



# Lake Washington School District 2020-21 Draft Budget





**ASSOCIATION OF  
SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL**

This Meritorious Budget Award is presented to

**LAKE WASHINGTON  
SCHOOL DISTRICT**

for excellence in the preparation and issuance of its budget  
for the Fiscal Year 2019–2020.

The budget adheres to the principles and standards  
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink that reads 'Claire Hertz'.

**Claire Hertz, SFO**  
President

A handwritten signature in black ink that reads 'David J. Lewis'.

**David J. Lewis**  
Executive Director

**Comprehensive Annual Budget Contributing Staff:**

Barbara Posthumus, Associate Superintendent, Business & Support Services

Chris Brenengen, Director of Business Services

Lynne Pyke, Budget & Fiscal Manager

Budget Team

Shannon Parthemer, Director of Communications

Communications Team



# Table of Contents

<b><u>Introductory Section</u></b>	1
Executive Summary	2
Organizational Summary	2
Financial Summary	4
Informational Summary	12
<hr/>	
<b><u>Organizational Section</u></b>	14
LWSD Profile & Administrative Directory	15
Board of Directors & Superintendent	17
Organizational Chart	18
Mission, Vision & Guiding Principles	19
Strategic Goals	20
Key Budget Development Factors & Future Direction	21
Budget Policies	22
Budget Timeline & Fund Types	23
Revenue Sources	24
Expenditures	25
Map	26
List of Schools	27
<hr/>	
<b><u>Financial Section</u></b>	28
<b><i>All Governmental Funds</i></b>	
Budget Summary 2016-17 Actual through 2020-21 Budget	29
Budget Summary 2020-21 Budget through 2023-24 Projected Budget	30
<b><i>General Fund</i></b>	31
General Fund Budget Summary Revenues by Source, Expenditures by Object 2016-17 Actual through 2020-21 Budget	33
General Fund Budget Summary Revenues by Source, Expenditures by Object 2020-21 Budget through 2023-24 Projected Budget	34
General Fund Detailed Revenues	35
General Fund Program Expenditures	37
General Fund Program Expenditure Variances	40
<b><i>Debt Service Fund</i></b>	41
Debt Service Fund Budget Summary 2016-17 Actual through 2020-21 Budget	42
Debt Service Fund Budget Summary 2020-21 Budget through 2023-24 Projected Budget	43
Debt Service Fund Revenues	44
Debt Service Fund Expenditures Outstanding Bonds	45
<b><i>Capital Projects Fund</i></b>	46
Capital Projects Fund Budget Summary 2016-17 Actual through 2020-21 Budget	47
Capital Projects Fund Budget Summary 2020-21 Budget through 2023-24 Projected Budget	48
Capital Projects Fund Revenues	49
Capital Projects Fund Expenditures	50
Capital Projects Fund Revenues Calculation of 2020-21 Levy Collections	51



# Table of Contents

## **Financial Section (continued)**

### ***Transportation Vehicle Fund***

Transportation Vehicle Fund Budget Summary 2016-17 Actual through 2020-21 Budget 52

Transportation Vehicle Fund Budget Summary 2020-21 Budget through 2023-24 Projected Budget 53

***Associated Student Body Fund*** 54

Associated Student Body Fund Budget Summary 2016-17 Actual through 2020-21 Budget 55

Associated Student Body Fund Budget Summary 2020-21 Budget through 2023-24 Projected Budget 56

Associated Student Body Fund Budget Elementary Schools 57

Associated Student Body Fund Budget Middle Schools 58

Associated Student Body Fund Budget Senior High Schools 59

Associated Student Body Fund Activity Summary 60

---

## **Informational Section**

Property Taxes 62

Enrollment History & Projections 63

General Obligation Bonds & Long-Term Debt 64

District Performance Measures 66

Glossary of Terms & Acronyms 68



# Introductory Section

Executive Summary

Organizational Summary

Financial Summary

Informational Summary



# Executive Summary

## Organizational Summary

Lake Washington School District is a high-performing, fast-growing public school district serving students in preschool through age 21. The district encompasses 76 square miles in the suburban east side of the Seattle metropolitan area. Lake Washington serves the cities of Kirkland, Redmond, part of Sammamish and unincorporated areas of King County. Lake Washington School District strives to make each of its more than 31,000 students future ready: prepared for college, prepared for the global workplace and prepared for personal success.

Our strategic plan for 2019-2022, Elevate, focuses on strategic initiatives that help us elevate the quality of everything we do to provide the best education in the world for our students. The strategic plan highlights five goal areas:

1. Academic Success
2. Well-Being
3. Community Engagement
4. Excellent Staff
5. Effective Use of Resources

The strategic plan drives the district's work. It focuses efforts and resources toward accomplishing these goals. The plan further develops the strategic work planned to help achieve each goal.

District processes ensure that budget prioritization closely aligns with district goals. These efforts link the strategic work with resource needs (time, people, and money). They create an appropriate alignment of resources to accomplish our strategic work.

To help develop the strategic plan areas of focus and the budget, the district surveyed staff members concerning specific strategic programs. This survey provided feedback for use in strategic planning. It also provided feedback on budget priorities.

The district departments and programs made budget requests for ongoing and strategic work. Each request provided required information on the purpose of the resources needed, connection to student success and alignment with district mission, vision and strategic goals.

This information was provided to the district's Strategic Advisory Leadership Team, a representative group of district administrators. They carefully reviewed requests and provided feedback on budget prioritization and alignment with strategic work.

Shortly after budget requests were submitted, the district needed to close schools in response to the COVID-19 pandemic. On April 6, 2020, Governor Inslee closed all public and private K-12 school buildings in Washington State for the remainder of the 2019-20 school year. The district, however, continued to operate and educate students using continuous learning models. The COVID-19 pandemic presented new challenges and priorities that needed to be taken into consideration when planning the budget.

The Board of Directors held study sessions on the budget to provide additional feedback and direction.

The budget reflects an investment in achieving the district's strategic goals. Highlights of key investments toward achieving each goal area are as follows:

### Goal 1. Academic Success

- Multi-Tiered System of Support (MTSS) inclusion and co-teacher training
- Special education academic and behavioral supports
- Behavioral health and vision supports
- Curriculum and assessment test kits
- Professional development and materials for K-5 math assessment pilots
- Curriculum training and K-12 Next Generation Science Standard (NGSS)
- Fifth grade teacher training in technology and science
- Musical instrument replacement and maintenance
- Technology application support



# Executive Summary

- International transcript support at the high school level
- Highly capable program and testing support
- Elementary Associate principals
- Professional training, support and staffing related to reopening school
- Supports for technology integration
- Data services and specialist support
- High school deans of students

## Goal 2. Well-Being

- Equity efforts and training
- Behavioral and mental health, risk assessment and training to implement Positive Behavior Intervention and Support (PBIS)
- Support for Campus Security personnel uniforms and materials
- School Resource Officer support
- Summer athletic management
- Support of emergency management and health services
- Middle school safety and supervision supports

## Goal 3. Community Engagement

- Ensure public participation and community engagement efforts
- Support for the LINKS lunch buddy program
- Sustainability efforts
- School website support
- Support for operational functions in the area of community and government relations.
- Communications website tool for additional accessibility

## Goal 4. Excellent Staff

- Funding for professional development for new teachers
- State required paraeducator training
- Substitute safety and technology training
- Supports for professional learning management systems
- Human Resource recruitment efforts

## Goal 5. Effective Use of Resources

- Support the operational functions of the district in the areas of Business Services, Facilities Maintenance and Technology.

Dr. Jane Stavem, outgoing Superintendent, led the budget development process for 2020-21, along with district senior leaders:

- Dr. Jon Holmen, Deputy Superintendent (incoming Superintendent)
- Barbara Posthumus, Associate Superintendent, Business and Support Services
- Matt Gillingham, Associate Superintendent, Student and Community Services
- Mike Van Orden, Associate Superintendent, Teaching and Learning Services

The proposed budget was submitted to the Board of Directors in June. It was made available to the public and posted to the district website. The state of Washington requires that districts make their budget available no later than July 10. As required by law, the district must post legal notices for two consecutive weeks, at least seven days prior to the budget adoption hearing. In August, the Board of Directors adopts the budget. The final adoption date must be no later than August 31. The budget is submitted to the Educational Service District by September 3 and to the Office of the Superintendent of Public Instruction for final approval. The budget becomes effective for the start of the fiscal year on September 1.

This budget is adopted by the district's elected Board of Directors. Members of the Board are:

- Siri Bliesner, President, first elected 2011
- Mark Stuart, Vice President, first elected 2013
- Chris Carlson, first elected 2007
- Eric Laliberte, first elected 2015



# Executive Summary

- Cassandra Sage, first elected 2017

## Financial Summary

The budget is developed using the guidelines of the Washington State Office of Superintendent of Public Instruction. It is organized into a series of accounts called funds.

### General Fund

The district is in a strong financial standing in its General Fund. This year is the second year of the biennial budget adopted by the legislature. After several years of significant investments in K-12 education as the result of the McCleary lawsuit and implementation of a School Employees Benefits Board (SEBB), the legislature made modest adjustments to the budget for the 2020-21 school year. State funding included a cost of living adjustment of 1.6%, minor adjustments to health and retirement benefits, minor adjustments to special education funding, and funding for a third and final professional learning day that was planned as part of the “McCleary solution”. In addition, the district continues to experience growing enrollment.

This budget includes \$17.5 million in additional revenue for Lake Washington, much of which is earmarked for specific purposes. These changes are reflected in the General Fund Operating Budget. This increase is primarily due to increased enrollment, staff inflationary increases (Cost of Living Adjustment) of 1.6%, increases to health benefits (SEBB) and employee retirement contributions and an increase in local levy revenue based on voter approved amounts. The district is still collecting less than the full amount authorized by the legislature for local levy collections.

The budget includes increased expenditures of \$24.9 million. These increases are due to staff compensation and benefits, costs of serving more students, operational costs of opening a new early learning center, and strategic program enhancements. The 2020-21 budgeted enrollment is 31,964 students which is 793 higher than the 2019-20 budget of 31,171. Of this increase,

approximately 575 of this growth was realized in the 2019-20 school year.

The 2020-21 staffing budget is 3,291 FTE which is 113 FTE higher than the 2019-20 budget of 3,178. Additional staffing is needed for enrollment growth and to support strategic program enhancements.

General Fund revenue and expenditure projections are based on projected enrollment increases of 0.5% per year and voter approved levy amounts. Included in expenditures are estimated increases for staffing, salary cost of living and benefits, legislative mandates, and programmatic changes.

The state legislature requires districts to publish a four-year budget plan as part of the annual budget development process. Even though this is a state requirement, the Lake Washington School District has always looked beyond a one-year view to develop long-term enrollment and financial projections. This ensures that decisions made today are done so with a long-range plan.

The district’s current four-year plan was prepared to account for enrollment growth and legislative mandates. The plan is also based on current data and reasonable financial projections. Fund balance increased in 2019-20 and beginning in 2020-21, the district is intentionally planning to use this fund balance in alignment with the goals found in the strategic plan. In addition, the district is committing fund balance to an Economic Stabilization account to address the potential negative impacts that could result from the economic conditions caused by COVID-19. These funds are being reserved to help mitigate any immediate revenue shortfalls due to enrollment changes and legislative impacts as well as the unknown cost impacts of expansion of federal leave and unemployment benefits. This will also give the district time to go through the process of making decisions on future budget changes.



# Executive Summary

## **Capital Projects Fund**

The district's Capital Projects Fund reflects revenue from both the 2018 Capital Projects Levy and from the passage of an April 2019 Capital Projects Levy for critical capacity needs and safety. This measure resulted from the district's Capital Facilities Plan, which includes enrollment projections for continued growth in the coming years. Increases will continue through 2025 when the district is expected to exceed 34,000 students. This rapid enrollment growth continues to put considerable pressure on the available classroom space in the district and more classrooms will be needed to house additional students.

The district convened a 63-member community-based Long-Term Facilities Planning Task Force to recommend a strategy to address the district's classroom needs. Their recommendations were accepted by the school board in November 2015. A Bond Advisory Committee provided input on a district plan to fund these recommendations through a series of bond measures. A \$398 million bond measure passed in April 2016 with 66.28% of the vote.

The 2020-21 budget includes remaining funds from the approved bonds, expected state construction assistance dollars, and capital levies. These funds continue to build new schools and rebuild and expand aging schools.

Future bond measures were developed as part of a long-term financing plan to fund the projects recommended by the Long-Term Facilities Planning Task Force. In February 2018, the District passed renewals of the Educational Programs and Operations Levy and Capital Projects levy. A 2018 Bond Measure did not receive the 60% voter approval needed to pass. A \$120 million Capital Facilities Levy was subsequently approved by voters in April 2019 to provide classroom additions, core expansion and building safety enhancements. The levy received 56.06% approval.

In May 2020, the district sold \$75 million of Limited General Obligation (LGO) bonds. These bonds are non-voted debt and are a financing tool for the district to front-fund the projects approved by the April 2019 Capital Projects Levy. Selling the LGO bonds allows the 2019 levy projects to be built over a 3-year time frame instead of the

6-year levy collection period. Principal payments for the LGO bonds will be funded by the capital projects levy collections and the interest will be funded by unrestricted capital projects funds.

Capital Projects projections of revenue and expenditures are based on the expected state construction assistance funds for approved 2016 bond projects, future bond sales and construction projects and levy collection projections to fund capacity projects, technology, site and building projects.

## **Debt Service**

Debt Service revenue and expenditures are based on projected bond sales and tax levies required to redeem the principal and pay interest on current and future bond sales. Future bond sales are estimated.

## **Transportation Vehicle**

Transportation Vehicle projections of revenue and expenditures are based on the district's Transportation Vehicle Fund Purchase Plan. Revenues assume continued state depreciation revenue and investment earnings. Expenditures assume replacing aging equipment according to the purchase plan.

This page intentionally left blank



# Executive Summary

<b>Budget Summary – All Funds</b>						
	<b>GENERAL FUND</b>	<b>DEBT SERVICE FUND</b>	<b>CAPITAL PROJECTS FUND</b>	<b>TRANSPORTATION VEHICLE FUND</b>	<b>ALL GOVERNMENTAL FUNDS TOTAL</b>	<b>ASSOCIATED STUDENT BODY FUND</b>
	2020-21	2020-21	2020-21	2020-21	2020-21	2020-21
<b>BEGINNING FUND BALANCE</b>						
Restricted for Carryover	270,022					
Restricted for Skill Center						
Nonspendable - Inventory	950,000					
Committed from Levy Proceeds			13,184,821			
Restricted Proceeds		28,781,467	69,950,582	3,161,548		1,475,202
Committed to Economic Stabilization	40,000,000					
Unassigned to Minimum FB Policy	22,771,981					
Assigned/Unassigned Fund Balance*	26,232,214		2,556,688			
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$90,224,217</b>	<b>\$28,781,467</b>	<b>\$85,692,091</b>	<b>\$3,161,548</b>	<b>\$207,859,323</b>	<b>\$1,475,202</b>
<b>REVENUES</b>	<b>\$472,367,328</b>	<b>\$61,431,433</b>	<b>\$92,265,240</b>	<b>\$668,613</b>	<b>\$626,732,614</b>	<b>\$6,213,416</b>
<b>OTHER FINANCING USES-TRANSFER</b>	<b>\$8,831,639</b>	<b>\$14,196,615</b>	<b>(\$23,028,254)</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$571,423,184</b>	<b>\$104,409,515</b>	<b>\$154,929,077</b>	<b>\$3,830,161</b>	<b>\$834,591,937</b>	<b>\$7,688,618</b>
<b>EXPENDITURES</b>	<b>\$491,088,202</b>	<b>\$79,128,277</b>	<b>\$132,906,498</b>	<b>\$1,161,241</b>	<b>\$704,284,218</b>	<b>\$6,470,521</b>
<b>TOTAL USE OF RESOURCES</b>	<b>\$491,088,202</b>	<b>\$79,128,277</b>	<b>\$132,906,498</b>	<b>\$1,161,241</b>	<b>\$704,284,218</b>	<b>\$6,470,521</b>
<b>ENDING FUND BALANCE</b>						
Restricted for Carryover						
Restricted for Skill Center						
Nonspendable - Inventory	950,000					
Committed from Levy Proceeds			217,663			
Restricted Proceeds		25,281,238	21,421,820	2,668,920		1,218,097
Committed to Economic Stabilization	40,000,000					
Unassigned to Minimum FB Policy	24,059,948					
Assigned/Unassigned Fund Balance*	15,325,034		383,096			
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$80,334,982</b>	<b>\$25,281,238</b>	<b>\$22,022,579</b>	<b>\$2,668,920</b>	<b>\$130,307,719</b>	<b>\$1,218,097</b>

\* "Unassigned" designation is for General Fund only.



# Executive Summary

## ALL GOVERNMENTAL FUNDS

### General, Debt Service, Capital Projects, Transportation Vehicle Funds

#### BUDGET SUMMARY

#### 2016-17 ACTUAL THROUGH 2020-21 BUDGET

	ACTUAL 2016-17	ACTUAL 2017-2018	ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
<b>TOTAL BEGINNING FUND BALANCE</b>	\$262,534,450	\$248,166,036	\$264,559,616	\$213,115,605	\$207,859,323
<b>REVENUES BY SOURCE</b>					
Local Taxes	153,229,387	166,898,149	171,096,247	173,135,401	181,149,021
Local Nontax	23,618,370	27,922,743	27,311,939	25,471,406	24,565,639
State, General Purpose	181,462,630	203,011,853	279,944,150	300,200,645	314,429,364
State, Special Purpose	38,978,856	42,855,377	59,093,139	62,365,201	70,569,593
Federal, General Purpose	2,053,185	2,062,386	2,068,415	2,066,100	6,140
Federal, Special Purpose	12,041,283	11,942,625	11,801,825	18,087,553	17,997,667
Revenues From Other School Districts	34,274	8,340	8,340	8,340	9,165
Revenues From Other Agencies & Assoc.	15,614	124,354	303,027	6,025	6,025
Revenues From Private Foundations	21,384	0	0	0	0
Other Financing Sources	14,570,885	178,489,167	87,297,733	222,263,616	41,028,254
<b>TOTAL REVENUES</b>	<b>\$426,025,868</b>	<b>\$633,314,994</b>	<b>\$638,924,815</b>	<b>\$803,604,287</b>	<b>\$649,760,868</b>
<b>OTHER FINANCING USES - TRANSFERS OUT</b>	<b>(\$14,559,739)</b>	<b>(\$12,339,757)</b>	<b>(\$7,868,507)</b>	<b>(\$14,263,616)</b>	<b>(\$23,028,254)</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$674,000,579</b>	<b>\$869,141,273</b>	<b>\$895,615,924</b>	<b>\$1,002,456,276</b>	<b>\$834,591,937</b>
<b>EXPENDITURES BY OBJECT</b>					
Certificated Salaries	147,590,614	168,012,521	197,344,661	220,879,906	236,972,484
Classified Salaries	44,147,762	47,396,644	51,306,826	59,776,984	68,445,347
Employee Benefits	69,142,609	80,139,639	90,432,893	112,627,493	115,453,168
Supplies	13,672,984	13,953,344	16,529,396	24,643,726	23,875,924
Purchased Services	37,844,269	45,158,338	50,601,081	46,930,503	45,142,592
Travel	416,159	455,814	525,908	284,147	259,647
Debt Service					
Principal	28,100,000	30,770,000	47,050,000	185,275,000	50,370,000
Interest	21,510,057	25,054,279	28,535,719	35,855,675	28,658,277
Bond Transfer Fees	2,900	3,210	2,990	100,000	100,000
Underwriter's Fees	0	0	0	0	0
Other Financing Uses	58,765,643	0	0	0	0
Capital Outlay					
Sites & Site Improvements	2,830,635	3,587,267	5,309,339	5,575,464	9,015,913
Buildings	45,315,987	173,026,128	170,411,535	172,201,565	103,425,144
Equipment	14,222,231	16,171,445	22,979,616	18,954,709	19,762,922
Energy Improvements	1,038,337	(22,027)	1,025,935	2,455,000	2,802,800
Bond Issuance	0	875,053	717,589	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$484,600,187</b>	<b>\$604,581,655</b>	<b>\$682,773,488</b>	<b>\$885,560,172</b>	<b>\$704,284,218</b>
<b>TOTAL USE OF RESOURCES</b>	<b>\$484,600,187</b>	<b>\$604,581,655</b>	<b>\$682,773,488</b>	<b>\$885,560,172</b>	<b>\$704,284,218</b>
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$248,166,035</b>	<b>\$264,559,618</b>	<b>\$212,842,436</b>	<b>\$116,896,104</b>	<b>\$130,307,719</b>



# Executive Summary

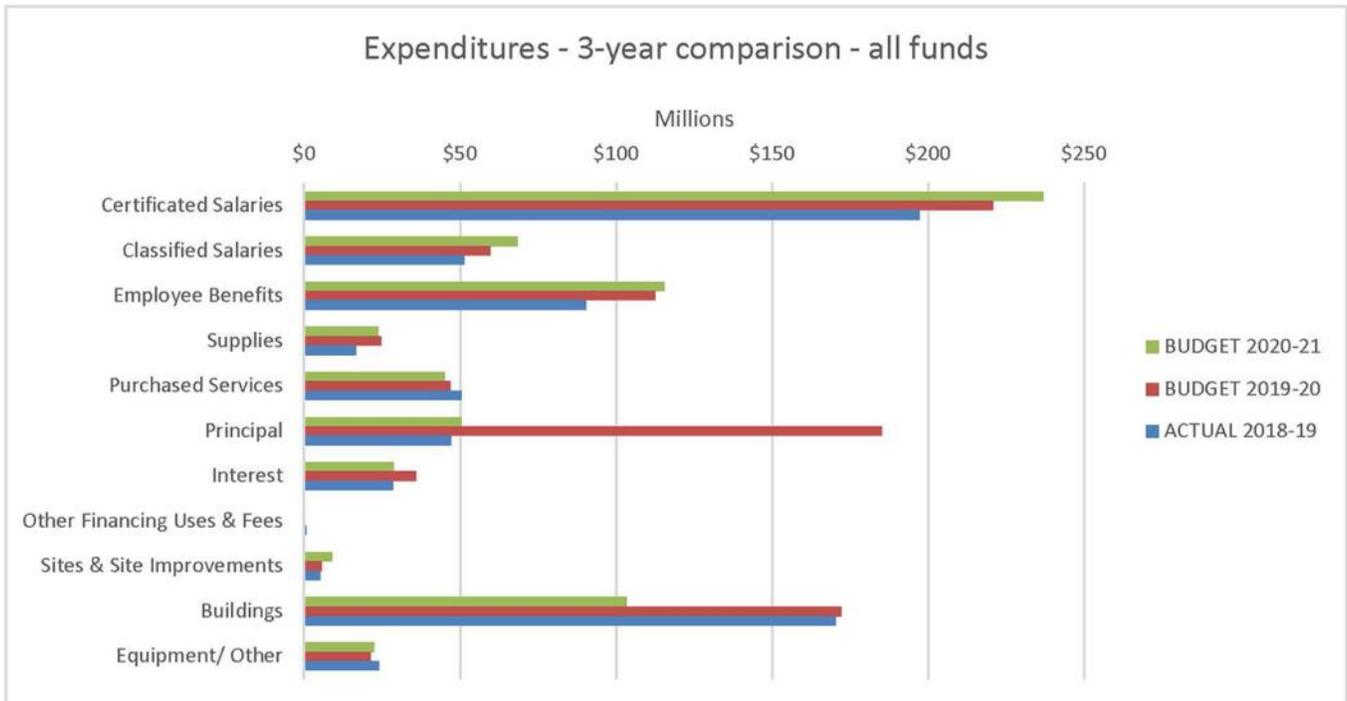
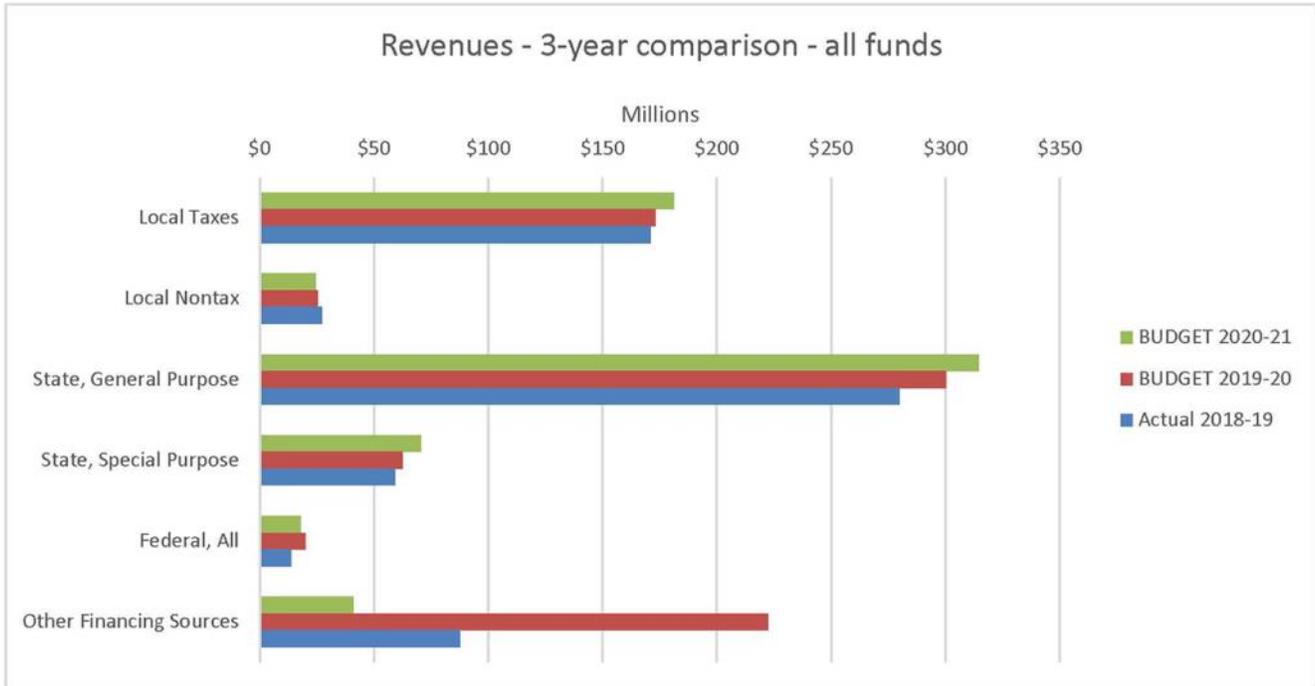
**ALL GOVERNMENTAL FUNDS**  
**General, Debt Service, Capital Projects, Transportation Vehicle Funds**  
**BUDGET SUMMARY**  
**2020-21 BUDGET THROUGH 2023-24 PROJECTED BUDGET**

