



WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

BUDGET FISCAL YEAR JULY 1, 2022 - JUNE 30, 2023



Every Child, Every Day!

**Walled Lake
Consolidated Schools
Educational Services Center**

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

Phone: 248-956-2000

Fax: 248-956-2145

District Website:

www.wlcsd.org

Proposed 2022-2023 Budget
Walled Lake Consolidated School District

Table of Contents

Executive Summary

| | |
|--|---|
| Meritorious Budget Award – Association of School Business Officials International | 1 |
| Executive Summary Title Page | 2 |
| Board of Education | 3 |
| Superintendent’s Administrative Team | 6 |
| Superintendent’s Letter | 7 |
| Executive Summary | 8 |

Organizational Section

| | |
|---|----|
| Organizational Chart | 46 |
| Board of Education | 47 |
| The District Entity | 48 |
| District Map | 49 |
| State of Michigan Map | 50 |
| Fund Structure | 51 |
| System of Revenue and Expenditure Classification | 53 |
| Basis of Accounting | 54 |
| Legal Policies and Procedures Related to the Budget | 54 |
| District Mission Statement and Goals | 67 |

Financial Section

| | |
|---|----|
| All Fund Summary | 73 |
| Operating Funds Summary – Expenditures by Object | 74 |
| Operating Funds Summary – Expenditures by Function | 75 |
| General Fund - Revenues by Source and Expenditures by Object | 76 |
| General Fund – Expenditures by Function | 77 |
| Cafeteria Fund | 78 |
| Community Education Fund | 79 |
| Preschool Fund | 80 |
| Enrichment/Prime Time Care Fund | 81 |
| Student Activities Funds | 82 |
| 2011 Debt Fund | 83 |
| 2012 Debt Fund | 84 |
| 2014 Debt Fund | 85 |
| 2015 Debt Fund | 86 |
| 2016 Debt Fund | 87 |
| 2019 Debt Fund | 88 |
| 2020 Debt Fund | 89 |

| | |
|---|-----|
| 2021 Debt Fund | 90 |
| 2022 Debt Fund | 91 |
| Capital Projects Fund - 2014 Bond Fund | 92 |
| Capital Projects Fund - 2019 Bond Fund | 93 |
| Capital Projects Fund - 2020 Bond Fund | 94 |
| Capital Projects Fund – 2022 Bond Fund | 95 |
| Capital Projects Fund - Sinking Fund | 96 |
| Descriptions and Assumptions – Major Revenue | |
| Sources and Expenditure Categories | 97 |
| Fund Balance – Description and Discussion | 101 |
| Michigan Public School Employees’ Retirement System | 103 |
| Capital Improvements | 104 |
| Schedule of Bonded Indebtedness | 107 |
| Computation of Legal Debt Margin | 108 |

Informational Section

| | |
|---|-----|
| Property Tax Information | 109 |
| Summary of Property Tax Rates Levied | 110 |
| Impact of School Millage Rates on Homeowners | 112 |
| Enrollment History and Projected Enrollment | 113 |
| Personnel Allocations | 114 |
| Outstanding Bond Issues and Amortization Schedule | 115 |
| Amortization Schedule of Outstanding Bonds | 116 |
| Student Performance | 117 |
| M-STEP Scores | 118 |
| SAT Scores | 127 |
| Graduation Rates | 128 |
| Drop Out Rates | 129 |
| Free and Reduced Lunch Eligibility | 130 |
| Community Survey Results | 131 |
| Glossary of Terms and Acronyms | 132 |



WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

Executive
Summary

Walled Lake Western International Baccalaureate Programme Seniors



Every Child, Every Day!



ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL

This Meritorious Budget Award is presented to

WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2021-2022.

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 2022-2023 Budget
Executive Summary**

Board of Education

Christopher Titus, President

Term Expires 12/31/2022

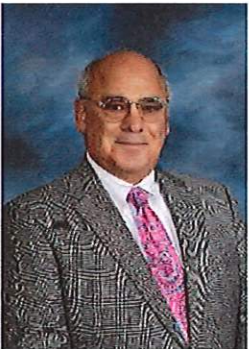


Mr. Christopher Titus and his wife, Christine, have lived in Commerce Township for over 20 years. They have four children who are graduates of Walled Lake Central High School. Mr. Titus has served as a PTA president, served on the District's Facilities Committee, and volunteered his time with several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

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 the Past- President of the Oakland County School Boards Association, a member of the Foundation for Excellence, and has a 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.

Stephanie Kaplan, Treasurer

Term Expires 12/31/2026



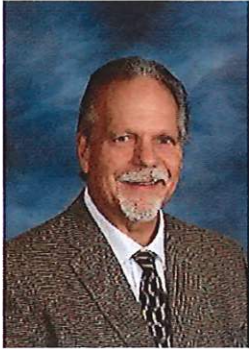
Mrs. Kaplan is the proud parent of three Walled Lake Central High School graduates.

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 seven years and the Lakes Area Youth Assistance (LAYA) Board.

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.

Craig Peterson, Secretary

Term Expires 12/31/2026



Mr. Craig Peterson is a resident of the Walled Lake School 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.

Peggy Casagrande, Trustee

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 Director of Business Continuity, Risk Management, and Strategy 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.

Denise Dunn, Trustee

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 Novi. She earned a Bachelor's from the University of Michigan.

She currently serves on the Policy Committee and the Superintendent Evaluation Committee. Mrs. Dunn 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.

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.

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*

Dan Durkin, *Director of Community Relations and Marketing*



Walled Lake Consolidated Schools

Kenneth Gutman
Superintendent of Schools

Educational Services Center
850 Ladd Road, Building D
Walled Lake, MI 48390
Phone: 248.956.2011
Fax: 248.956.2124

June 2, 2022

Dear Board of Education Members:

I recommend approval of the budget for fiscal year 2022/2023 for Walled Lake Consolidated School District that includes budgeted allocations for 2022/2023 and final amended budgeted allocations for 2021/2022. 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.

Following a couple of volatile and uncertain years, school funding became more secure during 2021/2022 as state revenue benefitted from a variety of federal pandemic-related grants and allocations. The stabilization of the state foundation allowance, coupled with unprecedented grant funding, enabled us to add to the district fund balance, with plans to use that funding over the next few years. In addition to providing funding necessary to add multiple programs and new supports for our students, this sudden stability allowed for multi-year employee contracts for the first time in years.

The Governor, House, and Senate have all proposed 2022/2023 budgets that include historical increases for schools. The process is not yet complete, however the three proposals provide enough information to prepare our initial budget with relative certainty.

Declining enrollment continues to be challenging as it dilutes foundation increases provided by the State. The projected losses were part of the impetuous to add to fund balance during 2021/2022 as part of a multi-year plan to provide constancy. As such, the budget presented uses fund balance to cover a portion of operating costs for 2022/2023, enabling us to again recommend a budget that does not include program reductions, and instead invests in our staff and programs.

While we continue to recover, 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".

Kenneth Gutman
Superintendent of Schools

Every Child, Every Day!

Executive Summary - Continued

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. A budget update was also prepared and recorded in April 2022 and was shared through the district newsletter and posted on the district website.

District staff is kept informed through updates included in the weekly employee newsletter as well as at building staff meetings when necessary. 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 2022/2023. The following is a summary calendar of the process.

| | |
|------------------|-------------------------------------|
| November 2021 | Budget process begins |
| January 2022 | Preliminary budget projections |
| February 2022 | Projections shared with Leadership |
| March/April 2022 | Board study sessions held |
| June 2022 | 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 2021/2022, 18% of Walled Lake Consolidated Schools revenue is generated by local property tax and 61% 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 to some extent 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. During 2021/2022, as part of the approved State budget, the State took over a portion of the hold harmless millage, significantly reducing the amount passed onto taxpayers. As a result, the hold harmless millage will not be necessary for 2022/2023.

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 also. 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.

| |
|--|
| $\text{Foundation} \times \text{Students} = \text{Total Foundation Revenue}$ |
|--|

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 2022/2023, the blended count will be calculated using 90% of the October 2022 count and 10% of the February 2022 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.

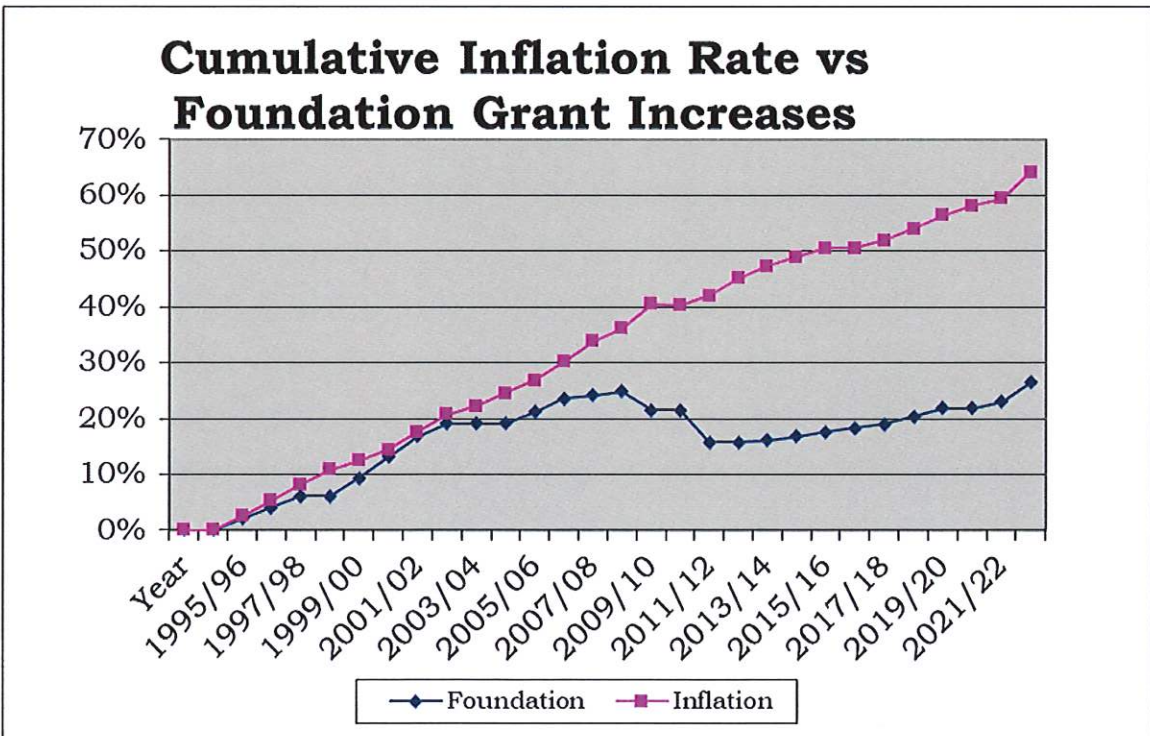
The foundation grant is determined annually by the State of Michigan, through their annual budgeting process. All districts are expected to levy the allowable 18 mills for operating purposes. The value of these tax collections are subtracted from the districts total foundation allowance revenue. The remainder becomes the State's portion and is what they distribute to local districts. Therefore, increases or decreases in the taxable value of the collective community, and the resulting increase or decrease in tax revenue, has no impact on total district per pupil funding. Changes simply change the portion that is covered by the State, reallocating between the sources, property taxes and state funds. If the district is for any reason unable to collect the allowable 18 mills, the State does not make up the difference.

The State budget cycle began in February when the Governor introduced a proposed budget. Several weeks later, the House and Senate released their respective proposals.

Consensus Revenue Estimating Conferences (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 2021/2022 through 2023/2024. 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. This puts the State in a unique position to notably increase K-12 funding if they desire.

While the process is far from complete, all three current proposals include notable foundation allowance increases ranging from \$300 - \$450. For purposes for the 2022/2023 Walled Lake Schools budget, a \$300 increase in the Foundation Allowance is assumed, for a total grant of \$9,082.

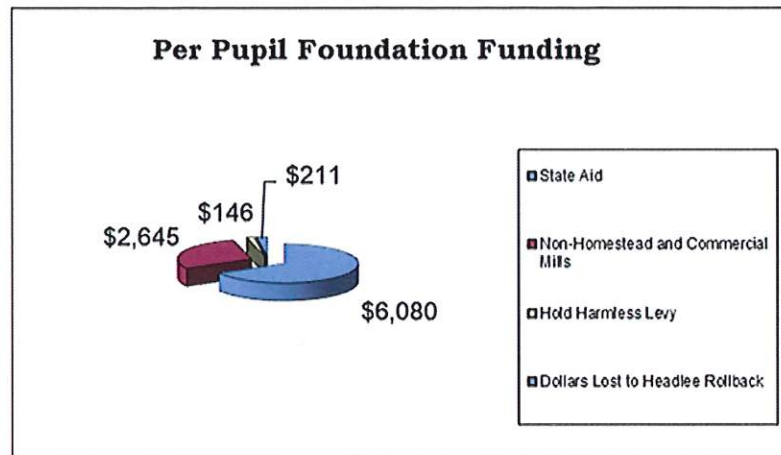
The following graph and table depict the history of the grant. Since the inception of Proposal A, revenue increases in the per pupil foundation have not kept pace with the inflation rate overall.



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 | 8,782 | 107 | 1.23% | 1.20% |
| 2022/2023 | 9,082 | 300 | 3.42% | 4.70% |

The breakdown of the expected \$9,082 per pupil foundation is shown below.



For 2022/2023, the District's estimated per pupil foundation of \$9,082 is projected to be generated as shown above with \$2,645 resulting from the 16.7461 mills levied by the District on non-homestead properties and the 4.7461 mills levied on commercial personal property. State Aid provides an amount equaling \$6,080 per pupil, which includes \$291 that was previously collected through the hold harmless levy.

The remaining hold harmless levy generated \$146, levied during 2021/2022 on homesteads, industrial personal property and commercial personal property. The District's blended pupil count for 2022/2023 is projected to be 11,769.

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.

Allowable millages for each year since, have also been impacted by Headlee. For 2022/2023, \$211 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 16.7461 mills for 2022/2023. Under Michigan's funding formula for public school districts, all school districts are expected to levy the full 18 mills, as mentioned earlier, and are not reimbursed for any part of the amount

that is not collected. This rollback will cost Walled Lake Schools approximately \$2,489,000 in lost tax revenue for purposes of operations for 2022/2023.

The Sinking fund levy is also subject to a rollback and will be reduced from .5 mills to .4669 mills. This will result in a loss of approximately \$195,000.

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 \$8.5 million in lost revenue.

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

| School Year | Taxable Value | 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 |
| 2022/2023 | 5,867,914,840 | 0.0000 | 4.7461 | 16.4761 |
| * - Principal Residential, Qualified Agriculture, Qualified Forest and Industrial Personal Properties | | | | |

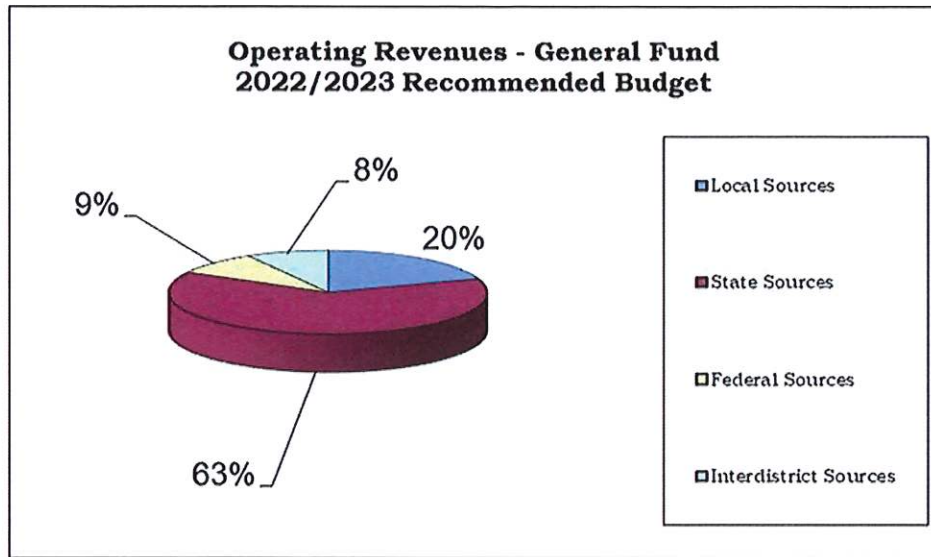
The Debt and Sinking fund millages are levied on all properties. Historical and current rates follow.

| School Year | Taxable Value | Sinking Fund | Debt |
|-------------|---------------|----------------|--------|
| | | All Properties | |
| 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 |
| 2022/2023 | 5,867,914,840 | 0.4669 | 4.1300 |

Operating Revenue – General Fund

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

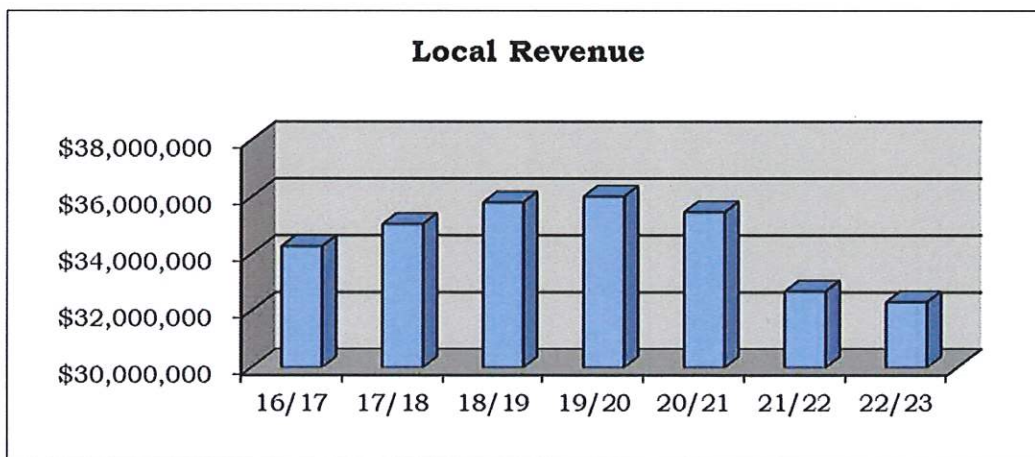
| | 2021/2022 | | 2022/2023 | |
|-----------------------|-----------------------|----------------------|-----------------------|----------------------|
| | Amended Budget | 2021/2022 % of Total | Recommended Budget | 2022/2023 % of Total |
| Revenue | | | | |
| Local Sources | \$ 32,686,120 | 19.42% | \$ 32,308,970 | 19.69% |
| State Sources | 103,327,815 | 61.39% | 103,707,533 | 63.20% |
| Federal Sources | 18,525,958 | 11.01% | 14,452,528 | 8.81% |
| Interdistrict Sources | 13,771,311 | 8.18% | 13,632,143 | 8.31% |
| TOTAL REVENUE | \$ 168,311,204 | 100.00% | \$ 164,101,174 | 100.00% |



Local Revenue

Local property taxes account for 93% of local revenue and makes up 31% of the foundation grant. The remaining local revenue consists of parking fees, earnings on investments and other miscellaneous revenue such as rental of the Outdoor Education Center and other buildings, as well as athletic fields.

The bar graph below shows the five year history of actual local revenue through 2020/2021 as well as the amended budget for 2021/2022 and the recommended budget for 2022/2023.



Beginning in 2021/2022, the State took over a portion of the hold harmless tax millage. As a result, local revenue generated from property taxes has declined, significantly reducing local revenue.

In addition, some district programs are not yet back to pre-pandemic levels. The Outdoor Education Center was kept closed during 2020/2021 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. While things have returned to normal, the revenue produced by these programs will take time to fully return.

State Revenue

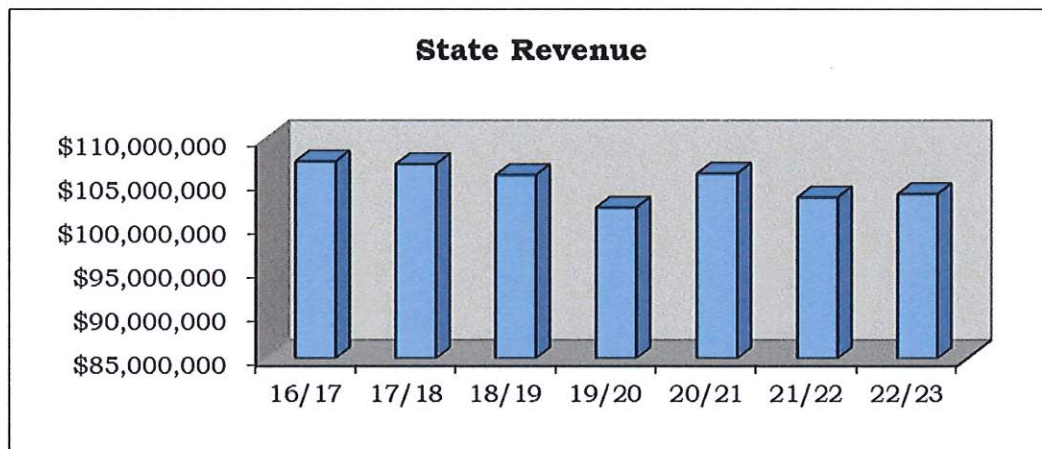
State revenue consists of the foundation grant and categorical funding. The majority is from the per pupil foundation, of which 69% will come from state aid. The expected per pupil foundation of \$9,082 will be generated on 11,769 pupils for day-to-day operations.

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 \$8,936 (State per pupil foundation less \$146 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 2021/2022 are not yet known.

| Year | Blended Special Education Student FTE | Revenue | Expenditures | Deficit |
|-------------|--|----------------|---------------------|----------------|
| 2006/2007 | 404.74 | \$ 16,767,883 | \$ 22,641,992 | \$ 5,874,109 |
| 2007/2008 | 372.95 | \$ 18,732,089 | \$ 23,513,211 | \$ 4,781,122 |
| 2008/2009 | 375.99 | \$ 18,871,722 | \$ 24,760,093 | \$ 5,888,371 |
| 2009/2010 | 382.48 | \$ 19,049,961 | \$ 24,629,886 | \$ 5,579,925 |
| 2010/2011 | 405.66 | \$ 17,779,325 | \$ 23,372,434 | \$ 5,593,109 |
| 2011/2012 | 403.06 | \$ 17,390,324 | \$ 23,560,748 | \$ 6,170,424 |
| 2012/2013 | 394.78 | \$ 16,577,319 | \$ 24,178,261 | \$ 7,600,942 |
| 2013/2014 | 401.81 | \$ 16,594,035 | \$ 24,484,470 | \$ 8,601,784 |
| 2014/2015 | 423.80 | \$ 17,060,555 | \$ 24,334,515 | \$ 7,273,960 |
| 2015/2016 | 449.37 | \$ 17,691,152 | \$ 24,007,037 | \$ 6,315,885 |
| 2016/2017 | 495.76 | \$ 17,769,883 | \$ 25,848,637 | \$ 8,078,754 |
| 2017/2018 | 481.98 | \$ 18,956,644 | \$ 26,238,388 | \$ 7,281,744 |
| 2018/2019 | 504.57 | \$ 19,782,041 | \$ 28,213,236 | \$ 8,431,195 |
| 2019/2020 | 520.60 | \$ 21,203,524 | \$ 29,691,814 | \$ 8,488,290 |
| 2020/2021 | 522.62 | \$ 22,275,009 | \$ 30,944,391 | \$ 8,669,382 |

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 2021/2022 and the recommended budget for 2022/2023.

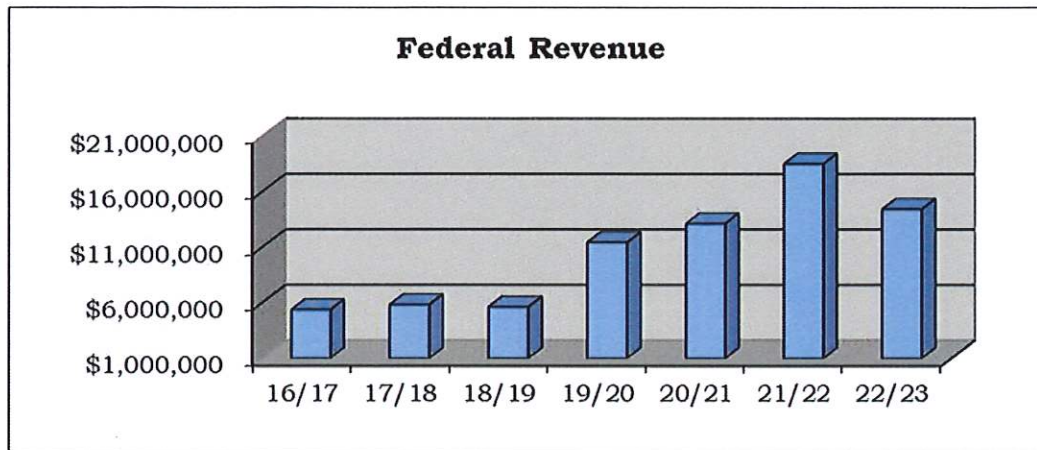


In spite of the State funding a larger share of the foundation grant and reducing the hold harmless levy, total state revenue has declined consistently as a result of declining enrollment. Grant funding through the State, related to the pandemic, increased overall state revenue in 2020/2021, interrupting the downward trend.

Federal Revenue

We expect Federal funding to decline and then level off to pre-pandemic levels. The budget for 2022/2023 includes the continued use of various Coronavirus relief grants, but to a lesser extent than 2021/2022.

The following bar graph provides the five-year history of Federal revenue as well as the amended budget for 2021/2022 and the recommended budget for 2022/2023.

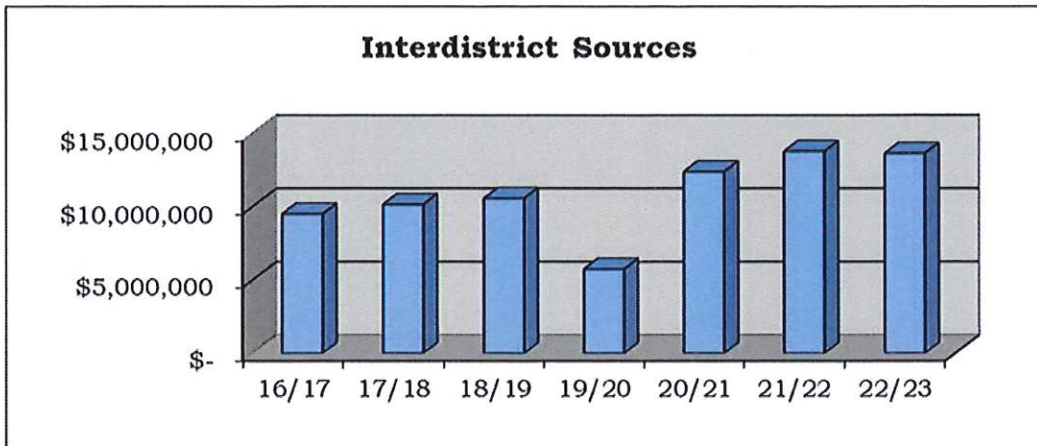


Interdistrict Revenue

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. The revenue generated and distributed to districts has grown steadily as taxable values have improved.

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 2021/2022 and the recommended budget for 2022/2023.



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 commercial personal property will be 4.7461 for operations. Millage on non-homesteads will be 16.7461 mills for operations.
3. The total per pupil foundation grant is expected to be \$9,082 for 2022/2023, representing a \$300 increase from 2021/2022.
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 2022/2023.
6. The number of pupils for 2022/2023, based on a blended count of 90/10, will be 11,769, representing a decrease of 516 students compared to 2021/2022, for purposes for funding. Having 516 fewer students means that the increase in funding from the foundation allowance will be approximately \$4.7 million less than what would have been generated if enrollment were level. This significantly changes the impact of the anticipated \$300 per pupil increase noted in item 3 above. In essence, total per pupil funding is projected to be approximately \$1 million less than in 2021/2022, in spite of the per pupil increase.

7. Unrestricted Federal revenue is expected to return to more traditional levels. Continued use of various Coronavirus relief grants is planned, but at a notably lower level.

