



WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

**BUDGET
FISCAL YEAR
JULY 1, 2023 - JUNE 30, 2024**



***Every Child,
Every Day!***

**Walled Lake
Consolidated Schools
Educational Services Center**

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

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District Website:

www.wlcsd.org

Proposed 2023-2024 Budget
Walled Lake Consolidated School District

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WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

WALLED LAKE WESTERN PINK OUT GAME!



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 2022-2023.

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



A handwritten signature in black ink, reading 'Will A. Sutter'.

William A. Sutter
President

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

David J. Lewis
Executive Director

**Walled Lake Consolidated School
District
Proposed 2023-2024 Budget
Executive Summary**

Board of Education

Peggy Casagrande, President

Term Expires 12/31/2024



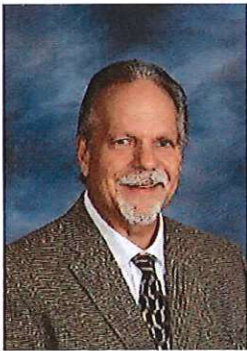
Mrs. Peggy Casagrande was re-elected to the School Board in November of 2018 after serving as a Board member since 2008. She and her husband, Ken, live in Commerce Township; she has been a resident of the School District since 1998. They have four children who are Walled Lake Central High School alumni.

Mrs. Casagrande is a 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 was a PTA/PTSA volunteer for many years and served as the legislative representative for the District's PTSA Council.

Craig Peterson, Vice President

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.

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.

Shayna Levin, Secretary

Term Expires 12/31/2028



Mrs. Levin was elected to the school board in November of 2022. She is married to Jeff and they are the proud parents of two wonderful children. She and her family have lived in Commerce Township for the past 15 years. A former small business owner in Commerce Township, Mrs. Levin and her husband now enjoy spending more time with their kids and working on meaningful projects.

Mrs. Levin has been involved in WLCSD in various capacities over the years. She started as a parent volunteer at Commerce Elementary, which quickly led to her becoming the school's Legislative Representative on their PTA, and then its PTA President. While serving on the PTA at Commerce Elementary, Mrs. Levin also served as the Secretary, then the Vice President, of the WLCSD PTSA Council. She and her family have also been active in the district's Community Education program, where the basketball court has been their home away from home. Mrs. Levin continues to be an active member of the school district, regularly attending events and meetings throughout the community.

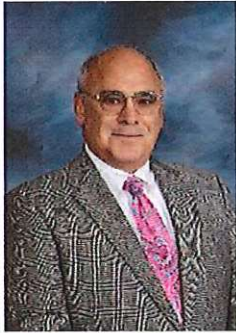
Julie Fernandez, Trustee

Term Expires 12/31/2028



Marc Siegler, Trustee

Term Expires 12/31/2024



Mr. Marc Siegler and his family have been residents of the District for over 40 years. He is in his 29th 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, OCSBA board of Directors, MASB Board of Directors, 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.

Christy Tice, Trustee

Term Expires 12/31/2028



Christy Tice has been teaching for the past 18 years. Her experience in the classroom ranges all the way from kindergarten through 8th grade. Christy has earned a Master's degree in elementary education from Liberty University. In addition to teaching, Christy also serves as the elementary principal at her school, where she works hard to raise the bar, provide accountability, and provide proper support to students and staff.

Christy has lived in the Walled Lake community for the past 6 1/2 years and is an active member in her church, where she has spent much time volunteering with the youth. She is very passionate about education and seeing all students succeed.

Superintendent's Administrative Team

Dr. John Bernia, *Superintendent of Schools*

Dr. 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

Educational Services Center
850 Ladd Road, Building D
Walled Lake, MI 48390
Phone: 248.956.2011
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Dr. John Bernia
Superintendent of Schools

June 15, 2023

Dear Board of Education Members:

I recommend approval of the budget for fiscal year 2023/2024 for Walled Lake Consolidated School District that includes budgeted allocations for 2023/2024 and final amended budgeted allocations for 2022/2023. 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.

School funding over the last couple of years has been more stable and prosperous than we have seen in decades. During 2021/2022 and 2022/2023, the state benefitted from a variety of federal pandemic-related grants and allocations. At the same time, the three largest sources School Aid funding - income taxes, sales taxes, and property taxes, showed significant increases as well. Combined, the impact meant large amounts of available funding for the legislature to consider and allocate. The foundation allowance increase for 2022/2023 was unprecedented and will enable us to add to the district fund balance, once again 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, the consistency in funding allowed for multi-year employee contracts for the first time in years.

The Governor, House, and Senate have all proposed 2023/2024 budgets that again include historical increases for schools. All three proposals also include aspects of the funding model recommended by the School Finance Research Collaborative, essentially funding schools based on student needs rather than simply numbers. The process is not yet complete, however the 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 2022/2023 as part of a multi-year plan to provide constancy. As such, the budget presented uses fund balance to cover a small portion of operating costs for 2023/2024, enabling us to again recommend a budget that does not include program reductions, and instead invests in our staff and programs.

We will continue to 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, appearing to read "J. Bernia", is written over a horizontal line.

Dr. John Bernia
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 can be submitted to the Board of Education for consideration. The Community can also address the Board of Education at any of the Board of Education meetings until the budget is adopted.

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

District staff is kept informed through updates included in the weekly employee newsletter as well as at building staff meetings when necessary. The Public Hearing on the budget is typically held in June. This year the budgets for 2023/2024 were presented to the Board for consideration on June 1 and were approved by the Board on June 15. The expanded timeline provided a couple of weeks for members to make inquiries if they wished. 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 2023/2024. The following is a summary calendar of the process.

November 2022	Budget process begins
January 2023	Preliminary budget projections
February 2023	Projections shared with Leadership
March 2023	Board study sessions held
June 2023	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 2022/2023, 17% of Walled Lake Consolidated Schools revenue is generated by local property tax and 65% 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 2023/2024.

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.

$\text{Foundation} \times \text{Students} = \text{Total Foundation Revenue}$
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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 2023/2024, the blended count will be calculated using 90% of the October 2023 count and 10% of the February 2023 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.

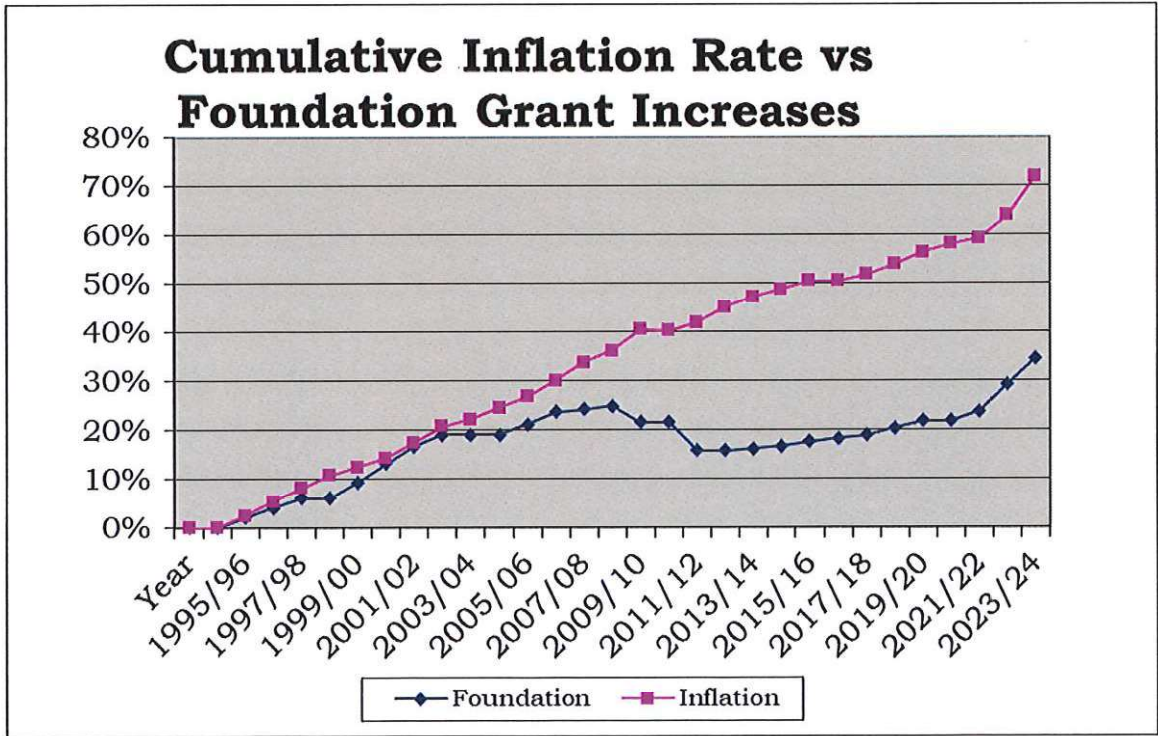
The foundation grant is determined annually by the State of Michigan, through their annual budgeting process. All districts are expected to levy the allowable 18 mills for operating purposes. The value of these tax collections are subtracted from the districts total foundation allowance revenue. The 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 2022/2023 through 2024/2025. The projected revenues for all three years are extremely positive for both the General Fund/General Purpose (GF/GP) and the School Aid Fund (SAF) budgets, reaching all-time highs in state funding by fiscal year 2025.

While the process is far from complete, all three current proposals include notable foundation allowance increases ranging from \$311 - \$458. For purposes of the 2023/2024 Walled Lake Schools budget, a \$458 increase in the Foundation Allowance is assumed, for a total grant of \$9,754.

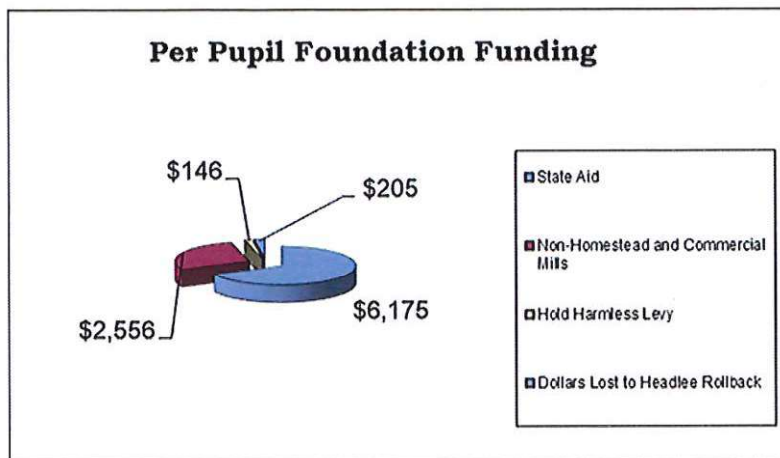
The following graph and table depict the history of the grant. Since the inception of Proposal A, revenue increases in the per pupil foundation have not kept pace with the inflation rate overall.



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	8,846	171	1.97%	1.20%
2022/2023	9,296	450	5.09%	4.70%
2022/2023	9,754	458	5.18%	8.00%

The breakdown of the expected \$9,754 per pupil foundation is shown below.



For 2022/2023, the District's estimated per pupil foundation of \$9,754 is projected to be generated as shown above with \$2,556 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 \$6,175 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 2023/2024 is projected to be 11,989.

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 2023/2024, \$205 per pupil will be lost as a result of this amendment. For the time being the trend has changed, as no Headlee rollback was necessary for the 2023/2024 millages levied. The high rate of inflation experienced this year meant that property value increases came in less than inflation, and negated the need for a rollback.

The largest impact of Headlee have been the reductions to the 18 mills typically levied on all non-homestead properties. This millage was

reduced to 16.7461 mills for 2022/2023 and will remain there for 2023/2024. 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. The rollbacks will cost Walled Lake Schools approximately \$2,818,000 in lost tax revenue for purposes of operations in fiscal year 2023/2024.

The Sinking fund levy is also subject to a rollback but was reinstated at 0.50 mills, with community support during the November 2022 election.

Headlee 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 over \$11.2 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
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
2023/2024	6,280,661,927	0.0000	4.7461	16.4761
* - Principal Residential, Qualified Agriculture, Qualified Forest and Industrial Personal Properties				

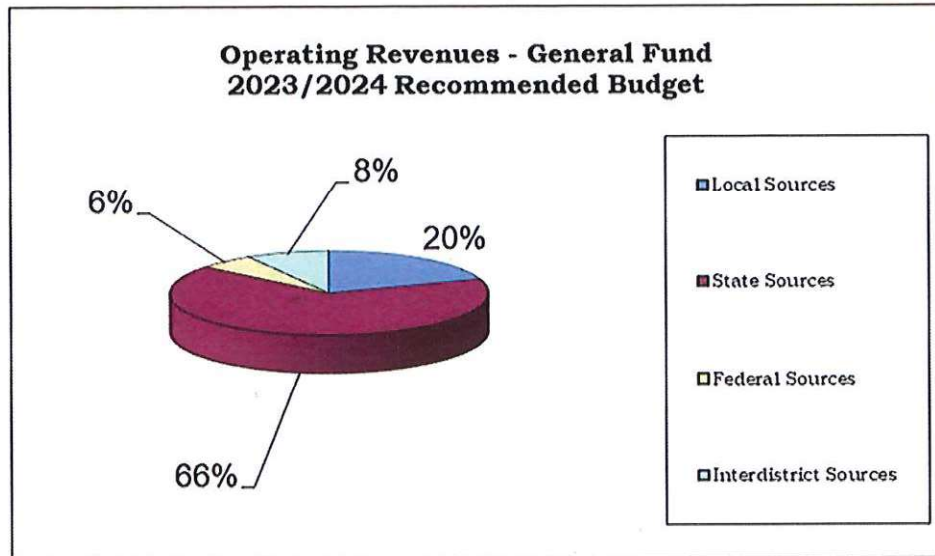
The Debt and Sinking fund millages are levied on all properties. Historical and current rates follow.

School Year	Taxable Value	Sinking Fund	Debt
		All Properties	
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
2023/2024	6,280,661,927	0.5000	4.1300

Operating Revenue – General Fund

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

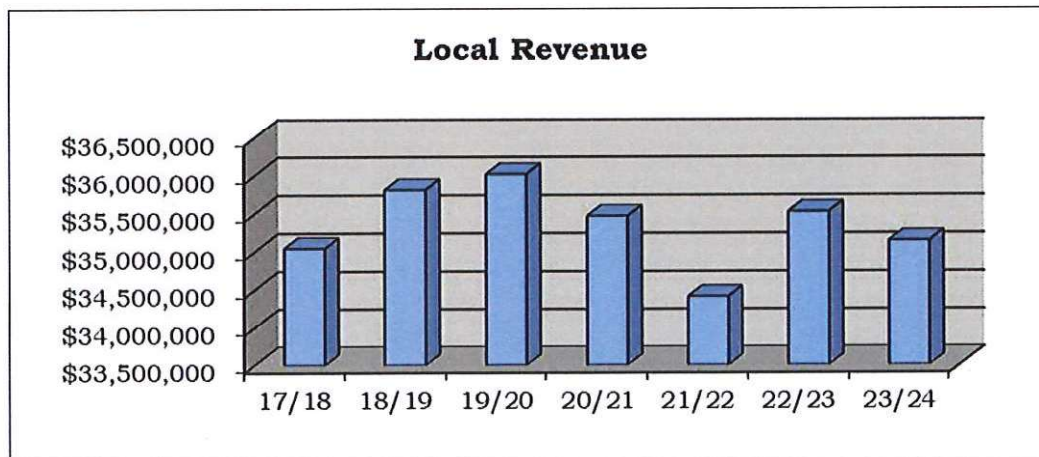
	2022/2023		2023/2024	
	Amended Budget	2022/2023 % of Total	Recommended Budget	2023/2024 % of Total
Revenue				
Local Sources	\$ 35,524,886	19.04%	\$ 35,144,197	19.85%
State Sources	121,132,853	64.93%	117,094,349	66.14%
Federal Sources	15,500,000	8.31%	10,013,967	5.66%
Interdistrict Sources	14,390,437	7.71%	14,779,476	8.35%
TOTAL REVENUE	\$ 186,548,176	100.00%	\$ 177,031,989	100.00%



Local Revenue

Local property taxes account for 91% of local revenue and makes up 30% 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 2021/2022 as well as the amended budget for 2022/2023 and the recommended budget for 2023/2024.



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 had declined. During the same year, many district programs were not yet fully functional following the pandemic. A combination of the two

led to significantly less local revenue, which improved in part during 2022/2023 with the resurgence of programs.

State Revenue

State revenue consists of the foundation grant and categorical funding. The majority is from the per pupil foundation, of which 70% will come from state aid. The expected per pupil foundation of \$9,754 will be generated on 11,989 pupils for day-to-day operations.

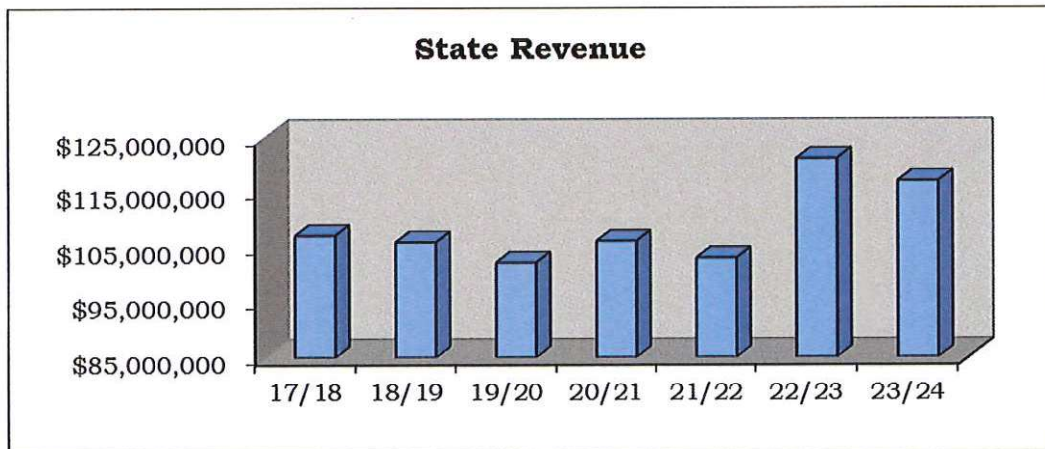
The balance of state aid received is categorical aid, which includes allocations for special education as well as for various other categories of programs such as vocational, special education transportation, and bilingual. Until 1997/1998, districts received the same unrestricted per pupil foundation 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. As a result, until 2022/2023, the amount of special education categorical funding was derived by multiplying eligible costs by 28.6138 percent and subtracting the State per pupil foundation for each special education student.

The formula was changed with the 2022/2023 State Aid budget, allowing districts to receive 75% of the per pupil foundation *in addition* to the 28.6138 percent, providing a welcome jump in funding. The proposed budgets for 2023/2024 include potentially increasing the per pupil foundation percentage from 75% to something higher.

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 2022/2023 are not yet known.

Year	Blended Special Education Student FTE	Revenue	Expenditures	Deficit
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
2021/2022	528.18	\$ 25,394,856	\$ 33,748,075	\$ 8,353,219

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 2022/2023 and the recommended budget for 2023/2024.

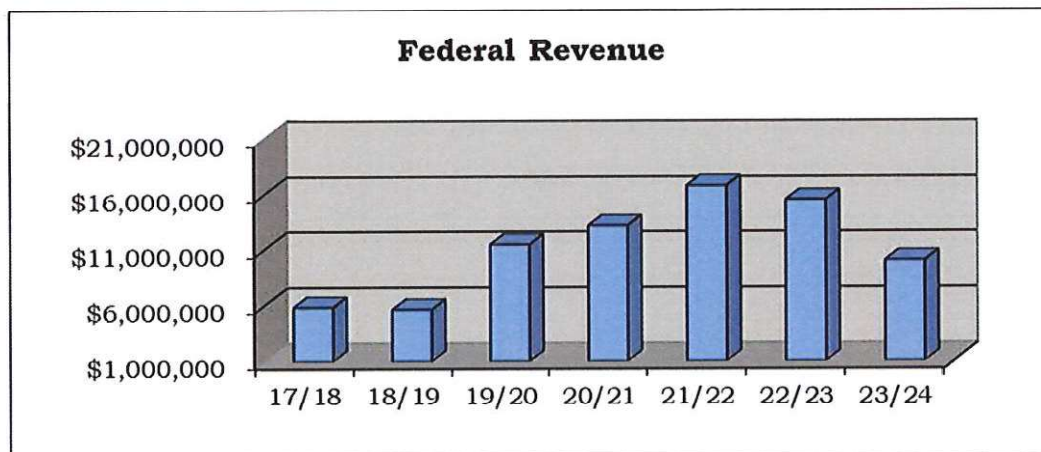


Following years of instability, State revenue is now trending upward. Contributing factors include larger than average foundation increases, as well as changes to categorical funding including special education and At-Risk.

Federal Revenue

We expect Federal funding to decline and then level off to pre-pandemic levels. The budget for 2023/2024 includes the continued use of various Coronavirus relief grants, but to a lesser extent than 2022/2023.

The following bar graph provides the five-year history of Federal revenue as well as the amended budget for 2022/2023 and the recommended budget for 2023/2024.

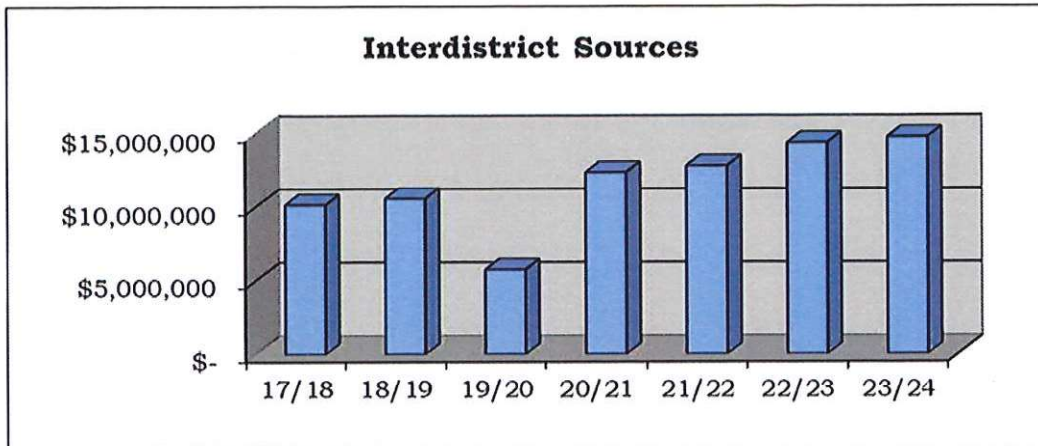


Interdistrict Revenue

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 2022/2023 and the recommended budget for 2023/2024.



General Fund Revenue Budget Assumptions

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

1. The number of pupils for 2023/2024, based on a blended count of 90/10, will be 11,989, representing a decline of 199 students compared to 2022/2023, for purposes for funding.
2. The total per pupil foundation grant is expected to be \$9,754 for 2023/2024, representing a \$458 increase from 2022/2023.
3. The Special Education reimbursement from the State of Michigan is expected to increase from 75% to 87.5% of the Foundation Allowance. In addition, Public Act 18 Special Education funding that flows from Oakland Intermediate School District is expected to increase by 7.4%.
4. Current interest rates are expected to decline, resulting in a reduction of interest revenue by \$200,000.
5. Property taxes are based on taxable values provided by the local community assessors in May of each year.
6. Millage on commercial personal property will be 4.7461 for operations. Millage on non-homesteads will be 16.7461 mills for operations.
7. 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.

8. 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.

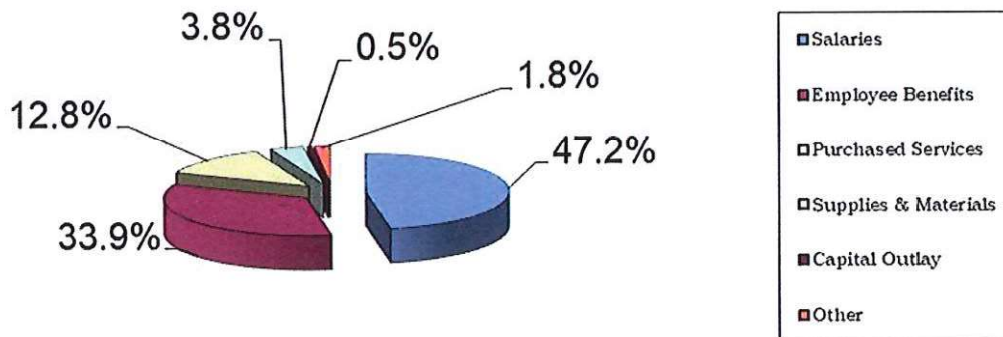
Operating Expenditures – General Fund

The following table and graph show the makeup of expenditures and the proposed General Fund expenditure budget for 2022/2023 and 2023/2024.

