

# {Notably Successful Districts Analysis}

OAKLAND SCHOOLS EDUCATION FOUNDATION |  
OCTOBER 10, 2016

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# 1 Project Overview & Executive Summary

## 1.1 PROJECT BACKGROUND

Oakland Schools Education Foundation engaged Plante Moran to conduct a study of 54 Notably Successful Districts (NSDs) identified in the *Michigan Education Finance Study* prepared by Augenblick, Palaich and Associates for the State of Michigan, dated June 2016. This study consists of an analysis of the NSDs for a broad data set to identify trends in various categories, and comparison to statewide data in certain categories where that data was available. Note that the *Michigan Education Finance Study* identified 58 total Notably Successful Districts; four outliers from that list have been excluded from this report. Also of note is that the *Michigan Education Finance Study* did not include Public School Academies in its analysis.

## 1.2 PROJECT APPROACH

Plante Moran worked with Oakland Schools Education Foundation to identify various data points to conduct a deeper analysis of the NSDs than what was done in the *Michigan Education Finance Study*. A summary of the data that was collected is provided below:

SECTION	DATA
Demographics	Geographic Size Income Data Taxable Values Center Programs, Virtual Academies & Alternative Schools Charter Schools
Enrollments	Five Year Enrollment Trend Teacher Student Ratios Enrollment by Race ELL Enrollment Economically Disadvantaged Enrollment Non-Public Enrollment
Financial Data	Hold Harmless Districts Fund Balance General Fund Revenues Funding by Source (including Federal Funding) Expenditures per Student Wages and Benefits Bonds and Sinking Funds

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SECTION	DATA
Special Education	Headcount and FTE Special Education Revenues Special Education Expenditures
Transportation	Total Transportation Costs Regular Education Transportation Costs Special Education Transportation Costs

Data for this study was gathered from a variety of sources, compiled and analyzed to identify trends and key findings (which are summarized in the next section). **The Appendix for this report identifies the sources for the raw data, calculations, charts and graphs presented in the report. For the sake of readability, we did not include source references for each set of data, chart and/or graph within the text of the document.** Data sources included:

- Eidex (provided to Oakland Schools Education Foundation)
- Munetrix (provided to Oakland Schools Education Foundation)
- MiSchoolData.org
- Other publicly available data from:
  - Michigan Department of Education
  - Michigan Department of Treasury

### 1.3 SUMMARY OF FINDINGS

A summary of key findings by area is presented below. Detailed data supporting these findings can be found in subsequent sections of this report.

Section	Data	Finding	NSD Data	Statewide Data	Analysis Period
<b>2</b>	<b>Demographics</b>				
2.2.1	Geographic Size	There appears to be no relationship between geographic size and a district being identified as an NSD.	Average size: 93 square miles	Average size: 106 square miles	2015
2.2.2	Income Data	Average NSD per capita income increased from 2010 to 2014	5.3% increase	n/a	2010 - 2014
2.2.2	Income Data	Average NSD mean household increased from 2010 to 2014	4.3% increase	n/a	2010 - 2014
2.2.2	Income Data	Average NSD median household increased from 2010 to 2014	3.8% increase	n/a	2010 - 2014
2.2.3	Taxable Value per Pupil	Average NSD taxable value decreased from 2009 to 2013	5.2% decrease	n/a	2009 - 2013
2.2.4	Center Programs, Virtual Academies & Alternative Schools	Center Programs operated by NSDs	11 of 54 (20%)	n/a	2015
2.2.4	Center Programs, Virtual Academies & Alternative Schools	Virtual academies operated by NSDs	10 of 54 (19%)	n/a	2015
2.2.4	Center Programs, Virtual Academies & Alternative Schools	Alternative schools operated by NSDs	40 of 54 (74%)	n/a	2015

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Section	Data	Finding	NSD Data	Statewide Data	Analysis Period
<b>2</b>	<b>Demographics</b>				
2.2.5	Charter Schools	NSDs with no charter schools within their boundaries	36 of 54 (67%)	n/a	2015
2.2.5	Charter Schools	NSDs with at least one charter school within their boundaries	18 of 54 (33%)	n/a	2015
2.2.5	Charter Schools	NSDs with multiple charter schools within their boundaries	9 of 54 (17%)	n/a	2015
<b>3</b>	<b>Enrollment</b>				
3.2.1	Five Year Enrollment Trend	No apparent consistent five year enrollment trend exists among the NSD population, with enrollment trends ranging from a decrease of 26.3% to an increase of 13.2%.	Max Increase 13.2% Max Decrease 26.3%	n/a	2012 - 2016
3.2.1	Five Year Enrollment Trend	Average NSD enrollment trend excluding outliers (3 largest increase and decrease)	1.0% decrease in enrollment.	5.1% decrease in enrollment (LEAs)	2012 - 2016
3.2.2	Student to Teacher Ratios	Average, minimum and maximum student to teacher ratio all showed a decline for the period (average ratio decreased 2.2%).	2010: 16.60 to 1 2014: 16.23 to 1	n/a	2010 - 2014
3.2.2	Teachers per 1,000 Students	Average, minimum and maximum teachers per 1000 students all increased for the period from 2010 to 2014.	2010: 61.35 2014: 62.70	n/a	2010 - 2014
3.2.3	Enrollment by Race	The largest non-white student populations among NSDs are Asian. The five NSDs with the smallest white student populations also represent some of the largest Asian populations.	n/a	n/a	2016
3.2.3	Enrollment by Race	7 NSDs have African American student populations greater than 10%	n/a	n/a	2016

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Section	Data	Finding	NSD Data	Statewide Data	Analysis Period
<b>3</b>	<b>Enrollment</b>				
3.2.3	Enrollment by Race	Only one NSD (Zeeland Public Schools) has a Hispanic population greater than 10%	n/a	n/a	2016
3.2.3	Enrollment by Race	Only one NSD (Cheboygan Area Schools) has a Multi-racial population (defined as identifying with two or more racial categories) greater than 10%	n/a	n/a	2016
<b>4</b>	<b>Financial Data</b>				
4.2.1	Hold Harmless Districts	9 of 37 hold harmless districts statewide are NSDs (24.3%).	n/a	n/a	2015
4.2.2	Fund Balance	Compared to statewide data, NSDs carry a significantly higher fund balance. Average fund balance:	\$5,791,451	\$1,451,034	2015
4.2.2	Fund Balance	Average NSD fund balance has declined less than the statewide average over the period from 2008 to 2015.	24.8% decline	33.9% decline	2008 - 2015
4.2.2	Fund Balance	All NSDs show a positive fund balance for each year in the period analyzed with the exception of two districts in select years only (Brighton Schools and Cheboygan Schools).	n/a	n/a	Various

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Section	Data	Finding	NSD Data	Statewide Data	Analysis Period
<b>4</b>	<b>Financial Data</b>				
4.2.3	General Fund Revenue	NSDs show \$328 higher average general fund revenue per student than statewide averages (3.25% higher)	\$10,081 per student	\$9,753 per student	2008 - 2015
4.2.4	Funding by Source	Federal funding for NSDs declined significantly, likely due to the elimination of ARRA funding	32.0% decline	n/a	2010 - 2015
4.2.4	Funding by Source	NSDs experienced an average increase of 12.1% in state and federal revenue combined.	12.1% increase	n/a	2010 - 2015
4.2.5	Federal Funding	NSDs receive significantly less federal funding than the statewide average, an average difference equaling \$376 less per student over the time period noted. Average federal funding per student:	\$455	\$831	2008 - 2015
4.2.6	Total Expenditures per Student	NSDs spent an average of \$314 more per student than the statewide average (or 3.1% higher). Average general fund expenditure per student:	\$10,116	\$9,802	2008 - 2015
4.2.7	Expenditures per Category	NSDs showed a 196.8% average increase in Capital Projects expenditures per pupil over the time period. Average expenditure per pupil:	\$31.50	n/a	2008 - 2015
4.2.7	Expenditures per Category	NSDs showed a 10.67% average decrease in Operations & Maintenance expenditures per pupil over the time period. Average expenditure per pupil:	\$906.25	n/a	2008 - 2015
4.2.8	Wages & Benefits	Average wages per student at NSDs were 113% of the statewide average.	\$5,571	\$4,922	2008 - 2015
4.2.8	Wages & Benefits	Average total benefits per student at the NSDs were 112% of the statewide average.	\$2,865	\$2,554	2008 - 2015



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Section	Data	Finding	NSD Data	Statewide Data	Analysis Period
<b>4</b>	<b>Financial Data</b>				
4.2.8	Wages & Benefits	Average total wages and benefits per student at the NSDs were 113% of the statewide average.	\$8,436	\$7,477	2008 - 2015
4.2.8	Wages & Benefits	Wages and benefits averaged a higher percent of total expense for NSDs compared to statewide averages. Wages and benefits as a percent of total expense:	83.6%	75.2%	2008 - 2015
4.2.9	Bonds & Sinking Funds	42 NSDs (78%) passed one or more bond issue	78% of NSDs	n/a	2006 - 2015
4.2.9	Bonds & Sinking Funds	22 NSDs (41%) had sinking funds in fiscal year 2015.	41% of NSDs	n/a	2015
4.2.9	Bonds & Sinking Funds	17 NSDs (31%) had both qualified bond issues and sinking funds.	31% of NSDs	n/a	2015
<b>5</b>	<b>Special Education</b>				
5.2.1	SE Headcount and FTEs	Average NSD special education headcount was 206% of the statewide average. Average special education headcount:	548	267	2008 - 2015
5.2.1	SE Headcount and FTEs	Average NSD special education headcount decreased by a lower amount than the statewide average over the time period noted. Average percent decrease in special education headcount:	-11.6%	-24.8%	2008 - 2015
5.2.1	SE Headcount and FTEs	Average NSD special education FTEs was 182.83% of the statewide average. Average special education FTEs:	130.6	71.4	2008 - 2015

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Section	Data	Finding	NSD Data	Statewide Data	Analysis Period
<b>5</b>	<b>Special Education</b>				
5.2.1	SE Headcount / FTEs	Average NSD special education conversion ratio (ratio of headcount to FTE) was 10.2% higher than the statewide average. Average special education conversion ratio:	4.2	3.77	2008 - 2015
5.2.2	SE Revenue	Average NSD 51a state special education revenue rose 5.6% over the time period noted. Average 51a revenue:	\$2,137,903	n/a	2008 - 2015
5.2.2	SE Revenue	Average NSD PA18 state special education revenue declined 5.0% over the time period noted. Average PA18 revenue:	\$3,385,234	n/a	2008 - 2015
5.2.2	SE Revenue	Average NSD federal special education revenue increased 21.0% over the time period noted. Average federal special education revenue:	\$1,353,009	n/a	2009 - 2015
5.2.3	SE Expenditures	Average total NSD special education expenditure increased 9.14% over the time period noted.	\$6,481,170	n/a	2008 - 2015
5.2.3	SE Expenditures	Average NSD special education expenditure per headcount increased 28.87% over the time period noted. Average special education expenditure per headcount:	\$10,363	n/a	2008 - 2015
5.2.3	SE Expenditures	Average NSD special education expenditure per FTE increased 41.15% over the time period noted. Average special education expenditure per FTE:	\$51,203	n/a	2008 - 2015
5.2.3	SE Expenditures	Average NSD special education expenditures as a percent of total expenditures held fairly steady, with a 1.01% increase. Average special education expenditure as a percent of total expenditure:	11.96%	n/a	2008 - 2015

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Section	Data	Finding	NSD Data	Statewide Data	Analysis Period
<b>6</b>	<b>Transportation</b>				
6.2.1	Total Transportation Costs per Mile	Total transportation costs per mile for NSDs average 0.7% lower than the statewide average. Average total transportation costs per mile:	\$4.45	\$4.47	2008 - 2015
6.2.2	Regular Education Transportation Costs per Mile	Regular education transportation costs per mile for NSDs average 0.02% higher than the statewide average. Average regular education costs per mile:	\$4.37	\$4.36	2008 - 2015
6.2.3	Special Education Transportation Costs per Mile	Special education transportation costs per mile for NSDs average 4.52% lower than the statewide average. Average special education transportation costs per mile:	\$4.73	\$4.94	2008 - 2015

## 2 Demographics

### 2.1 INTRODUCTION AND SUMMARY OF FINDINGS

A number of demographic characteristics of the Notable Successful Districts were examined, as detailed below. All calculations and graphs in this section are based on Eidex-provided data, unless otherwise noted.

- Geographic size (in square miles)
- Per capita income
- Household income
- NSDs operating center programs
- NSDs operating virtual academies
- NSDs operating alternative schools
- Charter schools within NSD district boundaries

An analysis of these factors identifies the following key findings:

- There appears to be no relationship between geographic size and a district being identified as a Notably Successful District.
- Average per capita, mean household and median household incomes have all increased (5.3%, 4.3% and 3.8% respectively) in the NSD population for the five year period from 2010 to 2014.
- Center programs are operated by 11 of 54 NSDs (20%).
- Virtual academies are operated by 10 of 54 NSDs (19%).
- Alternative schools are operated by 40 of 54 NSDs (74%).
- Eighteen of the 54 NSDs (33%) have at least one charter school within their district boundaries.
- Nine NSDs (17%) have multiple charter schools within their district boundaries.

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**2.2 DETAILED ANALYSIS**

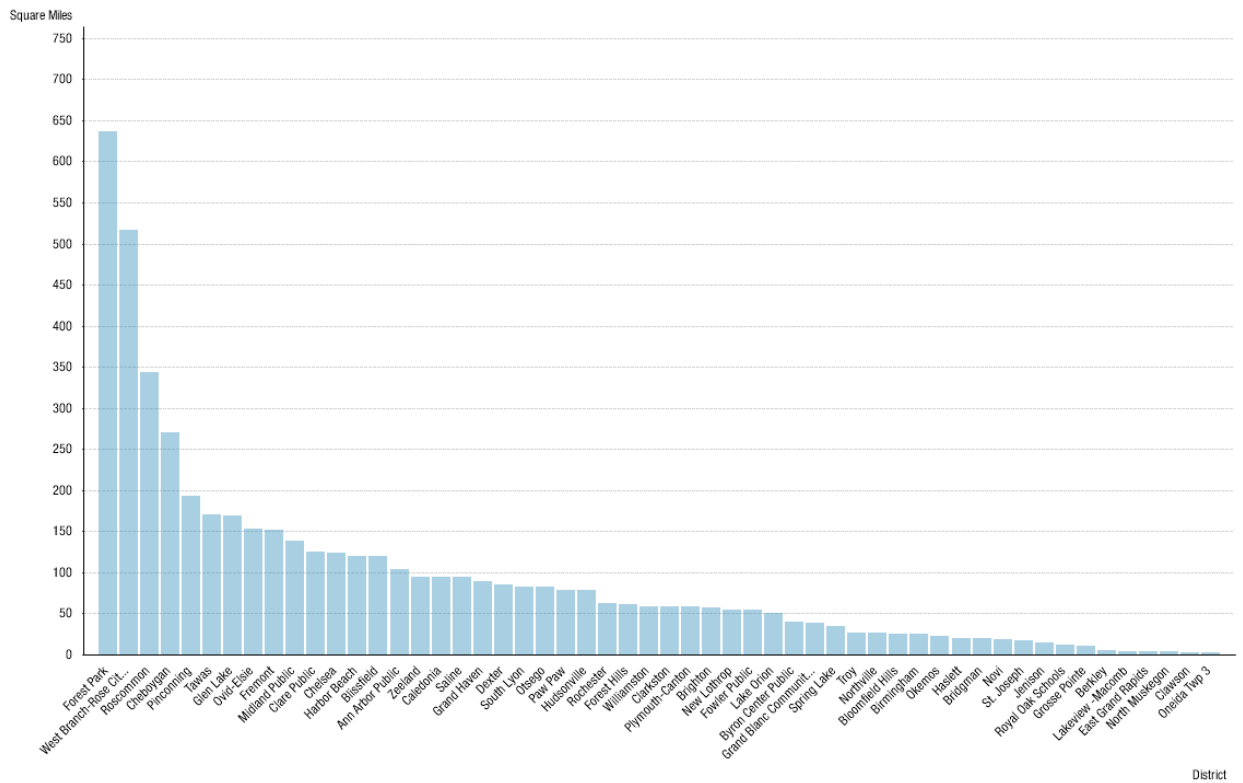
**2.2.1 GEOGRAPHIC SIZE**

The tables below identify the geographic size in square miles of the 54 NSDs within the scope of this study and illustrates the broad range of geographies is represented in the NSD population.