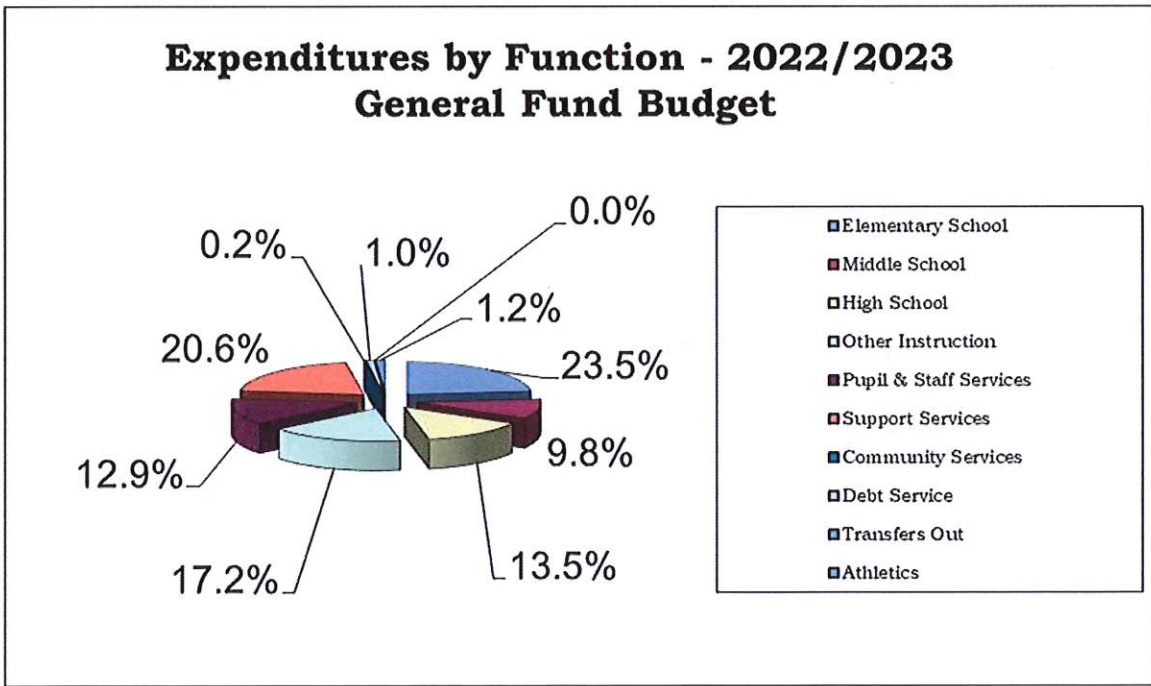
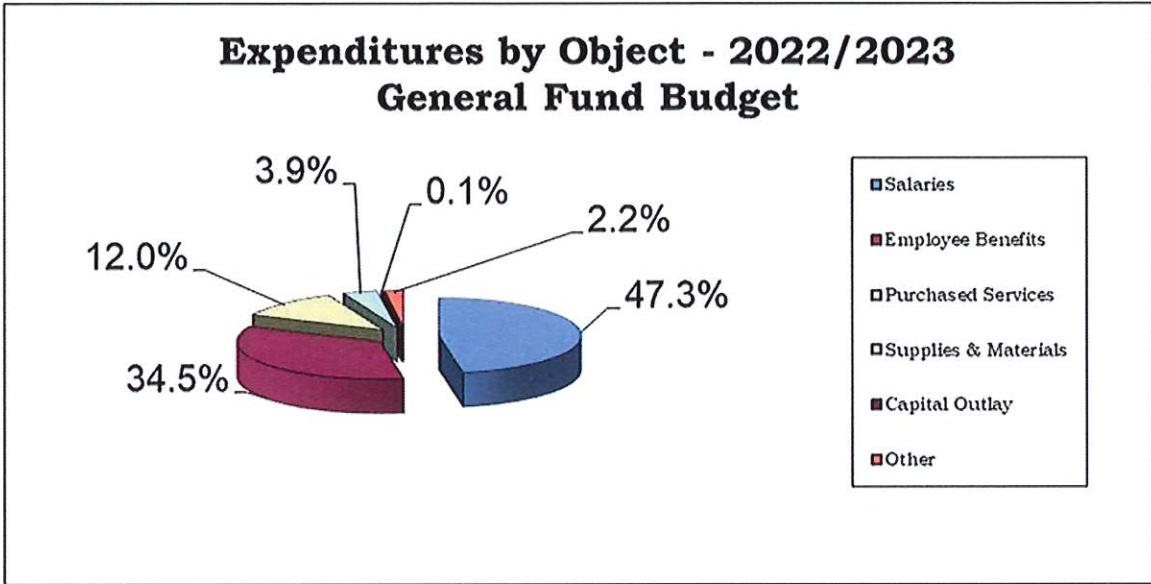
Operating Expenditures – General Fund

The following table and graph show the makeup of expenditures and the proposed General Fund expenditure budget for 2021/2022 and 2022/2023.

| | 2021/2022 | | 2022/2023 | |
|------------------------------|----------------------|-------------------------|-----------------------|-------------------------|
| | Amended Budget | 2021/2022 % of Total | Recommended Budget | 2022/2023 % of Total |
| Expenditures | | | | |
| Basic Programs | \$ 82,007,205 | 47.55% | \$ 81,533,663 | 47.63% |
| Added Needs | 27,082,979 | 15.70% | 28,127,988 | 16.43% |
| Total Instruction | 109,090,184 | 63.25% | 109,661,651 | 64.06% |
| Pupil Services | 15,116,862 | 8.77% | 14,960,518 | 8.74% |
| Instructional Staff Services | 8,254,589 | 4.79% | 7,192,672 | 4.20% |
| General Administration | 881,355 | 0.51% | 923,359 | 0.54% |
| School Administration | 9,319,333 | 5.40% | 9,339,098 | 5.46% |
| Business Services | 2,319,914 | 1.35% | 2,264,501 | 1.32% |
| Operations and Maintenance | 12,016,562 | 6.97% | 12,336,374 | 7.21% |
| Pupil Transportation | 6,205,035 | 3.60% | 6,301,687 | 3.68% |
| Central Services | 4,185,017 | 2.43% | 4,182,310 | 2.44% |
| Athletics | 2,051,021 | 1.19% | 2,055,931 | 1.20% |
| Debt Service | 1,703,678 | 0.99% | 1,703,679 | 1.00% |
| Total Support Services | 62,053,366 | 35.98% | 61,260,129 | 35.79% |
| Community Services | 383,498 | 0.22% | 266,829 | 0.16% |
| Transfers Out | 936,380 | 0.54% | 100 | 0.00% |
| TOTAL EXPENDITURES | 172,463,428 | <u>100.00%</u> | 171,188,709 | <u>100.00%</u> |
| Excess Revenue over (under) | | | | |
| Expenditures | (4,152,224) | | (7,087,535) | |
| Beginning Fund Balance | <u>21,268,211</u> | | <u>17,115,987</u> | |
| Ending Fund Balance | <u>\$ 17,115,987</u> | | <u>\$ 10,028,452</u> | |

As with any service organization, the majority of expenses are for salaries and employee benefits at approximately 82%. The graphs below show

the distribution of expenditures in a couple of ways. The first gives a view of the District expenditures by object, which is 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.



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

1. Contracts have been settled and established with all of our employee groups. The contract details vary by bargaining group, however, wage increases for each are comparable.
2. Teacher positions will be reduced by 8 as a result of declining enrollment.
3. The cost of substitute teachers and other staff is expected to level off and return to more historic levels, after significant increases caused by pandemic-related absences.
4. 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 is used, based on enrollment per plan. The rate for 2022/2023 is calculated to be 28.11%, slightly lower than the 2021/2022 rate of 28.13%.
5. 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 teachers and one for support staff. As a result, the increase in the cap goes into effect January 1 of each year for teachers and the following July 1 for support staff. Caps were increased by 3.7% for 2022 and 1.3% for 2023.

The District's cost to provide health insurance for employees is expected to increase by \$598,000, as a result of the cap increases. Although premiums continue to increase significantly each year, the district cost has been contained as a result of Public Act 152.

6. Utility rates are expected to increase by 2% for 2022/2023 and usage is expected to rise to pre-pandemic levels.
7. Transportation costs are expected to increase in accordance with our current agreement with Dean Transportation, our third party provider.
8. Custodian costs are expected to increase in accordance with our current agreement with Enviro-Clean, our third party provider.
9. The cost of fuel is expected to increase by approximately \$50,000.
10. A new governmental accounting standard will be implemented with our June 30, 2022 financial statements, which will have an impact on our budgets going forward.

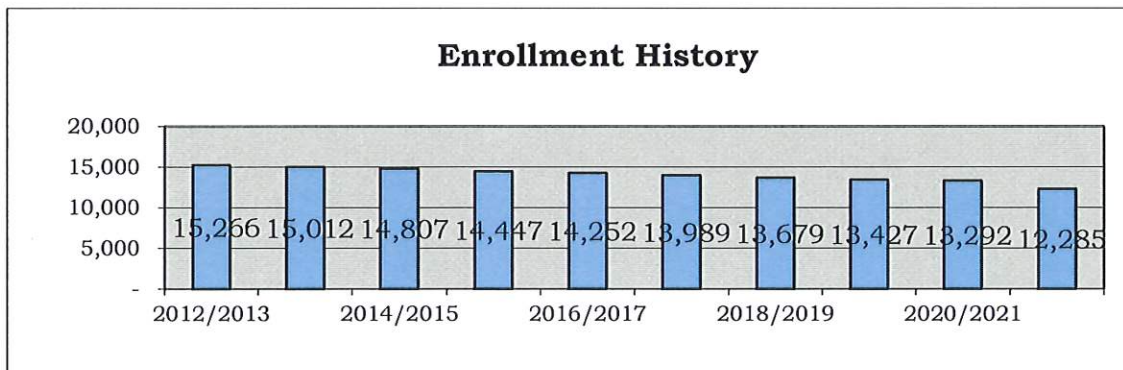
The district leases a majority of computer equipment used district-wide. The statement changes how we account for these lease transactions, requiring that we record lease payments as debt service rather than within the functions they relate to. The result is what looks like a large increase in our general fund debt service expense, while reducing charges within other functions, primarily instructional areas.

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 2022/2023 school year.

| Grade | Enrollment | Sections | Average Class Size |
|------------------------|----------------|-------------|--------------------|
| Junior Kindergarten | 74 Students | 4 Sections | 18.5 |
| Kindergarten | 813 Students | 39 Sections | 20.8 |
| First Grade | 888 Students | 40 Sections | 22.2 |
| Second Grade | 833 Students | 34 Sections | 24.5 |
| Third Grade | 882 Students | 37 Sections | 23.8 |
| Fourth Grade | 907 Students | 34 Sections | 26.7 |
| Fifth Grade | 921 Students | 36 Sections | 25.6 |
| Sixth - Eighth Grades | 2,673 Students | - | 34.0 |
| Ninth - Twelfth Grades | 3,822 Students | - | 34.0 |

When discussing budgets, we refer to enrollment in terms of blended count, since that determines the level of state funding. The graph that follows shows the changes in student blended count enrollment over the last ten years.

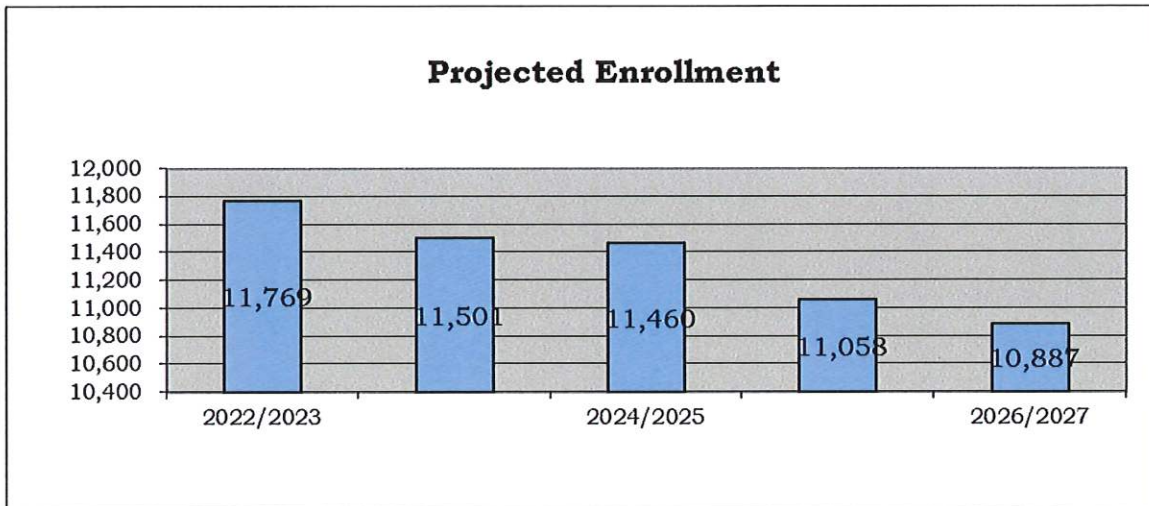


In an effort to provide Michigan school districts with some stability around enrollment numbers and allow for fiscal planning during a very uncertain time, the State changed the count method for 2020/2021. A super-blend was introduced, allowing districts to count 50% of the

blended count from 2019/2020 with 50% of the blended count for 2020/2021. The super-blend delayed the impact of enrollment decline for one year, while artificially inflating the decline experienced between 2020/2021 and 2021/2022.

As indicated by the chart, Walled Lake Consolidated Schools has lost students in every one of the last ten years. The current downward trend seems to be driven primarily by birth rates that have shrunk. The graduating classes have been larger than the incoming Kindergarten classes and this shift is expected to continue for the next five years or so, before leveling off. 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.



Personnel Trends

As of June 2022, Walled Lake Consolidated Schools has 1,265 employees. The following chart illustrates the changes in District personnel over the last five years. All figures shown are full time equivalents (FTE's).

| | 2018/ 2019 | 2019/ 2020 | 2020/ 2021 | 2021/ 2022 | Projected 2022/2023 |
|---------------------------------------|-----------------|-----------------|-----------------|-----------------|------------------------|
| Instructional | | | | | |
| Building Administrators & Secretaries | 79.50 | 72.93 | 72.33 | 69.20 | 71.70 |
| Teachers | 718.09 | 679.27 | 635.25 | 644.02 | 636.02 |
| Other Instructional Staff | 196.00 | 223.17 | 217.91 | 215.45 | 215.45 |
| Guidance Staff | 18.60 | 25.80 | 23.20 | 21.20 | 21.20 |
| Psychological Staff | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 |
| Speech and Audiology | 19.70 | 22.00 | 19.00 | 22.00 | 22.00 |
| Social Workers | 17.70 | 16.70 | 18.10 | 20.50 | 20.50 |
| Special Ed. Teacher Consultants | 13.90 | 14.00 | 14.00 | 14.00 | 14.00 |
| Other Pupil Services Staff | 24.28 | 24.06 | 27.50 | 18.69 | 18.69 |
| Library Personnel | 9.58 | 9.18 | 10.43 | 13.00 | 13.00 |
| Computer Assisted Instruction | 2.00 | 2.00 | 2.00 | 2.64 | 2.64 |
| Other Instructional Supervisors | 11.14 | 14.75 | 12.82 | 13.51 | 13.51 |
| Total Instructional Staff | 1,117.99 | 1,111.36 | 1,060.04 | 1,061.71 | 1,056.21 |
| Non-Instructional | | | | | |
| Executive Administration | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Business Services | 10.25 | 10.25 | 10.25 | 10.25 | 10.25 |
| Food Services Staff | 58.40 | 69.87 | 48.78 | 51.65 | 51.65 |
| Operations and Maintenance | 21.50 | 24.62 | 26.62 | 27.62 | 27.62 |
| Transportation Staff | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Central Support Services | 22.59 | 21.99 | 21.07 | 21.60 | 21.60 |
| Other Support Staff | 1.50 | 1.50 | 2.00 | 2.00 | 2.00 |
| Community Services | 82.76 | 61.74 | 63.22 | 88.24 | 88.24 |
| Total Non-Instructional Staff | 199.00 | 191.97 | 172.94 | 203.36 | 203.36 |
| Total Staff | 1,316.99 | 1,303.33 | 1,232.98 | 1,265.07 | 1,259.57 |

As the chart demonstrates, several instructional positions have been eliminated over the last few years. The reductions were necessary in order to staff efficiently in light of declining enrollment. Coronavirus relief funds, received in the form of several grants, have enabled us to retain many teachers that otherwise would have been laid off. This allowed us to maintain and reduce class sizes while keeping kids in school during and following the pandemic. As we plan for fewer students in 2022/2023, teaching staff will once again be reduced, accomplished through attrition.

Other notable changes include a decline in Other Pupil Services staff as well as a large increase in Community Services staff in 2021/2022 compared to 2020/2021. The former relates to the reduction in students

and a corresponding decrease in the need for paraeducators, including playground paras and other. The Community Services staff change relates to the full return of our Prime Time Care, or Latchkey program.

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 research-based instructional technology, which augments effective classroom instruction within an engaging 21st Century learning environment. 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.

In an effort to reach students that may be struggling or who may function better in alternative environments, programs such as supplemental summer classes and online learning are also provided. 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 the blended student count. The chart on the following page shows the total expenses by function for 2020/2021 as well as the budgets for 2021/2022 and 2022/2023.

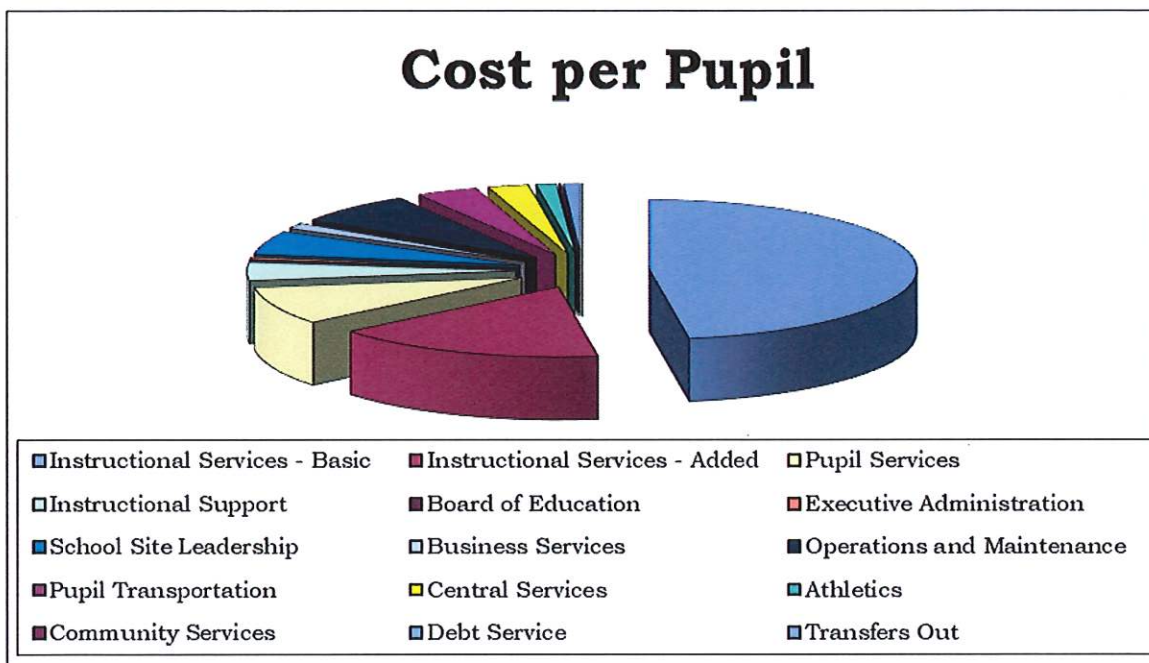
| | Actual 2020/2021 | Amended Budget 2021/2022 | Recommended Budget 2022/2023 |
|---|---------------------|-----------------------------|------------------------------------|
| Instructional Services - Basic Instruction | \$ 78,396,281 | \$ 82,007,205 | \$ 81,533,663 |
| Classroom instruction, textbooks and supplies | | | |
| Instructional Services - Added Needs | 24,007,982 | 27,082,979 | 28,127,988 |
| Classroom instruction, textbooks and supplies | | | |
| Pupil Services | 13,720,229 | 15,116,862 | 14,960,518 |
| Guidance, health, speech, social worker, teacher consultants | | | |
| Instructional Support | 5,578,184 | 8,254,589 | 7,192,672 |
| Assistant superintendents, program development, computer assistance | | | |
| Board of Education | 142,530 | 202,500 | 193,000 |
| School Board, clerical staff | | | |
| Executive Administration | 644,712 | 678,855 | 730,359 |
| Superintendent, clerical and support staff | | | |
| Office of Principal | 9,184,478 | 9,319,333 | 9,339,098 |
| Principals, assistant principals, clerical and support staff, related materials | | | |
| Business Services | 2,108,884 | 2,319,914 | 2,264,501 |
| Assistant Superintendent, Finance, Purchasing | | | |
| Operations and Maintenance | 11,527,609 | 12,016,562 | 12,336,374 |
| Staff, equipment and supplies for care, upkeep and operation of facilities | | | |
| Pupil Transportation | 4,803,490 | 6,205,035 | 6,301,687 |
| Central Services | 4,167,820 | 4,185,017 | 4,182,310 |
| Personnel, Community Relations, Data Processing | | | |
| Athletics | 1,974,844 | 2,051,021 | 2,055,931 |
| Debt Service | 56,850 | 1,703,678 | 1,703,679 |
| Community Services | 111,920 | 383,498 | 266,829 |
| Transfers Out | 698,547 | 936,380 | 100 |
| Total Expenditures | \$ 157,124,360 | \$ 172,463,428 | \$ 171,188,709 |
| Pupil Count | 13,292 | 12,285 | 11,769 |
| Operating Expense per Pupil | \$ 11,821 | \$ 14,039 | \$ 14,546 |

The comparison above highlights a significant increase in expected expenditures compared to 2020/2021. Increases are the result of higher negotiated wages across all groups; use of grant funds to maintain and add programs; and other inflationary increases.

Also at play here is the unusual nature of the 2020/2021 school year, when costs were lower than normal. Areas like transportation and athletics cost less due to the pandemic. Transportation was not necessary for a portion of the year while students studied remotely. Athletic programs were not run at full capacity.

The combination of lower than normal costs in 2020/2021 with higher than normal costs for the two years that follow, make the swing in operating expense per pupil more drastic.

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 2022/2023 school year.



| Category of Expense | 2022/2023 Cost per Pupil | Percent of Total |
|--------------------------------|-----------------------------|---------------------|
| Instructional Services - Basic | \$ 6,928 | 47.63% |
| Instructional Services - Added | 2,390 | 16.43% |
| Pupil Services | 1,271 | 8.74% |
| Instructional Support | 611 | 4.20% |
| Board of Education | 16 | 0.11% |
| Executive Administration | 62 | 0.43% |
| School Site Leadership | 794 | 5.46% |
| Business Services | 192 | 1.32% |
| Operations and Maintenance | 1,048 | 7.21% |
| Pupil Transportation | 535 | 3.68% |
| Central Services | 355 | 2.44% |
| Athletics | 175 | 1.20% |
| Debt Service | 145 | 1.00% |
| Community Services | 23 | 0.16% |
| Transfers Out | - | 0.00% |
| Total Expenditures | \$ 14,546 | 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 2021/2022 and 2022/2023.

| Year | Total Fund Balance | Nonspendable | Restricted | Assigned | Unassigned | Unassigned as a Percentage of Expenditures |
|-------------------|-----------------------|--------------|------------|-----------|------------|--|
| 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% |
| 2020/2021 | 21,268,211 | 580,866 | - | 5,024,989 | 15,662,356 | 9.97% |
| 2021/22 Projected | 17,115,987 | 675,000 | - | 7,087,535 | 9,353,452 | 5.84% |
| 2022/23 Projected | 10,028,452 | 500,000 | - | - | 9,528,452 | 5.99% |

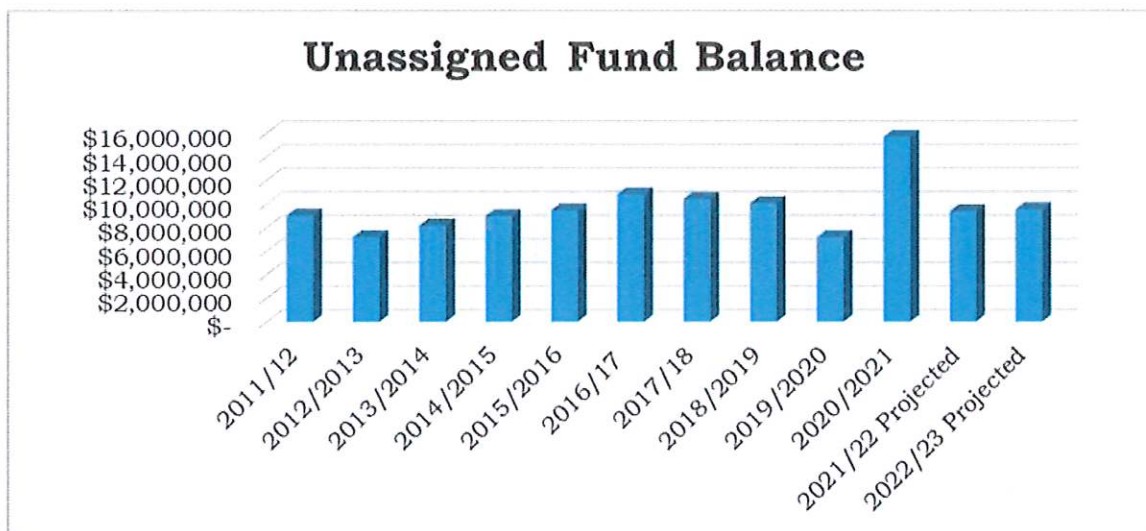
Beginning with the 2020/2021 school year, Walled Lake Schools, like districts across the nation, benefitted from a tremendous amount of pandemic-related funding. The grants provided stability, assisted with the many new and additional costs brought on by the pandemic,

supported new and different student needs, and enabled us to plan for the future. A tremendous number of hours have been spent planning for the use of these grants, which involved gathering feedback from stakeholders throughout our schools and community. The result is a multi-year plan where funds received during 2020/2021 and beyond, will be spent over a period of time, drawing from fund balance over the next couple of years.

Many of the planned expenditures will be one-time costs, temporary, and/or will be funded by other grant sources once these particular grants are fully spent.

If enrollment declines continue as anticipated, staffing will continue to be adjusted and programs will be scrutinized if necessary to continue to ensure the district has a balanced budget.

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 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. Board policy requires that the annual budget maintain an end-of-year General fund balance that should not fall below six percent (6%) of the preceding year's expenditures.

Debt

At the end of 2021/2022, the School District has \$321.2 million in General Obligation Bonds outstanding versus \$277.7 million at the end of 2020/2021.

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, has and 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 was sold in series, the first of which occurred during 2018/2019; the second was sold during 2020/2021; and the third and final series was sold during 2021/2022.

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 summarizes the changes in General Obligation Bonds for the District over the last five years as well as the projected 2022/2023 activity.

| School Year | Beginning Balance | Additions | Reductions | Ending Balance |
|--------------------------------|-------------------|----------------|---------------|----------------|
| 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 |
| 2021/2022 | \$ 277,730,000 | \$ 55,490,000 | \$ 12,035,000 | \$ 321,185,000 |
| Projected 2022/2023 | \$ 321,185,000 | \$ - | \$ 7,440,000 | \$ 313,745,000 |

ALL FUNDS

The following includes a summary by object of the 2022/2023 proposed budget for each additional fund type maintained by the District.

| | Special Revenue Funds | Debt Service Funds | Capital Project Funds |
|---|-----------------------------|--------------------------|-----------------------------|
| Revenue | | | |
| Local Sources | \$ 6,993,713 | \$ 24,157,209 | \$ 4,553,063 |
| State Sources | 165,667 | - | - |
| Federal Sources | 1,761,258 | - | - |
| Interdistrict Sources | - | - | - |
| Total Revenue | 8,920,638 | 24,157,209 | 4,553,063 |
| Expenditures | | | |
| Salaries | 2,396,140 | - | - |
| Benefits | 1,952,972 | - | - |
| Purchased Services | 2,343,959 | - | - |
| Supplies and Materials | 2,156,937 | - | - |
| Capital Outlay | 22,565 | - | - |
| Other | 13,775 | - | - |
| Capital Projects/Land | - | - | 71,296,171 |
| Debt Service | - | 21,221,895 | - |
| Total Expenditures | 8,886,348 | 21,221,895 | 71,296,171 |
| Other Financing Uses - Transfers Out | (575,000) | - | - |
| Net Change in Fund Balances | (540,710) | 2,935,314 | (66,743,108) |
| Fund Balances - Beginning of year | 4,833,697 | 4,185,787 | 194,422,259 |
| Fund Balances - End of year | \$ 4,292,987 | \$ 7,121,101 | \$ 127,679,151 |

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 junior 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 2019 Bond Fund, the 2020 Bond Fund, the 2022 Bond Fund, and the Sinking Fund. The 2019, 2020, and 2022 Bond Funds account for the three series sold related to the 2019 \$316 million bond approved by the community.

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

Revenues

| | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | Percent Change from Prior Year |
|-------------------------------|-----------------------------|---------------------------------|-----------------------------------|
| General Fund | \$ 168,311,204 | \$ 164,101,174 | -2.50% |
| Special Revenue Funds | | | |
| Cafeteria Fund | 6,229,866 | 4,502,290 | -27.73% |
| Community Education | 420,000 | 522,000 | 24.29% |
| Preschool | 488,472 | 885,584 | 81.30% |
| Enrichment/Prime Time Care | 1,906,489 | 1,060,782 | -44.36% |
| Student Activities | 1,949,982 | 1,949,982 | 0.00% |
| Debt Retirement Funds | 23,399,826 | 24,732,365 | 5.69% |
| Capital Projects Funds | 68,582,981 | 4,553,063 | -93.36% |
| TOTAL | <u>\$ 271,288,820</u> | <u>\$ 202,307,240</u> | <u>-25.43%</u> |

Expenses

| | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | Percent Change from Prior Year |
|-------------------------------|-----------------------------|---------------------------------|-----------------------------------|
| General Fund | \$ 172,463,428 | \$ 171,188,709 | -0.74% |
| Special Revenue Funds | | | |
| Cafeteria Fund | 5,206,172 | 4,703,621 | -9.65% |
| Community Education | 365,768 | 422,016 | 15.38% |
| Preschool | 481,151 | 930,041 | 93.30% |
| Enrichment/Prime Time Care | 1,325,794 | 1,434,024 | 8.16% |
| Student Activities | 1,503,000 | 1,971,646 | 31.18% |
| Debt Retirement Funds | 24,387,152 | 21,797,051 | -10.62% |
| Capital Projects Funds | 73,178,601 | 71,296,171 | -2.57% |
| TOTAL | <u>\$ 278,911,066</u> | <u>\$ 273,743,279</u> | <u>-1.85%</u> |

The Cafeteria fund is expected to receive significantly less federal funding in 2022/2023 as programs are not expected to continue. Expenditures will be reduced as well but to less of an extent.

The Community Education program began running programs in 2021/2022 after the pandemic caused a shutdown. Additional programs will be added during 2022/2023 bringing in additional revenue and incurring related costs.

The Preschool program will be dramatically expanded during 2022/2023 as we open our Early Childhood Center and provide many more programs to families.

The Enrichment/Prime Time Care program received a large amount of Child Care Stabilization grants during 2021/2022 that are not expected to be repeated. In spite of that, programs will be expanded, resulting in additional costs.

Student Activity revenues are expected to remain relatively flat, yet expenditures are expected to increase as students bring back programs.

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

Revenue in the Capital Project funds was quite a bit higher in 2021/2022 due to the sale of an additional series of the 2019 bond.

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

| Revenues | | | |
|-------------------------------|-------------------------|-------------------------|-------------------------|
| | 2023/2024 | 2024/2025 | 2025/2026 |
| | Projected Budget | Projected Budget | Projected Budget |
| General Fund | \$ 170,270,708 | \$ 171,577,912 | \$ 176,750,852 |
| Special Revenue Funds | | | |
| Cafeteria Fund | 4,547,312 | 4,592,784 | 4,638,711 |
| Community Education | 527,220 | 532,492 | 537,817 |
| Preschool | 929,863 | 976,356 | 1,025,174 |
| Enrichment/Prime Time Care | 1,500,000 | 1,650,000 | 1,830,000 |
| Student Activities | 1,990,000 | 2,009,900 | 2,029,999 |
| Debt Retirement Funds | 14,833,398 | 19,213,496 | 19,454,566 |
| Capital Projects Funds | 3,473,075 | 3,041,006 | 3,025,216 |
| TOTAL | \$ 198,071,577 | \$ 203,593,947 | \$ 209,292,336 |

Expenses

| | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| General Fund | \$ 172,852,050 | \$ 174,324,436 | \$ 177,811,394 |
| Special Revenue Funds | | | |
| Cafeteria Fund | 4,896,257 | 4,985,594 | 5,076,718 |
| Community Education | 500,374 | 553,800 | 607,294 |
| Preschool | 948,542 | 967,413 | 986,662 |
| Enrichment/Prime Time Care | 1,692,774 | 1,721,751 | 1,776,309 |
| Student Activities | 2,070,000 | 2,090,700 | 2,111,607 |
| Debt Retirement Funds | 19,972,782 | 19,268,376 | 19,437,640 |
| Capital Projects Funds | 59,453,187 | 53,972,813 | 11,206,653 |
| TOTAL | <u>\$ 262,385,966</u> | <u>\$ 257,884,883</u> | <u>\$ 219,014,276</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.

Due to the ongoing pandemic and options for virtual learning throughout the 2020-2021 school year, the state was granted a waiver for the accountability portion of the test only. This means that not every student was required to test in the spring of 2021. The Michigan Department of Education has cautioned against the use of M-STEP scores from spring of 2021. Walled Lake Consolidated Schools had approximately 63% of our students participate in the assessment. 2021/2022 test scores 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 for the last five years, through 2020/2021, the most recent scores available. SAT results are also presented for the last five years, through 2020/2021. 2021/2022 test scores are not yet available.

