



WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

**BUDGET
FISCAL YEAR
JULY 1, 2021 - JUNE 30, 2022**

DUBLIN ELEMENTARY
GROUNDBREAKING CEREMONY



Every Child, Every Day!

**Walled Lake
Consolidated Schools
Educational Services Center
850 Ladd Road – Building D
Walled Lake, MI 48390**

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District Website:

www.wlcsd.org

Proposed 2021-2022 Budget
Walled Lake Consolidated School District

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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 2020-2021.

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



A handwritten signature in black ink, reading 'W. Edward Chabal'.

W. Edward Chabal
President

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

David J. Lewis
Executive Director

**Walled Lake Consolidated School
District
Proposed 2021-2022 Budget
Executive Summary**

Board of Education

Peggy Casagrande, 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 four children who are Walled Lake Central High School alumni.

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, Vice President

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.

Marc Siegler, Treasurer

Term Expires 12/31/2024

Mr. Marc Siegler and his family have been residents of the District for over 37 years. He is in his 27th year as a member of the Walled Lake Consolidated School District Board of Education. Mr. Siegler is also the Past-President for the Oakland County School Boards Association, a member of the Foundation for Excellence and has strong involvement in legislative communications with our representatives in Lansing. He works as a Director of Food Safety and Facility Operations with Harvest Sherwood Food Distributors in Detroit.

Denise Dunn, Secretary
Term Expires 12/31/2022

Mrs. Denise Dunn and her husband, Jason, have lived in the Walled Lake District for 17 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 wealth management firm in West Bloomfield. She earned a Bachelor from the University of Michigan.

She currently serves on the Policy Committee, the Superintendent Evaluation Committee, and the OCSBA Diversity, Equity, and Inclusion Committee. She is very involved in volunteering at her children's schools, Gigi's Playhouse Detroit, and is an active member of the Walled Lake District's Special Education Parent Advisory Committee.

Stephanie Kaplan, Trustee
Term Expires 12/31/2026

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.

Craig Peterson, Trustee
Term Expires 12/31/2026

Mr. Craig Peterson is a resident of the Walled Lake Consolidated School District for over 40 years. He and his wife, Debra, have two sons who both attended Walled Lake Schools and graduated from Walled Lake Northern High school. Mr. Peterson is a small business owner in the City of Wixom since 2003. Prior to that, he spent 34 years manufacturing aerospace tooling for aircraft manufacturing and maintenance. Mr. Peterson has a Bachelor of Science in Manufacturing Materials and Metallurgy, has served on the Schoolcraft College advisor board for over ten years, and is currently an advisory board member for the Oakland Schools Technical Campus (OSTC) welding program.

Mr. Peterson is a long-time advocate towards actively preparing non-college-bound students for entry into skilled trades and the technical service industry positions.

Superintendent's Administrative Team

Kenneth Gutman, *Superintendent of Schools*

Michael Lonze, *Deputy Superintendent of Schools*

Nicholas Russo, *Assistant Superintendent, Human Resources*

Teri Les, *Assistant Superintendent, Business Services*

Cathy Kochanski, *Assistant Superintendent, Learning Services*

William Chatfield, *Director of Operations*

Vildana Kurtovic, *Director of Community Relations and
Marketing*



Kenneth Gutman
Superintendent of Schools

Walled Lake Consolidated Schools

Educational Services Center

850 Ladd Road, Building D Walled Lake, MI 48390

Phone: 248.956.2011

Fax: 248.956.2124

June 3, 2021

Dear Board of Education Members:

I recommend approval of the budget for fiscal year 2021/2022 for Walled Lake Consolidated School District that includes budgeted allocations for 2021/2022 and final amended budgeted allocations for 2020/2021. The document represents months of work by budget managers, administration, and the Board of Education. The budget has been prepared in accordance with the requirements of the Association of School Business Officials' Meritorious Budget Award.

On March 13, 2020, following the first cases of Covid-19 in our State, the Governor declared a state of emergency and issued the first of many Executive Orders. Schools were ordered to close temporarily, yet everyone expected to return and complete the school year in person, and certainly believed that the 2020/2021 school year would be normal. Instead, 2020/2021 was unprecedented in a variety of ways.

The cases of Covid-19 in our county and within our district boundaries were rising as school approached, and a vaccine was still not available. We began the school year with all students learning remotely and teachers teaching their classes from home. Once buildings were opened, cases were tracked and the need for students and staff to quarantine became the norm.

The State of Michigan remained closed for months in an effort to get the virus under control. Businesses turned to online platforms or moved outdoors in an effort to stay open. Unemployment numbers were startling. A shut down economy raised concerns over expected revenue levels for the State and school funding as a result.

In the midst of uncertainty, the Governor, House, and Senate prepared conservative budgets. These budgets were later revised when the outlook changed following the May Consensus Revenue Estimating Conference. It was then that updated projections reflected significantly better than anticipated revenue. Federal assistance seemed to have an impact from many angles. Funding provided directly to the State was remarkable, while assistance given to citizens stabilized other areas of State revenue, including income tax and sales tax. The legislature continues to work on finalizing the budget.

Based on information currently available, we have budgeted a modest increase in the per pupil Foundation Allowance. Unfortunately, it is unlikely we will benefit from any increase in this funding source since we continue to struggle with declining enrollment. Historical Federal aid, however, will have a dramatic impact on our district. We are able to recommend a budget that does not include program reductions and offers district employees multi-year contracts for the first time in years. Most importantly, the funds will enable us to provide additional supports to students and staff following a remarkable year.

While this may be the most unusual of school years, we will work together, in coordination with our community, to ensure that we meet the needs of Every Child, Every Day.

Respectfully,

A handwritten signature in black ink that reads "Kenneth Gutman". The signature is written in a cursive, flowing style.

Kenneth Gutman Superintendent
of Schools

Every Child, Every Day!

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 2021/2022. The following is a summary calendar of the process.

November 2020	Budget process begins
January 2021	Preliminary budget projections
February 2021	Projections shared with Leadership
March/April 2021	Board study sessions held
June 2021	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 2020/2021, 20% of Walled Lake Consolidated Schools revenue is generated by local property tax and 63% 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 target 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 1.4727 mills for 2021/2022.

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 2021/2022, the blended count will be calculated using 90% of the October 2021 count and 10% of the February 2021 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. Several weeks later, the House and Senate released their respective proposals. Following the May Consensus Revenue Estimating Conference (CREC), the Governor revised her proposal. Although quite unusual, the update was not unexpected given the unprecedented positive revenue projections. We anticipate revised proposals to come from the House and Senate as well.

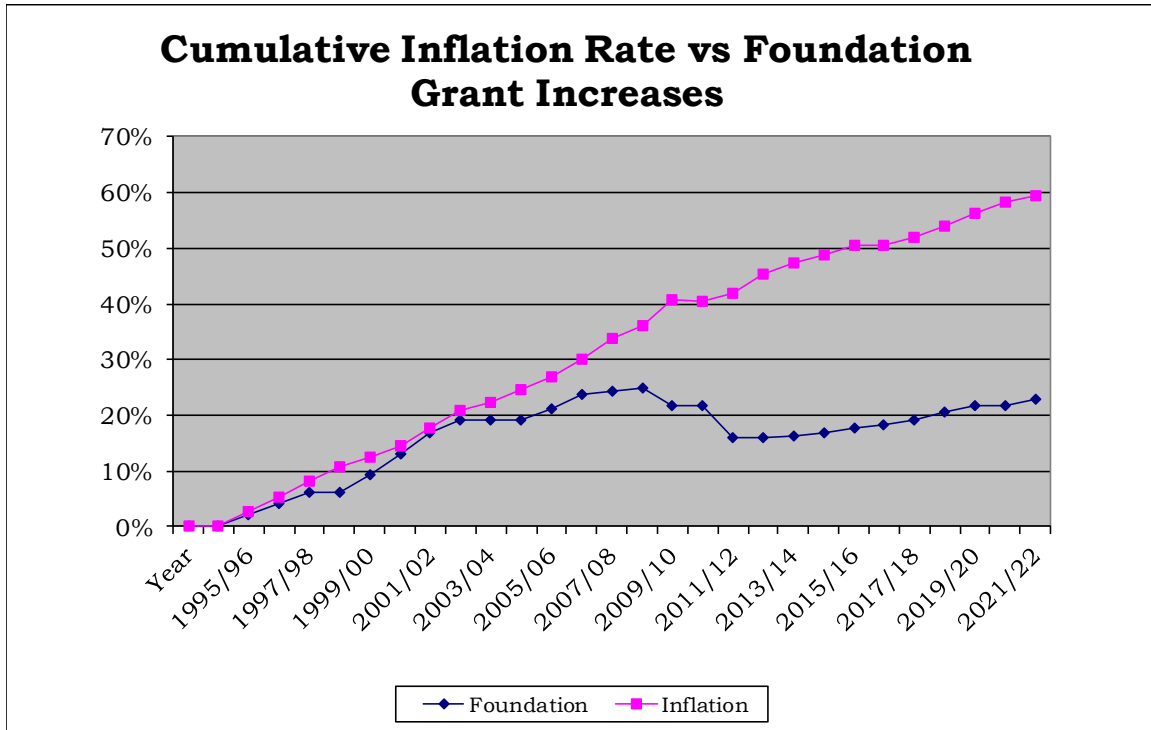
CREC's are held at various times through the year and involve the Senate and House Fiscal Agencies and the Executive Branch. The three bodies review and agree on financial projections for a three-year rolling period, which currently includes 2020/2021 through 2022/2023. The projected revenues for all three years are up significantly for both the General Fund/General Purpose (GF/GP) and the School Aid Fund (SAF) budgets, compared to the January conference. Estimated revenues for the School Aid Fund were increased by \$1 billion, \$707.3 million, and \$697.2 million, in fiscal years 2020/2021, 2021/2022, and 2022/2023 respectively, compared to the January 2021 estimates. Ending balances in both the GF/GP and SAF are estimated at historical levels for all three years. This puts the State in a unique position to notably increase K-12 funding if they desire.

While the process is far from complete, the Governor's revised proposal includes funding to increase the Foundation Allowance of all districts in the State of Michigan to the target foundation, ending the decades-long disparity. Currently funded above the target due to the Hold Harmless

millage, Walled Lake Schools would not see an increase as a result, but would benefit from any general increase proposed.

The 2021/2022 budget for Walled Lake Schools assumes a \$100 increase in the Foundation Allowance, for a total grant of \$8,775.

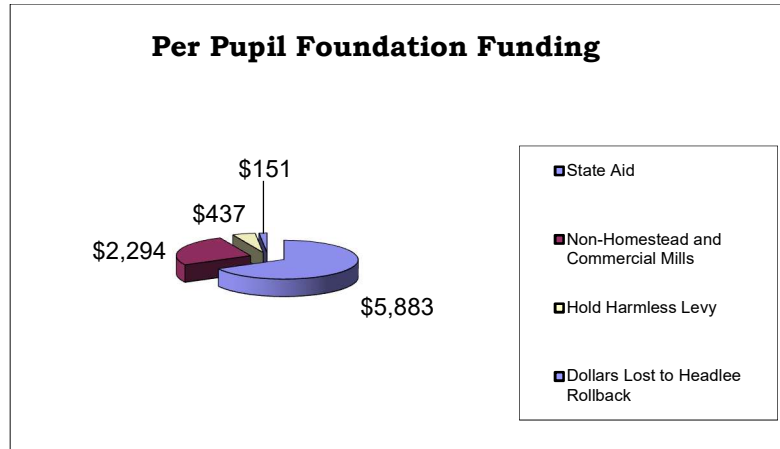
The following graph and table depict the history of the grant. Since the inception of Proposal A, revenue increases in the per pupil foundation have not kept pace with the inflation rate overall.



The 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; the mid-year proration of \$165 that occurred during 2009/2010 and 2010/2011; or the mid-year proration of \$75 that occurred during 2019/2020.

			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	8,675	-	0.00%	1.80%
2021/2022	8,775	100	1.15%	1.20%

The breakdown of the \$8,775 per pupil foundation is shown below.



For 2021/2022, the District's estimated per pupil foundation of \$8,775 is projected to be generated as shown above with \$2,294 resulting from the 16.9633 mills levied by the District on non-homestead properties and the 6.4360 mills levied on commercial personal property. State Aid provides an amount equaling \$5,883 per pupil.

\$437 will be generated by the hold harmless levy of 1.4727 mills on homesteads, industrial personal property and commercial personal property. The District's blended pupil count for 2021/2022 is projected to be 12,849. As mentioned, a rate of 1.4727 mills is the proposed levy for July 2021.

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 2021/2022, \$151 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 16.9633 mills for 2021/2022. 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 \$1,934,000 in lost tax revenue for purposes of operations for 2021/2022.

The Sinking fund levy is also subject to a rollback and will be reduced from .5 mills to .4715 mills. This will result in a loss of approximately \$158,000.

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 is nearly \$6 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.

Taxable School Year Value		Operating				
		Princ. Res., Qual. Agric., Qual. Forest & Ind. Pers. *	Commercial Personal	Non-		
					Homestead	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		
2021/2022	5,513,768,440	1.4727	6.4360	16.9633		
* - Principal Residential, Qualified Agriculture, Qualified Forest and Industrial Personal Properties						

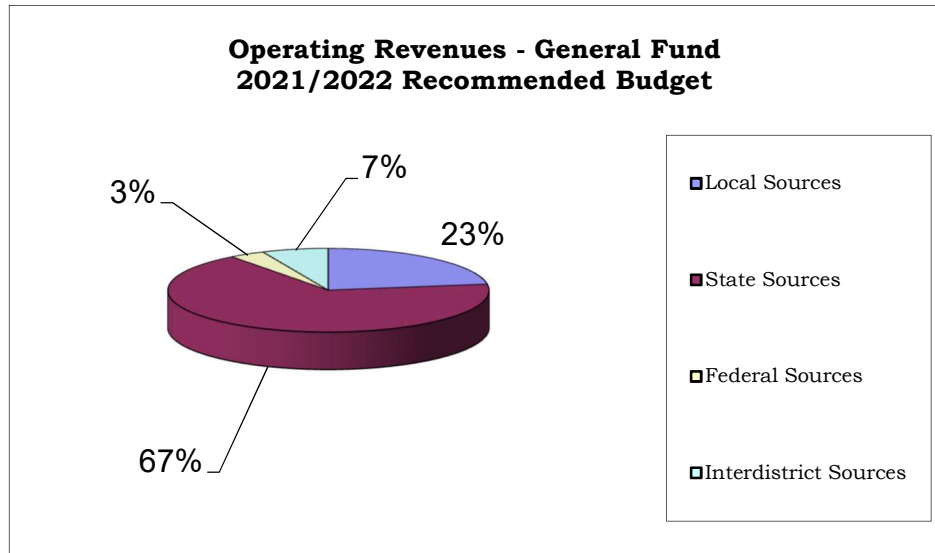
The Debt and Sinking fund millages are levied on all properties. Historical and current rates follow.

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
2021/2022	5,513,768,440	0.4715	4.1300

Operating Revenue – General Fund

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

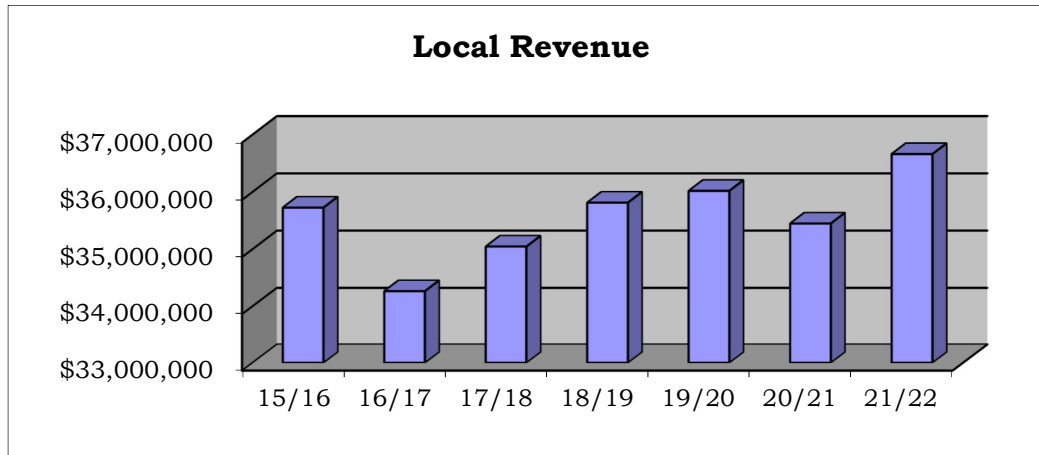
		2020/2021		2021/2022	
		Amended Budget	2020/2021 % of Total	Recommended Budget	2021/2022 % of Total
Revenue					
Local Sources	\$	35,448,073	21.01%	\$ 36,661,378	23.82%
State Sources		105,462,245	62.50%	99,913,052	64.91%
Federal Sources		15,861,250	9.40%	5,540,227	3.60%
Interdistrict Sources		11,965,370	7.09%	11,809,088	7.67%
<hr/>					
TOTAL REVENUE	\$	168,736,938	100.00%	\$ 153,923,745	100.00%



Local Revenue

Local property taxes account for 94% 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. However, many of our programs were not run during the 2020/2021 school year because of the Covid-19 pandemic. The Outdoor Education Center was kept closed for the year and athletics were run on a reduced schedule with very limited audiences; parking fees and athletic participation fees were reduced or eliminated for the year. All of these changes had an impact on the level of Local revenue generated for the year.

The bar graph below shows the five year history of actual local revenue through 2019/2020 as well as the amended budget for 2020/2021 and the recommended budget for 2021/2022.



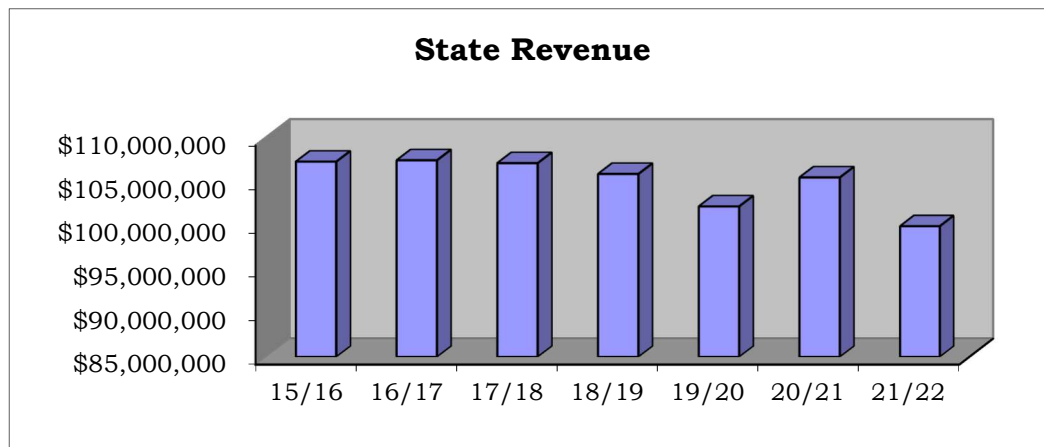
State Revenue

State revenue consists of the foundation grant and categorical funding. The majority is from the per pupil foundation, of which 68% will come from state aid. The expected per pupil foundation of \$8,775 will be generated on 12,849 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 \$8,338 (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 showing the history over the last 15 years. Totals for 2020/2021 are not yet known.

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	\$ 21,203,524	\$ 28,928,607	\$ 7,725,083

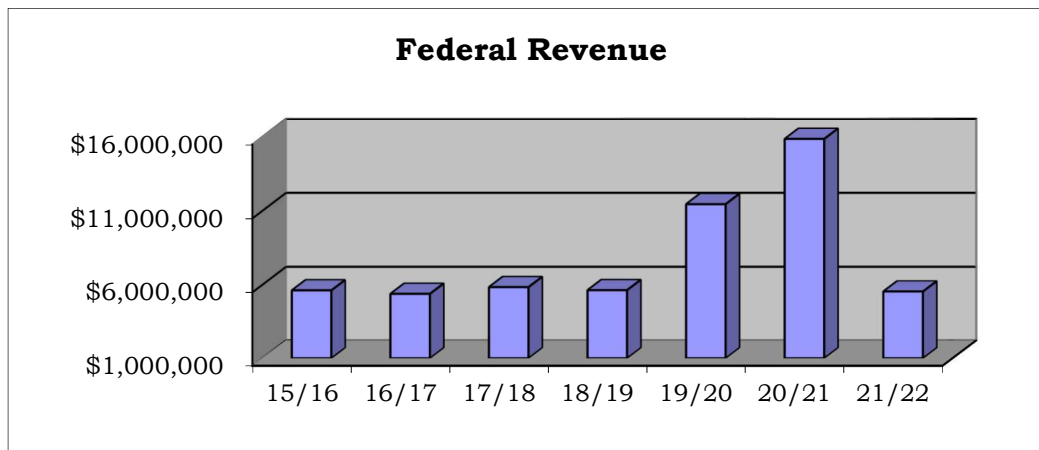
For reference purposes, the following bar graph shows the funding levels of State revenue over the past five years as well as the amended budget for 2020/2021 and the recommended budget for 2021/2022.



Federal Revenue

We expect Federal funding to be somewhat uncertain for 2021/2022, with the possible continuation of funding related to Coronavirus relief. Given that no additional funding has been committed at this point, we have budgeted Federal Revenue to return to normal pre-pandemic levels.

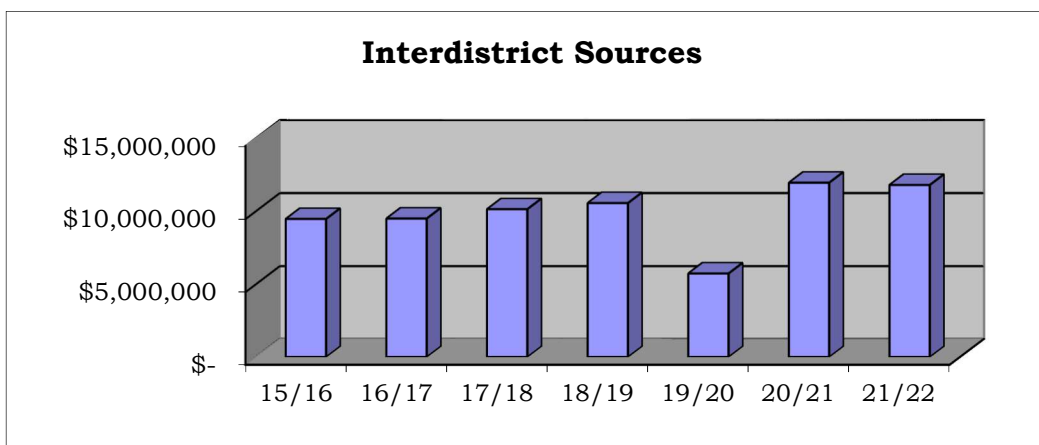
The following bar graph provides the five-year history of Federal revenue as well as the amended budget for 2020/2021 and the recommended budget for 2021/2022.



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 2020/2021 and the recommended budget for 2021/2022.



Revenue Budget Assumptions

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

1. Property taxes are based on taxable values provided by the local community assessors in May of each year.
2. Millage on homesteads and industrial personal property will be 1.4727 for operations. Millage on commercial personal property will be 6.4360 for operations. Millage on non-homesteads will be 16.9633 mills for operations.
3. The total per pupil foundation grant is expected to be \$8,775 for 2021/2022, representing a \$100 increase from 2020/2021. Section 11d of the 2020/2021 School Aid Act is not expected to continue, eliminating the \$65 per pupil that it provided. Our net increase expected is therefore \$35 per student.
4. 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.
5. Additional State allocations, including Hold Harmless funding and a relatively new Special Education Reimbursement are expected to continue for 2021/2022.
6. The number of pupils for 2021/2022, based on a blended count of 90/10, will be 12,849, representing a decrease of 438 students compared to 2020/2021.
7. Unrestricted Federal revenue is expected to return to more traditional levels.
8. Increases in taxable values of property in Oakland County are expected to increase the PA 18 allocation by approximately two percent, however the extra allocation provided during 2020/2021 is not expected to be repeated. The net result is an expected decline in this revenue source of approximately \$236,000.
9. Several district programs were not run during parts or all of 2020/2021 given the uncertainties surrounding the pandemic. All programs are currently planned to resume for the 2021/2022 school year. As a result, several local revenue sources are expected to be back to near normal levels.

Operating Expenditures – General Fund

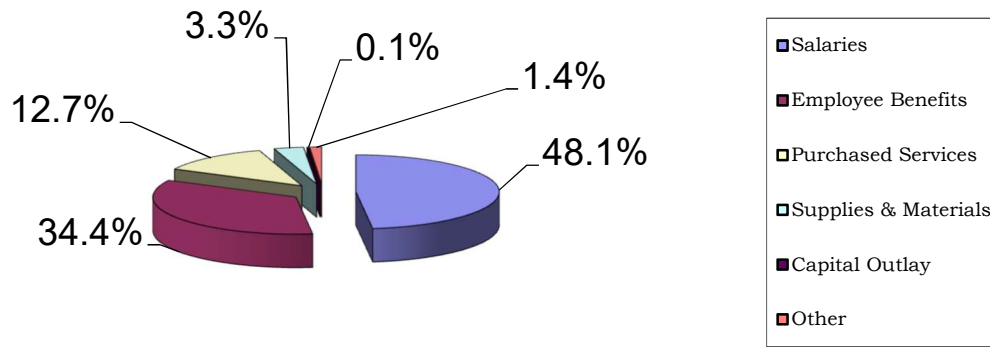
The following table and graph show the makeup of expenditures and the proposed General Fund expenditure budget for 2020/2021 and 2021/2022.