Geographic Size (Square Miles)	Quantity Of NSDs
0 to 25 Square Miles	16
26 to 50 Square Miles	6
51 to 75 Square Miles	8
76 to 100 Square Miles	9
101 to 200 Square Miles	11
201+ Square Miles	4

- Largest district: Forest Park Schools (Crystal Falls, MI) - 637 square miles
- Smallest districts: Oneida Township School District #3 (Grand Ledge, MI) and Clawson Public Schools (Clawson, MI) – 2 square miles
- Average geographic size of all NSDs in this study: 93 square miles
- Average geographic size of NSDs with outliers (4 largest and 4 smallest) removed: 70 square miles

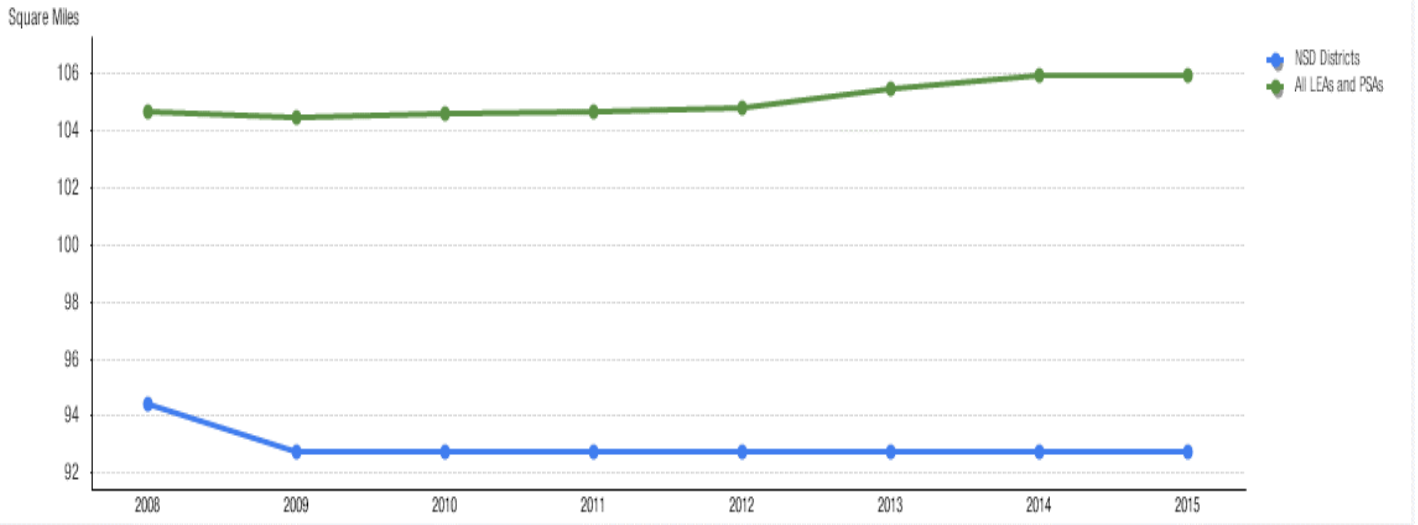
**GEOGRAPHIC SIZE – ALL NSDS**



Source: Eidex

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**AVERAGE NSD GEOGRAPHIC SIZE – HISTORICAL TREND**



Source: Eidex

**2.2.2 INCOME DATA**

Household and per capita income data was examined for the 54 NSDs, with the following findings. Data for this analysis is for the five year period from 2010 through 2014 and was provided by Eidex.

Income Data	Min	Max	Average
<b>Income Per Capita</b>			
2010	\$19,853	\$69,865	\$32,573
2011	\$19,593	\$67,214	\$32,976
2012	\$20,024	\$65,558	\$33,396
2013	\$19,513	\$65,807	\$33,461
2014	\$19,748	\$66,362	\$34,299
<b>Mean Household Income</b>			
2010	\$44,058	\$180,989	\$83,190
2011	\$46,199	\$174,660	\$83,885
2012	\$46,622	\$170,118	\$84,614
2013	\$46,332	\$171,312	\$84,832
2014	\$47,529	\$173,254	\$86,752
<b>Median Household Income</b>			
2010	\$35,137	\$115,072	\$65,342
2011	\$35,988	\$114,088	\$65,731
2012	\$36,540	\$112,259	\$65,535
2013	\$36,208	\$114,770	\$65,935
2014	\$37,717	\$118,854	\$67,847

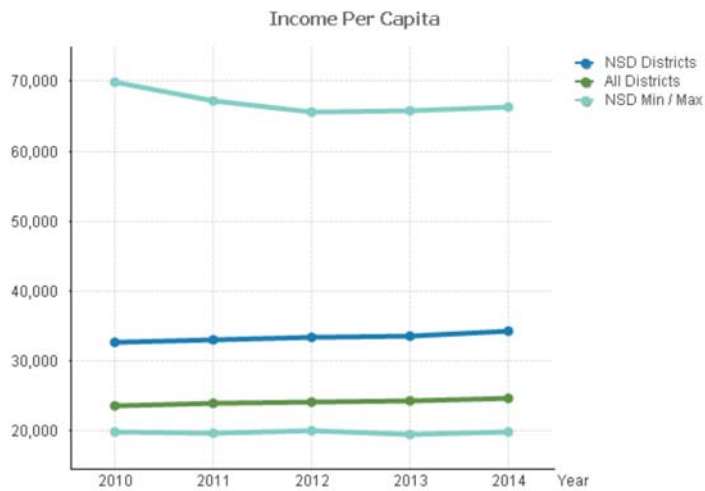
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Percent change for the NSD income over the five year period is as follows:

Income Data	Five Year Trend		
	MIN	MAX	AVERAGE
Income Per Capita	<b>-0.53%</b>	<b>-5%</b>	5.3%
Mean Household Income	7.8%	<b>-4.3%</b>	4.3%
Median Household Income	7.3%	3.3%	3.8%

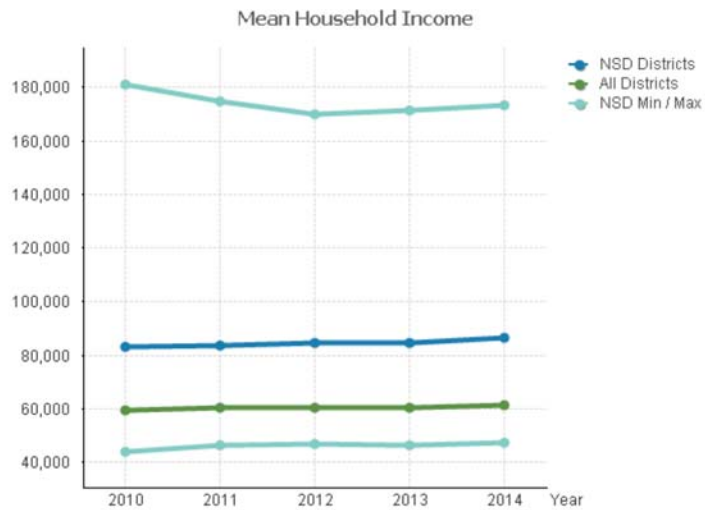
The following graphs illustrate these five year trends, including a comparison against all districts state-wide.

**INCOME PER CAPITA – FIVE YEAR TREND**



Source: Eidex

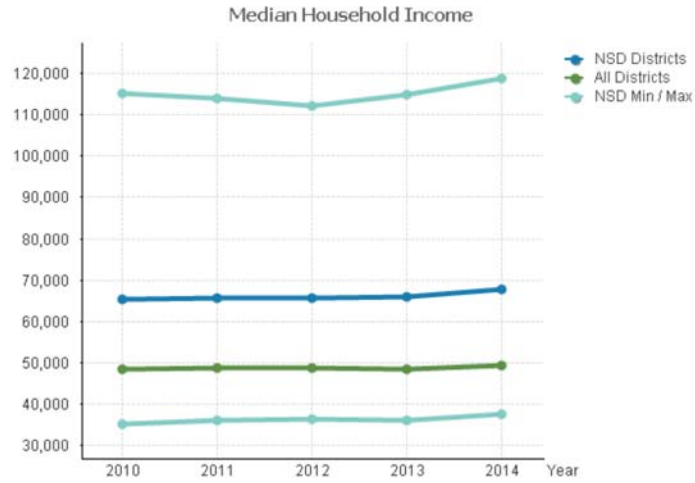
**MEAN HOUSEHOLD INCOME – FIVE YEAR TREND**



Source: Eidex

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**MEDIAN HOUSEHOLD INCOME – FIVE YEAR TREND**



Source: Eidex

**2.2.3 TAXABLE VALUE PER PUPIL**

Average NSD taxable value per pupil was analyzed for the period from 2009 to 2013, with averages, minimums and maximums detailed below. Average taxable value for the NSDs decreased 5.2% for the period analyzed.

Year	Min	Max	Average
2009	\$139,332	\$950,013	\$320,750
2010	\$134,570	\$1,025,957	\$304,776
2011	\$133,378	\$1,067,104	\$300,641
2012	\$127,269	\$1,094,519	\$300,689
2013	\$122,098	\$1,090,754	\$304,228



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**2.2.4 CENTER PROGRAMS, VIRTUAL ACADEMIES AND ALTERNATIVE SCHOOLS**

Eleven of the 54 NSDs (20%) identified in the *Michigan Education Finance Study* operate a center program, as identified below:

#	District Code	District
1	63080	Bloomfield Hills Schools
2	47010	Brighton Area Schools
3	41040	Byron Center Public Schools
4	63270	Clawson Public Schools
5	41110	Forest Hills Public Schools
6	70175	Jenison Public Schools
7	50130	Lakeview Public Schools (Macomb)
8	82390	Northville Public Schools
9	63260	Rochester Community School District
10	81120	Saline Area Schools
11	63150	Troy School District

Ten NSDs (19%) operate virtual academies:

#	District Code	District
1	47010	Brighton Area Schools
2	16015	Cheboygan Area Schools
3	81050	Dexter Community School District
4	70010	Grand Haven Area Public Schools
5	70175	Jenison Public Schools
6	63230	Lake Orion Community Schools
7	19120	Ovid-Elsie Area Schools
8	80160	Paw Paw Public School District
9	09090	Pinconning Area Schools
10	72010	Roscommon Area Public Schools

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Forty of the 54 NSDs (74%) operate alternative schools:

#	District Code	District
1	81010	Ann Arbor Public Schools
2	63050	Berkley School District
3	63010	Birmingham Public Schools
4	63080	Bloomfield Hills Schools
5	47010	Brighton Area Schools
6	41040	Byron Center Public Schools
7	41050	Caledonia Community Schools
8	16015	Cheboygan Area Schools
9	81040	Chelsea School District
10	18010	Clare Public Schools
11	63190	Clarkston Community School District
12	63270	Clawson Public Schools
13	81050	Dexter Community School District
14	41110	Forest Hills Public Schools
15	62040	Fremont Public School District
16	45010	Glen Lake Community Schools
17	25030	Grand Blanc Community Schools
18	70010	Grand Haven Area Public Schools
19	32060	Harbor Beach Community Schools
20	33060	Haslett Public Schools
21	70175	Jenison Public Schools
22	63230	Lake Orion Community Schools
23	56010	Midland Public Schools
24	78070	New Lothrop Area Public Schools
25	82390	Northville Public Schools
26	63100	Novi Community School District
27	03020	Otsego Public Schools
28	19120	Ovid-Elsie Area Schools
29	80160	Paw Paw Public School District
30	09090	Pinconning Area Schools
31	82100	Plymouth-Canton Community Schools
32	63260	Rochester Community School District
33	72010	Roscommon Area Public Schools
34	63040	Royal Oak Schools

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#	District Code	District
35	81120	Saline Area Schools
36	70300	Spring Lake Public Schools
37	11020	St. Joseph Public Schools
38	35030	Tawas Area Schools
39	63150	Troy School District
40	65045	West Branch-Rose City Area Schools

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**2.2.5 CHARTER SCHOOLS**

The existence of charter schools within NSD district boundaries was analyzed to identify the number of charter schools as well as charter school density per 100 square miles.

- Eighteen of the 54 NSDs (33%) have at least one charter school within their district boundaries.
- Nine NSDs (17%) have multiple charter schools within their district boundaries.

The table below summarizes the charter school population for NSDs.

District Code	District	District Square Mileage	Qty Charters	Charter Density (per 100 sq mile)
63010	Birmingham Public Schools	25	1	4.00
47010	Brighton Area Schools	57	1	1.75
41040	Byron Center Public Schools	40	1	2.50
82055	Grosse Pointe Public Schools	11	1	9.09
63100	Novi Community School District	18	1	5.56
72010	Roscommon Area Public Schools	343	1	0.29
35030	Tawas Area Schools	171	1	0.58
63150	Troy School District	27	1	3.70
65045	West Branch-Rose City Area Schools	517	1	0.19
41050	Caledonia Community Schools	95	2	2.11
41110	Forest Hills Public Schools	61	2	3.28
25030	Grand Blanc Community Schools	39	2	5.13
70010	Grand Haven Area Public Schools	89	2	2.25
70350	Zeeland Public Schools	95	2	2.11
56010	Midland Public Schools	139	3	2.16
33170	Okemos Public Schools	23	3	13.04
82100	Plymouth-Canton Community Schools	58	4	6.90
81010	Ann Arbor Public Schools	104	5	4.81

These eighteen districts represent 11 ISDs around the State. When charter density for those ISDs is examined, the results are as follows (note that this data is inclusive of all districts within the ISD):

ISD Code	ISD	ISD Square Mileage	Qty Charters	Charter Density (per 100 sq mile)
25000	Genesee ISD	717	13	1.81
33000	Ingham ISD	656	10	1.52
35000	Iosco RESA	852	1	0.12
41000	Kent ISD	989	25	2.53
47000	Livingston ESA	495	4	0.81
56000	Midland County ESA	427	3	0.70
63000	Oakland Schools	946	27	2.85
72000	C.O.O.R. ISD	2460	2	0.08
70000	Ottawa Area ISD	696	7	1.01
81000	Washtenaw ISD	712	14	1.97
82000	Wayne RESA	627	108	17.22

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Comparison of NSD charter density against ISD charter density (density equals charter schools per 100 square miles).

