



EAST TROY

COMMUNITY SCHOOL DISTRICT

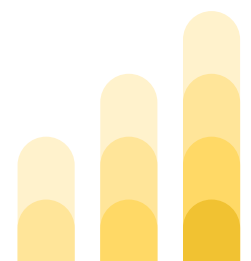
Committed to the Growth & Success of Each Student, Each Year

Mission Statement: Ensuring and providing 21st century learning through: engaged student learning, quality teaching, strong leadership, rigorous coursework, and community service opportunities while demonstrating efficiency and effectiveness for the betterment of the students and community.

Annual Meeting: 2021-2022



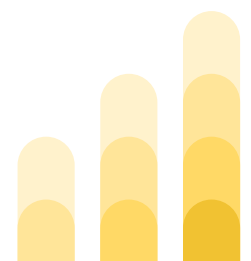
Annual Meeting Agenda

- I. Call to Order
 - II. Pledge of Allegiance
 - III. Open Meeting Statement
 - IV. Election of a Temporary Chairperson
 - V. Appoint Recording Clerk
 - VI. Annual Voluntary Service to Education Awards
 - VII. District Administrator's Report / State of the District
 - A. District celebrations
 - B. Student surveys / Data
 - C. Learning is different here – conditions that support learner empowered environments
 - D. District challenges
 - VIII. Financial Components
 - IX. Treasurer's Report
 - X. Presentation of the Budget
 - XI. Hearing on the Budget
 - XII. Resolution A - Adoption of Tax Levy
 - XIII. Resolution B - Salaries for Board of Education Members
 - XIV. Resolution C – Set Date and Time for 2020 Annual Meeting
 - XV. Resolution D – Acquisition of Real Property
 - XVI. Resolution E – Leasing of Property
 - XVII. New Business
 - XVIII. Adjourn
- 



III: Open Meeting Statement

This meeting of the East Troy School District Board of Education, and all other meetings of the Board, are open to the public in compliance with state statute. Notice of the meeting has been sent to the media and/or has been publicly posted, in an attempt to make the citizens of the district aware of the time, place and agenda of this meeting.





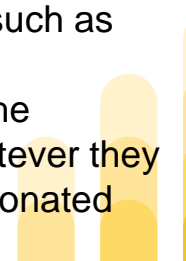
VI: Voluntary Service to Education Award

Due to the pandemic and past operational expectations that limited access to our buildings, there will be no voluntary service to education award for the 2020-2021 school year.





Celebrations...2020-21

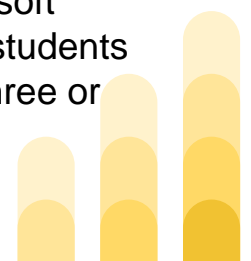
- Re-entry safety protocols established for in-person learning and extra-curriculars throughout the entire school year toward reducing exposure and mitigating spread while supporting the physiological and psychological health of our students and staff
 - All four of our schools earned Silver level recognition from the WI Rtl Center / PBIS Network for Behavior related to our PBIS implementation and practices / equitable systems of supports for the 2020 - 2021 school year
 - 81.4% of 5th grade students, 91.8% of 8th grade students, and 100% of 12th grade students “strongly agreed” or “agreed” that they had positive relationships / connections with adults at school (School Perceptions Data).
 - 112 ETHS students took 166 AP exams with 77% of those students earning a 3 or higher in 2020-21.
 - ETCSD was awarded \$33,501.04 from the Career & Technical Education Incentive Grant for the 42 ETHS students who received professional certifications during the 2020-21 school year.
 - 2020-21 E.T.H.S. kickoff the year with students exploring more opportunities within the building such as clubs, athletics, and other activities
 - During April's Kids Who Care Month, Little Prairie and Prairie View Elementary students gained the opportunity to wear a hat at school on Fridays in April 2021 when they donated \$.50/week, or whatever they could contribute. Collectively, the students and staff from the two elementary schools raised and donated \$615.69 to the East Troy Family & Community Resource Center!!
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Celebrations... 2020-21

- During the spring 2021 Kids Heart Challenge, our Little Prairie and Prairie View students raised a total of nearly 30K for the American Heart Association. Prairie View students raised \$9,110.66 and Little Prairie students raised \$19,524.
- Over 16% of ETHS students participated in Youth Apprenticeships or Work Experience during the 2020-21 school year.
- Certificates were earned with 14 Youth Apprenticeships during the 2020-21 school year.
- All three ETHS student groups who participated in HUNCH (High School students United with NASA to Create Hardware) were selected as semi-finalists based off their virtual presentations in spring of 2021.
- During the 2020-21 school year ETHS hosted important social events on a COVID friendly format to support the social and emotional well-being for students including a homecoming event in the fall which include a district-wide parade, a senior prom (because the class missed their Junior prom due to COVID), a Junior prom, and a senior event at Booth Lake Memorial Park. Thank you to all the club and class advisors for all your efforts to support our students!
- Class of 2021 had the opportunity to take Robotics all three years in middle school and continue through high school
- ETMS 7th and 8th grade band students participated in the 2021 *Virtual* Middle School District Solo Ensemble Festival. Middle School band students earned a total of 36 first place medals and 7 second place medals on all of their events.



Celebrations...2020-21

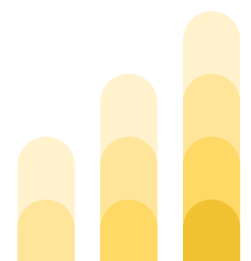
- All High School Athletic programs competed in the regular 2020-21 WIAA postseason tournament series.
 - Comparing 19-20 and 20-21 at this exact time, a 78% decline in discipline referrals at elementary school levels
 - During 2020 a new Social Emotional Learning program called Character Strong was started at our ETMS.
 - ETHS Senior, Hunter Orłowski, received his Associate's Degree from Gateway Technical College prior to his high school graduation in 2021. He was also nominated to give the commencement speech at the Gateway ceremony.
 - ETHS teacher, Colleen Heitl, was presented the Impact Influencer Award by the US Navy in August 2021. She was nominated by her former student, Alexander Grenier.
 - Four ETHS student-created videos were selected as winners in The Wonders of Physics 2021 video contest. Kirstin Michalski was also awarded "Teacher with the Most Quality Student Videos Submitted".
 - During the 2020-21 school year, 32 students at East Troy High School passed a total of 120 Microsoft Office 365 Associate exams in the areas of Word, Excel PowerPoint, and Outlook. In addition, 24 students earned their Microsoft Office Specialist – Associate Certificate, signifying that they are certified in three or more applications.
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Celebrations...2020-21

- ETHS Boys Tennis won the 2021 Rock Valley Championship. (Conference Flight Results: #1 singles Dayne Lindow - Champion, #2 singles Justin Brehm - Champion, #3 singles Connor Paullin - Champion, #4 singles Noah Edwards - Champion, #1 doubles Max Maternowski / Chase Stoner - 3rd Place, #2 doubles Zach Cliffgard / Josh Erman - 2nd Place, #3 doubles Jake Malloy / Chase Murphy - Champion)
- All ETHS band students participated in the virtual 2021 State Solo & Ensemble in at least a large group. Every participant of district and state festivals received a first or second place rating.
- ETHS freshman Bailey Iverson was the First Place winner in the 2021 Walworth County Arts Council Winning Words Competition for her poem entitled, "Willow Tree."
- ETHS students Maya Schaefer and Andrea Smith earned multiple All-County Awards for Girls Swim during the 2020-21 school year. Andrea earned a first team All-County finish in the 200 Free Relay, and three second team All-County finishes in the 200 Medley Relay, 200 IM, and 500 Freestyle. Maya also earned three second team All-County finishes in the 100 Freestyle, 200 Free Relay, and the 400 Free Relay.
- ETHS Junior Varsity Cheer earned 1st place and Varsity Cheer earned 2nd place at the 2021 WACPC Spring Cheer Championship Competition.
- ETHS students Abigail Bruce and Hannah Meyers both earned WACPC All State 1st Team for Cheer in 2021.



Celebrations...2020-21

- ETHS student, Bella Atkinson, is 1 of 10 finalists for the Wisconsin Star in Agricultural Placement award based on her work on her family's dairy farm during the 2020-21 school year. This award is an extension of the State FFA Degree, which Bella will also be receiving at the State Convention this summer, and recognizes the "best of the best" from the over 300 state degree recipients, recognizing those students who have gone above and beyond in their Supervised Agricultural Experiences (SAEs) in their time in FFA.ETHS teacher, Ms. Kristin Michalski, is one of six Wisconsin educators who have been named finalists for the 2021 Presidential Awards for Excellence in Mathematics and Science Teaching.
 - The camerata girls barbershop quartet, MeLadies, took 3rd place in the 2021 virtual Wisconsin Youth Barbershop Harmony Festival.
 - During the 2020-21 school year, students successfully implemented the Trojan Battle Bags providing access to food and personal hygiene items for ETHS students and families.
- 


Ongoing Celebrations...

- Commitment to “learning is different here” and keeping students at the center of the learning process
- Authentic implementation of our “assessment continuum”
- 97% parent satisfaction scores with in-person and virtual learning options
- Continued improvement upon emergency “standard response protocol”
- Revised and updated core learning policies
- Continued annual budget balancing
- Fund Balance of 24.96% after 2019-2020 school year
- Total utility related costs totaled \$389,495.00 during 2018 – 2019 as compared to \$430,323 in 2005 - 2006
- Updated ETCS D webpage and continue to increase our social media platforms
- Continue to offer “Stay and Play” weekly program for families with children from infant to age four
- First in State of Wisconsin to provide Smart Labs to our students and Little Prairie Primary being the first in the nation to have a Smart Lab completely dedicated to primary aged-children
- State and world recognized Fab Lab
- Financial rating continued with Moody’s Investor Service of Aa2: In 2020, of 365 Wisconsin School Districts with Moody’s ratings, only 18 districts scored higher.




