



WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

BUDGET FISCAL YEAR



JULY 1, 2020 - JUNE 30, 2021

District breaks ground for new Early Childhood Center

Every Child, Every Day!

***Walled Lake
Consolidated Schools
Educational Services Center***

***850 Ladd Road – Building D
Walled Lake, MI 48390***

Phone: 248-956-2000

Fax: 248-956-2145

***District Website:
www.wlcsd.org***

Proposed 2020-2021 Budget
Walled Lake Consolidated School District

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WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

Fun Run at Wixom Elementary



Every Child, Every Day!



ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL

This Meritorious Budget Award is presented to

WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2019–2020.

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, reading 'T E Wohlleber'.

Thomas E. Wohlleber, CSRM
President

A handwritten signature in black ink, reading 'David J. Lewis'.

David J. Lewis
Executive Director

**Walled Lake Consolidated School
District
Proposed 2020-2021 Budget
Executive Summary**

Board of Education

Greg Janicki, President

Term Expires 12/31/2020

Mr. Janicki lives in West Bloomfield with his wife Maria and is the proud parent of Adam and Allison, both graduates of Walled Lake Schools. He is Director of the Executive MBA program at Michigan State University.

Mr. Janicki's goals for the Walled Lake Schools District are to support a curriculum that creates student leaders; to deliver effective resources to ensure a safe, high-performing district; and to establish clear measures of success in all areas. He wishes to work in partnership with the board, administration, and community, to achieve our mission to be "the best educational system in America."

Peggy Casagrande, Vice President

Term Expires 12/31/2024

Mrs. Peggy Casagrande was re-elected to the School Board in November of 2018 after serving as a Board member since 2008. She and her husband, Ken, live in Commerce Township; she has been a resident of the School District since 1998. They have three children who are Walled Lake Central High School alumni and one who currently attends Walled Lake Central.

Mrs. Casagrande is a technical project manager for a global defense contractor. Mrs. Casagrande earned a Bachelor of Arts in Journalism from Michigan State University and a Master of Science in Strategic Management from Walsh College.

She has been a PTA/PTSA volunteer for many years and served as the legislative representative for the District's PTSA Council.

Christopher Titus, Treasurer

Term Expires 12/31/2022

Mr. Christopher Titus and his wife, Christine, have lived in Commerce Township for over 20 years. They have four children who are graduates of Walled Lake Central High School. Mr. Titus has served as a PTA president, served on the District's Facilities Committee, and volunteered his time with several parent booster groups.

Mr. Titus is a graduate of Central Michigan University with a degree in Business Management and a minor in Economics. He has owned many local businesses.

Stephanie Kaplan, Secretary

Term Expires 12/31/2020

Mrs. Kaplan is the proud parent of three Walled Lake Central High School graduates.

Mrs. Kaplan has extensive experience serving WLCSD in multiple capacities. She has been PTA president at Glengary Elementary and Walnut Creek Middle School, and president of the Walled Lake School's PTSA Council for three years. She served on the Glengary, Creek and WL PTSA Council executive boards and was the President of the Walled Lake Central Music Booster for three years. She has also served on the Parenting Fair committee for the past six years.

Mrs. Kaplan is passionate about building strong relationships with the Board, in order to support the amazing educational experiences and programs offered to the children and community of Walled Lake.

Nancy van Leuwen, Trustee

Term Expires 12/31/2022

Ms. van Leuwen is a retired teacher from Walled Lake Consolidated Schools. She taught elementary students for 29 years and served on a wide variety of District Committees.

She also served as the Walled Lake Schools' Education Association president, an invaluable experience that gave her a greater perspective on the issues across the District.

Ms. van Leuwen has been a resident of West Bloomfield for more than 40 years.

Marc Siegler, Trustee

Term Expires 12/31/2024

Mr. Marc Siegler and his family have been residents of the District for over 36 years. He is in his 26th year as a member of the Walled Lake Consolidated School District Board of Education. Mr. Siegler is also the President for the Oakland County School Boards Association, Secretary of the Foundation for Excellence and has strong involvement in legislative communications with our

representatives in Lansing. He works as a Director of Facility Operations with Sherwood Food Distributors in Detroit.

Denise Dunn, Trustee

Term Expires 12/31/2022

Mrs. Denise Dunn and her husband, Jason, have lived in the Walled Lake District for 14 years. Two of her three children currently attend Walled Lake Schools.

Mrs. Dunn is a financial professional. She is the owner of Dunn Financial Services Corporation, a successful financial management firm in West Bloomfield. She earned a Bachelor of General Studies from the University of Michigan.

She has served on the board finance committee of the Down Syndrome Guild of SE Michigan and currently serves on the Alumnae Board at Ladywood High School in Livonia. She is very involved in volunteering at her children's schools and she is also a member of the Walled Lake District's Special Education Parent Advisory Committee.

Superintendent's Administrative Team

Kenneth Gutman, *Superintendent of Schools*

Christopher Delgado, *Deputy Superintendent of Schools*

Michael Lonze, *Assistant Superintendent, Human Resources*

Teri Les, *Assistant Superintendent, Business Services*

Cathy Kochanski, *Assistant Superintendent, Learning Services*

William Chatfield, *Director of Operations*

Judy Evola, *Director of Community Relations and Marketing*

BUDGET PROCESS

The development of the District's budget is under the supervision and direction of the Superintendent. The budget process begins in November of each year. The Assistant Superintendent of Business Services develops a timeline and prepares a preliminary financial forecast as well as detailed budget documents for the Board of Education.

The information is also presented as a budget package to the Superintendent's administrative team, who are asked to provide feedback and suggestions. During the months of March and April, the budget is presented and discussed with departments, buildings and union leadership. Comments and ideas are submitted to the Board of Education for consideration. The Community can also address the Board of Education at any of the Board of Education meetings until the budget is adopted.

Once this process is complete, a preliminary budget is prepared and presented in a study session to the Board of Education for discussion. This study session is typically held in March or April. Information is shared on the District's website and through individual school building newsletters.

District staff is kept informed through updates included in the weekly employee newsletter as well as at building staff meetings. The Public Hearing on the budget is typically held in June. As required by State law, the budget for the following fiscal year must be adopted by June 30 of the prior year.

No significant changes were made to the budget process or policies for 2020/2021. The following is a summary calendar of the process.

November 2019	Budget process begins
January 2020	Preliminary budget projections
February 2020	Projections shared with Leadership
March/April 2020	Board study sessions held
June 2020	Final budget presented to the Board

GENERAL FUND BUDGET

The General Fund is the School District's primary operating fund. It is used to account for all of the day-to-day operating expenses of the District. These include the teachers, support staff and administrators as well as their respective

fringe benefits. It also includes such items as supplies, purchased services and capital outlay.

School Funding

On December 24, 1993, the Michigan Legislature passed legislation to establish the current method of distribution for state aid through a foundation system. The funding of the foundation system was determined in March of 1994 when voters overwhelmingly approved Proposal A. The goal of the proposal was to reform the financing of Michigan's public schools and provide property tax relief.

Prior to Proposal A, 92% of the revenue received by Walled Lake Consolidated Schools was generated through local property taxes and only 2% came from State sources. In 2019/2020, 20% of Walled Lake Consolidated Schools revenue is generated by local property tax and 67% comes from State sources.

With the passage of Proposal A and related legislation, operating millage rates for Walled Lake Consolidated Schools homeowners' homestead property dropped from 36.8866 mills in 1994 to 3.8106 mills in 1995, a 90% reduction. The millage remaining is not part of the foundation system, but was authorized by the State so districts generating revenue in 1993/1994 greater than the \$6,500 set by the new foundation system would not experience a decrease in funding. The millage is called a "Hold Harmless" millage and remains in place today. The amount for Walled Lake Consolidated Schools was set at \$437 per pupil. The millage rate is determined each year and is set at a rate which will generate no more than \$437 per pupil for Walled Lake Consolidated Schools. Therefore, as homestead taxable values change, the amount of this hold harmless millage levied changes. This millage rate will be 1.5525 mills for 2020/2021.

The operating millage rate for non-homesteads dropped from 36.8866 mills in 1994 to 18 mills in 1995, a 51% reduction. Non-homesteads originally included businesses, commercial and industrial property as well as any home that was not used as the primary homestead for a taxpayer. Beginning in 2008/2009, classification of property by the State was changed. Both commercial personal property and industrial personal property are now included in the homestead group of properties.

In an effort to provide personal property tax relief Industrial personal property became exempt from the local school district operating levy (18 mills) with the exception of the District's hold harmless levy. In addition, commercial personal property became exempt from 12 of the 18 mills levied for school operating purposes with the exception of the District's hold harmless levy.

In addition to the mills levied by the local school district on all homestead and non-homestead property owners, the State levies and collects 6 mills on all property owners with the exception of industrial personal property, which beginning in 2008/2009 became exempt from this levy. Monies collected go directly to the State and become part of the distribution allocated to school districts through the foundation system.

The foundation system distribution formula is allocated based on the number of students in a district multiplied by the foundation grant. The student number is determined by a blend of students attending on various count days, the specifics of which have changed over time. While the State budget is not yet available, it is expected that for 2020/2021, the blended count will be calculated using 90% of the October 2020 count and 10% of the February 2020 count. Allowing districts to count a portion of the previous school year's count is helpful when a district is experiencing declining enrollment as Walled Lake Schools is currently.

The foundation grant is determined annually by the State of Michigan through their annual budgeting process. The cycle began in February when the Governor introduced a proposed budget that included unprecedented increases in school funding. The process was interrupted, however, when the State was closed down in an effort to mitigate the spread of Covid-19.

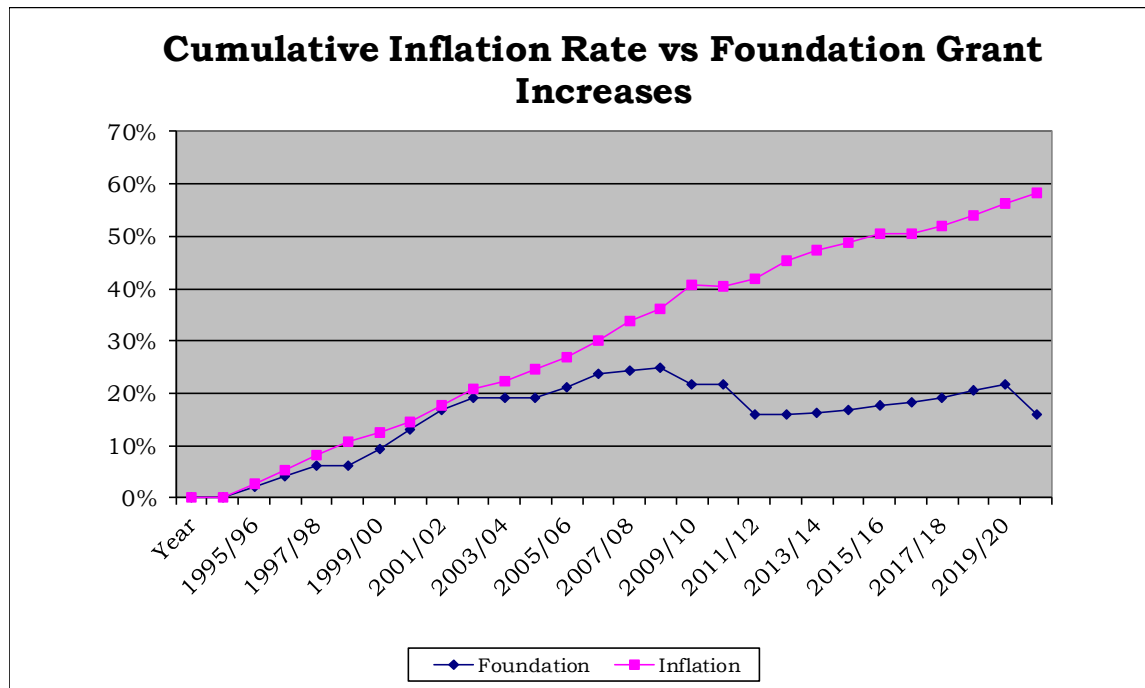
The virtual shutdown of the economy that followed has had a devastating impact on State revenues. The most recent Consensus Revenue Estimating Conference (CREC) took place in May and reported expected deficits for the School Aid Fund in each of the three fiscal years under review. CREC's are held at various times though the year and involve the Senate and House Fiscal Agencies and the Executive Branch. The three bodies review and agree on financial projections for a three-year rolling period which currently includes 2019/2020 through 2021/2022.

The School Aid Fund is expected to have a \$1.1 billion deficit for 2019/2020 and a deficit of nearly \$1 billion for 2020/2021. While we expect that school districts will be held harmless for the school year that is ending shortly, we fully anticipate this financial challenge to impact school funding in 2020/2021.

The State has reported that an additional CREC will take place in August and it is likely that the State budget will not be approved until then. Given the severe impact that closing the economy has had on State revenues, we are budgeting for a reduction in the Foundation Allowance of \$500 compared to 2019/2020, for a total grant of \$8,175 per student.

The following graph and table depict the history of the grant. Since the inception of Proposal A, revenue increases in the per pupil foundation have not

kept pace with the inflation rate overall. The anticipated reduction has only added to funding pressures.

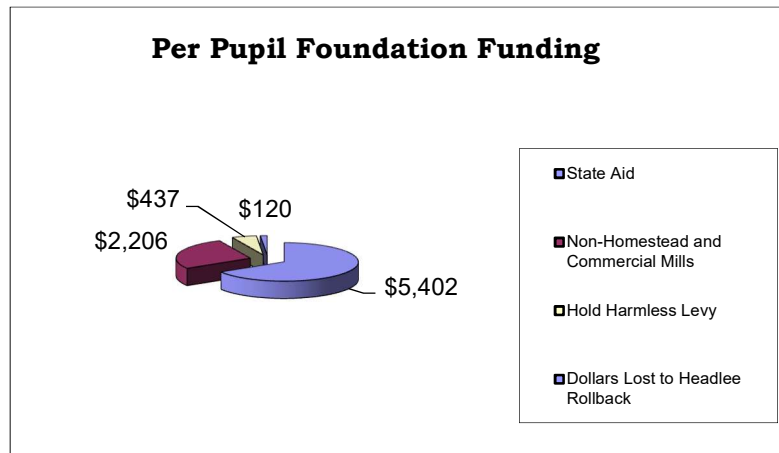


The foundation amounts that are included in the following table have not been adjusted down to account for the mid-year prorations of \$50 and \$74 per student that occurred during 2002/2003 and 2003/2004 or the mid-year proration of \$165 that occurred during 2009/2010 and 2010/2011.

			Percentage	Inflation
Year	Foundation	Increase(Decrease)	Increase	Increase
1994/1995	6,952	-	-	-
1995/1996	7,106	154	2.22%	2.60%
1996/1997	7,245	139	1.96%	2.80%
1997/1998	7,399	154	2.13%	2.80%
1998/1999	7,399	-	0.00%	2.70%
1999/2000	7,637	238	3.22%	1.60%
2000/2001	7,937	300	3.93%	1.90%
2001/2002	8,237	300	3.78%	3.20%
2002/2003	8,437	200	2.43%	3.20%
2003/2004	8,437	-	0.00%	1.50%
2004/2005	8,437	-	0.00%	2.30%
2005/2006	8,612	175	2.07%	2.30%
2006/2007	8,822	210	2.44%	3.30%
2007/2008	8,870	48	0.54%	3.70%
2008/2009	8,926	56	0.63%	2.30%
2009/2010	8,635	(291)	-3.26%	4.40%
2010/2011	8,635	-	0.00%	-0.30%
2011/2012	8,165	(470)	-5.76%	1.70%
2012/2013	8,165	-	0.00%	3.20%
2013/2014	8,195	30	0.37%	2.10%
2014/2015	8,245	50	0.61%	1.50%
2015/2016	8,315	70	0.85%	1.60%
2016/2017	8,375	60	0.72%	0.10%
2017/2018	8,429	54	0.64%	1.30%
2018/2019 *	8,555	120	1.42%	2.10%
2019/2020	8,675	120	1.40%	2.40%
2020/2021	8,175	(500)	-5.76%	1.80%

* - In 2018/2019 \$6 previously allocated in another section of the budget was moved to the Foundation allowance.

The breakdown of the \$8,175 per pupil foundation is shown below.



For 2020/2021, the District's estimated per pupil foundation of \$8,175 is projected to be generated as shown above with \$2,206 resulting from the 17.1278 mills levied by the District on non-homestead properties and the 6.6803 mills levied on commercial personal property. State Aid provides an amount equaling \$5,402 per pupil.

\$437 will be generated by the hold harmless levy of 1.5525 mills on homesteads, industrial personal property and commercial personal property. The District's blended pupil count for 2020/2021 is projected to be 13,089. As mentioned, a rate of 1.5525 mills is the proposed levy for July 2020.

2015/2016 was the first year that tax rates for Walled Lake Schools were impacted by the Headlee Amendment. In 1963, the Headlee Amendment changed the State of Michigan Constitution. Headlee requires a local unit of government, including school districts, to reduce its millage when annual growth on existing property is greater than the rate of inflation. As a result, the millage rate is "rolled back" so that the growth in property tax revenue is no more than the rate of inflation.

Millages allowed for each year since have also been impacted by Headlee. For 2020/2021, \$120 per pupil will be lost as a result of this amendment. This trend is expected to continue as property values recover at rates that exceed the annual inflation rate.

The largest impact are the reductions to the 18 mills typically levied on all non-homestead properties. This millage will be reduced to 17.1278 mills for 2020/2021. Under Michigan's funding formula for public school districts, all school districts are expected to levy the full 18 mills and are not reimbursed for any part of the amount that is not collected. This rollback will cost Walled Lake Schools approximately \$1,574,000 in lost tax revenue for purposes of operations for 2020/2021.

The Sinking fund levy is also subject to a rollback and will be reduced from .5 mills to .4757 mills. This will result in a loss of approximately \$130,000.

These rollbacks are permanent and cumulative which means that they will impact our revenues for years to come. To date, the impact on operating funds exceeds \$4 million in lost revenue.

The following chart provides the historical tax base and tax rates of the District. The chart does not include the 6 mills collected by the State.

School Year		Taxable Value		Tax Rates	
				Operating	
				Homestead	Non-Homestead
2006/2007	5,201,603,630	1.9941	18.0000		
2007/2008	5,441,003,299	1.8800	18.0000		

Beginning in 2008/2009, classification of property by the State changed. The next chart shows the rates under the revised classification for all years since the change was made.

School Year		Taxable Value	Operating		
			Princ. Res., Qual. Agric., Qual. Forest & Ind. Pers. *	Commercial Personal	Non- Homestead
2008/2009	5,383,371,340	1.7822	7.7822	18.0000	
2009/2010	5,114,937,450	1.9793	7.9793	18.0000	
2010/2011	4,485,550,500	2.2508	8.2508	18.0000	
2011/2012	4,183,368,560	2.3812	8.3812	18.0000	
2012/2013	4,047,149,340	2.4654	8.4654	18.0000	
2013/2014	4,062,974,500	2.3285	8.3285	18.0000	
2014/2015	4,145,505,640	2.1971	8.1971	18.0000	
2015/2016	4,304,481,830	2.1265	8.0869	17.9604	
2016/2017	4,374,861,000	1.9918	7.8965	17.9047	
2017/2018	4,552,897,830	1.9283	7.6700	17.7417	
2018/2019	4,777,592,560	1.7825	7.3325	17.5500	
2019/2020	5,069,530,820	1.6198	6.9627	17.3429	
2020/2021	5,315,264,610	1.5525	6.6803	17.1278	
* - Principal Residential, Qualified Agriculture, Qualified Forest and Industrial Personal Properties					

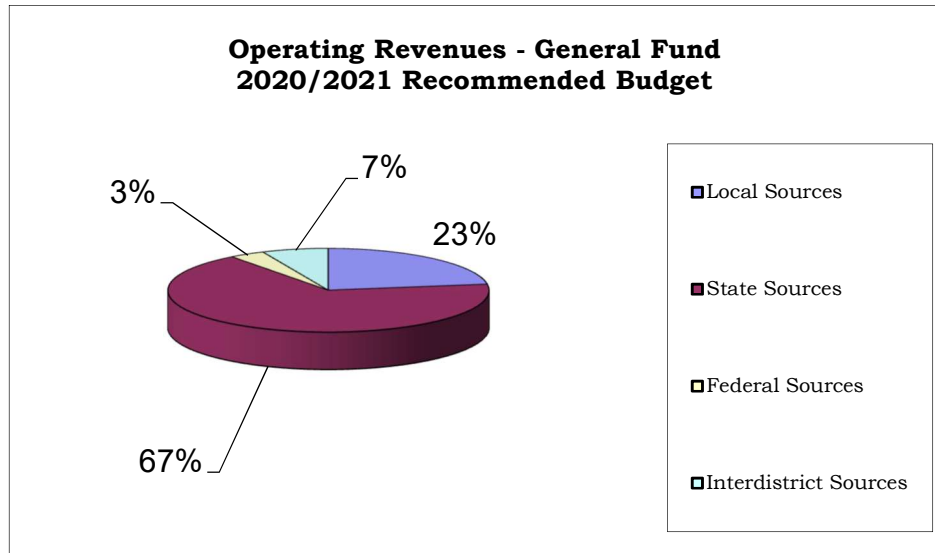
The Debt and Sinking fund millages are levied on all properties. This did not change with the classification change. Historical and current rates follow.

School Year	Taxable Value	Sinking Fund	Debt
		All Properties	
2006/2007	5,201,603,630	0.5000	4.2900
2007/2008	5,441,003,299	0.5000	4.2900
2008/2009	5,383,371,340	0.5000	4.2900
2009/2010	5,114,937,450	0.5000	4.0000
2010/2011	4,485,550,500	0.5000	4.0000
2011/2012	4,183,368,560	0.5000	4.0000
2012/2013	4,047,149,340	0.5000	4.0600
2013/2014	4,062,974,500	0.5000	4.6445
2014/2015	4,145,505,640	0.5000	4.9872
2015/2016	4,304,481,830	0.4985	4.6591
2016/2017	4,374,861,000	0.4953	4.5279
2017/2018	4,552,897,830	0.4896	4.5279
2018/2019	4,777,592,560	0.4864	4.5279
2019/2020	5,069,530,820	0.4802	4.1300
2020/2021	5,315,264,610	0.4757	4.1300

Operating Revenue – General Fund

The table below details the sources of funds while the graph depicts the relative importance of each source.

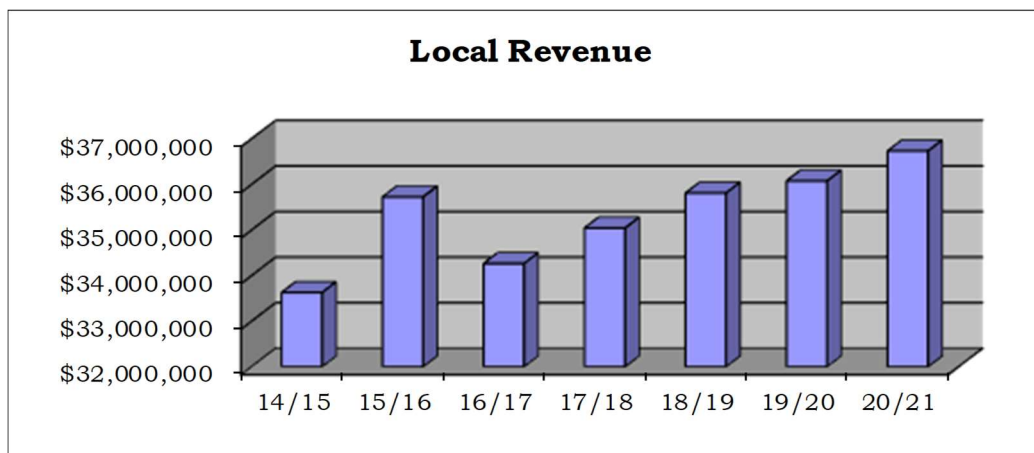
		2019/2020		2020/2021	
		Amended Budget	2019/2020 % of Total	Recommended Budget	2020/2021 % of Total
Revenue					
Local Sources	\$	36,077,598	22.77%	\$	36,734,351 24.92%
State Sources		104,614,850	66.03%		92,900,361 63.02%
Federal Sources		6,204,997	3.92%		6,036,411 4.09%
Interdistrict Sources		11,526,788	7.28%		11,754,314 7.97%
TOTAL REVENUE	\$	158,424,233	100.00%	\$	147,425,437 100.00%



Local Revenue

Local property taxes account for 93% of local revenue and makes up 32% of the foundation grant. The remaining local revenue consists of parking fees, earnings on investments and other miscellaneous revenue. Traditionally revenue is expected from additional items such as rental of the Outdoor Education Center and other buildings as well as athletic fields. Given the uncertainties presented by Covid-19, we expect to see a notable difference in rentals and participation in various programs offered. Projected revenues have been reduced with that in mind.

The bar graph below shows the five-year history of actual local revenue through 2018/2019 as well as the amended budget for 2019/2020 and the recommended budget for 2020/2021.



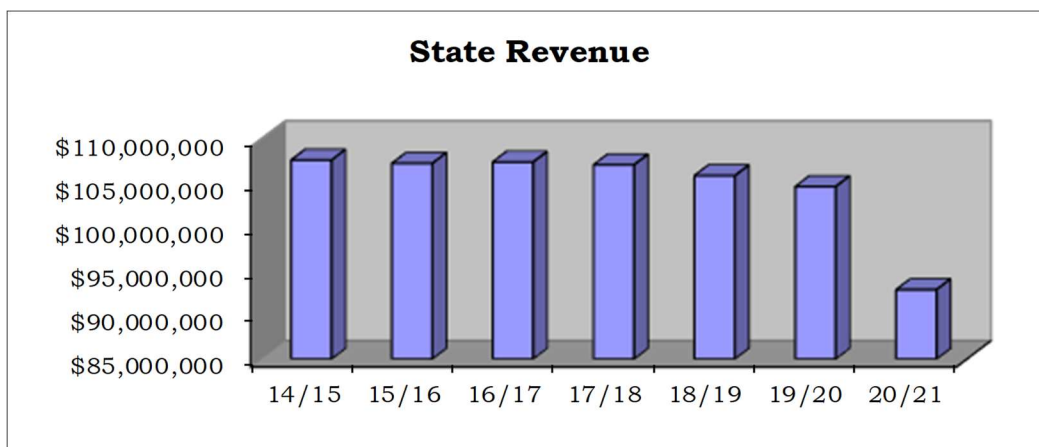
State Revenue

State revenue consists of the foundation grant and categorical funding. The majority is from the per pupil foundation, of which 66% will come from state aid. The expected per pupil foundation of \$8,175 will be generated on 13,089 pupils for day-to-day operations.

The balance of state aid received is categorical aid, which includes allocations for special education as well as for various other categories of programs such as vocational, special education transportation and bilingual. Until 1997/1998, districts received the same unrestricted per pupil foundation for regular education and special education students. With the settlement of the Durant lawsuit, the State reclassified the per pupil foundation dollars for special education students as categorical aid. This was done to meet the requirement that the State pay 28.6138 percent of the cost of special education as required by the State constitution as a result of the Headlee amendment. Therefore, the amount of special education categorical funding is derived by multiplying eligible costs by 28.6138 percent and subtracting \$7,738 (State per pupil foundation less \$437 hold harmless revenue) per special education student. Voters approved a County special education millage during 2001/2002 which helps to cover a larger portion of the costs. Even with this additional funding, however, ensuring the special needs of the student population are met requires considerably more as evidenced by the following chart which shows the history over the last 15 years.

Year	Blended Special Education Student FTE	Revenue	Expenditures	Deficit
2005/2006	381.34	\$ 13,746,780	\$ 18,385,261	\$ 4,938,214
2006/2007	404.74	\$ 14,718,275	\$ 20,544,980	\$ 6,159,616
2007/2008	372.95	\$ 16,985,928	\$ 21,749,708	\$ 5,115,581
2008/2009	375.99	\$ 17,447,711	\$ 23,010,072	\$ 5,562,361
2009/2010	382.48	\$ 17,420,542	\$ 22,817,710	\$ 5,397,168
2010/2011	405.66	\$ 16,239,298	\$ 21,745,356	\$ 5,506,058
2011/2012	403.06	\$ 15,609,103	\$ 21,995,628	\$ 6,386,525
2012/2013	394.78	\$ 14,927,382	\$ 22,739,859	\$ 7,812,477
2013/2014	401.81	\$ 15,418,640	\$ 23,220,495	\$ 8,601,784
2014/2015	423.80	\$ 15,962,682	\$ 23,268,187	\$ 7,305,505
2015/2016	449.37	\$ 16,593,078	\$ 23,511,190	\$ 6,918,112
2016/2017	495.76	\$ 17,208,490	\$ 25,390,992	\$ 8,182,502
2017/2018	481.98	\$ 17,631,029	\$ 25,509,021	\$ 7,877,992
2018/2019	504.57	\$ 18,310,627	\$ 27,237,685	\$ 8,927,058
2019/2020	520.60	\$ 21,223,724	\$ 28,655,558	\$ 7,431,834

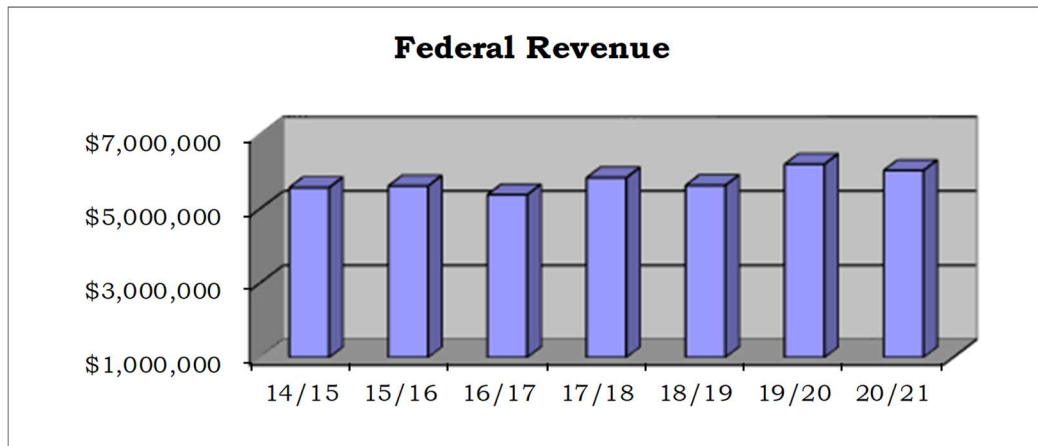
For reference purposes, the following bar graph shows the funding levels of State revenue over the past five years as well as the amended budget for 2019/2020 and the recommended budget for 2020/2021.



Federal Revenue

We expect Federal funding to remain fairly stable overall for 2020/2021, with the addition of funding expected from the Federal Coronavirus Aid, Relief, and Economic Security (CARES) Act.

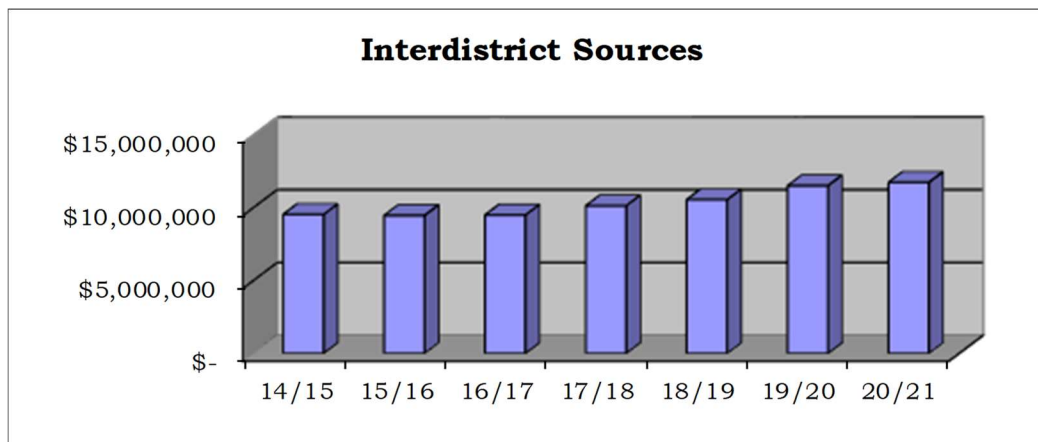
The following bar graph provides the five-year history of Federal revenue as well as the amended budget for 2019/2020 and the recommended budget for 2020/2021.



Interdistrict Revenue

Interdistrict revenue consists of PA 18 funds and Medicaid Outreach monies. PA 18 funds, which make up the majority of this revenue category, originate through a special education millage that was passed in September 2001, as mentioned earlier. The millage is levied by the Oakland Intermediate School District and passed on to qualifying districts through a distribution formula. Medicaid Outreach funds also flow through the Oakland ISD and represent a reimbursement for administrative activities associated with Medicaid.

The bar graph that follows shows the five-year history of interdistrict revenue as well as the amended budget for 2019/2020 and the recommended budget for 2020/2021.



Revenue Budget Assumptions

The following are the assumptions used to arrive at budgeted revenues:

Property taxes are based on taxable values provided by the local community assessors in May of each year.

Millage on homesteads and industrial personal property will be 1.5525 for operations. Millage on commercial personal property will be 6.6803 for operations. Millage on non-homesteads will be 17.1278 mills for operations.

