

School District of New London

September 12, 2011

Budget Hearing Presentation

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SCHOOL DISTRICT OF NEW LONDON

DISTRICT ADMINISTRATION OFFICE

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Dear Community Members,

The turbulent spring of 2011 had a significant impact on the state and local funding for schools. The Governor and State legislators engaged in vigorous activity resulting in massive reductions in State support for public education and major modifications to the collective bargaining law.

While our legislators were slugging it out in Madison, our staff continued to provide a quality educational experience for our students. The Board of Education and the school community made huge concessions reflected in this budget. We also made a firm commitment to not lose sight of our core business . . . the education of our youth. During the initial phase of our budget development, it became apparent that we can no longer do more with less. In fact, as the final calculations from the State became clear, we were faced with a near \$2,000,000 short fall. Now we can not even provide the conveniences we have become accustomed to providing our clients. We must do things differently if we are to meet the promise of our mission: **Success for All Students**.

The changing economics of education in combination with the changing demands on students requires that scarce resources be focused on a clear vision for our schools. It is the framework that has become the foundation upon which we build one vision for our schools. It is the cornerstone that provides the central message from which we can speak with one voice.

To that end, our Board has adopted a new three-year strategic plan to guide the very difficult budget decisions that must be made. The numbers in the 2011-12 budget presented support this plan.

2011-2014 Strategy #1: Maximize Student Achievement:

Focus on how well students are meeting stated academic goals of the district. These goals include Success Indicators adopted by the Board of Education resulting in college or career readiness for all.

Annual Goals in support of this strategy:

- a. Identify and secure resources and tools to improve student achievement.
- b. Implement and consistently use the NINE INSTRUCTIONAL STRATEGIES in every classroom every day.
- c. Provide multiple opportunities for students to demonstrate growing competency in STUDENT SUCCESS INDICATORS that are not easily measured with traditional assessments.
- d. Facilitate and expect students to track their own progress to true learning targets.
- e. Implement instructional blocks in support of literacy, mathematics and intervention in grades 1 - 8.

2011-2014 Strategy #2: Support Rigorous and Relevant Learning Environments:

Use reliable research to improve teaching and learning experiences for all students through a well-articulated curriculum, instructional strategies that will help the learner remember content and apply information and skills to relevant and challenging experiences that are not bound by time or location but are personalized to meet the evolving 21st century learner demands.

Annual Goals in support of this strategy:

- a. Facilitate the development of personalized education supported by clear learning targets and a well-articulated curriculum.
- b. Research, design and prepare for implementation of Career Academies at the High School to begin in fall of 2012.
- c. Maximize the resources of time, technology and talent by creatively seeking greater flexibility in the school day and/or school year.
- d. Effectively synthesize modalities of learning with rigorous and relevant learning experiences.
- e. Develop and implement an electronic grading and reporting system in grades 3, 4 & 5 that is easily accessed and connects instruction, assessment and evaluation of student progress to clear learning targets.

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2011-2014 Strategy #3: Engage in Early Intervention:

Identify, support, and provide assistance at the earliest possible point as needs emerge throughout the educational process to increase the likelihood of success of individual students.

Annual Goals in support of this strategy:

- a. Identify and implement a full continuum of customized Alternative Educational options based on the individual needs of the student.
- b. Monitor the fidelity of the 4-K Community Collaborative model and make necessary transitional modifications to Kindergarten and 1st grade as identified.
- c. Continue the development of processes, resources and staff training to effectively implement Response to Intervention throughout the District by December 2014.
- d. Understand and marshal community, professional and District resources to address mental illness in the school setting.

2011-2014 Strategy #4: Build Staff Capacity:

Support efforts to increase individual and collective skills and competencies of those involved in the district in alignment with district priorities through ongoing and personalized staff development and leadership opportunities with the goal of helping each child reach his/her maximum potential.

Annual Goals in support of this strategy:

- a. Foster collaboration with leadership (Board, Unions, and Administration) to gain shared vision and commitment to the strategic plan for the District (One Voice – One Vision).
- b. Purposefully develop teacher leaders in the district to drive the plan.
- c. Identify and conduct appropriate development activities that will advance the District's strategic plan for all those involved with the educational experience for our students.
- d. Provide all necessary training related to the effective implementation of an electronic grading and reporting linked to learning targets in grades over the next three years.
- e. Provide all necessary training related to the effective implementation of Career Academies over the next three years.
- f. Actively engage in collaborative efforts with others internal and external to the district including teachers, support staff, parents and volunteers to leverage learning and maximize resources.

2011-2014 Strategy #5: Pursue Financial Sustainability:

Operate efficiently by managing expenses and maximizing resources while working to raise quality. Over the long-term advocate for greater local flexibility in the use of resources as well as sustainable revenue sources for Public Education.

Annual Goals in support of this strategy:

- a. Aggressively pursue efficiencies and cost containment while working to secure alternative revenue and/or venture capital.
- b. Actively engage in the process of changing the State Funding Formula to achieve fair and sustainable funding for Public Education while seeking alternative funding sources to supplement and extend available resources.
- c. Work to secure greater flexibility and local control in order to better manage available resources.
- d. Adopt a forecast model to develop a focused long-range plan for sustainability.
- e. Continue to consider options that will position the district to remain adaptable and responsive to emerging developments leading to an expansion in the educational marketplace.

Sincerely,



Bill Fitzpatrick
District Administrator

Introduction and Mission Statement

Introduction

The School District of New London strives to create a budget that is understandable to the community, staff, administration, Board of Education and district tax payers. The goal of our budget is to create the best opportunities/resources for our students and use them in a fiscally responsible matter. We value input from all stakeholders and work hard to create transparency when creating the budget. If you have any questions on any of the documents feel free to contact me at jmarquar@newlondon.k12.wi.us or 982-8530.

Budget Overview

A budget is the key to any successful venture. A school district budget establishes educational objectives, policies, financial constraints, future strategic goals and helps formulate the foundation for successes of not only our students but our families, staff and community.

The 2011-12 budget cycle has been difficult to develop as a District. In fact, the finalization of the budget will continue after the Budget Hearing because student enrollment, official state equalization aid and certification of the levy will not be finalized until October almost two months after we have started school and four months into a new fiscal year.