21st Century Learning Committee

VISION STATEMENTS

- Time for learning – remove barriers
 - Competency based education – look at outcomes, not being defined by grade or age
 - School partnerships with community members/parents/agencies/higher education
 - Provide meaningful, practical application skills through assignments/projects
 - High quality instruction – more engagement/interest, meeting the needs of all learners
 - Utilizing resources, creating self-directed learners
 - High levels of accountability for students and staff
 - Creating opportunities through individualized experiences to encourage self directed learning
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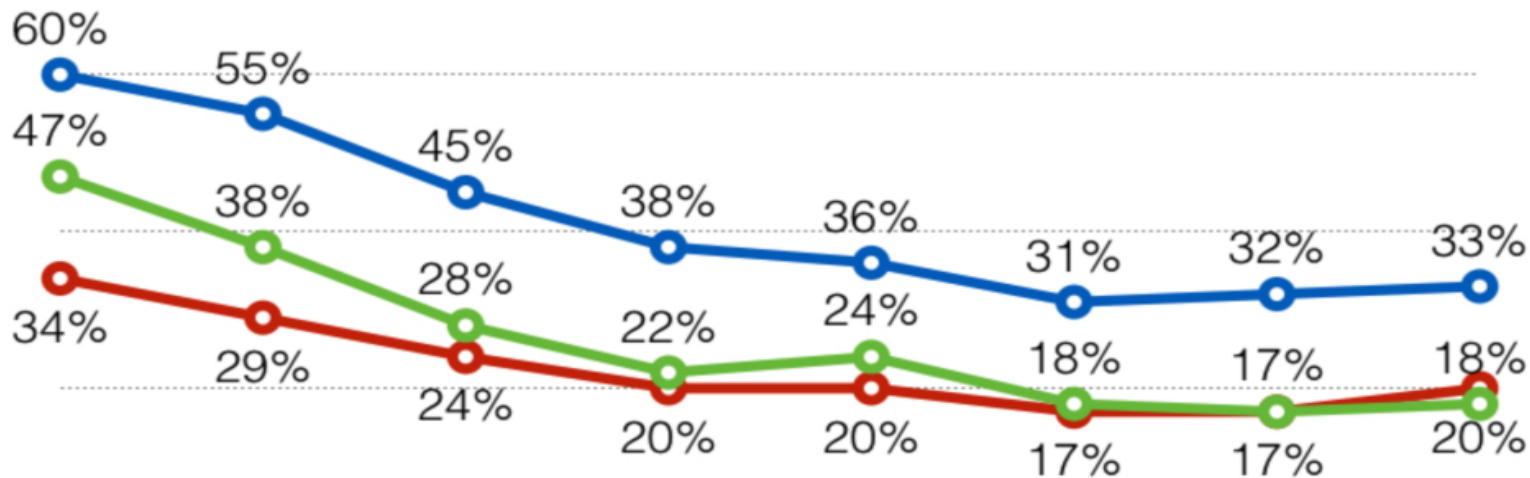
District Goals

- Ensuring a year to a year plus of learning growth for each child, each year
 - Ensuring programming opportunities /experiences through systems and practices that develop the talents of each child in an era of globalization
 - Ensuring individualized learning by **empowering students** with a personalized learning environment
 - Employing the highest quality professional staff
 - Adapting facilities for current and future educational needs
 - Demonstrating fiscal responsibility through efficiency and effectiveness
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Gallup (2016)

Percentage of Students Who Strongly Agree By Grade

- ◊ In the last 7 days, I have learned something interesting at school
- ◊ I have fun at school
- ◊ At this school, I get to do what I do best every day



2020 - 2021

School Perceptions Data for E.T.C.S.D.

I enjoy being at school:

| | 5th Grade | 8th Grade | 12th Grade |
|-------------|-----------|-----------|------------|
| S. Agree | 13.8 | 9.3 | 2.3 |
| Agree | 47.1 | 45.4 | 72.7 |
| Disagree | 17.2 | 26.8 | 15.9 |
| S. Disagree | 12.6 | 17.5 | 6.8 |

I had positive relationships / connections with adults at school:

| | 5th Grade | 8th Grade | 12th Grade |
|-------------|-----------|-----------|------------|
| S. Agree | 31.4 | 33 | 29.3 |
| Agree | 50.0 | 58.8 | 70.7 |
| Disagree | 10.5 | 5.2 | 0 |
| S. Disagree | 1.2 | 1.0 | 0 |




School Perceptions Data

I felt safe at school:

| | 5 th Grade | 8 th Grade | 12 th Grade |
|-------------|-----------------------|-----------------------|------------------------|
| S. Agree | 39.5 | 19.6 | 16.7 |
| Agree | 51.2 | 62.9 | 71.4 |
| Disagree | 7.0 | 9.3 | 4.8 |
| S. Disagree | 1.2 | 3.1 | 0 |

As a learner, what challenges have you faced this year as compared to past years:

| | 5 th Grade | 8 th Grade | 12 th Grade |
|------------------------|-----------------------|-----------------------|------------------------|
| Mental Health Concerns | 41 | 54.5 | 73.3 |
| Academic Concerns | 21.3 | 41.6 | 48.9 |





School Perceptions Data

School was boring:

| | 5 th Grade | 8 th Grade | 12 th Grade |
|-------------|-----------------------|-----------------------|------------------------|
| S. Agree | 23.0 | 29.9 | 4.5 |
| Agree | 23.0 | 43.3 | 47.7 |
| Disagree | 35.6 | 21.6 | 40.9 |
| S. Disagree | 5.7 | 3.1 | 4.5 |

Disruptive behavior in class impacts my learning:

| | 5 th Grade | 8 th Grade | 12 th Grade |
|-----|-----------------------|-----------------------|------------------------|
| Yes | 36.4 | 43.6 | 30.2 |
| No | 63.6 | 56.4 | 69.8 |





School Perceptions Data

Learning method you would like your teachers to use more often to assist and enhance your personalized learning experiences:

5th Grade - Opportunities to choose how to represent learning - student choice (57.3%)

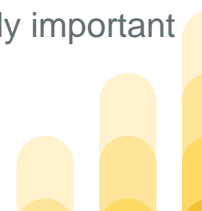
8th Grade - Opportunities to revise work, quizzes, tests to represent accurate learning (68.3%)

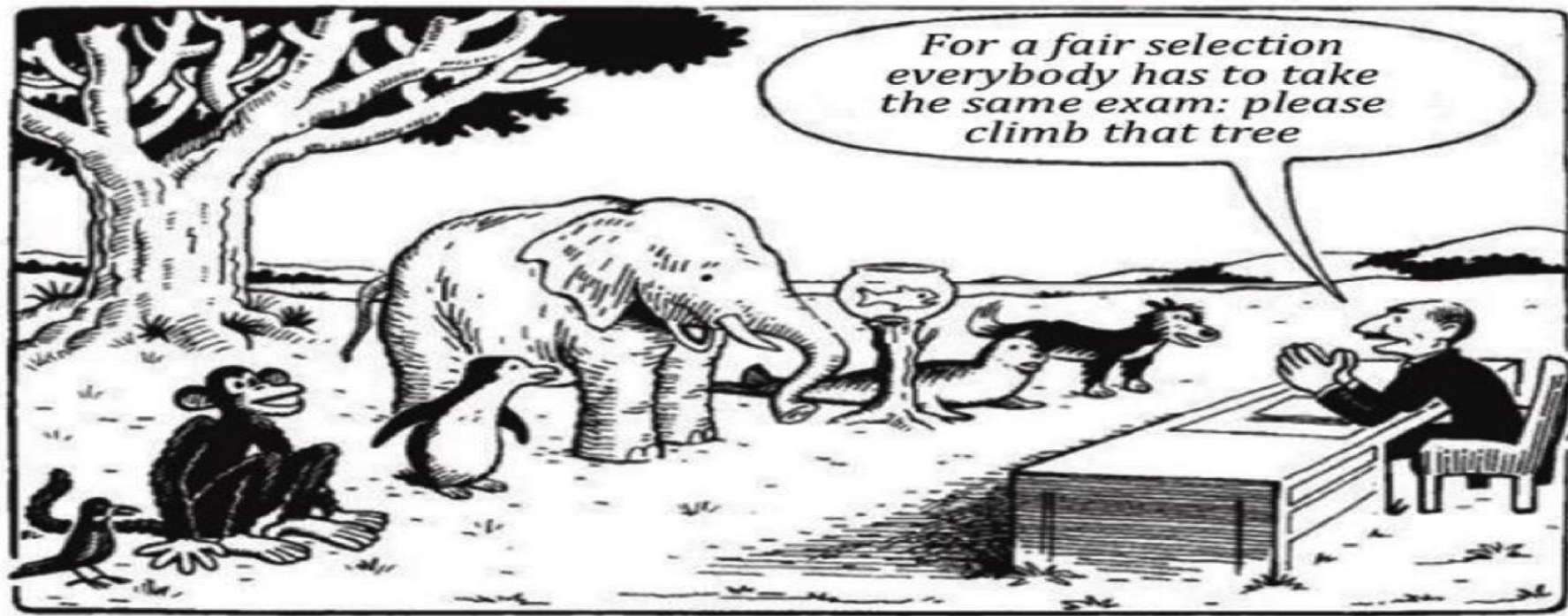
12th Grade - Extended opportunities to demonstrate learning (68.5%)





LEARNING IS DIFFERENT HERE!

- We know that we can not wait for all the challenges and problems to be non-existent before being happy
 - We know that healthy cultures have an unwavering belief in the ability of each student to achieve success and they pass on that belief to others
 - We know that to achieve success the difference between the perceived journey and the actual journey
 - We know that learners learn at different rates and different paces
 - We know the importance of intrinsic motivation through autonomy, mastery and purpose
 - We know that if we focus on the right work more rather than doing more work, something will happen for our students and for us
 - We know that students often wait for learning to happen to them
 - We know that student self-reporting has one of the highest effect sizes (1.2) toward supporting learning
 - We know that feedback has an effect size of (.73) toward supporting student learning
 - We know that student voice is critical toward supporting student learning
 - We know that quality teaching and quality leadership have huge impacts on student learning
 - We know that teacher and student relationships have an effect size of (.72) toward supporting student learning
 - We know that acceleration opportunities and providing clarity of what is to be learned are extremely important in the learning process
 - We know that students wait to be assessed while learners assess themselves
 - We know it must be about the six C's embedded authentically into their learning
 - We know it must be about “learning” and only “learning!”
- 



Our Education System


"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."