The total per pupil foundation grant is expected to be \$8,175 for 2020/2021. This represents a \$500 reduction from 2019/2020.

Additional funding has been received from the State over the last couple of years to assist districts with increasing retirement costs. This allocation is expected to continue.

Additional State allocations, including Hold Harmless funding and a relatively new Special Education Reimbursement are expected to continue for 2020/2021.

The number of pupils for 2020/2021, based on a blended count of 90/10, will be 13,089, representing a decrease of 320 students compared to 2019/2020.

Increases in taxable values of property in Oakland County are expected to increase the PA 18 allocation by approximately two percent.

Several district programs are being put on a hiatus given the uncertainties surrounding the pandemic. It is anticipated that participation would likely suffer and related expenditures could not be covered. As a result, several local revenue sources have been reduced.

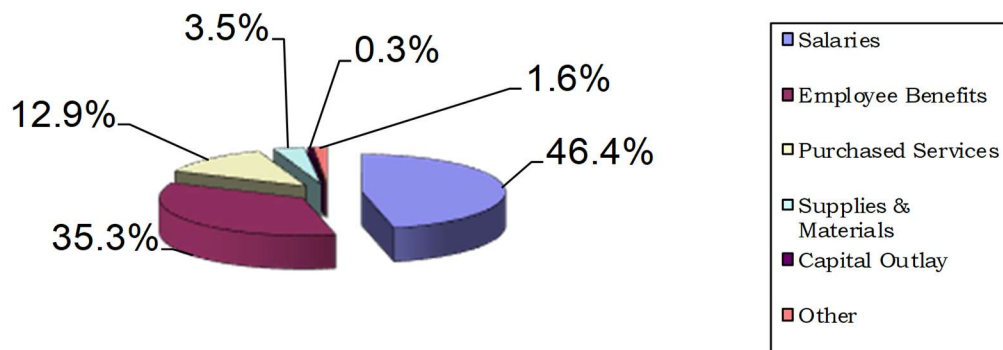
Operating Expenditures – General Fund

The following table and graph show the makeup of expenditures and the proposed General Fund expenditure budget for 2019/2020 and 2020/2021.

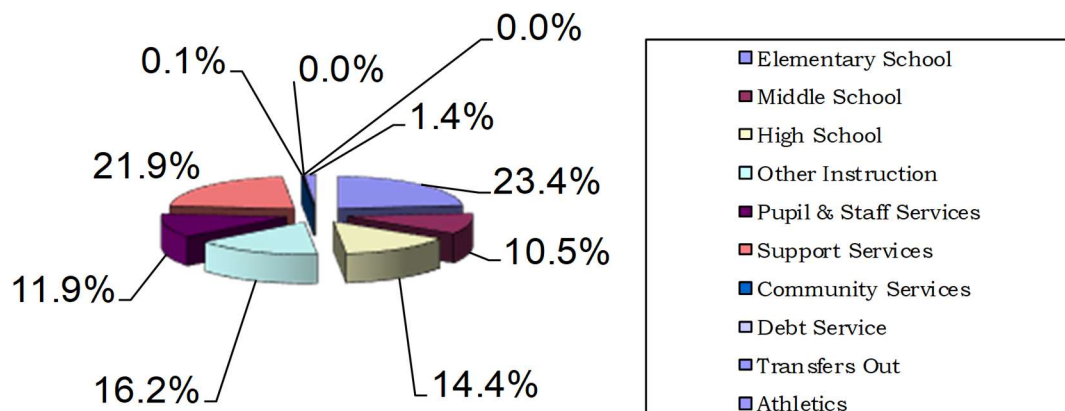
	2019/2020		2020/2021	
	Amended	2019/2020	Recommended	2020/2021
	Budget	% of Total	Budget	% of Total
Expenditures				
Basic Programs	\$ 80,281,986	50.90%	\$ 73,762,257	48.96%
Added Needs	24,548,705	15.56%	23,469,316	15.58%
Total Instruction	104,830,691	66.46%	97,231,573	64.54%
Pupil Services	13,360,970	8.47%	13,280,673	8.81%
Instructional Staff Services	5,427,973	3.44%	4,717,813	3.13%
General Administration	732,554	0.46%	770,723	0.51%
School Administration	8,820,825	5.59%	8,707,060	5.78%
Business Services	2,017,507	1.28%	2,185,340	1.45%
Operations and Maintenance	10,602,820	6.72%	10,936,832	7.26%
Pupil Transportation	5,610,653	3.56%	6,334,029	4.20%
Central Services	4,039,256	2.56%	4,128,918	2.74%
Athletics	1,975,112	1.25%	2,163,164	1.44%
Debt Service	56,850	0.04%	56,850	0.04%
Total Support Services	52,644,520	33.38%	53,281,402	35.37%
Community Services	251,599	0.16%	147,513	0.10%
Transfers Out	100	0.00%	100	0.00%
TOTAL EXPENDITURES	157,726,910	<u>100.00%</u>	150,660,588	<u>100.00%</u>
Excess Revenue over (under)				
Expenditures	697,223		(3,235,251)	
Beginning Fund Balance	11,208,864		11,906,087	
Ending Fund Balance	<u>\$ 11,906,087</u>		<u>\$ 8,670,836</u>	

As with any service organization, the majority of expenses are for salaries and employee benefits at approximately 82%. The graphs below show the distribution of expenditures in a couple of ways. The first gives a view of the District expenditures by object, which is basically a description of the actual cost. The second graph distributes the costs by function, which includes the various levels of instruction as well as other purposes.

Expenditures by Object - 2020/2021 General Fund Budget



Expenditures by Function - 2020/2021 General Fund Budget



The following are some of the assumptions used to arrive at budgeted expenditures:

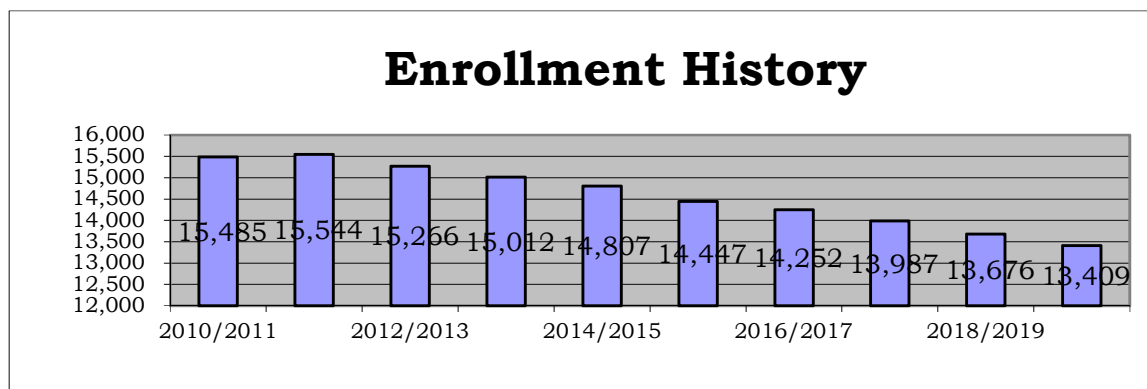
1. Contracts have been settled and established for five of our employee groups. Discussions with the final groups are ongoing. The details of concessions already negotiated vary by bargaining group, however, concessions for each are comparable and include such items as wage concessions and furlough days.
2. Retirement reform has resulted in a system where rates charged against employee payroll differ depending on which plan employees are covered by. There are currently eight different plans. For purposes of budgeting, a blended rate based on enrollment per plan is used. That rate for 2020/2021 is calculated to be 27.99%, which is 0.68 percentage points higher than 2019/2020. This seemingly small increase will result in added costs equal to over \$500,000.
3. Public Act 152, which was first effective for Walled Lake Schools during 2012/2013, placed limits on how much a district can spend toward the cost of health insurance for employees. We currently have two policy periods, one for our teachers and one for support staff. As a result, the increase in the cap goes into effect at different times of the year, depending on the group. These caps were increased by 3.3% for 2020/2021, however the blended increase is somewhat less. As a result, the District's cost to provide health insurance for employees is expected to increase by \$342,000. The increase in insurance premiums no longer has a direct impact on the expense level of districts.
4. Utility rates are expected to increase by 2% for 2020/2021.
5. Transportation costs are expected to increase in accordance with our current agreement with Dean Transportation, our third party provider.
6. Custodian costs are expected to increase in accordance with our current agreement with Enviro-Clean, our third party provider.
7. Unemployment expenditures have been budgeted as the result of the discontinuation of programs run by the Oakland Intermediate School District. The costs are distributed to all participating districts.
8. The cost of textbooks has been moderately increased.

Student Enrollment Trends

Class size is a significant guiding factor in the budget assumptions. The following average class sizes by grade are projected for the 2020/2021 school year.

Grade	Enrollment	Sections	Average Class Size
Kindergarten	1033 Students	41 Sections	25.2
First Grade	943 Students	37 Sections	25.5
Second Grade	959 Students	34 Sections	28.2
Third Grade	962 Students	34 Sections	28.3
Fourth Grade	908 Students	31 Sections	29.3
Fifth Grade	979 Students	32 Sections	30.6
Sixth - Eighth Grades	2961 Students	-	35.0
Ninth - Twelfth Grades	4307 Students	-	35.0

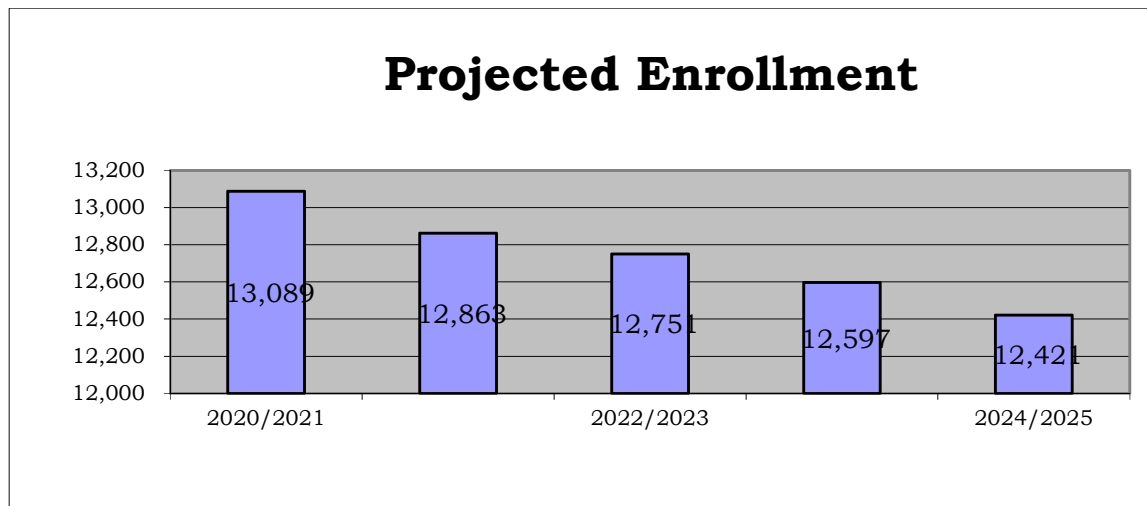
The graph that follows shows the changes in student blended count enrollment over the last ten years.



In 2007/2008, for the first time since 1986, enrollment declined for Walled Lake Consolidated Schools and has continued on a downward trend with a minor recovery in only one of the last ten years.

Michigan's economy suffered for many years with unemployment rates in the double digits. As a result, many families left Michigan in search of jobs. The current downward trend no longer relates to outmigration but instead is a result of lower birth rates. The graduating classes have been larger than the incoming Kindergarten classes and this shift is expected to continue. Many districts in the State are experiencing similar declines.

The following graph provides projected enrollment over the next five years assuming a 90/10 blended count, with 10% based on the *previous* school year's February count.



As a result of declining enrollment and in one of many efforts to meet the current fiscal challenges, the District hired a contractor to perform a complex facility study during the 2010/2011 school year. Each building was evaluated to determine optimal utilization, building condition and layout, as well as educational and operational adequacy. Once the study was complete and recommendations were provided, the Board of Education approved the closure of two elementary buildings after the 2011/2012 school year.

During 2018/2019, the facility study was updated to once again review utilization and building conditions. It was reported that buildings are fully occupied and utilization is optimal.

Personnel Trends

As of June 2020, Walled Lake Consolidated Schools has 1,233 employees. The following chart illustrates the changes in District personnel and the drastic reductions that have been made. All figures shown are full time equivalents (FTE's).

	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Projected 2019/2020
Instructional					
Building Administrators & Secretaries	76.18	72.81	79.50	80.93	73.93
Teachers	734.78	681.33	718.09	679.27	609.27
Other Instructional Staff	197.71	187.10	196.00	223.17	223.17
Guidance Staff	29.70	25.00	18.60	25.80	25.80
Psychological Staff	7.50	6.50	7.50	7.50	7.50
Speech and Audiology	19.30	18.80	19.70	22.00	22.00
Social Workers	16.70	15.80	17.70	16.70	16.70
Special Ed. Teacher Consultants	14.00	15.00	13.90	14.00	14.00
Other Pupil Services Staff	35.16	27.29	24.28	24.06	24.06
Library Personnel	10.48	10.48	9.58	9.18	9.18
Computer Assisted Instruction	2.00	2.00	2.00	2.00	2.00
Other Instructional Supervisors	11.30	9.28	11.14	14.75	14.75
Total Instructional Staff	1,154.81	1,071.39	1,117.99	1,119.36	1,042.36
Non-Instructional					
Executive Administration	2.00	2.00	2.00	2.00	2.00
Business Services	9.25	9.25	10.25	10.25	10.25
Food Services Staff	81.86	67.54	58.40	69.87	69.87
Operations and Maintenance	25.24	23.62	21.50	24.62	24.62
Transportation Staff	1.00	0.00	0.00	0.00	0.00
Central Support Services	21.59	21.09	22.59	21.99	20.99
Other Support Staff	2.00	2.00	1.50	1.50	1.50
Community Services	77.85	52.80	82.76	61.74	61.74
Total Non-Instructional Staff	220.79	178.30	199.00	191.97	190.97
Total Staff	1,375.60	1,249.69	1,316.99	1,311.33	1,233.33

Several instructional positions were eliminated as the result of declining enrollment as well as an increase in class size made necessary by budget constraints.

The chart below shows a much longer history, a span of 15 years, and more fully demonstrates the reductions that have been necessary as enrollment and funding have declined. We have restructured many of our departments, privatized our Custodial and Transportation departments, asked staff for wage and benefit concessions, and made cuts in all possible areas. We have also

used a large portion of the District fund balance. Unfortunately, as a service organization where the majority of costs relate to people, the District has had to make significant reductions in staff as shown below.

	2005/ 2006	2020/ 2021	Difference	Percentage Difference
Instructional				
Building Administrators & Secretaries	100.92	73.93	(26.99)	-26.74%
Teachers	853.26	609.27	(243.99)	-28.60%
Other Instructional Staff	159.24	223.17	63.93	40.15%
Guidance Staff	47.50	25.80	(21.70)	-45.68%
Psychological Staff	8.00	7.50	(0.50)	-6.25%
Speech and Audiology	17.80	22.00	4.20	23.60%
Social Workers	12.50	16.70	4.20	33.60%
Special Ed. Teacher Consultants	31.15	14.00	(17.15)	-55.06%
Other Pupil Services Staff	67.76	24.06	(43.70)	-64.49%
Library Personnel	37.58	9.18	(28.40)	-75.57%
Computer Assisted Instruction	7.00	2.00	(5.00)	-71.43%
Other Instructional Supervisors	16.50	14.75	(1.75)	-10.61%
Other Staff Services Personnel	7.38	0.00	(7.38)	-100.00%
Total Instructional Staff	1366.59	1,042.36	(324.23)	-23.73%
Non-Instructional				
Executive Administration	2.00	2.00	0.00	0.00%
Business Services	11.88	10.25	(1.63)	-13.72%
Food Services Staff	76.91	69.87	(7.04)	-9.15%
Operations and Maintenance	123.75	24.62	(99.13)	-80.11%
Transportation Staff	149.27	0.00	(149.27)	-100.00%
Central Support Services	22.74	20.99	(1.75)	-7.70%
Other Support Staff	2.50	1.50	(1.00)	-40.00%
Community Services	74.97	61.74	(13.23)	-17.65%
Total Non-Instructional Staff	464.02	190.97	(273.05)	-58.84%
Total Staff	1,830.61	1,233.33	(597.28)	-32.63%

While faced with numerous years of required reductions, Administration and the Board of Education have made a concerted effort to limit the impact in the classroom.

Operating Expenditures per Pupil

The Board of Education and Administration prioritize expenditures around District goals. It is not surprising that the primary goal of Walled Lake Schools has been and continues to be high levels of achievement for all students in an environment that is safe, supportive, and nurturing.

In order to support our goal, each expenditure area is carefully scrutinized and evaluated to ensure that impact on student learning and achievement is maximized. Funds are earmarked for items like innovative and researched-based instructional technology which augments effective classroom instruction within an engaging 21st Century learning environment. Illuminate DnA, a comprehensive data and assessment platform, is used to accurately capture a child's level of mastery on learning standards, while equipping the classroom teacher with real-time data analysis. This software is a powerful tool that guides the need for interventions and other instructional decisions. Resources are then provided, when possible, to ensure that these interventions are available.

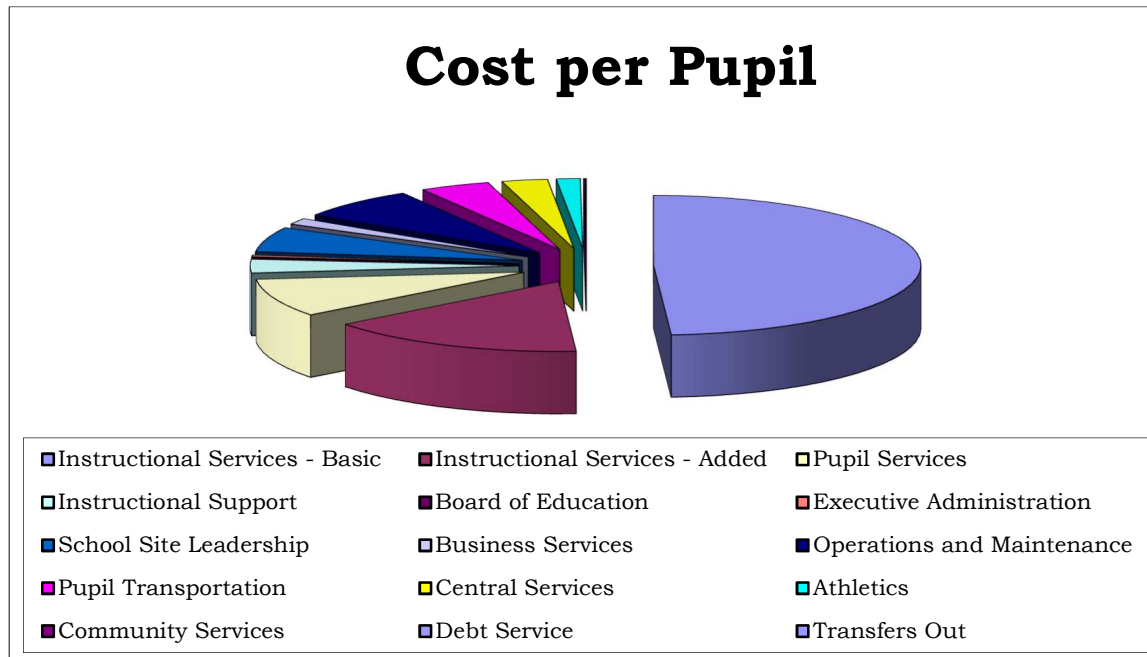
Programs such as supplemental summer classes and online learning are also provided in an effort to reach those students that may be struggling or who may function better in alternative environments. Realizing each child learns differently, we strategically identify and support those strategies and programs that maximize high levels of achievement for all students.

Professional development of both teachers and administrators is another area that is directly correlated to student growth. It is, therefore, valued and financially supported to ensure that all students are benefiting from current best practices.

The District's operating expense per pupil is based on total general fund expenses divided by student count. The chart on the following page shows the total expenses by function for 2018/2019 as well as the budgets for 2019/2020 and 2020/2021.

	Actual 2018/19	Amended Budget 2019/20	Recommended Budget 2020/21
Instructional Services - Basic Instruction	\$ 80,909,831	\$ 80,281,986	\$ 73,762,257
Classroom instruction, textbooks and supplies			
Instructional Services - Added Needs	23,423,568	24,548,705	23,469,316
Classroom instruction, textbooks and supplies			
Pupil Services	14,219,205	13,360,970	13,280,673
Guidance, health, speech, social worker, teacher consultants			
Instructional Support	4,971,955	5,427,973	4,717,813
Assistant superintendents, program development, computer assistance			
Board of Education	187,045	139,208	167,000
School Board, clerical staff			
Executive Administration	561,016	593,346	603,723
Superintendent, clerical and support staff			
Office of Principal	9,057,239	8,820,825	8,707,060
Principals, assistant principals, clerical and support staff, related materials			
Business Services	2,422,106	2,017,507	2,185,340
Assistant Superintendent, Finance, Purchasing			
Operations and Maintenance	10,349,742	10,602,820	10,936,832
Staff, equipment and supplies for care, upkeep and operation of facilities			
Pupil Transportation	6,205,637	5,610,653	6,334,029
Central Services	4,098,331	4,039,256	4,128,918
Personnel, Community Relations, Data Processing			
Athletics	2,077,830	1,975,112	2,163,164
Debt Service	-	56,850	56,850
Community Services	155,586	251,599	147,513
Transfers Out	973	100	100
Total Expenditures	\$ 158,640,064	\$ 157,726,910	\$ 150,660,588
Pupil Count	13,676	13,409	13,089
Operating Expense per Pupil	\$ 11,600	\$ 11,763	\$ 11,510

Although the total cost of each category will change based on the assumptions discussed previously, the relative distribution per pupil is expected to remain fairly constant. The following graph and chart illustrate the breakdown of cost per pupil for the 2020/2021 school year.



Category of Expense	2020/2021 Cost per Pupil	Percent of Total
Instructional Services - Basic	\$ 5,635	48.96%
Instructional Services - Added	1,793	15.58%
Pupil Services	1,015	8.81%
Instructional Support	360	3.13%
Board of Education	13	0.11%
Executive Administration	46	0.40%
School Site Leadership	665	5.78%
Business Services	167	1.45%
Operations and Maintenance	836	7.26%
Pupil Transportation	484	4.20%
Central Services	315	2.74%
Athletics	165	1.44%
Debt Service	5	0.04%
Community Services	11	0.10%
Transfers Out	0	0.00%
Total Expenditures	\$ 11,510	100.00%

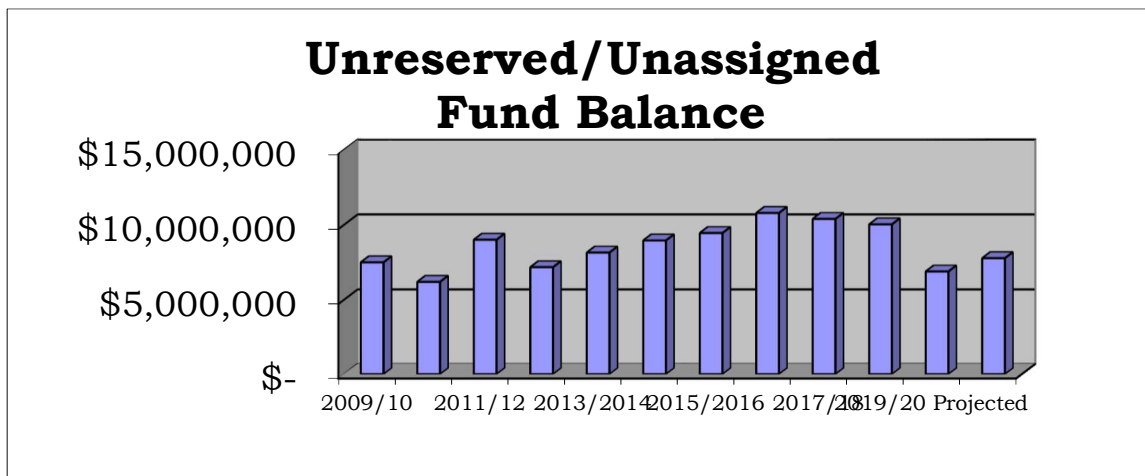
Fund Balance

The District's fund balance is a cumulative figure that is a result of all prior year revenues over (under) expenditures. The ten-year history of the District's General Fund fund balance including the percentage of each year's respective expenses follows. Also included are projected balances for 2019/2020 and 2020/2021.

			Unreserved		Unreserved as
	Total	Reserved	Designated	Undesignated	a Percentage of
Year	Fund Balance	Fund Balance	Fund Balance	Fund Balance	Expenditures
2009/2010	\$ 8,348,346	\$ 854,323	\$ 3,097,769	\$ 4,396,254	4.52%

	Total					Unassigned as
	Fund Balance	Nonspendable	Restricted	Assigned	Unassigned	a Percentage of
Year	Fund Balance	Nonspendable	Restricted	Assigned	Unassigned	Expenditures
2010/2011*	\$ 12,813,637	\$ 1,257,309	\$ -	\$ 5,364,337	\$ 6,191,991	4.02%
2011/2012	16,031,359	729,684	-	6,301,054	9,000,621	5.97%
2012/2013	11,218,172	501,003	-	3,548,618	7,168,551	4.60%
2013/2014	8,383,329	239,162	-	-	8,144,167	5.19%
2014/2015	9,472,892	519,441	-	-	8,953,451	5.77%
2015/2016	9,742,046	294,017	-	-	9,448,029	6.01%
2016/2017	11,606,534	820,572	-	-	10,785,962	6.88%
2017/2018	11,975,811	1,006,925	-	578,887	10,389,999	6.59%
2018/2019	11,208,864	1,061,797	118,689	-	10,028,378	6.32%
2019/20 Projected	11,096,087	977,772	-	3,235,251	6,883,064	4.36%
2020/21 Projected	8,670,836	900,000	-	-	7,770,836	5.16%
* - In 2010/2011 Governmental Accounting Standards Board (GASB) 54 was implemented which changed fund balance categories.						

The next graph displays the history of unreserved/unassigned fund balance and how it has changed over time.



In a typical school year, the cash inflows generated from revenues do not match the outflows caused by expenses. The District receives State Aid payments from October through August, with no payment in September. In addition, tax receipts vary tremendously from month to month. Having an undesignated/unassigned fund balance available allows the District to cover day-to-day operating expenses without the need to borrow. As part of the annual budget process, the Superintendent recommends and the Board agrees on a desired fund balance level, with consideration given to the above items while also being cognizant of the wage and benefit concessions that employees have experienced for many years.

Given the economic climate and the severe financial cuts that the District faced over the last number of years, the Board decided to use a portion of the fund balance in order to assist with balancing the budget for both 2012/2013 and 2013/2014. For several years following that time, Administration and the Board of Education worked hard to increase fund balance. When land was sold or other one-time revenue was generated, a concerted effort was made to not commit those dollars, and instead to build back up fund balance.

Faced with yet another deficit as a result of continued declining enrollment and funding increases that do not keep pace with inflation, Administration recommended using a portion of fund balance yet again, in order to balance the 2020/2021 budget.

Debt

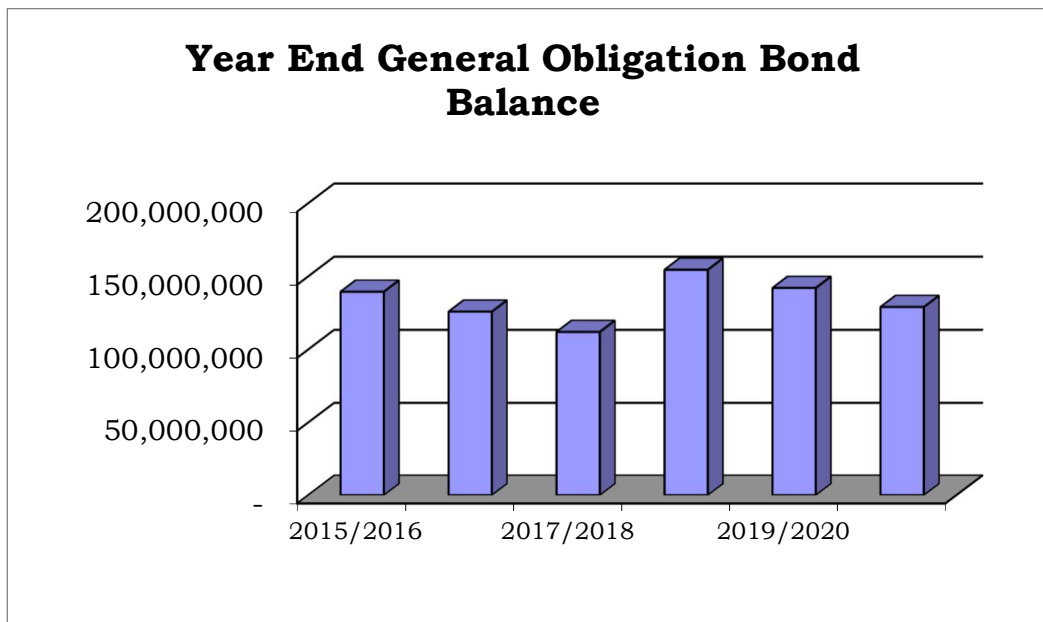
At the end of 2019/2020, the School District has \$142 million in General Obligation Bonds outstanding versus \$154.5 million at the end of 2018/2019.

As mentioned earlier, the Facility Study performed years ago, was updated during the 2018/2019 school year. As a result of the findings and list of building needs, a bond proposal was brought to the community. The \$316 million School Building and Site Bond proposal was overwhelmingly supported and passed in May 2019. This bond, known as the 2019 Building, Infrastructure and Equity Bond, will provide exactly that. It will allow for a replacement elementary school, major addition and renovation to the oldest high school, and the building of an Early Childhood Center. Every building in the district will be updated as all of them have infrastructure needs. Funds will also be used to enhance certain buildings to ensure that there are equitable facilities across the district.

The bond will be sold in series, the first of which occurred during 2018/2019.

The following chart and graph show the changes in General Obligation Bonds for the District over the last five years as well as the projected 2020/2021 activity.

School Year	Beginning Balance	Additions	Reductions	Ending Balance
2014/2015	\$ 169,285,000	\$ 37,280,000	\$ 53,135,000	\$ 153,430,000
2015/2016	\$ 153,430,000	\$ 8,675,000	\$ 22,635,000	\$ 139,470,000
2016/2017	\$ 139,470,000	\$ -	\$ 13,660,000	\$ 125,810,000
2017/2018	\$ 125,810,000	\$ -	\$ 13,840,000	\$ 111,970,000
2018/2019	\$ 111,970,000	\$ 54,420,000	\$ 11,915,000	\$ 154,475,000
2019/2020	\$ 154,475,000	\$ -	\$ 12,450,000	\$ 142,025,000
Projected 2020/2021	\$ 142,025,000	\$ -	\$ 13,045,000	\$ 128,980,000



ALL FUNDS

The following includes a summary by object of the 2020/2021 proposed budget for each additional fund type maintained by the District.

	Special Revenue Funds	Debt Service Funds	Capital Project Funds
Revenue			
Local Sources	\$ 7,171,167	\$ 22,102,891	\$ 4,410,903
State Sources	170,568	-	-
Federal Sources	1,725,000	-	-
Interdistrict Sources	-	-	-
Total Revenue	9,066,735	22,102,891	4,410,903
Expenditures			
Salaries	2,814,526	-	-
Benefits	1,680,556	-	-
Purchased Services	2,292,919	-	-
Supplies and Materials	2,057,065	-	-
Capital Outlay	17,650	-	-
Other	110,205	-	-
Capital Projects/Land	-	-	32,555,542
Debt Service	-	19,927,294	-
Total Expenditures	8,972,921	19,927,294	32,555,542
Other Financing Uses - Transfers Out	(76,322)	-	-
Net Change in Fund Balances	17,492	2,175,597	(28,144,639)
Fund Balances - Beginning of year	2,212,035	9,468,295	63,198,925
Fund Balances - End of year	\$ 2,229,527	\$ 11,643,892	\$ 35,054,286

Special Revenue Funds

There are five District Special Revenue funds.

The Cafeteria fund accounts for all monies generated from the cafeteria operations throughout the various buildings of the District.

The Community Education fund is used to account for all monies originating from educational programs run by the District other than preschool and kindergarten through 12th grade programs.

The Preschool fund accounts for all monies originating from and spent on behalf of the preschool programs run by the District.

The Enrichment/Prime Time Care fund accounts for all monies originating from and spent on behalf of the District's Enrichment and Prime Time Care (Latchkey) programs.

Debt Service and Capital Project Funds

The Debt Retirement funds were created for various school building and site improvements as well as the advance refunding of some previous bond issues. The District currently has five debt retirement funds. The full debt of each is recorded in the General Long-Term Debt Account Group. Revenues for each are generated from tax levies and expenditures are made for current principal and interest.

The Capital Projects funds were created to account for the proceeds from bond issues as well as the expenditures incurred to acquire, construct or renovate various District facilities and buildings. There are currently three Capital Projects funds, the 2014 Bond Fund, the 2019 Bond Fund and the Sinking Fund.

The tables included next display the budgeted revenues and expenditures for each fund of the District.