Accreditation

Since 2018-19 Walled Lake Schools has prided itself in continuous improvement, looking always for ways to enhance success for all students. The District Improvement Plan, which had been submitted annually in compliance with Cognia (formerly AdancEd) Accreditation, focused on three main student achievement goals: a) growth in literacy, b) growth in numeracy, and c) aligned and measureable indicators of effective instruction.

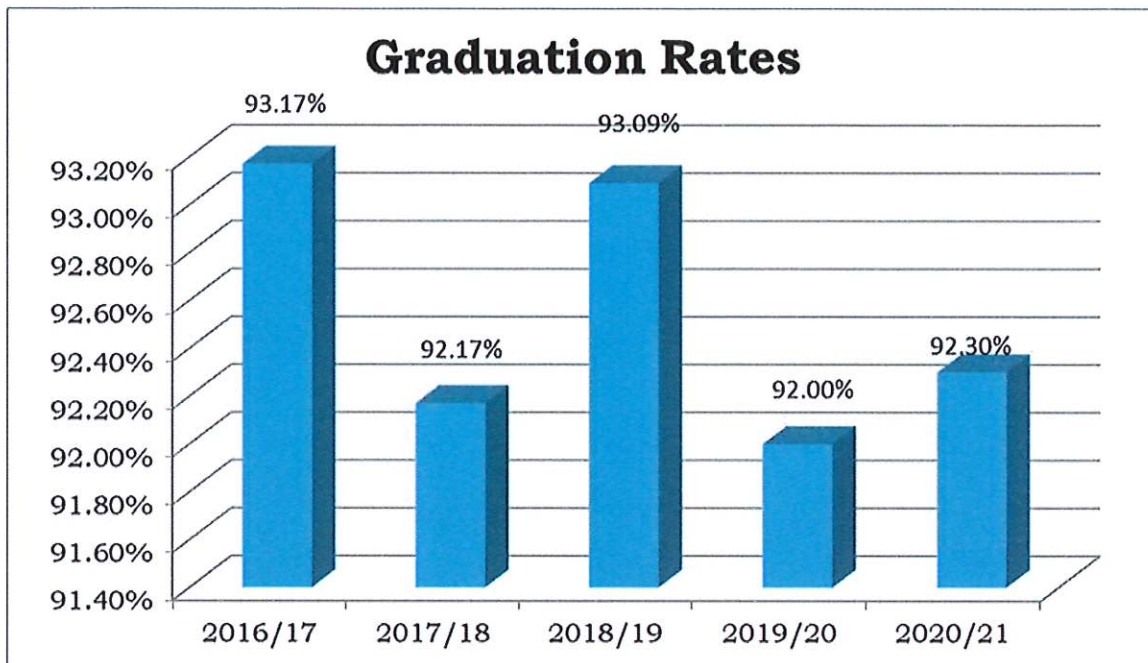
In 2020-2021 the state of Michigan required that all districts migrate to the MiCIP (Michigan Continuous Improvement Process) for district-level continuous improvement/accreditation. After surveying other local districts that were also using Cognia, Walled Lake Schools learned that other districts were no longer seeking accreditation through Cognia. The new MiCIP process has been developed during the 2020-2021 school year and enhanced during the 2021-2022 school year with literacy as our main goal. Currently, MiCIP is only requiring one district goal, however we anticipate that this will change in the coming year.

The new MiCIP 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.

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. The 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-2 in an effort to contain class size
- ❖ Instructional Specialists/Coaches at each elementary school to provide intervention, teacher coaching and support the building MTSS process.
- ❖ 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

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
- Maximize use of purchasing card program to grow annual rebate
- Work collaboratively with all bargaining groups

- Ensure grant dollars are spent as effectively as possible and that all requirements are met
- Work with all budget managers to ensure the best use of all available funding

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
- Host numerous community events and information meetings
- Solicit feedback from a multitude of stakeholder groups
- Track and review both website and social media activity to determine communication best practices
- Create and maintain many community partnerships
- Share information with parents and the community

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
- Plan for ALICE training so that all staff are certified by the end of the school year
- Train over 80 staff members in our threat assessment protocol
- Add Social Workers at each elementary building
- Therapy dogs at several 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.

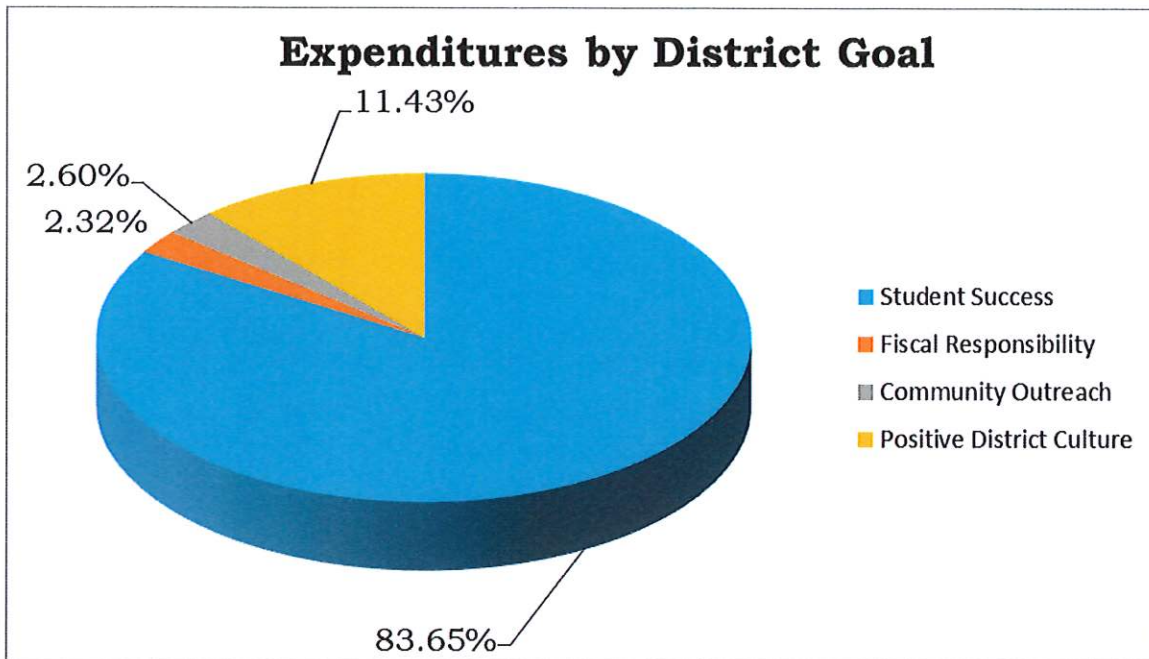
In addition, the 2014 Safety, Security and Technology Bond allowed for many upgrades to the safety and security of each District building. This has continued with the 2019 Building, Infrastructure and Equity bond. Every building will benefit with much needed infrastructure improvements and replacements.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

An Early Childhood Center has also been built to accommodate our youngest learners and provide parents with a tremendous option aligned with our K-12 curriculum. The Center will open in the fall, 2022.

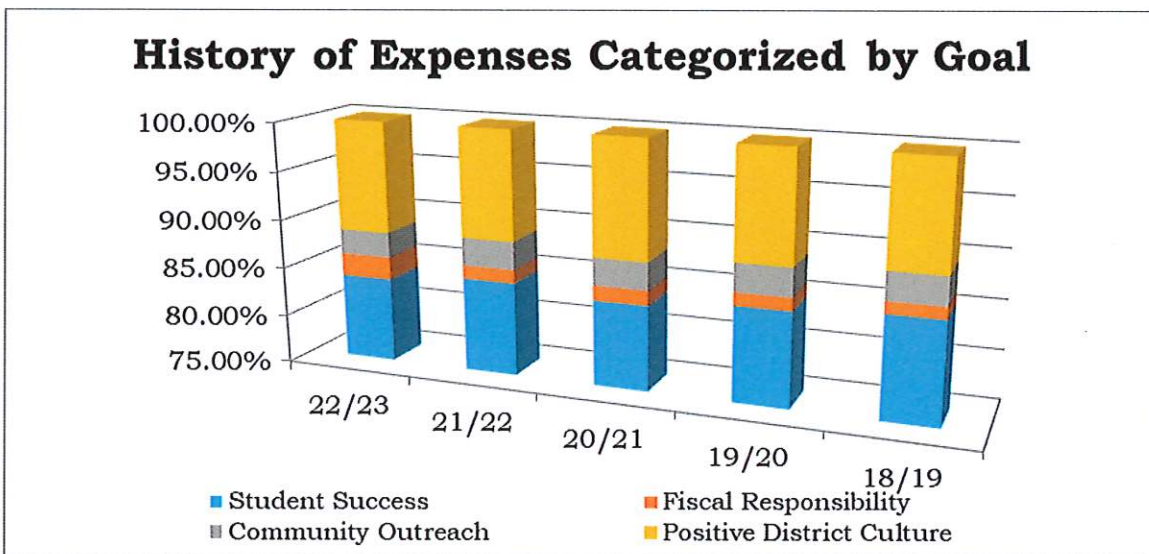
Expenditures by District Goal

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

| Category of Expense | 2022/2023 Cost per Pupil | Percent of Total | Supports District Goal |
|--------------------------------|-------------------------------------|-----------------------------|-----------------------------------|
| Instructional Services - Basic | \$ 6,928 | 47.63% | Student Success |
| Instructional Services - Added | 2,390 | 16.43% | Student Success |
| Pupil Services | 1,271 | 8.74% | Student Success |
| Instructional Support | 611 | 4.20% | Student Success |
| Board of Education | 16 | 0.11% | Positive District Culture |
| Executive Administration | 62 | 0.43% | Positive District Culture |
| School Site Leadership | 794 | 5.46% | Student Success |
| Business Services | 192 | 1.32% | Fiscal Responsibility |
| Operations and Maintenance | 1,048 | 7.21% | Positive District Culture |
| Pupil Transportation | 535 | 3.68% | Positive District Culture |
| Central Services | 355 | 2.44% | Community Outreach |
| Athletics | 175 | 1.20% | Student Success |
| Debt Service | 145 | 1.00% | Fiscal Responsibility |
| Community Services | 23 | 0.16% | Community Outreach |
| Total Expenditures | \$ 14,546 | 100.00% | |



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





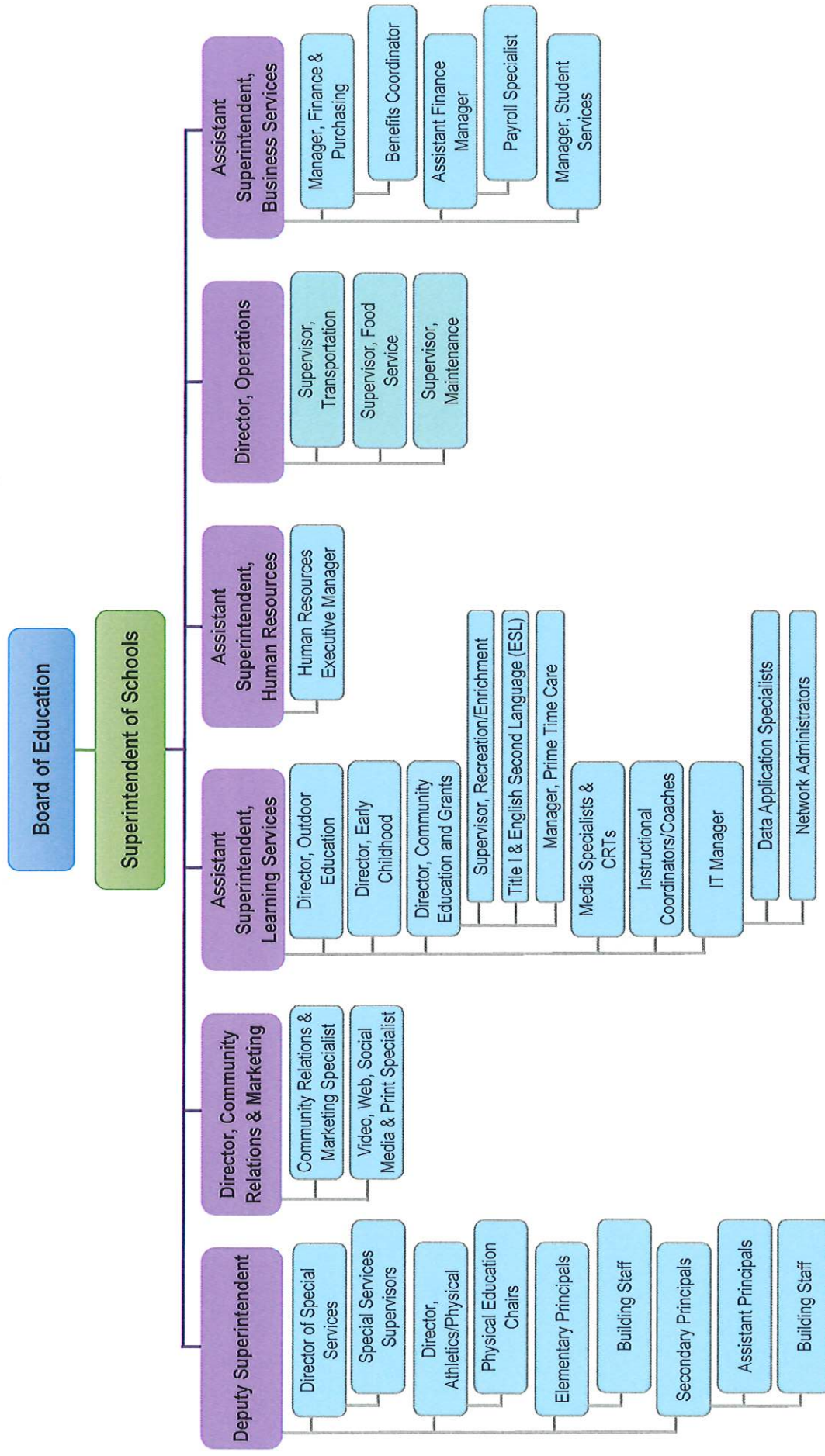
WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

Classroom Penny Wars!



Every Child, Every Day!

Walled Lake Consolidated School District 2021/2022



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.

Christopher Titus, President

Term Expires 12/31/2022

Stephanie Kaplan, Treasurer

Term Expires 12/31/2026

Peggy Casagrande, Trustee

Term Expires 12/31/2024

Nancy van Leuwen, Trustee

Term Expires 12/31/2022

Marc Siegler, Vice President

Term Expires 12/31/2024

Craig Peterson, Secretary

Term Expires 12/31/2026

Denise Dunn, Trustee

Term Expires 12/31/2022



*Walled Lake Consolidated Schools
Board of Education
2021-2022*

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THE DISTRICT ENTITY

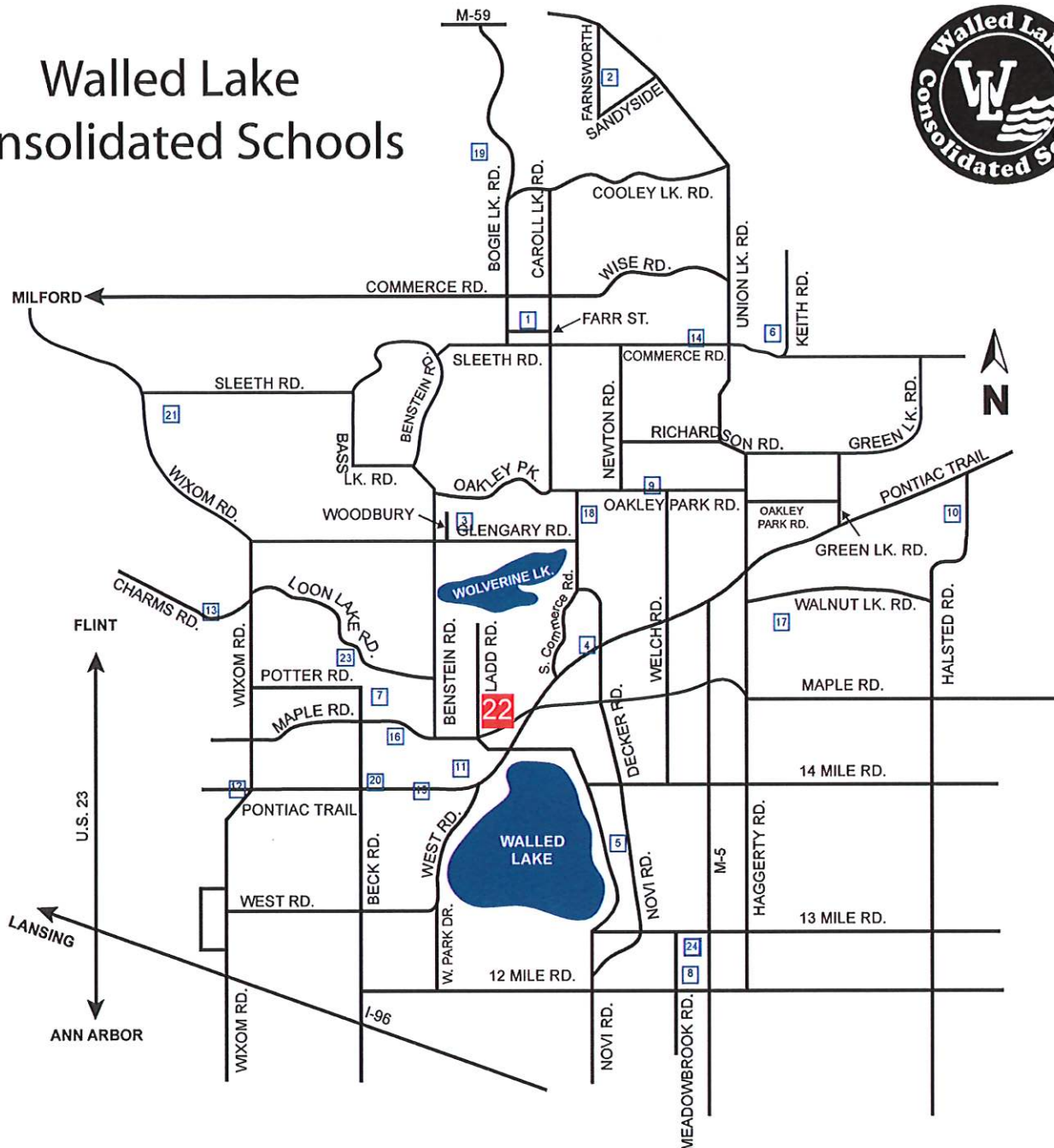
Community Overview

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 early childhood center, an educational services center, a maintenance/transportation building, and an outdoor education center. There are currently 12,285 students as of the 2021/2022 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.

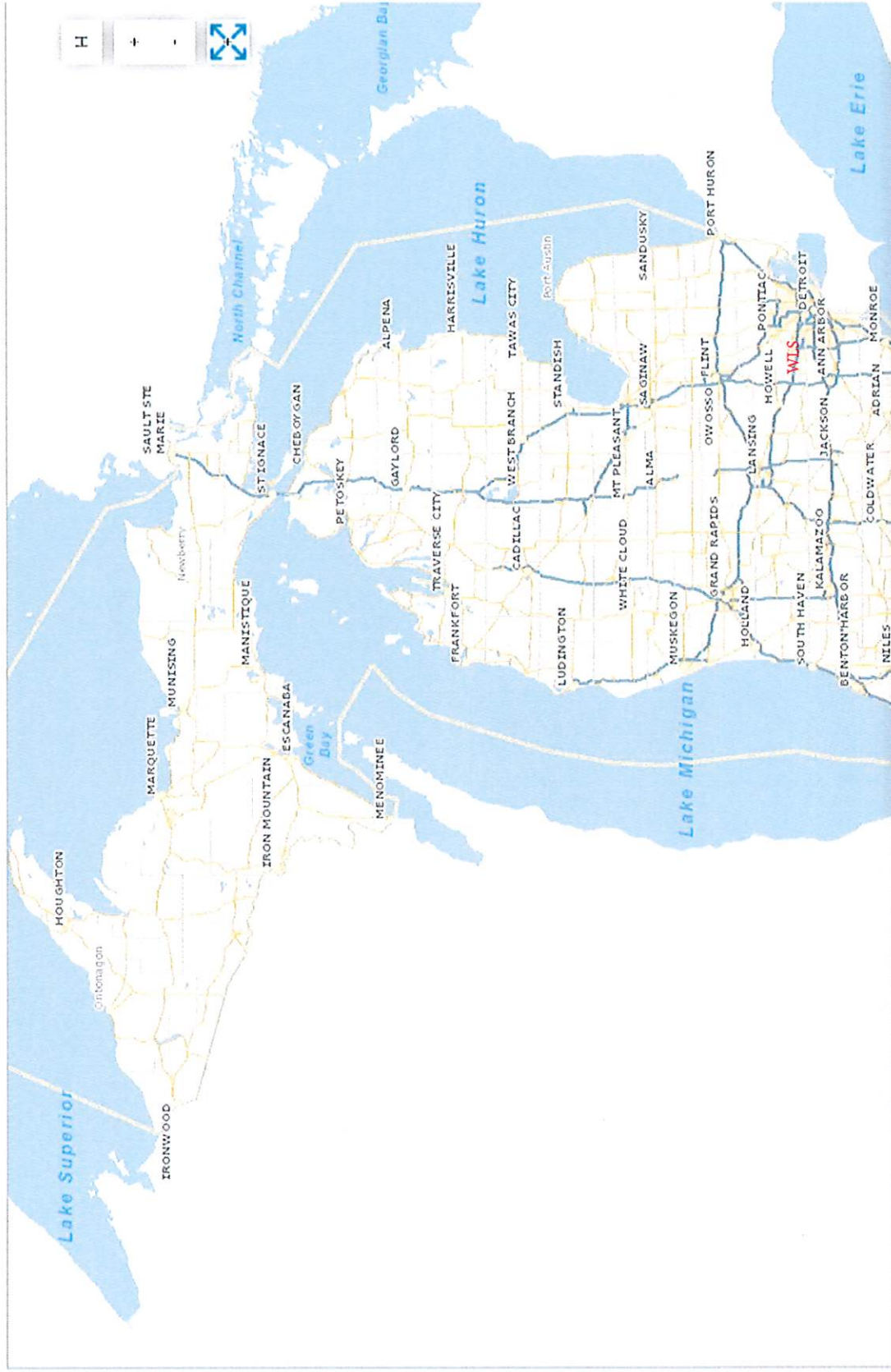
Walled Lake Consolidated Schools



Educational Services Center - #22 in the center of the map. 850 Ladd Rd., Building D
Walled Lake, MI 48390

- | | | |
|--------------------------------|-------------------------------------|--|
| 1. Commerce Elementary | 10. Pleasant Lake Elementary | 19. Walled Lake Northern High School |
| 2. Dublin Elementary | 11. Walled Lake Elementary | 20. Walled Lake Western High School |
| 3. Glengary Elementary | 12. Wixom Elementary | 21. Walled Lake Outdoor Education Center |
| 4. Mary Helen Guest Elementary | 13. Sarah Banks Middle School | 22. Educational Services Center |
| 5. Hickory Woods Elementary | 14. Clifford H. Smart Middle School | 23. Twin Sun |
| 6. Keith Elementary | 15. James Geisler Middle School | 24. Early Childhood Center |
| 7. Loon Lake Elementary | 16. Transportation/Operations | |
| 8. Meadowbrook Elementary | 17. Walnut Creek Middle School | |
| 9. Oakley Park Elementary | 18. Walled Lake Central High School | |

State of Michigan Map



WLS = Walled Lake Consolidated School District

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. Revenue sources for this fund include fundraising and donations received.

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.

The 2014 Debt Retirement Fund was created for school building and site improvements. The 2015 Debt Retirement Fund was created for the advance refunding of the 2005 bond issue. The 2016 Debt Retirement Fund was created for the advance refunding of the 2006 bond issue. The 2019 Debt Retirement Fund was created for school building and site improvements. The 2020 Debt Retirement Fund was created for the advance refunding of portions of the 2011 and 2014 Debt Funds. The 2021 Debt Retirement Fund was created for school building and site improvements, as the second series to the 2019 Bond approved. The 2022 Debt Retirement Fund was created for school building and site improvements, as the third and final series to the 2019 Bond approved.

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

The District currently has four (4) Capital Project Funds. The 2019, 2021, and 2022 Bond Issue Project Funds contain the proceeds and account for the capital outlay of the respective bond issues. The Sinking Fund contains the related tax revenue and accounts for the expenditures of approved sinking fund projects. A Sinking Fund cannot be used for operational or maintenance type expenditures. Instead, Sinking Fund revenue must be used for major repairs, remodeling, or construction.

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

SYSTEM OF REVENUE AND EXPENDITURE CLASSIFICATION

Revenues of the District are grouped by fund into four main areas; Local Sources, State Sources, Interdistrict Sources and Federal Sources. Local Sources include property taxes, fees charged for facility and athletic field rentals, use of the Outdoor Education Center, parking fees at the high schools, athletic pay to participate fees, as well as fees charged for programs such as community education and preschool. Also included are earnings on investments and other miscellaneous revenue. State Sources include the Per Pupil Foundation Allowance, State categorical aid and some grants. Interdistrict Sources include PA 18 funds and Medicaid Outreach money. PA 18 funds are generated from a county special education millage. They are collected by the Oakland Intermediate School District and distributed to all districts in the county. 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** – include all wage classifications such as regular and overtime wages as well as termination pay upon retirement.
2. **Benefits** – include 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 provides 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 cost 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) because they reduce the ability to spend resources in the future.

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

The fiduciary fund uses the economic resources measurement focus and full accrual basis of accounting. Revenue is recorded when earned, and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

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 those fiduciary funds that 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 some 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. The resolution 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 will not levy a hold harmless millage on homesteads during 2022/2023, as the State now covers a large portion. This District will levy 16.7461 mills on non-homesteads, 4.1300 mills for

debt on all properties, and 0.4669 mills for the District sinking fund, which is also levied on all properties. Industrial personal property is exempt from the 16.7461 mills operating levy. Commercial personal property is exempt from 12 of the 16.7461 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 \$2,489,000 in lost tax revenue for purposes for operations for the 2022/2023 school year.

The Hold Harmless maximum allowed millage will also be reduced from 3.6789 mills to 3.6432 mills. This will not have a financial impact on the District as there is no need to levy this millage for 2022/2023.

The Sinking fund levy is also subject to a rollback and will be reduced by an additional .0046 mills to .4669 mills. This will result in a loss of approximately \$195,000.

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 as the losses continue to grow.

Policies and Procedures

Fund Balance Policy

Board policy requires that the annual budget maintain an end-of-year General fund balance that should not fall below six percent (6%) of the preceding year's expenditures.

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.

During the 2020/2021 school year, the significant influx of non-recurring grant funds related to the Coronavirus pandemic, produced a temporary increase in District fund balance, which was well beyond the minimum. Administration, with feedback from a variety of stakeholders, has spent a great deal of time planning for the most effective use of grant funds. At times, this meant coordinating grants to provide the most lasting impact. Part of the overall strategy also involved planning for the use of grant funds into the future, essentially saving them as part of fund balance, with the intention of using the funds over a period of two to three years. As a result, a portion of fund balance is budgeted to be used in both 2021/2022 and 2022/2023.

General Fund budgets presented in this document show the use of fund balance for future years as well. It is the intention of administration and the Board of Education that adjustments be made, reductions if necessary, to avoid further use of fund balance. These projections are therefore preliminary and serve as a tool for planning purposes. Administration and the Board of Education have a long history of implementing difficult reductions when required, and will continue to do so as necessary, to ensure the fiscal health of the district.

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 some of the fiduciary funds.

In accordance with Board policy, development of the District's budgets lies with the Superintendent and the administration. It has been common practice for the Business Office to develop a budget calendar to help drive the budget process. The calendar sets forth in detail a timeline for budget development. It outlines significant duties and responsibilities that were necessary to be completed to present a budget to the Board of Education by June 30, 2022.

Budget Development Timeline

| | |
|---------------|---|
| November 2021 | Superintendent and Assistant Superintendent of Business Services meet to discuss budget process |
| December 2021 | Standardized costs for staffing requests developed |
| December 2021 | Review timeline and parameters with Cabinet team |
| December 2021 | Budget calendar created |
| January 2022 | Preliminary budget projections available |
| January 2022 | Cabinet study session(s) as needed |
| Feb-March | Preliminary budget review & updates |
| February 2022 | Discussion regarding layoffs within all groups |
| February 2022 | Student projections & preliminary staffing needs identified |
| March 2022 | Layoff Notices, Unaffiliated Administrators, staff |
| March | Budget update at Leadership Team meeting |
| March-May | Budget updates to Board of Education as appropriate and necessary |
| April 2022 | Discussion regarding layoffs with WLEA, WLSAA |
| April 2022 | Layoff Notices WLEA, WLSAA when necessary |
| May 2022 | Preliminary budget changes completed |
| May 2022 | Preliminary budget presented to Board of Education in study session if necessary |
| 05/25/22 | Publish notice for millage rates |
| 06/02/22 | Board establishes debt and general fund millage rates |
| 05/25/22 | Publish notice for budget hearing |
| 06/02/22 | Preliminary budget available for review |

| | |
|-----------|---|
| 06/02/22 | Board conducts public hearing on Budget for 2022-2023 |
| 06/02/22 | Board adopts 2022-23 budget |
| June 2022 | Layoff notices, WLSSA, Para Educators, WLESP, Foreman and Kitchen Managers when necessary |

Prior to adoption, copies of the proposed budget are 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 shortened slightly. All bargaining agreements currently in place cover multiple years, including 2022/2023. In addition, historic increases in school funding coupled with unprecedented grant funds, have allowed for some stability. As a result, the lengthy process required when reductions are being considered was not as necessary for this school year.

The Business Office projected student enrollment and revenues. Broad expenditure categories for salaries, health benefits and retirement were projected based upon negotiated labor agreements. 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 \$7.8 million and was somewhat in line with initial plans to use fund balance over the next couple of years. Staffing was adjusted where possible in order to reduce the projected deficit.

The unusual pandemic-related grant funds will continue to ensure stability. Once again, the district will not need to make reductions in programs or ask employees for wage concessions, in order to balance the budget. 2021/2022 was the first year in many where that was possible and Administration is pleased stability can continue for 2022/2023.

Key Factors in the Development of the 2022/2023 Budget

Budget parameters are developed with the Superintendent's Cabinet Team and reviewed with the District's Leadership Team, which includes all administrators, in addition to the Board of Education. These parameters become the basis for the ensuing year's budget development. The parameters for 2022/2023 are as follows:

- 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 28.11 percent.
- Teacher positions will be reduced by 8 as a result of declining enrollment.
- 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. We currently have two policy periods, one for teachers and one for support staff. As a result, the increase in the cap goes into effect January 1 of each year for teachers and the following July 1 for support staff. Caps were increased by 3.7% for 2022 and 1.3% for 2023.
- The number of pupils for 2022/2023, based on a blended count of 90/10, will be 11,769, representing a decrease of 516 students compared to 2021/2022. The blend will be based on 90% of the Fall 2022 count and 10% will be based on the Spring 2022 count.
- Contract costs for transportation and custodial services have been adjusted in accordance with current contract terms.
- A \$300 per pupil increase to the foundation allowance from the State of Michigan is anticipated for 2022/2023.
- Additional funds are budgeted to continue and will assist with retirement costs.
- An additional State allocation known as Hold Harmless funding is expected to continue for 2022/2023. 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, various pandemic-related grants will continue to support operations.
- Increases in taxable values of property in Oakland County are expected to allow for an increase of the PA 18 allocation by nearly ten percent.
- 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 operations 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. 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.