- Albert Einstein



Learner Empowered Environments

(Personalized **BY** the Learner)

- We can not mandate learning nor mandate positive disposition. We can create the conditions to support our children and adults to be inspired, invested, interested to learn, and kind, caring, respectful people.
 - Educational Philosophy policy (110)
 - District Goals policy (111)
 - Personalized Learning policy (112) - an educator driven environment is one that is personalized to the learner, but a learner empowered environment is one that is personalized by the learner.
 - Grading Systems policy (345.1) and District Grading policy rule (345.2)
 - District Assessment policy (346.1) and District Assessment Continuum Exhibit (346)
 - This is not about doing more work, but the “right work more.”
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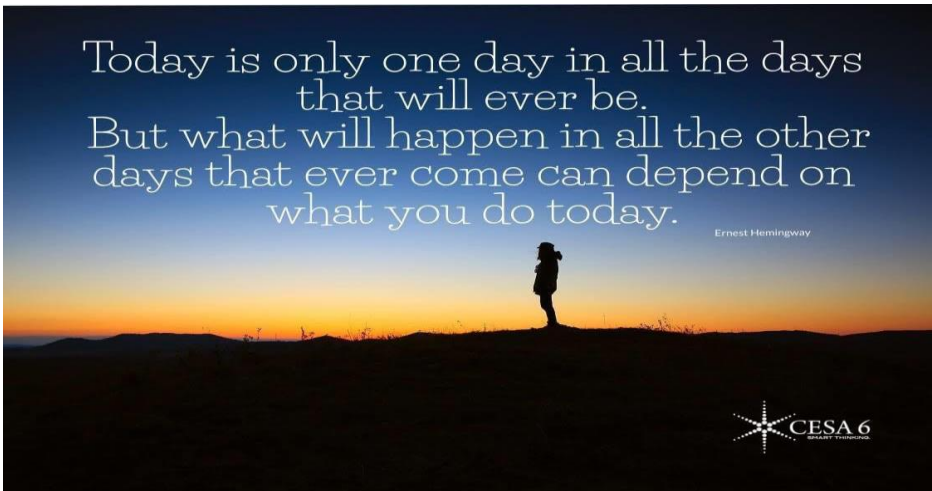
What is the “right work?”

Let's create conditions for full fledged learning agency that truly represents that “learning is different here.”

- Reexamining our beliefs and continue to be well aware of our disposition toward ensuring a healthy culture
- Adjusting our language that focuses on supporting learning and continuous improvement rather than grading/scoring
- Reexamining and altering assessment practices
- Recognizing the importance of ongoing feedback practices
- Supporting self reflection and utilizing within assessment practices and feedback practices that once again support student learning
- Continuing to expand upon student opportunities, programs, etc.

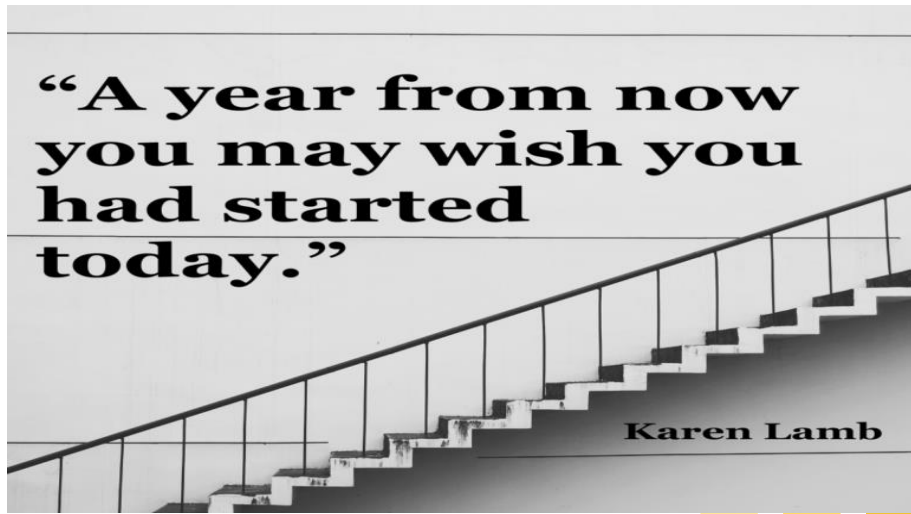
Today is only one day in all the days
that will ever be.
But what will happen in all the other
days that ever come can depend on
what you do today.

Ernest Hemingway



**“A year from now
you may wish you
had started
today.”**

Karen Lamb



“A Great Place to Learn and Work”

District Challenges:

- Maintaining and increasing student learning environments that empower our learners
- Maintaining and increasing student achievement
- Maintaining and increasing student programming
- Maintaining student class sizes
- Maintaining student athletics and clubs
- Maintaining quality professional staff
- Attracting quality professional staff
- Addressing facility maintenance replacements
- Addressing buildings and grounds improvements
- Maintaining and improving upon technology
- Addressing ongoing projected structural deficits (1 million for 2022 – 2023)
- Maintaining and increasing our Fund Balance
- Maintaining and increasing student enrollment
- Building community support for high quality education
- Creating a sense of stability amidst uncertainty
- Supporting the “right work” via policies, practices, programs, facilities, staffing, technology, and budget that enhances “Learning is Different Here.”
- Reduce 4 C’s – conformity, completion, compliance, and control

VIII. FINANCIAL COMPONENTS



WI SCHOOL FUNDING FORMULA

In Wisconsin, the majority of the amount of money a school district receives (approx 85%) is restricted by a state-imposed revenue limit, also known as a revenue cap. Every district has its own revenue limit.

PROPERTY TAXES
STATE AID +

REVENUE LIMITS

In general, as state aid goes down, property taxes go up.

Projections

At last year's annual meeting: Current projections indicate this formula gives future deficits averaging \$470,000 per year for the next 4 years. Now projections are almost \$800,000. This change is due to the state biennial budget, signed in July, with a \$0 per pupil increase. Note – new September count not factored in yet, and will change projections.

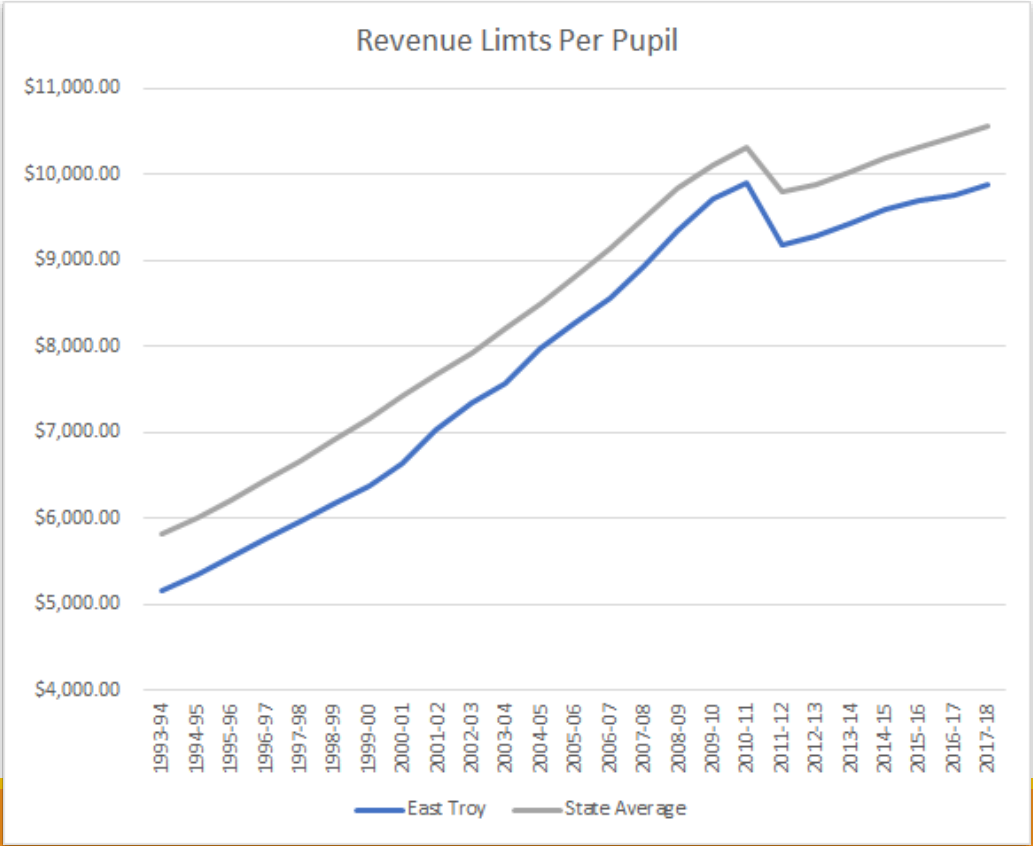
| | 21-22 | 22-23 | 23-24 | 24-25 | 25-26 | | |
|--|----------|------------|------------|------------|------------|------|----------|
| Pre-biennial budget numbers | -779,209 | -1,367,709 | -1,580,287 | -1,899,505 | -2,322,959 | | |
| Removed \$200 per pupil | -925,938 | -1,929,964 | -2,592,487 | -3,257,105 | -4,023,959 | | |
| Added \$62 per pupil in next two years | -822,357 | -1,826,983 | -2,592,487 | -3,257,105 | -4,023,959 | | |
| Spec ed adj from .282 to .30 in yrs 2-5 | -822,357 | -1,783,721 | -2,549,225 | -3,213,843 | -3,980,697 | | |
| Old Compounding (Cumulative) Deficit | -779,209 | -1,367,709 | -1,580,287 | -1,899,505 | -2,322,959 | | |
| New Compounding (Cumulative) Deficit | -822,357 | -1,783,721 | -2,549,225 | -3,213,843 | -3,980,697 | | |
| Additional cumulative deficit | 43,148 | 416,012 | 968,938 | 1,314,338 | 1,657,738 | | |
| Old Annual Deficit | -779,209 | -588,500 | -212,578 | -319,218 | -423,454 | avg: | -464,592 |
| New Annual Deficit | -822,357 | -961,364 | -765,504 | -664,618 | -766,854 | avg: | -796,139 |
| Additional annual deficit | -43,148 | -372,864 | -552,926 | -345,400 | -343,400 | | |
| The only two years we know from the biennial state level numbers, still depends on enrollment (Sept count) | | | | | | | |

What factors can increase a revenue limit?

- . Enrollment
- . Increases from the State
- . Referenda

The East Troy Community School District has needs that require the attention of the entire district community.

If East Troy's revenue limit per member was at the state average in 17-18, East Troy would have had \$1.2 mil dollars more - a significant impact on the services our school community would experience. If East Troy cumulatively would have had the State average revenue limit per member since 1993, the additional funds would have exceeded \$26 mil.



Headcount Definition (Actual Enrollment)

Head Count is the number of students attending ETCSD (students in desks), regardless of their resident district. Revenue Limit is not calculated on Headcount, but rather residents. However, headcount is still an important piece of the equation.