	BUDGET 2020-21	PROJECTED 2021-22	PROJECTED 2022-23	PROJECTED 2023-24
<b>TOTAL BEGINNING FUND BALANCE</b>	\$207,859,323	\$151,169,932	\$108,502,673	\$236,394,980
<b>REVENUES BY SOURCE</b>				
Local Taxes	181,149,021	188,726,946	195,319,344	201,270,663
Local Nontax	24,565,639	23,347,213	24,289,346	24,172,117
State, General Purpose	314,429,364	321,234,564	328,188,164	335,205,364
State, Special Purpose	70,569,593	59,383,326	59,488,601	60,851,406
Federal, General Purpose	6,140	6,140	6,140	6,140
Federal, Special Purpose	17,997,667	17,997,667	17,997,667	17,997,667
Revenues From Other School Districts	9,165	9,165	9,165	9,165
Revenues From Other Agencies & Assoc.	6,025	6,025	6,025	6,025
Revenues From Private Foundations	0	0	0	0
Other Financing Sources	41,028,254	21,821,140	160,989,029	22,163,118
<b>TOTAL REVENUES</b>	<b>\$649,760,868</b>	<b>\$632,532,186</b>	<b>\$786,293,481</b>	<b>\$661,681,665</b>
<b>OTHER FINANCING USES - TRANSFERS OUT</b>	<b>(\$23,028,254)</b>	<b>(\$21,821,140)</b>	<b>(\$21,989,029)</b>	<b>(\$22,163,118)</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$834,591,937</b>	<b>\$761,880,978</b>	<b>\$872,807,125</b>	<b>\$875,913,527</b>
<b>EXPENDITURES BY OBJECT</b>				
Certificated Salaries	236,972,484	243,279,204	250,712,124	258,032,424
Classified Salaries	68,445,347	70,266,467	72,412,787	74,526,587
Employee Benefits	115,453,168	118,525,328	122,146,088	125,711,988
Supplies	23,875,924	23,875,924	23,875,924	23,875,924
Purchased Services	45,142,592	45,142,592	45,142,592	45,142,592
Travel	259,647	259,647	259,647	259,647
Debt Service				
Principal	50,370,000	50,150,000	55,855,000	54,338,500
Interest	28,658,277	35,780,000	25,267,395	28,381,833
Bond Transfer Fees	100,000	100,000	100,000	100,000
Underwriter's Fees	0	0	0	0
Other Financing Uses	0	0	0	0
Capital Outlay				
Sites & Site Improvements	9,015,913	1,835,074	1,100,538	3,745,790
Buildings	103,425,144	56,719,309	34,015,930	115,776,558
Equipment	19,762,922	6,630,607	5,035,853	12,637,045
Energy Improvements	2,802,800	814,153	488,267	1,661,865
Bond Issuance	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$704,284,218</b>	<b>\$653,378,305</b>	<b>\$636,412,145</b>	<b>\$744,190,753</b>
<b>TOTAL USE OF RESOURCES</b>	<b>\$704,284,218</b>	<b>\$653,378,305</b>	<b>\$636,412,145</b>	<b>\$744,190,753</b>
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$130,307,719</b>	<b>\$108,502,673</b>	<b>\$236,394,980</b>	<b>\$131,722,774</b>



# Executive Summary

## REVENUE & EXPENDITURE GRAPHS





# Executive Summary

## GENERAL FUND BUDGET COMPARISON

	BUDGET 2019-20	BUDGET 2020-21	Amount Difference	Percentage Difference
<b>TOTAL BEGINNING FUND BALANCE</b>	\$68,031,825	\$90,224,217	\$22,192,392	32.62
<b>REVENUES AND OTHER FINANCING SOURCES</b>				
1000 Local Taxes	60,611,961	63,548,980	2,937,019	4.85
2000 Local Nontax	19,636,948	19,912,688	275,740	1.40
3000 State, General Purpose	300,200,645	314,429,364	14,228,719	4.74
4000 State, Special Purpose	56,529,790	56,457,299	(72,491)	(0.13)
5000 Federal, General Purpose	6,140	6,140	0	0.00
6000 Federal, Special Purpose	18,087,553	17,997,667	(89,886)	(0.50)
7000 Revenues From Other School Districts	8,340	9,165	825	9.89
8000 Revenues From Other Agencies & Assoc.	6,025	6,025	0	0.00
9000 Other Financing Sources	8,609,216	8,831,639	222,423	2.58
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$463,696,618</b>	<b>\$481,198,967</b>	<b>\$17,502,349</b>	<b>3.77</b>
<b>EXPENDITURES</b>				
01 Regular Education	291,424,353	302,201,863	10,777,510	3.70
02 Alternative Learning Experience	836,130	883,054	46,924	5.61
20 Special Education Instruction	62,033,890	68,175,453	6,141,563	9.90
30 Vocational Education	13,438,345	13,735,679	297,334	2.21
4X Skills Center Instruction	3,631,537	3,709,579	78,042	2.15
50/60 Compensatory Education	15,642,148	16,456,930	814,782	5.21
70 Other Instructional Programs	13,130,004	13,273,696	143,692	1.09
80 Community Services	3,381,672	3,483,062	101,390	3.00
90 Support Svcs/Nutrition Svcs/Transp.	62,708,350	69,168,886	6,460,536	10.30
<b>Total Expenditures</b>	<b>\$466,226,429</b>	<b>\$491,088,202</b>	<b>\$24,861,773</b>	<b>5.33</b>
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$65,502,014</b>	<b>\$80,334,982</b>	<b>\$14,832,968</b>	<b>22.65</b>

## Explanation of Changes

### Revenues

Local levy revenue is expected to increase based on the voter approved amounts. The incremental increases in the voter approved levy amounts are based on conservative assessed value growth projections with no expected changes to the tax rate. These amounts are still well below the amount authorized by the legislature based on \$2,604 per pupil for 2021. Local nontax grants and fee program revenue increased. State General & Special Purpose revenue was increased primarily due to a staff COLA of 1.6%, enrollment growth and slight increases in health benefits and employee retirement contributions. Funding for special education infants and toddlers was transferred to the department of children, youth and families but is offset by a reduction of expenditures for this program.

### Expenditures

Total expenditure increases are for staff compensation and benefits, costs of serving more students, operational costs of opening a new early learning center and strategic program enhancements.

## Fund Balance

Fund balance increased in 2019-20 as the district planned conservatively for expenditure increases due to legislative mandates, implementation of the School Employees Benefits Board (SEBB), the cost of opening new schools and additional revenue losses from the levy. Beginning in 2020-21, the district is thoughtfully and intentionally using this fund balance as part of projected spending. The majority of the planned use of fund balance will go towards the \$9.7 million planned around strategic program enhancements. Most of these funds will be one-time strategic adds focused toward anticipated needs of reopening schools amid COVID-19. In addition, the district is committing fund balance to an Economic Stabilization account to address the potential negative impacts that could result from the economic conditions caused by COVID-19. These funds are being reserved to help mitigate any immediate revenue shortfalls due to enrollment changes and legislative impacts as well as the unknown cost impacts of expansion of federal leave and unemployment benefits.



# Executive Summary

## Informational Summary

### Personnel Resources and Trends

As student enrollment increases, additional teachers are needed to teach those students. A total of 118 new positions for employees holding teaching certificates were added between 2018-19 and 2019-20.

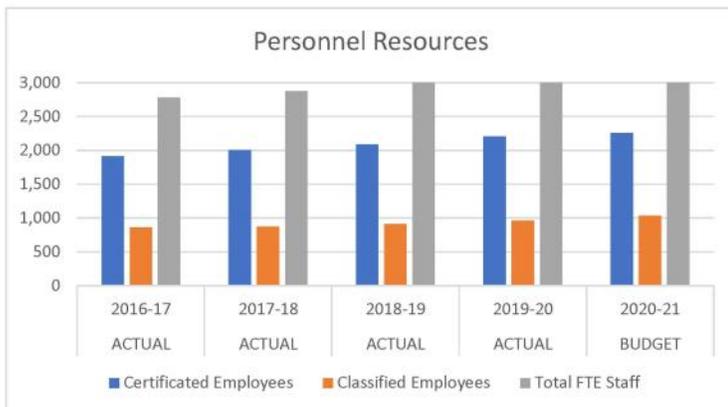
Classified employees (those without a teaching certificate) are needed to support the additional students and additional staff. They include custodians, nurses, payroll specialists, bus drivers, instructional assistants, para educators, secretaries. There were approximately 49 additional classified staff in 2019-20 compared to the previous year.

Staffing FTE:	ACTUAL 2016-17	ACTUAL 2017-18	ACTUAL 2018-19	ACTUAL 2019-20	BUDGET 2020-21
Certificated Employees	1,918.031	2,001.470	2,088.627	2,206.850	2,254.700 *
Classified Employees	862.266	875.381	913.733	963.110	1,036.897
<b>Total FTE Staff</b>	<b>2,780.297</b>	<b>2,876.851</b>	<b>3,002.360</b>	<b>3,169.960</b>	<b>3,291.597</b>

\* Includes 20.00 FTE for enrollment contingency

**Certificated staff** includes central administration, building administration, teachers, counselors, librarians, and health related specialists.

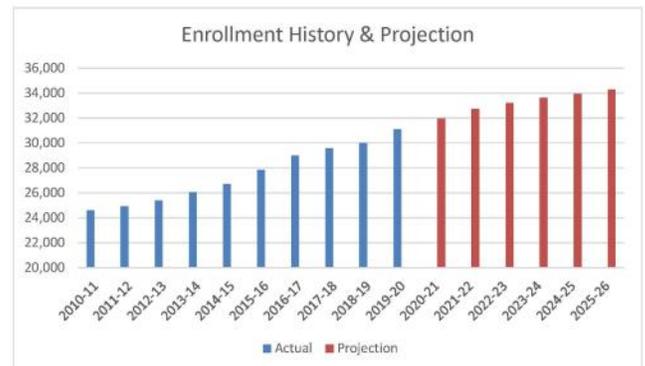
**Classified staff** includes central administration; school support for office, classroom, library, health and safety; grounds and building maintenance; transportation; and nutrition services.



### Student Enrollment Trends

Between October 2018 and October 2019, student enrollment in Lake Washington School District (LWSD) grew from 29,987 to 31,106. That increase of 1,119 students follows a year with an increase of 417 students. Beginning in 2008, the district's enrollment has grown by an average of 667 students each year, representing a 31% growth over the last 11 years. Lake Washington is one of the fastest growing districts in the Puget Sound Area and has gone from the 6th largest school district in Washington State to the 2nd largest in 5 years.

Looking ahead, we know student growth will continue for the foreseeable future. There are more students in elementary grades than in the grades closer to graduation. In the past, about 1,800 students would enter kindergarten each year. Today, we typically welcome about 2,200 kindergarteners each year. As the older, smaller district-wide classes graduate, and younger, larger groups move up through the system, we will continue to see overall enrollment growth throughout our school district. It is unknown at this time what impact COVID-19 will have on our enrollment going forward.





# Executive Summary

## Tax Base and Tax Rate Trends

The assessed value (AV) of taxable property within the district has increased from \$46.9 billion in 2016 to \$70.7 billion in 2020 and is expected to continue increasing, however, slower due to the potential economic impacts of COVID-19. The district uses conservative AV assumptions when developing the estimated tax rates to ensure that the tax rates are not overstated.

The Educational Programs & Operations Levy and Capital Projects Levy must be renewed every four years. Voters approved these renewal measures in February 2018. In November 2015, the Long-Term Facilities Planning Task Force recommended a long-term strategy through 2029-30, which prioritized building new schools and enlarging existing aging schools to address capacity needs. A Bond Advisory Committee helped develop the funding plan to implement the long-term facility recommendations. The funding plan included an April 2016 bond that was approved by voters, a bond in February 2018 and future bonds planned for 2022 and 2026. The bonds were designed to keep the tax rate level by bringing on new bonds to replace past bonds. The 2018 planned Bond Measure did not receive the 60% voter approval needed to pass. A \$120 million Capital Facilities Levy was subsequently approved by voters in April 2019 to address critical capacity needs and building safety enhancements.

In November 2019, a Facilities Advisory Committee was formed to review and update the recommendations made by the Long-Term Facilities Task Force in 2015. The Facilities Advisory Committee developed updated recommendations in May 2020. However, the District and the Facilities Advisory Committee collectively agreed to postpone community outreach to solicit feedback on the recommendations until Fall 2020 when school is back in session. This work is expected to help guide recommendations around future bonds planned for 2022 and 2026.

The total local tax rate per \$1,000 of AV is currently at \$2.51 per thousand.

## Changes in Debt

The total debt decreased from \$910.1 million on September 1, 2019 to an estimated \$881.4 million on September 1, 2020. In May 2020, the district refinanced Unlimited Tax General Obligation (UTGO) bonds from 2009 and 2010 with a savings of \$18.6 million over the life of the bond. In addition, the district sold \$75 million of Limited General Obligation (LGO) bonds to front-fund the projects approved by voters as part of the 2019 capital projects levy. This allows projects to be built over a 3-year time frame instead of the 6-year levy collection period. Principal payments for the LGO bond will be funded by the capital projects levy collections and the interest will be funded through unrestricted capital projects funds.



# Organizational Section

LWSD Profile

Administrative Directory

Board of Directors & Superintendent

Organizational Chart

Mission, Vision, & Guiding Principles

Strategic Goals & Objectives

Key Budget Development Factors & Future Direction

Budget Policies

Budget Timeline & Fund Types

Revenue Sources

Expenditures

Map

List of Schools



# LWSD Profile & Administrative Directory

## Lake Washington School District Profile

Lake Washington School District (LWSD) is a high-performing, fast-growing public school district, located between Lake Washington and the Cascade Mountains, to the east of Seattle. Covering 76 square miles, LWSD is the public school district for the cities of Kirkland and Redmond, as well as about half of Sammamish. On the south end of the district, a small number of Bellevue residents also attend our schools.

LWSD is committed to providing its 30,000 students with a relevant education that prepares them for future success. The district has 55 schools: 33 elementary schools (grades K-5), 14 middle schools (grades 6-8) and 9 high schools (grades 9-12), including 12 choice schools and one choice program (Cambridge Program at Juanita High School). The district also offers pre-school programs in seven elementary schools.

The district is a fiscally independent unit of government. It is served by a five-member Board of Directors. The Board serves as the taxing authority, contracting body and policy maker. It ensures that all general laws of the state of Washington are followed in the expenditure of the district's tax dollars. It approves the annual adoption and appropriation resolution of the budget. The Board of Directors is ultimately responsible for the financial management of the district. The Board is empowered to hire a superintendent, the district's chief executive officer, who is responsible to the Board for the district's daily operations.

## Directory of Officials

School Board	First Elected	Term Expires
<b>Siri Bliesner</b> <i>President, District Five</i>	2011	Nov. 2019
<b>Mark Stuart</b> <i>Vice President, District Four</i>	2013	Nov. 2021
<b>Chris Carlson</b> District Two	2007	Nov. 2019
<b>Eric Laliberte</b> <i>Legislative Rep., District One</i>	2015	Nov. 2019
<b>Cassandra Sage</b> District Three	2017	Nov. 2021

## Administrative Staff

- Dr. Jon Holmen, Superintendent
- Matt Gillingham, Associate Superintendent of Student and Community Services
- Barbara Posthumus, Associate Superintendent of Business & Support Services
- Mike Van Orden, Associate Superintendent of Student Academic Success Services
- Sally Askman, Assistant Superintendent of Technology & Information Services
- Dale Cote, Assistant Superintendent of School Support Services
- Dr. Joy Ross, Assistant Superintendent of Human Resources
- Camille Alexander, Director of Recruitment & Talent Acquisition, Classified
- John Appelgate, Director of Athletics & Activities
- Chris Brenengen, Director of Business Services
- Kimberly Brenner, Director of Early Learning
- Brian Buck, Executive Director of Support Services
- Rick Burden, Director of Elementary Education
- Robert Foster, Director of Support Services
- Pat Fowler-Fung, Director of Human Resources
- Gloria Henderson, Director of Opportunity, Equity and Inclusion
- Dr. Shannon Hitch, Executive Director of Special Services
- Rebecca Kadmas, Director of Accelerated Programs, Choice & Innovation
- Jerred Kelly, Director of Human Resources, Classified Staff
- Tim Krieger, Director of Assessment, Evaluation and Research
- Dr. Matthew Livingston, Director of Secondary Education
- Mylinda Mallon, Director of Technology Integration
- Stacey McCrath, Director of Special Services
- Donnetta Oremus, Director of College and Career Readiness
- Shannon Parthemer, Director of Communications
- Kelly M Pease, Director of Intervention Services & Literacy
- Johnny Phu, Director of Student Services
- Dr. Jen Rose, Director of Teaching & Learning
- Bill Rosen, Director of Human Resources, Certificated Staff
- Sue Anne Sullivan, Director of Elementary Education
- TBD, Director of Technology Operations
- TBD, Director of Secondary Education
- Michelle Tiegs, Director of Special Services
- Paul Vine, Director of Special Services
- Debbie Wagner, Director of Special Services
- Sam Yuhan, Director of Recruitment & Talent Acquisition, Certificated
- Emily Young, Director of Professional Learning



# Administrative Directory

Elementary School Principals	
Principal Name	School Name
Jon Hedin	Alcott
Kimo Spray	Audubon
Brian Story	Bell
Jim Eaton	Blackwell
Scott Power	Carson
Karen Barker	Clara Barton
Margaret Kinney	Community
Barbara Pridgeon	Dickinson/Explorer
Kim Bilanko	Ella Baker
Robin Imai	Einstein
Keith Buechler	Franklin
Toby Brenner	Frost
Dana Stairs	Juanita
Sandy Dennehy	Keller
Monica Garcia	Kirk
Heather Frazier	Lakeview
Megan Spaulding	Mann
Brady Howden	McAuliffe
Sandy Klein	Mead
Ashley Boughton	Muir
Kirsten Gometz	Redmond
Michael Clark	Rockwell
Melissa Doering	Rosa Parks
Jennifer Hodges	Rose Hill
Lucy Davies	Rush
Erin Bowser	Sandburg/Discovery
Jamie Warner	Smith
Keriann Levinson	Thoreau
Craig Mott	Twain
Steve Roetcisoender	Wilder

Middle School Principals	
Principal Name	School Name
Kristian Dahl	Evergreen
Joe Joss	Finn Hill/Environmental & Adventure School
Dan Irvine	Inglewood
Margaret Kinney	International Community School
Tim Patterson	Kamiakin
Niki Cassaro	Kirkland
Nell Ballard-Jones	Northstar
Dana Greenburg	Redmond
Chris Bede	Renaissance
Joe Gorder	Rose Hill/Stella Schola
Heidi Paul	Timberline
High School Principals	
Principal Name	School Name
Chris Bede	Eastlake
Nell Ballard-Jones	Emerson
Margaret Kinney	International Community School
Kelly Clapp	Juanita/Futures/Cambridge
Christina Thomas	Lake Washington
Jill VanderVeer	Redmond
Cindy Duenas	Tesla STEM
Other Programs	
Principal/Director Name	School Name
Kimberly Brenner	Early Learning Center at Old Redmond School House
Nell Ballard-Jones	Emerson K-12
Stacey McCrath, Paul Vine and Mark Tornquist	Transition Academy
TBD	WANIC



# Board of Directors & Superintendent

## Board of Directors



**Siri Bliesner, *President*, District Five - First Elected in 2011**

Siri Bliesner works in public health. She graduated from Stanford with a degree in human biology. Siri received a Masters in public health from the University of Washington. She speaks Spanish and currently works for Hopelink as the outcome and evaluation coordinator.



**Mark Stuart, *Vice President*, District Four - First Elected in 2013**

Mark Stuart was elected to the school board in November 2013. He graduated from the University of Oklahoma with a BA in Journalism. His career in Public Relations has afforded him the opportunity to work with local, national, and international media, as well as elected and non-elected government officials and their staffs on issues vital to the well-being of our nation.



**Chris Carlson, *Director*, District Two - First Elected in 2007**

Christopher Carlson, Ph.D., is a faculty member in the Fred Hutchinson Cancer Research Center's Division of Public Health Sciences. His lab focuses on identifying correlations between genetic variation and disease risk for cancer, diabetes, and other common diseases, and then identifying the causal biological mechanism responsible for the correlation.



**Eric Laliberte, *Legislative Representative*, District One - First Elected in 2015**

Eric Laliberte is an attorney practicing business and real estate litigation at Keller Rohrback L.L.P. in Seattle. Laliberte is a graduate of the University of Washington School of Law and also earned a Bachelors in Economics and a Master of Business Administration from Chapman University. In addition to his work on the school board, he also serves as Chair of the Kirkland Planning Commission and as a member of Leadership Eastside.



**Cassandra Sage, *Director*, District Three - First Elected in 2017**

Cassandra Sage holds a degree in Early Childhood Education and a certificate in Montessori studies. For more than two decades, Sage volunteers with the Kirkland Arts Center, helping to develop after school programs that incorporate social-emotional learning. She is a Family Centered Care Specialist at Seattle Children's Hospital, and has served on their Neo-Natal Intensive Care Unit Advisory Board, their Pain Medicine Board and their Serious Event Review Team.

