

LAKE WASHINGTON SCHOOL DISTRICT NO. 414

BOARD OF DIRECTORS' MEETING

Due to current social distancing precautions, all meeting participants will be joining the meeting remotely in alignment with current proclamation issued by Governor Inslee. The board meeting will be livestreamed and viewable on the [district website](#). If you are unable to live stream the meeting, you may call (425) 936-2813/Conference ID: 37127 to listen to the meeting in alignment with the Governor's proclamation.

The Board of Directors of Lake Washington School District welcomes the public to the business meetings of the Board and encourages community engagement. The Board dedicates 30-minutes at these meetings to hear from the public during a public comment period. However, in alignment with the current proclamation issued by Governor Inslee, there will be no in-person public comment to ensure social distancing. Currently, there are three options to submit public comment:

- **Written:** Public comments can be submitted by email to djenkins@lwsd.org by 3:00 p.m. on the day of the board meeting. The comments are compiled, distributed to the board, and posted on the district website. Due to time constraints, not all individuals that submit written comment will have their statement read. Public comment will be offered in the order of which it is received.
- **Televised:** If requested by email to djenkins@lwsd.org by 1:00 p.m. on the day of the board meeting, a Microsoft TEAMS link will be shared with you to join the board meeting during public comment. You can then share your comments which are recorded and televised. Public comments will be limited to 3-minutes per person. Due to time constraints, not all individuals that request to make televised public comment will be able. Public comment will be offered in the order of which it is received. If invited, please join the Board Meeting online at the start of the meeting. President Laliberte will ask you to provide your comment. You are asked to turn your camera and microphone on and speak for the designated 3-minutes. After your public comment has concluded, it is requested that you leave the Microsoft TEAMS meeting and continue watching the live stream broadcast if interested in viewing the meeting.
- **Orally:** You may dial-in by 1:00 p.m. on the day of the board meeting and leave a voice mail message at 425.936.1257 which may be played during public comment. Public comment will be offered in the order of which it is received. Please limit your comments to 3-minutes.

August 24, 2020

CONSENT AGENDA

A consent agenda has been established by the board in order to eliminate the time-consuming task of acting on routine and repetitive business items. These items are now placed in a consent agenda package and will be voted on at one time. If you see an item on the consent agenda that you would like to have publicly discussed, please discuss your concern with a board member prior to action on the consent agenda.

Lake Washington School District Acronyms

AP: Advanced Placement

AVID: Advancement Via Individual Determination

B/SR: Board/Superintendent Relationship

CADR: College Academic Distribution Requirements

CDSA: Common District Summative Assessments

CEDARS: Comprehensive Education Data and Research System (CEDARS)

CIA: Certificate of Individual Achievement

CLT: Central Leadership Team

COE: Collection of Evidence

CTE: Career & Technical Education

DIBELS: Dynamic Indicators of Basic Early Literacy Skills

DLT: District Leadership Team (manager level and above, includes both certified and classified)

ELL: English Language Learners

ELPA21: English Language Proficiency Assessment for the 21st Century

eMAS: Elementary Mobile Access for Students

ESEA: Elementary and Secondary Education Act

ESSA: Every Student Succeeds Act

GC: Governance Culture (See Policy Governance)

GC/CM: General Contractor/Construction Management

HiCap: Highly Capable Program

HSBP: High School and Beyond Plan

KISN: Kindergarten Intensive Safety Net

KPI: Key Performance Indicators

LDA: Locally Determined Assessment

LEAP: Learning Enhancement & Academic Planning

MTSS: Multi-Tiered Systems of Support

NSBA: National School Board Association

OE: Operational Expectations (See Policy Governance)

OSPI: Office of Superintendent of Public Instruction

PBIS: Positive Behavioral Interventions and Supports

PCC: Professional Community & Collaboration

PDSA: Plan, Do, Study, Act

PLC: Professional Learning Community

Policy Governance: A governance process used by the school board. This sets forth “Results (R)” that the superintendent must reach, while abiding by “Operational Expectations (OE).” R include the district’s mission. OEs provide the boundaries for how the superintendent and staff can get to the goals. See the board policy section on web site for more information.

Quest: Highly Capable program for students in gr. 2-8

Results (R): Results (*See Policy Governance - formerly known as End Results*). Goals set forth by the board, including the mission of the district.

RCW: Revised Codes of Washington

RTI: Response to Intervention

SALT: Strategic Advisory Leadership Team

SBA: Smarter Balanced Assessment

SBE: State Board of Education

SCAP: School Construction Assistance Program

SEL: Social Emotional Learning

SGP: Student Growth Percentile

SIOP: Sheltered Instruction Observation Protocol

SIP: School Improvement Plan

sMAS: Secondary Mobile Access for Students

STEM: Science, Technology, Engineering, and Mathematics

UDL: Universal Design for Learning

WA-AIM: Washington – Access to Instruction and Measurement

WAC: Washington Administrative Codes

WaKIDS: Washington Kindergarten Inventory of Developing Skills

WaNIC: Washington Network for Innovative Careers

WCAS: Washington Comprehensive Assessment of Science

WCAP: Washington Comprehensive Assessment Program

WIDA AMS: Alternative ELL Assessment

WSIF: Washington School Improvement Framework

WSSDA: Washington State School Directors Association

August 21, 2020

Eric Laliberte
President, Board of Directors
Lake Washington School District No. 414
Redmond, WA 98052

Dear Mr. Laliberte:

I am transmitting herewith the agenda for the Board of Directors' regular meeting of August 24, 2020 beginning at 5:00 p.m. in the Board Room of the Resource Center, 16250 NE 74th Street, Redmond, WA.

Due to current social distancing precautions, all meeting participants will be joining the meeting remotely in alignment with current proclamation issued by Governor Inslee. The board meeting will be livestreamed and viewable on the [district website](#). If community members are unable to live stream the meeting, they may call (425) 936-2813/Conference ID: 37127 to listen to the meeting in alignment with the Governor's proclamation.

In alignment with the Governor's proclamation, there will be no in-person public comment to ensure social distancing. However, the Board welcomes the public and encourages community engagement. The Board dedicates 30-minutes to hear from the public. The public may submit either written or oral comments or join the meeting to publicly share their comments. Detailed information on the submittal of public comments have been posted on the district website and shown on the cover page of the board folder.

In addition, the board meeting schedule has been revised and all board meetings and study sessions are being held remotely. Board meetings in August will be held remotely. Board meetings in September and beyond may be adjusted pending changes in the Governor's Order regarding Open Public Meetings Act (OPMA).