Includes Students Who Are

ETCSD Residents

Open-enrolled IN

Non-residents enrolled at ETCSD

Excludes Students Who Are

Enrolled in alternative/off-site placements

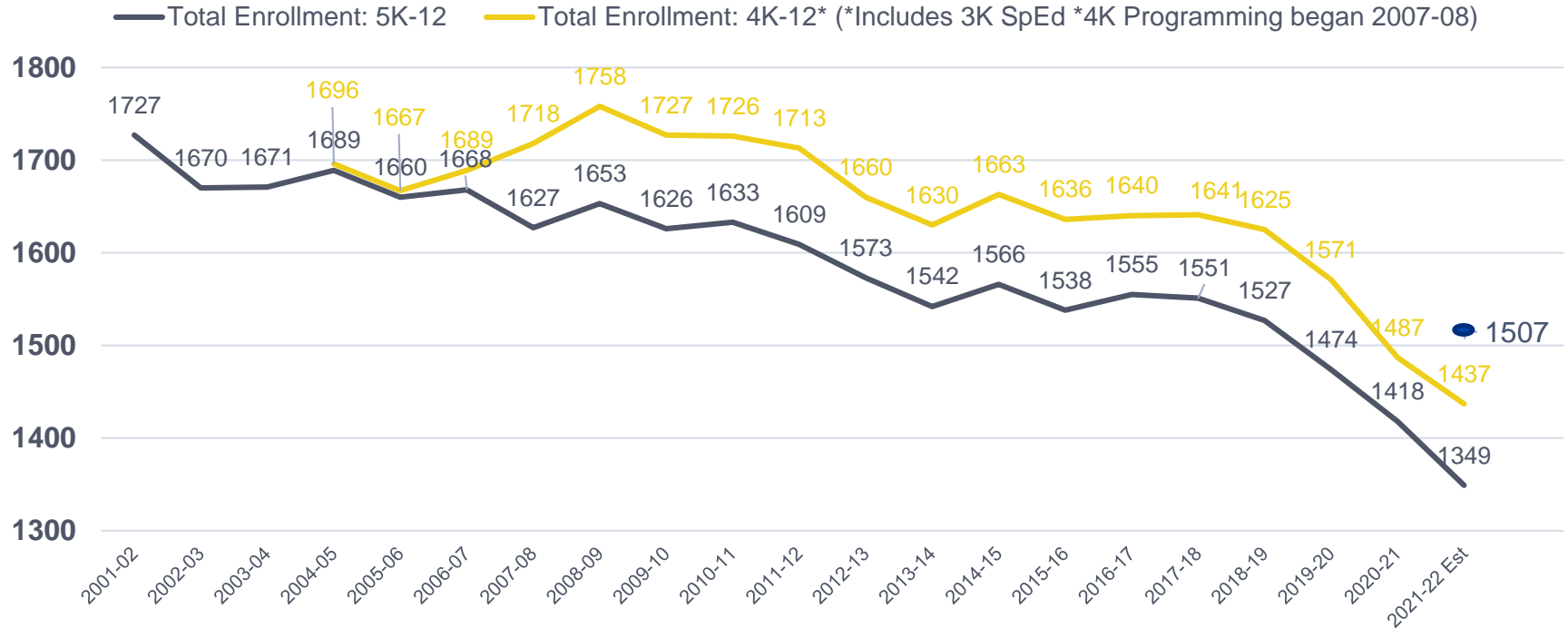
Open-enrolled out

Residents enrolled outside the district

The enrollment numbers in the following charts are as of September of each year, except for the estimate for the current year (roll-forward method)

Impact of 4K Enrollment & Gradual Declining Enrollment

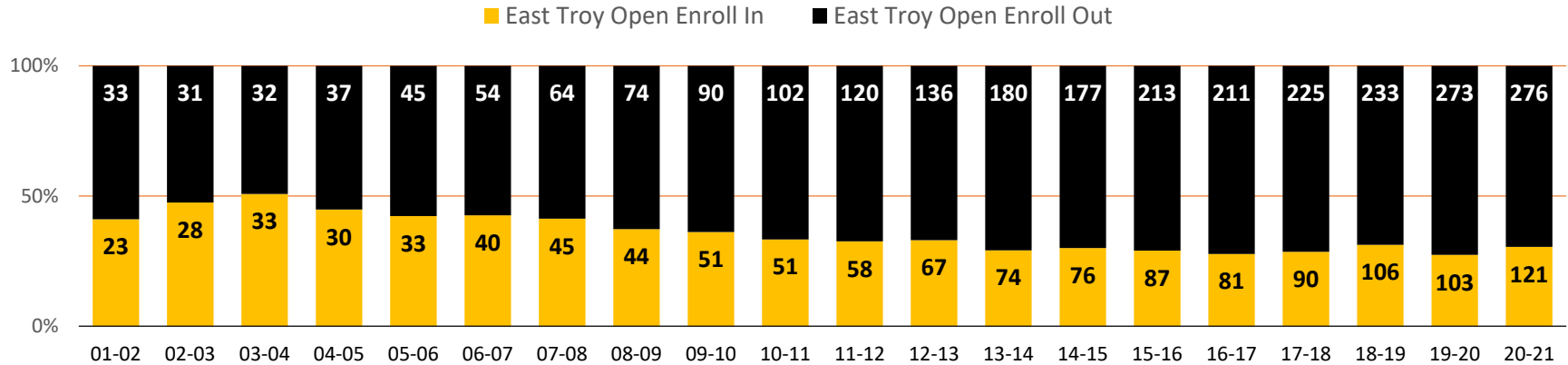
East Troy Enrollment and Resident Count Based Upon September Count



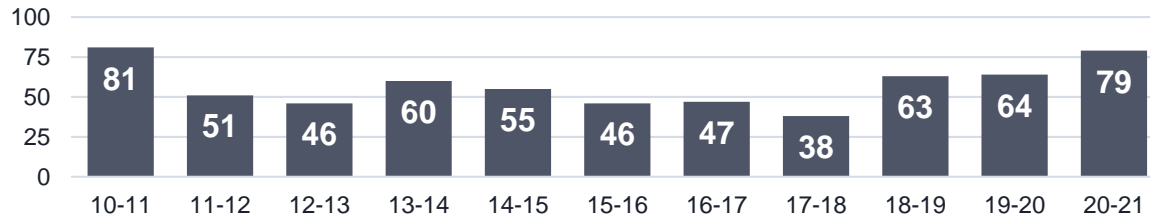
Est based on roll forward / may not be the same projection for budgeting

Additional Data (Open Enrollment and Home School)

East Troy Open Enroll In and East Troy Open Enroll Out



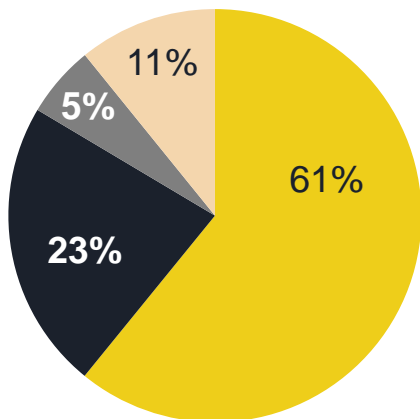
ETCSD Number of Home School Students By Year



General Fund Components

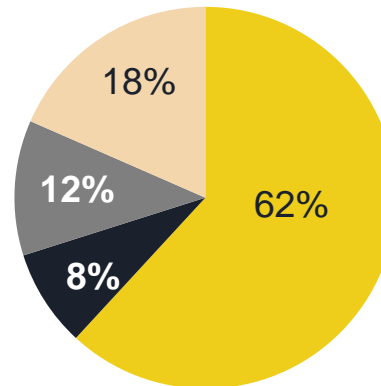
2021-22 Revenues

- Property Taxes (LOCAL)
- Equalization Aid (STATE)
- Per Pupil Aid
- Other



2021-22 Expenditures

- Salaries & Benefits
- Fund 27 Transfer
- Open Enrollment Out
- Other

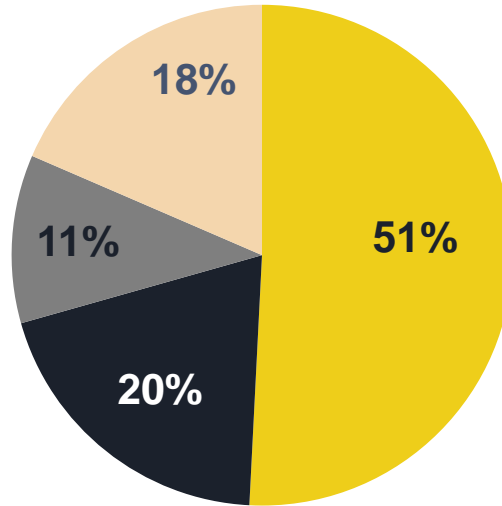


- Open Enrolment Out costs include salaries and benefit costs for staffing out of district.
- The Fund 27 transfer includes salaries and benefits costs for staffing in district.

General Fund & Fund 27 (Salaries/Benefits)

2021-22 General Fund & Fund 27 Salaries and Benefits

■ Salaries ■ Benefits ■ Open Enrollment ■ Other



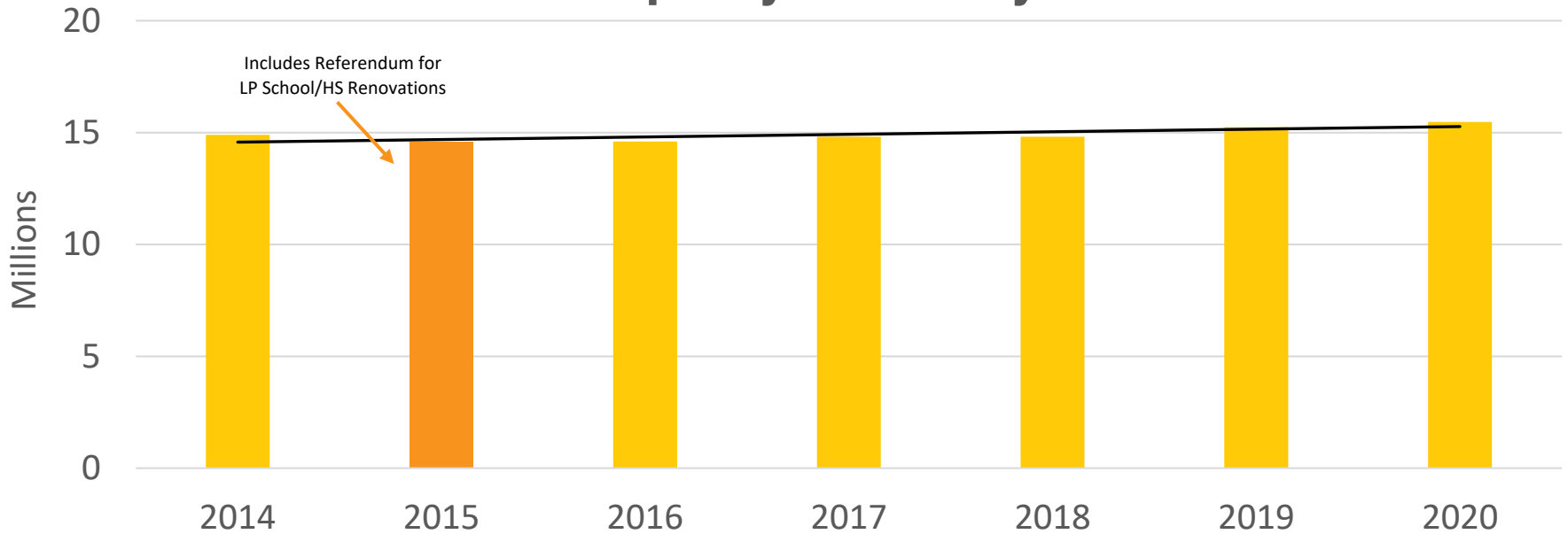
School property taxes have been kept in check.