## Superintendent

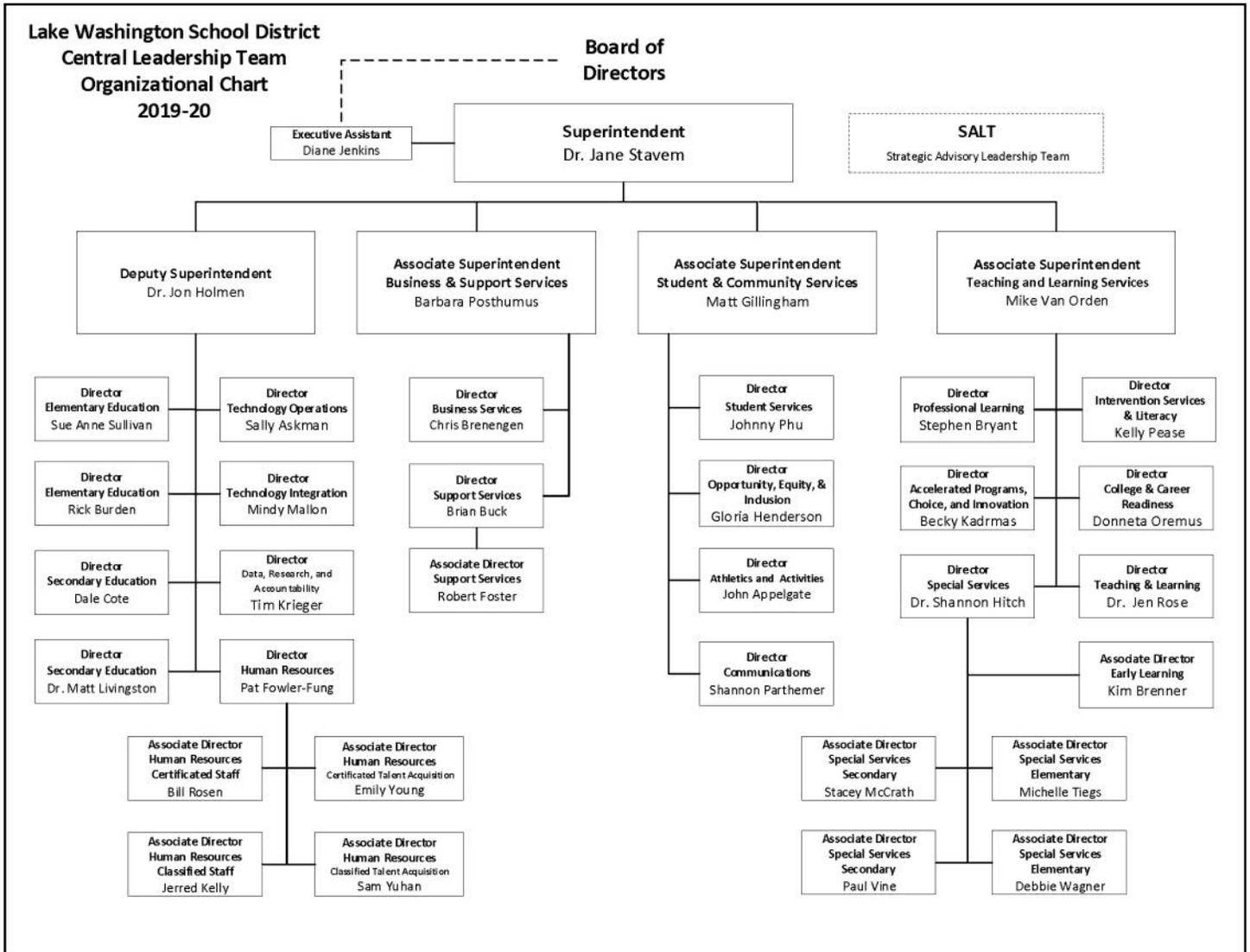


**Dr. Jon Holmen, *Superintendent of Lake Washington Schools***

Dr. Jon Holmen serves as Chief Executive Officer. He provides strategic vision, leadership and direction to Lake Washington School District. Dr. Holmen is a skilled education leader with 21 years of experience in public education. In 2020, he became Lake Washington School District's 13th superintendent.



# Organizational Chart



\*To be updated



# Mission, Vision & Guiding Principles

<p><b>Mission</b></p>	<p>Each student will graduate prepared to lead a rewarding, responsible life as a contributing member of our community and greater society.</p>			
<p><b>Vision</b></p>	<p>Every Student Future Ready:  <i>Prepared for College</i>  <i>Prepared for the Global Workplace</i>  <i>Prepared for Personal Success</i></p>			
<p><b>Guiding Principles</b></p>	<p>The learning environments in our classrooms and schools.</p> <table border="0" data-bbox="529 905 1495 1220"> <tr> <td data-bbox="529 905 828 1220"> <p><b>Connection</b></p> <ul style="list-style-type: none"> <li>•Interconnected Learning Experiences</li> <li>•Personalization &amp; Individual Attention</li> </ul> </td> <td data-bbox="862 905 1161 1220"> <p><b>Value</b></p> <ul style="list-style-type: none"> <li>•Student Ownership &amp; Engagement</li> <li>•Equity &amp; Cultural Responsiveness</li> </ul> </td> <td data-bbox="1195 905 1495 1220"> <p><b>Challenge</b></p> <ul style="list-style-type: none"> <li>•Challenging &amp; Meaningful Curriculum</li> <li>•High Expectations &amp; Quality Instruction</li> </ul> </td> </tr> </table>	<p><b>Connection</b></p> <ul style="list-style-type: none"> <li>•Interconnected Learning Experiences</li> <li>•Personalization &amp; Individual Attention</li> </ul>	<p><b>Value</b></p> <ul style="list-style-type: none"> <li>•Student Ownership &amp; Engagement</li> <li>•Equity &amp; Cultural Responsiveness</li> </ul>	<p><b>Challenge</b></p> <ul style="list-style-type: none"> <li>•Challenging &amp; Meaningful Curriculum</li> <li>•High Expectations &amp; Quality Instruction</li> </ul>
<p><b>Connection</b></p> <ul style="list-style-type: none"> <li>•Interconnected Learning Experiences</li> <li>•Personalization &amp; Individual Attention</li> </ul>	<p><b>Value</b></p> <ul style="list-style-type: none"> <li>•Student Ownership &amp; Engagement</li> <li>•Equity &amp; Cultural Responsiveness</li> </ul>	<p><b>Challenge</b></p> <ul style="list-style-type: none"> <li>•Challenging &amp; Meaningful Curriculum</li> <li>•High Expectations &amp; Quality Instruction</li> </ul>		



# Strategic Goals

## Academic Success

We believe that every student can learn and achieve at high levels, and it is our responsibility to help each student learn, grow and be challenged. Our commitment to success for every student is rooted in the ideals of opportunity, equity and inclusion.

## Well-Being

We believe that all students must be safe and feel a sense of belonging if they are to succeed. It is our responsibility to create safe and inclusive learning communities in each school where each student and family is valued and welcomed.

## Community Engagement

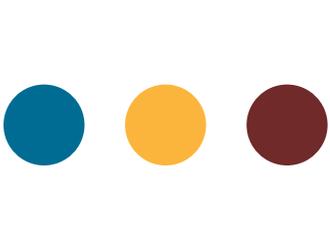
We believe that strong communities build strong schools and strong schools build strong communities. Without community engagement, we cannot achieve our goals.

## Excellent Staff

We believe that each employee in our district plays a vital role in contributing to the success of our students. We value all the professionals within our organization and are committed to ensuring that we support and develop a high quality and diverse workforce.

## Effective Use of Resources

We believe that using our resources responsibly and strategically will result in success for our students. As a publicly-funded organization, we must be efficient and effective in our use of public resources to ensure and maintain trust.



# Key Budget Development Factors & Future Direction

## Key Budget Development Factors

This year is the second year of the biennial budget adopted by the legislature. The legislature funded a cost of living adjustment of 1.6%, minor adjustments to health and retirement benefits, minor adjustments to special education funding, and funding for a third and final professional learning day that was planned as part of the “McCleary Solution”. In addition, the district continues to experience growing enrollment.

The district expects an increase in revenues from \$463.7 million in 2019-20 to \$481.2 million in 2020-21, an increase of \$17.5 million. This increase is primarily due to an increase in enrollment, staff inflationary increases (Cost of Living Adjustment) of 1.6%, increases to health benefits (SEBB) and employee retirement contributions, and an increase in local levy revenue based on voter approved amounts. The budget includes increased expenditures of \$24.9 million. These increases are due to staff compensation and benefits, costs of serving more students, operational costs of opening a new early learning center, and strategic program enhancements. The district provided \$9.7 million in new investments for strategic and organizational work in the following goal areas:

Goal 1 Academic Success - \$7.9 million

Goal 2 Well-Being - \$0.9 million

Goal 3 Community Engagement - \$0.02 million

Goal 4 Excellent Staff - \$ 0.2 million

Goal 5 Effective Use of Resources - \$ 0.7 million

## Future Direction

The district is in a strong financial standing in its General Fund. The district has planned conservatively for expenditure increases due to legislative mandates, implementation of the School Employees Benefits Board (SEBB), the cost of opening new schools, and reductions in levy revenue leading up to 2020-21. This careful planning has resulted in the district being in a good position to weather the potential economic impacts that may result from COVID-19 and continue to invest in the strategic goals of the district. The district’s Capital Projects Fund reflects revenue from both the 2018 Capital Projects Levy and from the passage of an April 2019 Capital Projects Levy for critical capacity needs and safety. This measure results from the district’s Capital Facilities Plan, which reflects enrollment projections for continued growth in the coming years. Increases will continue through 2025, when the district is expected to exceed 34,000 students. This rapid enrollment growth continues

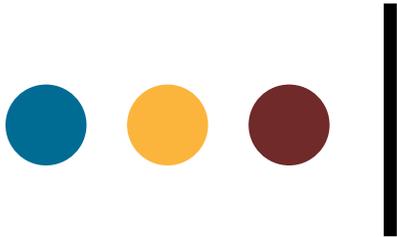
to put considerable pressure on the available classroom capacity in the district and more classrooms will be needed to house the additional students.

A Long-Term Facilities Planning Task Force developed recommendations to address the district’s classroom needs, which were accepted by the school board in November 2015. A Bond Advisory Committee provided input on a draft district plan to fund these recommendations through a series of bond measures. A \$398 million bond measure passed in April 2016 with 66.28% of the vote.

The 2020-21 budget includes funds from the approved bonds, expected state construction assistance dollars, and capital levies. These funds continue to build new schools and rebuild and expand aging schools. Future bond measures were developed as part of a long-term financing plan to fund the projects recommended by the Long-Term Facilities Planning Task Force. In February 2018, the District passed renewals of the Educational Programs and Operations Levy and Capital Projects levy. A 2018 bond Measure did not receive the 60% voter approval needed to pass. A \$120 million Capital Facilities Levy was subsequently approved by voters in April 2019 to provide classroom additions, core expansion and building safety enhancements. The levy received 56.06% approval.

In May 2020, the district sold \$75 million of Limited General Obligation (LGO) bonds. These bonds are non-voted debt and are a financing tool for the district to front-fund the projects approved by the April 2019 Capital Projects Levy. Selling the LGO bonds allows the 2019 levy projects to be built over a 3-year time frame instead of the 6-year levy collection period. Principal payments for the LGO bonds will be funded by the capital projects levy collections and the interest will be funded by unrestricted capital projects funds.

In November 2019, a Facilities Advisory Committee was formed to review and update the recommendations made by the Long-Term Facilities Task Force. The Facilities Advisory Committee developed updated recommendations in May 2020. However, the District and the Facilities Advisory Committee collectively agreed to postpone community outreach to solicit feedback on the recommendations until Fall 2020. This work is expected to help guide recommendations around future bonds planned for 2022 and 2026.



# Budget Policies

## Budget Policies, Procedures and Regulations

### Budgetary Accounting

The budget serves as the basis for information appearing on required reports, as an integral part of the accounting records and as a tool for management control of expenditures during the fiscal year.

The District's budget is prepared on Generally Accepted Accounting Principles (GAAP) basis. A GAAP budget includes all expenditures/expenses incurred and revenue earned during the period, regardless of the timing when cash is actually received or paid.

### Budget Policies

**Policy Type: Operational Expectations**

**Policy Code: OE-5**

Financial planning for any fiscal year shall align with Board's Results policies, ensure the district's financial position is fiscally sound and be derived from a multi-year plan.

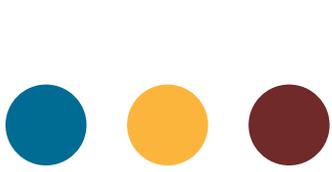
Accordingly, the Superintendent will develop a budget which:

1. Is in a summary format understandable to the Board and community presented in a manner that allows the Board to understand the relationship between the budget and the Results priorities and any goals for the year.
2. Clearly describes revenues and expenditures with adequate supporting detail.
3. Shows the amount spent in each budget category for the most recently completed fiscal year, the amount budgeted for the current fiscal year and the amount budgeted for the next fiscal year.
4. Discloses budget planning assumptions.
5. Assures fiscal soundness in future years that includes provisions for reasonable contingencies.

6. Provides necessary information to the Board on matters with a significant budgetary impact, allowing the Board adequate time to consider the information presented.
7. Reflects anticipated changes in employee compensation, including inflationary adjustments, step increases, performance increases and benefits.
8. Includes such amounts the Board determines to be necessary for its own governing function.
9. Is based on reasonable consultation with appropriate constituent groups. The Superintendent may not develop a budget that:
10. Plans for the expenditure in any fiscal year of more funds than are conservatively projected to be available during the year.
11. Provides for anticipated year-end fund balance of less than five percent of the projected revenue.

### Minimum Fund Balance

The Board of Directors provides for financial stability by directing the maintenance of a cumulative fund balance in an amount sufficient to meet the district's financial obligations on a timely basis. The Board has set a goal of maintaining an ending fund balance of a minimum of 5% of revenues.



# Budget Timeline & Fund Types

## Budget & Strategic Planning Process and Timeline

February	March	April	May	June	August
<ul style="list-style-type: none"> <li>• Staff program survey deploys</li> </ul>	<ul style="list-style-type: none"> <li>• Board holds Extended Study Session</li> <li>• District receives legislative funding level and new mandates</li> <li>• Strategic Planning Rep. Group convenes</li> </ul>	<ul style="list-style-type: none"> <li>• Departments receive budget information for review</li> <li>• DLT identifies budget addition requests and submits to Business Office</li> </ul>	<ul style="list-style-type: none"> <li>• SALT reviews strategic plan and budget requests associated with strategic work</li> <li>• Board holds Study Session</li> <li>• Team reviews program survey results</li> <li>• SALT completes recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Board holds Study Session</li> <li>• Public budget presentation</li> <li>• Public feedback period begins</li> </ul>	<ul style="list-style-type: none"> <li>• Board holds public hearing</li> <li>• Board final budget approval</li> </ul>

## Fund Types

<b>General Fund (GF)</b>	Accounts for the day-to-day operation of the school district. Included are all the normal and recurring financial activities of the school district that are not accounted for in other funds. Expenditures include salaries and benefit costs, and non-salary costs, such as supplies and materials, books and other instructional materials, utilities, purchased services and equipment. Revenues for the General Fund include state funds, special maintenance and operations levy funds, federal funds, and other funds.
<b>Associated Student Body Fund (ASB)</b>	Accounts for the student extracurricular activities in each school. Each school student body organization prepares and submits, for Board approval, a revenue and expenditure plan of ASB activities for the school year.
<b>Debt Service Fund (DSF)</b>	Provides for the redemption and payment of interest on voted and non-voted bonds. Each year an amount is levied which provides for redemption of bonds currently due, interest payments on bonds outstanding and related costs.
<b>Capital Projects Fund (CPF)</b>	Accounts for the financing and expenditures of capital projects. It includes rebuilding and enlarging buildings, new construction, equipping of new facilities, site purchases and improvements, major renovations, and technology system upgrades. Revenues for the Capital Projects Fund include state construction assistance, investment earnings, site sales, impact fees, bonds, and levies.
<b>Transportation Vehicle Fund (TVF)</b>	Accounts for the purchase and major repairs of pupil transportation vehicles. Revenue for this fund includes state depreciation funds and investment income.



# Revenue Sources

## State Apportionment - 65.5%

Provides the largest portion, 65.5 percent, of Lake Washington School District's general fund revenue. Apportionment is otherwise known as state general purpose funding. The amount is determined by the number of students attending our schools and a series of formula factors including legislatively set base salaries, employee benefits and non-labor allocations.

## Levy - 13.2%

Provides 13.2 percent of budgeted revenues. Levy amounts are capped by the legislature and must be approved by Lake Washington District voters at a special election.

## State Categorical - 11.7%

Provides 11.7 percent of budgeted revenues. These are categorical funds that come from the state for programs such as special education, pupil transportation, English Learners education, learning assistance, and education enhancements. Most of these revenues are given for a specific program and are not available for other purposes.

## Fee Programs - 4.1%

Generates 4.1 percent of local non-tax funds for programs such as sales of school lunches, extended day care, athletic participation and preschool. Also included are investment interest earnings and donations.

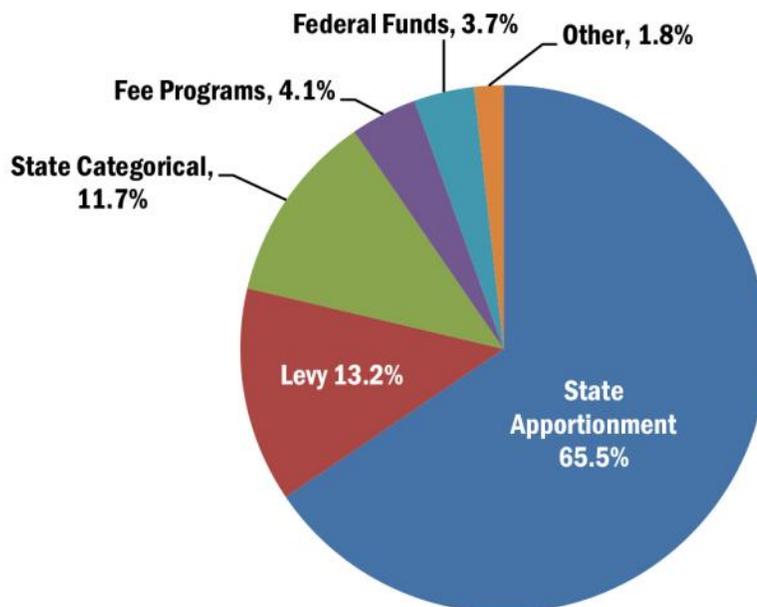
## Federal Funds - 3.7%

Comprises 3.7 percent of our revenues. These monies fund programs such as Title I and Head Start. They also provide supplemental funding for special education programs and support free and reduced lunches in the nutrition services program. These revenues may only be used for their specific program purpose.

## Other School District, Agencies & Financing Sources - 1.8%

Payments from other districts for participation in joint programs, grants from other non-state agencies and transfers from the Capital Levy for Technology Training & Applications, accounts for 1.8 percent of budgeted revenues.

## Where does the money come from?





# Expenditures

## Total Teaching - 77.4%

This portion of the district's budget is spent in and on the classroom, including expenditures for teachers, counselors, librarians, educational assistants, teaching supplies, materials, textbooks, instructional staff development, assessment and curriculum development. Also included are expenditures for pupil management and safety, health-related services, activities/athletics support and supervision, and community services and programs.

## Building Administration - 6.5%

This segment covers building administration, including principals, and school support, such as secretaries and office supplies.

## Maintenance & Operations - 5.1%

These expenses include costs to maintain the district's facilities. This segment covers grounds and building maintenance, cleaning services, utilities costs and building and property security.

## Central Administration - 4.5%

These expenses include development, coordination and evaluation of instructional programs by the superintendent and central office. Also included are business and human resources, supervision for nutrition services, maintenance and transportation, communications and legal costs.

## Other - 2.4%

These expenses include property and liability insurance, information systems, printing, warehouse and distribution services. Also included are expenses related to the Extended Day program, which provides fee-based before and after school care for students.

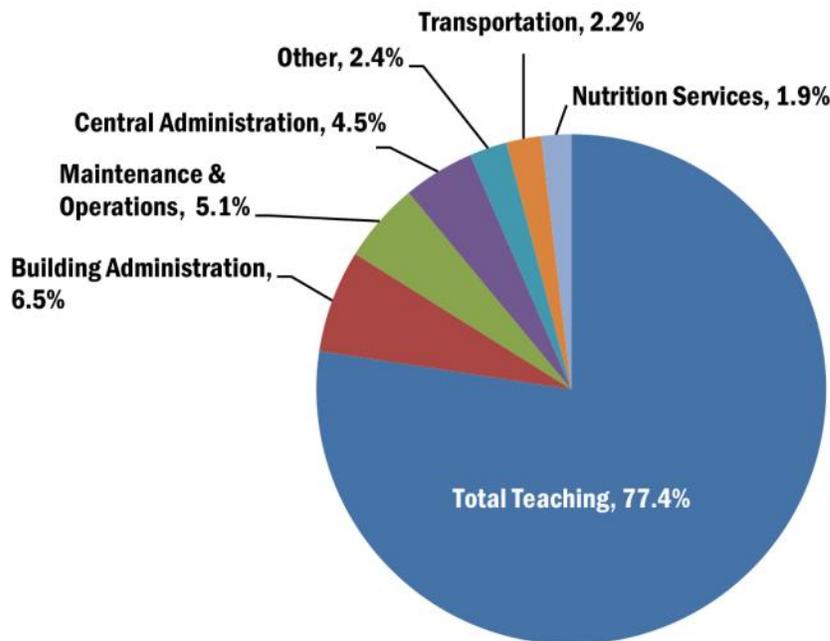
## Transportation - 2.2%

This segment includes the operations, maintenance and insurance for transporting students.

## Nutrition Services - 1.9%

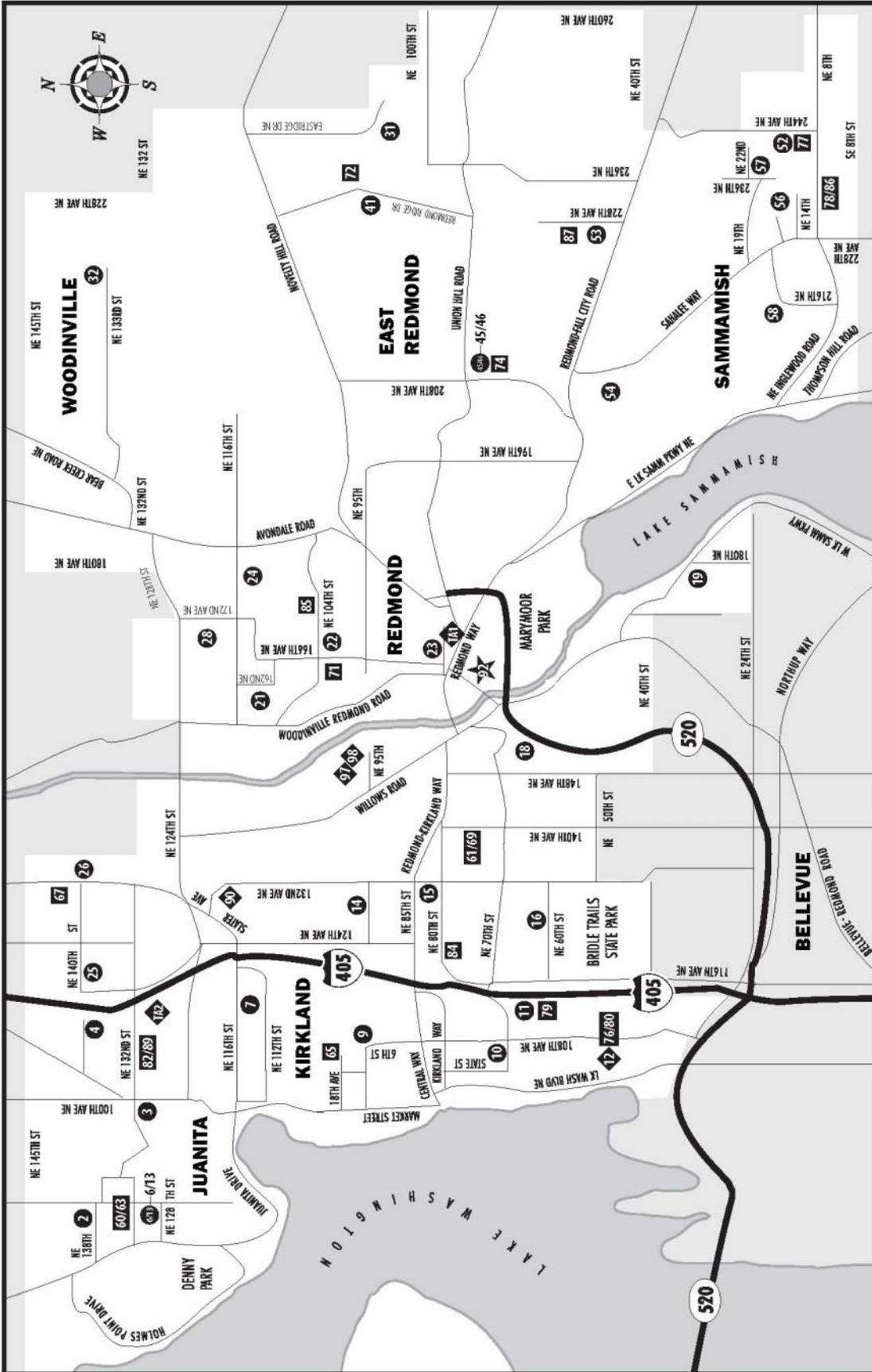
This segment includes the costs for food and operations for the district lunch and breakfast program.

## Where does the money go?



# LAKE WASHINGTON SCHOOL DISTRICT

Updated 2/19



This map is intended to show general district boundaries. For more information call the **LWSD Transportation Department at 425-936-1120**.