Planning for sinking fund projects begins in the fall each year by developing the scope of work, preparing specifications, and obtaining bids. This provides time for board approval between December and February. Following board approval, contracts are written and materials are purchased so that work can be performed each summer when buildings are closed.

The District's Sinking fund millage was renewed in November 2012 for a ten-year period, yet will soon be expiring. 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. Administration will likely recommend seeking approval for renewal of the District sinking fund as the funding source is so vital.

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

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

2019 Bond Timeline by Building

The following is a preliminary timeline of stages for each project. Project timing will shift and change as necessary during the six-year project period. For instance, Dublin Elementary will be open a year early, September 2022.

| | |
|--|---------------------------|
| <i>Commerce Elementary</i> | |
| Schematic Design | June – July 2019 |
| Design Development | August – September 2019 |
| Construction Documents | October – December 2019 |
| Construction | April – November 2020 |
| Furniture Installation | April & December 2020 |
| <i>Glengary Elementary</i> | |
| Schematic Design | June – July 2019 |
| Design Development | August – September 2019 |
| Construction Documents | October – December 2019 |
| Construction | April – November 2020 |
| Furniture Installation | April & December 2020 |
| <i>Wixom Elementary</i> | |
| Schematic Design | June – July 2019 |
| Design Development | August – September 2019 |
| Construction Documents | October – December 2019 |
| Construction | April – November 2020 |
| Furniture Installation | April & December 2020 |
| <i>Walled Lake Elementary</i> | |
| Schematic Design | June – July 2019 |
| Design Development | August – September 2019 |
| Construction Documents | October – December 2019 |
| Construction | April – November 2020 |
| Furniture Installation | April & December 2020 |
| <i>Early Childhood Center – Open Summer 2022</i> | |
| Schematic Design | June – August 2019 |
| Design Development | September - November 2019 |
| Construction Documents | December 2019 – May 2020 |
| Construction | Sept. 2020 – March 2022 |
| Furniture Installation | April - May 2022 |

| | |
|-------------------------|--------------------------|
| <i>Guest Elementary</i> | |
| Schematic Design | October – December 2019 |
| Design Development | January – April 2020 |
| Construction Documents | May – October 2020 |
| Construction | February – November 2021 |
| Furniture Installation | April & December 2021 |

| | |
|-------------------------------------|--------------------------|
| <i>Clifford Smart Middle School</i> | |
| Schematic Design | October – December 2019 |
| Design Development | January – April 2020 |
| Construction Documents | May – October 2020 |
| Construction | February – November 2021 |
| Furniture Installation | April & December 2021 |

| | |
|----------------------------------|--------------------------|
| <i>Sarah Banks Middle School</i> | |
| Schematic Design | October – December 2019 |
| Design Development | January – April 2020 |
| Construction Documents | May – October 2020 |
| Construction | February – November 2021 |
| Furniture Installation | April & December 2021 |

| | |
|-----------------------------------|--------------------------|
| <i>Walnut Creek Middle School</i> | |
| Schematic Design | October – December 2019 |
| Design Development | January – April 2020 |
| Construction Documents | May – October 2020 |
| Construction | February – November 2021 |
| Furniture Installation | April & December 2021 |

| | |
|-------------------------|--------------------------|
| <i>Keith Elementary</i> | |
| Schematic Design | October – December 2020 |
| Design Development | January – April 2021 |
| Construction Documents | May – October 2021 |
| Construction | February – November 2022 |
| Furniture Installation | April & December 2022 |

| | |
|-----------------------------|--------------------------|
| <i>Loon Lake Elementary</i> | |
| Schematic Design | October – December 2020 |
| Design Development | January – April 2021 |
| Construction Documents | May – October 2021 |
| Construction | February – November 2022 |
| Furniture Installation | April & December 2022 |

Oakley Park Elementary

| | |
|------------------------|--------------------------|
| Schematic Design | October – December 2020 |
| Design Development | January – April 2021 |
| Construction Documents | May – October 2021 |
| Construction | February – November 2022 |
| Furniture Installation | April & December 2022 |

Western High School – Open Fall 2024

| | |
|------------------------|------------------------------|
| Schematic Design | Sept. 2019 – January 2020 |
| Design Development | February – July 2020 |
| Construction Documents | August 2020 – July 2021 |
| Construction | Nov. 2021 – Nov. 2024 |
| Furniture Installation | July 2023 & July – Aug. 2024 |

Dublin Elementary – Originally Scheduled to Open Fall 2023, Moved to Fall 2022

| | |
|------------------------|----------------------------|
| Schematic Design | June – October 2019 |
| Design Development | November 2019 – March 2020 |
| Construction Documents | April – November 2020 |
| Construction | March 2021 – November 2022 |
| Furniture Installation | July, August & Dec. 2022 |

Pleasant Lake Elementary

| | |
|------------------------|--------------------------|
| Schematic Design | October – December 2021 |
| Design Development | January – April 2022 |
| Construction Documents | May – October 2022 |
| Construction | February – November 2023 |
| Furniture Installation | April & December 2023 |

Meadowbrook Elementary

| | |
|------------------------|--------------------------|
| Schematic Design | October – December 2021 |
| Design Development | January – April 2022 |
| Construction Documents | May – October 2022 |
| Construction | February – November 2023 |
| Furniture Installation | April & December 2023 |

Hickory Woods Elementary

| | |
|------------------------|--------------------------|
| Schematic Design | October – December 2021 |
| Design Development | January – April 2022 |
| Construction Documents | May – October 2022 |
| Construction | February – November 2023 |
| Furniture Installation | April & December 2023 |

| | |
|------------------------------------|----------------------------|
| <i>Geisler Middle School</i> | |
| Schematic Design | October – December 2021 |
| Design Development | January – April 2022 |
| Construction Documents | May – October 2022 |
| Construction | February – November 2023 |
| Furniture Installation | April & December 2023 |
| <i>Northern High School</i> | |
| Schematic Design | August – October 2021 |
| Design Development | November 2021 – April 2022 |
| Construction Documents | May – October 2022 |
| Construction | February 2023 – Nov. 2024 |
| Furniture Installation | July, August & Dec. 2024 |
| <i>Central High School</i> | |
| Schematic Design | August – October 2021 |
| Design Development | November 2021 – April 2022 |
| Construction Documents | May – October 2022 |
| Construction | February 2023 – Nov. 2024 |
| Furniture Installation | July, August & Dec. 2024 |
| <i>Operations Building</i> | |
| Schematic Design | October – November 2022 |
| Design Development | December 2022 – March 2023 |
| Construction Documents | April – October 2023 |
| Construction | February 2024 – Nov. 2025 |
| Furniture Installation | July, August & Dec. 2025 |
| <i>Outdoor Education Center</i> | |
| Schematic Design | October – November 2022 |
| Design Development | December 2022 – March 2023 |
| Construction Documents | April – October 2023 |
| Construction | February 2024 – Nov. 2025 |
| Furniture Installation | July, August & Dec. 2025 |
| <i>Educational Services Center</i> | |
| Schematic Design | October – November 2022 |
| Design Development | December 2022 – March 2023 |
| Construction Documents | April – October 2023 |
| Construction | February 2024 – Nov. 2025 |
| Furniture Installation | July, August & Dec. 2025 |

| |
|-----------------|
| <i>Twin Sun</i> |
|-----------------|

| | |
|------------------------|----------------------------|
| Schematic Design | October – November 2022 |
| Design Development | December 2022 – March 2023 |
| Construction Documents | April – October 2023 |
| Construction | February 2024 – Nov. 2025 |
| Furniture Installation | July, August & Dec. 2025 |

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 2021/2022 school year, amendments were made in January 2022 and March 2022, with the final amendment processed in June 2022.

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:

- ❖ 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

- ❖ Instructional Specialists/Coaches at each elementary school to provide intervention, teacher coaching and support the building MTSS process.
- ❖ 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

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
- Maximize use of purchasing card program to grow annual rebate
- Work collaboratively with all bargaining groups
- Ensure grant dollars are spent as effectively as possible and that all requirements are met
- Work with all budget managers to ensure the best use of all available funding

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
- Host numerous community events and information meetings
- Solicit feedback from a multitude of stakeholder groups
- Track and review both website and social media activity to determine communication best practices
- Create and maintain many community partnerships
- Share information with parents and the community

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

- Plan for ALICE training so that all staff are certified by the end of the school year
- Train over 80 staff members in our threat assessment protocol
- Add Social Workers at each elementary building
- Therapy dogs at several 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.

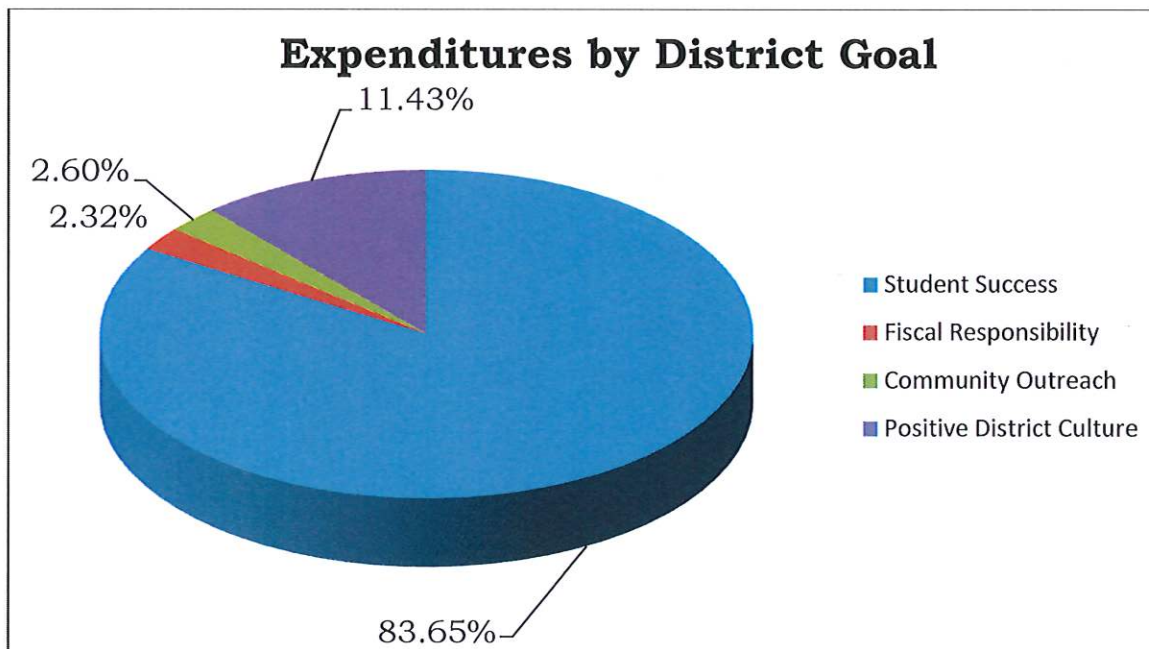
In addition, the 2014 Safety, Security and Technology Bond allowed for many upgrades to the safety and security of each District building. This has continued with the 2019 Building, Infrastructure and Equity bond. Every building will benefit with much needed infrastructure improvements and replacements.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

An Early Childhood Center has also been built to accommodate our youngest learners and provide parents with a tremendous option aligned with our K-12 curriculum. The Center will open in the fall 2022.

Expenditures by District Goal

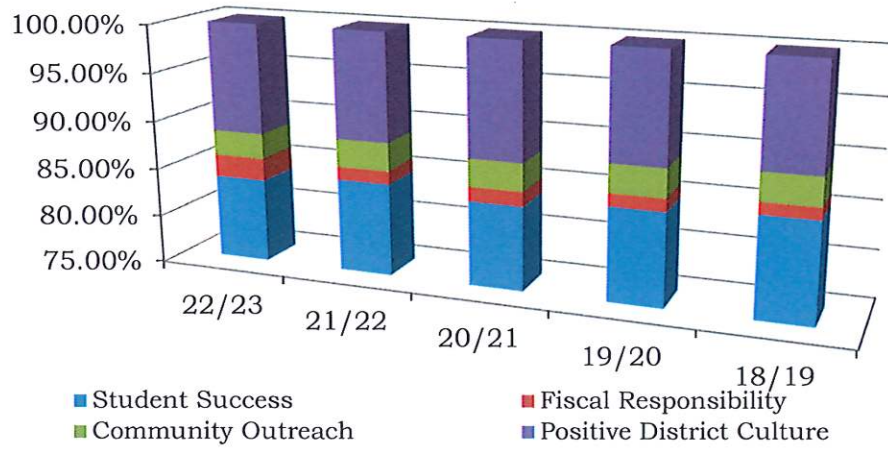
Expenditures are not typically tracked or categorized by goal. Many expenses accomplish more than one goal simultaneously, while the categorization of others is not always clear. With that in mind, the following chart and graph display a general breakdown of expenses organized by goal, to the best of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

| Category of Expense | 2022/2023 Cost per Pupil | Percent of Total | Supports District Goal |
|--------------------------------|-----------------------------|---------------------|---------------------------|
| Instructional Services - Basic | \$ 6,928 | 47.63% | Student Success |
| Instructional Services - Added | 2,390 | 16.43% | Student Success |
| Pupil Services | 1,271 | 8.74% | Student Success |
| Instructional Support | 611 | 4.20% | Student Success |
| Board of Education | 16 | 0.11% | Positive District Culture |
| Executive Administration | 62 | 0.43% | Positive District Culture |
| School Site Leadership | 794 | 5.46% | Student Success |
| Business Services | 192 | 1.32% | Fiscal Responsibility |
| Operations and Maintenance | 1,048 | 7.21% | Positive District Culture |
| Pupil Transportation | 535 | 3.68% | Positive District Culture |
| Central Services | 355 | 2.44% | Community Outreach |
| Athletics | 175 | 1.20% | Student Success |
| Debt Service | 145 | 1.00% | Fiscal Responsibility |
| Community Services | 23 | 0.16% | Community Outreach |
| Total Expenditures | \$ 14,546 | 100.00% | |



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

History of Expenses Categorized by Goal



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

Walled Lake Northern Homecoming King and Queen



Every Child, Every Day!

2022-2023 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 | \$31,733,970 | \$6,993,613 | \$24,157,209 | \$4,553,063 | \$67,437,855 |
| State Sources | 103,707,533 | 165,667 | - | - | 103,873,200 |
| Federal Sources | 14,452,528 | 1,761,258 | - | - | 16,213,786 |
| Interdistrict Sources | 13,632,143 | - | - | - | 13,632,143 |
| Total Revenue | 163,526,174 | 8,920,538 | 24,157,209 | \$4,553,063 | 201,156,984 |
| Expenditures | | | | | |
| Salaries | 80,956,788 | 2,396,140 | - | - | 83,352,928 |
| Benefits | 59,004,807 | 1,952,972 | - | - | 60,957,779 |
| Purchased Services | 20,626,160 | 2,343,959 | - | - | 22,970,119 |
| Supplies and Materials | 6,666,848 | 2,156,937 | - | - | 8,823,785 |
| Capital Outlay | 238,616 | 22,565 | - | - | 261,181 |
| Other | 1,991,711 | 13,775 | - | - | 2,005,486 |
| Capital Projects/Land | - | - | - | 71,296,171 | 71,296,171 |
| Debt Service | 1,703,679 | - | 21,221,895 | - | 22,925,574 |
| Total Expenditures | 171,188,609 | 8,886,348 | 21,221,895 | 71,296,171 | 272,593,023 |
| Other Financing Sources (Uses) | | | | | |
| Transfers In | 575,000 | 100 | 575,156 | - | 1,150,256 |
| Transfers Out | (100) | (575,000) | (575,156) | - | (1,150,256) |
| Total Other Financing Sources (Uses) | 574,900 | (574,900) | - | - | - |
| Net Change in Fund Balances | (7,087,535) | (540,710) | 2,935,314 | (66,743,108) | (71,436,039) |
| Fund Balances - Beginning of year | 17,115,987 | 4,833,697 | 4,185,787 | 194,422,259 | 220,557,730 |
| Fund Balances - End of year | \$10,028,452 | \$4,292,987 | \$7,121,101 | \$127,679,151 | \$149,121,691 |

**Operating Funds Summary
2018-19 Through 2025-26
Revenues By Source and Expenditures By Object**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|---|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue | | | | | | | | |
| Local Sources | \$ 42,249,737 | \$ 41,851,411 | \$ 36,614,192 | \$ 36,865,635 | \$ 38,717,583 | \$ 40,391,040 | \$ 41,638,254 | \$ 42,976,290 |
| State Sources | 106,028,102 | 102,333,420 | 106,211,693 | 103,468,434 | 103,873,200 | 111,986,083 | 115,342,319 | 118,799,208 |
| Federal Sources | 7,345,974 | 7,501,776 | 16,186,145 | 23,776,368 | 16,213,786 | 12,743,263 | 9,169,967 | 9,261,667 |
| Interdistrict Sources | 10,568,423 | 11,450,932 | 12,384,019 | 13,771,311 | 13,632,143 | 14,119,618 | 14,613,805 | 15,125,288 |
| Total Revenue | 166,192,236 | 163,137,539 | 171,396,049 | 177,881,748 | 172,436,712 | 179,240,003 | 180,764,344 | 186,162,453 |
| Expenditures | | | | | | | | |
| Salaries | 81,928,568 | 81,255,245 | 79,123,055 | 82,383,018 | 83,352,928 | 85,148,096 | 85,790,297 | 87,506,103 |
| Benefits | 52,829,211 | 53,324,226 | 54,558,212 | 58,885,432 | 60,957,779 | 62,214,411 | 63,038,868 | 64,299,645 |
| Purchased Services | 20,160,360 | 20,797,733 | 18,589,661 | 22,935,379 | 22,970,119 | 22,812,476 | 22,903,495 | 23,500,659 |
| Supplies and Materials | 7,915,423 | 6,222,200 | 6,217,782 | 9,190,245 | 8,823,785 | 8,344,421 | 8,386,441 | 8,429,302 |
| Capital Outlay | 616,077 | 331,344 | 1,169,147 | 2,763,764 | 261,181 | 207,082 | 207,082 | 207,082 |
| Other | 2,541,024 | 2,146,579 | 1,788,564 | 2,069,532 | 2,005,486 | 2,008,411 | 2,008,411 | 2,008,411 |
| Total Expenditures | 165,990,663 | 164,077,327 | 161,446,421 | 178,227,370 | 178,371,278 | 180,734,897 | 182,334,594 | 185,951,203 |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | 588,426 | 193,280 | 698,547 | 1,414,265 | 575,100 | 525,100 | 575,100 | 650,100 |
| Transfers Out | (588,426) | (193,280) | (698,658) | (1,414,265) | (575,100) | (525,100) | (575,100) | (650,100) |
| Face value of debt issued | 256,807 | - | 277,481 | - | - | - | - | - |
| Debt Service | - | (56,850) | (56,850) | (1,703,678) | (1,703,679) | (1,700,000) | (1,734,000) | (1,768,680) |
| Proceeds from sale of fixed assets | 237,525 | 90,000 | 33,950 | 10,000 | 10,000 | - | - | - |
| Total Other Fin. Sources (Uses) | 494,332 | 33,150 | 254,470 | (1,693,678) | (1,693,679) | (1,700,000) | (1,734,000) | (1,768,680) |
| Net Change in Fund Balance | 695,905 | (906,638) | 10,204,098 | (2,039,300) | (7,628,245) | (3,194,893) | (3,304,250) | (1,557,430) |
| Fund Balances - Beginning of year* | 13,890,064 | 14,691,524 | 13,784,886 | 23,988,984 | 21,949,684 | 14,321,439 | 11,126,546 | 7,822,296 |
| Fund Balances - End of year | \$ 14,585,969 | \$ 13,784,886 | \$ 23,988,984 | \$ 21,949,684 | \$ 14,321,439 | \$ 11,126,546 | \$ 7,822,296 | \$ 6,264,865 |

Note: Operating Funds include the District General Fund and Special Revenue Funds

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

**Operating Funds Summary
2018-19 Through 2025-26
Expenditures by Function**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Instruction | | | | | | | | |
| Elementary | \$ 38,952,804 | \$ 38,773,433 | \$ 38,866,980 | \$ 41,013,386 | \$ 40,260,698 | \$ 41,030,267 | \$ 41,754,584 | \$ 42,554,051 |
| Middle School | 17,765,097 | 17,079,997 | 16,661,105 | 16,985,030 | 16,850,000 | 17,174,772 | 16,955,728 | 17,288,147 |
| High School | 23,381,635 | 22,922,627 | 22,000,520 | 22,600,071 | 23,075,760 | 23,063,007 | 23,488,357 | 23,922,214 |
| Other Basic Programs | 810,295 | 826,875 | 867,676 | 1,408,718 | 1,347,205 | 1,372,735 | 1,127,001 | 1,148,127 |
| Special Education | 18,667,856 | 18,826,167 | 19,877,814 | 21,455,668 | 22,498,397 | 22,890,042 | 23,312,956 | 23,744,329 |
| Vocational Education | 1,075,195 | 977,656 | 699,043 | 975,047 | 1,017,531 | 1,036,619 | 1,056,089 | 1,075,948 |
| Other Added Needs and Adult Ed | 3,680,517 | 4,244,963 | 3,431,125 | 4,652,264 | 4,612,060 | 4,701,245 | 4,576,967 | 4,665,450 |
| Total Instruction | 104,333,399 | 103,651,718 | 102,404,263 | 109,090,184 | 109,661,651 | 111,268,687 | 112,271,682 | 114,398,266 |
| Supporting Services | | | | | | | | |
| Guidance Services | 3,434,877 | 3,213,696 | 3,536,186 | 3,725,086 | 3,718,066 | 3,792,316 | 3,868,050 | 3,945,299 |
| Health Services | 1,028,733 | 1,032,114 | 1,153,853 | 1,501,262 | 1,503,542 | 1,504,157 | 1,504,785 | 1,505,425 |
| Psychological Services | 1,171,581 | 1,097,398 | 1,126,121 | 1,124,617 | 1,171,191 | 1,194,140 | 1,217,548 | 1,241,423 |
| Speech Services | 2,787,238 | 2,674,976 | 2,780,459 | 3,015,221 | 2,914,656 | 2,972,394 | 3,031,288 | 3,091,359 |
| Social Work | 2,169,126 | 2,027,039 | 2,085,594 | 2,443,877 | 2,237,729 | 2,282,197 | 2,326,705 | 2,372,969 |
| T/C Special Education | 1,886,240 | 1,882,095 | 1,896,933 | 1,970,496 | 2,008,869 | 2,048,712 | 2,089,352 | 2,130,805 |
| Other Pupil Services | 1,741,410 | 1,210,290 | 1,141,083 | 1,336,303 | 1,406,465 | 1,426,204 | 1,446,338 | 1,466,875 |
| Improvement of Instruction | 1,614,251 | 1,400,410 | 1,990,275 | 2,259,917 | 2,736,577 | 2,703,915 | 2,149,821 | 2,184,405 |
| Library Services | 991,622 | 998,980 | 928,297 | 983,473 | 965,737 | 984,275 | 1,003,183 | 1,022,470 |
| Audio/Visual | 320,127 | 310,872 | 365,244 | 2,113,324 | 388,543 | 353,883 | 360,961 | 368,180 |
| Instructional Staff Supervision | 1,863,922 | 2,449,347 | 2,181,067 | 2,441,304 | 2,538,764 | 2,588,762 | 2,609,280 | 2,660,688 |
| Media Services | 182,008 | 97,494 | 113,301 | 456,571 | 563,051 | 554,713 | 353,489 | 355,160 |
| Other Instruction Staff | 25 | - | - | - | - | - | - | - |
| Board of Education | 187,045 | 119,631 | 142,530 | 202,500 | 193,000 | 193,000 | 193,885 | 194,774 |
| Executive Administration | 561,016 | 579,926 | 644,712 | 678,855 | 730,359 | 743,811 | 757,532 | 771,528 |
| Office of Principal | 9,057,239 | 8,818,000 | 9,184,478 | 9,319,333 | 9,339,098 | 9,499,457 | 9,659,952 | 9,850,782 |
| Fiscal Services | 1,531,042 | 1,358,723 | 1,496,549 | 1,595,306 | 1,644,620 | 1,672,437 | 1,700,809 | 1,729,750 |
| Other Business Services | 891,064 | 630,441 | 612,335 | 724,608 | 619,881 | 623,306 | 626,800 | 630,363 |
| Custodial/Maintenance | 10,349,742 | 9,963,637 | 11,527,609 | 12,016,562 | 12,336,374 | 11,946,287 | 12,363,251 | 12,803,226 |
| Transportation | 6,205,637 | 5,624,023 | 4,803,490 | 6,205,035 | 6,301,687 | 6,462,961 | 6,641,948 | 6,826,304 |
| Testing/Community Relations | 533,874 | 564,723 | 598,694 | 602,306 | 619,631 | 628,266 | 637,074 | 646,058 |
| Personnel | 1,037,489 | 1,054,168 | 1,134,917 | 1,142,459 | 1,152,880 | 1,173,932 | 1,195,406 | 1,217,308 |
| Pupil Accounting | 378,033 | 340,731 | 369,933 | 436,153 | 350,972 | 354,210 | 361,156 | 368,241 |
| Data Processing | 2,148,935 | 1,993,561 | 2,064,276 | 2,004,099 | 2,058,827 | 1,828,550 | 1,845,883 | 1,863,562 |
| Athletics | 2,077,830 | 1,939,219 | 1,974,844 | 2,051,021 | 2,055,931 | 2,081,816 | 2,101,807 | 2,122,197 |
| Debt Service | - | 56,850 | 56,850 | 1,703,678 | 1,703,679 | 1,700,000 | 1,734,000 | 1,768,680 |
| Total Supporting Services | 54,150,106 | 51,438,344 | 53,909,630 | 62,053,366 | 61,260,129 | 61,313,700 | 61,780,302 | 63,137,831 |
| Community Services | 155,586 | 136,707 | 111,920 | 383,498 | 266,829 | 269,563 | 272,352 | 275,196 |
| Transfers Out | 588,426 | 193,280 | 698,658 | 1,414,265 | 575,100 | 525,100 | 575,100 | 650,100 |
| Debt Service | - | 56,850 | 56,850 | 1,703,678 | 1,703,679 | 1,700,000 | 1,734,000 | 1,768,680 |
| Cafeteria | 4,428,294 | 4,168,707 | 3,026,250 | 4,906,172 | 4,403,621 | 4,496,257 | 4,585,594 | 4,676,718 |
| Community Education | 696,594 | 568,398 | 81,203 | 365,768 | 397,016 | 400,374 | 403,800 | 407,294 |
| Preschool | 464,167 | 444,801 | 277,505 | 481,151 | 930,041 | 948,542 | 967,413 | 986,662 |
| Enrichment/Prime Time Care | 1,762,517 | 1,653,025 | 778,079 | 1,147,909 | 1,184,024 | 1,667,774 | 1,696,751 | 1,726,309 |
| Student Activity Accounts | - | 2,072,477 | 914,421 | 1,503,000 | 1,971,646 | 2,070,000 | 2,090,700 | 2,111,607 |
| Total Expenditures and Other Uses | \$ 166,579,089 | \$ 164,327,457 | \$ 162,201,929 | \$ 181,345,313 | \$ 180,650,057 | \$ 182,959,997 | \$ 184,643,694 | \$ 188,369,983 |

Note: Operating Funds include the District General Fund and Special Revenue Funds

**General Fund 2018-19 Through 2025-26
Revenues By Source and Expenditures By Object**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue | | | | | | | | |
| Local Sources | \$ 34,730,099 | \$ 35,735,089 | \$ 35,155,058 | \$ 32,198,235 | \$ 31,723,970 | \$ 32,842,939 | \$ 33,842,477 | \$ 34,900,002 |
| State Sources | 105,858,191 | 102,165,093 | 106,027,172 | 103,327,815 | 103,707,533 | 111,818,759 | 115,173,322 | 118,628,521 |
| Federal Sources | 5,634,619 | 5,749,722 | 13,148,750 | 18,525,958 | 14,452,528 | 10,964,392 | 7,373,308 | 7,447,041 |
| Interdistrict Sources | 10,568,423 | 11,450,932 | 12,384,019 | 13,771,311 | 13,632,143 | 14,119,618 | 14,613,805 | 15,125,288 |
| Total Revenue | 156,791,332 | 155,100,836 | 166,714,999 | 167,823,319 | 163,516,174 | 169,745,708 | 171,002,912 | 176,100,852 |
| Expenditures | | | | | | | | |
| Salaries | 79,083,551 | 78,426,721 | 77,424,596 | 79,991,431 | 80,956,788 | 82,437,441 | 83,025,429 | 84,685,938 |
| Benefits | 51,129,204 | 51,690,235 | 53,473,345 | 57,342,669 | 59,004,807 | 60,105,775 | 60,888,059 | 62,105,820 |
| Purchased Services | 19,602,160 | 18,190,141 | 17,581,651 | 21,043,011 | 20,626,160 | 20,324,068 | 20,392,182 | 20,966,190 |
| Supplies and Materials | 5,816,732 | 4,461,238 | 4,944,125 | 6,649,303 | 6,666,848 | 6,108,563 | 6,108,563 | 6,108,563 |
| Capital Outlay | 601,529 | 322,225 | 1,162,137 | 2,741,199 | 238,616 | 184,517 | 184,517 | 184,517 |
| Other | 2,405,915 | 2,079,359 | 1,783,109 | 2,055,757 | 1,991,711 | 1,991,586 | 1,991,586 | 1,991,586 |
| Total Expenditures | 158,639,091 | 155,169,919 | 156,368,963 | 169,823,370 | 169,484,930 | 171,151,950 | 172,590,336 | 176,042,614 |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | 587,453 | 193,245 | - | 477,885 | 575,000 | 525,000 | 575,000 | 650,000 |
| Transfers Out | (973) | (35) | (698,547) | (936,380) | (100) | (100) | (100) | (100) |
| Face value of debt issued | 256,807 | - | 277,481 | - | - | - | - | - |
| Debt Service | - | (56,850) | (56,850) | (1,703,678) | (1,703,679) | (1,700,000) | (1,734,000) | (1,768,680) |
| Proceeds from sale of fixed assets | 237,525 | 90,000 | 33,950 | 10,000 | 10,000 | - | - | - |
| Total Other Fin. Sources (Uses) | 1,080,812 | 226,360 | (443,966) | (2,152,173) | (1,118,779) | (1,175,100) | (1,159,100) | (1,118,780) |
| Net Change in Fund Balance | (766,947) | 157,277 | 9,902,070 | (4,152,224) | (7,087,535) | (2,581,342) | (2,746,524) | (1,060,542) |
| Fund Balances - Beginning of year | 11,975,811 | 11,208,864 | 11,366,141 | 21,268,211 | 17,115,987 | 10,028,452 | 7,447,110 | 4,700,586 |
| Fund Balances - End of year | \$ 11,208,864 | \$ 11,366,141 | \$ 21,268,211 | \$ 17,115,987 | \$ 10,028,452 | \$ 7,447,110 | \$ 4,700,586 | \$ 3,640,044 |

