fund balance may be used to limit short term borrowing, be accessible for one-time expenditures/purchases and help maintain a favorable credit rating to reduce borrowing costs for future referendum or other borrowing purposes.

The general goal for the fund balance is to maintain an amount that may alleviate the need to short-term borrow. The fund balance should only be used for one-time purposes such as emergency repairs or any other non-recurring expenditures approved by the Board of Education.

The School District shall report its fund balance in accordance with generally accepted accounting principles. The District shall classify fund balance into the following categories:

- Non-spendable
- Restricted
- Committed
- Assigned
- Unassigned

Categories such as inventories (e.g. food service), prepaid expenses, long-term receivables, scholarship dollars and any amounts that are contractually committed may be classified as non-spendable. The fund balance for the spendable portions (restricted, committed, assigned and

unassigned) of the special revenue trust fund, debt service fund, capital projects fund, food service fund and the community service fund shall be designated as restricted.

In the event that the Board of Education may want to commit funds from the fund balance to a specific purpose, they may do so by a majority vote during a posted and open meeting. Committed funds shall be used exclusively for the specific purpose unless the Board of Education decides to change the commitment.

The assigned nature of the fund balance represents an amount that is for a specific purpose. However the intent or decision can be made by the governing body or by an official that acts as the body's designated authority. For example, if an emergency repair is needed the fund balance may be assigned for the purpose of remedying that repair.

The Director of Business Services is authorized to assign fund balances. The Board of Education directs the Director of Business Services to assign fund balance, to the extent that it is used to maintain cash flow needs and an amount necessary to cover the cost of unsettled labor agreements. Unassigned fund balance amounts are available for any purpose, and if the general fund has available resources that are not of the other four categories, it shall be deemed unassigned. For any fund where the current year results in expenditures exceeding revenues, the deficit will first reduce unassigned fund balance, then assigned fund balance and finally to committed fund balance until exhausted.

Purchasing Goods and Services

The District's policy with regard to the procurement of goods and services has recently been updated. The reason for this policy revision was multifaceted. First, the policy had not been reviewed for a number of years and sections of the policy were outdated. Secondly, the practices of District administration were consistent with the policy, but through subsequent review a need was identified to more descriptively articulate how these practices conformed to policy language. Finally, board members received community feedback and requested the policy be reviewed to ensure compliance with the expectations of the school board.

The revised policy, which was approved during the regularly scheduled board meeting in April, 2012, became effective for the 2012-13 school year and is currently in place. The updated policy reads as follows:

- I. Policy Oversight
 - A. The Superintendent shall be responsible to the Board of Education for developing and administering the district's purchasing practices and service contracts according to district policy.
 - B. The Superintendent may delegate the authority to select materials, vendors or service providers to representatives of district schools and/or departments while maintaining propriety and conformity with Board policy and state law.
- II. Policy Requirements
 - A. All purchases, service work and contracts should be secured at the best price available while giving consideration to quality, terms of delivery, conformity to

specifications, serviceability, customization, security and suitability to the educational program(s) to meet the needs of the District.

- B. Every effort shall be made to competitively price all purchases, service work and contracts whenever practical by either Comparative Quotes, Bids, Requests for Proposals (RFP) or Sealed Bids unless viewed as "Standard Materials and/or Services" (see section II.C.). Competitive pricing may be determined not "practical" in emergency situations or when the district's expense to competitively price would be substantial as compared to the potential savings.
- C. Competitive Pricing may not be required for the purchase of some materials and/or services which have been found through experience to be superior in meeting the needs of the district. These materials and/or services may become standard materials and/or services and may be purchased directly from the vendor supplying such material and/or services without competitive pricing but upon quotation of a price. A list of these "Standard Supplies, Materials and/or Services" shall be reported annually to the Board Finance Committee. These vendors may be exempt from the provisions of this policy.
- D. Purchases or services provided within the scope of an existing District Service or Purchase Contract/Agreement will be considered competitively priced pursuant to this policy with the following exceptions.
 - 1. For projects with an estimated total cost under \$50,000, individual purchases or single project services estimated at \$20,000 or over must receive additional competitive pricing specific to that service or purchase to determine whether it is deemed to better meet the needs of the District to proceed with the project under the ongoing service contract/agreement or by means of a separate contract/agreement and/or vendor.
 - 2. For projects with an estimated total cost of \$50,000 or over, individual purchases or single project services estimated at \$5,000 or over must receive additional competitive pricing specific to that service or purchase to determine whether it is deemed to better meet the needs of the District to proceed with the project under the ongoing service contract/agreement or by means of a separate contract/agreement and/or vendor.
- E. State or "pre-bid" contracts that have gone through a formal competitive bidding process by a reputable institution other than the school district will be considered competitively priced pursuant to this policy.
- F. Local vendors and vendors which have local representatives offering materials and/or services at a competitive cost and quality shall be given preference when purchases or contracts are made.
- G. The School Board retains the right to review and/or reject any or all Quotes, Bids or Proposals.

III. Ongoing Service or Purchase Contracts/Agreements

- A. Definition - A service or purchase contract/agreement is an agreement whereby a vendor supplies individually or in any combination supplies, parts, labor, materials, and/or expertise based on the identified needs of the school district at an agreed upon price or rate.
- B. Initiation, Review and Renewal
 - 1. The district may enter into an ongoing service or purchase contract by having undertaken a process for competitive pricing.
 - 2. All ongoing Service or Purchase contracts shall undergo a general administrative review annually for quality, continued appropriateness to the needs of the district and market conditions. A list of all ongoing service or purchase contracts shall be supplied annually to the Board Finance Committee for review.
 - 3. As a standard of practice, service and purchase contracts/agreements will be competitively priced every three years provided there is no compelling reason that pricing during this time would adversely impact district operations. Under no circumstances shall the timing for competitively pricing extend beyond five years.

Under no circumstances will a service or purchase contract/agreement prevent the district from competitively pricing purchases or projects of any dollar amount with another vendor to meet the needs of the district.

IV. Methods of Competitive Pricing

- A. Comparative Quote - A comparative quote is the simple provision of a price for materials or services received either in writing or gathered via print media (catalog, price lists etc.) All electronic means are acceptable. A Comparative Quote shall be solicited from a minimum of two (2) vendors.
- B. Bids - A Bid is defined as an inquiry of price for materials or services provided by a vendor with the understanding that at least one other vendor will also be placing a competitive Bid on the same materials or services. The terms "Bid" and "Competitive Bid" are interchangeable. Written Bids shall be solicited from a minimum of two (2) vendors.
- C. Requests for Proposal (RFP) – An RFP is defined as a process where the school district requests proposals from vendors for professional services or materials to be provided to the school district on a single project or an on-going basis. An RFP typically will reflect the strategies or solutions suggested by the competing vendor in completing the project. An RFP can be used in place of bids if it better serves the needs of the school district. When utilizing the RFP process, the Superintendent or designee shall determine the qualifications required of providers and the general nature of services to be provided to the school district.

- D. Sealed Bid - The Sealed Bid process is similar to a Bid process, but is distinguished by the complexity of the services provided, the anticipated cost of the bid, or some other factor that merits a sealed competitive bid process.

Statement of Purpose

The school district budget reflects both a requirement to justify the receipt and expenditure of public funds and also an opportunity to demonstrate fidelity with relation to integrating the district's mission, operational, and educational objectives.

The goal of budget development and preparation is to reflect the district's educational priorities and represent these priorities in financial terms. The District budget is comprised of three separate and distinct elements:

- 1) Representation of total educational programs and services to be provided by the school district;
- 2) Representation of the expenditures needed to carry out the desired programs and services; and
- 3) Representation of the anticipated revenues that will be used to cover the costs of these programs and services.

The budget is in essence the financial document that best represents alignment of the District's educational mission, organizational needs, policies, programs, services and expected outcomes of the district. Budgeted amounts are not to be perceived as a cap or limit of the amount to expend or an amount that can be received. Rather, these amounts are a reflection of the best estimates of actual costs and receipts based on the best available information at the time the estimate was made. As such, it is possible and even likely that in various budget categories, expenditures and revenues will exceed or underrepresent the actual financial transactions. It has been a historic practice to estimate revenues conservatively and expenditures liberally as a means to safeguard and protect District assets.

The National Advisory Council on State and Local Budgeting has developed five guiding principles to aid in the budget development process. These principles reflect the relationship between fiscal and educational values with the community's needs and interests.

- Use a vision and a knowledge of service needs
- Develop policies, goals, priorities, programs and resources utilization plan
- Prepare and adopt a budget that integrates vision, policies, goals, strategies and available resources
- Monitor and control utilization and how well goals are being met
- Involve citizens and stakeholders

The budget is a primary management tool for educational administrators. It is the guidebook of the District's fiscal policy. As such, it has many uses and assumes many different roles during the year. At the beginning of the budget development process, the budget is used as the principle planning document for the district. The District's strategic plan links the planning and proposed programs to funding of the District's objectives. The budget process also includes public involvement, local, state and federal legal requirements, control over spending of public funds and an evaluation of fiscal performance.

Budget Development

Budget planning begins in October when estimates of available resources are determined based on projected enrollment information, allowable per member increases, and property equalization value. A projection of revenue trends, tax levy, equalized tax rate, and equalized value are also established. A five year projection for the general fund, special projects fund, and community service fund is prepared for planning and to ensure compliance with District and Board objectives. Long-range plans regarding capital outlay and technology are reviewed and are shared with the Board of Education Finance Committee.

Prior to January 1st, a preliminary budget projection listing expenditures by object and revenues by source is presented to the Board of Education Finance Committee. This estimate includes all relevant assumptions based on the best available information at the time.

During the winter months, subsequent budgetary material is provided to the Finance Committee including lists of service and purchase contracts, supply and materials data, and all budget requests in excess of \$1,000. During this time, presentations are made to the Finance Committee by department administrators in the areas of Technology, Buildings & Grounds, Curriculum, and Food Service. In tandem with the budget process, the Board of Education Personnel Committee is meeting regularly to discuss staffing needs with respect to fiscal constraints.

Monthly updates are provided to the school board regarding the current budget by the chairperson of the Finance Committee, who reviews and presents budget information as discussed during committee meetings. A preliminary budget is completed and available for public viewing by July 1.

During the summer months, a number of budget and staffing decisions are finalized as more information comes in regarding projected revenues and expenses. The school district budget is adjusted to reflect these updates. In September, the Board of Education Finance Committee is presented with all final budget adjustments for consideration. The public hearing is typically held during the last week in September to seek input from the community regarding the budget as prepared by the school district.

By October 15th, the many variables that factor into the tax rate are determined. These factors include actual student membership counts based on 3rd Friday of September enrollment information, equalization value as prepared by the Wisconsin Department of Revenue, and the total amount to be paid in state equalization aid as determined by the Wisconsin Department of Public Instruction. Typically in late October, the school board votes to approve all fund budgets and to set the levies for the new tax year. By early November, all municipalities within the boundaries of the School District of Marshfield are notified of the amount to be levied by the District.

The School District of Marshfield uses a modified site-based management model where locations are given basic budget parameters within to work, but are given the autonomy to decide how these financial resources are allocated. Due to continual budgetary constraints, the allocation for each location has remained stagnant or has decreased in recent years. In December, administrators are given general guidelines as to the amount they will have available for purchasing for the new budget year. Administrators are asked to use this amount as a general estimate of their allocation, but to prioritize items up to that amount. This way, as the budget unfolds over the spring and summer months, if an adjustment to that original amount

needs to be made, items that are to be removed have already been identified. Major purchases for equipment, capital outlay, or curriculum materials are handled by each respective department. These departments work together to share resources based on District initiatives and/or curricular objectives.

In creating the budget, the primary outcome must be to align finances with the goals as established by the District. To that end, and to ensure the financial resources are used prudently, the following District objectives have been established for 2015-16:

Curriculum

Science, Physical Education, Health, Agriculture & Family & Consumer Science

Initial Professional Development and Implementation

1. Conduct professional development for new programs and resources
2. Instruct according to curriculum expectations
3. Administer, score, report out on formative and summative data
4. PLC Teams share instructional strategies and methods
5. Update grading plans to reflect changes

Social Science, Driver's Education, Music & Art

Designing, Professional Development, and Purchasing

1. Refine course syllabus; outline common units of instruction
2. Develop/update common formative and summative assessments
3. Update Scope & Sequence Pacing Guides
4. Evaluate instructional resources, including technology equipment and software
5. Present to Curriculum & Instruction Committee of the Board to recommend changes in course offerings (Oct, Nov, Dec)
6. Recommend purchase of updated instructional resources (Jan)
7. Present curriculum to the Board of Education for approval of curriculum and resources (March-May)
8. Design professional development program for implementation of new curriculum

Communication Arts, Guidance, Library Media, and World Languages

Review, Planning, Proposing

1. Convene Curriculum Review Committee, co-chaired by Team Leader and Director of Instruction
2. Reach consensus on purpose, mission, and values underlying subject area
3. Gather data from Grade/Department PLC Teams. Analyze student achievement and assessment data: local formative/summative assessments, state and national tests, common district assessments, grade distributions for failure rates, course enrollments
4. What are the achievement trends for students?
5. How have subgroups of students progressed in a content area? (disabled, disadvantaged, GT, ELL, minorities, gender)
6. What conclusions can we draw regarding the effectiveness of our curriculum in promoting continuous student growth and achievement?

7. Review/critically analyze current curriculum: learning targets, units of study, course of studies, scope and sequence pacing guides
8. Identify strengths and specific areas to improve
9. Develop SMART student achievement and curriculum goals in content area
10. Update learning targets, course of studies pathways or course sequence options

Mathematics, Business & Information Technology

Sustaining Initiatives, Continuing Professional Development, Data Collection

1. Collect data on common assessments, grades, student achievement
2. Review/update courses based on needs and data
3. Seek Board approval for new or updated courses
4. Maintain professional development activities for existing programs

A five year curriculum development cycle and budget plan have been developed for the goals and objectives of the District to ensure compliance. The Curriculum & Instruction Committee of the Board of Education reviews and adopts this plan to guarantee the District continues to meet its academic objectives.

Technology

Budget oversight for the Technology Department is conducted by the Director of Technology. This director works closely with the directors of instruction to ensure technology initiatives meet curricular objectives. Apart from curricular goals, the director must also appropriate funds to cover costs of ongoing infrastructure upgrades, technology maintenance and repair, contracted services for network and telecommunications costs, and other needed software and hardware upgrades. This department is also responsible for all in-district service work and technology implementation.

Debt Service

The Director of Business Services develops the Debt Service Fund budget based on all principal and interest payments due for the fiscal year according to the long-term debt schedules. This debt is separated into two distinct funds; referendum approved (Fund 39), and non-referendum approved (Fund 38) debt. The debt which is referendum approved is covered by additional property tax levy in an amount equal to the principal and interest payment for that tax year. The non-referendum approved debt is identified as an expense built into the Fund 10 operational budget and covered through an inter-fund transfer to Fund 38.

Special Revenue

The Special Revenue Fund budget is developed by the Director of Business Services and Director of Student Services based on state and federal grants received. A sub-account in this fund is also used to track gifts and donations made to the School District.

Food Service

The Food Service Fund is used to track all revenue and expenses for the District's school breakfast and lunch program. This budget is developed by the Director of Business Services in conjunction with the Director of Food Service. This program is a self-sustaining book of accounts, and all meal sales and reimbursements are used to cover the programs' operational costs.

Community Service

The Community Service Fund accounts for any expenses the District incurs through the use of District facilities by private groups that are not paid through fees charged for facility use. This includes community use for the high school swimming pool and other common or shared areas in the District.