Order of Business

1. Convene, Roll Call
2. Approve Agenda
3. Public Comment
4. Consent Agenda
5. Non-Consent Agenda
6. Superintendent Report
7. Board Member Comments
8. Adjourn

Sincerely,



Dr. Jon Holmen
Superintendent

LAKE WASHINGTON SCHOOL DISTRICT

Board of Directors' Meeting

L.E. Scarr Resource Center Board Room

August 24, 2020

The board meeting will be livestreamed and viewable on the [district website](#). If you are unable to live stream the meeting, you may call (425) 936-2813 - Conference ID: 37127

<u>Time</u>	<u>Action</u>	<u>Tab</u>	<u>Page</u>
5:00 p.m.	Convene, Roll Call		
	Approve Agenda		
	Public Comment		
	Consent Agenda		
	▪ Minutes – {August 10 study session and board meeting}	1	1
	▪ Human Resources Report – Salary Schedules	2	8
	• Theater Manager and Theater Technician Union International Alliance of Theatrical Stage Employees (IATSE) Contract Extension	3	10
	▪ Annual Work Plan of the Board - Governance Culture-6 (GC-6) 2020-21 Approval	4	11
	▪ Approval of monitoring Board Policy		
	✓ OE-4, Personnel Administration	5	12
	✓ OE-5, Financial Planning	6	13
	✓ OE-6, Financial Administration	7	14
	▪ Surplus of Equipment and Vehicles Resolution No. 2300	8	15
	▪ Extended Day Program Fees	9	16
	▪ GC/CM Contract Amendment No. 3 Benjamin Franklin Elementary School Addition Project (Site 16)	10	17
	▪ GC/CM Contract Amendment No. 3 Mark Twain Elementary School Addition Project (Site 14)	11	18
	▪ GC/CM Contract Amendment No. 3 Rose Hill Elementary School Addition Project (Site 15)	12	19
	▪ Donations	13	20

<u>Time</u>	<u>Action</u>	<u>Tab</u>	<u>Page</u>
	Non-Consent Agenda		
	▪ 2020-21 Budget Adoption Resolution No. 2298	14	21
	▪ 2020-21 District Equity Efforts		
	▪ Return to School Taskforce Update – Childcare		
	Superintendent Report		
	Board Member Comments		
	Adjourn		
<hr/>			
6:00 p.m.	Study Session <i>Topic: Engaging Student Voice in Board Work</i> <i>Location: Meeting held remotely</i>		

Next Board Meeting:

It is not known if the September board meetings will be held remotely or in-person. Updates will be provided will be published on the district website as soon as information is available from the Governor's Office.

September 14

5:00 p.m. Study Session: *Location: Hughes*

7:00 p.m. Board Meeting: *Location: Board Room*

L.E. Scarr Resource Center

16250 NE 74th Street

Redmond, WA 98052

OFFICIAL MINUTES
LAKE WASHINGTON SCHOOL DISTRICT NO. 414
Board of Directors' Study Session
August 10, 2020

The August 20, 2020 study session was called to order by
President Eric Laliberte at 7:30 p.m.

CALL TO ORDER

Due to current social distancing precautions because of the
Coronavirus, all meeting participants will be joining the
meeting remotely in alignment with current proclamation
issued by Governor Inslee. The board meeting will be
livestreamed and viewable on the [district website](#).

Members present: Eric Laliberte, Mark Stuart, Cassandra
Sage, Siri Bliesner, and Chris Carlson.

ROLL CALL

Present: Superintendent Jon Holmen.

The following topic was discussed:

TOPICS

- 2020-21 Annual Work Plan of the Board

The meeting was adjourned at 9:10 p.m.

ADJOURNMENT

Eric Laliberte, President

Jon Holmen, Superintendent

Diane Jenkins
Recording Secretary

OFFICIAL MINUTES
LAKE WASHINGTON SCHOOL DISTRICT NO. 414
Board of Directors' Meeting
August 10, 2020

The August 10, 2020 board meeting was called to order by President Eric Laliberte at 5:00 p.m.

CALL TO ORDER

Due to current social distancing precautions because of the Coronavirus, all meeting participants will be joining the meeting remotely in alignment with current proclamation issued by Governor Inslee. The board meeting will be livestreamed and viewable on the [district website](#). Viewers could call 206.800.4750, Conference ID 167741130# to listen to the meeting in alignment with the Governor's proclamation.

There will be no in-person public comment to ensure social distancing. All public comments should be submitted either by e-mail / voice mail or requesting to speak publicly via a link to djenkins@lwsd.org.

Members present: Eric Laliberte, Mark Stuart, Cassandra Sage, Siri Bliesner, and Chris Carlson.

ROLL CALL

Present: Superintendent Jon Holmen.

Siri Bliesner moved to approve the August 10 agenda. Seconded by Cassandra Sage.

APPROVAL OF AGENDA

Motion carried.

There were 6-pages of public comments regarding Inclusion/Equity; these comments have also been posted on the district website. Board members read all of the comments submitted during the 30-minutes set aside for public comment.

PUBLIC COMMENT

Inclusion / Equity

Televised Comment

- Sandrine Wandji, nsandrine@hotmail.com

Written Comments

- Andrea Knott, Parent and PTSA Member, andreaknott@hotmail.com
- Kim Miller, kmiller0594@gmail.com
- Mandie Mauldin Nash, mandienash@gmail.com
- Kimberly Dare, kimberly.dare@azimuth-grp.com
- Renee Codgell Lewis, rcogdelllewis@gmail.com
- Julie Nelson, julie.nel@frontier.com
- Mara Fетters, marafетters@hotmail.com
- Mako Guest, mako@makoandsimon.com
- Colleen Rutherford, Parent, crutherford@gmail.com

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- Allison Sherrill, allisonamandasherrill@gmail.com
- Laurie Boyd, laurie91@gmail.com
- Allison Sherrill, allisonamandasherrill@gmail.com
- Joy Randall, joyous1118@gmail.com
- Laurie Boyd, laurie91@gmail.com
- Abby Hu, abbyhappyhu@outlook.com
- Aditi Goyal, goyal.aditi03@gmail.com
- Crystal Visperas, cvisperas@lwsd.org
- Diana Williams, diana.d.williams@hotmail.com
- Deanna W, deannawoo@gmail.com

Mark Stuart moved to approve the consent agenda. Seconded by Siri Bliesner.

CONSENT AGENDA

Eric Laliberte, yes; Mark Stuart, yes; Cassandra Sage, yes; Siri Bliesner, yes; and Chris Carlson, yes.

Motion carried.

The following July 2020 vouchers were approved:

VOUCHERS

General Fund

370476-370884 \$7,788,556.35

Payroll

3049-3058 \$17,091.65

Accounts Payable Direct Deposit	\$6,817,414.45
Acquisition Card	900,562.37
Deferred Comp	166,258.00
Department of Revenue	2,296.77
Dept. of Retirement Systems	4,066,070.18
Dept. of Retirement Systems	1,224,979.89
American Fidelity HSA	17,356.47
DSHS – Division of Child Support	4,042.26
Payroll Direct Deposit	16,603,135.71
Payroll Tax Withdrawal	6,211,416.79
TSA Envoy	425,102.78
VEBA	89,251.360
Key Bank Processing Fees	\$ 2,494.66
	<u>\$36,530,381.69</u>

Capital Fund

700998-701032 \$1,850,851.33

ASB

67429-67731 \$37,852.45

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Transportation Vehicle Fund

\$0.00

Private Purpose Trust Fund

3304-3307

\$577.22

Approves the minutes of July 27 study session and board meeting.