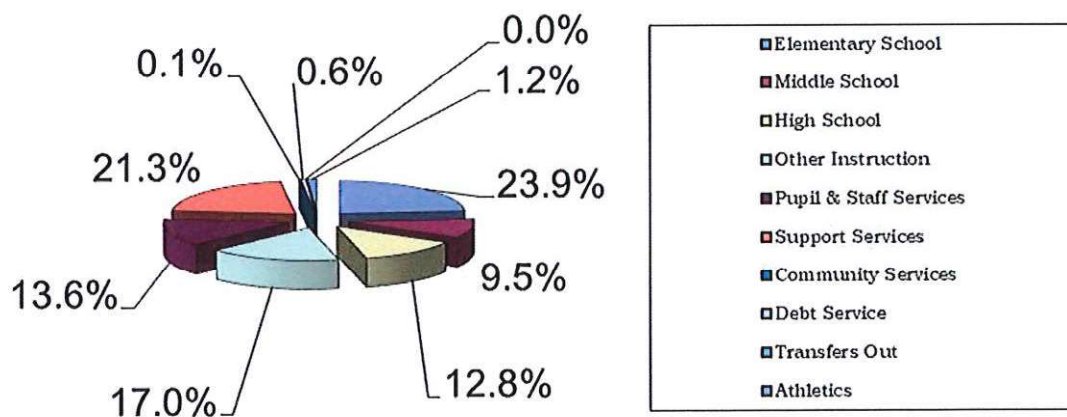
	2022/2023		2023/2024	
	Amended Budget	2022/2023 % of Total	Recommended Budget	2023/2024 % of Total
Expenditures				
Basic Programs	\$ 88,515,066	48.31%	\$ 83,345,701	47.06%
Added Needs	28,816,329	15.73%	28,578,416	16.14%
Total Instruction	117,331,395	64.04%	111,924,117	63.19%
Pupil Services	16,149,002	8.81%	16,386,464	9.25%
Instructional Staff Services	8,053,187	4.40%	7,665,724	4.33%
General Administration	762,414	0.42%	790,302	0.45%
School Administration	10,678,582	5.83%	9,791,761	5.53%
Business Services	2,564,204	1.40%	2,436,640	1.38%
Operations and Maintenance	13,289,936	7.25%	13,550,191	7.65%
Pupil Transportation	6,420,179	3.50%	6,548,794	3.70%
Central Services	4,257,695	2.32%	4,531,100	2.56%
Athletics	2,166,176	1.18%	2,160,436	1.22%
Debt Service	1,216,494	0.66%	1,090,749	0.62%
Total Support Services	65,557,869	35.78%	64,952,161	36.67%
Community Services	340,569	0.19%	233,911	0.13%
Transfers Out	200	0.00%	100	0.00%
TOTAL EXPENDITURES	183,230,033	<u>100.00%</u>	177,110,289	<u>100.00%</u>
Excess Revenue over (under)				
Expenditures	3,318,143		(78,300)	
Beginning Fund Balance	17,924,290		21,242,433	
Ending Fund Balance	<u>\$ 21,242,433</u>		<u>\$ 21,164,133</u>	

As with any service organization, the majority of expenses are for salaries and employee benefits at approximately 81%. The graphs below show the distribution of expenditures in a couple of ways. The first gives a view of the District expenditures by object, which is essentially a description of the actual cost. The second graph distributes the costs by function, which includes the various levels of instruction as well as other purposes.

Expenditures by Object - 2023/2024 General Fund Budget



Expenditures by Function - 2023/2024 General Fund Budget



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

1. The terms of the most recently approved contract with the Walled Lake Education Association, that covers our teachers, are included in projected salaries.
2. Multi-year contracts with all other employee groups exist through 2023-2024. Projections include the respective parameters, with adjustments where deemed likely.
3. Three new Junior Kindergarten sections will be added, resulting in an increase of three teacher positions.
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 2023/2024 is calculated to be 28.18%, slightly higher than the 2022/2023 rate of 28.11%.
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 1.3% for 2023 and 4% for 2024.

The District's cost to provide health insurance for employees is expected to increase by \$373,000, 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 4% for 2023/2024 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 Property Casualty insurance coverage will increase roughly \$200,000. Our district-wide property is currently

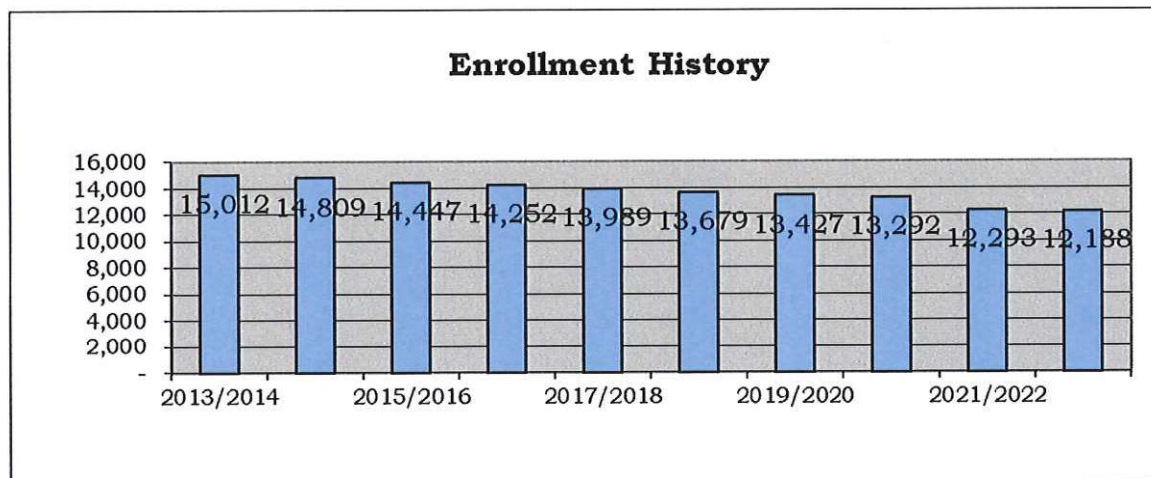
appraised at \$877,291,000, up from the 2023 appraised value of \$520,472,170. Between 2020 and 2022, the average replacement cost per square foot in Michigan public school buildings rose 33%. The current environment is causing a spike in the cost of coverage.

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 2023/2024 school year.

Grade	Enrollment	Sections	Average Class Size
Junior Kindergarten	126 Students	7 Sections	18.0
Kindergarten	723 Students	40 Sections	18.0
First Grade	856 Students	38 Sections	22.5
Second Grade	928 Students	39 Sections	23.8
Third Grade	862 Students	37 Sections	23.3
Fourth Grade	887 Students	35 Sections	25.3
Fifth Grade	920 Students	36 Sections	25.6
Sixth - Eighth Grades	2,691 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.

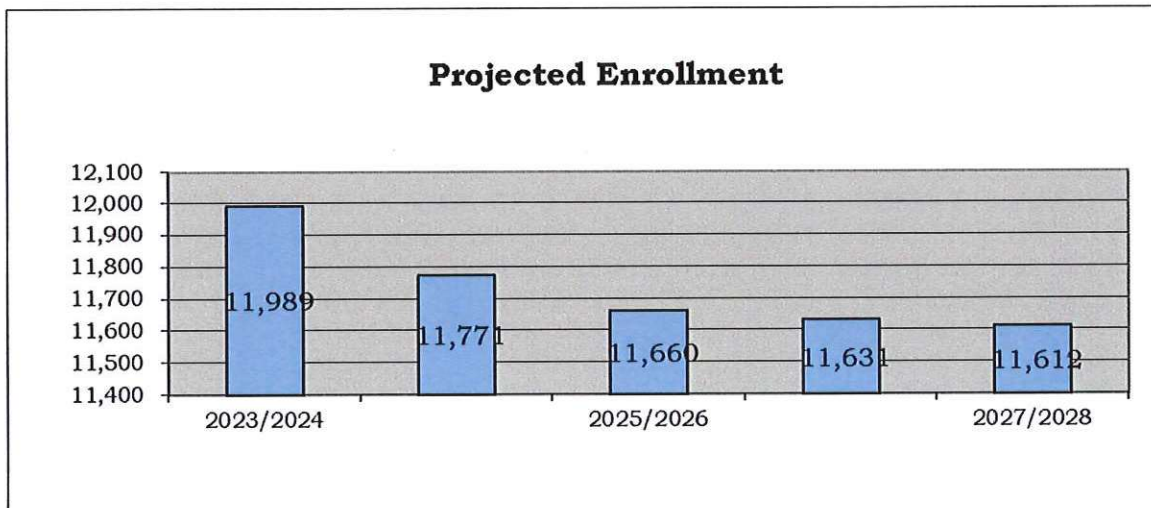


In an effort to provide Michigan school districts with some stability around enrollment numbers and allow for fiscal planning during a very uncertain time, the State changed the count method for 2020/2021. A super-blend was introduced, allowing districts to count 50% of the blended count from 2019/2020 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 several years 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 2023, Walled Lake Consolidated Schools has 1,398 employees. The following chart illustrates the changes in District personnel over the last five years. All figures shown are full time equivalents (FTE's).

	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	Projected 2023/2024
Instructional					
Building Administrators & Secretaries	72.93	72.33	69.20	78.20	78.20
Teachers	679.27	635.25	644.02	669.76	672.76
Other Instructional Staff	223.17	217.91	215.45	282.75	282.75
Guidance Staff	25.80	23.20	21.20	27.60	27.60
Psychological Staff	7.50	7.50	7.50	8.50	8.50
Speech and Audiology	22.00	19.00	22.00	22.00	22.00
Social Workers	16.70	18.10	20.50	29.40	29.40
Special Ed. Teacher Consultants	14.00	14.00	14.00	15.40	15.40
Other Pupil Services Staff	24.06	27.50	18.69	29.95	29.95
Library Personnel	9.18	10.43	13.00	11.37	11.37
Computer Assisted Instruction	2.00	2.00	2.64	2.00	2.00
Other Instructional Supervisors	14.75	12.82	13.51	15.79	16.79
Total Instructional Staff	1,111.36	1,060.04	1,061.71	1,192.72	1,196.72
Non-Instructional					
Executive Administration	2.00	2.00	2.00	2.00	2.00
Business Services	10.25	10.25	10.25	11.25	11.25
Food Services Staff	69.87	48.78	51.65	59.89	59.89
Operations and Maintenance	24.62	26.62	27.62	27.62	27.62
Transportation Staff	0.00	0.00	0.00	0.00	0.00
Central Support Services	21.99	21.07	21.60	22.07	22.07
Other Support Staff	1.50	2.00	2.00	2.00	2.00
Community Services	61.74	63.22	88.24	80.37	80.37
Total Non-Instructional Staff	191.97	172.94	203.36	205.20	205.20
Total Staff	1,303.33	1,232.98	1,265.07	1,397.92	1,401.92

As the chart demonstrates, staffing numbers increased in many areas in 2022/2023. Several long-term openings were finally filled and new positions, made possible by grants, were added.

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.

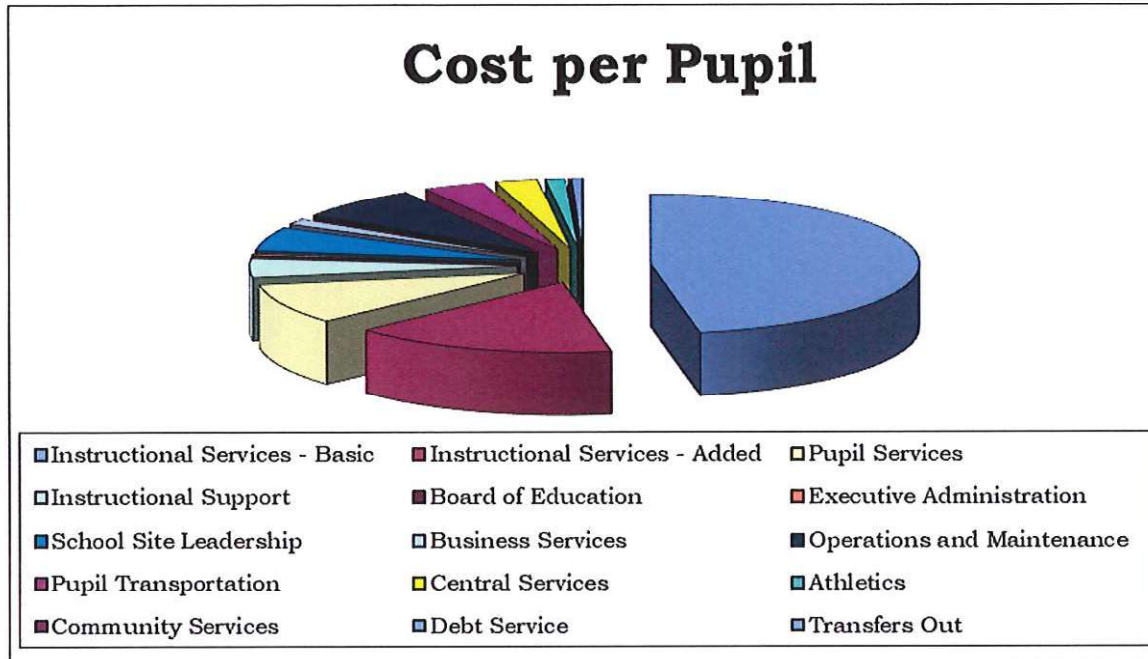
Professional development of both teachers and administrators is another area that is directly correlated to student growth. It is, therefore, valued and financially supported to ensure that all students are benefiting from current best practices.

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 2021/2022 as well as the budgets for 2022/2023 and 2023/2024.

	Actual 2021/2022	Amended Budget 2022/2023	Recommended Budget 2023/2024
Instructional Services - Basic Instruction	\$ 82,015,400	\$ 88,515,066	\$ 83,345,701
Classroom instruction, textbooks and supplies			
Instructional Services - Added Needs	26,215,016	28,816,329	28,578,416
Classroom instruction, textbooks and supplies			
Pupil Services	14,714,069	16,149,002	16,386,464
Guidance, health, speech, social worker, teacher consultants			
Instructional Support	7,695,834	8,053,187	7,665,724
Assistant superintendents, program development, computer assistance			
Board of Education	207,452	240,053	225,053
School Board, clerical staff			
Executive Administration	738,835	522,361	565,249
Superintendent, clerical and support staff			
Office of Principal	9,360,139	10,678,582	9,791,761
Principals, assistant principals, clerical and support staff, related materials			
Business Services	2,309,518	2,564,204	2,436,640
Assistant Superintendent, Finance, Purchasing			
Operations and Maintenance	12,360,503	13,289,936	13,550,191
Staff, equipment and supplies for care, upkeep and operation of facilities			
Pupil Transportation	6,187,486	6,420,179	6,548,794
Central Services	4,029,553	4,257,695	4,531,100
Personnel, Community Relations, Data Processing			
Athletics	2,152,440	2,166,176	2,160,436
Debt Service	1,150,082	1,216,494	1,090,749
Community Services	284,727	340,569	233,911
Transfers Out	936,351	200	100
Total Expenditures	\$ 170,357,405	\$ 183,230,033	\$ 177,110,289
Pupil Count	12,293	12,204	11,989
Operating Expense per Pupil	\$ 13,858	\$ 15,014	\$ 14,773

The comparison above highlights a significant increase in expected expenditures compared to 2021/2022. Increases are the result of higher negotiated wages across all groups; use of grant funds to maintain and add programs; and other inflationary increases.

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 2023/2024 school year.



Category of Expense	2023/2024 Cost per Pupil	Percent of Total
Instructional Services - Basic	\$ 6,952	47.06%
Instructional Services - Added	2,384	16.14%
Pupil Services	1,367	9.25%
Instructional Support	639	4.33%
Board of Education	19	0.13%
Executive Administration	47	0.32%
School Site Leadership	817	5.53%
Business Services	203	1.38%
Operations and Maintenance	1,130	7.65%
Pupil Transportation	546	3.70%
Central Services	378	2.56%
Athletics	180	1.22%
Debt Service	91	0.62%
Community Services	20	0.13%
Transfers Out	-	0.00%
Total Expenditures	\$ 14,773	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 2022/2023 and 2023/2024.

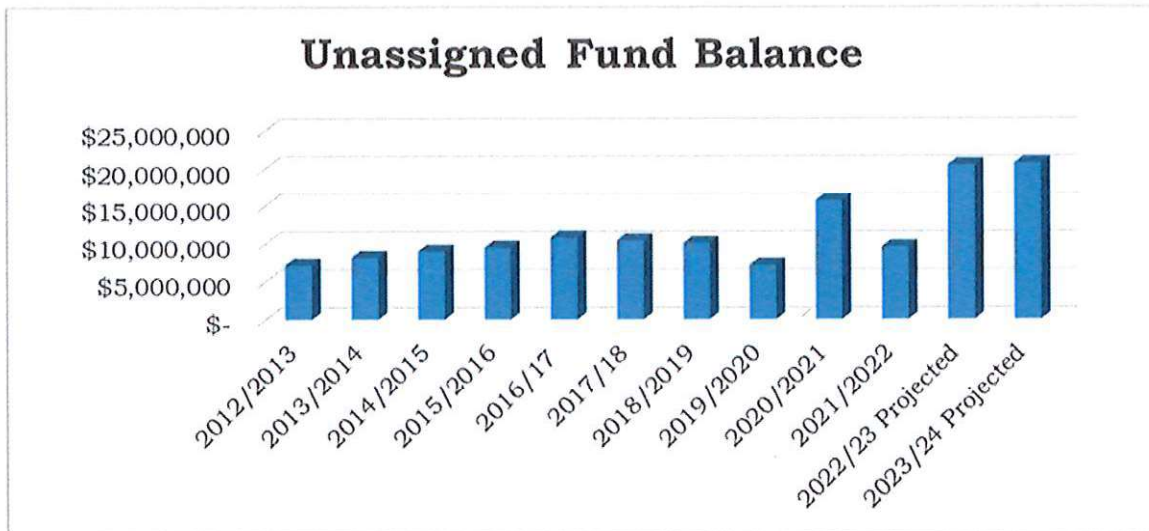
	Total					Unassigned as a Percentage of
Year	Fund Balance	Nonspendable	Restricted	Assigned	Unassigned	Expenditures
2012/2013	11,218,172	501,003	-	3,548,618	7,168,551	4.60%
2013/2014	8,383,329	239,162	-	-	8,144,167	5.19%
2014/2015	9,472,892	519,441	-	-	8,953,451	5.77%
2015/2016	9,742,046	294,017	-	-	9,448,029	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%
2021/2022	17,924,290	1,292,480	-	7,087,535	9,544,275	5.60%
2022/23 Projected	21,242,433	730,000	-	78,300	20,434,133	11.15%
2023/24 Projected	21,164,133	500,000	-	-	20,664,133	11.67%

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 have 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 2022/2023, the School District has \$313.6 million in General Obligation Bonds outstanding versus \$321.2 million at the end of 2021/2022.

A District 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 has allowed 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.

The following chart summarizes the changes in General Obligation Bonds for the District over the last five years as well as the projected 2023/2024 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 chart on the following page includes a summary by object of the 2023/2024 proposed budget for each additional fund type maintained by the District.

	Special Revenue Funds	Debt Service Funds	Capital Project Funds
Revenue			
Local Sources	\$ 7,170,428	\$ 15,006,059	\$ 7,341,886
State Sources	263,485	-	-
Federal Sources	2,573,400	-	-
Interdistrict Sources	-	-	-
Total Revenue	10,007,313	15,006,059	7,341,886
Expenditures			
Salaries	2,852,776	-	-
Benefits	1,925,128	-	-
Purchased Services	2,886,932	-	-
Supplies and Materials	2,516,006	-	-
Capital Outlay	297,695	-	-
Other	39,485	-	-
Capital Projects/Land	-	-	65,348,446
Debt Service	-	19,810,672	-
Total Expenditures	10,518,022	19,810,672	65,348,446
Other Financing Uses - Transfers Out	(300,000)	-	-
Net Change in Fund Balances	(810,709)	(4,804,613)	(58,006,560)
Fund Balances - Beginning of year	5,890,791	7,697,736	126,767,339
Fund Balances - End of year	\$ 5,080,082	\$ 2,893,123	\$ 68,760,779

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 tuition 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 three Capital Projects funds, the 2020 Bond Fund, the 2022 Bond Fund, and the Sinking Fund. The 2020 and 2022 Bond Funds account for the final two series sold related to the 2019 \$316 million bond approved by the community. The first series, known as the 2019 Bond Fund, is now complete.

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

Revenues

	2022/2023 Amended Budget	2023/2024 Recommended Budget	Percent Change from Prior Year
General Fund	\$ 186,548,176	\$ 177,031,989	-5.10%
Special Revenue Funds			
Cafeteria Fund	4,589,485	4,830,985	5.26%
Community Education	852,719	688,103	-19.30%
Preschool	1,123,490	737,698	-34.34%
Enrichment/Prime Time Care	1,972,493	1,296,222	-34.29%
Student Activities	2,430,005	2,454,305	1.00%
Debt Retirement Funds	24,517,686	16,073,725	-34.44%
Capital Projects Funds	5,667,335	7,341,886	29.55%
TOTAL	<u>\$ 227,701,389</u>	<u>\$ 210,454,913</u>	<u>-7.57%</u>

Expenses

	2022/2023 Amended Budget	2023/2024 Recommended Budget	Percent Change from Prior Year
General Fund	\$ 183,230,033	\$ 177,110,289	-3.34%
Special Revenue Funds			
Cafeteria Fund	5,205,534	5,221,519	0.31%
Community Education	622,526	595,266	-4.38%
Preschool	1,075,618	1,056,034	-1.82%
Enrichment/Prime Time Care	1,505,053	1,490,898	-0.94%
Student Activities	2,430,005	2,454,305	1.00%
Debt Retirement Funds	21,221,895	20,878,338	-1.62%
Capital Projects Funds	72,031,856	65,348,446	-9.28%
TOTAL	<u>\$ 287,322,520</u>	<u>\$ 274,155,095</u>	<u>-4.58%</u>

The Cafeteria fund is expected to receive additional federal funding in 2023/2024 with the possibility of universal free school lunches.

The Community Education program, Preschool program, and Enrichment/Prime Time Care program received large amounts of Child Care Stabilization grants during 2022/2023 that are not expected to be repeated. Many of the expenditures however, will remain and not be reduced.

Student Activity revenues and expenditures are expected to remain relatively flat.

The Debt levy has been set to allow revenues in the Debt funds to fully support the principal and interest payments. As issues are paid off, less revenue is required.

Revenue in the Capital Project funds is expected to be higher due to interest income expected to be earned until project spending is complete. Expenditures will follow expected project timelines.

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

Revenues

	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
General Fund	\$ 176,923,300	\$ 182,307,483	\$ 187,855,868
Special Revenue Funds			
Cafeteria Fund	5,460,919	5,515,527	5,570,681
Community Education	708,746	730,008	751,909
Preschool	911,468	992,615	1,081,876
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	18,302,090	19,461,716	20,005,397
Capital Projects Funds	3,878,448	3,450,432	3,262,737
TOTAL	<u>\$ 209,674,971</u>	<u>\$ 216,117,682</u>	<u>\$ 222,388,467</u>

Expenses

	2024/2025 Projected Budget		2025/2026 Projected Budget		2026/2027 Projected Budget	
General Fund	\$	180,870,099	\$	185,401,065	\$	190,656,384
Special Revenue Funds						
Cafeteria Fund		5,348,615		5,473,825		5,602,284
Community Education		705,378		765,794		826,522
Preschool		1,063,761		1,077,707		1,091,877
Enrichment/Prime Time						
Care		1,758,300		1,792,823		1,828,366
Student Activities		2,070,000		2,090,700		2,111,607
Debt Retirement Funds		19,268,376		19,444,140		19,954,374
Capital Projects Funds		49,520,324		25,926,691		3,589,010
TOTAL	\$	260,604,853	\$	241,972,745	\$	225,660,424

STUDENT PERFORMANCE

Student success is and will always be our primary District goal. 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. 2022/2023 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 2021/2022, the most recent scores available. SAT results are also presented for the last five years, through 2021/2022. 2022/2023 test scores are not yet available.