District	ISD	District Charter Density	ISD Charter Density	District Charter as % of ISD Density
Birmingham Public Schools	Oakland Schools	4.00	2.85	138%
Brighton Area Schools	Livingston ESA	1.75	0.81	216%
Byron Center Public Schools	Kent ISD	2.50	2.53	99%
Grosse Pointe Public Schools	Wayne RESA	9.09	17.22	53%
Novi Community School District	Oakland Schools	5.56	2.85	195%
Roscommon Area Public Schools	C.O.O.R. ISD	0.29	0.08	363%
Tawas Area Schools	Iosco RESA	0.58	0.12	483%
Troy School District	Oakland Schools	3.70	2.85	130%
West Branch-Rose City Area Schools	C.O.O.R. ISD	0.19	0.08	238%
Caledonia Community Schools	Kent ISD	2.11	2.53	83%
Forest Hills Public Schools	Kent ISD	3.28	2.53	130%
Grand Blanc Community Schools	Genesee ISD	5.13	1.81	283%
Grand Haven Area Public Schools	Ottawa Area ISD	2.25	1.01	223%
Zeeland Public Schools	Ottawa Area ISD	2.11	1.01	209%
Midland Public Schools	Midland County ESA	2.16	0.70	309%
Okemos Public Schools	Ingham ISD	13.04	1.52	858%
Plymouth-Canton Community Schools	Wayne RESA	6.90	17.22	40%
Ann Arbor Public Schools	Washtenaw ISD	4.81	1.97	244%

## 3 Enrollment

### 3.1 INTRODUCTION AND SUMMARY OF FINDINGS

Enrollment data for NSDs was collected, analyzed and compared to statewide averages in a number of categories, including the following. Note that special education enrollments are examined in Section 5 of this study. All calculations and graphs in this section are based on Eidex-provided data, unless otherwise noted.

- Five year enrollment trend
- Student to teacher ratios & teachers per 1,000 students
- Current year enrollment by race
- ELL enrollment
- Economically disadvantaged enrollment

Key findings from the analysis are as follows:

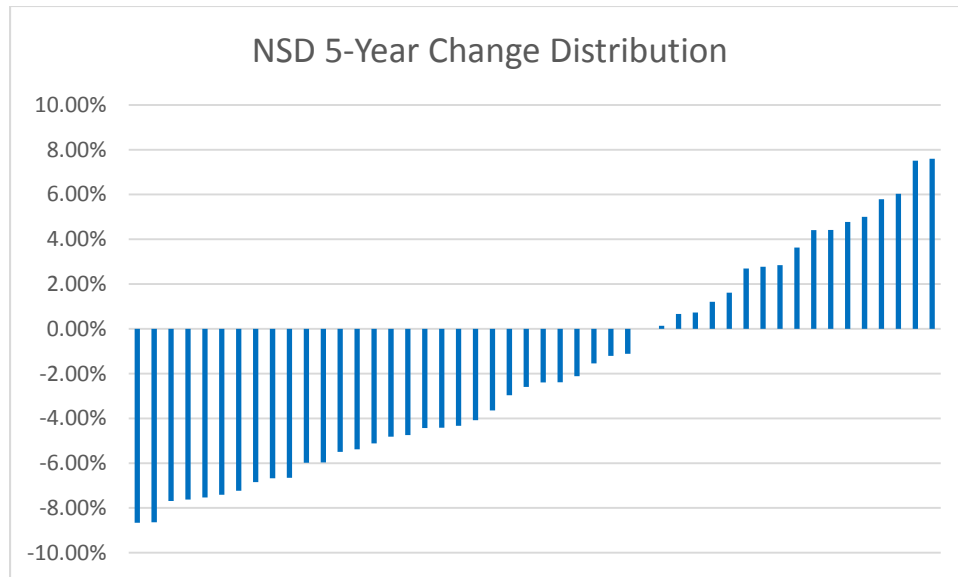
- No apparent consistent five year enrollment trend exists among the NSD population, with enrollment trends ranging from a decrease of 26.3% to an increase of 13.2%.
- Nine NSDs experienced negligible enrollment change for the period (less than 2% positive or negative change).
- Average, minimum and maximum student to teacher ratios all declined for the period from 2010 to 2014.
- Average, minimum and maximum teachers per 1000 students all increased for the period from 2010 to 2014.
- The largest non-white student populations among NSDs are Asian. The five NSDs with the smallest white student populations also represent some of the largest Asian populations.
- Seven NSDs have African American student populations greater than 10%
- Only one NSD (Zeeland Public Schools) has a Hispanic population greater than 10%
- Only one NSD (Cheboygan Area Schools) has a Multi-racial population greater than 10%
- The number of NSDs with an ELL population has steadily increased over the period, from 28 districts in 2010 to 37 districts in 2016 (32.1% increase).
- Average of ELL enrollment as a percent of total enrollment increased from 2.4% to 3.3% over the period.
- Average levels of economically disadvantaged enrollment held fairly steady for the period examined, as did minimum and maximum levels.

### 3.2 DETAILED ANALYSIS

#### 3.2.1 FIVE YEAR ENROLLMENT TREND

An analysis of NSD enrollment for the five year period from 2012 through 2016 shows no consistent trend in changes in enrollment among the NSD population. Changes in enrollment over the period varied from a decrease of 26.3% to an increase of 13.2%, with nine NSDs experiencing a negligible enrollment change for the period (less than 2% positive or negative change). Other findings of note:

- The majority of NSDs (35 districts) experienced a decrease in enrollment for the period
- Roscommon Area Public Schools experienced the greatest decrease in enrollment of -26.3%
- South Lyon Community Schools experienced the greatest increase in enrollment at 13.2%
- Average enrollment change across the entire NSD population for the period was -0.7%, however when outliers are removed (districts with the three greatest increases and decreases in enrollment) average change for the period was a decrease of 1.0%.
- This represents a significantly lower decline in enrollment than statewide average, which experienced a decline of 5.1% (LEA population only) or 8.6% (LEAs and PSAs) for the same period.



Note: Outliers have been omitted from the chart above (three highest and three lowest changes)

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**3.2.2 STUDENT TEACHER RATIOS**

Teacher student ratios were examined in the NSD population for the period from 2010 to 2014. The following summarizes average, minimum and maximum student to teacher ratios and teachers per 1,000 students for that five year period.

- Average, minimum and maximum student to teacher ratio all showed a decline for the period (average ratio decreased 2.2%).
- Average, minimum and maximum teachers per 1000 students increased for the period (average teachers per 1,000 students increased 2.2%).

Year	NSD Average Student to Teacher Ratio	NSD Minimum Student to Teacher Ratio	NSD Maximum Student to Teacher Ratio
2010	16.60	10.27	23.00
2011	16.59	11.56	23.78
2012	16.41	10.59	20.58
2013	16.36	11.06	20.63
2014	16.23	10.00	20.09

Year	NSD Average Teachers per 1,000 Students	NSD Minimum Teachers per 1,000 Students	NSD Maximum Teachers per 1,000 Students
2010	61.35	43.48	97.33
2011	61.11	42.05	86.49
2012	61.90	48.60	94.46
2013	61.96	48.47	90.39
2014	62.70	49.79	100.00



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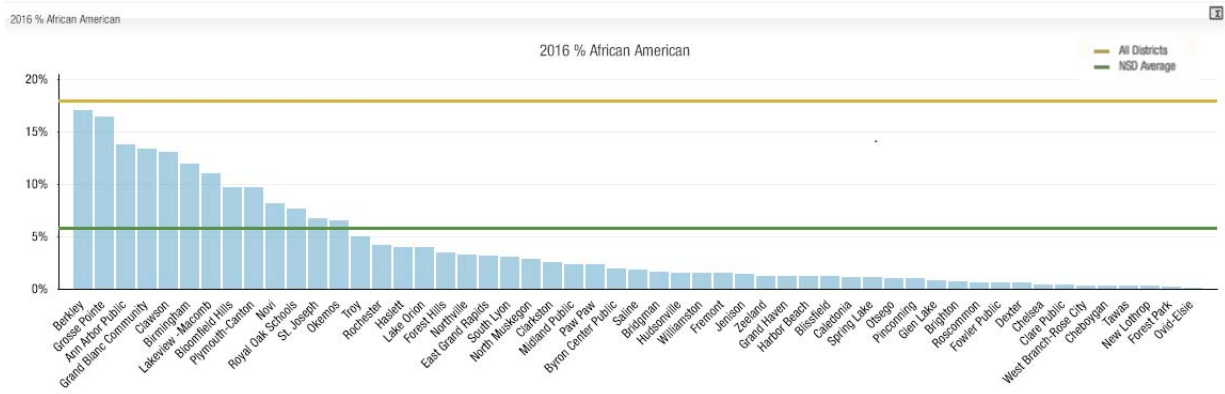
**3.2.3 2016 ENROLLMENT BY RACE**

An analysis of enrollment by race for 2016 was conducted, as summarized by the table below.

- The largest non-white student populations among NSDs are Asian. The five NSDs with the smallest white student populations also represent some of the largest Asian populations.
- Oneida Township School District #3 is the only NSD with a 100% white student population.
- Seven NSDs have African American student populations greater than 10%
- Only one NSD (Zeeland Public Schools) has a Hispanic population greater than 10%
- Only one NSD (Cheboygan Area Schools) has a Multi-racial population greater than 10%
- No NSDs have Native American or Pacific Islander populations over 10%

Category	Average % Enrollment	Minimum % Enrollment	Maximum % Enrollment
African American	3.92%	0.00%	17.11%
Asian	4.59%	0.00%	39.35%
Hispanic	4.00%	0.00%	13.51%
Multi-Racial	3.20%	0.00%	12.95%
Native American	0.31%	0.00%	1.35%
Pacific Islander	0.09%	0.00%	0.80%
White	83.88%	47.00%	100.00%

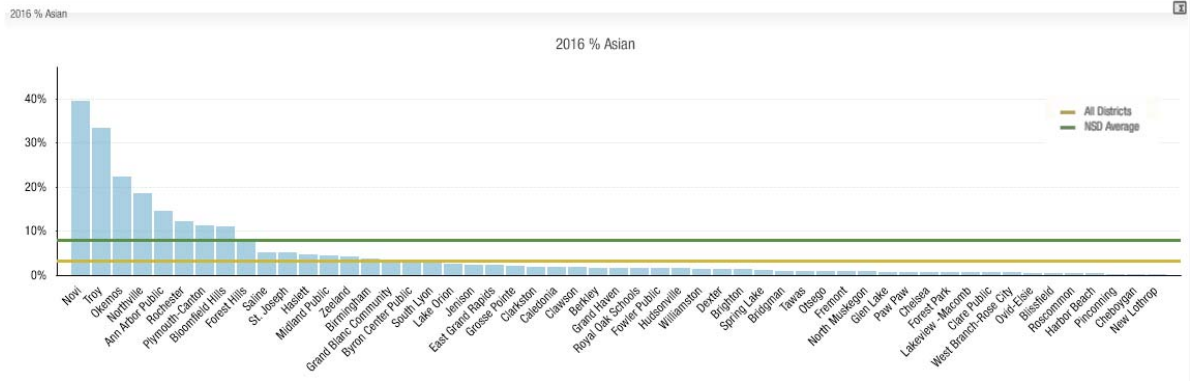
**NSD AFRICAN AMERICAN STUDENT POPULATIONS**



Source: Eidex

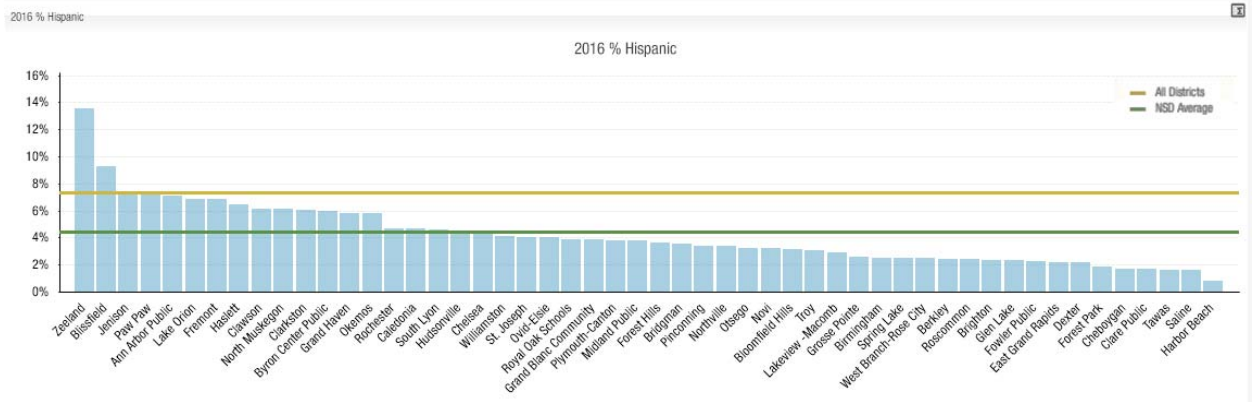
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## NSD ASIAN STUDENT POPULATIONS



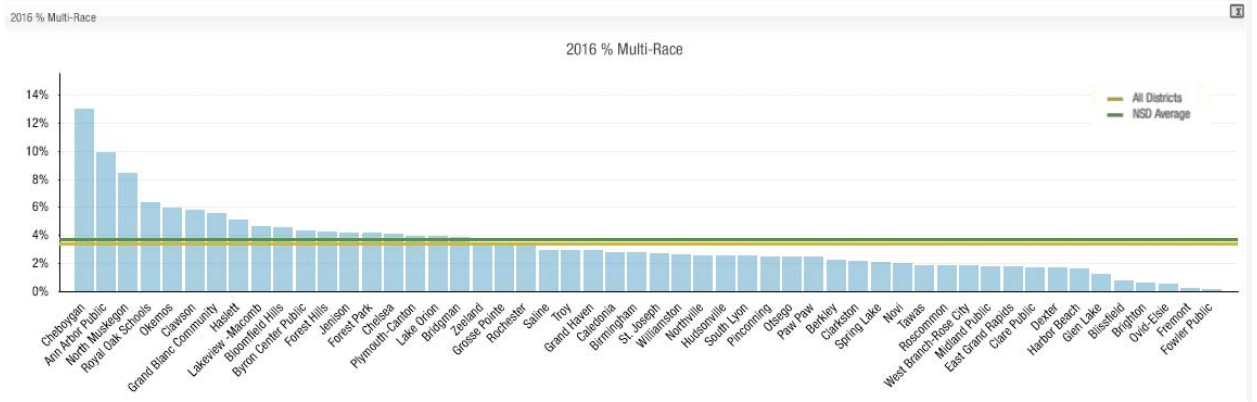
Source: Eidex

## NSD HISPANIC STUDENT POPULATIONS



Source: Eidex

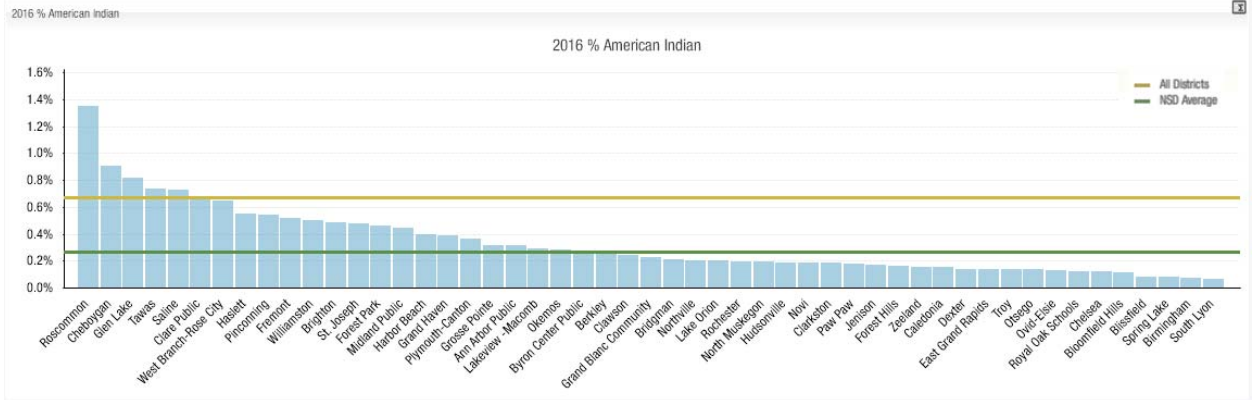
## NSD MULTI-RACIAL STUDENT POPULATIONS



Source: Eidex

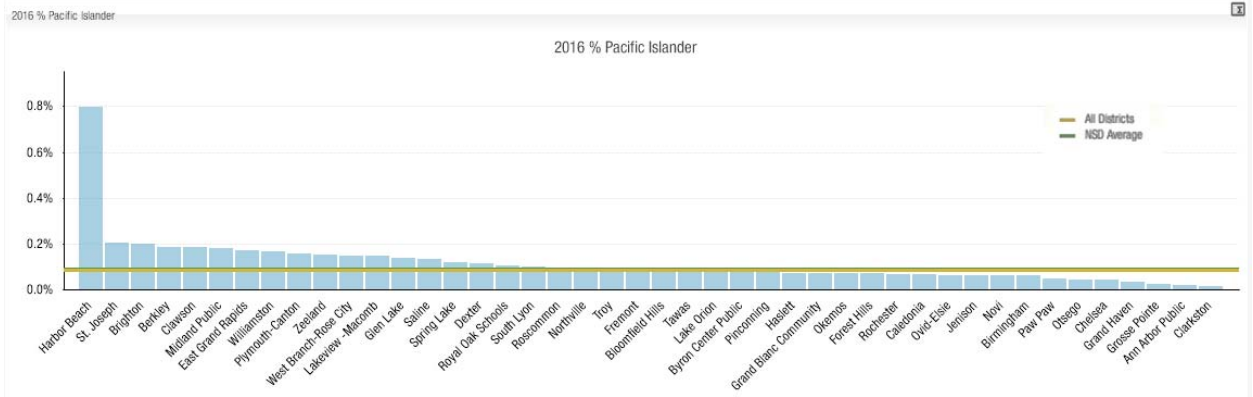
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## NSD NATIVE AMERICAN STUDENT POPULATIONS