- Over the last five years, school taxes have gone up an average of 1.2% per year.

| | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 | AVG |
|----------|-------|-------|-------|-------|-------|------|
| Levy inc | 0% | 1.5% | 0% | 2.88% | 1.5% | 1.2% |

- In 20-21, the East Troy mill rate, the tax rate per \$1,000 of home value, is \$8.72. This is well below the state average of \$9.22 for K-12 Districts.

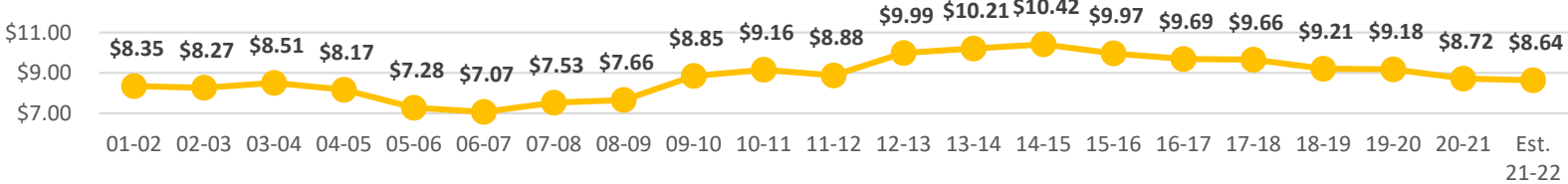
Property Tax Levy



As state aid decreases, in general school districts rely more on property taxes. ETCSD has been able to keep taxes low.

Mill Rate

East Troy Community School District Mill Rate

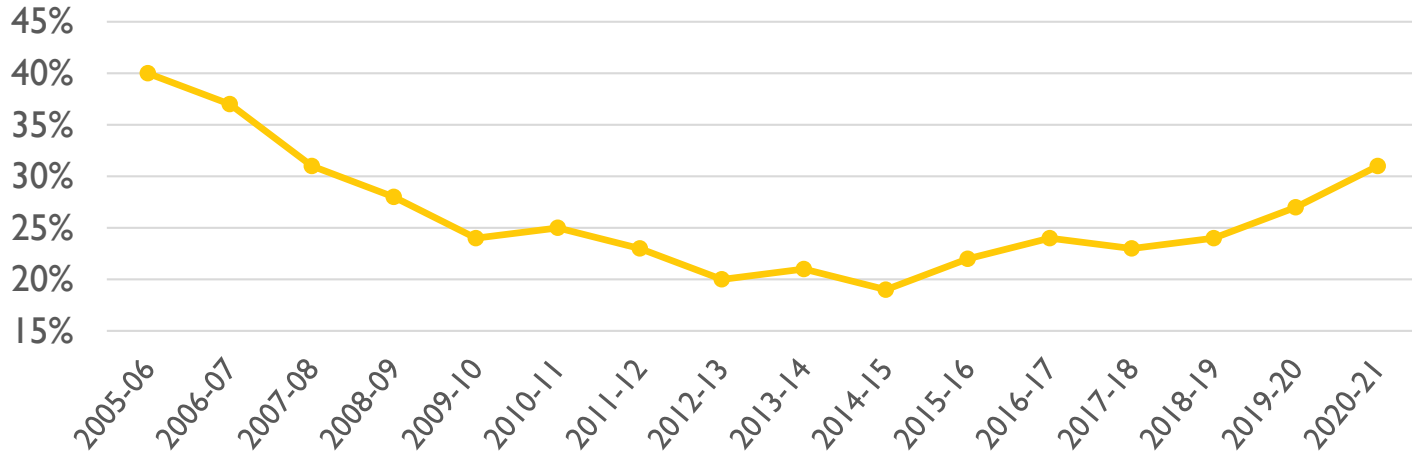


2020-21 Rock Valley Athletic Conference and Local Mill Rate

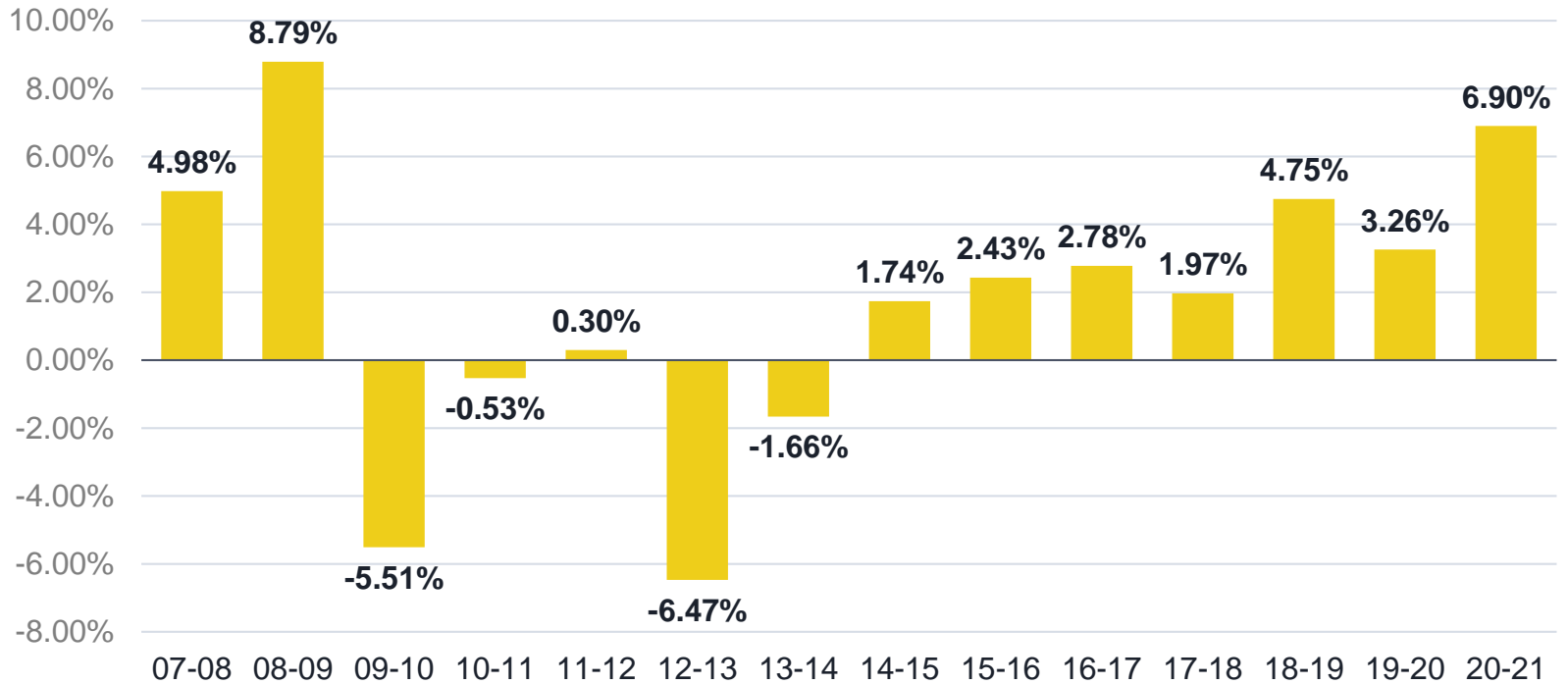


See Appendix "Rock Valley Athletic Conference 2020-21 Equalized Tax Levy Information" for Comparables

A Factor Driving Taxes: Percent of Revenue Limit Made Up of State Aid



Another Factor Driving Taxes: Percent Change in Equalized Value



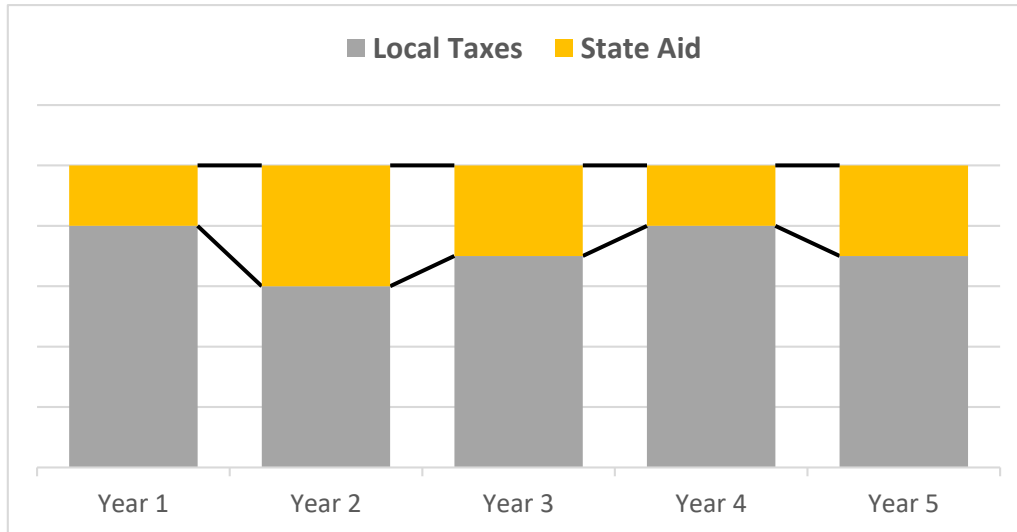
See Appendix "WI DPI Analysis of General Aid and Equalization Aid Formula Components" for Comparisons to State Increases

State Aid & Local Taxes Relationship

Within the revenue limit formula, Local Tax amounts (property taxes) are dependent on State Aid amounts

Key Aspects From Year to Year

- State Aid increases and decreases
- Local taxpayers are likely to see an inverse increase/decrease of property taxes
- **School District Overall Revenues either see a very small to no increase in a “normal” year, or in this year with severe declining enrollment a decrease is projected.**



