Currently, we are excited to be leading a Strategic Planning process that will identify goals and set the focus for each student in our district for at least the next three to five years. The entire community has been invited to participate in this process, and we are looking forward to sharing our comprehensive Strategic Plan in late spring 2017.

The facing page outlines our district demographics in 2015-16, and one area of change you may notice is Northshore’s rapid growth – including our expanding diversity. We are delighted to welcome new families to our district. Currently, it might surprise you to know that there are 94 home languages spoken in our district. This is such a source of strength for us as a district and for us as a community. I know our dedicated and talented staff are working in innovative ways to meet the needs of each of our learners and am anticipating this strength of diversity forming a cornerstone of our Strategic Plan that will focus and lead us into the future.

To further ensure that we are equitably serving all students and families, we have established an Equity and Diversity Committee to improve how we communicate with and support each and every student and family in Northshore.

To accommodate our growing population and to enhance our academic programs and student supports even further, Northshore is engaging in significant transitions that will begin in the fall of 2017:

- We are opening a fourth comprehensive high school, North Creek, and redrawing some school boundaries accordingly.
- Northshore also will shift from grades 7-9 junior highs to grades 6-8 middle schools. Ninth-graders will join our high schools.
- We are moving our school start times ahead approximately 25 minutes to promote better sleep and academic performance for our adolescent learners.

We are excited about the anticipated positive impact of these transitions. Simultaneously, we are steadfast in our commitment to maintaining strong and healthy relationships with one another and the Northshore community. Open and honest communication remains a cornerstone of our work and success together.

Finally, I am both honored and humbled to serve Northshore, where the dedication of district staff as well as the high expectations and support of our families continue to produce an amazing learning environment in a community that consistently values public education.

Please feel free to contact me if we can assist you in any way along your journey this year.

Warmly,
Dr. Michelle Reid
mreid@nsd.org
2015-16 District Quick Stats

- **93.3%** Extended Graduation Rate
- **75.4%** Secondary Fine or Performing Arts Enrollment
- **69.9%** Teachers with at least a Master’s Degree
- **14.7%** Free or Reduced-Price Meals
- **13.1%** Special Education Enrollment
- **0.2%** Unexcused Absence Rate
- **21,458** Student Enrollment
- **13.5 YEARS** Average Teacher Experience

SAT Mean Scores
- **1688** AVERAGE (NSD)
- **1488** AVERAGE (State)

ACT Composite Scores
- **25.6** AVERAGE (NSD)
- **23.1** AVERAGE (State)

Points of Pride

1,454 NSD seniors graduated / accepted more than **$10.8 million** in scholarships.

In 2015, Northshore School District refinanced its 2004 and 2005 bonds to take advantage of lower interest rates, saving taxpayers **$2.7 million** over the next three years.

The Office of the Superintendent of Public Instruction awarded **Washington Achievement Awards** to:

- **Arrowhead E.S.** (Math Growth)
- **Bear Creek E.S.** (Overall Excellence and Math Growth)
- **Shelton View E.S.** (Overall Excellence, English Language Arts Growth and Math Growth)
- **Sunrise E.S.** (English Language Arts Growth)

*Student race/ethnicity based on data from Oct. 2016*
Covering 60-square miles, the Northshore School District comprises the cities of Bothell, Kenmore and Woodinville, and unincorporated areas of King and Snohomish counties. Many families choose to relocate here for our outstanding schools.

From a district population of more than 125,000 people, we serve more than 21,000 students. With more than 2,000 employees, Northshore is the second-largest regional employer, and those employees by and large live, work and reinvest directly in our local economy.

Northshore is governed by a five-member elected School Board. The board sets the goals and direction of the district, adopts policy and hires and supervises the superintendent to administer district programs and operations.

In 2015-16, Northshore spent an average of $61.45 per pupil per day. Moody’s Investor Service and Standard and Poor’s financial rating agencies have awarded Northshore some of the state’s highest bond ratings as a result of its fiscal stability and financial management policies. These ratings make Northshore bonds more marketable to investors, resulting in lower interest rates and therefore lower taxes for residents.

Many families choose to relocate here for our outstanding schools.

**Fiscal Responsibility Supports Academic Excellence**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Dollars</strong></td>
<td>$157,866,564</td>
<td>67.9%</td>
</tr>
<tr>
<td><strong>Local Levy Dollars</strong></td>
<td>$49,139,353</td>
<td>21.1%</td>
</tr>
<tr>
<td><strong>Other Sources</strong></td>
<td>$14,927,642</td>
<td>6.4%</td>
</tr>
<tr>
<td><strong>Federal Dollars</strong></td>
<td>$10,619,839</td>
<td>4.6%</td>
</tr>
</tbody>
</table>

$232,553,398

Annual District Funding

Where does Northshore’s funding come from?

Northshore’s General Fund pays for day-to-day operations and is funded by a variety of sources.

- 67.9% State Dollars
  - $157,866,564
  - The state is Northshore’s largest funding source and accounts for nearly 70 percent of every dollar received. The state does not fully fund education. The state Supreme Court has ruled that the state must fully fund basic education to meet its constitutional duty.
- 21.1% Local Levy Dollars
  - $49,139,353
  - Levies are tax dollars collected from local taxpayers that must be approved by local voters. The funding is used for day-to-day operational costs and collected over a set number of years. Levies are a critical piece of district funding and make up nearly a quarter of every dollar.
- 6.4% Other Sources
  - $14,927,642
  - All other funding sources make up nearly 7 cents of every dollar received. That includes local gifts, donations and fees that are used to fill very specific needs.
- 4.6% Federal Dollars
  - $10,619,839
  - Federal dollars account for nearly a nickel of every dollar received and help provide vital services in specific areas.

