



# Strategic Plan Update & 2017-18 Annual Report

## About this Report from Lake Washington School District

Lake Washington School District (LWSD) serves a growing and diverse community. With nearly 30,000 students, we are the third largest district in Washington state. We serve the communities of Kirkland, Redmond and about half of Sammamish, Wash.

As one of the top performing districts in our state, our staff takes seriously our vision of Every Student Future Ready. We want our students to enjoy learning and to strive to reach their full potential.

To accomplish our mission and vision, we align our efforts to five strategic goals:

1. Ensure academic success for every student.
2. Provide safe and innovative learning environments.
3. Recruit, hire and retain highly effective personnel.
4. Use resources effectively and be fiscally responsible.
5. Engage our communities.

By aligning our work to goals, adhering to our four core values and three ideals, we believe we can achieve our mission and vision.

Each year, we are pleased to provide this annual report, which highlights our progress toward accomplishing our mission and vision for our students.

We work hard every day to provide the very best possible education for

our students. Our community plays an important role in our success and the success of our students. Thank you for your continued support and involvement in our schools.

### Accountability for End Results

End Results are the results desired for our students. End Results policies are part of the School Board's governance structure. The Board regularly monitors the organization's progress toward accomplishing End Results, including achievement of the district's mission and vision for students; focused on graduating every student Future Ready.

### Graduation Rates Continue to Climb

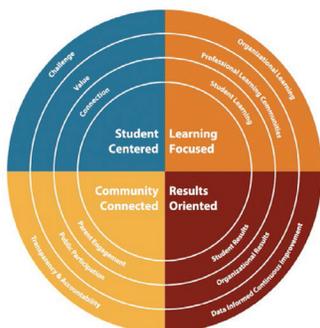
93.6% of students in the class of 2018 graduated in four years, which is the highest graduation rate of the largest 49 districts in Washington state. Some students need additional time. The five-year graduation rate for the class of 2016 was 94%. We continue to work toward 100% graduation.

### Ideals

### Core Values

### Strategic Goals

Opportunity & Equity  
Innovation  
Improvement



- 1 Ensure academic success for every student
- 2 Provide safe & innovative learning environments
- 3 Recruit, hire & retain highly effective personnel
- 4 Use resources effectively & be fiscally responsible
- 5 Engage our communities



# Goal 1: Ensure academic success for every student

Student Learning Milestone	Indicator	Spring 2012	Spring 2017	Spring 2018	Target 2018
<b>Early Literacy and Reading Skill Development</b>	% of kindergartners at benchmark on End-of-Year Dynamic Indicators of Basic Early Literacy (DIBELs) assessment	87%	90%	<b>86%</b>	95%
<b>3rd Graders on Track for Success</b>	% of 3rd graders meeting or exceeding state standards in English language arts/literacy		80%	<b>81%</b>	95%
	% of 3rd graders meeting or exceeding state standards in math		82%	<b>80%</b>	95%
<b>5th Graders' Overall Academic Readiness for Middle School</b>	% of 5th graders meeting or exceeding state standards in English language arts/literacy		83%	<b>84%</b>	95%
	% of 5th graders meeting or exceeding state standards in math		76%	<b>76%</b>	95%
	% of 5th graders meeting or exceeding state standards in science	87%	87%	<b>82%**</b>	95%
<b>8th Graders' Overall Academic Readiness for High School</b>	% of 8th graders meeting or exceeding state standards in English language arts/literacy		81%	<b>82%</b>	95%
	% of 8th graders meeting or exceeding state standards in math		75%	<b>75%</b>	95%
	% of 8th graders meeting or exceeding state standards in science	85%	86%	<b>78%**</b>	95%
<b>High School Students on Track for Graduation</b>	% of 9th graders earning 6.0 credits	84%	88%	<b>88%</b>	95%
	% of 10th graders accumulating 12.0 credits	74%	85%	<b>81%</b>	95%
	% of 10th graders meeting or exceeding state standards in English language arts/literacy		87%+	<b>89%</b>	95%
	% of 10th graders meeting or exceeding state standards in math		33/91%*	<b>72%</b>	95%
	% of 11th graders meeting or exceeding state standards in science	79%+	86%+	<b>31/80%*</b>	95%
<b>High School Students Graduating Future Ready</b>	% graduation rate	88.6% class of 2013	93.3% class of 2017	<b>93.6% class of 2018</b>	100% class of 2018
	% of 11th and 12th grade students enrolled in a dual credit college-level course		89%	<b>92%</b>	95%
	% of graduates enrolled in a post-secondary institution within 2 years of graduation	81% class of 2012	84% class of 2015	84% class of 2016	95% class of 2018