21-22 Estimates:
Rev Limit : -1.98%
State Aid: -13%
Levy: +1.1%

Mill Rate and Taxes

Mill Rate can increase, even when taxes decrease

Mill Rate = taxes / property (\$1000)

EXAMPLE YEAR 1

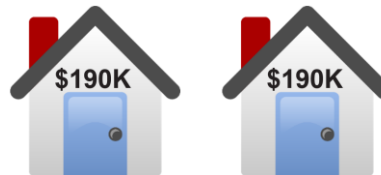
School Taxes: \$2,000 each



$$\begin{array}{r} \text{MILL RATE} \\ \hline \$2000 \\ \$200 \\ = \\ \mathbf{\$10.00} \end{array}$$

EXAMPLE YEAR 2

School Taxes: \$1,944 each
2.8% decrease from previous year



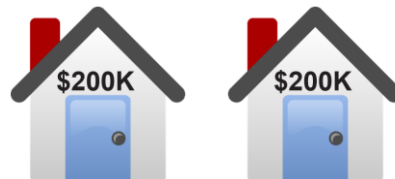
$$\begin{array}{r} \text{MILL RATE} \\ \hline \$1944 \\ \$190 \\ = \\ \mathbf{\$10.23} \end{array}$$

EAST TROY 2020-21



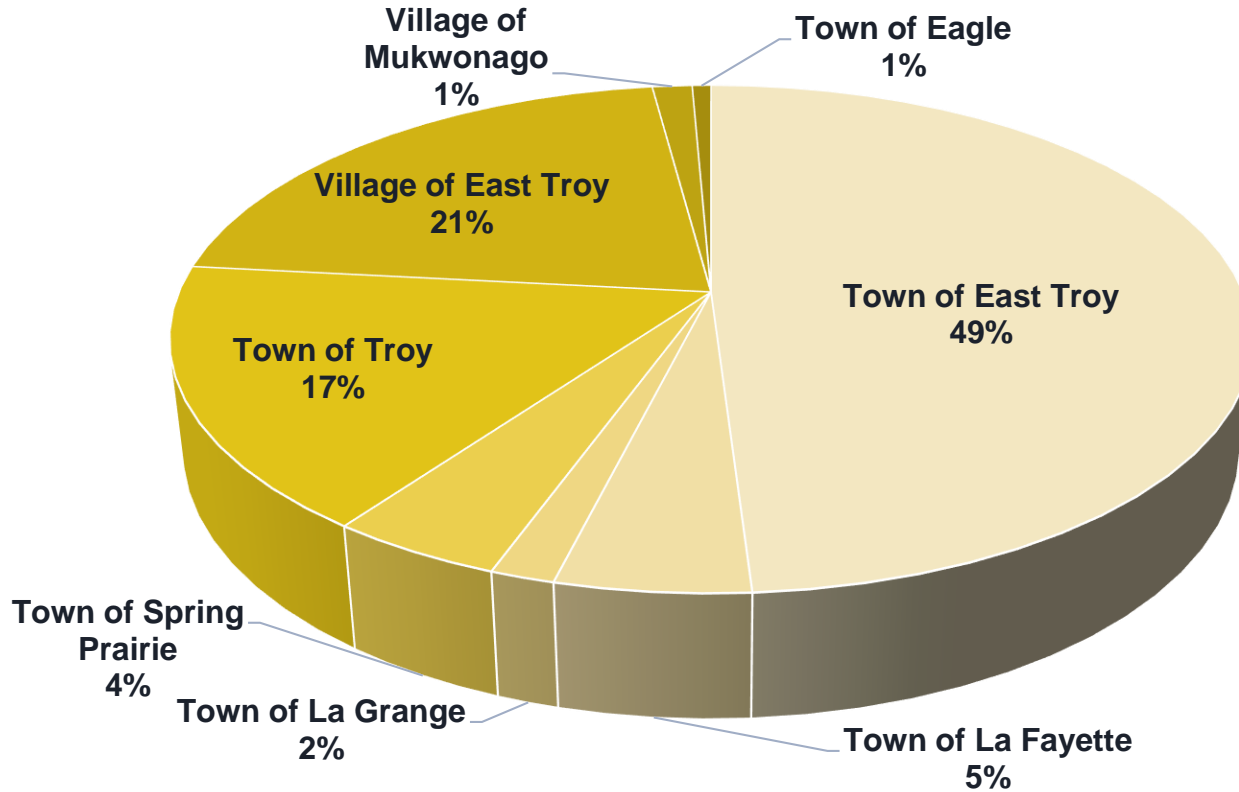
$$\begin{array}{r} \text{MILL RATE} \\ \hline \$1,744 \\ \$200 \\ = \\ \mathbf{\$9.18} \end{array}$$

EAST TROY 2021-22 est



$$\begin{array}{r} \text{MILL RATE} \\ \hline \$1,865 \\ \$204 \\ = \\ \mathbf{\$9.14} \end{array}$$

2020-21 ETCSD Tax Levy



See Appendix "Tax Bill Analysis" for steps to understand the components of a tax bill.

IX: 2020-21 Treasurer's Report

General Fund

Special Education Fund

Expenditures

Revenues

Expenditures

Revenues

22,883,016

22,483,016

Budgeted

3,124,129

3,124,129

Note: original budget was -\$400,000 for COVID Related expenses, prior to receiving ESSER II funding

21,951,373

22,964,972

Unaudited

2,809,313

2,809,313

+1,013,599 final revenues less
expenditures

Variance

Total fund balance increase of \$1,013,599; \$121,000 is the 4 years chrome-book cycle replacement. Net: \$892,599. Atypical year with many services not occurring due to COVID.

(The difference between final revenue vs expenditures)

X: Presentation of 2021-22 Budget

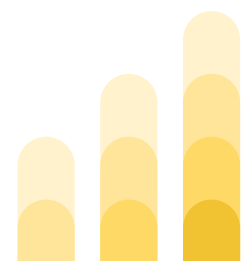
| | |
|---------------|------------------------|
| Revenue Limit | \$0 per pupil increase |
| Per Pupil Aid | \$0 increase |

With no transfer of service in the revenue limit formula, and declining enrollment, this is a -1.98% revenue decrease. An increase in special ed aid and ESSER III funds helps to offset. Final student counts are still pending for 21-22; decreases will affect 22-23 and beyond due to expiring hold harmless exemptions.

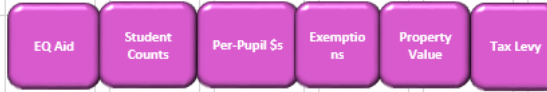


Impacts

Each and every year, the school board has taken action to balance the budget.

- Why? Since 1993, revenue limits have limited the amount of money schools receive from a combination of property taxes and state aid.
 - The funding hasn't kept pace with the increasing cost of expenditures.
 - This results each and every year with a portion of the budget that must be reduced in order to balance the budget.
 - Efforts include reorganizing current resources, reducing wants, striving for economic growth, and assessing property tax impacts.
- 

Annual 5 Year Projection Tool

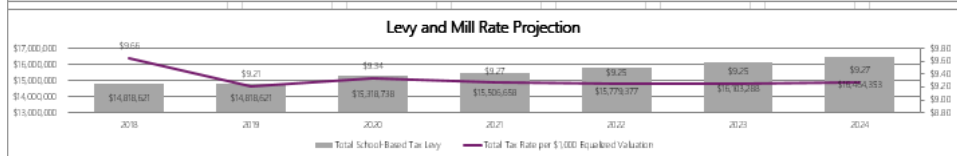
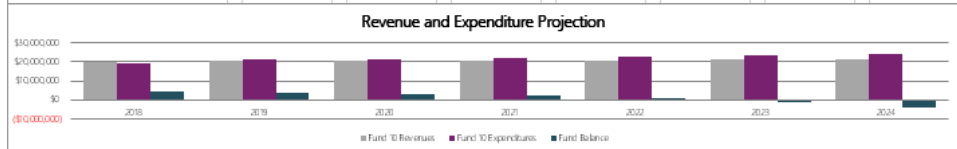


1540 - East Troy Community FLAT enrollment method, 11%OE Out, 2%prop val inc, \$100 per pupil, 3%salary, 8%health3% all other inc

Label Scenario Here **Current Model Scenario**

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|--|--------------|--------------|--------------|---------------|---------------|---------------|---------------|
| Sept Membership (FTE): | 1,725 | 1,713 | 1,713 | 1,713 | 1,713 | 1,713 | 1,713 |
| Per Pupil Increase: | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Per-Pupil Categorical Aid \$: | \$450 | \$654 | \$730 | \$830 | \$930 | \$1,030 | \$1,130 |
| TIF Out Equalized Valuation Growth: | 1.83% | 4.79% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| Fund 10 Revenues | \$19,852,607 | \$20,625,478 | \$20,842,917 | \$20,866,395 | \$20,371,268 | \$21,106,589 | \$21,261,754 |
| Fund 10 Expenditures | \$19,556,256 | \$21,109,478 | \$21,248,445 | \$21,883,393 | \$22,547,943 | \$23,241,937 | \$23,967,755 |
| Surplus (Deficit) - Annual | | | (\$405,528) | (\$612,190) | (\$559,017) | (\$558,673) | (\$570,654) |
| Surplus (Deficit) | \$236,351 | (\$484,000) | (\$405,528) | (\$1,017,658) | (\$1,576,675) | (\$2,195,348) | (\$2,706,002) |
| Fund Balance | \$4,290,602 | \$3,806,602 | \$3,401,074 | \$2,383,417 | \$806,742 | (\$1,328,606) | (\$4,034,607) |
| Fund Balance as % of Expenditures | 21.94% | 18.03% | 16.01% | 10.89% | 3.58% | -5.72% | -16.83% |
| Total School-Based Tax Levy | \$14,818,621 | \$14,818,621 | \$15,318,738 | \$15,506,658 | \$15,779,377 | \$16,103,288 | \$16,464,353 |
| % change | | 0.00% | 3.37% | 1.23% | 1.76% | 2.05% | 2.24% |
| Total Tax Rate per \$1,000 Equalized Val | \$9.66 | \$9.21 | \$9.34 | \$9.27 | \$9.25 | \$9.25 | \$9.27 |
| % change | | -4.57% | 1.35% | -0.76% | -0.24% | 0.05% | 0.24% |
| Non-Recurring Referendum \$ | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Recurring Referendum \$ | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Referendum Debt Levy | \$1,884,180 | \$1,377,186 | \$1,746,175 | \$1,743,750 | \$1,746,150 | \$1,747,650 | \$1,743,175 |
| Energy Efficiency Exemption | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Average impact to a \$100,000 Home | \$966 | \$921 | \$934 | \$927 | \$925 | \$925 | \$927 |