Economic conditions required new changes and different ways to look at expenditures throughout all facets of the District. The District does not look at this as a negative, but an opportunity to do things differently. This process forces the “change” mindset and is healthy in moving an organization forward. It is important we continue to stress a “One-Voice One-Vision” approach to do what is best for our students even though change is difficult.

As the School District of New London looks to future fiscal years long-range planning is a must. We must look at paying as we go and not pushing expenditures into future years. The Baird Budget Projection Model and development of our Capital Projects, Energy Efficiency and Facilities Committee will assist in this planning.

District Mission Statement

“Achieving the mission of the School District of New London is a responsibility shared by students, families, employees of the district, and the community.

We will be accountable and work together to . . .

- Provide a safe, secure, nurturing environment.
- Establish and maintain school, family, community partnerships.
- Foster students’ developmental assets.
- Ensure that students master the essential curriculum.
- Recruit, develop, and retain a highly qualified staff.
- Model what is expected.
- Value diversity.
- Meet the needs of the future.

Breakdown of District Funds

Fund 10 – General Fund

This includes all financial resources except those that are accounted for in other funds. This fund controls the day-to-day operations of a school district and does not have any sub funds. Over 80 percent our District's total budget is accomplished in this fund.

Fund 20 – Special Projects Fund

This fund class includes funds that account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. There are four sub-funds in Fund 20. The two most significant sub funds to New London are Fund 21 and 27.

Fund 21 – Special Revenue Trust Funds (gifts and donations). This fund is used for district instructional programs and may carry a Fund Balance. The main purpose of this fund is to put dollars in the fund so it does not impact state aid. This fund has about 50 funds that have varying degrees of activity throughout the year. These funds do not come for property taxes.

Fund 23 – TEACH Fund. This fund is used to account for programs funded with loans and grants funded from the TEACH Wisconsin board. This has not been used in our district for a couple of years.

Fund 27 – Special Education Fund. This fund contains all activities related to Special Education. The Included are salaries and benefits, state/federal categorical aid, flow-through and grants related to Special Education. This fund cannot carry a deficit or Fund Balance. Because federal and state categorical aids (revenues) do not subsidize 100% of special education expenditures approximately 60% of local dollars must account for any shortfall. The district transfers dollars from Fund 10 at the conclusion of each fiscal year to zero out the negative balance in this fund. This is typical for every school district in Wisconsin.

Fund 29 - Other Special Project Funds – This fund is used to account for Federal Indian Education and Head Start Revenues. Our district does not use this fund.

Fund 30 – Debt Service Fund

This fund class allows districts to account for the accumulation of resources for and the payment of general long-term debt that includes principal and interest. These funds can carry a Fund Balance.

Districts most common uses are:

Fund 38 – Non-Referendum Debt within the revenue limits. This should be established for debts that are going to be longer than one year. We currently have seven outstanding issues in Fund 38.

Fund 39 – Referendum Debt outside the revenue limits. This is established only if taxpayers agree to exceed the revenue cap. Any debt over one million dollars must be approved by the taxpayer and should be put in this fund. We currently have two outstanding debts in this fund.

Fund 40 – Capital Projects Fund

This fund series primarily uses the Capital Expansion Fund – 41 and Other Capital Projects Fund – 49. During the annual meeting or budget hearing, BOE can designate a specific amount to Fund 41 to fund capital projects. Fund 49 can be used for special building projects such as a stadium where dollars other than taxes are utilized.

Fund 50 – Food Service Fund

This fund includes revenues and expenditures related to food service. Included in this fund are salaries and benefits of food service employees and contracted relationship with *Taher*. Additionally, all other food service activities are included in the accounting of this fund. This fund is closely regulated by federal law and rules Fund 50 must remain its own entity. Expenditures and Revenues are closely monitored to fit the state statute requirements of this use of this fund. This fund can carry a balance but cannot carry a deficit.

Fund 60 – Agency Fund

This fund includes accounts for assets held by the district for pupil organizations. This can include deposits on books, locks or temporarily record non-returnable fees. Districts should keep accurate and detailed records. Districts should also establish board policies related to all activities within this fund. We currently utilize less than 20 funds in Fund 60 – or what I commonly call the “Student Activity Funds.”

Fund 70 – Trust Fund

This fund includes assets held by District as a trustee for individuals, private organizations or other governments. Three of the funds most commonly used are listed below:

Fund 72 – Gifts & Donations not under control of the school board. Commonly this includes scholarships. This fund may have a fund balance. We operate most of our NEWLASS scholarship dollars through this fund.

Fund 73 – Employee Benefit Trust Fund. This fund is created to establish a trust for formal pension plans, benefit plans, etc. The goal of this fund is to set aside funds for future unfunded liabilities. In the Spring of 2011 the BOE adopted the establishment of this fund.

Fund 80 – Community Service Fund

This fund is for activities designed to serve the community. The fund can charge a levy, fees and use specified state or federal funds. Fund 80 can borrow from the general fund, Fund 10. All direct cost such as salaries, benefits supplies and purchased services need to be diligently recorded as this fund is levied outside the revenue cap. We have levied amounts ranging from \$260,000 - \$300,000 in this fund for services to our community.

Fund 90 – Package & Coop Program Fund

This fund class is for multidistrict projects. Records are maintained by fiscal agents and helps distinguish what each district’s share is. We have not used this Fund recently.

Revenue and Expenditure Assumptions

The School District of New London's Administrative Team put together the budget based upon some major assumptions listed below. This budget reflects the variables we believe will be in place for the District to operate in a fiscally responsible manner and carry out our mission to educate all of our students.