Notes: + In previous years, ELA and Math was assessed at grade 11 and science was assessed at grade 10. \*Many 11th grade students opted not to take these tests since they had passed the Biology EOC and Math EOC in previous years. Students who did not take the test were counted as not making the standard. The first number includes students that did not take the test as not meeting standard. The second number is the percent of those who took the test who met standard. \*\* For 5th/8th/11th grade science – the new Washington Comprehensive Assessment of Science (WCAS) replaced the MSP and EOC Biology. The exam in 2018 was assessing the NGSS standards.

## Progress Update

In 2017-18, the district expanded and added programs to help every student succeed. These efforts aim to reduce opportunity and achievement gaps for students and help students meet the state's new higher standards and 24-credit graduation requirement. Higher standards help to ensure students are prepared for future success.

### New Standards, New Curriculum

A new elementary Visual Arts curriculum aligned with state arts standards was fully implemented. Art docent lessons that complement the new curriculum were also created in partnership with district art docents. These lessons are now available on our website for use by our art docents in all schools.

A K-5 Science Adoption Committee learned about the Next Generation Science Standards. The committee developed screening tools that will be used to evaluate and recommend new elementary science curriculum in 2019. Elementary teachers received science instruction training in preparation for the new adoption.

# Goal 1: Ensure academic success for every student

New sexual health curriculum lessons (Family Life and Sexual Health) were adopted for grades 4-5 and for the middle and high school levels. These lessons, developed by King County Public Health, meet Washington state health requirements and new state health standards.

A district task force reviewed and recommended dyslexia curriculum for elementary schools. The curriculum was adopted by the Lake Washington School District Board of Directors and will be implemented together with training for K-5 teachers and administrators starting in the fall of 2018.

## Special Services Program Improvements

The Special Services Department continues to implement a five-year improvement action plan. Specific areas of focus include: expanding co-teaching and inclusionary practices; professional development on high quality instruction in reading and math; and developing parent and community partnerships.

## Highly Capable Program Expansion

During the 2017-18 school year, the Highly Capable program expanded to serve more students. In addition to existing highly capable programs, single domain services are now provided to students who qualify in a single domain (i.e., reading or math). The grades K-2 Highly Capable Program expanded to include third grade students and is in its fourth year. The program served 93 Kindergarten students, 104 first-grade students, 49 second-grade students and 45 third-grade students in 2017-18. Six full-time Highly Capable specialists work with small groups of students and provide professional development to classroom teachers.

## Core Academic Summer School

A summer programs review was completed during the 2017-18 school year, resulting in a program expansion of 12 enrichment/accelerated course options for summer 2018. Course offerings included: Drama Camp, STEM Camp, Integrated Art/Writing Camp, Middle School Algebra Booster, Accelerated Algebra I, Accelerated Geometry and a variety of Jr. DigiPen courses. Core Academic Summer School enrollment increased from 201 to 681 students. In addition, 81 summer school tuition scholarships totaling over \$20,000 were provided through the generous support of the Lake Washington Schools Foundation.

## Innovation Programs Launch

As we strive to accomplish our vision of Every Student Future Ready, we continue to explore innovative strategies and programs. Through a partnership with the Lake Washington Schools Foundation, grant money was made available to support these innovative programs:

- **Creating Innovators** – Sandburg Elementary and Discovery Community School
- **Urban Gardening** – Lake Washington High School
- **Family Engagement to Support Math Education** – Rush Elementary
- **Elementary Computer Science Leadership Program** – Lakeview, Rose Hill and Rush Elementary Schools
- **Elementary STEM Symposium** – Franklin, Lakeview and Rose Hill Elementary Schools
- **Attacking the Gap – A Multi-Faceted Approach** – Thoreau Elementary
- **Passionate About Learning (PAL) Time** – Einstein Elementary
- **Comunidad Mathematica/Math Community** – Redmond Elementary and Redmond Middle Schools
- **Outdoor Education Classroom** – Rockwell Elementary

