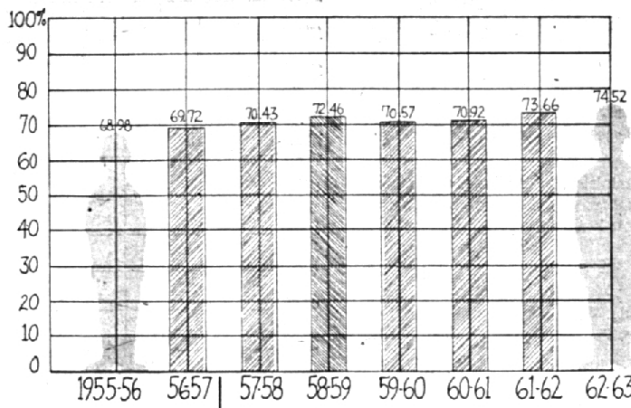


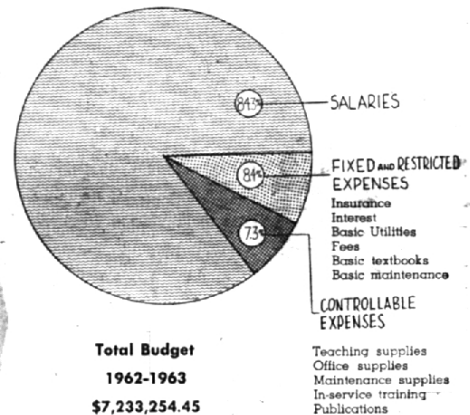
FINANCE

**ANNUAL % OF TOTAL BUDGET
Allocated for Instruction**

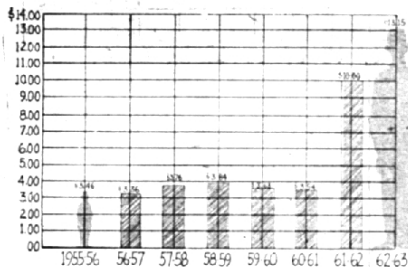


- Salaries, Instructional Personnel
- Books — Text and libraries
- Teaching Supplies
- Guidance and Testing Materials
- Professional Growth
- In-Service Training
- Research in Instruction
- Office Supplies

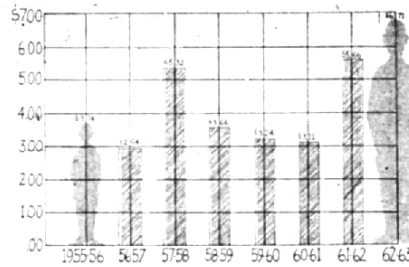
Where The School Dollar Goes



**DOLLARS PER STUDENT
Allocated for Textbooks**



**DOLLARS PER STUDENT
Allocated for Libraries**



Along with the increased emphasis on improving the quality of our educational program there has been parallel emphasis on modernizing business procedures. These include more detailed accounting procedures, improved insurance coverage, construction of a new receiving and storage building, handling of investments funds, improving the financial rating of our district and a pilot program using electronic data processing equipment.

Accounting procedures have been modernized. The system has been expanded from about 50 major accounts to well over 500, thus providing accurate detail quickly and making the pinpointing of item costs possible. Bills are being paid much more rapidly. A complete follow-up program on accounts receivable has been established. Cost accounting has been instituted and detail is now available showing the cost of operating units (such as departments, individual buildings, specific educational programs) within the school system. It is now possible to supply each administrator with his individual budget and to provide him with periodic reports on how much he has spent. This assists him in keeping his expenditures within his budget.

Funds are invested as soon as they are received in the business office. Investing of available funds is now done so as to earn the maximum interest rate for the maximum amount of time.

A study of the use of electronic data processing equipment has been instituted. The efficiency, research and planning potential made possible by this equipment will affect the instructional program, the business office and eventually long range planning. For example, in a pilot program at Groves this summer, scheduling of classes was completed with a saving of at least 1200 hours of labor. Normally this very lengthy and difficult task requires much time of several people throughout the summer.

Another time saver for teachers is the new electronic report card which will eliminate a significant amount of detail work. All of the secondary schools have begun to use this reporting system.

The method of insuring risks has been completely revised. An appraisal of buildings and equipment is now an annual

part of our program. Upon this appraisal, our schedule of values is determined for purchase of insurance. We are now insured so that a building can be replaced upon loss without placing a burden on the taxpayer, as would be the case if appraisals were not current and were coverage not complete. Many of the policies (where we can gain without sacrifice of quality) will be purchased from bids. With professional help we have been able to guarantee complete coverage of the risks involved and are able to guarantee that the property of the taxpayers is being adequately protected against possible loss or damage.

A significant improvement is the new service building which serves as our purchasing office and receiving and storage facility. The building was constructed as part of our projected building program. Although it has only very recently been occupied, it is already providing savings to the district. We are now able to purchase in greater quantity (we have the storage space), making additional discounts possible. This facility has also given us an opportunity to improve the receiving and delivery services. These improvements enable the teacher to plan more effectively and efficiently for the use of material and equipment in his classroom.

The election processes have been streamlined through the use of voting machines made available through the cooperation of the cities and townships within the school district. This makes voting more convenient, gives us results much more quickly and is more economical.

A program for improving the financial rating of our school district is in operation. Prospective investors are being provided more information pertaining to the quality of our community. Recent bond sales have been qualified under the Michigan statutes. The combination of these efforts was reflected in the favorable results of the bids received on the most recent sale of bonds. Generally speaking, the better the rating held by a school district the lower will be the interest cost, all other factors being equal.

A continuing quest for improved financial policies and practices will help to insure that our growing school district continues to reflect sound fiscal management.