Accreditation

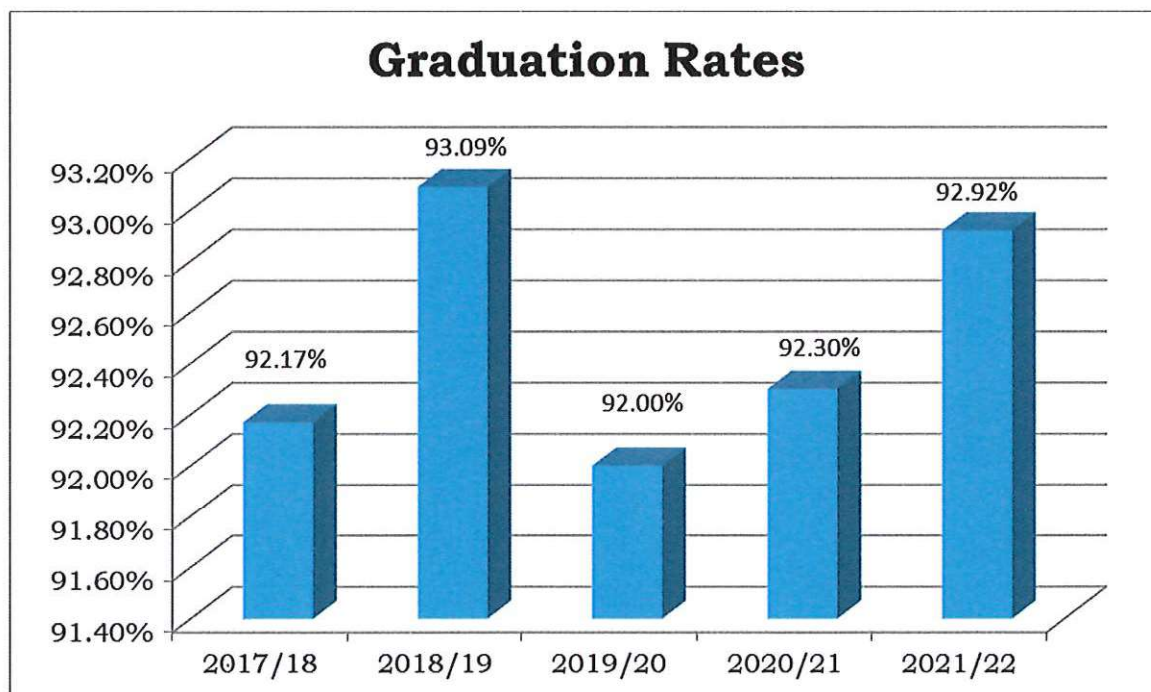
In 2020/2021 the state of Michigan required that all districts migrate to the MiCIP (Michigan Continuous Improvement Process) for district-level continuous improvement/accreditation. The new MiCIP process has been developed during the 2020/2021 school year and enhanced during the 2021/2022 and 2022/2023 school years with two goals: literacy and the

continued development of our MTSS (multi-tiered system of supports) process. Based on feedback from the Michigan Department of Education, we will also be re-engaging in our accreditation work with Cognia (formerly known as AdvancEd).

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
- ❖ English and Math MTSS Coaches at the middle school and high school levels to support student intervention through the MTSS process

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 and reduce processing costs
- 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.

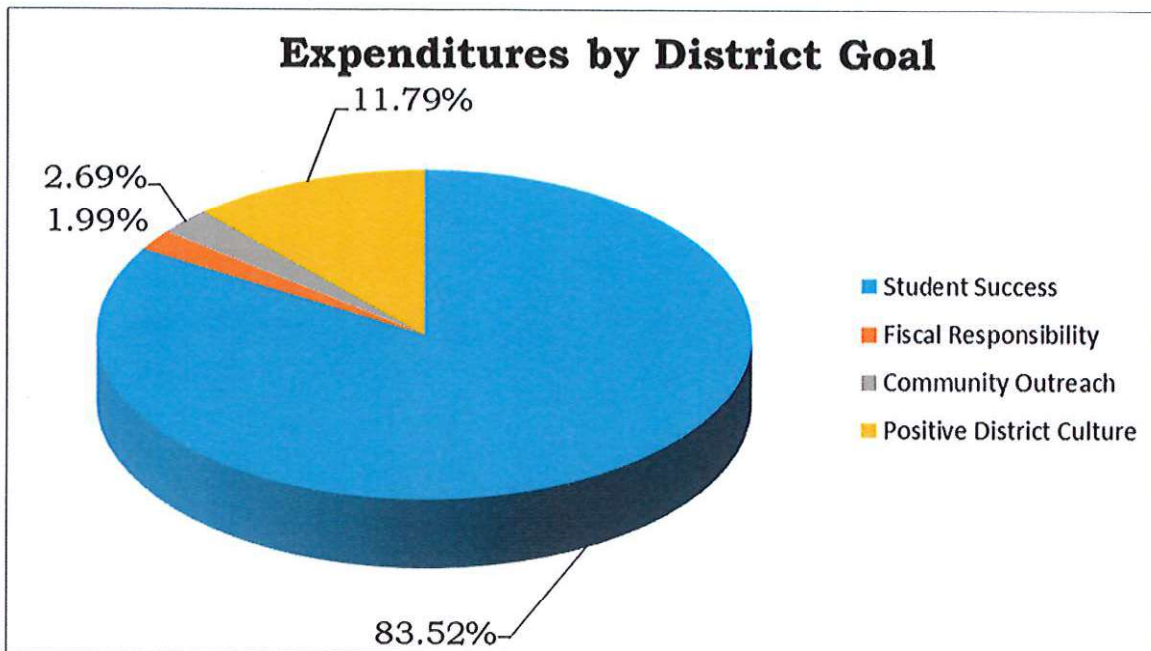
In addition, the 2014 Safety, Security and Technology Bond allowed for many upgrades to the safety and security of each District building. This has continued with the 2019 Building, Infrastructure and Equity bond. Every building has and will benefit from much needed infrastructure improvements and replacements.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

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 opened successfully in the fall, 2023.

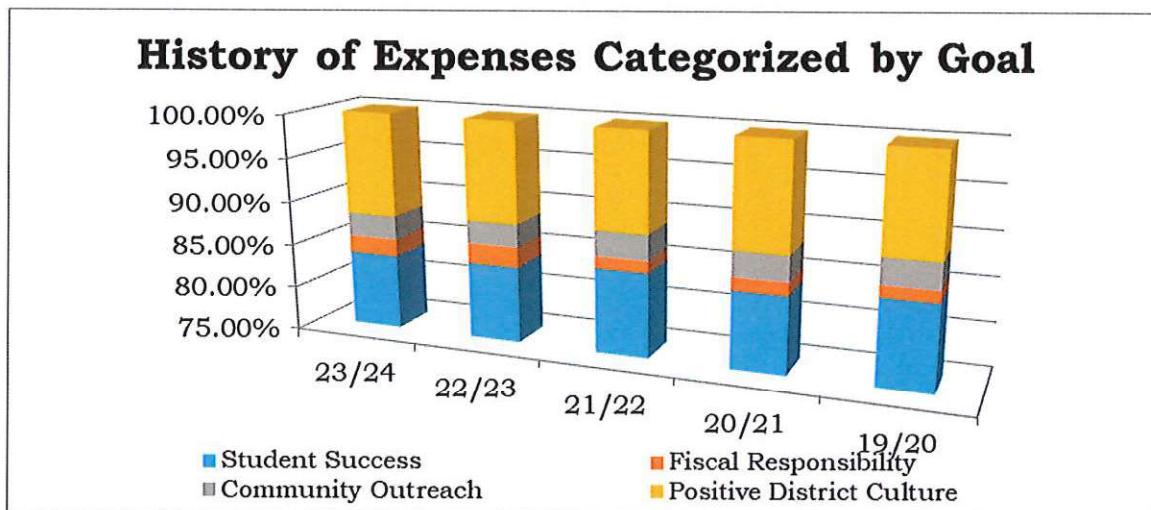
Expenditures by District Goal

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	2023/2024 Cost per Pupil	Percent of Total	Supports District Goal
Instructional Services - Basic	\$ 6,952	47.06%	Student Success
Instructional Services - Added	2,384	16.14%	Student Success
Pupil Services	1,367	9.25%	Student Success
Instructional Support	639	4.33%	Student Success
Board of Education	19	0.13%	Positive District Culture
Executive Administration	47	0.32%	Positive District Culture
School Site Leadership	817	5.53%	Student Success
Business Services	203	1.38%	Fiscal Responsibility
Operations and Maintenance	1,130	7.65%	Positive District Culture
Pupil Transportation	546	3.70%	Positive District Culture
Central Services	378	2.56%	Community Outreach
Athletics	180	1.22%	Student Success
Debt Service	91	0.62%	Fiscal Responsibility
Community Services	20	0.14%	Community Outreach
Total Expenditures	\$ 14,773	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

1st DAY OF SCHOOL AT DUBLIN ELEMENTARY

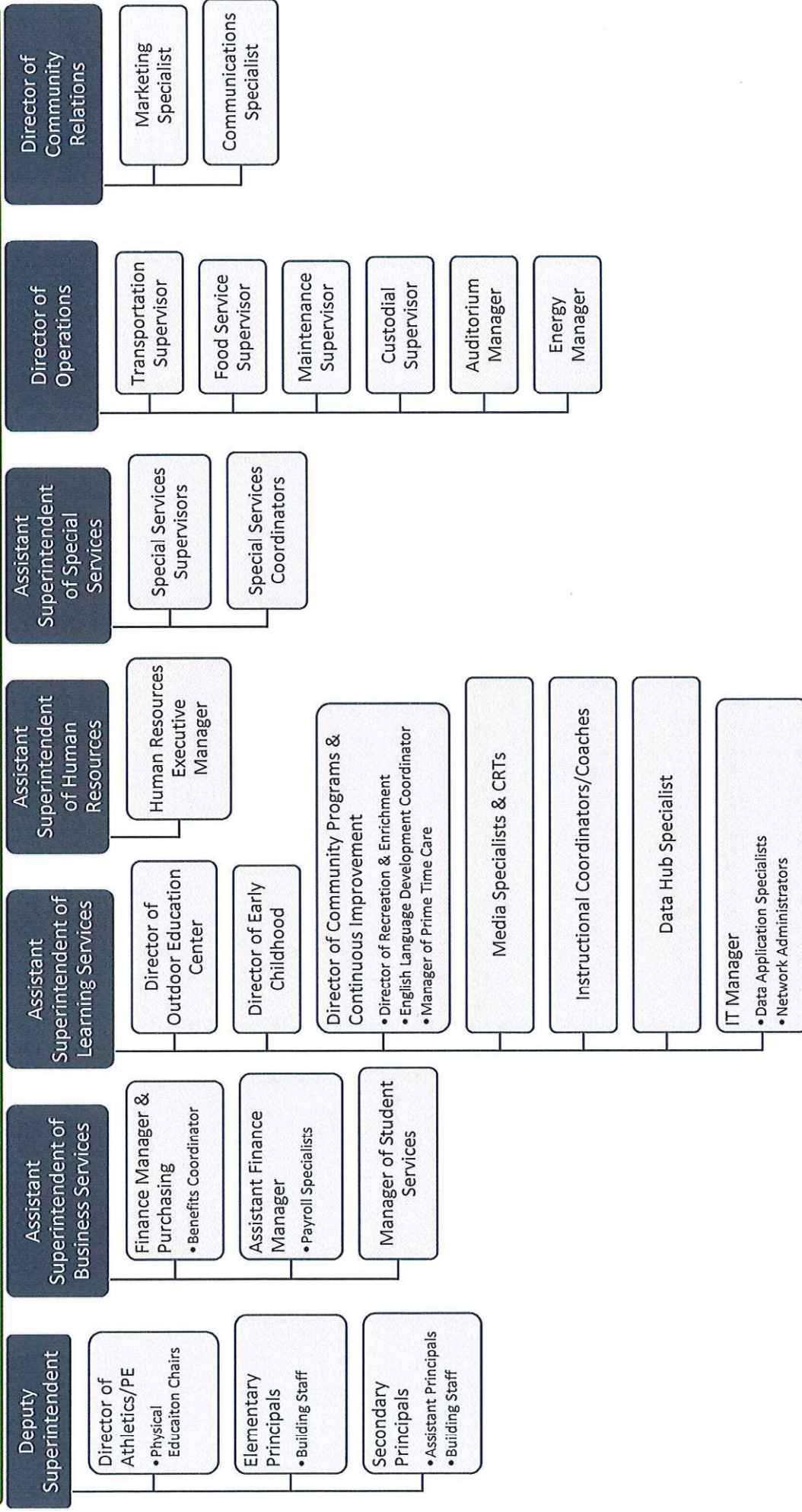


Every Child, Every Day!

Organizational Chart 2022/2023

Board of Education

Superintendent of Schools



Board of Education

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

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

Peggy Casagrande, President
Term Expires 12/31/2024

Craig Peterson, Vice President
Term Expires 12/31/2026

Stephanie Kaplan, Treasurer
Term Expires 12/31/2026

Shayna Levin, Secretary
Term Expires 12/31/2028

Julie Fernandez, Trustee
Term Expires 12/31/2028

Marc Siegler, Trustee
Term Expires 12/31/2024

Christy Tice, Trustee
Term Expires 12/31/2028



Walled Lake Consolidated School District
Board of Education 2022-23

THE DISTRICT ENTITY

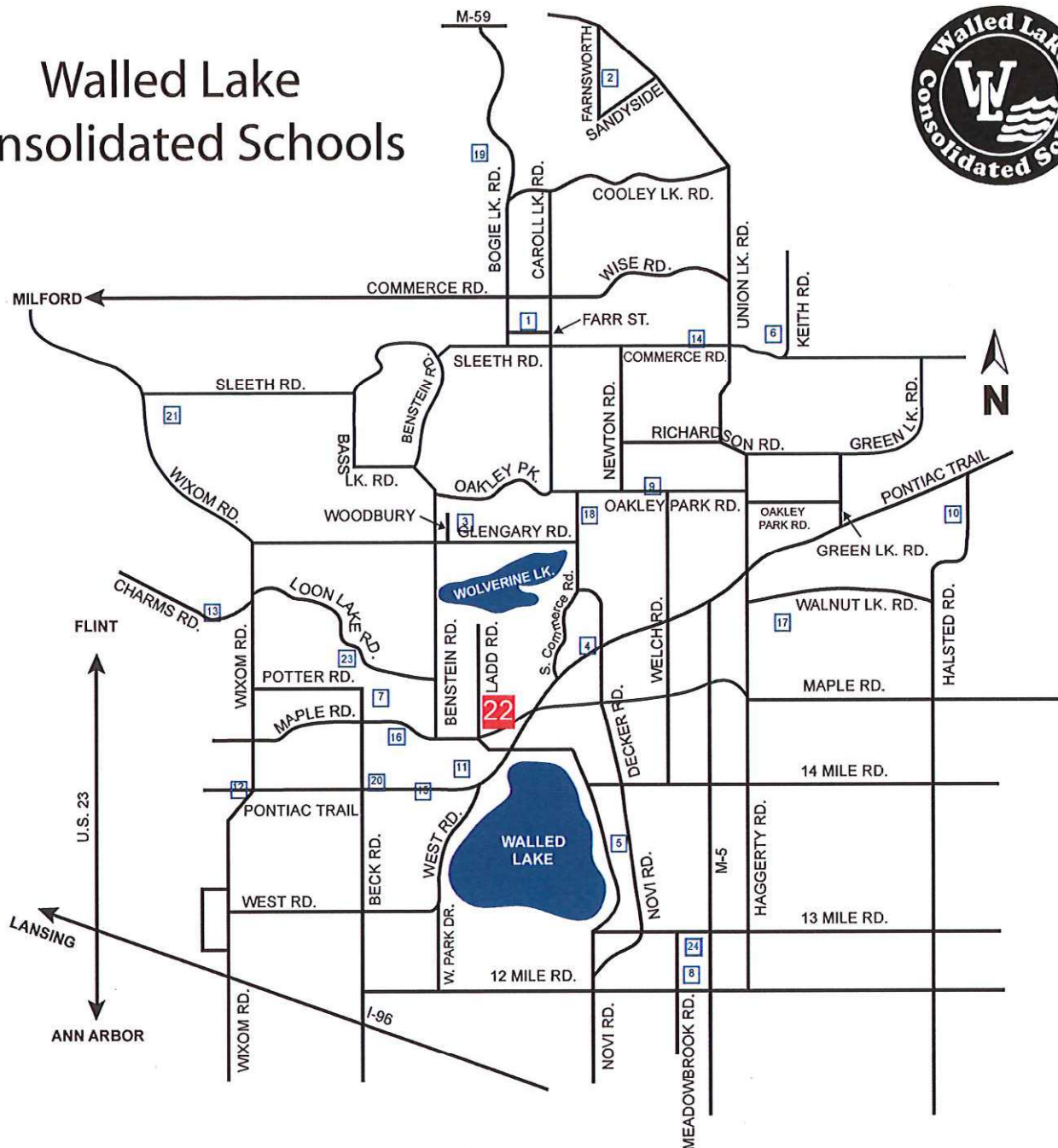
Community Overview

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 (JK-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 12,188 students as of the 2022/2023 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.

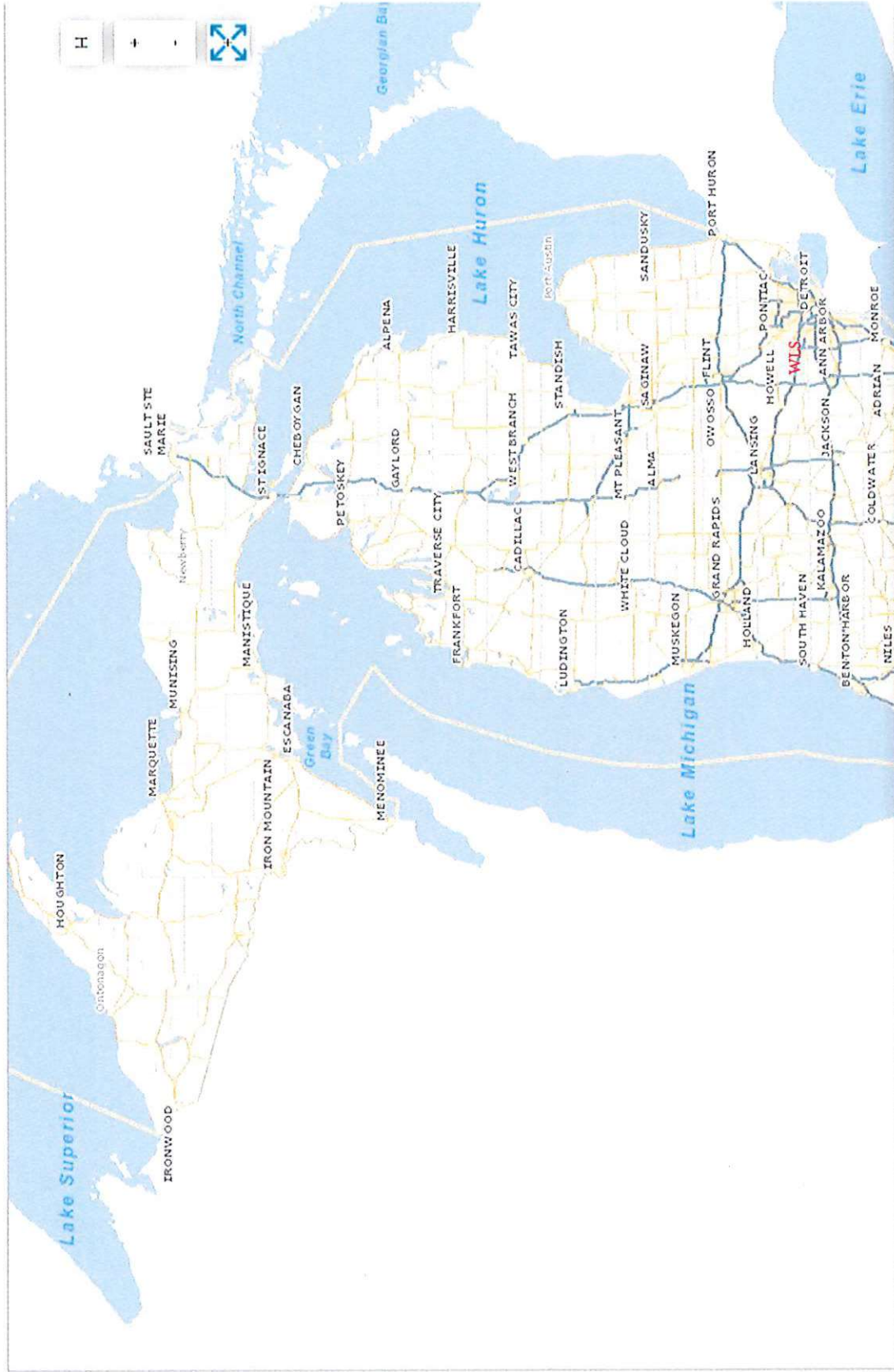
Walled Lake Consolidated Schools



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 salary 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 tuition 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 six (6) debt funds.

The 2014 Debt Retirement Fund was created for school building and site improvements. 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 three (3) Capital Project Funds. The 2020 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 through a formula. 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 2023/2024, as the State now covers a large portion. The District will levy 16.7461 mills on non-homesteads, 4.1300 mills for

debt on all properties, and 0.5 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 until the current year, 2023/2024.

The largest impact has been 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. The rollbacks will cost Walled Lake Schools approximately \$2,818,000 in lost tax revenue for purposes for operations for the 2023/2024 school year.

The Sinking fund levy is also subject to rollback but was reinstated at 0.5 mills, with community support during the November 2022 election.

Headless rollbacks are permanent and cumulative which means that they will impact district revenues for years to come. To date, the impact on operating funds is over \$11.2 million in lost revenue.

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 and 2022/2023 school years, the significant influx of non-recurring grant funds related to the Coronavirus pandemic, produced temporary increases in District fund balance, which are 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 2023/2024. and will likely be used in the couple of years to follow.

Once the established excess is depleted, 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. The projections included here are therefore preliminary to some extent, but 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, 2023.

Budget Development Timeline

November 2022	Superintendent and Assistant Superintendent of Business Services meet to discuss budget process
December 2022	Standardized costs for staffing requests developed
December 2022	Review timeline and parameters with Cabinet team
December 2022	Budget calendar created
January 2023	Preliminary budget projections available
January 2023	Cabinet study session(s) as needed
Feb-March	Preliminary budget review & updates
February 2023	Student projections & preliminary staffing needs identified
March 2023	Budget update at Leadership Team meeting
March-May	Budget updates to Board of Education as appropriate and necessary
May 2023	Preliminary budget changes completed
May 2023	Preliminary budget presented to Board of Education in study session if necessary
05/24/23	Publish notice for millage rates
06/01/23	Board establishes debt and general fund millage rates
05/24/23	Publish notice for budget hearing
06/01/23	Preliminary budget available for review
06/01/23	Board conducts public hearing on Budget for 2023-2024
06/16/23	Board adopts 2023-24 budget

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, like 2022/2023, was again shortened slightly. Multi-year bargaining agreements in addition to historic increases in school funding 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.

The unusual pandemic-related grant funds will continue to ensure stability for another year. 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 2023/2024.

Key Factors in the Development of the 2023/2024 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 2023/2024 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 MPSERS rate of 28.18 percent.
- Teacher positions will be increased by 3 as a result of expanding the Junior Kindergarten program.
- 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 1.3% for 2023 and 4% for 2024.
- The number of pupils for 2023/2024, based on a blended count of 90/10, will be 11,989, representing a decline of 199 students

compared to 2022/2023. The blend will be based on 90% of the Fall 2023 count and 10% will be based on the Spring 2023 count.