## New Interim Assessments

Each spring, students in grade 3-8 and high school take the Smarter Balanced Assessments in English Language Arts (ELA) and mathematics. Approximately 40% of students in grades 3-8 piloted new interim assessments developed by the Smarter Balanced Assessment Consortium. These interims are short assessments directly aligned to Common Core State Standards and focused on specific learning targets. Teachers use the results from these interim assessments to inform their teaching practice. This expansion of SBA interims will continue in 2018-19 through additional training opportunities for teachers and teams.

## New Data Available in Family Access

In the last three years, additional student data has been made available in Skyward Family Access. Test score and Academic History tabs were added in 2016 and 2017. Most recently, downloadable state test score reports were made available via the Portfolio tab in Family Access.

## New Professional Learning Management System

A new Professional Learning Management System (PLMS) was purchased. This digital tool is designed for our professional learning activities, including both instructor-led training and eLearning. We have identified three outcomes for the use of the PLMS: 1) Provide a common district-wide platform to build, to deliver and to manage the training content for all district certificated and classified staff. 2) Build supports to improve onboarding focused professional learning. 3) Improve on-going and just-in-time professional learning. Beginning in the summer of 2018, the new PLMS was used to manage our formal Instructor Led Trainings. Several eLearning projects were piloted. The expanded implementation of the New Professional Learning System will continue in 2018 – 2019.

# Goal 2: Provide safe & innovative learning environments

## Progress update

The physical and social-emotional safety of our students and staff continues to be a top priority. In 2017-18 the district continued efforts to enhance the safety of our school facilities and continued construction on projects approved in our April 2016 bond measure.

### Drinking Water Quality Maintenance

A district drinking water quality maintenance program ensures our students are provided with safe drinking water. This program provides regular testing and maintenance of drinking water fixtures in all schools.

### Safety & Security

Safety of students and staff is a top priority. LWSD partnered with our three local cities (Kirkland, Redmond and Sammamish) to host Community Safety Forums in Spring 2018. These forums allowed parents, students and community members to hear from the district and our cities about safety measures currently in place. It also offered our community a chance to ask questions and give suggestions to the district in the area of safety and security.

Safety enhancements continue to be provided by our renewed capital projects levy. Installation continued on key card Access Control Systems to limit access points to school buildings. After a successful pilot, Entry Control Systems were installed over the summer for use at elementary and middle schools in the fall.

### Innovative Programs

Helping all students to learn, grow and achieve at high levels takes creativity and resources. The district seeks to recognize, celebrate, support and reward innovation at all schools. With the Lake Washington Schools Foundation and other community partnerships, we have established a District Innovation Program and Fund. It makes grant money available to schools to implement innovative ideas. Schools apply for and can be selected to receive funds to support innovative programs in our schools. Visit our innovation page for more details about last year's innovation programs: <https://www.lwsd.org/about-us/strategic-plan/innovation>.

### Classroom Technology and Infrastructure

Technology investments through the renewal capital projects levy help all students learn and be prepared for the future. Projects include critical technology systems support and infrastructure improvements; upgrades to student and staff equipment and classroom presentation panels; instructional software and support systems, business and technology software and support and technology training and professional development for staff.

### Building on Success

Clara Barton Elementary and Ella Baker Elementary projects were completed Summer 2018 and opened for students in Fall 2018. For more information see our website: [www.lwsd.org/BuildingonSuccess](http://www.lwsd.org/BuildingonSuccess)

Focus Area	Indicator	Fall 2012	Fall 2018	Target 2018
Student Safety	% of middle and high school students who report they feel safe at school	91%*	<b>86%*</b>	95%
	% of parents who agree that "My children feel safe at school"	97%	<b>91%</b>	100%
	% of parents who agree that "My children's school maintains an environment free of bullying or other types of intimidation"	74%	<b>81%</b>	85%
Facility Conditions	% of schools that have a Building Condition Score at or above the state standard for buildings of their age	100%	<b>100%</b>	100%
	% of community members who agree that "School facilities are well-maintained and provide a healthy environment"	81%	<b>76%</b>	90%
Technology	% of community members who agree that "LWSD schools integrate technology and technology application expectations into all grade levels"	82%	<b>82%</b>	90%
	% of Help Desk tickets resolved at first tier	53%	<b>93%</b>	85%