	2020/2021		2021/2022	
	Amended Budget	2020/2021 % of Total	Recommended Budget	2021/2022 % of Total
Expenditures				
Basic Programs	\$ 78,263,313	48.90%	\$ 78,917,374	49.65%
Added Needs	24,619,042	15.38%	24,888,673	15.66%
Total Instruction	102,882,355	64.28%	103,806,047	65.31%
Pupil Services	13,971,208	8.73%	14,039,979	8.83%
Instructional Staff Services	5,708,475	3.57%	5,382,093	3.39%
General Administration	839,144	0.52%	833,230	0.52%
School Administration	9,225,802	5.76%	9,030,471	5.68%
Business Services	2,238,905	1.40%	2,098,995	1.32%
Operations and Maintenance	12,711,782	7.94%	10,543,855	6.63%
Pupil Transportation	4,751,335	2.97%	6,363,587	4.00%
Central Services	4,703,047	2.94%	4,347,787	2.74%
Athletics	2,006,477	1.25%	2,002,129	1.26%
Debt Service	56,850	0.04%	116,490	0.07%
Total Support Services	56,213,025	35.12%	54,758,616	34.45%
Community Services	265,895	0.17%	243,971	0.15%
Transfers Out	698,612	0.44%	140,100	0.09%
TOTAL EXPENDITURES	160,059,887	<u>100.00%</u>	158,948,734	<u>100.00%</u>
Excess Revenue over (under)				
Expenditures	8,677,051		(5,024,989)	
Beginning Fund Balance	<u>11,366,141</u>		<u>20,043,192</u>	
Ending Fund Balance	<u>\$ 20,043,192</u>		<u>\$ 15,018,203</u>	

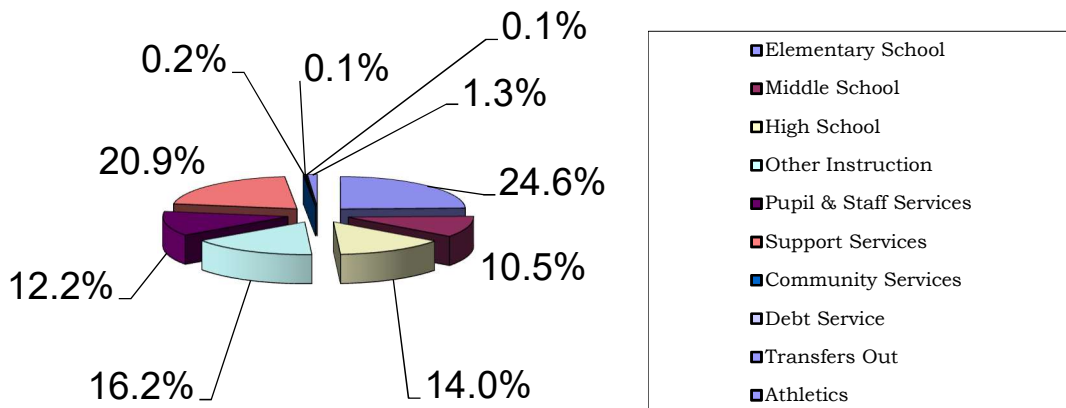
As with any service organization, the majority of expenses are for salaries and employee benefits at approximately 83%. The graphs below show the distribution of expenditures in a couple of ways. The first gives a view of the District expenditures by object, which is essentially a description of

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 - 2021/2022 General Fund Budget



Expenditures by Function - 2021/2022 General Fund Budget



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

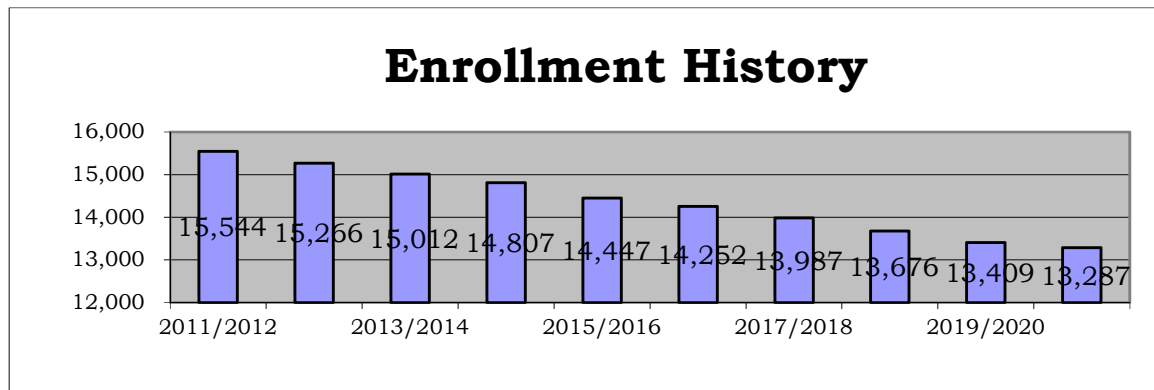
1. Contracts have been settled and established for six of our employee groups. Discussions with our teacher group are ongoing. The details of contract already negotiated vary by bargaining group, however, wage increases for each are comparable. For the first time in several years, multi-year contracts were signed, providing stability for our employees.
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 2021/2022 is calculated to be 28.13%, which is 0.14 percentage points higher than 2020/2021. This seemingly small increase will result in added costs equal to over \$525,000.
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 3.7% for 2021/2022, 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 \$782,000. 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 2021/2022 and usage is expected to go back to pre-pandemic levels.
5. Transportation costs are expected to increase in accordance with our current agreement with Dean Transportation, our third party provider, and are expected to return to pre-pandemic levels.
6. Custodian costs are expected to increase in accordance with our current agreement with Enviro-Clean, our third party provider.
7. The cost of textbooks has been increased nearly \$500,000 to account for the many replacements that are necessary.

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 2021/2022 school year.

Grade	Enrollment	Sections	Average Class Size
Kindergarten	1,055 Students	44 Sections	24.0
First Grade	815 Students	35 Sections	23.3
Second Grade	885 Students	38 Sections	23.3
Third Grade	895 Students	34 Sections	26.3
Fourth Grade	938 Students	33 Sections	28.4
Fifth Grade	852 Students	32 Sections	26.6
Sixth - Eighth Grades	2,815 Students	-	34.0
Ninth - Twelfth Grades	4,007 Students	-	34.0

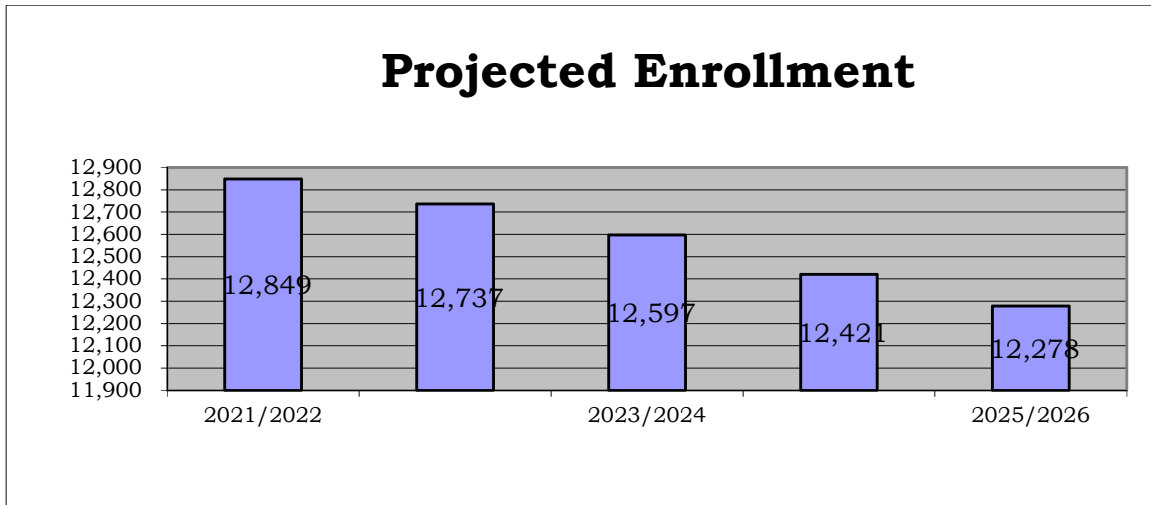
The graph that follows shows the changes in student blended count enrollment over the last ten years.



In 2007/2008, for the first time since 1986, enrollment declined for Walled Lake Consolidated Schools and has continued on a downward trend since then.

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.



In an effort to provide Michigan school districts with some stability around enrollment numbers and allow for fiscal planning during a very uncertain time, the State changed the count method for 2020/2021. A super-blend was introduced, allowing districts to count 50% of the blended count from 2019/2020 with 50% of the blended count for 2020/2021. In the absence of this adjustment, the blended count for Walled Lake Schools would have been 12,681, or 606 less students. The additional decline would have caused state funding levels to be nearly \$5.3 million less.

A continuation of the super-blend is not anticipated.

Personnel Trends

As of June 2021, 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).

	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	Projected 2021/2022
Instructional					
Building Administrators & Secretaries	72.81	79.50	72.93	72.33	72.33
Teachers	681.33	718.09	679.27	635.25	620.25
Other Instructional Staff	187.10	196.00	223.17	217.91	217.91
Guidance Staff	25.00	18.60	25.80	23.20	23.20
Psychological Staff	6.50	7.50	7.50	7.50	7.50
Speech and Audiology	18.80	19.70	22.00	19.00	19.00
Social Workers	15.80	17.70	16.70	18.10	18.10
Special Ed. Teacher Consultants	15.00	13.90	14.00	14.00	14.00
Other Pupil Services Staff	27.29	24.28	24.06	27.50	27.50
Library Personnel	10.48	9.58	9.18	10.43	10.43
Computer Assisted Instruction	2.00	2.00	2.00	2.00	2.00
Other Instructional Supervisors	9.28	11.14	14.75	12.82	12.82
Total Instructional Staff	1,071.39	1,117.99	1,111.36	1,060.04	1,045.04
Non-Instructional					
Executive Administration	2.00	2.00	2.00	2.00	2.00
Business Services	9.25	10.25	10.25	9.25	10.25
Food Services Staff	67.54	58.40	69.87	48.78	58.78
Operations and Maintenance	23.62	21.50	24.62	26.62	26.62
Transportation Staff	0.00	0.00	0.00	0.00	0.00
Central Support Services	21.09	22.59	21.99	21.07	21.07
Other Support Staff	2.00	1.50	1.50	2.00	2.00
Community Services	52.80	82.76	61.74	63.22	63.22
Total Non-Instructional Staff	178.30	199.00	191.97	172.94	183.94
Total Staff	1,249.69	1,316.99	1,303.33	1,232.98	1,228.98

Several instructional positions were eliminated as of the result of declining enrollment and the elimination of several student paths. During 2020/2021 the district provided families with options, allowing for students to attend school from home through distance learning. Having the ability to learn from home was imperative when the pandemic forced closures. It also an important choice for parents who felt more comfortable with distance learning during this unprecedented year. As we head into the 2021/2022 school year, we anticipate a more normal year with full in-person instruction.

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	2021/ 2022	Difference	Percentage Difference
Instructional				
Building Administrators & Secretaries	100.92	72.33	(28.59)	-28.33%
Teachers	853.26	620.25	(233.01)	-27.31%
Other Instructional Staff	159.24	217.91	58.67	36.84%
Guidance Staff	47.50	23.20	(24.30)	-51.16%
Psychological Staff	8.00	7.50	(0.50)	-6.25%
Speech and Audiology	17.80	19.00	1.20	6.74%
Social Workers	12.50	18.10	5.60	44.80%
Special Ed. Teacher Consultants	31.15	14.00	(17.15)	-55.06%
Other Pupil Services Staff	67.76	27.50	(40.26)	-59.42%
Library Personnel	37.58	10.43	(27.15)	-72.25%
Computer Assisted Instruction	7.00	2.00	(5.00)	-71.43%
Other Instructional Supervisors	16.50	12.82	(3.68)	-22.30%
Other Staff Services Personnel	7.38	0.00	(7.38)	-100.00%
Total Instructional Staff	1366.59	1,045.04	(321.55)	-23.53%
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	58.78	(18.13)	-23.57%
Operations and Maintenance	123.75	26.62	(97.13)	-78.49%
Transportation Staff	149.27	0.00	(149.27)	-100.00%
Central Support Services	22.74	21.07	(1.67)	-7.34%
Other Support Staff	2.50	2.00	(0.50)	-20.00%
Community Services	74.97	63.22	(11.75)	-15.67%
Total Non-Instructional Staff	464.02	183.94	(280.08)	-60.36%
Total Staff	1,830.61	1,228.98	(601.63)	-32.87%

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.

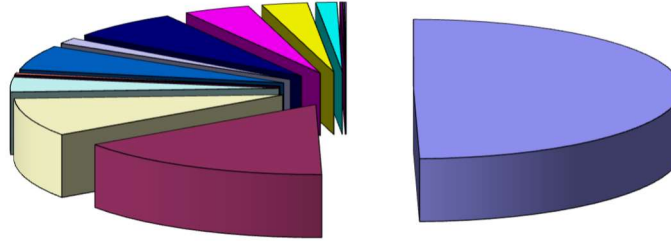
Professional development of both teachers and administrators is another area that is directly correlated to student growth. It is, therefore, valued and financially supported to ensure that all students are benefiting from current best practices.

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 2019/2020 as well as the budgets for 2020/2021 and 2021/2022.

	<table><tr><th>Actual</th><th>Amended Budget</th><th>Recommended</th></tr><tr><th>2019/2020</th><th>2020/2021</th><th>Budget</th></tr><tr><th></th><th></th><th>2021/2022</th></tr></table>			Actual	Amended Budget	Recommended	2019/2020	2020/2021	Budget			2021/2022
Actual	Amended Budget	Recommended										
2019/2020	2020/2021	Budget										
		2021/2022										
Instructional Services - Basic Instruction	\$ 79,602,932	\$ 78,263,313	\$ 78,917,374									
Classroom instruction, textbooks and supplies												
Instructional Services - Added Needs	24,048,786	24,619,042	24,888,673									
Classroom instruction, textbooks and supplies												
Pupil Services	13,137,608	13,971,208	14,039,979									
Guidance, health, speech, social worker, teacher consultants												
Instructional Support	5,257,103	5,708,475	5,382,093									
Assistant superintendents, program development, computer assistance												
Board of Education	119,631	165,200	193,000									
School Board, clerical staff												
Executive Administration	579,926	673,944	640,230									
Superintendent, clerical and support staff												
Office of Principal	8,818,000	9,225,802	9,030,471									
Principals, assistant principals, clerical and support staff, related materials												
Business Services	1,989,164	2,238,905	2,098,995									
Assistant Superintendent, Finance, Purchasing												
Operations and Maintenance	9,963,637	12,711,782	10,543,855									
Staff, equipment and supplies for care, upkeep and operation of facilities												
Pupil Transportation	5,624,023	4,751,335	6,363,587									
Central Services	3,953,183	4,703,047	4,347,787									
Personnel, Community Relations, Data Processing												
Athletics	1,939,219	2,006,477	2,002,129									
Debt Service	56,850	56,850	116,490									
Community Services	136,707	265,895	243,971									
Transfers Out	35	698,612	140,100									
Total Expenditures	\$ 155,226,804	\$ 160,059,887	\$ 158,948,734									
Pupil Count	13,409	13,287	12,859									
Operating Expense per Pupil	\$ 11,576	\$ 12,046	\$ 12,361									

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 2021/2022 school year.

Cost per Pupil



■ Instructional Services - Basic	■ Instructional Services - Added	■ Pupil Services
■ Instructional Support	■ Board of Education	■ Executive Administration
■ School Site Leadership	■ Business Services	■ Operations and Maintenance
■ Pupil Transportation	■ Central Services	■ Athletics
■ Community Services	■ Debt Service	■ Transfers Out

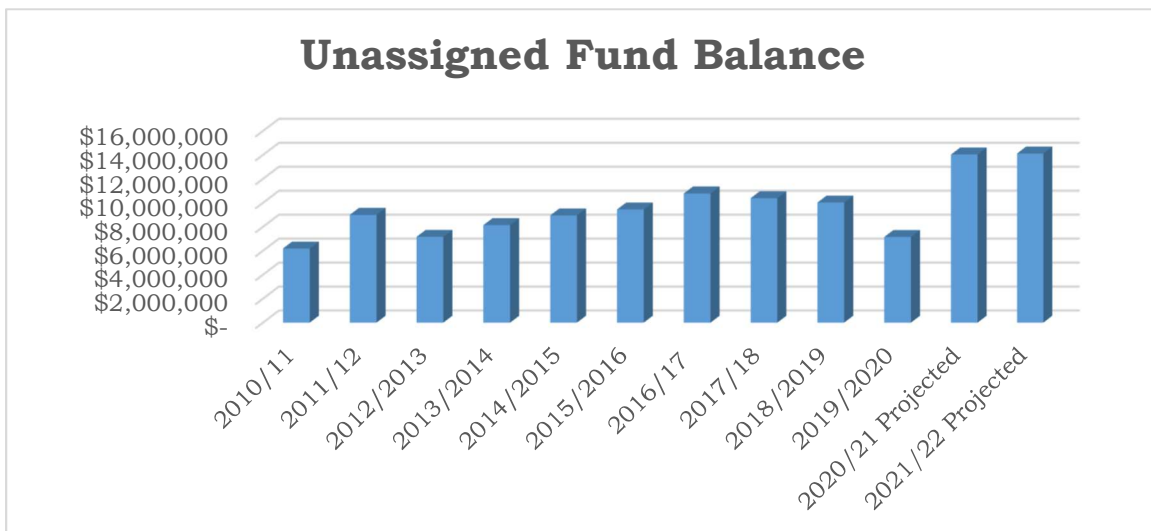
Category of Expense	2021/2022 Cost per Pupil	Percent of Total
Instructional Services - Basic	\$ 6,137	49.65%
Instructional Services - Added	1,936	15.66%
Pupil Services	1,092	8.83%
Instructional Support	419	3.39%
Board of Education	15	0.12%
Executive Administration	50	0.40%
School Site Leadership	702	5.68%
Business Services	163	1.32%
Operations and Maintenance	820	6.63%
Pupil Transportation	495	4.00%
Central Services	338	2.74%
Athletics	156	1.26%
Debt Service	9	0.07%
Community Services	18	0.15%
Transfers Out	11	0.09%
Total Expenditures	\$ 12,361	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 2020/2021 and 2021/2022.

	Total					Unassigned as
Year	Fund Balance	Nonspendable	Restricted	Assigned	Unassigned	a Percentage of 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%
2019/2020	11,366,141	977,772	-	3,235,251	7,153,118	4.61%
2020/21 Projected	20,043,192	980,000	-	5,024,989	14,038,203	8.77%
2021/22 Projected	15,018,203	900,000	-	-	14,118,203	8.88%

The next graph displays the history of 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 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 the District faced over the last number of years, there were times when the Board decided to use a portion of fund balance to assist with balancing the budget. At the same time, long-term stability and financial security has always been of primary importance to the Board and Administration. 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.

Unexpected funding received from the Federal and State, as a result of the pandemic, will provide some opportunities for investment in our people, in programs, and to provide stability that has not been experienced for years.

Debt

At the end of 2020/2021, the School District has \$277.7 million in General Obligation Bonds outstanding versus \$142 million at the end of 2019/2020.

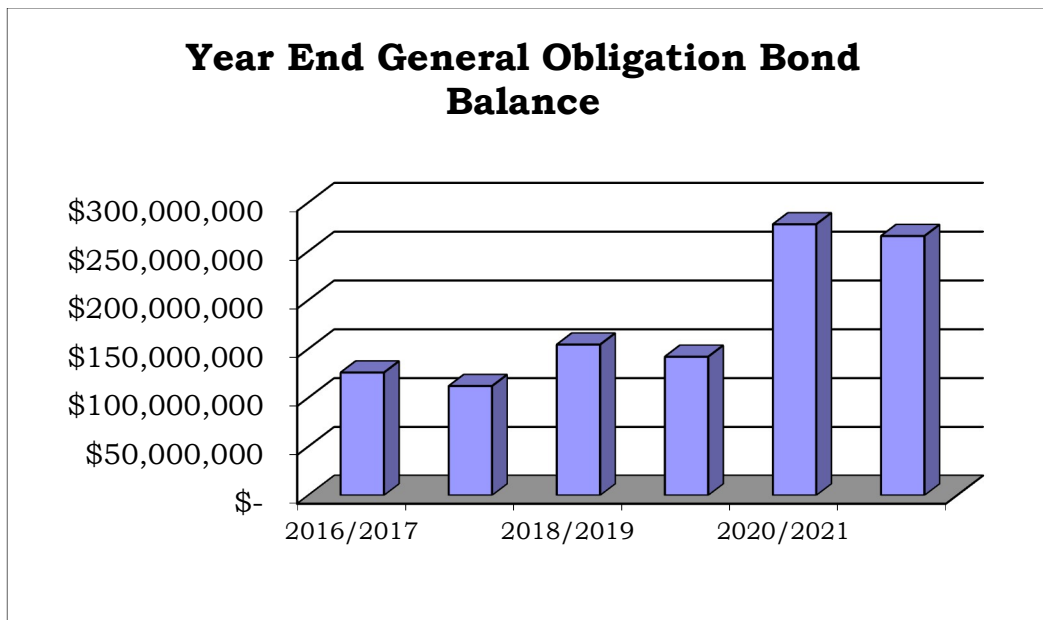
As mentioned earlier, the Facility Study performed years ago, was updated during the 2018/2019 school year. As a result of the findings and list of building needs, a bond proposal was brought to the community. The \$316 million School Building and Site Bond proposal was overwhelmingly supported and passed 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 and the second was sold during 2020/2021.

In addition, portions of the 2011 and 2014 Bonds were refunded during 2020/2021, providing net savings for our community of nearly \$13.7 million.

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 2021/2022 activity.

School Year	Beginning Balance	Additions	Reductions	Ending Balance
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
2020/2021	\$ 142,025,000	\$ 210,405,000	\$ 74,700,000	\$ 277,730,000
Projected 2021/2022	\$ 277,730,000	\$ -	\$ 12,035,000	\$ 265,695,000



ALL FUNDS

The following includes a summary by object of the 2021/2022 proposed budget for each additional fund type maintained by the District.

	Special Revenue Funds	Debt Service Funds	Capital Project Funds
Revenue			
Local Sources	\$ 5,791,466	\$ 22,752,111	\$ 3,909,390
State Sources	172,527	-	-
Federal Sources	1,779,092	-	-
Interdistrict Sources	-	-	-
Total Revenue	7,743,085	22,752,111	3,909,390
Expenditures			
Salaries	2,823,914	-	-
Benefits	1,681,275	-	-
Purchased Services	1,261,866	-	-
Supplies and Materials	1,994,279	-	-
Capital Outlay	11,650	-	-
Other	222,826	-	-
Capital Projects/Land	-	-	52,246,163
Debt Service	-	23,751,814	-
Total Expenditures	7,995,810	23,751,814	52,246,163
Other Financing Uses - Transfers Out	-	-	-
Net Change in Fund Balances	(252,725)	(999,703)	(48,336,773)
Fund Balances - Beginning of year	2,071,191	4,867,903	179,885,444
Fund Balances - End of year	\$ 1,818,466	\$ 3,868,200	\$ 131,548,671

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.

The Student Activities fund accounts for many of our student activities accounts. Governmental Accounting Standards Board (GASB) 84 changed the required classification of many of these accounts, now requiring that they be considered and treated like Special Revenue Funds.

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 six 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 four Capital Projects funds, the 2014 Bond Fund, the 2019 Bond Fund, the 2020 Bond Fund, and the Sinking Fund.

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

Revenues

	2020/2021 Amended Budget	2021/2022 Proposed Budget	Percent Change from Prior Year
General Fund	\$ 168,736,938	\$ 153,923,745	-8.78%
Special Revenue Funds			
Cafeteria Fund	3,001,980	4,433,988	47.70%
Community Education	50,000	541,300	982.60%
Preschool	367,973	417,954	13.58%
Enrichment/Prime Time Care	777,853	1,672,429	115.01%
Student Activities	677,400	677,414	0.00%
Debt Retirement Funds	89,090,615	23,334,295	-73.81%
Capital Projects Funds	190,696,072	3,909,390	-97.95%
TOTAL	<u>\$ 453,398,831</u>	<u>\$ 188,910,515</u>	<u>-58.33%</u>

Expenses

	2020/2021 Amended Budget	2021/2022 Proposed Budget	Percent Change from Prior Year
General Fund	\$ 160,059,887	\$ 158,948,734	-0.69%
Special Revenue Funds			
Cafeteria Fund	3,052,372	4,527,699	48.33%
Community Education	77,193	531,707	588.80%
Preschool	381,842	463,260	21.32%
Enrichment/Prime Time Care	777,853	1,664,680	114.01%
Student Activities	933,500	808,464	
Debt Retirement Funds	93,723,600	24,333,998	-74.04%
Capital Projects Funds	64,744,377	52,246,163	-19.30%
TOTAL	<u>\$ 323,750,624</u>	<u>\$ 243,524,705</u>	<u>-24.78%</u>

Revenue in the General Fund is expected to be lower in 2021/2022 compared to 2020/2021 due to the large amount of pandemic-related funding received in 2020/2021. While additional grants are expected, we do not anticipate the same level of funding. While many unusual

expenses related to pandemic learning will likely go away, the cost of normal items, including salaries and benefits, are expected to increase. As a result, expenditures in total are expected to remain relatively flat.

The Cafeteria, Community Education, Preschool, and Enrichment/Prime Time Care funds will all experience dramatic changes in 2021/2022 compared to 2020/2021, as they are expected to operate at full capacity for the entire fiscal year. Each of these programs was significantly impacted or even shut down during the 2020/2021 fiscal year as a result of the pandemic.