MINUTES

Approves August 10, 2020 Human Resources Report.

APPROVAL OF HUMAN
RESOURCES REPORT

Authorizes the superintendent or her designee to approve contract modifications with BNBuilders, Inc. to proceed with Amendment No. 2 for the Benjamin Franklin Elementary School Addition project in the amount of \$2,433,134 plus sales tax.

GC/CM CONTRACT
AMENDMENT NO. 2
BENJAMIN FRANKLIN
ELEMENTARY SCHOOL
ADDITION PROJECT
(SITE 16)

Authorizes the superintendent or her designee to approve contract modifications with BNBuilders, Inc. to proceed with Amendment No. 2 for the Mark Twain Elementary School Addition project in the amount of \$1,902,173 plus sales tax.

GC/CM CONTRACT
AMENDMENT NO. 2
MARK TWAIN
ELEMENTARY SCHOOL
ADDITION PROJECT
(SITE 14)

Authorizes the superintendent or her designee to approve contract modifications with Lydig Construction, Inc. to proceed with Amendment No. 2 for the Rose Hill Elementary School Addition project in the amount of \$3,000,243 plus sales tax.

GC/CM CONTRACT
AMENDMENT NO. 2
ROSE HILL
ELEMENTARY SCHOOL
ADDITION PROJECT
(SITE 15)

Accepts the donations/grants as identified –

DONATIONS

Acceptance from Helen Keller PTSA to Keller Elementary School in the amount of \$6,900.00 to purchase natural playground.

Acceptance from Samantha Smith PTSA to Smith Elementary School in the amount of \$1,500.00 to purchase PE equipment.

Acceptance from International Community School PTSA to ICS in the amount of \$4,332.00 to support HOSA (future Health Professionals).

Acceptance from Juanita High School PTSA to Juanita High School in the amount of \$1,453.12 to purchase graphing calculators.

TOTAL \$14,185.12

NON-CONSENT
AGENDA

Barbara Posthumus, Associate Superintendent for Business and Support Services, and Chris Brenengen, Director of Business Services, presented the 2020-21 draft budget. A budget presentation was made to the Board at the June 22, 2020 board meeting. The budget has been posted on the district's website and copies were made available to interested persons. Feedback could be provided via the website or email.

2020-21 BUDGET
PUBLIC HEARING
RESOLUTION NO. 2298

The district budget document is presented in both the official F-195 state format and the district summary format. The district summary document follows the Association of School Business Officials International (ASBO) Meritorious Budget Award criteria.

State statutes require the board to hold a public hearing on the budget and adopt the budget by resolution, which also establishes the tax levies necessary to support the General Fund, the Capital Projects Fund, and the Debt Service Fund. The F-195, state budget format, is the official budget to be adopted. All program totals agree with the district format, which has more detailed information.

Eric Laliberte opened the public hearing. No one addressed the board. No comments were received. He then closed the public hearing.

Eric Laliberte indicated that the Board of Directors will take action at the August 24, 2020 board meeting to adopt Resolution No. 2298 to officially adopt the 2020-21 Budget.

Dr. Jon Holmen presented Resolution No. 2299, Reopening School: Fall 2020, which outlines the plan that addresses the health and safety needs of students and staff and the educational needs of students for opening the fall. The Return to School Taskforce has been engaged in developing plans for the opening of school since last spring and this work is being informed by guidelines from the Center for Disease Control, King County Health, the Office of Superintendent of Public Instruction (OSPI), and other agencies.

REOPENING SCHOOL:
FALL 2020
RESOLUTION NO. 2299

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The OSPI Reopening Plan Template and requirements must be adopted by the board. The template must be submitted within two weeks of the first day of school and posted on the district website. The district will continue to monitor and make adjustments as conditions change. The district/King County is categorized as high risk because of the number of reported cases of COVID per 100,000. A decision was made in late-July to provide remote learning with a small number of students receiving in-person instruction. He shared what a phased reopening would look like for September. He reviewed the guiding principles, return to school goals, planning information, OPSI Reopening Plan Template and Requirements, the Return to School Workbook, and the LWSD COVID19 Safety Plan. He responded to board members questions and inquiries.

The District has complied with all standards and newly adopted requirements from the State Board of Education, the Washington Administrative Codes, and OSPI. These requirements take into consideration all proclamations by the Governor, Public Health Guidelines, Labor and Industry requirements, and Occupational Safety and Health Administration (OSHA) requirements.

Dr. Holmen conveyed that the district is communicating with families on a weekly basis.

Siri Bliesner moved that the Board of Directors adopt Resolution No. 2299, Reopening School: Fall 2020. Seconded by Mark Stuart.

Motion carried.

Jon Holmen shared the two topics to be covered tonight by the Return to School Taskforce were: Health/Safety and technology Information Services/ Classroom Teams.

RETURN TO SCHOOL
TASKFORCE UPDATE

Matt Gillingham, Associate Superintendent and Community Services; provided an update on COVID 19 Safety Plan and reviewed health and safety protocols.

Sally Askman, Assistant Superintendent of Technology and Information Services, and Mindy Mallon, Director of Technology and Integration, reviewed plans to support

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technology to ensure students are connected and engaged. A helpdesk will be available seven days a week to answer questions from students and families. Tutorials are being developed and will be available to parents; these can be translated in multiple languages. Hot spots will be provided to families without internet connections. A tutorial was shown depicting Classroom Teams.

Dr. Holmen reported that the District has been negotiating with the Lake Washington Education Association (LWEA) to develop a letter of understanding for working conditions. There were two sub-groups to address general education and special education. The district uses interest-based bargaining to frame the overall work to support students and make decisions as we prepare to open schools. Families will receive communication by the end of the week as the details are being finalized.

SUPERINTENDENT
REPORT

Cassandra Sage reported that she has been meeting with area legislators to discuss the impacts school districts are facing with COVID and how legislators can provide assistance.

BOARD MEMBER
COMMENTS

Eric Laliberte shared he appreciated the public comments over the last few months surrounding equity and inclusion. These changes will be addressed systematically; it will require working with stakeholders and engaging the community. The board will be discussing the board work plan in the study session which will include a continued focus on equity.

Jon Holmen related that an update on equity will be provided at the August 24 board meeting to review the ongoing equity work and the district's commitment to the move ahead.

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Chris Carlson moved to adjourn. Seconded by Mark Stuart.

ADJOURNMENT

Motion carried.

The meeting was adjourned at 7:15p.m.