\*Student data is from an annual student web survey conducted in the spring

# Goal 3: Recruit, hire & retain highly effective personnel

## Progress update

As LWSD continues to grow, the need for more teachers and support staff grows each year. Competition between local districts to hire the best teachers grows each year. Retaining staff members has become even more important.

As part of these efforts, the district continued to expand recruiting and hiring efforts with Human Resources staff focused solely on recruiting and hiring highly effective personnel. This includes all employee groups – bus drivers, para educators, teaching staff and administrators. Human Resources staff attended recruiting fairs throughout the Pacific Northwest in 2017-18.

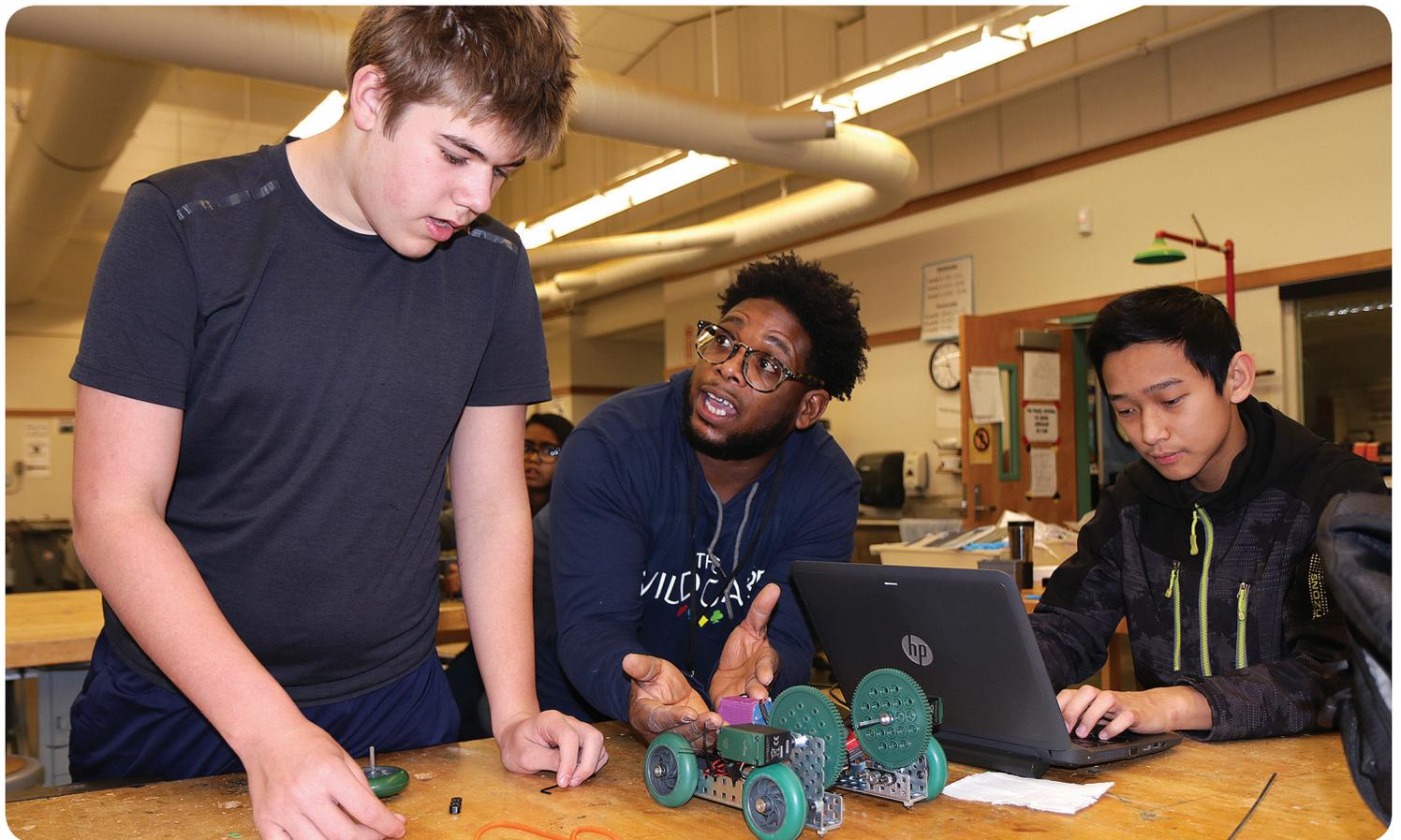
Sixty-one Lake Washington teachers achieve, renew National Board Certification