The Debt levy has been set to allow revenues in the Debt funds to fully support the principal and interest payments. Both revenue and expenditures were higher in 2020/2021 due to the accounting entries required for the bond refunding that took place during the year.

During 2020/2021, the second series of the 2019 Building, Infrastructure and Equity Bond was sold. The sale significantly increased the revenues and expenditures reported.

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

Revenues

	2022/2023 Budget Projected	2023/2024 Budget Projected	2024/2025 Budget Projected
General Fund	\$ 156,996,818	\$ 160,129,798	\$ 163,525,878
Special Revenue Funds			
Cafeteria Fund	4,478,327	4,523,109	4,568,339
Community Education	545,313	519,366	523,460
Preschool	422,134	426,355	430,618
Enrichment/Prime Time Care	1,689,153	1,706,045	1,723,105
Student Activities	1,990,000	2,009,900	2,029,999
Debt Retirement Funds	11,624,729	17,087,797	16,384,981
Capital Projects Funds	3,404,657	2,781,339	2,719,417
TOTAL	<u>\$ 181,151,130</u>	<u>\$ 189,183,709</u>	<u>\$ 191,905,798</u>

Expenses

	2022/2023 Budget Projected	2023/2024 Budget Projected	2024/2025 Budget Projected
General Fund	\$ 161,671,416	\$ 164,814,231	\$ 168,009,016
Special Revenue Funds			
Cafeteria Fund	4,420,774	4,508,820	4,598,627
Community Education	535,799	539,974	544,232
Preschool	450,421	459,007	467,764
Enrichment/Prime Time Care	1,694,698	1,725,317	1,756,548
Student Activities	2,070,000	2,090,700	2,111,607
Debt Retirement Funds	14,243,122	16,811,422	16,282,876
Capital Projects Funds	63,171,389	31,237,546	33,150,819
TOTAL	<u>\$ 248,257,619</u>	<u>\$ 222,187,017</u>	<u>\$ 226,921,489</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 M-STEP includes state summative assessments designed to measure student growth effectively for today's students. The grades when subjects are tested have changed over time. Currently, English language arts and mathematics are assessed in grades 3–7, science and social studies are tested in grades 5 and 8.

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.

Testing occurs in the spring of each school year which allows student measurement to be based upon current year learning.

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. Scores for 2020/2021 are not yet available.

SAT Scores

The SAT test is the state mandated Career and College Readiness exam required for all 11th grade students. In addition, the Michigan Department of Education requires that all 9th and 10th graders 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. 2020/2021 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 Cognia

(formerly AdancEd) 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 Cognia 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. Cognia accredits schools and districts based on standards that contribute to a quality educational experience and operational effectiveness.

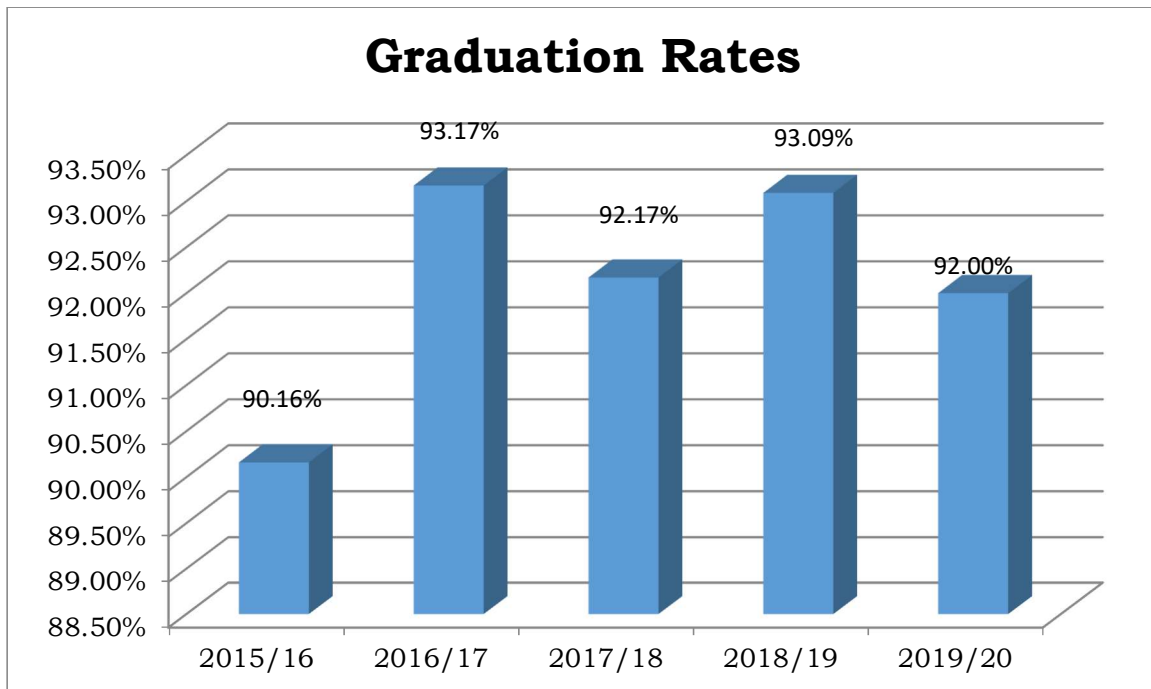
Walled Lake Schools was visited by an Cognia Engagement Review Quality Assurance Team during 2018/2019 and was once again accredited. Cognia provides the Index of Education Quality® (IEQ®) as a holistic measure of overall performance based on a comprehensive set of standards and review criteria. A formative 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:

- ❖ Development of a robust Multi-Tiered System of Supports (MTSS) for our preK-12 students
- ❖ Assessment tools
- ❖ Teacher release time for collaboration
- ❖ Professional development opportunities aimed at increasing student achievement
- ❖ Prioritization of grades K-3 in an effort to contain class size
- ❖ Paraprofessional support at the elementary level in an effort to contain class sizes
- ❖ Targeted assistance provided to identified schools to help close the achievement gap
- ❖ Robust instructional technology in every classroom
- ❖ Variety of Advanced Placement course offerings at all three high schools as well as International Baccalaureate Programme established at one of our high schools
- ❖ Extensive EL program
- ❖ Teacher release time provided to study other teachers through our Teacher 2 Teacher program

Since the initial school closure necessitated by the coronavirus pandemic, we have:

- ❖ Provided ongoing professional learning supports to all our staff focusing on virtual content delivery and educational technology tools.
- ❖ Provided thousands of Chromebooks to our families and assisted with access to affordable internet service
- ❖ Created packets of work for students who were unable to access the curriculum online
- ❖ Offered three different paths to families and students, who could choose between two virtual options and attending school in person
- ❖ Art kits, books, and a variety of other supplies sent home to kids during closures for use at home

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
- Ensure grant dollars are spent as effectively as possible and that all requirements are met

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

Since the initial 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 five buildings to assist students with anxiety and other social emotional needs.

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.

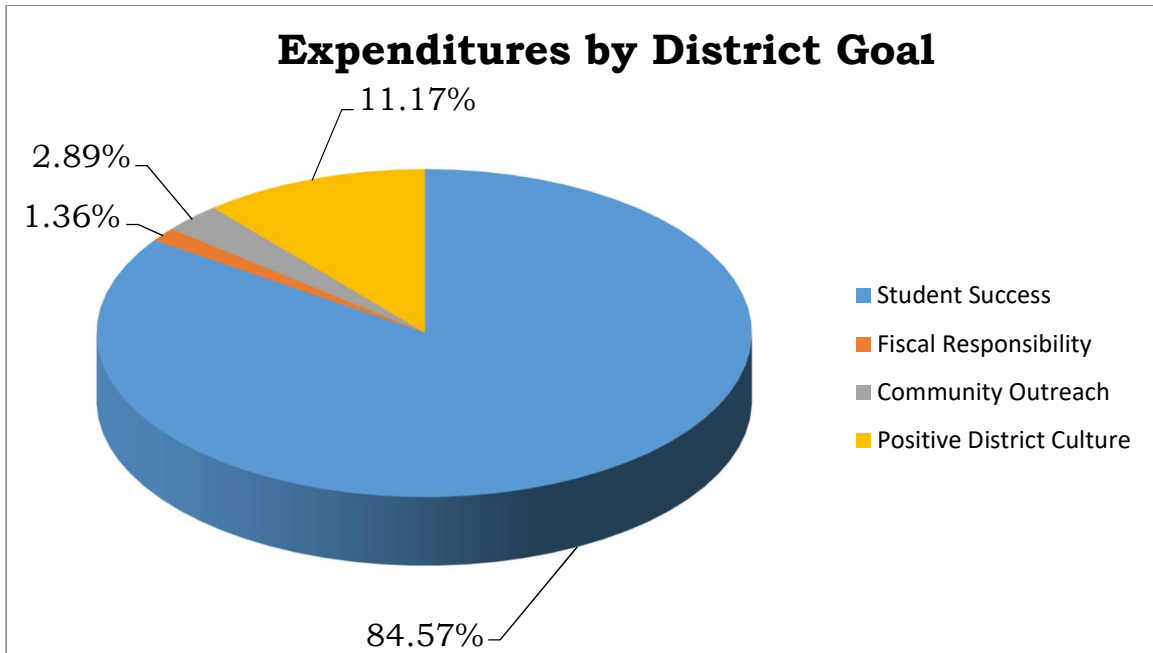
Since the initial school closure necessitated by the coronavirus pandemic and since, we have:

- Restructured entry and exit protocols, lunch and recess routines, transportation protocols, and a host of other items to ensure social distancing and maximum safety for our students and staff
- Provided desk dividers for times when mask wearing was not possible and installed plexiglass dividers in places like band and music rooms

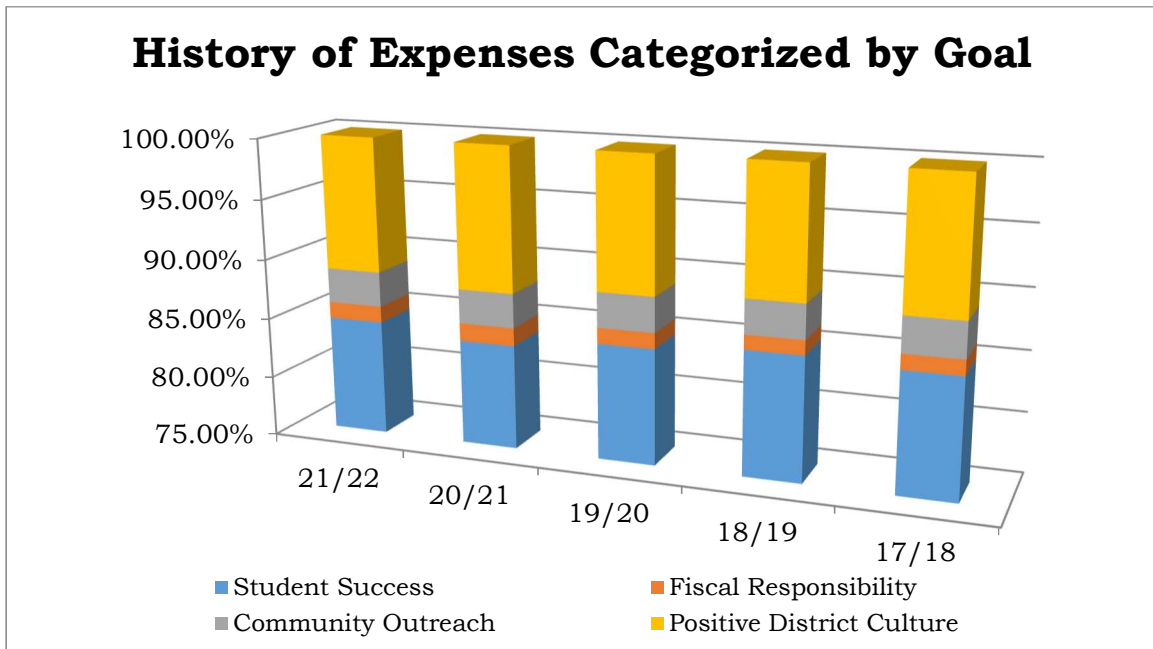
Expenditures by District Goal

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 charts and graphs display a general breakdown of expenses organized by goal, to the best of our ability.

Category of Expense	2021/2022 Cost per Pupil	Percent of Total	Supports District Goal
Instructional Services - Basic	\$ 6,137	49.71%	Student Success
Instructional Services - Added	1,936	15.68%	Student Success
Pupil Services	1,092	8.84%	Student Success
Instructional Support	419	3.39%	Student Success
Board of Education	15	0.12%	Positive District Culture
Executive Administration	50	0.40%	Positive District Culture
School Site Leadership	702	5.69%	Student Success
Business Services	163	1.32%	Fiscal Responsibility
Operations and Maintenance	820	6.64%	Positive District Culture
Pupil Transportation	495	4.01%	Positive District Culture
Central Services	338	2.74%	Community Outreach
Athletics	156	1.26%	Student Success
Debt Service	5	0.04%	Fiscal Responsibility
Community Services	19	0.15%	Community Outreach
Total Expenditures	\$ 12,346	100.00%	



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





Walled Lake Consolidated School District

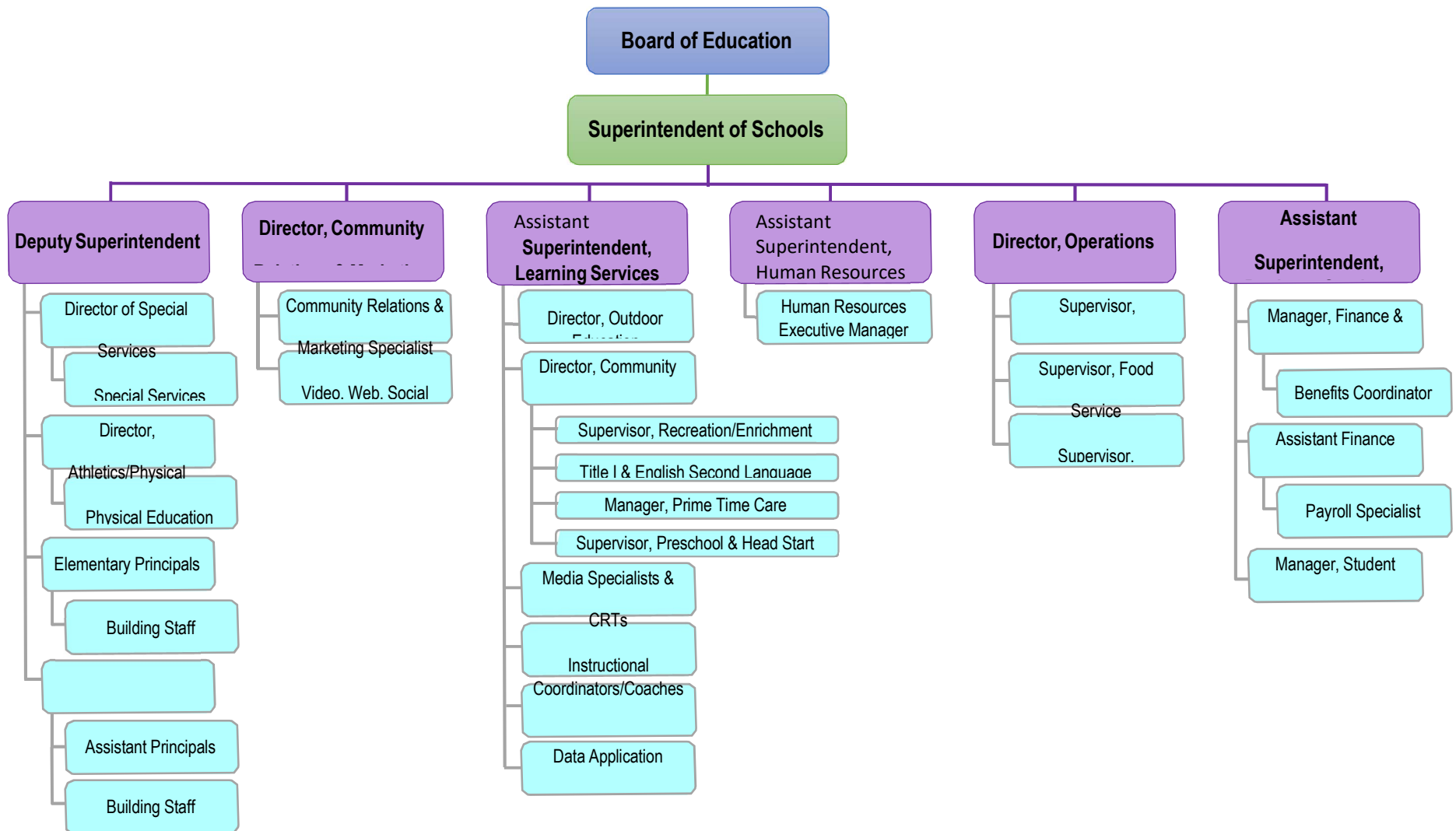
Organizational Section

Walled Lake Western competitive cheer



Every Child, Every Day!

Walled Lake Consolidated School District -2020/2021



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.

Peggy Casagrande, President

Term Expires 12/31/2024

Christopher Titus, Vice President

Term Expires 12/31/2022

Marc Siegler, Treasurer

Term Expires 12/31/2024

Denise Dunn, Secretary

Term Expires 12/31/2022

Stephanie Kaplan, Trustee

Term Expires 12/31/2026

Nancy van Leuwen, Trustee

Term Expires 12/31/2022

Craig Peterson, Trustee

Term Expires 12/31/2026

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 13,287 students as of the 2020/2021 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 seven (7) debt funds.

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 of those accounts.

BASIS OF ACCOUNTING

Governmental funds utilize the current financial resources measurement focus and 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.
3. Capital outlays are recorded as expenditures (rather than capital assets).

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 1.4727 mills, 16.9633 mills on non-homesteads, 4.1300 mills for debt on all properties, and 0.4715 mills for the District sinking fund, which is also levied on all properties. Industrial personal property is exempt from the 16.9633 mills operating levy. Commercial personal property is exempt from 12 of the 16.9633 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 \$1,934,000 in lost tax revenue for purposes for operations for the 2021/2022 school year.

The Hold Harmless maximum allowed millage will also be reduced from 3.7112 mills to 3.6789 mills. This will not have a financial impact on our district this year since we only need to levy 1.4727 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 .0042 mills to .4715 mills. This will result in a loss of approximately \$158,000.

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 influx of non-recurring grant funds related to the COVID pandemic, will produce a temporary increase in our fund balance that will be well beyond the minimum.

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, 2021.

Budget Development Timeline

November 2020	Superintendent and Assistant Superintendent of Business Services meet to discuss budget process
December 2020	Standardized costs for staffing requests developed
December 2020	Review timeline and parameters with Cabinet team
December 2020	Budget calendar available
December 2020	Resolution sent to local municipalities for summer tax collection agreements
January 2021	Preliminary budget projections available
January 2021	Cabinet study session(s) as needed
February 2021	Preliminary budget report at Leadership Team meeting
Jan-Feb-March	Board study sessions as needed
Feb-March	Preliminary budget review & updates
February 2021	Discussion regarding layoffs within all groups
February 2021	Student projections & preliminary staffing needs identified
March 2021	Layoff Notices, Unaffiliated Administrators, staff
March 2021	Budget update at Leadership Team meeting
April-May	Budget email address active for staff/community feedback when appropriate
April 2021	Additional Board study sessions as needed
April 2021	Discussion regarding layoffs with WLEA, WLSAA
April 2021	Budget update at Leadership Team
April 2021	Layoff Notices WLEA, WLSAA
May 2021	Preliminary budget changes completed
May 2021	Preliminary budget presented to Board of Education in study session
05/26/21	Publish notice for millage rates
06/03/21	Board establishes debt and general fund millage rates
05/26/21	Publish notice for budget hearing

06/03/21	Preliminary budget available for review
06/03/21	Board conducts public hearing on Budget for 2021-2022
06/03/21	Board adopts 2021-22 budget
June 2021	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 \$5.6 million.

The unusual pandemic-related grant funds will assist with absorbing the projected deficit and create temporary stability. For the first time in many years, the district will not need to make reductions in programs or ask employees for wage concessions, in order to balance the budget. Multi-year employment contracts were made possible and offered to all of our groups.

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.

Key Factors in the Development of the 2021/2022 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 2021/2022 are as follows:

- Support for instruction, co-curricular and staff development programs and support operations will be funded.
- Competitive wages through negotiated contracts. Social security and Medicare costs will be budgeted as necessary. Retirement will be budgeted using a blended MPERS rate of 28.13 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 2021/2022.
- Revenues from the nutritional services program will continue to cover direct program expenditures.
- The number of pupils for 2021/2022, based on a blended count of 90/10, will be 12,849, representing a decrease of 438 students compared to 2020/2021. The blend will be based on 90% of the Fall 2021 count and 10% will be based on the Spring 2021 count.
- A \$100 per pupil increase to the foundation allowance from the State of Michigan is anticipated for 2021/2022.
- 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 2021/2022. 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.
- Normal Federal Funds are expected to remain level for this year. In addition, continued pandemic support is anticipated.
- Local source revenue is expected to return to normal levels after significant decreases caused by the pandemic related closures. This includes revenue from facility rentals, transfers from district self-supporting programs, parking revenue, pay to participate fees, and others.
- 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 have been within the bond or sinking funds as general fund dollars are not available. During the budget process for 2019/2020, vehicle needs were identified. Two installment purchase agreements have since been utilized to finance the necessary vehicles. The payments 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 regular 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. All projects are scheduled to be complete by the end of 2020-2021.

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 2020/2021 school year, amendments were made in December 2020 and March 2021, with the final amendment processed in June 2021.

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
- ❖ Prioritization of grades K-3 in an effort to contain class size
- ❖ 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
- ❖ Robust instructional technology in every classroom

- ❖ Variety of Advanced Placement course offerings at all three high schools as well as International Baccalaureate Programme established at one of our high schools
- ❖ Extensive EL program
- ❖ Teacher release time provided to study other teachers through our Teacher 2 Teacher program

Since the initial school closure necessitated by the coronavirus pandemic, we have:

- ❖ 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
- ❖ Offered three different paths to families and students, who could choose between two virtual options and attending school in person
- ❖ Art kits, books, and a variety of other supplies sent home to kids during closures for use at home

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
- Ensure grant dollars are spent as effectively as possible and that all requirements are met

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

Since the initial 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 five buildings to assist students with anxiety and other social emotional needs.

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.

Since the initial school closure necessitated by the coronavirus pandemic and since, we have:

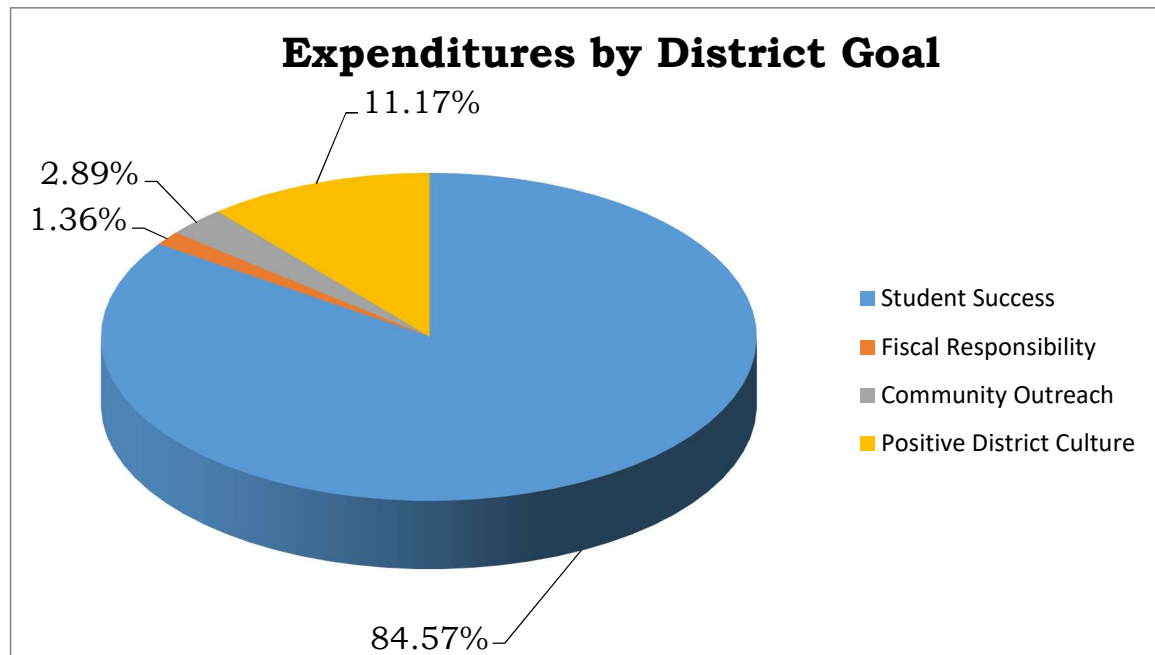
- Restructured entry and exit protocols, lunch and recess routines, transportation protocols, and a host of other items to ensure social distancing and maximum safety for our students and staff
- Provided desk dividers for times when mask wearing was not possible and installed plexiglass dividers in places like band and music rooms

Expenditures by District Goal

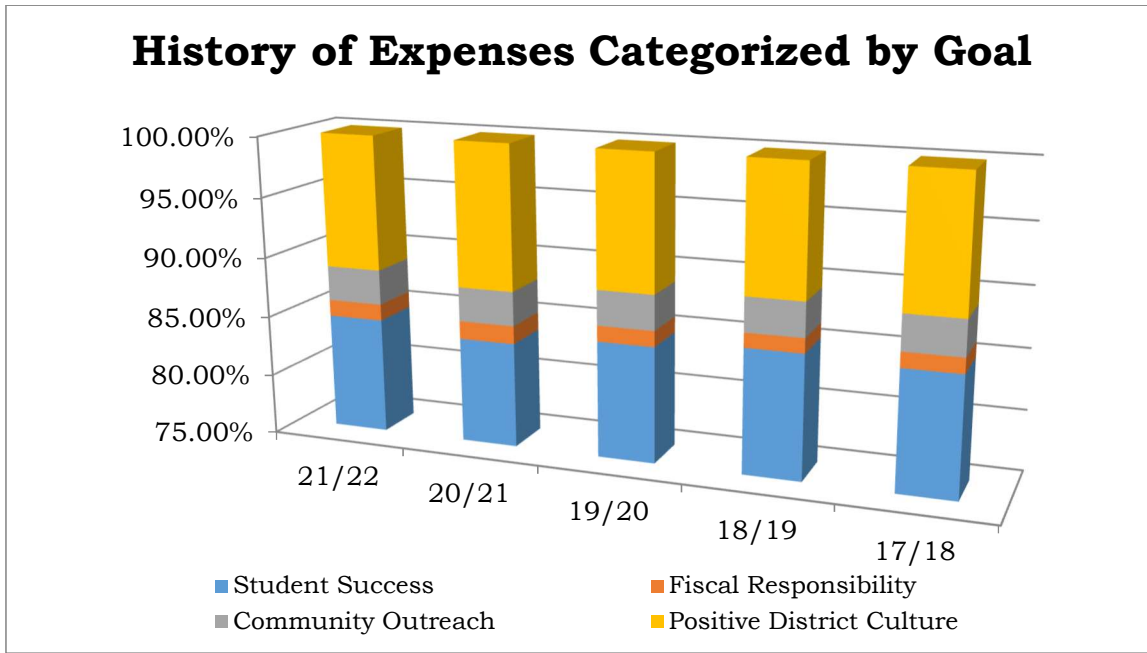
Expenditures are not typically tracked or categorized by goal. Many expenses accomplish more than one goal simultaneously, while the categorization of others is not always clear. With that in mind, the following charts and

graphs display a general breakdown of expenses organized by goal, to the best of our ability.