- SYMBOL CODES:**
- ★ RESOURCE CENTER/ ADMINISTRATION
  - ELEMENTARY SCHOOLS
  - MIDDLE SCHOOLS
  - HIGH SCHOOLS
  - ◆ OTHER PROGRAMS

# Lake Washington School District

Site	Administration	Elementary Schools	Middle Schools
92	<b>Resource Center</b> ..... 425-936-1200 16250 NE 74th Street, Redmond, WA 98052 P.O. Box 97039, Redmond, WA 98073 Superintendent, Dr. Jane Stavem ..... 425-936-1257  Communications ..... 425-936-1300	53 Alcott, 4213 - 228th NE, R 98053 ..... 936-2490 19 Audubon, 3045 - 180th NE, R 98052 ..... 936-2500 7 Bell, 11212 NE 112th, K 98033 ..... 936-2510 54 Blackwell, 3225 - 205th Pl, NE, S 98074 ..... 936-2520 52 Carson, 1035 - 244th Ave NE, S 98074 ..... 936-2750 28 Clara Barton, 12101 - 172nd Ave NE, R 98052 ..... 936-2480 11 Community, 11133 - NE 65th, K 98033 ..... 936-2395 46 Dickinson, 7040 - 208th NE, R 98053 ..... 936-2530 13 Discovery Community, 12801 - 84th Ave NE, K 98034 ..... 936-2704 24 Einstein, 18025 NE 116th St., R 98052 ..... 936-2540 31 Ella Baker, 9595 Eastridge Dr. NE, R 98053 ..... 936-2790 45 Explorer Community, 7040 - 208th NE, R 98053 ..... 936-2533 16 Franklin, 12434 NE 60th, K 98033 ..... 936-2550 25 Frost, 11801 NE 140th, K 98034 ..... 936-2560 3 Juanita, 9635 NE 132nd, K 98034 ..... 936-2570 4 Keller, 13820 - 108th NE, K 98034 ..... 936-2580 9 Kirk, 1312 - 6th St., K 98033 ..... 936-2590 10 Lakeview, 10400 NE 68th, K 98033 ..... 936-2600 22 Mann, 17001 NE 104th, R 98052 ..... 936-2610 57 McAuliffe, 23823 NE 22nd, S 98074 ..... 936-2620 58 Mead, 1725 - 216th NE, Samm 98074 ..... 936-2630 26 Muir, 14012 - 132nd NE, K 98034 ..... 936-2640 23 Redmond, 16800 NE 80th., R 98052 ..... 936-2660 21 Rockwell, 11125 - 162nd NE, R 98052 ..... 936-2670 41 Rosa Parks, 22845 NE Cedar Park Crescent, R 98053 ..... 936-2650 15 Rose Hill, 8110 - 128th NE, K 98033 ..... 936-2680 18 Rush, 6101 - 152nd NE, R 98052 ..... 936-2690 6 Sandburg, 12801 - 84th NE, K 98034 ..... 936-2700 56 Smith, 23305 NE 14th, Samm 98074 ..... 936-2710 2 Thoreau, 8224 NE 138th, K 98034 ..... 936-2720 14 Twain, 9525 - 130th NE, K 98033 ..... 936-2730 32 Wilder, 22130 NE 133rd, W 98077 ..... 936-2740	60 Environmental, 8040 NE 132nd, K 98034, 936-2355 74 Evergreen, 6900 - 208th NE, R 98053 ..... 936-2320 63 Finn Hill, 8040 NE 132nd, K 98034 ..... 936-2340 77 Ingleswood, 24120 NE 8th, S 98074 ..... 936-2360 79 International Community School, 11133 NE 65th, K 98033 ..... 936-2380 67 Kamiakin, 14111 - 132nd NE, K 98034 ..... 936-2400 65 Kirkland, 430 - 18th Ave., K 98033 ..... 936-2420 76 Northstar, 10903 NE 53rd St, K 98033 ..... 936-2390 71 Redmond, 10055 - 166th NE, R 98052 ..... 936-2440 78 Renaissance, 400 - 228th NE, S 98074 ..... 936-1544 69 Rose Hill, 13505 NE 75th, R 98052 ..... 936-2460 61 Stella Schola, 13505 NE 75th, R 98052 ..... 936-2475 72 Timberline Middle School, 9900 Redmond Ridge Dr. NE, R 98053 ..... 936-2820
	<b>Student Services</b> Athletics ..... 425-936-1254 Choice Schools ..... 425-936-1316 Highly Capable Programs ..... 425-936-1384 Home School ..... 425-936-1283 Variances ..... 425-936-1283		
	<b>Curriculum and Instruction</b> Assessment ..... 425-936-1205 Career and Technical Education ..... 425-936-1283 Curriculum ..... 425-936-1316 Special Education ..... 425-936-1201 Professional Development ..... 425-936-1253		
	<b>Information Services</b> Instructional Technology ..... 425-936-1285 Management Information Systems ..... 425-936-1321		
	<b>Support Services</b> Business Services ..... 425-936-1331 Employee Benefits ..... 425-936-1318 Nutrition Services ..... 425-936-1393 Payroll ..... 425-936-1234 Accounting/Accounts Payable ..... 425-936-1470 Purchasing ..... 425-936-1411 Risk Management ..... 425-936-1113 Employee Relations ..... 425-936-1266		
	<b>Lake Washington Education Association (LWEA)</b> 10604 NE 38th Place St. 212, K 98033 ..... 822-3388		
		86 Eastlake, 400 - 228th NE, S 98074 ..... 936-1500 80 Emerson, 10903 NE 53rd St, K 98033 ..... 936-2300 89 Futures, 10601 NE 132nd, K 98034 ..... 936-1635 79 International Community School, 11133 NE 65th, K 98033 ..... 936-2380 82 Juanita, 10601 NE 132nd, K 98034 ..... 936-1600 84 Lake Wa., 12033 NE 80th, K 98033 ..... 936-1700 85 Redmond, 17272 NE 104th, R 98052 ..... 936-1800 87 Tesla STEM, 4301 228th Ave NE, R 98053 936-2770	
		<b>Other Programs</b> 97 Willows Annex, 15130 NE 95th, R 98052 ..... 936-1170 98 Support Services Center, 15212 NE 95th, R 98052 Facilities ..... 936-1100 Printing & Mailing Services ..... 936-1110 Transportation ..... 936-1120 Warehouse ..... 936-1140 12 Emerson K-12, 10903 NE 53rd Street, K 98033 ..... 936-2311 <b>18-21 Transition Services</b> TA1 Transition Academy-Redmond, 16315 NE 87th Suite B-1, R 98052 ..... 861-3452 TA2 Transition Academy-Kirkland, 11415 NE 128th St., Suite 10, K 98034 ..... 223-8068 90 WANIC Office, 11605 132nd Ave NE A108, K 98034 ..... 739-8400	

**Key**  
K = Kirkland  
R = Redmond  
S = Sammamish  
W = Woodinville

All buildings are in 425 area code.

Updated 2/19



# Financial Section

All Governmental Funds

General Fund

Debt Service Fund

Capital Projects Fund

Transportation Vehicle Fund

Associated Student Body Fund

**ALL GOVERNMENTAL FUNDS**  
**General, Debt Service, Capital Projects, Transportation Vehicle Funds**  
**BUDGET SUMMARY**  
**2016-17 ACTUAL THROUGH 2020-21 BUDGET**

	ACTUAL 2016-17	ACTUAL 2017-2018	ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
<b>TOTAL BEGINNING FUND BALANCE</b>	\$262,534,450	\$248,166,036	\$264,559,616	\$213,115,605	\$207,859,323
<b>REVENUES BY SOURCE</b>					
Local Taxes	153,229,387	166,898,149	171,096,247	173,135,401	181,149,021
Local Nontax	23,618,370	27,922,743	27,311,939	25,471,406	24,565,639
State, General Purpose	181,462,630	203,011,853	279,944,150	300,200,645	314,429,364
State, Special Purpose	38,978,856	42,855,377	59,093,139	62,365,201	70,569,593
Federal, General Purpose	2,053,185	2,062,386	2,068,415	2,066,100	6,140
Federal, Special Purpose	12,041,283	11,942,625	11,801,825	18,087,553	17,997,667
Revenues From Other School Districts	34,274	8,340	8,340	8,340	9,165
Revenues From Other Agencies & Assoc.	15,614	124,354	303,027	6,025	6,025
Revenues From Private Foundations	21,384	0	0	0	0
Other Financing Sources	14,570,885	178,489,167	87,297,733	222,263,616	41,028,254
<b>TOTAL REVENUES</b>	<b>\$426,025,868</b>	<b>\$633,314,994</b>	<b>\$638,924,815</b>	<b>\$803,604,287</b>	<b>\$649,760,868</b>
<b>OTHER FINANCING USES - TRANSFERS OUT</b>	<b>(\$14,559,739)</b>	<b>(\$12,339,757)</b>	<b>(\$7,868,507)</b>	<b>(\$14,263,616)</b>	<b>(\$23,028,254)</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$674,000,579</b>	<b>\$869,141,273</b>	<b>\$895,615,924</b>	<b>\$1,002,456,276</b>	<b>\$834,591,937</b>
<b>EXPENDITURES BY OBJECT</b>					
Certificated Salaries	147,590,614	168,012,521	197,344,661	220,879,906	236,972,484
Classified Salaries	44,147,762	47,396,644	51,306,826	59,776,984	68,445,347
Employee Benefits	69,142,609	80,139,639	90,432,893	112,627,493	115,453,168
Supplies	13,672,984	13,953,344	16,529,396	24,643,726	23,875,924
Purchased Services	37,844,269	45,158,338	50,601,081	46,930,503	45,142,592
Travel	416,159	455,814	525,908	284,147	259,647
Debt Service					
Principal	28,100,000	30,770,000	47,050,000	185,275,000	50,370,000
Interest	21,510,057	25,054,279	28,535,719	35,855,675	28,658,277
Bond Transfer Fees	2,900	3,210	2,990	100,000	100,000
Underwriter's Fees	0	0	0	0	0
Other Financing Uses	58,765,643	0	0	0	0
Capital Outlay					
Sites & Site Improvements	2,830,635	3,587,267	5,309,339	5,575,464	9,015,913
Buildings	45,315,987	173,026,128	170,411,535	172,201,565	103,425,144
Equipment	14,222,231	16,171,445	22,979,616	18,954,709	19,762,922
Energy Improvements	1,038,337	(22,027)	1,025,935	2,455,000	2,802,800
Bond Issuance	0	875,053	717,589	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$484,600,187</b>	<b>\$604,581,655</b>	<b>\$682,773,488</b>	<b>\$885,560,172</b>	<b>\$704,284,218</b>
<b>TOTAL USE OF RESOURCES</b>	<b>\$484,600,187</b>	<b>\$604,581,655</b>	<b>\$682,773,488</b>	<b>\$885,560,172</b>	<b>\$704,284,218</b>
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$248,166,035</b>	<b>\$264,559,618</b>	<b>\$212,842,436</b>	<b>\$116,896,104</b>	<b>\$130,307,719</b>

**ALL GOVERNMENTAL FUNDS**  
**General, Debt Service, Capital Projects, Transportation Vehicle Funds**  
**BUDGET SUMMARY**  
**2020-21 BUDGET THROUGH 2023-24 PROJECTED BUDGET**

	BUDGET 2020-21	PROJECTED 2021-22	PROJECTED 2022-23	PROJECTED 2023-24
<b>TOTAL BEGINNING FUND BALANCE</b>	\$207,859,323	\$151,169,932	\$108,502,673	\$236,394,980
<b>REVENUES BY SOURCE</b>				
Local Taxes	181,149,021	188,726,946	195,319,344	201,270,663
Local Nontax	24,565,639	23,347,213	24,289,346	24,172,117
State, General Purpose	314,429,364	321,234,564	328,188,164	335,205,364
State, Special Purpose	70,569,593	59,383,326	59,488,601	60,851,406
Federal, General Purpose	6,140	6,140	6,140	6,140
Federal, Special Purpose	17,997,667	17,997,667	17,997,667	17,997,667
Revenues From Other School Districts	9,165	9,165	9,165	9,165
Revenues From Other Agencies & Assoc.	6,025	6,025	6,025	6,025
Revenues From Private Foundations	0	0	0	0
Other Financing Sources	41,028,254	21,821,140	160,989,029	22,163,118
<b>TOTAL REVENUES</b>	<b>\$649,760,868</b>	<b>\$632,532,186</b>	<b>\$786,293,481</b>	<b>\$661,681,665</b>
<b>OTHER FINANCING USES - TRANSFERS OUT</b>	<b>(\$23,028,254)</b>	<b>(\$21,821,140)</b>	<b>(\$21,989,029)</b>	<b>(\$22,163,118)</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$834,591,937</b>	<b>\$761,880,978</b>	<b>\$872,807,125</b>	<b>\$875,913,527</b>
<b>EXPENDITURES BY OBJECT</b>				
Certificated Salaries	236,972,484	243,279,204	250,712,124	258,032,424
Classified Salaries	68,445,347	70,266,467	72,412,787	74,526,587
Employee Benefits	115,453,168	118,525,328	122,146,088	125,711,988
Supplies	23,875,924	23,875,924	23,875,924	23,875,924
Purchased Services	45,142,592	45,142,592	45,142,592	45,142,592
Travel	259,647	259,647	259,647	259,647
Debt Service				
Principal	50,370,000	50,150,000	55,855,000	54,338,500
Interest	28,658,277	35,780,000	25,267,395	28,381,833
Bond Transfer Fees	100,000	100,000	100,000	100,000
Underwriter's Fees	0	0	0	0
Other Financing Uses	0	0	0	0
Capital Outlay				
Sites & Site Improvements	9,015,913	1,835,074	1,100,538	3,745,790
Buildings	103,425,144	56,719,309	34,015,930	115,776,558
Equipment	19,762,922	6,630,607	5,035,853	12,637,045
Energy Improvements	2,802,800	814,153	488,267	1,661,865
Bond Issuance	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$704,284,218</b>	<b>\$653,378,305</b>	<b>\$636,412,145</b>	<b>\$744,190,753</b>
<b>TOTAL USE OF RESOURCES</b>	<b>\$704,284,218</b>	<b>\$653,378,305</b>	<b>\$636,412,145</b>	<b>\$744,190,753</b>
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$130,307,719</b>	<b>\$108,502,673</b>	<b>\$236,394,980</b>	<b>\$131,722,774</b>



# Financial Section

## General Fund

The General Fund is the District’s primary operating fund and accounts for the day-to-day operation of the District. Included are the District’s normal financial activities that are not accounted for in other funds.

### Revenue

Over 77% of General Fund revenue is provided by the state of Washington for the District’s 31,964 students. The amount is determined by the number of students attending our schools and a series of formula factors including legislatively set base salaries, employee benefits and non-labor allocations. State categorical funds support special education, pupil transportation, English Learners education, learning assistance and education enhancements. Most of these revenues are given for a specific program and are not available for other purposes.

Approximately 13.2% of General Fund revenue is provided by local levy district property taxes. These funds support staffing for programs; safety and security; professional learning; athletics; extracurricular activities; additional course offerings; and early learning programs. Levy amounts are capped by the legislature and must be approved by Lake Washington District voters at a special election.

Federal grants account for 3.7% of General Fund revenues. These funds support programs such as Title I and Head Start. They also provide supplemental funding for special education programs and free and reduced lunches in the nutrition services program. These revenues may only be used for their specific program purpose.

General Fund Revenues		
Category	Budget	Percentage
State Apportionment	\$ 314,429,364	65.5%
State Categorical	56,457,299	11.7%
Levy	63,548,980	13.2%
Federal Funds	18,003,807	3.7%
Fee Programs	19,912,688	4.1%
Other School Districts, Agencies, Financing Sources	8,846,829	1.8%
<b>TOTAL REVENUES</b>	<b>\$481,198,967</b>	<b>100.0%</b>

Revenue projections are based on projected enrollment increases of 0.5% per year and voter approved levy amounts. In February 2018, voters passed the Educational Programs & Operations Levy. This 2018 levy replaced the expiring levy and decreased the tax rate.

### Expenditures

Total Teaching accounts for 77.4% of General Fund expenditures. This portion of the district’s budget is spent in and on the classroom, including expenditures for teachers, counselors, librarians, educational assistants, teaching supplies, materials, textbooks, instructional staff development, assessment and curriculum development. Also included are expenditures for pupil management and safety, health-related services, activities/athletics support and supervision, and community services and programs.

Building Administration accounts for 6.5% of General Fund expenditures. This includes principals and school support, such as secretaries and office supplies.

Maintenance & Operations accounts for 5.1% of General Fund expenditures which includes costs to maintain the district’s facilities including grounds and building maintenance, cleaning services, utilities costs and building and property security.

Central Administration accounts for 4.5% of General Fund expenditures which includes the development, coordination and evaluation of instructional programs by the superintendent and central office. Also included are business services, human resources, supervision for nutrition services, maintenance and transportation, communications and legal costs.

General Fund Expenditures		
Category	Budget	Percentage
Total Teaching	\$ 380,199,152	77.4%
Building Administration	32,000,475	6.5%
Maintenance & Operations	25,185,405	5.1%
Central Administration	22,049,811	4.5%
Nutrition Services	9,224,750	1.9%
Transportation	10,581,909	2.2%
Other	11,846,700	2.4%
<b>TOTAL EXPENDITURES</b>	<b>\$491,088,202</b>	<b>100.0%</b>



# Financial Section

## General Fund (continued)

Expenditure projections are based on projected enrollment increases. Included are estimated increases for staffing, salary cost of living and benefits, legislative mandates, and programmatic changes.

The state legislature requires districts to publish a four-year budget plan as part of the annual budget development process. Even though this is a state requirement, the Lake Washington School District has always looked beyond a one-year view to develop long-term enrollment and financial projections. This ensures that decisions made today are done so with a long-range plan.

The district's current four-year plan was prepared to account for enrollment growth and legislative mandates. The plan is also based on current data and reasonable financial projections. Fund balance increased in 2019-20. Beginning in 2020-21, the district is intentionally planning to use this fund balance in alignment with the goals found in the strategic plan. In addition, the district is committing fund balance to an Economic Stabilization account to address the potential negative impacts that could result from the economic conditions caused by COVID-19. These funds are being reserved to help mitigate any immediate revenue shortfalls due to enrollment changes and legislative impacts as well as the unknown cost impacts of expansion of federal leave and unemployment benefits. This will also give the district time to go through the process of making decisions on future budget changes.

### Fund Balances

Fund balances are categorized as follows:

**Nonspendable:** Fund balance not available to be spent because the funds are not in spendable form or are legally required to be maintained intact.

**Restricted:** Fund balance constrained externally, such as those resulting from federal and state legislation, grant awards, bond covenants, and inter-local service agreements.

**Committed:** Fund balance constrained by District code, ordinance or resolution as adopted by the Board.

**Assigned:** Fund balance in special reserve funds intended to be

used for specific purposes, but that are neither restricted or committed, include transfers from other funds, investment interest not constrained by contract or covenant, fees for services, and rents. Senior administration has the authority to create assignments of fund balance.

**Unassigned:** Unrestricted fund balance not committed or assigned in the General Fund is considered unassigned. Also, negative fund balance in any other governmental fund is unassigned.

**Unassigned to Minimum Fund Balance Policy:** The District's financial plan ensures that the District's financial position is fiscally sound and that it is derived from a multi-year plan. As a result, the District plans to maintain a projected year-end fund balance of not less than five percent of the projected revenue in the General Fund. This will ensure that the District can continue to provide quality education to its students in the event of an emergency or other economic impact.

### Financial Statements

Detailed information is contained in the district's annual Financial Statistical Report.

### Other Post-Employment Benefits (OPEB)

The District's annual Other Post-Employment Benefit (OPEB) cost is actuarially determined in accordance with the parameters of GASB Statement 75, which was implemented in 2017-18. GASB 75 changed how the District values and reports on OPEB. The revised OPEB liability as of August 31, 2018 was \$126.5 million. As of August 31, 2019, the OPEB liability was \$119.7 million.

**GENERAL FUND**  
**BUDGET SUMMARY REVENUES BY SOURCE, EXPENDITURES BY OBJECT**  
**2016-17 ACTUAL THROUGH 2020-2021 BUDGET**

	<u>ACTUAL</u> <u>2016-17</u>	<u>ACTUAL</u> <u>2017-18</u>	<u>ACTUAL</u> <u>2018-19</u>	<u>BUDGET</u> <u>2019-20</u>	<u>BUDGET</u> <u>2020-21</u>
<b>BEGINNING FUND BALANCE</b>					
Restricted for Carryover	2,750,305	2,794,430	3,312,818	0	270,022
Restricted for Skills Center	320,744	441,565	549,721	0	0
Nonspendable - Inventory	4,322,129	4,251,667	3,998,545	950,000	950,000
Committed to Economic Stabilization	0	0	0	0	40,000,000
Unassigned to Minimum Fund Balance Policy	15,041,371	16,021,815	17,526,525	22,025,904	22,771,981
Unreserved/Unassigned Fund Balance	22,716,075	28,892,005	22,017,214	45,055,921	26,232,214
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$45,150,624</b>	<b>\$52,401,482</b>	<b>\$47,404,823</b>	<b>\$68,031,825</b>	<b>\$90,224,217</b>
<b>REVENUES AND OTHER FINANCING SOURCES</b>					
1000 Local Taxes	65,871,045	67,769,991	63,685,953	60,611,961	63,548,980
2000 Local Nontax	15,360,586	16,516,902	18,128,085	19,636,948	19,912,688
3000 State, General Purpose	181,462,630	203,011,853	279,944,150	300,200,645	314,429,364
4000 State, Special Purpose	38,110,146	42,005,207	57,908,095	56,529,790	56,457,299
5000 Federal, General Purpose	8,597	11,209	8,454	6,140	6,140
6000 Federal, Special Purpose	12,041,283	11,942,625	11,801,825	18,087,553	17,997,667
7000 Revenues From Other School Districts	34,274	8,340	8,340	8,340	9,165
8000 Revenues From Other Agencies & Assoc.	15,614	124,354	303,027	6,025	6,025
8200 Revenues From Private Foundations	21,384	0	0	0	0
9000 Other Financing Sources	7,510,735	9,140,026	7,880,209	8,609,216	8,831,639
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$320,436,294</b>	<b>\$350,530,507</b>	<b>\$439,668,138</b>	<b>\$463,696,618</b>	<b>\$481,198,967</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$365,586,918</b>	<b>\$402,931,989</b>	<b>\$487,072,961</b>	<b>\$531,728,443</b>	<b>\$571,423,184</b>
<b>EXPENDITURES BY OBJECT</b>					
2 Certificated Salaries	147,590,614	168,012,521	197,344,661	220,879,906	236,972,484
3 Classified Salaries	44,147,762	47,396,644	51,306,826	59,776,984	68,445,347
4 Employee Benefits	69,142,609	80,139,639	90,432,893	112,627,493	115,453,168
5 Supplies/ Instruct Resources	13,672,984	13,953,344	16,529,396	24,643,726	23,875,924
7 Purchased Services	37,844,269	45,158,338	50,601,081	46,930,503	45,142,592
8 Travel	416,159	455,814	525,908	284,147	259,647
9 Capital Outlay	371,039	410,866	303,836	1,083,670	939,040
<b>TOTAL EXPENDITURES</b>	<b>\$313,185,436</b>	<b>\$355,527,166</b>	<b>\$407,044,601</b>	<b>\$466,226,429</b>	<b>\$491,088,202</b>
<b>ENDING FUND BALANCE</b>					
Restricted for Carryover	2,794,430	3,312,818	5,906,882	0	0
Restricted for Skills Center	441,565	549,721	669,800	0	0
Nonspendable - Inventory	4,251,667	3,998,545	3,429,826	950,000	950,000
Committed to Economic Stabilization	0	0	0	0	40,000,000
Unassigned to Minimum Fund Balance Policy	16,021,815	17,526,525	21,983,407	23,184,831	24,059,948
Unreserved/Unassigned Fund Balance	28,892,005	22,017,214	48,038,445	41,367,183	15,325,034
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$52,401,482</b>	<b>\$47,404,823</b>	<b>\$80,028,360</b>	<b>\$65,502,014</b>	<b>\$80,334,982</b>

**GENERAL FUND**  
**BUDGET SUMMARY REVENUES BY SOURCE, EXPENDITURES BY OBJECT**  
**2020-21 BUDGET THROUGH 2023-24 PROJECTED BUDGET**