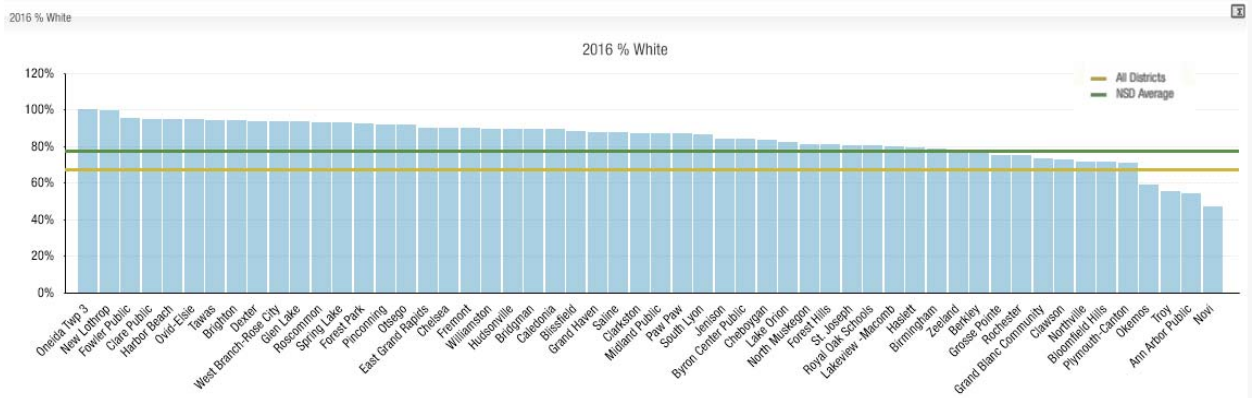
Source: Eidex

## NSD PACIFIC ISLANDER STUDENT POPULATIONS



Source: Eidex

## NSD WHITE STUDENT POPULATIONS



Source: Eidex

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**3.2.4 ELL ENROLLMENT**

English language learner (ELL) student population was analyzed from 2010 through 2016.

- The number of NSDs with an ELL population has steadily increased over the period, from 28 districts in 2010 to 37 districts in 2016 (32.1% increase).
- Average of ELL enrollment as a percent of total enrollment increased from 2.39% to 3.34% over the period.
- Minimum and maximum percent ELL enrollment also increased for the period.

Year	2010	2011	2012	2013	2014	2015	2016
NSDs with ELL	28	32	32	35	36	37	37
Average ELL Enrollment (%)	2.4%	1.9%	2.0%	2.3%	2.6%	2.9%	3.3%
Minimum ELL Enrollment (%)	0.2%	0.1%	0.2%	0.1%	0.2%	0.2%	0.2%
Maximum ELL Enrollment (%)	12.1%	9.2%	11.2%	11.4%	13.0%	12.6%	15.9%
Statewide Average (LEAs only)	10.0%	10.0%	10.0%	11.0%	11.0%	11.0%	11.0%

**3.2.5 ECONOMICALLY DISADVANTAGED ENROLLMENT**

Economically disadvantaged enrollment was also examined for the period from 2010 to 2016, with much more consistency shown in the data.

- All NSDs had some level of economically disadvantaged population for the period analyzed, with the exception of Oneida Township School District #3 who only reported enrollment in this category in 2014 and 2016.
- Average levels of economically disadvantaged enrollment held fairly steady for the period examined, as did minimum and maximum levels.
- NSD economically disadvantaged enrollment levels are significantly lower than statewide averages.

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Year	2010	2011	2012	2013	2014	2015	2016
NSDs with ED Enrollment	53	53	53	53	54	53	54
Average ED Enrollment (%)	25.7%	26.9%	28.6%	27.4%	27.5%	26.9%	25.5%
Minimum ED Enrollment (%)	4.6%	6.5%	7.1%	5.5%	5.0%	4.3%	5.0%
Maximum ED Enrollment (%)	61.7%	59.2%	66.3%	63.9%	65.0%	67.5%	64.8%
Statewide Average (LEAs only)	49.0%	49.0%	51.0%	50.0%	51.0%	49.0%	48.0%

### 3.2.6 NON-PUBLIC ENROLLMENT

An analysis was conducted on non-public enrollment (students from non-public schools attending programs at the NDSs).

- Average non-public enrollment for the period from 2010 to 2016 was 12.06 FTEs.
- Non-public enrollment at the NSDs increased 22.57% for the period examined.
- When considered as a percentage of the total FTEs, non-public enrollment averaged .32% of the total student population.

Year	2010	2011	2012	2013	2014	2015	2016
Average NSD Non-Public Enrollment	9.79	9.88	12.25	14.97	13.08	12.48	12.00
Average NSD Non-Public Enrollment as a % of Total	0.37%	0.29%	0.30%	0.36%	0.30%	0.31%	0.29%

## 4 Financial Data

### 4.1 INTRODUCTION AND SUMMARY OF FINDINGS

Financial data from the 54 NSDs was collected, analyzed and compared to statewide averages in the following categories. All calculations and graphs in this section are based on Eidex provided data, unless otherwise noted.

- Hold harmless districts
- Fund balance
- General fund revenue
- Funding by source including federal funding
- Total expenditures and expenditures per student
- Wages and benefits
- Bonds and sinking funds

Key findings from the analysis are as follows:

- Nine NSDs are hold harmless districts
- Compared to statewide data, NSDs carry a significantly higher fund balance.
- Average NSD fund balance has declined by 24.8% over the period from 2008 to 2015.
- All NSDs show a positive fund balance for each year in the period analyzed with the exception of two districts in select years only (Brighton Area Schools and Cheboygan Area Schools).
- NSD general fund revenue per student averages \$328 (or 3.25%) higher per student than the same figure for all districts statewide over the period examined.
- Federal funding for NSDs declined significantly (-31.96%) from 2010 to 2015.
- NSDs receive significantly less federal funding than the statewide average, an average difference equaling an average of \$376 less per student (or -92.15%).
- NSDs spend \$314 more than the statewide average (or 3.1%).
- Average wage per student at NSDs for the period was \$5,571, as compared to \$4,922 statewide (11.7% higher).
- Average total benefits per student for the period from 2008 to 2015 for NSDs was \$2,865, as compared to a statewide average of \$2,554 per student for the same period (10.7% higher).
- Average total wages and benefits per student for the period from 2008 to 2015 for NSDs was \$8,436, as compared to a statewide average of \$7,477 per student for the same period (11.35% higher).
- Wages and benefits averaged 83.6% of total expense for NSDs for the period from 2008 to 2015, as compared to a 75.2% average statewide (8.3% higher).
- Twenty nine NSDs (54%) passed one or more qualified bond issue in the past ten years.
- Twenty two NSDs (41%) had sinking funds in fiscal year 2015.

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**4.2 DETAILED ANALYSIS**

**4.2.1 HOLD HARMLESS**

Nine of the 54 NSDs in the scope of this analysis are hold harmless districts, identified below:

- Ann Arbor Public Schools
- Birmingham Public Schools
- Bloomfield Hills Schools
- Grosse Pointe Public Schools
- Midland Public Schools
- Novi Community School District
- Oneida Township School District #3
- Royal Oak Schools
- Troy School District

**4.2.2 FUND BALANCE**

An analysis of fund balance among the NSD population was conducted, examining fund balance and trends for the period from 2008 to 2015. A comparison to state-wide averages for fund balance was also performed.

- Compared to statewide data, NSDs carry a significantly higher fund balance.
- Average NSD fund balance has declined by 24.8% over the period from 2008 to 2015.
- All NSDs show a positive fund balance for each year in the period analyzed with the following exceptions:
  - Brighton Area Schools (2009, 2010, 2011, 2012, 2013, 2014)
  - Cheboygan Area Schools (2014, 2015)

**NSD FUND BALANCE TRENDS**

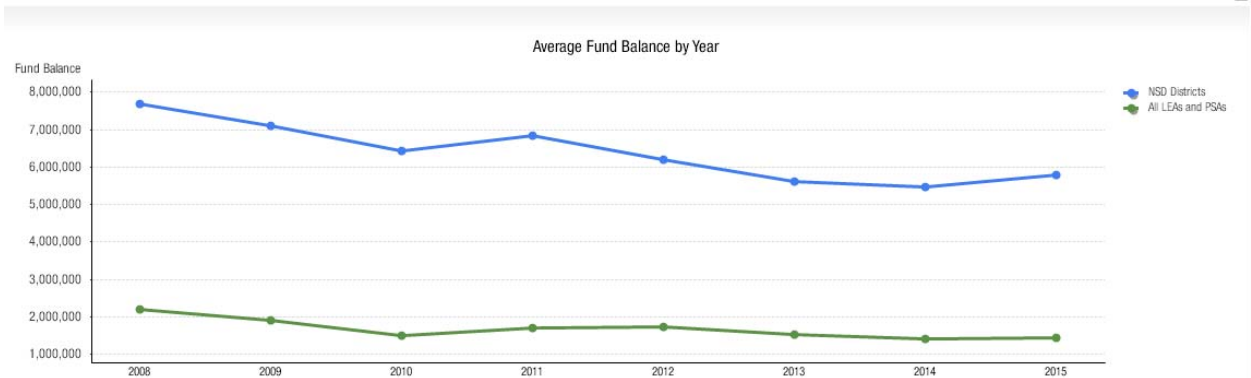
Year	Average NSD Fund Balance	Minimum NSD Fund Balance	Maximum NSD Fund Balance
2008	\$7,700,513	\$148,776	\$33,776,449
2009	\$7,093,304	(\$2,396,282)	\$29,103,611
2010	\$6,429,441	(\$7,246,901)	\$28,383,786
2011	\$6,833,325	(\$7,890,905)	\$31,204,454
2012	\$6,185,912	(\$7,388,781)	\$24,754,777
2013	\$5,614,600	(\$8,500,481)	\$24,189,972
2014	\$5,459,470	(\$4,322,572)	\$22,046,391
2015	\$5,791,451	(\$382,004)	\$20,701,637

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**NSD FUND BALANCE COMPARED TO STATEWIDE AVERAGE**

Year	Average NSD Fund Balance	Statewide Average Fund Balance	Difference (\$)	Avg NSD Fund Balance as a % of Statewide Avg
2008	\$7,700,513	\$2,194,965	\$5,505,548	351%
2009	\$7,093,304	\$1,894,181	\$5,199,123	374%
2010	\$6,429,441	\$1,493,169	\$4,936,271	431%
2011	\$6,833,325	\$1,713,413	\$5,119,911	399%
2012	\$6,185,912	\$1,735,063	\$4,450,850	357%
2013	\$5,614,600	\$1,529,983	\$4,084,617	367%
2014	\$5,459,470	\$1,398,363	\$4,061,107	390%
2015	\$5,791,451	\$1,451,034	\$4,340,417	399%

Average Fund Balance



Source: Eidex

When the same analysis is conducted excluding NSDs with a negative fund balance (identified above), the results are as follows:

**NSD FUND BALANCE TRENDS (EXCLUDING NSDS WITH NEGATIVE FUND BALANCE)**

Year	Average NSD Fund Balance	Minimum NSD Fund Balance	Maximum NSD Fund Balance
2008	\$7,700,513	\$148,776	\$33,776,449
2009	\$7,272,353	\$32,296	\$29,103,611
2010	\$6,687,485	\$33,296	\$28,383,786
2011	\$7,111,140	\$217,225	\$31,204,454
2012	\$6,442,039	\$146,720	\$24,754,777
2013	\$5,880,922	\$136,193	\$24,189,972
2014	\$5,757,040	\$7,902	\$22,046,391
2015	\$5,907,932	\$151,341	\$20,701,637



**NSD FUND BALANCE COMPARED TO STATEWIDE AVERAGE (EXCLUDING NSDS WITH NEGATIVE FUND BALANCE)**

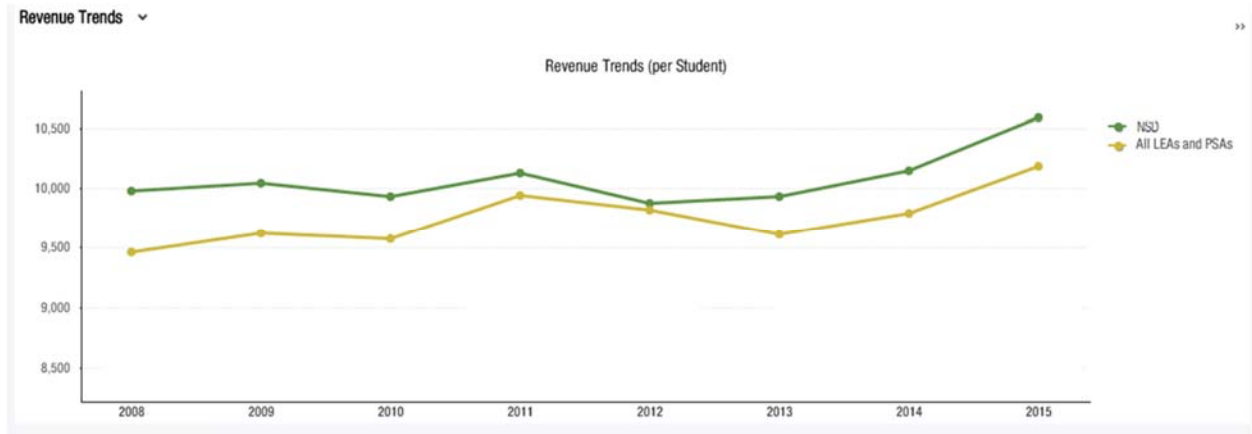
Year	Average NSD Fund Balance	Statewide Average Fund Balance	Difference (\$)	Avg NSD Fund Balance as a % of Statewide Avg
2008	\$7,700,513	\$2,194,965	\$5,505,548	351%
2009	\$7,272,353	\$1,894,181	\$5,378,171	384%
2010	\$6,687,485	\$1,493,169	\$5,194,316	448%
2011	\$7,111,140	\$1,713,413	\$5,397,727	415%
2012	\$6,442,039	\$1,735,063	\$4,706,976	371%
2013	\$5,880,922	\$1,529,983	\$4,350,939	384%
2014	\$5,757,040	\$1,398,363	\$4,358,677	412%
2015	\$5,907,932	\$1,451,034	\$4,456,898	407%

**4.2.3 GENERAL FUND REVENUE**

An analysis of general fund revenues per student for all NSDs as compared to statewide averages was conducted for the period from 2008 to 2015. NSD general fund revenue per student averages \$328 (or 3.25%) higher per student than the same figure for all districts statewide over the period examined. The table below summarizes this comparison.