Category of Expense	2021/2022 Cost per Pupil	Percent of Total	Supports District Goal
Instructional Services - Basic	\$ 6,137	49.71%	Student Success
Instructional Services - Added	1,936	15.68%	Student Success
Pupil Services	1,092	8.84%	Student Success
Instructional Support	419	3.39%	Student Success
Board of Education	15	0.12%	Positive District Culture
Executive Administration	50	0.40%	Positive District Culture
School Site Leadership	702	5.69%	Student Success
Business Services	163	1.32%	Fiscal Responsibility
Operations and Maintenance	820	6.64%	Positive District Culture
Pupil Transportation	495	4.01%	Positive District Culture
Central Services	338	2.74%	Community Outreach
Athletics	156	1.26%	Student Success
Debt Service	5	0.04%	Fiscal Responsibility
Community Services	19	0.15%	Community Outreach
Total Expenditures	\$ 12,346	100.00%	



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

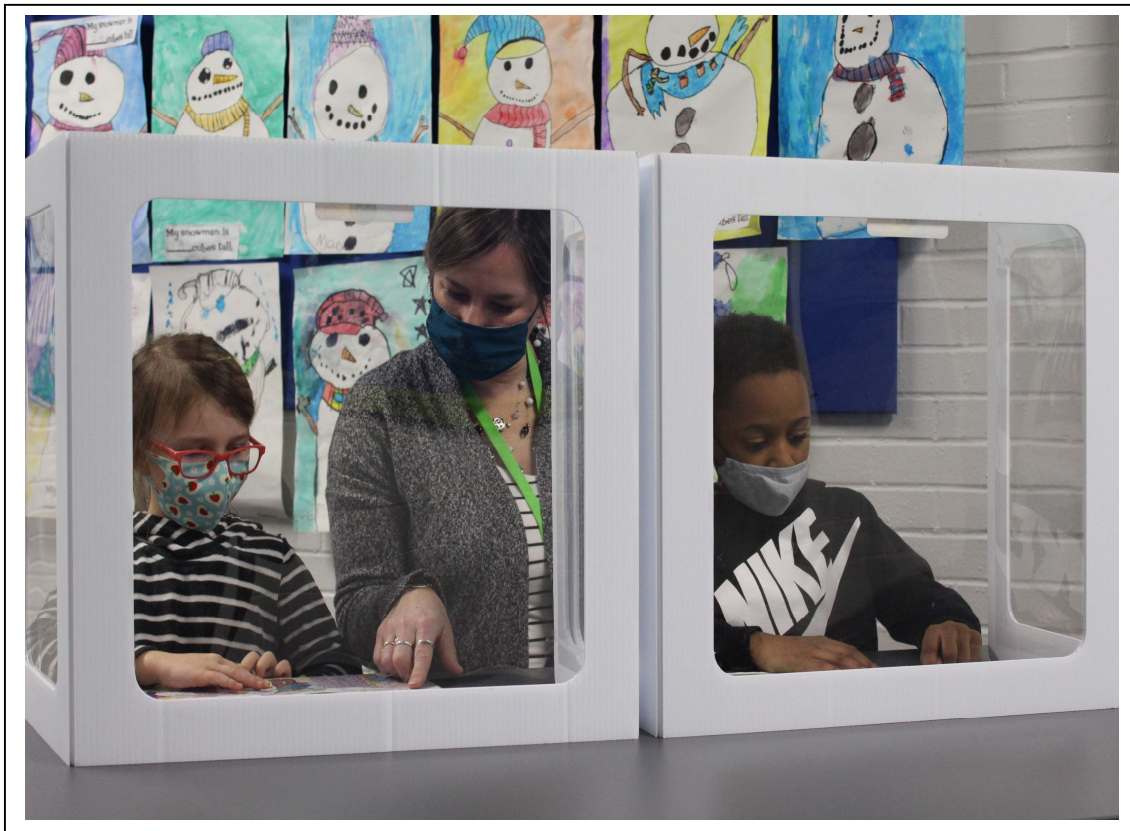


Each of the four District goals are an inherent part of our everyday functions. As such, any cost involved in implementing the goals would be difficult to measure or distinguish from normal recurring costs.



WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

Kids learning with masks
while using plexiglass



Every Child, Every Day!

2021-2022 Recommended Budget					
All Fund Summary					
Revenues By Source and Expenditures By Object					
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Total
Revenue					
Local Sources	\$36,661,378	\$5,651,366	\$22,752,111	\$3,909,390	\$68,974,245
State Sources	99,913,052	172,527	-	-	100,085,579
Federal Sources	5,540,227	1,779,092	-	-	7,319,319
Interdistrict Sources	11,809,088	-	-	-	11,809,088
Total Revenue	153,923,745	7,602,985	22,752,111	\$3,909,390	188,188,231
Expenditures					
Salaries	76,504,796	2,823,914	-	-	79,328,710
Benefits	54,675,548	1,681,275	-	-	56,356,823
Purchased Services	20,151,884	1,261,866	-	-	21,413,750
Supplies and Materials	5,296,267	1,994,279	-	-	7,290,546
Capital Outlay	171,677	11,650	-	-	183,327
Other	1,891,972	222,826	-	-	2,114,798
Capital Projects/Land	-	-	-	52,246,163	52,246,163
Debt Service	116,490	-	23,751,814	-	23,868,304
Total Expenditures	158,808,634	7,995,810	23,751,814	52,246,163	242,802,421
Other Financing Sources (Uses)					
Transfers In	-	140,100	582,184	-	722,284
Transfers Out	(140,100)	-	(582,184)	-	(722,284)
Total Other Financing Sources (Uses)	(140,100)	140,100	-	-	-
Net Change in Fund Balances	(5,024,989)	(252,725)	(999,703)	(48,336,773)	(54,614,190)
Fund Balances - Beginning of year	20,043,192	2,071,191	4,867,903	179,885,444	206,867,730
Fund Balances - End of year	\$15,018,203	\$1,818,466	\$3,868,200	\$131,548,671	\$152,253,540

Revenues By Source and Expenditures By Object

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

Operating Funds Summary								
2017-18 Through 2024-25								
Expenditures by Function								
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Instruction								
Elementary	\$ 39,259,140	\$ 38,952,804	\$ 38,773,433	\$ 38,835,535	\$ 39,045,064	\$ 39,782,563	\$ 40,534,812	\$ 41,302,106
Middle School	17,840,015	17,765,097	17,079,997	16,476,592	16,705,147	17,017,675	17,336,453	17,661,607
High School	24,349,953	23,381,635	22,922,627	22,112,727	22,295,282	22,703,309	23,119,496	23,544,008
Other Basic Programs	783,623	810,295	826,875	838,459	871,881	887,536	903,504	919,791
Special Education	17,832,191	18,667,856	18,826,167	20,072,566	20,521,083	20,901,559	21,289,644	21,685,491
Vocational Education	1,073,034	1,075,195	977,656	749,717	880,822	896,871	913,240	929,937
Other Added Needs and Adult Ed	3,236,976	3,680,517	4,244,963	3,796,759	3,486,768	3,552,767	3,620,086	3,688,751
Total Instruction	104,374,932	104,333,399	103,651,718	102,882,355	103,806,047	105,742,279	107,717,235	109,731,691
Supporting Services								
Guidance Services	3,427,799	3,434,877	3,213,696	3,595,807	3,645,079	3,717,362	3,791,090	3,866,292
Health Services	961,167	1,028,733	1,032,114	1,063,394	1,071,444	1,073,622	1,075,843	1,078,109
Psychological Services	1,147,162	1,171,581	1,097,398	1,142,979	1,136,026	1,158,291	1,181,001	1,204,166
Speech Services	2,782,371	2,787,238	2,674,976	2,822,265	2,805,451	2,859,677	2,914,988	2,971,405
Social Work	1,940,609	2,169,126	2,027,039	2,118,004	2,071,125	2,112,321	2,153,491	2,196,352
T/C Special Education	1,895,342	1,886,240	1,882,095	1,977,861	1,996,344	2,036,134	2,076,721	2,118,118
Other Pupil Services	1,383,687	1,741,410	1,210,290	1,250,898	1,314,510	1,471,551	1,490,489	1,509,805
Improvement of Instruction	1,530,372	1,614,251	1,400,410	2,235,568	1,581,903	1,606,663	1,631,918	1,657,678
Library Services	996,225	991,622	998,980	858,189	845,608	861,698	878,110	894,850
Audio/Visual	328,409	320,127	310,872	368,271	316,063	322,365	328,794	335,350
Instructional Staff Supervision	2,024,756	1,863,922	2,449,347	2,151,982	2,549,346	2,599,431	2,650,519	2,702,627
Media Services	87,195	182,008	97,494	94,465	89,173	90,548	91,951	93,382
Other Instruction Staff	-	25	-	-	-	-	-	-
Board of Education	350,717	187,045	119,631	165,200	193,000	193,000	193,885	194,774
Executive Administration	613,568	561,016	579,926	673,944	640,230	651,958	663,920	676,122
Office of Principal	9,276,580	9,057,239	8,818,000	9,225,802	9,030,471	9,208,863	9,390,822	9,576,421
Fiscal Services	1,398,952	1,531,042	1,358,723	1,579,336	1,485,979	1,511,042	1,536,607	1,562,683
Other Business Services	583,701	891,064	630,441	659,569	613,016	616,393	619,837	623,350
Custodial/Maintenance	9,946,555	10,349,742	9,963,637	12,711,782	10,543,855	10,820,553	11,182,708	11,564,822
Transportation	6,138,591	6,205,637	5,624,023	4,751,335	6,363,587	6,527,907	6,709,508	6,896,551
Testing/Community Relations	634,191	533,874	564,723	661,501	603,952	612,342	620,900	629,629
Personnel	905,632	1,037,489	1,054,168	1,183,274	1,089,417	1,109,093	1,129,163	1,149,634
Pupil Accounting	359,175	378,033	340,731	398,263	403,311	419,411	427,556	435,864
Data Processing	2,267,567	2,148,935	1,993,561	2,460,009	2,251,107	1,867,281	1,885,071	1,903,217
Athletics	2,157,536	2,077,830	1,939,219	2,006,477	2,002,129	2,067,899	2,086,802	2,106,082
Debt Service	-	-	56,850	56,850	116,490	116,490	116,490	59,641
Total Supporting Services	53,137,859	54,150,106	51,438,344	56,213,025	54,758,616	55,631,895	56,828,183	58,006,925
Community Services	243,097	155,586	136,707	265,895	243,971	157,142	158,713	160,300
Transfers Out	400,000	588,426	193,280	698,612	140,100	140,100	110,100	110,100
Debt Service	-	-	56,850	56,850	116,490	116,490	116,490	59,641
Cafeteria	4,562,065	4,428,294	4,168,707	3,052,372	4,527,699	4,420,774	4,508,820	4,598,627
Community Education	729,122	696,594	568,398	77,193	531,707	535,799	539,974	544,232
Preschool	381,456	464,167	444,801	381,842	463,260	450,421	459,007	467,764
Enrichment/Prime Time Care	1,653,483	1,762,517	1,653,025	777,853	1,664,680	1,694,698	1,725,317	1,756,548
Student Activity Accounts	-	-	2,072,477	933,500	808,464	2,070,000	2,090,700	2,111,607
Total Expenditures and Other Uses	\$ 165,482,014	\$ 166,579,089	\$ 164,327,457	\$ 165,282,647	\$ 166,944,544	\$ 170,843,108	\$ 174,138,049	\$ 177,487,794
Note: Operating Funds include the District General Fund and Special Revenue Funds								

General Fund 2017-18 Through 2024-25								
Revenues By Source and Expenditures By Object								
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Revenue								
Local Sources	\$ 34,519,424	\$ 34,730,099	\$ 35,735,089	\$ 35,414,123	\$ 36,651,378	\$ 37,444,606	\$ 38,242,498	\$ 39,257,348
State Sources	107,089,774	105,858,191	102,165,093	105,462,245	99,913,052	101,911,313	103,949,539	106,028,530
Federal Sources	5,840,817	5,634,619	5,749,722	15,861,250	5,540,227	5,595,629	5,651,586	5,708,101
Interdistrict Sources	10,149,170	10,568,423	11,450,932	11,965,370	11,809,088	12,045,270	12,286,175	12,531,899
Total Revenue	157,599,185	156,791,332	155,100,836	168,702,988	153,913,745	156,996,818	160,129,798	163,525,878
Expenditures								
Salaries	81,002,349	79,083,551	78,426,721	77,824,895	76,504,796	77,933,813	79,492,489	81,082,339
Benefits	50,195,723	51,129,204	51,690,235	54,221,616	54,675,548	55,690,070	56,803,872	57,939,949
Purchased Services	19,817,264	19,602,160	18,190,141	18,350,672	20,151,884	19,841,563	20,340,329	20,864,449
Supplies and Materials	5,311,134	5,816,732	4,461,238	5,817,746	5,296,267	5,725,472	5,725,472	5,725,472
Capital Outlay	373,938	601,529	322,225	1,319,014	171,677	171,584	171,584	171,584
Other	1,055,480	2,405,915	2,079,359	1,770,482	1,891,972	2,052,324	2,053,895	2,055,482
Total Expenditures	157,755,888	158,639,091	155,169,919	159,304,425	158,692,144	161,414,826	164,587,641	167,839,275
Other Financing Sources (Uses)								
Transfers In	400,000	587,453	193,245	-	-	-	-	-
Transfers Out	-	(973)	(35)	(698,612)	(140,100)	(140,100)	(110,100)	(110,100)
Face value of debt issued	-	256,807	-	-	-	-	-	-
Debt Service	-	-	(56,850)	(56,850)	(116,490)	(116,490)	(116,490)	(59,641)
Proceeds from sale of fixed assets	125,980	237,525	90,000	33,950	10,000	-	-	-
Total Other Fin. Sources (Uses)	525,980	1,080,812	226,360	(721,512)	(246,590)	(256,590)	(226,590)	(169,741)
Net Change in Fund Balance	369,277	(766,947)	157,277	8,677,051	(5,024,989)	(4,674,598)	(4,684,434)	(4,483,138)
Fund Balances - Beginning of year	11,606,534	11,975,811	11,208,864	11,366,141	20,043,192	15,018,203	10,343,605	5,659,171
Fund Balances - End of year	\$ 11,975,811	\$ 11,208,864	\$ 11,366,141	\$ 20,043,192	\$ 15,018,203	\$ 10,343,605	\$ 5,659,171	\$ 1,176,032

General Fund 2016-17 Through 2023-2024								
Expenditures by Function								
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Instruction								
Elementary	\$ 39,259,140	\$ 38,952,804	\$ 38,773,433	\$ 38,835,535	\$ 39,045,064	\$ 39,782,563	\$ 40,534,812	\$ 41,302,106
Middle School	17,840,015	17,765,097	17,079,997	16,476,592	16,705,147	17,017,675	17,336,453	17,661,607
High School	24,349,953	23,381,635	22,922,627	22,112,727	22,295,282	22,703,309	23,119,496	23,544,008
Other Basic Programs	783,623	810,295	826,875	838,459	871,881	887,536	903,504	919,791
Special Education	17,832,191	18,667,856	18,826,167	20,072,566	20,521,083	20,901,559	21,289,644	21,685,491
Vocational Education	1,073,034	1,075,195	977,656	749,717	880,822	896,871	913,240	929,937
Other Added Needs and Adult Ed	3,236,976	3,680,517	4,244,963	3,796,759	3,486,768	3,552,767	3,620,086	3,688,751
Total Instruction	104,374,932	104,333,399	103,651,718	102,882,355	103,806,047	105,742,279	107,717,235	109,731,691
Supporting Services								
Guidance Services	3,427,799	3,434,877	3,213,696	3,595,807	3,645,079	3,717,362	3,791,090	3,866,292
Health Services	961,167	1,028,733	1,032,114	1,063,394	1,071,444	1,073,622	1,075,843	1,078,109
Psychological Services	1,147,162	1,171,581	1,097,398	1,142,979	1,136,026	1,158,291	1,181,001	1,204,166
Speech Services	2,782,371	2,787,238	2,674,976	2,822,265	2,805,451	2,859,677	2,914,988	2,971,405
Social Work	1,940,609	2,169,126	2,027,039	2,118,004	2,071,125	2,112,321	2,153,491	2,196,352
T/C Special Education	1,895,342	1,886,240	1,882,095	1,977,861	1,996,344	2,036,134	2,076,721	2,118,118
Other Pupil Services	1,383,687	1,741,410	1,210,290	1,250,898	1,314,510	1,471,551	1,490,489	1,509,805
Improvement of Instruction	1,530,372	1,614,251	1,400,410	2,235,568	1,581,903	1,606,663	1,631,918	1,657,678
Library Services	996,225	991,622	998,980	858,189	845,608	861,698	878,110	894,850
Audio/Visual	328,409	320,127	310,872	368,271	316,063	322,365	328,794	335,350
Instructional Staff Supervision	2,024,756	1,863,922	2,449,347	2,151,982	2,549,346	2,599,431	2,650,519	2,702,627
Media Services	87,195	182,008	97,494	94,465	89,173	90,548	91,951	93,382
Other Instruction Staff	-	25	-	-	-	-	-	-
Board of Education	350,717	187,045	119,631	165,200	193,000	193,000	193,885	194,774
Executive Administration	613,568	561,016	579,926	673,944	640,230	651,958	663,920	676,122
Office of Principal	9,276,580	9,057,239	8,818,000	9,225,802	9,030,471	9,208,863	9,390,822	9,576,421
Fiscal Services	1,398,952	1,531,042	1,358,723	1,579,336	1,485,979	1,511,042	1,536,607	1,562,683
Other Business Services	583,701	891,064	630,441	659,569	613,016	616,393	619,837	623,350
Custodial/Maintenance	9,946,555	10,349,742	9,963,637	12,711,782	10,543,855	10,820,553	11,182,708	11,564,822
Transportation	6,138,591	6,205,637	5,624,023	4,751,335	6,363,587	6,527,907	6,709,508	6,896,551
Testing/Community Relations	634,191	533,874	564,723	661,501	603,952	612,342	620,900	629,629
Personnel	905,632	1,037,489	1,054,168	1,183,274	1,089,417	1,109,093	1,129,163	1,149,634
Pupil Accounting	359,175	378,033	340,731	398,263	403,311	419,411	427,556	435,864
Data Processing	2,267,567	2,148,935	1,993,561	2,460,009	2,251,107	1,867,281	1,885,071	1,903,217
Athletics	2,157,536	2,077,830	1,939,219	2,006,477	2,002,129	2,067,899	2,086,802	2,106,082
Debt Service	-	-	56,850	56,850	116,490	116,490	116,490	59,641
Total Supporting Services	53,137,859	54,150,106	51,438,344	56,213,025	54,758,616	55,631,895	56,828,183	58,006,925
Community Services	243,097	155,586	136,707	265,895	243,971	157,142	158,713	160,300
Transfers Out	-	973	35	698,612	140,100	140,100	110,100	110,100
Total Expenditures and Other Uses	\$ 157,755,888	\$ 158,640,064	\$ 155,226,804	\$ 160,059,887	\$ 158,948,734	\$ 161,671,416	\$ 164,814,231	\$ 168,009,016

Walled Lake Consolidated Schools								
Cafeteria Fund								
2017/2018 Through 2024/2025								
Revenues By Source and Expenditures By Object								
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Revenue								
Local Sources	\$ 2,723,988	\$ 2,585,517	\$ 1,917,924	\$ 75,207	\$ 2,482,269	\$ 2,507,092	\$ 2,532,163	\$ 2,557,484
State Sources	159,425	169,911	168,327	184,621	172,527	174,252	175,995	177,755
Federal Sources	1,770,800	1,711,355	1,752,054	2,742,052	1,779,092	1,796,883	1,814,852	1,833,000
Total Revenue	4,654,213	4,466,783	3,838,305	3,001,880	4,433,888	4,478,227	4,523,009	4,568,239
Expenditures								
Salaries	1,463,543	1,491,873	1,511,103	1,068,507	1,482,951	1,512,610	1,542,863	1,573,720
Benefits	907,057	926,354	893,737	719,035	895,850	913,767	932,042	950,683
Purchased Services	88,245	110,025	133,439	69,893	100,560	102,571	104,623	106,715
Supplies and Materials	1,961,492	1,879,530	1,616,383	1,178,437	1,836,618	1,873,350	1,910,817	1,949,034
Capital Outlay	15,980	14,548	9,119	15,000	11,650	11,650	11,650	11,650
Other	125,748	5,964	4,926	1,500	200,070	6,825	6,825	6,825
Total Expenditures	4,562,065	4,428,294	4,168,707	3,052,372	4,527,699	4,420,774	4,508,820	4,598,627
Other Financing Sources (Uses)								
Transfers In	-	973	35	100	100	100	100	100
Transfers Out	-	(187,453)	(193,245)	-	-	-	-	-
Total Other Fin. Sources (Uses)	-	(186,480)	(193,210)	100	100	100	100	100
Net Change in Fund Balance	92,148	(147,991)	(523,612)	(50,392)	(93,711)	57,553	14,289	(30,288)
Fund Balances - Beginning of year	734,356	826,504	678,513	154,901	104,509	10,798	68,351	82,641
Fund Balances - End of year	\$ 826,504	\$ 678,513	\$ 154,901	\$ 104,509	\$ 10,798	\$ 68,351	\$ 82,641	\$ 52,353

Walled Lake Consolidated Schools Community Education Fund 2017/2018 Through 2024/2025 Revenues By Source and Expenditures By Object								
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	2017/2018	2018/2019	2019/2020	Amended	Recommended	Projected	Projected	Projected
	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Budget
Revenue								
Local Sources	\$ 768,752	\$ 704,997	\$ 389,101	\$ -	\$ 401,300	\$ 405,313	\$ 409,366	\$ 413,460
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-
Total Revenue	768,752	704,997	389,101	-	401,300	405,313	409,366	413,460
Expenditures								
Salaries	132,723	131,394	128,370	60,486	115,057	117,358	119,706	122,100
Benefits	88,508	92,015	92,193	11,578	89,562	91,353	93,180	95,044
Purchased Services	404,162	375,896	289,583	5,050	294,088	294,088	294,088	294,088
Supplies and Materials	72,009	51,717	25,811	79	31,500	31,500	31,500	31,500
Capital Outlay	-	-	-	-	-	-	-	-
Other	31,720	45,572	32,441	-	1,500	1,500	1,500	1,500
Total Expenditures	729,122	696,594	568,398	77,193	531,707	535,799	539,974	544,232
Other Financing Sources								
Transfers In	-	-	-	50,000	140,000	140,000	110,000	110,000
Transfers Out	-	-	-	-	-	-	-	-
Total Other Financing Sources	-	-	-	50,000	140,000	140,000	110,000	110,000
Net Change in Fund Balance	39,630	8,403	(179,297)	(27,193)	9,593	9,514	(20,608)	(20,772)
Fund Balances - Beginning of year	187,557	227,187	235,590	56,293	29,100	38,693	48,207	27,599
Fund Balances - End of year	\$ 227,187	\$ 235,590	\$ 56,293	\$ 29,100	\$ 38,693	\$ 48,207	\$ 27,599	\$ 6,827