- Contract costs for transportation and custodial services have been adjusted in accordance with current contract terms.
- A \$458 per pupil increase to the foundation allowance from the State of Michigan is anticipated for 2023/2024.
- Additional funds are budgeted to continue and will assist with retirement costs.
- The Special Education reimbursement from the State of Michigan is expected to increase from 75% to 87.5% of the Foundation Allowance. In addition, Public Act 18 Special Education funding that flows from Oakland Intermediate School District is expected to increase by 7.4%.
- 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.
- Transfers from self-supporting programs will once again assist with operating costs in the General Fund. As these programs continue to recover following the pandemic, transfers are expected only from the Cafeteria Fund for 2023/2024.
- 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 2022 for a ten-year period. These funds provide the resources required to improve and maintain our buildings. Without this alternative funding source, these projects would need to be financed by the General Fund.

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

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

Bi-weekly bond meetings are facilitated by the District's Operations Director and attended by the Architects, Engineers, Construction Managers, and other consultants as required. Status of current projects and planning for upcoming projects are discussed and reviewed. Project phasing was established early in the Bond program and timelines are modified as necessary due to a variety of factors.

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

Clifford Smart Middle School

Schematic Design	October – December 2019
Design Development	January – April 2020
Construction Documents	May – October 2020
Construction	February – November 2021
Furniture Installation	April & December 2021

Sarah Banks Middle School

Schematic Design	October – December 2019
Design Development	January – April 2020
Construction Documents	May – October 2020
Construction	February – November 2021
Furniture Installation	April & December 2021

Walnut Creek Middle School

Schematic Design	October – December 2019
Design Development	January – April 2020
Construction Documents	May – October 2020
Construction	February – November 2021
Furniture Installation	April & December 2021

Keith 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

Loon Lake 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

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

Geisler Middle School

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

Northern High School

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

Central High School

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

Operations Building

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

Outdoor Education Center

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

Educational Services Center

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

Twin Sun

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 2022/2023 school year, amendments were made in December 2022 and April 2023, with the final amendment processed in June 2023.

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
- ❖ English and Math MTSS Coaches at the middle school and high school levels to support student interventions through the MTSS process

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.

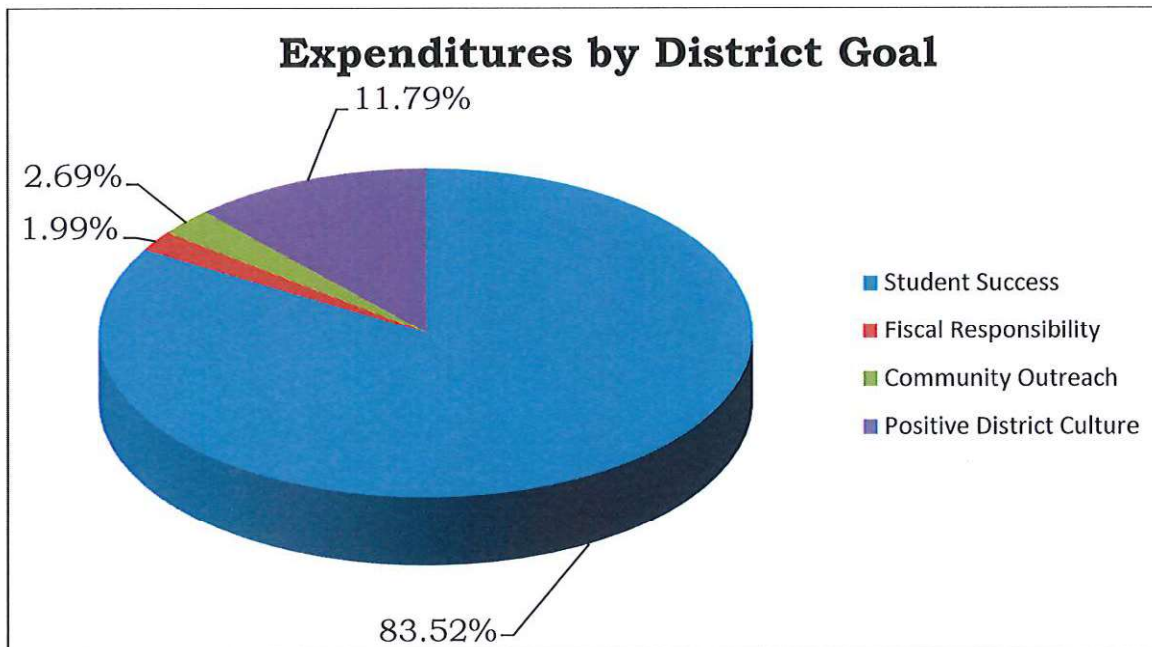
In addition, the 2014 Safety, Security and Technology Bond allowed for many upgrades to the safety and security of each District building. This has continued with the 2019 Building, Infrastructure and Equity bond. Every building has and will benefit from much needed infrastructure improvements and replacements.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

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 opened successfully in the fall 2023.

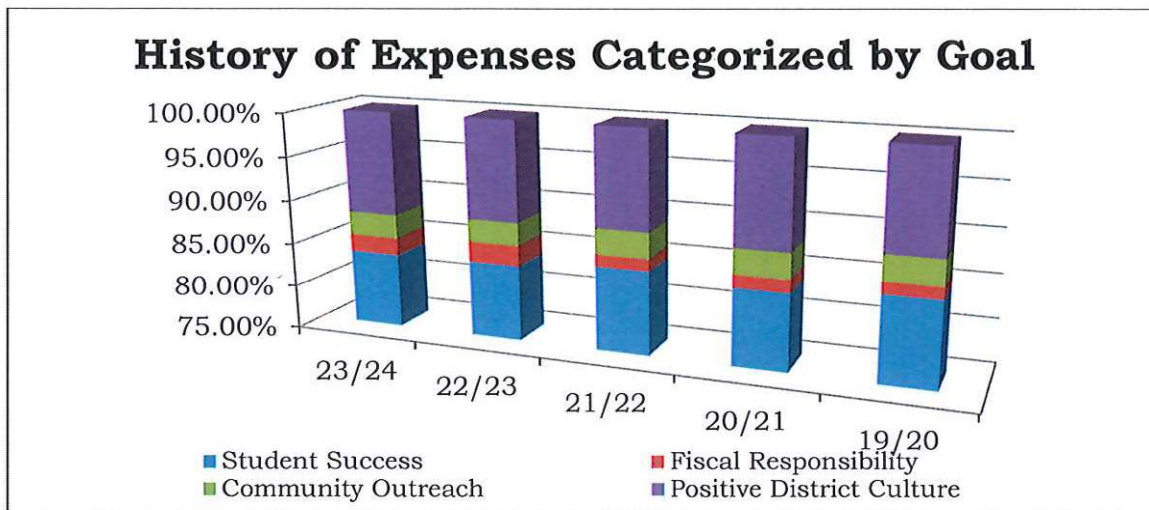
Expenditures by District Goal

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	2023/2024 Cost per Pupil	Percent of Total	Supports District Goal
Instructional Services - Basic	\$ 6,952	47.06%	Student Success
Instructional Services - Added	2,384	16.14%	Student Success
Pupil Services	1,367	9.25%	Student Success
Instructional Support	639	4.33%	Student Success
Board of Education	19	0.13%	Positive District Culture
Executive Administration	47	0.32%	Positive District Culture
School Site Leadership	817	5.53%	Student Success
Business Services	203	1.38%	Fiscal Responsibility
Operations and Maintenance	1,130	7.65%	Positive District Culture
Pupil Transportation	546	3.70%	Positive District Culture
Central Services	378	2.56%	Community Outreach
Athletics	180	1.22%	Student Success
Debt Service	91	0.62%	Fiscal Responsibility
Community Services	20	0.14%	Community Outreach
Total Expenditures	\$ 14,773	100.00%	



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

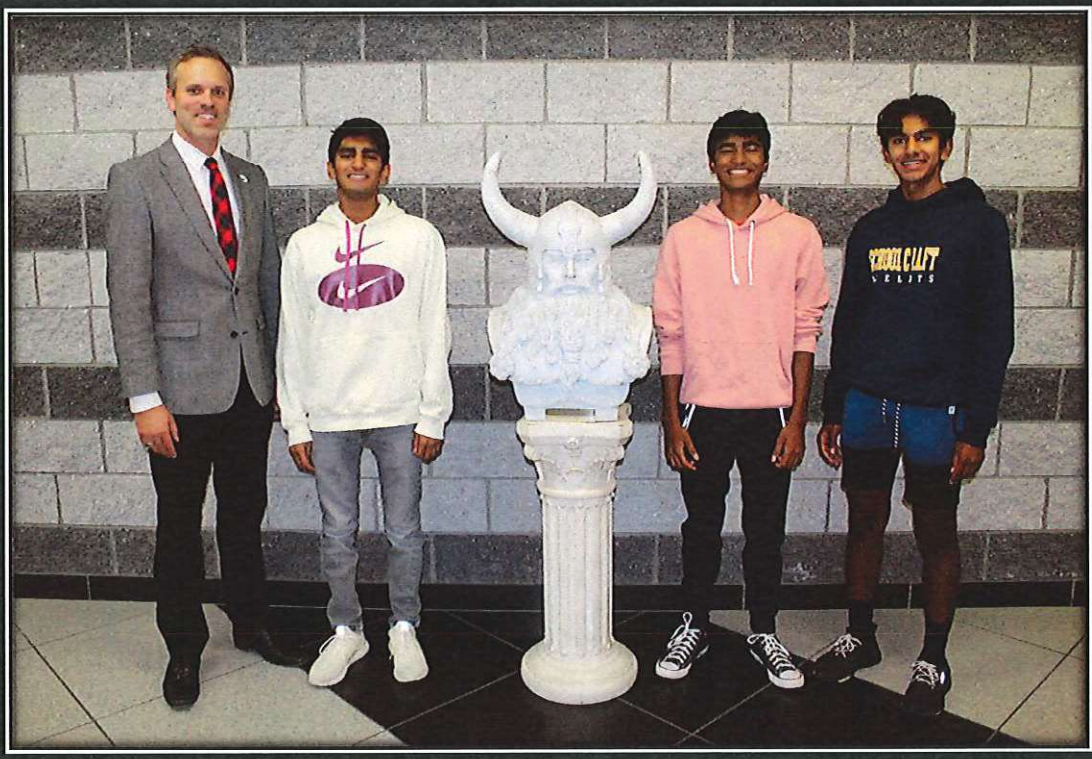


Each of the four District goals are an inherent part of our everyday functions. As such, any cost involved in implementing the goals would be difficult to measure or distinguish from normal recurring costs.



WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

Walled Lake Central National Merit Semifinalist



Every Child, Every Day!

2023-2024 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	\$34,844,197	\$7,170,328	\$15,006,059	\$7,341,886	\$64,362,470
State Sources	117,094,349	263,485	-	-	117,357,834
Federal Sources	10,013,967	2,573,400	-	-	12,587,367
Interdistrict Sources	14,779,476	-	-	-	14,779,476
Total Revenue	176,731,989	10,007,213	15,006,059	\$7,341,886	209,087,147
Expenditures					
Salaries	83,598,039	2,852,776	-	-	86,450,815
Benefits	60,021,655	1,925,128	-	-	61,946,783
Purchased Services	22,720,499	2,886,932	-	-	25,607,431
Supplies and Materials	6,658,794	2,516,006	-	-	9,174,800
Capital Outlay	924,215	297,695	-	-	1,221,910
Other	2,096,238	39,485	-	-	2,135,723
Capital Projects/Land	-	-	-	65,348,446	65,348,446
Debt Service	1,090,749	-	19,810,672	-	20,901,421
Total Expenditures	177,110,189	10,518,022	19,810,672	65,348,446	272,787,329
Other Financing Sources (Uses)					
Transfers In	300,000	100	1,067,666	-	1,367,766
Transfers Out	(100)	(300,000)	(1,067,666)	-	(1,367,766)
Total Other Financing Sources (Uses)	299,900	(299,900)	-	-	-
Net Change in Fund Balances	(78,300)	(810,709)	(4,804,613)	(58,006,560)	(63,700,182)
Fund Balances - Beginning of year	21,242,433	5,890,791	7,697,736	126,767,339	161,598,299
Fund Balances - End of year	\$21,164,133	\$5,080,082	\$2,893,123	\$68,760,779	\$97,898,117

**Operating Funds Summary
2019-20 Through 2026-27
Revenues By Source and Expenditures By Object**

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue								
Local Sources	\$ 41,851,411	\$ 36,614,081	\$ 38,138,527	\$ 41,555,463	\$ 41,264,978	\$ 39,825,903	\$ 41,107,719	\$ 42,460,152
State Sources	102,333,420	106,211,693	103,025,814	121,396,338	117,357,834	122,870,664	126,511,515	130,261,138
Federal Sources	7,501,776	16,186,145	23,713,493	19,152,342	12,587,367	8,501,007	8,704,055	8,912,674
Interdistrict Sources	11,450,932	12,384,019	12,825,831	14,390,437	14,779,476	15,296,758	15,832,144	16,386,269
Total Revenue	163,137,539	171,395,938	177,703,665	196,494,580	185,989,655	186,494,333	192,155,433	198,020,233
Expenditures								
Salaries	81,255,245	79,123,055	81,540,530	84,851,223	86,450,815	89,033,268	91,653,152	94,391,453
Benefits	53,324,226	54,558,212	58,307,486	68,777,884	61,946,783	63,801,091	65,690,650	67,657,108
Purchased Services	20,797,733	18,589,661	23,671,075	25,843,135	25,607,431	24,787,000	24,951,660	25,626,184
Supplies and Materials	6,222,200	6,217,782	8,830,614	9,524,144	9,174,800	8,514,324	8,564,483	8,615,645
Capital Outlay	331,344	1,169,147	2,720,856	896,872	1,221,910	839,423	816,922	816,922
Other	2,146,579	1,788,564	2,820,813	2,658,917	2,135,723	2,140,948	2,140,948	2,140,948
Total Expenditures	164,077,327	161,446,421	177,891,374	192,552,175	186,537,462	189,116,053	193,817,815	199,248,260
Other Financing Sources (Uses)								
Transfers In	193,280	698,658	936,791	300,100	300,100	1,000,100	1,050,100	1,100,100
Transfers Out	(193,280)	(698,658)	(936,791)	(300,100)	(300,100)	(1,000,100)	(1,050,100)	(1,100,100)
Face value of debt issued	-	277,481	-	-	-	-	-	-
Leases entered into	-	-	933,659	721,688	739,547	-	-	-
Debt Service	(56,850)	(56,850)	(1,150,082)	(1,216,494)	(1,090,749)	(1,700,000)	(1,734,000)	(1,768,680)
Proceeds from sale of fixed assets	90,000	33,950	100,773	-	10,000	-	-	-
Total Other Fin. Sources (Uses)	33,150	254,581	(115,650)	(494,806)	(341,202)	(1,700,000)	(1,734,000)	(1,768,680)
Net Change in Fund Balance	(906,638)	10,204,098	(303,359)	3,447,599	(889,009)	(4,321,720)	(3,396,382)	(2,996,707)
Fund Balances - Beginning of year*	14,691,524	13,784,886	23,988,984	23,685,625	27,133,224	26,244,215	21,922,495	18,526,113
Fund Balances - End of year	\$ 13,784,886	\$ 23,988,984	\$ 23,685,625	\$ 27,133,224	\$ 26,244,215	\$ 21,922,495	\$ 18,526,113	\$ 15,529,406

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
2019-20 Through 2026-27
Expenditures by Function**

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Projected Budget	Projected Budget	Projected Budget
Instruction								
Elementary	\$ 38,773,433	\$ 38,866,980	\$ 40,799,944	\$ 44,016,075	\$ 42,366,261	\$ 43,567,349	\$ 44,743,243	\$ 46,015,671
Middle School	17,079,997	16,661,105	16,897,309	18,081,415	16,839,105	17,326,435	17,551,720	18,068,729
High School	22,922,627	22,000,520	23,002,585	24,582,846	22,653,314	23,027,724	23,670,867	24,333,303
Other Basic Programs	826,875	867,676	1,315,562	1,834,730	1,487,021	1,529,210	1,572,664	1,617,422
Special Education	18,826,167	19,877,814	21,197,744	22,765,739	23,055,557	23,671,605	24,329,800	25,007,742
Vocational Education	977,656	699,043	980,452	1,070,175	1,087,714	1,114,753	1,145,384	1,176,934
Other Added Needs and Adult Ed	4,244,963	3,431,125	4,036,820	4,980,415	4,435,145	4,563,983	4,696,685	4,833,369
Total Instruction	103,651,718	102,404,263	108,230,416	117,331,395	111,924,117	114,801,059	117,710,364	121,053,170
Supporting Services								
Guidance Services	3,213,696	3,536,186	3,521,767	3,693,721	3,698,309	3,800,369	3,913,437	4,029,897
Health Services	1,032,114	1,153,853	1,557,986	1,721,837	1,684,035	1,688,957	1,694,026	1,699,248
Psychological Services	1,097,398	1,126,121	1,116,571	1,279,931	1,321,432	1,360,417	1,400,572	1,441,931
Speech Services	2,674,976	2,780,459	2,876,823	2,821,569	2,938,224	3,016,591	3,097,308	3,180,448
Social Work	2,027,039	2,085,594	2,397,542	2,928,266	2,999,280	3,088,724	3,180,452	3,275,344
T/C Special Education	1,882,095	1,896,933	1,921,050	2,267,985	2,304,076	2,372,533	2,443,044	2,515,670
Other Pupil Services	1,210,290	1,141,083	1,322,330	1,435,693	1,441,108	1,471,149	1,502,090	1,533,960
Improvement of Instruction	1,400,410	1,990,275	1,819,017	3,163,116	3,290,303	3,292,255	3,374,022	3,458,241
Library Services	998,980	928,297	977,749	989,129	998,282	1,026,445	1,032,952	1,062,830
Audio/Visual	310,872	365,244	2,086,613	487,155	399,263	370,041	381,142	392,576
Instructional Staff Supervision	2,449,347	2,181,067	2,390,258	2,740,655	2,395,099	2,465,653	2,538,323	2,613,174
Media Services	97,494	113,301	422,197	673,132	582,777	585,849	389,012	392,271
Board of Education	119,631	142,530	207,452	240,053	225,053	225,053	225,963	226,878
Executive Administration	579,926	644,712	738,835	522,361	565,249	581,164	597,556	614,441
Office of Principal	8,818,000	9,184,478	9,360,139	10,678,582	9,791,761	10,079,348	10,375,563	10,680,664
Fiscal Services	1,358,723	1,496,549	1,597,852	1,746,234	1,756,446	1,800,416	1,845,706	1,892,354
Other Business Services	630,441	612,335	711,666	817,970	680,194	685,174	690,303	695,586
Custodial/Maintenance	9,963,637	11,527,609	12,360,503	13,289,936	13,550,191	13,094,917	13,603,001	14,139,304
Transportation	5,624,023	4,803,490	6,187,486	6,420,179	6,548,794	6,722,773	6,909,254	7,101,330
Testing/Community Relations	564,723	598,694	566,883	593,989	624,764	638,108	651,853	666,010
Personnel	1,054,168	1,134,917	1,152,793	1,201,815	1,266,854	1,300,123	1,334,391	1,369,686
Pupil Accounting	340,731	369,933	420,208	392,534	369,161	375,842	386,402	397,278
Data Processing	1,993,561	2,064,276	1,889,669	2,069,357	2,270,321	2,010,824	2,042,441	2,075,006
Athletics	1,939,219	1,974,844	2,152,440	2,166,176	2,160,436	2,031,073	2,058,729	2,087,215
Debt Service	56,850	56,850	1,150,082	1,216,494	1,090,749	1,700,000	1,734,000	1,768,680
Total Supporting Services	51,438,344	53,909,630	60,905,911	65,557,869	64,952,161	65,783,798	67,401,543	69,310,021
Community Services								
Transfers Out	136,707	111,920	284,727	340,569	233,911	185,142	189,059	193,094
Debt Service	193,280	698,658	936,791	300,200	300,100	1,000,100	1,050,100	1,100,100
Cafeteria	56,850	56,850	1,150,082	1,216,494	1,090,749	1,700,000	1,734,000	1,768,680
Community Education	4,168,707	3,026,250	5,309,740	4,905,534	4,921,519	5,048,615	5,173,825	5,302,284
Preschool	568,398	81,203	333,566	622,526	595,266	605,378	615,794	626,522
Enrichment/Prime Time Care	444,801	277,505	522,339	1,075,618	1,056,034	1,063,761	1,077,707	1,091,877
Student Activity Accounts	1,653,025	778,079	1,365,186	1,505,053	1,490,898	1,258,300	1,292,823	1,328,366
	2,072,477	914,421	2,089,571	2,430,005	2,454,305	2,070,000	2,090,700	2,111,607
Total Expenditures and Other Uses	\$ 164,327,457	\$ 162,201,929	\$ 179,978,247	\$ 194,068,769	\$ 187,928,311	\$ 191,816,153	\$ 196,601,915	\$ 202,117,040

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

General Fund 2019-20 Through 2026-27
Revenues By Source and Expenditures By Object

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue								
Local Sources	\$ 35,735,089	\$ 35,154,947	\$ 33,377,030	\$ 34,503,198	\$ 34,094,650	\$ 34,217,490	\$ 35,221,014	\$ 36,256,145
State Sources	102,165,093	106,027,172	102,969,614	121,132,853	117,094,349	120,607,179	124,225,395	127,952,157
Federal Sources	5,749,722	13,148,750	16,806,137	15,500,000	10,013,967	5,901,873	6,078,929	6,261,297
Interdistrict Sources	11,450,932	12,384,019	12,825,831	14,390,437	14,779,476	15,296,758	15,832,144	16,386,269
Total Revenue	155,100,836	166,714,888	165,978,612	185,526,488	175,982,442	176,023,300	181,357,483	186,855,868
Expenditures								
Salaries	78,426,721	77,424,596	79,099,476	82,038,317	83,598,039	86,105,980	88,649,229	91,308,705
Benefits	51,690,235	53,473,345	56,684,744	66,898,135	60,021,655	61,822,305	63,656,678	65,566,378
Purchased Services	18,190,141	17,581,651	21,193,753	22,938,670	22,720,499	22,282,301	22,424,147	23,075,609
Supplies and Materials	4,461,238	4,944,125	6,245,538	6,915,702	6,658,794	5,949,142	5,949,142	5,949,142
Capital Outlay	322,225	1,162,137	2,698,492	867,603	924,215	816,858	794,357	794,357
Other	2,079,359	1,783,109	2,348,969	2,355,012	2,096,238	2,093,413	2,093,413	2,093,413
Total Expenditures	155,169,919	156,368,963	168,270,972	182,013,439	176,019,440	179,069,999	183,566,965	188,787,604
Other Financing Sources (Uses)								
Transfers In	193,245	111	440	300,000	300,000	900,000	950,000	1,000,000
Transfers Out	(35)	(698,547)	(936,351)	(100)	(100)	(100,100)	(100,100)	(100,100)
Face value of debt issued	-	277,481	-	-	-	-	-	-
Leases entered into	-	-	933,659	721,688	739,547	-	-	-
Debt Service	(56,850)	(56,850)	(1,150,082)	(1,216,494)	(1,090,749)	(1,700,000)	(1,734,000)	(1,768,680)
Proceeds from sale of fixed assets	90,000	33,950	100,773	-	10,000	-	-	-
Total Other Fin. Sources (Uses)	226,360	(443,855)	(1,051,561)	(194,906)	(41,302)	(900,100)	(884,100)	(868,780)
Net Change in Fund Balance	157,277	9,902,070	(3,343,921)	3,318,143	(78,300)	(3,946,799)	(3,093,583)	(2,800,516)
Fund Balances - Beginning of year	11,208,864	11,366,141	21,268,211	17,924,290	21,242,433	21,164,133	17,217,334	14,123,751
Fund Balances - End of year	\$ 11,366,141	\$ 21,268,211	\$ 17,924,290	\$ 21,242,433	\$ 21,164,133	\$ 17,217,334	\$ 14,123,751	\$ 11,323,235