Capital Budget Development Process

Capital outlay includes major capital purchasing and facility improvements. The School District of Marshfield is comprised of seven school campuses and a 325 acre school forest. The Board of Education Office shares the same campus as the Middle School.

A great deal of capital construction has taken place in the last decade, largely due to the passage of a \$21.3 million referendum in April, 2005 for facility improvements. With these referendum proceeds, the District constructed the new Madison and Washington Elementary Schools, and completed major remodeling projects at Lincoln Elementary and Marshfield High School. In 2001, the school district also constructed Nasonville Elementary School, which was funded through District savings.

The School District of Marshfield prides itself on continual upkeep and improvement to all facilities. In 2002, the school district hired Hoffman Corporation from Appleton, Wisconsin, to conduct a comprehensive review of District facilities and provide recommendations and long-range plans for facility upkeep. It was out of these recommendations that the new schools and remodeling projects in 2006 were completed.

The District's Capital Improvement Plan (CIP) has been used for nearly two decades. Its purpose has been to identify and fund large capital expenditures for additions, renovation, remodeling or renewal of District facilities. It is comprised of either major maintenance projects or capital improvement projects. Each building's administrative team compiles a school generated list of projects for facility improvements and major maintenance needs and data enters these needs into the District's building maintenance software. The requests become the premise from which a potential projects list is developed. The projects are not guaranteed to move forward but are intended to assist with the planning and budgeting for



future capital outlay needs. The five year CIP plan is a budget planning tool in which the projects are determined by budget, instructional needs, school requests, and identified maintenance needs and concerns. The District has developed a five-year facility plan to address curricular change and maintenance needs of the buildings. The plan is a proactive approach to identifying the highest priority curricular and maintenance needs over a five-year period. Recommendations are sought from the Buildings and Grounds staff concerning building maintenance and repair. District hired architects, engineers, and specialty consultants also assist in identifying and providing expertise in various capital outlay and maintenance initiatives. Projects under consideration are reviewed by the Director of Buildings & Grounds, the Director of Business Services, and the Superintendent.

During November of each fiscal year, the Director of Buildings & Grounds, in concert with the Director of Business Services and Superintendent, present the five-year CIP to the Finance Committee of the School Board. In April of the same fiscal year, the administration again presents the capital budget to the Finance Committee for final consideration.

Maintenance projects are funded as part of General Fund operations. Maintenance projects include such projects as roof repair, mechanical, electrical and plumbing systems, carpeting, fire alarms, safety & security upgrades, parking lot asphalt and concrete repair, asbestos abatement, fencing replacements, etc. In recent years, the District has incurred substantial savings through a variety of personnel and budgetary initiatives. Through board action, these funds have been reallocated for a major capital improvement project to renovate Marshfield Middle School.



Five Year Capital Improvement Plan

In tandem with the Middle School Renovation Project, the District has developed a five-year facility plan for the other District entities to address curricular changes and maintenance needs. The plan is a proactive approach to identifying the highest priority needs over a five-year period. Recommendations are sought from the Buildings and Grounds staff concerning building maintenance and repair. District hired architects, engineers, and specialty consultants also assist in identifying and providing expertise in various capital outlay and maintenance initiatives. Projects under consideration are reviewed by the Director of Facilities, the Director of Business Services, and the Superintendent. The following pages detail each District entity and provide a five-year plan for maintenance and remodeling needs, including estimated costs.

The following five year capital improvement plan is based on preliminary estimates and apply current dollar values only. Cost allocations are based on curricular and facility needs, and are provided only as preliminary estimates. Newer buildings tend to realize less in costs because of the reduced need for current maintenance. In some cases, items are identified without a

corresponding dollar value as costs could vary significantly based on competitive bidding and market fluctuation of products or services. Appropriation of funds are based on Finance Committee and school board review and are subject to change based on present year funds availability.

Traditionally, the school board allocates approximately \$600,000 each year for capital renewal and ongoing maintenance. The following table shows a five year summary of plans for this maintenance. These estimates include the remaining costs of the Middle School renovation project as described earlier.

BUDGET - FIVE YEAR CAPITAL IMPROVEMENT PLAN SCHOOL DISTRICT OF MARSHFIELD						
Facility	2014-2015 Cost	2015-2016 Cost	2016-2017 Cost	2017-2018 Cost	2018-2019 Cost	Total for Facility
Marshfield High	300,000	374,000	369,000	354,000	200,000	1,597,000
Marshfield Middle	1,813,000	1,838,500	160,500	172,000	147,000	4,131,000
Grant Elementary	799,000	351,500	143,500	209,000	114,000	1,617,000
Lincoln Elementary	82,000	38,000	40,000	55,000	87,000	302,000
Madison Elementary	11,500	3,500	58,000	37,000	54,000	164,000
Nasonville Elementary	37,000	53,000	38,000	54,000	61,000	243,000
Washington Elementary	45,000	39,000	42,000	62,000	29,000	217,000
Marshfield School Forest	0	34,000	35,000	70,000	36,500	175,500
Board of Education Office	595,000	687,500	232,500	185,000	225,000	1,925,000
GRAND TOTAL	3,682,500	3,419,000	1,118,500	1,198,000	953,500	10,371,500

This list is designed to be a starting point to identify District needs. All costs are subject to available funds and the annual budget process.

Budget Development and Timeline

Each year, the Finance Committee of the school board reviews a tentative timeline as presented by administration regarding the upcoming budget cycle. This timeline is intended to provide for a measured amount of budget information throughout the budget cycle to the committee so they can analyze and gain clarity and understanding. Throughout the spring and summer months, department heads and directors will present budget information for their respective areas. The business manager will apprise the Finance Committee regarding trends related to health insurance renewals, anticipated retirement system contribution rates, and other relevant financial information as it becomes available.

Once confirmed, the chairperson of the committee will present the timeline to the remaining school board and seek input. The timeline is intended to be used as a working draft, and may be adjusted as necessary.

The budget timeline and process for budget presentations is provided as a reference on the following page.

2018-19 BUDGET PROCESS AND TIMELINE	
NOVEMBER	Presentation of 2017-18 Financial Audit Discuss Finance Committee Calendar for Year Review 5 Year Enrollment Projections Discuss Tuition & Other Expenses for International Students Accountable Plan for Volunteer Expense Reimbursements
DECEMBER	Review List of Service Contracts, Supplies & Materials
JANUARY	Presentation of 2019-20 Preliminary Budget Review 5 Year Budget Projections Review of District's Long-Range Technology Plan Review of District's Long-Range Capital Outlay Plan
FEBRUARY	Budget 2019-20 Update & Review
MARCH	Budget 2019-20 Update & Review Presentation of Departmental Budgets (Student Services, Teaching & Learning)
APRIL	Presentation of Departmental Budgets (Technology, Buildings & Grounds) Review of Proposed Summer Projects Board Action on Summer School Budget Budget 2019-20 Update & Review Budget Requests Report - Items Greater than \$1,000
MAY	Budget 2019-20 Update & Review Presentation of Departmental Budget (Human Resources & Food Service) Discussion of Annual Naming Rights for MHS Field House Discussion of School Lunch Prices for 2019-20 School Year Discussion of Summer School/Extra-Curricular pay for 2019-20 School Year Discussion of Substitute Teacher Pay for 2019-20 School Year
JUNE	Budget 2019-20 Update & Review Presentation of Departmental Budget (MISEP) Discussion of Resolution for Supplemental Pay for Teachers Board Action on Preliminary Budget for 2019-20
JULY	Budget 2019-20 Update & Review
AUGUST	Budget 2019-20 Update & Review
SEPTEMBER	Budget 2019-20 Update & Review Discussion of Final Budget Adjustments Discussion of Public Hearing Documents
OCTOBER	Review Membership Count Review Open Enrollment Trends Final Discussion and Recommendations on 2019-20 Budget Certification of Levies

The following guidelines are used by staff when considering budget requisitions:

Audiovisual and Computer Materials, Supplies & Equipment

The Library Media Specialists and the Director of Technology are responsible for budgeting all AV/Computer supplies, materials, & equipment. Supplies include transparency film, overhead transparency markers, blank audio & CDs, flash drives, printer ribbons & cartridges, paper holders, DVDs, & continuous feed paper.

Additional materials include prerecorded video & audio materials, slides, computer software, & other supplementary learning materials. AV equipment includes overhead projectors, TV's & VCR's, CD & recorders, document cameras, slide projectors, & specialty items such as sound systems. Computer equipment includes computer systems, printers, scanners, computer carts, etc.

If a teacher (or principal) requires an unusually large amount of any AV/Computer supply item, or if a curriculum requires a costly investment in supplementary materials, the Director of Technology is contacted, a separate budget request may have to be submitted for these items.

All computer equipment budget requests are routed through the building principal. The principal forwards this information to the Director of Technology to be placed in the Technology budget.

Resale Materials

Resale items such as magazines, workbooks, technology education supplies, etc., must be budgeted just like other items. Specific guidelines regarding the ordering and tracking of resale items can be obtained from the business office.

Staff Travel

Staff within the school district are permitted to travel provided such travel serves the needs of the District and meets the rules as established through school board policy. Budget requests are completed by each staff member for out-of-town trips. When travel is necessary, additional information must be provided in the description area for the request.

Student Travel

Teachers should meet with principals to budget for student field trips. One request may be submitted for each school, but detailed information showing the destination and estimated cost of each trip must be provided in the description area of the budget request. Athletic Directors are responsible for making sure that a budget request is submitted for each athletic team.

Operation and Maintenance

With the exception of office and instructional equipment, these items usually come under the jurisdiction of the Director of Buildings and Grounds. In the elementary schools,

principals budget for the repair of all instructional and office equipment. Secondary principals budget for the repair of office equipment. The Director of Technology budgets for the repair of all computer and AV equipment.

Textbooks

The Director(s) of Instruction submit budget requests for textbook adoptions as appropriate for buildings and subject areas. This remains subject to available funds and the regular budget process.

Budget Timeline for Staff

December	Budget planning & priorities Preliminary revenue & expenditure projections	June	Complete final draft of budget for staff
January	Develop building level budget goals Distribute budget materials to staff Review budget goals with administration	July	Review/adjust sub pay rate Continue budget adjustments
February	Begin work on staffing budget Establish budget goals and objectives Review enrollment projections/courses Begin receiving budget requests	August	Provide budget document to administration Finalize budget adjustments
March	Initial building level approval of budget requests Review staff needs and priorities Final action on certified staff contracts	September	Hold public hearing Budget adjustments as necessary
April	Make final staffing decisions Compile & summarize non-staffing requests	October	Budget finalized and approved by board Approval of tax levy by board
May	Continue budget development for staff	November	District annual budget complete & submitted Submit levies to town treasurers

Unplanned Expenditures

On rare occasions, unbudgeted emergency expenditures may be needed that require immediate action. These expenditures can be made in consultation with the Director of Business Services or Superintendent. The Director of Business Services shall notify the Finance Committee of the Board of Education of any unplanned expenditure in excess of \$1,000.

Annual Budget Summary to Electorate as Required by Law

The following budget summary and announcement of the annual public hearing was printed in the Marshfield News Herald on September 19, 2016. This notice is required in accordance with ss. 65.90 of the Wisconsin statutes. Pursuant to this statute, "A class 1 notice (one publication) is published which contains a summary of the proposed budget described, notice of where the detailed budget may be examined, and notice of the time and place of the public hearing."

PUBLIC NOTICE TO THE ELECTORS OF THE SCHOOL DISTRICT OF MARSHFIELD

Notice is hereby given to the qualified electors of the Unified School District of Marshfield that the budget hearing will be held at the Marshfield Board of Education Office, 1010 E 4th Street, Marshfield, Wisconsin, on the 26th day of September, 2018, at 6:00 pm. The summary of the budget is printed below. Detailed records of the budget are available for inspection in the District's office at 1010 E 4th Street, Marshfield, Wisconsin.

Dated: September 11, 2018

Dale Yakaites, District Clerk

GENERAL FUND	Audited 2016-17	Unaudited 2017-18	Budget 2018-19
Beginning Fund Balance	12,200,915.43	13,136,368.38	14,053,489.12
Ending Fund Balance	13,136,368.38	14,053,489.12	13,453,489.12
REVENUES & OTHER FINANCING SOURCES			
Transfers-In (Source 100)	0.00	0.00	0.00
Local Sources (Source 200)	17,847,170.82	18,896,518.81	20,190,478.00
Inter-district Payments (Source 300 + 400)	1,965,881.21	2,149,243.60	2,276,351.00
Intermediate Sources (Source 500)	7,684.00	8,577.00	7,177.00
State Sources (Source 600)	22,864,910.09	23,743,974.72	25,433,284.00
Federal Sources (Source 700)	1,170,765.52	1,060,094.04	1,097,401.00
All Other Sources (Source 800 + 900)	763,354.44	268,990.50	221,770.00
TOTAL REVENUES & OTHER FINANCING SOURCES	44,619,766.08	46,127,398.67	49,226,461.00
EXPENDITURES & OTHER FINANCING USES			
Instruction (Function 100 000)	21,138,761.68	21,856,300.69	22,777,485.00
Support Services (Function 200 000)	16,436,981.89	16,912,524.18	20,375,353.00
Non-Program Transactions (Function 400 000)	6,108,569.56	6,441,453.06	6,673,623.00
TOTAL EXPENDITURES & OTHER FINANCING USES	43,684,313.13	45,210,277.93	49,826,461.00

SPECIAL PROJECTS FUND	Audited 2016-17	Unaudited 2017-18	Budget 2018-19
Beginning Fund Balance	300,639.49	373,907.00	438,885.44
Ending Fund Balance	373,907.00	438,885.44	438,885.44
REVENUES & OTHER FINANCING SOURCES	7,631,963.80	7,810,316.43	7,969,761.00
EXPENDITURES & OTHER FINANCING USES	7,558,696.29	7,745,337.99	7,969,761.00

DEBT SERVICE FUND	Audited 2016-17	Unaudited 2017-18	Budget 2018-19
Beginning Fund Balance	22,083.33	22,176.00	22,841.82
Ending Fund Balance	22,176.00	22,841.82	0.00
REVENUES & OTHER FINANCING SOURCES	2,354,508.90	2,360,357.06	9,233,499.18
EXPENDITURES & OTHER FINANCING USES	2,354,416.23	2,359,691.24	9,256,341.00

FINANCIAL OVERVIEW

CAPITAL PROJECTS FUND	Audited 2016-17	Unaudited 2017-18	Budget 2018-19
Beginning Fund Balance	482,420.61	864,570.87	872,691.26
Ending Fund Balance	864,570.87	872,691.26	4,384,516.26
REVENUES & OTHER FINANCING SOURCES	382,150.26	8,120.39	6,904,550.00
EXPENDITURES & OTHER FINANCING USES	0.00	0.00	3,392,725.00

FOOD SERVICE FUND	Audited 2016-17	Unaudited 2017-18	Budget 2018-19
Beginning Fund Balance	0.00	0.00	0.00
Ending Fund Balance	0.00	0.00	0.00
REVENUES & OTHER FINANCING SOURCES	1,692,871.47	1,761,535.76	1,767,102.00
EXPENDITURES & OTHER FINANCING USES	1,692,871.47	1,761,535.76	1,767,102.00

Total Expenditures and Other Financing Uses

ALL FUNDS	Audited 2016-17	Unaudited 2017-18	Budget 2018-19
GROSS TOTAL EXPENDITURES -- ALL FUNDS	55,290,297.12	57,076,842.92	72,212,390.00
Interfund Transfers (Source 100) - ALL FUNDS	4,782,543.16	4,846,402.31	5,123,519.00
Refinancing Expenditures (FUND 30)	0.00	0.00	0.00
NET TOTAL EXPENDITURES -- ALL FUNDS	50,507,753.96	52,230,440.61	67,088,871.00
PERCENTAGE INCREASE -- NET TOTAL FUND EXPENDITURES FROM PRIOR YEAR		3.41%	28.45%