**General Fund 2018-19 Through 2025-2026
Expenditures by Function**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Instruction | | | | | | | | |
| Elementary | \$ 38,952,804 | \$ 38,773,433 | \$ 38,866,980 | \$ 41,013,386 | \$ 40,260,698 | \$ 41,030,267 | \$ 41,754,584 | \$ 42,554,051 |
| Middle School | 17,765,097 | 17,079,997 | 16,661,105 | 16,985,030 | 16,850,000 | 17,174,772 | 16,955,728 | 17,288,147 |
| High School | 23,381,635 | 22,922,627 | 22,000,520 | 22,600,071 | 23,075,760 | 23,063,007 | 23,488,357 | 23,922,214 |
| Other Basic Programs | 810,295 | 826,875 | 867,676 | 1,408,718 | 1,347,205 | 1,372,735 | 1,127,001 | 1,148,127 |
| Special Education | 18,667,856 | 18,826,167 | 19,877,814 | 21,455,668 | 22,498,397 | 22,890,042 | 23,312,956 | 23,744,329 |
| Vocational Education | 1,075,195 | 977,656 | 699,043 | 975,047 | 1,017,531 | 1,036,619 | 1,056,089 | 1,075,948 |
| Other Added Needs and Adult Ed | 3,680,517 | 4,244,963 | 3,431,125 | 4,652,264 | 4,612,060 | 4,701,245 | 4,576,967 | 4,665,450 |
| Total Instruction | 104,333,399 | 103,651,718 | 102,404,263 | 109,090,184 | 109,661,651 | 111,268,687 | 112,271,682 | 114,398,266 |
| Supporting Services | | | | | | | | |
| Guidance Services | 3,434,877 | 3,213,696 | 3,536,186 | 3,725,086 | 3,718,066 | 3,792,316 | 3,868,050 | 3,945,299 |
| Health Services | 1,028,733 | 1,032,114 | 1,153,853 | 1,501,262 | 1,503,542 | 1,504,157 | 1,504,785 | 1,505,425 |
| Psychological Services | 1,171,581 | 1,097,398 | 1,126,121 | 1,124,617 | 1,171,191 | 1,194,140 | 1,217,548 | 1,241,423 |
| Speech Services | 2,787,238 | 2,674,976 | 2,780,459 | 3,015,221 | 2,914,656 | 2,972,394 | 3,031,288 | 3,091,359 |
| Social Work | 2,169,126 | 2,027,039 | 2,085,594 | 2,443,877 | 2,237,729 | 2,282,197 | 2,326,705 | 2,372,969 |
| T/C Special Education | 1,886,240 | 1,882,095 | 1,896,933 | 1,970,496 | 2,008,869 | 2,048,712 | 2,089,352 | 2,130,805 |
| Other Pupil Services | 1,741,410 | 1,210,290 | 1,141,083 | 1,336,303 | 1,406,465 | 1,426,204 | 1,446,338 | 1,466,875 |
| Improvement of Instruction | 1,614,251 | 1,400,410 | 1,990,275 | 2,259,917 | 2,736,577 | 2,703,915 | 2,149,821 | 2,184,405 |
| Library Services | 991,622 | 998,980 | 928,297 | 983,473 | 965,737 | 984,275 | 1,003,183 | 1,022,470 |
| Audio/Visual | 320,127 | 310,872 | 365,244 | 2,113,324 | 388,543 | 353,883 | 360,961 | 368,180 |
| Instructional Staff Supervision | 1,863,922 | 2,449,347 | 2,181,067 | 2,441,304 | 2,538,764 | 2,588,762 | 2,609,280 | 2,660,688 |
| Media Services | 182,008 | 97,494 | 113,301 | 456,571 | 563,051 | 554,713 | 353,489 | 355,160 |
| Other Instruction Staff | 25 | - | - | - | - | - | - | - |
| Board of Education | 187,045 | 119,631 | 142,530 | 202,500 | 193,000 | 193,000 | 193,885 | 194,774 |
| Executive Administration | 561,016 | 579,926 | 644,712 | 678,855 | 730,359 | 743,811 | 757,532 | 771,528 |
| Office of Principal | 9,057,239 | 8,818,000 | 9,184,478 | 9,319,333 | 9,339,098 | 9,499,457 | 9,659,952 | 9,850,782 |
| Fiscal Services | 1,531,042 | 1,358,723 | 1,496,549 | 1,595,306 | 1,644,620 | 1,672,437 | 1,700,809 | 1,729,750 |
| Other Business Services | 891,064 | 630,441 | 612,335 | 724,608 | 619,881 | 623,306 | 626,800 | 630,363 |
| Custodial/Maintenance | 10,349,742 | 9,963,637 | 11,527,609 | 12,016,562 | 12,336,374 | 11,946,287 | 12,363,251 | 12,803,226 |
| Transportation | 6,205,637 | 5,624,023 | 4,803,490 | 6,205,035 | 6,301,687 | 6,462,961 | 6,641,948 | 6,826,304 |
| Testing/Community Relations | 533,874 | 564,723 | 598,694 | 602,306 | 619,631 | 628,266 | 637,074 | 646,058 |
| Personnel | 1,037,489 | 1,054,168 | 1,134,917 | 1,142,459 | 1,152,880 | 1,173,932 | 1,195,406 | 1,217,308 |
| Pupil Accounting | 378,033 | 340,731 | 369,933 | 436,153 | 350,972 | 354,210 | 361,156 | 368,241 |
| Data Processing | 2,148,935 | 1,993,561 | 2,064,276 | 2,004,099 | 2,058,827 | 1,828,550 | 1,845,883 | 1,863,562 |
| Athletics | 2,077,830 | 1,939,219 | 1,974,844 | 2,051,021 | 2,055,931 | 2,081,816 | 2,101,807 | 2,122,197 |
| Debt Service | - | 56,850 | 56,850 | 1,703,678 | 1,703,679 | 1,700,000 | 1,734,000 | 1,768,680 |
| Total Supporting Services | 54,150,106 | 51,438,344 | 53,909,630 | 62,053,366 | 61,260,129 | 61,313,700 | 61,780,302 | 63,137,831 |
| Community Services | | | | | | | | |
| Transfers Out | 155,586 | 136,707 | 111,920 | 383,498 | 266,829 | 269,563 | 272,352 | 275,196 |
| | 973 | 35 | 698,547 | 936,380 | 100 | 100 | 100 | 100 |
| Total Expenditures and Other Uses | \$ 158,640,064 | \$ 155,226,804 | \$ 157,124,360 | \$ 172,463,428 | \$ 171,188,709 | \$ 172,852,050 | \$ 174,324,436 | \$ 177,811,394 |

**Walled Lake Consolidated Schools
Cafeteria Fund**

2018/2019 Through 2025/2026

Revenues By Source and Expenditures By Object

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue | | | | | | | | |
| Local Sources | \$ 2,585,517 | \$ 1,917,924 | \$ 102,397 | \$ 838,737 | \$ 2,575,265 | \$ 2,601,018 | \$ 2,627,028 | \$ 2,653,298 |
| State Sources | 169,911 | 168,327 | 184,521 | 140,619 | 165,667 | 167,324 | 168,997 | 170,687 |
| Federal Sources | 1,711,355 | 1,752,054 | 3,037,395 | 5,250,410 | 1,761,258 | 1,778,871 | 1,796,659 | 1,814,626 |
| Total Revenue | 4,466,783 | 3,838,305 | 3,324,313 | 6,229,766 | 4,502,190 | 4,547,212 | 4,592,684 | 4,638,611 |
| Expenditures | | | | | | | | |
| Salaries | 1,491,873 | 1,511,103 | 1,019,144 | 1,390,966 | 1,253,815 | 1,278,891 | 1,304,469 | 1,330,559 |
| Benefits | 926,354 | 893,737 | 706,392 | 942,416 | 957,531 | 976,682 | 996,215 | 1,016,140 |
| Purchased Services | 110,025 | 133,439 | 55,219 | 109,616 | 108,101 | 110,263 | 112,468 | 114,718 |
| Supplies and Materials | 1,879,530 | 1,616,383 | 1,238,235 | 2,438,834 | 2,059,834 | 2,101,031 | 2,143,051 | 2,185,912 |
| Capital Outlay | 14,548 | 9,119 | 7,010 | 22,565 | 22,565 | 22,565 | 22,565 | 22,565 |
| Other | 5,964 | 4,926 | 250 | 1,775 | 1,775 | 6,825 | 6,825 | 6,825 |
| Total Expenditures | 4,428,294 | 4,168,707 | 3,026,250 | 4,906,172 | 4,403,621 | 4,496,257 | 4,585,594 | 4,676,718 |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | 973 | 35 | 35 | 100 | 100 | 100 | 100 | 100 |
| Transfers Out | (187,453) | (193,245) | (111) | (300,000) | (300,000) | (400,000) | (400,000) | (400,000) |
| Total Other Fin. Sources (Uses) | (186,480) | (193,210) | (76) | (299,900) | (299,900) | (399,900) | (399,900) | (399,900) |
| Net Change in Fund Balance | (147,991) | (523,612) | 297,987 | 1,023,694 | (201,331) | (348,945) | (392,810) | (438,007) |
| Fund Balances - Beginning of year | 826,504 | 678,513 | 154,901 | 452,888 | 1,476,582 | 1,275,251 | 926,306 | 533,496 |
| Fund Balances - End of year | \$ 678,513 | \$ 154,901 | \$ 452,888 | \$ 1,476,582 | \$ 1,275,251 | \$ 926,306 | \$ 533,496 | \$ 95,489 |

Notes on Projections:

Modest 1% increases in revenue
Assume local and federal revenue go back to normal as federal subsidies go away
2% increases in salary & benefits
2% increase in supplies, consistent with history
Return to General Fund annual transfers now that fund has recovered following COVID

**Walled Lake Consolidated Schools
Community Education Fund
2018/2019 Through 2025/2026
Revenues By Source and Expenditures By Object**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue | | | | | | | | |
| Local Sources | \$ 704,997 | \$ 389,101 | \$ 68,993 | \$ 420,000 | \$ 522,000 | \$ 527,220 | \$ 532,492 | \$ 537,817 |
| State Sources | - | - | - | - | - | - | - | - |
| Federal Sources | - | - | - | - | - | - | - | - |
| Total Revenue | 704,997 | 389,101 | 68,993 | 420,000 | 522,000 | 527,220 | 532,492 | 537,817 |
| Expenditures | | | | | | | | |
| Salaries | 131,394 | 128,370 | 68,478 | 104,122 | 107,215 | 109,359 | 111,546 | 113,777 |
| Benefits | 92,015 | 92,193 | 9,479 | 57,546 | 60,701 | 61,915 | 63,153 | 64,416 |
| Purchased Services | 375,896 | 289,583 | 2,857 | 182,000 | 207,000 | 207,000 | 207,000 | 207,000 |
| Supplies and Materials | 51,717 | 25,811 | 389 | 21,100 | 21,100 | 21,100 | 21,100 | 21,100 |
| Capital Outlay | - | - | - | - | - | - | - | - |
| Other | 45,572 | 32,441 | - | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Total Expenditures | 696,594 | 568,398 | 81,203 | 365,768 | 397,016 | 400,374 | 403,800 | 407,294 |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | - | - | 50,000 | - | - | - | - | - |
| Transfers Out | - | - | - | - | (25,000) | (100,000) | (150,000) | (200,000) |
| Total Other Financing Sources (Uses) | - | - | 50,000 | - | (25,000) | (100,000) | (150,000) | (200,000) |
| Net Change in Fund Balance | 8,403 | (179,297) | 37,790 | 54,232 | 99,984 | 26,846 | (21,308) | (69,477) |
| Fund Balances - Beginning of year | 227,187 | 235,590 | 56,293 | 94,083 | 148,315 | 248,299 | 275,145 | 253,837 |
| Fund Balances - End of year | \$ 235,590 | \$ 56,293 | \$ 94,083 | \$ 148,315 | \$ 248,299 | \$ 275,145 | \$ 253,837 | \$ 184,360 |

General Fund transfers once the fund recovers

**Walled Lake Consolidated Schools
Preschool Fund
2018/2019 Through 2025/2026
Revenues By Source and Expenditures By Object**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|---|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue | | | | | | | | |
| Local Sources | \$ 499,567 | \$ 334,150 | \$ 102,043 | \$ 413,899 | \$ 885,584 | \$ 929,863 | \$ 976,356 | \$ 1,025,174 |
| State Sources | - | - | - | - | - | - | - | - |
| Federal Sources | - | - | - | - | - | - | - | - |
| Total Revenue | 499,567 | 334,150 | 102,043 | 413,899 | 885,584 | 929,863 | 976,356 | 1,025,174 |
| Expenditures | | | | | | | | |
| Salaries | 237,159 | 246,408 | 160,672 | 256,421 | 363,073 | 370,334 | 377,741 | 385,296 |
| Benefits | 157,466 | 156,153 | 108,756 | 174,190 | 561,973 | 573,212 | 584,677 | 596,370 |
| Purchased Services | 20,975 | 10,948 | 1,490 | 40,540 | - | - | - | - |
| Supplies and Materials | 18,201 | 10,036 | 6,587 | 10,000 | 4,995 | 4,995 | 4,995 | 4,995 |
| Capital Outlay | - | - | - | - | - | - | - | - |
| Other | 30,366 | 21,256 | - | - | - | - | - | - |
| Total Expenditures | 464,167 | 444,801 | 277,505 | 481,151 | 930,041 | 948,542 | 967,413 | 986,662 |
| Other Financing Sources - Transfers In | - | - | 88,296 | 74,573 | - | - | - | - |
| Net Change in Fund Balance | 35,400 | (110,651) | (87,166) | 7,321 | (44,457) | (18,679) | 8,943 | 38,513 |
| Fund Balances - Beginning of year | 272,006 | 307,406 | 196,755 | 109,589 | 116,910 | 72,453 | 53,774 | 62,717 |
| Fund Balances - End of year | \$ 307,406 | \$ 196,755 | \$ 109,589 | \$ 116,910 | \$ 72,453 | \$ 53,774 | \$ 62,717 | \$ 101,230 |

Notes on Projections:

5% increases in revenue as program expands
2% increases in salary & benefits
2% increase in supplies, consistent with history
Return to General Fund annual transfers now that fund has recovered following COVID

**Walled Lake Consolidated Schools
Enrichment/Prime Time Care Fund
2018/2019 Through 2025/2026
Revenues By Source and Expenditures By Object**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue | | | | | | | | |
| Local Sources | \$ 1,842,845 | \$ 1,485,276 | \$ 250,706 | \$ 1,044,782 | \$ 1,060,782 | \$ 1,500,000 | \$ 1,650,000 | \$ 1,830,000 |
| State Sources | - | - | - | - | - | - | - | - |
| Federal Sources | - | - | - | - | - | - | - | - |
| Total Revenue | 1,842,845 | 1,485,276 | 250,706 | 1,044,782 | 1,060,782 | 1,500,000 | 1,650,000 | 1,830,000 |
| Expenditures | | | | | | | | |
| Salaries | 984,591 | 942,643 | 450,165 | 640,078 | 672,037 | 952,069 | 971,111 | 990,533 |
| Benefits | 524,172 | 491,908 | 260,240 | 368,611 | 372,767 | 496,827 | 506,764 | 516,899 |
| Purchased Services | 51,304 | 101,145 | 34,023 | 57,212 | 57,212 | 101,145 | 101,145 | 101,145 |
| Supplies and Materials | 149,243 | 108,732 | 28,446 | 71,008 | 71,008 | 108,732 | 108,732 | 108,732 |
| Capital Outlay | - | - | - | - | - | - | - | - |
| Other | 53,207 | 8,597 | 5,205 | 11,000 | 11,000 | 9,000 | 9,000 | 9,000 |
| Total Expenditures | 1,762,517 | 1,653,025 | 778,079 | 1,147,909 | 1,184,024 | 1,667,774 | 1,696,751 | 1,726,309 |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | - | - | 560,216 | 861,707 | - | - | - | - |
| Transfers Out | (400,000) | - | - | (177,885) | (250,000) | (25,000) | (25,000) | (50,000) |
| Total Other Fin. Sources (Uses) | (400,000) | - | 560,216 | 683,822 | (250,000) | (25,000) | (25,000) | (50,000) |
| Net Change in Fund Balance | (319,672) | (167,749) | 32,843 | 580,695 | (373,242) | (192,774) | (71,751) | 53,691 |
| Fund Balances - Beginning of year | 588,556 | 268,884 | 101,135 | 133,978 | 714,673 | 341,431 | 148,657 | 76,906 |
| Fund Balances - End of year | \$ 268,884 | \$ 101,135 | \$ 133,978 | \$ 714,673 | \$ 341,431 | \$ 148,657 | \$ 76,906 | \$ 130,597 |

Notes on Projections:

Revenue returns to pre-Covid levels - phased in
2% increases in salary & benefits
2% increase in supplies, consistent with history
Return to General Fund annual transfers now that fund has recovered following COVID

Walled Lake Consolidated Schools
Student Activity Funds *
2018/2019 Through 2025/2026
Revenues By Source and Expenditures By Object

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|---|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue | | | | | | | | |
| Local Sources | \$ - | \$ 1,989,871 | \$ 934,995 | \$ 1,949,982 | \$ 1,949,982 | \$ 1,990,000 | \$ 2,009,900 | \$ 2,029,999 |
| State Sources | - | - | - | - | - | - | - | - |
| Federal Sources | - | - | - | - | - | - | - | - |
| Total Revenue | - | 1,989,871 | 934,995 | 1,949,982 | 1,949,982 | 1,990,000 | 2,009,900 | 2,029,999 |
| Expenditures | | | | | | | | |
| Salaries | - | - | - | - | - | - | - | - |
| Benefits | - | - | - | - | - | - | - | - |
| Purchased Services | - | 2,072,477 | 914,421 | 1,503,000 | 1,971,646 | 2,070,000 | 2,090,700 | 2,111,607 |
| Supplies and Materials | - | - | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| Total Expenditures | - | 2,072,477 | 914,421 | 1,503,000 | 1,971,646 | 2,070,000 | 2,090,700 | 2,111,607 |
| Other Financing Uses - Transfers Out | - | - | - | - | - | - | - | - |
| Net Change in Fund Balance | - | (82,606) | 20,574 | 446,982 | (21,664) | (80,000) | (80,800) | (81,608) |
| Fund Balances - Beginning of year | - | 1,992,267 | 1,909,661 | 1,930,235 | 2,377,217 | 2,355,553 | 2,275,553 | 2,194,753 |
| Fund Balances - End of year | \$ - | \$ 1,909,661 | \$ 1,930,235 | \$ 2,377,217 | \$ 2,355,553 | \$ 2,275,553 | \$ 2,194,753 | \$ 2,113,145 |

* 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
2018/2019 Through 2025/2026**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ 7,707,897 | \$ 5,742,493 | \$ 4,138,664 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | | | | |
| Principal Payments | 5,000,000 | 4,935,000 | 4,890,000 | - | - | - | - | - |
| Interest and Other | 999,789 | 743,031 | 1,524,665 | - | - | - | - | - |
| Total Expenditures | 5,999,789 | 5,678,031 | 6,414,665 | - | - | - | - | - |
| Excess of Revenue Over (Under) Expenditures | 1,708,108 | 64,462 | (2,276,001) | - | - | - | - | - |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | 85,422 | - | - | - | - | - | - | - |
| Transfers Out | - | - | (513,900) | - | - | - | - | - |
| Debt Proceeds and premium on refunding | - | - | - | - | - | - | - | - |
| Payments to Bond Escrow | - | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | 85,422 | - | (513,900) | - | - | - | - | - |
| Net Change in Fund Balances | 1,793,530 | 64,462 | (2,789,901) | - | - | - | - | - |
| Fund Balances - Beginning of year | 931,909 | 2,725,439 | 2,789,901 | - | - | - | - | - |
| Fund Balances - End of year | \$ 2,725,439 | \$ 2,789,901 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

**Walled Lake Consolidated Schools
2012 Debt Fund
2018/2019 Through 2025/2026**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ 587,420 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | | | | |
| Principal Payments | 590,000 | - | - | - | - | - | - | - |
| Interest and Other | 18,879 | - | - | - | - | - | - | - |
| Total Expenditures | 608,879 | - | - | - | - | - | - | - |
| Excess of Revenue Over (Under) Expenditures | (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 | (261,230) | - | - | - | - | - | - | - |
| Fund Balances - Beginning of year | 261,230 | - | - | - | - | - | - | - |
| Fund Balances - End of year | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

**Walled Lake Consolidated Schools
2014 Debt Fund
2018/2019 Through 2025/2026**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ 5,489,252 | \$ 4,655,330 | \$ 3,441,384 | \$ 1,659,440 | \$ 1,874,119 | \$ - | \$ - | \$ - |
| Expenditures | | | | | | | | |
| Principal Payments | 1,155,000 | 1,305,000 | 1,430,000 | 1,555,000 | 1,680,000 | - | - | - |
| Interest and Other | 3,040,741 | 3,013,714 | 3,869,551 | 115,242 | 60,816 | - | - | - |
| Total Expenditures | 4,195,741 | 4,318,714 | 5,299,551 | 1,670,242 | 1,740,816 | - | - | - |
| Excess of Revenue Over (Under) Expenditures | 1,293,511 | 336,616 | (1,858,167) | (10,802) | 133,303 | - | - | - |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | 61,876 | - | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | (575,156) | - | - | - |
| Debt Proceeds and premium on refunding | - | - | - | - | - | - | - | - |
| Payments to Bond Escrow | - | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | 61,876 | - | - | - | (575,156) | - | - | - |
| Net Change in Fund Balances | 1,355,387 | 336,616 | (1,858,167) | (10,802) | (441,853) | - | - | - |
| Fund Balances - Beginning of year | 618,819 | 1,974,206 | 2,310,822 | 452,655 | 441,853 | - | - | - |
| Fund Balances - End of year | \$ 1,974,206 | \$ 2,310,822 | \$ 452,655 | \$ 441,853 | \$ - | \$ - | \$ - | \$ - |

Walled Lake Consolidated Schools
2015 Debt Fund
2018/2019 Through 2025/2026

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ 6,284,719 | \$ 5,794,379 | \$ 4,622,311 | \$ 4,407,027 | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | | | | |
| Principal Payments | 4,160,000 | 4,635,000 | 5,170,000 | 5,135,000 | - | - | - | - |
| Interest and Other | 968,376 | 757,362 | 524,509 | 261,293 | - | - | - | - |
| Total Expenditures | 5,128,376 | 5,392,362 | 5,694,509 | 5,396,293 | - | - | - | - |
| Excess of Revenue Over (Under) Expenditures | 1,156,343 | 402,017 | (1,072,198) | (989,266) | - | - | - | - |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | 72,312 | - | - | - | - | - | - | - |
| Transfers Out | - | - | - | (647,715) | - | - | - | - |
| Debt Proceeds and premium on refunding | - | - | - | - | - | - | - | - |
| Payments to Bond Escrow | - | - | - | - | - | - | - | - |
| Premium on Bond Refunding | - | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | 72,312 | - | - | (647,715) | - | - | - | - |
| Net Change in Fund Balances | 1,228,655 | 402,017 | (1,072,198) | (1,636,981) | - | - | - | - |
| Fund Balances - Beginning of year | 1,078,507 | 2,307,162 | 2,709,179 | 1,636,981 | - | - | - | - |
| Fund Balances - End of year | \$ 2,307,162 | \$ 2,709,179 | \$ 1,636,981 | \$ - | \$ - | \$ - | \$ - | \$ - |

Walled Lake Consolidated Schools
2016 Debt Fund
2018/2019 Through 2025/2026

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ 1,924,144 | \$ 2,172,248 | \$ 1,343,451 | \$ 1,657,659 | \$ 1,754,930 | \$ 1,178,095 | \$ - | \$ - |
| Expenditures | | | | | | | | |
| Principal Payments | 1,010,000 | 1,575,000 | 1,555,000 | 1,535,000 | 1,510,000 | 1,490,000 | - | - |
| Interest and Other | 351,624 | 309,923 | 247,042 | 183,666 | 122,266 | 66,100 | - | - |
| Total Expenditures | 1,361,624 | 1,884,923 | 1,802,042 | 1,718,666 | 1,632,266 | 1,556,100 | - | - |
| Excess of Revenue Over (Under) Expenditures | 562,520 | 287,325 | (458,591) | (61,007) | 122,664 | (378,005) | - | - |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | 20,161 | - | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | (155,610) | - | - |
| Debt Proceeds and premium on refunding | - | - | - | - | - | - | - | - |
| Payments to Bond Escrow | - | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | 20,161 | - | - | - | - | (155,610) | - | - |
| Net Change in Fund Balances | 582,681 | 287,325 | (458,591) | (61,007) | 122,664 | (533,615) | - | - |
| Fund Balances - Beginning of year | 60,543 | 643,224 | 930,549 | 471,958 | 410,951 | 533,615 | - | - |
| Fund Balances - End of year | \$ 643,224 | \$ 930,549 | \$ 471,958 | \$ 410,951 | \$ 533,615 | \$ - | \$ - | \$ - |

Walled Lake Consolidated Schools
2019 Debt Fund
2018/2019 Through 2025/2026

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | | | | | | | | |
| \$ - \$ | 3,000,945 | \$ | 2,688,621 | \$ | 2,867,072 | \$ | 3,491,300 | \$ 3,475,175 |
| Expenditures | | | | | | | | |
| Principal Payments | - | - | - | - | - | 100,000 | 775,000 | 860,000 |
| Interest and Other | - | 2,240,508 | 2,653,186 | 2,651,625 | 2,651,625 | 2,654,300 | 2,649,300 | 2,610,550 |
| Total Expenditures | - | 2,240,508 | 2,653,186 | 2,651,625 | 2,651,625 | 2,754,300 | 3,424,300 | 3,470,550 |
| Excess of Revenue Over (Under) Expenditures | - | 760,437 | 35,435 | (118,231) | 215,447 | (617,658) | 67,000 | 4,625 |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | - | - | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - | - | - |
| Debt Proceeds and premium on refunding | - | - | - | - | - | - | - | - |
| Payments to Bond Escrow | - | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | - | - | - | - | - | - | - | - |
| Net Change in Fund Balances | - | 760,437 | 35,435 | (118,231) | 215,447 | (617,658) | 67,000 | 4,625 |
| Fund Balances - Beginning of year | - | - | 760,437 | 795,872 | 677,641 | 893,088 | 275,430 | 342,430 |
| Fund Balances - End of year | \$ - \$ | 760,437 | \$ | 795,872 | \$ | 893,088 | \$ | 342,430 |
| | | | | 677,641 | | 275,430 | | 347,055 |

**Walled Lake Consolidated Schools
2020 Debt Fund
2018/2019 Through 2025/2026**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ - | \$ - | \$ 5,963,319 | \$ 7,043,878 | \$ 7,954,629 | \$ 7,055,044 | \$ 8,726,230 | \$ 9,005,150 |
| Expenditures | | | | | | | | |
| Principal Payments | - | - | - | - | - | 1,540,000 | 1,925,000 | 2,150,000 |
| Interest and Other | - | - | 4,665,022 | 6,986,569 | 6,986,569 | 6,986,100 | 6,924,500 | 6,841,000 |
| Total Expenditures | - | - | 4,665,022 | 6,986,569 | 6,986,569 | 8,526,100 | 8,849,500 | 8,991,000 |
| Excess of Revenue Over (Under) Expenditures | - | - | 1,298,297 | 57,309 | 968,060 | (1,471,056) | (123,270) | 14,150 |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | - | - | - | - | - | 155,610 | - | - |
| Transfers Out | - | - | - | - | - | - | - | - |
| Debt Proceeds and premium on refunding | - | - | - | - | - | - | - | - |
| Payments to Bond Escrow | - | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | - | - | - | - | - | 155,610 | - | - |
| Net Change in Fund Balances | - | - | 1,298,297 | 57,309 | 968,060 | (1,315,446) | (123,270) | 14,150 |
| Fund Balances - Beginning of year | - | - | - | 1,298,297 | 1,355,606 | 2,323,666 | 1,008,220 | 884,950 |
| Fund Balances - End of year | \$ - | \$ - | \$ 1,298,297 | \$ 1,355,606 | \$ 2,323,666 | \$ 1,008,220 | \$ 884,950 | \$ 899,100 |

**Walled Lake Consolidated Schools
2021 Debt Fund
2018/2019 Through 2025/2026**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ - | \$ - | \$ - | \$ 5,450,713 | \$ 939,809 | \$ 4,009,734 | \$ 4,019,466 | \$ 4,017,741 |
| Expenditures | | | | | | | | |
| Principal Payments | - | - | - | 3,810,000 | - | 2,760,000 | 2,805,000 | 2,825,000 |
| Interest and Other | - | - | 384,994 | 1,506,042 | 1,221,175 | 1,222,172 | 1,211,076 | 1,192,590 |
| Total Expenditures | - | - | 384,994 | 5,316,042 | 1,221,175 | 3,982,172 | 4,016,076 | 4,017,590 |
| Excess of Revenue Over (Under) Expenditures | - | - | (384,994) | 134,671 | (281,366) | 27,562 | 3,390 | 151 |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | - | - | 513,900 | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - | - | - |
| Face value of debt issued | - | - | 66,740,000 | - | - | - | - | - |
| Payments to Bond Escrow | - | - | (66,351,556) | - | - | - | - | - |
| Total Other Financing Sources (Uses) | - | - | 902,344 | - | - | - | - | - |
| Net Change in Fund Balances | - | - | 517,350 | 134,671 | (281,366) | 27,562 | 3,390 | 151 |
| Fund Balances - Beginning of year | - | - | - | 517,350 | 652,021 | 370,655 | 398,217 | 401,608 |
| Fund Balances - End of year | \$ - | \$ - | \$ 517,350 | \$ 652,021 | \$ 370,655 | \$ 398,217 | \$ 401,608 | \$ 401,759 |