	<u>BUDGET</u>	<u>PROJECTED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>
<b>BEGINNING FUND BALANCE</b>				
Restricted for Carryover	270,022	0	0	0
Restricted for Skills Center	0	0	0	0
Nonspendable - Inventory	950,000	950,000	950,000	950,000
Committed to Economic Stabilization	40,000,000	40,000,000	40,000,000	30,000,000
Unassigned to Minimum Fund Balance Policy	22,771,981	24,059,948	24,606,117	25,139,514
Unreserved/Unassigned Fund Balance	26,232,214	15,325,034	4,613,011	1,381,697
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$90,224,217</b>	<b>\$80,334,982</b>	<b>\$70,169,128</b>	<b>\$57,471,211</b>
<b>REVENUES AND OTHER FINANCING SOURCES</b>				
1000 Local Taxes	63,548,980	66,279,560	68,567,508	70,624,533
2000 Local Nontax	19,912,688	19,912,688	19,912,688	19,912,688
3000 State, General Purpose	314,429,364	321,234,564	328,188,164	335,205,364
4000 State, Special Purpose	56,457,299	57,677,099	58,923,499	60,181,299
5000 Federal, General Purpose	6,140	6,140	6,140	6,140
6000 Federal, Special Purpose	17,997,667	17,997,667	17,997,667	17,997,667
7000 Revenues From Other School Districts	9,165	9,165	9,165	9,165
8000 Revenues From Other Agencies & Assoc.	6,025	6,025	6,025	6,025
8200 Revenues From Private Foundations	0	0	0	0
9000 Other Financing Sources	8,831,639	8,999,440	9,179,429	9,363,018
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$481,198,967</b>	<b>\$492,122,348</b>	<b>\$502,790,285</b>	<b>\$513,305,899</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$571,423,184</b>	<b>\$572,457,330</b>	<b>\$572,959,413</b>	<b>\$570,777,110</b>
<b>EXPENDITURES BY OBJECT</b>				
2 Certificated Salaries	236,972,484	243,279,204	250,712,124	258,032,424
3 Classified Salaries	68,445,347	70,266,467	72,412,787	74,526,587
4 Employee Benefits	115,453,168	118,525,328	122,146,088	125,711,988
5 Supplies/ Instruct Resources	23,875,924	23,875,924	23,875,924	23,875,924
7 Purchased Services	45,142,592	45,142,592	45,142,592	45,142,592
8 Travel	259,647	259,647	259,647	259,647
9 Capital Outlay	939,040	939,040	939,040	939,040
<b>TOTAL EXPENDITURES</b>	<b>\$491,088,202</b>	<b>\$502,288,202</b>	<b>\$515,488,202</b>	<b>\$528,488,202</b>
<b>ENDING FUND BALANCE</b>				
Restricted for Carryover	0	0	0	0
Restricted for Skills Center	0	0	0	0
Nonspendable - Inventory	950,000	950,000	950,000	950,000
Committed to Economic Stabilization	40,000,000	40,000,000	30,000,000	15,000,000
Unassigned to Minimum Fund Balance Policy	24,059,948	24,606,117	25,139,514	25,665,295
Unreserved/Unassigned Fund Balance	15,325,034	4,613,011	1,381,697	673,613
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$80,334,982</b>	<b>\$70,169,128</b>	<b>\$57,471,211</b>	<b>\$42,288,908</b>

**GENERAL FUND  
DETAILED REVENUES**

Acct. Code	REVENUE CATEGORY	ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
<b><u>LOCAL TAXES</u></b>				
1100	Local Property Tax	63,685,757	60,611,796	63,548,819
1300	Sale of Tax Title Property	3	0	0
1500	Timber Excise Tax	192	165	161
Total Local Taxes		\$63,685,953	\$60,611,961	\$63,548,980
<b><u>LOCAL NONTAX</u></b>				
2100	Tuitions and Fees	2,282,701	1,936,318	2,011,318
2173	Summer School	178,504	210,000	210,000
2188	Day Care	1,821,369	2,154,468	2,247,616
2200	Sale of Goods, Supplies and Services	1,712,334	800,000	800,000
2289	Other Community Services	446,108	528,000	528,000
2298	Nutrition Services	6,391,050	7,245,807	7,323,399
2300	Investment Earnings	1,668,116	200,000	200,000
2500	Gifts and Donations	1,952,158	5,420,000	5,450,000
2600	Fines and Damages	164,496	50,000	50,000
2700	Rentals and Leases	854,269	732,355	732,355
2800	Insurance Recoveries	85,665	0	0
2900	Local Nontax Unassigned	494,200	360,000	360,000
2901	E-Rate	77,118	0	0
Total Local Nontax		\$18,128,085	\$19,636,948	\$19,912,688
<b><u>STATE, GENERAL PURPOSE</u></b>				
3100	Apportionment	273,549,694	293,500,177	307,390,555
3121	Special Education General Apportionment	6,394,457	6,700,468	7,038,809
Total State, General Purpose		\$279,944,150	\$300,200,645	\$314,429,364
<b><u>STATE, SPECIAL PURPOSE</u></b>				
4121	Special Education	32,549,466	33,396,343	34,922,744
4122	Special Education Infants & Toddlers	2,853,573	2,858,150	0
4155	Learning Assistance	2,211,447	2,276,689	2,078,132
4158	Special and Pilot Programs	1,916,997	1,507,520	1,819,263
4165	Transitional Bilingual	5,792,073	6,220,325	6,361,202
4174	Highly Capable	920,058	990,340	1,037,656
4198	School Nutrition Services	30,691	26,972	25,802
4199	Transportation Operations	11,624,521	9,240,951	10,200,000
4388	Day Care	9,268	12,500	12,500
Total State, Special Purpose		\$57,908,095	\$56,529,790	\$56,457,299

**GENERAL FUND  
DETAILED REVENUES**

Acct. Code	REVENUE CATEGORY	ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
<b><u>FEDERAL, GENERAL PURPOSE</u></b>				
5500	Federal Forests	8,454	6,140	6,140
Total Federal, General Purpose		\$8,454	\$6,140	\$6,140
<b><u>FEDERAL, SPECIAL PURPOSE</u></b>				
6100	Special Purpose Unassigned	0	5,000,000	5,000,000
6124	Special Education Supplemental	7,095,243	7,269,001	6,983,237
6138	Secondary Vocational Education	101,841	100,641	100,852
6146	Skill Center	28,517	28,517	26,495
6151	ESEA Title I	758,784	2,033,318	1,904,875
6152	ESEA Title II	458,788	410,254	434,051
6164	ESEA Title III Limited English Proficiency	332,878	358,879	425,128
6198	School Nutrition Services	1,708,559	1,688,782	1,832,910
6261	Head Start	566,555	579,124	605,185
6268	Native American Education	66,399	66,399	68,320
6321	Special Education Medicaid Reimbursement	69,533	30,000	30,000
6998	USDA Commodities	614,727	522,638	586,614
Total Federal, Special Purpose		\$11,801,825	\$18,087,553	\$17,997,667
<b><u>REVENUES FROM OTHER SCHOOL DISTRICTS</u></b>				
7100	Program Participation	8,340	8,340	9,165
Total Revenues From Other School Districts		\$8,340	\$8,340	\$9,165
<b><u>REVENUES FROM OTHER AGENCIES &amp; ASSOC.</u></b>				
8100	Agencies and Associations Grants	303,027	6,025	6,025
Total Revenues From Other Agencies & Assoc.		\$303,027	\$6,025	\$6,025
<b><u>OTHER FINANCING SOURCES</u></b>				
9300	Sale of Equipment	11,702	0	0
9400	Compensated Loss of Fixed Assets	0	0	0
9901	Transfers (Local Resources)	7,868,507	8,609,216	8,831,639
Total Other Financing Sources		\$7,880,209	\$8,609,216	\$8,831,639
<b>TOTAL REVENUES &amp; OTHER FINANCING SOURCES</b>		<b>\$439,668,138</b>	<b>\$463,696,618</b>	<b>\$481,198,967</b>

**GENERAL FUND  
PROGRAM EXPENDITURES**

<b>Program Number and Description</b>	<b>ACTUAL 2018-19</b>	<b>BUDGET 2019-20</b>	<b>BUDGET 2020-21</b>	<b>% Increase* (Decrease)</b>
<b><u>REGULAR EDUCATION</u></b>				
0104 Elementary Planning Time	990,779	1,106,848	1,108,734	0.17
0105 Sick Leave and Other Subs	4,759,509	5,566,215	5,566,215	0.00
0110 Building Budgets	5,739,864	5,606,430	5,732,258	2.24
0112 Intervention	4,837,861	7,768,234	8,846,758	13.88
0113 Teacher Retention Stipend	1,304,042	1,476,000	1,476,000	0.00
0114 Professional Fund	3,772,057	4,147,350	4,217,490	1.69
0115 Better Schools	1,778,717	1,846,123	1,774,499	(3.88)
0116 Elementary Education	103,314,916	113,692,942	118,301,942	4.05
0117 Middle School Education	41,762,028	49,761,247	51,076,975	2.64
0118 Senior High Education	51,973,492	61,156,901	62,814,975	2.71
0120 Health Services	3,821,987	3,883,567	4,139,050	6.58
0122 Advanced Academic Programs	5,632,430	5,804,726	6,003,804	3.43
0127 Student & Professional Learning Services	8,303,564	10,514,260	11,870,251	12.90
0129 Student & School Support Services	3,958,390	5,816,701	5,747,726	(1.19)
0174 Highly Capable Regular Education	4,101,988	4,667,593	4,693,547	0.56
0175 Technology Training & Applications	7,868,507	8,609,216	8,831,639	2.58
<b>01 Total Regular Education</b>	<b>\$253,920,131</b>	<b>\$291,424,353</b>	<b>\$302,201,863</b>	<b>3.70</b>
<b><u>ALTERNATIVE LEARNING EXPERIENCE</u></b>				
0262 Emerson K-12	\$769,240	\$836,130	\$883,054	5.61
<b><u>SPECIAL EDUCATION INSTRUCTION</u></b>				
2101 Special Education	43,426,202	45,133,211	53,937,329	19.51
2104 Home Hospital	5,579	7,940	7,940	0.00
2105 Special Ed Extended School Year	401,972	506,380	506,380	0.00
2108 Special Education Preschool	5,080,911	6,409,531	6,872,189	7.22
2200 Special Education Infants & Toddlers	2,711,276	2,858,150	0	Eliminated
2400 IDEA Federal Special Education	4,806,378	5,270,798	5,003,525	(5.07)
2435 IDEA 619 Preschool	91,353	97,880	98,090	0.21
2440 Special Education - Safety Net	2,070,172	1,750,000	1,750,000	0.00
<b>20 Total Special Education Instruction</b>	<b>\$58,593,843</b>	<b>\$62,033,890</b>	<b>\$68,175,453</b>	<b>9.90</b>
<b><u>VOCATIONAL SECONDARY INSTRUCTION</u></b>				
3151 CTE Counseling & Undistributed	2,740,479	2,715,051	2,392,458	(11.88)
3160 High School CTE	7,685,120	8,445,393	9,016,349	6.76
3460 Middle School CTE	1,956,894	2,180,001	2,228,557	2.23
3860 Federal CTE - Perkins	99,261	97,900	98,315	0.42
<b>30 Total Voc Secondary Instruction</b>	<b>\$12,481,755</b>	<b>\$13,438,345</b>	<b>\$13,735,679</b>	<b>2.21</b>

**GENERAL FUND  
PROGRAM EXPENDITURES**

<b>Program Number and Description</b>		<b>ACTUAL 2018-19</b>	<b>BUDGET 2019-20</b>	<b>BUDGET 2020-21</b>	<b>% Increase* (Decrease)</b>
<b>SKILL CENTER INSTRUCTION</b>					
4500	Skill Center - WANIC	3,098,561	3,603,797	3,683,750	2.22
4600	Skill Center - Perkins	27,795	27,740	25,829	(6.89)
40	Total Skill Center Instruction	3,126,356	\$3,631,537	\$3,709,579	2.15
<b>COMPENSATORY EDUCATION</b>					
5100	ESEA Title I	739,556	1,977,936	1,856,965	(6.12)
5200	ESEA Title II	399,858	399,081	423,134	6.03
5210	ESEA Title IV Part A	47,304	0	0	0.00
5545	Learning Assistance	2,076,548	2,214,678	2,243,277	1.29
5830	National Board Certification	1,521,031	1,290,755	1,581,743	22.54
5860	Internship Grant	5,008	17,120	12,840	(25.00)
5874	TPEP Teacher Training Grant	93,127	93,126	83,814	(10.00)
58XX	State Competitive Grants	149,326	93,457	126,166	35.00
6100	Head Start Preschool	566,555	703,562	724,671	3.00
6400	ESEA Title III Limited English Proficiency	324,443	349,104	414,437	18.71
6500	English Learners	6,500,666	7,417,658	7,826,459	5.51
6825	Native American Consort	82,599	82,599	85,870	3.96
6910	Preschool	543,407	1,003,072	1,077,554	7.43
50-60	Total Compensatory Education	\$13,049,427	\$15,642,148	\$16,456,930	5.21
<b>OTHER INSTRUCTIONAL PROGRAMS</b>					
7300	Summer School	293,191	292,477	297,764	1.81
7443	Highly Capable	2,013,365	2,705,814	2,843,524	5.09
7900	Unanticipated Grants/Donations	1,727,569	10,000,000	10,000,000	0.00
7945	Student CPR Grant	2,756	6,025	6,025	0.00
7962	LWSF New Teacher Support Prog Grant	0	0	0	0.00
7998	LINKS	62,797	125,688	126,383	0.55
70	Total Other Instruction Programs	\$4,099,677	\$13,130,004	\$13,273,696	1.09
<b>COMMUNITY SERVICES</b>					
8840	Extended Day Program	1,693,777	2,134,468	2,227,616	4.36
8901	Misc Community Services	232,583	260,000	260,000	0.00
8905	Stadiums/Performing Arts Centers	743,143	802,204	810,446	1.03
8906	ASB Reimbursable	115,546	175,000	175,000	0.00
8908	LWEA Reimbursable	(70)	10,000	10,000	0.00
80	Total Community Services	\$2,784,979	\$3,381,672	\$3,483,062	3.00

**GENERAL FUND  
PROGRAM EXPENDITURES**

<b>Program Number and Description</b>		<b>ACTUAL 2018-19</b>	<b>BUDGET 2019-20</b>	<b>BUDGET 2020-21</b>	<b>% Increase* (Decrease)</b>
<b><u>GENERAL SUPPORTIVE SERVICES</u></b>					
9711	Board of Directors	1,193,746	1,116,253	871,242	(21.95)
9712	Superintendent's Office	495,762	485,093	573,987	18.33
9713	Business Services	2,960,860	3,167,003	3,569,230	12.70
9714	Communications	1,118,215	1,432,083	1,438,268	0.43
9716	Human Resources	2,111,914	2,466,281	2,829,171	14.71
9717	Employee Relations	184,947	194,950	196,736	0.92
9750	Utilities	6,384,068	6,830,700	7,069,700	3.50
9760	Support Services	20,000,081	21,470,102	24,021,935	11.89
9772	Technology Operations	4,286,540	4,767,991	5,440,964	14.11
9773	Print Center	53,507	72,910	79,904	9.59
97	Total District Wide Support Services	\$38,789,642	\$42,003,366	\$46,091,137	9.73
<b><u>NUTRITION SERVICES</u></b>					
9800	Nutrition Services	\$8,866,968	\$9,484,199	\$9,768,725	3.00
<b><u>TRANSPORTATION</u></b>					
9900	Transportation	\$10,562,584	\$11,220,785	\$13,309,024	18.61
<b>TOTAL EXPENDITURES</b>		<b>\$407,044,601</b>	<b>\$466,226,429</b>	<b>\$491,088,202</b>	<b>5.33</b>

**GENERAL FUND  
PROGRAM EXPENDITURE VARIANCES**

Explanation for Programs with changes over/under 10%

Program Number and Description		Explanation
0112	Intervention	Increase based on projected expenditures
0127	Student & Professional Learning Services	Increase based on strategic resource allocation
2101	Special Education	Increase based on strategic resource allocation
5830	National Board Certification	Increase in National Board Certificate recipients
5860	Internship Grant	Decrease in state grant revenue
58XX	State Competitive Grants	Increase in state grant revenue
6400	ESEA Title III Limited English Proficiency	Increase in federal grant revenue
9711	Board of Directors	Decrease due to alternate year board election expenses
9712	Superintendent's Office	Increase based on strategic resource allocation
9713	Business Services	Increase based on strategic resource allocation
9716	Human Resources	Increase based on strategic resource allocation
9760	Support Services	Increase based on strategic resource allocation
9772	Technology Operations	Increase based on strategic resource allocation
9900	Transportation	Increase due to reallocation of program expenses



# Financial Section

## Debt Service Fund

The Debt Service Fund provides for the redemption and payment of interest on voted and non-voted bonds. Each year an amount is levied, which provides for redemption of bonds currently due, interest payments on bonds outstanding and related costs.

Over 80% of the revenue in the Debt Service Fund comes from property taxes.

Significant expenditures in the Debt Service Fund include principal payments of \$50.4 million and interest payments of \$28.7 million against the district's long-term debt obligation.

Projections of revenue and expenditures for this fund are based on projected bond sales and tax levies required to redeem the principal and pay interest on current and future bond sales. Future bond sales are estimated.



**DEBT SERVICE FUND  
BUDGET SUMMARY  
2016-17 ACTUAL THROUGH 2020-21 BUDGET**

	<u>ACTUAL</u> <u>2016-17</u>	<u>ACTUAL</u> <u>2017-18</u>	<u>ACTUAL</u> <u>2018-19</u>	<u>BUDGET</u> <u>2019-20</u>	<u>BUDGET</u> <u>2020-21</u>
<b>BEGINNING FUND BALANCE</b>					
Restricted for Debt Service	14,696,246	19,087,732	30,993,220	32,089,364	28,781,467
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$14,696,246</b>	<b>\$19,087,732</b>	<b>\$30,993,220</b>	<b>\$32,089,364</b>	<b>\$28,781,467</b>
<b>REVENUES</b>					
1000 Local Taxes	44,726,332	61,798,442	74,020,955	66,849,415	60,971,461
2000 Local Non-Tax	173,373	351,483	602,730	572,440	459,972
5000 Federal, General Purpose	2,044,588	2,051,177	2,059,961	2,059,960	0
9000 Other Financing Sources	7,060,150	3,531,875	1,207	143,654,400	14,196,615
<b>TOTAL REVENUES</b>	<b>\$54,004,443</b>	<b>\$67,732,977</b>	<b>\$76,684,853</b>	<b>\$213,136,215</b>	<b>\$75,628,048</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$68,700,689</b>	<b>\$86,820,709</b>	<b>\$107,678,073</b>	<b>\$245,225,579</b>	<b>\$104,409,515</b>
<b>EXPENDITURES</b>					
Matured Bond Expenditure	28,100,000	30,770,000	47,050,000	185,275,000	50,370,000
Interest on Bonds	21,510,057	25,054,279	28,535,719	35,855,675	28,658,277
Bond Transfer Fee	2,900	3,210	2,990	100,000	100,000
Underwriter's Fees	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$49,612,957</b>	<b>\$55,827,489</b>	<b>\$75,588,709</b>	<b>\$221,230,675</b>	<b>\$79,128,277</b>
<b>OTHER FINANCING USES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>\$49,612,957</b>	<b>\$55,827,489</b>	<b>\$75,588,709</b>	<b>\$221,230,675</b>	<b>\$79,128,277</b>
<b>ENDING FUND BALANCE</b>					
Restricted for Debt Service	\$19,087,732	\$30,993,220	\$32,089,364	\$23,994,904	\$25,281,238
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$19,087,732</b>	<b>\$30,993,220</b>	<b>\$32,089,364</b>	<b>\$23,994,904</b>	<b>\$25,281,238</b>

**DEBT SERVICE FUND  
BUDGET SUMMARY  
2020-21 BUDGET THROUGH 2023-24 PROJECTED BUDGET**

	<b>BUDGET 2020-21</b>	<b>PROJECTED 2021-22</b>	<b>PROJECTED 2022-23</b>	<b>PROJECTED 2023-24</b>
<b>BEGINNING FUND BALANCE</b>				
Restricted for Debt Service	28,781,467	25,281,238	16,753,945	15,955,958
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$28,781,467</b>	<b>\$25,281,238</b>	<b>\$16,753,945</b>	<b>\$15,955,958</b>
<b>REVENUES</b>				
1000 Local Taxes	60,971,461	64,231,007	67,214,808	69,921,072
2000 Local Non-Tax	459,972	450,000	400,000	375,000
5000 Federal, General Purpose	0	0	0	0
9000 Other Financing Sources	14,196,615	12,821,700	12,809,600	12,800,100
<b>TOTAL REVENUES</b>	<b>\$75,628,048</b>	<b>\$77,502,707</b>	<b>\$80,424,408</b>	<b>\$83,096,172</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$104,409,515</b>	<b>\$102,783,945</b>	<b>\$97,178,353</b>	<b>\$99,052,130</b>
<b>EXPENDITURES</b>				
Matured Bond Expenditure	50,370,000	50,150,000	55,855,000	58,338,500
Interest on Bonds	28,658,277	35,780,000	25,267,395	24,381,833
Bond Transfer Fee	100,000	100,000	100,000	100,000
Underwriter's Fees	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$79,128,277</b>	<b>\$86,030,000</b>	<b>\$81,222,395</b>	<b>\$82,820,333</b>
<b>OTHER FINANCING USES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>\$79,128,277</b>	<b>\$86,030,000</b>	<b>\$81,222,395</b>	<b>\$82,820,333</b>
<b>ENDING FUND BALANCE</b>				
Restricted for Debt Service	\$25,281,238	\$16,753,945	\$15,955,958	\$16,231,797
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$25,281,238</b>	<b>\$16,753,945</b>	<b>\$15,955,958</b>	<b>\$16,231,797</b>

**DEBT SERVICE FUND  
REVENUES**

	ACTUAL 2016-17	ACTUAL 2017-18	ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
<b>LOCAL TAXES (1000)</b>					
1100 Local Property Taxes (See Exhibit I)	44,726,320	61,798,412	74,020,914	66,849,370	60,971,429
1500 Timber Excise Tax	12	30	41	45	32
<b>1000 TOTAL LOCAL TAXES</b>	<b>\$44,726,332</b>	<b>\$61,798,442</b>	<b>\$74,020,955</b>	<b>\$66,849,415</b>	<b>\$60,971,461</b>
<b>LOCAL NONTAX REVENUES (2000)</b>					
2300 Investment Earnings	173,373	351,483	602,730	572,440	459,972
<b>2000 TOTAL LOCAL NONTAX</b>	<b>\$173,373</b>	<b>\$351,483</b>	<b>\$602,730</b>	<b>\$572,440</b>	<b>\$459,972</b>
<b>FEDERAL, GENERAL PURPOSE (5000)</b>					
5600 Qualified Bond Interest Credit	2,044,588	2,051,177	2,059,961	2,059,960	0
<b>5000 TOTAL FEDERAL, GENERAL PURPOSE</b>	<b>\$2,044,588</b>	<b>\$2,051,177</b>	<b>\$2,059,961</b>	<b>\$2,059,960</b>	<b>\$0</b>
<b>OTHER FINANCING SOURCES (9000)</b>					
9100 Sale of Bonds					
9600 Sale of Refunding Bonds	0	1,623	1,207	138,000,000	0
9901 Transfers (Local Resources)	7,060,150	3,530,252	0	5,654,400	14,196,615
<b>9000 TOTAL OTHER FINANCING SOURCES</b>	<b>\$7,060,150</b>	<b>\$3,530,252</b>	<b>\$1,207</b>	<b>\$143,654,400</b>	<b>\$14,196,615</b>
<b>TOTAL REVENUES</b>	<b>\$54,004,443</b>	<b>\$67,731,354</b>	<b>\$76,684,853</b>	<b>\$213,136,215</b>	<b>\$75,628,048</b>

**DEBT SERVICE FUND REVENUES  
CALCULATION OF 2020-21 LEVY COLLECTIONS**

**Revenue Account 1100 Local Taxes**

Fall 2020 Collection:				
\$59,400,000	x	46.30%	(2020 Levy x Fall Collection %)	\$27,502,186
Spring 2021 Collection:				
\$62,700,000	x	53.38%	(2021 Levy x Spring Collection %)	\$33,469,243
<b>TOTAL 2020-21 Levy Collections</b>				<b>\$60,971,429</b>

The following table reflects the District's outstanding general obligation debt of \$881,436,315 as of September 1, 2020:

### DEBT SERVICE FUND EXPENDITURES

OUTSTANDING BONDS				Total
Issue Date	Original Issue Amount	Bonds Outstanding	Interest Outstanding	Outstanding Sept. 1, 2020
11/03/09	40,000,000	17,445,000	1,865,308	19,310,308
07/11/12	23,025,000	2,800,000	43,000	2,843,000
06/17/15 **	162,800,000	112,020,000	12,827,575	124,847,575
08/23/16 *	195,020,000	158,045,000	53,329,500	211,374,500
12/13/17	149,565,000	128,525,000	61,062,575	189,587,575
12/06/18	71,765,000	62,215,000	37,420,875	99,635,875
05/28/20 ***	118,850,000	118,850,000	36,781,367	155,631,367
Total Voted Bonds	761,025,000	599,900,000	203,330,200	803,230,200
05/28/20	69,645,000	69,645,000	8,561,115	78,206,115
Total Nonvoted Bonds	69,645,000	69,645,000	8,561,115	78,206,115
Total All Bonds	830,670,000	669,545,000	211,891,315	881,436,315

\*\* Refunding issue partially replaces March 30, 2004 issue for \$70,100,000, September 2, 2004 issue for \$34,655,000 September 6, 2006 issue for \$97,115,000 and November 7, 2007 issue for \$80,000,000

\* This includes a refunding issue partially replacing November 18, 2008 issue for \$80,000,000 and a new bond issue of \$145,355,000

\*\*\*Refunding issue partially replaces \$14,000,000 November 3, 2009 issue and \$120,000,000 issue September 17, 2010 of \$145,355,000

The following table reflects future principal and interest payments required to retire the District's current outstanding general obligation debt:

### Bond Amortization Schedule

Budget Year	Principal	Interest	Total Debt Service
2020-21	36,750,000	12,488,827	49,238,827
2021-22	39,435,000	23,185,670	62,620,670
2022-23	44,715,000	21,228,920	65,943,920
2023-24	35,780,000	18,993,170	54,773,170
2024-25	32,435,000	17,786,295	50,221,295
2025-26	39,220,000	16,660,345	55,880,345
2026-27	42,955,000	15,130,821	58,085,821
2027-28	38,260,000	13,797,450	52,057,450
2028-29	42,085,000	12,347,800	54,432,800
2029-30	45,735,000	10,629,400	56,364,400
2030-31	23,755,000	8,801,750	32,556,750
2031-32	23,205,000	7,745,700	30,950,700
2032-33	16,650,000	6,665,200	23,315,200
2033-34	30,620,000	5,999,200	36,619,200
2034-35	28,800,000	4,753,700	33,553,700
2035-36	30,375,000	3,528,550	33,903,550
2036-37	22,250,000	2,231,750	24,481,750
2037-38	24,285,000	1,226,150	25,511,150
2038-39	2,590,000	129,500	2,719,502
<b>TOTAL</b>	<b>599,900,000</b>	<b>203,330,198</b>	<b>803,230,200</b>



# Financial Section

## Capital Projects Fund

The Capital Projects Fund accounts for the financing and expenditures of capital projects. It includes rebuilding and expansion, new construction, equipping of new facilities, site purchases and improvements, major renovations and technology system upgrades. Revenues for the Capital Projects Fund include state construction assistance, investment earnings, site sales, impact fees, bonds and levies.