- Baseline assumptions
- Has looked this way for 10+ years



Annual Balancing Process

Constant struggle of what is important to one person is not to another: athletics / technology / maintenance / administration – We have to make the decisions (Board and Administration) that are in the best interests of the organization

| | | NO REFERENDUM - POSITION REDUCTIONS | |
|---|---|-------------------------------------|---|
| <i>Attract and Retain Employees vs Balancing the Budget</i> | | | Assumptions: |
| <i>"Budget pressures are relentless and insatiable." Accounting Conference, March 2015</i> | | | 8% Health Ins; 3% All otr benes; 2.5% Salaries |
| <i>"Unlimited desires and needs that collide with limited resources." Joe Schroeder</i> | | | Baird cohort method enrollment |
| <i>"How to deal with scarcity: Reduce our wants, reorganize our resources, or economic growth."</i> | | | OE Out Increase +13/ Stable In numbers |
| Dr. Mark Healey, Harper College | | | Increase to spec ed aid (approx 25% to 30%); \$211,057 |
| | | | Rev Limit: \$179 inc -- .05% inc |
| | | | Losing \$101,404 and gaining \$94,141 dec enr exemption |
| 20-21: | | | Per Pupil: no change; 0.6% overall rev increase |
| Original Target Amount to reduce: | | 479,395 | |
| Removal of One-time or ending costs: | | | |
| Health Insurance renewal if higher than 8%: | | | |
| New Subtotal | | 479,395 | |
| Impact Needs: | | 180,000 | |
| 1.5 MS Math Teachers per increase to instructional minutes | | | |
| Reading MS | | | |
| Total Needing to be Reduced: | | 659,395 | |
| Recommendation: | | | |
| A. | Grandfathered Retirees off health plan for 20-21: | -139,081 | |
| B. | Health Insurance Renewal at 3% instead of 8%: | -114,575 | |
| C. | Anticipated retirements | | |
| D. | Pending State Budget Scenarios | | Overall 0.6% rev inc from 19-20 |
| | | | 211,057 spec ed aid not 30%? |
| | | | 227,424 rev limit not \$179; \$0 (could even be less) |
| | | | -225,000 possible CARES ACT Stimulus Monies |
| E. | Position Reductions | -381,799 | |
| | MS Computers 0.5 FTE | | |
| | 5th grade section 1.0 FTE | | |
| | Coordinator of Teaching and Learning/G&T/Summer School 1.0 FTE | | |
| | French Teacher 1.0 FTE | | |
| | HS Science 1.0 FTE | | |
| | HS study hall aide reduction .75 FTE | | |
| | Business Manager 0.2 FTE | | |
| F. | Salary - final CPI 1.81% admin + 2.43% teachers/support staff | -24,502 | |
| | Salary Freeze for All until possible addtl rev loss from State is finalized | | -290,000 Contingency for further rev loss |
| G. | Dental Insurance Savings | -20,000 | |
| H. | Loss of mental health aid | 15,000 | |
| | | | Subtotal of Reductions = |
| | | | -664,957 |
| | Total for balancing budget: | 5,562.00 | (76,519.00) |
| *Personnel Impacts | | | |
| Levy Impact Notes: | | | |
| Possible Transfer of Service positions | | | |
| Estimated -2% mill rate increase | | | |
| Note \$100,000 in Fund 80 = .05 increase ; approx .50% | | | |
| Jan | Closed budget session for direction | | |
| Feb | Closed budget session to inform the board | | |
| March | Closed budget session preliminary | | |
| April | Open budget session meeting final | | |

Each and every year, the school board has taken action to balance the budget.

- This budget balancing process has included changes and reductions in all benefits packages including health, retirement, dental, and life insurances; moderating wage rate increases such that we are now at or below comparable school districts; making energy efficiency gains; eliminating positions; restructuring positions to part-time for benefit avoidance; competitively pricing purchases; applying for grants and gifts; refinancing debt, and pre-paying debt to minimize interest costs.
- In the course of 15 years, we have implemented \$9.1 million in budget balancing efforts, not including impact needs, from the rev cap not meeting expense increases.

REVENUE CAP GAP SHORTFALLS OVER THE YEARS....

| | Revenue Cap Gap | Impact Needs | Post Sept Count Addtl Shortfall | Fund Balance Deficit |
|---------------|--------------------|-----------------|---------------------------------------|-------------------------|
| 2021-22 | \$780,000 | \$35,000 | | |
| 2020-21 | \$479,000 | \$180,000 | | |
| 2019-20 | \$405,000 | \$56,000 | | |
| 2018-19 | \$182,000 | \$325,000 | | |
| 2017-18 | \$453,000 | \$392,000 | | |
| 2016-17 | \$388,000 | \$166,000 | | |
| 2015-16 | \$497,000 | \$70,000 | | |
| 2014-15 | \$308,000 | \$269,000 | | |
| 2013-14 | \$455,000 | \$150,000 | \$100,000 | |
| 2012-13 | \$410,000 | \$120,000 | | |
| 2011-12 | \$2,000,000 | \$0 | | |
| 2010-11 | \$525,000 | \$770,000 | | |
| 2009-10 | \$500,000 | \$100,000 | | |
| 2008-09 | \$380,000 | \$150,000 | | |
| 2007-08 | \$200,000 | | | \$680,000 |
| TOTALS | 7,962,000 | 2,783,000 | 100,000 | 680,000 |

This Year

\$779,000 revenue cap gap from original assumptions

\$35,000 impact needs

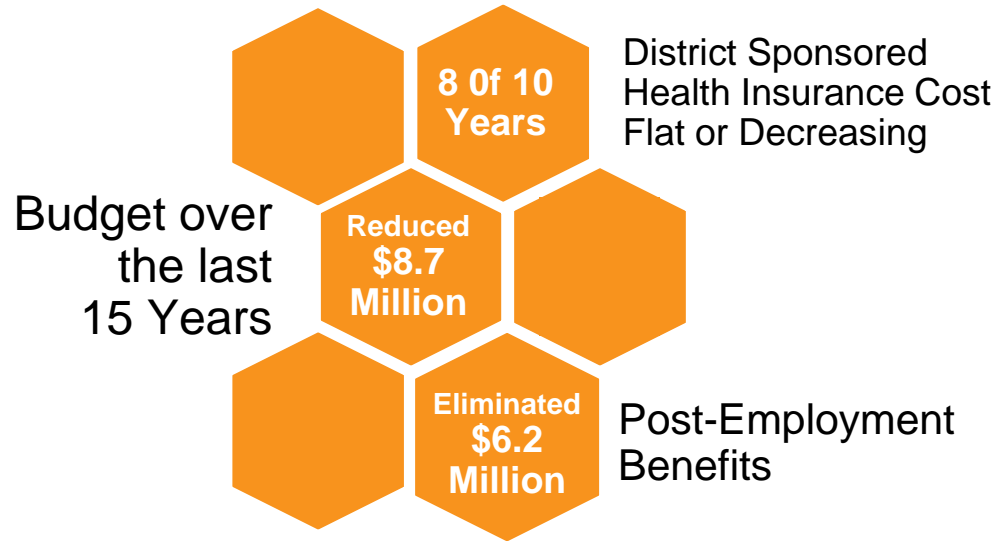
\$487,000 in Staff Reductions included:

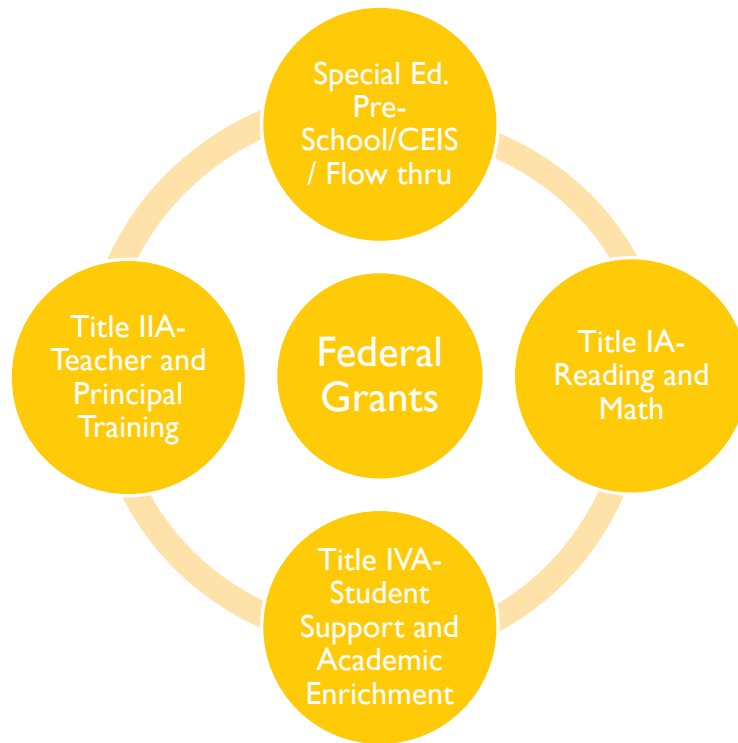
| |
|---|
| 1 section of HS PE |
| 1 Library/English to Library .5; Tech specialist to take English course |
| Eliminate HS French remaining 1 period + Less courses(reduce to 52%) |
| .65 Music reduction |
| 1 MS English Language Arts |
| MS Library Aide |
| 1 Special Ed Teacher |
| 1 Tech Ed Teacher HS and MS |
| 1 Special Ed Aide |
| 1 Secretary (Partial 21-22 and remainder 22-23) |

For a full list, see the page titled No Referendum Budget Reductions at the end of the booklet.

ET Has Already Cut Expenses

Prior to 2011 WI Act 10, ET was taking steps to reduce expenses. Act 10 provided additional tools the district has used to continue the savings. The majority of budget balancing efforts have been to employee salaries and benefits, ET's largest expense. ET continues to explore ways to cut costs as funding continues to decline.





ET TAKES ADVANTAGE OF GRANTS AND GIFTS AS MUCH AS POSSIBLE...