Walled Lake Consolidated Schools								
Preschool Fund								
2017/2018 Through 2024/2025								
Revenues By Source and Expenditures By Object								
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	2017/2018	2018/2019	2019/2020	Amended	Recommended	Projected	Projected	Projected
	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Budget
Revenue								
Local Sources	\$ 397,949	\$ 499,567	\$ 334,150	\$ 367,973	\$ 417,954	\$ 422,134	\$ 426,355	\$ 430,618
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-
Total Revenue	397,949	499,567	334,150	367,973	417,954	422,134	426,355	430,618
Expenditures								
Salaries	208,861	237,159	246,408	186,294	248,580	253,552	258,623	263,795
Benefits	131,298	157,466	156,153	158,695	172,282	175,728	179,242	182,827
Purchased Services	14,895	20,975	10,948	4,980	9,142	9,142	9,142	9,142
Supplies and Materials	10,213	18,201	10,036	10,617	12,000	12,000	12,000	12,000
Capital Outlay	-	-	-	-	-	-	-	-
Other	16,189	30,366	21,256	21,256	21,256	-	-	-
Total Expenditures	381,456	464,167	444,801	381,842	463,260	450,421	459,007	467,764
Other Financing Uses - Transfers Out	-	-	-	-	-	-	-	-
Net Change in Fund Balance	16,493	35,400	(110,651)	(13,869)	(45,306)	(28,288)	(32,652)	(37,146)
Fund Balances - Beginning of year	255,513	272,006	307,406	196,755	182,886	137,580	109,292	76,640
Fund Balances - End of year	\$ 272,006	\$ 307,406	\$ 196,755	\$ 182,886	\$ 137,580	\$ 109,292	\$ 76,640	\$ 39,494

Walled Lake Consolidated Schools								
Enrichment/Prime Time Care Fund								
2017/2018 Through 2024/2025								
Revenues By Source and Expenditures By Object								
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Revenue								
Local Sources	\$ 1,866,932	\$ 1,842,845	\$ 1,485,276	\$ 777,853	\$ 1,672,429	\$ 1,689,153	\$ 1,706,045	\$ 1,723,105
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-
Total Revenue	1,866,932	1,842,845	1,485,276	777,853	1,672,429	1,689,153	1,706,045	1,723,105
Expenditures								
Salaries	915,968	984,591	942,643	438,289	977,326	996,873	1,016,810	1,037,147
Benefits	481,217	524,172	491,908	267,494	523,581	534,053	544,734	555,628
Purchased Services	54,420	51,304	101,145	36,920	49,612	49,612	49,612	49,612
Supplies and Materials	137,740	149,243	108,732	29,000	114,161	114,161	114,161	114,161
Capital Outlay	-	-	-	-	-	-	-	-
Other	64,138	53,207	8,597	6,150	-	-	-	-
Total Expenditures	1,653,483	1,762,517	1,653,025	777,853	1,664,680	1,694,698	1,725,317	1,756,548
Other Financing Uses - Transfers Out	(400,000)	(400,000)	-	-	-	-	-	-
Net Change in Fund Balance	(186,551)	(319,672)	(167,749)	-	7,749	(5,545)	(19,272)	(33,443)
Fund Balances - Beginning of year	775,107	588,556	268,884	101,135	101,135	108,884	103,339	84,067
Fund Balances - End of year	\$ 588,556	\$ 268,884	\$ 101,135	\$ 101,135	\$ 108,884	\$ 103,339	\$ 84,067	\$ 50,625

Walled Lake Consolidated Schools

Student Activity Funds *

2017/2018 Through 2024/2025

Revenues By Source and Expenditures By Object

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Revenue								
Local Sources	\$ -	\$ -	\$ 1,989,871	\$ 677,400	\$ 677,414	\$ 1,990,000	\$ 2,009,900	\$ 2,029,999
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-
Total Revenue	-	-	1,989,871	677,400	677,414	1,990,000	2,009,900	2,029,999
Expenditures								
Salaries	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-
Purchased Services	-	-	2,072,477	933,500	808,464	2,070,000	2,090,700	2,111,607
Supplies and Materials	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Expenditures	-	-	2,072,477	933,500	808,464	2,070,000	2,090,700	2,111,607
Other Financing Uses - Transfers Out	-	-	-	-	-	-	-	-
Net Change in Fund Balance	-	-	(82,606)	(256,100)	(131,050)	(80,000)	(80,800)	(81,608)
Fund Balances - Beginning of year	-	-	1,992,267	1,909,661	1,653,561	1,522,511	1,442,511	1,361,711
Fund Balances - End of year	\$ -	\$ -	\$ 1,909,661	\$ 1,653,561	\$ 1,522,511	\$ 1,442,511	\$ 1,361,711	\$ 1,280,103
* GASB 84 changed the treatment of many of our Student Activity accounts, which are now classified as Special Revenue Funds. This standard was implemented with the 2019/2020 fiscal year.								

Walled Lake Consolidated Schools									
2011 Debt Fund									
2017/2018 Through 2024/2025									
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget	
Revenue - Local Sources	\$ 6,600,777	\$ 7,707,897	\$ 5,742,493	\$ 4,081,839	\$ -	\$ -	\$ -	\$ -	
Expenditures									
Principal Payments	5,075,000	5,000,000	4,935,000	4,890,000	-	-	-	-	
Interest and Other	1,218,453	999,789	743,031	1,524,415	-	-	-	-	
Total Expenditures	6,293,453	5,999,789	5,678,031	6,414,415	-	-	-	-	
Excess of Revenue Over (Under) Expenditures	307,324	1,708,108	64,462	(2,332,576)	-	-	-	-	
Other Financing Sources (Uses)									
Transfers In	-	85,422	-	-	-	-	-	-	
Transfers Out	-	-	-	(457,325)	-	-	-	-	
Debt Proceeds and premium on refunding	-	-	-	-	-	-	-	-	
Payments to Bond Escrow	-	-	-	-	-	-	-	-	
Total Other Financing Sources (Uses)	-	85,422	-	(457,325)	-	-	-	-	
Net Change in Fund Balances	307,324	1,793,530	64,462	(2,789,901)	-	-	-	-	
Fund Balances - Beginning of year	624,585	931,909	2,725,439	2,789,901	-	-	-	-	
Fund Balances - End of year	\$ 931,909	\$ 2,725,439	\$ 2,789,901	\$ -	\$ -	\$ -	\$ -	\$ -	

Walled Lake Consolidated Schools
2012 Debt Fund
2017/2018 Through 2024/2025

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Revenue - Local Sources	\$ 1,825,879	\$ 587,420	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures								
Principal Payments	1,670,000	590,000	-	-	-	-	-	-
Interest and Other	72,348	18,879	-	-	-	-	-	-
Total Expenditures	1,742,348	608,879	-	-	-	-	-	-
Excess of Revenue Over (Under) Expenditures	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	83,531	(261,230)	-	-	-	-	-	-
Fund Balances - Beginning of year	177,699	261,230	-	-	-	-	-	-
Fund Balances - End of year	\$ 261,230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Walled Lake Consolidated Schools								
2021 Debt Fund								
2017/2018 Through 2024/2025								
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	Actual	Actual	Actual	Amended	Recommended	Projected	Projected	Projected
	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Budget
Revenue - Local Sources	\$ -	\$ -	\$ -	\$ -	\$ 5,450,713	\$ 749,414	\$ 4,257,922	\$ 4,019,216
Expenditures								
Principal Payments	-	-	-	-	3,810,000	-	2,760,000	2,805,000
Interest and Other	-	-	-	-	1,506,788	1,221,922	1,221,922	1,210,826
Total Expenditures	-	-	-	-	5,316,788	1,221,922	3,981,922	4,015,826
Excess of Revenue Over (Under) Expenditures	-	-	-	-	133,925	(472,508)	276,000	3,390
Other Financing Sources (Uses)								
Transfers In	-	-	-	457,325	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Debt Proceeds and premium on refunding	-	-	-	66,740,000	-	-	-	-
Payments to Bond Escrow	-	-	-	(66,736,550)	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	460,775	-	-	-	-
Net Change in Fund Balances	-	-	-	460,775	133,925	(472,508)	276,000	3,390
Fund Balances - Beginning of year	-	-	-	-	460,775	594,700	122,192	398,192
Fund Balances - End of year	\$ -	\$ -	\$ -	\$ 460,775	\$ 594,700	\$ 122,192	\$ 398,192	\$ 401,583

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Walled Lake Consolidated Schools
Capital Project Fund - 2019 Bond Fund - Series One
2017/2018 Through 2024/2025

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Revenue - Local Sources	\$ -	\$ 15,220	\$ 1,272,767	\$ 1,147,689	\$ -	\$ -	\$ -	\$ -
Expenditures - Capital Outlay	-	-	13,929,080	53,115,383	-	-	-	-
Net Change in Fund Balance	-	15,220	(12,656,313)	(51,967,694)	-	-	-	-
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	(12,656,313)	(51,967,694)	-	-	-	-
Fund Balances - Beginning of year	-	-	64,624,007	51,967,694	-	-	-	-
Fund Balances - End of year	\$ -	\$ 64,624,007	\$ 51,967,694	\$ -	\$ -	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools								
Capital Project Fund - 2020 Bond Fund - Series Two of 2019 Bond								
2017/2018 Through 2024/2025								
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Revenue - Local Sources	\$ -	\$ -	\$ -	\$ -	\$ 1,522,705	\$ 994,105	\$ 346,682	\$ 260,413
Expenditures - Capital Outlay	-	-	-	8,933,814	49,944,163	60,519,782	28,559,423	30,445,915
Net Change in Fund Balance	-	-	-	(8,933,814)	(48,421,458)	(59,525,677)	(28,212,741)	(30,185,502)
Other Financing Sources (Uses)								
Bond issuance cost		-	-	(786,063)	-	-	-	-
Bond proceeds		-	-	186,962,433	-	-	-	-
Premium on debt issued		-	-	-	-	-	-	-
	-	-	-	186,176,370	-	-	-	-
Net Change in Fund Balances	-	-	-	177,242,556	(48,421,458)	(59,525,677)	(28,212,741)	(30,185,502)
Fund Balances - Beginning of year	-	-	-	-	177,242,556	128,821,098	69,295,421	41,082,680
Fund Balances - End of year	\$ -	\$ -	\$ -	\$ 177,242,556	\$ 128,821,098	\$ 69,295,421	\$ 41,082,680	\$ 10,897,178

[illegible]

Descriptions and Assumptions

Major Revenue Sources and Expenditure Categories

Revenue Sources

Local Sources

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 3.67%, 4.71%, 5.24% and 4.89% in 2017, 2018, 2019 and 2020 respectively. Projected increases of 4.25% are expected for each of the three years 2021, 2022 and 2023.

Revenue generated from fees is budgeted based on historical revenue. This revenue category is expected to return to pre-pandemic levels.

State Sources

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 2021/2022, including a net per pupil increase of \$100. 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.

Modest increases in State revenues are expected over the next few years, as extra Federal support is discontinued.

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. Additional pandemic-related support has and will continue to inflate district revenues for the next couple of years, providing stability and opening up opportunities.

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 contracts for 2021/2022 and estimates for those contracts not yet settled. Modest increases of two 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 2021/2022 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

2021/2022 for our district is calculated to be 28.13 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 2021/2022 compared to 2020/2021.

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. Vehicle needs have been financed through Installment Purchase Agreements, enabling us to spread the cost over a period of years.

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 – 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 influx of non-recurring grant funds related to the COVID pandemic, will produce a temporary increase in our fund balance that will be well beyond the minimum.

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.

At June 30, 2021, approximately \$5 million of fund balance will be assigned to cover the deficit anticipated in 2021/2022. No other portions of fund balance within the General Fund is classified as restricted or committed.

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 typically budgeted that each of our Special Revenue funds will maintain a fund balance into the future that will ensure stability of the program.

The COVID pandemic required that many of our programs be run at a reduced capacity or closed entirely. As a result, accumulated fund balances were used by several of them in order to balance budgets for 2020/2021. It is expected that it will take time to build back up program reserves and that General Fund may need to partially support the programs until that time.

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 and 2019 Bond Funds continues to decline as projects are completed. The fund balance in the 2020 Bond Fund will also decline as projects begin. 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 2012, the District passed a 10-year renewal of the .50 mill Building & Site Improvement Fund, or sinking fund, that has been in place since 2004. The fund 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.

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 2021/2022 school year follows.

Sinking Fund Projects - 2021/2022
--

Boiler replacements	\$	200,000
Carpet replacements		30,000
Chiller repairs		250,000
Building automation system		50,000
Paving and parking lot projects		122,000
Bathroom renovations		100,000
Roofing projects		1,500,000
Signage		50,000
		<hr/>
Total 2021/2022 Budget	\$	<u><u>2,302,000</u></u>

Sinking fund projects are typically prepared to begin as soon as school lets out in June. The above projects are expected to be complete by the end of August, 2021 when school returns for the 2021-2022 school year.

2020 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. All funds from the 2019 issue are expected to be spent by the end of 2020-2021. The second series was sold during 2020-2021 for nearly \$187 million. 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 following items are planned for 2021/2022.

2020 Capital Project Bond - 2021/2022
--

Audit and administrative costs	\$ 65,642
Dublin Elementary rebuild	20,753,032
Construct Early Childhood Center	8,708,262
Renovations	<u>20,417,227</u>
 Total 2021/2022 Budget	 <u><u>\$ 49,944,163</u></u>

The Early Childhood Center is ahead of schedule and anticipated to be ready to open in the Fall of 2023. The new Dublin Elementary is also expected to be complete and ready for students in the Fall of 2023.

All other renovation projects will be completed over the next 3-5 years.

The sale of the bonds listed above has ensured that needed upgrades and improvements could be completed without burdening the General Fund with these expenses.

SCHEDULE OF BONDED INDEBTEDNESS

Principal Payments

June 30	2014 Debt Principal	2015 Debt Principal	2016 Debt Principal	2019 Debt Principal	2020 Debt Principal	2021 Debt Principal
2022	\$ 1,555,000	\$ 5,135,000	\$ 1,535,000	\$ -	\$ -	\$ 3,810,000
2023	1,680,000	-	1,510,000	100,000	-	-
2024	-	-	1,490,000	775,000	1,540,000	2,760,000
2025	-	-	-	860,000	1,925,000	2,805,000
2026	-	-	-	945,000	2,150,000	2,825,000
2027	-	-	-	995,000	2,735,000	2,845,000
2028	-	-	-	1,055,000	3,385,000	2,870,000
2029	-	-	-	1,265,000	4,085,000	2,905,000
2030	-	-	-	1,640,000	4,545,000	2,940,000
2031	-	-	-	1,745,000	4,755,000	2,985,000
2032	-	-	-	1,845,000	5,055,000	3,010,000
2033	-	-	-	1,945,000	5,755,000	3,065,000
2034	-	-	-	2,055,000	6,070,000	3,115,000
2035	-	-	-	2,135,000	6,350,000	3,160,000
2036	-	-	-	2,250,000	6,350,000	3,210,000
2037	-	-	-	2,310,000	6,350,000	3,280,000
2038	-	-	-	2,345,000	6,355,000	3,350,000
2039	-	-	-	2,440,000	6,355,000	3,415,000
2040	-	-	-	2,535,000	6,355,000	3,500,000
2041	-	-	-	2,640,000	6,355,000	3,555,000
2042	-	-	-	2,770,000	6,355,000	3,635,000
2043	-	-	-	2,905,000	6,355,000	3,700,000
2044	-	-	-	3,055,000	6,355,000	-
2045	-	-	-	3,205,000	6,355,000	-
2046	-	-	-	3,365,000	6,355,000	-
2047	-	-	-	3,530,000	6,355,000	-
2048	-	-	-	3,710,000	6,355,000	-
2049	-	-	-	-	6,355,000	-
2050	-	-	-	-	6,355,000	-
	<u>\$3,235,000</u>	<u>\$5,135,000</u>	<u>\$4,535,000</u>	<u>\$54,420,000</u>	<u>\$143,665,000</u>	<u>\$66,740,000</u>

Notes

- * These bonds are not part of the general fund and therefore have no impact on current or future operating budgets. As voter approved bonds, the district has the authority to levy a property tax millage level necessary to cover annual principal and interest payments.
- * The 2015, 2016, and 2021 Bond issues are Refunding bonds and therefore not included in the computation of legal debt margin on the page that follows.
- * The 2014, 2019, and 2020 Bond issues are qualified bonds under Article IX, Sec. 16 of the 1963 Michigan Constitution and therefore not included in the computation of legal debt margin on the page that follows.
- * 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, 2021		
Taxable Value - 2021/2022	\$ 5,513,768,440	
Statutory Bonding Limit*	\$ 827,065,266	
General Obligation Bonds Outstanding - June 30, 2021	-	
Legal Debt Margin	\$ 827,065,266	
* - 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

Dakota having lunch with elementary students



Every Child, Every Day!

PROPERTY TAX INFORMATION FOR SCHOOL YEARS 2016/2017 – 2020/2021 AND PROJECTED INFORMATION FOR SCHOOL YEARS 2022 – 2025

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
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
2020/2021	5,315,264,610	\$59,249,050	\$58,064,069
Projected 2022	5,513,768,440	\$61,767,135	\$60,531,792
Projected 2023	5,748,103,599	\$64,392,238	\$63,104,393
Projected 2024	5,992,398,002	\$67,128,908	\$65,786,330
Projected 2025	6,247,074,917	\$69,814,064	\$68,417,783

* - 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)**

	2016/2017			
		Homestead		
	Non-	Commerical	Industrial	
	Homestead	Personal	Personal	Other
School District:				
Operating	17.9047	7.8965	1.9918	1.9918
Sinking Fund	0.4953	0.4953	0.4953	0.4953
Debt	4.5279	4.5279	4.5279	4.5279
Total Levied	22.9279	12.9197	7.0150	7.0150
State Education Tax	6.0000	6.0000	0.0000	6.0000
Oakland County Operating	4.0900	4.0900	4.0900	4.0900
Parks & Recreation	0.2415	0.2415	0.2415	0.2415
Huron-Clinton Authority	0.2146	0.2146	0.2146	0.2146
Oakland I.S.D.	3.3633	3.3633	3.3633	3.3633
Oakland Community College	1.5819	1.5819	1.5819	1.5819
OCPTA	0.9998	0.9998	0.9998	0.9998
City of Walled Lake*	21.5024	21.5024	21.5024	21.5024
City of Farmington Hills*	15.9764	15.9764	15.9764	15.9764
City of Novi*	10.2000	10.2000	10.2000	10.2000
City of Orchard Lake*	7.8600	7.8600	7.8600	7.8600
City of Wixom*	15.3629	15.3629	15.3629	15.3629
Village of Wolverine Lake*	9.5730	9.5730	9.5730	9.5730
Commerce Township*	3.0871	3.0871	3.0871	3.0871
West Bloomfield Township*	12.2112	12.2112	12.2112	12.2112
White Lake Township*	9.8133	9.8133	9.8133	9.8133
Totals:				
City of Walled Lake	60.9214	50.9132	39.0085	45.0085
City of Farmington Hills	55.3954	45.3872	33.4825	39.4825
City of Novi	49.6190	39.6108	27.7061	33.7061
City of Orchard Lake	47.2790	37.2708	25.3661	31.3661
City of Wixom	54.7819	44.7737	32.8690	38.8690
Village of Wolverine Lake	48.9920	38.9838	27.0791	33.0791
Commerce Township	42.5061	32.4979	20.5932	26.5932
West Bloomfield Township	51.6302	41.6220	29.7173	35.7173
White Lake Township	49.2323	39.2241	27.3194	33.3194

*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)**

	2017/2018			
		Homestead		
	Non-	Commerical	Industrial	
	Homestead	Personal	Personal	Other
School District:				
Operating	17.7417	7.6700	1.9283	1.9283
Sinking Fund	0.4896	0.4896	0.4896	0.4896
Debt	4.5279	4.5279	4.5279	4.5279
Total Levied	22.7592	12.6875	6.9458	6.9458
State Education Tax	6.0000	6.0000	0.0000	6.0000
Oakland County Operating	4.0400	4.0400	4.0400	4.0400
Parks & Recreation	0.2368	0.2368	0.2368	0.2368
Huron-Clinton Authority	0.2140	0.2140	0.2140	0.2140
Oakland I.S.D.	3.3079	3.3079	3.3079	3.3079
Oakland Community College	1.5550	1.5550	1.5550	1.5550
OCPTA	0.9863	0.9863	0.9863	0.9863
City of Walled Lake*	20.8277	20.8277	20.8277	20.8277
City of Farmington Hills*	16.2213	16.2213	16.2213	16.2213
City of Novi*	10.5376	10.5376	10.5376	10.5376
City of Orchard Lake*	7.8270	7.8270	7.8270	7.8270
City of Wixom*	15.2429	15.2429	15.2429	15.2429
Village of Wolverine Lake*	9.5730	9.5730	9.5730	9.5730
Commerce Township*	3.0752	3.0752	3.0752	3.0752
West Bloomfield Township*	12.0487	12.0487	12.0487	12.0487
White Lake Township*	9.5209	9.5209	9.5209	9.5209
Totals:				
City of Walled Lake	59.9269	49.8552	38.1135	44.1135
City of Farmington Hills	55.3205	45.2488	33.5071	39.5071
City of Novi	49.6368	39.5651	27.8234	33.8234
City of Orchard Lake	46.9262	36.8545	25.1128	31.1128
City of Wixom	54.3421	44.2704	32.5287	38.5287
Village of Wolverine Lake	48.6722	38.6005	26.8588	32.8588
Commerce Township	42.1744	32.1027	20.3610	26.3610
West Bloomfield Township	51.1479	41.0762	29.3345	35.3345
White Lake Township	48.6201	38.5484	26.8067	32.8067

*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)**

	2018/2019			
		Homestead		
	Non-	Commerical	Industrial	
	Homestead	Personal	Personal	Other
School District:				
Operating	17.5500	7.3325	1.7825	1.7825
Sinking Fund	0.4864	0.4864	0.4864	0.4864
Debt	4.5279	4.5279	4.5279	4.5279
Total Levied	22.5643	12.3468	6.7968	6.7968
State Education Tax	6.0000	6.0000	0.0000	6.0000
Oakland County Operating	4.0400	4.0400	4.0400	4.0400
Parks & Recreation	0.2349	0.2349	0.2349	0.2349
Huron-Clinton Authority	0.2129	0.2129	0.2129	0.2129
Oakland I.S.D.	3.2813	3.2813	3.2813	3.2813
Oakland Community College	1.5431	1.5431	1.5431	1.5431
OCPTA	1.0000	1.0000	1.0000	1.0000
City of Walled Lake*	20.5152	20.5152	20.5152	20.5152
City of Farmington Hills*	16.1311	16.1311	16.1311	16.1311
City of Novi*	10.5376	10.5376	10.5376	10.5376
City of Orchard Lake*	8.3229	8.3229	8.3229	8.3229
City of Wixom*	15.1029	15.1029	15.1029	15.1029
Village of Wolverine Lake*	9.5730	9.5730	9.5730	9.5730
Commerce Township*	3.0711	3.0711	3.0711	3.0711
West Bloomfield Township*	11.9618	11.9618	11.9618	11.9618
White Lake Township*	10.1043	10.1043	10.1043	10.1043
Totals:				
City of Walled Lake	59.3917	49.1742	37.6242	43.6242
City of Farmington Hills	55.0076	44.7901	33.2401	39.2401
City of Novi	49.4141	39.1966	27.6466	33.6466
City of Orchard Lake	47.1994	36.9819	25.4319	31.4319
City of Wixom	53.9794	43.7619	32.2119	38.2119
Village of Wolverine Lake	48.4495	38.2320	26.6820	32.6820
Commerce Township	41.9476	31.7301	20.1801	26.1801
West Bloomfield Township	50.8383	40.6208	29.0708	35.0708
White Lake Township	48.9808	38.7633	27.2133	33.2133

*All municipalities in the district, Treasurers' Offices.

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

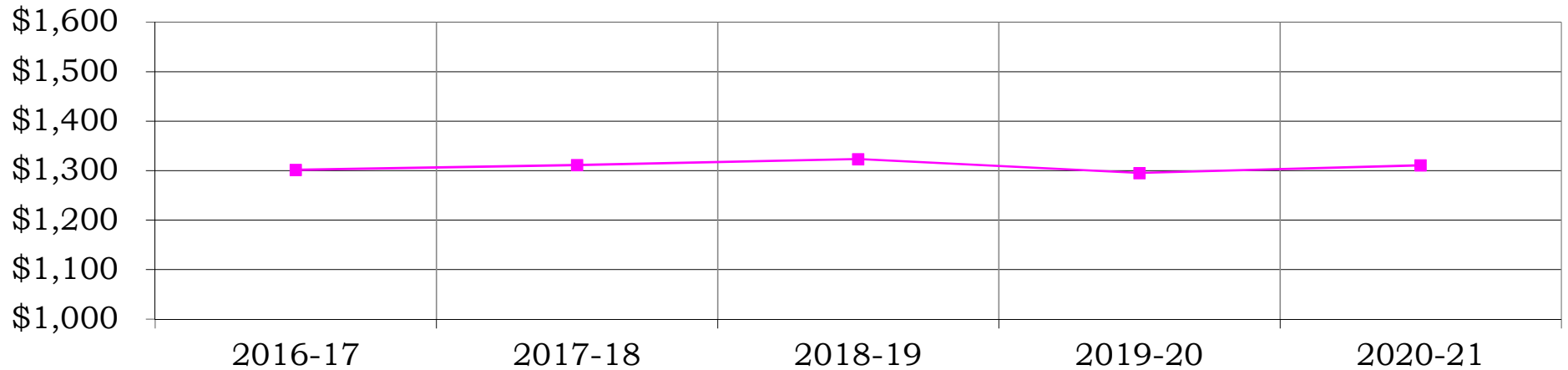
**Summary of Property Tax Rates Levied on Property within the School District
Direct and Overlapping Governments (Per \$1,000 Assessed Value)**

	2019/2020			
	Non-Homestead	Homestead		
		Commerical Personal	Industrial Personal	Other
School District:				
Operating	17.3429	6.9627	1.6198	1.6198
Sinking Fund	0.4802	0.4802	0.4802	0.4802
Debt	4.1300	4.1300	4.1300	4.1300
Total Levied	21.9531	11.5729	6.2300	6.2300
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	58.7805	48.4003	37.0574	43.0574
City of Farmington Hills	54.3964	44.0162	32.6733	38.6733
City of Novi	48.8029	38.4227	27.0798	33.0798
City of Orchard Lake	46.5882	36.2080	24.8651	30.8651
City of Wixom	53.3682	42.9880	31.6451	37.6451
Village of Wolverine Lake	47.8383	37.4581	26.1152	32.1152
Commerce Township	41.3364	30.9562	19.6133	25.6133
West Bloomfield Township	50.2271	39.8469	28.5040	34.5040
White Lake Township	48.3696	37.9894	26.6465	32.6465

*All municipalities in the district, Treasurers' Offices.