Revenues

	2019/2020 Amended Budget	2020/2021 Proposed Budget	Percent Change from Prior Year
General Fund	\$ 158,424,233	\$ 147,425,437	-6.94%
Special Revenue Funds			
Cafeteria Fund	3,899,734	4,468,209	14.58%
Community Education	401,300	401,300	0.00%
Preschool	287,307	433,259	50.80%
Enrichment/Prime Time			
Care	1,500,628	1,824,900	21.61%
Student Activities	1,886,712	1,939,067	
Debt Retirement Funds	21,332,801	22,102,891	3.61%
Capital Projects Funds	3,748,953	4,410,903	17.66%
TOTAL	\$ 191,481,668	\$ 183,005,966	-4.43%

Expenses

	2019/2020 Amended Budget	2020/2021 Proposed Budget	Percent Change from Prior Year
General Fund	\$ 157,726,910	\$ 152,397,342	-3.38%
Special Revenue Funds			
Cafeteria Fund	4,552,641	4,440,380	-2.47%
Community Education	706,614	704,360	-0.32%
Preschool	478,276	564,228	17.97%
Enrichment/Prime Time			
Care	2,085,815	2,097,834	0.58%
Student Activities	-	3,176,411	
Debt Retirement Funds	17,533,567	17,281,694	-1.44%
Capital Projects Funds	6,180,276	14,882,744	140.81%
TOTAL	\$ 189,264,099	\$ 195,544,993	3.32%

Revenue in the General Fund is expected to decline as a result of declining enrollment and reduced state funding. Expenditures have been adjusted to reflect staff reductions made necessary by funding limitations.

The Community Education, Preschool and Enrichment/Prime Time Care funds are budgeted so that expenses generally follow anticipated revenues. Increases in expected revenues for all three funds from 2019/2020 to 2020/2021 reflect running programs for the full school year. During 2019/2020, programs were shut down as part of the State-wide response to the Coronavirus pandemic, thus limiting revenue. Expenditures continued for our Cafeteria and Prime Time Care funds, as staff continued to work in new or expanded roles. This was not the case for our Preschool program. Expected expenditures for 2020/2021 have been adjusted in this fund to support running the program for the entire year.

The Debt levy has been set to allow revenues in the Debt funds to fully support the principal and interest payments.

Capital Project fund revenue is expected to increase in 2019/2020 as funds are invested for a full year. It is anticipated that expenditures will increase as well as projects related to the 2019 Building, Infrastructure and Equity bond continue and expand.

The charts that follow show projected revenues and expenditures in each of the District's funds for the next three years.

Revenues

	2021/2022 Budget Projected	2022/2023 Budget Projected	2023/2024 Budget Projected
General Fund	\$ 148,763,130	\$ 151,767,909	\$ 153,668,963
Special Revenue Funds			
Cafeteria Fund	4,512,790	4,557,918	4,603,497
Community Education	712,047	719,167	726,359
Preschool	504,563	509,608	514,704
Enrichment/Prime Time Care	1,843,149	1,861,580	1,880,196
Student Activities	1,958,458	1,978,042	1,997,823
Debt Retirement Funds	11,451,865	12,398,661	8,922,948
Capital Projects Funds	3,359,020	2,548,270	2,571,753
TOTAL	<u>\$ 173,105,022</u>	<u>\$ 176,341,157</u>	<u>\$ 174,886,244</u>

Expenses

	2021/2022 Budget Projected	2022/2023 Budget Projected	2023/2024 Budget Projected
General Fund	\$ 152,397,342	\$ 154,240,446	\$ 156,052,533
Special Revenue Funds			
Cafeteria Fund	4,502,190	4,564,994	4,628,808
Community Education	723,402	725,654	727,929
Preschool	459,911	464,122	468,374
Enrichment/Prime Time Care	1,790,139	1,877,641	1,892,769
Student Activities	1,939,200	1,958,592	1,978,178
Debt Retirement Funds	20,159,069	14,229,818	8,914,368
Capital Projects Funds	18,441,951	14,285,374	9,851,569
TOTAL	<u>\$ 200,413,205</u>	<u>\$ 192,346,641</u>	<u>\$ 184,514,529</u>

STUDENT PERFORMANCE

Student success is and will always be our primary District goal. Over the last several years, as mentioned previously, budget constraints have required that administration and the Board of Education make some difficult decisions regarding programs and staff. Efforts have been made to limit the impact of these reductions in and around the classroom to help ensure continued student success.

Test scores are one way to measure the success that we strive for.

M-STEP

Michigan's Assessment System, the Michigan Student Test of Educational Progress (M-STEP), is an online test that was developed by the Michigan Department of Education's Office of Standards and Assessment. The Michigan Department of Education began using the M-STEP assessment during the 2014/2015 school year.

The M-STEP includes state summative assessments designed to measure student growth effectively for today's students. English language arts and mathematics are assessed in grades 3–8, science in grades 4 and 7, and social studies in grades 5 and 8. Beginning with the spring 2018 testing cycle, science was changed to be tested in grades 5 and 8.

M-STEP replaced the forty year-old Michigan Educational Assessment Program (MEAP) and moved test administration from the fall to the spring of each school year. This allows student measurement to be based upon current versus prior year learning.

The Michigan Merit Examination (MME) in 11th grade consists of WorkKeys (a work skills assessment), the M-STEP summative assessments which will measure student growth in science, and social studies and the SAT.

In March, 2020, the Federal Education Department granted a waiver to any state unable to assess students due to the coronavirus pandemic. As a result, our students were not tested during 2019/2020.

ACT and SAT Scores

The 2015-2016 school year marked the first year the state of Michigan administered the SAT test, replacing the ACT as the mandated state Career and College Readiness exam for all 11th grade students. In addition, MDE required all 9th and 10th graders to take the PSAT exam.

The SAT is a globally recognized college admission test that lets students show colleges what they know and how well they can apply that knowledge. A student who takes the SAT can expect a test of reading, writing and math comprehension.

The tests are designed to:

- Measure the essential ingredients for college and career readiness and success, as shown by research
- Have a stronger connection to classroom learning
- Inspire productive practice

The scores provide a national perspective on test results.

The informational section of this document includes M-STEP results since implementation through 2018/2019, the most recent scores available. SAT results are presented for the four years available, 2015/2016 through 2018/2019. 2019/2020 test scores are not yet available.

Accreditation

Walled Lake Schools prides itself in continuous improvement, looking always for ways to enhance success for all students. The District Improvement Plan, submitted annually in compliance with AdvancED Accreditation, focuses on three main student achievement goals: a) growth in literacy, b) growth in numeracy, and c) aligned and measureable indicators of effective instruction.

The AdvancED accreditation model helps the entire School District keep the activities and relationships within classrooms at the heart of all improvement strategies while at the same time supporting those which are both systematic and system-wide.

System accreditation recognizes that increasing student achievement involves more than improving instruction. It is a result of how well all the parts of the education system - the district, school and classroom - work together to meet the needs of students. AdvancED accredits schools and districts based on standards that contribute to a quality educational experience and operational effectiveness.

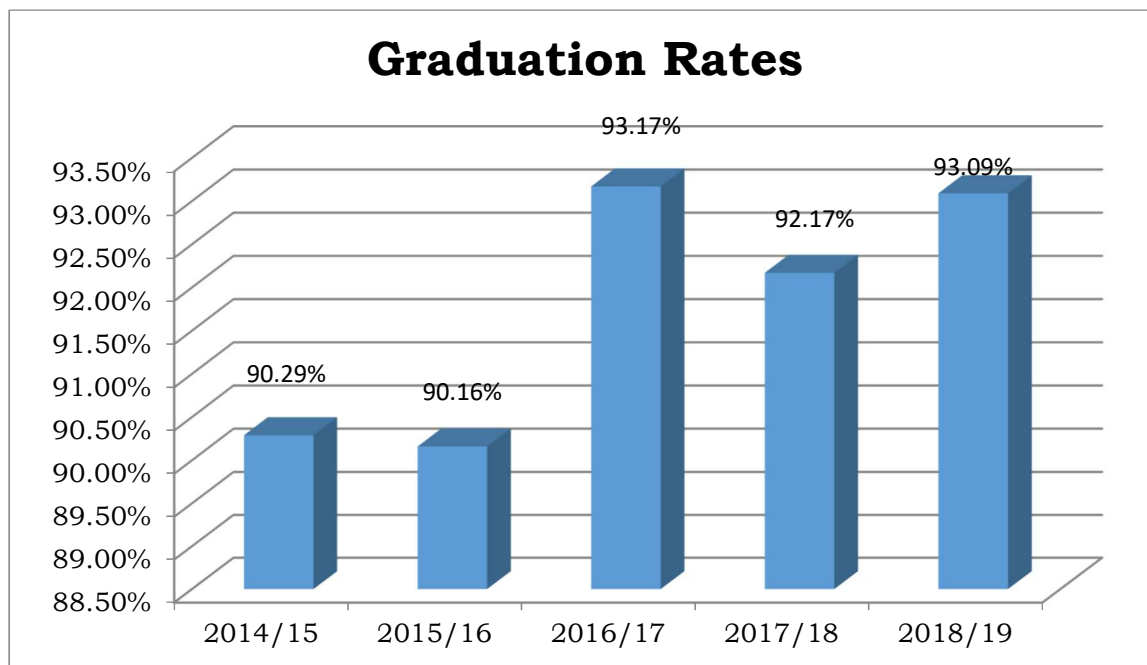
Walled Lake Schools was visited by an AdvancED Engagement Review Quality Assurance Team during 2018/2019 and was once again accredited. AdvancED provides the Index of Education Quality® (IEQ®) as a holistic measure of overall performance based on a comprehensive set of standards and review criteria. A formative tool for improvement, it identifies areas of success as well as areas in need of focus. The Index of Educational Quality (IEQ) score for our district is 323.06. The national IEQ score average is 283.

The report summary states: "The Walled Lake Consolidated School system promotes an outstanding level of support for "Every Child, Every Day" with positive cultures in the schools and high levels of achievement on the part of students. High student achievement, stakeholder involvement, fiscally responsible resource management and a pervasive positive culture stand out as on-going and established priorities of the system."

Graduation Rates

As important as student performance, are the rates of retention and graduation that are achieved.

Graduation rate is defined as the estimated four-year completion rate. The rate indicates, with no change in future retention rates, the percentage of ninth grade students who will complete their senior year of school and graduate. This rate is therefore influenced by movement of students into and out of the District, and does not necessarily correspond to the drop-out rate. The following graph shows the history of graduation rates for the District.



DISTRICT MISSION STATEMENT AND GOALS

Mission Statement

The mission of the Walled Lake Consolidated Schools, in partnership with parents and community, is to become the best educational system in America so all students demonstrate they are caring, responsible and knowledgeable citizens.

District Goals

Administration and the Board of Education have developed four areas of focus that shall be considered District goals. These goals are revisited frequently by Administration and are key considerations when discussing budget recommendations. The following describes each goal and is followed by a summary of just some of the financial and personnel resources allocated to ensure our success.

Student Success: Ensure that every student is able to reach his/her potential by focusing on:

- ✓ Academic and personal success;
- ✓ Ensuring instructional strategies and practices are research-based and meet the needs of all learners;
- ✓ Collaboration and innovation among all members of our school community;
- ✓ The needs of all learners, and developing action plans to help support those needs;
- ✓ Using data as a means to help drive instruction and planning; and
- ✓ Supporting best practices, proven interventions and the professional development of our teachers and administrators.

Supporting resources include monetary support for:

- ❖ Assessment tools
- ❖ Teacher release time for collaboration
- ❖ Professional development opportunities aimed at increasing student achievement
- ❖ Paraprofessional support at the elementary level in an effort to contain class sizes
- ❖ Targeted assistance provided to Focus schools to help close the achievement gap
- ❖ Freshman academy at one high school which is designed to assist struggling ninth grade students

- ❖ Robust instructional technology in every classroom
- ❖ Variety of Advanced Placement course offerings at all three high schools
- ❖ Extensive ESL program
- ❖ Teacher release time provided to study other teachers through our Teacher 2 Teacher program

During the spring school closure necessitated by the coronavirus pandemic, we:

- ❖ Provided Chromebooks to hundreds of families and assisted with access to affordable internet service
- ❖ Created packets of work for students who were unable to access the curriculum online

Fiscal Responsibility: Ensure long-term fiscal health of the District while maximizing dollars available for the classroom and encouraging innovation and the implementation of proven strategies and programs by:

- ✓ Developing budgets that are focused and centered on student achievement goals; and
- ✓ Continuing efficiency and collaboration efforts.

Supporting resources include personnel provided to:

- ❖ Ensure purchases are made as frugally as possible through available consortiums and cooperatives
- ❖ Develop and maintain an energy management program
- ❖ Work collaboratively with all bargaining groups
- ❖ We have also made changes where possible to ensure savings. Examples include:
 - ❖ Use of Google Apps for Education and other cloud-based technology programs
 - ❖ Use of Mi-STAR middle school curriculum to implement the next generation science standards. This curriculum is free to local districts.

Community Outreach: In partnership with parents and the community, students and staff continually demonstrate they are caring, responsible and knowledgeable citizens by:

- ✓ Including the community in school and District events, activities, and efforts;
- ✓ Involving parents and the community in decisions that affect and benefit the Walled Lake Consolidated School District;

- ✓ Communicating information to the community to build awareness of Walled Lake Consolidated School District;
- ✓ Providing opportunities for our community to be involved in the District; and
- ✓ Building partnerships with diverse organizations to mutually strengthen the District and the communities we serve.

Supporting resources include personnel and monetary support to:

- ❖ Collaborate with Parent Teacher Associations
- ❖ Organize Superintendent coffees
- ❖ Host numerous community events and information meetings
- ❖ Solicit feedback
- ❖ Track and review website activity
- ❖ Create and maintain many community partnerships
- ❖ Share information with parents and the community
- ❖ Hold District-wide Open house on an annual basis

During the spring school closure necessitated by the coronavirus pandemic and since, we have:

- ❖ Distributed meals to thousands of families
- ❖ Provided Chromebooks for those who needed them
- ❖ Assisted families with obtaining affordable internet service

Positive District Culture: Ensure that students are able to thrive in a culture that is safe and positive for them, for staff, for parents and for our community by:

- ✓ Creating a culture of safety and social well-being;
- ✓ Promoting “no tolerance” standards for bullying, harassment and other unacceptable behaviors;
- ✓ Ensuring that schools and facilities are maintained to the highest degree;
- ✓ Expecting students, staff and the entire school community to demonstrate respect for one another;
- ✓ Expecting students, staff and the entire school community to communicate, model and reinforce standards of ethical conduct and responsible global citizenship; and
- ✓ Continuing to ensure our schools are safe learning environments by annually reviewing Safety Plans; collaborating with local law enforcement officials and cultivating an overall culture of “safety first.”

Supporting resources include personnel and monetary support to:

- ❖ Conduct numerous emergency drills
- ❖ Operate surveillance cameras

- ❖ Inspect and improve health and cleanliness of schools
- ❖ Provide additional hall monitors
- ❖ Provide police officers that rotate through the District
- ❖ Therapy dogs at two buildings to assist students with anxiety and other social emotional needs. The program will be expanded in 2020/2021 to include three additional elementary buildings.

In an effort to become one Community, we have put effort into inviting students and families from our Elementary and Middle school communities to events at our High Schools.

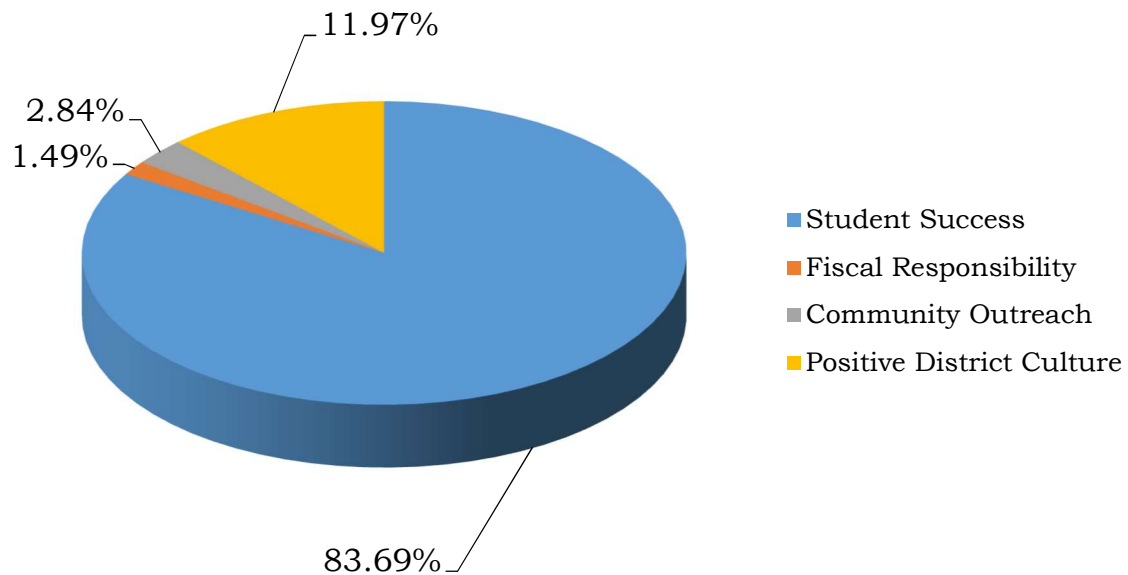
In addition, the 2014 Safety, Security and Technology Bond allowed for many upgrades to the safety and security of each District building. This has continued with the new 2019 Building, Infrastructure and Equity bond. Every building will benefit with much needed infrastructure improvements and replacements. In addition, our oldest Elementary will be replaced, while our oldest High School building will be significantly renovated.

An Early Childhood Center will also be built to accommodate our youngest learners and provide parents with a tremendous option aligned with our K-12 curriculum.

Expenditures by District Goal

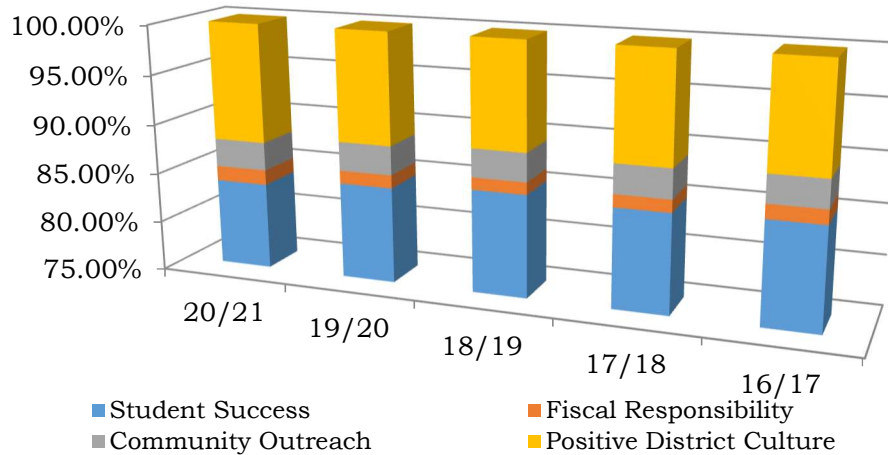
Expenditures are not typically tracked or categorized by goal. Many expenses accomplish more than one goal simultaneously, while the categorization of others is not always clear. With that in mind, the following shows the breakdown of expenses organized by goal to the best of our ability.

Expenditures by District Goal



The following chart displays the history of expenses categorized by goal and demonstrates the consistency at which the goals have been funded.

History of Expenses Categorized by Goal





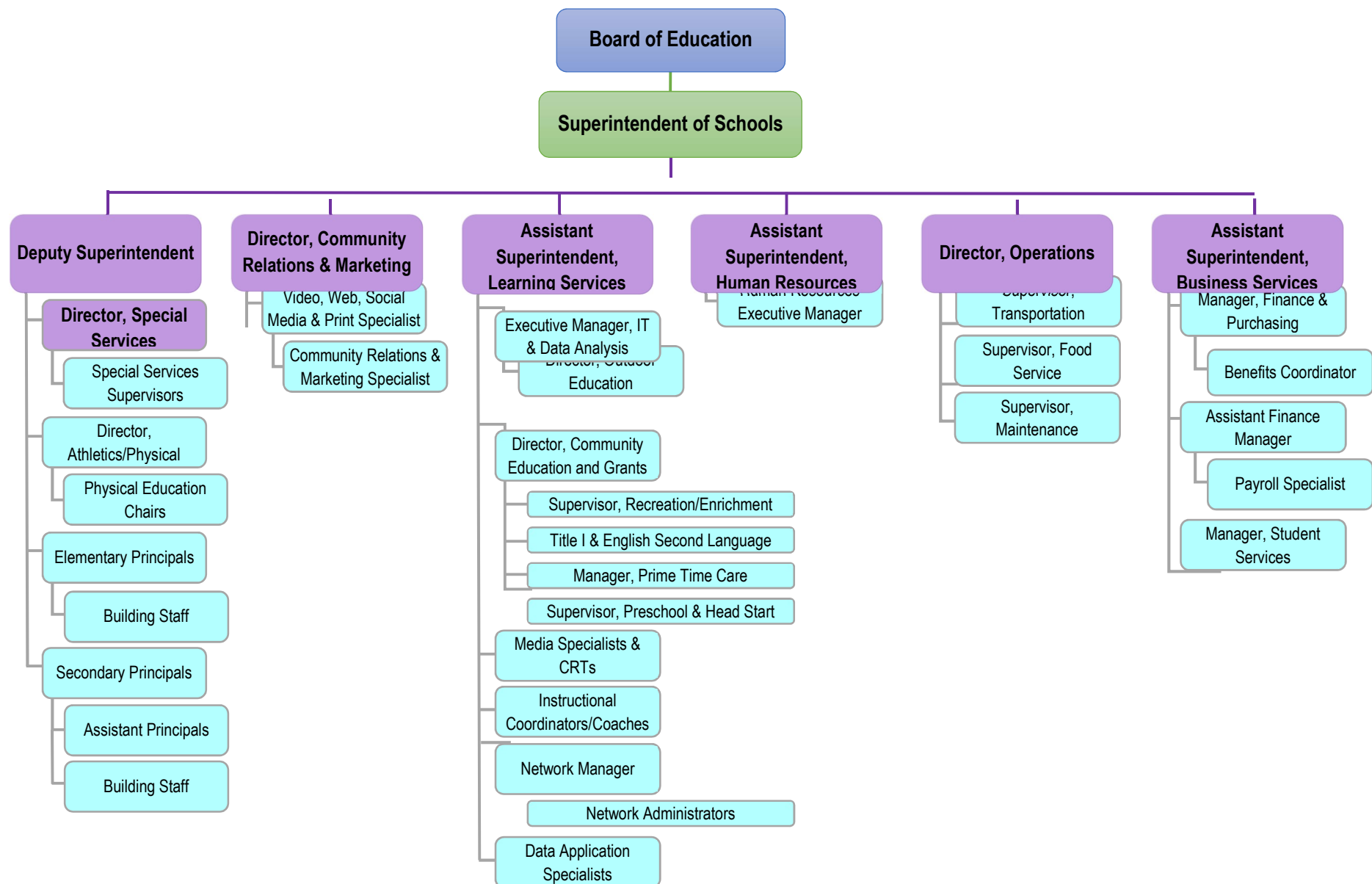
WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

Organizational
Section

*Learning in class
with Dakota*



Every Child, Every Day!



Board of Education

The Walled Lake Consolidated School District is governed by an elected seven member Board of Education. This Board is a separate legal entity and fiscally independent from other surrounding municipalities. It is the responsibility of the Board of Education to set policy and appoint a Superintendent to ensure policy implementation. Act 451 of 1976 established the Michigan School Code along with applicable laws of the State of Michigan which set forth the parameters within which the Board of Education operates.

The following are the current members and terms of the Walled Lake Consolidated School District Board of Education.

Greg Janicki, President

Term Expires 12/31/2020

Peggy Casagrande, Vice President

Term Expires 12/31/2024

Christopher Titus, Treasurer

Term Expires 12/31/2022

Stephanie Kaplan, Secretary

Term Expires 12/31/2026

Nancy van Leuwen, Trustee

Term Expires 12/31/2022

Marc Siegler, Trustee

Term Expires 12/31/2024

Denise Dunn, Trustee

Term Expires 12/31/2022

THE DISTRICT ENTITY

Community Overview

The District, located in southwestern Oakland County, encompasses more than 55 square miles and includes all or part of nine governmental units: the Cities of Farmington Hills, Novi, Orchard Lake, Walled Lake and Wixom, the Townships of Commerce, West Bloomfield and White Lake, and the Village of Wolverine Lake.

The District has 12 elementary schools (K-5), four middle schools (6-8), three high schools (9-12), an educational services center, a maintenance/transportation building, and an outdoor education center. There are currently 13,409 students as of the 2019/2020 school year. The District is legally autonomous and is fiscally independent. The legal name of the school district is Walled Lake Consolidated Schools.

The following page is a comprehensive map of our District showing all buildings.

FUND STRUCTURE

The budget of Walled Lake Consolidated Schools is separated by a number of different funds. Funds are legal, fiscal and accounting entities segregated to carry on a specific activity. Each fund has its own revenues, expenditures and fund balance. Both the Generally Accepted Accounting Principles (national standards) and the State of Michigan 1022 manual (state standards) require that school districts use funds. Walled Lake Consolidated Schools uses two different fund types: Governmental Funds and Fiduciary Funds.

Governmental Funds contain the majority of the District's financial activity. Governmental funds are those funds through which most school district functions typically are financed. The acquisition, use and balances of a school district's expendable financial resources and the related current assets and liabilities are accounted for through governmental funds. Within the category of Governmental funds, there are four major fund types: a General Fund, Special Revenue Funds, Capital Project Funds and Debt Funds.

The **General Fund** is by far the largest fund and contains most of the financial activity of the District. When people speak in terms of the District's Budget, they are usually referring to the General Fund. The General Fund accounts for all of the major activity of the K-12 operations of the District. This would include all salaries and operating costs related to instruction (teachers and support staff), special education, custodial, maintenance, grounds, transportation, athletics and building and central administration.

Within the **Special Revenue** fund type, the District has five separate funds. The Cafeteria Fund accounts for all monies generated from cafeteria operations of the District. The Community Education Fund accounts for all monies originating from educational programs run by the District other than preschool and kindergarten through 12th grade programs. The Enrichment/Prime Time Care Fund is used to account for monies originating from the District's Enrichment and Prime Time Care (Latchkey) Programs. The Preschool Fund accounts for all monies generated from the preschool programs run by the District. The Student Activities fund was established as a result of Governmental Accounting Standards Board (GASB) 84 which requires that certain student related accounts be recorded like other special revenue funds.

The **Debt Service Funds** are set up to account for the repayment of debt obligations of the District. In all cases, these funds are associated with previous bond issues for Capital Projects of the District. Much like a home mortgage, the funds repay obligations associated with major construction projects. Since bond issues can be for lengths up to 30 years, these debt service funds account for some projects that have long since been completed. The district currently has five (5) debt funds.

The 2011 Debt Retirement Fund was created for the advance refunding of a portion of the 2001 bond issue. The 2014 Debt Retirement Fund was created for school building and site improvements. The 2015 Debt Retirement Fund was created for the advance refunding of the 2005 bond issue. The 2016 Debt Retirement Fund was

created for the advance refunding of the 2006 bond issue. The 2019 Debt Retirement Fund was created for school building and site improvements.

Capital Project Funds are used to separate out activities associated with major construction, remodeling, capital purchases, or major repairs, especially when funded through bond issues. When bond issues are approved by the voters, after the bonds are sold, the money is placed in a capital project fund. After the project is completed and all costs are paid, the related capital project fund is closed.

The District currently has two (3) Capital Project Funds. The 2014 and 2019 Bond Issue Project Funds contain the proceeds and account for the capital outlay of the respective bond issues. The Sinking Fund contains the related tax revenue and accounts for the expenditures of approved sinking fund projects. A Sinking Fund cannot be used for operational or maintenance type expenditures. Instead, Sinking Fund revenue must be used for major repairs, remodeling or construction.

In addition to Governmental Funds, the District has a **Fiduciary Fund** to account for some of the Student Activity Accounts that the District maintains accounting records for. With the implementation of GASB 84, the classification of several student groups and the resulting accounting have changed. In the past all school groups were accounted for in Student Activity Accounts and were not included in this document as there was no requirement to adopt budgets for them. GASB 84 requires that some be accounted for as Special Revenue accounts. Budgets and activity are presented in this document for those accounts. Those student activities that are still considered fiduciary in nature are not included in this document.

SYSTEM OF REVENUE AND EXPENDITURE CLASSIFICATION

Revenues of the District are grouped by fund into four main areas; Local Sources, State Sources, Interdistrict Sources and Federal Sources. Local Sources include property taxes, fees charged for facility and athletic field rentals, use of the Outdoor Education Center, parking fees at the high schools, athletic pay to participate fees, as well as fees charged for programs such as community education and preschool. Also included are earnings on investments and other miscellaneous revenue. State Sources include the Per Pupil Foundation Allowance, State categorical aid and some grants. Interdistrict Sources include PA 18 funds and Medicaid Outreach money. Federal Sources include grants such as National School Lunch, Title I, Title II and IDEA.

Expenditures are classified not only by Fund, but also by Function, Program, Location and Object. They are categorized into six general areas as follows:

1. **Salaries** – includes all wage classifications such as regular and overtime wages as well as termination pay upon retirement.
2. **Benefits** – includes all employee benefits such as health insurance, FICA and Medicaid contributions, and retirement contributions.
3. **Purchased Services** – includes all work performed by an outside company. Examples include contracted substitutes as well as auditor and attorney fees.
4. **Supplies and Materials** – includes teaching, office and custodial supplies.
5. **Capital Outlay** – includes all fixed asset items such as furniture, equipment and vehicles.
6. **Other** – includes any item that would not appropriately be charged to any of the other five categories.

The District accounting system allows the Business Office the ability to sort financial information in a variety of ways. Account numbers are also grouped into Programs or Appropriation Units. These serve the same purpose as cost centers. For example, although there may be many accounts associated with a high school (location), the principal is only responsible for certain costs. Therefore, any costs associated with this appropriation unit will be approved by the principal, and he/she will be held responsible for the budget for those accounts.

BASIS OF ACCOUNTING

Governmental funds utilize the modified-accrual basis of accounting. The word accrual means that an expenditure must be recognized in the year in which the event

took place regardless of when payment is made. The reason for the term modified-accrual is that revenues are accounted for on a cash basis. Exceptions to these rules are as follows:

1. Property taxes and other revenue that are both measurable and available for use are recorded as revenue when earned. Revenues are considered available if they are received within 60 days of year end.
2. Principal and interest on general long-term debt are not recorded as expenditures until their due dates.

The budget has been prepared in accordance with generally accepted accounting principles. Unexpended appropriations lapse at year end. Encumbrances are not included as expenditures.

LEGAL POLICIES AND PROCEDURES RELATED TO THE BUDGET

Audit

An annual audit performed in compliance with Generally Accepted Accounting Principles (GAAP) by a certified public accountant and appointed by the Board of Education, is required at year end. All funds are required to be audited, even though fiduciary funds are not budgeted. Single audit requirements for federal programs must be met. State compliance audits are also performed on federal program operations.

Budget

The State of Michigan requires all school districts to comply with Public Act 43 of 1963, Budget Hearings of Local Governments and Public Act 2 of 1968, Uniform Budget and Accounting Act. These acts require all school districts to prepare budgets for their funds, which account for the day-to-day operations of the school district; however capital project funds, debt funds and fiduciary funds are not required to be budgeted. The budgets are prepared in accordance with Generally Accepted Accounting Principles (GAAP) and a specific uniform chart of accounts established by the State. Budgets must be approved no later than June 30 for the fiscal year beginning July 1, and ending June 30 of the subsequent year. Prior to adoption, the Board must conduct a public hearing and make the budget available for review as well as provide notice of the hearing in a newspaper of general circulation at least six days prior to the hearing. Formal adoption of the budget is accomplished through a general appropriations resolution approved by the Board which sets forth the amounts to defray the expenditures and meet the liabilities of the school district as well as a statement of estimated revenues, by major class in each fund. Once approved, expenditures cannot exceed the budget by function during the fiscal year without Board approval of revisions.

Investments

The School District is authorized by Michigan Public Act 132 of 1986 to invest surplus monies in U.S. Bond and notes, certain commercial paper, U.S. government repurchase agreements, bankers' acceptances and mutual funds and investment pools that are composed of authorized investment vehicles. The District manages cash flow regularly in order to assure that surplus funds are invested to maximize the earnings on investments and supplement the revenues of its funds. On an annual basis, the Board designates the depositories in which District funds may be deposited.

Tax Levy

The law also requires the District to determine the amount of money to be raised by taxation to defray the expenditures and meet the liabilities of the District. The District levies a hold harmless millage on homesteads of 1.5525 mills, 17.1278 mills on non-homesteads, 4.1300 mills for debt on all properties, and 0.4757 mills for the District sinking fund, which is also levied on all properties. Industrial personal property is exempt from the 17.1278 mills operating levy. Commercial personal property is exempt from 12 of the 17.1278 mills operating levy. 100% of the millages are collected in July.