Revenue Assumptions

- 7.6% Percent Reduction in State Aid
- 0% increase in property taxes
- -\$526 decrease in Revenue Limit Authority – see Page 15
- Utilization of Ed Job Funds

Expenditure Assumptions

- 15 Certified Staff Retirements
- 7.0 FTE Certified Staff Reductions through attrition
 - To clarify, we replaced 8 retirees and did not replace 7 positions
- 3.5 Support Staff Reductions through attrition
- 1.0 FTE Administrative Staff Reduction through attrition
- Modification to bus leasing program
- Modifications to transportation program
- 5.8% WRS contribution by Certified Staff, Administrators and Non-represented groups
- 12% premium share by Certified Staff
- 5% reduction in utility budget
- 45% increase in Workers Compensation Premium
- Membership Reduction of 76 FTE students
- Net loss of 82 FTE students to Open Enrollment

*2011-12 Budget
Summary of Funds*

EXPENDITURES

	2010-11 Unaudited Activity	2011-12 Proposed Budget	Percent Increase/Decrease
General Fund	\$26,348,213	\$24,757,371	-6.0%
Special Projects	\$3,553,941	\$3,175,289	-10.7%
Debt Service	\$2,338,723	\$2,471,412	5.7%
Food Service	\$1,158,606	\$1,800,000	5.5%
Capital Projects	\$283,981	\$0	-100%
Community Service	\$260,272	\$280,960	7.9%
TOTALS	\$33,943,736	\$32,485,032	-4.3%

REVENUES

	2010-11 Unaudited Activity	2011-12 Proposed Budget	Percent Increase/Decrease
General Fund	\$25,939,771	\$24,757,371	-4.6%
Special Projects	\$3,540,249	\$3,166,522	-10.6%
Debt Service	\$2,385,439	\$2,471,412	3.6%
Food Service	\$1,711,170	\$1,800,000	5.2%
Capital Projects	\$200,050	\$0	-100%
Community Service	\$227,641	\$231,200	1.6%
TOTALS	\$33,464,320	\$32,426,505	-3.1%

*** Revenues and expenditures equal in Fund 10 to create a balanced budget. Special projects, specifically Fund 21, has more expenditures than revenues to spend down fund balance in "Gift Funds." The community service fund, "Fund 80" is also spending a fund balance.*

Analysis of Specific Revenues

	Unaudited Budget 2010-11	Proposed Budget 2011-12	\$ Change 11-12 to 10-11	% Change 11-12 to 10-11
Fund 10 Revenues				
Property Taxes	\$ 7,288,118	\$ 7,165,017	\$ (123,101)	-1.69%
Equalization Aid	\$ 16,219,247	\$ 14,982,747	\$ (1,236,500)	-7.62%
Other Local	\$ 437,260	\$ 377,350	\$ (59,910)	-13.70%
Interest on Investments	\$ 9,607	\$ 45,250	\$ 35,643	371.01%
Other State Sources	\$ 273,233	\$ 258,159	\$ (15,074)	-5.52%
Open Enrollment	\$ 272,149	\$ 307,440	\$ 35,291	12.97%
Federal Sources	\$ 414,231	\$ 439,016	\$ 24,785	5.98%
Medicaid & Ed Jobs	\$ 44,775	\$ 359,507	\$ 314,732	702.92%
Capital Leases & Bus Sale	\$ 688,562	\$ 618,458	\$ (70,104)	-10.18%
Student Activity Sales	\$ 258,432	\$ 230,415	\$ (28,017)	-10.84%
Fund 10 Total	\$ 25,905,614	\$ 24,783,359	\$ (1,122,255)	-4.33%

	Unaudited Budget 2010-11	Proposed Budget 2011-12	\$ Change 11-12 to 10-11	% Change 11-12 to 10-11
Fund 27 Revenues				
Interfund Transfer	\$ 2,075,828	\$ 1,893,144	\$ (182,684)	-8.80%
Handicapped Aid	\$ 630,651	\$ 640,000	\$ 9,349	1.48%
Flow Thru	\$ 642,809	\$ 463,303	\$ (179,506)	-27.93%
Medicaid & Ed Jobs	\$ 114,838	\$ 100,000	\$ (14,838)	-12.92%
CESA Revenue	\$ 15,968	\$ 9,000	\$ (6,968)	-43.64%
Fund 27 Total	\$ 3,480,094	\$ 3,105,447	\$ (374,647)	-10.77%

Fund 10 & 27 Total	\$ 29,385,708	\$ 27,888,806	\$ (1,496,902)	-5.37%
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Analysis of Specific Expenditures

Fund 10 Expenditures	Unaudited Budget 2010-11	Proposed Budget 2011-12	\$ Change 11-12 to 10-11	% Change 11-12 to 10-11
Salaries	\$ 11,294,029	\$ 10,428,467	\$ (865,562)	-7.66%
Benefits	\$ 6,508,848	\$ 6,175,779	\$ (333,069)	-5.12%
Purchased Services	\$ 3,043,346	\$ 3,105,910	\$ 62,564	2.06%
Non Capital Objects	\$ 1,151,618	\$ 1,121,678	\$ (29,940)	-2.60%
Capital Objects	\$ 778,062	\$ 530,433	\$ (247,629)	-31.83%
Principal and Interest	\$ 991,676	\$ 1,170,785	\$ 179,109	18.06%
Insurance	\$ 176,239	\$ 259,870	\$ 83,631	47.45%
Interfund Transfer	\$ 2,075,828	\$ 1,893,144	\$ (182,684)	-8.80%
Dues and Fees	\$ 126,545	\$ 54,710	\$ (71,835)	-56.77%
Property Tax	\$ 149,915	\$ 16,595	\$ (133,320)	-88.93%
Total Fund 10 Expenditures	\$ 26,296,106	\$ 24,757,371	\$ (1,538,735)	-5.85%

Fund 27 Expenditures	Unaudited Budget 2010-11	Proposed Budget 2011-12	\$ Change 11-12 to 10-11	% Change 11-12 to 10-11
Salaries	\$ 2,002,481	\$ 1,734,251	\$ (268,230)	-13.39%
Benefits	\$ 1,088,219	\$ 967,744	\$ (120,475)	-11.07%
Purchased Services	\$ 347,765	\$ 361,445	\$ 13,680	3.93%
Non Capital Objects	\$ 36,719	\$ 29,646	\$ (7,073)	-19.26%
Capital Objects	\$ 1,612	\$ 5,361	\$ 3,749	232.57%
Principal and Interest	\$ -	\$ -	\$ -	-
Insurance	\$ 2,852	\$ 4,150	\$ 1,298	45.51%
Interfund Transfer	\$ -	\$ -	\$ -	-
Dues and Fees	\$ 446	\$ 3,750	\$ 3,304	740.75%
Total Fund 27 Expenditures	\$ 3,480,094	\$ 3,106,347	\$ (373,747)	-10.74%
Total Fund 10 & 27	\$ 29,776,200	\$ 27,863,718	\$ (1,912,482)	-6.86%

Narrative Detail of Specific Revenues

Local Property Taxes

This includes taxes levied to 14 municipalities for the 2011-12 Budget for the school district portion of property taxes. Taxes include: property taxes, property tax chargebacks and mobile home tax. This does not include property tax levies for Funds 38, 39 and 80.