**General Fund 2019-20 Through 2026-2027
Expenditures by Function**

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Instruction								
Elementary	\$ 38,773,433	\$ 38,866,980	\$ 40,799,944	\$ 44,016,075	\$ 42,366,261	\$ 43,567,349	\$ 44,743,243	\$ 46,015,671
Middle School	17,079,997	16,661,105	16,897,309	18,081,415	16,839,105	17,326,435	17,551,720	18,068,729
High School	22,922,627	22,000,520	23,002,585	24,582,846	22,653,314	23,027,724	23,670,867	24,333,303
Other Basic Programs	826,875	867,676	1,315,562	1,834,730	1,487,021	1,529,210	1,572,664	1,617,422
Special Education	18,826,167	19,877,814	21,197,744	22,765,739	23,055,557	23,671,605	24,329,800	25,007,742
Vocational Education	977,656	699,043	980,452	1,070,175	1,087,714	1,114,753	1,145,384	1,176,934
Other Added Needs and Adult Ed	4,244,963	3,431,125	4,036,820	4,980,415	4,435,145	4,563,983	4,696,685	4,833,369
Total Instruction	103,651,718	102,404,263	108,230,416	117,331,395	111,924,117	114,801,059	117,710,364	121,053,170
Supporting Services								
Guidance Services	3,213,696	3,536,186	3,521,767	3,693,721	3,698,309	3,800,369	3,913,437	4,029,897
Health Services	1,032,114	1,153,853	1,557,986	1,721,837	1,684,035	1,688,957	1,694,026	1,699,248
Psychological Services	1,097,398	1,126,121	1,116,571	1,279,931	1,321,432	1,360,417	1,400,572	1,441,931
Speech Services	2,674,976	2,780,459	2,876,823	2,821,569	2,938,224	3,016,591	3,097,308	3,180,448
Social Work	2,027,039	2,085,594	2,397,542	2,928,266	2,999,280	3,088,724	3,180,452	3,275,344
T/C Special Education	1,882,095	1,896,933	1,921,050	2,267,985	2,304,076	2,372,533	2,443,044	2,515,670
Other Pupil Services	1,210,290	1,141,083	1,322,330	1,435,693	1,441,108	1,471,149	1,502,090	1,533,960
Improvement of Instruction	1,400,410	1,990,275	1,819,017	3,163,116	3,290,303	3,292,255	3,374,022	3,458,241
Library Services	998,980	928,297	977,749	989,129	998,282	1,026,445	1,032,952	1,062,830
Audio/Visual	310,872	365,244	2,086,613	487,155	399,263	370,041	381,142	392,576
Instructional Staff Supervision	2,449,347	2,181,067	2,390,258	2,740,655	2,395,099	2,465,653	2,538,323	2,613,174
Media Services	97,494	113,301	422,197	673,132	582,777	585,849	389,012	392,271
Board of Education	119,631	142,530	207,452	240,053	225,053	225,963	225,963	226,878
Executive Administration	579,926	644,712	738,835	522,361	565,249	581,164	597,556	614,441
Office of Principal	8,818,000	9,184,478	9,360,139	10,678,582	9,791,761	10,079,348	10,375,563	10,680,664
Fiscal Services	1,358,723	1,496,549	1,597,852	1,746,234	1,756,446	1,800,416	1,845,706	1,892,354
Other Business Services	630,441	612,335	711,666	817,970	680,194	685,174	690,303	695,586
Custodial/Maintenance	9,953,637	11,527,609	12,360,503	13,289,936	13,550,191	13,094,917	13,603,001	14,139,304
Transportation	5,624,023	4,803,490	6,187,486	6,420,179	6,548,794	6,722,773	6,909,254	7,101,330
Testing/Community Relations	564,723	598,694	566,883	593,989	624,764	638,108	651,853	666,010
Personnel	1,054,168	1,134,917	1,152,793	1,201,815	1,266,854	1,300,123	1,334,391	1,369,686
Pupil Accounting	340,731	369,933	420,208	392,534	369,161	375,842	386,402	397,278
Data Processing	1,993,561	2,064,276	1,889,669	2,069,357	2,270,321	2,010,824	2,042,441	2,075,006
Athletics	1,939,219	1,974,844	2,152,440	2,166,176	2,160,436	2,031,073	2,058,729	2,087,215
Debt Service	56,850	56,850	1,150,082	1,216,494	1,090,749	1,700,000	1,734,000	1,768,680
Total Supporting Services	51,438,344	53,909,630	60,905,911	65,557,869	64,952,161	65,783,798	67,401,543	69,310,021
Community Services								
Transfers Out	136,707	111,920	284,727	340,569	233,911	185,142	189,059	193,094
	35	698,547	936,351	200	100	100,100	100,100	100,100
Total Expenditures and Other Uses	\$ 155,226,804	\$ 157,124,360	\$ 170,357,405	\$ 183,230,033	\$ 177,110,289	\$ 180,870,099	\$ 185,401,065	\$ 190,656,384

**Walled Lake Consolidated Schools
Cafeteria Fund
2019/2020 Through 2026/2027
Revenues By Source and Expenditures By Object**

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue								
Local Sources	\$ 1,917,924	\$ 102,397	\$ 721,680	\$ 1,956,900	\$ 1,994,000	\$ 598,200	\$ 604,182	\$ 610,224
State Sources	168,327	184,321	56,200	263,485	263,485	2,263,485	2,286,120	2,308,981
Federal Sources	1,752,054	3,037,395	5,418,224	2,369,000	2,573,400	2,599,134	2,625,125	2,651,377
Total Revenue	3,838,305	3,324,313	6,196,104	4,589,385	4,830,885	5,460,819	5,515,427	5,570,581
Expenditures								
Salaries	1,511,103	1,019,144	1,382,311	1,408,433	1,406,680	1,448,880	1,492,347	1,537,117
Benefits	893,737	706,392	984,307	985,826	1,003,564	1,033,671	1,064,681	1,096,621
Purchased Services	133,439	55,219	125,062	103,601	103,601	105,673	107,786	109,942
Supplies and Materials	1,616,383	1,238,235	2,498,267	2,383,334	2,383,334	2,431,001	2,479,621	2,529,213
Capital Outlay	9,119	7,010	22,364	22,565	22,565	22,565	22,565	22,565
Other	4,926	250	297,429	1,775	1,775	6,825	6,825	6,825
Total Expenditures	4,168,707	3,026,250	5,309,740	4,905,534	4,921,519	5,048,615	5,173,825	5,302,284
Other Financing Sources (Uses)								
Transfers In	35	36	71	100	100	100	100	100
Transfers Out	(193,245)	(111)	(440)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Total Other Fin. Sources (Uses)	(193,210)	(76)	(369)	(299,900)	(299,900)	(299,900)	(299,900)	(299,900)
Net Change in Fund Balance	(523,612)	297,987	885,995	(615,049)	(390,534)	112,304	41,702	(31,603)
Fund Balances - Beginning of year	678,513	154,901	452,888	1,338,883	722,834	332,300	444,604	486,306
Fund Balances - End of year	\$ 154,901	\$ 452,888	\$ 1,338,883	\$ 722,834	\$ 332,300	\$ 444,604	\$ 486,306	\$ 454,704

Notes on Projections:
 Assume large decline in local revenue and increase in State Sources as the State assumes responsibility for free meals for all students
 3% 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
2019/2020 Through 2026/2027
Revenues By Source and Expenditures By Object**

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue								
Local Sources	\$ 389,101	\$ 68,993	\$ 430,565	\$ 671,320	\$ 688,103	\$ 708,746	\$ 730,008	\$ 751,909
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	28,452	181,399	-	-	-	-
Total Revenue	389,101	68,993	459,017	852,719	688,103	708,746	730,008	751,909
Expenditures								
Salaries	128,370	68,478	106,521	180,459	218,853	225,419	232,181	239,147
Benefits	92,193	9,479	58,912	101,660	118,218	121,765	125,417	129,180
Purchased Services	289,583	2,857	151,308	231,633	189,800	189,800	189,800	189,800
Supplies and Materials	25,811	389	16,825	81,070	36,685	36,685	36,685	36,685
Capital Outlay	-	-	-	6,704	-	-	-	-
Other	32,441	-	-	21,000	31,710	31,710	31,710	31,710
Total Expenditures	568,398	81,203	333,566	622,526	595,266	605,378	615,794	626,522
Other Financing Sources (Uses)								
Transfers In	-	50,000	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	(100,000)	(150,000)	(200,000)
Total Other Financing Sources (Uses)	-	50,000	-	-	-	(100,000)	(150,000)	(200,000)
Net Change in Fund Balance	(179,297)	37,790	125,451	230,193	92,837	3,368	(35,785)	(74,613)
Fund Balances - Beginning of year	235,590	56,293	94,083	219,534	449,727	542,564	545,932	510,147
Fund Balances - End of year	\$ 56,293	\$ 94,083	\$ 219,534	\$ 449,727	\$ 542,564	\$ 545,932	\$ 510,147	\$ 435,534

Notes on Projections:

3% increases in revenue as program expands
3% increases in salary & benefits
2% increase in supplies, consistent with history
Begin General Fund transfers as program expands

**Walled Lake Consolidated Schools
Preschool Fund
2019/2020 Through 2026/2027
Revenues By Source and Expenditures By Object**

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue								
Local Sources	\$ 334,150	\$ 102,043	\$ 446,682	\$ 723,234	\$ 737,698	\$ 811,468	\$ 892,615	\$ 981,876
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	467,464	400,256	-	-	-	-
Total Revenue	334,150	102,043	914,146	1,123,490	737,698	811,468	892,615	981,876
Expenditures								
Salaries	246,408	160,672	274,876	553,018	553,586	559,122	564,713	570,360
Benefits	156,153	108,756	187,915	402,196	409,564	417,755	426,110	434,633
Purchased Services	10,948	1,490	49,343	66,344	66,344	66,344	66,344	66,344
Supplies and Materials	10,036	6,587	7,938	48,060	20,540	20,540	20,540	20,540
Capital Outlay	-	-	-	-	-	-	-	-
Other	21,256	-	2,267	6,000	6,000	-	-	-
Total Expenditures	444,801	277,505	522,339	1,075,618	1,056,034	1,063,761	1,077,707	1,091,877
Other Financing Sources - Transfers In	-	88,296	74,573	-	-	100,000	100,000	100,000
Net Change in Fund Balance	(110,651)	(87,166)	466,380	47,872	(318,336)	(152,293)	(85,093)	(10,001)
Fund Balances - Beginning of year	307,406	196,755	109,589	575,969	623,841	305,505	153,212	68,119
Fund Balances - End of year	\$ 196,755	\$ 109,589	\$ 575,969	\$ 623,841	\$ 305,505	\$ 153,212	\$ 68,119	\$ 58,118

Notes on Projections:

10% increases in revenue as program expands
Federal subsidies are not expected to recur
2% increases in salary & benefits
General Fund will likely need to contribute to this program

**Walled Lake Consolidated Schools
Enrichment/Prime Time Care Fund
2019/2020 Through 2026/2027
Revenues By Source and Expenditures By Object**

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue								
Local Sources	\$ 1,485,276	\$ 250,706	\$ 1,068,794	\$ 1,270,806	\$ 1,296,222	\$ 1,500,000	\$ 1,650,000	\$ 1,830,000
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	993,216	701,687	-	-	-	-
Total Revenue	1,485,276	250,706	2,062,010	1,972,493	1,296,222	1,500,000	1,650,000	1,830,000
Expenditures								
Salaries	942,643	450,165	677,346	670,996	673,657	693,867	714,683	736,123
Benefits	491,908	260,240	391,608	390,067	393,782	405,595	417,763	430,296
Purchased Services	101,145	34,023	62,038	72,882	72,882	72,882	72,882	72,882
Supplies and Materials	108,732	28,446	62,046	95,978	75,447	76,956	78,495	80,065
Capital Outlay	-	-	-	-	275,130	-	-	-
Other	8,597	5,205	172,148	275,130	-	9,000	9,000	9,000
Total Expenditures	1,653,025	778,079	1,365,186	1,505,053	1,490,898	1,258,300	1,292,823	1,328,366
Other Financing Sources (Uses)								
Transfers In	-	560,216	861,707	-	-	-	-	-
Transfers Out	-	-	-	-	-	(500,000)	(500,000)	(500,000)
Total Other Fin. Sources (Uses)	-	560,216	861,707	-	-	(500,000)	(500,000)	(500,000)
Net Change in Fund Balance	(167,749)	32,843	1,558,531	467,440	(194,676)	(258,300)	(142,823)	1,634
Fund Balances - Beginning of year	268,884	101,135	133,978	1,692,509	2,159,949	1,965,273	1,706,973	1,564,150
Fund Balances - End of year	\$ 101,135	\$ 133,978	\$ 1,692,509	\$ 2,159,949	\$ 1,965,273	\$ 1,706,973	\$ 1,564,150	\$ 1,565,783

Notes on Projections:

Revenue returns to pre-Covid levels - phased in
Federal subsidies are not expected to recur
3% 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 *
2019/2020 Through 2026/2027
Revenues By Source and Expenditures By Object

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue								
Local Sources	\$ 1,989,871	\$ 934,995	\$ 2,093,776	\$ 2,430,005	\$ 2,454,305	\$ 1,990,000	\$ 2,009,900	\$ 2,029,999
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-
Total Revenue	1,989,871	934,995	2,093,776	2,430,005	2,454,305	1,990,000	2,009,900	2,029,999
Expenditures								
Salaries	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-
Purchased Services	2,072,477	914,421	2,089,571	2,430,005	2,454,305	2,070,000	2,090,700	2,111,607
Supplies and Materials	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Expenditures	2,072,477	914,421	2,089,571	2,430,005	2,454,305	2,070,000	2,090,700	2,111,607
Other Financing Uses - Transfers Out	-	-	-	-	-	-	-	-
Net Change in Fund Balance	(82,606)	20,574	4,205	-	-	(80,000)	(80,800)	(81,608)
Fund Balances - Beginning of year	1,992,267	1,909,661	1,930,235	1,934,440	1,934,440	1,934,440	1,854,440	1,773,640
Fund Balances - End of year	\$ 1,909,661	\$ 1,930,235	\$ 1,934,440	\$ 1,934,440	\$ 1,934,440	\$ 1,854,440	\$ 1,773,640	\$ 1,692,032

* 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
2019/2020 Through 2026/2027**

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ 5,742,493	\$ 4,138,664	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures								
Principal Payments	4,935,000	4,890,000	-	-	-	-	-	-
Interest and Other	743,031	1,524,665	-	-	-	-	-	-
Total Expenditures	5,678,031	6,414,665	-	-	-	-	-	-
Excess of Revenue Over (Under) Expenditures	64,462	(2,276,001)	-	-	-	-	-	-
Other Financing Sources (Uses)								
Transfers In	-	-	-	-	-	-	-	-
Transfers Out	-	(513,900)	-	-	-	-	-	-
Debt Proceeds and premium on refunding	-	-	-	-	-	-	-	-
Payments to Bond Escrow	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	(513,900)	-	-	-	-	-	-
Net Change in Fund Balances	64,462	(2,789,901)	-	-	-	-	-	-
Fund Balances - Beginning of year	2,725,439	2,789,901	-	-	-	-	-	-
Fund Balances - End of year	\$ 2,789,901	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools
2014 Debt Fund
2019/2020 Through 2026/2027

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ 4,655,330	\$ 3,441,384	\$ 1,667,844	\$ 1,659,440	\$ -	\$ -	\$ -	\$ -
Expenditures								
Principal Payments	1,305,000	1,430,000	1,555,000	1,680,000	-	-	-	-
Interest and Other	3,013,714	3,869,551	115,554	60,816	-	-	-	-
Total Expenditures	4,318,714	5,299,551	1,670,554	1,740,816	-	-	-	-
Excess of Revenue Over (Under) Expenditures	336,616	(1,858,167)	(2,710)	(81,376)	-	-	-	-
Other Financing Sources (Uses)								
Transfers In	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	(368,569)	-	-	-
Debt Proceeds and premium on refunding	-	-	-	-	-	-	-	-
Payments to Bond Escrow	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	(368,569)	-	-	-
Net Change in Fund Balances	336,616	(1,858,167)	(2,710)	(81,376)	(368,569)	-	-	-
Fund Balances - Beginning of year	1,974,206	2,310,822	452,655	449,945	368,569	-	-	-
Fund Balances - End of year	\$ 2,310,822	\$ 452,655	\$ 449,945	\$ 368,569	\$ -	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools
2015 Debt Fund
2019/2020 Through 2026/2027

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ 5,794,379	\$ 4,622,311	\$ 4,449,882	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures								
Principal Payments	4,635,000	5,170,000	5,135,000	-	-	-	-	-
Interest and Other	757,362	524,509	261,628	-	-	-	-	-
Total Expenditures	5,392,362	5,694,509	5,396,628	-	-	-	-	-
Excess of Revenue Over (Under) Expenditures	402,017	(1,072,198)	(946,746)	-	-	-	-	-
Other Financing Sources (Uses)								
Transfers In	-	-	-	-	-	-	-	-
Transfers Out	-	-	(690,235)	-	-	-	-	-
Debt Proceeds and premium on refunding	-	-	-	-	-	-	-	-
Payments to Bond Escrow	-	-	-	-	-	-	-	-
Premium on Bond Refunding	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	(690,235)	-	-	-	-	-
Net Change in Fund Balances	402,017	(1,072,198)	(1,636,981)	-	-	-	-	-
Fund Balances - Beginning of year	2,307,162	2,709,179	1,636,981	-	-	-	-	-
Fund Balances - End of year	\$ 2,709,179	\$ 1,636,981	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools
2016 Debt Fund
2019/2020 Through 2026/2027

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ 2,172,248	\$ 1,343,451	\$ 1,667,845	\$ 1,754,930	\$ 1,711,710	\$ -	\$ -	\$ -
Expenditures								
Principal Payments	1,575,000	1,555,000	1,535,000	1,510,000	1,490,000	-	-	-
Interest and Other	309,923	247,042	183,980	122,266	66,100	-	-	-
Total Expenditures	1,884,923	1,802,042	1,718,980	1,632,266	1,556,100	-	-	-
Excess of Revenue Over (Under) Expenditures	287,325	(458,591)	(51,135)	122,664	155,610	-	-	-
Other Financing Sources (Uses)								
Transfers In	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	(699,097)	-	-	-
Debt Proceeds and premium on refunding	-	-	-	-	-	-	-	-
Payments to Bond Escrow	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	(699,097)	-	-	-
Net Change in Fund Balances	287,325	(458,591)	(51,135)	122,664	(543,487)	-	-	-
Fund Balances - Beginning of year	643,224	930,549	471,958	420,823	543,487	-	-	-
Fund Balances - End of year	\$ 930,549	\$ 471,958	\$ 420,823	\$ 543,487	\$ -	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools
2019 Debt Fund
2019/2020 Through 2026/2027

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ 3,000,945	\$ 2,688,621	\$ 2,559,201	\$ 2,867,072	\$ 2,111,814	\$ 3,491,300	\$ 3,475,175	\$ 3,516,750
Expenditures								
Principal Payments	-	-	-	-	100,000	775,000	860,000	945,000
Interest and Other	2,240,508	2,653,186	2,652,604	2,651,625	2,654,300	2,649,300	2,610,550	2,567,550
Total Expenditures	2,240,508	2,653,186	2,652,604	2,651,625	2,754,300	3,424,300	3,470,550	3,512,550
Excess of Revenue Over (Under) Expenditures	760,437	35,435	(93,403)	215,447	(642,486)	67,000	4,625	4,200
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	(93,403)	215,447	(642,486)	67,000	4,625	4,200
Fund Balances - Beginning of year	-	760,437	795,872	702,469	917,916	275,430	342,430	347,055
Fund Balances - End of year	\$ 760,437	\$ 795,872	\$ 702,469	\$ 917,916	\$ 275,430	\$ 342,430	\$ 347,055	\$ 351,255

Walled Lake Consolidated Schools
2020 Debt Fund
2019/2020 Through 2026/2027

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ -	\$ 5,963,318	\$ 7,119,372	\$ 7,954,629	\$ 6,980,886	\$ 8,881,840	\$ 9,012,300	\$ 9,546,400
Expenditures								
Principal Payments	-	-	-	-	1,540,000	1,925,000	2,150,000	2,735,000
Interest and Other	-	4,665,021	6,987,905	6,986,569	6,986,100	6,924,500	6,847,500	6,761,500
Total Expenditures	-	4,665,021	6,987,905	6,986,569	8,526,100	8,849,500	8,997,500	9,496,500
Excess of Revenue Over (Under) Expenditures	-	1,298,297	131,467	968,060	(1,545,214)	32,340	14,800	49,900
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	-	1,298,297	131,467	968,060	(1,545,214)	32,340	14,800	49,900
Fund Balances - Beginning of year	-	-	1,298,297	1,429,764	2,397,824	852,610	884,950	899,750
Fund Balances - End of year	\$ -	\$ 1,298,297	\$ 1,429,764	\$ 2,397,824	\$ 852,610	\$ 884,950	\$ 899,750	\$ 949,650

**Walled Lake Consolidated Schools
2021 Debt Fund
2019/2020 Through 2026/2027**

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ -	\$ -	\$ 5,508,935	\$ 939,809	\$ 3,952,546	\$ 4,019,466	\$ 4,017,741	\$ 4,005,747
Expenditures								
Principal Payments	-	-	3,810,000	-	2,760,000	2,805,000	2,825,000	2,845,000
Interest and Other	-	384,994	1,507,076	1,221,175	1,222,172	1,211,076	1,192,590	1,161,824
Total Expenditures	-	384,994	5,317,076	1,221,175	3,982,172	4,016,076	4,017,590	4,006,824
Excess of Revenue Over (Under) Expenditures	-	(384,994)	191,859	(281,366)	(29,626)	3,390	151	(1,077)
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	191,859	(281,366)	(29,626)	3,390	151	(1,077)
Fund Balances - Beginning of year	-	-	517,350	709,209	427,843	398,217	401,608	401,759
Fund Balances - End of year	\$ -	\$ 517,350	\$ 709,209	\$ 427,843	\$ 398,217	\$ 401,608	\$ 401,759	\$ 400,682

Walled Lake Consolidated Schools
2022 Debt Fund
2019/2020 Through 2026/2027

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ -	\$ -	\$ -	\$ 8,766,650	\$ 249,103	\$ 1,909,484	\$ 2,956,500	\$ 2,936,500
Expenditures								
Principal Payments	-	-	-	4,250,000	500,000	500,000	500,000	500,000
Interest and Other	-	-	500	2,739,444	2,492,000	2,478,500	2,458,500	2,438,500
Total Expenditures	-	-	500	6,989,444	2,992,000	2,978,500	2,958,500	2,938,500
Excess of Revenue Over (Under) Expenditures	-	-	(500)	1,777,206	(2,742,897)	(1,069,016)	(2,000)	(2,000)
Other Financing Sources (Uses)								
Transfers In	-	-	690,235	575,156	1,067,666	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Face value of debt issued	-	-	-	-	-	-	-	-
Payments to Bond Escrow	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	690,235	575,156	1,067,666	-	-	-
Net Change in Fund Balances	-	-	689,735	2,352,362	(1,675,231)	(1,069,016)	(2,000)	(2,000)
Fund Balances - Beginning of year	-	-	-	689,735	3,042,097	1,366,866	297,850	295,850
Fund Balances - End of year	\$ -	\$ -	\$ 689,735	\$ 3,042,097	\$ 1,366,866	\$ 297,850	\$ 295,850	\$ 293,850

**Walled Lake Consolidated Schools
Capital Project Fund - 2014 Bond Fund
2019/2020 Through 2026/2027**

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ 35,682	\$ 577	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures - Capital Outlay	2,336,731	922,357	-	-	-	-	-	-
Net Change in Fund Balance	(2,301,049)	(921,780)	-	-	-	-	-	-
Other Financing Sources (Uses)								
Transfers out	-	-	-	-	-	-	-	-
Bond proceeds	(2,301,049)	(921,780)	-	-	-	-	-	-
Premium on debt issued	3,222,829	921,780	-	-	-	-	-	-
Net Change in Fund Balances								
Fund Balances - Beginning of year								
Fund Balances - End of year	\$ 921,780	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools
Capital Project Fund - 2019 Bond Fund - Series One
2019/2020 Through 2026/2027