The largest source of revenue for the Capital Projects Fund, 60%, is \$56.6 million for local district property taxes. Local district property taxes provide funds for technology along with site and building improvements and capacity projects. State assistance revenue makes up 14%, or \$13.5 million. The significant expenditures for the Capital Projects Fund, 44%, is \$58.5 million for the 2019 levy projects; site and building projects, 16% or \$21.6 million; technology projects, 14% or \$18.2 million and 8% or \$11 million for 2016 bond projects. Bond projects include completion of Phase II of Juanita High School and the completion of the Old Redmond Schoolhouse remodel for preschool. Levy projects include addition projects at Lake Washington High School, four elementary additions and safety and security upgrades. Technology projects include infrastructure upgrades, student and staff computers, printers, instructional software, business systems and training and professional development. Site and building projects include flooring and roofing replacement/upgrades, HVAC, entry control systems, school and program improvements, stadium and field upgrades.

Projections of revenue and expenditures for this fund are based on the expected state construction assistance funds for approved 2016 bond projects, future bond sales and construction projects and levy collection projections to fund capacity projects, technology, site and building projects.

## Capital Planning Process

The district's capital planning process is guided by two important documents:

The Six-Year Capital Facility Plan is the district's primary facility planning document. This document reviews known growth areas and enrollment projections. The document outlines the district's plan to adjust its facilities to meet the needs of the expected enrollment. The plan must be reviewed, updated and adopted by the board each year.

The Long-Term Facilities Planning Task Force Recommendations Report describes the district's long-term facilities needs through 2030. A 63-person community-based task force developed the recommendations to address the issue of classroom capacity and aging schools in a rapidly growing school district. The recommendations were accepted by the Board in November 2015. A Bond Advisory Committee helped develop the funding plan to implement the long-term facility recommendations. The funding plan included an April 2016 bond that was passed by voters, a bond in February 2018 and future bonds planned for 2022 and 2026. The bonds were designed to keep the tax rate level by bringing on new bonds to replace past bonds. The 2018 Bond measure did not receive the 60% voter approval needed to pass. In order to address critical capacity needs, a Capital Facilities Levy was subsequently approved by voters in April 2019 to provide classroom additions, core expansion and building safety enhancements. In November 2019, a Facilities Advisory Committee was formed to review and update the recommendations made by the Long-Term Facilities Task Force. The Facilities Advisory Committee developed updated recommendations in May 2020. However, the District and the Facilities Advisory Committee collectively agreed to postpone community outreach to solicit feedback on the recommendations until Fall 2020. This work is expected to help guide recommendations around future bonds planned for 2022 and 2026.



**CAPITAL PROJECTS FUND  
BUDGET SUMMARY  
2016-17 ACTUAL THROUGH 2020-21 BUDGET**

	<u>ACTUAL</u> <u>2016-17</u>	<u>ACTUAL</u> <u>2017-18</u>	<u>ACTUAL</u> <u>2018-19</u>	<u>BUDGET</u> <u>2019-20</u>	<u>BUDGET</u> <u>2020-21</u>
<b>BEGINNING FUND BALANCE</b>					
Restricted from Bond Proceeds	160,651,399	124,882,490	145,094,872	80,386,160	49,571,615
Committed from Levy Proceeds	9,166,146	15,112,625	12,911,622	5,921,677	13,184,821
Restricted from State Proceeds	22,900,430	22,550,486	22,271,596	20,901,990	20,373,853
Restricted from Other Proceeds	4,926,082	0	0	0	0
Restricted from Impact Fee Proceeds	0	9,292,078	0	0	5,114
Non-spendable Fund Balance	534,603	595,767	315,400	0	0
Assigned to Fund Purposes	1,744,931	1,194,715	1,943,212	1,983,723	2,556,688
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$199,923,591</b>	<b>\$173,628,161</b>	<b>\$182,536,702</b>	<b>\$109,193,550</b>	<b>\$85,692,091</b>
<b>REVENUES</b>					
1000 Local Taxes	42,632,010	37,329,716	33,389,339	45,674,025	56,628,580
2000 Local Non-Tax	8,056,603	11,010,578	8,523,730	5,234,906	4,165,899
4000 State, Special Purpose	0	0	0	5,053,918	13,470,761
9000 Other Financing Sources	0	165,804,234	79,407,589	70,000,000	18,000,000
<b>TOTAL REVENUES</b>	<b>\$50,688,613</b>	<b>\$214,144,528</b>	<b>\$121,320,658</b>	<b>\$125,962,849</b>	<b>\$92,265,240</b>
<b>OTHER FINANCING USES - TRANSFERS OUT</b>	<b>(\$14,559,739)</b>	<b>(\$12,339,757)</b>	<b>(\$7,868,507)</b>	<b>(\$14,263,616)</b>	<b>(\$23,028,254)</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$236,052,465</b>	<b>\$375,432,932</b>	<b>\$295,988,853</b>	<b>\$220,892,783</b>	<b>\$154,929,077</b>
<b>EXPENDITURES</b>					
1 Sites	2,830,635	3,587,267	5,309,339	5,575,464	9,015,913
2 Buildings	45,315,987	173,026,128	170,411,535	172,201,565	103,425,144
3 Equipment	13,239,346	15,429,807	21,300,937	15,934,000	17,662,641
4 Energy	1,038,337	(22,027)	1,025,935	2,455,000	2,802,800
6 Bond Issuance	0	875,053	717,589	0	0
9 Debt	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$62,424,305</b>	<b>\$192,896,228</b>	<b>\$198,765,335</b>	<b>\$196,166,029</b>	<b>\$132,906,498</b>
<b>ENDING FUND BALANCE</b>					
Restricted from Bond Proceeds	124,882,490	145,094,872	59,599,112	23,056,892	2,697,886
Committed from Levy Proceeds	15,112,625	12,911,622	11,937,042	1,669,862	217,663
Restricted from State Proceeds	22,550,486	22,271,596	22,312,843	0	18,267,999
Restricted from Other Proceeds	0	0	0	0	0
Restricted from Impact Fee Proceeds	9,292,078	0	785,996	0	455,935
Non-Spendable Fund Balance	595,767	315,400	326,322	0	0
Assigned to Fund Purposes	1,194,715	1,943,212	2,262,203	0	383,096
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$173,628,160</b>	<b>\$182,536,704</b>	<b>\$97,223,518</b>	<b>\$24,726,754</b>	<b>\$22,022,579</b>

**CAPITAL PROJECTS FUND**  
**BUDGET SUMMARY**  
**2020-21 BUDGET THROUGH 2023-24 PROJECTED BUDGET**

	<u>BUDGET</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>
<b>BEGINNING FUND BALANCE</b>				
Restricted from Bond Proceeds	49,571,615	2,697,886	2,697,886	141,697,886
Committed from Levy Proceeds	13,184,821	217,663	1,278,512	1,675,167
Restricted from State Proceeds	20,373,853	18,267,999	9,093,521	9,093,521
Restricted from Other Proceeds	0	0	0	0
Restricted from Impact Fee Proceeds	5,114	455,935	700,000	700,000
Non-spendable Fund Balance	0	0	0	0
Assigned to Fund Purposes	2,556,688	21,245,309	4,673,519	7,022,091
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$85,692,091</b>	<b>\$42,884,792</b>	<b>\$18,443,438</b>	<b>\$160,188,665</b>
<b>REVENUES</b>				
1000 Local Taxes	56,628,580	58,216,379	59,537,028	60,725,058
2000 Local Non-Tax	4,165,899	2,953,183	3,948,572	3,859,013
4000 State, Special Purpose	13,470,761	825,522	0	0
9000 Other Financing Sources	18,000,000	0	139,000,000	0
<b>TOTAL REVENUES</b>	<b>\$92,265,240</b>	<b>\$61,995,084</b>	<b>\$202,485,600</b>	<b>\$64,584,071</b>
<b>OTHER FINANCING USES - TRANSFERS OUT</b>	<b>(\$23,028,254)</b>	<b>(\$21,821,140)</b>	<b>(\$21,989,029)</b>	<b>(\$22,163,118)</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$154,929,077</b>	<b>\$83,058,736</b>	<b>\$198,940,009</b>	<b>\$202,609,618</b>
<b>EXPENDITURES</b>				
1 Sites	9,015,913	1,835,074	1,100,538	3,745,790
2 Buildings	103,425,144	56,719,309	34,015,930	115,776,558
3 Equipment	17,662,641	5,246,762	3,146,609	10,709,793
4 Energy	2,802,800	814,153	488,267	1,661,865
6 Bond Issuance	0	0	0	0
9 Debt	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$132,906,498</b>	<b>\$64,615,298</b>	<b>\$38,751,344</b>	<b>\$131,894,006</b>
<b>ENDING FUND BALANCE</b>				
Restricted from Bond Proceeds	2,697,886	2,697,886	141,697,886	41,447,886
Committed from Levy Proceeds	217,663	1,278,512	1,675,167	8,593,101
Restricted from State Proceeds	18,267,999	9,093,521	9,093,521	9,093,521
Restricted from Other Proceeds	0	0	0	0
Restricted from Impact Fee Proceeds	455,935	700,000	700,000	700,000
Non-Spendable Fund Balance	0	0	0	0
Assigned to Fund Purposes	383,096	4,673,519	7,022,091	10,881,104
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$22,022,579</b>	<b>\$18,443,438</b>	<b>\$160,188,665</b>	<b>\$70,715,612</b>

**CAPITAL PROJECTS FUND  
REVENUES**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
<b>LOCAL TAXES (1000)</b>			
1100 Local Property Taxes (See Exhibit I)	33,389,319	45,673,993	56,628,551
1300 Sale of Tax Title Property	0	0	0
1400 In-Lieu of Taxes	0	0	0
1500 Timber Excise Tax	20	32	29
<b>1000 TOTAL LOCAL TAXES</b>	<b>\$33,389,339</b>	<b>\$45,674,025</b>	<b>\$56,628,580</b>
<b>LOCAL NON-TAX (2000)</b>			
2300 Investment Earnings	4,104,682	2,084,906	1,165,899
2500 Gifts/Donations	44,059	150,000	0
2900 Mitigation/Impact Fees	4,374,989	3,000,000	3,000,000
<b>2000 TOTAL LOCAL NON-TAX REVENUES</b>	<b>\$8,523,730</b>	<b>\$5,234,906</b>	<b>\$4,165,899</b>
<b>STATE, SPECIAL PURPOSE (4000)</b>			
4100 State Energy Grants	0	0	0
4130 State Funding Assistance	0	5,053,918	13,470,761
4300 Other State Agencies	0	0	0
<b>4000 TOTAL STATE, SPECIAL PURPOSE</b>	<b>\$0</b>	<b>\$5,053,918</b>	<b>\$13,470,761</b>
<b>OTHER FINANCING SOURCES (9000)</b>			
9100 Sale of Bonds	79,407,589	50,000,000	0
9200 Sale of Real Property	0	20,000,000	18,000,000
9300 Sale of Equipment	0	0	0
9400 Comp. Loss of Capital Assets	0	0	0
<b>9000 TOTAL OTHER FINANCING SOURCES</b>	<b>\$79,407,589</b>	<b>\$70,000,000</b>	<b>\$18,000,000</b>
<b>TOTAL REVENUES</b>	<b>\$121,320,658</b>	<b>\$125,962,849</b>	<b>\$92,265,240</b>
<b>OTHER FINANCING USES - TRANSFERS OUT</b>			
536 Other Financing Uses - Transfers Out	(7,868,507)	(14,263,616)	(23,028,254)
<b>536 TOTAL OTHER FINANCING USES</b>	<b>(\$7,868,507)</b>	<b>(\$14,263,616)</b>	<b>(\$23,028,254)</b>

**CAPITAL PROJECTS FUND  
EXPENDITURES**

Total Estimated Cost of Project	Estimated Prior Expenditures 08/31/19	Project Number	Project Description	Budget 2020-21	Remaining Future Balance
<b>OPERATIONS (See Exhibit II)</b>					
2,825,790	0	9838-0000		2,825,790	0
<b>\$2,825,790</b>	<b>\$0</b>	<b>TOTAL OPERATIONS</b>		<b>\$2,825,790</b>	<b>\$0</b>
<b>2016 BOND PROJECTS</b>					
136,798,666	127,836,225	83XX-11XX	Juanita High School	8,962,441	0
16,372,780	14,372,780	95XX-11XX	Old Redmond Schoolhouse Remodel	2,000,000	0
<b>\$153,171,446</b>	<b>\$142,209,005</b>	<b>TOTAL 2016 BOND PROJECTS</b>		<b>\$10,962,441</b>	<b>\$0</b>
<b>2019 LEVY PROJECTS</b>					
112,600,000	37,071,068	0000-XXXX	Additions and Core Expansion Projects	50,134,890	25,394,042
2,100,000	1,180,625	0000-2019	High School Entrance Modification Projects	919,375	0
1,500,000	1,000,000	0000-2019	Elementary Exterior Security Cameras	500,000	0
27,800,000	0	0000-2019	Contingency	6,990,621	20,809,379
<b>\$144,000,000</b>	<b>\$39,251,693</b>	<b>TOTAL 2019 levy</b>		<b>\$58,544,886</b>	<b>\$46,203,421</b>
<b>TECHNOLOGY</b>					
16,000,000	4,939,822	0000-2018	Technology - Infrastructure & Support	5,119,080	5,941,098
41,200,000	18,776,846	0000-2018	Technology - Equipment	12,287,335	10,135,819
8,700,000	43,731	0000-2018	Technology - Instructional Software & Support	0	8,656,269
8,300,000	1,338,751	0000-2018	Technology - Business & Technology Systems	744,753	6,216,496
20,000,000	0	0000-2018	Technology - Training & Professional Development	0	20,000,000
(19,491,505)	0	0000-2018	Transfer to GF for Training/Software	0	(19,491,505)
<b>\$74,708,495</b>	<b>\$25,099,150</b>	<b>TOTAL TECHNOLOGY</b>		<b>\$18,151,168</b>	<b>\$31,458,177</b>
<b>SITE &amp; BUILDING IMPROVEMENTS</b>					
25,600,000	7,978	0000-2018	Facilities - Building Systems & Improvements	10,550,000	15,042,022
5,400,000	0	0000-2018	Facilities - Code, Compliance, Health & Safety	1,450,000	3,950,000
12,000,000	1,047,658	0000-2018	Facilities - School & Program Improvements	3,250,000	7,702,342
9,600,000	2,612,716	0000-2018	Facilities - Site Improvements, Athletics & Playfield Upgr	6,310,000	677,284
<b>\$52,600,000</b>	<b>\$3,668,352</b>	<b>TOTAL SITE &amp; BUILDING</b>		<b>\$21,560,000</b>	<b>\$27,371,648</b>
<b>RESERVE FOR FUTURE PROJECTS</b>					
51,206,031	7,000,000	0000-0000	Reserve for Future Projects	20,862,213	23,343,818
<b>\$51,206,031</b>	<b>\$7,000,000</b>	<b>TOTAL RESERVE</b>		<b>\$20,862,213</b>	<b>\$23,343,818</b>
<b>\$478,511,762</b>	<b>\$217,228,200</b>	<b>GRAND TOTAL</b>		<b>\$132,906,498</b>	<b>\$128,377,064</b>

## CAPITAL PROJECT FUND

### EXHIBIT I CALCULATION OF 2020-21 LEVY COLLECTIONS

#### Revenue Account 1100 Local Taxes

Fall 2020 Collection:				
\$55,900,000	x	46.30%	(2020 Levy x Fall Collection %)	\$25,881,686
Spring 2021 Collection:				
\$57,600,000	x	53.38%	(2021 Levy x Spring Collection %)	\$30,746,865
<b>TOTAL 2020-21 Levy Collections</b>				<b>\$56,628,551</b>

### EXHIBIT II OPERATIONS

<b>FTE STAFFING COUNTS:</b>	<b>ACTUAL 2018-19</b>	<b>BUDGET 2019-20</b>	<b>BUDGET 2020-21</b>
Certificated Employees	0.600	0.550	0.350
Classified Employees	22.934	22.130	19.261
<b>Total FTE Staff</b>	<b>23.534</b>	<b>22.680</b>	<b>19.611</b>



# Financial Section

## Transportation Vehicle Fund

The Transportation Vehicle Fund accounts for the purchase and major repairs of pupil transportation vehicles. Revenue for this fund includes state depreciation funds and investment income.

Approximately 96% of the \$668,613 in projected revenue comes from the State of Washington for the purchase of school buses. The allocation is generated based on a depreciation schedule of the district's bus fleet. Investment earnings of \$27,080 accounts for 4% of the projected revenue.

The only expenditure planned in the Transportation Vehicle Fund will be for school buses. The \$1,161,241 budget is for the purchase of approximately 6 buses to replace aging equipment. The resources used for these purchases come from the issuance of a \$3.0 million levy in 2001 and annual state depreciation revenue.

Projections of revenues and expenditures for this fund are based on the district's Transportation Vehicle Fund Purchase Plan. Revenues assume continued state depreciation revenue and from investment earnings. Expenditures assume replacing aging equipment according to the purchase plan.



**TRANSPORTATION VEHICLE FUND  
BUDGET SUMMARY  
2016-17 ACTUAL THROUGH 2020-21 BUDGET**

	<u>ACTUAL</u> <u>2016-17</u>	<u>ACTUAL</u> <u>2017-18</u>	<u>ACTUAL</u> <u>2018-19</u>	<u>BUDGET</u> <u>2019-20</u>	<u>BUDGET</u> <u>2020-21</u>
<b>BEGINNING FUND BALANCE</b>	2,763,989	3,048,661	3,469,254	3,800,866	3,161,548
<b>REVENUES</b>					
1100 Local Property Taxes	0	0	0	0	0
1500 Timber Excise Tax	0	0	0	0	0
2300 Investment Earnings	27,808	43,780	19,688	27,112	27,080
2800 Insurance Recoveries	0	0	0	0	0
4499 Transportation Reimbursement-Depreciation	868,710	850,170	372,484	781,493	641,533
9300 Sale of Equipment	0	13,032	0	0	0
9400 Compensated Loss of Fixed Assets	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>\$896,518</b>	<b>\$906,982</b>	<b>\$392,172</b>	<b>\$808,605</b>	<b>\$668,613</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$3,660,507</b>	<b>\$3,955,643</b>	<b>\$3,861,426</b>	<b>\$4,609,471</b>	<b>\$3,830,161</b>
<b>EXPENDITURES</b>					
33 Transportation Equipment Purchase	611,846	330,772	2,002,906	1,937,039	1,161,241
<b>TOTAL EXPENDITURES</b>	<b>\$611,846</b>	<b>\$330,772</b>	<b>\$2,002,906</b>	<b>\$1,937,039</b>	<b>\$1,161,241</b>
<b>ENDING FUND BALANCE</b>					
Restricted for Fund Purposes	\$3,048,661	\$3,624,871	\$1,858,520	\$2,672,432	\$2,668,920
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$3,048,661</b>	<b>\$3,624,871</b>	<b>\$1,858,520</b>	<b>\$2,672,432</b>	<b>\$2,668,920</b>

**TRANSPORTATION VEHICLE FUND  
BUDGET SUMMARY  
2020-21 BUDGET THROUGH 2023-24 PROJECTED BUDGET**

	<b>BUDGET <u>2020-21</u></b>	<b>PROJECTED <u>2021-22</u></b>	<b>PROJECTED <u>2022-23</u></b>	<b>PROJECTED <u>2023-24</u></b>
<b>BEGINNING FUND BALANCE</b>	3,161,548	2,668,920	3,136,162	2,779,146
<b>REVENUES</b>				
1100 Local Property Taxes	0	0	0	0
1500 Timber Excise Tax	0	0	0	0
2300 Investment Earnings	27,080	31,342	28,086	25,416
2800 Insurance Recoveries	0	0	0	0
4499 Transportation Reimbursement-Depreciation	641,533	880,705	565,102	670,107
9300 Sale of Equipment	0	0	0	0
9400 Compensated Loss of Fixed Assets	0	0	0	0
<b>TOTAL REVENUES</b>	<b>\$668,613</b>	<b>\$912,047</b>	<b>\$593,188</b>	<b>\$695,523</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$3,830,161</b>	<b>\$3,580,967</b>	<b>\$3,729,350</b>	<b>\$3,474,669</b>
<b>EXPENDITURES</b>				
33 Transportation Equipment Purchase	1,161,241	444,805	950,204	988,212
<b>TOTAL EXPENDITURES</b>	<b>\$1,161,241</b>	<b>\$444,805</b>	<b>\$950,204</b>	<b>\$988,212</b>
<b>ENDING FUND BALANCE</b>				
Restricted for Fund Purposes	\$2,668,920	\$3,136,162	\$2,779,146	\$2,486,457
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$2,668,920</b>	<b>\$3,136,162</b>	<b>\$2,779,146</b>	<b>\$2,486,457</b>



# Financial Section

## Associated Student Body Fund

The Associated Student Body Fund accounts for the student extracurricular activities in each school. Each school student body organization prepares and submits, for Board approval, a revenue and expenditure plan of ASB activities for the school year.

Significant revenue categories for the ASB Fund are \$2.7 million for general student body activity and \$2.5 million for club activity. Typical revenue generating activities include sales to events (sports, dances, etc.), yearbook sales, and fundraisers. The primary budget consideration is the projected amount of revenue that various activities may generate. Students are expected to break even with their activity and athletic events.

Significant expenditure categories are \$2 million for general student body activity, \$1.5 million for athletics, and \$2.6 million for club activities.

Projections of revenues and expenditures for this fund are based on estimated enrollment growth.