State Equalization Aid

This is the state aid captured by the School District of New London. This is based upon equalized value, cost of operating the district and amount per child in guaranteed revenue. This amount is determined during the biennium budgets from the State of Wisconsin.

Other Local Revenues

This includes student fees, rentals, fines, athletic admissions and other gate receipts, supplies sold for resale and any other revenue generated locally by the school district.

Interest on Investments

This is the revenue generated by working with state statutes and Board policy for acceptable methods to invest funds for the District.

Open Enrollment

This is revenue generated by students attending the School District of New London that do not live within the boundaries of the district by following the rules of open enrollment. This revenue is received from the resident school district of the student.

Federal Sources

This is the amount of reimbursement from the Federal Government for reimbursement for approved grants and other federal programs such as ESEA and ARRA dollars that expire in 2011.

Education Jobs Fund

This is the allocation of federal assistance that provided \$10 billion in assistance to states to save or create education jobs from 2010-2012.

Capital Leases

This is revenue that is not "real" dollars but must be accounted for in the District's ledger. These are funds supplied by a financial institution and function as a loan we make payments on until the lease is paid in full and thus we own the equipment.

Student Activity Sales

This revenue is generated by our student activity groups and is often used to offset costs of operating each group. Activities include fundraisers, hosting events and selling other items from a student led organization supervised by a faculty member.

Interfund Transfer

Funds such as the Special Education fund are not allowed to operate with a deficit thus funds are transferred from the general operating fund, Fund 10, to balance the fund.

Handicapped Aid

This aid is a prorated amount of expenditures for expenditures that are "aidable." This percent ranges from 27-28% of eligible expenditures in our Special Education Program.

Flow Thru and Preschool

There are entitlements based upon our student population's eligibility and special education needs

CESA Revenue

This is aid transferred back to the school district in exchange for them providing us with services. This revenue for assistance they provide us with EEN services.

Narrative Detail of Specific Expenditures

Salaries

This includes salaries for all employees on payroll for the School District of New London before deductions.

Benefits

This includes all fringe benefits (both mandatory/non-mandatory) for employees receiving this benefit by being an employee of the District.

Purchased Services

This includes amounts paid to other entities/vendors not on the payroll of the District for services performed for the District. Specific examples include: utilities, insurance, audits, legal fees, equipment repair, transportation and building repairs, CESA contracts/services, postage and employee travel.

Also, included in purchased services is the open enrollment expenditure. The District's student count, or membership, includes all eligible school age children in the New London boundaries attending a public school. *Private and home school children are not counted as a part of membership.*

If a student attends another public school, the School District of New London owes that school district for providing education to that student. This amount is set by DPI and typically ranges between \$6,500 and \$7,000 per member.

Non-Capital Objects

This includes "consumables" or supplies for instruction, maintenance, athletics, custodial, textbooks/workbooks, library resources and office supplies for school offices.

Capital Objects

This includes major equipment additions, land purchase, vehicle purchase and many "fixed" assets that are purchased.

Debt Retirement

This includes amounts paid to borrow money for cash flow purposes, principal and lease payments.

Insurance/Judgments

This includes property, casualty, automobile, liability, workers' compensation and other necessary insurance payments by the District.

Inter-Fund Transfers

This is transferred money to funds that cannot operate with a positive/deficit balance. The District makes an inter-fund transfer to the Special Education fund every year.

Other Objects

Dues and fees to other entities. Examples include: professional organizations, consortium memberships and dues to attend conferences.

Debt Issues

Fund 38 – Non-Referendum Debt

The district has seven outstanding debts -- please note, these are inside the revenue limit calculation. Below is a list of those debts and their expiration.

1. Operational Loan - \$250,000
 - a. \$115,208 P&I Outstanding
 - b. 6.0% Interest Rate
 - c. Expires 3-15-2014
2. Curriculum Loan - \$320,000
 - a. \$191,452 P&I Outstanding
 - b. 4.17% Interest Rate
 - c. Expires 10-20-2014
3. Readfield Property Purchase - \$160,000
 - a. \$121,294 P&I Outstanding
 - b. 3.8% Interest Rate
 - c. Expires 11-1-2014
4. Middle School Gym Floor - \$150,000
 - a. \$144,665 P&I Outstanding
 - b. 3.7% Interest Rate
 - c. Expires 5-15-2018
5. Stadium - \$1,750,000
 - a. \$2,307,456 P&I Outstanding
 - b. 4.0% Interest Rate
 - c. Expires 7-1-2019
6. Parkview Addition - \$200,000
 - a. \$217,656 P&I Outstanding
 - b. 4.0% Interest Rate
 - c. Expires 7-1-2019
7. Lincoln Property - \$200,000
 - a. \$239,684 P&I Outstanding
 - b. 3.5% Interest Rate
 - c. Expires 3-15-20

Fund 39 – Referendum Debt

The district has two outstanding debts. Below is a list of those debts and their expiration.

1. Lincoln - \$3,200,000
 - a. \$551,875 P&I Outstanding
 - b. 5.0% Interest Rate
 - c. Expires 10-1-2012
2. High School - \$19,625,000
 - a. \$17,341,809 P&I Outstanding
 - b. 3.625 Interest Rate – Callable in 2015
 - c. Expires 10-1-2018

Spreading the Burden

The District worked to make sure the projected \$2,000,000 shortfall was distributed throughout as many core areas as possible to submit a balanced budget for 2011-12. Below are ten areas listed with a percent reduction of budgeted expenditures from 2010-11.

1. *Certified Staff*
 - a. 8.7% reduction of total budget
2. *Support Staff*
 - a. 2.7% reduction of total budget
3. *Non-Represented Staff*
 - a. 4.1% reduction of total budget
4. *Administrative Staff*
 - a. 11.2% reduction of total budget
5. *Transportation Routes and Bus Purchase*
 - a. 5.9% reduction of total budget
6. *Utilities**
 - a. 5% reduction of 2010-11 actual budget
 - b. We are working on a building incentives to reduce usage
7. *Supplies*
 - a. 2.6% reduction of total budget
8. *Athletics & Activities*
 - a. 4.0% reduction of total budget
9. *Substitutes*
 - a. 16% reduction of total budget
10. *Purchased Service Agreement for One Teacher at a Time*
 - a. 20% reduction of total budget

The list above is not the only areas that saw a restructuring of expenditures. As the introduction of the budget hearing document states, the District continues to look at all expenditures. We have modified service agreements, technology purchases, telephone service just to name a few and will continue to push “Need to Have” and not “Nice to Have” policies.