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue								
Local Sources	\$ 1,272,767	\$ 1,201,210	\$ 1,278	\$ -	\$ -	\$ -	\$ -	\$ -
State Sources	-	-	67,450	-	-	-	-	-
Total Revenue	1,272,767	1,201,210	68,728	-	-	-	-	-
Expenditures - Capital Outlay	13,929,080	44,110,458	9,127,174	-	-	-	-	-
Net Change in Fund Balance	(12,656,313)	(42,909,248)	(9,058,446)	-	-	-	-	-
Other Financing Sources (Uses)								
Bond issuance cost	-	-	-	-	-	-	-	-
Bond proceeds	-	-	-	-	-	-	-	-
Premium on debt issued	-	-	-	-	-	-	-	-
Net Change in Fund Balances	(12,656,313)	(42,909,248)	(9,058,446)	-	-	-	-	-
Fund Balances - Beginning of year	64,624,007	51,967,694	9,058,446	-	-	-	-	-
Fund Balances - End of year	\$ 51,967,694	\$ 9,058,446	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Walled Lake Consolidated Schools
Capital Project Fund - 2020 Bond Fund - Series Two of 2019 Bond
2019/2020 Through 2026/2027

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue								
Local Sources	\$ -	\$ (63,053)	\$ (3,150,519)	\$ 2,146,813	\$ 2,175,106	\$ 340,000	\$ 110,000	\$ -
Federal Sources	-	-	-	239,101	-	-	-	-
Total Revenue	-	(63,053)	(3,150,519)	2,385,914	2,175,106	340,000	110,000	-
Expenditures - Capital Outlay	-	85,386	57,393,235	66,694,664	28,531,009	25,931,041	9,342,289	-
Net Change in Fund Balance	-	(148,439)	(60,543,754)	(64,308,750)	(26,355,903)	(25,591,041)	(9,232,289)	-
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	(60,543,754)	(64,308,750)	(26,355,903)	(25,591,041)	(9,232,289)	-
Fund Balances - End of year	-	-	186,031,737	125,487,983	61,179,233	34,823,330	9,232,289	-
Fund Balances - End of year	\$ -	\$ 186,031,737	\$ 125,487,983	\$ 61,179,233	\$ 34,823,330	\$ 9,232,289	\$ -	\$ -

Walled Lake Consolidated Schools
Capital Project Fund - 2022 Bond Fund - Series Three of 2019 Bond
2019/2020 Through 2026/2027

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ -	\$ -	\$ 55,302	\$ 516,000	\$ 2,000,000	\$ 340,000	\$ 110,000	\$ -
Expenditures - Capital Outlay	-	-	4,025	76,200	34,052,137	20,070,990	13,030,926	-
Net Change in Fund Balance	-	-	51,277	439,800	(32,052,137)	(19,730,990)	(12,920,926)	-
Other Financing Sources (Uses)								
Face value of debt issued	-	-	55,490,000	-	-	-	-	-
Bond issuance cost	-	-	(349,780)	-	-	-	-	-
Bond proceeds	-	-	-	-	-	-	-	-
Premium on debt issued	-	-	9,072,756	-	-	-	-	-
Net Change in Fund Balances	-	-	64,212,976	-	-	-	-	-
Fund Balances - Beginning of year	-	-	64,264,253	439,800	(32,052,137)	(19,730,990)	(12,920,926)	-
Fund Balances - End of year	\$ -	\$ -	\$ 64,264,253	\$ 64,704,053	\$ 32,651,916	\$ 12,920,926	\$ -	\$ -

**Walled Lake Consolidated Schools
Capital Project Fund - Sinking Fund
2019/2020 Through 2026/2027**

	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Amended Budget	2023/2024 Recommended Budget	2024/2025 Projected Budget	2025/2026 Projected Budget	2026/2027 Projected Budget
Revenue - Local Sources	\$ 2,462,438	\$ 2,556,450	\$ 2,622,459	\$ 2,765,421	\$ 3,166,780	\$ 3,198,448	\$ 3,230,432	\$ 3,262,737
Expenditures - Capital Outlay	1,390,188	459,092	3,170,531	5,260,992	2,765,300	3,518,293	3,553,476	3,589,010
Net Change in Fund Balance	1,072,250	2,097,358	(548,072)	(2,495,571)	401,480	(319,845)	(323,043)	(326,274)
Fund Balances - Beginning of year	758,088	1,830,338	3,927,696	3,379,624	884,053	1,285,533	965,688	642,645
Fund Balances - End of year	\$ 1,830,338	\$ 3,927,696	\$ 3,379,624	\$ 884,053	\$ 1,285,533	\$ 965,688	\$ 642,645	\$ 316,371

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 5.24%, 4.47%, 3.85%, and 8.74% in 2019, 2020, 2021, and 2022 respectively. Projected increases of 5.00%, 4.50%, and 4.25% are expected for each of the three years 2023, 2024 and 2025.

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. The Board of Education has approved a change in the structure of the fee charged of student athletes to participate in sports. The fee is known as Pay to Participate. The change should make the cost more affordable and allow more students to participate. The new structure is expected to result in a decrease in revenue by approximately \$100,000.

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 2023/202, including a net per pupil increase of \$458. 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.

Special Education funding is expected to increase again this year. In 2022, the State changed the formula that determines reimbursements to districts. An additional change is expected this year, further enhancing reimbursements.

Additionally, modest increases in State revenues are expected over the next few years.

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 coming year, 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 7.4%, 3%, and 3% are budgeted for each of 2023, 2024, and 2025.

Medicaid Outreach funds are budgeted using historical figures. In recent years our Special Education Department has made this a focus and has dramatically increased this revenue source. Small additional increases are expected during 2023 followed by level funding.

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 multi-year contracts. 2023/2024 reflects agreed upon wages and increases of three percent were budgeted for each of the three years that follow.

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 (MPERS). 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 2023/2024 those limits have increased by 1.3% for 2023 and 4.1% for 2024. 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 2023/2024 for our district is calculated to be 28.18%. 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 outside companies 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 4% increases for 2023/2024 compared to 2022/2023.

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. Vehicle needs have been financed through Installment Purchase Agreements (IPA), enabling us to spread the cost over a period of years. The district is planning to use an additional IPA to finance the cost of upcoming equipment and vehicle needs during 2023/2024.

Significant funds have been budgeted within the 2020 Capital Projects Fund for the purchase of furniture in each of our buildings that have yet to undergo planned renovations.

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

Other

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

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

Fund Balance Description and Discussion

Fund Balance – General Fund

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

Assumption and Significant Trends – As a part of the annual budget process, the Superintendent has recommended, and the Board has approved, a desired fund balance level. The significant influx of pandemic-related grant funds have helped 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 be adjusted and programs will be scrutinized if necessary 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, 2023, approximately \$78,000 of fund balance will be assigned to cover the small deficit anticipated in 2023/2024. No other portions of fund balance within the General Fund are classified as restricted or committed.

Fund Balance – Special Revenue Funds

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

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 2020 and 2022 Bond Funds will continue to decline as projects are completed. Fund balance within the Sinking Fund will fluctuate as projects vary each year, but will remain 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 Michigan 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, requires 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, 2022, the District reported a liability of \$209,096,889 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, 2022, the District reported a liability of \$13,193,358 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 2022, 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 2023/2024 school year focus on roofing as shown below.

Sinking Fund Projects - 2023/2024

Roofing projects	\$ 687,000
Paving projects	1,823,900
Chiller repairs	250,000
Audit and administrative costs	<u>4,400</u>
 Total 2023/2024 Budget	 <u><u>\$ 2,765,300</u></u>

Sinking fund projects are typically prepared to begin as soon as school lets out in June. The above projects are expected to be complete by the end of August, 2023 when school returns for the 2023-2024 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 entirely spent and therefore does not have any projects budgeted for 2023/2024. The following items are planned for the second and third series, 2020 and 2022 respectively, during 2023/2024.

2020 Capital Project Bond - 2023/2024
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Audit and administrative costs	\$ 79,305
Construction and renovations at several school buildings	<u>28,451,704</u>
Total 2023/2024 Budget	<u><u>\$ 28,531,009</u></u>

2022 Capital Project Bond - 2023/2024
--

Audit and administrative costs	\$ 79,700
Construction and renovations at several school buildings	<u>33,972,437</u>
Total 2023/2024 Budget	<u><u>\$ 34,052,137</u></u>

The Early Childhood Center and the new Dublin Elementary are now complete and opened during the 2022/2023 school year.

All other renovation projects will be completed over the next 2-3 years. Western High School is expected to be completed and ready to welcome students in the Fall of 2024. Continued renovations such as those listed above will happen this summer at our Phase IV buildings which include Pleasant Lake, Meadowbrook, and Hickory Woods Elementary schools, as well as Geisler Middle School.

The Phase V buildings will be renovated during the summer of 2025 and include Central High School, Outdoor Education Center, and Twin Suns. Phase VI buildings will be renovated during the summer of 2026 which include Northern High School, Operations, and the Educational Services Center.

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	2016 Debt Principal	2019 Debt Principal	2020 Debt Principal	2021 Debt Principal	2022 Debt Principal
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>\$1,490,000</u>	<u>\$54,320,000</u>	<u>\$143,665,000</u>	<u>\$62,930,000</u>	<u>\$51,240,000</u>

Notes

- * These bonds are not part of the general fund and therefore have no impact on current or future operating budgets. As voter approved bonds, the district has the authority to levy a property tax millage level necessary to cover annual principal and interest payments.
- * The 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 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, 2023

Taxable Value - 2023/2024	<u>\$ 6,280,661,927</u>
Statutory Bonding Limit*	\$ 942,099,289
General Obligation Bonds Outstanding - June 30, 2023	<u>-</u>
Legal Debt Margin	<u>\$ 942,099,289</u>

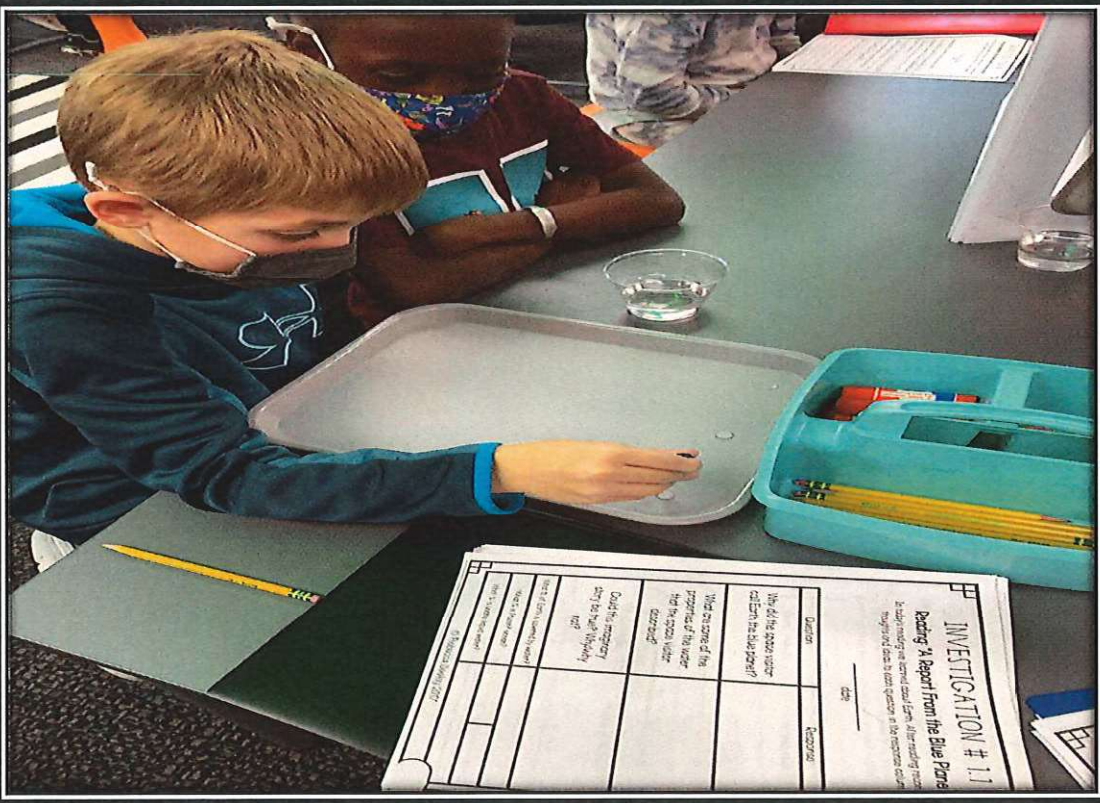
* - Public Act No. 451 of Michigan 1976, Sec. 1351 provides debt limits as follows:
The bonded indebtedness of a school district shall not exceed 15 percent of all assessed valuation of the district. Bonds not included in the computation of the legal debt margin are:

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



WALLED LAKE CONSOLIDATED SCHOOL DISTRICT

STUDENTS WORKING ON A SCIENCE PROJECT!



Informational
Section

Every Child, Every Day!

PROPERTY TAX INFORMATION FOR SCHOOL YEARS 2018/2019 – 2022/2023 AND PROJECTED INFORMATION FOR SCHOOL YEARS 2024 – 2027

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
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	\$60,602,250	\$60,136,612
2022/2023	5,867,914,840	\$59,587,260	\$59,009,967
Projected 2024 **	6,280,661,927	\$61,041,954	\$60,431,534
Projected 2025	6,563,291,714	\$63,788,842	\$63,150,954
Projected 2026	6,842,231,612	\$66,499,868	\$65,834,869
Projected 2027	7,133,026,455	\$69,326,112	\$68,632,851

* - 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 and 2023/2024 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.

Projections and Assumptions

Taxable Value – Projected 2024 represents the taxable value provided by the county. Thereafter, increases are projected at 4.5%, 4.25%, and 4.25% for 2025, 2026, and 2027 respectively.

Total Adjusted Tax Levy – Projected 2024 is based on current projected taxable value and tax rates. Thereafter, increases are projected to follow taxable value at 4.5%, 4.25%, and 4.25% for 2025, 2026, and 2027 respectively.

Tax Collections – Projections for 2024, 2025, 2026, and 2027 assume that 1% will be uncollectible.

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 2023/2024

	2019/2020				2020/2021				2021/2022			
	Homestead		Non-Homestead		Homestead		Non-Homestead		Homestead		Non-Homestead	
	Commercial	Industrial	Personal	Other	Commercial	Industrial	Personal	Other	Commercial	Industrial	Personal	Other
School District:												
Operating	17.3429	6.9627	1.6198	1.6198	17.1278	6.6803	1.5525	1.5525	16.9633	6.4360	1.4727	1.4727
Sinking Fund	0.4802	0.4802	0.4802	0.4802	0.4757	0.4757	0.4757	0.4757	0.4715	0.4715	0.4715	0.4715
Debt	4.1300	4.1300	4.1300	4.1300	4.1300	4.1300	4.1300	4.1300	4.1300	4.1300	4.1300	4.1300
Total Levied	21.9531	11.5729	6.2300	6.2300	21.7335	11.2860	6.1582	6.1582	21.5648	11.0375	6.0742	6.0742
State Education Tax	6.0000	6.0000	0.0000	6.0000	6.0000	6.0000	0.0000	6.0000	6.0000	6.0000	0.0000	6.0000
Oakland County Operating	4.0400	4.0400	4.0400	4.0400	4.0200	4.0200	4.0200	4.0200	4.0132	4.0132	4.0132	4.0132
Parks & Recreation	0.2310	0.2310	0.2310	0.2310	0.3500	0.3500	0.3500	0.3500	0.3470	0.3470	0.3470	0.3470
Huron-Clinton Authority	0.2146	0.2146	0.2146	0.2146	0.2104	0.2104	0.2104	0.2104	0.2089	0.2089	0.2089	0.2089
Oakland I.S.D.	3.2539	3.2539	3.2539	3.2539	3.2280	3.2280	3.2280	3.2280	3.2012	3.2012	3.2012	3.2012
Oakland Community College	1.5303	1.5303	1.5303	1.5303	1.5184	1.5184	1.5184	1.5184	1.5057	1.5057	1.5057	1.5057
OCPA	0.9927	0.9927	0.9927	0.9927	0.9851	0.9851	0.9851	0.9851	0.9765	0.9765	0.9765	0.9765
City of Walled Lake*	20.1806	20.1806	20.1806	20.1806	19.9902	19.9902	19.9902	19.9902	19.6201	19.6201	19.6201	19.6201
City of Farmington Hills*	18.7298	18.7298	18.7298	18.7298	18.5326	18.5326	18.5326	18.5326	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	10.5376	10.5376	10.5376	10.5376
City of Orchard Lake*	8.3212	8.3212	8.3212	8.3212	8.3189	8.3189	8.3189	8.3189	8.3590	8.3590	8.3590	8.3590
City of Wixom*	14.2784	14.2784	14.2784	14.2784	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	9.5730	9.5730	9.5730	9.5730
Commerce Township*	3.0634	3.0634	3.0634	3.0634	3.0529	3.0529	3.0529	3.0529	3.0412	3.0412	3.0412	3.0412
West Bloomfield Township*	11.8579	11.8579	11.8579	11.8579	11.7840	11.7840	11.7840	11.7840	11.7285	11.7285	11.7285	11.7285
White Lake Township*	10.1129	10.1129	10.1129	10.1129	9.9790	9.9790	9.9790	9.9790	9.8310	9.8310	9.8310	9.8310
Totals:												
City of Walled Lake	58.7805	48.4003	37.0574	43.0574	58.1766	47.7291	36.6013	42.6013	57.8669	47.3396	36.3763	42.3763
City of Farmington Hills	54.3964	44.0162	32.6733	38.6733	56.7258	46.2783	35.1505	41.1505	56.4053	45.8820	34.9187	40.9187
City of Novi	48.8029	38.4227	27.0798	33.0798	48.5336	38.0861	26.9583	32.9583	48.4143	37.8870	26.9237	32.9237
City of Orchard Lake	46.5882	36.2080	24.8651	30.8651	46.3172	35.8697	24.7419	30.7419	46.1956	35.6683	24.7050	30.7050
City of Wixom	53.3682	42.9880	31.6451	37.6451	52.2744	41.8269	30.6991	36.6991	50.8968	40.3695	29.4062	35.4062
Village of Wolverine Lake	37.4383	37.4381	26.1152	32.1152	47.5690	37.1215	25.9937	31.9937	47.4457	36.9224	25.9591	31.9591
Commerce Township	41.3364	30.9562	19.6133	25.6133	41.0594	30.6119	19.4841	25.4841	40.9256	30.4023	19.4390	25.4390
West Bloomfield Township	50.2271	39.8469	28.5040	34.5040	49.8539	39.4064	28.2786	34.2786	49.6607	39.1334	28.1701	34.1701
White Lake Township	48.3696	37.9894	26.6465	32.6465	48.1089	37.6614	26.5336	32.5336	47.8557	37.3284	26.3651	32.3651

*All municipalities in the district, Treasurers' Offices.
Other Homestead includes Principal Residences, Qualified Agricultural and Qualified Forest properties.

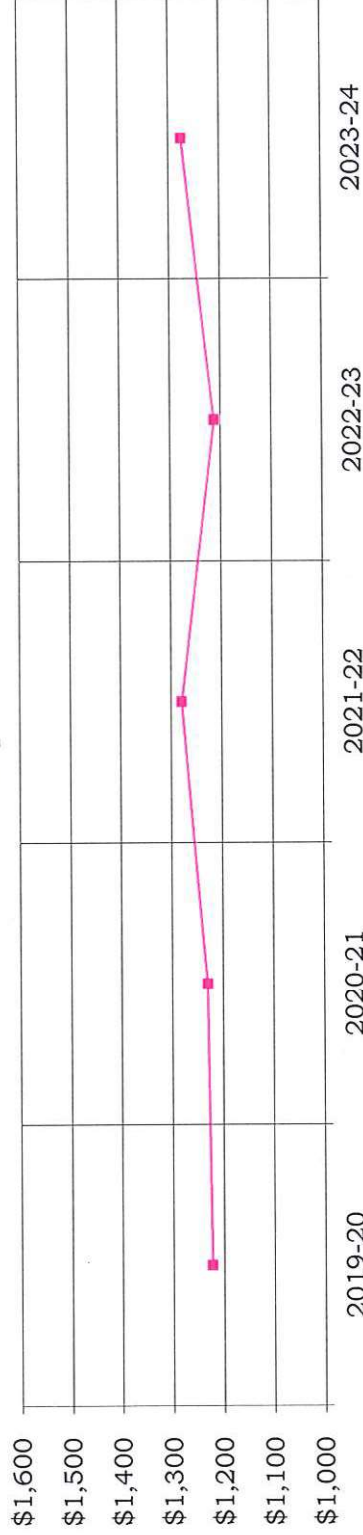
**Summary of Property Tax Rates Levied on Property within the School District
Direct and Overlapping Governments
(Per \$1,000 Assessed Value)
Four Years Actual and Forecasted 2023/2024 - Continued**

	2022/2023				Projected 2023/2024			
	Non-Homestead	Homestead			Non-Homestead	Homestead		
		Commerical Personal	Industrial Personal	Other		Commerical Personal	Industrial Personal	Other
School District:								
Operating	16.7461	4.7461	-	-	16.7461	4.7461	-	-
Sinking Fund	0.4669	0.4669	0.4669	0.4669	0.5000	0.5000	0.5000	0.5000
Debt	4.1300	4.1300	4.1300	4.1300	4.1300	4.1300	4.1300	4.1300
Total Levied	21.3430	9.3430	4.5969	4.5969	21.3761	9.3761	4.6300	4.6300
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	3.9686	3.9686	3.9686	3.9686
Parks & Recreation	0.3470	0.3470	0.3470	0.3470	0.3431	0.3431	0.3431	0.3431
Huron-Clinton Authority	0.2089	0.2089	0.2089	0.2089	0.2070	0.2070	0.2070	0.2070
Oakland I.S.D.	3.2012	3.2012	3.2012	3.2012	3.1658	3.1658	3.1658	3.1658
Oakland Community College	1.5057	1.5057	1.5057	1.5057	1.4891	1.4891	1.4891	1.4891
OCPTA	0.9765	0.9765	0.9765	0.9765	0.0000	0.0000	0.0000	0.0000
City of Walled Lake*	19.6201	19.6201	19.6201	19.6201	19.3412	19.3412	19.3412	19.3412
City of Farmington Hills*	18.3628	18.3628	18.3628	18.3628	18.0435	18.0435	18.0435	18.0435
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	8.3540	8.3540	8.3540	8.3540
City of Wixom*	13.0201	13.0201	13.0201	13.0201	12.9487	12.9487	12.9487	12.9487
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	3.0363	3.0363	3.0363	3.0363
West Bloomfield Township*	11.7285	11.7285	11.7285	11.7285	11.6475	11.6475	11.6475	11.6475
White Lake Township*	9.8310	9.8310	9.8310	9.8310	10.2322	10.2322	10.2322	10.2322
Totals:								
City of Walled Lake	57.8669	47.3396	36.3763	42.3763	55.8909	43.8909	33.1448	39.1448
City of Farmington Hills	56.4093	45.8820	34.9187	40.9187	54.5932	42.5932	31.8471	37.8471
City of Novi	48.4143	37.8870	26.9237	32.9237	47.0873	35.0873	24.3412	30.3412
City of Orchard Lake	46.1956	35.6683	24.7050	30.7050	44.9037	32.9037	22.1576	28.1576
City of Wixom	50.8968	40.3695	29.4062	35.4062	49.4984	37.4984	26.7523	32.7523
Village of Wolverine Lake	47.4497	36.9224	25.9591	31.9591	46.1227	34.1227	23.3766	29.3766
Commerce Township	40.9296	30.4023	19.4390	25.4390	39.5860	27.5860	16.8399	22.8399
West Bloomfield Township	49.6607	39.1334	28.1701	34.1701	48.1972	36.1972	25.4511	31.4511
White Lake Township	47.8557	37.3284	26.3651	32.3651	46.7819	34.7819	24.0358	30.0358

*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 2019/2020 - 2022/2023 and Projected 2023/2024



2019-20		2020-21		2021-22		2022-23		Projected 2023-24	
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Market value of a home (1) - Sample to begin with \$200,000 for ease

\$ 200,000 \$ 208,940 \$ 216,984 \$ 235,949 \$ 247,746

Taxable Value (2)

\$ 100,000 \$ 101,200 \$ 105,956 \$ 114,433 \$ 119,926

WLCS + State Education Property Tax levied - mills (3)

12.2300 12.1582 12.0742 10.5969 10.6300

Property Tax \$ Paid to Schools

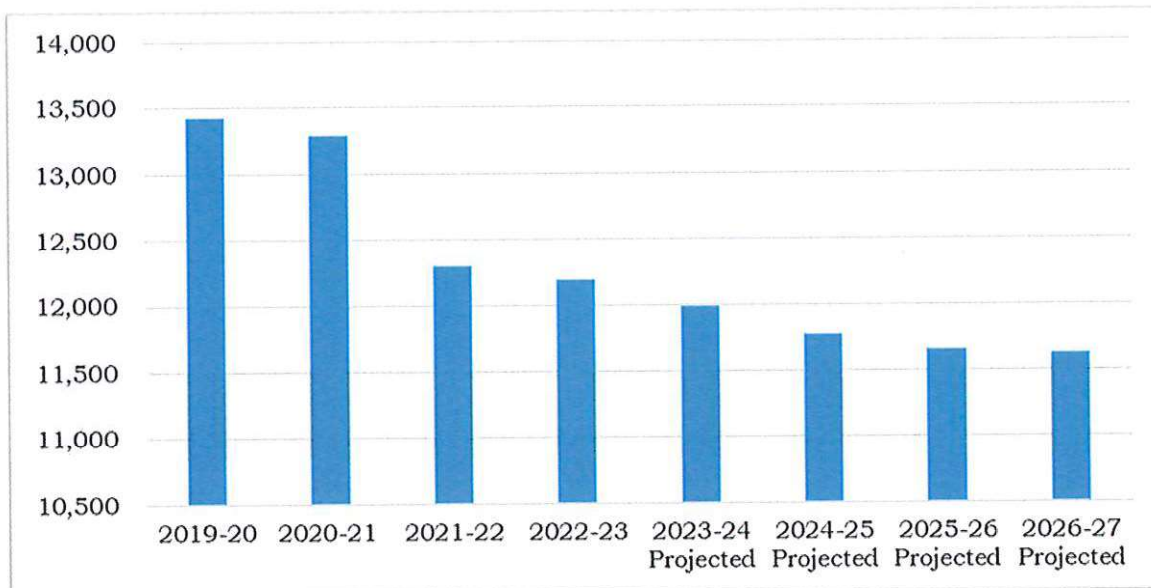
\$ 1,223 \$ 1,230 \$ 1,279 \$ 1,213 \$ 1,275

Property Tax \$ Increase (Decrease) from prior year

\$ - \$ 7 \$ 49 \$ (67) \$ 62

- (1) Assumes the market value and SEV of this home increases 4.47% in 2020-2021, 3.85% in 2021-2022, 8.74% in 2022-2023 and is projected to increase 5.0% in 2023-2024.
 (2) In Michigan, the taxable value is capped at the rate of inflation, or 5 percent, whichever is less. The rate of inflation was 1.2% in 2020-2021, 4.7% in 2021-2022, 8.0% in 2022-2023 and is projected to be 4.8% for 2023-2024. 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.