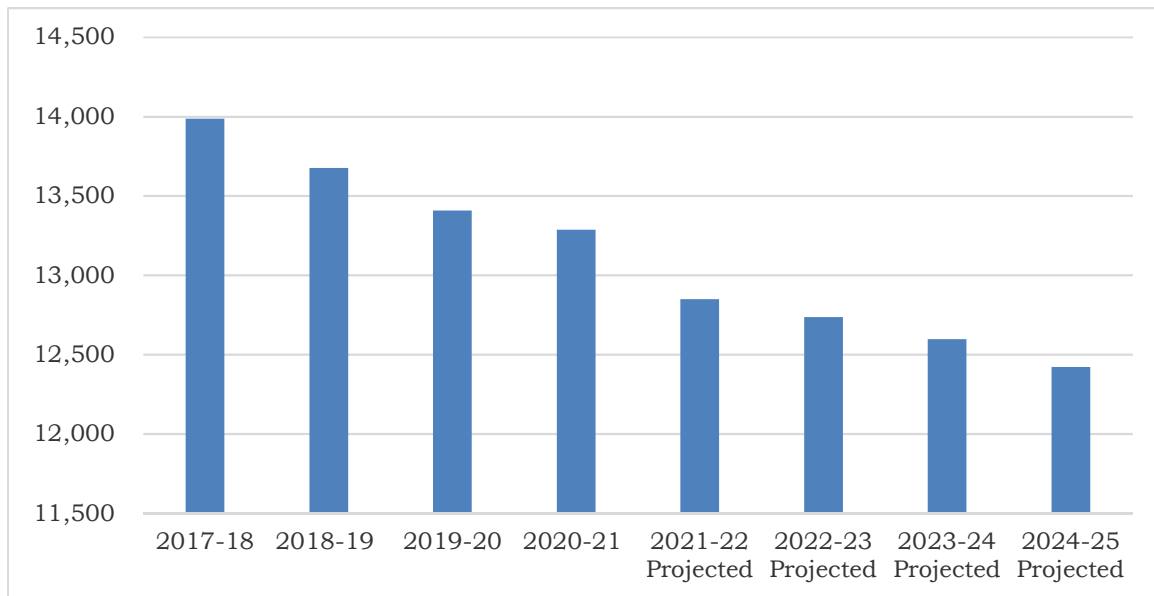
Other Homestead includes Principal Residences, Qualified Agricultural and Qualfied Forest properties.

Impact of School Millage Rate on Homeowners - Sample 2017/2018 - 2020/2021 and Projected 2021/2022



	2017-18	2018-19	2019-20	2020-21	Projected 2020-21
Market value of a home (1) - Sample to begin with \$200,000 for ease	\$ 200,000	\$ 209,420	\$ 220,394	\$ 229,760	\$ 239,525
Taxable Value (2)	\$ 100,000	\$ 102,100	\$ 104,550	\$ 106,432	\$ 107,709
WLCS + State Education Property Tax levied - mills (3)	12.9458	12.7968	12.23	12.1582	12.0742
Property Tax \$ Paid to Schools	\$ 1,295	\$ 1,307	\$ 1,279	\$ 1,294	\$ 1,301
Property Tax \$ Increase (Decrease) from prior year	\$ -	\$ 12	\$ (28)	\$ 15	\$ 6

DISTRICT ENROLLMENT HISTORY AND PROJECTED ENROLLMENT FOR 2021/2022 – 2024/2025



The actual numbers for years 2017-18 through 2020-21 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 2021-22 through 2024-25 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 2017-2018 through 2020-2021 and Projected 2021-2022

	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	Projected 2021/2022
Instructional					
Building Administrators & Secretaries	72.81	79.50	72.93	72.33	72.33
Teachers	681.33	718.09	679.27	635.25	620.25
Other Instructional Staff	187.10	196.00	223.17	217.91	217.91
Guidance Staff	25.00	18.60	25.80	23.20	23.20
Psychological Staff	6.50	7.50	7.50	7.50	7.50
Speech and Audiology	18.80	19.70	22.00	19.00	19.00
Social Workers	15.80	17.70	16.70	18.10	18.10
Special Ed. Teacher Consultants	15.00	13.90	14.00	14.00	14.00
Other Pupil Services Staff	27.29	24.28	24.06	27.50	27.50
Library Personnel	10.48	9.58	9.18	10.43	10.43
Computer Assisted Instruction	2.00	2.00	2.00	2.00	2.00
Other Instructional Supervisors	9.28	11.14	14.75	12.82	12.82
Total Instructional Staff	1,071.39	1,117.99	1,111.36	1,060.04	1,045.04
Non-Instructional					
Executive Administration	2.00	2.00	2.00	2.00	2.00
Business Services	9.25	10.25	10.25	9.25	10.25
Food Services Staff	67.54	58.40	69.87	48.78	58.78
Operations and Maintenance	23.62	21.50	24.62	26.62	26.62
Transportation Staff	0.00	0.00	0.00	0.00	0.00
Central Support Services	21.09	22.59	21.99	21.07	21.07
Other Support Staff	2.00	1.50	1.50	2.00	2.00
Community Services	52.80	82.76	61.74	63.22	63.22
Total Non-Instructional Staff	178.30	199.00	191.97	172.94	183.94
Total Staff	1,249.69	1,316.99	1,303.33	1,232.98	1,228.98

Notes

As a result of budget restraints, we continue to staff teachers as efficiently as possible.
We expect an increase in Food Service Staff as operations return to 100%.

OUTSTANDING BOND ISSUES AND AMORTIZATION SCHEDULE

Current 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. All funds from the 2019 issue are expected to be spent by the end of 2020-2021. The second series was sold during 2020-2021 for nearly \$187 million. 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	2014 Debt Principal	2015 Debt Principal	2016 Debt Principal	2019 Debt Principal	2020 Debt Principal	2021 Debt Principal
2022	\$ 1,555,000	\$ 5,135,000	\$ 1,535,000	\$ -	\$ -	\$ 3,810,000
2023	1,680,000	-	1,510,000	100,000	-	-
2024	-	-	1,490,000	775,000	1,540,000	2,760,000
2025	-	-	-	860,000	1,925,000	2,805,000
2026	-	-	-	945,000	2,150,000	2,825,000
2027	-	-	-	995,000	2,735,000	2,845,000
2028	-	-	-	1,055,000	3,385,000	2,870,000
2029	-	-	-	1,265,000	4,085,000	2,905,000
2030	-	-	-	1,640,000	4,545,000	2,940,000
2031	-	-	-	1,745,000	4,755,000	2,985,000
2032	-	-	-	1,845,000	5,055,000	3,010,000
2033	-	-	-	1,945,000	5,755,000	3,065,000
2034	-	-	-	2,055,000	6,070,000	3,115,000
2035	-	-	-	2,135,000	6,350,000	3,160,000
2036	-	-	-	2,250,000	6,350,000	3,210,000
2037	-	-	-	2,310,000	6,350,000	3,280,000
2038	-	-	-	2,345,000	6,355,000	3,350,000
2039	-	-	-	2,440,000	6,355,000	3,415,000
2040	-	-	-	2,535,000	6,355,000	3,500,000
2041	-	-	-	2,640,000	6,355,000	3,555,000
2042	-	-	-	2,770,000	6,355,000	3,635,000
2043	-	-	-	2,905,000	6,355,000	3,700,000
2044	-	-	-	3,055,000	6,355,000	-
2045	-	-	-	3,205,000	6,355,000	-
2046	-	-	-	3,365,000	6,355,000	-
2047	-	-	-	3,530,000	6,355,000	-
2048	-	-	-	3,710,000	6,355,000	-
2049	-	-	-	-	6,355,000	-
2050	-	-	-	-	6,355,000	-
	<u>\$3,235,000</u>	<u>\$5,135,000</u>	<u>\$4,535,000</u>	<u>\$54,420,000</u>	<u>\$143,665,000</u>	<u>\$66,740,000</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

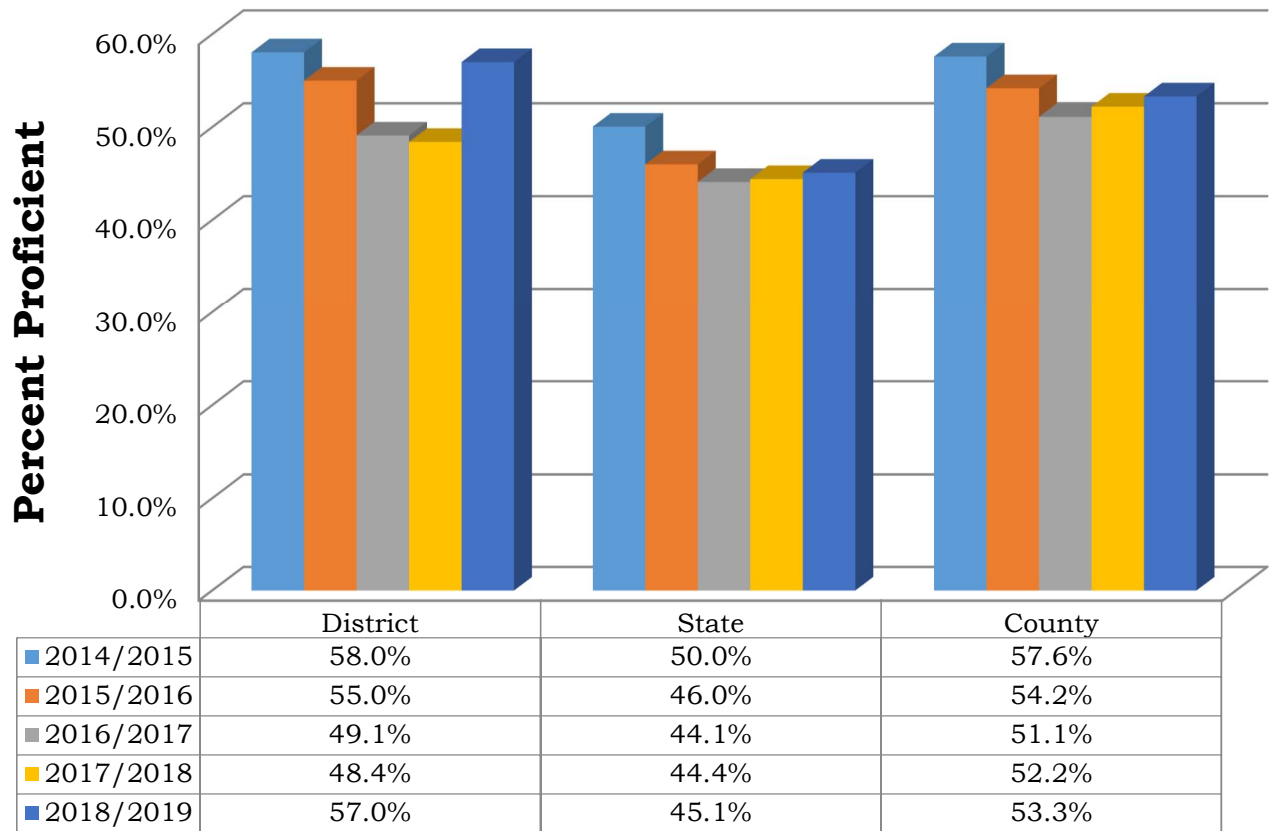
Michigan's Assessment System, the Michigan Student Test of Educational Progress (M-STEP), is an online test that was developed by the Michigan Department of Education's Office of Standards and Assessment.

The 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.

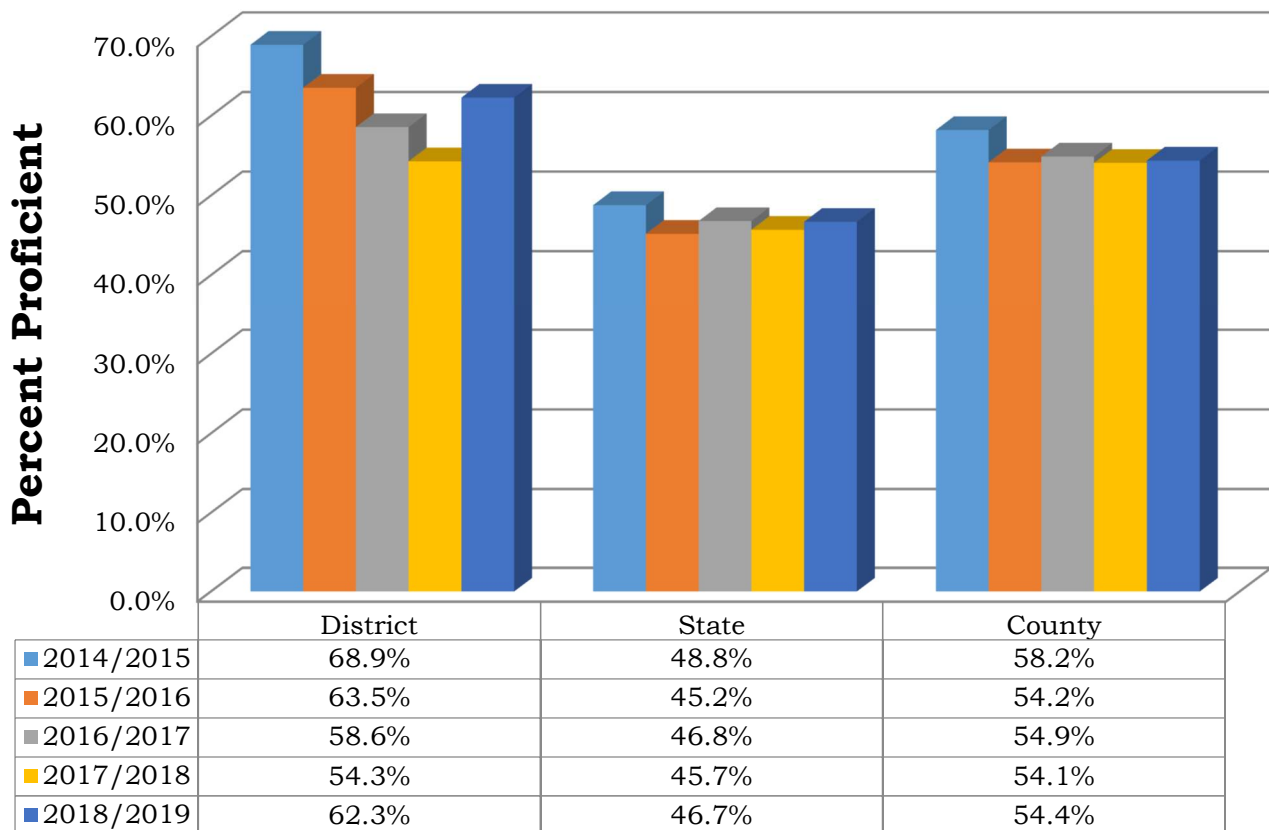
The Michigan Merit Examination (MME) in 11th grade consists of WorkKeys (a work skills assessment), the M-STEP summative assessments which will measure student growth in science, and social studies and the SAT.

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. Scores for 2020/2021 are not yet available.