Year	Average NSD General Fund Revenue per Student	Average Statewide General Fund Revenue per Student	Difference (\$)	Difference (%)
2008	\$9,980	\$9,463	\$518	5.2%
2009	\$10,044	\$9,627	\$417	4.2%
2010	\$9,936	\$9,573	\$363	3.7%
2011	\$10,128	\$9,940	\$188	1.9%
2012	\$9,878	\$9,820	\$58	0.6%
2013	\$9,939	\$9,618	\$321	3.2%
2014	\$10,147	\$9,796	\$351	3.5%
2015	\$10,592	\$10,185	\$407	3.8%

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Source: Eidex

#### 4.2.4 FUNDING BY SOURCE PER STUDENT

Revenues per student for NSDs was examined by source for the period from 2010 to 2015. Averages for those years, as well as percent change, are summarized below. Note that these averages have been calculated using only the figures for districts that realized revenue from each source (null revenues have been excluded from the average calculation).

Source	Average NSD Revenue per Student						% Change
	2010	2011	2012	2013	2014	2015	
100 Local Sources	\$4,236.43	\$4,279.08	\$4,263.06	\$4,425.18	\$4,265.58	\$4,657.85	9.9%
200 Non-Ed. Entity or Political Subdivision	\$27.80	\$26.54	\$28.84	\$20.10	\$30.46	\$34.23	23.1%
300 State Sources	\$5,862.10	\$6,196.87	\$6,178.41	\$6,365.03	\$6,579.40	\$6,940.55	18.4%
400 Federal Sources	\$838.45	\$873.93	\$580.56	\$801.18	\$544.30	\$570.45	-32.0%
500 Incoming Transfers & Other Transactions	\$1,676.85	\$1,694.82	\$1,526.54	\$3,219.56	\$2,680.89	\$4,255.26	153.8%
600 Fund Modification	\$232.33	\$198.06	\$172.64	\$94.42	\$113.72	\$118.45	-49.0%

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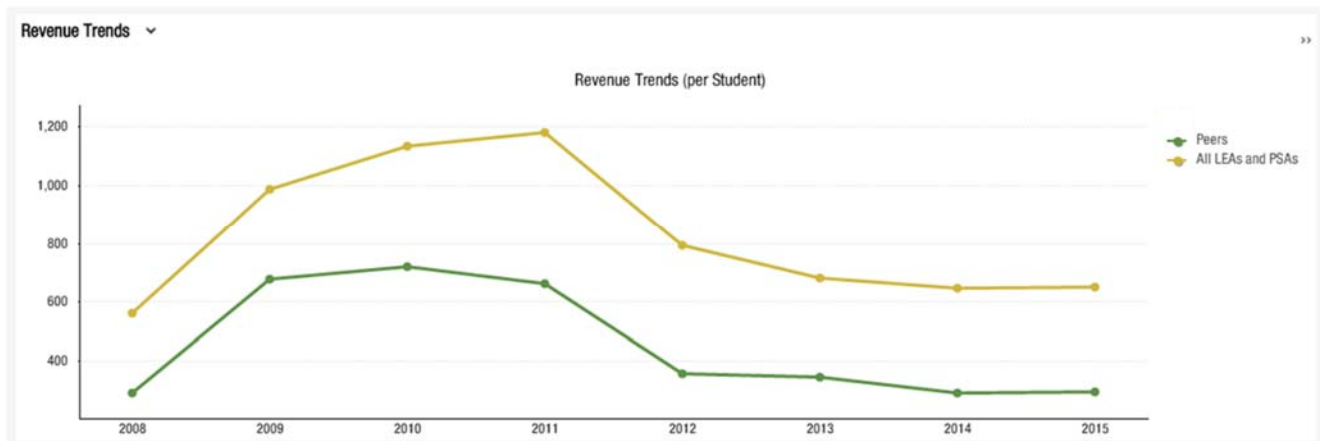
When an analysis is conducted on the net change in state and federal revenues for NSDs, a total net increase in revenue for the two categories of 12.1% is revealed.

Source	Average NSD Revenue per Student						% Change
	2010	2011	2012	2013	2014	2015	
300 State Sources	\$5,862.10	\$6,196.87	\$6,178.41	\$6,365.03	\$6,579.40	\$6,940.55	18.4%
400 Federal Sources	\$838.45	\$873.93	\$580.56	\$801.18	\$544.30	\$570.45	-32.0%
<b>TOTAL STATE AND FEDERAL</b>	<b>\$6,700.55</b>	<b>\$7,070.80</b>	<b>\$6,758.97</b>	<b>\$7,166.21</b>	<b>\$7,123.70</b>	<b>\$7,511.00</b>	<b>12.1%</b>

**4.2.5 FEDERAL FUNDING**

An analysis of NSD federal funding per student as compared to statewide averages for the period from 2008 to 2015 reveals that NSDs received significantly less federal funding than the statewide average, an average difference equaling an average of \$376 less per student.

Year	Average NSD Federal Revenue per Student	Average Statewide Federal Revenue per Student	Difference (\$)	Difference (%)
2008	\$291	\$563	(\$272)	-93.5%
2009	\$678	\$989	(\$311)	-45.9%
2010	\$722	\$1,134	(\$412)	-57.1%
2011	\$661	\$1,181	(\$521)	-78.8%
2012	\$356	\$796	(\$439)	-123.3%
2013	\$346	\$682	(\$337)	-97.4%
2014	\$292	\$647	(\$355)	-121.6%
2015	\$297	\$653	(\$356)	-119.9%



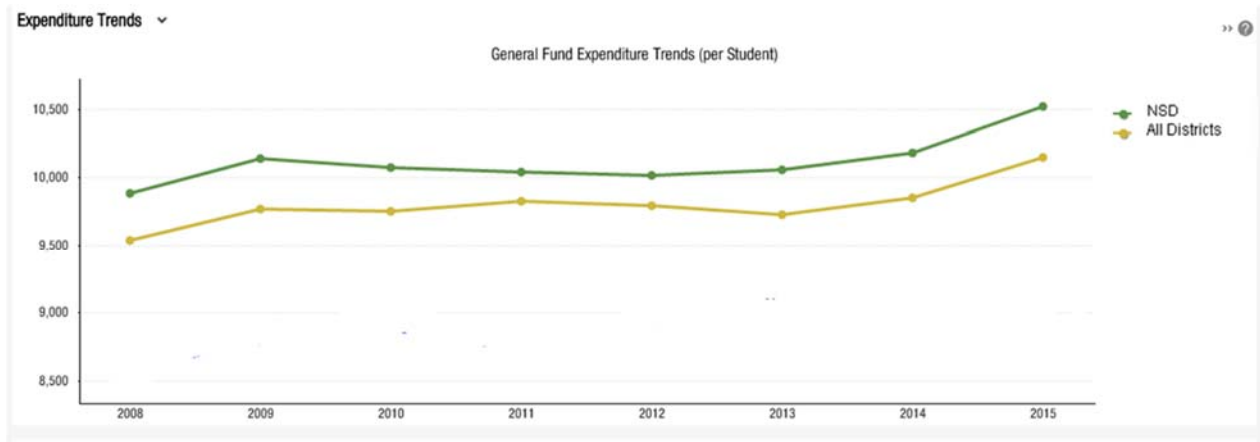
Source: Eidex

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**4.2.6 TOTAL EXPENDITURES PER STUDENT**

An analysis of NSD general fund expenditures per student revealed that on average NSDs spent \$314 more than the statewide average (or 3.1%). Data was analyzed for the period from 2008 to 2015, and is summarized below.

Year	Average NSD Expenditure per Student	Average Statewide Expenditure per Student	Difference (\$)	Difference (%)
2008	\$9,886	\$9,536	\$351	3.6%
2009	\$10,143	\$9,773	\$371	3.7%
2010	\$10,078	\$9,755	\$323	3.2%
2011	\$10,041	\$9,825	\$217	2.2%
2012	\$10,017	\$9,798	\$219	2.2%
2013	\$10,061	\$9,726	\$335	3.3%
2014	\$10,180	\$9,854	\$326	3.2%
2015	\$10,520	\$10,148	\$372	3.5%



Source: Eidex

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**4.2.7 EXPENDITURES PER STUDENT BY CATEGORY**

Expenditures per student for NSDs was examined by category for the period from 2008 to 2015. Averages for those years, as well as percent change, are summarized below. Note that these averages have been calculated using only the figures for districts that had an expenditure in that category (null expenses have been excluded from the average calculation).

Category	Expenditure Per Pupil								% Change
	2008	2009	2010	2011	2012	2013	2014	2015	
Athletics & Other Support Services	\$37.71	\$64.06	\$40.25	\$189.41	\$191.92	\$195.50	\$200.44	\$210.33	457.8%
Business, Interest & Abatements	\$187.45	\$165.96	\$177.24	\$173.61	\$176.43	\$169.45	\$155.91	\$167.06	-10.9%
Capital Projects	\$17.50	\$20.90	\$24.57	\$46.00	\$44.94	\$29.62	\$16.55	\$51.94	196.8%
Central Support Services	\$174.20	\$178.90	\$173.29	\$171.18	\$171.47	\$187.92	\$191.13	\$210.71	21.0%
Community Services	\$87.43	\$99.45	\$96.38	\$93.02	\$87.06	\$80.98	\$82.92	\$86.43	-1.1%
Debt Service - Long-term	\$52.76	\$62.70	\$61.57	\$54.33	\$71.63	\$46.00	\$46.68	\$63.86	21.0%
Fund Modifications (Transfers Out)	\$208.27	\$230.87	\$185.19	\$116.44	\$87.31	\$61.91	\$81.25	\$58.21	-72.1%
General Administration	\$180.49	\$210.63	\$200.56	\$197.72	\$198.33	\$188.59	\$190.57	\$234.50	29.9%
Instruction - Added Needs, Adult/Continuing Education	\$1,114.08	\$1,169.11	\$1,199.17	\$1,186.96	\$1,157.87	\$1,158.92	\$1,170.92	\$1,196.11	7.4%
Instruction - Basic Programs	\$4,534.79	\$4,783.76	\$4,749.11	\$4,781.30	\$4,810.13	\$4,940.67	\$4,961.30	\$5,168.54	14.0%
Instruction Staff	\$339.40	\$355.38	\$374.92	\$363.19	\$330.13	\$334.49	\$336.43	\$354.56	4.5%
Operations & Maintenance	\$981.70	\$1,021.09	\$925.09	\$879.96	\$854.30	\$841.56	\$869.37	\$876.93	-10.7%
Payments to Other Schools	\$7.17	\$27.73	\$11.94	\$24.25	\$12.77	\$25.53	\$12.20	\$15.47	115.8%
Pupil Services	\$516.45	\$541.33	\$550.28	\$529.89	\$553.52	\$546.25	\$566.98	\$588.15	13.9%
School Administration	\$547.81	\$564.23	\$544.92	\$542.30	\$546.87	\$541.75	\$556.57	\$572.19	4.5%
Transportation	\$414.02	\$410.83	\$402.64	\$397.15	\$409.81	\$388.87	\$398.64	\$422.57	2.1%

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**4.2.8 WAGES AND BENEFITS**

Wages and benefits costs for all NSDs were analyzed and compared to statewide data for the period from 2008 to 2015. Key points in this analysis include:

- Wages paid per student
- Benefits paid per student
- Total wages and benefits per student
- Total wages and benefits as a percentage of total expenditures

Key findings from this analysis include:

- Average wage per student at NSDs for the period was \$5,571, as compared to \$4,922 statewide (NSD average wage per student was 113% of the statewide average).
- Average total benefits per student for the period from 2008 to 2015 for NSDs was \$2,865, as compared to a statewide average of \$2,554 per student for the same period (NSD was 112% of the statewide average).
- Average total wages and benefits per student for the period from 2008 to 2015 for NSDs was \$8,436, as compared to a statewide average of \$7,477 per student for the same period (NSDs average total wages and benefits per student were 113% of the statewide average for the same measure).
- Wages and benefits averaged 83.6% of total expense for NSDs for the period from 2008 to 2015, as compared to a 75.2% average statewide.

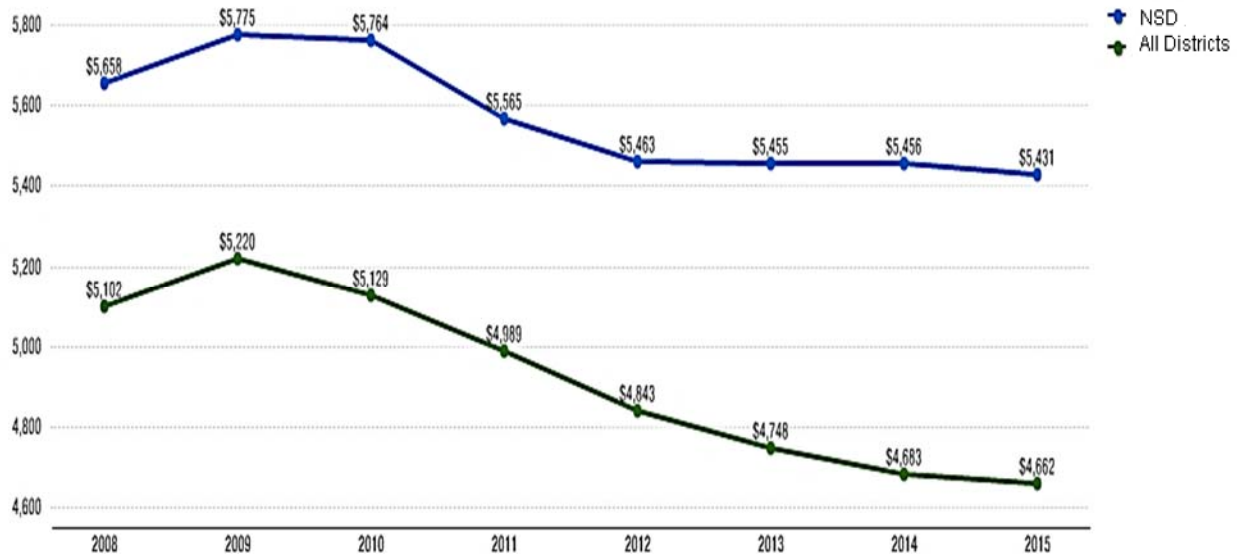
Note that an analysis of NSDs who have outsourced services for transportation, custodial/maintenance and food service was attempted however detailed data was unavailable. This item will require further study to sufficiently analyze and identify trends.