Moody’s Investor Service and Standard and Poor’s financial rating agencies have awarded Northshore some of the state’s highest bond ratings as a result of its fiscal stability and financial management policies. These ratings make Northshore bonds more marketable to investors, resulting in lower interest rates and therefore lower taxes for residents.
How is the district funding used?

More than 3/4 of the district’s funding goes directly to the classroom and supports student learning.

$224,393,821
Annual District Expenses

73.2%
Teaching and Teaching Support
$164,290,844
Nearly 74 cents of every dollar were spent on teaching and teaching support, which includes librarians, counselors and classroom assistants.

10.8%
School and Central Office Staff
$24,269,502
Just over a dime per dollar was spent on administration, which includes building principals and central office staff.

5.8%
Custodial, Maint. and Grounds
$12,900,085
Almost 6 cents of every dollar were spent on school maintenance, custodians and grounds crews.

3.5%
Transportation
$7,949,054
Three-and-a-half cents per dollar were spent on buses and drivers to safely transport nearly 10,000 students daily.

2.7%
Nutrition Services
$5,965,945
Nearly 3 cents per dollar went to provide hot, nutritious meals to our students.

2.0%
All other Support Services
$4,555,284
Slightly more than 2 cents per dollar were spent to keep schools running, including technology.

2.0%
Utilities
$4,463,107
Almost 2 cents per dollar were spent on power, water and sewer for our buildings.

Northshore Junior High students listen to guidance from their teacher as they work on a sculpture project in art class.
North Creek High School

From movable glass classroom walls to Collaboration Cubes to a flexible engineering lab to a green roof — North Creek High School goes far beyond just providing extra classroom space.

“Superintendents from other districts have told me they consider North Creek to be the most innovative building that they’ve seen in the state,” says School Board President Amy Cast. “It’s just incredible.”

Most incredible may be that Northshore’s cutting-edge fourth comprehensive high school was built ahead of schedule and on budget. The $130 million, 61-acre campus will open in fall 2017 with a capacity of 1,600 students.

Thousands of residents packed an Open House in November, and the school has been profiled in regional TV and print news.

“Not only did we build a school, which we needed for growth, but we also built an innovative, world-class school,” Cast says. “Northshore has a long history of everyone — from parents to business owners to retirees — really supporting how forward-thinking we can be.”

North Creek — located near the district’s northern boundary — will create a new feeder pattern for Northshore so that the other three comprehensive high schools will have space for ninth-graders.

This new four-year high school structure allows the district to shift from junior highs to a grades 6-8 middle school model, which in turn opens space in elementary schools with the sixth-graders moving out.

Woodinville High School

The final construction phase for the Woodinville High School remodel was completed in the summer of 2016.

With this last phase of work, Woodinville students have newly designed fine arts, special education and technology spaces and classrooms, as well as a remodeled gym, weight room, locker rooms and training facilities.

“We very much appreciate the support of the community in the renovation,” says Assistant Principal Bryan Stutz. “The improvements made have given our students a sense of pride in the place they spend the majority of their days, and the final product truly supports and reflects our high standards and the outstanding work being done by our staff and students.”

Construction on Woodinville High School Phase III (inset) and North Creek High School is complete thanks to voters who approved the 2014 Capital Bond.
Enhancing Learning

Skyview Junior High teacher Charlie Fix uses his presentation screen to help students measure their tone in orchestra rehearsals.

Maywood Hills librarian Renee Huzienga engages second-graders in coding challenges with iPads.

These are some of the many ways Northshore teachers are enhancing learning through technology. Voters who approved the Technology Levy in 2014 have made a tremendous difference in the lives our 21st century learners.

“The biggest desire people had in the last levy cycle was putting more devices in the hands of kids,” says Director of Technology Allen Miedema.

Northshore has done that — and more.

The ratio of devices to students is now better than 3:1 in all schools, with the district adding thousands.

And the 2014 Tech Levy supports teacher training to ensure the new devices are maximized for learning.

“The biggest desire people had in the last levy cycle was putting more devices in the hands of kids.”

The district has also diversified operating systems so that students are using more than just the Apple Mac OS. Thousands of Chromebooks are in use, and the number of iPads and Windows computers has increased.

“The 2014 Tech Levy also enabled the district to add presentation screens in many classrooms. These allow students to easily share the work on their individual devices with the wider class.

“Professional development helps teachers understand how to flex those tools to meet the individual needs of students in their classrooms,“ says Manager of Instructional Technology and Library Services Shelby Reynolds. “If we’re really focused on the whole child, then we need systems that allow us to reach diverse types of learning.”
You are invited to attend “Conversations with the Board” to discuss the following questions:

1. The district is working on Strategic Planning beyond the transitional changes coming in 2017-18. What ideas or issues would you like the district to focus on long-term?

2. We know that achievement is not evenly shared by all students, and that lower achievement too often follows patterns of family income, English language learner status and special needs. What are your thoughts about how to close these achievement gaps and support all students to high levels of achievement?

3. Topic as determined by attendees.

Please join us! This evening forum is designed to allow for two-way conversation in an informal setting.