2015/2016 was the first year that tax rates for Walled Lake Schools were impacted by the Headlee Amendment. In 1963, the Headlee Amendment changed the State of Michigan Constitution. Headlee requires a local unit of government, including school districts, to reduce its millage when annual growth on existing property is greater than the rate of inflation. As a result, the millage rate is "rolled back" so that the growth in property tax revenue is no more than the rate of inflation. Growth experienced since 2015/2016 has resulted in additional roll backs each year.

The largest impact is the reduction to the 18 mills typically levied on all non-homestead properties. Under Michigan's funding formula for public school districts, all school districts are expected to levy the full 18 mills and are not reimbursed for any part of the amount that is not collected. This rollback will cost Walled Lake Schools approximately \$1,574,000 in lost tax revenue for purposes for operations for the 2020/2021 school year.

The Hold Harmless maximum allowed millage will also be reduced from 3.7461 mills to 3.7112 mills. This will not have a financial impact on our district this year since we only need to levy 1.5525 mills to generate the \$437 per pupil that this funding provides.

The Sinking fund levy is also subject to a rollback and will be reduced by an additional .0045 mills to .4757 mills. This will result in a loss of approximately \$130,000.

These rollbacks are permanent and cumulative which means that they will impact district revenues for years to come.

Some districts have asked their communities to approve an extra millage known as a Headlee Override Millage. This is something that Administration and the Board of Education could consider in the future if the losses continue to grow.

Policies and Procedures

Fund Balance Policy

On an annual basis, as part of the budget process, the Superintendent recommends, and the Board agrees on a desired fund balance level. While a formal minimum fund balance policy does not exist, it has traditionally been the goal of Administration and the Board to maintain a fund balance of no less than \$10 million. The significant expected decline in State funding for 2020/2021 will require use of fund balance beyond that level. The District's general fund budget for future years is built with returning to that goal in mind.

Fund balance may be used to supplement possible shortfalls in state, federal and local revenues, used as a reserve for possible emergency expenditures or for other reasons deemed necessary by the Board. Emergency expenditures may not be taken from the fund balance unless possible surpluses in the existing school budget have been appraised. Emergency expenditures may be recommended by the Superintendent and approved by the Board. Fund balance may not be transferred to expenditure accounts without Board approval.

Budget Development

The budget is a formalized statement of anticipated revenues and expenditures of the District needed to carry out the District's educational mission and goals and includes all but fiduciary funds.

In accordance with Board policy, development of the District's budgets lies with the Superintendent and the administration. Annually, a budget calendar is established and reviewed with the Board. The calendar sets forth in detail a timeline for budget development. The budget calendar below outlines significant duties and responsibilities that were completed to present a budget to the Board of Education by June 30, 2020.

Budget Development Timeline

November 2019	Superintendent and Assistant Superintendent of Business Services meet to discuss budget process
December 2019	Standardized costs for staffing requests developed
December 2019	Review timeline and parameters with Cabinet team
December 2019	Budget calendar available

December 2019	Resolution sent to local municipalities for summer tax collection agreements
January 2020	Preliminary budget projections available
January 2020	Cabinet study session(s)
February 2020	Preliminary budget report at Leadership Team meeting
Jan-Feb-March	Board study sessions as needed
Feb-March	Preliminary budget review & updates
February 2020	Discussion regarding layoffs within all groups
February 2020	Student projections & preliminary staffing needs identified
March 2020	Layoff Notices, Unaffiliated Administrators, staff
March 2020	Budget update at Leadership Team meeting
April-May	Budget email address active for staff/community feedback
April 2020	Additional Board study sessions as needed
April 2020	Discussion regarding layoffs with WLEA, WLSAA
April 2020	Budget update at Leadership Team
April 2020	Layoff Notices WLEA, WLSAA
May 2020	Preliminary budget changes completed
May 2020	Preliminary budget presented to Board of Education in study session
06/10/20	Publish notice for millage rates
06/18/20	Board establishes debt and general fund millage rates
6/10/20	Publish notice for budget hearing
06/18/20	Preliminary budget available for review
06/18/20	Board conducts public hearing on Budget for 2020-2021
06/18/20	Board adopts 2020-21 budget
June 2020	Layoff notices, WLSSA, Para Educators, WLESP, Foreman and Kitchen Managers

Prior to adoption, Board policy requires copies of the proposed budget be available for the community to review. A notice of a public hearing on the budget, published in a newspaper of local circulation, advertises the date, time and place of the public budget hearing. As part of the budget adoption process, the Board sets the total number of mills of property taxes to be levied by the District and purpose for which that millage is levied.

Budget Formulation

The process for budget formulation this year was similar to past years. The business office projected student enrollment and revenues. Broad expenditure categories for salaries, health benefits and retirement were projected based upon negotiated labor agreements where available and estimated for others. Estimates were also used for health benefits and the Michigan Public Schools Employee Retirement System rate on salaries. Purchased services and supplies, with the exception of utilities and insurance, were maintained at the same level or decreased. Capital needs were also identified. This process resulted in expenditures exceeding revenues by \$10.6 million. This original projection was significantly higher than we have experienced in recent years. The Coronavirus pandemic caused several closures to businesses throughout the state, record unemployment, and a large drop in sales. The combination meant revenues predicted for the State in 2020/2021 and beyond would fall dramatically. As related taxes declined, the State predicted large shortfalls in the School Aid fund that would likely require overwhelming funding reductions for local districts in 2020/2021.

Facing such a significant deficit, particularly after many years of budget reductions and creative solutions, meant large layoffs and planning for higher than normal class sizes. This year the team focused on expenditure reduction.

The District is committed to taking action to reduce costs that would least impact changes in the level of services provided. After years of reductions, this is becoming more and more difficult to accomplish. Expenses will be reduced or delayed where possible. Every contract and subscription was reviewed in an attempt to eliminate those not absolutely necessary. Alternatives were considered where possible.

Benefit from savings –Each year there are natural savings that occur due to the retirement of teachers and others. Typically, when staff retire they are at the top of the respective salary schedule whereas new employees would begin at or near the bottom of the scale. In addition, significant time is spent on staffing and ensuring that buildings are staffed as efficiently as possible given current enrollment.

Unfortunately, after years of reducing budgets, it has become more difficult to find creative solutions and areas to reduce. Budget reductions identified will not be enough to balance the budget. As a result, we have and will once again be asking employee groups for wage and benefit concessions.

Key Factors in the Development of the 2020/2021 Budget

Budget parameters are developed with the Superintendent's Cabinet Team and reviewed with the District's Leadership Team, which includes all administrators. They are then presented to and discussed with the Board of Education at a regular public meeting. Input received at the Board meeting is incorporated. These parameters become the basis for the ensuing year's budget development. The parameters for 2020/2021 are as follows:

- Support for instruction, co-curricular and staff development programs and support operations will be funded.
- Competitive wages and negotiated concessions. Social security and Medicare costs will be budgeted as necessary. Retirement will be budgeted using a blended MPSEERS rate of 27.99 percent.
- Healthcare will be budgeted appropriately to account for PA 152 which places a cap on the total amount a district can pay for health insurance annually for its employees. The cap increased by 3.3% for 2020/2021.
- Revenues from the nutritional services program will continue to cover direct program expenditures.
- The number of pupils for 2020/2021, based on a blended count of 90/10, will be 13,089, representing a decrease of 320 students compared to 2019/2020. The blend will be based on 90% of the Fall 2020 count and 10% will be based on the Spring 2020 count.
- A \$500 per pupil decrease to the foundation allowance from the State of Michigan is anticipated for 2020/2021.
- Additional funds are budgeted to be received as assistance with retirement costs.
- An additional State allocation known as Hold Harmless funding is expected to continue for 2020/2021. This allocation is designed to ensure that after all changes occur to the various categories of per pupil funding that all districts would receive a minimum per pupil increase.
- Federal Funds are expected to remain level for this year.
- The District will continue to explore and implement cost savings and cost containment measures as mentioned earlier.
- Budget and financial reports will be prepared in accordance with excellence award standards.

Capital Budget

For the last many years, the majority of capital expenditures are within the bond or sinking funds as general fund dollars are not available. During the budget process for 2019/2020, vehicle needs were identified and an installment purchase agreement was pursued to finance the purchase, the payments for which will be paid for through the general fund. This is one way to stretch out the cost beyond one year.

A master project list is maintained by the District maintenance department based on the needs identified at the various buildings. This master list is updated on a regularly basis. Each project is reviewed and categorized under the following priority codes: health/safety, code compliance, end of useful life, curriculum improvement, energy conservation and operational need. During the budget process the master list is reviewed and a tentative list is prepared of projects to be completed in the following fiscal year. This list is adjusted as necessary due to emergencies and other unforeseen needs. Over the last several years the District has been able to use a combination of bond funds and sinking fund monies to fund necessary capital expenditures. The District's Sinking fund millage was renewed in November 2012 and will be in place for an additional ten years. These funds provide the resources

required to improve and maintain our buildings. Without this alternative funding source, these projects would need to be financed by the General Fund.

In November 2013, the Walled Lake Schools community approved a \$67.5 million Safety, Security and Technology Bond. These funds have allowed the District to improve safety and security in every building and to upgrade the classroom technology district-wide.

In May 2019, the Walled Lake Schools community once again approved a bond, the Buildings, Infrastructure and Equity Bond. This \$316 million bond has and will enable many infrastructure needs to be addressed, the replacement of an elementary building, significant reconstruction of one of the high schools, the building of an Early Childhood Center and much more.

Budget Management

The budget is managed by persons responsible for various program accounts and expenditures. Each office is equipped with an on-line processing capability which enables access to current information by account number and appropriation. Budget managers are able to make adjustments within specific budget line items, however, their total appropriation cannot be exceeded.

Budget Amendments

After the start of the school year and the official October student count, on which the largest portion of the per pupil foundation revenue is based, the District prepares an amendment to the budget. This allows adjustments based upon actual student enrollment, staffing ratios, actual year-end expenditures and fund balance from the previous fiscal year, to be considered.

In addition, the budget is reviewed regularly and formal budget amendments are prepared and approved periodically to better reflect actual revenues and expenditures. During the 2019/2020 school year, an amendment was made in January 2019 and the final amendment was processed in June 2020.

DISTRICT MISSION STATEMENT AND GOALS

Mission Statement

The mission of the Walled Lake Consolidated Schools, in partnership with parents and community, is to become the best educational system in America so all students demonstrate they are caring, responsible and knowledgeable citizens.

District Goals

Administration and the Board of Education have developed four areas of focus that shall be considered District goals and will span over many years. These goals are revisited frequently by Administration and are key considerations when discussing budget recommendations. The following describes each goal and is followed by a summary of just some of the financial and personnel resources allocated to ensure our success.

Student Success: Ensure that every student is able to reach his/her potential by focusing on:

- ✓ Academic and personal success;
- ✓ Ensuring instructional strategies and practices are research-based and meet the needs of all learners;
- ✓ Collaboration and innovation among all members of our school community;
- ✓ The needs of all learners, and developing action plans to help support those needs;
- ✓ Using data as a means to help drive instruction and planning; and
- ✓ Supporting best practices, proven interventions and the professional development of our teachers and administrators.

Supporting resources include monetary support for:

- ❖ Assessment tools
- ❖ Teacher release time for collaboration
- ❖ Professional development opportunities aimed at increasing student achievement
- ❖ Paraprofessional support at the elementary level in an effort to contain class sizes

- ❖ Targeted assistance provided to Focus schools to help close the achievement gap
- ❖ Freshman Academy at one high school which is designed to assist struggling ninth grade students
- ❖ Robust instructional technology in every classroom
- ❖ Variety of Advanced Placement course offerings at all three high schools

- ❖ Extensive ESL program
 - Teacher release time provided to study other teachers through our Teacher 2 Teacher program

During the spring school closure necessitated by the coronavirus pandemic, we:

- ❖ Provided Chromebooks to hundreds of families and assisted with access to affordable internet service
- ❖ Created packets of work for students who were unable to access the curriculum online

Fiscal Responsibility: Ensure long-term fiscal health of the District while maximizing dollars available for the classroom and encouraging innovation and the implementation of proven strategies and programs by:

- ✓ Developing budgets that are focused and centered on student achievement goals; and
- ✓ Continuing efficiency and collaboration efforts.

Supporting resources include personnel provided to:

- Ensure purchases are made as frugally as possible through available consortiums and cooperatives
- Develop and maintain an energy management program
- Work collaboratively with all bargaining groups

We have also made changes where possible to ensure savings. Examples include:

- Use of Google Apps for Education and other cloud-based technology programs
- Use of Mi-STAR middle school curriculum to implement the next generation science standards. This curriculum is free to local districts.

Community Outreach: In partnership with parents and the community, students and staff continually demonstrate they are caring, responsible and knowledgeable citizens by:

- ✓ Including the community in school and District events, activities, and efforts;
- ✓ Involving parents and the community in decisions that affect and benefit the Walled Lake Consolidated School District;
- ✓ Communicating information to the community to build awareness of Walled Lake Consolidated School District;
- ✓ Providing opportunities for our community to be involved in the District; and
- ✓ Building partnerships with diverse organizations to mutually strengthen the District and the communities we serve.

Supporting resources include personnel and monetary support to:

- Collaborate with Parent Teacher Associations
- Organize Superintendent coffees
- Host numerous community events
- Solicit feedback
- Track and review website activity
- Create and maintain many community partnerships
- Share information with parents and the community
- Hold District-wide Open house on an annual basis

During the spring school closure necessitated by the coronavirus pandemic and since, we have:

- Distributed meals to thousands of families
- Provided Chromebooks for those who needed them
- Assisted families with obtaining affordable internet service

Positive District Culture: Ensure that students are able to thrive in a culture that is safe and positive for them, for staff, for parents and for our community by:

- ✓ Creating a culture of safety and social well-being;
- ✓ Promoting “no tolerance” standards for bullying, harassment and other unacceptable behaviors;
- ✓ Ensuring that schools and facilities are maintained to the highest degree;
- ✓ Expecting students, staff and the entire school community to demonstrate respect for one another;
- ✓ Expecting students, staff and the entire school community to communicate, model and reinforce standards of ethical conduct and responsible global citizenship; and
- ✓ Continuing to ensure our schools are safe learning environments by annually reviewing Safety Plans; collaborating with local law enforcement officials and cultivating an overall culture of “safety first.”

Supporting resources include personnel and monetary support to:

- Conduct numerous emergency drills
- Operate surveillance cameras
- Inspect and improve health and cleanliness of schools
- Provide additional hall monitors
- Provide police officers that rotate through the District
- Therapy dogs at two buildings to assist students with anxiety and other social emotional needs. The program will be expanded in 2020/2021 to include three additional elementary buildings.

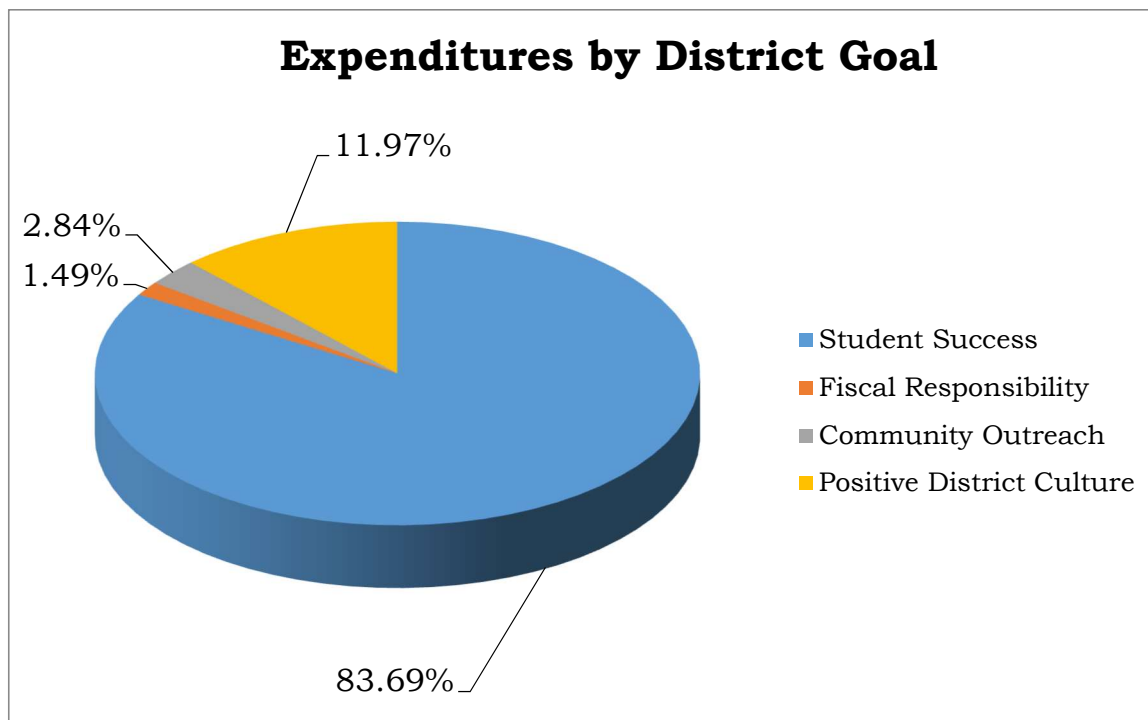
In an effort to become one Community, we have put effort into inviting students and families from our Elementary and Middle school communities to events at our High Schools.

In addition, the 2014 Safety, Security and Technology Bond has allowed for many upgrades to the safety and security of each District building. This has continued with the new 2019 Building, Infrastructure and Equity bond. Every building will benefit with much needed infrastructure improvements and replacements. In addition, our oldest Elementary will be replaced, while our oldest High School building will be significantly renovated.

An Early Childhood Center will also be built to accommodate our youngest learners and provide parents with a tremendous option aligned with our K-12 curriculum.

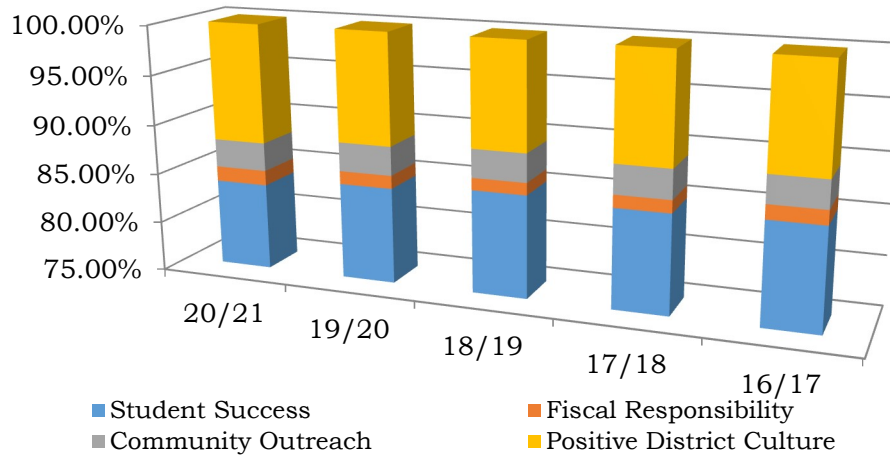
Expenditures by District Goal

Expenditures are not typically tracked or categorized by goal. Many expenses accomplish more than one goal simultaneously, while the categorization of others is not always clear. With that in mind, the following shows the breakdown of expenses organized by goal to the best of our ability.



The following chart displays the history of expenses categorized by goal and demonstrates the consistency at which the goals have been funded.

History of Expenses Categorized by Goal





WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

*Students having fun
in PE class !*



Every Child, Every Day!

2020-2021 Recommended Budget					
All Fund Summary					
Revenues By Source and Expenditures By Object					
	General	Special	Debt	Capital	
	Fund	Revenue	Service	Project	
	Fund	Funds	Funds	Funds	Total
Revenue					
Local Sources	\$36,657,929	\$7,171,067	\$22,102,891	\$4,410,903	\$70,342,790
State Sources	92,900,361	170,568	-	-	93,070,929
Federal Sources	6,036,411	1,725,000	-	-	7,761,411
Interdistrict Sources	11,754,314	-	-	-	11,754,314
Total Revenue	147,349,015	9,066,635	22,102,891	\$4,410,903	182,929,444
Expenditures					
Salaries	69,910,970	2,814,526	-	-	72,725,496
Benefits	53,134,783	1,680,556	-	-	54,815,339
Purchased Services	19,485,872	2,292,919	-	-	21,778,791
Supplies and Materials	5,254,644	2,057,065	-	-	7,311,709
Capital Outlay	519,081	17,650	-	-	536,731
Other	2,355,138	110,205	-	-	2,465,343
Capital Projects/Land	-	-	-	32,555,542	32,555,542
Debt Service	-	-	19,927,294	-	19,927,294
Total Expenditures	150,660,488	8,972,921	19,927,294	32,555,542	212,116,245
Other Financing Sources (Uses)					
Transfers In	76,322	100	-	-	76,422
Transfers Out	(100)	(76,322)	-	-	(76,422)
Total Other Financing Sources (Uses)	76,222	(76,222)	-	-	-
Net Change in Fund Balances	(3,235,251)	17,492	2,175,597	(28,144,639)	(29,186,801)
Fund Balances - Beginning of year	11,906,087	2,212,035	9,468,295	63,198,925	86,785,342
Fund Balances - End of year	\$8,670,836	\$2,229,527	\$11,643,892	\$35,054,286	\$57,598,541

Revenues By Source and Expenditures By Object

* - The beginning balance for 2019/2020 has been restated as required for GASB 84.

	Operating Funds Summary
	2016-17 Through 2023-24
	Expenditures by Function

				2019/2020	2020/2021	2020/2021	2021/2022	2022/2023
	2016/2017	2017/2018	2018/2019	Amended	Recommended	Projected	Projected	Projected
	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Budget
Instruction								
Elementary	\$ 38,475,370	\$ 39,259,140	\$ 38,952,804	\$ 39,066,299	\$ 35,283,764	\$ 39,224,267	\$ 39,671,313	\$ 40,123,935
Middle School	18,445,396	17,840,015	17,765,097	17,211,553	15,839,665	17,967,207	18,171,835	18,379,012
High School	24,489,331	24,349,953	23,381,635	23,115,981	21,741,631	23,630,766	23,883,004	24,138,389
Other Basic Programs	883,101	783,623	810,295	888,153	897,197	818,981	827,776	836,681
Special Education	16,435,328	17,832,191	18,667,856	19,067,372	19,001,313	18,873,221	19,081,170	19,291,737
Vocational Education	1,074,160	1,073,034	1,075,195	985,719	963,382	1,087,686	1,100,333	1,113,138
Other Added Needs and Adult Ed	3,057,311	3,236,976	3,680,517	4,495,614	3,504,621	3,718,827	3,686,722	3,725,987
Total Instruction	102,859,997	104,374,932	104,333,399	104,830,691	97,231,573	105,320,955	106,422,152	107,608,879
Supporting Services								
Guidance Services	3,429,703	3,427,799	3,434,877	3,246,401	3,247,660	3,475,502	3,516,632	3,558,275
Health Services	971,246	961,167	1,028,733	1,025,979	941,061	1,028,982	1,029,198	1,029,417
Psychological Services	1,104,300	1,147,162	1,171,581	1,104,698	1,111,650	1,184,472	1,197,523	1,210,736
Speech Services	2,541,590	2,782,371	2,787,238	2,693,499	2,627,426	2,820,148	2,853,470	2,887,209
Social Work	1,741,073	1,940,609	2,169,126	2,067,221	2,005,524	2,195,132	2,219,810	2,246,471
T/C Special Education	1,838,583	1,895,342	1,886,240	1,935,147	1,898,988	1,908,528	1,931,094	1,953,940
Other Pupil Services	1,725,155	1,383,687	1,741,410	1,288,025	1,448,364	1,729,562	1,743,553	1,757,715
Improvement of Instruction	1,483,376	1,530,372	1,614,251	1,556,066	1,315,557	1,629,546	1,645,030	1,660,705
Library Services	1,021,545	996,225	991,622	988,285	954,126	1,002,931	1,014,380	1,025,971
Audio/Visual	324,680	328,409	320,127	322,296	315,695	323,711	327,340	331,015
Instructional Staff Supervision	1,814,848	2,024,756	1,863,922	2,457,651	2,050,057	1,884,992	1,906,320	1,927,910
Media Services	83,105	87,195	182,008	103,675	82,378	182,744	183,488	184,242
Other Instruction Staff	21	-	25	-	-	-	-	-
Board of Education	220,705	350,717	187,045	139,208	167,000	187,045	187,895	188,749
Executive Administration	527,912	613,568	561,016	593,346	603,723	566,989	573,034	579,152
Office of Principal	8,924,202	9,276,580	9,057,239	8,820,825	8,707,060	9,163,468	9,271,011	9,379,886
Fiscal Services	1,289,820	1,398,952	1,531,042	1,394,410	1,624,569	1,545,466	1,560,069	1,574,855
Other Business Services	542,193	583,701	891,064	623,097	560,771	595,936	597,840	599,768
Custodial/Maintenance	9,808,947	9,946,555	10,349,742	10,602,820	10,936,832	10,158,560	10,277,853	10,399,337
Transportation	5,918,973	6,138,591	6,205,637	5,610,653	6,334,029	6,320,470	6,481,415	6,646,781
Testing/Community Relations	528,248	634,191	533,874	561,532	578,900	529,912	534,211	538,563
Personnel	947,648	905,632	1,037,489	1,073,316	1,015,765	1,048,664	1,059,977	1,071,431
Pupil Accounting	352,539	359,175	378,033	355,416	363,226	382,373	386,766	391,213
Data Processing	2,427,480	2,267,567	2,148,935	2,048,992	2,171,027	2,161,935	2,175,097	2,188,423
Athletics	2,060,196	2,157,536	2,077,830	1,975,112	2,163,164	2,089,010	2,100,325	2,111,779
Debt Service	-	-	-	56,850	56,850	56,850	113,700	113,700
Total Supporting Services	51,628,088	53,137,859	54,150,106	52,644,520	53,281,402	54,172,925	54,887,031	55,557,243
Community Services	217,247	243,097	155,586	251,599	147,513	157,142	158,713	160,300
Transfers Out	300,000	400,000	588,426	193,345	76,422	25,000	50,000	75,000
Cafeteria	4,584,827	4,562,065	4,428,294	4,359,396	4,440,380	4,502,190	4,564,994	4,628,808
Community Education	748,788	729,122	696,594	582,516	348,298	698,402	700,654	702,929
Preschool	355,890	381,456	464,167	462,094	489,461	459,911	464,122	468,374
Enrichment/Prime Time Care	1,556,801	1,653,483	1,762,517	1,708,575	1,774,782	1,790,139	1,805,649	1,821,315
Student Activity Accounts	-	-	-	1,900,000	1,920,000	1,939,200	1,958,592	1,978,178
Total Expenditures and Other Uses	\$ 162,251,638	\$ 165,482,014	\$ 166,579,089	\$ 166,932,736	\$ 159,709,831	\$ 169,065,864	\$ 171,011,908	\$ 173,001,026
Note: Operating Funds include the District General Fund and Special Revenue Funds								

General Fund 2016-17 Through 2023-24								
Revenues By Source and Expenditures By Object								
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Revenue								
Local Sources	\$ 33,925,927	\$ 34,519,424	\$ 34,730,099	\$ 35,794,253	\$ 36,377,853	\$ 35,077,400	\$ 33,953,424	\$ 34,193,458
State Sources	107,413,170	107,089,774	105,858,191	104,614,850	92,900,361	107,975,355	110,134,862	112,337,559
Federal Sources	5,381,881	5,840,817	5,634,619	6,204,997	6,036,411	5,690,965	5,747,875	5,805,354
Interdistrict Sources	9,509,147	10,149,170	10,568,423	11,526,788	11,754,314	10,779,791	10,995,387	11,215,295
Total Revenue	156,230,125	157,599,185	156,791,332	158,140,888	147,068,939	159,523,511	160,831,548	163,551,666
Expenditures								
Salaries	79,461,230	81,002,349	79,083,551	78,800,198	69,910,970	79,815,067	80,613,218	81,419,350
Benefits	49,701,048	50,195,723	51,129,204	52,065,749	53,134,783	51,861,023	52,638,903	53,428,452
Purchased Services	19,280,874	19,817,264	19,602,160	19,001,428	19,485,872	19,201,146	19,454,458	19,715,716
Supplies and Materials	4,929,332	5,311,134	5,816,732	5,122,978	5,254,644	5,803,799	5,803,799	5,803,799
Capital Outlay	573,642	373,938	601,529	326,006	519,081	352,840	281,950	281,950
Other	759,206	1,055,480	2,405,915	2,410,451	2,355,138	2,617,147	2,675,568	2,677,155
Total Expenditures	154,705,332	157,755,888	158,639,091	157,726,810	150,660,488	159,651,022	161,467,896	163,326,422
Other Financing Sources (Uses)								
Transfers In	300,000	400,000	587,453	193,245	76,322	25,000	50,000	75,000
Transfers Out	-	-	(973)	(100)	(100)	-	-	-
Face value of debt issued	-	-	256,807	-	270,076	-	-	-
Proceeds from sale of fixed assets	39,695	125,980	237,525	90,000	10,000	400,000	700,000	-
Total Other Fin. Sources (Uses)	339,695	525,980	1,080,812	283,145	356,298	425,000	750,000	75,000
Net Change in Fund Balance	1,864,488	369,277	(766,947)	697,223	(3,235,251)	297,490	113,652	300,244
Fund Balances - Beginning of year	9,742,046	11,606,534	11,975,811	11,208,864	11,906,087	8,670,836	8,968,326	9,081,977
Fund Balances - End of year	\$ 11,606,534	\$ 11,975,811	\$ 11,208,864	\$ 11,906,087	\$ 8,670,836	\$ 8,968,326	\$ 9,081,977	\$ 9,382,222

General Fund 2016-17 Through 2023-2024								
Expenditures by Function								
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Instruction								
Elementary	\$ 38,475,370	39,259,140	\$ 38,952,804	\$ 39,066,299	\$ 35,283,764	\$ 39,224,267	\$ 39,671,313	\$ 40,123,935
Middle School	18,445,396	17,840,015	17,765,097	17,211,553	15,839,665	17,967,207	18,171,835	18,379,012
High School	24,489,331	24,349,953	23,381,635	23,115,981	21,741,631	23,630,766	23,883,004	24,138,389
Other Basic Programs	883,101	783,623	810,295	888,153	897,197	818,981	827,776	836,681
Special Education	16,435,328	17,832,191	18,667,856	19,067,372	19,001,313	18,873,221	19,081,170	19,291,737
Vocational Education	1,074,160	1,073,034	1,075,195	985,719	963,382	1,087,686	1,100,333	1,113,138
Other Added Needs and Adult Ed	3,057,311	3,236,976	3,680,517	4,495,614	3,504,621	3,718,827	3,686,722	3,725,987
Total Instruction	102,859,997	104,374,932	104,333,399	104,830,691	97,231,573	105,320,955	106,422,152	107,608,879
Supporting Services								
Guidance Services	3,429,703	3,427,799	3,434,877	3,246,401	3,247,660	3,475,502	3,516,632	3,558,275
Health Services	971,246	961,167	1,028,733	1,025,979	941,061	1,028,982	1,029,198	1,029,417
Psychological Services	1,104,300	1,147,162	1,171,581	1,104,698	1,111,650	1,184,472	1,197,523	1,210,736
Speech Services	2,541,590	2,782,371	2,787,238	2,693,499	2,627,426	2,820,148	2,853,470	2,887,209
Social Work	1,741,073	1,940,609	2,169,126	2,067,221	2,005,524	2,195,132	2,219,810	2,246,471
T/C Special Education	1,838,583	1,895,342	1,886,240	1,935,147	1,898,988	1,908,528	1,931,094	1,953,940
Other Pupil Services	1,725,155	1,383,687	1,741,410	1,288,025	1,448,364	1,729,562	1,743,553	1,757,715
Improvement of Instruction	1,483,376	1,530,372	1,614,251	1,556,066	1,315,557	1,629,546	1,645,030	1,660,705
Library Services	1,021,545	996,225	991,622	988,285	954,126	1,002,931	1,014,380	1,025,971
Audio/Visual	324,680	328,409	320,127	322,296	315,695	323,711	327,340	331,015
Instructional Staff Supervision	1,814,848	2,024,756	1,863,922	2,457,651	2,050,057	1,884,992	1,906,320	1,927,910
Media Services	83,105	87,195	182,008	103,675	82,378	182,744	183,488	184,242
Other Instruction Staff	21	-	25	-	-	-	-	-
Board of Education	220,705	350,717	187,045	139,208	167,000	187,045	187,895	188,749
Executive Administration	527,912	613,568	561,016	593,346	603,723	566,989	573,034	579,152
Office of Principal	8,924,202	9,276,580	9,057,239	8,820,825	8,707,060	9,163,468	9,271,011	9,379,886
Fiscal Services	1,289,820	1,398,952	1,531,042	1,394,410	1,624,569	1,545,466	1,560,069	1,574,855
Other Business Services	542,193	583,701	891,064	623,097	560,771	595,936	597,840	599,768
Custodial/Maintenance	9,808,947	9,946,555	10,349,742	10,602,820	10,936,832	10,158,560	10,277,853	10,399,337
Transportation	5,918,973	6,138,591	6,205,637	5,610,653	6,334,029	6,320,470	6,481,415	6,646,781
Testing/Community Relations	528,248	634,191	533,874	561,532	578,900	529,912	534,211	538,563
Personnel	947,648	905,632	1,037,489	1,073,316	1,015,765	1,048,664	1,059,977	1,071,431
Pupil Accounting	352,539	359,175	378,033	355,416	363,226	382,373	386,766	391,213
Data Processing	2,427,480	2,267,567	2,148,935	2,048,992	2,171,027	2,161,935	2,175,097	2,188,423
Athletics	2,060,196	2,157,536	2,077,830	1,975,112	2,163,164	2,089,010	2,100,325	2,111,779
Debt Service	-	-	-	56,850	56,850	56,850	113,700	113,700
Total Supporting Services	51,628,088	53,137,859	54,150,106	52,644,520	53,281,402	54,172,925	54,887,031	55,557,243
Community Services	217,247	243,097	155,586	251,599	147,513	157,142	158,713	160,300
Transfers Out	-	-	973	100	100	-	-	-
Total Expenditures and Other Uses	\$ 154,705,332	\$ 157,755,888	\$ 158,640,064	\$ 157,726,910	\$ 150,660,588	\$ 159,651,022	\$ 161,467,896	\$ 163,326,422