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**WAGES PAID PER STUDENT**

Wages per student were examined, revealing that average wage per student at NSDs for the period was \$5,571, as compared to \$4,922 statewide (NSD average wage per student was 113% of the statewide average over the time period).

Year	Average NSD Wage per Student	Average Statewide Wage per Student	Difference (\$)	Avg NSD Wage as % of Avg Statewide (%)
2008	\$5,658	\$5,102	\$556.00	111%
2009	\$5,775	\$5,220	\$555.00	111%
2010	\$5,764	\$5,129	\$635.00	112%
2011	\$5,565	\$4,989	\$576.00	112%
2012	\$5,463	\$4,843	\$620.00	113%
2013	\$5,455	\$4,748	\$707.00	115%
2014	\$5,456	\$4,683	\$773.00	117%
2015	\$5,431	\$4,662	\$769.00	116%



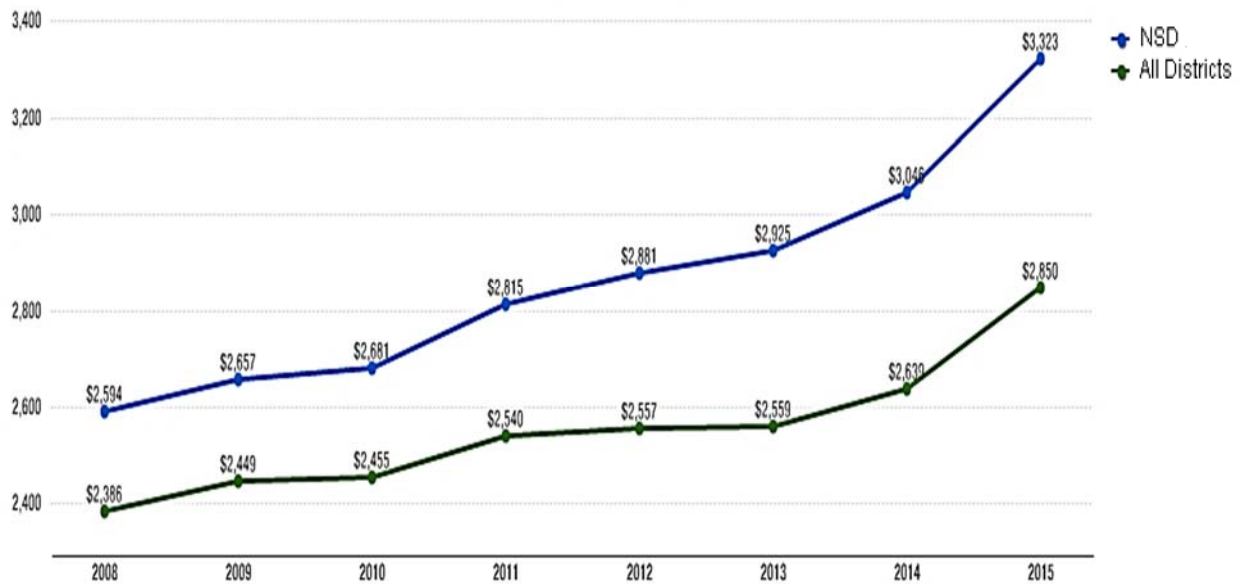
Source: Eidex

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**BENEFITS PAID PER STUDENT**

An analysis of benefits paid per student reveals that average total benefits per student for the period from 2008 to 2015 for NSDs was \$2,865, as compared to a statewide average of \$2,554 per student for the same period (NSD average benefit per student was 112% of the statewide average over the time period).

Year	Average NSD Total Benefits per Student	Average Statewide Total Benefits per Student	Difference (\$)	Avg NSD Benefits as % of Avg Statewide (%)
2008	\$2,594	\$2,386	\$208.00	109%
2009	\$2,657	\$2,449	\$208.00	108%
2010	\$2,681	\$2,455	\$226.00	109%
2011	\$2,815	\$2,540	\$275.00	111%
2012	\$2,881	\$2,557	\$324.00	113%
2013	\$2,925	\$2,559	\$366.00	114%
2014	\$3,046	\$2,639	\$407.00	115%
2015	\$3,323	\$2,850	\$473.00	117%



Source: Eidex

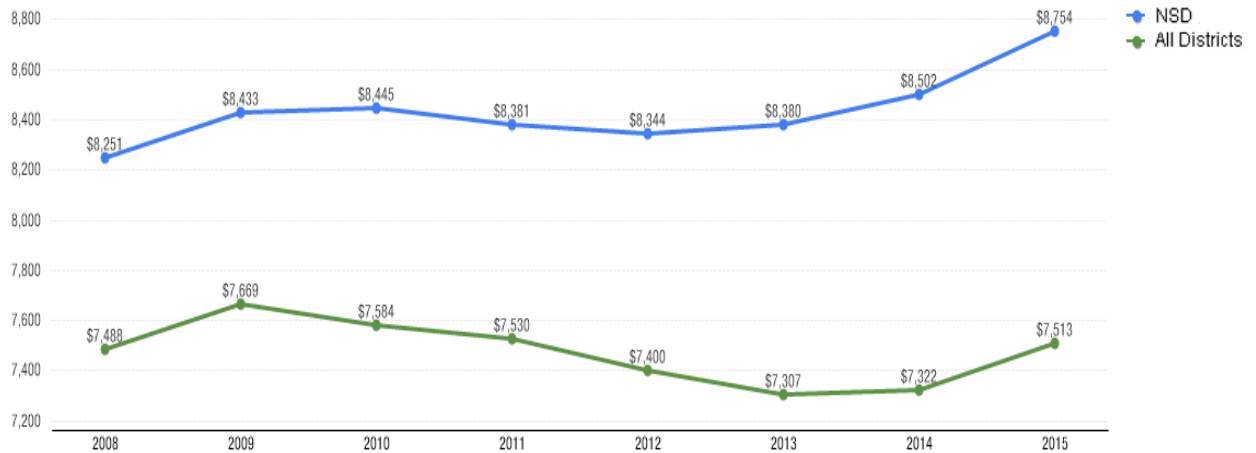


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**TOTAL WAGES AND BENEFITS PER STUDENT**

An analysis of total wages and benefits per student reveals that average total wages and benefits per student for the period from 2008 to 2015 for NSDs was \$8,436, as compared to a statewide average of \$7,477 per student for the same period (NSD average wage & benefits per student was 113% of the statewide average over the time period).

Year	Average NSD Total Wage & Benefits per Student	Average Statewide Total Wage & Benefits per Student	Difference (\$)	Avg NSD Wage & Benefits as % of Avg Statewide (%)
2008	\$8,251	\$7,488	\$763.00	110%
2009	\$8,433	\$7,669	\$764.00	110%
2010	\$8,445	\$7,584	\$861.00	111%
2011	\$8,381	\$7,530	\$851.00	111%
2012	\$8,344	\$7,400	\$944.00	113%
2013	\$8,380	\$7,307	\$1,073.00	115%
2014	\$8,502	\$7,322	\$1,180.00	116%
2015	\$8,754	\$7,513	\$1,241.00	117%



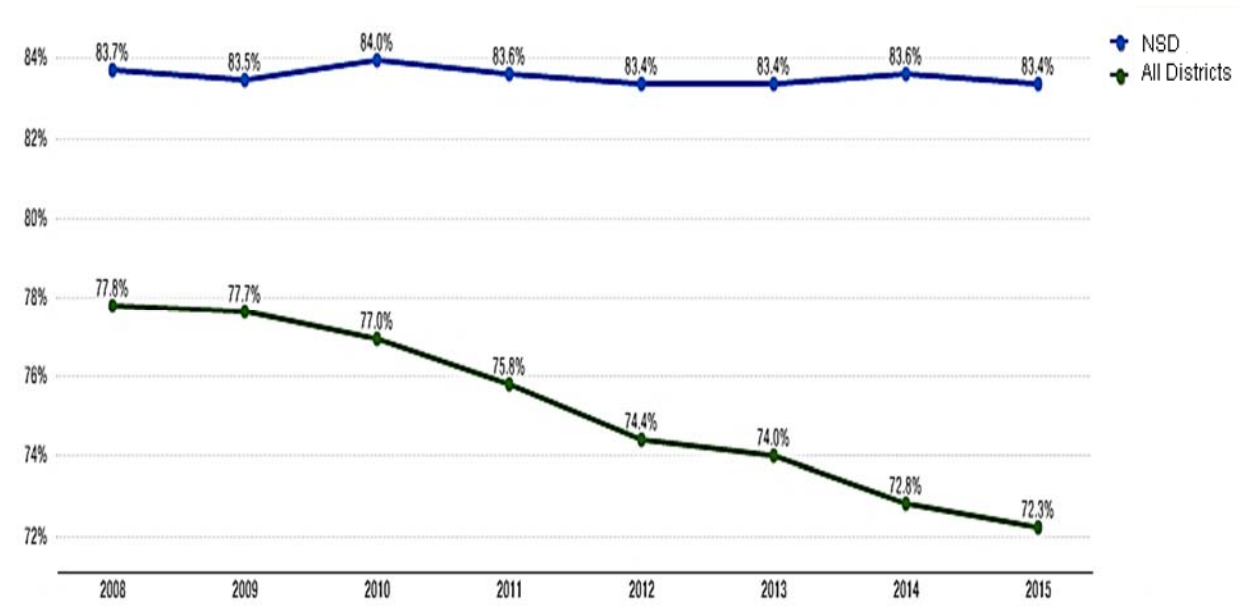
Source: Eidex

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**WAGES AND BENEFITS AS A PERCENT OF TOTAL EXPENSE**

Wages and benefits averaged 83.6% of total expense for NSDs for the period from 2008 to 2015, as compared to a 75.2% average statewide. It should also be noted that this percent held steady for NSDs in the period analyzed, while the statewide average steadily declined.

Year	Average NSD Wage & Benefits as a % of Total Expense	Average Statewide Wage & Benefits as a % of Total Expense	Difference (%)
2008	83.7%	77.8%	5.9%
2009	83.5%	77.7%	5.8%
2010	84.0%	77.0%	7.0%
2011	83.6%	75.8%	7.8%
2012	83.4%	74.4%	9.0%
2013	83.4%	74.0%	9.4%
2014	83.6%	72.8%	10.8%
2015	83.4%	72.3%	11.1%



Source: Eidex

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**4.2.9 BONDS AND SINKING FUNDS  
NSDS WITH BOND ISSUES**

Forty-two NSDs passed one or more bond issue (qualified or non-qualified) in the past ten years, as summarized in the table below. Note that in years when an NSD passed multiple bond issues, the amounts have been combined to represent a total amount of bond funds passed in that year.

District	Bond Year(s)	Bond Amount(s)	Total Bond Funds Last 10 Years	Bond \$ per Pupil (FTE)
Ann Arbor Public Schools	2006	\$60.54m	\$134,875,000.00	\$8,197.19
	2008	\$17.73m		
	2012	\$23.83m		
	2015	\$32.775m		
Berkley School District	2015	\$58.95m	\$58,950,000	\$11,748.50
Birmingham City School District	2015	\$50m	\$50,000,000.00	\$6,305.09
Blissfield Community Schools	2010	\$5m	\$5,000,000.00	\$4,210.17
Bloomfield Hills Schools	2013	\$55.195m	\$55,195,000.00	\$10,855.93
Bridgman Public Schools	2007	\$1.805m	\$25,575,000.00	\$28,098.22
	2009	\$22m		
	2011	\$1.77m		
Brighton Area Schools	2012	\$88.455m	\$88,455,000.00	\$12,053.27
Byron Center Public Schools	2011	\$23.6m	\$23,600,000.00	\$6,448.39
Caledonia Community Schools	2007	\$30.5m	\$71,500,000.00	\$15,567.34
	2014	\$41m		
Cheboygan Area Schools	2015	\$9.4m	\$9,400,000.00	\$5,320.71
Chelsea School District	2009	\$18.72m	\$18,720,000.00	\$7,705.54
Clare Public Schools	2015	\$2.45m	\$2,450,000.00	\$1,643.78
Clarkston Community School District	2016	\$75.98m	\$75,980,000.00	\$9,397.88
Clawson Public Schools	2014	\$9.98m	\$9,980,000.00	\$5,860.35
Dexter Community School District	2008	\$47.89m	\$63,560,000.00	\$18,145.59
	2012	\$15.67m		
East Grand Rapids Public Schools	2006	\$19.105m	\$62,490,000.00	\$21,548.87
	2007	\$12.48m		
	2014	\$30.905m		

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District	Bond Year(s)	Bond Amount(s)	Total Bond Funds Last 10 Years	Bond \$ per Pupil (FTE)
Forest Hills Public Schools	2007	\$46.8m	\$88,300,000.00	\$8,935.02
	2010	\$16.5m		
	2014	\$25m		
Forest Park School District	2008	\$.775m	\$775,000.00	\$1,741.69
Fowler Public Schools	2013	\$4.71m	\$4,710,000.00	\$8,898.88
Fremont Public School District	2009	\$43.875m	\$43,875,000.00	\$20,501.67
Grand Blanc Community Schools	2015	\$32.605m	\$32,605,000.00	\$3,902.27
Grand Haven Area Public Schools	2009	\$29.46m	\$48,785,000.00	\$8,114.79
	2014	\$19.325m		
Hudsonville Public School District	2011	\$82m	\$103,880,000.00	\$16,537.98
	2015	\$21.88m		
Jenison Public Schools	2011	\$32.985m	\$32,985,000.00	\$6,971.24
Lakeview Public Schools (Macomb)	2007	\$15.035m	\$15,035,000.00	\$3,849.35
Midland Public Schools	2015	\$121.4m	\$121,400,000.00	\$16,605.77
New Lothrop Area Public Schools	2006	\$16.28m	\$16,280,000.00	\$18,051.38
North Muskegon Public Schools	2009	\$1.7m	\$1,700,000.00	\$1,698.39
Novi Community School District	2007	\$26.4m	\$93,060,000.00	\$14,721.77
	2014	\$22.66m		
	2016	\$44m		
Okemos Public Schools	2007	\$6.8m	\$14,300,000.00	\$3,580.04
	2013	\$7.5m		
Ovid-Elsie Area Schools	2014	\$5.66m	\$5,660,000.00	\$3,584.57
Paw Paw Public School District	2006	\$10.757m	\$24,635,000.00	\$11,262.74
	2014	\$14.06m		
Pinconning Area Schools	2007	\$15.3m	\$15,300,000.00	\$12,268.56
Plymouth-Canton Community Schools	2008	\$122.035m	\$168,315,000.00	\$9,860.43
	2010	\$7.56m		
	2015	\$38.72m		

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District	Bond Year(s)	Bond Amount(s)	Total Bond Funds Last 10 Years	Bond \$ per Pupil (FTE)
Rochester Community School District	2016	\$108.725m	\$108,725,000.00	\$7,493.89
Saline Area Schools	2015	\$67.5m	\$67,500,000.00	\$13,017.22
South Lyon Community Schools	2015	\$64.4m	\$64,400,000.00	\$8,589.44
Spring Lake Public Schools	2006 2014	\$21.92m \$54.27m	\$76,190,000.00	\$31,280.79
St. Joseph Public Schools	2010 2016	\$38m \$8.4m	\$46,400,000.00	\$16,122.25
Tawas Area Schools	2015	\$9.72m	\$9,720,000.00	\$8,042.50
Troy School District	2013	\$125m	\$125,000,000.00	\$10,178.45
Zeeland Public Schools	2010 2015	\$20.275m \$38.25m	\$58,525,000.00	\$10,204.94

Source: MI Department of Treasury and [www.munios.com](http://www.munios.com)

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**NSDS WITH SINKING FUNDS**

Twenty-two NSDs (40.7%) had sinking funds in fiscal year 2015.