**ASSOCIATED STUDENT BODY FUND  
BUDGET SUMMARY  
2016-17 ACTUAL THROUGH 2020-21 BUDGET**

	<u>ACTUAL</u> <u>2016-17</u>	<u>ACTUAL</u> <u>2017-18</u>	<u>ACTUAL</u> <u>2018-19</u>	<u>BUDGET</u> <u>2019-20</u>	<u>BUDGET</u> <u>2020-21</u>
<b>BEGINNING FUND BALANCE</b>					
Restricted for Fund Purposes	1,152,199	1,298,888	1,412,702	980,881	1,475,202
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$1,152,199</b>	<b>\$1,298,888</b>	<b>\$1,412,702</b>	<b>\$980,881</b>	<b>\$1,475,202</b>
<b>REVENUES</b>					
1000 General Student Body	1,919,975	1,978,336	2,008,534	2,696,717	2,668,900
2000 Athletics	347,034	313,900	332,152	574,950	663,610
3000 Classes	124,231	126,125	132,576	175,400	219,600
4000 Clubs	1,145,109	723,734	1,085,226	1,813,969	2,499,306
6000 Private Moneys	36,163	32,141	26,377	141,050	162,000
<b>TOTAL REVENUES</b>	<b>\$3,572,512</b>	<b>\$3,174,236</b>	<b>\$3,584,865</b>	<b>\$5,402,086</b>	<b>\$6,213,416</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$4,724,711</b>	<b>\$4,473,124</b>	<b>\$4,997,567</b>	<b>\$6,382,967</b>	<b>\$7,688,618</b>
<b>EXPENDITURES</b>					
1000 General Student Body	1,205,965	1,298,017	1,264,779	1,909,160	2,016,543
2000 Athletics	863,001	854,797	923,780	1,341,580	1,465,760
3000 Classes	142,505	133,141	156,040	187,644	216,784
4000 Clubs	1,178,189	742,197	1,113,050	1,980,584	2,609,434
6000 Private Moneys	36,163	32,270	26,377	141,050	162,000
<b>TOTAL EXPENDITURES</b>	<b>\$3,425,823</b>	<b>\$3,060,422</b>	<b>\$3,484,026</b>	<b>\$5,560,018</b>	<b>\$6,470,521</b>
<b>ENDING FUND BALANCE</b>					
Restricted for Fund Purposes	1,298,888	1,412,702	1,513,541	822,949	1,218,097
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$1,298,888</b>	<b>\$1,412,702</b>	<b>\$1,513,541</b>	<b>\$822,949</b>	<b>\$1,218,097</b>

**ASSOCIATED STUDENT BODY FUND  
BUDGET SUMMARY  
2020-21 BUDGET THROUGH 2023-24 PROJECTED BUDGET**

	<u>BUDGET</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>
<b>BEGINNING FUND BALANCE</b>				
Restricted for Fund Purposes	1,475,202	1,218,097	955,080	687,329
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$1,475,202</b>	<b>\$1,218,097</b>	<b>\$955,080</b>	<b>\$687,329</b>
<b>REVENUES</b>				
1000 General Student Body	2,668,900	2,730,285	2,779,430	2,806,390
2000 Athletics	663,610	678,873	691,093	697,797
3000 Classes	219,600	224,651	228,695	230,913
4000 Clubs	2,499,306	2,556,790	2,602,812	2,628,059
6000 Private Moneys	162,000	165,726	168,709	170,345
<b>TOTAL REVENUES</b>	<b>\$6,213,416</b>	<b>\$6,356,325</b>	<b>\$6,470,739</b>	<b>\$6,533,504</b>
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$7,688,618</b>	<b>\$7,574,422</b>	<b>\$7,425,819</b>	<b>\$7,220,833</b>
<b>EXPENDITURES</b>				
1000 General Student Body	2,016,543	2,062,923	2,100,056	2,120,427
2000 Athletics	1,465,760	1,499,472	1,526,462	1,541,269
3000 Classes	216,784	221,770	225,762	227,952
4000 Clubs	2,609,434	2,669,451	2,717,501	2,743,861
6000 Private Moneys	162,000	165,726	168,709	170,345
<b>TOTAL EXPENDITURES</b>	<b>\$6,470,521</b>	<b>\$6,619,342</b>	<b>\$6,738,490</b>	<b>\$6,803,854</b>
<b>ENDING FUND BALANCE</b>				
Restricted for Fund Purposes	1,218,097	955,080	687,329	416,979
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$1,218,097</b>	<b>\$955,080</b>	<b>\$687,329</b>	<b>\$416,979</b>

**ASSOCIATED STUDENT BODY PROGRAM FUND  
2020-21 BUDGET  
ELEMENTARY SCHOOLS**

<b>Schools</b>	<b>Beginning Fund Balances 9/1/2020</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Ending Fund Balance 8/31/2021</b>
Louisa May Alcott	10,000	15,600	15,500	10,100
Audubon	16,000	53,200	60,800	8,400
Ella Baker	5,000	17,560	17,500	5,060
Clara Barton	2,220	6,070	6,000	2,290
Alexander Graham Bell	7,000	3,600	9,600	1,000
Elizabeth Blackwell	5,000	31,260	30,200	6,060
Rachel Carson	11,000	30,250	29,750	11,500
Emily Dickinson	10,000	19,350	19,200	10,150
Albert Einstein	0	2,000	1,500	500
Benjamin Franklin	10,800	35,400	35,000	11,200
Robert Frost	2,000	10,750	12,000	750
Juanita	5,000	31,400	31,300	5,100
Helen Keller	5,700	19,100	19,500	5,300
Peter Kirk	15,000	28,300	33,600	9,700
Lakeview	7,500	10,500	17,200	800
Horace Mann	15,500	29,200	26,000	18,700
Christa McAuliffe	9,700	12,150	13,260	8,590
Margaret Mead	11,500	11,000	21,800	700
John Muir	500	38,700	38,500	700
Rosa Parks	12,500	7,100	16,000	3,600
Redmond	5,000	31,650	29,550	7,100
Norman Rockwell	23,000	37,050	37,550	22,500
Rose Hill	1,000	23,550	23,500	1,050
Benjamin Rush	6,900	40,650	40,500	7,050
Carl Sandburg	1,200	61,100	61,657	643
Samantha Smith	628	1,450	1,550	528
Henry David Thoreau	20,000	25,300	28,000	17,300
Mark Twain	3,631	9,100	11,300	1,431
Laura Ingalls Wilder	3,470	21,025	22,200	2,295
<b>TOTAL ELEMENTARY SCHOOLS</b>	<b>\$226,749</b>	<b>\$663,365</b>	<b>\$710,017</b>	<b>\$180,097</b>

**ASSOCIATED STUDENT BODY PROGRAM FUND  
2020-2021 BUDGET  
MIDDLE SCHOOLS**

<b>Schools</b>	<b>Beginning Fund Balances 9/1/2020</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Ending Fund Balances 8/31/2021</b>
Evergreen	121,025	138,900	193,050	66,875
Finn Hill	51,576	128,520	139,661	40,435
Inglewood	90,290	169,410	192,410	67,290
Kamiakin	46,461	120,010	121,060	45,411
Kirkland	150,946	90,115	106,935	134,126
Redmond	95,100	139,350	134,050	100,400
Renaissance	4,488	9,730	13,718	500
Rose Hill	129,305	170,050	175,550	123,805
Timberline	10,789	154,280	153,339	11,730
<b>TOTAL MIDDLE SCHOOLS</b>	<b>\$699,980</b>	<b>\$1,120,365</b>	<b>\$1,229,773</b>	<b>\$590,572</b>

**MIDDLE SCHOOL ACTIVITIES**

<b>Activities</b>	<b>Beginning Fund Balances</b>	<b>Revenues</b>	<b>Transfers</b>	<b>Expenditures</b>	<b>Ending Fund Balances</b>
1000 General Student Body	592,334	749,525	(452,968)	416,351	472,540
2000 Athletics	42,692	20,710	412,888	424,960	51,330
3000 Classes	18,645	49,500	8,000	62,500	13,645
4000 Clubs	46,309	266,630	32,080	291,962	53,057
6000 Private Moneys	0	34,000	0	34,000	0
<b>TOTAL MIDDLE SCHOOLS</b>	<b>\$699,980</b>	<b>\$1,120,365</b>	<b>\$0</b>	<b>\$1,229,773</b>	<b>\$590,572</b>

**ASSOCIATED STUDENT BODY PROGRAM FUND  
2020-2021 BUDGET  
SENIOR HIGH SCHOOLS**

<b>Schools</b>	<b>Beginning Fund Balances 9/1/2020</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Ending Fund Balances 8/31/2021</b>
Eastlake	118,632	1,369,125	1,435,773	51,984
Emerson	8,914	11,080	11,805	8,189
Emerson K-12	1,500	3,200	3,250	1,450
International Community	86,150	220,466	245,501	61,115
Juanita	39,709	798,200	774,300	63,609
Lake Washington	86,554	1,155,820	1,146,270	96,104
Redmond	97,243	395,200	434,730	57,713
Tesla STEM	109,771	476,595	479,102	107,264
<b>TOTAL SENIOR HIGH SCHOOLS</b>	<b>\$548,473</b>	<b>\$4,429,686</b>	<b>\$4,530,731</b>	<b>\$447,428</b>

**SENIOR HIGH ACTIVITIES**

<b>Activities</b>	<b>Beginning Fund Balances</b>	<b>Revenues</b>	<b>Transfers</b>	<b>Expenditures</b>	<b>Ending Fund Balances</b>
1000 General Student Body	240,798	1,305,760	(412,840)	939,925	193,793
2000 Athletics	40,097	642,900	370,100	1,040,800	12,297
3000 Classes	60,871	170,100	13,900	154,284	90,587
4000 Clubs	206,707	2,232,676	28,840	2,317,472	150,751
6000 Private Moneys	0	78,250	0	78,250	0
<b>TOTAL SENIOR HIGH SCHOOLS</b>	<b>\$548,473</b>	<b>\$4,429,686</b>	<b>\$0</b>	<b>\$4,530,731</b>	<b>\$447,428</b>

**ASSOCIATED STUDENT BODY PROGRAM FUND  
ACTIVITY SUMMARY**

<b><u>1000 GENERAL</u></b>	<b><u>2000 ATHLETICS</u></b>	<b><u>4000 CLUBS</u></b>	<b><u>4000 CLUBS (cont.)</u></b>	<b><u>4000 CLUBS (cont.)</u></b>
Assemblies	Athletic Awards	Academic Games	D.E.C.A. 3	International Relations Club
Awards	Athletic Reserve	Art	D.E.C.A. 4	Ski Club
Annuals	Athletic Dues	Auto Shop	The Water Society	Model U.N./International Relation
ASB Activities	Gate Receipts	Amnesty International	Environ./Earthcore	Film Club
ASB Cards	Baseball	A.S.S.I.S.T./S.U.D.D.S.	Chemistry	Photography Club
ASB Operations	Basketball-Boys	Animal Care Network	Biology	Literary Magazine/Eng Writing
ASB Reserve	Basketball-Girls	Star Wars Club	Foreign Language	Loyalty
Copy Machine	Basketball-7th	Camelot Club	American Sign Language	Math
Area III Deca	Badminton	Toat/Table Tennis	F.B.L.A.	Multi-Cultural
Book Fairs	Girls Badminton	Knowledge Bowl	FCCLA	French Club
ASB Shirt Sales	Contingencies	Science Olympiad	Foreign Exchange	Theater Tech
Newspaper	Cross Country	Digital Animation	National Jr. Forensic	Indian Student Assoc
Classic Reading Program	Athletic Equipments	Cake for a Cause	Stem Club	Orchestra
Contingencies	Equip. Repair	Black Student U	Poetry Club	Mustang Service
Fall Concessions	Field Prep	Animal Club	Games Club/Bananagram Club	Music-Choral
Conference/Dues	Football	Frisbee Club	Gamma Club	Music-Instrument
Participation Fee	Gymnastics-Boys	KIVA(support people in poverty)	Girls Club	Passages/Writing Club
Intramural	Gymnastics-Girls	Mythology	Gay-Straight Alliance (GSA)	German Club
Donations	Golf	Dr. Who (movie or film)	Talent Show Club	German
Dances	Golf-Girls	BETA Club	Ethics Bowl Club	Music Reserve
Drama	Intramural	Pink Ribbon Club	Science Club	Odyssey of the Mind
Equipment (Misc.)	Locks	Anime Club	Rotary Club	Quill & Scroll
Equip. Repair	Medical Supplies	Culinary Club	Hope Club	N.A.L.
Field Trips	Officials	Sewing Club	Jewish Student Union	Natural Helpers
Fund Raising	Games Ticket Takers	Bike Shop	National Eng Honor Society	Prevention Action Care Team
Winter Concessions	Games Score/Table Help	Ultimate Club	Honor Society	Pep Club
Homecoming	Games Supervision	Builder's Club	Horticulture/Garden Club	Robotics
Replace ID Card	Football	Bowling	History	Roo Crew
Invest. Earnings	Softball-Boys	Car Club	Computer Sci HS(Honor Society)	Random Act of Kindness
Leadership	Softball-Girls Fast Pitch	Cereal Eating Society	Ceramics Club	Reading Club
LWHS Invitational	Softball-Girls Slow Pitch	Sparrow Club	New Generation Club	School Improve.
Outdoor Education	Soccer-Boys	H.O.S.A.	Interact Club	Invisible Children's Club
Pen & Pencil Sales	Soccer-Girls	Fashion	Rubik's Cube Club	Think Tank
Popcorn Sales	Swimming-Boys	Dungeons & Dragons Club	Ignite Club	South Asian Cultural Club
Parking Fund	Swimming-Girls	Red Cross Club	Aviators Club	STANG Club
Public Info.	Tennis-Boys	Glow Club	I.Y.T.O.	S.M.A.S.H.
Programs	Tennis-Girls	Active Minds	International	SPAM
Project "Pride"	Track-Boys	Contingency	Journalism	Special Olympic
Pepperoni Sales	Track-Girls	Cheerleaders	Japanese Club	Ticket Squad
Recycling	Towels	Chess	Jr. Statesmen	Spanish
School Improvement	Tournament Exp.	Cricket Club	Japanese Honor Society	Spanish Honor
Student activities	Uniforms	Computer/Technology/TSA	ACLU - Civil Liberties	Science National
Student Council	Volleyball	Computer Programming Club	Key Club	HS Against Cancer
Supplies	Volleyball-7th	Kabaddi	LOB(a sustainable community)	TV/Radio Production
Special Events	Wrestling	Chinese	Share Interest form Friends	Teenage Republicans
Special Trips	Athletic Buses	Video Production	Fashion Club	Young Democrats
Student Store	Athletic Sweat Shirts	Astronomy Club	Asian Student Association	Thespians
Vending Machines	<b><u>3000 CLASSES</u></b>	Dance	Latino student Union	V.I.C.A.
WIAA - State Tourn.	Class of 2021	Hip Hop Dance	Lacrosse Club	WA Teen Inst./TAD
Kingco - District Tourn.	Class of 2022	School Dance Club	Movement Club	Wall Climber Club
Activity Buses	Class of 2023	Drill Team	Unicef	World Harmony Org (WHO)
Miscellaneous	Class of 2024	Mock Debate Trial	Finance Club	Yell Staff
	Class of 2025	Debate	Liberals	Physics
	Class of 2026	Drama	Spice Club	
	Class of 2027	D.E.C.A. 1	Yoga Club	<b><u>6000 PRIVATE MONIES</u></b>
		D.E.C.A. 2	Mystery Club	Foreign Exchange



# Informational Section

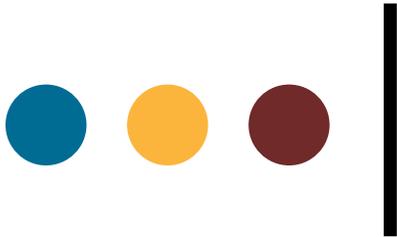
Property Taxes

Enrollment History & Projections

General Obligation Bonds & Long-Term Debt

District Performance Measures

Glossary of Terms & Acronyms



# Property Taxes

The school fiscal year runs September through August. Property taxes are levied and collected on a calendar year basis (January through December). The 2020-21 general fund fiscal year budget reflects \$63.5 million dollars in levy funds. Property tax revenues provide approximately 13.2 percent of the total revenues available to the district for the 2020-21 school year.

The district may not collect more taxes than the amount approved by voters. The assessed valuation of taxable property in Lake Washington School District for 2020 totals approximately \$70.7 billion dollars.

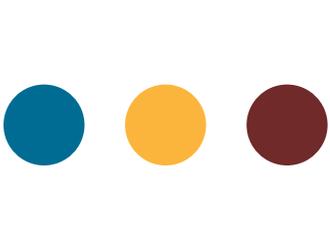
The owner of a home valued at \$500,000 is expected to pay \$1,255 in property taxes in 2020 that will go directly to Lake Washington School District. Property tax statements also list a “State Property Tax.” This money is col-

lected by the state and contributes to the state general fund, of which approximately 45% is used for K-12 education as determined by the legislature.

As shown in the Tax Base and Tax Rate Trends chart, the tax base has increased from \$46.9 billion in 2016 to \$70.7 billion in 2020. The tax base is expected to continue increasing, however, slower due to the potential economic impacts due to COVID-19. In February 2018, the district renewed the four-year Educational Programs and Operations Levy and Capital Projects Levy. The tax rate is expected to remain level through 2024 assuming future bonds are approved.

Tax Base and Tax Rate Trends							
		(billion dollars)	(Tax rate per thousand dollars)				
	Year	Assessed Valuation	Educational Programs & Operations Levy	Capital Projects	Debt Service & 6-Year Capital Levy*	Tax Rate Total	Property Tax Assessment
Projection	2024	\$81.50	\$0.88	\$0.51	\$1.12	\$2.51	\$1,255.00
	2023	\$79.10	\$0.88	\$0.51	\$1.12	\$2.51	\$1,255.00
	2022	\$76.80	\$0.88	\$0.51	\$1.12	\$2.51	\$1,255.00
Budget Year	<b>2021</b>	<b>\$73.90</b>	<b>\$0.88</b>	<b>\$0.51</b>	<b>\$1.12</b>	<b>\$2.51</b>	<b>\$1,255.00</b>
	2020	\$70.70	\$0.88	\$0.51	\$1.12	\$2.51	\$1,255.00
Actual	2019	\$66.00	\$0.90	\$0.52	\$1.15	\$2.57	\$1,285.00
	2018	\$57.40	\$1.20	\$0.57	\$1.26	\$3.03	\$1,515.00
	2017	\$50.80	\$1.31	\$0.63	\$1.20	\$3.14	\$1,570.00
	2016	\$46.90	\$1.39	\$0.67	\$1.05	\$3.11	\$1,555.00

\*6-Year Capital Levy includes 2015 through 2017 and 2020 through 2023



# Enrollment History & Projections

## Enrollment History

The chart below represents actual and budgeted enrollment by grade level.

LWSD Enrollment FTE:	ACTUAL 2016-17	ACTUAL 2017-18	ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
Kindergarten	2,333.76	2,261.28	2,338.24	2,159.00	2,177.00
Grades 1-3	7,432.71	7,533.33	7,660.93	7,669.00	7,836.00
Grades 4-5	4,765.80	4,991.25	4,939.77	5,124.00	5,344.00
Grades 6-8	6,621.06	6,818.86	7,019.16	7,163.00	7,430.00
Grades 9-12	7,440.14	7,528.93	7,525.34	7,886.00	8,007.00
ALE	87.48	63.62	76.37	60.00	60.00
Subtotal	28,680.95	29,197.27	29,559.81	30,061.00	30,854.00
Running Start	385.92	455.14	608.89	610.00	610.00
Subtotal	29,066.87	29,652.41	30,168.70	30,671.00	31,464.00
Enrollment Contingency				500.00	500.00
<b>Total K-12 Enrollment</b>	<b>29,066.87</b>	<b>29,652.41</b>	<b>30,168.70</b>	<b>31,171.00</b>	<b>31,964.00</b>

## Six-Year Enrollment Projection

The district developed long-term enrollment projections to assess facility capacity needs. Based on these projections, the district expects enrollment to increase by over 3,171 students from the 2020 school year through 2025.

The district experienced actual growth of 1,119 students in 2019. During the six-year window from 2020 to 2025, enrollment is projected to increase by 3,171 students, resulting in a 10.2% increase.

Student enrollment projections have been developed using two methods:

- 1) *cohort survival* – this method applies historical enrollment trends to the classes of existing students progressing through the system; and,
- 2) *development tracking* – this method projects the number of students anticipated from new development.

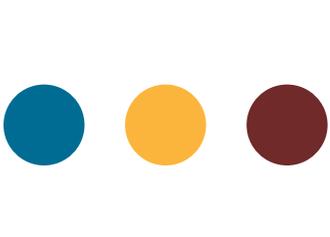
## Cohort Survival

King County live birth data is used to predict future kindergarten enrollment. Actual King County live births through 2018 are used to project kindergarten enrollment through the 2023-24 school year. After 2024, the number of live births is based on King County projections. Historical data is used to estimate the future number of kindergarten students that will be generated from county births.

For other grade levels, cohort survival trends compare students in a particular grade in one year to the same group of students in prior years. From this analysis, a cohort survival trend is determined. This historical trend is applied to predict future enrollment.

## Development Tracking

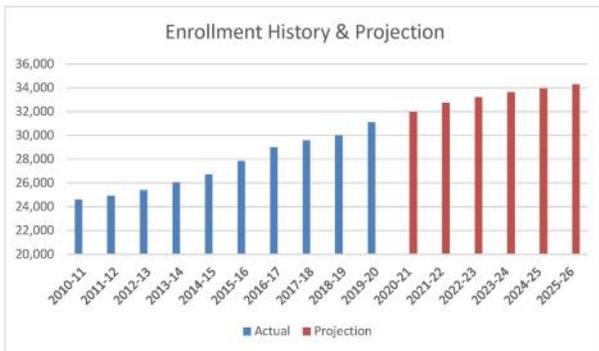
To ensure the accuracy and validity of enrollment projections, a major emphasis has been placed on the collection and tracking of data of 81 known new housing developments within the district. This information is obtained from the cities and county. It provides the foundation for a database of known future developments and assures the district's plan is consistent with the comprehensive plans of the local permitting jurisdictions. Each developer is contacted annually to determine the number of homes and the anticipated development schedule. Some small in-fill or short plat projects are not tracked. These projects may result in increased student population.



# Enrollment History & Projections

## Student Generation Rates

Developments that are near completion or have been completed within the last five years are used to forecast the number of students generated by new development. District-wide statistics show that each new single-family home currently generates a 0.370 elementary student, 0.153 middle school student, and 0.147 senior high student, for a total of 0.670 school-age child per single family home. New multi-family housing units currently generate an average of 0.082 elementary student, 0.035 middle school student, and 0.033 senior high student for a total of 0.151 school age child per multi-family home. Since 2019, the total of the student generation numbers has decreased for new single-family developments and has increased for new multi-family developments. These student generation factors are used to forecast the number of students expected from new developments that are planned over the next six years.



## Personnel Resources

As student enrollment increases, additional teachers are needed to teach those students. A total of 118 new positions for employees holding teaching certificates were added between 2018-19 and 2019-20.

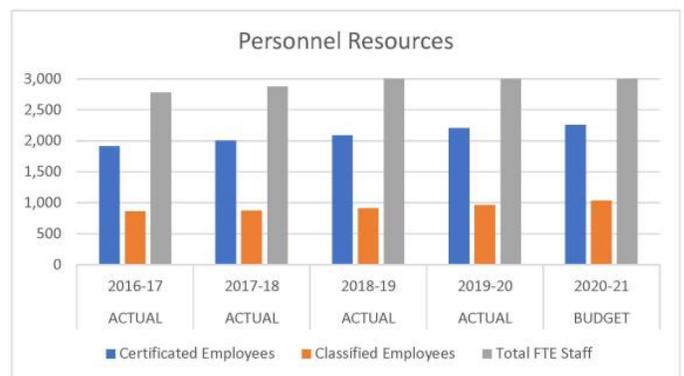
Classified employees (those without a teaching certificate) are needed to support the additional students and additional staff. They include custodians, nurses, payroll specialists, bus drivers, instructional assistants, para educators, secretaries. There were approximately 49 additional classified staff in 2019-20 compared to the previous year.

Staffing FTE:	ACTUAL 2016-17	ACTUAL 2017-18	ACTUAL 2018-19	ACTUAL 2019-20	BUDGET 2020-21
Certificated Employees	1,918.031	2,001.470	2,088.627	2,206.850	2,254.700 *
Classified Employees	862.266	875.381	913.733	963.110	1,036.897
<b>Total FTE Staff</b>	<b>2,780.297</b>	<b>2,876.851</b>	<b>3,002.360</b>	<b>3,169.960</b>	<b>3,291.597</b>

\* Includes 20.00 FTE for enrollment contingency

**Certificated staff** includes central administration, building administration, teachers, counselors, librarians, and health related specialists.

**Classified staff** includes central administration, school support for office, classroom, library, health and safety, grounds and building maintenance, transportation, and nutrition services.





# General Obligation Bonds & Long-Term Debt

Discussion of the Lake Washington School District's construction projects and related funding was provided earlier in this document in the Financial Section, as part of the Capital Projects Fund. Current debt schedules for the outstanding long-term debt are provided on the pages that follow.