Dwindling Resources

There were expenses that were not able to be reduced. Insurance, building maintenance, fuel, open enrollment, leasing debt are examples where there is an increase in expenditures. We also have diminishing revenue sources from state programs and we will see the elimination of the Ed Jobs dollars after this fiscal year.

Our organization will continue to look at ways to become more efficient. We are committed to our core mission of success for all students. We are also committed to the families we serve and provide those services. We are proposing a budget that best achieves those and within the limitations of funding that our state and local taxpayers are willing to provide.



BUDGET PUBLICATION, 2011-2012
Required Published Budget Summary Format

*The School District of New London will hold a budget hearing for qualified electors on **September 12, 2011, at 6:00 p.m.** at the school administrative office located at 901 W. Washington Street, New London, WI. A more detailed budget format may be viewed weekdays at the district office from 8:00 - 4:00, or by visiting www.newlondon.k12.wi.us.*

GENERAL FUND	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
Beginning Fund Balance	1,566,010.16	1,452,027.33	1,043,585.51
Ending Fund Balance	1,452,027.33	1,043,585.51	1,044,485.51
REVENUES & OTHER FINANCING SOURCES			
Transfers-In (Source 100)	0.00	0.00	0.00
Local Sources (Source 200)	7,805,169.57	7,994,835.96	7,782,294.00
Inter-district Payments (Source 300 + 400)	218,783.73	272,149.00	307,440.00
Intermediate Sources (Source 500)	14,678.84	11,954.73	10,000.00
State Sources (Source 600)	15,180,380.10	16,492,479.61	15,240,906.00
Federal Sources (Source 700)	1,383,976.49	447,050.81	788,523.00
All Other Sources (Source 800 + 900)	1,124,743.41	721,301.04	629,108.00
TOTAL REVENUES & OTHER FINANCING SOURCES	25,727,732.14	25,939,771.15	24,758,271.00
EXPENDITURES & OTHER FINANCING USES			
Instruction (Function 100 000)	13,089,681.27	13,145,142.07	11,429,995.00
Support Services (Function 200 000)	10,670,948.57	10,304,127.74	10,513,278.00
Non-Program Transactions (Function 400 000)	2,081,085.13	2,898,943.16	2,814,098.00
TOTAL EXPENDITURES & OTHER FINANCING USES	25,841,714.97	26,348,212.97	24,757,371.00

SPECIAL PROJECTS FUND	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
Beginning Fund Balance	142,101.40	48,450.14	34,757.68
Ending Fund Balance	48,450.14	34,757.68	25,990.68
REVENUES & OTHER FINANCING SOURCES	3,266,482.19	3,540,248.77	3,166,522.00
EXPENDITURES & OTHER FINANCING USES	3,360,133.45	3,553,941.23	3,175,289.00

DEBT SERVICE FUND	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
Beginning Fund Balance	563,506.54	540,441.12	587,157.09
Ending Fund Balance	540,441.12	587,157.09	556,482.09
REVENUES & OTHER FINANCING SOURCES	2,233,522.34	2,385,438.68	2,440,737.00
EXPENDITURES & OTHER FINANCING USES	2,256,587.76	2,338,722.71	2,471,412.00

CAPITAL PROJECTS FUND	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
Beginning Fund Balance	(256,261.17)	87,600.00	3,668.70
Ending Fund Balance	87,600.00	3,668.70	3,668.70
REVENUES & OTHER FINANCING SOURCES	2,103,792.93	200,050.00	0.00
EXPENDITURES & OTHER FINANCING USES	1,759,931.76	283,981.30	0.00

FOOD SERVICE FUND	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
Beginning Fund Balance	45,324.92	77,021.19	89,585.62
Ending Fund Balance	77,021.19	89,585.62	89,585.62
REVENUES & OTHER FINANCING SOURCES	1,242,397.68	1,171,169.94	1,180,000.00
EXPENDITURES & OTHER FINANCING USES	1,210,701.41	1,158,605.51	1,180,000.00

COMMUNITY SERVICE FUND	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
Beginning Fund Balance	67,631.17	72,855.11	40,224.48
Ending Fund Balance	72,855.11	40,224.48	(9,535.52)
REVENUES & OTHER FINANCING SOURCES	300,464.20	227,641.00	231,200.00
EXPENDITURES & OTHER FINANCING USES	295,240.26	260,271.63	280,960.00

PACKAGE & COOPERATIVE PROGRAM FUND	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
Beginning Fund Balance	0.00	0.00	0.00
Ending Fund Balance	0.00	0.00	0.00
REVENUES & OTHER FINANCING SOURCES	0.00	0.00	0.00
EXPENDITURES & OTHER FINANCING USES	0.00	0.00	0.00

Total Expenditures and Other Financing Uses

ALL FUNDS	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
GROSS TOTAL EXPENDITURES -- ALL FUNDS	34,724,309.61	33,943,735.35	31,865,032.00
Interfund Transfers (Source 100) - ALL FUNDS	1,575,399.13	2,075,827.75	1,893,144.00
Refinancing Expenditures (FUND 30)	0.00	0.00	0.00
NET TOTAL EXPENDITURES -- ALL FUNDS	33,148,910.48	31,867,907.60	29,971,888.00
PERCENTAGE INCREASE -- NET TOTAL FUND EXPENDITURES FROM PRIOR YEAR		-3.86%	-5.95%

PROPOSED PROPERTY TAX LEVY

FUND	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
General Fund	7,230,612.00	7,254,579.00	7,107,946.00
Referendum Debt Service Fund	2,011,575.00	2,083,481.00	2,188,731.00
Non-Referendum Debt Service Fund	220,644.00	226,537.00	251,656.00
Capital Expansion Fund	0.00	0.00	0.00
Community Service Fund	271,050.00	190,000.00	190,000.00
TOTAL SCHOOL LEVY	9,733,881.00	9,754,597.00	9,738,333.00
PERCENTAGE INCREASE -- TOTAL LEVY FROM PRIOR YEAR		0.21%	-0.17%

The below listed new or discontinued programs have a financial impact on the proposed 2011-2012 budget:

DISCONTINUED PROGRAMS	FINANCIAL IMPACT
NEW PROGRAMS	FINANCIAL IMPACT

New Fund Balance Classifications

Effective July 1, 2010, The Government Accounting Standards Board, issued GASB 54 *Fund Balance Governmental Reporting and Fund Type Definitions*, which requires districts to classify fund balances into the following specifically defined classifications . Districts are not required to restate 2009-2010 fund balances.