Other Grants and Gifts....

| | | | | |
|------------------|---------------------------|--|-----------------------------|----------------------------|
| Safety | Peer Review/ Mentoring | Special Education Transition Readiness | Personal Device Grant | ESL |
| Carl Perkins | Assessment Grant | Mental Health Grant | CTE Incentive Grant | Education Effectiveness |
| Fab Lab Grant | ESSER Grants | Youth Apprentice- ship | PTO | Education Foundation |

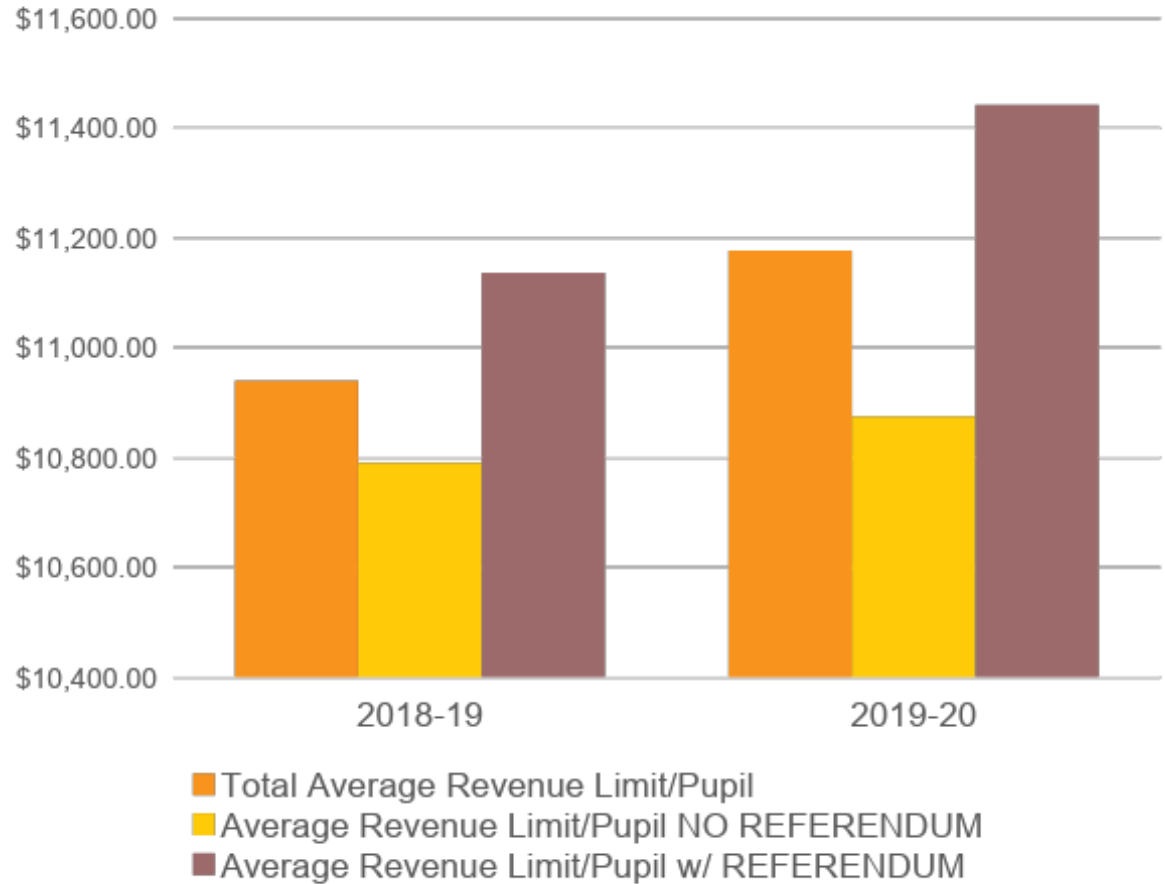
The East Troy Community School District has been fiscally responsible in handling the funds community members have invested in their local schools.

- The district has a solid credit rating.
 - The district's credit rating from Moody's is "Aa2". Of 365 Wisconsin school districts with Moody's ratings, only 18 districts score higher.
 - This places us in the top 25% of Wisconsin schools for financial stability.

The disparity is growing in operational amounts passed...

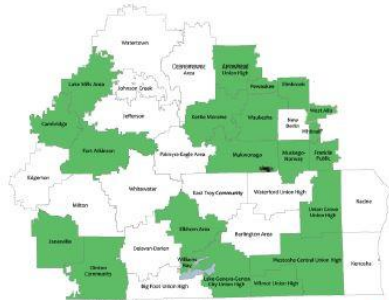
| | 18-19 | 19-20 |
|---------------------|-----------|-----------|
| AVG OP REF INCREASE | \$346.25 | \$567.94 |
| IF ET HAD THAT | \$571,316 | \$937,102 |

Average Revenue Limit per Pupil Comparison

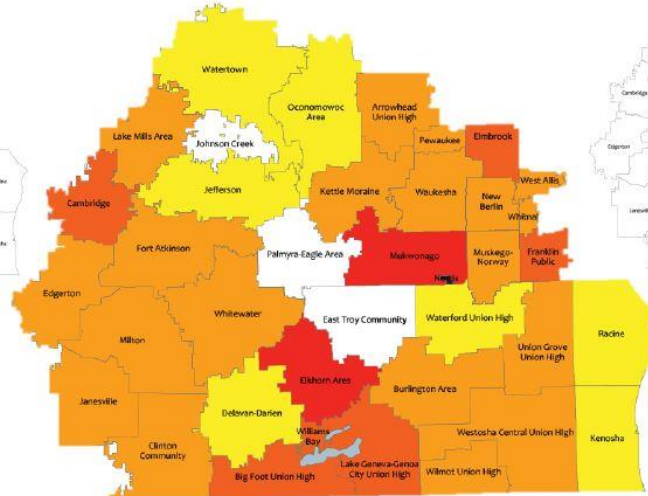


Key Characteristics for Today's School Financial System

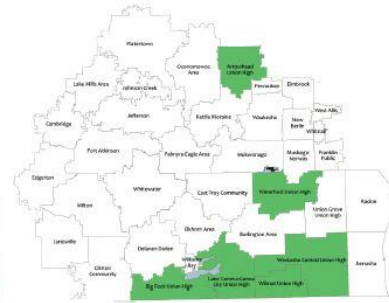
Five factors benefit school districts financially in today's system. Statistically, if a school has more than one of these factors in place, they're likely to benefit more in the state's fiscal structure.



Positive Open Enrollment



Number of Factors 1 Factor 2 Factors 3 Factors 4 Factors



Union High Schools



Enrollment Over 3000



Operational Referendum in Place



Increasing Enrollment



XI: Budget Hearing

By S. 65.90 Wis. Stats, common school districts must hold the public budget hearing at the time and place of the annual meeting.

The proposed is in summary and recommended format in the annual meeting packets.

Residents have an opportunity to comment on the proposed budget.



District Funds

| # | Fund Name | Notes |
|----|---|--|
| 10 | General | Used to record district financial activities for current operations, except those activities required to be accounted for in separate funds. |
| 21 | Special Revenue Trust | Gift / Donations Fund – prudent when project directed by donation will cross fiscal years |
| 27 | Special Education | Exceptional Educational Needs/Federal Handicapped/Other |
| 30 | Debt Services | Irrepealable debt tax levy and related revenues. Principal, interest, and related long-term |
| 38 | Non-referendum Approved Debt Service | Within the revenue limit |
| 39 | Referendum Approved Debt Service | Voter approved, outside of the revenue limit |
| 49 | Capital Projects Fund | Used for transactions financed with bonds, promissory notes issued per statute. |

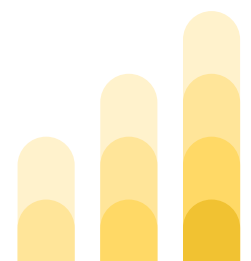
District Funds


| # | Fund Name | Notes |
|----|--------------------------|---|
| 50 | Food Service | Federal regulations require separate accounting for Food Service. Fund deficit must be eliminated through transfer from the General Fund. Fund balance must be retained for use in Food Service. |
| 70 | Trust | These funds are used to account for assets held by the district in a trustee capacity for individuals, private organizations, or other governments. East Troy utilizes this fund for its scholarship donations. |
| 80 | Community Service | Fund established through S. 120.13 and 120.61, Wis. Stats. Allows a school board to permit use of district property for civic purposes. Examples of activities could include adult education, community recreation programs, and/or day care services. Act 20 created new requirements for this Fund for the 2013-14 school year, however starting with the 15-16 school year, the levy freeze and reporting requirements have been discontinued. |



Long Term Debt (As of June 30, 2021)

| | <u>Remaining Principal</u> | <u>Debt Expiration Date</u> |
|----------------|--------------------------------|---------------------------------|
| <u>Fund 39</u> | \$19,260,000 | March 1, 2036 |



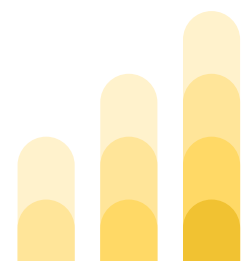


XII: Resolution A (Adoption of Tax Levy)

Sample Resolution for Citizen to make motion:

Please state your name to the clerk prior to making a motion to adopt a resolution

“Mr. Chairperson, be it resolved that there be levied a school tax against all taxable property within the District in the sum of \$15,643,720 necessary to operate and maintain the school system, and to finance the capital outlay and debt service of said system for the 2021-22 school year which budget is approved.”



XIII: Resolution B (Salaries for Board of Education Members)

Sample Resolution for Citizen to make motion:

Please state your name to the clerk prior to making a motion to adopt a resolution

“Mr. Chairperson, may it be resolved that the Board of Education Salaries be set at \$(dollar amount - suggestion \$2,500) for the 2021-22 school term.”

XIV: Resolution C (Set Date & Time for 2022-23 Meeting)

Sample Resolution for Citizen to make motion:

Please state your name to the clerk prior to making a motion to adopt a resolution

“Mr. Chairperson, may it be resolved that the
2022-23 Annual Meeting be set for
September 26, 2022 at 6:00 p.m.”




XV: Resolution D (Acquisition of Real Property)

Sample Resolution for Citizen to make motion:

Please state your name to the clerk prior to making a motion to adopt a resolution

“Mr. Chairperson, may it be resolved that the East Troy Community School District may purchase real property (land and/or buildings).”



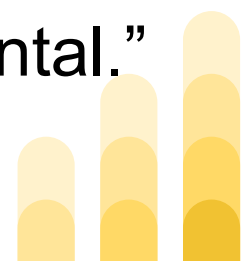


XVI: Resolution E (Leasing of Property)

Sample Resolution for Citizen to make motion:

Please state your name to the clerk prior to making a motion to adopt a resolution

“Mr. Chairperson, may it be resolved that the East Troy Community School District may Lease school sites, buildings, and equipment not needed for school purposes to any person for any lawful use at a reasonable rental.”





XVII: New Business

XVIII: Adjourn

After a short break, the
Regular Meeting of the Board of Education
of September 27, 2021 will be held.