NSD District	Sinking Fund Mill Rate	Amount per Pupil
Ann Arbor Public Schools	1.0000	\$479.72
Berkley School District	0.7353	\$131.56
Blissfield Community Schools	1.7500	\$396.24
Bloomfield Hills Schools	0.7388	\$438.04
Bridgman Public Schools	0.1000	\$140.79
Byron Center Public Schools	1.0000	\$268.14
Cheboygan Area Schools	0.5603	\$178.52
Chelsea School District	0.2500	\$87.04
East Grand Rapids Public Schools	0.4874	\$107.67
Grand Blanc Community Schools	1.0000	\$172.44
Grosse Pointe Public Schools	1.0000	\$315.89
Haslett Public Schools	2.0283	\$310.20
Hudsonville Public School District	1.0000	\$200.60
Northville Public Schools	0.9978	\$366.93
Novi Community School District	0.4932	\$158.65
Okemos Public Schools	0.9919	\$282.58
Royal Oak Schools	1.0000	\$483.81
Saline Area Schools	0.3500	\$105.62
St. Joseph Public Schools	0.9946	\$333.32
Tawas Area Schools	0.5000	\$193.27
Williamston Community Schools	1.0000	\$218.86
Zeeland Public Schools	1.0000	\$243.06

Source: MI Department of Treasury

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**NSDS WITH BONDS AND SINKING FUNDS**

17 NSDs (31%) had both bond issues and sinking funds:

- Ann Arbor Public Schools
- Berkley School District
- Blissfield Community Schools
- Bloomfield Hills Schools
- Bridgman Public Schools
- Byron Center Public Schools
- Cheboygan Area Schools
- Chelsea School District
- East Grand Rapids Public Schools
- Grand Blanc Community Schools
- Hudsonville Public School District
- Novi Community School District
- Okemos Public Schools
- Saline Area Schools
- St. Joseph Public Schools
- Tawas Area Schools
- Zeeland Public Schools

## 5 Special Education

### 5.1 INTRODUCTION AND SUMMARY OF FINDINGS

Special education data was collected, analyzed and compared to statewide averages (where available) in the following categories. All calculations and graphs in this section are based on Eidex provided data, unless otherwise noted.

- Headcount and FTEs
- Special Education Revenue
- Special Education Expenditures

Key findings from the analysis are as follows:

- Average special education headcount for the period was 548, and decreased from 595 in 2008 to 526 in 2015 (11.6% reduction in headcount). This compares to statewide figures for average special education headcount of 267, which decreased from 315 in 2008 to 237 in 2015 (24.8% reduction in headcount).
- NSD special education populations average 13% of the total student population, as compared to 12% statewide.
- Special education FTEs averaged 130.59 for NSDs from 2008 to 2015, as compared to 71.42 statewide.
- An average special education conversion ratio of 4.2 for NSDs for the period from 2008 to 2015, as compared to an average statewide ratio of 3.77.
- Average NSD 51a state special education revenue rose 5.58% from 2008 to 2015.
- Average NSD PA18 state special education revenue declined -4.97% from 2008 to 2015.
- Average NSD federal special education revenue increased 20.98% from 2009 to 2015.
- Average special education expenditure for all NSDs from 2008 to 2015 was \$6,481,170, and showed a steady increase across the period analyzed of 9.14%.
- Average cost per SE headcount was \$10,363 and average cost per FTE was \$51,203, figures that increased 22.4% and 29.2% respectively.
- When shown as a percentage of total expenditure figures showed a nominal increase over the period, rising from 11.83% in 2008 to 11.95% in 2015.



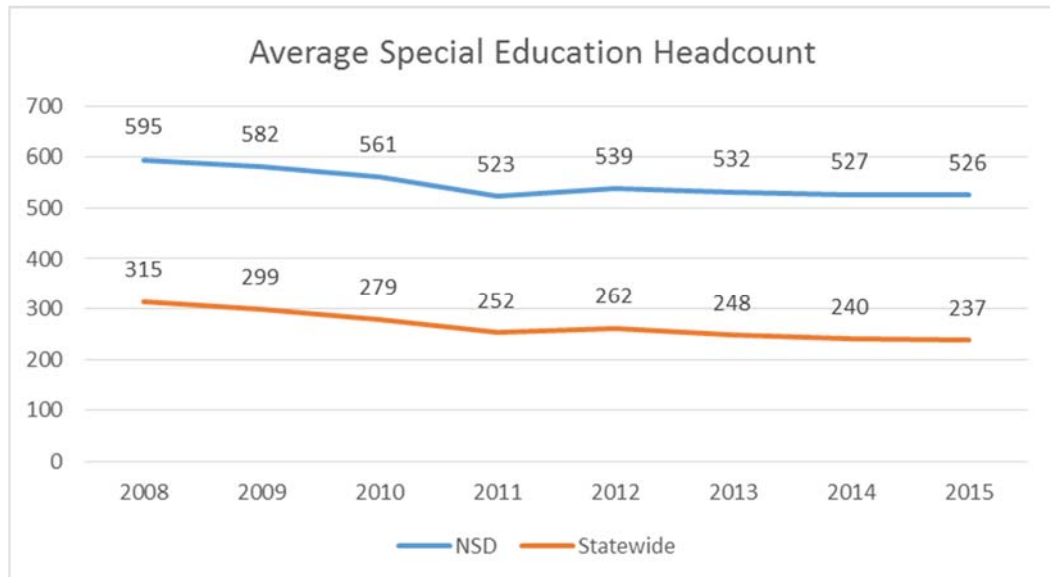
**5.2 DETAILED ANALYSIS**

**5.2.1 SPECIAL EDUCATION HEADCOUNT AND FTE**

**SPECIAL EDUCATION HEADCOUNT**

Special education headcount and FTE for the NSD population were analyzed for the period from 2008 to 2015. Average special education headcount for the period was 548, and decreased from 595 in 2008 to 526 in 2015 (11.6% reduction in headcount). This compares to statewide figures for average special education headcount of 267, which decreased from 315 in 2008 to 237 in 2015 (24.8% reduction in headcount). The average NSD Special Education Headcount for 2008 – 2015 is 206% of the Statewide average for the same period.

Year	Average NSD Special Education Headcount	Average Statewide Special Education Headcount	Avg NSD SE Headcount as % of Avg Statewide SE Headcount
2008	595	315	189%
2009	582	299	195%
2010	561	279	201%
2011	523	252	208%
2012	539	262	206%
2013	532	248	215%
2014	527	240	220%
2015	526	237	222%

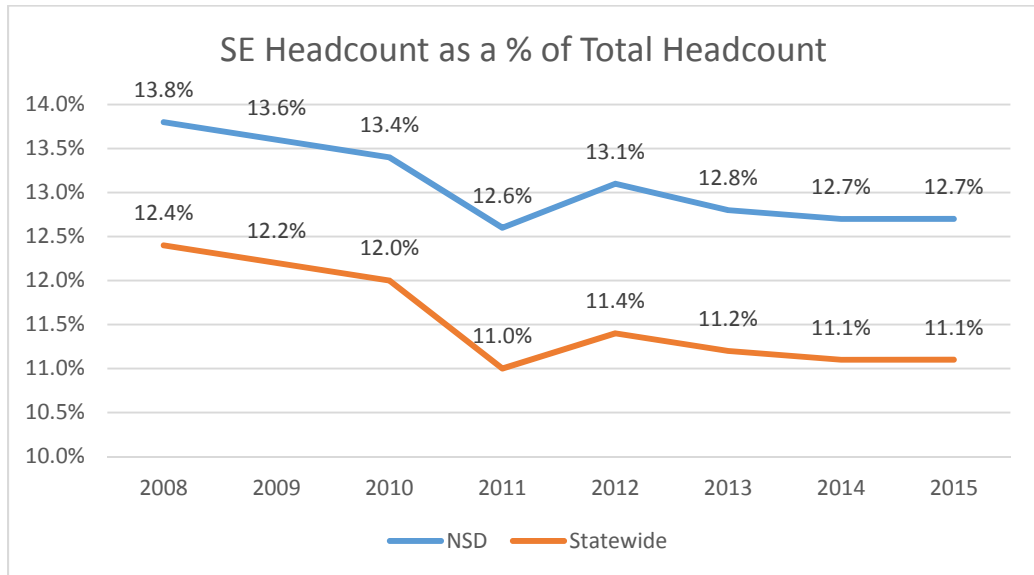


Source: Eidex

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When represented as a percentage of total headcount, NSD special education populations average 13% of the total student population, as compared to 12% statewide. These figures showed a nominal decrease for the period analyzed both statewide and in NSDs.

Year	Average NSD SE Headcount as a % of Total Headcount	Average Statewide SE Headcount as a % of Total Headcount	Difference
2008	13.8%	12.4%	1.4%
2009	13.6%	12.2%	1.4%
2010	13.4%	12.0%	1.4%
2011	12.6%	11.0%	1.6%
2012	13.1%	11.4%	1.7%
2013	12.8%	11.2%	1.6%
2014	12.7%	11.1%	1.6%
2015	12.7%	11.1%	1.6%



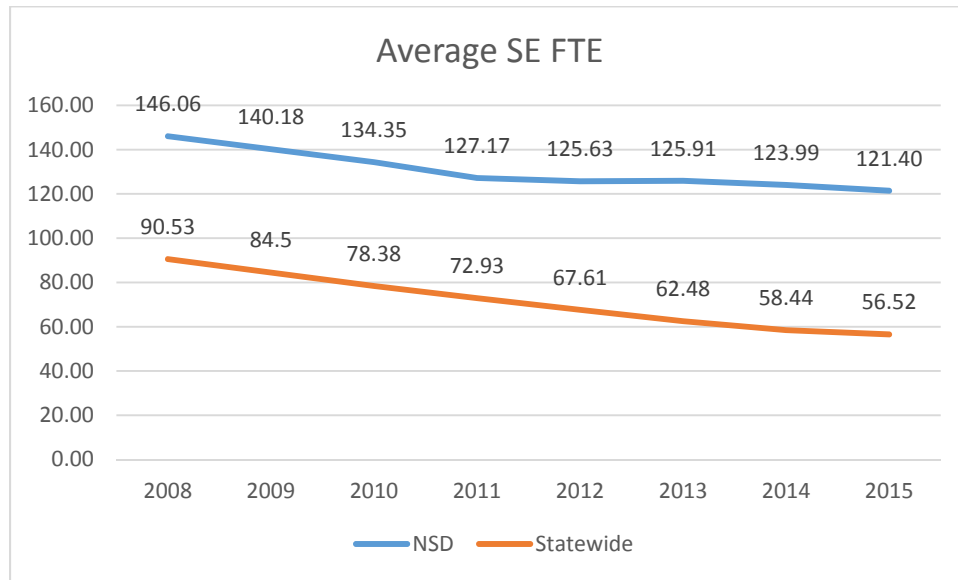
Source: Eidex

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**SPECIAL EDUCATION FTE**

Special education FTEs averaged 130.6 for NSDs from 2008 to 2015, as compared to 71.4 statewide. Both figures showed a decrease for the period, with average NSD special education FTE dropping 16.9%, while the statewide figure decreased a much more substantial 37.6%. The average NSD Special Education FTE for 2008 – 2015 is 183% of the Statewide average for the same period.

Year	Average NSD Special Education FTE	Average Statewide Special Education FTE	Avg NSD SE FTE as % of Avg Statewide SE FTE
2008	146.06	90.53	161%
2009	140.18	84.50	166%
2010	134.35	78.38	171%
2011	127.17	72.93	174%
2012	125.63	67.61	186%
2013	125.91	62.48	202%
2014	123.99	58.44	212%
2015	121.40	56.52	215%

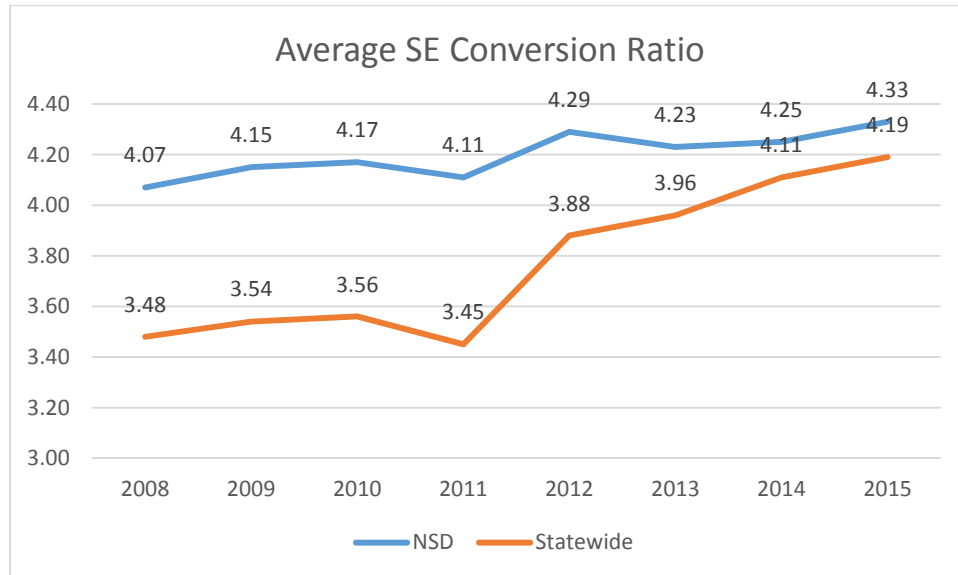


Source: Eidex

**SPECIAL EDUCATION CONVERSION RATIO**

An examination of special education conversion ratio (headcount to FTE ratio) reveals an average ratio of 4.20 for NSDs for the period from 2008 to 2015, as compared to an average statewide ratio of 3.77. Both figures increased over the period, with the NSD ratio rising from 4.07 to 4.33 and the statewide ratio rising from 3.48 to 4.19.

Year	Average NSD SE Conversion Ratio	Average Statewide SE Conversion Ratio	Difference (%)
2008	4.07	3.48	14.5%
2009	4.15	3.54	14.7%
2010	4.17	3.56	14.6%
2011	4.11	3.45	16.1%
2012	4.29	3.88	9.6%
2013	4.23	3.96	6.4%
2014	4.25	4.11	3.3%
2015	4.33	4.19	3.2%



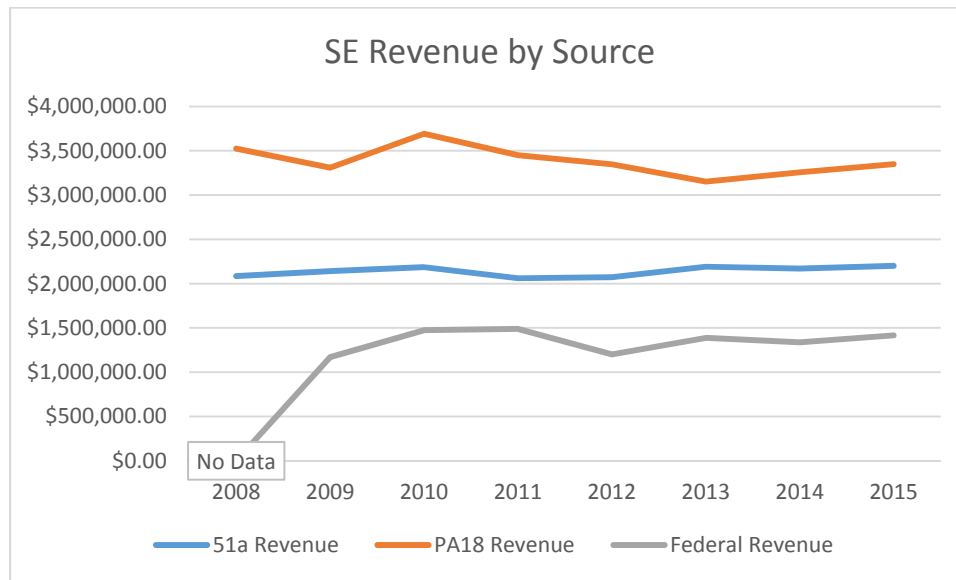
Source: Eidex

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**5.2.2 SPECIAL EDUCATION REVENUE**

Special education revenues were analyzed for the NSD population for the period from 2008 to 2015. Average revenue amounts and percent change for the period are shown in the table below. Note that data for federal revenues was taken from district single audit reports and not all NSD audit reports showed data for this category. Additionally, archived audit reports were only available through 2009.