ENROLLMENT HISTORY AND PROJECTED ENROLLMENT FOR 2023/2024 – 2026/2027



The actual numbers for years 2019-20 through 2022-23 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 2023-24 through 2026-27 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 2019-2020 through 2022-2023 and Projected 2023-2024

	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	Projected 2023/2024
Instructional					
Building Administrators & Secretaries	72.93	72.33	69.20	78.20	78.20
Teachers	679.27	635.25	644.02	669.76	672.76
Other Instructional Staff	223.17	217.91	215.45	282.75	282.75
Guidance Staff	25.80	23.20	21.20	27.60	27.60
Psychological Staff	7.50	7.50	7.50	8.50	8.50
Speech and Audiology	22.00	19.00	22.00	22.00	22.00
Social Workers	16.70	18.10	20.50	29.40	29.40
Special Ed. Teacher Consultants	14.00	14.00	14.00	15.40	15.40
Other Pupil Services Staff	24.06	27.50	18.69	29.95	29.95
Library Personnel	9.18	10.43	13.00	11.37	11.37
Computer Assisted Instruction	2.00	2.00	2.64	2.00	2.00
Other Instructional Supervisors	14.75	12.82	13.51	15.79	16.79
Total Instructional Staff	1,111.36	1,060.04	1,061.71	1,192.72	1,196.72
Non-Instructional					
Executive Administration	2.00	2.00	2.00	2.00	2.00
Business Services	10.25	10.25	10.25	11.25	11.25
Food Services Staff	69.87	48.78	51.65	59.89	59.89
Operations and Maintenance	24.62	26.62	27.62	27.62	27.62
Transportation Staff	0.00	0.00	0.00	0.00	0.00
Central Support Services	21.99	21.07	21.60	22.07	22.07
Other Support Staff	1.50	2.00	2.00	2.00	2.00
Community Services	61.74	63.22	88.24	80.37	80.37
Total Non-Instructional Staff	191.97	172.94	203.36	205.20	205.20
Total Staff	1,303.33	1,232.98	1,265.07	1,397.92	1,401.92

Notes

Staffing numbers increased in many areas from 2021/2022 to 2022/2023 as long-term openings were eventually filled and new positions made possible by grants, were added.

After many years of reducing instructional positions as made necessary by financial constrictions and enrollment declines, the district began to add back positions in 2021/2022 in an effort to lower class sizes at the early elementary level, and provide more support in classrooms and buildings. Some of these additions were made possible by grant funds which are short-term in nature. Plans have been constructed to move these positions to other grants or back to the general fund in future years as grants expire.

Additional counselors and social workers have also been added in recent years as part of mental health funding.

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 completed include the construction of a new Early Childhood Center and the construction and replacement of our oldest elementary building, Dublin Elementary. While work continues or will begin at the buildings that remain, several district buildings have already benefitted from the following:

- Upgrades to infrastructure, building systems, and technology.
- Building renovations including roofs, windows, boilers, parking lots, paving and more.
- Safety improvements.

The major renovation of Walled Lake Western High School is ongoing with plans to open the new building sections in the fall of 2024.

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

Amortization Schedule of Outstanding Bonds

June 30	2016 Debt Principal	2019 Debt Principal	2020 Debt Principal	2021 Debt Principal	2022 Debt Principal
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>\$1,490,000</u>	<u>\$54,320,000</u>	<u>\$143,665,000</u>	<u>\$62,930,000</u>	<u>\$51,240,000</u>

STUDENT PERFORMANCE

Student success is and will always be our primary District goal. Test scores are one way to measure the success that we strive for.

M-STEP

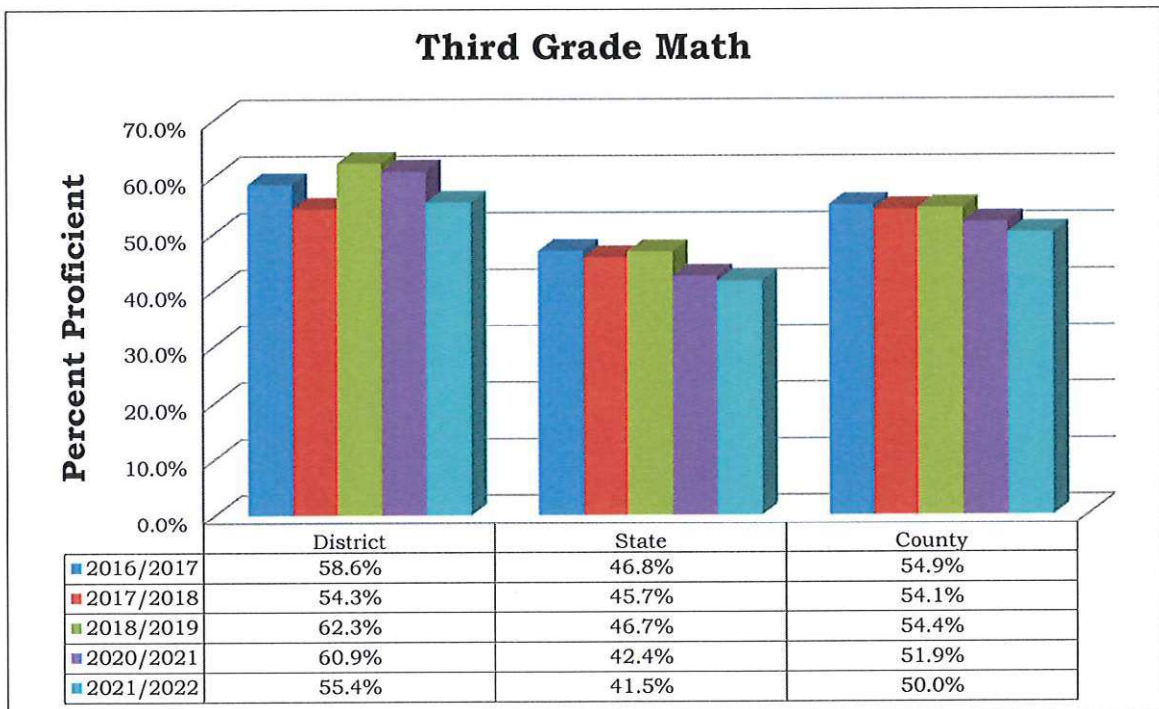
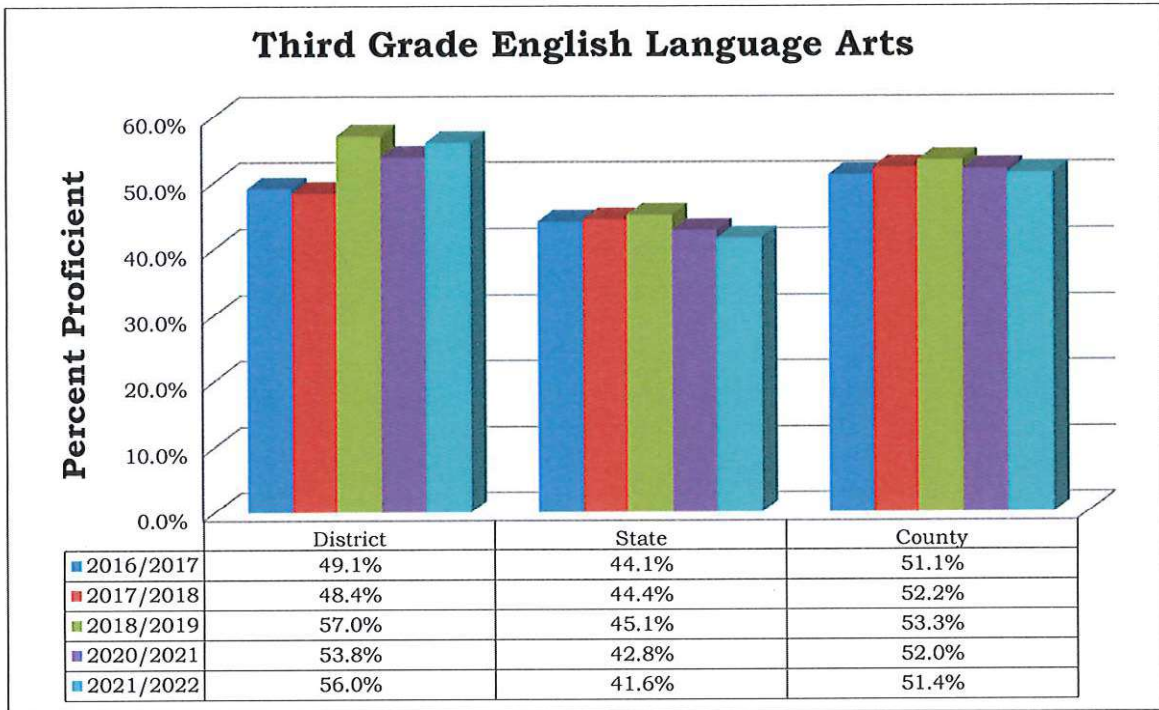
Michigan's Assessment System, the Michigan Student Test of Educational Progress (M-STEP), is an online test that was developed by the Michigan Department of Education's Office of Standards and Assessment.

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.

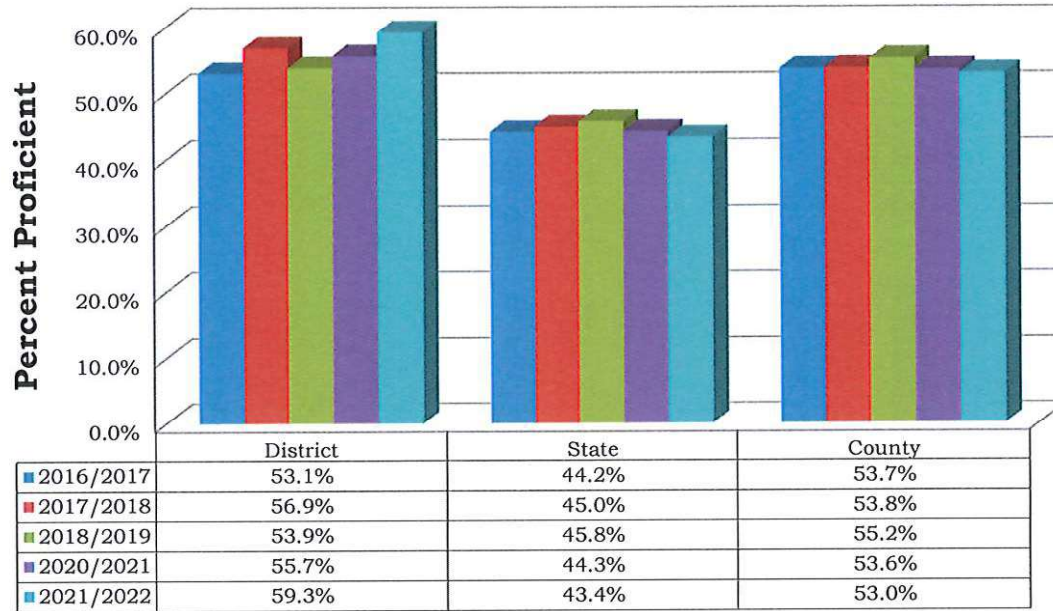
The Michigan Merit Examination (MME) in 11th grade consists of WorkKeys (a work skills assessment), the M-STEP summative assessments which will measure student growth in science, and social studies and the SAT.

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.