Walled Lake Consolidated Schools
2022 Debt Fund
2018/2019 Through 2025/2026

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ - | \$ - | \$ - | \$ - | \$ 8,766,650 | \$ 298,273 | \$ 2,976,500 | \$ 2,956,500 |
| Expenditures | | | | | | | | |
| Principal Payments | - | - | - | - | 4,250,000 | 500,000 | 500,000 | 500,000 |
| Interest and Other | - | - | - | - | 2,739,444 | 2,498,500 | 2,478,500 | 2,458,500 |
| Total Expenditures | - | - | - | - | 6,989,444 | 2,998,500 | 2,978,500 | 2,958,500 |
| Excess of Revenue Over (Under) Expenditures | - | - | - | - | 1,777,206 | (2,700,227) | (2,000) | (2,000) |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers In | - | - | - | 647,715 | 575,156 | - | - | - |
| Transfers Out | - | - | - | - | - | - | - | - |
| Face value of debt issued | - | - | - | - | - | - | - | - |
| Payments to Bond Escrow | - | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | - | - | - | 647,715 | 575,156 | - | - | - |
| Net Change in Fund Balances | - | - | - | 647,715 | 2,352,362 | (2,700,227) | (2,000) | (2,000) |
| Fund Balances - Beginning of year | - | - | - | - | 647,715 | 3,000,077 | 299,850 | 297,850 |
| Fund Balances - End of year | \$ - | \$ - | \$ - | \$ 647,715 | \$ 3,000,077 | \$ 299,850 | \$ 297,850 | \$ 295,850 |

**Walled Lake Consolidated Schools
Capital Project Fund - 2014 Bond Fund
2018/2019 Through 2025/2026**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ 100,107 | \$ 35,682 | \$ 577 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditures - Capital Outlay | 2,112,029 | 2,336,731 | 922,357 | - | - | - | - | - |
| Net Change in Fund Balance | (2,011,922) | (2,301,049) | (921,780) | - | - | - | - | - |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers out | - | - | - | - | - | - | - | - |
| Bond proceeds | (2,011,922) | (2,301,049) | (921,780) | - | - | - | - | - |
| Premium on debt issued | 5,234,751 | 3,222,829 | 921,780 | - | - | - | - | - |
| Net Change in Fund Balances | (2,011,922) | (2,301,049) | (921,780) | - | - | - | - | - |
| Fund Balances - Beginning of year | 5,234,751 | 3,222,829 | 921,780 | - | - | - | - | - |
| Fund Balances - End of year | \$ 3,222,829 | \$ 921,780 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Walled Lake Consolidated Schools
Capital Project Fund - 2019 Bond Fund - Series One
2018/2019 Through 2025/2026

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue | | | | | | | | |
| Local Sources | \$ 15,220 | \$ 1,272,767 | \$ 1,201,210 | \$ 2,500 | \$ - | \$ - | \$ - | \$ - |
| State Sources | - | - | - | 234,152 | - | - | - | - |
| Total Revenue | 15,220 | 1,272,767 | 1,201,210 | 236,652 | - | - | - | - |
| Expenditures - Capital Outlay | | | | | | | | |
| | - | 13,929,080 | 44,110,458 | 8,821,794 | - | 473,304 | - | - |
| Net Change in Fund Balance | 15,220 | (12,656,313) | (42,909,248) | (8,585,142) | - | (473,304) | - | - |
| 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) | (42,909,248) | (8,585,142) | - | (473,304) | - | - |
| Fund Balances - Beginning of year | - | 64,624,007 | 51,967,694 | 9,058,446 | 473,304 | 473,304 | - | - |
| Fund Balances - End of year | \$ 64,624,007 | \$ 51,967,694 | \$ 9,058,446 | \$ 473,304 | \$ 473,304 | \$ - | \$ - | \$ - |

Walled Lake Consolidated Schools
Capital Project Fund - 2020 Bond Fund - Series Two of 2019 Bond
2018/2019 Through 2025/2026

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ - | \$ - | \$ (63,053) | \$ 1,180,670 | \$ 1,271,642 | \$ 340,000 | \$ 110,000 | \$ 88,000 |
| Expenditures - Capital Outlay | - | - | 85,386 | 60,048,239 | 53,819,704 | 28,559,423 | 30,445,915 | 5,945,043 |
| Net Change in Fund Balance | - | - | (148,439) | (58,867,569) | (52,548,062) | (28,219,423) | (30,335,915) | (5,857,043) |
| Other Financing Sources (Uses) | | | | | | | | |
| Face value of debt issued | - | - | 143,665,000 | - | - | - | - | - |
| Bond issuance cost | - | - | (782,257) | - | - | - | - | - |
| Bond proceeds | - | - | - | - | - | - | - | - |
| Premium on debt issued | - | - | 43,297,433 | - | - | - | - | - |
| Net Change in Fund Balances | - | - | 186,180,176 | - | - | - | - | - |
| Fund Balances - Beginning of year | - | - | 186,031,737 | (58,867,569) | (52,548,062) | (28,219,423) | (30,335,915) | (5,857,043) |
| Fund Balances - End of year | - | - | - | 186,031,737 | 127,164,168 | 74,616,106 | 46,396,683 | 16,060,768 |
| Fund Balances - End of year | \$ - | \$ - | \$ 186,031,737 | \$ 127,164,168 | \$ 74,616,106 | \$ 46,396,683 | \$ 16,060,768 | \$ 10,203,725 |

Walled Lake Consolidated Schools
Capital Project Fund - 2022 Bond Fund - Series Three of 2019 Bond
2018/2019 Through 2025/2026

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ - | \$ - | \$ - | 5,300 | \$ 516,000 | \$ 340,000 | \$ 110,000 | \$ 88,000 |
| Expenditures - Capital Outlay | - | - | - | - | 15,375,436 | 27,348,077 | 20,423,791 | 2,127,472 |
| Net Change in Fund Balance | - | - | - | 5,300 | (14,859,436) | (27,008,077) | (20,313,791) | (2,039,472) |
| Other Financing Sources (Uses) | | | | | | | | |
| Face value of debt issued | - | - | - | - | - | - | - | - |
| Bond issuance cost | - | - | - | (347,280) | - | - | - | - |
| Bond proceeds | - | - | - | 64,562,756 | - | - | - | - |
| Premium on debt issued | - | - | - | - | - | - | - | - |
| Net Change in Fund Balances | - | - | - | 64,215,476 | - | - | - | - |
| Fund Balances - Beginning of year | - | - | - | 64,220,776 | (14,859,436) | (27,008,077) | (20,313,791) | (2,039,472) |
| Fund Balances - End of year | - | - | - | - | 64,220,776 | 49,361,340 | 22,353,263 | 2,039,472 |
| Fund Balances - End of year | \$ - | \$ - | \$ - | \$ 64,220,776 | \$ 49,361,340 | \$ 22,353,263 | \$ 2,039,472 | \$ - |

**Walled Lake Consolidated Schools
Capital Project Fund - Sinking Fund
2018/2019 Through 2025/2026**

| | 2018/2019 Actual | 2019/2020 Actual | 2020/2021 Actual | 2021/2022 Amended Budget | 2022/2023 Recommended Budget | 2023/2024 Projected Budget | 2024/2025 Projected Budget | 2025/2026 Projected Budget |
|--|---------------------|---------------------|---------------------|--------------------------------|------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Revenue - Local Sources | \$ 2,361,642 | \$ 2,462,438 | \$ 2,556,450 | \$ 2,597,603 | \$ 2,765,421 | \$ 2,793,075 | \$ 2,821,006 | \$ 2,849,216 |
| Expenditures - Capital Outlay | 3,483,029 | 1,390,188 | 459,092 | 3,961,288 | 2,101,031 | 3,072,383 | 3,103,107 | 3,134,138 |
| Net Change in Fund Balance | (1,121,387) | 1,072,250 | 2,097,358 | (1,363,685) | 664,390 | (279,308) | (282,101) | (284,922) |
| Fund Balances - Beginning of year | 1,879,475 | 758,088 | 1,830,338 | 3,927,696 | 2,564,011 | 3,228,401 | 2,949,093 | 2,666,993 |
| Fund Balances - End of year | \$ 758,088 | \$ 1,830,338 | \$ 3,927,696 | \$ 2,564,011 | \$ 3,228,401 | \$ 2,949,093 | \$ 2,666,993 | \$ 2,382,071 |

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 4.74%, 5.24%, 4.47%, and 3.85% in 2018, 2019, 2020, and 2021 respectively. Projected increases of 6.25%, 5.00%, and 4.50% are expected for each of the three years 2022, 2023 and 2024.

As taxable values of the collective property within district boundaries increase or decrease, the state share of the foundation allowance is adjusted. Total foundation allowance revenue stays the same. As a result, taxable value increases do not translate to additional funding for our schools.

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 2022/2023, including a net per pupil increase of \$300. 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 10%, 2%, and 2% are budgeted for each of 2022, 2023, and 2024.

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 2022/2023. 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 2022/2023 those limits have increased by 3.7% for 2022 and 1.3% for 2023. 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 2022/2023 for our district is calculated to be 28.11 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 2022/2023 compared to 2021/2022.

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.

Significant funds have been budgeted with the 2019 Capital Projects Fund for the purchase of furniture in each of our buildings.

Capital outlay budgets in the 2019, 2020, and 2022 Capital Projects Fund are based on the estimated cost of projects planned for the year.

| |
|---------------------|
| <i>Other</i> |
|---------------------|

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

| |
|---|
| <i>Fund Balance – General Fund</i> |
|---|

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. The significant influx of pandemic-related grant funds have and will continue to provide stability, opportunities for programs, and the ability to plan for the future. A tremendous amount of forethought resulted in the design of a multi-year plan to spend grant funds received over the next few years.

Many of the planned expenditures will be one-time costs, temporary, and/or will be funded by other grant sources once these particular grants are fully spent.

If enrollment declines continue as anticipated, staffing will continue to be adjusted and programs will be scrutinized if necessary to continue to ensure the district has a balanced budget.

Forecasting for several years in the future provides the information to allow Administration and the Board of Education to be prepared to make adjustments. In this way, long-term budgets like those presented earlier in this section, serve as planning tools, and are therefore preliminary in nature.

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, 2022, approximately \$7 million of fund balance will be assigned to cover the deficit anticipated in 2022/2023. No other portions of fund balance within the General Fund is classified as restricted or committed.

| |
|--|
| <i>Fund Balance – Special Revenue Funds</i> |
|--|

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.

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.

| |
|---|
| <i>Fund Balance – Debt Funds</i> |
|---|

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 2019 Bond Fund continues to decline as projects are completed. The fund balance in the 2020 and the 2022 Bond Funds will also decline as projects continue. 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.

MICHIGAN PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM

Plan Description

The District participates in the Michigan Public School Employees' Retirement System (MPERS), a statewide, cost-sharing, multiple-employer defined benefit public employee retirement system governed by the State of Michigan. Certain employees also receive defined contribution retirement and health care benefits through the System. The System provides retirement, survivor, and disability benefits to plan members and their beneficiaries. The System also provides postemployment health care benefits to retirees and beneficiaries who elect to receive those benefits.

The System is administered by the Office of Retirement Services (ORS).

Benefits Provided

Benefit provisions of the defined benefit (DB) pension plan and the postemployment health care plan are established by state statute, which may be amended. Public Act 300 of 1980, as amended, establishes eligibility and benefit provisions for the defined benefit pension plan and the postemployment health care plan.

Member retirement benefits vary depending on the member's date of hire and plan options selected.

MPERS provides medical, prescription drug, dental, and vision coverage for retirees and beneficiaries. A subsidized portion of the premium is paid by the MPERS, with the balance deducted from the monthly pension of each retiree health care recipient.

Contributions

Public Act 300 of 1980, as amended, required the School District to contribute amounts necessary to finance the coverage of pension benefits of active and retired members. Each school district's contribution is expected to finance the cost of benefits earned by employees during the year, with an additional amount to finance a portion of the unfunded accrued liability.

Net Pension Liability

At June 30, 2021, the District reported a liability of \$315,014,820 for its proportionate share of the net pension liability. The School District's

proportion of the net pension liability was based on a projection of its long-term share of contributions to the pension plan relative to the projected contributions of all participating reporting units, actuarially determined.

Net Other Post Employment Benefit (OPEB) Liability

At June 30, 2021, the District reported a liability of \$48,294,605 for its proportionate share of the net OPEB liability. The School District's proportion of the net OPEB liability was based on a projection of its long-term share of contributions to the OPEB plan relative to the projected contributions of all participating reporting units, actuarially determined.

Governmental Accounting Standards Board (GASB) Statement Nos. 68 and 75 (recording the School District's share of the net pension and OPEB liabilities from the state-managed retirement system) required that all participating reporting units report these liabilities in the Government-wide financial statements. The significant liabilities are not required to be recorded in the fund-level financial statements as they do not have a direct impact on the financial health of individual school districts.

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 2.4 million square feet of educational space and 773 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 2022/2023 school year focus on roofing as shown below.

| |
|--|
| Sinking Fund Projects - 2022/2023 |
|--|

| | |
|--------------------------------|---------------------|
| Roofing projects | \$ 2,097,248 |
| Audit and administrative costs | <u>3,783</u> |
| Total 2022/2023 Budget | <u>\$ 2,101,031</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, 2022 when school returns for the 2022-2023 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 took place in three series sold in 2019, 2020, and 2022. Projects include:

- Renovate Walled Lake Western High School.
- Construct a new 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, and more at all 23 Walled Lake Schools and District buildings.
- Improve safety.
- Purchase buses.

The 2019 series is almost entirely spent and therefore does not have any projects budgeted for 2022/2023. The following items are planned for the second and third series, 2020 and 2022 respectively, during 2022/2023.

| |
|--|
| 2020 Capital Project Bond - 2022/2023 |
|--|

| | |
|---------------------------------|----------------------|
| Audit and administrative costs | \$ 68,447 |
| Walled Lake Western High School | <u>53,751,257</u> |
| Total 2022/2023 Budget | <u>\$ 53,819,704</u> |

| |
|--|
| 2022 Capital Project Bond - 2022/2023 |
|--|

| | |
|---------------------------------|----------------------|
| Audit and administrative costs | \$ 78,700 |
| Walled Lake Western High School | <u>15,296,736</u> |
| Total 2022/2023 Budget | <u>\$ 15,375,436</u> |

The Early Childhood Center is ahead of schedule and anticipated to be ready to open this fall. The new Dublin Elementary is expected to be complete and ready for students this fall.

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 | 2016 Debt Principal | 2019 Debt Principal | 2020 Debt Principal | 2021 Debt Principal | 2022 Debt Principal |
|----------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 2023 | \$ 1,680,000 | \$ 1,510,000 | \$ 100,000 | \$ - | \$ - | \$ 4,250,000 |
| 2024 | - | 1,490,000 | 775,000 | 1,540,000 | 2,760,000 | 500,000 |
| 2025 | - | - | 860,000 | 1,925,000 | 2,805,000 | 500,000 |
| 2026 | - | - | 945,000 | 2,150,000 | 2,825,000 | 500,000 |
| 2027 | - | - | 995,000 | 2,735,000 | 2,845,000 | 500,000 |
| 2028 | - | - | 1,055,000 | 3,385,000 | 2,870,000 | 1,000,000 |
| 2029 | - | - | 1,265,000 | 4,085,000 | 2,905,000 | 1,000,000 |
| 2030 | - | - | 1,640,000 | 4,545,000 | 2,940,000 | 1,000,000 |
| 2031 | - | - | 1,745,000 | 4,755,000 | 2,985,000 | 1,000,000 |
| 2032 | - | - | 1,845,000 | 5,055,000 | 3,010,000 | 1,000,000 |
| 2033 | - | - | 1,945,000 | 5,755,000 | 3,065,000 | 1,000,000 |
| 2034 | - | - | 2,055,000 | 6,070,000 | 3,115,000 | 1,075,000 |
| 2035 | - | - | 2,135,000 | 6,350,000 | 3,160,000 | 1,450,000 |
| 2036 | - | - | 2,250,000 | 6,350,000 | 3,210,000 | 1,875,000 |
| 2037 | - | - | 2,310,000 | 6,350,000 | 3,280,000 | 2,275,000 |
| 2038 | - | - | 2,345,000 | 6,355,000 | 3,350,000 | 2,475,000 |
| 2039 | - | - | 2,440,000 | 6,355,000 | 3,415,000 | 2,625,000 |
| 2040 | - | - | 2,535,000 | 6,355,000 | 3,500,000 | 3,070,000 |
| 2041 | - | - | 2,640,000 | 6,355,000 | 3,555,000 | 3,155,000 |
| 2042 | - | - | 2,770,000 | 6,355,000 | 3,635,000 | 3,155,000 |
| 2043 | - | - | 2,905,000 | 6,355,000 | 3,700,000 | 3,155,000 |
| 2044 | - | - | 3,055,000 | 6,355,000 | - | 3,155,000 |
| 2045 | - | - | 3,205,000 | 6,355,000 | - | 3,155,000 |
| 2046 | - | - | 3,365,000 | 6,355,000 | - | 3,155,000 |
| 2047 | - | - | 3,530,000 | 6,355,000 | - | 3,155,000 |
| 2048 | - | - | 3,710,000 | 6,355,000 | - | 3,155,000 |
| 2049 | - | - | - | 6,355,000 | - | 3,155,000 |
| 2050 | - | - | - | 6,355,000 | - | - |
| | \$1,680,000 | \$3,000,000 | \$54,420,000 | \$143,665,000 | \$62,930,000 | \$55,490,000 |

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 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, 2020 and 2022 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, 2022

| | |
|--|-------------------------|
| Taxable Value - 2022/2023 | <u>\$ 5,867,914,840</u> |
| Statutory Bonding Limit* | \$ 880,187,226 |
| General Obligation Bonds Outstanding - June 30, 2022 | <u>-</u> |
| Legal Debt Margin | <u>\$ 880,187,226</u> |

* - Public Act No. 451 of Michigan 1976, Sec. 1351 provides debt limits as follows:
The bonded indebtedness of a school district shall not exceed 15 percent of all assessed valuation of the district. Bonds not included in the computation of the legal debt margin are:

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



WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

High School Marching Band!



Every Child, Every Day!

PROPERTY TAX INFORMATION FOR SCHOOL YEARS 2017/2018 – 2021/2022 AND PROJECTED INFORMATION FOR SCHOOL YEARS 2023 – 2026

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 |
|-------------------|---------------|---------------------------|-----------------|
| 2017/2018 | 4,552,897,830 | \$54,595,847 | \$54,326,851 |
| 2018/2019 | 4,777,592,560 | \$56,173,090 | \$55,611,359 |
| 2019/2020 | 5,069,530,820 | \$57,174,635 | \$57,007,776 |
| 2020/2021 | 5,315,264,610 | \$59,249,050 | \$58,790,818 |
| 2021/2022 | 5,513,768,440 | \$61,767,135 | \$60,136,612 |
| Projected 2023 ** | 5,867,914,840 | \$59,733,167 | \$59,135,835 |
| Projected 2024 | 6,234,659,518 | \$63,466,490 | \$62,831,825 |
| Projected 2025 | 6,546,392,493 | \$66,639,814 | \$65,973,416 |
| Projected 2026 | 6,840,980,156 | \$69,638,606 | \$68,942,220 |

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

** - Total levy and expected collections for 2022/2023 are lower than 2021/2022 as a result of decreasing the hold harmless millage. The State is now covering a portion of this levy through the State share of the foundation allowance.

Summary of Property Tax Rates Levied on Property within the School District
Direct and Overlapping Governments
(Per \$1,000 Assessed Value)
Four Years Actual and Forecasted 2022/2023

| School District: | 2018/2019 | | | | | 2019/2020 | | | | | 2020/2021 | | | | |
|----------------------------|----------------|----------------|---------------|---------------|---------------|----------------|----------------|---------------|---------------|---------------|----------------|----------------|---------------|---------------|---------------|
| | Homestead | | | | | Homestead | | | | | Homestead | | | | |
| | Non-Homestead | Commercial | Industrial | Personal | Other | Non-Homestead | Commercial | Industrial | Personal | Other | Non-Homestead | Commercial | Industrial | Personal | Other |
| Operating | 17.5500 | 7.3325 | 1.7825 | 1.7825 | 1.7825 | 17.3429 | 6.9627 | 1.6198 | 1.6198 | 1.6198 | 17.1278 | 6.6803 | 1.5525 | 1.5525 | 1.5525 |
| Sinking Fund | 0.4864 | 0.4864 | 0.4864 | 0.4864 | 0.4864 | 0.4802 | 0.4802 | 0.4802 | 0.4802 | 0.4802 | 0.4757 | 0.4757 | 0.4757 | 0.4757 | 0.4757 |
| Debt | 4.5279 | 4.5279 | 4.5279 | 4.5279 | 4.5279 | 4.1300 | 4.1300 | 4.1300 | 4.1300 | 4.1300 | 4.1300 | 4.1300 | 4.1300 | 4.1300 | 4.1300 |
| Total Levied | 22.5643 | 12.3468 | 6.7968 | 6.7968 | 6.7968 | 21.9531 | 11.5729 | 6.2300 | 6.2300 | 6.2300 | 21.7335 | 11.2860 | 6.1582 | 6.1582 | 6.1582 |
| State Education Tax | 6.0000 | 6.0000 | 0.0000 | 0.0000 | 6.0000 | 6.0000 | 6.0000 | 0.0000 | 0.0000 | 6.0000 | 6.0000 | 6.0000 | 0.0000 | 0.0000 | 6.0000 |
| Oakland County Operating | 4.0400 | 4.0400 | 4.0400 | 4.0400 | 4.0400 | 4.0400 | 4.0400 | 4.0400 | 4.0400 | 4.0400 | 4.0200 | 4.0200 | 4.0200 | 4.0200 | 4.0200 |
| Parks & Recreation | 0.2349 | 0.2349 | 0.2349 | 0.2349 | 0.2349 | 0.2310 | 0.2310 | 0.2310 | 0.2310 | 0.2310 | 0.3500 | 0.3500 | 0.3500 | 0.3500 | 0.3500 |
| Huron-Clinton Authority | 0.2129 | 0.2129 | 0.2129 | 0.2129 | 0.2129 | 0.2146 | 0.2146 | 0.2146 | 0.2146 | 0.2146 | 0.2104 | 0.2104 | 0.2104 | 0.2104 | 0.2104 |
| Oakland I.S.D. | 3.2813 | 3.2813 | 3.2813 | 3.2813 | 3.2813 | 3.2539 | 3.2539 | 3.2539 | 3.2539 | 3.2539 | 3.2280 | 3.2280 | 3.2280 | 3.2280 | 3.2280 |
| Oakland Community College | 1.5431 | 1.5431 | 1.5431 | 1.5431 | 1.5431 | 1.5303 | 1.5303 | 1.5303 | 1.5303 | 1.5303 | 1.5184 | 1.5184 | 1.5184 | 1.5184 | 1.5184 |
| OCPTA | 1.0000 | 1.0000 | 1.0000 | 1.0000 | 1.0000 | 0.9927 | 0.9927 | 0.9927 | 0.9927 | 0.9927 | 0.9851 | 0.9851 | 0.9851 | 0.9851 | 0.9851 |
| City of Walled Lake* | 20.5152 | 20.5152 | 20.5152 | 20.5152 | 20.5152 | 20.1806 | 20.1806 | 20.1806 | 20.1806 | 20.1806 | 19.9902 | 19.9902 | 19.9902 | 19.9902 | 19.9902 |
| City of Farmington Hills* | 16.1311 | 16.1311 | 16.1311 | 16.1311 | 16.1311 | 18.7298 | 18.7298 | 18.7298 | 18.7298 | 18.7298 | 18.5326 | 18.5326 | 18.5326 | 18.5326 | 18.5326 |
| City of Novi* | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 |
| City of Orchard Lake* | 8.3229 | 8.3229 | 8.3229 | 8.3229 | 8.3229 | 8.3212 | 8.3212 | 8.3212 | 8.3212 | 8.3212 | 8.3189 | 8.3189 | 8.3189 | 8.3189 | 8.3189 |
| City of Wixom* | 15.1029 | 15.1029 | 15.1029 | 15.1029 | 15.1029 | 14.2784 | 14.2784 | 14.2784 | 14.2784 | 14.2784 | 13.0201 | 13.0201 | 13.0201 | 13.0201 | 13.0201 |
| Village of Wolverine Lake* | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 |
| Commerce Township* | 3.0711 | 3.0711 | 3.0711 | 3.0711 | 3.0711 | 3.0634 | 3.0634 | 3.0634 | 3.0634 | 3.0634 | 3.0529 | 3.0529 | 3.0529 | 3.0529 | 3.0529 |
| West Bloomfield Township* | 11.9618 | 11.9618 | 11.9618 | 11.9618 | 11.9618 | 11.8579 | 11.8579 | 11.8579 | 11.8579 | 11.8579 | 11.7840 | 11.7840 | 11.7840 | 11.7840 | 11.7840 |
| White Lake Township* | 10.1043 | 10.1043 | 10.1043 | 10.1043 | 10.1043 | 10.1129 | 10.1129 | 10.1129 | 10.1129 | 10.1129 | 9.9790 | 9.9790 | 9.9790 | 9.9790 | 9.9790 |

Totals:

| | | | | | | | | | | | | |
|---------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| City of Walled Lake | 59.3917 | 49.1742 | 37.6242 | 43.6242 | 58.7805 | 48.4003 | 37.0574 | 43.0574 | 58.1766 | 47.7291 | 36.6013 | 42.6013 |
| City of Farmington Hills | 55.0076 | 44.7901 | 33.2401 | 39.2401 | 54.3964 | 44.0162 | 32.6733 | 38.6733 | 56.7258 | 46.2783 | 35.1505 | 41.1505 |
| City of Novi | 49.4141 | 39.1966 | 27.6466 | 33.6466 | 48.8029 | 38.4227 | 27.0798 | 33.0798 | 48.5336 | 38.0861 | 26.9583 | 32.9583 |
| City of Orchard Lake | 47.1994 | 36.9819 | 25.4319 | 31.4319 | 46.5882 | 36.2080 | 24.8651 | 30.8651 | 46.3172 | 35.8697 | 24.7419 | 30.7419 |
| City of Wixom | 53.9794 | 43.7619 | 32.2119 | 38.2119 | 53.3682 | 42.9880 | 31.6451 | 37.6451 | 52.2744 | 41.8269 | 30.6991 | 36.6991 |
| Village of Wolverine Lake | 48.4495 | 38.2320 | 26.6820 | 32.6820 | 47.8383 | 37.4581 | 26.1152 | 32.1152 | 47.5690 | 37.1215 | 25.9937 | 31.9937 |
| Commerce Township | 41.9476 | 31.7301 | 20.1801 | 26.1801 | 41.8364 | 30.9562 | 19.6133 | 25.6133 | 41.0594 | 30.6119 | 19.4841 | 25.4841 |
| West Bloomfield Township | 50.8383 | 40.6208 | 29.0708 | 35.0708 | 50.2271 | 39.8469 | 28.5040 | 34.5040 | 49.8539 | 39.4064 | 28.2786 | 34.2786 |
| White Lake Township | 48.9808 | 38.7633 | 27.2133 | 33.2133 | 48.3696 | 37.9894 | 26.6465 | 32.6465 | 48.1089 | 37.6614 | 26.5336 | 32.5336 |

*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)
Four Years Actual and Forecasted 2022/2023 - Continued

| | 2021/2022 | | | | Projected 2022/2023 | | | |
|----------------------------|----------------|---------------------|---------------------|---------------|---------------------|---------------------|---------------------|---------------|
| | Non-Homestead | Homestead | | | Non-Homestead | Homestead | | |
| | | Commerical Personal | Industrial Personal | Other | | Commerical Personal | Industrial Personal | Other |
| School District: | | | | | | | | |
| Operating | 16.9633 | 6.4360 | 1.4727 | 1.4727 | 16.7461 | 4.7461 | - | - |
| Sinking Fund | 0.4715 | 0.4715 | 0.4715 | 0.4715 | 0.4669 | 0.4669 | 0.4669 | 0.4669 |
| Debt | 4.1300 | 4.1300 | 4.1300 | 4.1300 | 4.1300 | 4.1300 | 4.1300 | 4.1300 |
| Total Levied | 21.5648 | 11.0375 | 6.0742 | 6.0742 | 21.3430 | 9.3430 | 4.5969 | 4.5969 |
| State Education Tax | 6.0000 | 6.0000 | 0.0000 | 6.0000 | 6.0000 | 6.0000 | 0.0000 | 6.0000 |
| Oakland County Operating | 4.0132 | 4.0132 | 4.0132 | 4.0132 | 4.0132 | 4.0132 | 4.0132 | 4.0132 |
| Parks & Recreation | 0.3470 | 0.3470 | 0.3470 | 0.3470 | 0.3470 | 0.3470 | 0.3470 | 0.3470 |
| Huron-Clinton Authority | 0.2089 | 0.2089 | 0.2089 | 0.2089 | 0.2089 | 0.2089 | 0.2089 | 0.2089 |
| Oakland I.S.D. | 3.2012 | 3.2012 | 3.2012 | 3.2012 | 3.2012 | 3.2012 | 3.2012 | 3.2012 |
| Oakland Community College | 1.5057 | 1.5057 | 1.5057 | 1.5057 | 1.5057 | 1.5057 | 1.5057 | 1.5057 |
| OCPTA | 0.9765 | 0.9765 | 0.9765 | 0.9765 | 0.9765 | 0.9765 | 0.9765 | 0.9765 |
| City of Walled Lake* | 19.6201 | 19.6201 | 19.6201 | 19.6201 | 19.6201 | 19.6201 | 19.6201 | 19.6201 |
| City of Farmington Hills* | 18.3628 | 18.3628 | 18.3628 | 18.3628 | 18.3628 | 18.3628 | 18.3628 | 18.3628 |
| City of Novi* | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 | 10.5376 |
| City of Orchard Lake* | 8.3590 | 8.3590 | 8.3590 | 8.3590 | 8.3590 | 8.3590 | 8.3590 | 8.3590 |
| City of Wixom* | 13.0201 | 13.0201 | 13.0201 | 13.0201 | 13.0201 | 13.0201 | 13.0201 | 13.0201 |
| Village of Wolverine Lake* | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 | 9.5730 |
| Commerce Township* | 3.0412 | 3.0412 | 3.0412 | 3.0412 | 3.0412 | 3.0412 | 3.0412 | 3.0412 |
| West Bloomfield Township* | 11.7285 | 11.7285 | 11.7285 | 11.7285 | 11.7285 | 11.7285 | 11.7285 | 11.7285 |
| White Lake Township* | 9.8310 | 9.8310 | 9.8310 | 9.8310 | 9.8310 | 9.8310 | 9.8310 | 9.8310 |
| Totals: | | | | | | | | |
| City of Walled Lake | 57.8669 | 47.3396 | 36.3763 | 42.3763 | 57.2156 | 45.2156 | 34.4695 | 40.4695 |
| City of Farmington Hills | 56.4093 | 45.8820 | 34.9187 | 40.9187 | 55.9583 | 43.9583 | 33.2122 | 39.2122 |
| City of Novi | 48.4143 | 37.8870 | 26.9237 | 32.9237 | 48.1331 | 36.1331 | 25.3870 | 31.3870 |
| City of Orchard Lake | 46.1956 | 35.6683 | 24.7050 | 30.7050 | 45.9545 | 33.9545 | 23.2084 | 29.2084 |
| City of Wixom | 50.8968 | 40.3695 | 29.4062 | 35.4062 | 50.6156 | 38.6156 | 27.8695 | 33.8695 |
| Village of Wolverine Lake | 47.4497 | 36.9224 | 25.9591 | 31.9591 | 47.1685 | 35.1685 | 24.4224 | 30.4224 |
| Commerce Township | 40.9296 | 30.4023 | 19.4390 | 25.4390 | 40.6367 | 28.6367 | 17.8906 | 23.8906 |
| West Bloomfield Township | 49.6607 | 39.1334 | 28.1701 | 34.1701 | 49.3240 | 37.3240 | 26.5779 | 32.5779 |
| White Lake Township | 47.8557 | 37.3284 | 26.3651 | 32.3651 | 47.4265 | 35.4265 | 24.6804 | 30.6804 |

*All municipalities in the district, Treasurers' Offices.