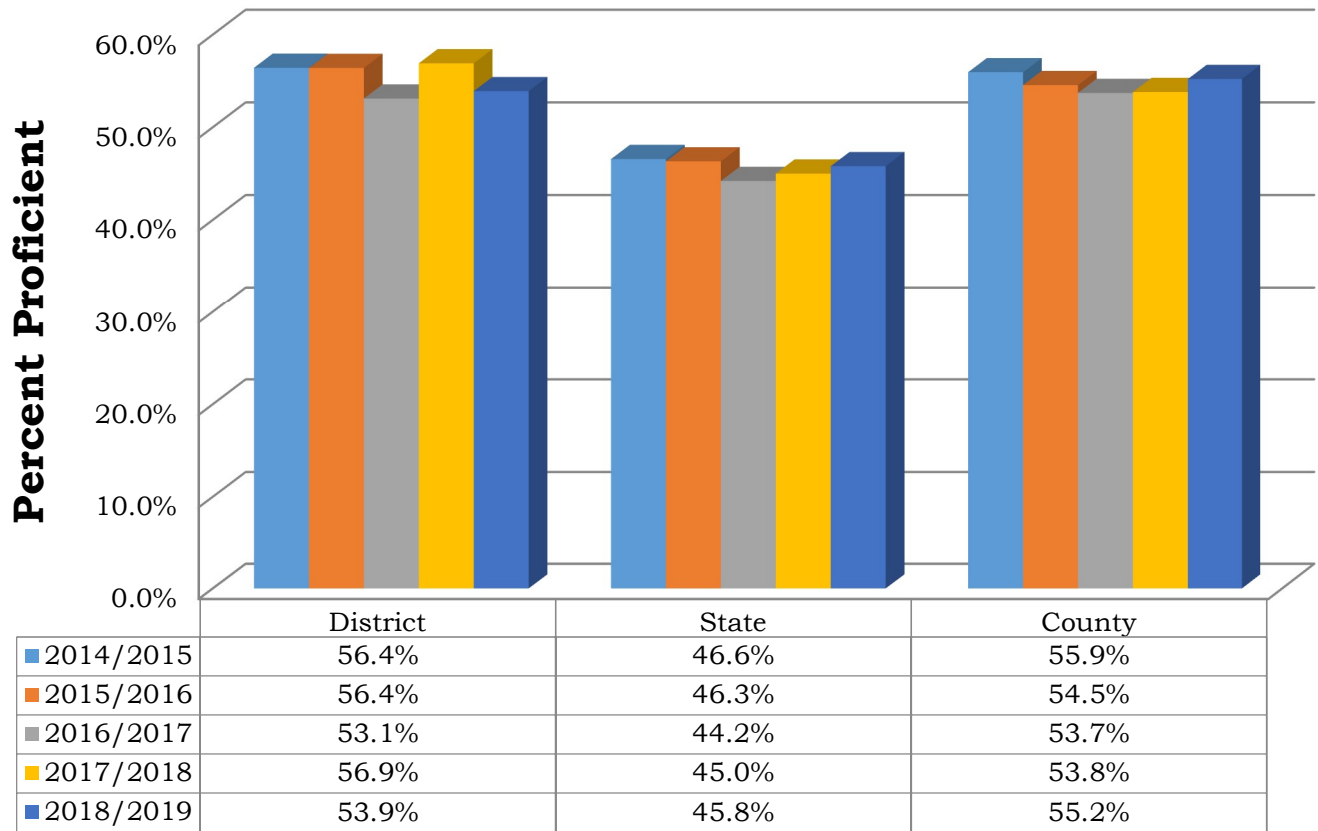
Third Grade English Language Arts



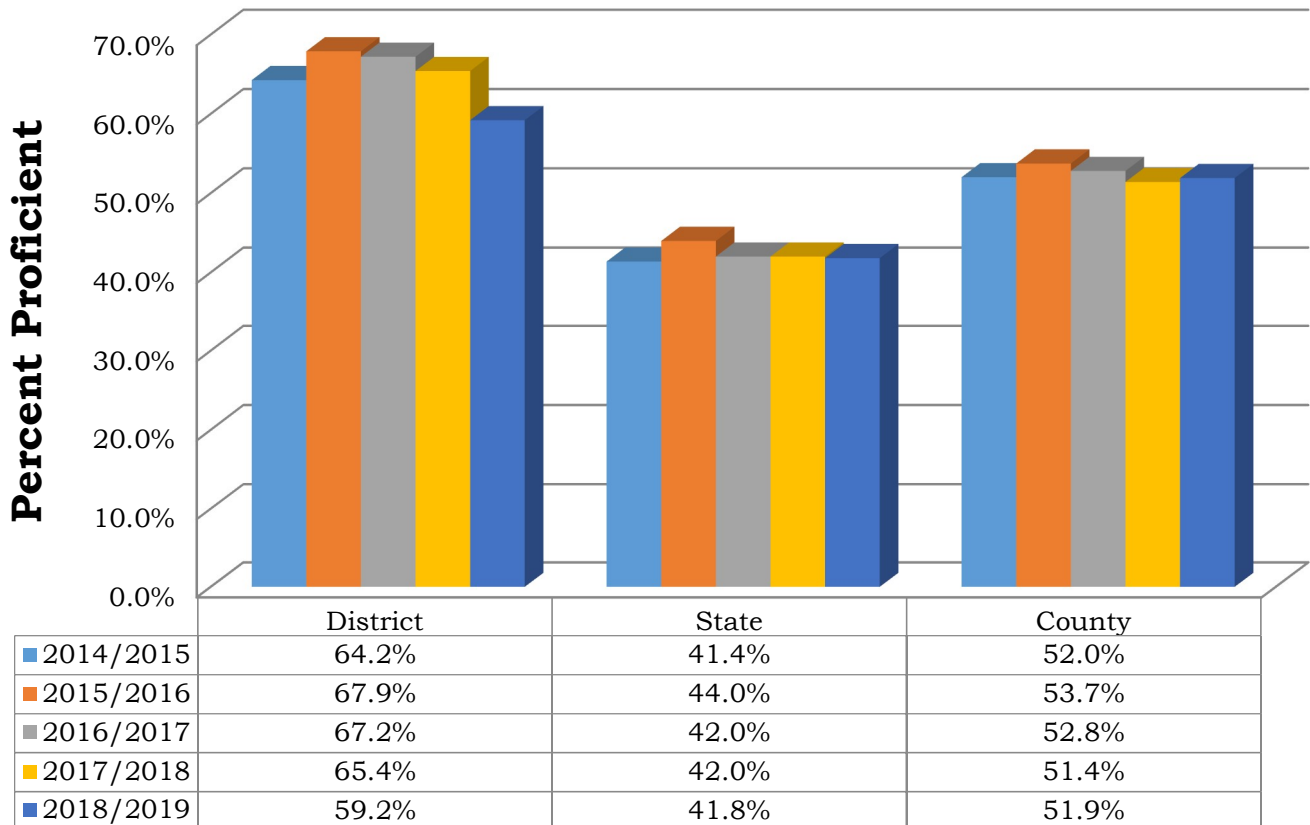
Third Grade Math



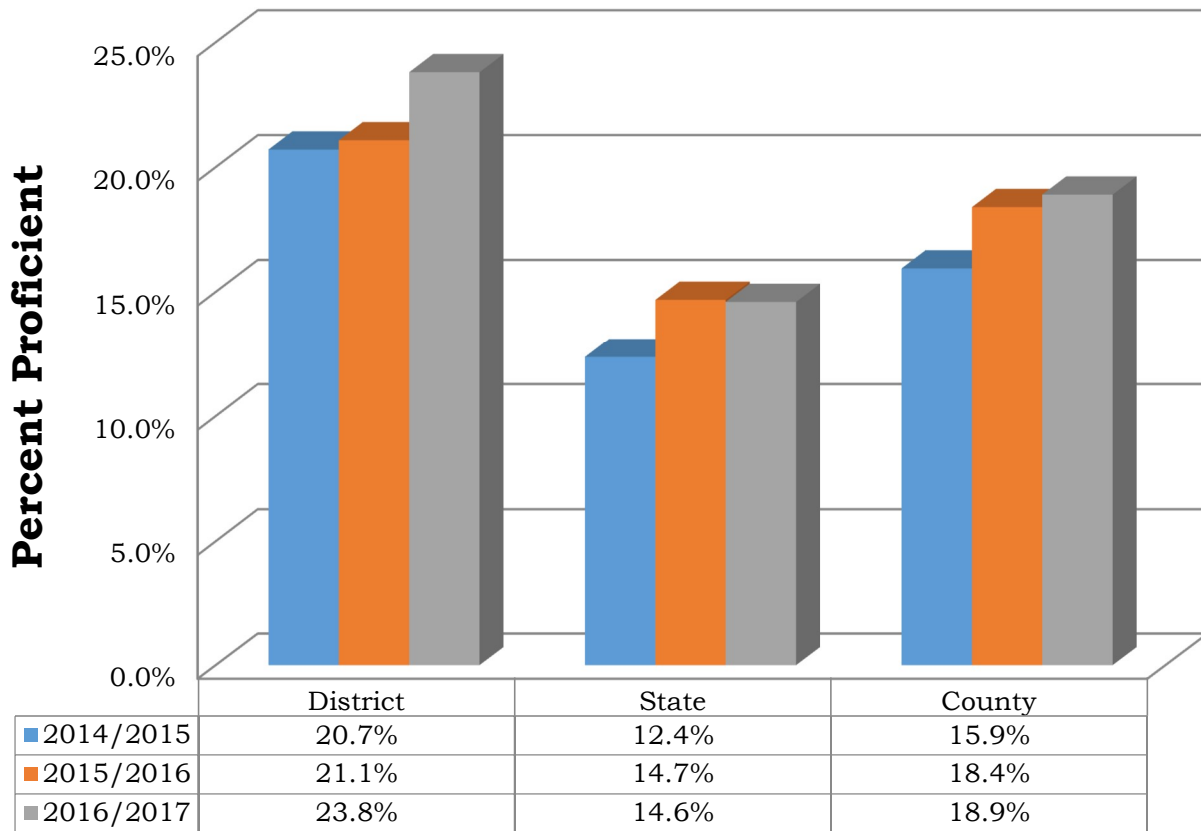
Fourth Grade English Language Arts



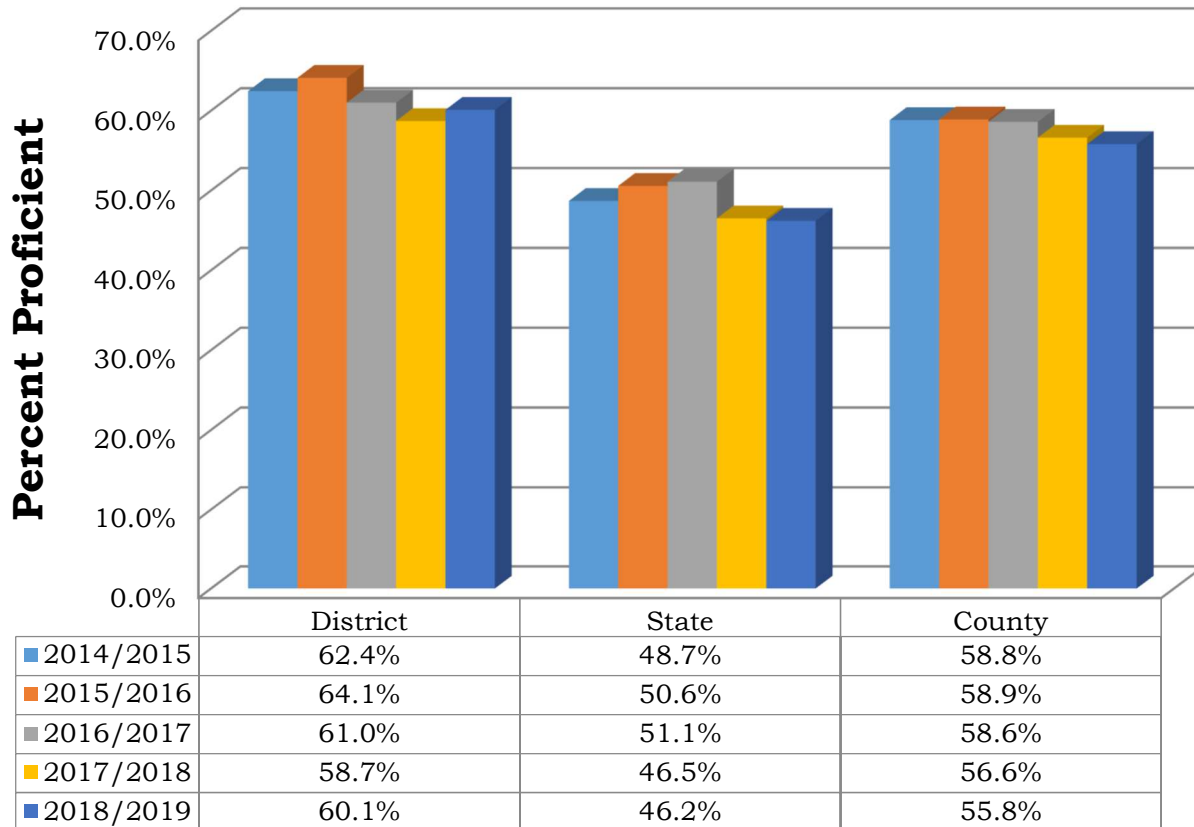
Fourth Grade Math



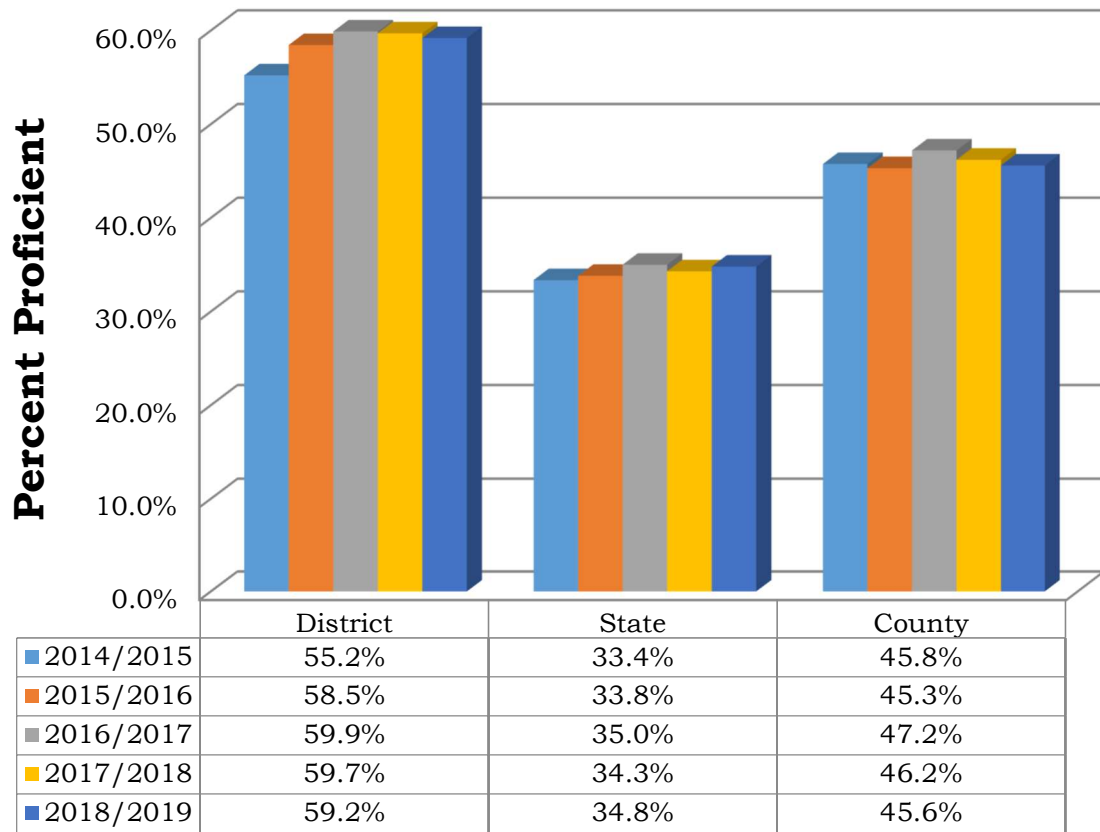
Fourth Grade Science



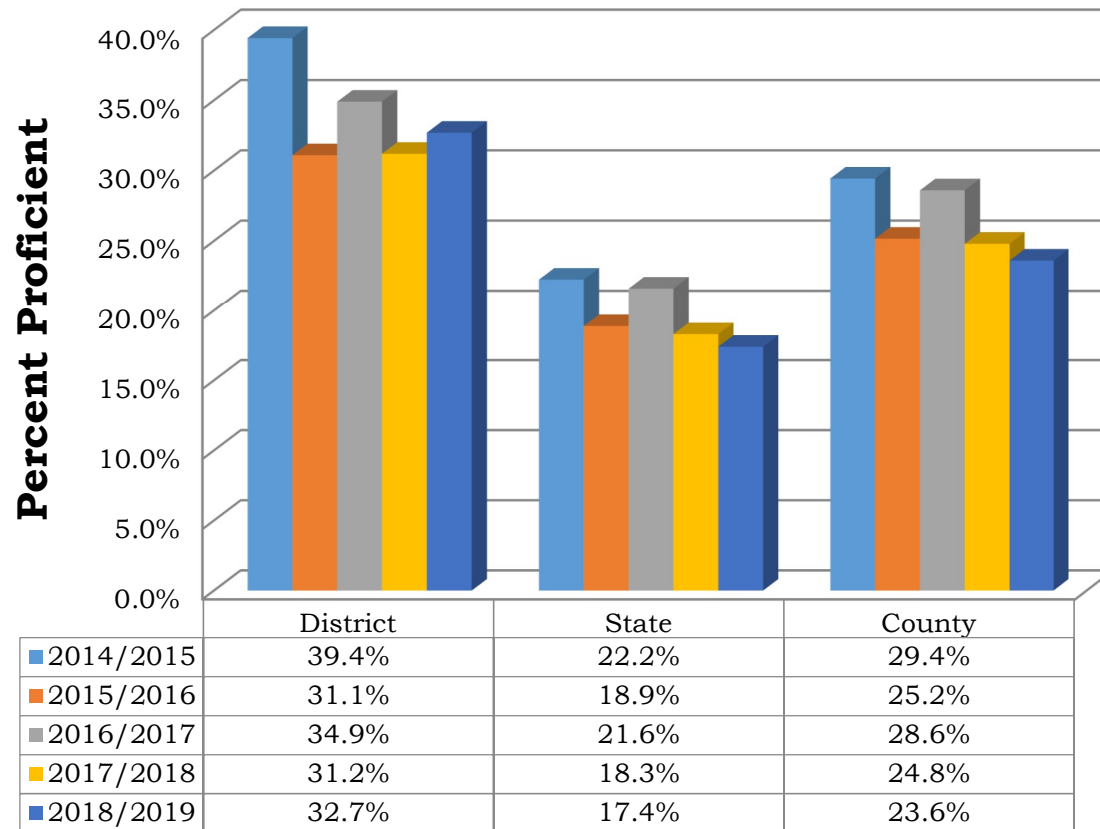
Fifth Grade English Language Arts



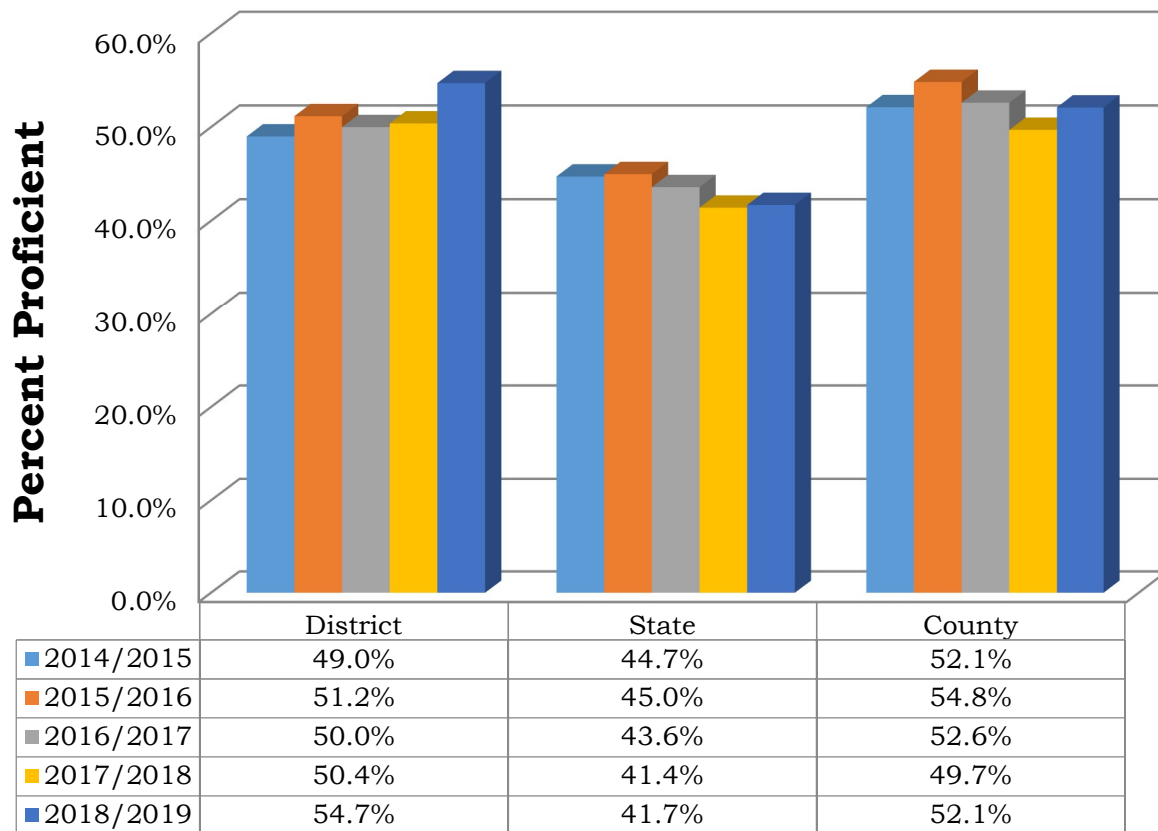
Fifth Grade Math



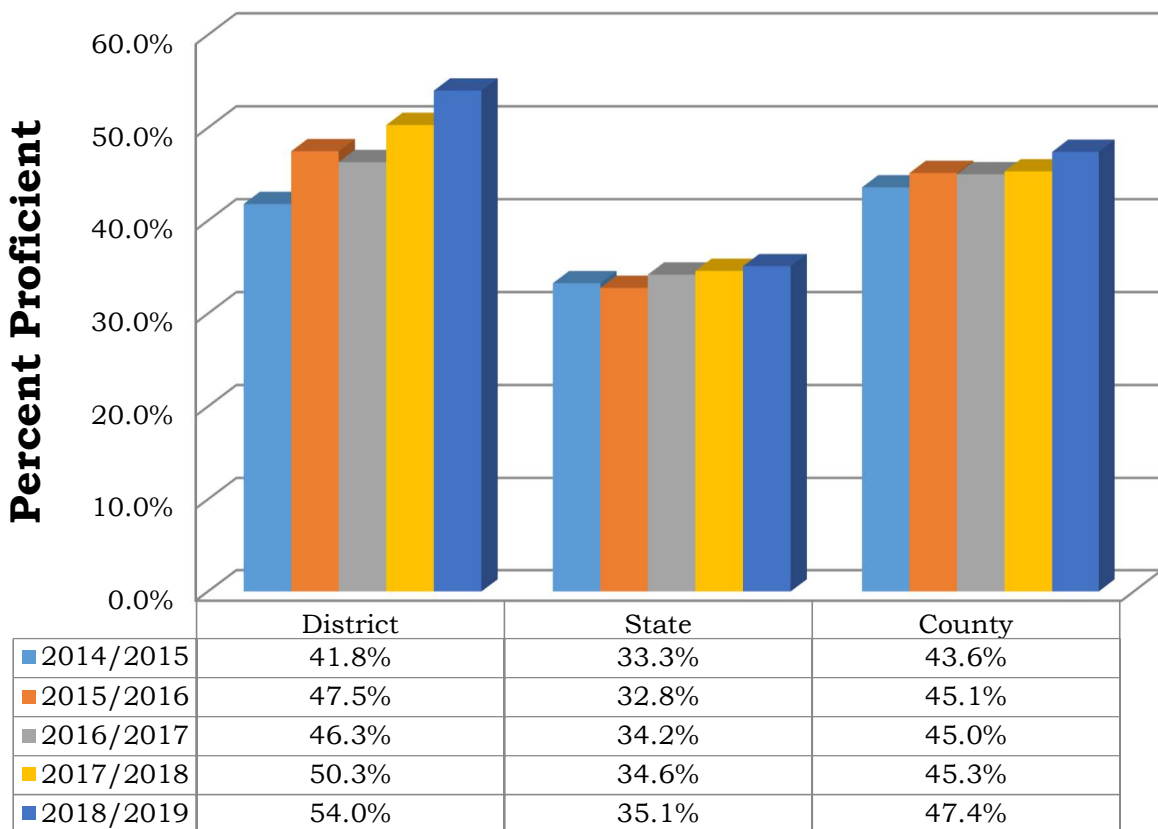
Fifth Grade Social Studies



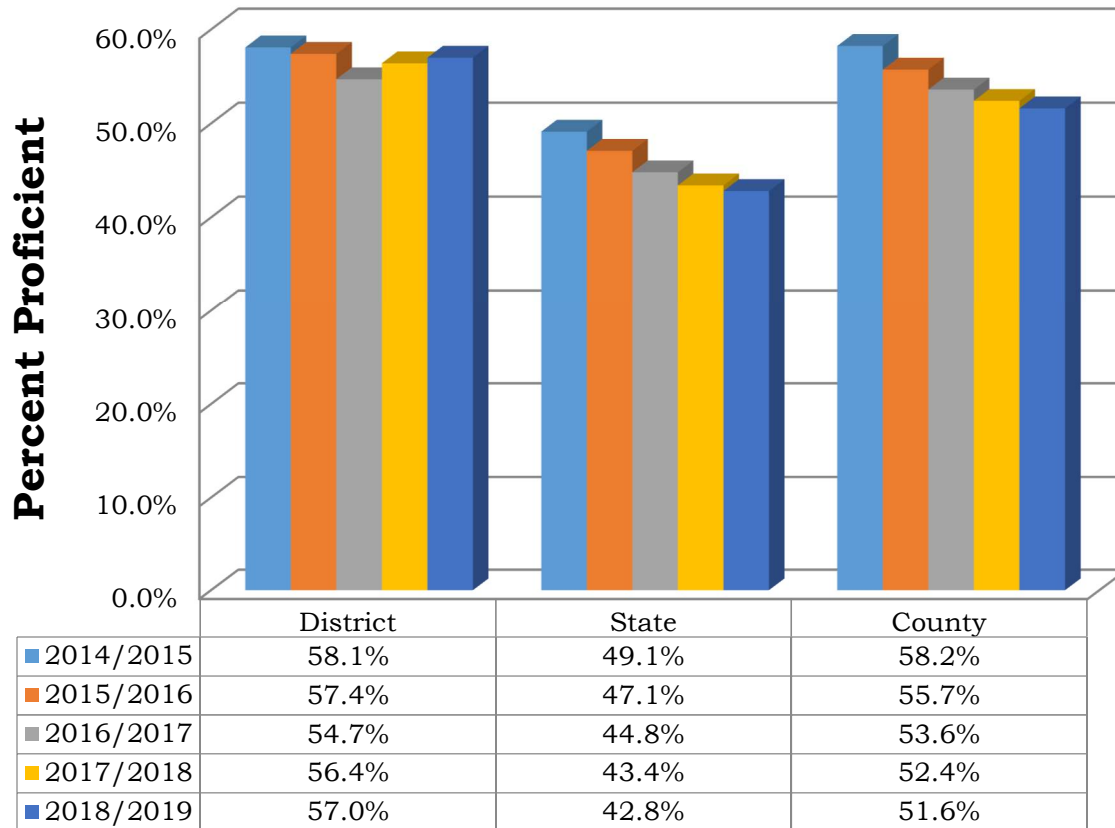
Sixth Grade English Language Arts



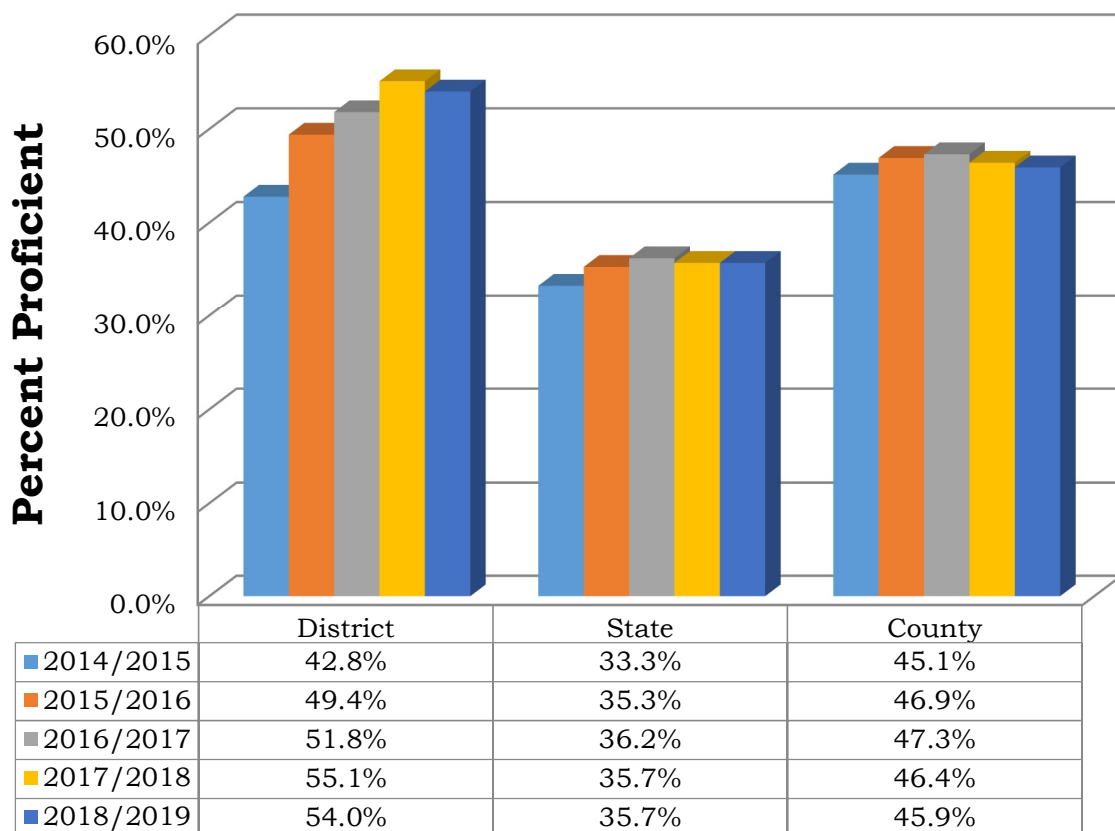
Sixth Grade Math



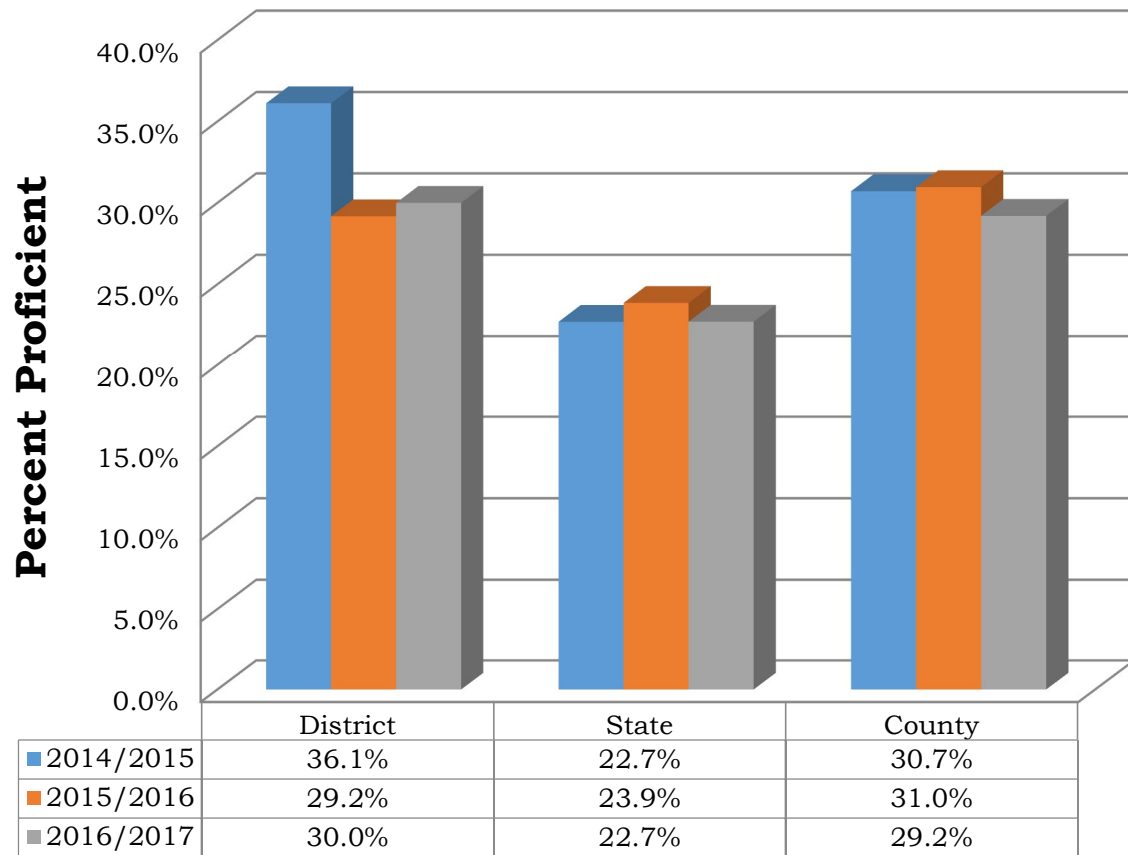
Seventh Grade English Language Arts



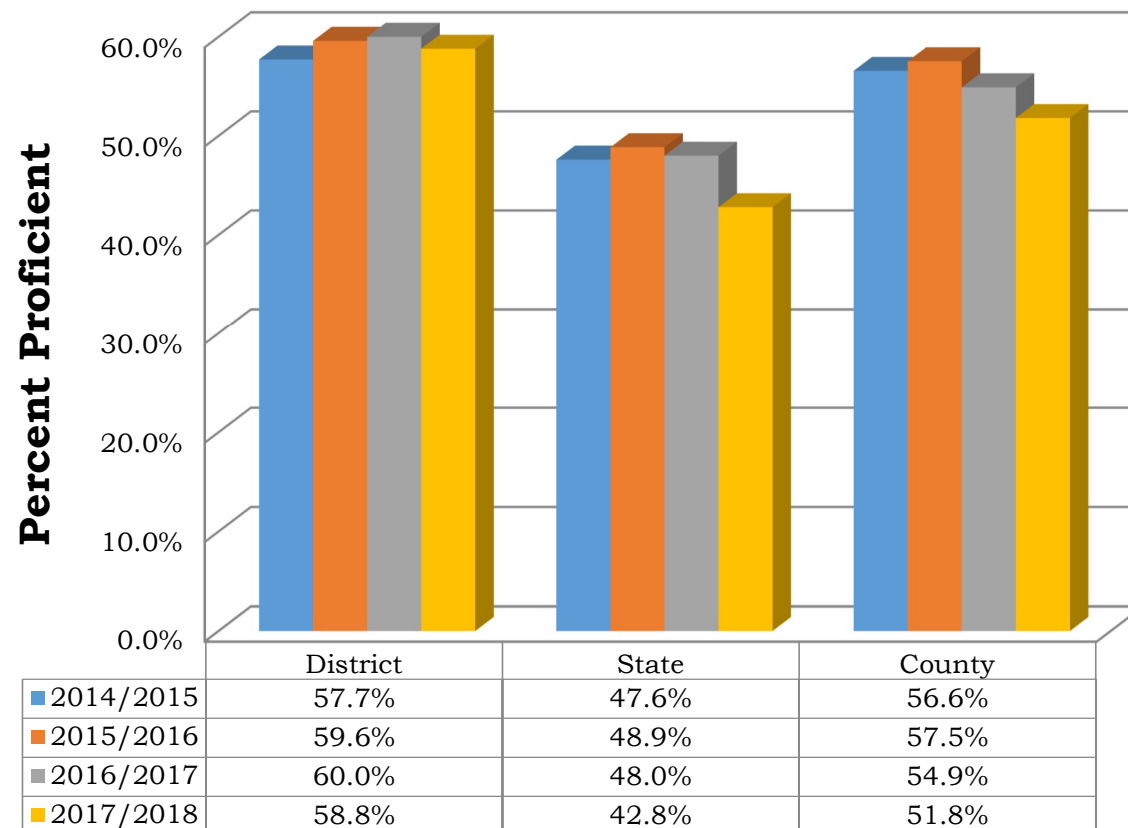
Seventh Grade Math



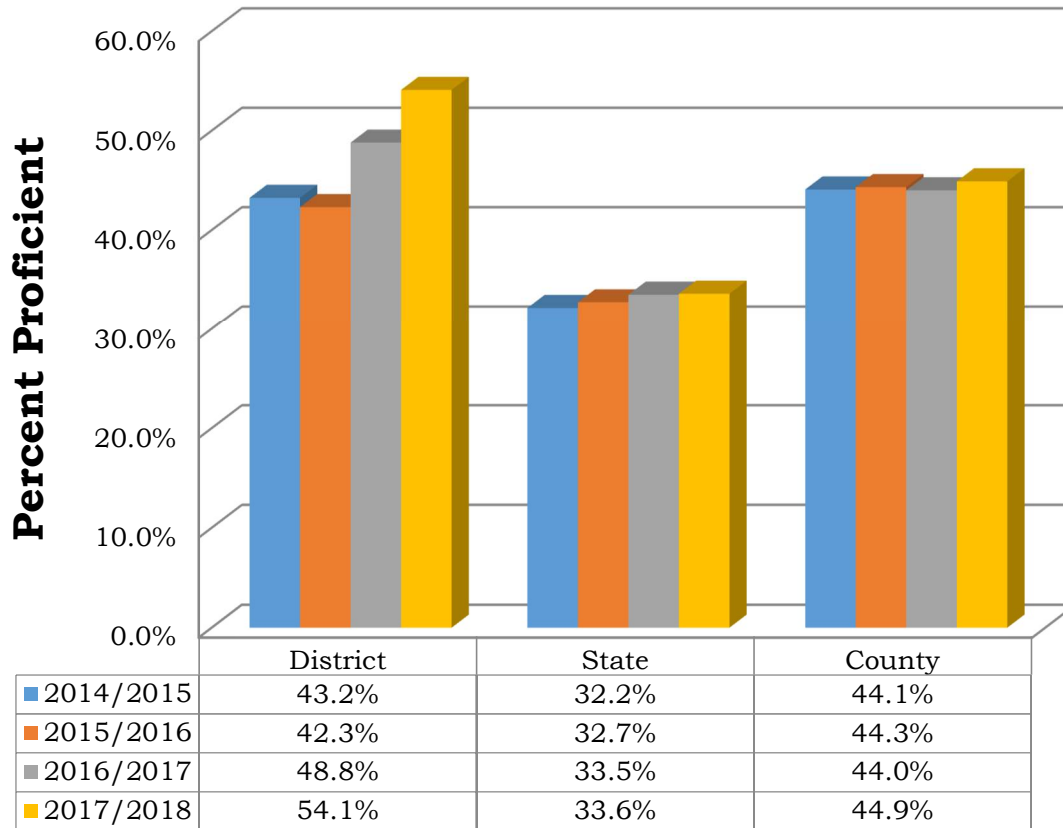
Seventh Grade Science



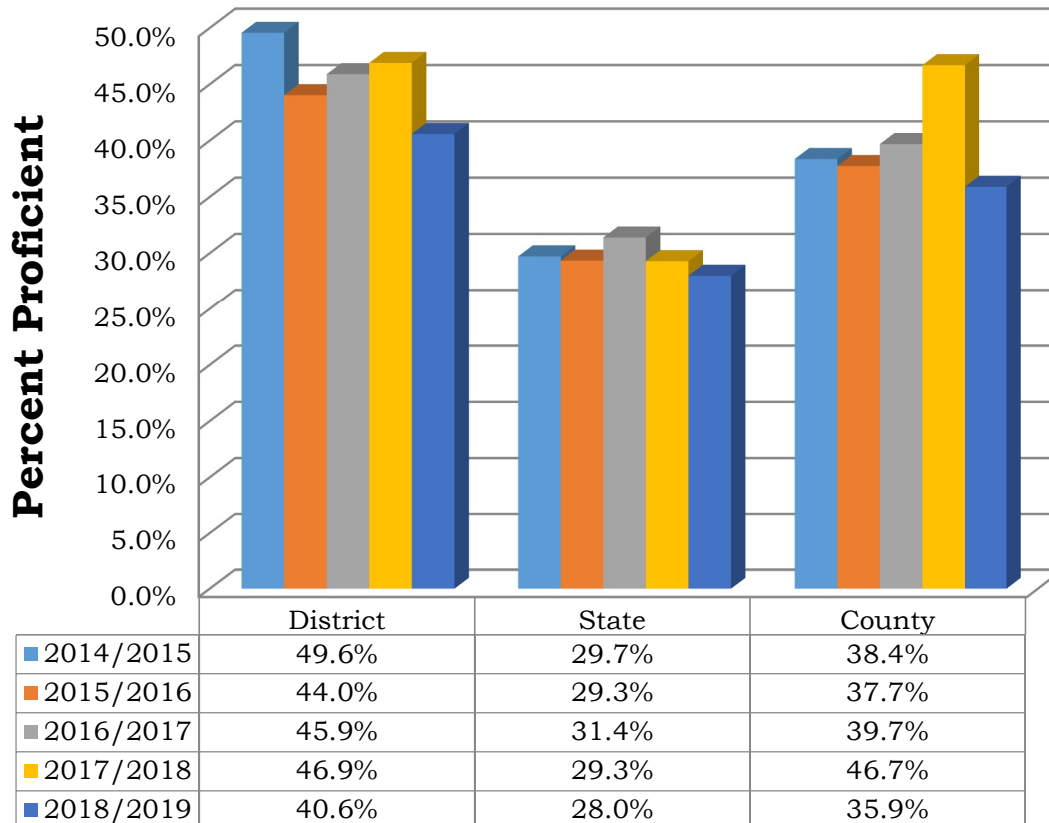
Eighth Grade English Language Arts



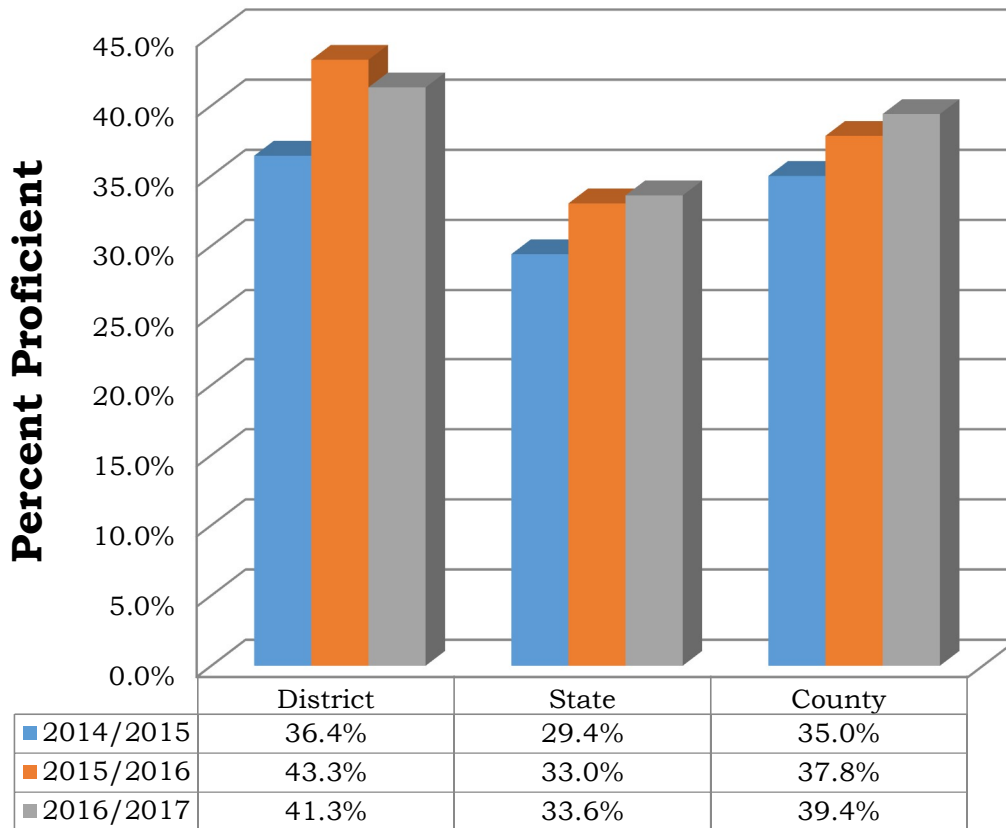
Eighth Grade Math



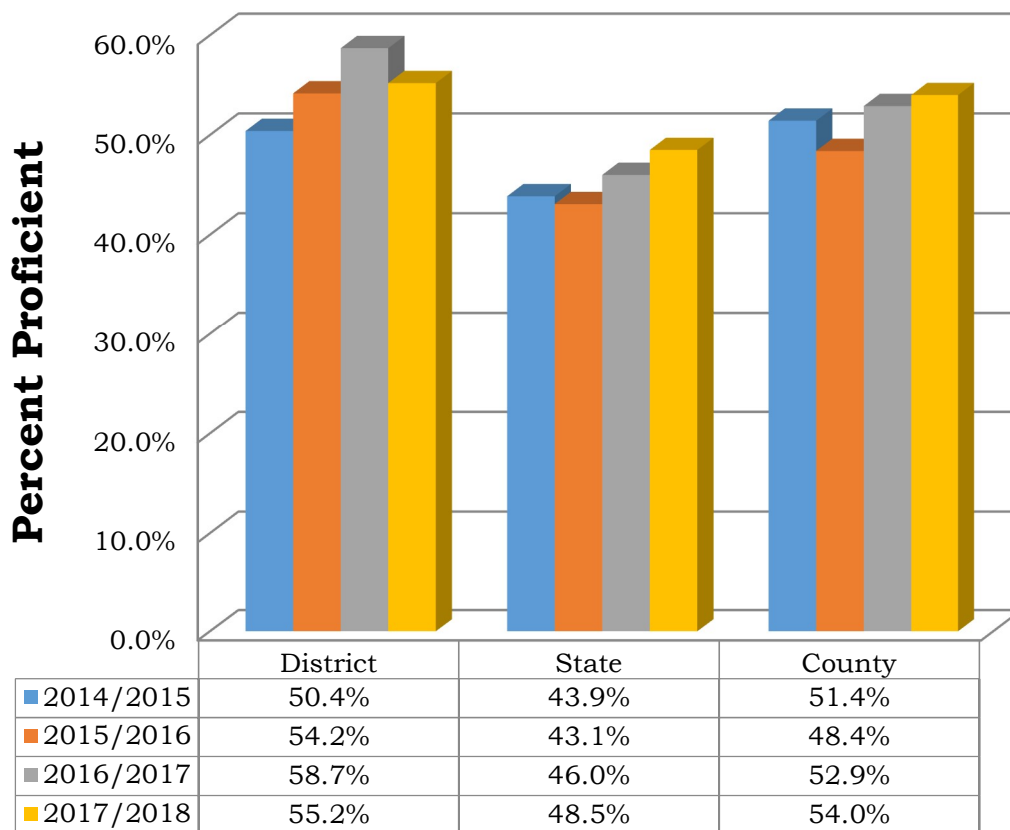
Eighth Grade Social Studies



Eleventh Grade Science



Eleventh Grade Social Studies



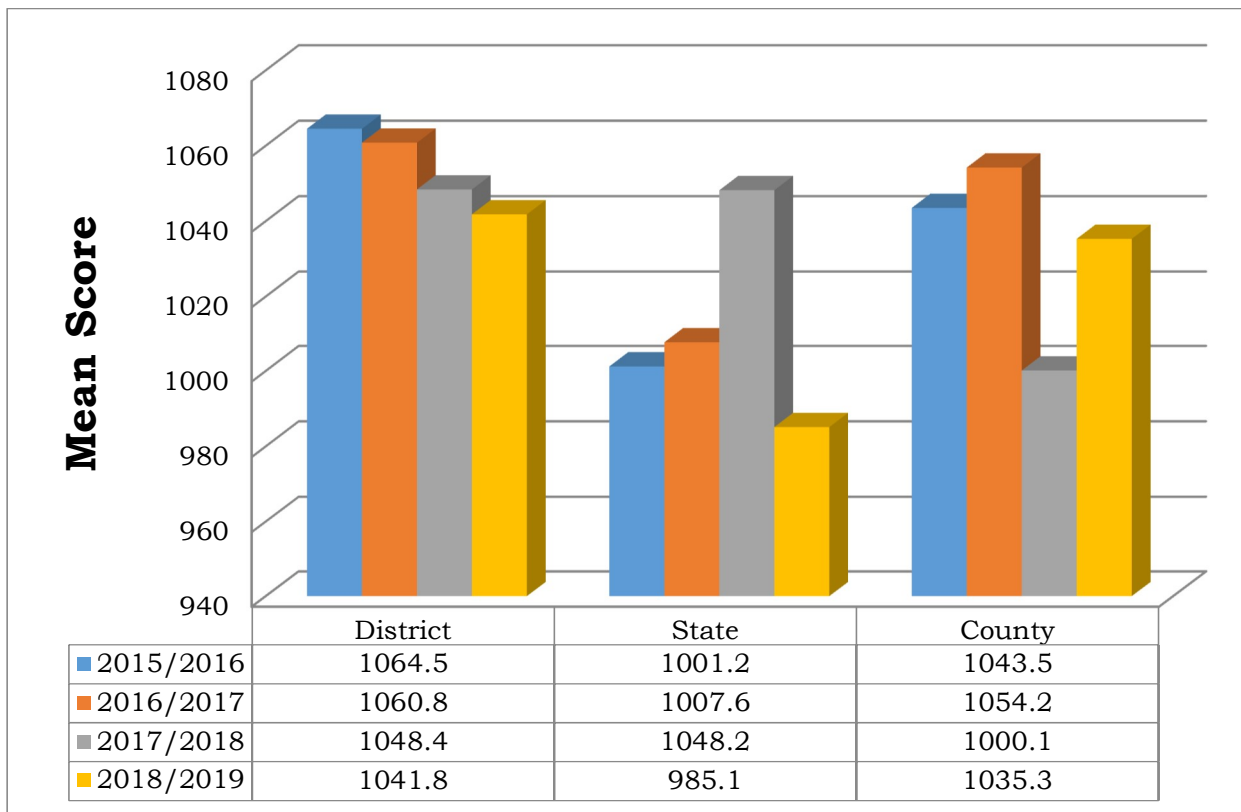
SAT Scores

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. Scores are not yet available for the most recent test provided.

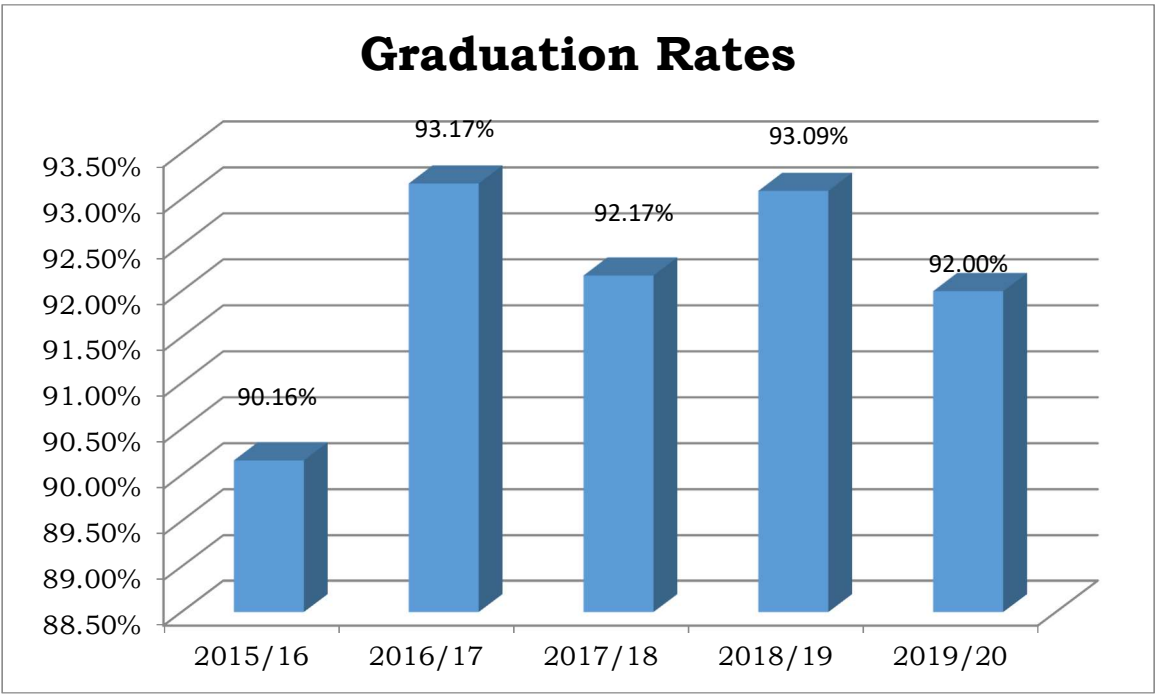


Graduation Rates

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

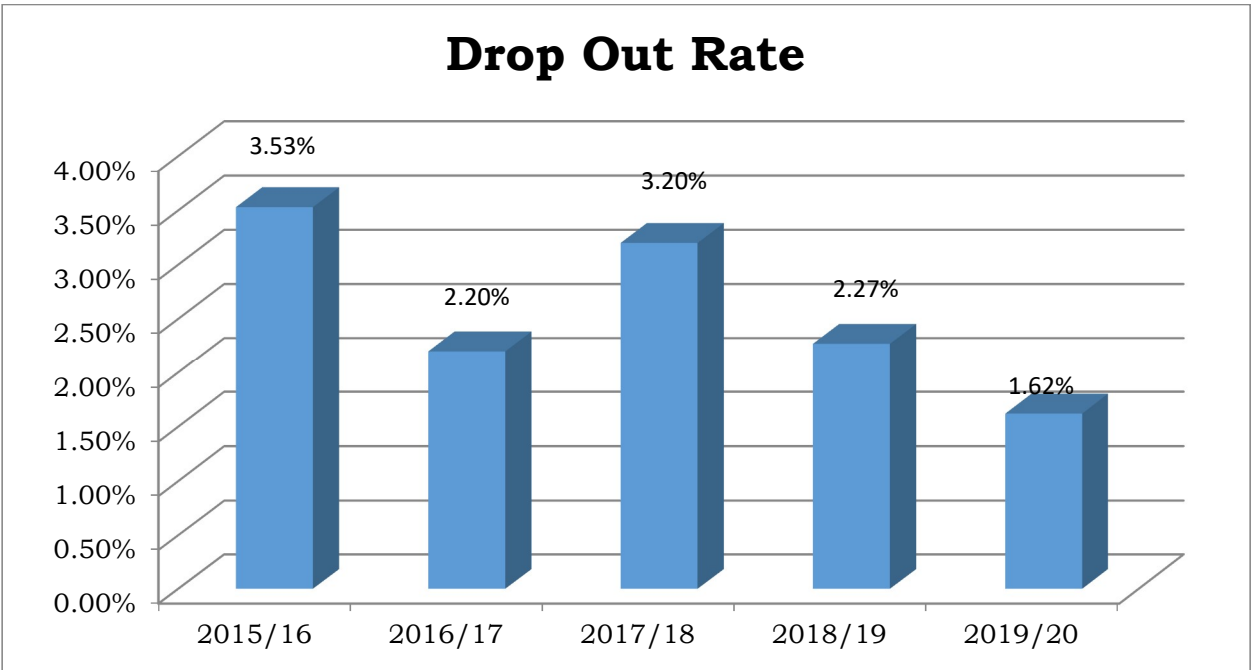
Graduation rate is defined as the estimated four-year completion rate. The rate indicates, with no change in future retention rates, the percentage of ninth grade students who will complete their senior

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.



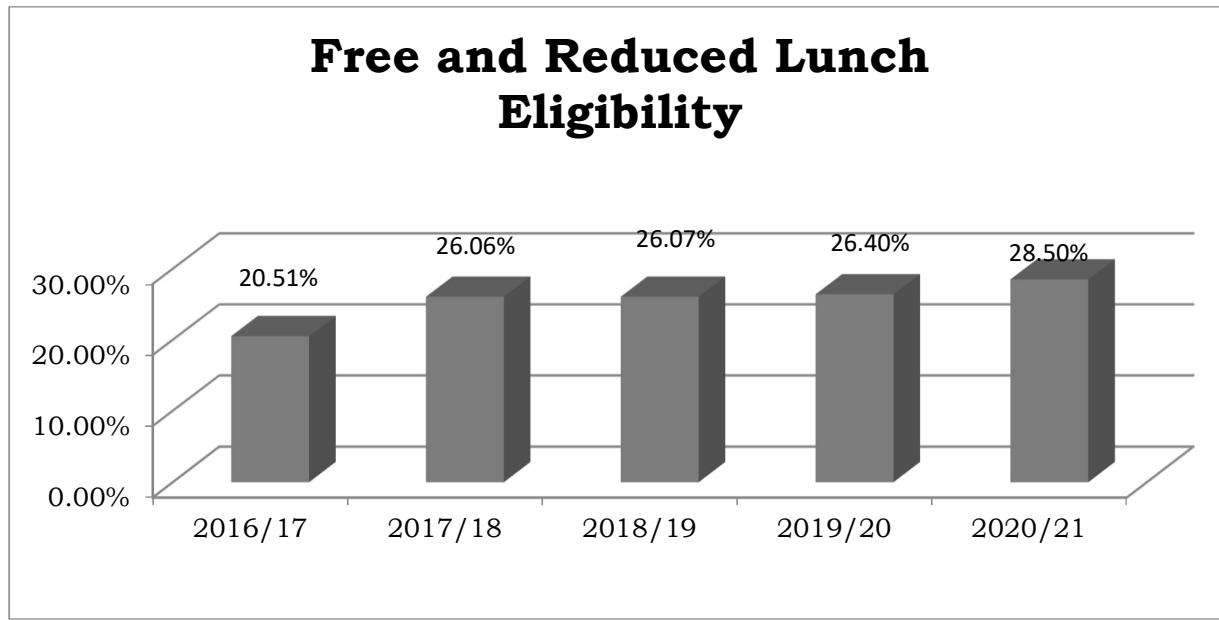
Dropout Rate

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.



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.



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 the spring of 2021 a survey was sent to parents, district staff and community members. 889 responses were received. In addition to demographic information, the survey asked several perception questions regarding the District. Of the 889 respondents:

- ✓ 66.1% believe that the District's mission is clearly focused on student success. 18% were neutral.