BUDGET ADOPTION 2011-12			
GENERAL FUND (FUND 10)	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
Beginning Fund Balance (Account 930 000)	1,566,010.16	1,452,027.33	1,043,585.51
Ending Fund Balance, Nonspendable (Acct. 935 000)		0.00	0.00
Ending Fund Balance, Restricted (Acct. 936 000)		0.00	0.00
Ending Fund Balance, Committed (Acct. 937 000)		1,452,027.33	1,043,585.51
Ending Fund Balance, Assigned (Acct. 938 000)		0.00	0.00
Ending Fund Balance, Unassigned (Acct. 939 000)		0.00	0.00
TOTAL ENDING FUND BALANCE (ACCT. 930 000)	1,452,027.33	1,043,585.51	1,044,485.51
REVENUES & OTHER FINANCING SOURCES			
100 Transfers-in	0.00	0.00	0.00
Local Sources	7,254,285.96	7,288,118.11	7,139,929.00
210 Taxes			
240 Payments for Services	43,947.17	45,766.90	38,000.00
260 Non-Capital Sales	202,315.16	258,431.94	230,415.00
270 School Activity Income	144,625.70	204,978.02	185,700.00
280 Interest on Investments	7,852.62	9,606.67	45,250.00
290 Other Revenue, Local Sources	152,142.96	187,934.32	143,000.00
Subtotal Local Sources	7,805,169.57	7,994,835.96	7,782,294.00
Other School Districts Within Wisconsin	0.00	0.00	0.00
310 Transit of Aids			
340 Payments for Services	218,783.73	271,299.00	307,440.00
380 Medical Service Reimbursements	0.00	0.00	0.00
390 Other Inter-district, Within Wisconsin	0.00	850.00	0.00
Subtotal Other School Districts within Wisconsin	218,783.73	272,149.00	307,440.00
Other School Districts Outside Wisconsin	0.00	0.00	0.00
440 Payments for Services			
490 Other Inter-district, Outside Wisconsin	0.00	0.00	0.00
Subtotal Other School Districts Outside Wisconsin	0.00	0.00	0.00
Intermediate Sources	14,678.84	11,954.73	10,000.00
510 Transit of Aids			
530 Payments for Services from CCDEB	0.00	0.00	0.00
540 Payments for Services from CESA	0.00	0.00	0.00
580 Medical Services Reimbursement	0.00	0.00	0.00
590 Other Intermediate Sources	0.00	0.00	0.00
Subtotal Intermediate Sources	14,678.84	11,954.73	10,000.00
State Sources	214,753.00	223,542.09	212,659.00
610 State Aid -- Categorical			
620 State Aid -- General	14,882,658.00	16,219,247.00	14,982,747.00
630 DPI Special Project Grants	52,808.78	4,089.15	3,500.00
640 Payments for Services	0.00	0.00	0.00
650 Student Achievement Guarantee in Education (SAGE Grant)	0.00	0.00	0.00
660 Other State Revenue Through Local Units	10,643.32	14,325.99	12,000.00
690 Other Revenue	19,517.00	31,275.38	30,000.00
Subtotal State Sources	15,180,380.10	16,492,479.61	15,240,906.00
Federal Sources	831,827.00	0.00	0.00
710 Transit of Aids			
720 Impact Aid	0.00	0.00	0.00
730 DPI Special Project Grants	170,949.87	120,007.17	101,018.00
750 IASA Grants	379,237.62	282,269.06	327,998.00
760 JTPA	0.00	0.00	0.00
770 Other Federal Revenue Through Local Units	1,962.00	0.00	0.00
780 Other Federal Revenue Through State	0.00	44,774.58	359,507.00

790 Other Federal Revenue - Direct	0.00	0.00	0.00
Subtotal Federal Sources	1,383,976.49	447,050.81	788,523.00
Other Financing Sources	0.00	0.00	0.00
850 Reorganization Settlement			
860 Compensation, Fixed Assets	160,060.75	98,264.02	141,598.00
870 Long-Term Obligations	903,527.00	590,298.00	476,860.00
Subtotal Other Financing Sources	1,063,587.75	688,562.02	618,458.00
Other Revenues	979.03	0.00	0.00
960 Adjustments			
970 Refund of Disbursement	40,842.00	25,824.00	3,600.00
980 Medical Service Reimbursement	0.00	0.00	0.00
990 Miscellaneous	19,334.63	6,915.02	7,050.00
Subtotal Other Revenues	61,155.66	32,739.02	10,650.00
TOTAL REVENUES & OTHER FINANCING SOURCES	25,727,732.14	25,939,771.15	24,758,271.00
EXPENDITURES & OTHER FINANCING USES			
Instruction	5,427,541.41	5,672,876.15	4,942,267.00
110 000 Undifferentiated Curriculum			
120 000 Regular Curriculum	5,277,492.87	5,204,595.30	4,537,720.00
130 000 Vocational Curriculum	814,838.96	792,586.43	640,460.00
140 000 Physical Curriculum	800,004.14	720,037.89	612,850.00
160 000 Co-Curricular Activities	324,295.52	295,757.35	308,914.00
170 000 Other Special Needs	445,508.37	459,288.95	387,784.00
Subtotal Instruction	13,089,681.27	13,145,142.07	11,429,995.00
Support Sources	645,425.08	635,568.56	682,180.00
210 000 Pupil Services			
220 000 Instructional Staff Services	981,962.32	1,016,462.89	943,813.00
230 000 General Administration	393,577.14	382,604.16	394,867.00
240 000 School Building Administration	1,504,003.75	1,530,994.43	1,540,571.00
250 000 Business Administration	4,757,022.55	4,322,641.50	4,088,169.00
260 000 Central Services	507,991.01	377,262.56	283,064.00
270 000 Insurance & Judgments	165,780.16	171,376.08	228,960.00
280 000 Debt Services	817,373.93	991,675.71	1,170,785.00
290 000 Other Support Services	897,812.63	875,541.85	1,180,869.00
Subtotal Support Sources	10,670,948.57	10,304,127.74	10,513,278.00
Non-Program Transactions	1,575,399.13	2,075,827.75	1,893,144.00
410 000 Inter-fund Transfers			
430 000 Instructional Service Payments	499,898.59	673,199.97	904,359.00
490 000 Other Non-Program Transactions	5,787.41	149,915.44	16,595.00
Subtotal Non-Program Transactions	2,081,085.13	2,898,943.16	2,814,098.00
TOTAL EXPENDITURES & OTHER FINANCING USES	25,841,714.97	26,348,212.97	24,757,371.00