Eric Laliberte, President

Jon Holmen, Superintendent

Diane Jenkins
Recording Secretary

Human Resources Board Report

August 24, 2020



NEW PERSONNEL

<u>Name</u>	<u>Position</u>	<u>Location</u>	<u>Salary/Rate</u>	<u>Start Date</u>	<u>Reason</u>
Cheatum, Elizabeth NC	Teacher	Parks Elem	D-16	08/24/20	Leave Replacement
Dahlberg, Luke NC	Teacher	Eastlake HS	A-0	08/24/20	Repl. C. Moe
Dufault, Kirsten NC	Teacher	Franklin Elem	C-0	08/24/20	Repl. K. Kramer
Goe, Jade NC	Teacher	Rose Hill MS	C-0	08/24/20	Budgeted
Jones, Julia P3	Teacher	SpEd Pool	A-0	08/24/20	Budgeted
Kawabata, Milloy NC	Teacher	Kirkland MS	A-0	08/24/20	Repl. M. Olafson
Ravindran, Anitha	Teacher	Kamiakin MS/Rose Hill MS	A-0	08/24/20	Repl. K. Ogden
Reinning, Kaitlin P3	Teacher	Kamiakin MS/Rose Hill MS	A-0	08/24/20	Budgeted
Richards, Christopher P3	Teacher	Juanita HS/Finn Hill/Kamiakin MS	C-0	08/24/20	Repl. K. Merkley
Robertson, Julia P3	Teacher	Int'l Community	C-0	08/24/20	Repl. V. Castaneda
Seabrook, Janell NC	Teacher	Keller Elem	A-3	08/24/20	Repl. J. Gombasy
Thompson, Juanita NC	Teacher	Parks Elem	C-0	08/24/20	Leave Replacement
Town, Dedra P3	Teacher	Evergreen MS	A-0	08/24/20	Budgeted

RETIREMENTS/RESIGNATIONS/TERMINATIONS

<u>Name</u>	<u>Position</u>	<u>Location</u>	<u>Start</u>	<u>Effective Date</u>	<u>Reason</u>
Bronstein, Jeffrey	Director	Transportation	03/30/20	08/31/20	Resignation
Ellis, Catherine	Teacher	Blackwell Elem	09/03/87	08/31/20	Retirement
Glass, Krista	Secretary	Redmond Elem	08/29/19	08/31/20	Resignation
Keeton-Howard, Erin	Teacher	Inglewood MS/Carson Elem	08/27/18	06/30/20	Resignation
Kong, Melanie	Teacher	Tesla STEM	08/29/16	06/30/20	.2 Resignation
Kubej, Jon-Henry	Teacher	Carson Elem	05/20/14	06/30/20	Resignation
Lincoln, Julie	Office Manager II	Einstein Elem	10/12/17	08/25/20 (REV)	Resignation
McDowell, Stacy	Special Ed Para Ed	Special Services	03/13/19	01/07/20	Resignation
Merkley, Kimberly	Teacher	Juanita HS/Finn Hill/Kamiakin MS	08/27/02	08/17/20	Resignation
Montana, Adele	Secretary	Redmond MS	03/10/11	08/31/20	Resignation
Nash, Bailey	Teacher	Kirkland MS	01/17/17	06/30/20	Resignation
Nguyen, Katherina	Instructional Assist	Extended Day	02/15/08	08/31/20	Resignation
Santiago-Lozano, Glidys	Special Ed Para Ed	Redmond Elem	12/02/19	08/31/20	Resignation

Human Resources Board Report

August 24, 2020



RETIREMENTS/RESIGNATIONS/TERMINATIONS - Con't

<u>Name</u>	<u>Position</u>	<u>Location</u>	<u>Start</u>	<u>Effective Date</u>	<u>Reason</u>
Stone, Tatiana	Instructional Assist	Finn Hill MS	08/24/15	08/31/20	Resignation
Torres-Allen, Giselle	Head Start/Ready Start Teacher	Dickinson Elem	08/27/18	08/31/20	Resignation
Tramp, Julie	Instructional Assist	Extended Day	08/22/18	08/31/20	Resignation

CHANGE OF CONTRACTUAL STATUS

<u>Name</u>	<u>Location</u>	<u>Change</u>	<u>Effective Date</u>
Asimakopoulos, Cathy	Redmond HS	.8 P2 to 1.0 P2	08/24/20
Lailey, Meighan	Frost Elem	.5C to 1.0 C	08/24/20
Pinski, Janelle	Special Services	.8 C to 1.0 C	08/24/20
Yin, Jenlee	Evergreen MS	.8 P3 to 1.0 P3	08/24/20

LAKE WASHINGTON SCHOOL DISTRICT #414
NON-REPRESENTED STIPEND SCHEDULE
2020-21

APPROVED: August 24, 2020
EFFECTIVE: September 1, 2020

HIGH SCHOOL ATHLETICS

POSITION TITLE		POSITION CODE	2020-21 CERTIFICATED STIPEND	2020-21 CLASSIFIED HRLY RATE	2020-21 TOTAL # OF HOURS
Badminton	Head Coach	Z3HR	\$4,165	\$17.35	240
Badminton	Assistant Coach	Z3AR	\$3,290	\$13.71	240
Baseball, Boys	Head Coach	Z3HA	\$5,355	\$22.31	240
Baseball, Boys	Assistant Coach	Z3AA	\$3,750	\$15.63	240
Basketball, Boys	Head Coach	Z3HB	\$6,435	\$20.63	312
Basketball, Boys	Assistant Coach	Z3AB	\$4,505	\$14.44	312
Basketball, Girls	Head Coach	Z3HC	\$6,435	\$20.63	312
Basketball, Girls	Assistant Coach	Z3AC	\$4,505	\$14.44	312
Cheerleading	Head Coach	Z3HX	\$6,250	\$17.36	360
Cheerleading	Assistant Coach	Z3AX	\$4,940	\$13.72	360
Cross Country, Boys	Head Coach	Z3HD	\$4,380	\$18.25	240
Cross Country, Boys	Assistant Coach	Z3AD	\$3,300	\$13.75	240
Cross Country, Girls	Head Coach	Z3HU	\$4,380	\$18.25	240
Cross Country, Girls	Assistant Coach	Z3AU	\$3,300	\$13.75	240
Drill/Dance	Head Coach	Z3HY	\$6,250	\$17.36	360
Drill/Dance	Assistant Coach	Z3AY	\$4,940	\$13.72	360
Football	Head Coach	Z3HE	\$6,815	\$20.65	330
Football	Assistant Coach	Z3AE	\$4,700	\$14.24	330
Football	Player Safety Coach	Z3AT	\$1,180	\$13.88	85
Golf	Head Coach	Z3HF	\$4,415	\$18.40	240
Golf	Assistant Coach	Z3AF	\$3,330	\$13.88	240
Gymnastics	Head Coach	Z3HG	\$5,185	\$19.64	264
Gymnastics	Assistant Coach	Z3AG	\$4,240	\$16.06	264
Slow Pitch Softball	Head Coach	Z3HS	\$4,290	\$22.34	192
Slow Pitch Softball	Assistant Coach	Z3AW	\$3,000	\$15.63	192
Soccer, Boys	Head Coach	Z3HH	\$5,045	\$21.02	240
Soccer, Boys	Assistant Coach	Z3AH	\$3,480	\$14.50	240
Soccer, Girls	Head Coach	Z3HI	\$5,045	\$21.02	240
Soccer, Girls	Assistant Coach	Z3AI	\$3,480	\$14.50	240
Softball	Head Coach	Z3HJ	\$5,355	\$22.31	240
Softball	Assistant Coach	Z3AJ	\$3,750	\$15.63	240
Swim	Head Coach	Z3HK	\$4,750	\$19.79	240
Swim	Assistant Coach	Z3AK	\$3,625	\$15.10	240
Tennis, Boys	Head Coach	Z3HL	\$4,405	\$18.35	240
Tennis, Boys	Assistant Coach	Z3AL	\$3,315	\$13.81	240
Tennis, Girls	Head Coach	Z3HM	\$4,405	\$18.35	240
Tennis, Girls	Assistant Coach	Z3AM	\$3,315	\$13.81	240
Track, Boys	Head Coach	Z3HN	\$5,530	\$23.04	240
Track, Boys	Assistant Coach	Z3AN	\$3,695	\$15.40	240
Track, Girls	Head Coach	Z3HO	\$5,530	\$23.04	240
Track, Girls	Assistant Coach	Z3AO	\$3,695	\$15.40	240
Volleyball	Head Coach	Z3HP	\$5,495	\$22.90	240
Volleyball	Assistant Coach	Z3AP	\$4,485	\$18.69	240
Wrestling	Head Coach	Z3HQ	\$6,070	\$25.29	240
Wrestling	Assistant Coach	Z3AQ	\$4,650	\$19.38	240