Forty-four Lake Washington School District teachers achieved National Board Certification®, as announced by the National Board for Professional Teaching Standards (NBPTS). In addition to the 44 newly-certified teachers, 17 teachers renewed their certification in 2017-18. That makes a total of 61 teachers completing the process. (Certifications must be renewed.) Teachers from around the district completed the process.

Focus Area	Indicator	Fall 2012	Fall 2017	Target 2018
Personnel	% teacher retention rate	92%	91%	95%
	% administrator retention rate	92%	90%	95%
	% classified staff* retention rate	88%	88%	95%
	% of community members who agree that “the overall quality of teaching in LWSD schools is excellent”	78%	76%	90%
	% of community members who agree that “the overall quality of leadership in the LWSD and its schools is excellent”	63%**	71%	90%

\*Classified staff hold positions that do not require a teaching certificate. \*\*Baseline data is from Fall 2013.



# Goal 4: Use resources effectively & be fiscally responsible

## Progress update

Strategic investments help focus resources toward accomplishing our goals and our mission and vision. It is important that we use our resources effectively, and that our public knows how resources are being used. Fiscal responsibility is of utmost importance.

LWSD continues to have the highest credit rating assigned to any school district in the state (shared only by two others). We continue to meet or exceed our minimum 5% fund balance requirement.

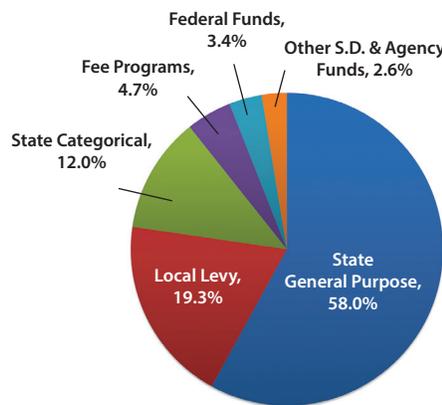
LWSD aligns its budget to its strategic goals. Each year, the district creates an annual budget that includes narratives, financial information and graphs to help it be more easily read and understood by our community. The Association of School Business Officials International awarded LWSD with its Meritorious Budget Award for 2017-18. This award recognizes excellence in budget presentations in school districts. This award reflects LWSD's commitment to sound fiscal management and budgetary policies.



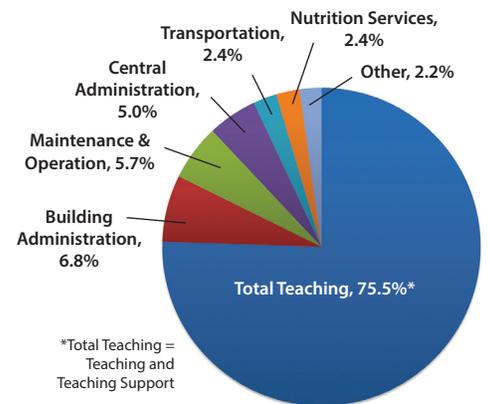
Focus Area	Indicator	Fall 2013	Fall 2018	Target 2018
Fiscal Accountability	% bond rating agencies that rate district's credit as Aaa, AA+, or better	100%	100%	100%
	% time that district maintains a minimum 5% fund balance	100%	100%	100%
	% of community members who agree that "the district uses resources effectively and practices sound financial management"	57%*	63%	95%