PROPOSED PROPERTY TAX LEVY

FUND	Audited 2016-17	Unaudited 2017-18	Budget 2018-19
General Fund	16,962,999.00	17,869,387.00	17,699,323.00
Referendum Debt Service Fund	1,818,713.00	1,868,700.00	1,866,237.00
Non-Referendum Debt Service Fund	314,585.00	252,562.00	249,537.00
Capital Expansion Fund	0.00	0.00	0.00
Community Service Fund	0.00	0.00	0.00
TOTAL SCHOOL LEVY	19,096,297.00	19,990,649.00	19,815,097.00
PERCENTAGE INCREASE -- TOTAL LEVY FROM PRIOR YEAR		4.68%	-0.88%

The below listed new or discontinued programs have a financial impact on the proposed 2018-19 budget:

DISCONTINUED PROGRAMS	FINANCIAL IMPACT
Grant Elementary School Community Learning Center	100,000.00
NEW PROGRAMS	FINANCIAL IMPACT
Department of Justice Safety Grant	382,311.00

ENERGY EFFICIENCY EXEMPTION			
121.91 (4) (o) Revenue Limit Exemption for Energy Efficiencies-Evaluation of the Energy Performance Indicator			
Name of Qualified Contractor	Schneider Electric		
Performance Contract Length (years)	20 years		
Total Project Cost (including financing)	\$3,065,000		
Total Project Payback Period	20 years		
Years of Debt Payments	10 years		
Remaining Useful Life of the Facility	25 years		
Prior Year Resolution Expense Amount	Fiscal Year	2018	\$ 331,350
Prior Year Related Expense Amount or CY debt levy	Fiscal Year	2018	\$ 249,537
Utility Savings applied in Prior Year to Debt	Fiscal Year	2018	\$ 81,813
Sum of reported Utility Savings to be applied to Debt			\$ 2,756,155
			Savings Reported for 2018
Specific Energy Efficiency Measure or Products	Project Cost Including Financing	Utility Cost Savings	Non-Utility Cost Savings
Install New & ReCx Building Automation System	\$ 1,292,495	\$ 1,624,583	
Conversion of Existing AHUs to Variable Air Volume	\$ 236,342	\$ 303,039	
High School Office HVAC & Comfort Improvements	\$ 114,348	\$ 117,194	
High School Window Replacements	\$ 220,894	\$ 9,459	
Replace Packaged Pool Unit at High School	\$ 446,809	\$ 273,345	
Replace HW Boilers & DHW Heaters at Grant Elementary	\$ 576,411	\$ 311,783	
Building Envelope Improvements	\$ 99,177	\$ 116,752	
Entire Energy Efficiency Project Totals	\$ 2,986,476	\$ 2,756,155	\$ -

FINANCIAL BUDGET SUMMARY BY FUND

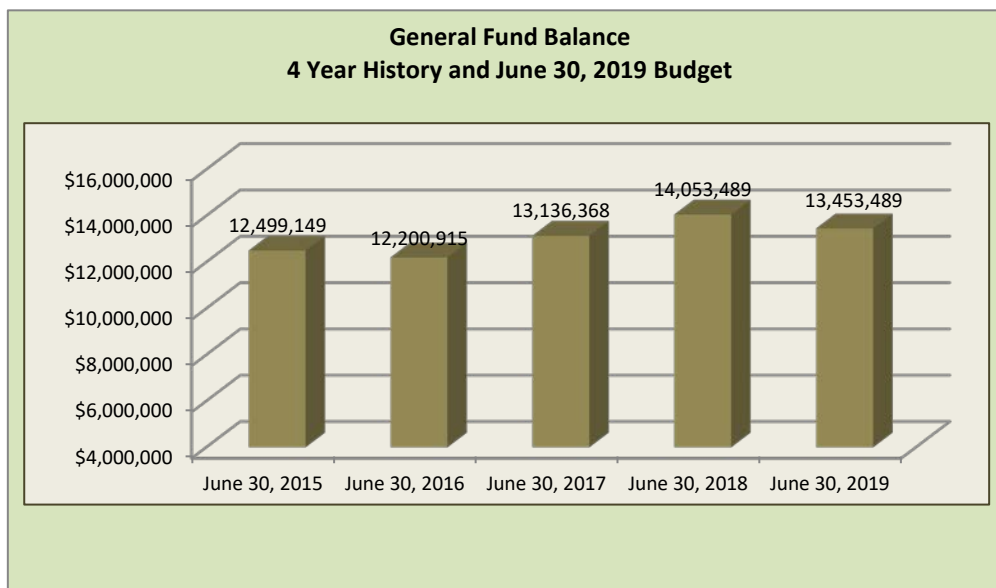
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FINANCIAL - BUDGET SUMMARY BY FUND

GENERAL FUND

BALANCE SHEET

	June 30, 2015 Audited	June 30, 2016 Audited	June 30, 2017 Audited	June 30, 2018 Unaudited	June 30, 2019 Budget
Assets					
Cash on Hand	200.00	200.00	349,996.77	513,448.51	200.00
Investments	5,315,157.09	4,756,277.69	6,414,094.10	8,893,026.56	6,800,000.00
Taxes Receivable	6,002,885.88	5,864,615.41	5,633,904.33	5,639,043.90	5,600,000.00
Accounts Receivable	87,083.78	306,570.46	63,650.79	52,166.97	110,000.00
Due from Other Funds	629,443.62	187,878.82	0.00	0.00	125,000.00
Due from Other WI Districts	0.00	0.00	0.00	15,982.48	0.00
Due from Intermediate Government	0.00	0.00	0.00	0.00	0.00
Due from State Government	762,758.00	1,334,671.00	616,635.43	643,800.25	1,010,000.00
Due from Federal Government	117,121.96	173,335.83	410,981.20	310,351.16	159,800.00
Prepaid Expenses	0.00	0.00	6,070.00	360.00	0.00
	12,914,650.33	12,623,549.21	13,495,332.62	16,068,179.83	13,805,000.00
Liabilities					
Accounts Payable	159,763.79	81,426.50	61,764.28	92,597.83	60,000.00
Salaries & Benefits Payable	254,457.69	307,743.28	297,199.96	1,725,707.88	266,510.88
Deferred Revenues	1,280.00	33,464.00	0.00	196,385.00	25,000.00
	415,501.48	422,633.78	358,964.24	2,014,690.71	351,510.88
Fund Balance	12,499,148.85	12,200,915.43	13,136,368.38	14,053,489.12	13,453,489.12



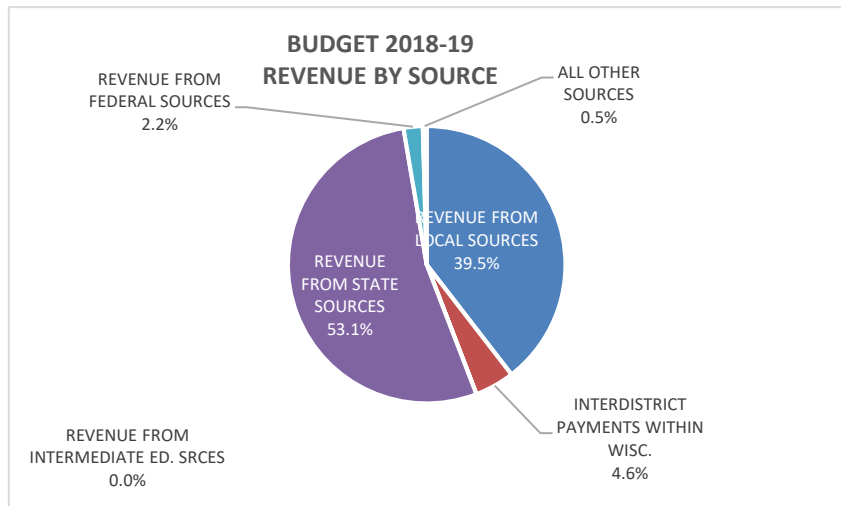
FINANCIAL - BUDGET SUMMARY BY FUND

GENERAL FUND

REVENUES BY SOURCE

In 1993, Wisconsin State Statute 121.90 was passed limiting the amount of revenue a school district may receive from general state aid and local property tax levies. This limit is based on a prescribed formula that begins with the District's prior year revenue limit authority, and factors in such variables as student enrollment averages, recurring/non-recurring exemptions, and a per student increase/decrease based on legislative action.

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
REVENUE FROM LOCAL SOURCES	18,473,242.46	18,233,499.25	17,847,160.82	18,896,518.81	19,461,505.00
INTERDISTRICT PAYMENTS WITHIN WISC.	1,675,833.00	1,762,799.89	1,965,881.21	2,149,243.60	2,276,351.00
REVENUE FROM INTERMEDIATE ED. SRCS	2,796.76	6,067.00	7,684.00	8,577.00	7,177.00
REVENUE FROM STATE SOURCES	21,589,702.68	21,924,211.73	22,864,910.09	23,743,974.72	26,162,257.00
REVENUE FROM FEDERAL SOURCES	966,347.90	1,031,913.82	1,170,765.52	1,060,094.04	1,097,401.00
ALL OTHER SOURCES	229,828.70	2,160,652.50	763,354.44	268,990.50	221,770.00
GRAND TOTAL	42,937,751.50	45,119,144.19	44,619,756.08	46,127,398.67	49,226,461.00



GENERAL FUND

REVENUES BY SOURCE

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
REVENUE FROM LOCAL SOURCES					
PROPERTY TAX	17,992,231.00	17,634,030.00	16,962,999.00	17,869,386.92	17,029,517.00
MOBILE HOME TAX	34,017.83	33,816.73	33,696.71	25,185.59	25,200.00
GENERAL TUITION - INVDV PAID	0.00	56,354.00	320,924.66	390,344.61	392,680.00
PAYMENTS SERVICES BY LOCAL GOV	68,570.73	81,103.84	100,813.18	104,643.80	104,000.00
SUPPLY RESALES	38,093.66	24,625.60	46,942.53	35,742.14	35,086.00
SALE OF VOC. EDUC. PROJECTS	0.00	10,170.00	5,541.07	10,440.00	1,500.00
NON CAPITAL SURPLUS PROPERTY	0.00	0.00	2,028.45	128,146.93	28,000.00
SCHOOL CO-CURRICULAR ADMISSION	60,520.32	106,513.38	73,762.85	15,300.00	61,296.00
EARNINGS ON INVESTMENTS	17,289.09	15,564.37	28,275.58	56,027.88	64,000.00
GIFTS/F.R/CONTRIBUTIONS/DEVELO	622.78	0.00	125.00	8,892.23	1,469,320.00
STUDENT REGISTRATION FEE & ID	223,019.94	187,208.62	171,962.71	140,945.30	139,691.00

FINANCIAL - BUDGET SUMMARY BY FUND

GENERAL FUND

REVENUES BY SOURCE

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
RENTALS	30,323.74	42,938.66	41,585.70	60,150.94	60,000.00
TEXTBOOK REVENUES	120.00	29,501.07	52,381.50	44,231.64	44,150.00
SUMMER SCHOOL REVENUES	8,433.37	10,226.63	1,754.97	5,317.00	3,500.00
STUDENT FINES	0.00	1,446.35	4,366.91	1,764.13	3,565.00
	18,473,242.46	18,233,499.25	17,847,160.82	18,896,519.11	19,461,505.00
INTERDISTRICT PAYMENTS WITHIN WISC.					
TRANSIT STATE AIDS-NONSPEC ED	8,629.00	0.00	0.00	0.00	0.00
GENERAL BASE TUITION-NON OPEN	9,478.58	8,535.86	0.00	0.00	0.00
GENERAL BASE TUITION-OPEN ENR	1,629,929.18	1,718,565.26	1,947,450.00	2,127,491.00	2,254,331.00
OTHER PAYMENTS FOR SERVICES	27,796.24	35,698.77	18,431.21	21,752.60	22,020.00
	1,675,833.00	1,762,799.89	1,965,881.21	2,149,243.60	2,276,351.00
REVENUE FROM INTERMEDIATE ED. SRCS					
TRANSIT OF FEDERAL AIDS	2,796.76	6,067.00	7,684.00	8,577.00	7,177.00
	2,796.76	6,067.00	7,684.00	8,577.00	7,177.00
REVENUE FROM STATE SOURCES					
TRANSPORTATION AID - STATE	99,735.68	116,479.94	111,415.88	113,990.66	114,000.00
LIBRARY AID - STATE	159,705.00	175,554.00	151,016.00	165,885.00	167,000.00
OTHER CATEGORIAL AID - STATE	583,875.00	583,050.00	0.00	0.00	0.00
EQUALIZATION AID	20,273,740.00	20,591,483.00	21,296,646.00	21,365,150.00	22,332,861.00
STATE SPECIAL PROJECT GRANTS	66,200.00	67,429.79	84,109.21	106,386.76	484,780.00
ST REV TRHU LOCAL GOVERNMENTS	500.00	0.00	0.00	0.00	0.00
STATE TAX EXEMPT AID	405,947.00	390,215.00	250,973.00	254,662.00	529,126.00
PER PUPIL AID	0.00	0.00	970,750.00	1,737,900.00	2,534,490.00
	21,589,702.68	21,924,211.73	22,864,910.09	23,743,974.42	26,162,257.00
REVENUE FROM FEDERAL SOURCES					
VOC. ED. AID - FEDERAL	24,369.91	26,135.17	25,284.86	18,298.06	26,893.00
FEDERAL SPECIAL PROJECT AID	338,318.66	389,674.00	452,384.39	418,263.86	457,249.00
ESEA TITLE I	493,607.33	543,027.02	534,862.68	454,004.28	451,259.00
FED AID THRU STATE AGENCY	110,052.00	73,077.63	158,233.59	169,527.84	162,000.00
	966,347.90	1,031,913.82	1,170,765.52	1,060,094.04	1,097,401.00
OTHER FINANCING SOURCES					
EQUIPMENT AND VEHICLE SALES	1,550.00	2,315.00	7,050.00	10,250.00	16,000.00
CAPITAL LEASES	0.00	1,691,418.18	602,424.00	25,238.07	0.00
	1,550.00	1,693,733.18	609,474.00	35,488.07	16,000.00
OTHER REVENUES					
INSURANCE CLAIMS & REIMBURSE	86,362.86	14,707.23	31,869.51	11,343.80	28,000.00
OTHER ADJUSTMENTS	0.00	0.00	0.08	1,033.15	0.00
REFUND OF PRIOR YEAR EXPENSE	122,307.00	414,221.11	100,876.30	215,124.73	156,220.00
PROPERTY TAX, EQUALIZ AID REFU	1,901.77	608.71	38.83	0.00	0.00
OTHER MEDICAL SERVICE REIMB	702.00	572.00	442.00	468.00	550.00
OTHER MISCELLANEOUS REVENUE	17,005.07	36,810.27	20,653.72	5,530.04	21,000.00

FINANCIAL - BUDGET SUMMARY BY FUND

GENERAL FUND

REVENUES BY SOURCE

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
	228,278.70	466,919.32	153,880.44	233,499.72	205,770.00
GRAND TOTAL	42,937,751.50	45,119,144.19	44,619,756.08	46,127,395.96	49,226,461.00

FINANCIAL - BUDGET SUMMARY BY FUND

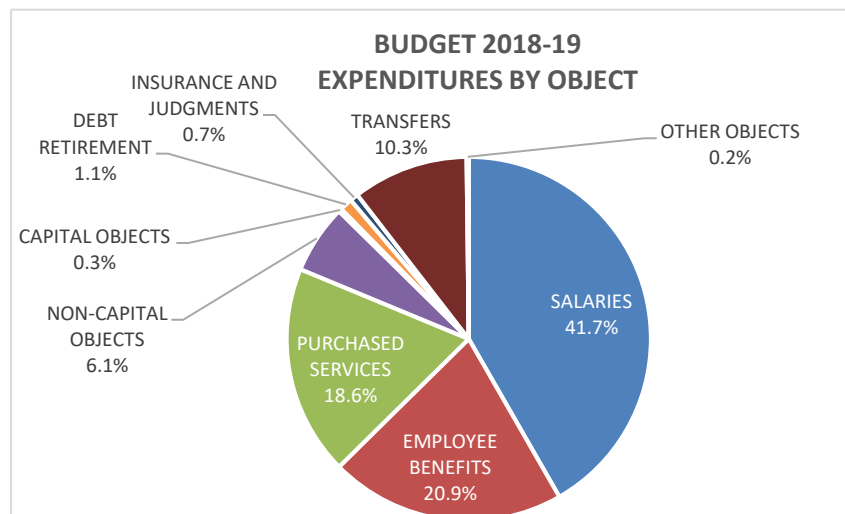
GENERAL FUND

EXPENDITURES BY OBJECT

The General Fund is used to account for the majority of District financial activity. Funds that are not tracked in this account are done so based on criteria as prescribed by the Department of Public Instruction.