Post-season playoff extra time will be paid at the classified hourly rate.
Wage levels will be adjusted automatically pursuant to minimum wage laws.

**LAKE WASHINGTON SCHOOL DISTRICT #414
NON-REPRESENTED STIPEND SCHEDULE
2020-21**

APPROVED: August 24, 2020
EFFECTIVE: September 1, 2020

MIDDLE SCHOOL ATHLETICS

POSITION TITLE		POSITION CODE	2020-21 CERTIFICATED STIPEND	2020-21 CLASSIFIED HRLY RATE	2020-21 TOTAL # OF HOURS
Badminton	Head Coach	Z7HR	\$2,905	\$27.67	105
Badminton	Assistant Coach	Z7AR	\$1,985	\$21.58	92
Basketball, Boys	Head Coach	Z7HB	\$3,060	\$29.14	105
Basketball, Boys	Assistant Coach	Z7AB	\$1,985	\$22.56	88
Basketball, Girls	Head Coach	Z7HC	\$3,060	\$29.14	105
Basketball, Girls	Assistant Coach	Z7AC	\$1,985	\$22.56	88
Cross Country, Boys	Head Coach	Z7HD	\$2,905	\$27.67	105
Cross Country, Boys	Assistant Coach	Z7AD	\$1,985	\$18.90	105
Cross Country, Girls	Head Coach	Z7HF	\$2,905	\$27.67	105
Cross Country, Girls	Assistant Coach	Z7AF	\$1,985	\$18.90	105
Soccer, Boys	Head Coach	Z7HH	\$2,905	\$27.67	105
Soccer, Boys	Assistant Coach	Z7AH	\$1,985	\$21.58	92
Tennis, Boys	Head Coach	Z7HL	\$2,940	\$28.00	105
Tennis, Boys	Assistant Coach	Z7AL	\$1,985	\$20.46	97
Tennis, Girls	Head Coach	Z7HM	\$2,940	\$28.00	105
Tennis, Girls	Assistant Coach	Z7AM	\$1,985	\$20.46	97
Track, Boys	Head Coach	Z7HN	\$3,070	\$29.24	105
Track, Boys	Assistant Coach	Z7AN	\$1,985	\$18.90	105
Track, Girls	Head Coach	Z7HO	\$3,070	\$29.24	105
Track, Girls	Assistant Coach	Z7AO	\$1,985	\$18.90	105
Volleyball	Head Coach	Z7HP	\$3,035	\$28.90	105
Volleyball	Assistant Coach	Z7AP	\$1,985	\$22.56	88
Wrestling	Head Coach	Z7HQ	\$3,095	\$29.48	105
Wrestling	Assistant Coach	Z7AQ	\$1,985	\$18.90	105
Intramurals		Z7IN	\$505	\$25.25	20

Post-season playoff extra time will be paid at the classified hourly rate.
Wage levels will be adjusted automatically pursuant to minimum wage laws.

LAKE WASHINGTON SCHOOL DISTRICT #414
NON-REPRESENTED STIPEND SCHEDULE
2020-21

APPROVED: August 24, 2020
EFFECTIVE: September 1, 2020

HIGH SCHOOL ACTIVITIES/SUPERVISION

POSITION TITLE	POSITION CODE	2020-21 CERTIFICATED STIPEND	2020-21 CLASSIFIED HRLY RATE	2020-21 TOTAL # OF HOURS
Computer	ZC3O	\$2,335	\$19.46	120
Optional	Z3OP	\$2,035	\$16.96	120

MIDDLE SCHOOL ACTIVITIES/SUPERVISION

POSITION TITLE	POSITION CODE	2020-21 CERTIFICATED STIPEND	2020-21 CLASSIFIED HRLY RATE	2020-21 TOTAL # OF HOURS
Computer	Z7CO	\$2,335	\$19.46	120
Optional	Z7OP	\$2,035	\$16.96	120

ELEMENTARY SCHOOL ACTIVITIES/SUPERVISION

POSITION TITLE	POSITION CODE	2020-21 CERTIFICATED STIPEND	2020-21 CLASSIFIED HRLY RATE	2020-21 TOTAL # OF HOURS
Computer	Z1CO	\$2,335	\$19.46	120
Safety Patrol	Z1SP	\$2,035	\$16.96	120
Staff Development	Y1SD	\$2,035	\$16.96	120
Optional	Z1OP	\$2,035	\$16.96	120

Post-season playoff extra time will be paid at the classified hourly rate.
Wage levels will be adjusted automatically pursuant to minimum wage laws.

SALARY SCHEDULE 9
Substitutes
2020-21

APPROVED: August 24, 2020
EFFECTIVE: September 1, 2020

<u>POSITION TITLE</u>	<u>SALARY</u>
Substitute Custodian	\$21.39
Substitute Instructional Assistant	\$16.86
Substitute Extended Day Instructional Assistant	\$18.13
Substitute Technical Support Specialist	\$25.84
Substitute Special Education Para Educator	\$19.51
Substitute Sign Language Interpreter	\$32.21
Substitute Office Professional	\$22.44
Substitute Groundsperson	\$28.62
Substitute Bus-Truck Serviceperson	\$27.68
Substitute Truck Driver/Warehouseperson	\$26.16
Substitute Messenger/Warehouse/Curriculum Assistant	\$23.77
Substitute Laborer	\$21.63
Substitute Craftsperson#	\$33.11
Substitute Headstart/Readystart Teacher	\$22.09
Substitute Prof Tech	85% of regular board approved rate

#Includes: Carpenters, Glazier, Painter, Electrician, Bldg Equip Mech, Plumber, Crafts/Tradesperson

Wage levels will be adjusted automatically pursuant to minimum wage laws.