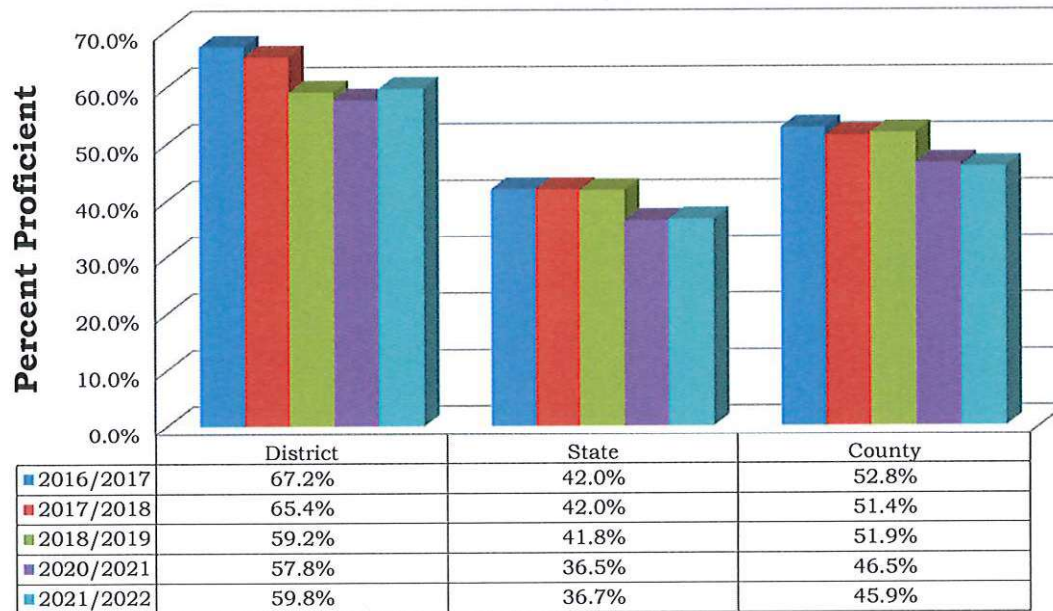
M-STEP Scores



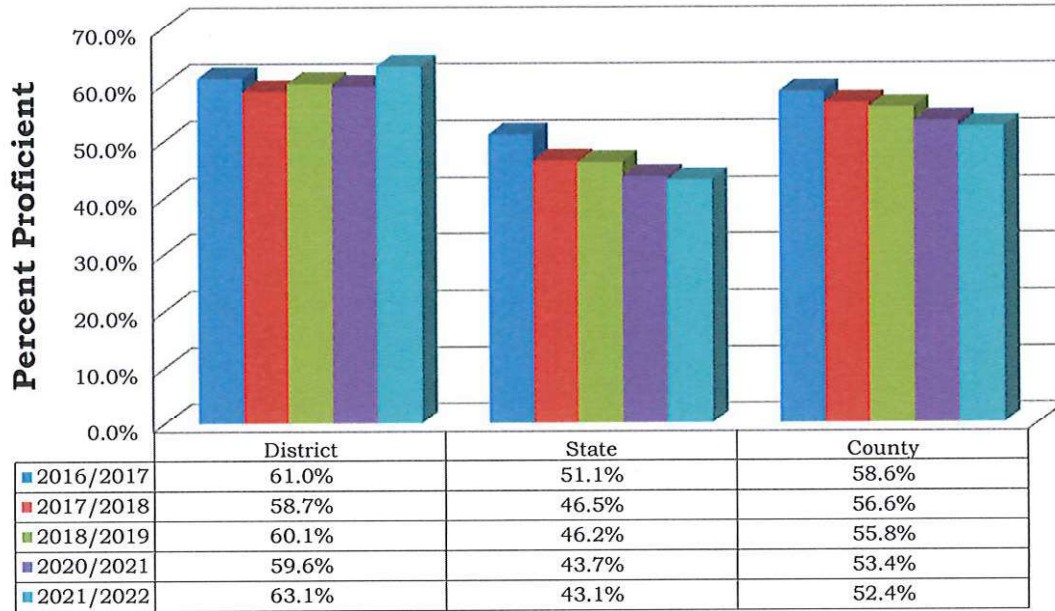
Fourth Grade English Language Arts



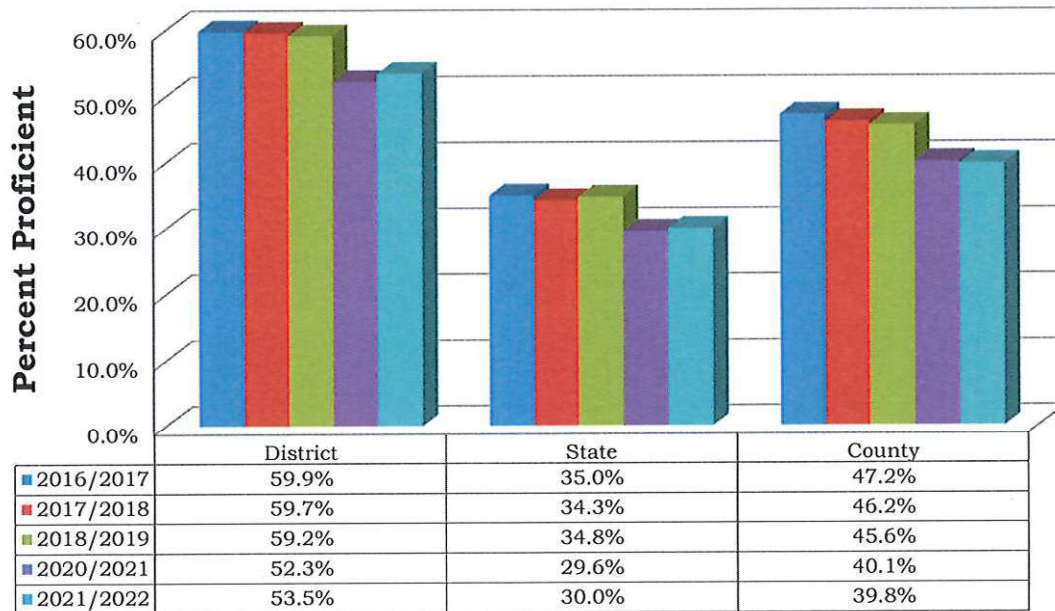
Fourth Grade Math



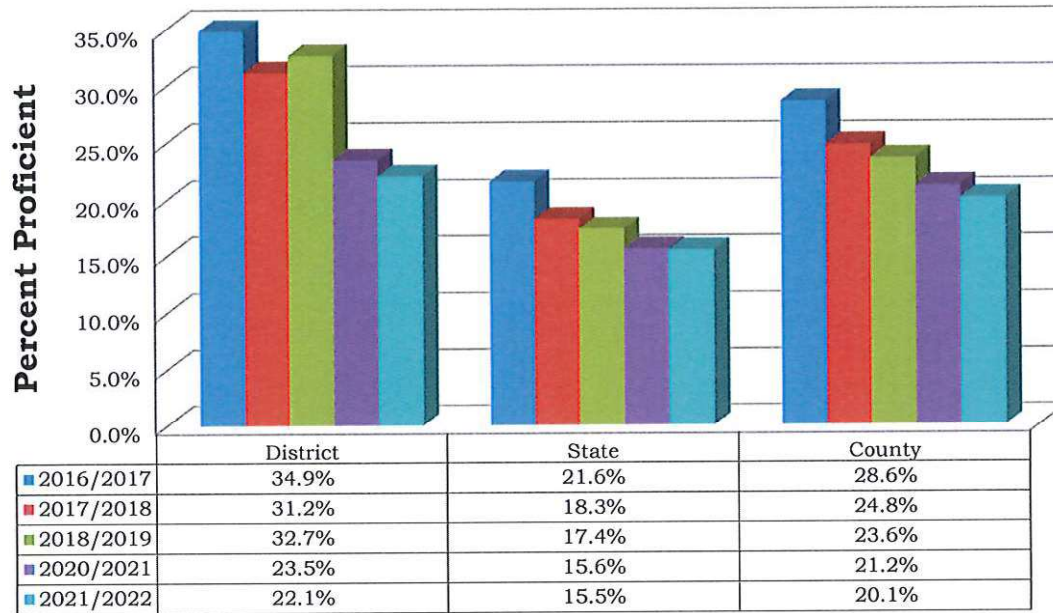
Fifth Grade English Language Arts



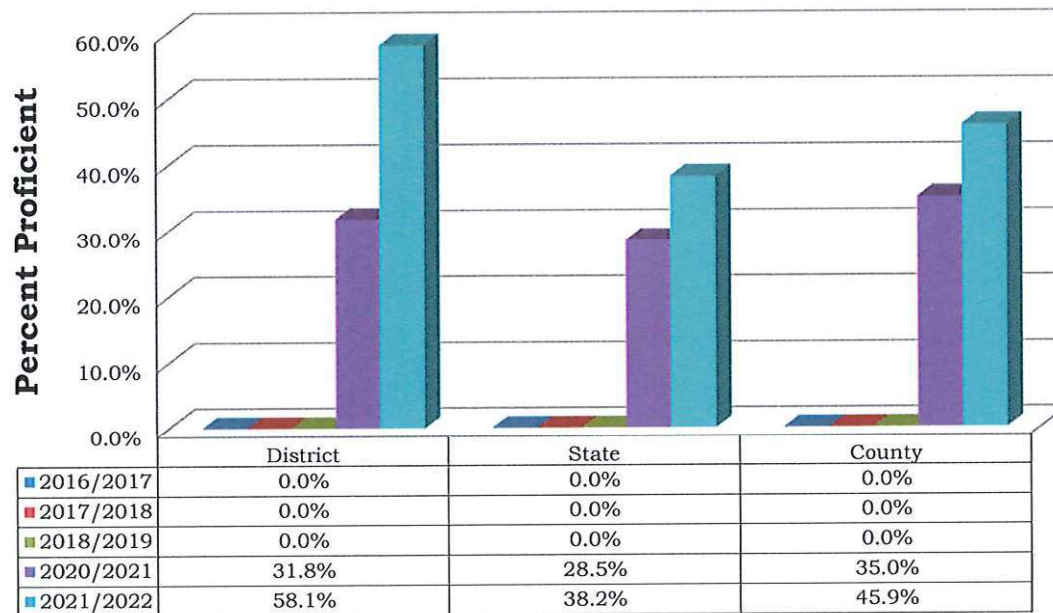
Fifth Grade Math



Fifth Grade Social Studies

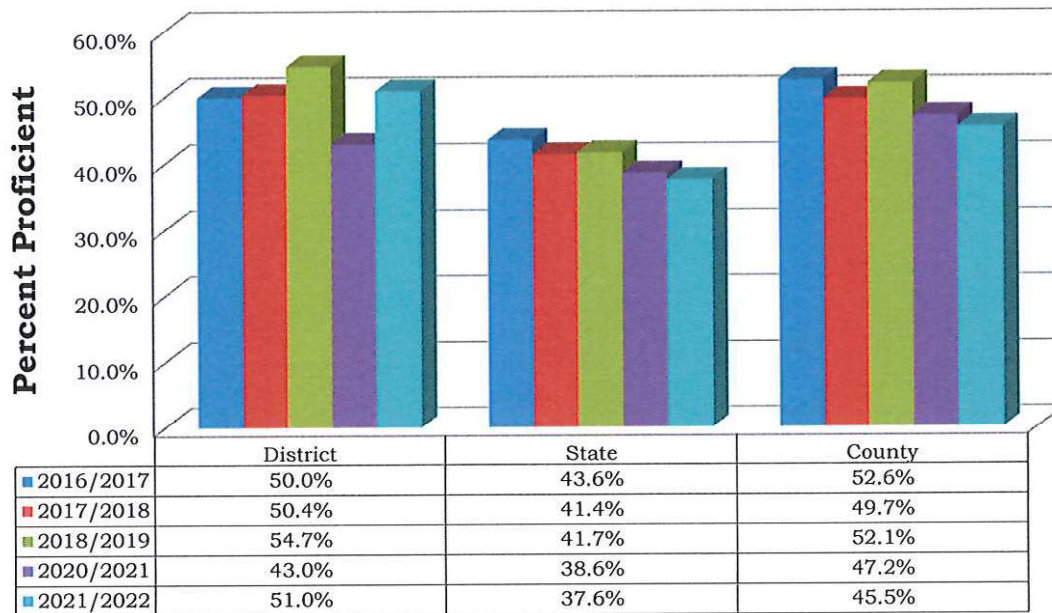


Fifth Grade Science

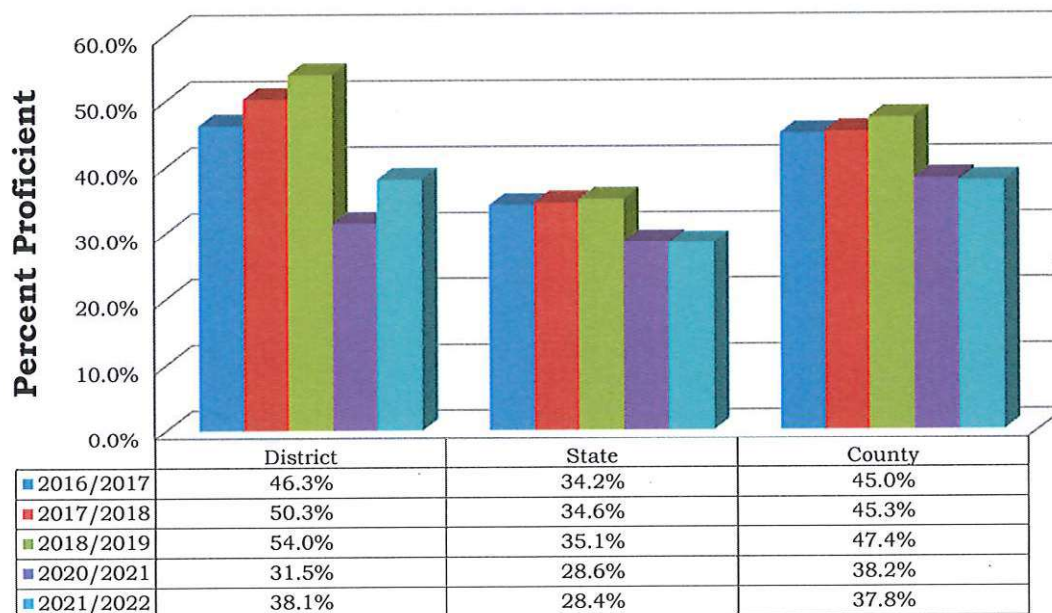


Note: Science was not tested before 2020/2021.

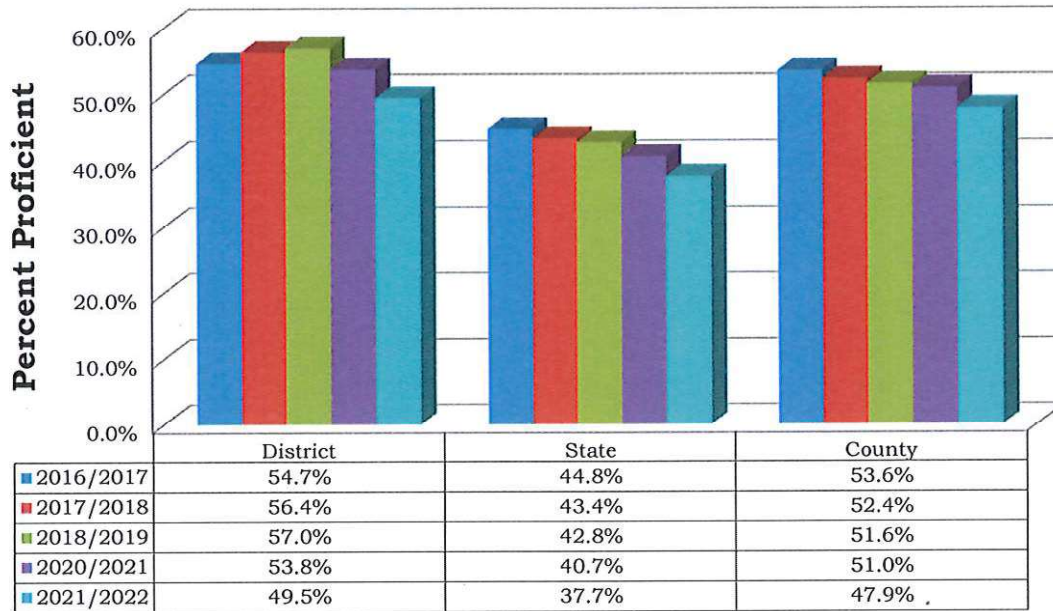
Sixth Grade English Language Arts



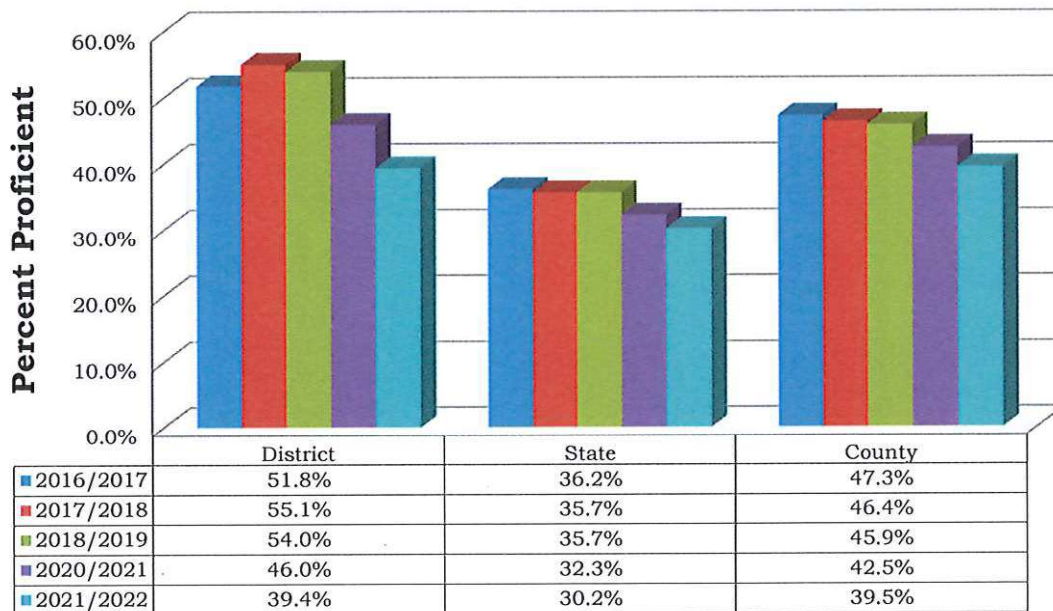
Sixth Grade Math



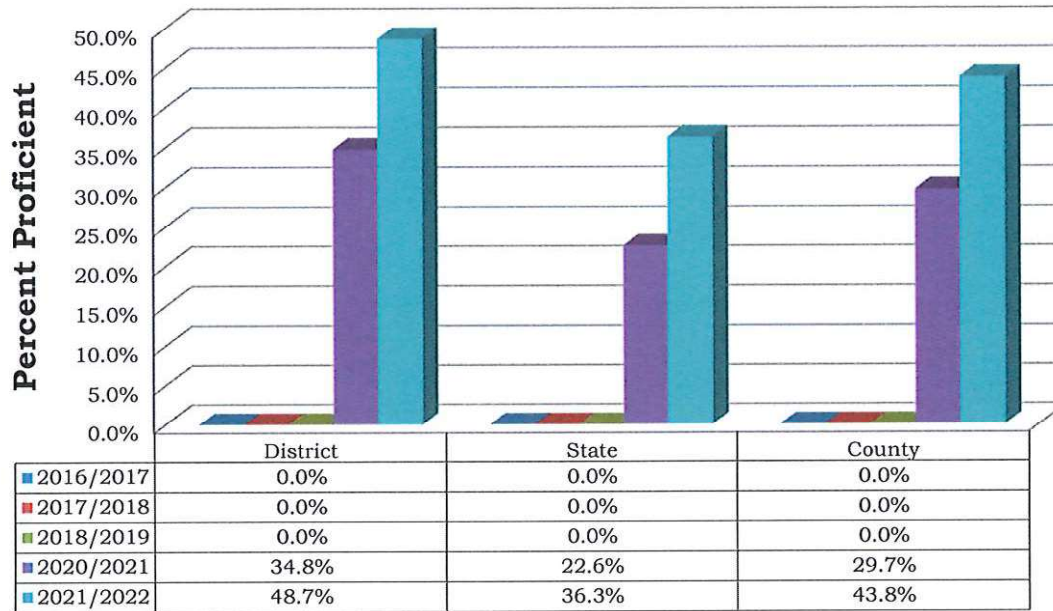
Seventh Grade English Language Arts



Seventh Grade Math

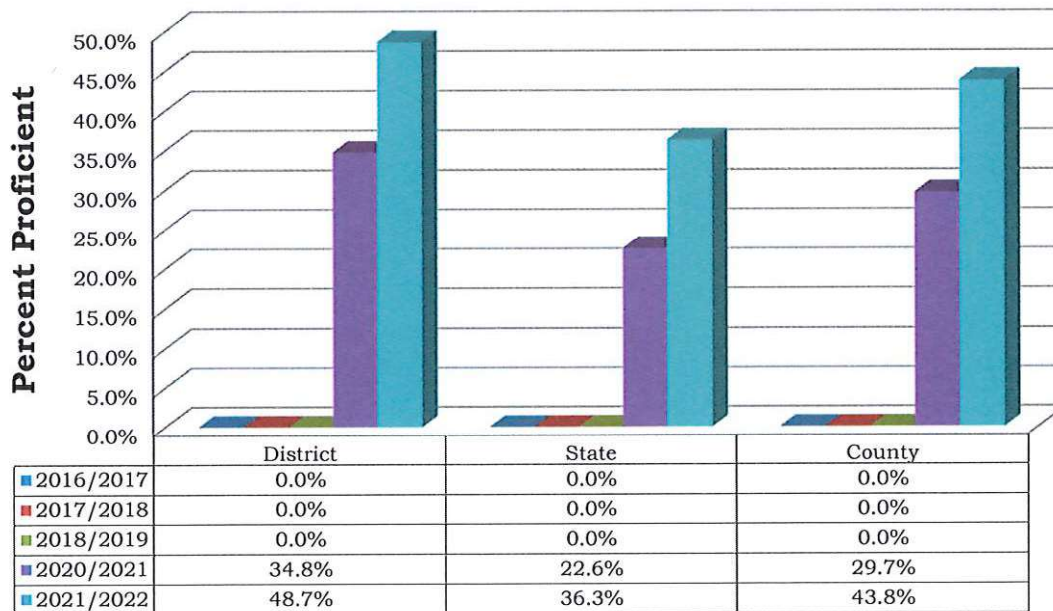


Eighth Grade Social Studies



Note: Social Studies was not tested until 2020/2021.

Eighth Grade Science



Note: Science was not tested until 2020/2021

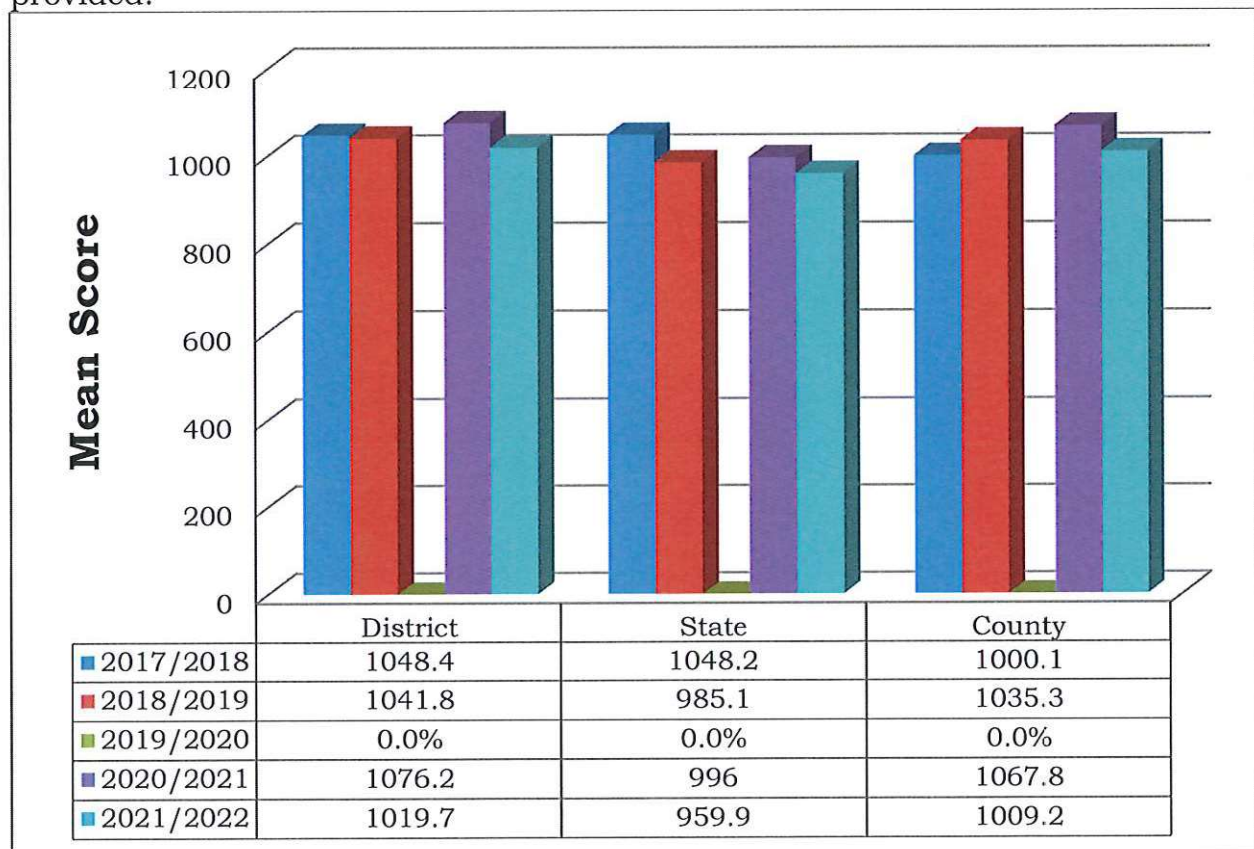
SAT Scores

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.

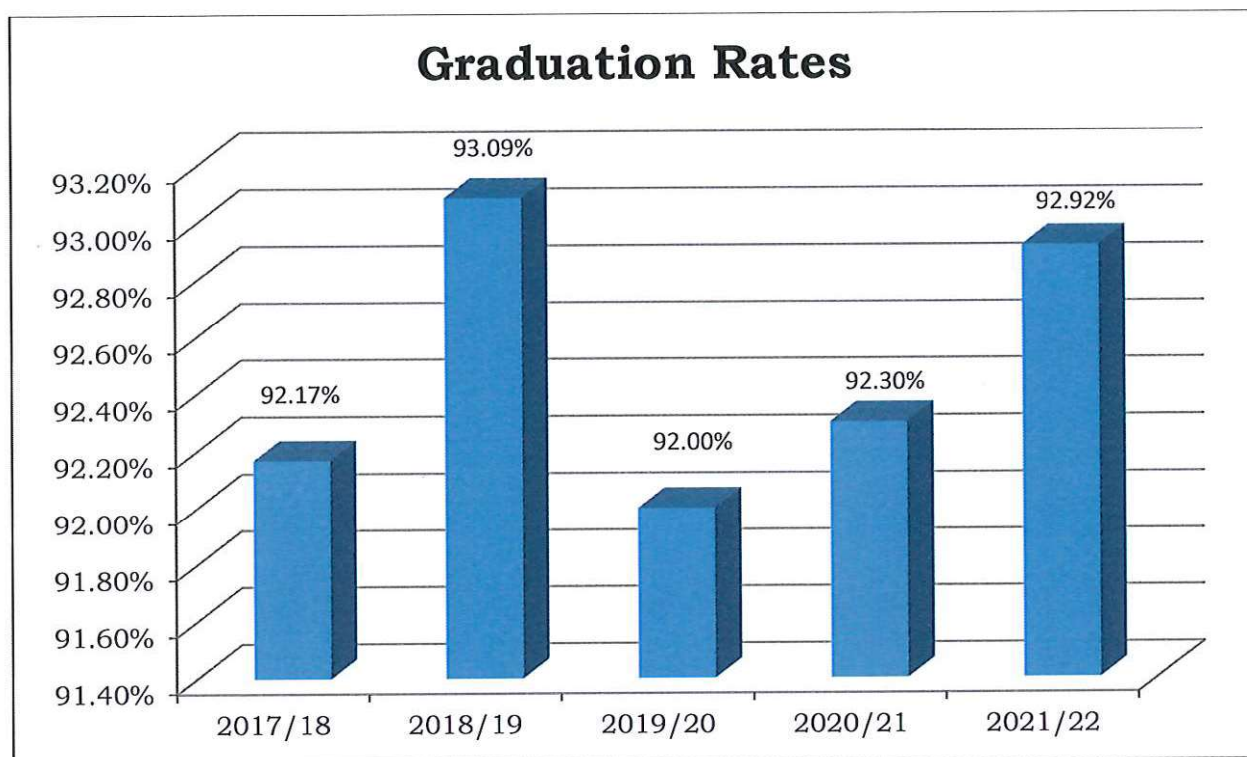
The scores provide a national perspective on test results. As a result of the closure in the Spring of 2020 due to the Coronavirus pandemic, students did not take the SAT. Scores are not yet available for the most recent test provided.



Graduation Rates

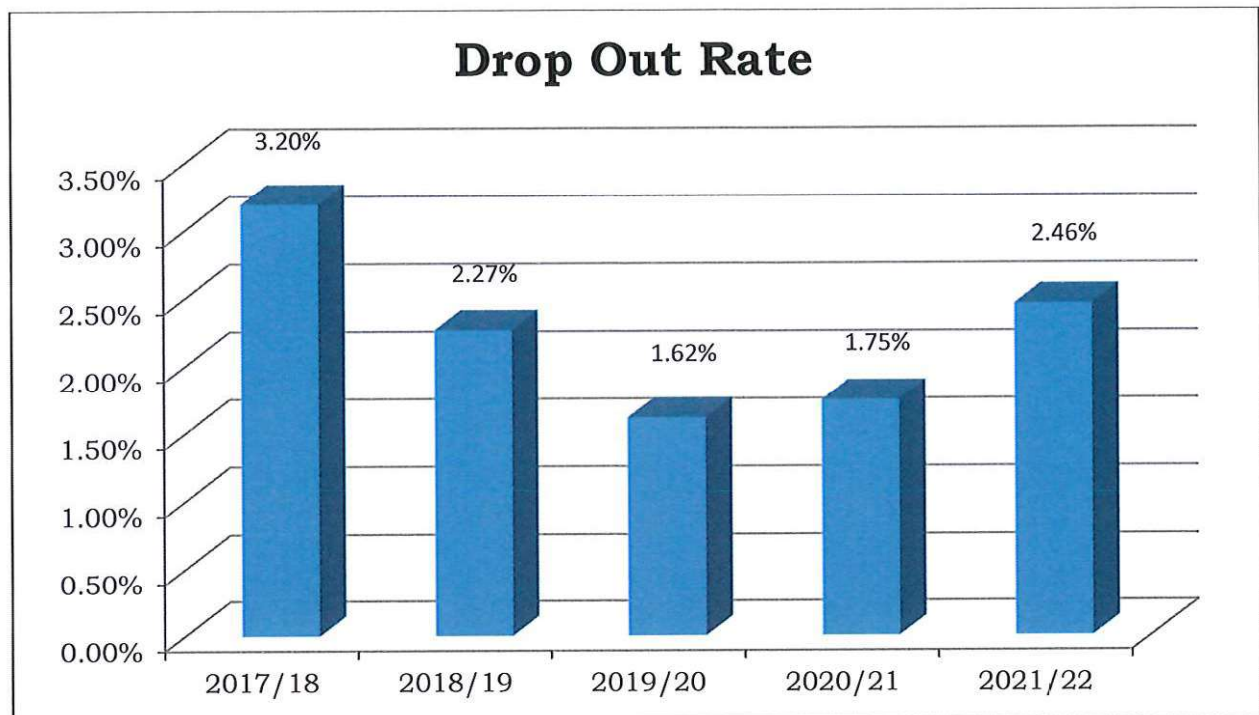
As important as student performance, are the rates of retention and graduation achieved.

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.

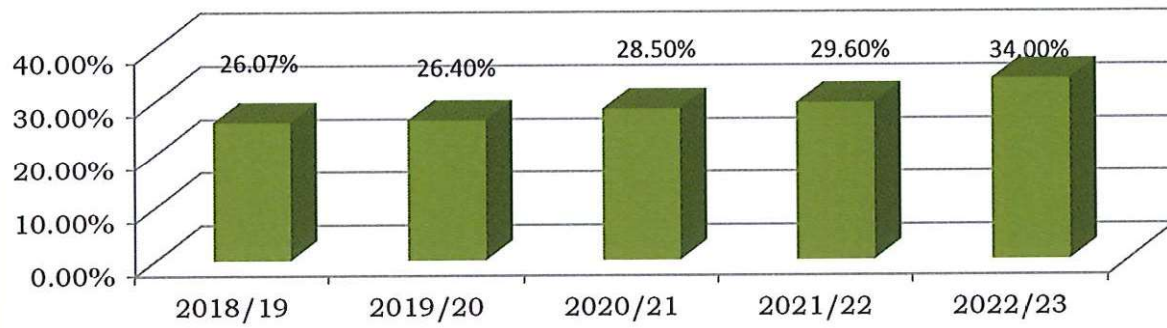


Walled Lake Schools has contracted with an organization known as Graduation Alliance to reach former students who have dropped out. They encourage these former students to continue with their high school career and provide the resources to do so. This is one way that the District has worked to reduce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



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.