Walled Lake Consolidated Schools								
Cafeteria Fund								
2016/2017 Through 2023/2024								
Revenues By Source and Expenditures By Object								
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Revenue								
Local Sources	\$ 2,795,956	\$ 2,723,988	\$ 2,585,517	\$ 1,930,344	\$ 2,572,541	\$ 2,598,266	\$ 2,624,249	\$ 2,650,492
State Sources	172,566	159,425	169,911	165,198	170,568	172,274	173,996	175,736
Federal Sources	1,752,934	1,770,800	1,711,355	1,804,092	1,725,000	1,742,250	1,759,673	1,777,269
Total Revenue	4,721,456	4,654,213	4,466,783	3,899,634	4,468,109	4,512,790	4,557,918	4,603,497
Expenditures								
Salaries	1,559,724	1,463,543	1,491,873	1,516,172	1,499,949	1,514,948	1,530,098	1,545,399
Benefits	722,638	907,057	926,354	909,065	930,881	940,190	949,592	959,088
Purchased Services	83,440	88,245	110,025	139,066	111,300	111,300	111,300	111,300
Supplies and Materials	2,042,333	1,961,492	1,879,530	1,776,618	1,875,100	1,912,602	1,950,854	1,989,871
Capital Outlay	56,294	15,980	14,548	11,650	17,650	17,650	17,650	17,650
Other	120,398	125,748	5,964	6,825	5,500	5,500	5,500	5,500
Total Expenditures	4,584,827	4,562,065	4,428,294	4,359,396	4,440,380	4,502,190	4,564,994	4,628,808
Other Financing Sources (Uses)								
Transfers In	-	-	973	100	100	-	-	-
Transfers Out	-	-	(187,453)	(193,245)	-	-	-	-
Total Other Fin. Sources (Uses)	-	-	(186,480)	(193,145)	100	-	-	-
Net Change in Fund Balance	136,629	92,148	(147,991)	(652,907)	27,829	10,600	(7,076)	(25,311)
Fund Balances - Beginning of year	597,727	734,356	826,504	678,513	25,606	53,435	64,035	56,959
Fund Balances - End of year	\$ 734,356	\$ 826,504	\$ 678,513	\$ 25,606	\$ 53,435	\$ 64,035	\$ 56,959	\$ 31,648

Walled Lake Consolidated Schools								
Community Education Fund								
2016/2017 Through 2023/2024								
Revenues By Source and Expenditures By Object								
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Revenue								
Local Sources	\$ 776,217	\$ 768,752	\$ 704,997	\$ 401,300	\$ 401,300	\$ 712,047	\$ 719,167	\$ 726,359
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-
Total Revenue	776,217	768,752	704,997	401,300	401,300	712,047	719,167	726,359
Expenditures								
Salaries	146,698	132,723	131,394	130,072	65,696	131,373	132,686	134,013
Benefits	79,732	88,508	92,015	92,915	46,008	93,844	94,783	95,731
Purchased Services	430,921	404,162	375,896	294,088	187,949	375,896	375,896	375,896
Supplies and Materials	56,383	72,009	51,717	31,500	25,859	51,717	51,717	51,717
Capital Outlay	-	-	-	-	-	-	-	-
Other	35,054	31,720	45,572	33,941	22,786	45,572	45,572	45,572
Total Expenditures	748,788	729,122	696,594	582,516	348,298	698,402	700,654	702,929
Other Financing Sources								
Transfers Out	-	-	-	-	-	(25,000)	(25,000)	(25,000)
Total Other Financing Sources	-	-	-	-	-	(25,000)	(25,000)	(25,000)
Net Change in Fund Balance	27,429	39,630	8,403	(181,216)	53,002	(11,355)	(6,487)	(1,570)
Fund Balances - Beginning of year	160,128	187,557	227,187	235,590	54,374	107,376	96,021	89,534
Fund Balances - End of year	\$ 187,557	\$ 227,187	\$ 235,590	\$ 54,374	\$ 107,376	\$ 96,021	\$ 89,534	\$ 87,964

Walled Lake Consolidated Schools								
Preschool Fund								
2016/2017 Through 2023/2024								
Revenues By Source and Expenditures By Object								
	2016/2017 Actual	2017/2018 Actual	2018/2019 Actual	2019/2020 Amended Budget	2020/2021 Recommended Budget	2021/2022 Projected Budget	2022/2023 Projected Budget	2023/2024 Projected Budget
Revenue								
Local Sources	\$ 354,738	\$ 397,949	\$ 499,567	\$ 287,307	\$ 433,259	\$ 504,563	\$ 509,608	\$ 514,704
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-
Total Revenue	354,738	397,949	499,567	287,307	433,259	504,563	509,608	514,704
Expenditures								
Salaries	214,690	208,861	237,159	248,580	246,917	249,386	251,880	254,399
Benefits	95,954	131,298	157,466	165,315	169,925	171,624	173,341	175,074
Purchased Services	14,532	14,895	20,975	14,943	20,700	20,700	20,700	20,700
Supplies and Materials	15,341	10,213	18,201	12,000	20,000	18,201	18,201	18,201
Capital Outlay	-	-	-	-	-	-	-	-
Other	15,373	16,189	30,366	21,256	31,919	-	-	-
Total Expenditures	355,890	381,456	464,167	462,094	489,461	459,911	464,122	468,374
Other Financing Uses - Transfers Out	-	-	-	-	(76,322)	-	-	-
Net Change in Fund Balance	(1,152)	16,493	35,400	(174,787)	(132,524)	44,651	45,486	46,330
Fund Balances - Beginning of year	256,665	255,513	272,006	307,406	132,619	95	44,746	90,233
Fund Balances - End of year	\$ 255,513	\$ 272,006	\$ 307,406	\$ 132,619	\$ 95	\$ 44,746	\$ 90,233	\$ 136,563

Walled Lake Consolidated Schools
Enrichment/Prime Time Care Fund
2016/2017 Through 2023/2024

Revenues By Source and Expenditures By Object

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Actual	Actual	Actual	Amended	Recommended	Projected	Projected	Projected
				Budget	Budget	Budget	Budget	Budget
Revenue								
Local Sources	\$ 1,949,623	\$ 1,866,932	\$ 1,842,845	\$ 1,500,628	\$ 1,824,900	\$ 1,843,149	\$ 1,861,580	\$ 1,880,196
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-
Total Revenue	1,949,623	1,866,932	1,842,845	1,500,628	1,824,900	1,843,149	1,861,580	1,880,196
Expenditures								
Salaries	928,757	915,968	984,591	977,326	1,001,964	1,011,984	1,022,103	1,032,324
Benefits	370,246	481,217	524,172	522,697	533,742	539,079	544,470	549,915
Purchased Services	50,978	54,420	51,304	88,252	52,970	52,970	52,970	52,970
Supplies and Materials	132,445	137,740	149,243	115,045	136,106	136,106	136,106	136,106
Capital Outlay	-	-	-	-	-	-	-	-
Other	74,375	64,138	53,207	5,255	50,000	50,000	50,000	50,000
Total Expenditures	1,556,801	1,653,483	1,762,517	1,708,575	1,774,782	1,790,139	1,805,649	1,821,315
Other Financing Uses - Transfers Out	(300,000)	(400,000)	(400,000)	-	-	-	(25,000)	(50,000)
Net Change in Fund Balance	92,822	(186,551)	(319,672)	(207,947)	50,118	53,010	30,931	8,881
Fund Balances - Beginning of year	682,285	775,107	588,556	268,884	60,937	111,055	164,065	194,996
Fund Balances - End of year	\$ 775,107	\$ 588,556	\$ 268,884	\$ 60,937	\$ 111,055	\$ 164,065	\$ 194,996	\$ 203,877

Walled Lake Consolidated Schools								
2011 Debt Fund								
2016/2017 Through 2023/2024								
	2016/2017 Actual	2017/2018 Actual	2018/2019 Actual	2019/2020 Amended Budget	2020/2021 Recommended Budget	2021/2022 Projected Budget	2022/2023 Projected Budget	2023/2024 Projected Budget
Revenue - Local Sources	\$ 6,475,630	\$ 6,600,777	\$ 7,707,897	\$ 5,713,228	\$ 4,942,387	\$ 3,287,154	\$ -	\$ -
Expenditures								
Principal Payments	5,135,000	5,075,000	5,000,000	4,935,000	4,890,000	4,845,000	-	-
Interest and Other	1,452,945	1,218,453	999,789	743,033	493,750	251,750	-	-
Total Expenditures	6,587,945	6,293,453	5,999,789	5,678,033	5,383,750	5,096,750	-	-
Excess of Revenue Over (Under) Expenditures	(112,315)	307,324	1,708,108	35,195	(441,363)	(1,809,596)	-	-
Other Financing Sources (Uses)								
Transfers In	-	-	85,422	-	-	-	-	-
Transfers Out	-	-	-	-	-	(509,675)	-	-
Debt Proceeds and premium on refunding	-	-	-	-	-	-	-	-
Payments to Bond Escrow	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	85,422	-	-	(509,675)	-	-
Net Change in Fund Balances	(112,315)	307,324	1,793,530	35,195	(441,363)	(2,319,271)	-	-
Fund Balances - Beginning of year	736,900	624,585	931,909	2,725,439	2,760,634	2,319,271	-	-
Fund Balances - End of year	\$ 624,585	\$ 931,909	\$ 2,725,439	\$ 2,760,634	\$ 2,319,271	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools
2012 Debt Fund
2016/2017 Through 2023/2024

	2016/2017 Actual	2017/2018 Actual	2018/2019 Actual	2019/2020 Amended Budget	2020/2021 Recommended Budget	2021/2022 Projected Budget	2022/2023 Projected Budget	2023/2024 Projected Budget
Revenue - Local Sources	\$ 1,812,139	\$ 1,825,879	\$ 587,420	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures								
Principal Payments	1,705,000	1,670,000	590,000	-	-	-	-	-
Interest and Other	122,972	72,348	18,879	-	-	-	-	-
Total Expenditures	1,827,972	1,742,348	608,879	-	-	-	-	-
Excess of Revenue Over (Under) Expenditures	(15,833)	83,531	(21,459)	-	-	-	-	-
Other Financing Sources (Uses)								
Transfers In	-	-	-	-	-	-	-	-
Transfers Out	-	-	(239,771)	-	-	-	-	-
Debt Proceeds and premium on refunding	-	-	-	-	-	-	-	-
Payments to Bond Escrow	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	(239,771)	-	-	-	-	-
Net Change in Fund Balances	(15,833)	83,531	(261,230)	-	-	-	-	-
Fund Balances - Beginning of year	193,532	177,699	261,230	-	-	-	-	-
Fund Balances - End of year	\$ 177,699	\$ 261,230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools								
2014 Debt Fund								
2016/2017 Through 2023/2024								
	2016/2017 Actual	2017/2018 Actual	2018/2019 Actual	2019/2020 Amended Budget	2020/2021 Recommended Budget	2021/2022 Projected Budget	2022/2023 Projected Budget	2023/2024 Projected Budget
Revenue - Local Sources	\$ 3,880,462	\$ 4,357,453	\$ 5,489,252	\$ 4,638,232	\$ 4,135,739	\$ 2,868,743	\$ 4,538,825	\$ 4,604,588
Expenditures								
Principal Payments	750,000	1,075,000	1,155,000	1,305,000	1,430,000	1,555,000	1,680,000	1,805,000
Interest and Other	3,074,451	3,061,562	3,040,741	3,013,713	2,960,894	2,906,194	2,851,768	2,792,968
Total Expenditures	3,824,451	4,136,562	4,195,741	4,318,713	4,390,894	4,461,194	4,531,768	4,597,968
Excess of Revenue Over (Under) Expenditures	56,011	220,891	1,293,511	319,519	(255,155)	(1,592,451)	7,057	6,620
Other Financing Sources (Uses)								
Transfers In	-	-	61,876	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Debt Proceeds and premium on refunding	-	-	-	-	-	-	-	-
Payments to Bond Escrow	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	61,876	-	-	-	-	-
Net Change in Fund Balances	56,011	220,891	1,355,387	319,519	(255,155)	(1,592,451)	7,057	6,620
Fund Balances - Beginning of year	341,917	397,928	618,819	1,974,206	2,293,725	2,038,570	446,119	453,177
Fund Balances - End of year	\$ 397,928	\$ 618,819	\$ 1,974,206	\$ 2,293,725	\$ 2,038,570	\$ 446,119	\$ 453,177	\$ 459,797

Walled Lake Consolidated Schools								
2015 Debt Fund								
2016/2017 Through 2023/2024								
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Actual	Actual	Actual	Amended	Recommended	Projected	Projected	Projected
	Budget			Budget	Budget	Budget	Budget	Budget
Revenue - Local Sources	\$ 7,447,091	\$ 7,657,433	\$ 6,284,719	\$ 5,800,938	\$ 5,488,835	\$ 3,418,601	\$ -	\$ -
Expenditures								
Principal Payments	6,070,000	6,020,000	4,160,000	4,635,000	5,170,000	5,135,000	-	-
Interest and Other	1,514,439	1,274,971	968,376	757,361	522,250	256,750	-	-
Total Expenditures	7,584,439	7,294,971	5,128,376	5,392,361	5,692,250	5,391,750	-	-
Excess of Revenue Over (Under) Expenditures	(137,348)	362,462	1,156,343	408,577	(203,415)	(1,973,149)	-	-
Other Financing Sources (Uses)								
Transfers In	-	-	72,312	-	-	-	-	-
Transfers Out	-	-	-	-	-	(539,175)	-	-
Debt Proceeds and premium on refunding	-	-	-	-	-	-	-	-
Payments to Bond Escrow	-	-	-	-	-	-	-	-
Premium on Bond Refunding	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	72,312	-	-	(539,175)	-	-
Net Change in Fund Balances	(137,348)	362,462	1,228,655	408,577	(203,415)	(2,512,324)	-	-
Fund Balances - Beginning of year	853,393	716,045	1,078,507	2,307,162	2,715,739	2,512,324	-	-
Fund Balances - End of year	\$ 716,045	\$ 1,078,507	\$ 2,307,162	\$ 2,715,739	\$ 2,512,324	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools								
2016 Debt Fund								
2016/2017 Through 2023/2024								
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Actual	Actual	Actual	Amended	Recommended	Projected	Projected	Projected
	Budget			Budget	Budget	Budget	Budget	Budget
Revenue - Local Sources	\$ 314,719	\$ 374,219	\$ 1,924,144	\$ 2,176,077	\$ 1,941,195	\$ 828,517	\$ 1,630,860	\$ 1,551,060
Expenditures								
Principal Payments	-	-	1,010,000	1,575,000	1,555,000	1,535,000	1,510,000	1,490,000
Interest and Other	348,380	348,640	351,624	309,923	250,600	190,900	129,500	69,100
Total Expenditures	348,380	348,640	1,361,624	1,884,923	1,805,600	1,725,900	1,639,500	1,559,100
Excess of Revenue Over (Under) Expenditures	(33,661)	25,579	562,520	291,154	135,595	(897,383)	(8,640)	(8,040)
Other Financing Sources (Uses)								
Transfers In	-	-	20,161	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Debt Proceeds and premium on refunding	-	-	-	-	-	-	-	-
Payments to Bond Escrow	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	20,161	-	-	-	-	-
Net Change in Fund Balances	(33,661)	25,579	582,681	291,154	135,595	(897,383)	(8,640)	(8,040)
Fund Balances - Beginning of year	68,625	34,964	60,543	643,224	934,378	1,069,973	172,590	163,950
Fund Balances - End of year	\$ 34,964	\$ 60,543	\$ 643,224	\$ 934,378	\$ 1,069,973	\$ 172,590	\$ 163,950	\$ 155,910

Walled Lake Consolidated Schools Capital Project Fund - 2014 Bond Fund 2016/2017 Through 2023/2024								
	2016/2017 Actual	2017/2018 Actual	2018/2019 Actual	2019/2020 Amended Budget	2020/2021 Recommended Budget	2021/2022 Projected Budget	2022/2023 Projected Budget	2023/2024 Projected Budget
Revenue - Local Sources	\$ 289,432	\$ 88,876	\$ 100,107	\$ 100,760	\$ 40,000	\$ -	\$ -	\$ -
Expenditures - Capital Outlay	11,244,471	2,687,700	2,112,029	2,143,343	1,220,246	-	-	-
Net Change in Fund Balance	(10,955,039)	(2,598,824)	(2,011,922)	(2,042,583)	(1,180,246)	-	-	-
Other Financing Sources (Uses)								
Transfers out	-							
Bond proceeds	-							
Premium on debt issued	-							
	-	-	-	-	-	-	-	-
Net Change in Fund Balances	(10,955,039)	(2,598,824)	(2,011,922)	(2,042,583)	(1,180,246)	-		
Fund Balances - Beginning of year	18,788,614	7,833,575	5,234,751	3,222,829	1,180,246	-	-	-
Fund Balances - End of year	\$ 7,833,575	\$ 5,234,751	\$ 3,222,829	\$ 1,180,246	\$ -	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools Capital Project Fund - 2019 Bond Fund - Series One 2016/2017 Through 2023/2024								
	2016/2017 Actual	2017/2018 Actual	2018/2019 Actual	2019/2020 Amended Budget	2020/2021 Recommended Budget	2021/2022 Projected Budget	2022/2023 Projected Budget	2023/2024 Projected Budget
Revenue - Local Sources	\$ -	\$ -	\$ 15,220	\$ 1,180,000	\$ 2,068,903	\$ 1,034,000	\$ 200,000	\$ 200,000
Expenditures - Capital Outlay	-	-	-	5,444,267	29,033,296	15,884,429	11,702,277	7,242,641
Net Change in Fund Balance	-	-	15,220	(4,264,267)	(26,964,393)	(14,850,429)	(11,502,277)	(7,042,641)
Other Financing Sources (Uses)								
Bond issuance cost			(446,821)	-	-	-	-	-
Bond proceeds			54,420,000	-	-	-	-	-
Premium on debt issued			10,635,608	-	-	-	-	-
	-	-	64,608,787	-	-	-	-	-
Net Change in Fund Balances	-	-	64,624,007	(4,264,267)	(26,964,393)	(14,850,429)	(11,502,277)	(7,042,641)
Fund Balances - Beginning of year	-	-	-	64,624,007	60,359,740	33,395,347	18,544,918	7,042,641
Fund Balances - End of year	\$ -	\$ -	\$ 64,624,007	\$ 60,359,740	\$ 33,395,347	\$ 18,544,918	\$ 7,042,641	\$ -

Walled Lake Consolidated Schools								
Capital Project Fund - Sinking Fund								
2016/2017 Through 2023/2024								
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Actual	Actual	Actual	Amended	Recommended	Projected	Projected	Projected
				Budget	Budget	Budget	Budget	Budget
Revenue - Local Sources	\$ 2,184,775	\$ 2,260,502	\$ 2,361,642	\$ 2,468,193	\$ 2,302,000	\$ 2,325,020	\$ 2,348,270	\$ 2,371,753
Expenditures - Capital Outlay	3,034,916	1,751,130	3,483,029	1,567,342	2,302,000	2,557,522	2,583,097	2,608,928
Net Change in Fund Balance	(850,141)	509,372	(1,121,387)	900,851	-	(232,502)	(234,827)	(237,175)
Fund Balances - Beginning of year	2,220,244	1,370,103	1,879,475	758,088	1,658,939	1,658,939	1,426,437	1,191,610
Fund Balances - End of year	\$ 1,370,103	\$ 1,879,475	\$ 758,088	\$ 1,658,939	\$ 1,658,939	\$ 1,426,437	\$ 1,191,610	\$ 954,435

Descriptions and Assumptions

Major Revenue Sources and Expenditure Categories

Revenue Sources

<i>Local Sources</i>

Description – This revenue source consists almost entirely of property tax revenue which makes up a portion of the foundation grant funding. The remainder is generated through fees associated with facility and athletic field rentals, parking and other items.

Local sources found within the Capital Project funds consist of property tax revenue and interest earnings.

Assumption and Significant Trends – Property taxes are based on taxable values provided by the local community assessors. While increases in the assessed values have been much higher, increases in taxable value are limited to the lesser of inflation or 5% annually. Oakland County taxable values increased 1.72%, 3.67%, 4.71% and 5.24% in 2016, 2017, 2018 and 2019 respectively. Projected increases of 4.25% is expected for each of the three years 2020, 2021 and 2022.

Revenue generated from fees is budgeted based on historical revenue. This revenue category is expected to remain flat for the next few years.

<i>State Sources</i>

Description - State revenue includes the foundation grant as well as categorical funding. Categorical aid includes allocations of funds for specific purposes such as special education, bilingual and vocational education.

Assumption and Significant Trends – State revenue is budgeted based on the anticipated State budget for 2020/2021, including a net per pupil decrease of \$500. The per-pupil funding has been applied to our projected student count to calculate the projected foundation revenue. Additional components of the State budget were also included in the District budget. These include special allocations provided to assist districts with the rising cost of the Michigan Public Schools Employee Retirement System.

Prior to the Coronavirus pandemic, there were many signs that the Michigan State economy was continuing to recover. Unfortunately, business closures necessitated by the pandemic is expected to have a dramatic impact on State revenue for the next several years. After budgeting for a large decrease in funding for 2020/2021, only modest increases are expected for a time before State revenues are able to recover.

Federal Sources

Description – Federal revenue comes to the district in the form of grants. Each grant has requirements and restrictions on how the allocations can be spent. Examples include Title I and IDEA.

Assumption and Significant Trends – Federal revenue is budgeted based on estimated allocations provided to the district as well as historical grant information. Federal revenue is expected to remain flat over the next several years.

Interdistrict Sources

Description - Interdistrict revenue consists of PA 18 funds and Medicaid Outreach monies. PA 18 funds originate through a special education millage that is levied by the Oakland Intermediate School District (ISD) and passed on to qualifying districts through a distribution formula. Medicaid Outreach funds also flow through the Oakland ISD and represent a reimbursement for administrative activities associated with Medicaid.

Assumption and Significant Trends – PA 18 funds are budgeted based on projected taxable values and estimates prepared by the Oakland ISD. Projected increases of 2% are budgeted for each of three years included.

Medicaid Outreach funds are budgeted using historical figures and are expected to remain flat over the next several years.

Expenditure Categories

Salaries

Description – Salaries include all wage classifications. Examples are regular and overtime wages as well as termination pay upon retirement.

Assumption and Significant Trends – Salaries are budgeted based on negotiated concessions for 2020/2021 and estimates for those contracts not yet settled. Modest increases of one percent were budgeted for each of the next three years based on projected revenue increases.

Benefits

Description – Employee benefits consist of health insurance and required FICA and Medicaid contributions. The State of Michigan requires that all Michigan public school employees belong to the Michigan Public School Employee Retirement System. Employers must contribute a designated percentage of wages to the system each year on behalf of employees. Those costs are also categorized here.

Assumption and Significant Trends – Health insurance costs were budgeted based on the parameters established with PA 152 which limits the amount a district can spend toward the cost of medical insurance. For 2020/2021 those limits have increased by 3.3%. The caps are adjusted annually by the change in the medical care component of the United States consumer price index. The medical care

component has historically ranged from 3% - 5%. This trend is expected to continue and has been budgeted accordingly.

FICA and Medicaid costs are based on known percentages. Retirement costs are based on the rates established by the Michigan retirement system. Reforms to the system over the years have resulted in nine different rates to apply to employee wages. The blended rate for 2020/2021 for our district is calculated to be 27.99 percent. Modest increases are budgeted for the following few years.

Purchased Services

Description – Contracted substitutes, custodians and transportation employees are charged to purchased services along with utilities. Other items include work that the school district pays an outside company to complete. This may include auditor and attorney fees, lawn maintenance and software support.

Assumption and Significant Trends – Purchased service expenditures are budgeted based on negotiated contracts and historical usage information. Utilities are projected with modest 2% increases for 2020/2021 compared to 2019/2020.

Supplies and Materials

Description – Teaching supplies, office supplies and custodial supplies are all charged to supplies and materials.

Assumption and Significant Trends – Supply costs are estimated based on projected student counts and historical usage information.

Capital Outlay

Description – All fixed asset items are charged to capital outlay accounts. Examples include furniture, computers, equipment and vehicles.

Assumption and Significant Trends – Capital outlay costs in the general fund are estimated based on conservative purchase plans. This is an area that has been consistently reduced as a cost saving measure and is expected to continue as such.

Funds have been budgeted with the 2014 Capital Projects Fund for the purchase of furniture in each of our buildings. While the amount is minimal compared to the needs, it is a much needed allocation.

Capital outlay budgets in the 2019 Capital Projects Fund are based on the estimated cost of projects planned for the year.

Other

Description – Other expenditures include any item that would not be appropriately charged to any of the five categories above.

Assumption and Significant Trends – Other items are projected based on historical costs and are expected to remain flat over the next several years.

Fund Balance Description and Discussion

Fund Balance – General Fund

Description – Fund balance is a cumulative figure that is the result of all prior year revenues over (under) expenditures. Maintaining a minimum fund balance allows the District to cover day-to-day operating expenses throughout the year without the need to borrow. A fund balance also provides some security for unforeseen expenditures or emergencies.

Assumption and Significant Trends – The state of the economy over the last several years has made it increasingly difficult to balance the District budget without severe reductions in staff and programs. As a result, the Board of Education has approved the use of a portion of fund balance to assist in this process. As a part of the annual budget process, the Superintendent has recommended, and the Board has approved, a desired fund balance level. It has traditionally been the goal of Administration and the Board of Education to maintain a fund balance of \$10 million or more. The significant expected decline in State funding for 2020/2021 will require use of fund balance beyond that level. The District's general fund budget for future years is built with returning to that goal in mind.

Classifications per GASB 54 – A portion of fund balance in the general fund is classified as nonspendable. Nonspendable dollars include the asset categories of inventory and prepaid costs.

No portion of fund balance in the general fund is classified as restricted, committed or assigned.

Fund Balance – Special Revenue Funds

Assumption and Significant Trends – Special Revenue funds are structured with the intent that revenues will equal or exceed the costs associated with each respective program. As a result, it is budgeted that each of our Special Revenue funds will maintain a fund balance into the future that will ensure stability of the program.

Classifications per GASB 54 – Fund balance for the Cafeteria Fund is restricted and must be used for Cafeteria operations.

Fund balance for Community Education, Enrichment/Prime Time Care and Preschool are committed for these purposes.

Fund Balance – Debt Funds

Assumption and Significant Trends – Millage rates for bonds are established each year based on the principal and interest payments scheduled the following year as

well as funds necessary to maintain a level of fund balance. Fund balance in Debt Funds allow for stability of rates as taxable values change and is expected to remain fairly level.

Classifications per GASB 54 – Fund balance for all debt funds is restricted for the payment of debt principal and interest payments.

<i>Fund Balance – Capital Project Funds</i>
--

Assumption and Significant Trends – Fund balance in the 2014 Bond Fund continues to decline as projects are completed. The fund balance in the 2019 Bond Fund will also continue to decline as more projects are underway. Fund balance within the Sinking Fund remains fairly stable.

Classifications per GASB 54 – Fund balance in the Capital Project Funds is restricted for capital project work at District buildings.

CAPITAL IMPROVEMENTS

Sinking Fund

In 2004, the District passed a .50 mill Building & Site Improvement Fund, or sinking fund, that is used to ensure that repairs and replacements of systems such as roofs, boilers, mechanical systems, site lighting, fencing, tennis and track surfaces, parking lots, fire sprinkler systems and other large-scale, contracted building repairs are done to preserve District facilities. This millage was set to expire in 2014. In November 2012, the District passed a 10 year renewal of this millage. The renewal will assist us in long-range planning for capital improvement needs.

The sinking fund allows the District to keep the more than 2.5 million square feet of educational space and 780 acres of grounds and property in optimal condition without relying on general fund dollars. Annually, the sinking fund provides \$2 - \$3 million which would otherwise need to be spent from the general fund.

A master project list is maintained by the District's operations department and revised annually based on the needs identified at the various buildings. Each project is categorized under the following priority codes.

- CC – Code compliance
- CI – Curriculum improvement
- EC – Energy conservation
- HS – Health safety
- OP – Operational need
- UL – End of useful life

During the budget process the master list is reviewed and a list of projects is identified, based on priority needs, to be completed in the following fiscal year. This list is adjusted as necessary due to emergencies and other unforeseen needs. The preliminary list of projects scheduled to be completed during the 2020/2021 school year follows.

Sinking Fund Projects - 2020/2021
--

Audit and administrative costs	\$ 17,000
Chiller repairs	250,000
Window replacements	241,307
Building automation system	20,000
Door replacements	48,500
Paving and parking lot projects	650,000
Fencing	50,000
Bathroom renovations	60,000
Roofing projects	130,463
HVAC	111,500
Water softener replacement	32,957
Signage	50,000
Turf replacements	<u>640,273</u>
 Total 2020/2021 Budget	 <u><u>\$ 2,302,000</u></u>

2014 Capital Project Fund

In November 2013, the Walled Lake Consolidated School District communities approved a \$67.5 million Safety, Security and Technology Bond. The sale of the bonds took place in January 2014 and project plans began immediately. Projects have neared completion and have included:

- Comprehensive video surveillance systems.
- Entrance and office modifications in all District school buildings.
- Keyless entry throughout the District.
- Upgraded fire alarms and mass notification systems.
- Emergency backup generators and emergency lighting upgrades.
- Emergency responder signage.
- Replacement of the District phone system and master clock systems.
- Essential technology upgrades in all of the schools and classrooms to ensure equitable facilities that the entire community can enjoy.
- Buses.
- Other much needed specific repair and renovation projects.

The remaining funds in the 2014 Bond Fund will be spent during 2020/2021 on the following items.

2014 Capital Project Bond - 2020/2021
--

Copy machines	\$ 535,258
Bus purchases	271,422
Furniture and equipment	<u>413,566</u>
Total 2020/2021 Budget	<u><u>\$ 1,220,246</u></u>

2019 Capital Project Fund

In May 2019, the Walled Lake Consolidated School District communities approved a \$316 million Buildings, Infrastructure and Equity Bond. The sale of the bonds will take place in three series, the first of which occurred in June 2019 for \$54,420,000. The second series Projects planned include:

- Renovate Walled Lake Western High School.
- Rebuild Dublin Elementary.
- Construct and Early Childhood Center.
- Upgrade the infrastructure, building systems, and technology at all 23 of the Walled Lake School's buildings – 19 schools and 4 ancillary facilities.
- Attend to building renovations including roofs, windows, boilers, parking lots, paving and more at all 23 Walled Lake Schools and District buildings.
- Improve safety.
- Purchase buses.

The following items are planned for 2020/2021.

2019 Capital Project Bond - 2020/2021
--

Audit and administrative costs	\$ 31,676
Technology equipment	1,400,000
Site work	8,248,375
Architect and engineering fees	1,905,605
New construction	7,320,821
Construction management fees	305,000
Renovations	<u>9,821,819</u>
Total 2020/2021 Budget	<u><u>\$ 29,033,296</u></u>

As a result of a declining general operating budget, Walled Lake Schools would be otherwise unable to make these upgrades with the current budget. The sale of the two bonds listed above has ensured that the burden of these expenses did not impact the General Fund of the District.

SCHEDULE OF BONDED INDEBTEDNESS

Principal Payments

June 30	2011 Debt Principal	2014 Debt Principal	2015 Debt Principal	2016 Debt Principal	2019 Debt Principal
2021	\$ 4,890,000	\$ 1,430,000	\$ 5,170,000	\$ 1,555,000	\$ -
2022	4,845,000	1,555,000	5,135,000	1,535,000	-
2023	-	1,680,000	-	1,510,000	-
2024	-	1,805,000	-	1,490,000	100,000
2025	-	1,890,000	-	-	775,000
2026	-	1,980,000	-	-	860,000
2027	-	2,075,000	-	-	945,000
2028	-	2,175,000	-	-	995,000
2029	-	2,280,000	-	-	1,055,000
2030	-	2,385,000	-	-	1,265,000
2031	-	2,480,000	-	-	1,640,000
2032	-	2,580,000	-	-	1,745,000
2033	-	2,690,000	-	-	1,845,000
2034	-	2,800,000	-	-	1,945,000
2035	-	2,925,000	-	-	2,055,000
2036	-	3,050,000	-	-	2,135,000
2037	-	3,200,000	-	-	2,250,000
2038	-	3,350,000	-	-	2,310,000
2039	-	3,500,000	-	-	2,345,000
2040	-	3,670,000	-	-	2,440,000
2041	-	3,820,000	-	-	2,535,000
2042	-	3,995,000	-	-	2,640,000
2043	-	4,160,000	-	-	2,770,000
2044	-	-	-	-	2,905,000
2045	-	-	-	-	3,055,000
2046	-	-	-	-	3,205,000
2047	-	-	-	-	3,365,000
2048	-	-	-	-	3,530,000
2049	-	-	-	-	3,710,000
	<u>\$9,735,000</u>	<u>\$61,475,000</u>	<u>\$10,305,000</u>	<u>\$6,090,000</u>	<u>\$54,420,000</u>

Notes

* These bonds are not part of the general fund and therefore have no impact on current or future operating budgets.