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

Impact of School Millage Rate on Homeowners - Sample 2018/2019 - 2021/2022 and Projected 2022/2023

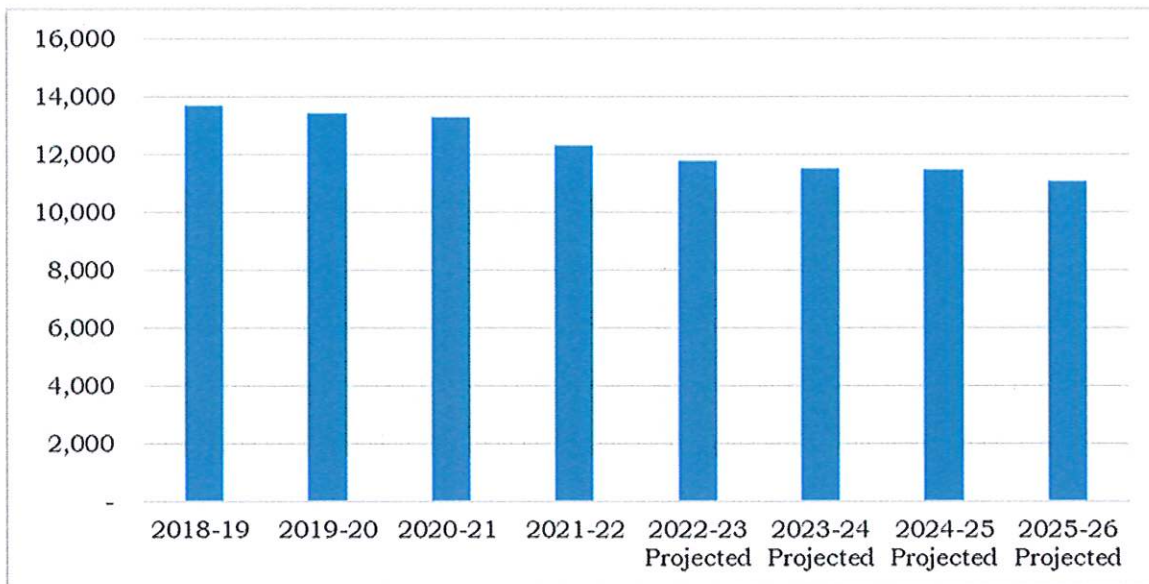


| Projected | | | |
|-----------|---------|---------|---------|
| 2018-19 | 2019-20 | 2020-21 | 2021-22 |

| | | | | | |
|--|------------|------------|------------|------------|------------|
| Market value of a home (1) - Sample to begin with \$200,000 for ease | \$ 200,000 | \$ 210,480 | \$ 219,888 | \$ 228,354 | \$ 242,626 |
| Taxable Value (2) | \$ 100,000 | \$ 102,400 | \$ 104,243 | \$ 105,494 | \$ 110,452 |
| WLCS + State Education Property Tax levied - mills (3) | 12.7968 | 12.2300 | 12.1582 | 12.0742 | 10.5969 |
| Property Tax \$ Paid to Schools | \$ 1,280 | \$ 1,252 | \$ 1,267 | \$ 1,274 | \$ 1,170 |
| Property Tax \$ Increase (Decrease) from prior year | \$ - | \$ (27) | \$ 15 | \$ 6 | \$ (103) |

(1) Assumes the market value and SEV of this home increases 5.24% in 2019-2020, 4.47% in 2020-2021, 3.85% in 2021-2022 and is projected to increase 6.25% in 2022-2023.
 (2) In Michigan, the taxable value is capped at the rate of inflation, or 5 percent, whichever is less. The rate of inflation was 2.4% in 2019-2020, 1.8% in 2020-2021, 1.2% in 2021-2022 and is projected to be 4.7% for 2022-2023. Taxable value typically begins at approximately 50% of the market value.
 (3) Six mills of the total shown is levied by the state with the remaining mills levied by the school district. Projected mills for 2022-2023 are lower than 2021-2022 as a result of not levying a hold harmless millage. Mills levied in 2019-2020 were also lower than in 2018-2019 as a result of a decrease in the debt millage.

ENROLLMENT HISTORY AND PROJECTED ENROLLMENT FOR 2022/2023 – 2025/2026



The actual numbers for years 2018-19 through 2021-22 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 2022-23 through 2025-26 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 2018-2019 through 2021-2022 and Projected 2022-2023

| | 2018/ 2019 | 2019/ 2020 | 2020/ 2021 | 2021/ 2022 | Projected 2022/2023 |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------|
| Instructional | | | | | |
| Building Administrators & Secretaries | 79.50 | 72.93 | 72.33 | 69.20 | 71.70 |
| Teachers | 718.09 | 679.27 | 635.25 | 644.02 | 636.02 |
| Other Instructional Staff | 196.00 | 223.17 | 217.91 | 215.45 | 215.45 |
| Guidance Staff | 18.60 | 25.80 | 23.20 | 21.20 | 21.20 |
| Psychological Staff | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 |
| Speech and Audiology | 19.70 | 22.00 | 19.00 | 22.00 | 22.00 |
| Social Workers | 17.70 | 16.70 | 18.10 | 20.50 | 20.50 |
| Special Ed. Teacher Consultants | 13.90 | 14.00 | 14.00 | 14.00 | 14.00 |
| Other Pupil Services Staff | 24.28 | 24.06 | 27.50 | 18.69 | 18.69 |
| Library Personnel | 9.58 | 9.18 | 10.43 | 13.00 | 13.00 |
| Computer Assisted Instruction | 2.00 | 2.00 | 2.00 | 2.64 | 2.64 |
| Other Instructional Supervisors | 11.14 | 14.75 | 12.82 | 13.51 | 13.51 |
| Total Instructional Staff | 1,117.99 | 1,111.36 | 1,060.04 | 1,061.71 | 1,056.21 |
| Non-Instructional | | | | | |
| Executive Administration | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Business Services | 10.25 | 10.25 | 10.25 | 10.25 | 10.25 |
| Food Services Staff | 58.40 | 69.87 | 48.78 | 51.65 | 51.65 |
| Operations and Maintenance | 21.50 | 24.62 | 26.62 | 27.62 | 27.62 |
| Transportation Staff | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Central Support Services | 22.59 | 21.99 | 21.07 | 21.60 | 21.60 |
| Other Support Staff | 1.50 | 1.50 | 2.00 | 2.00 | 2.00 |
| Community Services | 82.76 | 61.74 | 63.22 | 88.24 | 88.24 |
| Total Non-Instructional Staff | 199.00 | 191.97 | 172.94 | 203.36 | 203.36 |
| Total Staff | 1,316.99 | 1,303.33 | 1,232.98 | 1,265.07 | 1,259.57 |

Notes

As a result of budget restraints, we continue to staff teachers as efficiently as possible.
There were some building secretarial openings during 2021/2022 that will be filled.
Community Service staff have increased as a result of our Prime Time Care of Latchkey program opening again following the Pandemic

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 took place in three series. Projects planned include:

- Renovate Walled Lake Western High School.
- Construct a new 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 | 2016 Debt Principal | 2019 Debt Principal | 2020 Debt Principal | 2021 Debt Principal | 2022 Debt Principal |
|----------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 2023 | \$ 1,680,000 | \$ 1,510,000 | \$ 100,000 | \$ - | \$ - | \$ 4,250,000 |
| 2024 | - | 1,490,000 | 775,000 | 1,540,000 | 2,760,000 | 500,000 |
| 2025 | - | - | 860,000 | 1,925,000 | 2,805,000 | 500,000 |
| 2026 | - | - | 945,000 | 2,150,000 | 2,825,000 | 500,000 |
| 2027 | - | - | 995,000 | 2,735,000 | 2,845,000 | 500,000 |
| 2028 | - | - | 1,055,000 | 3,385,000 | 2,870,000 | 1,000,000 |
| 2029 | - | - | 1,265,000 | 4,085,000 | 2,905,000 | 1,000,000 |
| 2030 | - | - | 1,640,000 | 4,545,000 | 2,940,000 | 1,000,000 |
| 2031 | - | - | 1,745,000 | 4,755,000 | 2,985,000 | 1,000,000 |
| 2032 | - | - | 1,845,000 | 5,055,000 | 3,010,000 | 1,000,000 |
| 2033 | - | - | 1,945,000 | 5,755,000 | 3,065,000 | 1,000,000 |
| 2034 | - | - | 2,055,000 | 6,070,000 | 3,115,000 | 1,075,000 |
| 2035 | - | - | 2,135,000 | 6,350,000 | 3,160,000 | 1,450,000 |
| 2036 | - | - | 2,250,000 | 6,350,000 | 3,210,000 | 1,875,000 |
| 2037 | - | - | 2,310,000 | 6,350,000 | 3,280,000 | 2,275,000 |
| 2038 | - | - | 2,345,000 | 6,355,000 | 3,350,000 | 2,475,000 |
| 2039 | - | - | 2,440,000 | 6,355,000 | 3,415,000 | 2,625,000 |
| 2040 | - | - | 2,535,000 | 6,355,000 | 3,500,000 | 3,070,000 |
| 2041 | - | - | 2,640,000 | 6,355,000 | 3,555,000 | 3,155,000 |
| 2042 | - | - | 2,770,000 | 6,355,000 | 3,635,000 | 3,155,000 |
| 2043 | - | - | 2,905,000 | 6,355,000 | 3,700,000 | 3,155,000 |
| 2044 | - | - | 3,055,000 | 6,355,000 | - | 3,155,000 |
| 2045 | - | - | 3,205,000 | 6,355,000 | - | 3,155,000 |
| 2046 | - | - | 3,365,000 | 6,355,000 | - | 3,155,000 |
| 2047 | - | - | 3,530,000 | 6,355,000 | - | 3,155,000 |
| 2048 | - | - | 3,710,000 | 6,355,000 | - | 3,155,000 |
| 2049 | - | - | - | 6,355,000 | - | 3,155,000 |
| 2050 | - | - | - | 6,355,000 | - | - |
| | <u>\$1,680,000</u> | <u>\$3,000,000</u> | <u>\$54,420,000</u> | <u>\$143,665,000</u> | <u>\$62,930,000</u> | <u>\$55,490,000</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

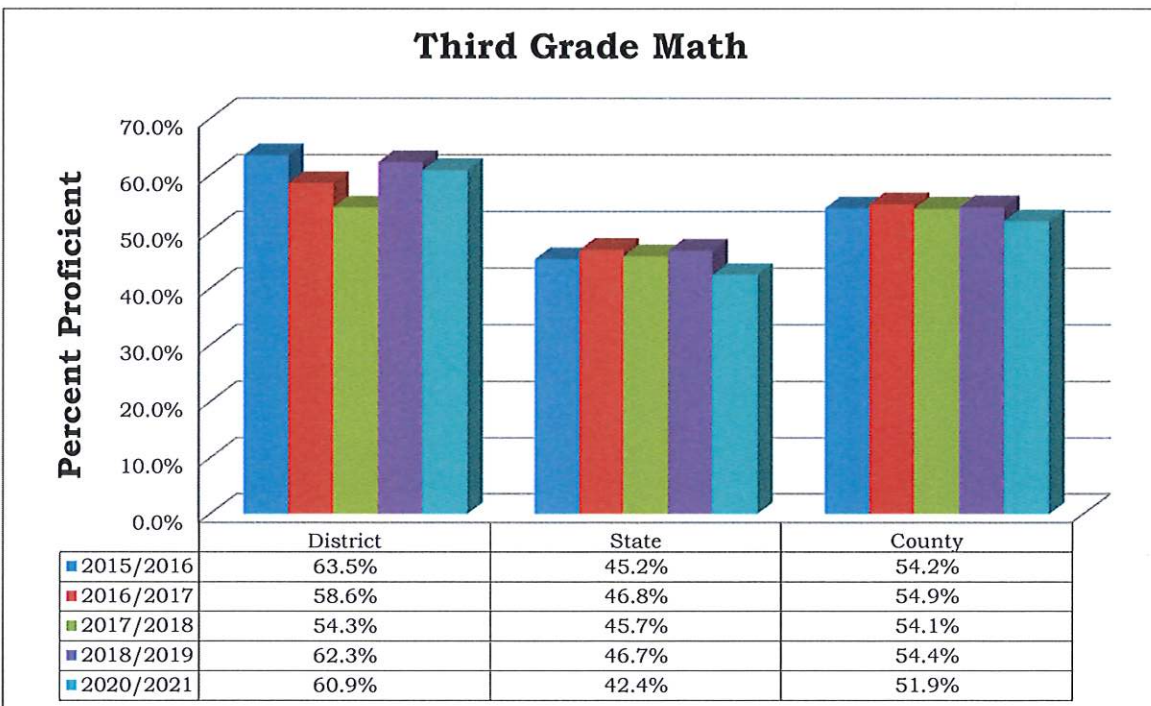
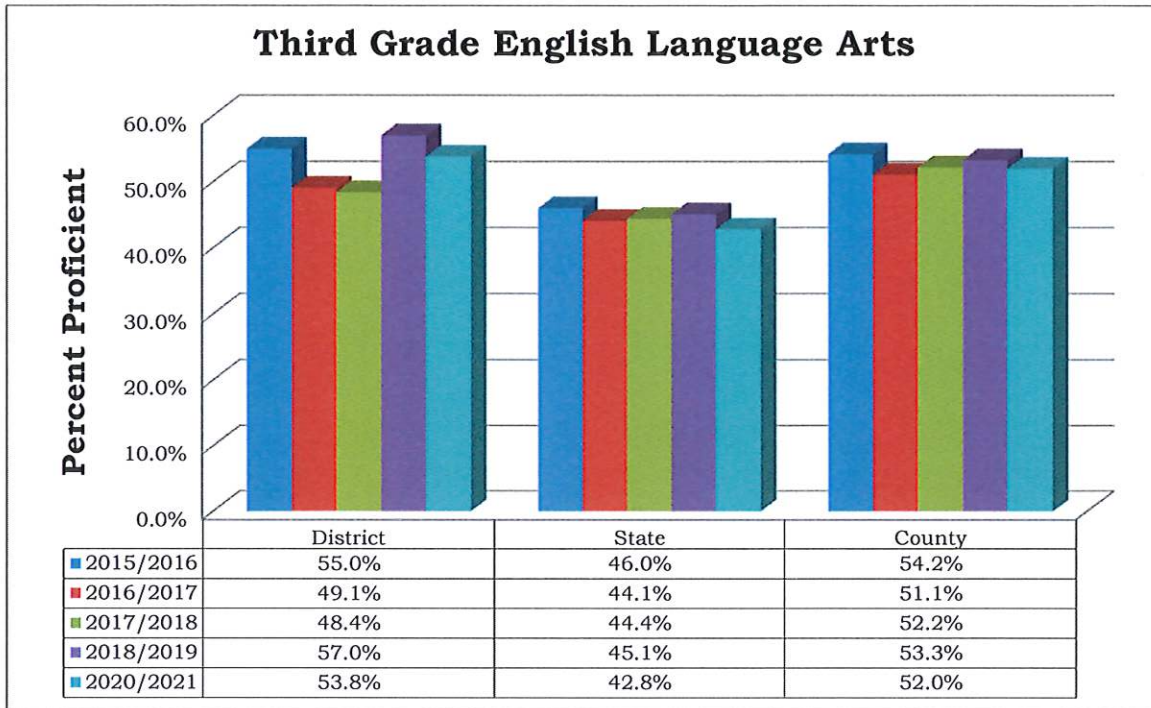
Michigan's Assessment System, the Michigan Student Test of Educational Progress (M-STEP), is an online test that was developed by the Michigan Department of Education's Office of Standards and Assessment.

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.

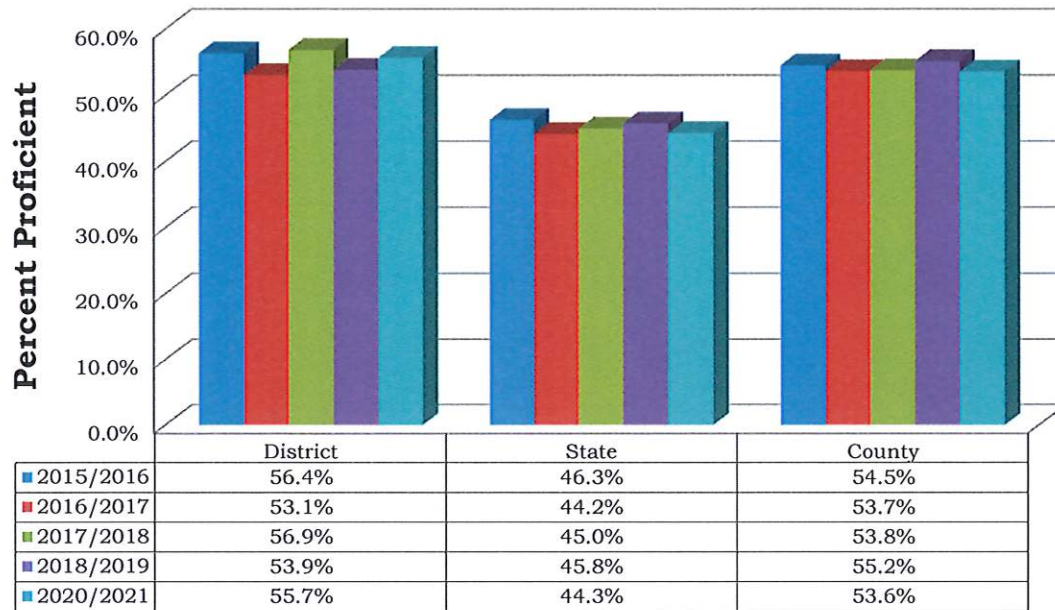
The Michigan Merit Examination (MME) in 11th grade consists of WorkKeys (a work skills assessment), the M-STEP summative assessments which will measure student growth in science, and social studies and the SAT.

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 2021/2022 are not yet available.

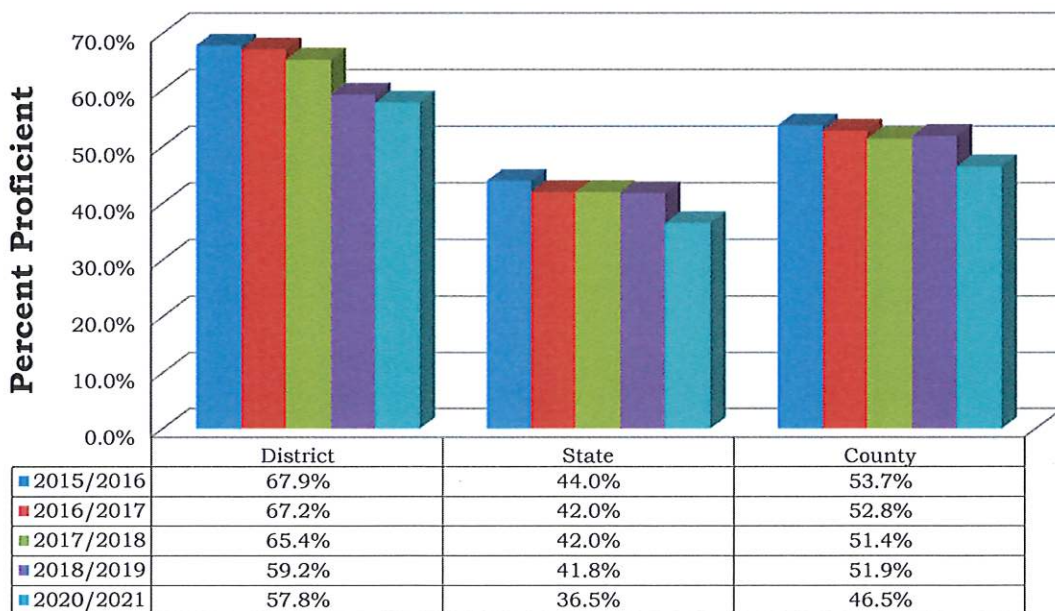
M-STEP Scores



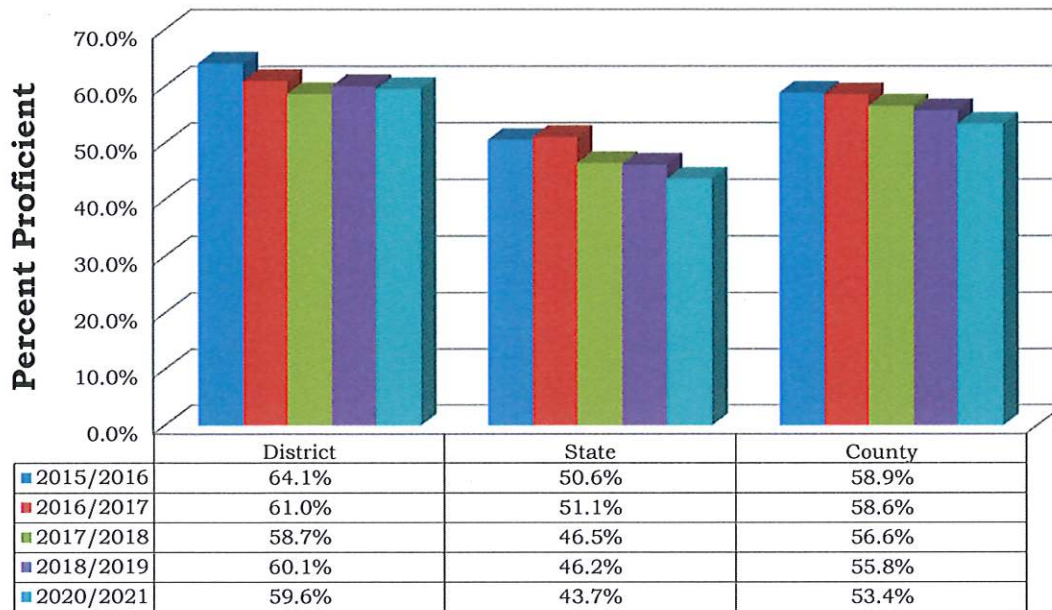
Fourth Grade English Language Arts



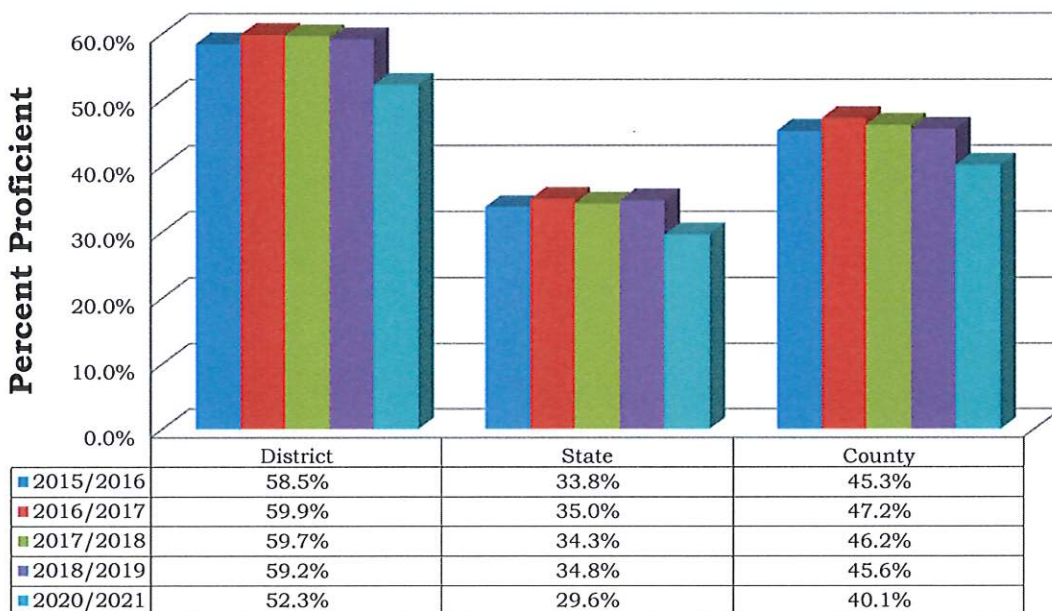
Fourth Grade Math



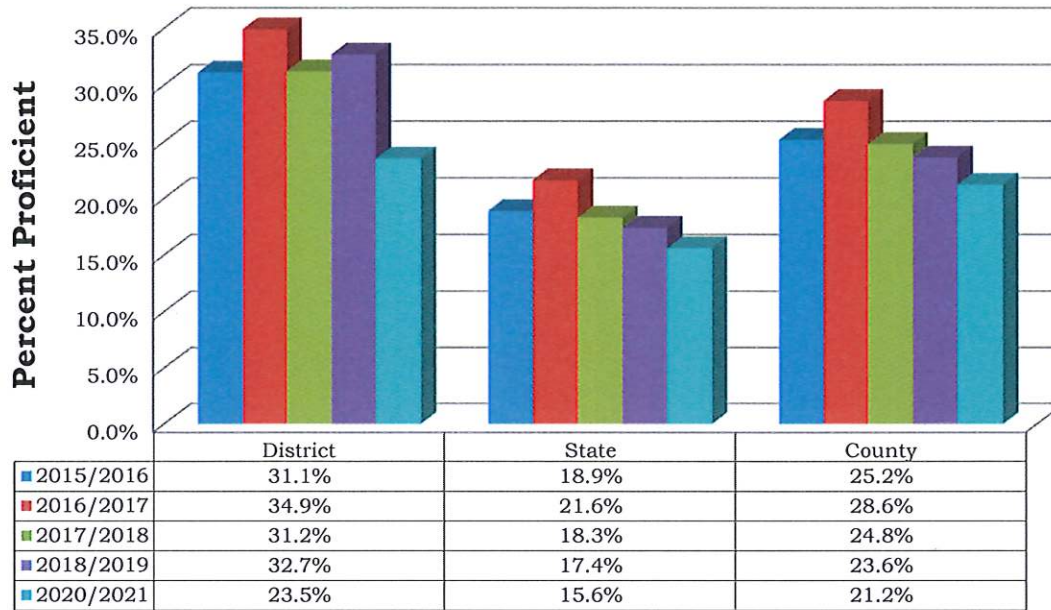
Fifth Grade English Language Arts



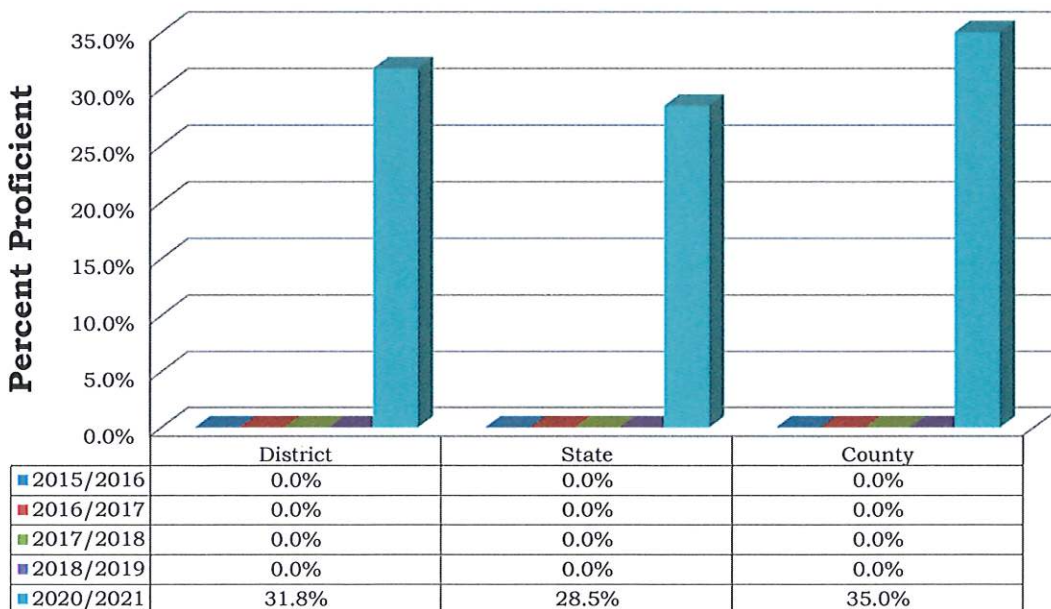
Fifth Grade Math



Fifth Grade Social Studies

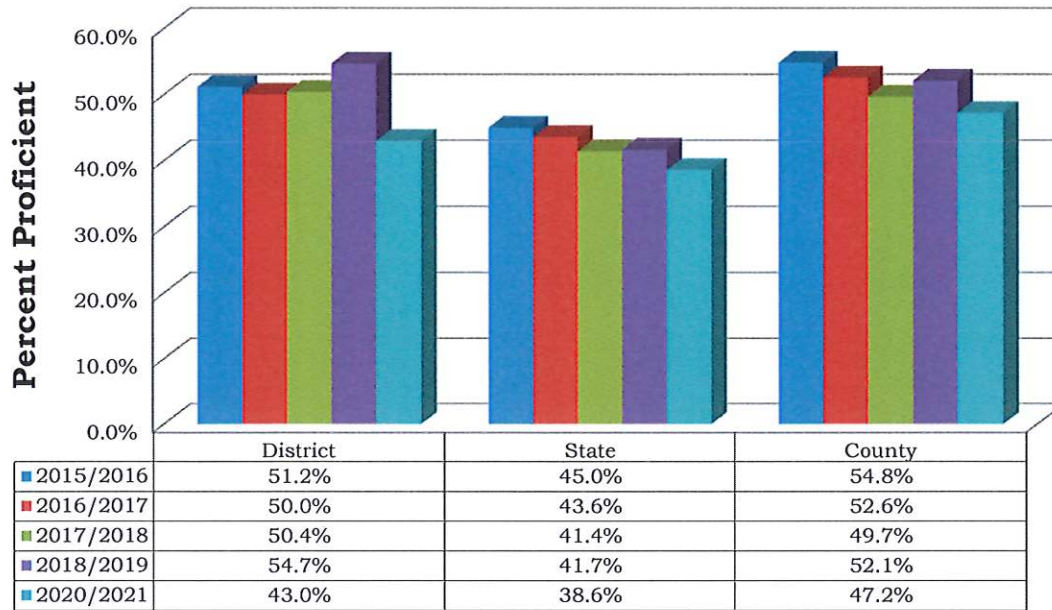


Fifth Grade Science

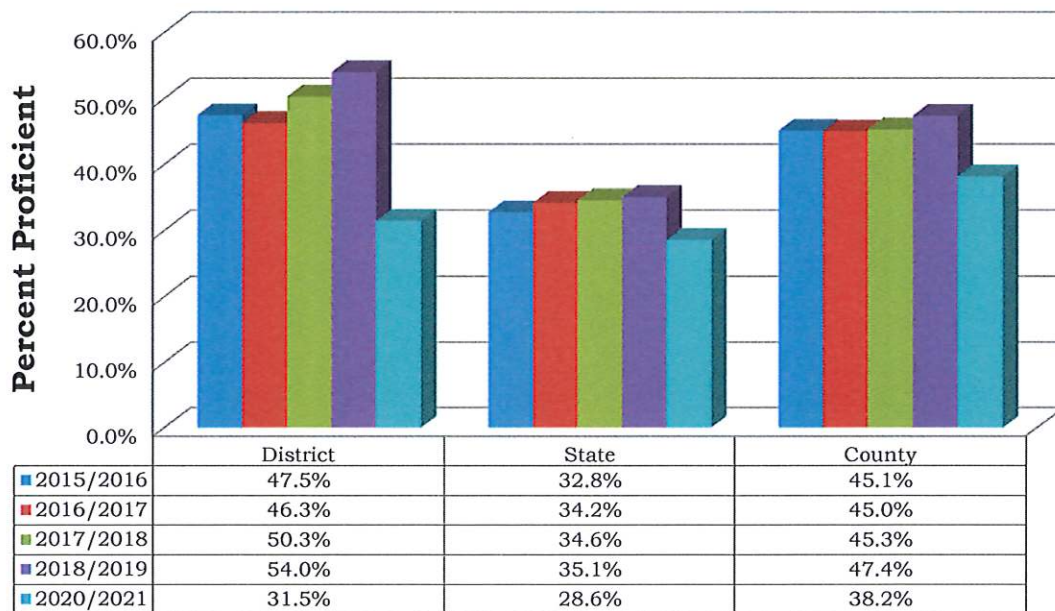


Note: Science was not tested before 2020/2021.