Salaries and benefits comprise the largest portion of the General Fund. They account for 62.6% of the budget. The school board has a guideline for all Governmental funds that staffing costs do not exceed 81% of total expenditures. This guideline is used to ensure educational resources are adequate to cover District programs.

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
SALARIES	19,308,891.03	18,957,759.12	19,347,307.78	19,933,295.66	20,783,482.00
EMPLOYEE BENEFITS	9,477,843.30	9,742,326.23	9,922,333.14	10,397,491.41	10,411,182.00
PURCHASED SERVICES	6,863,049.19	6,759,737.10	5,731,478.50	6,371,821.88	9,290,316.00
NON-CAPITAL OBJECTS	1,542,417.34	3,795,967.28	2,666,650.15	2,250,202.09	3,051,513.00
CAPITAL OBJECTS	951,524.04	671,286.16	235,956.98	451,206.94	142,335.00
DEBT RETIREMENT	0.00	408,014.26	578,771.61	576,774.67	563,808.00
INSURANCE AND JUDGMENTS	353,506.64	404,174.55	366,208.66	231,532.26	365,345.00
TRANSFERS	4,880,681.74	4,611,333.59	4,782,543.16	4,846,402.31	5,123,519.00
OTHER OBJECTS	71,694.49	66,779.32	53,063.15	151,550.71	94,977.00
Grand Total	43,449,607.77	45,417,377.61	43,684,313.13	45,210,277.93	49,826,477.00



GENERAL FUND

EXPENDITURES BY OBJECT

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
SALARIES					
SCHOOL BOARD MEMBER	8,400.00	8,400.00	8,400.00	8,400.00	8,400.00
ADMINISTRATOR	160,797.91	160,233.66	163,910.56	185,064.91	166,796.00
SECRETARY/BOOKKEEPER	929,555.15	983,784.86	1,032,049.27	1,039,041.55	1,073,689.00

FINANCIAL - BUDGET SUMMARY BY FUND

GENERAL FUND

EXPENDITURES BY OBJECT

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
PRINCIPAL'S SALARY	1,137,069.77	1,095,975.59	1,183,812.69	1,178,840.01	1,292,257.00
DIRECTOR SALARY	578,076.89	639,972.83	711,882.10	803,937.49	801,347.00
TEACHER	14,377,980.31	13,895,879.10	13,891,844.10	14,367,115.55	14,931,501.00
TEACHER AIDE	639,220.49	643,017.36	748,394.71	754,652.61	829,075.00
CUSTODIAL SUPERVISOR	87,262.46	91,724.43	93,831.36	96,059.18	96,545.00
CUSTODIAN	932,787.13	969,148.92	957,545.83	909,383.55	962,095.00
MAINTENANCE	302,818.99	320,378.74	319,024.25	307,299.46	320,817.00
TECHNICIAN	154,921.93	149,243.63	236,612.91	283,501.35	300,960.00
	19,308,891.03	18,957,759.12	19,347,307.78	19,933,295.66	20,783,482.00
EMPLOYEE BENEFITS					
EMPLOYEE RETIREMENT - EMPLOYEE	0.00	0.00	0.00	0.00	0.00
EMPLOYER'S SHARE RETIREMENT	1,274,522.87	1,203,894.18	1,240,729.72	1,292,448.78	1,322,866.00
EMPLOYER'S SHARE F.I.C.A.	1,444,189.75	1,412,420.63	1,440,990.21	1,486,030.40	1,611,286.00
LIFE INSURANCE	81,713.54	78,417.03	79,252.07	81,159.27	83,982.00
HEALTH INSURANCE	3,891,759.62	4,021,030.36	3,991,110.45	4,321,464.65	4,322,102.00
DENTAL INSURANCE	417,848.39	402,863.91	414,757.88	429,242.72	407,101.00
OTHER HEALTH COVERAGE	498,136.41	493,956.49	965,020.90	831,868.98	846,419.00
INCOME PROTECTION INSURANCE	58,783.86	59,085.19	70,914.74	72,905.50	95,330.00
COLLEGE CREDIT REIMBURSEMENT	10,863.80	9,994.02	9,665.00	12,500.00	8,100.00
MISC BENEFITS-RETIREE	1,563,489.68	1,845,418.01	1,467,327.32	1,563,995.98	1,461,579.00
TAXABLE REIMBURSEMENT - MEALS	89.60	155.14	41.75	478.50	0.00
OTHER TAXABLE EMPLOYEE BENEFIT	236,445.78	215,091.27	242,523.10	305,396.63	252,417.00
	9,477,843.30	9,742,326.23	9,922,333.14	10,397,491.41	10,411,182.00
PURCHASED SERVICES					
PERSONAL SERVICES	1,296,312.28	1,554,600.15	1,282,019.01	1,449,357.93	1,242,223.00
PROPERTY SERVICES	0.00	2,412.13	0.00	50.00	93,000.00
OPERATIONAL SERVICES	90,661.55	64,279.19	101,120.90	109,854.08	145,000.00
MAINTENANCE SERVICES	715,423.34	747,989.47	654,307.57	595,846.36	653,675.00
PROPERTY RENTAL	0.00	0.00	0.00	0.00	30,300.00
CONSTRUCTION SERVICES	1,559,449.57	1,015,532.12	0.00	72,342.07	0.00
OTHER PROPERTY SERVICES	0.00	0.00	0.00	0.00	2,881,641.00
GAS FOR HEAT	184,108.53	132,390.64	130,090.89	131,409.12	137,443.00
OIL FOR HEAT	1,269.76	526.56	769.63	1,332.18	0.00
ELECTRICITY FOR HEAT	0.00	0.00	22.71	302.09	314.00
GAS OTHER THAN HEAT	6,828.75	2,024.70	1,691.83	3,224.75	3,376.00
ELECTRICITY OTHER THAN HEAT	371,555.56	341,676.93	343,296.77	353,172.24	342,968.00
WATER	63,613.63	71,415.81	71,020.85	79,974.73	76,331.00
SEWERAGE	27,199.79	23,312.82	20,878.40	21,066.91	20,054.00
OTHER UTILITIES	23,341.39	30,354.06	26,966.17	18,540.24	30,232.00
PUPIL TRANSPORTATION	1,146,321.73	1,193,459.16	1,318,874.05	1,423,693.24	1,473,561.00
EMPLOYEE TRAVEL	40,440.35	36,308.80	33,858.09	41,482.34	87,587.00
CONTRACTED SVC TRAVEL	4,022.03	15,298.24	9,957.41	8,798.60	16,965.00
PUPIL LODGING AND MEALS	56.16	12,474.46	22,469.41	46,664.20	46,190.00
FUEL FOR VEHICLE OPERATION	176,998.66	129,541.05	146,777.68	180,330.36	145,800.00

FINANCIAL - BUDGET SUMMARY BY FUND

GENERAL FUND

EXPENDITURES BY OBJECT

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
ADVERTISING	26,642.80	18,662.56	16,777.59	17,467.82	30,450.00
POSTAGE	26,921.70	38,853.76	34,397.12	35,474.82	39,950.00
PRINTING & BINDING	16,402.34	34,885.12	33,192.23	33,643.07	50,308.00
TELEPHONE	51,117.43	60,966.56	63,790.62	62,491.20	64,944.00
ON LINE COMMUNICATIONS	0.00	0.00	1,859.76	0.00	0.00
OTHER COMMUNICATIONS	0.00	0.00	1,787.77	5,624.68	780.00
INFORMATION TECHNOLOGY	14,725.75	10,082.65	13,257.52	23,182.53	34,600.00
EDUCATIONAL SERVICES (NON-GOV)	4,538.00	4,330.00	6,120.00	0.00	0.00
PAYMENT TO MUNICIPALITY	0.00	364.62	0.00	250.00	500.00
INTERDISTRICT PAYMNT WITHIN WI	898,094.50	992,078.11	1,100,151.00	1,134,957.00	1,093,104.00
PAYMENT TO A COUNTY	0.00	290.00	260.00	9,539.00	0.00
PAYMENT TO CESA	36,333.40	54,227.14	100,037.12	111,578.02	89,120.00
PAYMENT TO STATE	2,142.00	76,888.34	86,612.58	276,827.60	344,500.00
PAYMENT TO FEDERAL GOVERNMENT	0.00	0.00	0.00	252.00	3,900.00
PAYMENT TO WTCS DISTRICT	78,528.19	94,511.95	109,113.82	123,092.70	111,500.00
	6,863,049.19	6,759,737.10	5,731,478.50	6,371,821.88	9,290,316.00
NON-CAPITAL OBJECTS					
GENERAL SUPPLIES	830,823.76	2,846,378.48	1,846,792.28	1,276,467.59	1,367,897.00
WORKBOOKS	2,946.04	1,252.23	815.98	448.74	1,874.00
FOOD	5,892.68	15,301.26	27,924.14	39,184.54	37,600.00
PAPER	53,400.90	51,150.14	56,358.02	43,008.33	67,284.00
APPAREL	10,817.40	8,340.48	9,901.41	8,022.16	10,135.00
INSTRUCTIONAL MEDIA	199.90	0.00	0.00	0.00	0.00
AUDIO VISUAL MEDIA	42,915.48	25,392.14	38,816.13	22,237.26	30,110.00
LIBRARY BOOKS	89,598.70	102,119.40	98,720.92	95,331.16	96,800.00
NEWSPAPERS	1,181.78	963.03	940.74	266.52	695.00
PERIODICALS	14,483.81	13,776.79	13,622.22	13,942.14	9,820.00
COMPUTER SOFTWARE PROGRAMS	66,245.59	84,290.22	88,888.02	119,403.35	95,265.00
OTHER MEDIA	5,755.15	7,229.26	9,316.82	4,910.48	4,200.00
RESALE ITEMS	42,567.03	43,119.46	46,274.46	17,234.47	45,378.00
TEXTBOOKS & WORKBOOKS	209,398.27	249,206.57	225,778.28	342,729.57	305,717.00
OTHER INSTRUCTIONAL BOOKS	20,770.20	668.81	0.00	622.02	450.00
NON-INSTR.COMPTR.SOFTWARE	145,145.65	346,779.01	202,500.73	266,393.76	978,288.00
OTHER NON CAPITAL OBJECTS	275.00	0.00	0.00	0.00	0.00
	1,542,417.34	3,795,967.28	2,666,650.15	2,250,202.09	3,051,513.00
CAPITAL OBJECTS					
SITE PURCHASE	0.00	5,000.00	0.00	0.00	0.00
BUILDING RENTAL	28,185.30	29,694.48	49,337.71	57,939.52	15,289.00
EQUIPMENT PURCHASE ADDITION	145,728.49	328,986.40	99,555.74	256,332.63	6,300.00
EQUIPMENT PURCHASE REPLACEMENT	736,635.81	246,532.93	23,983.45	91,587.92	84,000.00
VEHICLE PURCHASE REPLACEMENT	37,944.44	58,192.35	41,893.00	39,175.69	20,000.00
EQUIPMENT RENTAL	150.00	0.00	18,307.08	3,051.18	0.00
VEHICLE RENTAL	2,880.00	2,880.00	2,880.00	3,120.00	2,880.00
TECHNOLOGY RELATED HARDWARE	0.00	0.00	0.00	0.00	13,866.00

FINANCIAL - BUDGET SUMMARY BY FUND

GENERAL FUND

EXPENDITURES BY OBJECT

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
	951,524.04	671,286.16	235,956.98	451,206.94	142,335.00
DEBT RETIREMENT					
CAPITAL LEASE PRINCIPAL	0.00	402,043.63	559,614.75	559,126.33	547,161.00
TEMPORARY NOTE INTEREST	0.00	0.00	0.00	0.00	0.00
CAPITAL LEASE INTEREST	0.00	5,970.63	19,156.86	17,648.34	16,647.00
	0.00	408,014.26	578,771.61	576,774.67	563,808.00
INSURANCE AND JUDGMENTS					
DISTRICT LIABILITY INSURANCE	74,366.41	75,642.55	82,679.89	25.00	86,215.00
DISTRICT PROPERTY INSURANCE	89,880.00	109,725.52	69,072.00	30,493.00	73,277.00
WORKER'S COMPENSATION	184,196.00	195,081.00	201,404.00	199,398.00	190,853.00
FIDELITY BOND PREMIUMS	0.00	30.00	0.00	0.00	0.00
DISTRICT STUDENT INSURANCE	0.00	666.00	11,100.00	0.00	0.00
JUDGEMENTS	0.00	0.00	740.80	0.00	0.00
UNEMPLOYMENT COMPENSATION	5,064.23	23,029.48	1,211.97	1,616.26	15,000.00
	353,506.64	404,174.55	366,208.66	231,532.26	365,345.00
TRANSFERS					
SPECIAL ED TRANSFER	4,367,319.98	4,306,766.66	4,127,894.23	4,483,976.90	4,766,067.00
TRANSFER TO NON-REF. DEBT FUND	326,690.00	46,611.85	211,305.90	228,229.00	180,462.00
TRANSFER TO REFERENDUM DEBT FD	186,571.76	17,211.97	9,812.00	10,200.00	12,263.00
TRANSFER TO CAPITAL IMPROVE	100.00	235,000.00	381,500.00	0.00	0.00
FOOD SERVICE TRANSFER-OUT	0.00	5,743.11	52,031.03	123,996.41	164,727.00
	4,880,681.74	4,611,333.59	4,782,543.16	4,846,402.31	5,123,519.00
OTHER OBJECTS					
DUES AND FEES	3,586.90	3,894.86	2,127.40	34,386.28	16,950.00
DISTRICT DUES/FEES	7,557.00	15,179.48	2,577.02	7,089.41	12,213.00
EMPLOYEE DUES/FEES	21,585.00	16,257.00	17,597.54	16,515.25	26,313.00
PUPIL DUES/FEES/REG	30,989.82	25,738.59	26,227.28	45,655.10	33,301.00
OTHER DUES/FEES	5,095.00	3,200.00	3,200.00	3,500.00	3,600.00
CASH/OTHER ADJUSTMENTS	391.61	0.00	14.41	39,298.82	0.00
REFUND PAYMENT	480.00	0.00	0.00	0.00	0.00
PROPERTY TAX CHARGEBACK	2,009.16	2,509.39	1,319.50	2,540.63	2,600.00
OTHER MISCELLANEOUS	0.00	0.00	0.00	2,565.22	0.00
	71,694.49	66,779.32	53,063.15	151,550.71	94,977.00
GRAND TOTAL	43,449,607.77	45,417,377.61	43,684,313.13	45,210,277.93	49,826,477.00

Special Education expenditures are recorded in the Special Projects Fund (27) and are covered by an interfund payment from the General Fund less any Special Ed. categorical aid received.