- ✓ 59.2% believe that the District has established goals and a plan for improving student learning. 24.7% were neutral.
- ✓ 49.7% believe that the District's Board of Education operate responsibly and function effectively. 23.1% were neutral.
- ✓ 62.3% believe that the District has high expectations for students in all classes. 20.5% were neutral.
- ✓ 66.7% believe that the District shares responsibility for student learning with its parents, staff and community. 16.2% were neutral.
- ✓ 59.8% believe the District communicates effectively about their school goals and activities. 21.1% were neutral.
- ✓ 61.8% believe that the District provides opportunities for parents, staff and the community to be involved in the schools and District. 20.5% were neutral.
- ✓ 69.4% believe that their child's teachers work to meet his/her learning needs. 16.5% were neutral.
- ✓ 53.3% believe that their child's teachers keep them informed regularly of how their child is progressing. 20.8% were neutral.
- ✓ 38.5% believe that their child has at least one adult advocate in the school. 46% answered maybe but that they are not aware of an advocate.
- ✓ 93.7% believe that their child has access to computers and other technology to learn.
- ✓ 78% believe that the District provides qualified staff members to support student learning. 14.2% were neutral.
- ✓ 78.5% believe that the District provides safe learning environments in facilities that support student learning. 13% were neutral.
- ✓ 70.3% believe that the District provides opportunities for students to participate in activities that interest them. 18% were neutral.
- ✓ 45.9% believe that the District ensures the effective use of financial resources. 31.4% were neutral.
- ✓ 54.1% believe that their child is prepared for success in the next school year. 21.5% were neutral.
- ✓ 76.8% believe the District was responsive in the Spring of 2020 when the State of Michigan mandated that all schools go exclusively virtual. 8.2% were neutral.

Additional open ended questions provided us with valuable feedback that has been shared with District leadership and teachers. The responses will continue to drive discussions and assist us with developing future goals.

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:

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

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 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.