**SALARY SCHEDULE 10
PROFESSIONAL-TECHNICAL
2020-21**

APPROVED: August 24, 2020
EFFECTIVE: September 1, 2020

Salary Level	2020-21 Salary	2020-21 Hourly Rate (261 days)
1	\$58,150	\$27.85
2	\$61,211	\$29.32
3	\$64,284	\$30.79
4	\$66,962	\$32.07
5	\$69,752	\$33.41
6	\$72,658	\$34.80
7	\$76,072	\$36.43
8	\$80,075	\$38.35
9	\$84,290	\$40.37
10	\$86,824	\$41.58
11	\$91,743	\$43.94
12	\$96,571	\$46.25
13	\$101,580	\$48.65
14	\$106,926	\$51.21
15	\$112,554	\$53.91
16	\$118,478	\$56.74
Facility On-Call Stipend	\$4,430	

All Salary amounts are based on 1.0 FTE

Benefits: Provided through the School Employee Benefits Board (SEBB). Employee will pay the portion determined by SEBB; employer will pay portion determined by SEBB

SALARY SCHEDULE 12
International Alliance of Theatrical Stage Employees (IATSE)
Theater Manager
2020-21

APPROVED: August 24, 2020
EFFECTIVE: September 1, 2020

<u>POSITION TITLE</u>	<u>POSITION CODE</u>	<u>SALARY</u>
Theater Manager	T3TM	\$34.06

SALARY SCHEDULE 13
International Alliance of Theatrical Stage Employees (IATSE)
Theater Technicians
2020-21

APPROVED: August 24, 2020
EFFECTIVE: September 1, 2020

<u>POSITION TITLE</u>	<u>POSITION CODE</u>	<u>SALARY</u>
House Technician*	30HT	\$27.61
Stage Technician	30ST	\$20.23
Student Technician**	30SU	\$13.50

*House Technicians who perform the duties of the Theater Manager in their absence on a particular production shall be paid an hourly rate of \$28.95 for performing such work (Lead Technician)

**Wage levels will be adjusted automatically pursuant to minimum wage laws.

SALARY SCHEDULE 14
Miscellaneous
2020-21

APPROVED: August 24, 2020
EFFECTIVE: September 1, 2020

<u>POSITION TITLE</u>	<u>POSITION CODE</u>	<u>SALARY</u>
Construction Assistant Intern	30CD	\$14.41
Detention/In House Suspension	3XD	\$23.02
Fingerprinter	30FP	\$18.96
Foreign Language Interpreter	30FL	\$23.00
Judges of Activity Events	30JU	\$16.68
Music/Band/Orchestra Specialist (Classified)	30MU	\$36.27
Proctor	30PT	\$23.02
Sign Language Interpreter (for adults)	30SI	\$39.75
Stadium Worker	30SM	\$14.06
Staff Development Trainer (Classified)	30SD	\$26.88
Student Worker	30SW	\$13.50
Summer Technology Lead	30TL	\$20.62
Supervisor of Athletic Events	30AE	\$16.68
Ticket Takers, Scorers, Timers	30TT	\$13.50
Tutor	30TU	\$23.02
Volunteer/Grant Project Coordinator	30PC	\$23.02

Wage levels will be adjusted automatically pursuant to minimum wage laws.

THEATER MANAGER AND THEATER TECHNICIAN UNION
INTERNATIONAL ALLIANCE OF STAGE EMPLOYEES (IATSE)
CONTRACT EXTENSION

August 24, 2020

SITUATION

The current International Alliance of Stage Employees ("IATSE") Theater Manager and Theater Technician Collective Bargaining Agreements are in effect from September 1, 2017 and scheduled to expire on August 30, 2020.

Due to the current situation with the COVID-19 pandemic, both parties expressed interest in extending the current Collective Bargaining Agreement (CBA) for one additional year. The District proposed a contract extension with changes based on the state-determined inflationary adjustment, for the 2020-2021 school year, which is an increase of 1.6% for all classifications of employees covered by both CBAs for the 2020-2021 school year.

RECOMMENDATION

The Board of Directors approves the IATSE contract extension for one calendar year with the addition of 1.6% inflationary adjustment for all employees covered by the Theater Manager Collective Bargaining Agreement and the Theater Technicians Collective Bargaining Agreement.

MEMORANDUM OF AGREEMENT

LAKE WASHINGTON SCHOOL DISTRICT #414
AND
INTERNATIONAL ALLIANCE OF THEATRICAL STAGE EMPLOYEES, Local No. 15

WHEREAS, the Lake Washington School District (District) and the International Alliance of Theatrical Stage Employees, Local No. 15 (IATSE) are evaluating the impacts of the novel coronavirus as it pertains to the safety and logistics of bargaining the subsequent collective bargaining agreement;

Now, therefore, it is agreed between the parties:

1. The expiration date of the current Collective Bargaining Agreement will be extended to September 1, 2021;
2. IATSE, Local No. 15 (Theater Managers) Article 11, Rates of Pay and Employee Compensation shall be modified to reflect a one-point six percent (1.6%) IPD increase for the 2020 – 2021 school year over the hourly rates in effect for the 2019 - 2020 school year.
3. IATSE, Local No. 15 (Theater Technicians) Article 9, Rates of Pay and Employee Compensation shall be modified to reflect a one-point six percent (1.6%) IPD increase for the 2020 – 2021 school year over the hourly rates in effect for the 2019 - 2020 school year.

Agreed:

International Alliance of Theatrical Stage
Employees, Local No. 15

LAKE WASHINGTON SCHOOL
DISTRICT

8-4-2020

Date

Date

By

Rebecka N. Hawkins Beatty

IATSE Business Agent
Rebecka Beatty

ANNUAL WORK PLAN OF THE BOARD – GOVERNING CULTURE 6 (GC-6)
2020-21 APPROVAL

August 24, 2020

SITUATION

The annual work plan is part of the Coherent Governance framework and is the basis for establishing each board meeting agenda. The work plan also defines the ongoing work of the Board, including monitoring of policies, results, community engagement, Board development, and other relevant tasks and events. The annual work plan is not intended to be unchangeable and can be modified by the Board as circumstances and events require.

RECOMMENDATION

The Board of Directors approves the proposed 2020-21 annual work plan as indicated in Governing Culture 6 (GC-6), Annual Work Plan.