The transfer to referendum debt service is needed to cover fiscal year to calendar year tax payments.

The transfer to Capital Improvement Fund is for future long-term Capital Improvement.

The transfer to the Food Service Fund is needed to cover additional costs for the Food Service program.

SPECIAL REVENUE TRUST FUND

REVENUE, EXPENDITURES, AND FUND BALANCE

REVENUES BY SOURCE

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
REVENUE FROM LOCAL SOURCES					
GIFTS/F.R/CONTRIBUTIONS/DEVELO	648,622.25	703,888.80	733,857.80	607,169.06	535,000.00
	648,622.25	703,888.80	733,857.80	607,169.06	535,000.00
OTHER REVENUES					
CASH ADJUSTMENTS	0.00	0.00	1,884.00	2,051.25	0.00
OTHER ADJUSTMENTS	0.00	0.00	5,879.34	0.00	0.00
REFUND OF PRIOR YEAR EXPENSE	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	7,763.34	2,051.25	0.00
GRAND TOTAL	648,622.25	703,888.80	741,621.14	609,220.31	535,000.00

EXPENDITURES BY OBJECT

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
PURCHASED SERVICES					
PERSONAL SERVICES	24,492.00	20,576.00	22,292.00	39,650.05	24,123.00
MAINTENANCE SERVICES	0.00	16,145.00	12,964.90	0.00	14,031.00
CONSTRUCTION SERVICES	10,000.00	0.00	0.00	0.00	0.00
PUPIL TRANSPORTATION	4,337.35	7,107.60	0.00	0.00	0.00
EMPLOYEE TRAVEL	436.00	0.00	0.00	0.00	38.00
CONTRACTED SVC TRAVEL	0.00	340.00	35.10	0.00	0.00
PUPIL LODGING AND MEALS	0.00	0.00	1,139.99	0.00	1,234.00
POSTAGE	19.60	93.83	392.11	339.16	424.00
	39,284.95	44,262.43	36,824.10	39,989.21	39,850.00
NON-CAPITAL OBJECTS					
GENERAL SUPPLIES	595,393.74	560,737.48	627,161.16	502,884.35	494,988.00
APPAREL	3,200.00	4,477.50	0.00	0.00	0.00
LIBRARY BOOKS	0.00	252.59	0.00	0.00	0.00
COMPUTER SOFTWARE PROGRAMS	499.99	499.00	150.00	1,012.25	162.00
TEXTBOOKS & WORKBOOKS	0.00	249.99	0.00	0.00	0.00
	599,093.73	566,216.56	627,311.16	503,896.60	495,150.00
CAPITAL OBJECTS					
EQUIPMENT PURCHASE ADDITION	2,054.33	24,140.07	0.00	0.00	0.00

FINANCIAL - BUDGET SUMMARY BY FUND

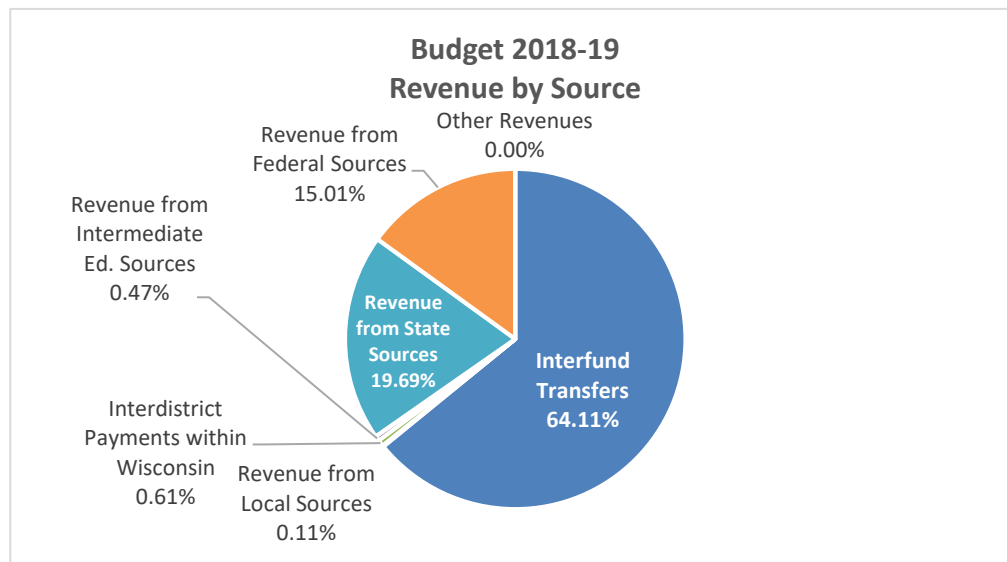
	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
EQUIPMENT PURCHASE REPLACEMENT	19,326.43	0.00	0.00	0.00	0.00
	21,380.76	24,140.07	0.00	0.00	0.00
OTHER OBJECTS					
CASH/OTHER ADJUSTMENTS	0.00	0.00	4,218.00	356.43	0.00
REFUND PAYMENT	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	4,218.00	356.43	0.00
GRAND TOTAL	659,759.44	634,619.06	668,353.26	544,242.24	535,000.00
Beginning Fund Balance	242,506.94	231,369.75	300,639.49	373,907.37	438,885.44
Ending Fund Balance	231,369.75	300,639.49	373,907.37	438,885.44	438,885.44

SPECIAL EDUCATION

REVENUE BY SOURCE

The Special Education Fund maintains all accounting activity related to the District's Special Education programs. An interfund transfer from the General Fund provides the majority of revenue for this fund, totaling 64.1% of the revenue for budget year 2018-19. Other major sources of revenue include state categorical aids, state grants, and federal grants. Per Department of Public Instruction requirements, no year end balance can exist in this fund.

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
Interfund Transfers	4,367,319.98	4,306,766.66	4,127,894.23	4,483,976.90	4,766,067.00
Revenue from Local Sources	16,770.00	14,008.50	62,184.26	7,904.42	8,500.00
Interdistrict Payments within Wisconsin	115,170.34	114,794.93	0.00	47,426.46	45,000.00
Revenue from Intermediate Ed. Sources	27,867.12	18,256.84	22,492.00	62,502.86	35,000.00
Revenue from State Sources	1,485,884.00	1,558,550.00	1,552,624.00	1,439,137.00	1,464,000.00
Revenue from Federal Sources	1,055,647.37	993,127.88	1,123,485.77	1,160,088.11	1,116,194.00
Other Revenues	15,555.24	7,712.39	1,662.40	60.00	0.00
GRAND TOTAL	7,084,214.05	7,013,217.20	6,890,342.66	7,201,095.75	7,434,761.00



	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
INTERFUND TRANSFERS					
GENERAL FUND TRANSFER	4,367,319.98	4,306,766.66	4,127,894.23	4,483,976.90	4,766,067.00
	4,367,319.98	4,306,766.66	4,127,894.23	4,483,976.90	4,766,067.00
REVENUE FROM LOCAL SOURCES					
SE Tuition Individual Paid	0.00	0.00	8,883.00	7,904.42	8,500.00
SE TUTION -PRIVATE AGENCY PAID	16,770.00	13,278.00	53,301.26	0.00	0.00

FINANCIAL - BUDGET SUMMARY BY FUND

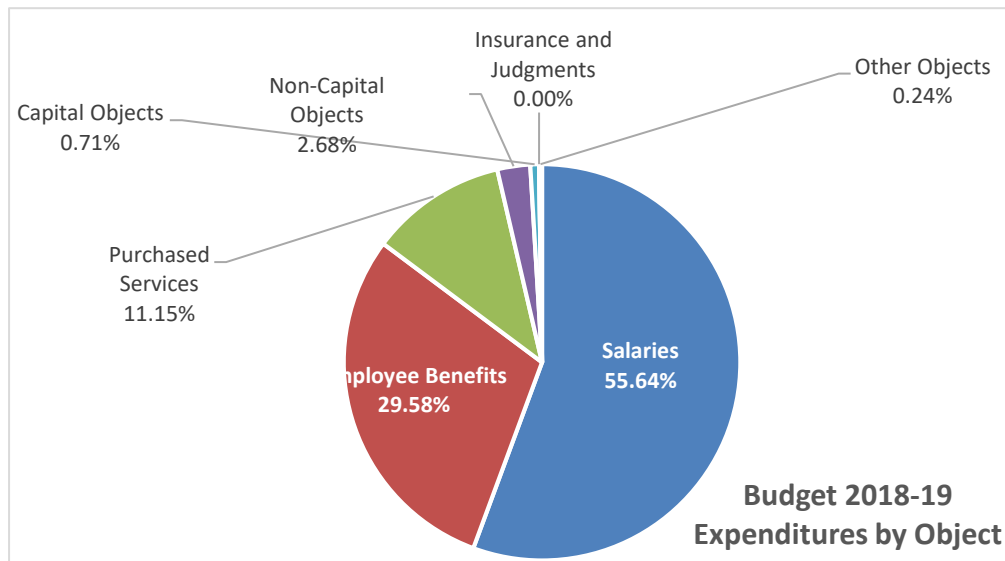
	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
GIFTS/F.R/CONTRIBUTIONS/DEVELO	0.00	730.50	0.00	0.00	0.00
	16,770.00	14,008.50	62,184.26	7,904.42	8,500.00
INTERDISTRICT PAYMENTS WITHIN WISCONSIN					
SPED EXCESS TUITION-NON OPEN	37,031.00	30,346.00	0.00	47,426.46	45,000.00
SPED EXCESS TUITION-OPEN ENROL	78,079.34	84,179.23	0.00	0.00	0.00
OTHER PAYMENTS FOR SERVICES	60.00	269.70	0.00	0.00	0.00
	115,170.34	114,794.93	0.00	47,426.46	45,000.00
REVENUE FROM INTERMEDIATE EDUCATION AGENCY SOURCES					
TRANSIT OF STATE AIDES	27,867.12	18,256.84	22,492.00	62,502.86	35,000.00
	27,867.12	18,256.84	22,492.00	62,502.86	35,000.00
REVENUE FROM STATE SOURCES					
SPECIAL EDUCATION STATE AID	1,471,997.00	1,550,353.00	1,541,581.00	1,403,845.00	1,400,000.00
HIGH COST SPECIAL ED AID	13,887.00	8,197.00	11,043.00	35,292.00	10,000.00
STATE SPECIAL PROJECTS GRANT	0.00	0.00	0.00	0.00	54,000.00
	1,485,884.00	1,558,550.00	1,552,624.00	1,439,137.00	1,464,000.00
REVENUE FROM FEDERAL SOURCES					
HIGH COST SPEC. EDUCATION AID	7,468.00	5,575.00	2,170.00	9,149.00	0.00
FEDERAL SPECIAL PROJECT AID	788,625.09	744,468.53	882,338.51	878,639.90	843,894.00
FED AID THRU STATE AGENCY	259,554.28	243,084.35	238,977.26	272,299.21	272,300.00
	1,055,647.37	993,127.88	1,123,485.77	1,160,088.11	1,116,194.00
OTHER REVENUES					
INSURANCE CLAIMS & REIMBURSE	8608.46	0	0.00	0.00	0.00
REFUND OF PRIOR YEAR EXPENSE	5136.78	7337.86	1,662.40	0.00	0.00
OTHER MISCELLANEOUS REVENUE	1810	374.53	0.00	60.00	0.00
	15555.24	7712.39	1,662.40	60.00	0.00
GRAND TOTAL	7,084,214.05	7,013,217.20	6,890,342.66	7,201,095.75	7,434,761.00

SPECIAL EDUCATION

EXPENDITURES BY OBJECT

The largest expenditures in this fund are used to pay salary and benefit costs to Special Education staff. These costs represent 85.2% of the total Special Education budget.

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
Salaries	4,239,464.52	4,051,470.46	3,844,789.66	3,933,952.55	4,136,364.00
Employee Benefits	2,136,000.07	2,166,442.79	2,063,783.29	2,083,463.29	2,199,329.00
Purchased Services	593,526.66	649,863.78	841,770.58	846,777.90	828,804.00
Non-Capital Objects	58,916.53	113,733.97	77,354.83	315,032.55	199,447.00
Capital Objects	49,397.94	0.00	51,250.00	0.00	53,000.00
Insurance and Judgments	0.00	21,580.66	4,569.58	1,315.32	0.00
Other Objects	6,908.33	10,125.54	6,863.65	20,554.14	17,822.00
GRAND TOTAL	7,084,214.05	7,013,217.20	6,890,381.59	7,201,095.75	7,434,766.00



	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
SALARIES					
SECRETARY/BOOKKEEPER	37,619.27	38,321.86	38,462.90	38,871.84	38,395.00
DIRECTOR SALARY	73,741.13	109,742.97	113,426.14	118,030.84	122,875.00
TEACHER	2,814,005.03	2,903,781.88	2,673,639.17	2,746,202.90	2,790,946.00
TEACHER AIDE	1,314,099.09	999,623.75	1,019,261.45	1,030,846.97	1,184,148.00
	4,239,464.52	4,051,470.46	3,844,789.66	3,933,952.55	4,136,364.00
EMPLOYEE BENEFITS					
EMPLOYEE RETIREMENT - EMPLOYEE	0.00	0.00	38.93CR	0.00	0.00
EMPLOYER'S SHARE RETIREMENT	277,671.68	262,405.19	246,808.58	255,730.56	266,486.00