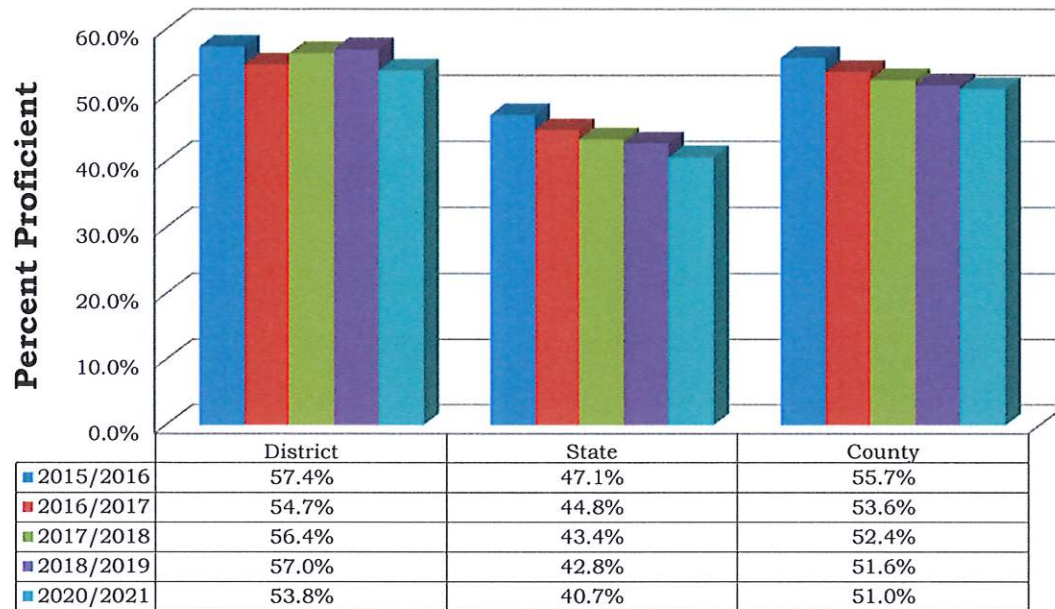
Sixth Grade English Language Arts



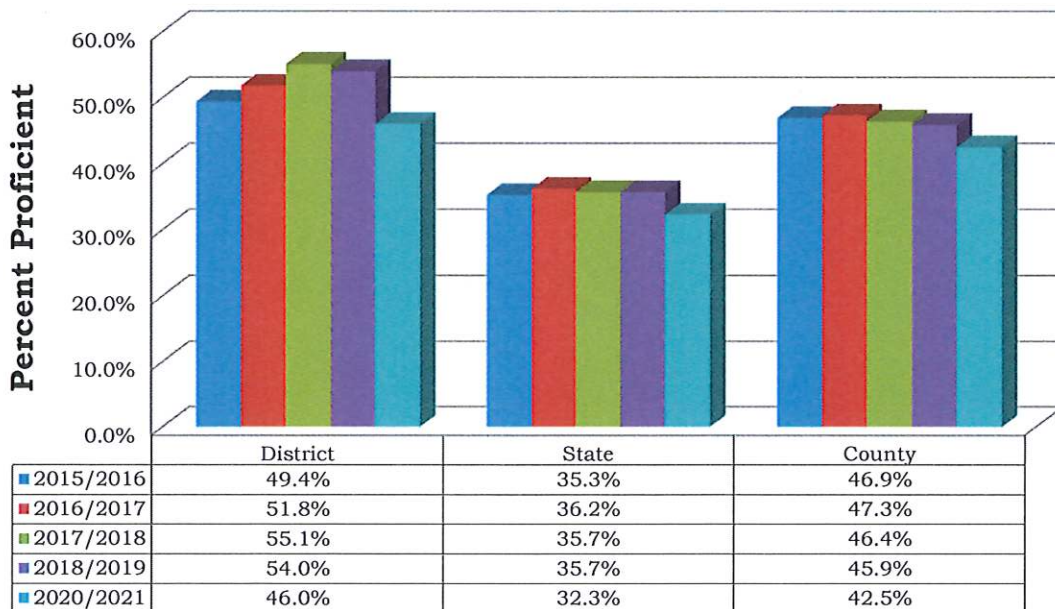
Sixth Grade Math



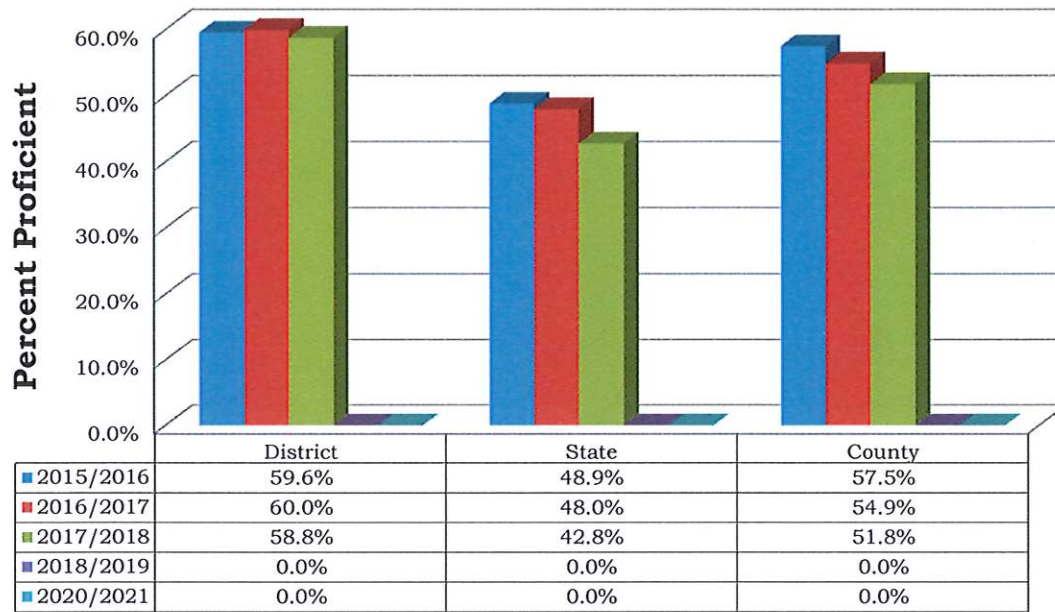
Seventh Grade English Language Arts



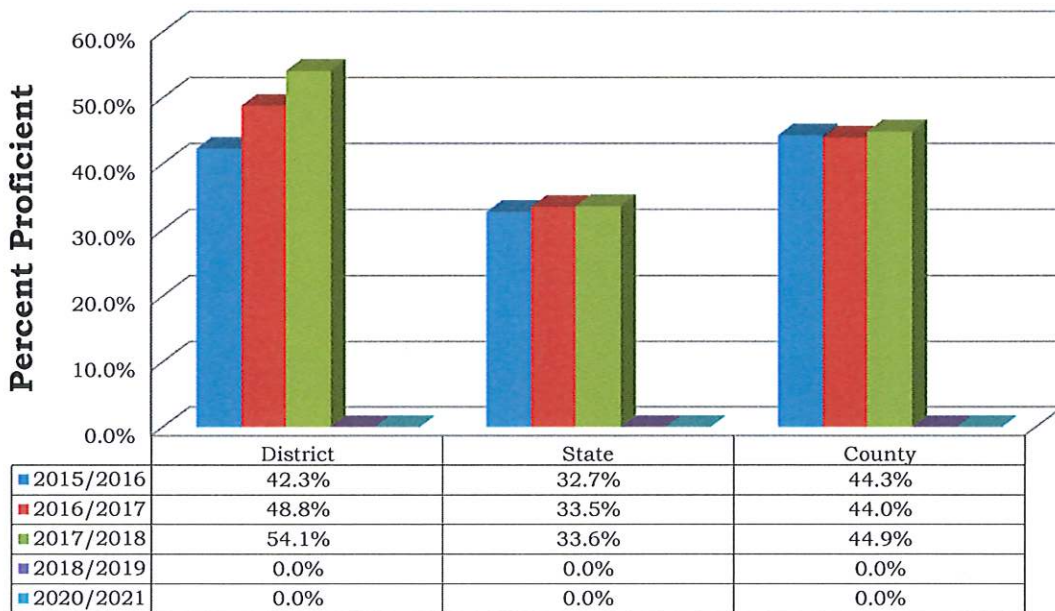
Seventh Grade Math



Eighth Grade English Language Arts

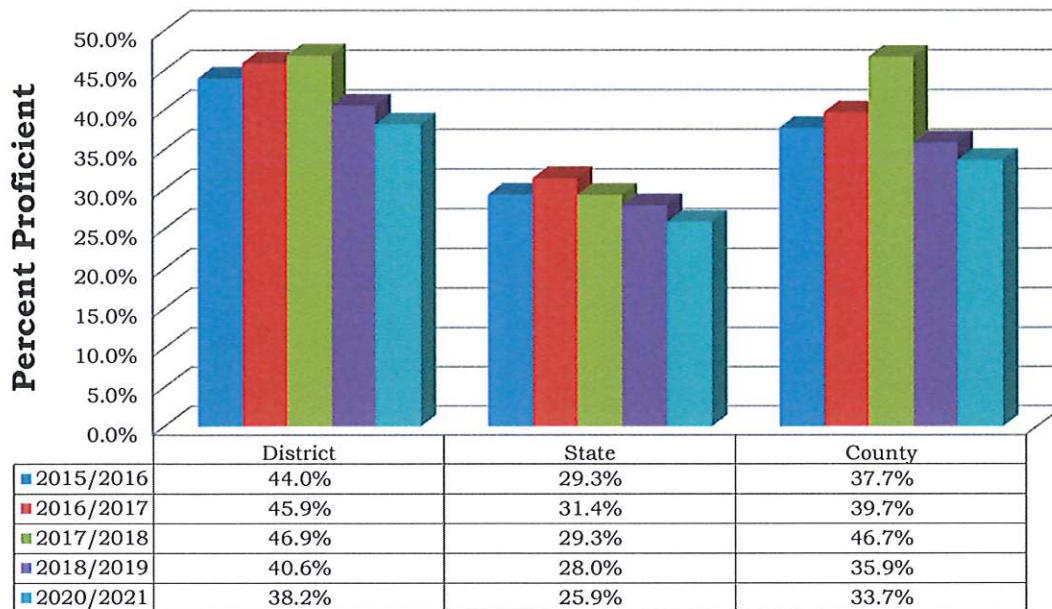


Eighth Grade Math



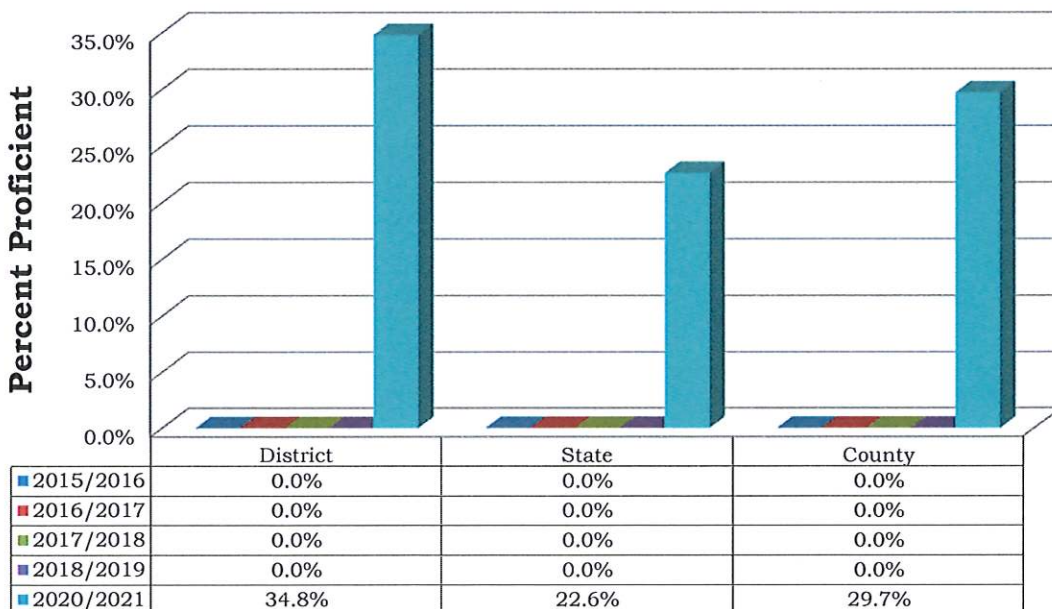
Note: Math was not tested in 2018/2019 and 2021/2021

Eighth Grade Social Studies

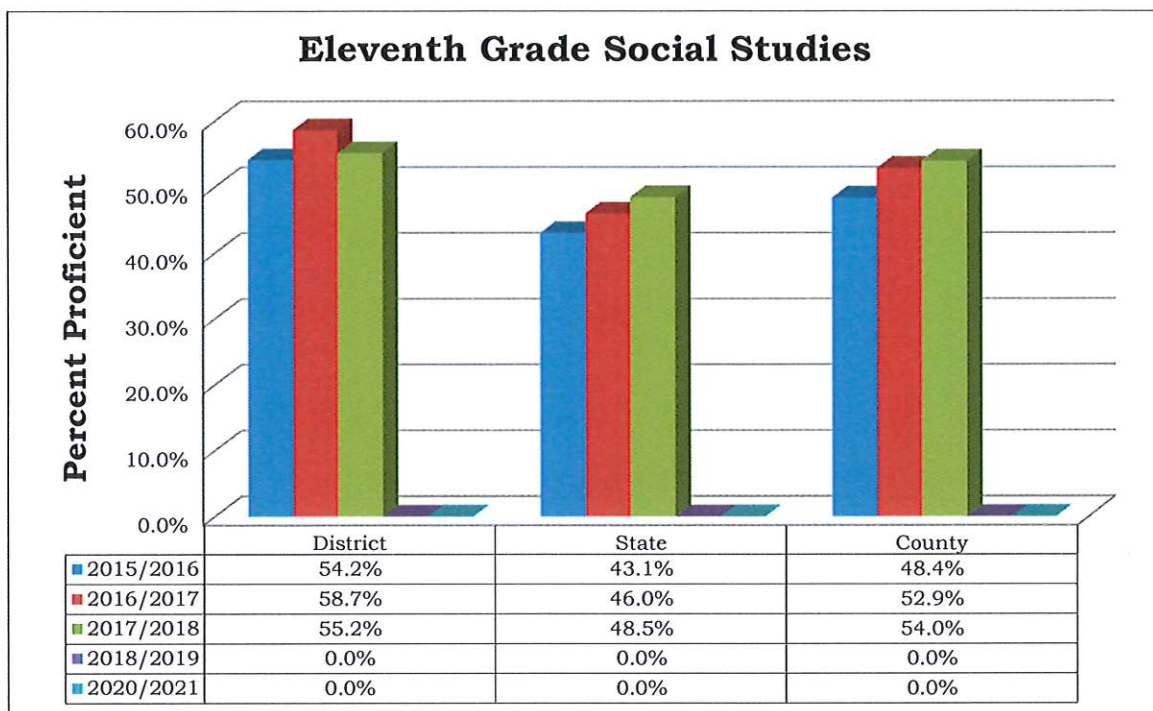


Note: Math was not tested in 2018/2019

Eighth Grade Science



Note: Science was not tested until 2020/2021



Note: Social Studies was not tested in 2018/2019 and 2020/2021

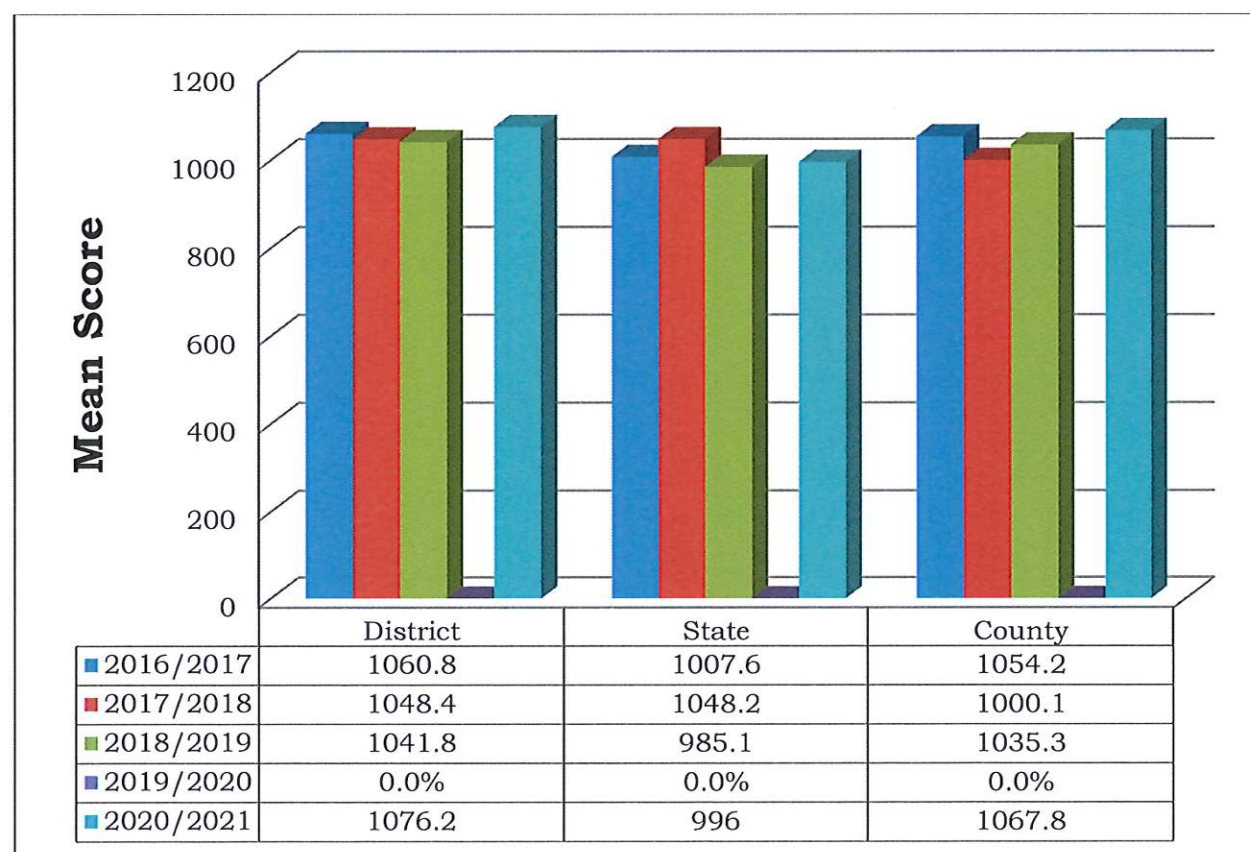
SAT Scores

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.

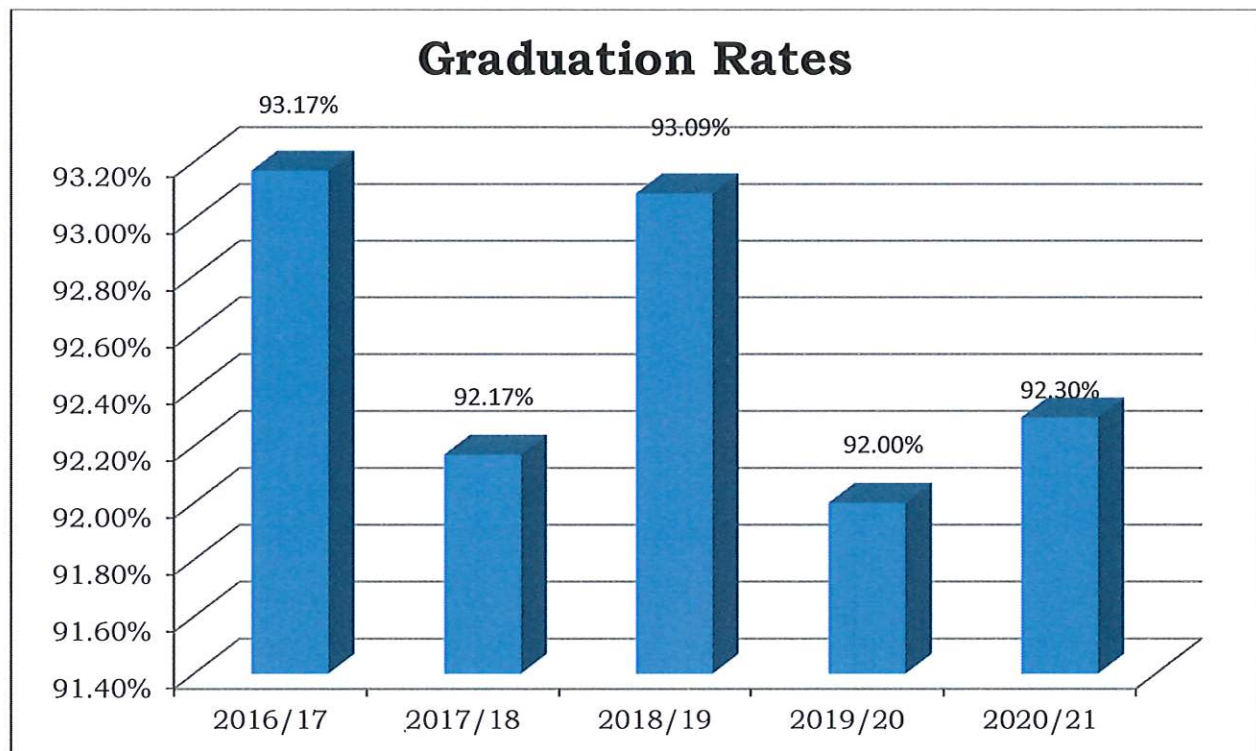
The scores provide a national perspective on test results. As a result of the closure in the Spring of 2020 due to the Coronavirus pandemic, students did not take the SAT. Scores are not yet available for the most recent test provided.



Graduation Rates

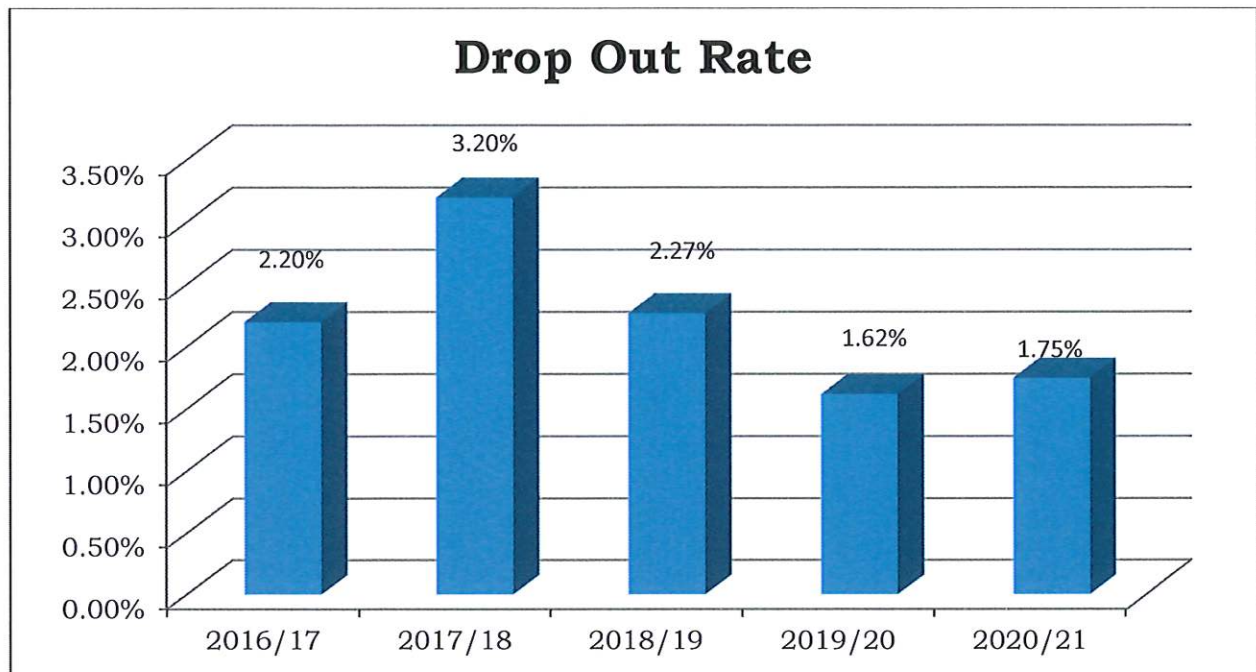
As important as student performance, are the rates of retention and graduation achieved.

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.

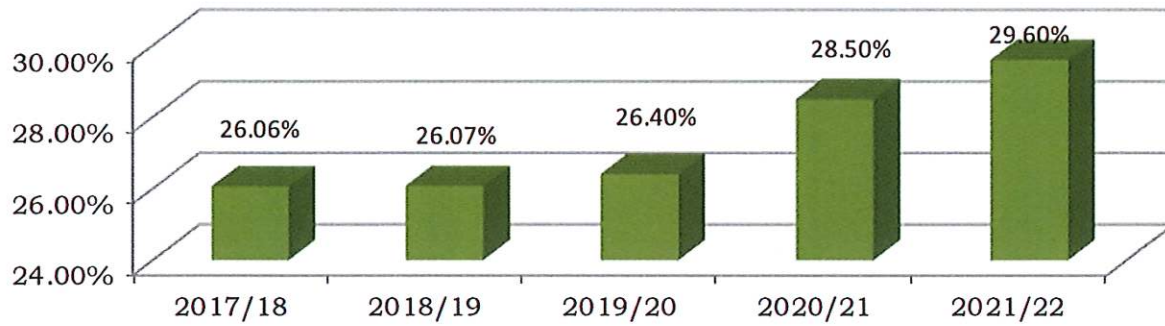


Walled Lake Schools has contracted with an organization known as Graduation Alliance to reach former students who have dropped out. They encourage these former students to continue with their high school career and provide the resources to do so. This is one way that the District has worked to reduce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

Free and Reduced Price Lunches

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

Free and Reduced Lunch Eligibility



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

COMMUNITY SURVEY RESULTS

During the spring of 2022 a survey was sent to parents, district staff and community members. 1,048 responses were received. In addition to demographic information, the survey asked several perception questions regarding the District. Of the 1,048 respondents:

- ✓ 76.5% believe that the District's mission is clearly focused on student success. 12% were neutral.
- ✓ 69.6% believe that the District has established goals and a plan for improving student learning. 18% were neutral.
- ✓ 71% believe that the District has high expectations for students in all classes. 17.4% were neutral.
- ✓ 71.4% believe that the District shares responsibility for student learning with its parents, staff and community. 16.8% were neutral.
- ✓ 67.1% believe the District communicates effectively about their school goals and activities. 15.3% were neutral.
- ✓ 72.6% believe that the District provides opportunities for parents, staff and the community to be involved in the schools and District. 17.9% were neutral.
- ✓ 70.3% believe that their child's teachers work to meet his/her learning needs. 14.2% were neutral.
- ✓ 53.4% believe that their child's teachers keep them informed regularly of how their child is progressing. 19.7% were neutral.
- ✓ 37.4% believe that their child has at least one adult advocate in the school. 45.3% answered maybe but that they are not aware of an advocate.
- ✓ 88.4% believe that their child has access to computers and other technology to learn.
- ✓ 76.5% believe that the District provides qualified staff members to support student learning. 15.7% were neutral.
- ✓ 79.8% believe that the District provides safe learning environments in facilities that support student learning. 12.4% were neutral.
- ✓ 79.1% believe that the District provides opportunities for students to participate in activities that interest them. 12.1% were neutral.
- ✓ 50.7% believe that the District ensures the effective use of financial resources. 28.3% were neutral.
- ✓ 68.2% believe that their child is prepared for success in the next school year. 15.9% were neutral.
- ✓ 73.8% would recommend Walled Lake Consolidated School District to others. 16.9% were neutral.
- ✓ 72.8% are satisfied with the education their student or students has or have received in the Walled Lake Consolidates School District.

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.

COVID – COVID-19 is the name given by the World Health Organization for the disease caused by the novel coronavirus SARS-CoV2. COVID-19 is an acronym that stands for coronavirus disease of 2019.

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 LANGUAGE DEVELOPMENT (ELD) - 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.

FIDUCIARY FUND – is used in governmental accounting to report on assets held in trust for others.

FULL TIME EQUIVALENT (FTE) STAFF - the unit of measurement equivalent to an individual worker.

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.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) – the independent, private-sector organization, that establishes accounting and financial reporting standards for U.S. state and local governments, including school districts, that following Generally Accepted Accounting Principles (GAAP).

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.

INTERNATIONAL BACCALAUREATE PROGRAMME - a rigorous, two-year high school program that provides 11th and 12th grade students with a challenging, educational experience focusing heavily on writing and global perspectives.

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.

MULTI-TIERED SYSTEM OF SUPPORTS (MTSS) – a comprehensive framework comprised of a collection of research-based strategies designed to meet the individual needs of the whole child.

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.

SINGLE AUDIT – is an organization-wide financial statement and federal awards' audit of a non-federal entity that expends \$750,000 or more in federal funds in one year. It is intended to provide assurance to the Federal Government that an entity has adequate internal controls in place, and is generally in compliance with program requirements.

SINKING FUND – is a millage levied to support school safety improvements, technology improvements, and the repair and construction of school buildings.

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.

U.S. DEPARTMENT OF AGRICULTURE (USDA) – body responsible for regulating aspects of food quality, safety, and nutrition.

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.