* The payments above do not include interest payments required each year or other administrative costs. As a result, payments above will not match totals presented in the financial statements included earlier in the document.

COMPUTATION OF LEGAL DEBT MARGIN

June 30, 2020

Taxable Value - 2020/2021	<u><u>\$ 5,315,264,610</u></u>
Statutory Bonding Limit*	\$ 797,289,692
General Obligation Bonds Outstanding - June 30, 2020	<u>-</u>
Legal Debt Margin	<u><u>\$ 797,289,692</u></u>

* - Public Act No. 451 of Michigan 1976, Sec. 1351 provides debt limits as follows:

The bonded indebtedness of a school district shall not exceed 15 percent of all assessed valuation of the district. Bonds not included in the computation of the legal debt margin are:

1. Refunding bonds
2. Any bond qualified under Article IX, Sec. 16 of the 1963 Michigan Constitution
3. Deficit budget bonds as authorized by Sec. 1356



WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

Students Virtual Learning Class



Every Child, Every Day!

PROPERTY TAX INFORMATION FOR SCHOOL YEARS 2015/2016 – 2019/2020 AND PROJECTED INFORMATION FOR SCHOOL YEARS 2021 – 2024

Assessed Value of Taxable Property

Prior to 1994, property in Michigan was assessed at half of its market value for the determination of a property's assessed value. This was changed with the approval of Proposal A, which established a limit or "cap" for annual property tax increases. Under Proposal A, a property's taxable value cannot increase by more than the annual increase in CPI or 5 percent, whichever is less.

Tax Rates and Tax Bills

The property tax rate in Michigan is called a millage, and its value is in "mills." One mill is the equivalent of one one-thousandth of a dollar. As a result, property tax is \$1 for every \$1,000 of a property's taxable value. For example, if the millage rate for a given purpose is 5, property taxes on a home with a taxable value of \$100,000 would be \$500. The calculation is $5/1000 \times \$100,000 = \500 .

School Year	Taxable Value	Total Adjusted Tax Levy *	Tax Collections
2015/2016	4,304,481,830	\$53,077,410	\$52,015,862
2016/2017	4,374,861,000	\$53,428,462	\$52,529,848
2017/2018	4,552,897,830	\$54,595,847	\$54,174,559
2018/2019	4,777,592,560	\$56,173,090	\$55,049,628
2019/2020	5,069,530,820	\$57,174,635	\$56,031,142
Projected 2020	5,315,264,610	\$59,249,050	\$58,064,069
Projected 2021	5,541,163,356	\$61,767,135	\$60,531,792
Projected 2022	5,776,662,799	\$64,392,238	\$63,104,393
Projected 2023	6,007,729,310	\$66,967,927	\$65,628,569

* - Amounts include all tax levies that apply (operating, debt, sinking fund).
Amounts exclude LDFA's and are after Board of Review adjustments.

Summary of Property Tax Rates Levied on Property within the School District					
Direct and Overlapping Governments (Per \$1,000 Assessed Value)					
City of Chicago	\$7.98				
Cook County	\$1.23				
District #29	\$0.00				
Total	\$9.21				

	2016/2017				2017/2018			
		Homestead				Homestead		
	Non-	Commerical	Industrial		Non-	Commerical	Industrial	
	Homestead	Personal	Personal	Other	Homestead	Personal	Personal	Other
School District:								
Operating	17.9047	7.8965	1.9918	1.9918	17.7417	7.6700	1.9283	1.9283
Sinking Fund	0.4953	0.4953	0.4953	0.4953	0.4896	0.4896	0.4896	0.4896
Debt	4.5279	4.5279	4.5279	4.5279	4.5279	4.5279	4.5279	4.5279
Total Levied	22.9279	12.9197	7.0150	7.0150	22.7592	12.6875	6.9458	6.9458
State Education Tax	6.0000	6.0000	0.0000	6.0000	6.0000	6.0000	0.0000	6.0000
Oakland County Operating	4.0900	4.0900	4.0900	4.0900	4.0400	4.0400	4.0400	4.0400
Parks & Recreation	0.2415	0.2415	0.2415	0.2415	0.2368	0.2368	0.2368	0.2368
Huron-Clinton Authority	0.2146	0.2146	0.2146	0.2146	0.2140	0.2140	0.2140	0.2140
Oakland I.S.D.	3.3633	3.3633	3.3633	3.3633	3.3079	3.3079	3.3079	3.3079
Oakland Community College	1.5819	1.5819	1.5819	1.5819	1.5550	1.5550	1.5550	1.5550
OCPTA	0.9998	0.9998	0.9998	0.9998	0.9863	0.9863	0.9863	0.9863
City of Walled Lake*	21.5024	21.5024	21.5024	21.5024	20.8277	20.8277	20.8277	20.8277
City of Farmington Hills*	15.9764	15.9764	15.9764	15.9764	16.2213	16.2213	16.2213	16.2213
City of Novi*	10.2000	10.2000	10.2000	10.2000	10.5376	10.5376	10.5376	10.5376
City of Orchard Lake*	7.8600	7.8600	7.8600	7.8600	7.8270	7.8270	7.8270	7.8270
City of Wixom*	15.3629	15.3629	15.3629	15.3629	15.2429	15.2429	15.2429	15.2429
Village of Wolverine Lake*	9.5730	9.5730	9.5730	9.5730	9.5730	9.5730	9.5730	9.5730
Commerce Township*	3.0871	3.0871	3.0871	3.0871	3.0752	3.0752	3.0752	3.0752
West Bloomfield Township*	12.2112	12.2112	12.2112	12.2112	12.0487	12.0487	12.0487	12.0487
White Lake Township*	9.8133	9.8133	9.8133	9.8133	9.5209	9.5209	9.5209	9.5209
Totals:								
City of Walled Lake	60.9214	50.9132	39.0085	45.0085	59.9269	49.8552	38.1135	44.1135
City of Farmington Hills	55.3954	45.3872	33.4825	39.4825	55.3205	45.2488	33.5071	39.5071
City of Novi	49.6190	39.6108	27.7061	33.7061	49.6368	39.5651	27.8234	33.8234
City of Orchard Lake	47.2790	37.2708	25.3661	31.3661	46.9262	36.8545	25.1128	31.1128
City of Wixom	54.7819	44.7737	32.8690	38.8690	54.3421	44.2704	32.5287	38.5287
Village of Wolverine Lake	48.9920	38.9838	27.0791	33.0791	48.6722	38.6005	26.8588	32.8588
Commerce Township	42.5061	32.4979	20.5932	26.5932	42.1744	32.1027	20.3610	26.3610
West Bloomfield Township	51.6302	41.6220	29.7173	35.7173	51.1479	41.0762	29.3345	35.3345
White Lake Township	49.2323	39.2241	27.3194	33.3194	48.6201	38.5484	26.8067	32.8067
*All municipalities in the district, Treasurers' Offices.								
Other Homestead includes Principal Residences, Qualified Agricultural and Qualfied Forest properties.								

**Summary of Property Tax Rates Levied on Property within the School District
Direct and Overlapping Governments (Per \$1,000 Assessed Value)**

	2018/2019				2019/2020			
		Homestead				Homestead		
	Non-	Commerical	Industrial		Non-	Commerical	Industrial	
	Homestead	Personal	Personal	Other	Homestead	Personal	Personal	Other
School District:								
Operating	17.5500	7.3325	1.7825	1.7825	17.3429	6.9627	1.6198	1.6198
Sinking Fund	0.4864	0.4864	0.4864	0.4864	0.4802	0.4802	0.4802	0.4802
Debt	4.5279	4.5279	4.5279	4.5279	4.1300	4.1300	4.1300	4.1300
Total Levied	22.5643	12.3468	6.7968	6.7968	21.9531	11.5729	6.2300	6.2300
State Education Tax	6.0000	6.0000	0.0000	6.0000	6.0000	6.0000	0.0000	6.0000
Oakland County Operating	4.0400	4.0400	4.0400	4.0400	4.0400	4.0400	4.0400	4.0400
Parks & Recreation	0.2349	0.2349	0.2349	0.2349	0.2310	0.2310	0.2310	0.2310
Huron-Clinton Authority	0.2129	0.2129	0.2129	0.2129	0.2146	0.2146	0.2146	0.2146
Oakland I.S.D.	3.2813	3.2813	3.2813	3.2813	3.2539	3.2539	3.2539	3.2539
Oakland Community College	1.5431	1.5431	1.5431	1.5431	1.5303	1.5303	1.5303	1.5303
OCPTA	1.0000	1.0000	1.0000	1.0000	0.9927	0.9927	0.9927	0.9927
City of Walled Lake*	20.5152	20.5152	20.5152	20.5152	20.1806	20.1806	20.1806	20.1806
City of Farmington Hills*	16.1311	16.1311	16.1311	16.1311	18.7298	18.7298	18.7298	18.7298
City of Novi*	10.5376	10.5376	10.5376	10.5376	10.5376	10.5376	10.5376	10.5376
City of Orchard Lake*	8.3229	8.3229	8.3229	8.3229	8.3212	8.3212	8.3212	8.3212
City of Wixom*	15.1029	15.1029	15.1029	15.1029	14.2784	14.2784	14.2784	14.2784
Village of Wolverine Lake*	9.5730	9.5730	9.5730	9.5730	9.5730	9.5730	9.5730	9.5730
Commerce Township*	3.0711	3.0711	3.0711	3.0711	3.0634	3.0634	3.0634	3.0634
West Bloomfield Township*	11.9618	11.9618	11.9618	11.9618	11.8579	11.8579	11.8579	11.8579
White Lake Township*	10.1043	10.1043	10.1043	10.1043	10.1129	10.1129	10.1129	10.1129
Totals:								
City of Walled Lake	59.3917	49.1742	37.6242	43.6242	58.7805	48.4003	37.0574	43.0574
City of Farmington Hills	55.0076	44.7901	33.2401	39.2401	54.3964	44.0162	32.6733	38.6733
City of Novi	49.4141	39.1966	27.6466	33.6466	48.8029	38.4227	27.0798	33.0798
City of Orchard Lake	47.1994	36.9819	25.4319	31.4319	46.5882	36.2080	24.8651	30.8651
City of Wixom	53.9794	43.7619	32.2119	38.2119	53.3682	42.9880	31.6451	37.6451
Village of Wolverine Lake	48.4495	38.2320	26.6820	32.6820	47.8383	37.4581	26.1152	32.1152
Commerce Township	41.9476	31.7301	20.1801	26.1801	41.3364	30.9562	19.6133	25.6133
West Bloomfield Township	50.8383	40.6208	29.0708	35.0708	50.2271	39.8469	28.5040	34.5040
White Lake Township	48.9808	38.7633	27.2133	33.2133	48.3696	37.9894	26.6465	32.6465

*All municipalities in the district, Treasurers' Offices.

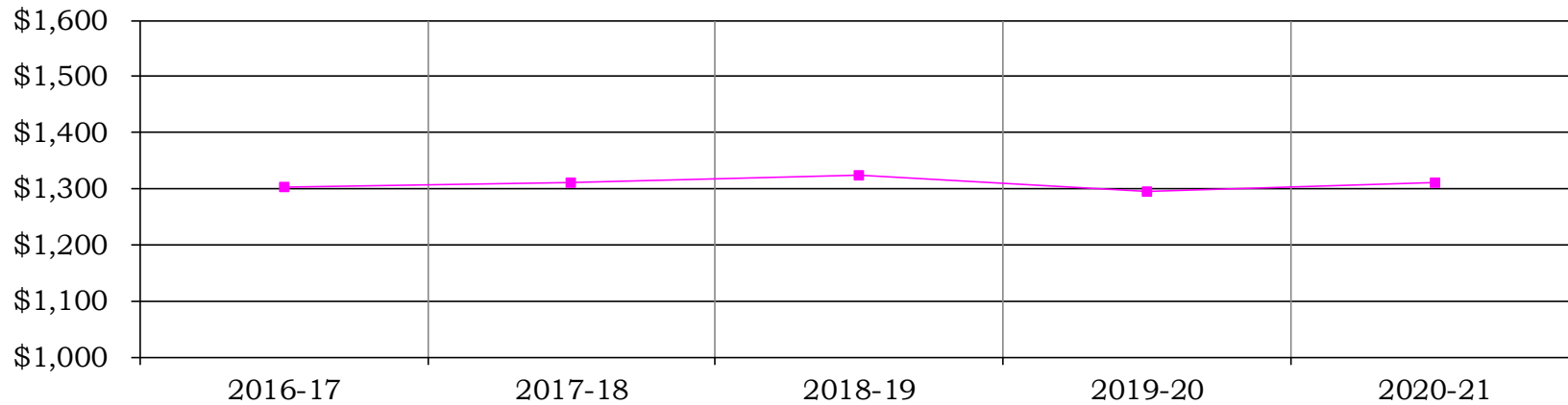
Other Homestead includes Principal Residences, Qualified Agricultural and Qualified Forest properties.

Summary of Property Tax Rates Levied on Property within the School District		
Direct and Overlapping Governments (Per \$1,000 Assessed Value)		

	Projected 2020/2021					
		Homestead				
	Non-	Commerical	Industrial			
	Homestead	Personal	Personal	Other***		
School District:						
Operating	17.1278	6.6803	1.5525	1.5525		
Sinking Fund	0.4757	0.4757	0.4757	0.4757		
Debt	4.1300	4.1300	4.1300	4.1300		
Total Levied	21.7335	11.2860	6.1582	6.1582		
State Education Tax	6.0000	6.0000	0.0000	6.0000		
Oakland County Operating	4.0400	4.0400	4.0400	4.0400		
Parks & Recreation	0.2310	0.2310	0.2310	0.2310		
Huron-Clinton Authority	0.2146	0.2146	0.2146	0.2146		
Oakland I.S.D.	3.2539	3.2539	3.2539	3.2539		
Oakland Community College	1.5303	1.5303	1.5303	1.5303		
OCPTA	0.9927	0.9927	0.9927	0.9927		
City of Walled Lake*	20.1806	20.1806	20.1806	20.1806		
City of Farmington Hills*	18.7298	18.7298	18.7298	18.7298		
City of Novi*	10.5376	10.5376	10.5376	10.5376		
City of Orchard Lake*	8.3212	8.3212	8.3212	8.3212		
City of Wixom*	14.2784	14.2784	14.2784	14.2784		
Village of Wolverine Lake*	9.5730	9.5730	9.5730	9.5730		
Commerce Township*	3.0634	3.0634	3.0634	3.0634		
West Bloomfield Township*	11.8579	11.8579	11.8579	11.8579		
White Lake Township*	10.1129	10.1129	10.1129	10.1129		
Totals:						
City of Walled Lake	58.1766	47.7291	36.6013	42.6013		
City of Farmington Hills	56.7258	46.2783	35.1505	41.1505		
City of Novi	48.5336	38.0861	26.9583	32.9583		
City of Orchard Lake	46.3172	35.8697	24.7419	30.7419		
City of Wixom	52.2744	41.8269	30.6991	36.6991		
Village of Wolverine Lake	47.5690	37.1215	25.9937	31.9937		
Commerce Township	41.0594	30.6119	19.4841	25.4841		
West Bloomfield Township	49.8539	39.4064	28.2786	34.2786		
White Lake Township	48.1089	37.6614	26.5336	32.5336		
*All municipalities in the district, Treasurers' Offices.						
Other Homestead includes Principal Residences, Qualified Agricultural and Qualfied Forest properties.						

Impact of School Millage Rate on Homeowners - Sample

2016/2017 - 2019/2020 and Projected 2020/2021



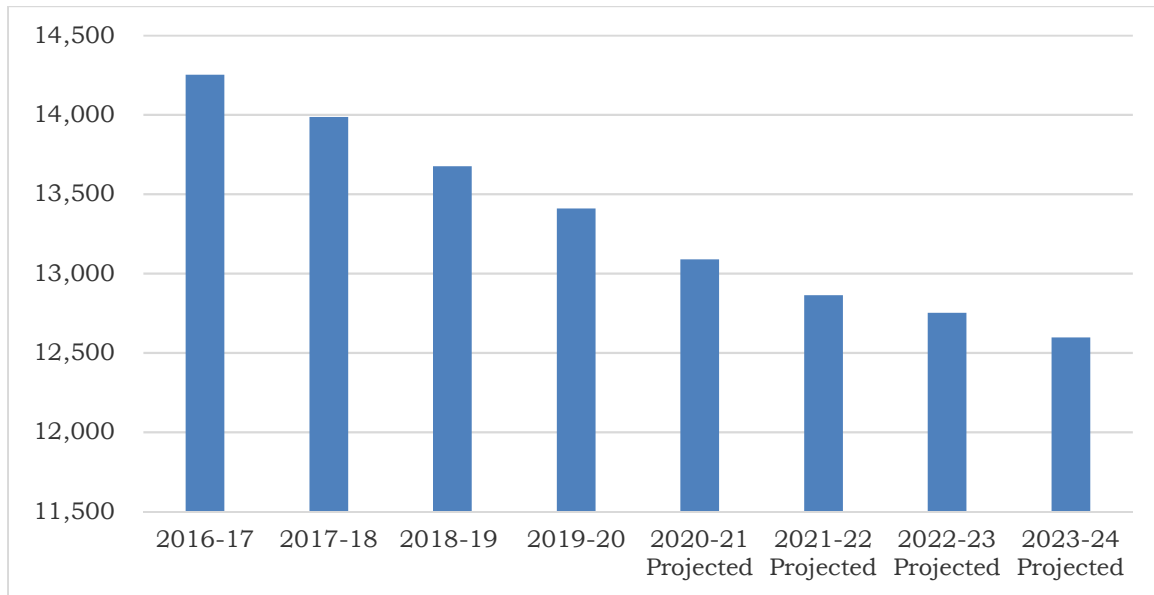
	2016-17	2017-18	2018-19	2019-20	Projected 2020-21
Market value of a home (1) - Sample to begin with \$200,000 for ease	\$ 200,000	\$ 207,340	\$ 217,106	\$ 228,482	\$ 238,193
Taxable Value (2)	\$ 100,000	\$ 101,300	\$ 103,427	\$ 105,910	\$ 107,816
WLCS + State Education Property Tax levied - mills (3)	13.015	12.9458	12.7968	12.23	12.1582
Property Tax \$ Paid to Schools	\$ 1,302	\$ 1,311	\$ 1,324	\$ 1,295	\$ 1,311
Property Tax \$ Increase (Decrease) from prior year	\$ -	\$ 10	\$ 12	\$ (28)	\$ 16

(1) Assumes the market value and SEV of this home increases 3.67% in 2017-2018, 4.71% in 2018-2019, 5.24% in 2019-2020 and is projected to increase 4.25% in 2020-2021.

(2) In Michigan, the taxable value is capped at the rate of inflation, or 5 percent, whichever is less. The rate of inflation was 1.3% in 2017-2018, 2.1% in 2018-2019, 2.4% in 2019-2020 and is projected to be 1.8% for 2020-2021. Taxable value typically begins at approximately 50% of the market value.

(3) Six mills of the total shown is levied by the state with the remaining mills levied by the school district.

DISTRICT ENROLLMENT HISTORY AND PROJECTED ENROLLMENT FOR 2020/2021 – 2023/2024



The actual numbers for years 2016-17 through 2019-20 represent full-time equivalent students including all special education students that the school district receives funding for. The State provided Foundation Allowance is received each year for the total of 90% of students attending in the Fall of that school year and 10% of students attending the prior Spring. The combination is known as the blended count. The forecasted enrollment for years 2020-21 through 2023-24 were prepared using multiple-year cohort survival analysis. This means that students enrolled are projected to remain in the district, but are moved up in grade as they become older. Each year, historical information is kept relative to the number of students who leave the school district and the number of students who enter the schools in each age group. From this data, implied estimates of immigration and outmigration are made. The number of live births for the past 12 years in the county is also gathered. The live births are used to project by proportion the number of children born in the county that will become pupils in our district, allowing an estimate of kindergarten enrollment. Proposed and under-construction housing development information is also gathered from the communities as part of the projection in an effort to predict new students joining our district. The projection shown above is the most likely projection of enrollment.

Walled Lake Consolidated Schools
Personnel Allocations - Measured in Full Time Equivalents
Actual for 2016-2017 through 2019-2020 and Projected 2020-2021

	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Projected 2020/2021
Instructional					
Building Administrators & Secretaries	76.18	72.81	79.50	80.93	73.93
Teachers	734.78	681.33	718.09	679.27	609.27
Other Instructional Staff	197.71	187.10	196.00	223.17	223.17
Guidance Staff	29.70	25.00	18.60	25.80	25.80
Psychological Staff	7.50	6.50	7.50	7.50	7.50
Speech and Audiology	19.30	18.80	19.70	22.00	22.00
Social Workers	16.70	15.80	17.70	16.70	16.70
Special Ed. Teacher Consultants	14.00	15.00	13.90	14.00	14.00
Other Pupil Services Staff	35.16	27.29	24.28	24.06	24.06
Library Personnel	10.48	10.48	9.58	9.18	9.18
Computer Assisted Instruction	2.00	2.00	2.00	2.00	2.00
Other Instructional Supervisors	11.30	9.28	11.14	14.75	14.75
Total Instructional Staff	1,154.81	1,071.39	1,117.99	1,119.36	1,042.36
Non-Instructional					
Executive Administration	2.00	2.00	2.00	2.00	2.00
Business Services	9.25	9.25	10.25	10.25	10.25
Food Services Staff	81.86	67.54	58.40	69.87	69.87
Operations and Maintenance	25.24	23.62	21.50	24.62	24.62
Transportation Staff	1.00	0.00	0.00	0.00	0.00
Central Support Services	21.59	21.09	22.59	21.99	20.99
Other Support Staff	2.00	2.00	1.50	1.50	1.50
Community Services	77.85	52.80	82.76	61.74	61.74
Total Non-Instructional Staff	220.79	178.30	199.00	191.97	190.97
Total Staff	1,375.60	1,249.69	1,316.99	1,311.33	1,233.33

Notes

As a result of budget restraints, we continue to staff teachers as efficiently as possible. This has resulted in larger class sizes which require support in the form of classroom para-educators.

OUTSTANDING BOND ISSUES AND AMORTIZATION SCHEDULE

Current Projects

In November 2013, the Walled Lake Consolidated School District communities approved a \$67.5 million Safety, Security and Technology Bond. The sale of the bonds took place in January 2014 and work began. Projects have included the following:

- Comprehensive video surveillance systems.
- Entrance and office modifications in all District school buildings.
- Keyless entry throughout the District.
- Upgraded fire alarms and mass notification systems.
- Emergency backup generators and emergency lighting upgrades.
- Emergency responder signage.
- Replacement of the District phone system and master clock systems.
- Essential technology upgrades in all of the schools and classrooms to ensure equitable facilities that the entire community can enjoy.
- Buses.
- Other much needed specific repair and renovation projects.

In May 2019, the Walled Lake Consolidated School District communities approved a \$316 million Buildings, Infrastructure and Equity Bond. The sale of the bonds will take place in three series, the first of which occurred in June 2019 for \$54,420,000. Projects planned include:

- Renovate Walled Lake Western High School.
- Rebuild Dublin Elementary.
- Construct an Early Childhood Center.
- Upgrade the infrastructure, building systems, and technology at all 23 of the Walled Lake School's buildings – 19 schools and 4 ancillary facilities.
- Attend to building renovations including roofs, windows, boilers, parking lots, paving and more at all 23 Walled Lake Schools and District buildings
- Improve safety.
- Purchase buses.

The other debt issues represent refunding bonds of prior issues and were not directly used to pay for projects.

Amortization Schedule of Outstanding Bonds

June 30	2011 Debt Principal	2014 Debt Principal	2015 Debt Principal	2016 Debt Principal	2019 Debt Principal
2021	\$ 4,890,000	\$ 1,430,000	\$ 5,170,000	\$ 1,555,000	\$ -
2022	4,845,000	1,555,000	5,135,000	1,535,000	-
2023	-	1,680,000	-	1,510,000	-
2024	-	1,805,000	-	1,490,000	100,000
2025	-	1,890,000	-	-	775,000
2026	-	1,980,000	-	-	860,000
2027	-	2,075,000	-	-	945,000
2028	-	2,175,000	-	-	995,000
2029	-	2,280,000	-	-	1,055,000
2030	-	2,385,000	-	-	1,265,000
2031	-	2,480,000	-	-	1,640,000
2032	-	2,580,000	-	-	1,745,000
2033	-	2,690,000	-	-	1,845,000
2034	-	2,800,000	-	-	1,945,000
2035	-	2,925,000	-	-	2,055,000
2036	-	3,050,000	-	-	2,135,000
2037	-	3,200,000	-	-	2,250,000
2038	-	3,350,000	-	-	2,310,000
2039	-	3,500,000	-	-	2,345,000
2040	-	3,670,000	-	-	2,440,000
2041	-	3,820,000	-	-	2,535,000
2042	-	3,995,000	-	-	2,640,000
2043	-	4,160,000	-	-	2,770,000
2044	-	-	-	-	2,905,000
2045	-	-	-	-	3,055,000
2046	-	-	-	-	3,205,000
2047	-	-	-	-	3,365,000
2048	-	-	-	-	3,530,000
2049	-	-	-	-	3,710,000
	<u>\$9,735,000</u>	<u>\$61,475,000</u>	<u>\$10,305,000</u>	<u>\$6,090,000</u>	<u>\$54,420,000</u>

STUDENT PERFORMANCE

Student success is and will always be our primary District goal. Over the last several years, as mentioned previously, budget constraints have required that administration and the Board of Education make some difficult decisions regarding programs and staff. Efforts have been made to limit the impact of these reductions in and around the classroom to help ensure continued student success.

Test scores are one way to measure the success that we strive for.

M-STEP

Michigan's new Assessment System, the Michigan Student Test of Educational Progress (M-STEP), is an online test that was developed by the Michigan Department of Education's Office of Standards and Assessment. The Michigan Department of Education began using the M-STEP assessment during the 2014/2015 school year.

The M-STEP includes state summative assessments designed to measure student growth effectively for today's students. English language arts and mathematics are assessed in grades 3–8, science in grades 4 and 7, and social studies in grades 5 and 8. Beginning with the spring 2018 testing cycle, science has been changed to be tested in grades 5 and 8.

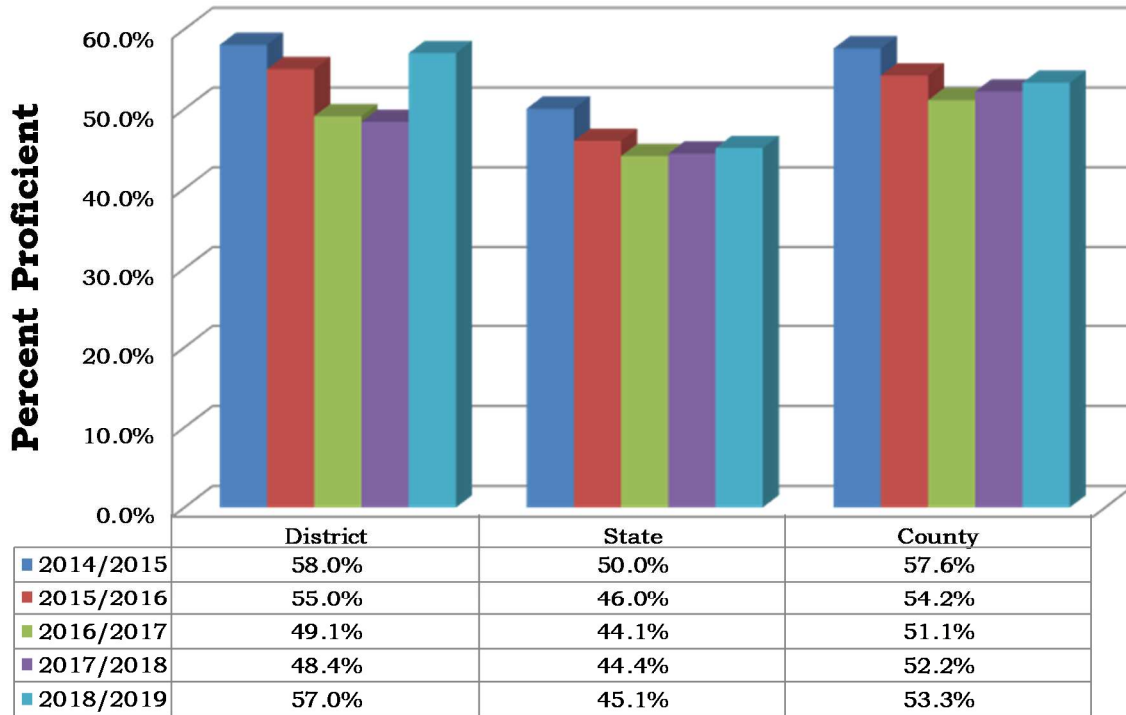
M-STEP replaced the forty year-old Michigan Educational Assessment Program (MEAP) and moved test administration from the fall to the spring of each school year. This allows student measurement to be based upon current versus prior year learning.

The Michigan Merit Examination (MME) in 11th grade consists of WorkKeys (a work skills assessment), the M-STEP summative assessments which will measure student growth in science, and social studies and the SAT.

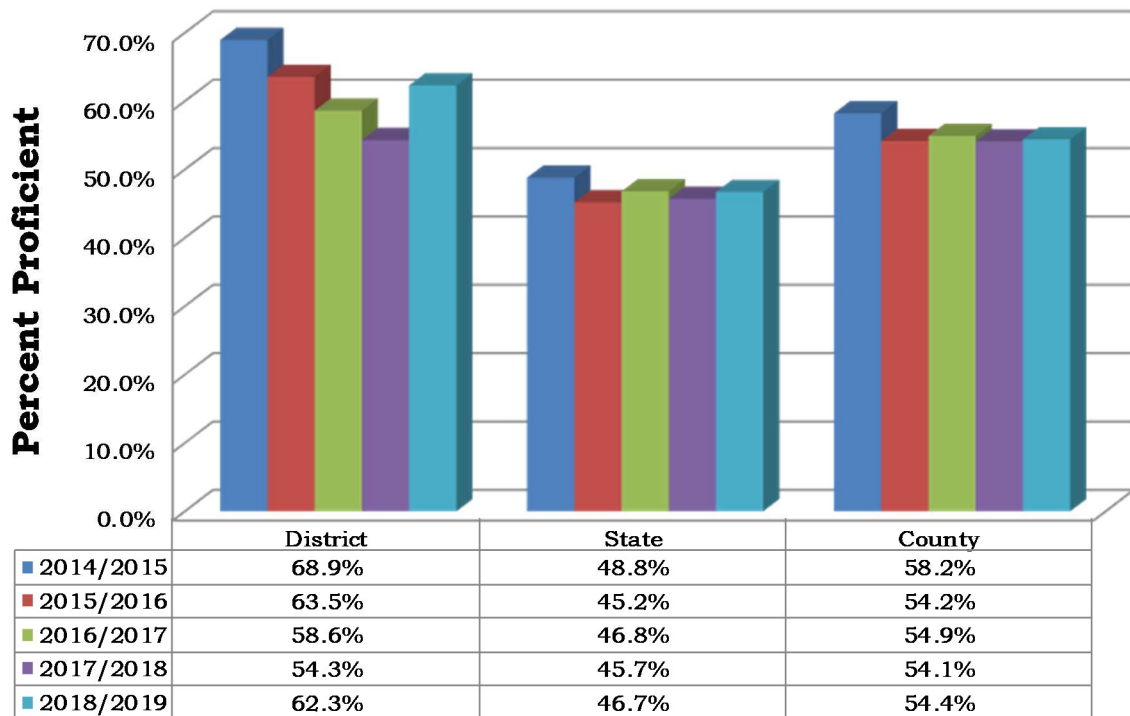
The following graphs display M-STEP scores for the District, the County and the State for the three years available. In March, 2020, the Federal Education Department granted a waiver to any state unable to assess students due to the coronavirus pandemic. As a result, our students were not tested during 2019/2020.