FINANCIAL - BUDGET SUMMARY BY FUND

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
EMPLOYER'S SHARE F.I.C.A.	310,998.51	296,282.53	282,498.39	288,999.83	316,108.00
LIFE INSURANCE	16,952.38	17,130.24	15,410.93	15,766.90	17,477.00
HEALTH INSURANCE	1,003,894.88	1,059,204.32	956,825.84	985,309.52	1,020,575.00
DENTAL INSURANCE	110,126.20	107,605.03	108,461.89	109,302.44	105,394.00
OTHER HEALTH COVERAGE	104,025.18	123,418.94	215,897.65	210,650.01	221,150.00
INCOME PROTECTION INSURANCE	18,916.34	16,717.67	18,748.99	19,994.54	19,838.00
COLLEGE CREDIT REIMBURSEMENT	0.00	775.00	720.00	0.00	400.00
MISC BENEFITS-RETIREE	229,945.42	213,446.92	151,066.88	122,223.79	159,914.00
TAXABLE REIMBURSEMENT - MEALS	4,589.73	0.00	0.00	0.00	0.00
OTHER TAXABLE EMPLOYEE BENEFIT	58,879.75	69,456.95	67,344.14	75,485.70	71,987.00
	2,136,000.07	2,166,442.79	2,063,783.29	2,083,463.29	2,199,329.00
PURCHASED SERVICES					
PERSONAL SERVICES	106,882.29	37,903.15	40,453.07	41,718.82	52,025.00
PROPERTY SERVICES	0.00	0.00	3,794.00	6,695.06	0.00
MAINTENANCE SERVICES	0.00	709.17	999.24	1,155.09	3,000.00
PUPIL TRANSPORTATION	319,372.33	314,836.24	292,281.67	298,795.85	284,325.00
EMPLOYEE TRAVEL	9,482.91	8,230.04	9,384.87	6,050.43	17,450.00
CONTRACTED SVC TRAVEL	2,125.49	1,560.95	311.74	0.00	400.00
FUEL FOR VEHICLE OPERATION	25,131.14	15,178.29	12,920.97	9,002.09	18,000.00
COMMUNICATION	0.00	0.00	0.00	0.00	0.00
ADVERTISING	0.00	200.36	0.00	0.00	0.00
POSTAGE	0.00	0.00	531.31	200.00	200.00
TELEPHONE	0.00	0.00	640.69	127.93	720.00
INFORMATION TECHNOLOGY	0.00	0.00	0.00	0.00	5,500.00
EDUCATIONAL SERVICES (NON-GOV)	156.00	725.90	0.00	0.00	0.00
INTERDISTRICT PAYMNT WITHIN WI	31,312.50	46,517.80	0.00	0.00	0.00
PAYMENT TO A CCDEB	17,170.57	0.00	0.00	0.00	0.00
PAYMENT TO CESA	81,893.43	224,001.88	480,453.02	448,945.13	410,884.00
PAYMENT TO STATE	0.00	0.00	0.00	34,087.50	36,300.00
	593,526.66	649,863.78	841,770.58	846,777.90	828,804.00
NON-CAPITAL OBJECTS					
GENERAL SUPPLIES	44,815.22	84,667.30	48,885.98	192,022.48	95,084.00
FOOD	1,357.85	567.63	1,041.09	1,592.25	3,300.00
PAPER	210.00	543.36	178.25	295.34	0.00
PERIODICALS	282.75	264.13	289.76	321.50	126.00
COMPUTER SOFTWARE PROGRAMS	3,427.21	22,102.26	19,749.43	13,569.60	18,811.00
TEXTBOOKS & WORKBOOKS	1,593.35	506.29	2,362.32	101,649.38	80,000.00
NON-INSTR.COMPTR.SOFTWARE	5,068.00	5,083.00	4,848.00	5,582.00	2,126.00
OTHER NON CAPITAL OBJECTS	2,162.15	0.00	0.00	0.00	0.00
	58,916.53	113,733.97	77,354.83	315,032.55	199,447.00
CAPITAL OBJECTS					
BUILDING RENTAL	1,296.00	0.00	0.00	0.00	0.00

FINANCIAL - BUDGET SUMMARY BY FUND

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
EQUIPMENT PURCHASE ADDITION	22,111.94	0.00	0.00	0.00	0.00
VEHICLE PURCHASE ADDITION	0.00	0.00	0.00	0.00	0.00
EQUIPMENT INDIVIDUALLY DEPRECI	0.00	0.00	51,250.00	0.00	53,000.00
EQUIPMENT PURCHASE REPLACEMENT	25,990.00	0.00	0.00	0.00	0.00
	49,397.94	0.00	51,250.00	0.00	53,000.00
INSURANCE AND JUDGMENTS					
UNEMPLOYMENT COMPENSATION	0.00	21,580.66	4,569.58	1,315.32	0.00
	0.00	21,580.66	4,569.58	1,315.32	0.00
OTHER OBJECTS					
STATE SPECIAL ED AID TRANSIT	0.00	0.00	0.00	15,284.14	11,351.00
DUES AND FEES	2,739.33	2,695.60	1,738.79	0.00	0.00
DISTRICT DUES/FEES	0.00	0.00	5.00	0.00	0.00
EMPLOYEE DUES/FEES	4,169.00	4,837.00	3,710.00	2,945.00	4,471.00
OTHER DUES/FEES	0.00	0.00	1,409.75	2,325.00	2,000.00
OTHER ADJUSTMENTS	0.00	0.00	0.11	0.00	0.00
REFUND PAYMENT	0.00	2,592.94	0.00	0.00	0.00
	6,908.33	10,125.54	6,863.65	20,554.14	17,822.00
GRAND TOTAL	<u>7,084,214.05</u>	<u>7,013,217.20</u>	<u>6,890,381.59</u>	<u>7,201,095.75</u>	<u>7,434,766.00</u>
Beginning Fund Balance	0.00	0.00	0.00	0.00	0.00
Ending Fund Balance	0.00	0.00	0.00	0.00	0.00

NON-REFERENDUM DEBT SERVICE FUND

The Non-Referendum Debt Service Fund is used to track the accounting activity for the repayment of debt. This debt was either not authorized by school board resolution prior to August 12, 1993, or was incurred without referendum approval after that date.

REVENUES BY SOURCE

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
INTERFUND TRANSFERS					
GENERAL FUND TRANSFER	326,690.00	46,611.85	211,305.90	228,229.00	180,462.00
	326,690.00	46,611.85	211,305.90	228,229.00	180,462.00
REVENUE FROM LOCAL SOURCES					
PROPERTY TAX	0.00	345,000.00	314,585.00	252,562.00	249,537.00
EARNINGS ON INVESTMENTS	0.00	509.86	93.00	666.24	0.00
	0.00	345,509.86	314,678.00	253,228.24	249,537.00
OTHER FINANCING SOURCES					
LONG-TERM BONDS	0.00	2,860,000.00	0.00	0.00	6,900,000.00
PREMIUM&ACCRUED INT.ON LT DEBT	0.00	199,663.05	0.00	0.00	25,000.00
	0.00	3,059,663.05	0.00	0.00	6,925,000.00
OTHER REVENUES					
PREMIUM & ACCR INT DEBT REFINA	21,960.00	2,878.29	0.00	0.00	0.00
	21,960.00	2,878.29	0.00	0.00	0.00
GRAND TOTAL	348,650.00	3,454,663.05	525,983.90	481,457.24	7,354,999.00

EXPENDITURES BY OBJECT

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
DEBT RETIREMENT					
LONG-TERM NOTE PRINCIPAL	0.00	3,050,000.00	186,867.90	134,892.33	6,900,000.00
LONG-TERM BOND PRINCIPAL	325,000.00	265,000.00	255,000.00	265,000.00	405,660.00
INTEREST/LONG TERM NOTE	6,750.00	30,000.00	5,573.33	7,548.91	0.00
LONG TERM BOND INTEREST	16,900.00	27,916.67	78,450.00	73,350.00	72,181.00
OTHER DEBT RETIREMENT	0.00	59,663.05	0.00	0.00	0.00
GRAND TOTAL	348,650.00	3,432,579.72	525,891.23	480,791.24	7,377,841.00
Beginning Fund Balance	0.00	0.00	22,083.33	22,176.00	22,842.00
Ending Fund Balance	0.00	22,083.33	22,176.00	22,842.00	0.00

REFERENDUM APPROVED DEBT SERVICE FUND

The Referendum Approved Debt Service Fund is used to track the accounting activity for the repayment of debt. This debt was either authorized by school board resolution prior to August 12, 1993, or was incurred through referendum approval. Repayment of this debt comes from revenue that is acquired through local property tax levies, outside of revenue limits.

The debt currently being repaid in this fund was used to finance a facilities referendum that provided for the construction of Washington Elementary School, Madison Elementary School, and remodeling work at Lincoln Elementary School and Marshfield High School. There is also debt in this fund incurred from the purchase of equipment and furnishings. Per Department of Public Instruction requirements, no fund balance can exist in this fund.

REVENUES BY SOURCE

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
INTERFUND TRANSFERS					
GENERAL FUND TRANSFER	186,571.76	17,211.97	9,812.00	10,200.00	12,263.00
	186,571.76	17,211.97	9,812.00	10,200.00	12,263.00
REVENUE FROM LOCAL SOURCES					
PROPERTY TAX	1,659,297.00	1,781,988.00	1,818,713.00	1,868,700.00	1,866,237.00
	1,659,297.00	1,781,988.00	1,818,713.00	1,868,700.00	1,866,237.00
OTHER REVENUES					
REFUND OF PRIOR YEAR EXPENSE	0.00	1,250.03	0.00	0.00	0.00
	0.00	1,250.03	0.00	0.00	0.00
GRAND TOTAL	1,845,868.76	1,800,450.00	1,828,525.00	1,878,900.00	1,878,500.00

EXPENDITURES BY FUND

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
DEBT RETIREMENT					
LONG-TERM NOTE PRINCIPAL	285,000.00	0.00	0.00	0.00	0.00
LONG-TERM BOND PRINCIPAL	1,180,000.00	1,480,000.00	1,545,000.00	1,615,000.00	1,635,000.00
INTEREST/LONG TERM NOTE	7,525.00	0.00	0.00	0.00	0.00
LONG TERM BOND INTEREST	372,943.76	320,450.00	283,525.00	263,900.00	243,500.00
PAYING AGENT FEES	400.00	0.00	0.00	0.00	0.00
GRAND TOTAL	1,845,868.76	1,800,450.00	1,828,525.00	1,878,900.00	1,878,500.00
Beginning Fund Balance	0.00	0.00	0.00	0.00	0.00
Ending Fund Balance	0.00	0.00	0.00	0.00	0.00

The interfund transfer to this debt service fund is needed to cover fiscal year to calendar year tax payments.

CAPITAL EXPANSION FUND

This fund is used to account for transactions related to capital projects of the District. The revenue for this fund comes from interest earnings on investments.

For the 2018-19 budget, the school board took action to expend funds from this fund for purposes of supporting renovation of the District's athletic facilities.

REVENUES BY SOURCE

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
Revenue from Local Sources					
Interest on Investments	460.48	621.84	562.08	1,481.91	300.00
GRAND TOTAL	460.48	621.84	562.08	1,481.91	300.00

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
Purchased Services					
Other Property Services	0.00	0.00	0.00	0.00	249,664.13
GRAND TOTAL	0.00	0.00	0.00	0.00	249,664.13

Beginning Fund Balance	246,237.82	246,698.30	247,320.14	247,882.22	249,364.13
Ending Fund Balance	246,698.30	247,320.14	247,882.22	249,364.13	0.00

LONG TERM CAPITAL IMPROVEMENT TRUST FUND

This fund is used to account for transactions related to long term capital projects of the District. The revenue for this fund comes from interfund transfers. Because there is no planned capital projects at this time, there is currently no expenditure activity recorded for this fund. The school board took action during the 2014-15 fiscal year to establish this fund with the expectation that revenue as it becomes available may be deposited into this fund for the purpose of addressing future capital outlay needs.

REVENUES BY SOURCE

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
Revenue from Local Sources					
Interest on Investments	0.00	0.82	88.18	6,638.90	4,250.00
Interfund Transfers	100.00	235,000.00	381,500.00	0.00	0.00
GRAND TOTAL	100.00	235,000.82	381,588.18	6,638.90	4,250.00
Beginning Fund Balance	0.00	100.00	235,100.82	616,689.00	623,327.90
Ending Fund Balance	100.00	235,100.82	616,689.00	623,327.90	627,577.90

OTHER CAPITAL PROJECT FUND

This fund is used to report capital project fund activities not required to be reported in Funds 41 or 48. The District may account for in such projects in Funds 42, 43, 46, 47 (not presently assigned by DPI) and/or Fund 49. If the District uses funds other than Fund 49, the District must combine and report these funds as Fund 49. A fund balance may exist in this fund.

REVENUES BY SOURCE

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
Revenue from Local Sources					
Interest on Investments	670.82	3,229.49	0.00	0.00	0.00
Long-Term Notes	3,000,000.00	380,000.00	0.00	0.00	6,900,000.00
GRAND TOTAL	3,000,670.82	383,229.49	0.00	0.00	6,900,000.00

EXPENDITURES BY FUND

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
Purchased Services					
Construction Services	1,364,112.80	1,601,604.51	0.00	0.00	3,111,225.00
Capital Objects					
Site Purchase - Addition	0.00	370,000.00	0.00	0.00	0.00
Other Objects					
Debt Service	38,183.00	10,000.00	0.00	0.00	50,000.00
GRAND TOTAL	1,402,295.80	1,981,604.51	0.00	0.00	3,161,225.00

Beginning Fund Balance	0.00	1,598,375.02	0.00	0.00	0.00
Ending Fund Balance	1,598,375.02	0.00	0.00	0.00	3,738,775.00

PRIVATE PURPOSE TRUST FUND**REVENUES BY SOURCE**

This fund is used to account for gifts and donations specified for the benefit of private individuals and organizations not under the control of the school board. Scholarships are recorded in this fund. Because there are no anticipated expenditures for this fund for the fiscal year, no expenditure activity is recorded.

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
Revenue from Local Sources					
Interest on Investments	5.91	3.37	9.17	12.18	20.00
GRAND TOTAL	5.91	3.37	9.17	12.18	20.00
Beginning Fund Balance	0.00	2,331.95	2,335.32	2,344.49	2,356.67
Ending Fund Balance	2,331.95	2,335.32	2,344.49	2,356.67	2,376.67

FOOD SERVICE FUND

REVENUES BY SOURCE

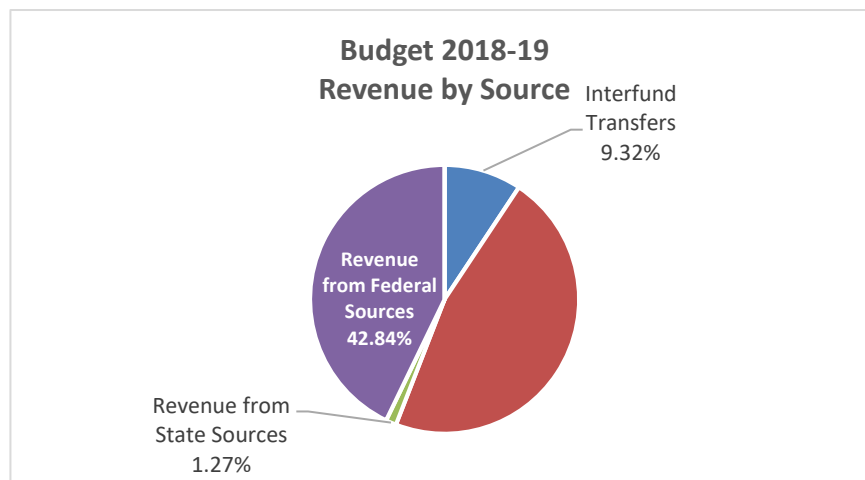
The Food Service Fund is used to account for all activity related to providing meals to students in the school district. Per federal regulations, this fund must be a self-sustaining book of accounts separate from all other activity. Any year end fund balance must be used for future food service costs and cannot be transferred to other accounts. The year end fund balance in the Food Service Fund cannot be negative, and any deficits must be reimbursed through an interfund transfer from the General Fund.

Revenue for this fund comes primarily from lunch and a la carte food sales, and state and federal reimbursements. Meal pricing for paid meals for the 2018-19 school year is as follows:

Breakfast		Lunch	
Elementary Schools	\$1.35	Elementary Schools	\$2.60
Middle & High School	\$1.45	Middle School	\$2.75
Reduced K - 12	\$0.25	High School	\$2.90
		Reduced K - 12	\$0.40
		Milk for sack-lunch Students	\$0.40

Both breakfast and lunch are served in all schools. In the summer of 2017, a summer school lunch program was also introduced.