SPECIAL PROJECT FUNDS (FUNDS 21, 23, 27, 29)	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
900 000 Beginning Fund Balance	142,101.40	48,450.14	34,757.68
900 000 Ending Fund Balance	48,450.14	34,757.68	25,990.68
TOTAL REVENUES & OTHER FINANCING SOURCES	3,266,482.19	3,540,248.77	3,166,522.00
100 000 Instruction	2,491,979.94	2,666,759.23	2,346,694.00
200 000 Support Services	737,321.98	887,182.00	666,900.00
400 000 Non-Program Transactions	130,831.53	0.00	161,695.00
TOTAL EXPENDITURES & OTHER FINANCING USES	3,360,133.45	3,553,941.23	3,175,289.00

DEBT SERVICE FUND (FUNDS 38, 39)	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
900 000 Beginning Fund Balance	563,506.54	540,441.12	587,157.09
900 000 ENDING FUND BALANCES	540,441.12	587,157.09	556,482.09
TOTAL REVENUES & OTHER FINANCING SOURCES	2,233,522.34	2,385,438.68	2,440,737.00
281 000 Long-Term Capital Debt	2,223,983.60	2,307,639.38	2,441,849.00
282 000 Refinancing	0.00	0.00	0.00
283 000 Operational Debt	32,604.16	31,083.33	29,563.00
285 000 Post Employment Benefit Debt	0.00	0.00	
289 000 Other Long-Term General Obligation Debt	0.00	0.00	0.00
400 000 Non-Program Transactions	0.00	0.00	
TOTAL EXPENDITURES & OTHER FINANCING USES	2,256,587.76	2,338,722.71	2,471,412.00
842 000 INDEBTEDNESS, END OF YEAR	21,206,148.65	18,867,425.94	16,596,013.94

CAPITAL PROJECTS FUND (FUNDS 41, 48, 49)	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
900 000 Beginning Fund Balance	(256,261.17)	87,600.00	3,668.70
900 000 Ending Fund Balance	87,600.00	3,668.70	3,668.70
TOTAL REVENUES & OTHER FINANCING SOURCES	2,103,792.93	200,050.00	0.00
100 000 Instructional Services	0.00	0.00	0.00
200 000 Support Services	1,759,931.76	283,981.30	0.00
300 000 Community Services	0.00	0.00	0.00
400 000 Non-Program Transactions	0.00	0.00	0.00
TOTAL EXPENDITURES & OTHER FINANCING USES	1,759,931.76	283,981.30	0.00

FOOD SERVICE FUND (FUND 50)	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
900 000 Beginning Fund Balance	45,324.92	77,021.19	89,585.62
900 000 ENDING FUND BALANCE	77,021.19	89,585.62	89,585.62
TOTAL REVENUES & OTHER FINANCING SOURCES	1,242,397.68	1,171,169.94	1,180,000.00
200 000 Support Services	1,210,701.41	1,158,605.51	1,180,000.00
400 000 Non-Program Transactions	0.00	0.00	0.00
TOTAL EXPENDITURES & OTHER FINANCING USES	1,210,701.41	1,158,605.51	1,180,000.00

COMMUNITY SERVICE FUND (FUND 80)	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
900 000 Beginning Fund Balance	67,631.17	72,855.11	40,224.48
900 000 ENDING FUND BALANCE	72,855.11	40,224.48	(9,535.52)
TOTAL REVENUES & OTHER FINANCING SOURCES	300,464.20	227,641.00	231,200.00
200 000 Support Services	62,011.30	160,984.24	130,960.00
300 000 Community Services	233,228.96	99,287.39	150,000.00
400 000 Non-Program Transactions	0.00	0.00	0.00
TOTAL EXPENDITURES & OTHER FINANCING USES	295,240.26	260,271.63	280,960.00

PACKAGE & COOPERATIVE PROGRAM FUND (FUNDS 91, 93, 99)	Audited 2009-2010	Unaudited 2010-2011	Budget 2011-2012
900 000 Beginning Fund Balance	0.00	0.00	0.00
900 000 ENDING FUND BALANCE	0.00	0.00	0.00
TOTAL REVENUES & OTHER FINANCING SOURCES	0.00	0.00	0.00
100 000 Instruction	0.00	0.00	0.00
200 000 Support Services	0.00	0.00	0.00
400 000 Non-Program Transactions	0.00	0.00	0.00
TOTAL EXPENDITURES & OTHER FINANCING USES	0.00	0.00	0.00

Line 1: 2010-2011 Base Revenue = **23,593,731**
 Line 1 Amnt May Not Exceed Line 9-Line 7B of Final 10-11 Revenue Limit.

2010-11 General Aid Certification (10-11 line 12A)	+	16,219,247
2010-11 Computer Aid Received (Src 691)	+	29,470
2010-11 Hi Pov Aid (10-11 line 12B)	+	0
2010-11 Fnd 10 Levy Cert (10-11 in 18, levy 10 Src 21)	+	7,118,477
2010-11 Fnd 38 Levy Cert (10-11 in 14B, levy 38 Src 2)	+	226,537
2010-11 Fnd 41 Levy Cert (10-11 in 14C, levy 41 Src 2)	+	0
2010-11 Aid Penalty for Over Levy (10-11 Results)	-	0
2010-11 Penalty for Unspent Energy Exemption	-	0
2010-11 Lev for 10-11 Non-Recurring Exemptions. Enter amnt used.	-	0

2010-11 Total Levy for All Non-Recurring Exemptions (Non-Recurring Referenda, Declining Enrollment, Line 7B Hold Harmless, Energy Efficiency) = **0**

September & Summer FTE Membership Averages

Count Ch. 220 Inter-District Resident Transfer Pupils @ 75%.