**LAKE WASHINGTON SCHOOL DISTRICT NO. 414  
OUTSTANDING GENERAL OBLIGATION INDEBTEDNESS DEBT SERVICE - June 5, 2020**

DUE DATE	Original Issue Amount 149,565,000 UTGO Bonds, 2017 Dated 6/1/2027		Original Issue Amount 71,765,000 UTGO Bonds, 2018 Dated 6/1/2028		Original Issue Amount 17,445,000 UTGO Bonds, 2009C NC		Original Issue Amount 118,850,000 UTGO Refunding Bonds, 2020 NC	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
	12/01/20	4,970,000	2,835,275	3,820,000	1,512,875	-	143,485	2,325,000
06/01/21	-	2,711,025	-	1,417,375	-	143,485	-	2,255,500
12/01/21	6,060,000	2,711,025	5,675,000	1,417,375	-	143,485	-	2,255,500
06/01/22	-	2,559,525	-	1,283,000	-	143,485	-	2,255,500
12/01/22	3,170,000	2,559,525	4,980,000	1,283,000	-	143,485	-	2,255,500
06/01/23	-	2,480,275	-	1,158,500	-	143,485	-	2,255,500
12/01/23	1,820,000	2,480,275	3,500,000	1,158,500	-	143,485	-	2,255,500
06/01/24	-	2,434,775	-	1,108,000	-	143,485	-	2,255,500
12/01/24	2,785,000	2,434,775	-	1,108,000	-	143,485	-	2,255,500
06/01/25	-	2,380,775	-	1,106,000	-	143,485	-	2,255,500
12/01/25	4,610,000	2,380,775	-	1,108,000	-	143,485	9,045,000	2,255,500
06/01/26	-	2,295,525	-	1,108,000	-	143,485	-	2,074,600
12/01/26	5,725,000	2,295,525	-	1,106,000	17,445,000	143,486	5,820,000	2,074,600
06/01/27	-	2,168,025	-	1,108,000	-	-	-	1,958,200
12/01/27	1,925,000	2,168,025	-	1,108,000	-	-	36,335,000	1,958,200
06/01/28	-	2,119,900	-	1,106,000	-	-	-	1,281,500
12/01/28	3,500,000	2,119,900	-	1,108,000	-	-	32,640,000	1,281,500
06/01/29	-	2,032,400	-	1,106,000	-	-	-	628,700
12/01/29	4,825,000	2,032,400	-	1,106,000	-	-	32,685,000	628,700
06/01/30	-	1,911,775	-	1,108,000	-	-	-	-
12/01/30	10,585,000	1,911,775	-	1,108,000	-	-	-	-
06/01/31	-	1,647,150	-	1,106,000	-	-	-	-
12/01/31	15,230,000	1,647,150	-	1,108,000	-	-	-	-
06/01/32	-	1,266,400	-	1,106,000	-	-	-	-
12/01/32	8,000,000	1,266,400	-	1,106,000	-	-	-	-
06/01/33	-	1,106,400	-	1,108,000	-	-	-	-
12/01/33	19,190,000	1,106,400	2,070,000	1,106,000	-	-	-	-
06/01/34	-	722,600	-	1,054,250	-	-	-	-
12/01/34	6,485,000	722,600	7,315,000	1,054,250	-	-	-	-
06/01/35	-	592,900	-	871,375	-	-	-	-
12/01/35	7,195,000	592,900	8,180,000	871,375	-	-	-	-
06/01/36	-	449,000	-	666,875	-	-	-	-
12/01/36	10,690,000	449,000	11,560,000	666,875	-	-	-	-
06/01/37	-	235,200	-	377,875	-	-	-	-
12/01/37	11,760,000	235,200	12,525,000	377,875	-	-	-	-
06/01/38	-	-	-	64,750	-	-	-	-
12/01/38	-	-	2,590,000	64,752	-	-	-	-
<b>Total</b>	<b>128,525,000</b>	<b>61,062,575</b>	<b>62,215,000</b>	<b>37,420,877</b>	<b>17,445,000</b>	<b>1,865,306</b>	<b>118,850,000</b>	<b>36,781,367</b>

**LAKE WASHINGTON SCHOOL DISTRICT NO. 414**  
**OUTSTANDING GENERAL OBLIGATION INDEBTEDNESS DEBT SERVICE - June 5, 2020**

DUE DATE	Original Issue Amount 23,025,000 UTGO Bonds, 2012 NC		Original Issue Amount 162,800,000 UTGO & Ref Bonds, 2015 NC		Original Issue Amount 195,020,000 UTGO & Ref Bonds, 2016 Dated 6/1/2026		TOTAL DEBT SERVICE	TOTAL CALENDAR YEAR
	Principal	Interest	Principal	Interest	Principal	Interest		
	12/01/20	2,800,000	43,000	13,920,000	2,227,275	8,915,000		
06/01/21	-	-	-	1,879,275	-	3,186,175	11,592,835	
12/01/21	-	-	15,895,000	1,879,275	11,805,000	3,186,175	51,027,835	62,620,670
06/01/22	-	-	-	1,481,900	-	2,891,050	10,614,460	
12/01/22	-	-	19,445,000	1,481,900	17,120,000	2,891,050	55,329,460	65,943,920
06/01/23	-	-	-	995,775	-	2,463,050	9,496,585	
12/01/23	-	-	24,860,000	995,775	5,600,000	2,463,050	45,276,585	54,773,170
06/01/24	-	-	-	615,337	-	2,338,050	8,893,147	
12/01/24	-	-	19,165,000	615,338	10,485,000	2,338,050	41,328,148	50,221,295
06/01/25	-	-	-	327,863	-	2,116,550	8,330,173	
12/01/25	-	-	18,735,000	327,862	6,830,000	2,116,550	47,550,172	55,880,345
06/01/26	-	-	-	-	-	1,945,800	7,565,410	
12/01/26	-	-	-	-	13,965,000	1,945,800	50,520,411	58,085,821
06/01/27	-	-	-	-	-	1,666,500	6,898,725	
12/01/27	-	-	-	-	-	1,666,500	45,158,725	52,057,450
06/01/28	-	-	-	-	-	1,666,500	6,173,900	
12/01/28	-	-	-	-	5,945,000	1,666,500	48,258,900	54,432,800
06/01/29	-	-	-	-	-	1,547,600	5,314,700	
12/01/29	-	-	-	-	8,225,000	1,547,600	51,049,700	56,364,400
06/01/30	-	-	-	-	-	1,383,100	4,400,875	
12/01/30	-	-	-	-	13,170,000	1,383,100	28,155,875	32,556,750
06/01/31	-	-	-	-	-	1,119,700	3,872,850	
12/01/31	-	-	-	-	7,975,000	1,119,700	27,077,850	30,950,700
06/01/32	-	-	-	-	-	960,200	3,332,600	
12/01/32	-	-	-	-	8,650,000	960,200	19,982,600	23,315,200
06/01/33	-	-	-	-	-	787,200	2,999,600	
12/01/33	-	-	-	-	9,360,000	787,200	33,619,600	36,619,200
06/01/34	-	-	-	-	-	600,000	2,376,850	
12/01/34	-	-	-	-	15,000,000	600,000	31,176,850	33,553,700
06/01/35	-	-	-	-	-	300,000	1,764,275	
12/01/35	-	-	-	-	15,000,000	300,000	32,139,275	33,903,550
06/01/36	-	-	-	-	-	-	1,115,875	
12/01/36	-	-	-	-	-	-	23,365,875	24,481,750
06/01/37	-	-	-	-	-	-	613,075	
12/01/37	-	-	-	-	-	-	24,898,075	25,511,150
06/01/38	-	-	-	-	-	-	64,750	
12/01/38	-	-	-	-	-	-	2,654,752	2,719,502
Total	2,800,000	43,000	112,020,000	12,827,575	158,045,000	53,329,500	803,230,200	803,230,200



# District Performance Measures

## State test scores

Students in grades 3-8 and high school take state assessments in English language arts, mathematics and science. Not all subjects are tested at each grade level.

Scores in the rows marked with grade levels are the percent of students in the Lake Washington School District meeting or exceeding state standards in that subject area.

Scores in the rows marked “State” are the percent of students in Washington state meeting or exceeding state standards in that subject area.

Many 11th grade students opted not to take the Smarter Balanced Assessment (SBA) mathematics tests since they had passed the High School Proficiency Exam (HSPE) and Math End-of-Course exams in 10th grade. Students who did not take the test were counted as not making the standard, lowering overall results

Grade Level	ELA			Math			Science		
	SBA			SBA			MSP/WCAS^		
	Elementary								
	2017	2018	2019	2017	2018	2019	2017	2018^	2019^
<b>3rd Grade</b>	79.8%	81.1%	<b>81.4%</b>	82.2%	79.8%	<b>81.6%</b>	*	*	*
State	52.6%	55.5%	<b>55.4%</b>	57.8%	57.5%	<b>58.0%</b>	*	*	*
<b>4th Grade</b>	81.6%	82.2%	<b>80.8%</b>	79.4%	79.9%	<b>77.6%</b>	*	*	*
State	55.2%	57.3%	<b>56.9%</b>	54.3%	53.8%	<b>54.0%</b>	*	*	*
<b>5th Grade</b>	82.7%	84.4%	<b>85.2%</b>	75.8%	75.7%	<b>75.3%</b>	86.7%	81.9%	<b>81.7%</b>
State	58.6%	59.2%	<b>60.4%</b>	48.6%	48.5%	<b>48.3%</b>	63.4%	55.1%	<b>53.2%</b>
	Middle School								
<b>6th Grade</b>	79.1%	80.6%	<b>81.7%</b>	77.7%	80.1%	<b>79.1%</b>	*	*	*
State	55.5%	55.9%	<b>56.9%</b>	48.2%	48.3%	<b>46.8%</b>	*	*	*
<b>7th Grade</b>	83.0%	82.4%	<b>84.6%</b>	77.8%	77.3%	<b>81.3%</b>	*	*	*
State	60.1%	59.7%	<b>60.6%</b>	49.9%	49.0%	<b>48.7%</b>	*	*	*
<b>8th Grade</b>	80.9%	82.3%	<b>80.9%</b>	74.5%	75.0%	<b>75.5%</b>	86.0%	78.4%	<b>77.6%</b>
State	58.5%	59.0%	<b>58.0%</b>	47.6%	47.5%	<b>45.8%</b>	65.9%	53.0%	<b>51.6%</b>
	High School								
	SBA			SBA			EOC Biology/WCAS^		
<b>10th Grade</b>	*	88.8%	<b>88.7%</b>	*	72.2%	<b>71.3%</b>	85.5%	*	*
State	*	69.6%	<b>69.7%</b>	*	40.6%	<b>40.2%</b>	71.6%	*	*
<b>11th Grade</b>	87.1%	*	*	33%	*	*	*	31.1%	<b>21.3%</b>
State	73.6%	*	*	25.9%	*	*	*	30.3%	<b>34.5%</b>

\*not tested

## Additional performance measures

The 11th grade WCAS scores are low due to 61% of 11th graders that refused to take the test in 2018 and 74% that refused to take the test in 2019. These are counted as not proficient.

	2017	2018	2019
<b>Students Avoiding Chronic Absenteeism</b>	90.9%	90.2%	90.5%
<b>Low income (Free or reduced price meals)</b>	11.3%	11.9%	10.7%
<b>Certificated staff (teacher) retention rate</b>	91%	88%	n/a
<b>Dropout Rate</b>	2.9%	3.2%	3.5%



# Glossary of Terms & Acronyms

## Glossary of Terms and Acronyms

This section contains the definition of terms used in this report and other terms necessary to understand accounting procedures for school districts in Washington State. Several terms that are not specifically accounting terms have been included because of their significance to school district accounting. The glossary is arranged alphabetically with appropriate cross-reference where necessary.

**Accrual Basis of Accounting** – A method of accounting that recognizes the financial effects on a school district of transactions, interfund activities, and other events and circumstances under which revenues and expenditures are recorded in the period in which they occur regardless of the timing of the cash flows.

**Activity** – A specific and distinguishable service performed by a school district in order to accomplish a function for which the school district is responsible (e.g., supervision, teaching, safety).

**Administration** – Those activities which have as their purpose the general regulation, direction and control of the affairs of the school district that are system wide and not confined to one school, subject, or specific phase of school activity.

**Amortization** – Gradual reduction of an amount owed according to a specified schedule of times and amounts.

**Annual Budget** – A budget applicable to a single fiscal year.

**Appropriation** – Maximum expenditure authorization during a given fiscal period. (RCW 28A.505.010)

**Assessed Valuation** – A valuation set upon real estate or other property by a government as a basis for levying taxes.

**Associated Student Body** – WAC 392-138-010 provides the following definition: a formal organization of students, including subcomponents or affiliated student groups such as student clubs, which is formed with the approval, and operated subject to the control, of the board of directors of a school district.

**Average Annual FTE Enrollment** – An average computed from the actual full-time equivalent enrollments reported by districts for each of ten months, effective on the state prescribed count days of each month from September through June.

**Basis of Budgeting** – The method used to determine when revenues and expenditures are recognized for budgetary purposes.

**Bond** – A written promise to pay a specified sum of money (face value) at a specified date or dates in the future (maturity date), and carrying interest at a fixed rate, usually payable periodically. The difference between a note and a bond is that the latter typically runs for a longer period of time and requires greater legal formality.

**Budget** – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them.

**Budget Resolution** – The formal adoption of the budget appropriation for each fund by the board of directors.

**Budgetary Control** – The control or management of the school district in accordance with an approved budget with a view toward keeping expenditures within authorized amounts.

**Capital Assets** – Land, improvements to land, easements, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

**Capital Outlay** – An expenditure that results in the acquisition of fixed assets or additions to fixed assets. It is an expenditure for land or existing buildings, improvement of grounds, construction of buildings, additions to buildings, remodeling of buildings, and equipment.

**Cash Basis of Accounting** – The basis of accounting under which revenues are recorded when received in cash and expenditures are recorded when cash is disbursed.



# Glossary of Terms & Acronyms

**Classification – Activity** – As applied to expenditures, this term refers to groupings or services within programs.

**Classification – Object** – As applied to expenditures, this term refers to an article or service purchased; for example, salaries, supplies and materials, or contractual services.

**Classification – Program** – As applied to expenditures, this term refers to a group of services aimed at accomplishing a certain objective or purpose.

**Community Services** – Community services are comprised of those activities that are not directly relatable to providing student education. Specifically, it is an additional responsibility delegated to the school district beyond its primary function of providing education. It also consists of those services, other than public school and adult education functions, provided by the school district for purposes relating to the community as a whole.

**Compensatory Education** – Education programs that are designed to be a program of supplementary instruction and as such are not intended to provide the primary instruction.

**Debt Service** – Expenditures for the retirement of debt principal and interest.

**Employee Benefits** – Expenditures of the school district made on behalf of employees; these amounts are not included in gross salary, but are in addition to the employee's gross salary. They are fringe benefits, and while not paid directly to employees, are part of the expenditure total of salaries and benefits. Examples are (1) group health or life insurance, (2) contributions to employee retirement, (3) social security, and (4) workers' compensation. Employee benefits are recorded as Object 4 in expenditure coding.

**Encumbrances** – Purchase orders, contracts and salary or other commitments that are chargeable to an appropriation and for which a part of the appropriation is restricted. They cease to be encumbrances when paid or when an actual liability is created.

**Equipment** – Tangible property of a more or less permanent nature (other than land, buildings, or improvements other than buildings), which is useful in carrying on operations. Examples are machinery, tools, vehicles, furniture, and furnishings.

**Expenditure** – Under the current financial resources measurement focus, decreases in net financial resources not properly classified as other financing uses. Where the accounts are maintained on the cash basis, the term designates only actual cash disbursements for these purposes.

**Expenditure, Accrual Basis** – Expenditures during a fiscal period for liabilities incurred, whether paid or unpaid.

**F-195** – District's budget document prescribed by OSPI.

**F-196** – District's annual financial statement prescribed by OSPI.

**First Class District** - A district with a student enrollment of 2,000 or more (RCW 28A.300.065(2)).

**Fiscal Period** – Any period at the end of which an entity determines its financial condition and the results of its operations. It is usually a year, though not necessarily a calendar year. The fiscal period for school districts is September 1 through August 31.

**Fiscal Services** – Activities involved with managing and conducting the financial operations of the school district. This service area generally includes budgeting, purchasing, financial accounting, payroll, and internal auditing.

**Full-Time Equivalent (Staff)** – The amount of employed time required in a part time position expressed in proportion to that required in a full-time position, with 1.0 representing a full-time position. It may be expressed as a percentage or as a fraction. It is derived by dividing the amount of employed time required in the part-time position by the amount of employed time required in a corresponding full-time position.



# Glossary of Terms & Acronyms

**Full-Time Equivalent (Student)** – Each individual student who is enrolled full-time in each of the prescribed count days for the school months September through June. To be full-time, a student must be enrolled to attend school for a given number of minutes per day. Form SPI P-223 provides the minimum qualifying time by category of students such as kindergarten, elementary and secondary.

**Fund** – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, restrictions, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund, Associated Student Body** – The fund used to account for student extracurricular activities in each school. Each school student body organization prepares and submits, for Board approval, a revenue and expenditure plan of ASB activities for the school year.

**Fund, Capital Projects** – The fund used to account for the financing and expenditures of capital projects. It includes modernization, new construction, equipping of new facilities, site purchases and improvements, major renovations and technology system upgrades. Revenues for the Capital Projects Fund include state construction assistance, investment earnings, site sales, impact/mitigation fees, bonds, and levies.

**Fund, Debt Service** – The fund used to account for the redemption and payment of interest on voted and non-voted bonds. Each year an amount is levied that provides for redemption of bonds currently dues, interest payments on bonds outstanding and related costs.

**Fund, General** – The fund used to account for the day-to-day operations of the school district. Included are all the normal and recurring financial activities of the school district that are not accounted for in other funds. Expenditures include salaries and benefit costs, and non-salary costs, such as supplies and materials, books and other instructional materials, utilities, purchased services and equipment. Revenues for the General Fund include state

funds, special maintenance operations levy funds, federal funds, and other funds.

**Fund, Transportation Vehicle** – The fund used to account for the purchase and major repairs of pupil transportation vehicles. Revenue for this fund include state depreciation funds and investment income.

**Fund Balance, Assigned** – The portion of fund balance that is marked for an intended, specific use by management or the board of directors. These amounts are not legally restricted nor do they represent a formal commitment on behalf of management or the board of directors. For funds other than the General Fund, these amounts also represent the excess of assets over liabilities, restrictions, commitments and are in spendable form.

**Fund Balance, Committed** – The portion of fund balance that has been committed to a specific purpose by a resolution of the board of directors. Once committed, these amounts cannot be used for another purpose without a resolution passed by the board of directors to end the previous commitment.

**Fund Balance, Non-spendable** – The portion of fund balance that is represented by assets that are not in a spendable form, such as inventories, prepaid items, or trust principal that is required to be maintained intact.

**Fund Balance, Restricted** – The portion of fund balance that is legally restricted for a specific purpose.

**Fund Balance, Unassigned** – In the General Fund only, the excess of the fund's assets over its liabilities and restricted, committed, and assigned fund balance accounts. In all other funds, it represents any deficit of a fund's liabilities, restrictions and commitments over its assets.

**Fund Classifications** – One of three categories (governmental, proprietary, and fiduciary) used to classify fund types.



# Glossary of Terms & Acronyms

## **Generally Accepted Accounting Principles (GAAP)** –

Uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP includes not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides the standard by which to measure financial presentations. The primary authoritative statement on the application of GAAP to state and local governments is GASB Statement 1.

**Governmental Funds** – These funds track the finances of a district's basic services and are reported in the districtwide financial statements; they are reported using the current financial resources measurement focus and modified accrual basis of accounting, and include the general, special revenue, debt service, capital projects, and permanent funds.

**Improvements** – An addition made to, or change made in, a capital asset, other than maintenance, to prolong its life or to increase its efficiency or capacity. The cost of the improvement is added to the book value of the asset. Improvements are charged to Object 9 in expenditure coding or are accounted for in the capital projects fund.

**Individualized Education Program (IEP)** – A written plan that includes (1) a statement of the student's present level of functioning, (2) a statement of annual goals and short-term objectives for achieving those goals, (3) a statement of services to be provided and the extent of regular instruction, (4) the starting date and expected duration of services, and (5) evaluation procedures and criteria for monitoring progress.

**Instruction** – Instruction includes the activities administered or supervised by a certified teacher dealing directly with the teaching of students. Teaching may be provided for pupils in a classroom in another location such as a home or hospital, and other learning situations such as those involving co-curricular activities. It may also be provided through some other approved medium such as the internet, telephone, and/or other media.

**Instructional Material** – Any devices, content materials, methods, or experiences used for teaching and learning purposes. These include printed and non-printed materials.

**Internal Control** – A process, adopted by a school district's board of directors, management, and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories: effectiveness and efficiency in operations, reliability of financial reporting, and compliance with applicable laws and regulations.

**Level of Effort Requirements** – Requirement that a grant recipient not use grant resources to reduce its own local resources in a given program or activity.

**Levy** – (1) To impose taxes or special assessments, or (2) the total of taxes or special assessments imposed by a governmental unit. There are four types of school district levies: excess general fund levies (known as maintenance and operations levies); debt service fund levies; transportation vehicle fund levies; and capital project fund levies.

**Maintenance** – The act of keeping capital assets in a state of good repair and/or condition. It includes preventive maintenance, normal periodic repairs, replacement of parts and/or structural components, and other activities necessary to maintain the asset.

**Modified Accrual Basis** – The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under this basis, revenues and other resources are recognized when they "measurable" and "available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the liability is incurred except for (1) inventories that may be considered expenditures either when purchased or used, and (2) pre-paid items that may be considered expenditures either when paid or when consumed.



# Glossary of Terms & Acronyms

**Original Budget** – First complete appropriated budget. It may include the effects of adjustments adopted *before* the beginning of the fiscal year.

**Other Financing Sources** – The face value of the governmental fund general long-term debt. Amount equal to the present value of minimum lease payments arising from capital leases, sales of general fixed assets, and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statement.

**Other Financing Uses** – Governmental fund transfers to other funds and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statement.

**Personnel – Administrative** – Employees whose activities include development, coordination and evaluation of instructional programs that are organization-wide. For example, superintendent, directors, associate directors and building administrators.

**Personnel – Certificated** – Employees such as teachers, counselors, librarians and others who serve in positions covered under the continuing contract law that hold a professional education certificate issued by OSPI and are employed by a school district in positions for which such certificate is required by statute, rule of the State Board of Education, or written policy or practice of the employing district.

**Personnel – Classified** – Employees such as educational assistants, office support, trades and other supervisory, professional/technical, and other positions who do not hold a professional education certificate issued by OSPI or are employed by the district in positions not requiring such a certificate.

**Personnel – Full-Time** – Certificated employees who work the full number of days under local standard contract (assuming state minimum length of contract) or classified employees who work 2,080 hours or more per year.

**Program** – A plan of activities designed to accomplish a set of objectives. Educational programs consist of activities of a school district that are directly involved in the instruction and education of students.

**Purchase Order** – A document that authorizes a vendor to deliver described merchandise or render services at a specified price.

**Refunding Bonds** – Bonds issued to retire bonds already outstanding. The refunding bonds may be used to provide the resources for redeeming outstanding bonds, or the refunding bonds may be exchanged with the holders of the outstanding bonds.

**Resolution** – A special or temporary order of the school board; an order of the school board requiring less legal formality than an ordinance or statute.

**Running Start** – A program option allowing students in grades 11 and 12 to simultaneously earn high school and college credit. Running Start students do not pay tuition, but are responsible for the payment of college fees, books, transportation, etc. By earning both high school and college credit, students are able to accelerate their progress through the education system.

**Special Education** – Specially designed instruction provided to an eligible student as defined in Chapter 392-172A WAC. Specially designed instruction shall be provided at no cost to the parents, in conformance with the student's individualized education program (IEP), and designed to meet the unique needs of the student.

**Statute** – A written law enacted by a duly organized and constituted legislative body.

**Student Body Activities** – Direct and personal services for public school pupils, such as interscholastic athletics, entertainments, publications, clubs, bands, and orchestras, that are managed or operated by the student body under the guidance and direction of adults, and are not part of the regular instructional program.



# Glossary of Terms & Acronyms

**Tax Rate** – The amount of tax stated in terms of a unit of the tax base; for example, \$1.75 per thousand dollars of assessed valuation.

**Tax Rate Limit** – The maximum rate or amount of general property tax that a local government may levy.

**Unassigned Fund Balance** – Fund balance of not less than five percent of the projected revenue in the General Fund for use in the event of an emergency or other economic impact.

**WANIC** – Washington Network for Innovative Careers. Program provides students with a rigorous career and technical education.

**Warrant** – A written order drawn by the school board or its authorized officer directing the county treasurer to pay a specific amount to a designated payee.

**Warrants Outstanding** – The total amount of unpaid warrants. Also referred to as warrants payable.

<b>ESD</b>	Educational Service District
<b>ESEA</b>	Elementary and Secondary Education Act
<b>FRL</b>	Free and Reduced Lunch
<b>FTE</b>	Full Time Equivalent
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Governmental Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>HSPE</b>	High School Proficiency Exam
<b>HCA</b>	Health Care Authority
<b>IDEA</b>	Individuals with Disabilities Education Act
<b>IEP</b>	Individual Educational Program
<b>LWSD</b>	Lake Washington School District
<b>MSOC</b>	Materials, Supplies and Operating Costs
<b>NBPTS</b>	National Board for Professional Teaching Standards
<b>OSPI</b>	Office of Superintendent of Public Instruction
<b>OPEB</b>	Other Post-Employment Benefits
<b>RCW</b>	Revised Code of Washington
<b>SALT</b>	Strategic Advisory Leadership Team
<b>SBA</b>	Smarter Balanced Assessment
<b>SPED</b>	Special Education
<b>USDA</b>	US Department of Agriculture
<b>WAC</b>	Washington Administrative Code
<b>WANIC</b>	Washington Network for Innovative Careers
<b>WSSDA</b>	Washington State School Directors Association

## Acronym Reference

<b>AAFTE</b>	Annual Average Full Time Equivalent
<b>ADA</b>	Americans with Disabilities Act
<b>AP</b>	Advanced Placement
<b>ARC</b>	Annual Required Contribution
<b>ASB</b>	Associated Student Body
<b>ASBO</b>	Association of School Business Officials
<b>AV</b>	Assessed valuation
<b>CFP</b>	Capital Facilities Plan
<b>COLA</b>	Cost of Living Adjustment
<b>CPI</b>	Consumer Price Index
<b>CTE</b>	Career and Technical Education
<b>DRS</b>	Department of Retirement Systems
<b>EL</b>	English Learner