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
Interfund Transfers	0.00	5,743.11	52,031.03	123,996.41	164,727.00
Revenue from Local Sources	835,978.55	829,960.39	841,455.26	775,718.88	822,975.00
Revenue from State Sources	22,616.49	22,837.98	22,452.52	21,740.07	22,400.00
Revenue from Federal Sources	739,954.62	776,158.92	775,075.83	839,739.91	757,000.00
Other Revenues	1,591.65	1,415.93	1,856.83	340.49	0.00
GRAND TOTAL	1,600,141.31	1,636,116.33	1,692,871.47	1,761,535.76	1,767,102.00



FINANCIAL - BUDGET SUMMARY BY FUND

REVENUES BY SOURCE

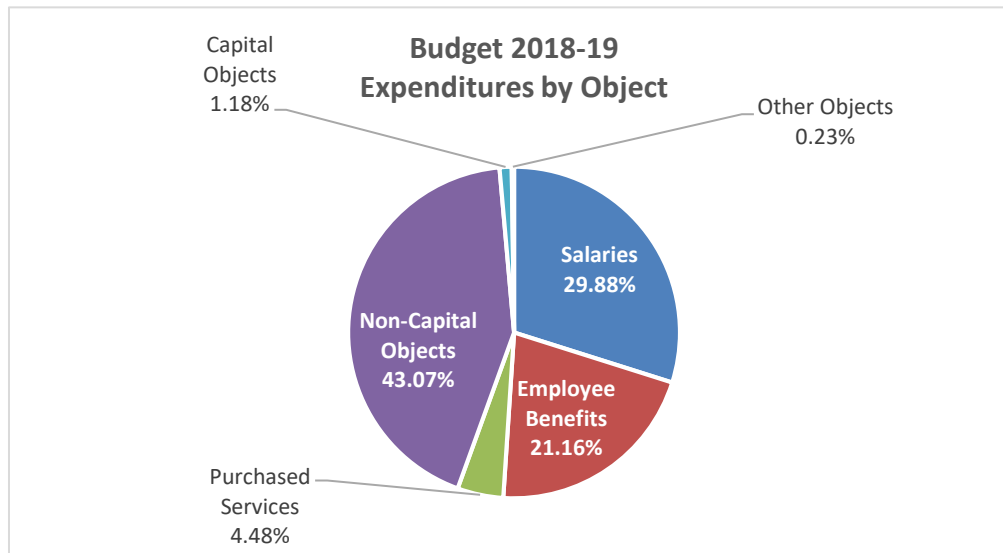
	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
INTERFUND TRANSFERS					
GENERAL FUND TRANSFER	0.00	5,743.11	52,031.03	123,996.41	164,727.00
	0.00	5,743.11	52,031.03	123,996.41	164,727.00
REVENUE FROM LOCAL SOURCES					
PUPILS-FOOD SERVICE SALES	474,226.65	476,157.90	483,410.35	444,308.40	470,125.00
ADULTS-FOOD SERVICE SALES	13,586.00	10,814.50	9,099.75	8,303.15	10,500.00
OTHER FOOD SERVICE SALES	347,386.13	342,171.60	348,167.41	323,107.33	341,850.00
EARNINGS ON INVESTMENTS	779.77	816.39	777.75	0.00	500.00
	835,978.55	829,960.39	841,455.26	775,718.88	822,975.00
REVENUE FROM STATE SOURCES					
FOOD SERVICE AID - STATE	22,616.49	22,837.98	22,452.52	21,740.07	22,400.00
	22,616.49	22,837.98	22,452.52	21,740.07	22,400.00
REVENUE FROM FEDERAL SOURCES					
DONATED COMMODITIES	98,473.93	103,384.80	110,730.18	114,602.95	97,000.00
FOOD SERVICE AID - FEDERAL	641,480.69	653,888.15	664,345.65	712,364.96	625,000.00
FEDERAL SPECIAL PROJECT AID	0.00	18,885.97	0.00	12,772.00	35,000.00
	739,954.62	776,158.92	775,075.83	839,739.91	757,000.00
OTHER REVENUES					
OTHER ADJUSTMENTS	29.69	0.00	0.00	0.49	0.00
REFUND OF PRIOR YEAR EXPENSE	1,530.30	1,115.05	1,844.83	340.00	0.00
OTHER MISCELLANEOUS REVENUE	31.66	300.88	12.00	0.00	0.00
	1,591.65	1,415.93	1,856.83	340.49	0.00
GRAND TOTAL	1,600,141.31	1,636,116.33	1,692,871.47	1,761,535.76	1,767,102.00

FOOD SERVICE FUND

EXPENDITURES BY FUND

The largest food service expenditures typically come from the labor to run the program, and the commodity costs to supply food to the students. In addition, the school district has a need to replace some of the aging and outdated equipment used to support the food service operation.

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
Salaries	433,634.09	453,605.21	476,271.30	503,889.71	527,994.00
Employee Benefits	362,397.66	362,320.84	398,835.40	365,894.00	373,982.00
Purchased Services	77,058.16	60,878.47	75,577.67	70,592.57	79,196.00
Non-Capital Objects	703,199.90	749,719.62	736,749.94	808,377.48	761,030.00
Capital Objects	44,856.06	26,443.54	0.00	12,772.00	20,900.00
Other Objects	1,259.57	4,034.66	5,437.16	10.00	4,000.00
GRAND TOTAL	1,622,405.44	1,657,002.34	1,692,871.47	1,761,535.76	1,767,102.00



EXPENDITURES BY FUND

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
SALARIES					
COOK	378,263.47	383,204.01	400,944.18	420,453.39	452,996.00
SUPERVISOR	55,370.62	70,401.20	75,327.12	83,436.32	74,998.00
	433,634.09	453,605.21	476,271.30	503,889.71	527,994.00
EMPLOYEE BENEFITS					
EMPLOYER'S SHARE RETIREMENT	27,629.88	27,708.12	30,171.04	31,799.25	33,347.00
EMPLOYER'S SHARE F.I.C.A.	28,660.67	30,284.51	31,568.87	32,917.77	40,387.00
LIFE INSURANCE	2,341.29	2,866.62	3,263.02	3,907.29	2,156.00

FINANCIAL - BUDGET SUMMARY BY FUND

	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Unaudited	2018-19 Budget
HEALTH INSURANCE	178,123.34	177,298.26	177,473.69	186,707.15	169,602.00
DENTAL INSURANCE	23,272.44	23,213.89	22,989.58	23,536.39	19,198.00
OTHER HEALTH COVERAGE	21,714.88	16,068.73	46,819.23	36,000.00	33,000.00
INCOME PROTECTION INSURANCE	4,202.74	4,283.40	5,112.02	5,350.56	2,448.00
COLLEGE CREDIT REIMBURSEMENT	0.00	0.00	0.00	0.00	250.00
MISC BENEFITS-RETIREE	70,702.48	74,847.37	75,688.01	41,743.81	73,594.00
OTHER TAXABLE EMPLOYEE BENEFIT	5,749.94	5,749.94	5,749.94	3,931.78	0.00
	362,397.66	362,320.84	398,835.40	365,894.00	373,982.00
PURCHASED SERVICES					
PERSONAL SERVICES	35,101.70	34,641.01	34,856.83	42,966.86	35,500.00
MAINTENANCE SERVICES	2,362.37	5,657.65	12,663.43	21,044.90	8,500.00
OTHER PROPERTY SERVICES	363.75	384.12	384.12	404.49	396.00
EMPLOYEE TRAVEL	261.27	116.01	597.67	154.67	700.00
FUEL FOR VEHICLE OPERATION	3,866.32	1,636.99	1,902.77	2,095.60	3,000.00
POSTAGE	0.00	0.00	0.00	0.00	0.00
TELEPHONE	880.01	960.00	960.00	880.00	1,100.00
PAYMENT TO STATE	34,222.74	17,482.69	24,212.85	3,046.05	30,000.00
	77,058.16	60,878.47	75,577.67	70,592.57	79,196.00
NON-CAPITAL OBJECTS					
GENERAL SUPPLIES	31,468.12	41,439.44	41,943.65	68,656.92	44,000.00
FOOD	666,027.78	702,576.18	687,960.29	733,180.81	710,650.00
NON-INSTR.COMPTR.SOFTWARE	5,704.00	5,704.00	6,846.00	6,539.75	6,380.00
	703,199.90	749,719.62	736,749.94	808,377.48	761,030.00
CAPITAL OBJECTS					
EQUIPMENT PURCHASE ADDITION	0.00	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASE REPLACEMENT	44,856.06	26,443.54	0.00	12,772.00	20,900.00
	44,856.06	26,443.54	0.00	12,772.00	20,900.00
OTHER OBJECTS					
DUES AND FEES	1,179.57	4,033.92	5,437.16	10.00	4,000.00
OTHER MISCELLANEOUS	80.00	0.74	0.00	0.00	0.00
	1,259.57	4,034.66	5,437.16	10.00	4,000.00
GRAND TOTAL	1,622,405.44	1,657,002.34	1,692,871.47	1,761,535.76	1,767,102.00
Beginning Fund Balance	43,150.14	20,886.01	0.00	0.00	0.00
Ending Fund Balance	20,886.01	0.00	0.00	0.00	0.00

Account - A descriptive heading under which are recorded financial transactions that are similar in terms of a given dimension, such as fund, function, object, or source.

Accounting Period - A period at the end of which and for which financial statements are prepared (for example, July 1 through June 30).

Accounting Procedure - The policy and systematic arrangement of methods and operations for recording accounting information so as to provide internal control and produce accurate and complete records and reports.

Accounting System - The total process of recording, retrieving, and reporting information on the financial position and operations of an organization.

Accounts Payable - A liability account reflecting amounts owed to private persons or organizations for goods and services received. Accounts payable is a current liability on the balance sheet. (Amounts due to other funds of the same government or to other governments are not included here.)

Accounts Receivable - An asset account reflecting amounts due to the government by private individuals or organizations for goods or services rendered. Accounts receivable is a current asset on the balance sheet. (Amounts due from other funds of the same government or to other governments are not included here.)

Accrual - Basis of accounting under which revenues are recognized when earned and expenditures are recognized when incurred, regardless of the timing of related cash flows.

Amortization of Debt - Gradual payment of an amount owed according to a specified schedule of times and amounts.

Appropriation - A legal authorization granted by a governing body to make expenditures and to incur obligations for specific purposes.

Assessed Valuation - See "Property Valuation."

Audit - An examination of records and documents, and the securing of other evidence, for one or more of the following purposes. (a) To attest to the fairness of management's assertions in financial statements, (b) Evaluate whether management has efficiently and effectively carried out its responsibilities, (c) Determining the propriety of transactions, (d) ascertaining whether all transactions have been recorded, and (e) determining whether transactions are accurately recorded in the accounts and in the statements drawn from the accounts.

Auditor's Report - In the context of a financial audit, a statement by the auditor describing the scope of the audit and the auditing standards applied in the examination, and setting forth the auditor's opinion on the fairness of presentation of the financial information in conformity with GAAP or some other comprehensive basis of accounting.

Balance Sheet - A formal statement of assets, liabilities, and equity as of a specific date.

Basic Financial Statements - The basic financial statements as required by GASB Statement 34. Basic financial statements include: 1. Government - wide financial statements providing information about reporting government as a whole, except for its fiduciary activities; 2.) Fund

financial statements providing information about the government's funds; and 3.) Notes to the financial statements. The basic financial statements should be preceded by a "management's discussion and analysis" that introduces the basic financial statements and provides an analytical overview of the government's financial activities.

Bond - A written promise, generally under seal, to pay a specified sum of money, called the face value, at a fixed time in the future, called the date of maturity, and carrying interest at a fixed rate, usually payable periodically.

Budget - A plan of financial operation embodying an estimate of proposed revenues and expenditures for a given accounting period.

Budgetary Control - The control or management of business affairs in accordance with an approved budget for the purpose of keeping expenditures within the authorized amounts.

Business Manager - A staff member performing assigned activities which have as their purpose the management of the organization's business administration functions.

Capital Outlay - Expenditures that result in the acquisition of or addition to capital assets.

Categorical Aid - State or federal aid which is intended to finance or reimburse some specific category of instructional or supporting program or to aid a particular target group of pupils. The district may use the aid only for the purpose for which it is paid. (Also see "General Aid.")

CESA - A cooperative educational service agency.

CCDEB - A county children with disabilities education board. (Formerly known as CHCEB.)

Class - A setting in which organized instruction of course content is provided to one or more students for a given period of time.

Class Period - The portion of the daily session set aside for instruction in classes, when most classes meet for a single such unit of time.

Class Size - The enrollment in a class as of a given date. (Also see "Pupil Count.")

Classroom Teacher - A staff member, assigned to the professional activities of instructing pupils in classroom situations.

Cooperative Educational Service Agency (CESA) - A grouping of school districts, headed by a board of control, charged with implementing and operating cooperative programs among member districts and insuring proper school district organization. Each school district in Wisconsin except Milwaukee, Racine and Kenosha is in a CESA area. (Also see "IEA.")

Cost - In general, an expenditure for goods (supplies, materials, equipment, land, buildings) or services (salaries, benefits, utilities, professional fees). In determining costs, care must be taken to avoid double counting. For example, if a school building is financed from borrowed money, the total cost should include either the payment to the building contractor or the repayment of the borrowed money, but not both. Similarly, if a school district spends money for a school lunch program out of the food service fund and also transfers money from the general fund to the food

service fund to help pay for the school lunch program, it should not count the transfer as an additional cost. Depending on the grouping being examined, a given expenditure can be a cost in one case but not in another. For example, if one looks at a single school district, payments by that district to other school districts are counted as costs, since they are not otherwise counted by that district. If, however, one looks at the total expenditures for all school districts in the state, it is necessary to subtract the inter - district transfers, or else the same cost would be reported by two different districts. There are many different ways in which costs can be assembled for various purposes. The following are the ones most often used in Wisconsin school districts:

Course - An organization of subject matter and related learning experiences provided for the instruction of pupils on a regular or systematic basis. Credit toward graduation or completion of a program of studies generally is given to pupils for the successful completion of a course.

Debt Service - Expenditures for the retirement of principal and payment of interest on debt.

Department of Public Instruction (DPI) - The state agency, headed by an elected state superintendent, charged with the supervision and guidance of elementary and secondary education in Wisconsin. (Also see "SEA.")

Disbursements - Payments in cash.

District Administrator - A staff member who is the chief executive of a school district; a superintendent of schools.

DPI - The Department of Public Instruction. (Also see "SEA.")

Elementary School - See "School."

Enrollment - See "Pupil Count."

Equalization - (1) The process by which the Wisconsin Department of Revenue converts all local assessor - determined property values, by municipality, to a uniform level. (Also see "Property Valuation.") (2) The process of ensuring a minimum tax base (the guaranteed valuation) for the support of education for each pupil in Wisconsin, so that school districts which spend at the same level will tax at the same rate.

Equalized Valuation - See "Property Valuation"

Expenditures - Decreases in net financial resources, including current operating expenses which require the current or future use of net current assets, debt service and capital outlay.

Fiscal Year - A 12 - month accounting period at the end of which a school district determines its financial condition and the results of its operations and closes its books. Wisconsin school districts have a July 1 through June 30 fiscal year.

Food Services - Activities involved with the food service program of the school or local education agency (LEA). This service area includes the preparation and serving of regular and incidental meals, lunches, or snacks in connection with school activities, including food for the elderly and food delivery.

Full - Time Equivalency (FTE) - The result of a computation that divides the amount of time for

a less than full - time activity by the amount of time normally required in a corresponding full - time activity.

Function - A WUFAR account designation that categorizes a reason or purpose served by a particular expenditure or made possible by a particular receipt. See "WUFAR."

GAAP - Generally accepted accounting principles.

General Aid - State aid which is not limited to any specific program, purpose, or target population but which may be used in financing the general educational program as seen fit by the recipient district. (Also see "Categorical Aid.")

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines to financial accounting and reporting which govern the form and content of the basic financial statements in an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. GAAP for governments is based on standards established by the Governmental Accounting Standards Board (GASB).

Graduate - A person who has received formal recognition from the school authorities for completing a prescribed course of study.

High School - See "School."

HVAC - Heating, ventilating, and air conditioning.