M-STEP Scores

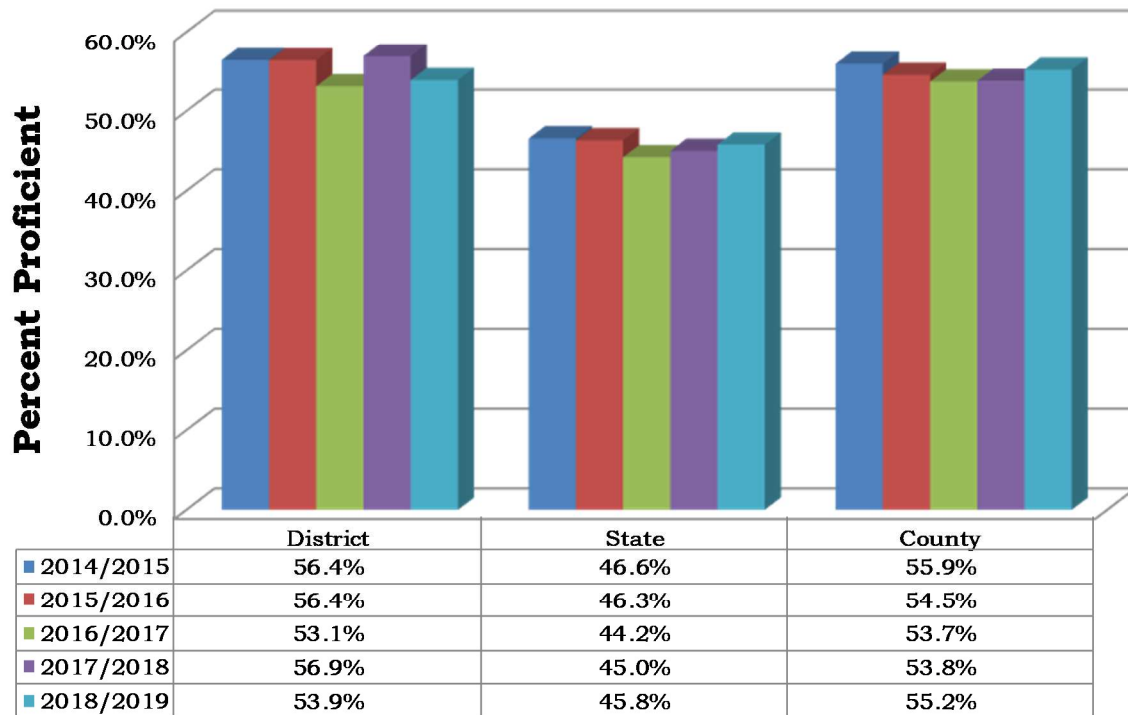
Third Grade English Language Arts



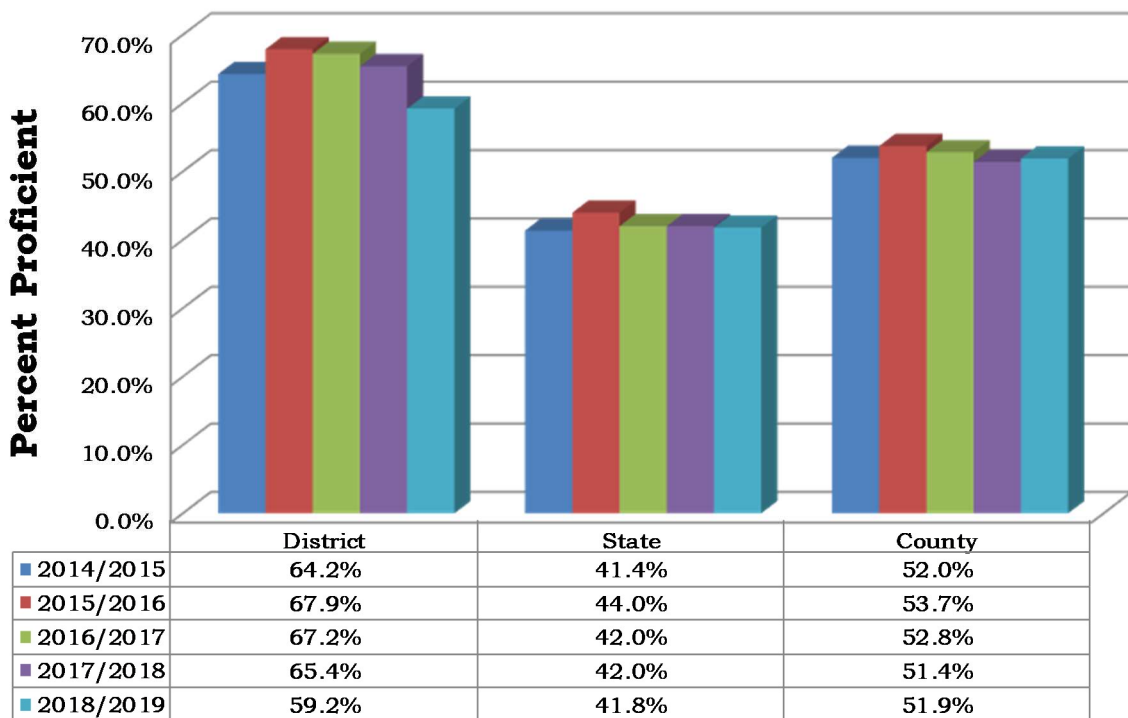
Third Grade Math



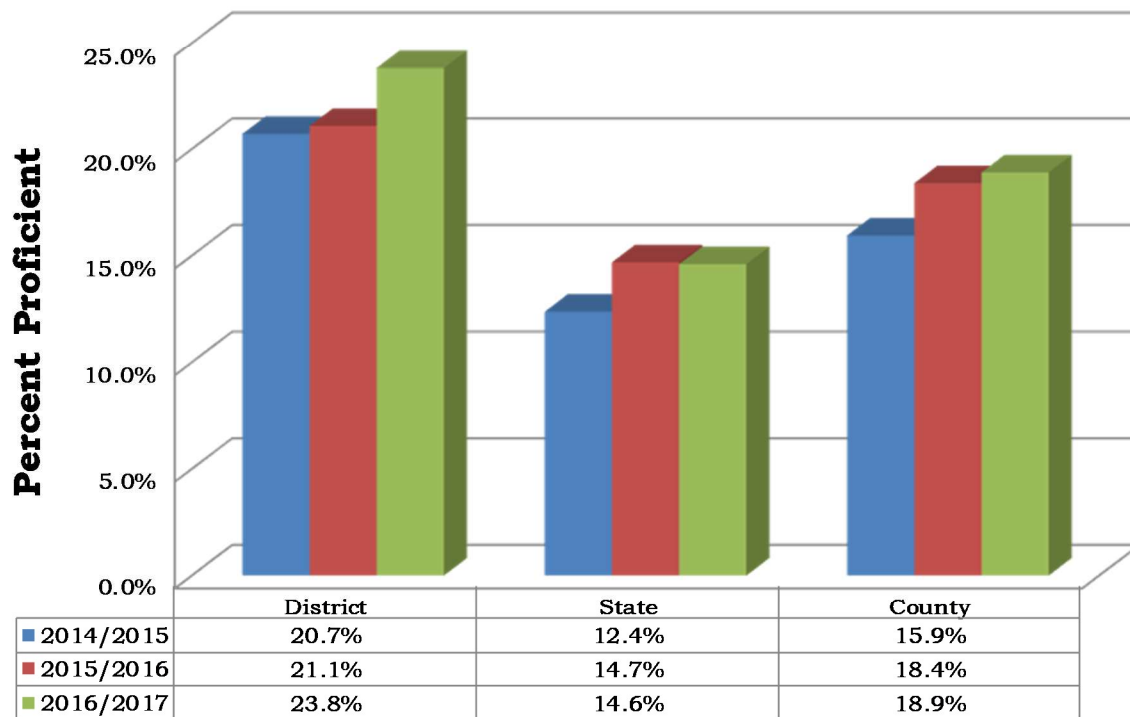
Fourth Grade English Language Arts



Fourth Grade Math

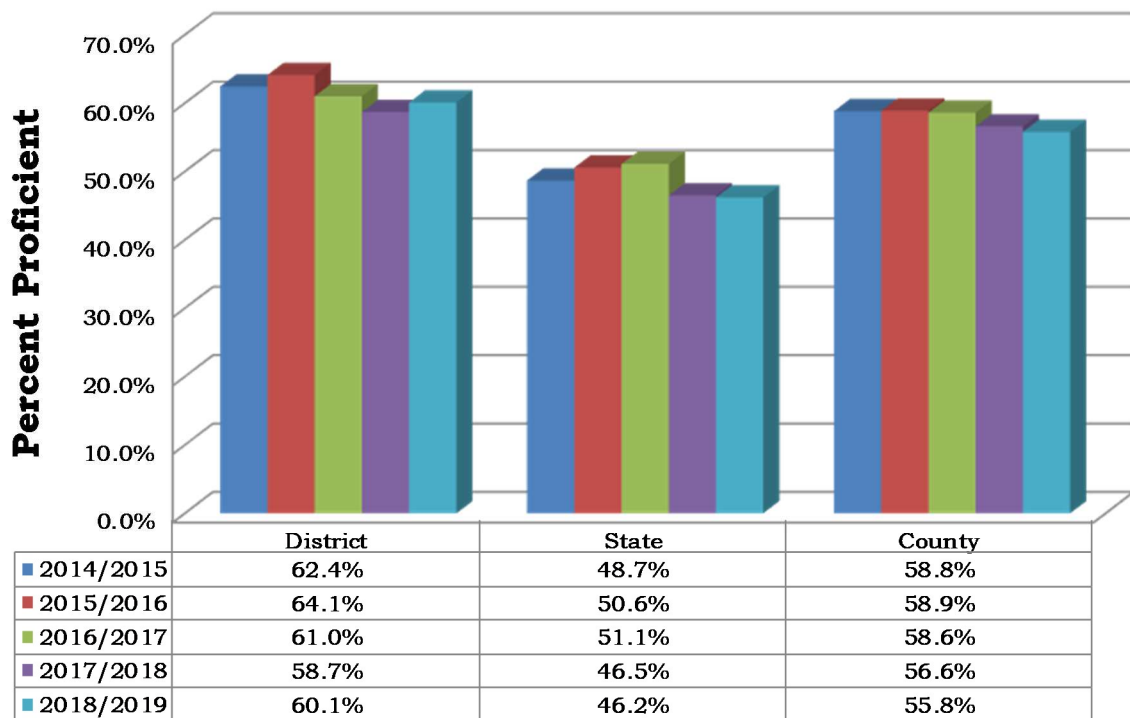


Fourth Grade Science

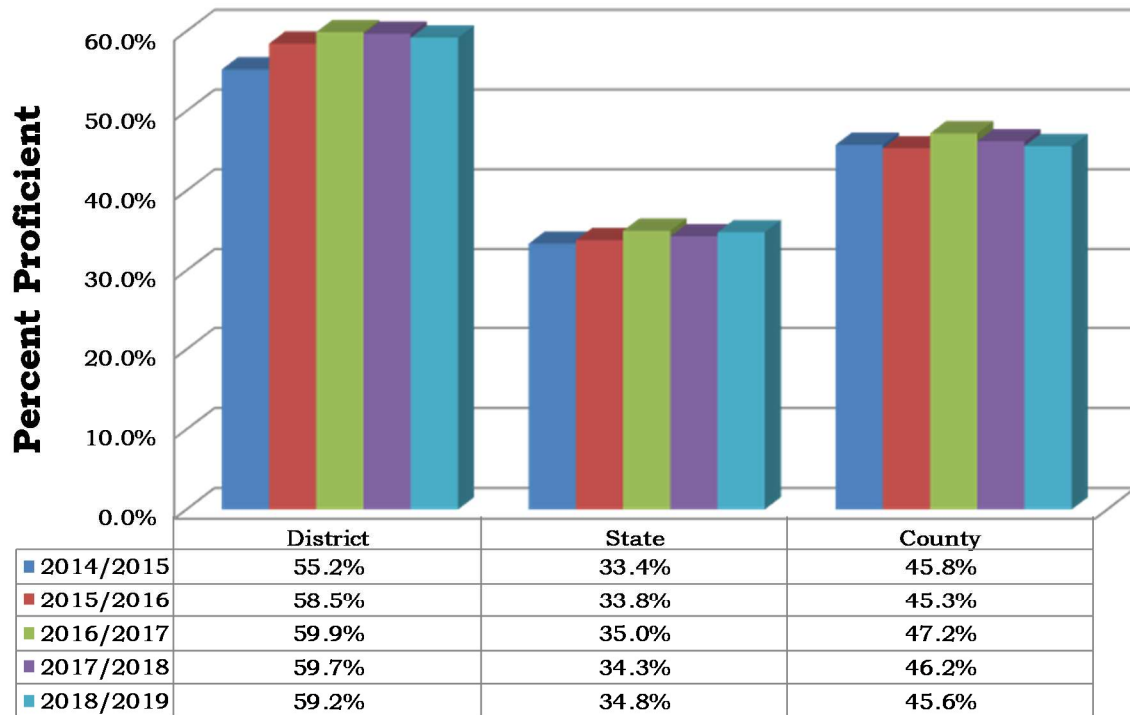


Note: Science was not tested in 2017/2018 and 2018/2019

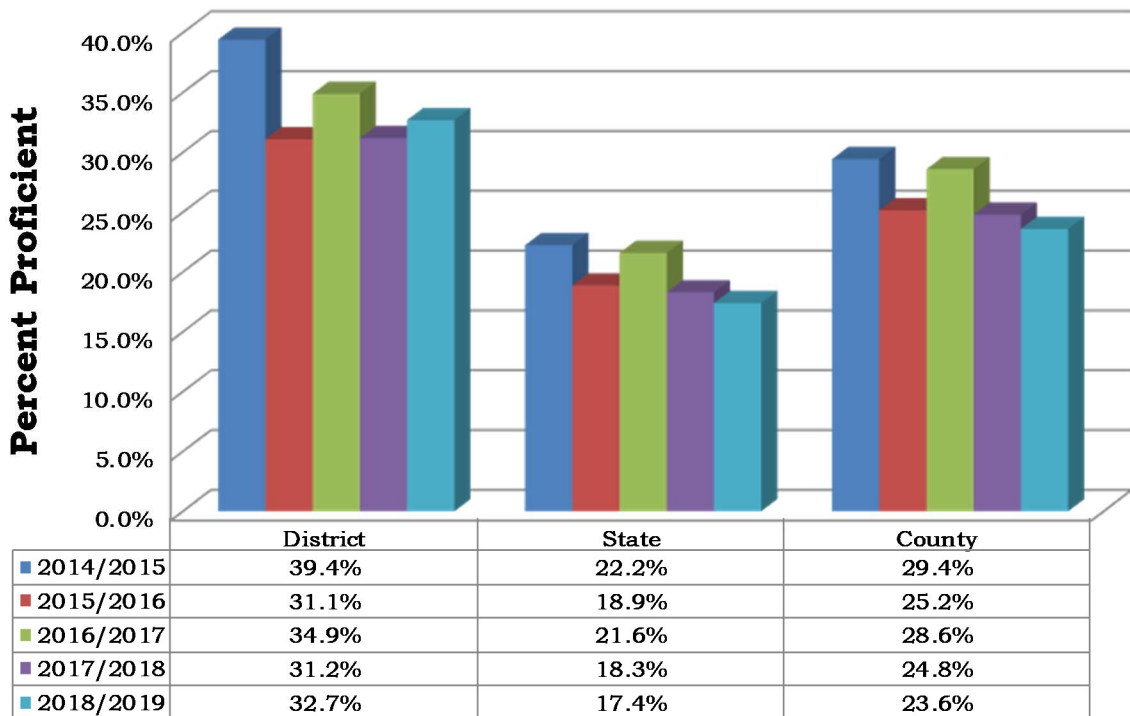
Fifth Grade English Language Arts



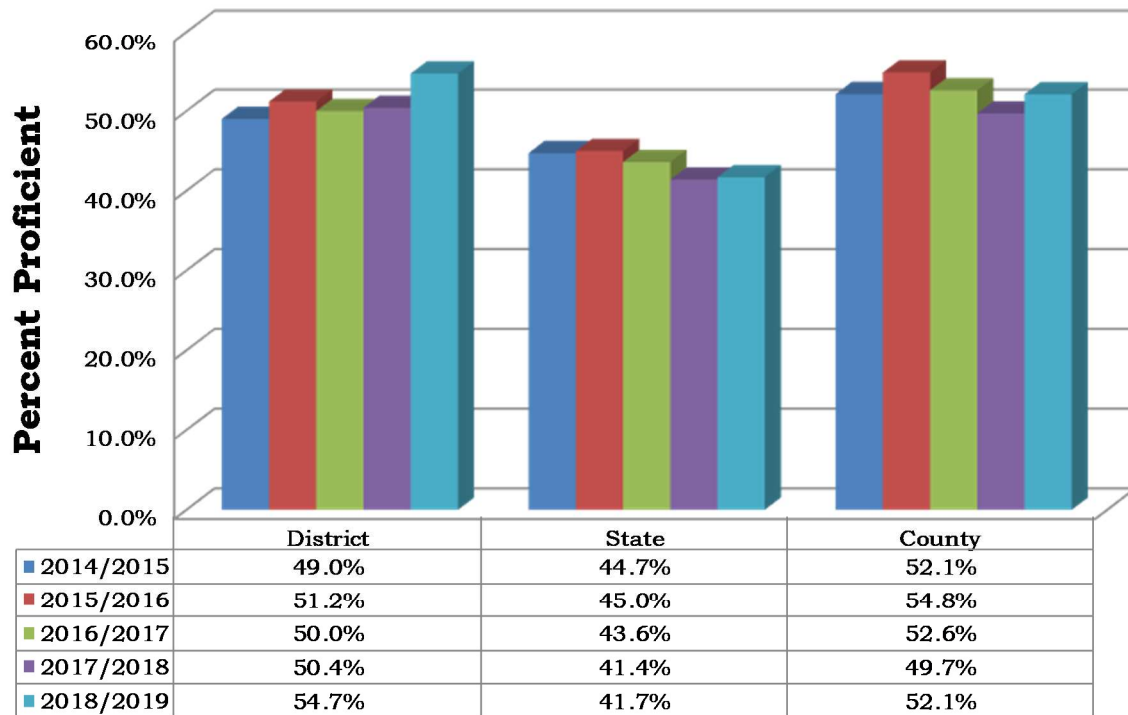
Fifth Grade Math



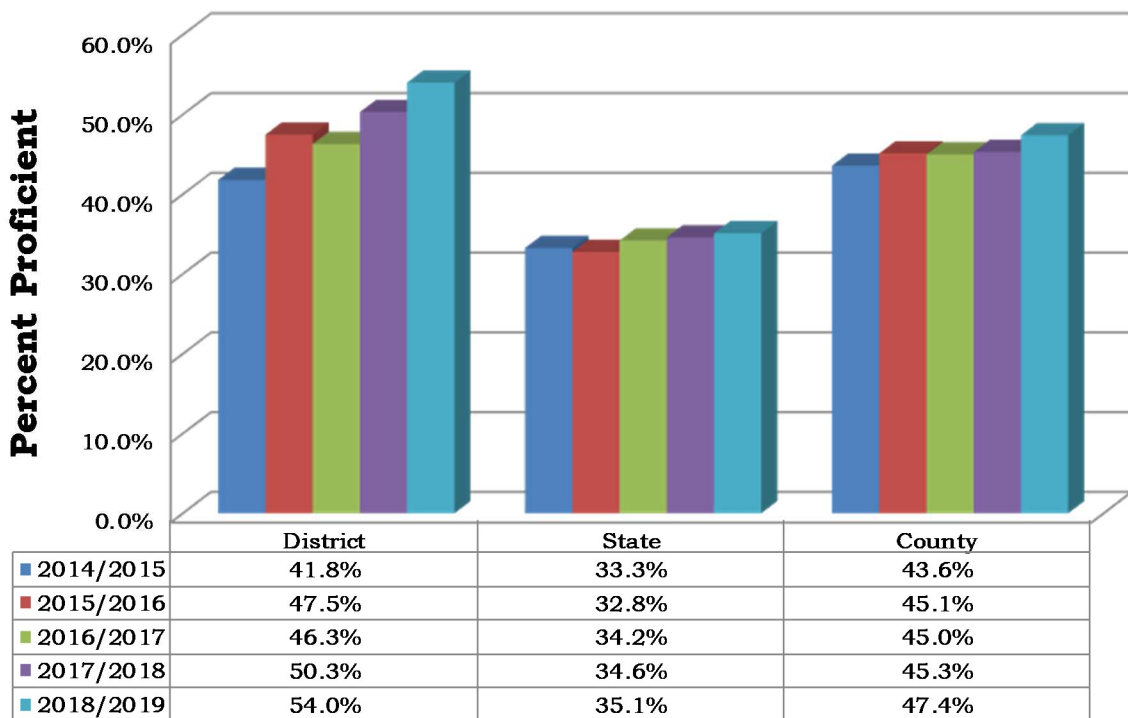
Fifth Grade Social Studies



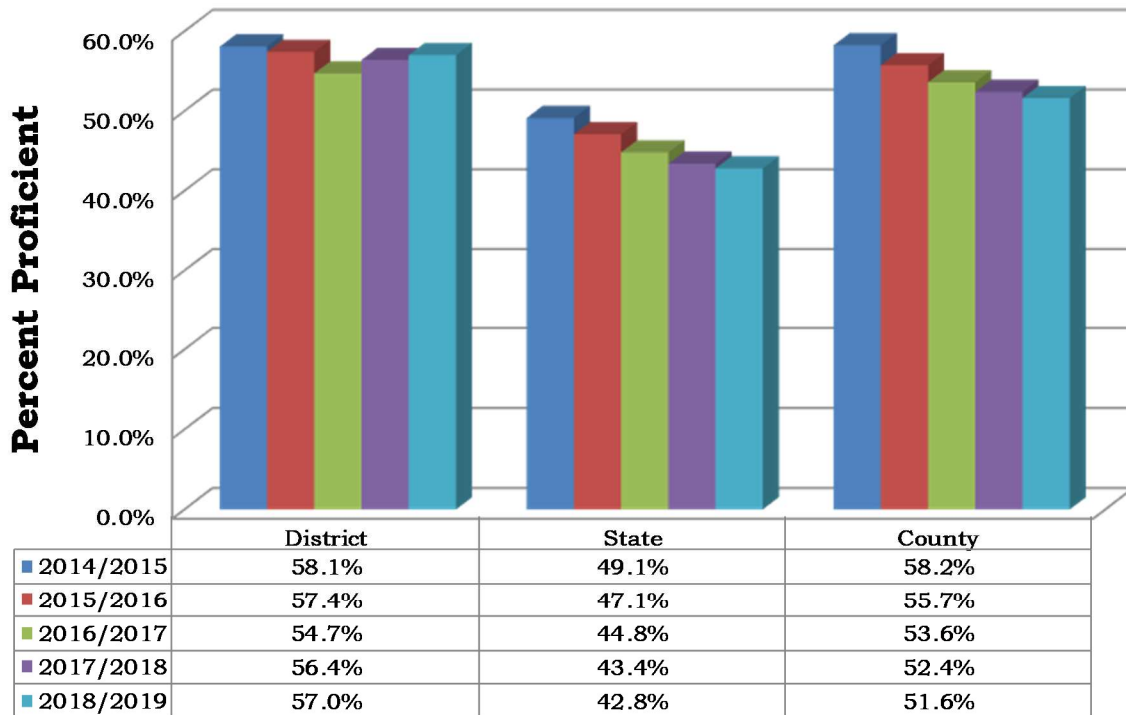
Sixth Grade English Language Arts



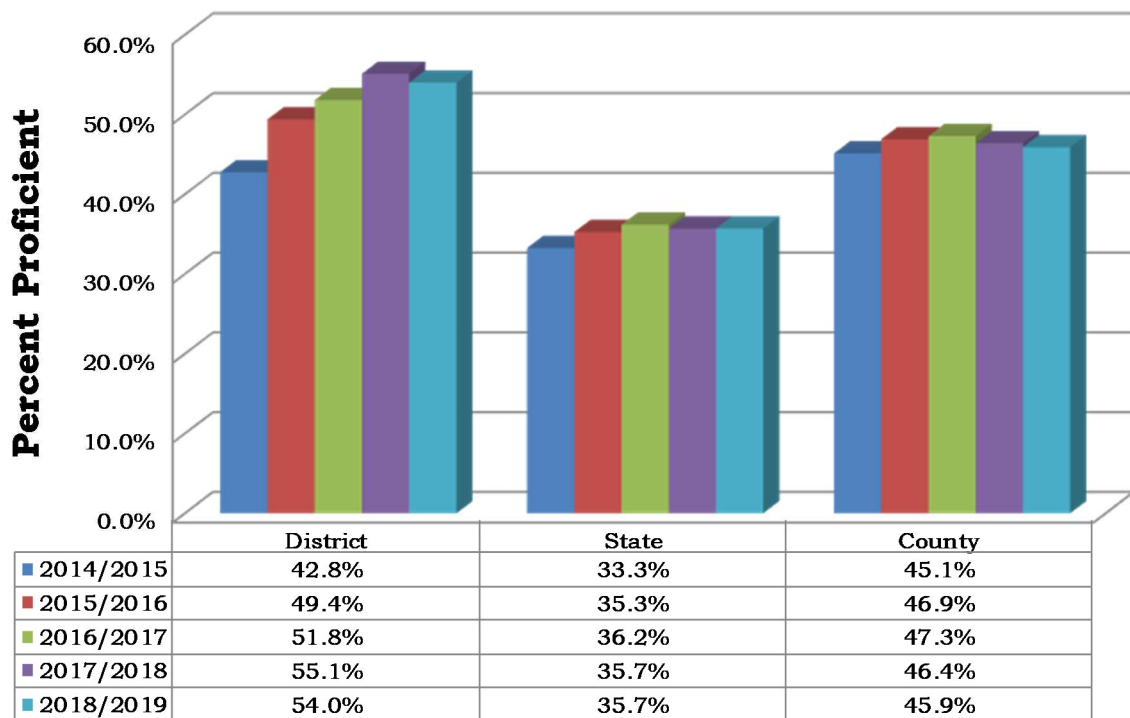
Sixth Grade Math



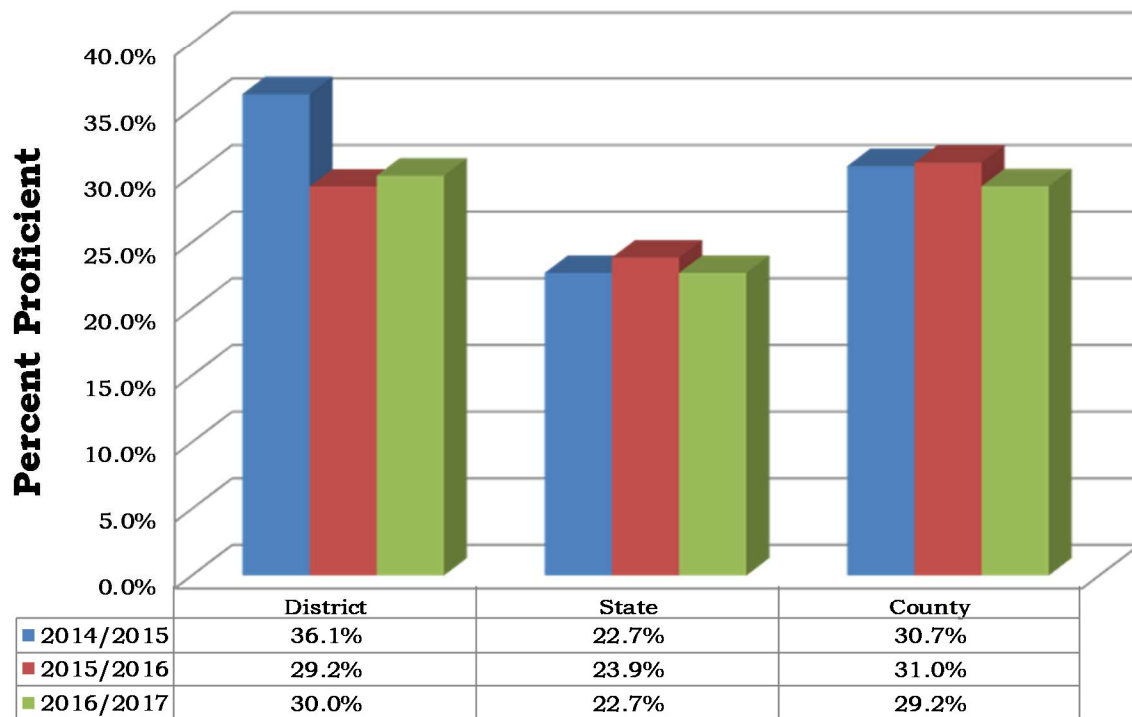
Seventh Grade English Language Arts



Seventh Grade Math

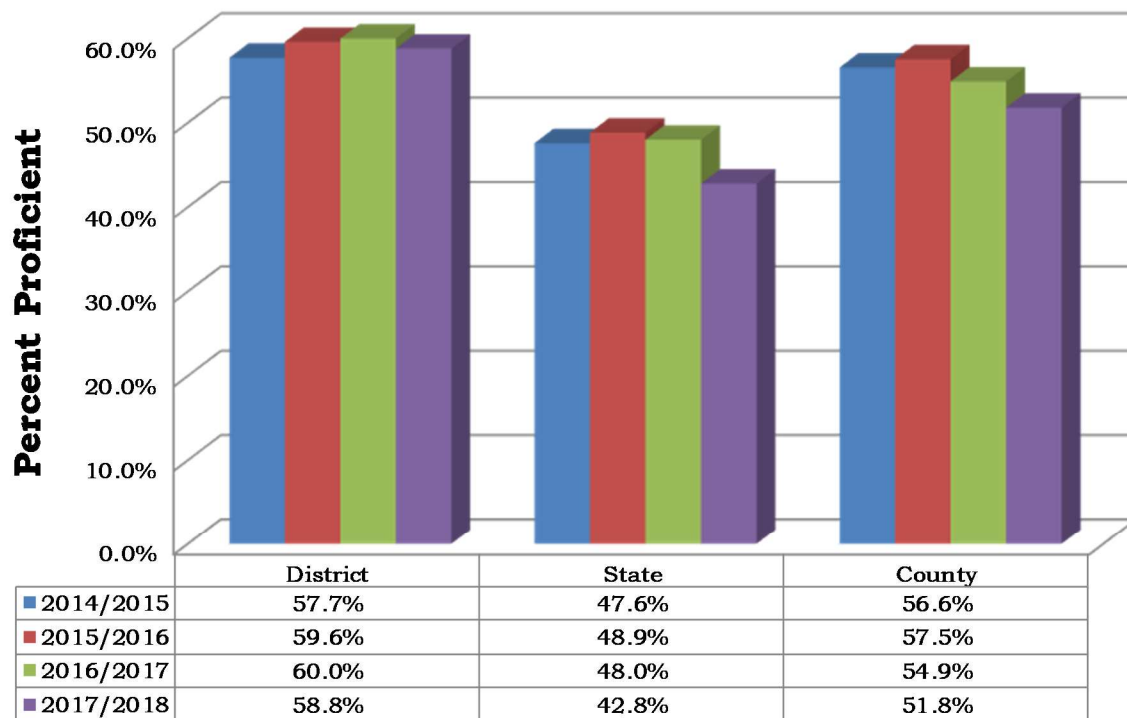


Seventh Grade Science



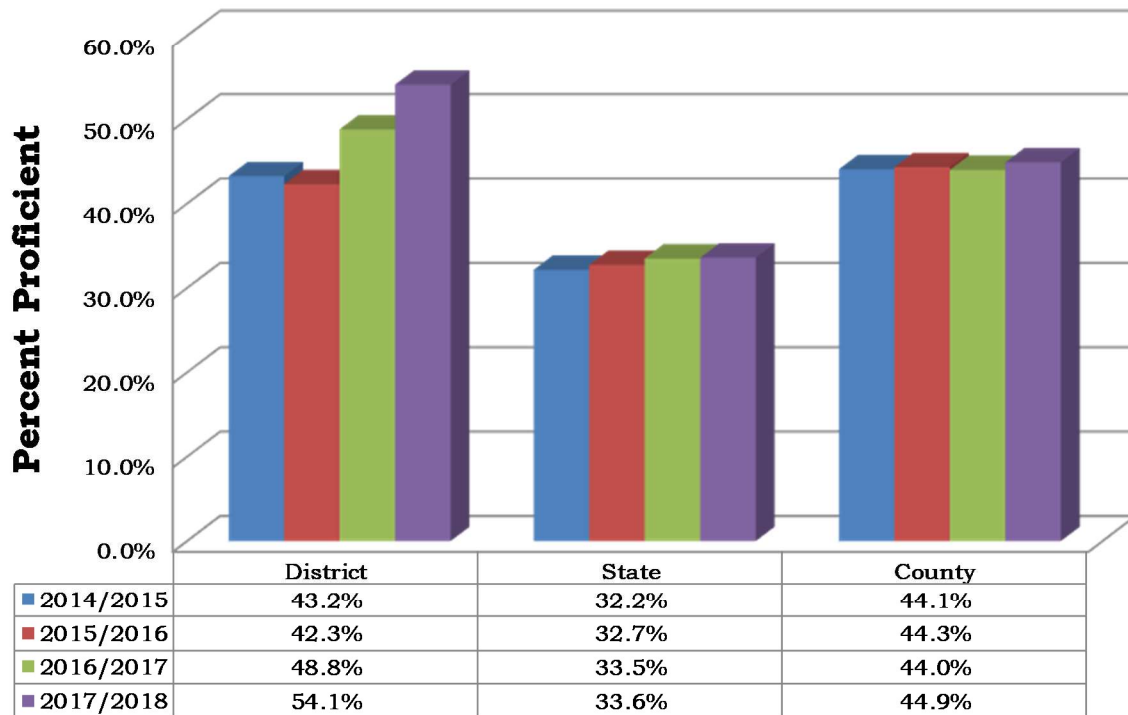
Note: Science was not tested in 2017/2018 and 2018/2019