Annual Board Work Plan and Monitoring Calendar 2020-21

2020-21	Operational Expectation (OE) Results (R) Policy Work and/or Monitoring Report	Owners	Board Meeting: Non-Consent Agenda Items Study Session: Topics	Other Business: Board	Board Development (Informational) Strategic Plan - Value Connection
September 14, 2020 Study Session	OE 10: Learning Environment/Treatment of Students: Superintendent Interpretation and Indicators	Jon (Matt/Dale)	<ul style="list-style-type: none"> Board Docs Training (Sally) OE Interpretation and Indicators (Jon) Review Legislative Platform (Jon/Cassandra) 		WSSDA General Assembly: September 25
	OE 11: Instructional Program: Superintendent Interpretation and Indicators	Jon (Mike)			
September 14, 2020 Board Meeting			<ul style="list-style-type: none"> Opening School Report (Dale) Return to School Taskforce Update (Jon) 		
September 28, 2020 Study Session			<ul style="list-style-type: none"> Linkage #1: Affinity group dialogue to support Equity Policy Development 		
September 28, 2020 Board Meeting	OE-2 Emergency Superintendent Succession - Monitoring Report (consent)	Jon	<ul style="list-style-type: none"> Boundary Process Update (Barbara) Return to School Taskforce Update (Jon) 		
October 5, 2020 Study Session	Operational Expectation Policy Development: Equity	Jon (Matt/Gloria)	<ul style="list-style-type: none"> Professional Learning: Equity (Matt/Gloria) Review Legislative Priorities for Platform and Legislative Planning (Jon) 2020-21 Budget Update (Barbara) 		Professional Learning: Equity
October 5, 2020 Board Meeting	OE-10 Learning Environment/ Treatment of Students – Reasonable Interpretation (consent)	Jon	<ul style="list-style-type: none"> Return to School Taskforce Update (Jon) Facility Advisory Committee update and next steps (Barbara) Facility Update (Barbara/Brian) 	Approve Legislative Priorities	Host School
	OE-11 Instructional Program – Reasonable Interpretation (consent)	Jon			
October 26, 2020 Study Session			<ul style="list-style-type: none"> Linkage #2: Affinity group dialogue to support Equity Policy Development 		
October 26, 2020 Board Meeting	R-1 Mission of LWSD – Reasonable Interpretation (consent)	Jon	<ul style="list-style-type: none"> Return to School Taskforce Update (Jon) Enrollment Update (Barbara) Special Education Program Update (Mike) 		
	R-2 Academic Content Knowledge & Skills – Reasonable Interpretation (consent)	Jon			
	R-3 Life Skills & Citizenship – Reasonable Interpretation (consent)	Jon			
November 9, 2020 Study Session	Operational Expectation Policy Development: Equity		<ul style="list-style-type: none"> Professional Learning: Equity (Matt/Gloria) 		Professional Learning: Equity
November 9, 2020 Board Meeting			<ul style="list-style-type: none"> Return to School Taskforce Update (Jon) Legislative Priorities (Jon/Barbara) Nutrition Services Update (Barbara) Transportation Update (Barbara) 		Host School
November 23, 2020 Study Session			<ul style="list-style-type: none"> Linkage #3: Affinity group dialogue to support Equity Policy Development 		
November 23, 2020 Board Meeting			<ul style="list-style-type: none"> Return to School Taskforce Update (Jon) 		WSSDA conference November 18-21, Spokane or virtual

Annual Board Work Plan and Monitoring Calendar 2020-21

2020-21	Operational Expectation (OE) Results (R) Policy Work and/or Monitoring Report	Owners	Board Meeting: Non-Consent Agenda Items Study Session: Topics	Other Business: Board	Board Development (Informational) Strategic Plan - Value Connection
December 14, 2020 Study Session	Operational Expectation Policy Development: Equity		<ul style="list-style-type: none"> Professional Learning: Equity (Matt/Gloria) Boundary Update (Barbara) 		Professional Learning: Equity Winter Break: December 21 – January 1
December 14, 2020 Board Meeting			<ul style="list-style-type: none"> Return to School Taskforce Update (Jon) 		Host School
January 11, 2021 Study Session			<ul style="list-style-type: none"> Professional Learning: Equity (Matt/Gloria) Boundary Recommendation (Jon/Barbara) Linkage #4: Affinity group dialogue feedback on Equity Policy 		Professional Learning: Equity NSBA Equity Symposium : January 23 NSBA Advocacy Institute : January 24-26, Washington DC
January 11, 2021 Board Meeting		Jon	<ul style="list-style-type: none"> Boundary Recommendation (Jon/Barbara) 		Host School
January 25, 2021 Study Session			<ul style="list-style-type: none"> Boundary Recommendation & Board Action (Jon/Barbara) 		
January 25, 2021 Board Meeting		Jon	<ul style="list-style-type: none"> Boundary Recommendation & Board Action (Jon/Barbara) Facility Advisory Committee Final Recommendations & Board Action/Adoption (Barbara) 		Host School
January 30, 2021 Extended Study Session 8:30 – 11:30			<ul style="list-style-type: none"> Board Self-Assessment (President Laliberte) 		
February 8, 2021 Study Session			<ul style="list-style-type: none"> Professional Learning: Equity (Matt/Gloria) Linkage #5: Affinity group dialogue feedback on Equity Policy 	Final Review – Revised Annual Work Plan – GC-6	Professional Learning: Equity Mid-Winter Break: February 11-15 WSSDA Legislative Conference : Date TBD
February 8, 2021 Board meeting	R-1 Mission of LWSD (Report & Presentation)	Jon & Dale	<ul style="list-style-type: none"> Facility Update (Barbara/Brian) R-1 Mission of LWSD 	Submit and Approve Revised Work Plan GC-6	Host School
	OE-3 Treatment of Community Stakeholders - Monitoring Report (consent)	Matt			
March 1, 2021 Study Session			<ul style="list-style-type: none"> Professional Learning: Equity (Matt/Gloria) 		Professional Learning: Equity
March 1, 2021 Board Meeting	OE-7 Asset Protection - Monitoring Report (consent)	Barbara			Host School
March 15, 2021 Study Session			Linkage #6: Affinity group dialogue feedback on Equity Policy		NSBA Conference : April 10-12, New Orleans
March 15, 2021					Host School