IEA - An intermediate educational agency; in Wisconsin, a cooperative educational service agency (CESA) or county handicapped children's education board (CCDEB).

Levy - (*verb*)To impose taxes or special assessments. (*noun*)The total of taxes or special assessments imposed by a governmental unit.

Levy Rate - In property taxation, the amount of tax to be raised divided by the value of property to be taxed; often expressed in mills of the tax per dollar of property value, hence the term "mill rate." (Also see "Property Valuation.")

License - A document issued by the Department of Public Instruction granting authority and permission to practice in an education - related profession (for example, teacher, superintendent, librarian, school nurse) in the public schools.

Local Educational Agency (LEA) - In Wisconsin, a school district.

Management - Those activities which have as their purpose the general direction, execution, and control of the affairs of an agency or an organizational unit within the agency.

Membership - See "Pupil Count."

Middle School - See "School."

Municipality - A town, village, or city. For some specially identified purposes in Wisconsin Statutes, the term also includes counties, school districts, etc.

Non - Public School - A private school.

Object - A WUFAR account designation that categorizes an article or service obtained from a specific expenditure. See "WUFAR."

Parochial School - See "School."

Part - time Attendance - Option whereby a private school or home based student attends classes at a public school. A maximum of two periods per day may be counted towards general aid membership. See "Pupil Count - General Aid Membership."

Policy - A governing principle, plan, or guide for a course of action.

Principal - A staff member performing the assigned activities of the administrative head of a school (not school district) and who has been delegated major responsibility for the coordination and direction of the activities of the school.

Private School - See "School."

Professional - A term denoting a level of knowledge and skills possessed by an individual or required of an individual to perform an assignment and which is attained through extensive education and training, usually a minimum of a baccalaureate degree or its equivalent obtained through special study or experience.

Property Valuation - The dollar value placed on land and buildings for purposes of administering property taxes. There are two commonly used methods of describing property valuation: assessed and equalized. Equalized valuation may either include or exclude a TIF increment.

Assessed Valuation - The property valuation determined by the municipal (city, village, town, or county) assessor as of January 1 in any given year. It is important that property of equal value be assessed at equal amounts, but it is not necessary that the amounts reflect the true sale value of the property. State law requires that total assessments within a municipality be within 10 percent of equalized valuation no less frequently than every five years.

Assessment Ratio - The ratio of assessed to equalized valuation.

Equalized Valuation - The assessed valuation multiplied by an adjustment factor computed by the Wisconsin Department of Revenue for each type of property in each taxing district, designed to cause each type of property to have comparable value regardless of local assessment practices. The objective is to have equalized valuation reflect the fair market value of each piece of property. (Fair Market Value-The value that would be agreed upon between a willing buyer and a willing seller in an "arm's length" transaction where neither is required to act.)

Tax Incremental Finance (TIF) Increment - The appreciation of equalized valuation of property within a TIF district above the base - level equalized valuation of the TIF district at the time it was created. Property taxes on the TIF increment which would normally go to school districts, counties, Technical College districts, and others, instead go to the

municipality which created the TIF district to help that municipality pay for the cost of urban renewal within the TIF district.

Public School - See "School."

Pupil - An individual for whom instruction is provided in an educational program under the jurisdiction of a school, school system, or other educational institution. No distinction is made between the terms "student" and "pupil". A pupil may receive instruction in a school facility or in another location, such as at home or in a hospital. Instruction may be provided by direct pupil - teacher interaction or by some other approved medium, such as television, radio, telephone, and correspondence.

Pupil Count - One of the following methods of determining the number of pupils in a class, school, or school district. (Also see "School Census.")

Attendance - The number of pupils present for instruction on a given school day.

Enrollment - The number of pupils officially enrolled as eligible to attend class, whether such pupils are actually in attendance on that day or not, plus pupils enrolled in home bound instruction.

Membership - Resident enrollment adjusted for full time equivalency (FTE) as noted in the following groups:

- **Pre - School - Special Education:** Typically a self - contained 3 or 4 year - old Special Education program for special education pupils who are a minimum of age 3 on or prior to the membership count date. If the district does not offer a 4 - year old kindergarten program, then 4 - year old special education pupils would be counted here.
- **4 - Year Old Kindergarten (437 Hours):** The number of pupils present, age 4 on or before September 1, of the current school year, or admitted under s. 115.28(8) in a program that schedules at least 437 hours of direct pupil instruction, exclusive of Title 1 or Special Education time during the school year. The school may substitute 87.5 hours of the scheduled 437 hours in outreach activities.
- **4 - Year - Old Kindergarten/437 Hours plus at least 87.5 Hours of Outreach:** The number of pupils present, age 4 on or before September 1, of the current school year, or admitted under s. 120.12(25) in a program that schedules at least 437 hours of direct pupil instruction, plus at least 87.5 hours of outreach activities for a minimum total of 524.5 hours, exclusive of Title 1 time, during the school year. The school **CANNOT** substitute instructional time for outreach activities.
- **5 - Year Old Kindergarten/Half time program:** The number of pupils present, age 5 on or before September 1, of the current school year, or admitted under s. 120.12(25) in a program that schedules at least 437 hours of direct pupil instruction during the year. A program of this type usually meets for half a day every day but other configurations can be utilized.
- **5 - Year Old Kindergarten/3 Full days per week:** The number of pupils present, age 5 on or before September 1, of the current school year, or admitted under s. 120.12(25) in a program that meets at least 3 full days each week, but less than 4 full days, for the entire school year.

- **5 - Year Old Kindergarten/4 Full days per week:** The number of pupils present, age 5 on or before September 1, of the current school year, or admitted under s. 120.12(25) in a program that meets at least 4 full days each week, but less than 5 full days, for the entire school year.
- **5 - Year Old Kindergarten/5 Full days per week:** The number of pupils present, age 5 on or before September 1, of the current school year, or admitted under s. 120.12(25) in a program that meets at least 5 full days each week, for the entire school year.
- **5 - Year Old Kindergarten/Blended Program:** The number of pupils present, age 5 on or before September 1, of the current school year, or admitted under s.120.12 (25) in a program that meets for the entire school year, but structurally varies from the first semester to the second semester.

NOTE: A full - day is one in which the length of the kindergarten class is the same length as the first graders of the district.

- **Grades 1 - 12:** The number of pupils present, age 6 on or before September 1, of the current school year, or admitted under s. 120.12(25) in grades 1 - 12. (Note: First grade pupils must be at least six years old on or prior to September 1 to be counted.)

Average Daily Attendance (ADA) - The aggregate days of attendance during a given reporting period (typically a school year) divided by the number of days school is in session during that period.

Average Daily Membership (ADM) - The aggregate days of membership during a given reporting period (typically a school year) divided by the number of days school is in session during that period.

Summer ADM Equivalent - The aggregate class minutes of membership for the summer session divided by 48,600. (The value 48,600 represents the number of class minutes in a typical school year).

General Aid Membership - The average of membership on the third Friday in September and the second Friday in January, plus the prior year summer FTE, foster/group home equivalents and FTE for high school pupils attending part - time.

Pupil/Staff Ratio - The enrollment of a school district, as of a given date, divided by the total full - time equivalency of all staff assignments in the school system on the same date.

Pupil/Teacher Ratio - The enrollment of a school district, as of a given date, divided by the total full - time equivalency of classroom teaching assignments serving those pupils on the same date.

Pupil Transportation Services - Activities concerned with the conveyance of pupils to and from school as provided by state law.

Purchased Services - Services rendered by personnel who are not on the payroll of the district, including all related expenses covered by the contract.

Refinance - To pay off an old debt with newly borrowed money and thus incur a new debt.

Receipts - Cash received.

Refund - (*noun*) An account paid back or credit allowed because of an over collection or due to the return of an object sold. (*verb*) (1) To pay back or allow credit for an amount because of the return of an object sold. (2) To refinance.

Revenue Limit - Definitions.

(1) "Number of pupils" means the number of pupils enrolled on 3rd Friday of September.

(1m) "Revenue" means the sum of state aid and the property tax levy.

(2) "State aid" means aid under ss. 121.08, 121.09, 121.10 and 121.105 and sub ch. VI, as calculated for the current school year on October 15 under s. 121.15(4), except that "state aid" excludes any additional aid that a school district receives as a result of ss.121.07(6)(e) and (7)(e) and 121.105(3) for school district consolidations that are effective on or after July 1, 1996, as determined by the department.

Revenues - Increases in fund balance from sources other than expenditure refunds, operating transfers out, debt proceeds, or operating transfers - in.

School - An administrative unit dedicated to and designed to impart skills and knowledge to students. A school is organized to efficiently deliver sequential instruction from one or more teachers. In most cases, but not always, a school is housed in one or more buildings. Also, multiple schools may be in one building. By statute, a home - based private educational program **is not a school**. Schools are described in the following ways:

1. **By Administration.** Generally based on who makes the decisions and pays the bills. These terms are in common use:

Parochial School - A private school operated by a religious organization or in which religious instruction is offered.

Private School - An institution with a private educational program that meets all of the criteria under Statute 118.165(1) or is determined to be a private school by the state superintendent under Statute 118.167.

Public School - A school operated by publicly elected or appointed school officials, in which the program and activities are under the control of those officials, and which is supported primarily through public funds.

2. **By Grade Level.**

Elementary school - A school which generally offers undifferentiated instruction to a self-contained class, usually involving grades not higher than eight.

Middle school - A school with a program designed specifically for the early adolescent learner, usually beginning with grade 5 or 6.

Junior high school - A school between the elementary - and high - school levels, usually offering at least some separate classes in different subjects and usually covering grades 7, 8, and 9.

High school - A school offering separate classes in different subjects and usually covering grades 9, 10, 11, and 12.

Elementary/secondary combined school - A school which generally offers instruction at all grade levels through grade 12 in one location due, in most cases, to the size of the district. Although offered at one location, instruction is differentiated as elementary, middle/junior high school, and high school.

3. By School Type.

Regular school - A regular school is a public elementary/ secondary school that does not focus primarily on vocation, special, or alternative education.

Special education school - A special education school is a public elementary/secondary school that:

- Focuses primarily on special education, including instruction for any of the following: hard of hearing, deaf, speech - impaired, health - impaired, orthopedically impaired, mentally impaired, seriously emotionally disturbed, multi - handicapped, visually handicapped, deaf and blind; and
- Adapts curriculum, materials, or instruction for students served.

Vocational education school - A vocational education school is a public elementary/secondary school that focuses primarily on vocational education, and provides education and training in one or more semi - skilled or technical operations.

Alternative education school - An alternative education school is a public elementary/education school that:

- Addresses the needs of students that typically cannot be met in a regular school;
- Provides non - traditional education;
- Serves as an adjunct to a regular school; or
- Falls outside of the categories of regular, special education, or vocational education.

Charter school - A charter school is a school operating under provisions of a contract with a local public school board as required under s.118.40, Wis. Stats.

School Board - The governing body of a school district, comprising 3, 5, 7, 9, or 11 publicly elected members. Wisconsin law permits four different methods of election.

At large by district.

(a) A candidate may reside anywhere in the district.

(b) He or she runs against all other candidates.

(c) Everybody in the school district may vote for any candidate.

(d) Those elected represent the entire district.

At large by apportioned area.

(a) A candidate must reside in a particular designated area within the district, as determined by a plan of appointment under Statute 120.02(2).

(b) He or she runs against all other candidates from that area.

(c) Everybody in the school district may vote for any candidate.

(d) Those elected represent the entire district.

At large by numbered seat. Statute 120.42(1)(b) requires Madison to use this method.

(a) A candidate may reside anywhere in the district.

(b) He or she runs against all other candidates who have declared they are running for a particular numbered seat, as provided by Statute 120.02(4).

(c) Everybody in the school district may vote for any candidate.

(d) Those elected represent the entire district.

By sub district. Statute 119.08 requires Milwaukee to use this method for eight of its nine board seats. The remaining seat is elected at large by district.

(a) A candidate must reside in a particular sub district (a designated area within the school district, as determined by Statute 119.08).

(b) He or she runs against all other candidates from that sub district.

(c) Only residents of a sub district may vote for candidates from that sub district.

(d) Those elected represent their sub districts.

School District - A geographical area established for administering, financing, and determining attendance eligibility for elementary and/or secondary education. (Also see "LEA.") School districts may be categorized in many ways, two of which are of interest here:

(a) **By Scope.** Based on grades operated. The three permissible categories are; pre - kindergarten to Grade 12 (PK - 12); elementary (PK - 8); and union high school or UHS (9 - 12); the latter two categories share the same territory, with multiple elementary districts for each high - school district.

(b) **By Kind.** Based on method of governance:

Common - Budget is presented to, and tax levy is voted on, by an annual meeting of citizens, who also have other more rarely used powers; however, the school board may subsequently alter the levy, and it makes most of the operating policy decisions. Covered in Subchapter I of Chapter 120 of the statutes.

Union High - Just like a common district, except it operates only Grades 9 - 12.

Unified - A structure in which all the duties and powers of the annual meeting are vested in the school board. Covered in Subchapter II of Chapter 120 of the statutes.

First Class - A structure applying only to the Milwaukee School District, which is coterminous with the City of Milwaukee, the state's only first class city, in which some fiscal authority and responsibility of the schools is vested in city officials; however, the school board has final authority to adopt a budget and set a tax levy. Covered in Chapter 119 of the statutes.

School Levy Tax Credit - See "Tax Credits."

School Lunch - Any lunch served by a school, approximating the minimum nutritional standards of the US Department of Agriculture, regardless of who pays for it.

School Site - Land owned and managed by a school or district, including all nonstructural components of the land, such as grading, drainage, drives, parking areas, walks, plantings, play courts, and play fields.

School System - All the schools and supporting services controlled by a school board or by any other organization which operates one or more schools.

School Year - The time commencing with July 1 and ending with the next succeeding June 30.

SEA - A state educational agency.

Secondary School - See "School."

Shared Cost - See "Cost."

State Educational Agency (SEA) - In Wisconsin, the Department of Public Instruction

Student - A pupil.

Superintendent of Schools - A district administrator.

Supervisors of Instruction - School personnel who have been delegated the responsibility of assisting teachers in improving the learning situation and instructional methods.

Support Staff - A staff member who works under the direction of a professional staff member and assists that staff member, but who does not have full professional status (for example, a teacher's aide).

Taxes - Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

Teacher - A licensed person employed to instruct pupils in a situation where the teacher and the pupils are in the presence of each other. This term is not applied to principals, librarians, or other instructional or support personnel.

Teacher Aide - A person who assists a teacher with routine activities associated with teaching, those activities requiring minor decisions regarding pupils (such as monitoring and conducting rote exercises), operating equipment, and clerking.

Teacher's Contract - The formal agreement, represented by a legal signed document entered into by a teacher and the officials of the school system, stating the salary and benefits to be paid the teacher, the length of term of the agreement, and the general duties to be performed by the teacher.

TIF - Tax incremental financing. See "Property Valuation."

Transcript - An official record of student performance showing all schoolwork completed at a given school and the final mark or other evaluation received in each portion of the instruction.

Transfer - (*verb*) To leave one class, grade, school, or district and move to another class, grade, school, or district. (*noun*) (1) A pupil who transfers. (2) Payment of money from one fund to another within a school district or from one governmental unit (such as a school district) to another.

Withdrawal - An individual who has left a class, grade, or school by transferring, completing school work, dropping out or because of death.

Wisconsin Uniform Financial Accounting Requirement (WUFAR) - A system of classification of financial transactions using uniform definitions and code numbers, as prescribed by the DPI for school districts under Statute 115.28 (13).

**SCHOOL DISTRICT
OF MARSHFIELD**