Year	NSD Average State SE (51a) Revenue	NSD Average State SE (PA18) Revenue	NSD Average Federal SE Revenue	NSD Average Total SE Revenue
2008	\$2,083,849.95	\$3,524,669.84	n/a	n/a
2009	\$2,140,116.26	\$3,309,502.90	\$1,170,244.29	\$6,619,863.45
2010	\$2,186,121.27	\$3,692,399.87	\$1,473,061.40	\$7,351,582.54
2011	\$2,061,248.41	\$3,450,592.72	\$1,488,896.74	\$7,000,737.87
2012	\$2,070,759.30	\$3,346,543.66	\$1,199,956.70	\$6,617,259.66
2013	\$2,191,682.75	\$3,151,293.90	\$1,386,467.12	\$6,729,443.77
2014	\$2,169,260.59	\$3,257,372.06	\$1,336,725.96	\$6,763,358.61
2015	\$2,200,182.33	\$3,349,494.66	\$1,415,712.38	\$6,965,389.37
% Change	5.6%	-5.0%	21.0%	5.2%



Source: Eidex

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**5.2.3 SPECIAL EDUCATION EXPENDITURES**

Special education expenditures were examined for the NSDs, including the following analysis, for the period from 2008 to 2015.

- Average special education total expenditure
- Average special education expenditure per headcount
- Average special education expenditure per FTE
- Average special education expenditure as a percent of total expenditure

Average special education expenditure for all NSDs from 2008 to 2015 was \$6,481,170, and showed a steady increase across the period analyzed of 9.1%. When compared against headcount and FTE figures for the same period, average cost per headcount was \$10,363 and average cost per FTE was \$51,203, figures that increased 28.9% and 41.2% respectively. When shown as a percentage of total expenditure figures showed a nominal increase over the period, rising from 11.83% in 2008 to 11.95% in 2015.

Year	Average NSD SE Expenditure	Average NSD SE Expenditure per Headcount	Average NSD SE Expenditure per FTE	Average NSD SE Expenditure as a % of Total Expenditure
2008	\$6,186,832.63	\$8,942.05	\$41,853.58	11.83%
2009	\$6,349,545.23	\$9,535.89	\$45,629.52	11.84%
2010	\$6,515,293.33	\$9,680.65	\$48,446.40	12.00%
2011	\$6,480,171.28	\$10,792.16	\$51,478.97	12.08%
2012	\$6,488,686.83	\$10,604.15	\$53,325.03	12.03%
2013	\$6,501,628.61	\$10,748.67	\$54,423.44	11.92%
2014	\$6,574,844.00	\$11,076.23	\$55,389.21	12.00%
2015	\$6,752,358.08	\$11,523.22	\$59,078.35	11.95%
% Change	9.1%	28.9%	41.2%	1.01%

## 6 Transportation

### 6.1 INTRODUCTION AND SUMMARY OF FINDINGS

Transportation data was collected, analyzed and compared to statewide averages in the following categories. All calculations and graphs in this section are based on Eidex provided data, unless otherwise noted.

- Total transportation costs per mile
- Regular education transportation costs per mile
- Special education transportation costs per mile

Key findings from the analysis are as follows:

- Total transportation costs per mile for NSDs average \$4.45 for the period from 2008 to 2015, as compared to a statewide average of \$4.47.
- Regular education transportation costs per mile for NSDs average \$4.37 for the period from 2008 to 2015, as compared to a statewide average of \$4.36.
- Special education transportation costs per mile for NSDs average \$4.73 for the period from 2008 to 2015, as compared to a statewide average of \$4.94 (4.52% lower).

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**6.2 DETAILED ANALYSIS**

**6.2.1 TOTAL TRANSPORTATION COSTS PER MILE**

Total transportation costs per mile for NSDs average \$4.45 for the period from 2008 to 2015, as compared to a statewide average of \$4.47. Note that Oneida Township School District #3 did not report any transportation costs and have been excluded from these calculations.

Year	Average NSD Total Transportation Costs per Mile	Average Statewide Total Transportation Costs per Mile	Difference (\$)	Difference (%)
2008	\$4.60	\$4.58	\$0.02	0.43%
2009	\$4.65	\$4.50	\$0.15	3.23%
2010	\$4.54	\$4.46	\$0.08	1.76%
2011	\$4.35	\$4.48	(\$0.13)	-2.99%
2012	\$4.79	\$4.48	\$0.31	6.47%
2013	\$4.19	\$4.36	(\$0.17)	-4.06%
2014	\$4.23	\$4.46	(\$0.23)	-5.44%
2015	\$4.22	\$4.43	(\$0.21)	-4.98%



Source: Eidex

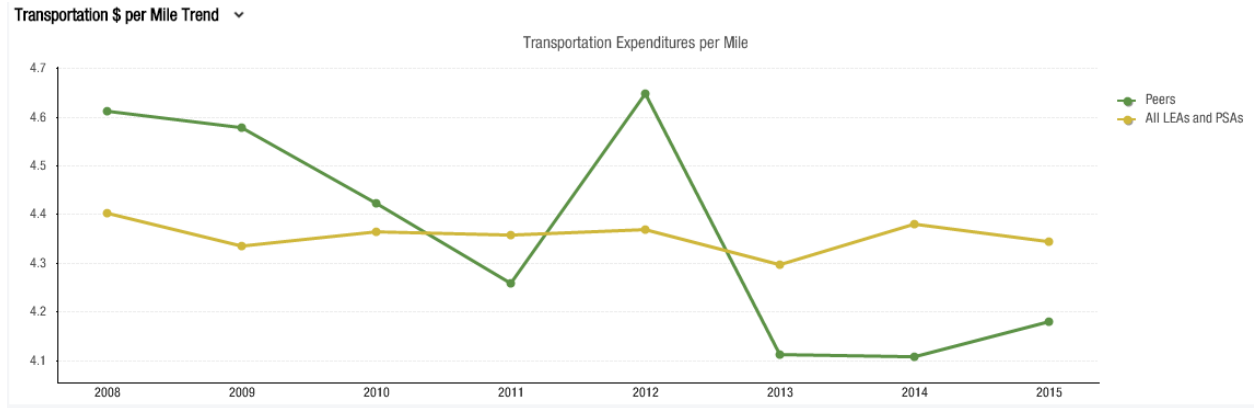


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**6.2.2 REGULAR EDUCATION TRANSPORTATION COSTS PER MILE**

Regular education transportation costs per mile for NSDs average \$4.37 for the period from 2008 to 2015, as compared to a statewide average of \$4.36. Note that Oneida Township School District #3 did not report any transportation costs and have been excluded from these calculations.

Year	Average NSD Regular Ed Transportation Costs per Mile	Average Statewide Regular Ed Transportation Costs per Mile	Difference (\$)	Difference (%)
2008	\$4.61	\$4.40	\$0.21	4.56%
2009	\$4.58	\$4.33	\$0.24	5.24%
2010	\$4.42	\$4.36	\$0.06	1.36%
2011	\$4.26	\$4.36	(\$0.10)	-2.35%
2012	\$4.65	\$4.37	\$0.28	6.02%
2013	\$4.11	\$4.30	(\$0.19)	-4.62%
2014	\$4.11	\$4.38	(\$0.27)	-6.57%
2015	\$4.18	\$4.35	(\$0.16)	-3.83%



Source: Eidex

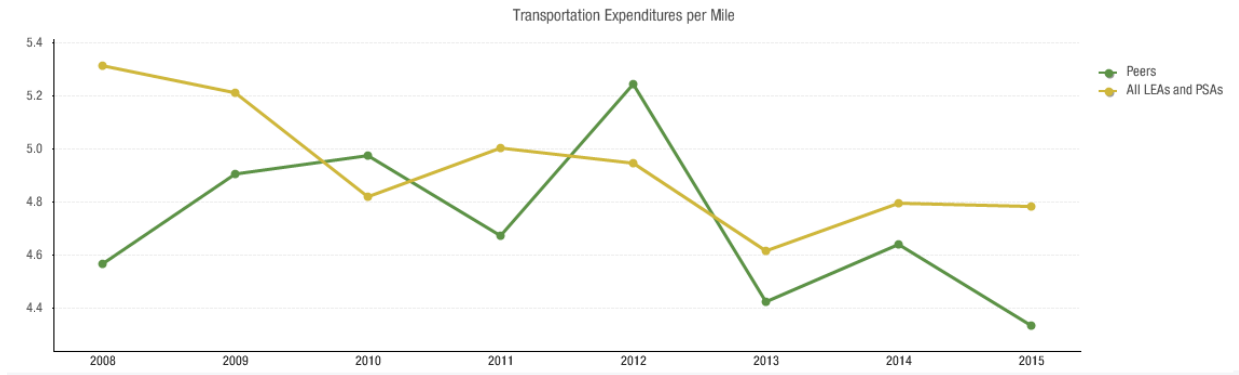
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**6.2.3 SPECIAL EDUCATION TRANSPORTATION COSTS PER MILE**

Special education transportation costs per mile for NSDs average \$4.73 for the period from 2008 to 2015, as compared to a statewide average of \$4.94 (4.52% lower). Note that Oneida Township School District #3 did not report any transportation costs and have been excluded from these calculations.

Year	Average NSD Special Ed Transportation Costs per Mile	Average Statewide Special Ed Transportation Costs per Mile	Difference (\$)	Difference (%)
2008	\$4.57	\$5.32	(\$0.75)	-16.41%
2009	\$4.91	\$5.21	(\$0.30)	-6.11%
2010	\$4.98	\$4.82	\$0.16	3.21%
2011	\$4.68	\$5.01	(\$0.33)	-7.05%
2012	\$5.25	\$4.95	\$0.30	5.71%
2013	\$4.43	\$4.62	(\$0.19)	-4.29%
2014	\$4.64	\$4.80	(\$0.16)	-3.45%
2015	\$4.34	\$4.78	(\$0.44)	-10.14%

Transportation \$ per Mile Trend ▾



Source: Eidex

## 7 Conclusions

A detailed examination of the Notably Successful Districts reveals a number of findings that bear emphasis.

SECTION	CONCLUSIONS
Demographics	<ul style="list-style-type: none"> <li>• NSDs are generally in areas where incomes (per capita, mean and median household) are all increasing.</li> <li>• A significant number of NSDs operated center programs, virtual academies and alternative schools</li> <li>• NSDs generally do not face the same competition for enrollment from charter schools as much of the State, with 67% of NSDs having no charter schools within their boundaries.</li> </ul>
Enrollment	<ul style="list-style-type: none"> <li>• When outliers are removed, NSDs only experienced an average enrollment decline of .99% from 2011 to 2016.</li> <li>• The largest non-white student populations among NSDs are Asian. The five NSDs with the smallest white student populations also represent some of the largest Asian populations.</li> <li>• Only 7 NSDs have African American student populations greater than 10% of total enrollment, only 1 NSD has a Hispanic student population greater than 10% of total enrollment.</li> </ul>
Financial Data	<ul style="list-style-type: none"> <li>• Compared to statewide data, NSDs carry a significantly higher fund balance.</li> <li>• Average NSD fund balance has declined less than the statewide average over the period from 2008 to 2015.</li> <li>• All NSDs show a positive fund balance for each year in the period analyzed with the exception of two districts in select years only.</li> <li>• Federal funding for NSDs declined significantly, likely due to the elimination of ARRA funding. However NSDs experienced an average increase of 12.1% in state and federal revenue combined.</li> <li>• NSDs receive significantly less federal funding than the statewide average, an average difference equaling \$376 less per student (or -92.15%).</li> <li>• NSDs spend \$314 more per pupil on average compared to statewide averages.</li> <li>• NSDs are better able to fund capital projects through sources other than the general fund (bonds and sinking funds).</li> <li>• NSDs have been able to decrease per student spending on maintenance and operations.</li> <li>• NSDs generally pay higher wages and benefits to staff than statewide averages, indicating their ability to attract higher quality talent in their staff.</li> </ul>
Special Education	<ul style="list-style-type: none"> <li>• NSDs have a significantly higher special education population than statewide averages in terms of both headcount and FTE.</li> <li>• NSDs have a higher special education conversion ratio (headcount to FTE) than statewide average.</li> <li>• NSDs are consistently increasing their spending on special education, in terms of total expenditure, as well as expenditure per headcount and FTE.</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• NSDs have lower costs per mile than statewide average for special education transportation.</li> </ul>

## - Data Sources

utilized in the preparation of this report. The table below identifies sources for all data and graphs for each of the tables included throughout this report have been compiled by Plante Moran using the source data. Calculations such as average, minimum and maximum values have been performed by Plante Moran using the provided source data.

DATA SOURCES	
SOURCE DATA	GRAPHS
Eidex	Eidex
Eidex	Eidex
Eidex	n/a
Eidex	n/a
Eidex	n/a
Eidex	Plante Moran
Eidex	Eidex
Eidex	Eidex

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SECTION	DATA SOURCES	
	SOURCE DATA	GRAPHS
3.2.4 – ELL Enrollment	Eidex	n/a
3.2.5 – Economically Disadvantaged Enrollment	Eidex	n/a
3.2.6 – Non-Public Enrollment	<a href="http://www.mischooldata.com">www.mischooldata.com</a>	n/a
4.2.1 – Hold Harmless	Eidex	n/a
4.2.2 – Fund Balance	Eidex	Eidex
4.2.3 – General Fund Revenue	Eidex	Eidex
4.2.4 – Funding by Source per Student	Eidex	n/a
4.2.5 – Federal Funding	Eidex	Eidex
4.2.6 – Total Expenditures per Student	Eidex	Eidex
4.2.7 – Expenditures per Student by Category	Eidex	n/a
4.2.8 – Wages & Benefits	Eidex	Eidex
4.2.9 – Bonds & Sinking Funds	MI Department of Treasury <a href="http://www.munios.com">www.munios.com</a>	n/a

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SECTION	DATA SOURCES	
	SOURCE DATA	GRAPHS
	(non-qualified bonds only)	
5.2.1 – Special Education Headcount & FTE	Eidex	Eidex
5.2.2 – Special Education Revenue	MI Department of Education Single Audit Reports (Federal)	Plante Moran
5.2.3 – Special Education Expenditures	Eidex	n/a
6.2.1 – Total Transportation Costs per Mile	Eidex	Eidex
6.2.2 – Regular Ed Transportation Costs per Mile	Eidex	Eidex
6.2.3 – Special Ed Transportation Costs per Mile	Eidex	Eidex

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