### General Fund Operating Budget

**Revenues 2017-18**  
(Where the money comes from)

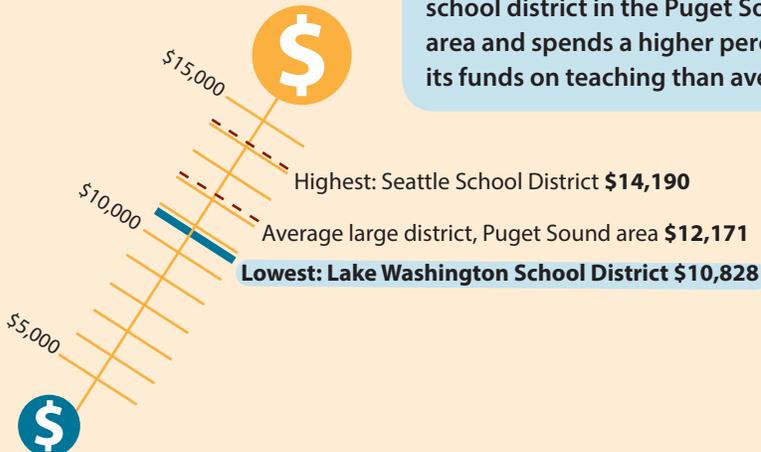


**Expenditures 2017-18**  
(Where the money goes)



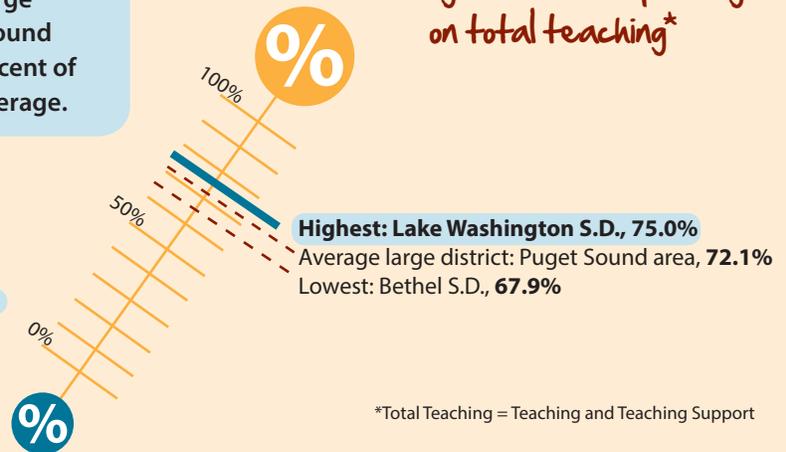
All Funds 2017-18	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance
General	\$52,401,482	\$350,530,507	\$355,527,166	\$47,404,823
ASB	\$1,298,888	\$3,174,236	\$3,060,422	\$1,412,702
Debt Service	\$19,087,732	\$67,732,976	\$55,827,488	\$30,993,220
Capital	\$173,628,160	\$201,804,771	\$192,896,229	\$182,536,702
Transportation Vehicle	\$3,048,661	\$906,982	\$330,772	\$3,624,871

### Revenue per student



Lake Washington receives lower funding\* than the average large school district in the Puget Sound area and spends a higher percent of its funds on teaching than average.

### % of general fund spending on total teaching\*



From Office of Superintendent of Public Instruction, data for 2016-17, latest available data for comparisons. Data for 16 districts with 15,000 or more in King, Snohomish and Pierce counties.

# Goal 5: Engage our communities

## Progress update

Great communities make great schools. Community engagement helps to ensure that people are involved in the decisions that impact student's educational success.

In 2017-18, LWSD engaged in significant public participation efforts focused on district facilities and the funding of those facilities. Outreach included presentations at community meetings, mailings to the community, social media presence, advertising and more.

### Building on Success

Thanks to the passage of the April 2016 bond measure, school construction projects are underway. LWSD produced its first "Building on Success Progress Report," a report on these projects in Fall 2017. In addition, it produced a monthly "Bond eNews" electronic newsletter that was distributed to the community periodically to ensure the community receives updates on the progress of the bonds. Community members can sign up to receive Bond eNews by visiting: <https://www.lwsd.org/BuildingOnSuccess>.