Eighth Grade English Language Arts



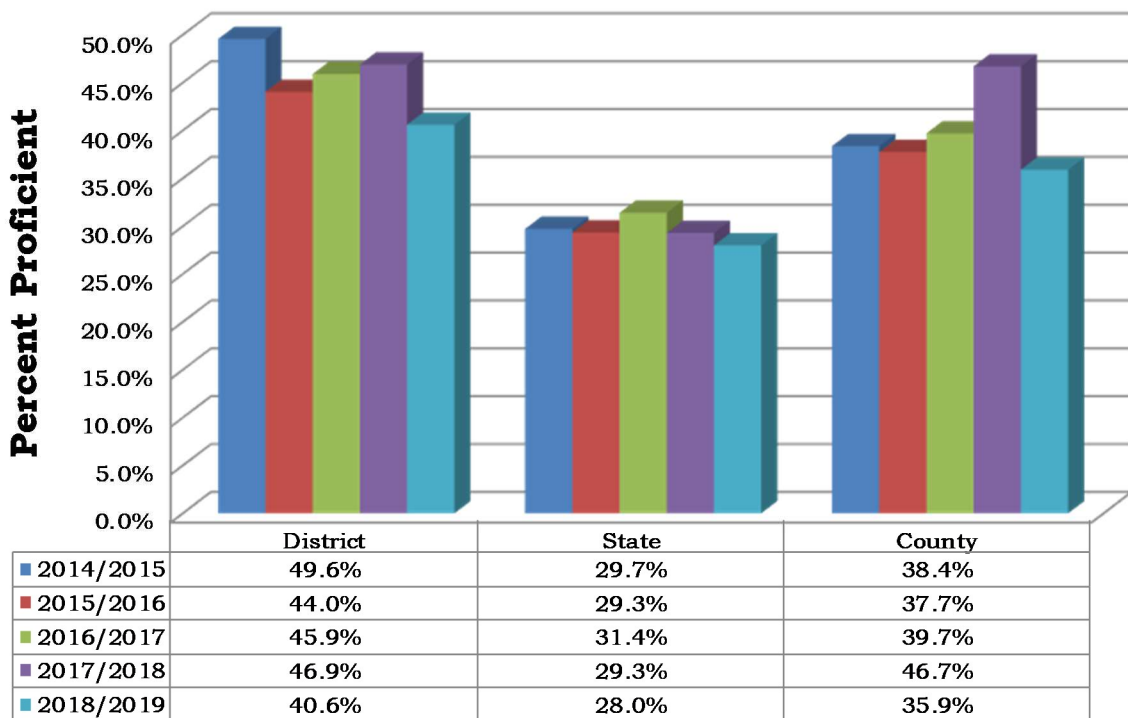
Note: English Language Arts was not tested in 2018/2019

Eighth Grade Math

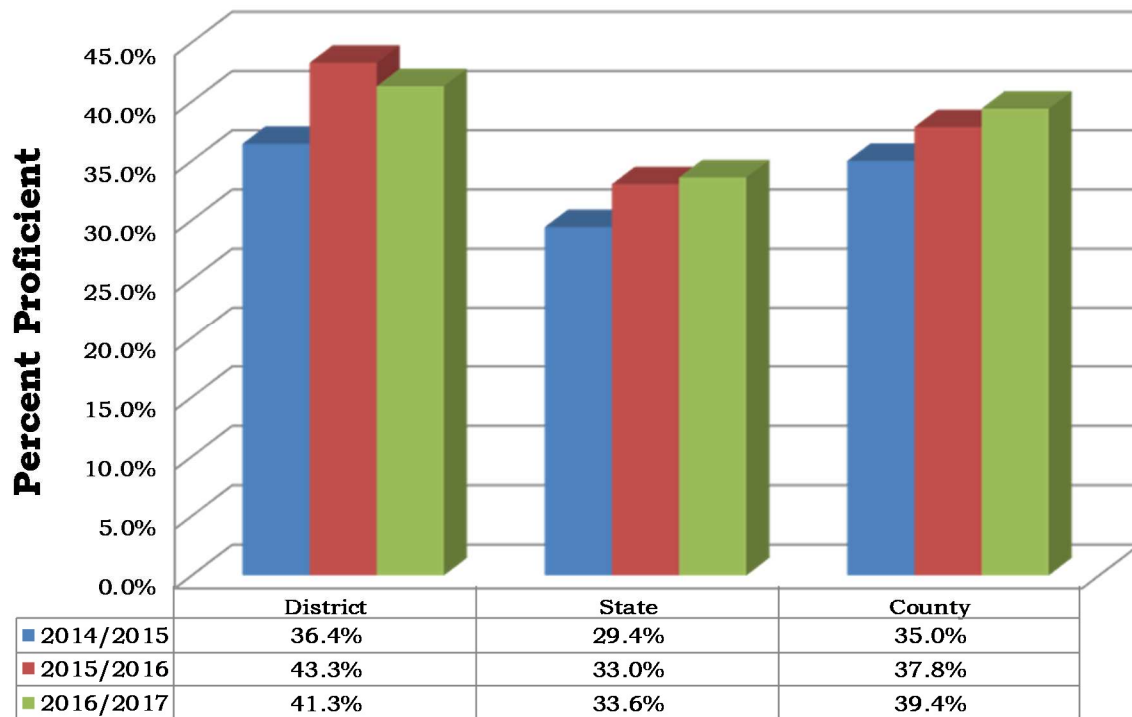


Note: Math was not tested in 2018/2019

Eighth Grade Social Studies

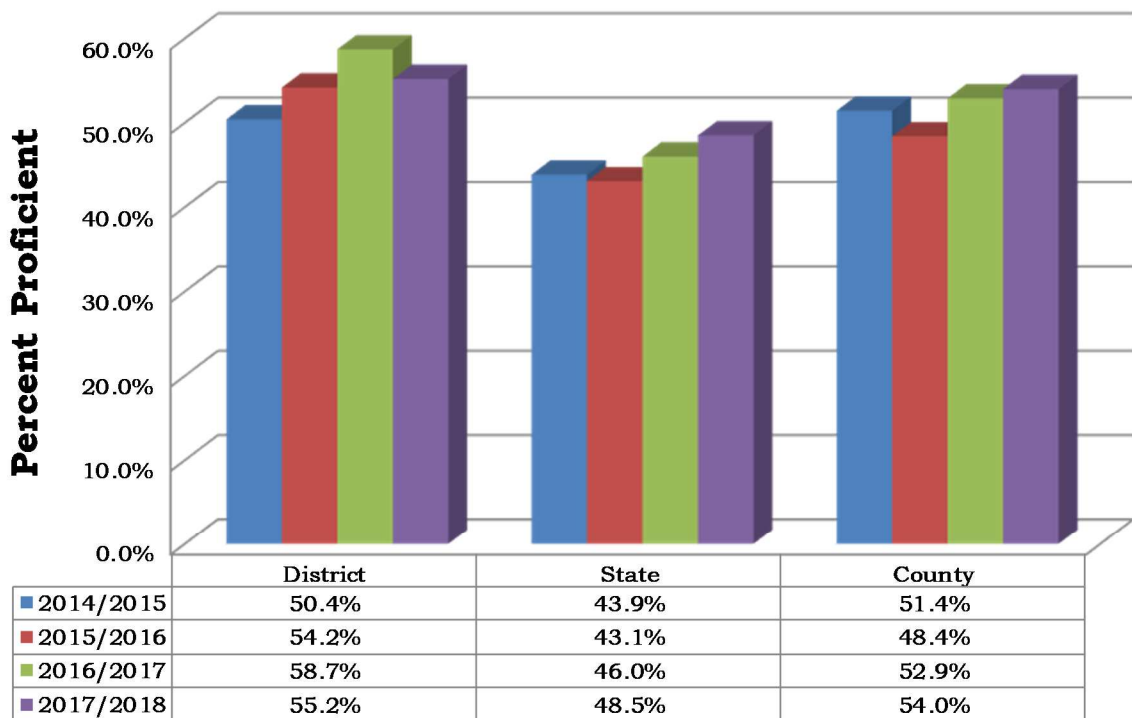


Eleventh Grade Science



Note: Science was not tested in 2017/2018 and 2018/2019

Eleventh Grade Social Studies



Note: Social Studies was not tested in 2018/2019

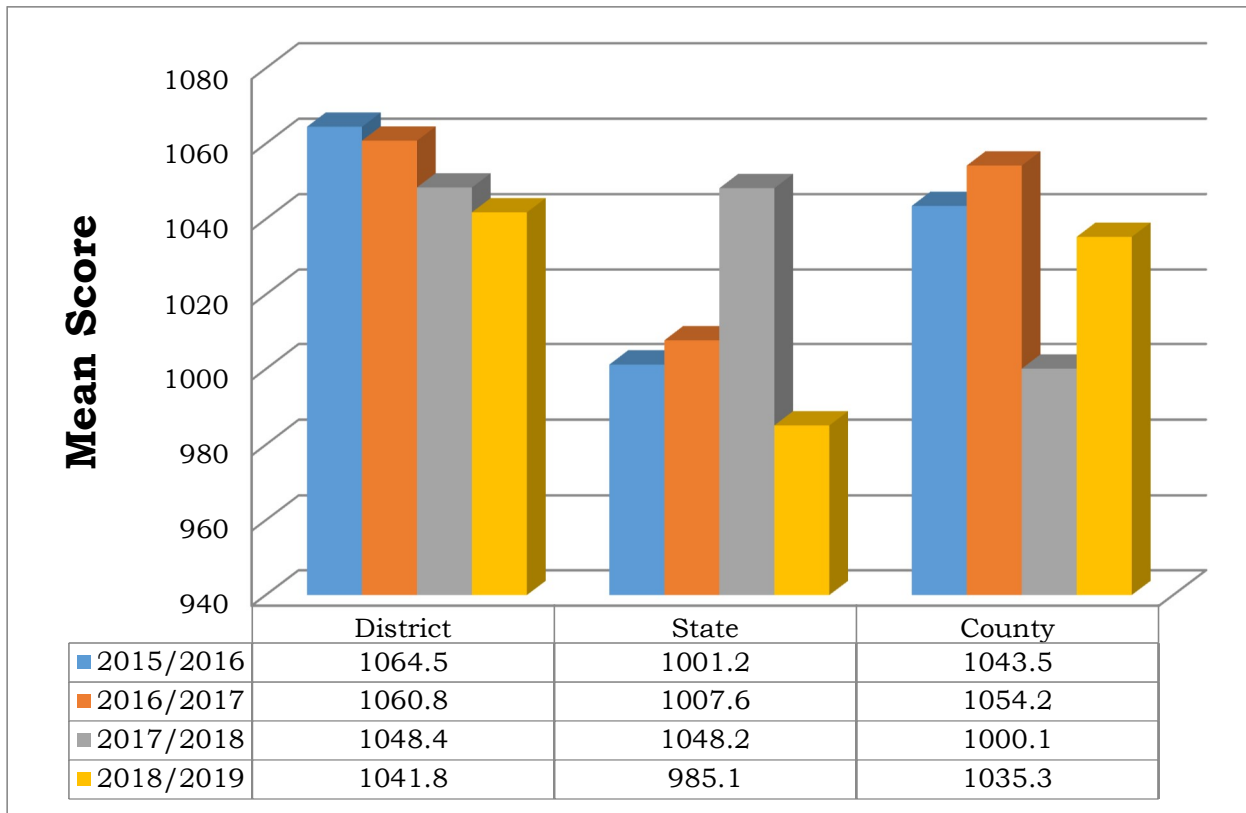
SAT Scores

The SAT is a globally recognized college admission test that lets you show colleges what you know and how well you can apply that knowledge. A student who takes the SAT can expect a test of reading, writing and math comprehension.

The tests are designed to:

- Measure the essential ingredients for college and career readiness and success, as shown by research.
- Have a stronger connection to classroom learning.
- Inspire productive practice.

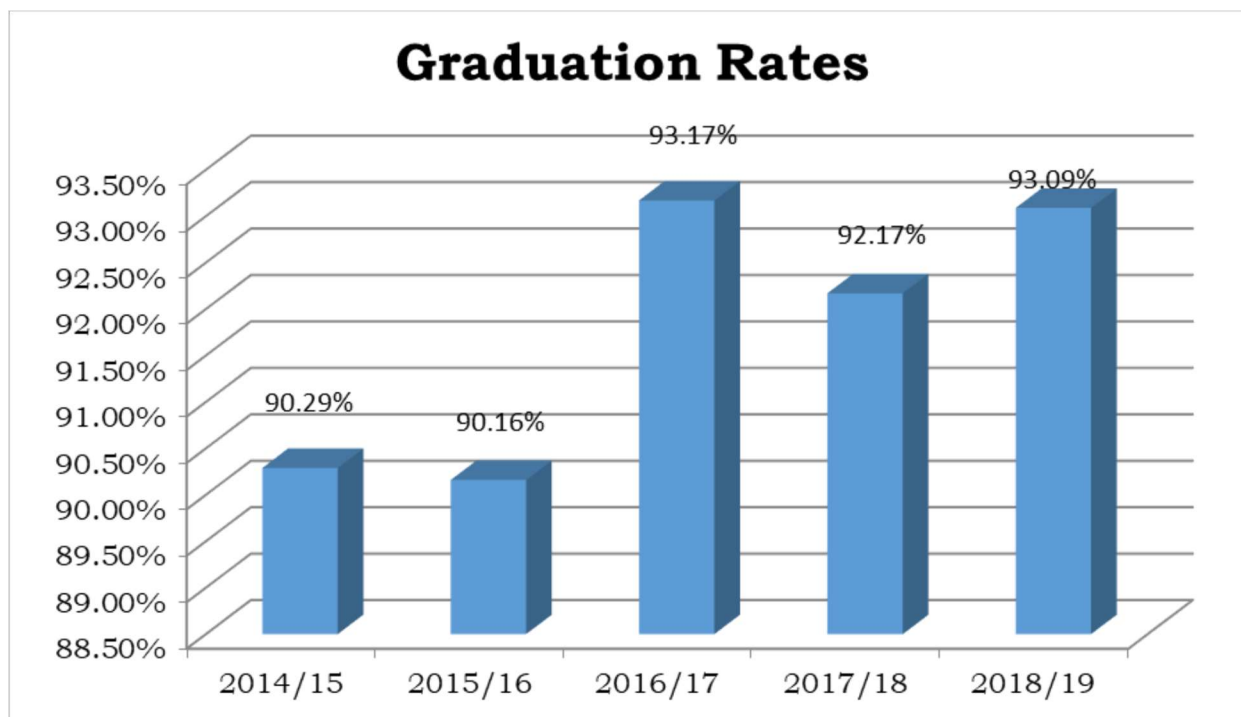
The scores provide a national perspective on test results. As a result of the closure in the Spring of 2020 due to the Coronavirus pandemic, students did not take the SAT. Testing is expected to be offered in the Fall.



Graduation Rates

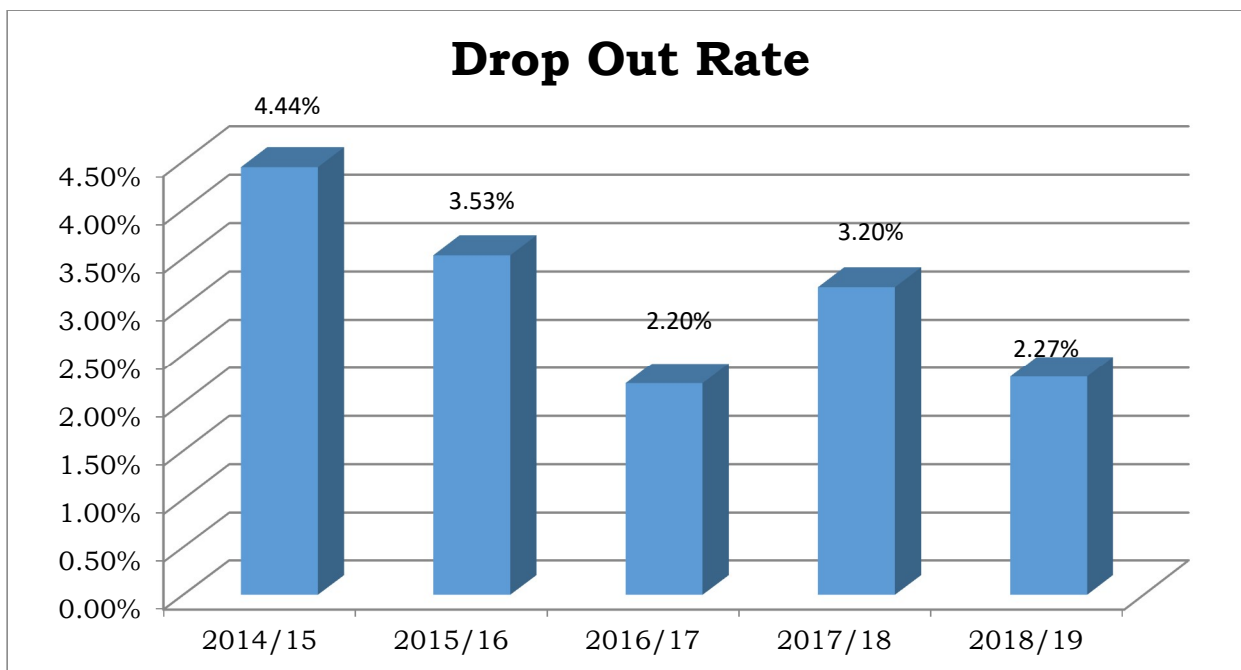
As important as student performance, are the rates of retention and graduation achieved.

Graduation rate is defined as the estimated four-year completion rate. The rate indicates, with no change in future retention rates, the percentage of ninth grade students who will complete their senior year of school and graduate. This rate is therefore influenced by movement of students into and out of the District, and does not necessarily correspond to the dropout rate. The following graph shows the history of graduation rates for the District.



Dropout Rate

A district's dropout rate is defined as the total number of students as a percentage of a given cohort, who left high school permanently at any time during their four years of high school. The following graph provides the history of dropout rates for the District.

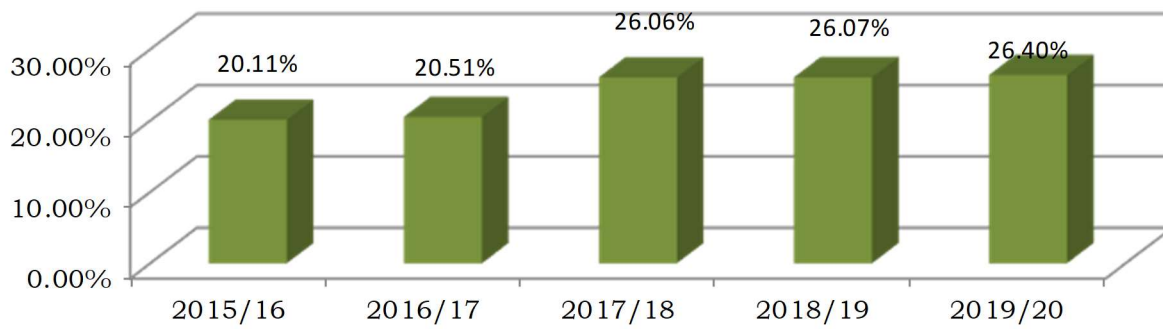


Walled Lake Schools has contracted with an organization known as Graduation Alliance to reach former students who have dropped out. They encourage these former students to continue with their high school career and provide the resources to do so. This is one way that the District has worked to reduce the dropout rate.

Free and Reduced Price Lunches

One of the most difficult challenges to learning is poverty. The percentage of students in a district that are eligible for free and reduced price lunches is one indicator of poverty. The following graph shows the eligible percentage in Walled Lake Schools during the last five years.

Free and Reduced Lunch Eligibility



The Michigan Department of Education (MDE) received approval from the United States Department of Agriculture (USDA) to participate in the Medicaid Demonstration Project for Direct Certification for the 2017-18 school year. For the first time, children eligible for free or reduced-price meals under Medicaid were directly certified. The change in process had a large impact on the percentage of children eligible for free or reduced-price meals in our district.

COMMUNITY SURVEY RESULTS

During a typical spring, the district surveys parents, district staff and community members to gain feedback from stakeholders. Questions focus on a variety of topics to help gauge how well we are meeting the academic and social emotional needs of students. Also included are questions surrounding fiscal responsibility, communication, school facilities and others.

The Coronavirus pandemic made the spring of 2020 challenging for the entire community. The district quickly switched to remote learning and teachers, students and parents alike were required to adapt to days that looked quite different. Communication between the district and the community was ongoing and constant. As a result, no survey was conducted this year.

GLOSSARY OF TERMS AND ACRONYMS

ACCRUAL BASIS - basis of accounting under which revenues are recorded when levies are made and expenditures are recorded as soon as they result in liabilities regardless of when the revenue is actually received or payment is actually made.

AdvancEd - the District's Accreditation Model, formerly known as North Central Association (NCA).

AMERICAN COLLEGE TEST (ACT) - a test of educational development in the areas of English, math, reading and science reasoning aimed to measure how much a student has already learned. It is aligned closely with most high school curricula.

APPROPRIATION - money set aside by formal action for a specific purpose. The Board passes a resolution when it adopts the budget in June appropriating funds.

ASSESSED VALUATION – A valuation set upon real estate or other property by a government as a basis for levying taxes. The assessed value is supposed to represent 50% of a property's fair market value. However, with the passage of Proposal A, the basis for levying taxes is now "Taxable Value."

BLENDED PUPIL COUNT – currently calculated at 90% of the fall official pupil count and 10% of the previous year's February official pupil counts as mandated by the State.

BOARD OF EDUCATION - seven member elected board, created according to State law and vested with responsibilities for educational activities in a given geographical area, which establishes policy, hires a superintendent and governs the operations of the district.

BONDS - an obligation by the district to repay funds borrowed for capital improvement projects.

BUDGET - an estimate of the district's plans for revenue and expenditures during the fiscal year.

CAPITAL OUTLAY - includes, but is not limited to, new and replacement equipment such as furnishing additional classrooms, replacement of classroom and media furniture, additional computers, replacement band uniforms, purchase of buses and maintenance vehicles.

CAPITAL PROJECTS FUND - used to account for financial resources for the acquisition, construction or major renovation of district facilities and technology.

CATEGORICAL STATE AID - revenue allocated by the State for various categories of programs administered by the local district. Examples of categorical State Aid include monies for special education, special education transportation, bilingual education, gifted education, early childhood development to name a few. These funds do not cover the entire program cost and must be supplemented by other district revenue.

CODE COMPLIANCE (CC) – one of several reasons why capital items are repaired or replaced.

CONSUMER PRICE INDEX (CPI) – a measure of the average change over time in the prices paid for a market basket of consumer goods and services.

CURRICULUM IMPROVEMENT (CI) - one of several reasons why capital items are repaired or replaced.

CUSTODIAL/MAINTENANCE EXPENDITURES - includes costs associated with maintenance of all district buildings including third party custodians, maintenance personnel and supervision including related salaries, benefits, purchased services, supplies and capital outlay.

DEBT RETIREMENT FUND - used to record tax and interest revenue and the payment of interest, principal and other expenditures on long-term debt for prior school construction and renovation.

DEBT SERVICE MILLAGE LEVY – The amount of millage necessary to make the bond principal and interest payments in a given fiscal year. It is calculated by dividing the annual debt by the total “taxable value” of all properties within a school district.

EARNINGS ON INVESTMENTS - revenue received from the investment of school district monies not needed at the time to meet current expenditures.

EMPLOYEE BENEFITS - may include health, dental, optical, life and long term disability insurance as well as FICA and retirement payments to Michigan Public School Employees Retirement System and workers' compensation insurance.

ENCUMBRANCES - purchase orders, contracts for salary or other commitments, which are chargeable to an appropriation and to which part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual goods or services are delivered to the school district.

ENERGY CONSERVATION (EC) - one of several reasons why capital items are repaired or replaced.

ENGLISH AS A SECOND LANGUAGE (ESL) – denotes a program for our students who are learning English and speak another language at home.

EXPENDITURES BY FUNCTION - includes expenditures by program type including, but not limited to, basic instruction by level, added needs, adult education, general administration, and transportation.

EXPENDITURES BY OBJECT - include expenditures for certain types of costs such as salaries, fringe benefits, supplies, purchased services and capital outlay.

FEDERAL REVENUE - funds received from the federal government for federally funded programs.

FEDERAL INSURANCE CONTRIBUTIONS ACT (FICA) - is a tax required by the federal government on all wages paid by the district.

FISCAL YEAR - for schools in Michigan is July 1 through June 30. It is also the period for which the district determines its financial position and the result of its operations.

FOUNDATION ALLOWANCE - also known as per pupil amount or per pupil membership, is the amount determined by the State that a district can generate per pupil from a total of local taxes and State Aid, not including categorical aid.

FULL TIME EQUIVALENT (FTE) STUDENTS - the sum of full time and part time students counted by the district for pupil accounting purposes.

FUNCTION - a group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

FUND - a means to account for resources set aside for specific activities of the school district. All of the financial transactions for a fund are recorded within the fund.

FUND BALANCE - the excess of assets of a fund over its liabilities and reserves. During the fiscal year prior to closing, it represents the excess of the fund's assets and estimated revenue for the period over its liabilities, reserves and appropriations for the period.

GENERAL FUND - is used to record the general operations of the district pertaining to education and those operations not provided for in other funds.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - accounting principles promulgated by the Accounting Standards Board for use in preparation of district budgets or financial statements.

HEADLEE AMENDMENT - Formally a State constitutional amendment, this amendment requires a calculation be performed annually to ascertain a millage rollback fraction (MRF). The formula is as follows:

$$\frac{(\text{previous year taxable value (TV) less TV losses) times (1+CPI)}}{(\text{current year taxable value (TV) less TV adds})} = \text{MRF}$$

If the MRF is less than one, the MRF must be multiplied by the authorized millage rate resulting in the amount that can be levied.

HEALTH SAFETY (HS) - one of several reasons why capital items are repaired or replaced.

HOLD HARMLESS MILLAGE - the number of mills levied on homesteads and qualified agricultural property for operations in order for the district to receive its full foundation allowance.

INDIVIDUALS WITH DISABILITIES ACT (IDEA) – is a law that makes available a free appropriate public education to eligible children with disabilities. The District receives grant funding under this program.

INSTRUCTIONAL STAFF SERVICES EXPENDITURES - includes staff development and curriculum coordinators, media specialists, audiovisual services and supervision of staff including related salaries, benefits, purchased services, supplies and capital outlay.

INTERDISTRICT REVENUE - revenue received from Oakland Intermediate School District as grants and as a pass-through from the federal government for Medicaid reimbursement for services rendered to students.

INTERMEDIATE SCHOOL DISTRICT (ISD) - a legal school district entity in Michigan that exists to serve, enhance and support the local districts in its area. It provides such services as data processing, printing, tax collections, special education supervision and programming, fiscal agent for State and/or federal funds, staff development or pupil accounting.

LOCAL DEVELOPMENT FINANCE AUTHORITY (LDFA) –allows the use of tax increment financing to fund public infrastructure improvements within certain boundaries of a municipality.

LEVY - see Tax Levy

MAJOR CLASS – a group of revenues identified by source of funds.

MEDICAID - federal dollars administered through the state as reimbursement for covered services provided to children with disabilities as part of their individual education plan.

MICHIGAN BUSINESS TAX (MBT) – imposes a business income tax on businesses within the State of Michigan.

MICHIGAN DEPARTMENT OF EDUCATION (MDE) – is a State agency of Michigan and oversees public school districts in the State.

MICHIGAN EDUCATIONAL ASSESSMENT PROGRAM (MEAP) – was a standardized test that was given to students in the State until it was replaced in 2014/2015 by the Michigan Student Test of Educational Progress (M-STEP).

MICHIGAN MERIT EXAMINATION – assesses students in grade 11 and includes College Board SAT, WorkKeys® job skills assessments in Workplace Documents, Applied Math, and Graphic Literacy and M-STEP Science and Social Studies.

MICHIGAN PUBLIC SCHOOL EMPLOYEES RETIREMENT SYSTEM (MPERS) - is a cost sharing, multiple public employer retirement system managed and required by State of Michigan statute.

MICHIGAN STUDENT TEST OF EDUCATIONAL PROGRESS (M-STEP) - is a statewide testing program initiated by the State Board of Education, supported by the Governor and funded by the Legislature

MILL - as used in this report represents one dollar of tax per one thousand dollars of taxable value.

MILLAGE RATE - the number of mills levied by the district for operations on homesteads and non-homesteads as well as on all properties for repayment of debt.

NON-HOMESTEAD PROPERTY - all remaining properties that are not homesteads or qualified agricultural properties.

OBJECT- see Expenditures by Object.

OPERATING FUNDS – include the District General Fund and Special Revenue Funds.

OPERATING TRANSFERS – an incoming transfer is an amount received from another fund and represents a revenue. An outgoing transfer is an amount given to another fund and represents an expense.

OPERATIONAL NEED - one of several reasons why capital items are repaired or replaced.

OTHER LOCAL REVENUE - includes revenue collected locally other than taxes such as building use fees, parking lot and field trip fees and other miscellaneous receipts.

P.A. 18 FUNDS - see Public Act 18.

PER PUPIL FOUNDATION - the total amount of dollars allowed by the State that a district may receive per pupil to be generated by State revenue and local taxes.

PER PUPIL MEMBERSHIP - this is the same as Per Pupil Foundation.

PROPOSAL A - a ballot proposal approved by Michigan voters in March 1994. This proposal changed how schools are financed by shifting funding responsibility from the local to the State level as well as a shifting from the property tax as the major revenue source to various other taxes including the sales tax.

PRELIMINARY SAT (PSAT) - a standardized test that functions as a practice for the SAT. It is administered in tenth and/or eleventh grade.

PUBLIC ACT 18 - a Michigan public law permitting intermediate school districts to levy a voted millage to be used for county special education funding.

PUBLIC HEARING - an open, usually advertised meeting of the Board of Education whereby citizens of the community are encouraged to comment and/or voice their concerns about the topic for which the hearing is being held.

PUPIL SERVICES EXPENDITURES - direct services provided to students in support of their classroom instruction including school counselors, occupational and physical therapists, nurses, psychologists, speech and audiological therapists, social workers, teacher consultants and playground/lunchroom supervisors including salaries, benefits, purchased services, supplies and capital outlay.

PURCHASED SERVICES - includes such items as conference fees, mileage paid, consultant fees, fees of subcontractors, utilities including electricity, telephone, water, refuse and gas, liability, property and fleet insurance.

RETIREMENT - the amount required by law that is to be remitted to the Michigan Public School Employees Retirement System based upon wages paid by the district in order to provide funds for the employees retirement.

REVENUE - the various sources of income for the school district.

SAT – Originally Scholastic Aptitude Test. Now SAT is simply a brand, not an acronym.

SPECIAL REVENUE FUNDS – Special Revenue funds are established to collect funds that are to be used for a specific purpose. Examples include the District Cafeteria Fund or Community Education Fund.

STATE AID - the amount of money provided by the State School Aid Fund to defray the cost of education in the district.

STATE CATEGORICAL REVENUE - revenue received from the State that is restricted for specific purposes such as for special education, vocational education, transportation, bilingual education, adult education and gifted programs.

STATE EDUCATION TAX - the six mills levied on homesteads and non-homesteads on behalf of the State that are deposited into the School Aid Fund and distributed to districts as part of State Aid.

STATE EQUALIZED VALUE - it is one-half of the market value determined by the local municipal assessor.

STATE MEMBERSHIP REVENUE - revenue from the State based on a per pupil amount times the number of blended pupils less the tax levy for operations.

STEP INCREASES - the increase received by employees from year-to-year based upon years of service/experience over and above the negotiated overall wage increase. The steps differ between union groups.

STRATEGIC PLANNING - the process employed by the district to chart a course for the future including preparation of a mission statement, district beliefs, goal setting, learner outcomes and student profile.

SUPERINTENDENT'S ADMINISTRATIVE TEAM – consists of Deputy Superintendent, Assistant Superintendent, Human Resources, Assistant Superintendent, Business Services, Executive Director of Instruction, Technology and Assessment, Director of Operations and Director of Community Relations and Marketing.

SUPPLIES - classroom and office supplies as well as supplies used by maintenance and transportation for repairs.

TAX LEVY - the product of multiplying the taxable value for homesteads times the number of hold harmless mills plus the product of multiplying the taxable value of non-homesteads times the number of non-homesteads mills for operations and the product of multiplying the total taxable value of property in the district by the number of mills levied for debt. These amounts in total signify a total amount of taxes in dollars to be collected.

TRANSPORTATION EXPENDITURES - costs associated with transporting resident pupils to and from school and field trips including related salaries, benefits, purchased services, supplies and capital outlay.

TUITION - the amount paid by resident and non-resident students for instruction in a district program. Amounts of tuition will vary by program and length of instruction.

USEFUL LIFE (UL) - one of several reasons why capital items are repaired or replaced.

WALLED LAKE EDUCATION ASSOCIATION (WLEA) – is a labor union that represents the teaching staff of Walled Lake Schools.

WALLED LAKE EDUCATION SUPPORT PERSONNEL (WLESP) – is a labor union that represents a portion of the support staff of Walled Lake Schools. This includes maintenance staff and food service staff.

WALLED LAKE SCHOOLS SECRETARIES ASSOCIATION (WLSSA) – is a labor union that represents the secretarial staff of Walled Lake Schools.