Line 2: Base Avg: (08+.4ss)+(09+.4ss)+(10+.4ss) / 3 = **2,464**

	2008	2009	2010
Summer fte:	55	55	50
% (40,40,40)	22	22	20
Sept fte:	2,406	2,416	2,505
Total fte	2,428	2,438	2,525

Line 6: Curr Avg: (09+.4ss)+(10+.4ss)+(11+.4ss) / 3 = **2,471**

	2009	2010	2011
Summer fte:	55	50	50
% (40,40,40)	22	20	20
Sept fte:	2,416	2,505	2,429
Total fte	2,438	2,525	2,449

Line 10B: Declining Enrollment Exemption =

Average FTE Loss (Line 2 - Line 6, if > 0) X 1.00 =

X (Line 5, Maximum 2011-2012 Revenue per Memb) = Non-Recurring Exemption Amount:

Line 18: State Aid for Exempt Computers =
 Line 18 = A X (Line 17 / C) (to 8 decimals)

2011 Property Values (estimate until 10/11)	Required
A. 2011 Exempt Computer Property Valuation	2,958,300
B. 2011 TIF-Out Tax Apportionment Equalized Valuation	979,206,760
C. 2011 TIF-Out Value plus Exempt Computers (A + B)	982,165,060

Computer aid replaces a portion of proposed Fund 10 Levy

Src 691 = Computer Value X (Proposed Levy / (TIF-Out Val + Computer Value))

Districts are responsible for the integrity of the revenue limit data and computation. Data appearing in this spreadsheet reflects information submitted to the Department and is unaudited.

2011-2012 Revenue Limit Worksheet

1. 2010-11 Base Revenue (Funds 10, 38, 41)	(from left)	23,593,731
2. Base Sept Membership Avg (08+.4ss, 09+.4ss, 10+.4ss/3)	(from left)	2,464
3. 2010-11 Base Revenue Per Member (Ln 1 / Ln2)	(with cents)	9,575.38
4. 2011-12 Per Member Change (A+B)		-526.65
A. Allowed Per Pupil Change (Ln 3 x -0.055)		0
B. Low Rev Incr ((9,000 - (3 + 4A))-4C) Not < 0		0.00
C. Low Rev Dist in CCDEB (Enter DPI Adjustment)		
5. 2011-12 Maximum Revenue / Memb (Ln 3 + Ln 4)	(from left)	9,048.73
6. Current Membership Avg (09+.4ss, 10+.4ss, 11+.4ss/3)	(rounded)	2,471
7. 2011-12 Rev Limit, No Exemptions (Ln 5 x Ln 6) + Ln 7A	(rounded)	22,359,412
A. Hold Harm Non-Recurr Exemption from 2010-11		0
8. Total Recurring Exemptions (A+B+C+D+E)		0
A. Prior Year Carryover		0
B. Transfer of Service (if negative, include sign)		0
C. Transfer of Territory (if negative, include sign)		0
D. Federal Impact Aid Loss (2009-10 to 2010-11)		0
E. Recurring Referenda to Exceed (If 11-12 is first year)		0
9. 2011-12 Limit with Recurring Exemptions (Ln 7 + Ln 8)		22,359,412
10. Total 2011-12 Non-Recurring Exemptions (A+B+C+D)		0
A. Non-Recurring Referenda, to Exceed 2011-12 Limit		0
B. Declining Enrollment Exempt for 11-12 (from left)		0
C. Energy Efficiency Exemption for 11-12		0
D. Adjustment for Refunded or Rescinded Taxes, 2011-12		0
11. 2011-12 Revenue Limit With All Exemptions (Ln 9 + Ln 10)		22,359,412
12. Total Aid to be Used in Computation (12A + 12B)		14,982,747
A. JULY 1 Estimated 2011-12 General Aid		0
B. Est. State Aid to High Poverty Districts (not all dists)		0
REMEMBER TO WAIT FOR THE OCT 15 CERT BEFORE SETTING THE LEVY.		
13. Allowable Limited Revenue: (Line 11 - Line 12)		7,376,665
(10, 38, 41 Levies + Src 691. Src 691 is DOR Computer Aid.)		
14. Total Limited Revenue To Be Used (A+B+C)	Not > line 13	7,376,665
Entries Required Below: Amnts Needed by Purpose and Fund:		
A. Gen Operations: Fnd 10 including Src 211 & Src 691	(Proposed Fund 10)	7,125,009
B. Non-Referendum Debt (inside limit) Fnd 38 Src 210	(to Budget Rpt)	251,656
C. Capital Exp, Annual Meeting Approved: Fnd 41 Src 210	(to Budget Rpt)	
15. Total Revenue from Other Levies	(A+B+C+D):	2,138,731
A. Referendum Apprvd Debt (Non Fund 38 Debt-Src 210)	(to Budget Rpt)	190,000
B. Community Services (Fnd 80 Src 210)	(to Budget Rpt)	12,358
C. Prior Year Levy Chargeback (Src 212)	(to Budget Rpt)	0.00
D. Other Levy Revenue - Milwaukee & Kenosha Only	(to Budget Rpt)	0.00
16. Total Estimated Low Revenue Ceiling Aid (Ln 16B x Ln 6)		0.00
A. Addl. Low Revenue Ceiling per Member Levied (max \$100)	(to Budget Rpt)	0.00
B. Low Revenue Ceiling Aid per Member (Ln 16A x 40%, max \$40)		
17. Total Levy + Src 691, "Proposed Levy" (Ln 14 + Ln 15 - Ln 16)		9,767,754
18. Est. Src 691 (Comp Aid) Based on Ln 16 & Values Entered	(to Budget Rpt)	29,421
19. Fnd 10 Src 211 (Ln 14A-Ln 17-Ln 18), 2011-12 Budget		7,095,588
Line 19 (not 14A) is the Fund 10 Levy certified by the Board.		
20. Total Fall, 2011 All Fund Tax Levy (14B + 14C + 15 + 19)		9,738,333
Line 20 is the total levy to be apportioned in the PI-401.	Levy Rate =	0.00994512
21. Fund 30 Src 210 (38 + Non-38) (Ln 14B + Ln 15A)		2,440,387