### Online Community Engagement

As the world becomes more reliant on digital communication, the district has expanded its use of social media to engage with parents and community members. The district's Facebook



following has increased to over 10,000 people. The district began its own Instagram account to also encourage digital engagement.

### Community Volunteers

A highly engaged and involved community enhances students' school experience. LWSD is fortunate to have a highly involved corps of over 16,000 volunteers who provide amazing support to our students and schools. Want to be a volunteer? Visit [www.lwsd.org/volunteer](http://www.lwsd.org/volunteer) to sign-up.

### Committees and Task Forces

Each year, parents and community

members volunteer to serve on district committees and task forces.

A **School Start Time Advisory Committee** was formed to study and analyze school schedule and start time implications. The committee has been researching and seeking feedback on potential options. LWSD implemented a seven-period high school day starting in the 2018-19 school year.

The **District Equity Team** continued to meet in the 2017-18 school year. The purpose of this group is to advise, provide input and help prioritize district-wide equity efforts.

Focus Area	Indicator	Fall 2012	Fall 2018	Target 2018
Communication and Engagement	% of community members who agree that "I receive information about LWSD on a regular basis"	73%	<b>72%</b>	85%
	% of community members who agree that "I have online access to information about school and district programs"	86%	<b>84%</b>	92%
	% of community members who agree that "LWSD schools gather feedback on important issues"	62%	<b>61%</b>	82%
	% of community members who agree that "I feel welcome in LWSD schools"	87%	<b>84%</b>	93%



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## Lake Washington School District Board of Directors

The Lake Washington School District Board of Directors has the legal responsibility to direct the schools of the district. The board represents the citizens of the district. They direct the operational organization through the superintendent, who functions as the Chief Executive Officer.

Board members represent and are elected by the district as a whole. However, each director must be a resident of the specific director district whose seat they hold. That system ensures geographic diversity of representation on the board.

The Board governs the district through the use of "Policy Governance." In this framework for organizational leadership, the Board establishes and monitors organizational performance. They set Executive Limitations, policies that set limits and boundaries for

achieving organizational goals and student outcomes. They define desired outcomes for our students and the district through ends results.

These elected officials serve four-year terms. Many of these Board members have served for multiple terms, providing stability in district governance.

Board meetings are broadcast live on Comcast Channel 26 and streamed live on the district website. Videos of past board meetings, along with agendas, minutes and associated documents, are also available on the district website. The online video archive includes all regular board meetings dating back to January 2009.

In June 2018, the LWSD Board of Directors named Dr. Jane Stavem the new Superintendent of Lake Washington School District.

*Note: A complete fiscal accounting for the district is available on its website at: <http://www.lwsd.org/budget-and-financial-reports>. State auditor reports are posted there when complete.*

The Lake Washington School District does not discriminate on the basis of race, color, national origin, sex, disability, age, gender, marital status, creed, religion, honorably discharged veteran, military status, sexual orientation, gender expression, gender identity, the presence of any sensory, mental or physical disability, or the use of a trained guide dog or service animal by a person with a disability, in its programs and activities and provides equal access to the Boy Scouts and other designated youth groups. The following employees have been designated to handle questions and complaints of alleged discrimination:

Civil Rights Coordinator	Director of Human Resources 16250 NE 74th Street Redmond, WA 98052 (425) 936-1266 <a href="mailto:civilrights@lwsd.org">civilrights@lwsd.org</a>
Title IX Coordinator	Director of Student Services 16250 NE 74th Street Redmond, WA 98052 (425) 936-1289 <a href="mailto:titleix@lwsd.org">titleix@lwsd.org</a>
Section 504/ ADA Coordinator	Director of Special Services 16250 NE 74th Street Redmond, WA 98052 (425) 936-1407 <a href="mailto:section504@lwsd.org">section504@lwsd.org</a>

## 2018-19 Superintendent and Board of Directors



**Dr. Jane Stavem**  
 Superintendent



**Siri Bliesner**  
 School Board,  
 President,  
 District 5



**Mark Stuart**  
 School Board,  
 Vice President,  
 District 4



**Eric Laliberte**  
 School Board,  
 District 1



**Chris Carlson**  
 School Board,  
 District 2



**Cassandra Sage**  
 School Board,  
 District 3