Annual Board Work Plan and Monitoring Calendar 2020-21

2020-21	Operational Expectation (OE) Results (R) Policy Work and/or Monitoring Report	Owners	Board Meeting: Non-Consent Agenda Items Study Session: Topics	Other Business: Board	Board Development (Informational) Strategic Plan - Value Connection
Board Meeting					
March 19 – 22, 2021 Extended Study Session Sleeping Lady			<ul style="list-style-type: none"> Bond/Levy Planning (Jon/Barbara) Board Self-Assessment (President Laliberte) Equity Policy 		
April 19, 2021 Study Session			<ul style="list-style-type: none"> Legislative Update (Jon/Barbara) 		Spring Break: April 5-9
April 19, 2021 Board Meeting	OE-8 Communication and Counsel to the Board - Monitoring Report (consent)	Jon	<ul style="list-style-type: none"> OE 14 Equity – First Reading 	Approve resolutions for WIAA and Kingco	
	OE-9 Communication and Engagement with the Community - Monitoring Report (consent)	Matt/Dale			
	OE-14 Equity – Policy First Reading	Jon			
May 3, 2021 Study Session	BS/R -5 Superintendent Evaluation	Board President	<ul style="list-style-type: none"> Professional Learning: Equity (Matt/Gloria) Bond/Levy Planning (Jon/Barbara) 	Complete Superintendent Summative Evaluation BS/R-5	Professional Learning: Equity
May 3, 2021 Board Meeting	OE-10 Learning Environment/ Treatment of Students - Monitoring Report (consent)	Matt/Dale			Host School
	OE-11 Instructional Program - Monitoring Report (consent)	Mike			
	OE-12 Facilities - Monitoring Report (consent)	Barbara			
May 17, 2021 Study Session			<ul style="list-style-type: none"> Budget and Planning Process (Jon/Barbara) Capital Facility Plan (Barbara) 		
May 17, 2021 Board Meeting	OE-14 Equity – Policy Second Reading		<ul style="list-style-type: none"> Legislative Update (Jon/Barbara) OE 14 Equity – Second Reading and Board Action 		
June 7, 2021 Study Session			<ul style="list-style-type: none"> Professional Learning: Equity (Matt/Gloria) Budget and Planning Process (Barbara) Bond/Levy Planning (Jon/Barbara) 		Professional Learning: Equity Last Day of School: June 16
June 7, 2021 Board Meeting	OE-13 Technology - Monitoring Report (consent)	Sally	<ul style="list-style-type: none"> Capital Facility Plan & Board Action (Barbara) 		Host School
June 28, 2021 Study Session					
June 28, 2021 Board Meeting	OE-14 Equity – Reasonable Interpretation and Indicators		<ul style="list-style-type: none"> 2021-22 Budget – First Reading (Jon/Barbara) OE-14 Equity – Reasonable Interpretation and Indicators 	Election of Board Officers	

Annual Board Work Plan and Monitoring Calendar 2020-21

2020-21	Operational Expectation (OE) Results (R) Policy Work and/or Monitoring Report	Owners	Board Meeting: Non-Consent Agenda Items Study Session: Topics	Other Business: Board	Board Development (Informational) Strategic Plan - Value Connection
August 9, 2021 Study Session			<ul style="list-style-type: none"> Bond/Levy Planning (Jon/Barbara) 		
August 9, 2021 Board Meeting	R-2 Academic Content Knowledge & Skills (Report & Presentation)	Mike	<ul style="list-style-type: none"> Public Hearing: 2021-22 Budget (Barbara) Bond/Levy Planning (Jon/Barbara) R-2 Academic Content Knowledge & Skills R-3 Life Skills & Citizenship 		
	R-3 Life Skills & Citizenship (Report & Presentation)	Matt			
	OE-4 Personnel Administration - Monitoring report (consent)	Joy			
	OE-5 Financial Planning - Monitoring Report (consent)	Barbara			
	OE-6 Financial Administration - Monitoring Report (consent)	Barbara			
August 23, 2021 Study Session					
August 23, 2021 Board Meeting			<ul style="list-style-type: none"> 2021-22 Budget & Board Action (Barbara) Funding measure determination and Board Action (Jon/Barbara) 		

APPROVAL OF MONITORING REPORT
OE-4, PERSONNEL ADMINISTRATION

August 24, 2020

The Board's Governance Policies call for the monitoring of each policy based on the annual calendar in GC-6, Annual Work Plan. OE-4, Personnel Administration, is now being presented for approval.

It should be noted that this is being submitted in accordance with the newly revised board policy governance process. Operational Expectations (OE) were formerly known as Executive Limitations (EL).

RECOMMENDATION

The Board of Directors approves the monitoring report for OE-4, Personnel Administration, as presented.

Operational Expectation – 04: Personnel Administration Monitoring Report August 24, 2020



OPERATIONAL EXPECTATIONS (OE) POLICY

OE-4 Personnel Administration

<u> </u>	Reasonable Interpretation and Indicators (RI)	<u>August 24, 2020</u>	Date
<u> X </u>	Monitoring Report	<u> </u>	Date for Remonitoring

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy, OE-4, Personnel Administration, the Superintendent certifies that the proceeding information is accurate and complete, and that the organization:

 Has reasonably interpreted the Board's values

 Is Compliant

 X Is Compliant with the exceptions noted

 Is Non-Compliant

Executive Summary:

This report evaluates the 12 sections of the OE-04 Personnel Administration policy for compliance. The evidence provided aligns with the indicators and all areas are designated as in compliance. Two areas of noted exception are as follows:

4.2 Select only highly qualified and the best-suited candidates for all positions.

An indicator of compliance states, *"The percentage of staff renewed following the first year of employment is no less than 95%."* In quantifying this indicator, I selected certificated staff that were hired as Provisional-Continuing employees. The majority of certificated staff are hired on this type of contract and have legal protections. Classified employees are hired throughout the year and we are determining the best methodology and business rules to report retention. Additionally, renewal of a contract is specific to certificated employees. Last year, 89.08% of Provisional-Continuing Certificated staff were renewed for the 2020-21 school year. There are a number of reasons staff resigned after their first year, (1) poor performance, (2) change in personal circumstances, (3) did not like the job placement, (4) other dissatisfaction areas. I marked 4.2 in compliance with this noted exception.

4.5 Maintain adequate job descriptions for all staff positions.

An indicator of compliance states, *"Human Resources implements a documented process to ensure all job descriptions are reviewed and updated in a timely manner."* Currently, there is a process for updating job descriptions and it does not provide the systemic approach that is referenced in the Board's policy. Human Resources is developing a systemic approach to updating job descriptions and will document that process and train administrators and implement the procedure over the next calendar year. I marked 4.5 in compliance with this noted exception.

Evidence is provided regarding all aspects of the District's efforts and commitment to hire highly qualified staff.

Signed:



Date: August 24, 2020

Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy, OE-4, Personnel Administration, the Board finds that the organization:

_____ Has reasonably interpreted the Board's values

_____ Has failed to reasonably interpret the Board's values

_____ Is Compliant

_____ Is Compliant, with the exception of specific policy sub-parts

_____ Is Non-Compliant

Commendations/Direction:

Signed: _____
Board President

Date: _____

OE-4: Personnel Administration

The Superintendent shall assure the recruitment, employment, development, evaluation, and compensation of district employees in a manner necessary to enable the District to achieve its Results policies.

The Superintendent will:

Superintendent Interpretation:

- I interpret “recruitment” to mean efforts to attract and select the most talented and diversified pool of candidates.
- I interpret “employment” to mean work defined by the District for anyone who receives monetary compensation for services rendered.
- I interpret “development” to mean providing staff with mentoring, coaching, and/or training that positively impacts student achievement and professional growth.
- I interpret “evaluation” to mean a fair, credible, effective, and consistent system and process that assesses the effectiveness of the employee consistent with OE-4.8 and provides support and feedback to facilitate continuous improvement and growth.
- I interpret “compensation” to mean providing competitive and flexible salary placement and benefits to attract new and retain current employees.
- I interpret “district employee” to mean anyone who receives compensation in exchange for services.

4.1 Assure that no person is employed by the district without first clearing thorough background inquiries and checks.

Superintendent Interpretation:

- I interpret this statement to mean that prior to an offer of employment, required processes are followed to assure a candidate has no history or record that would prevent their employability.

Indicator of Compliance:

- 100% of employees are screened through a consistent reference check process.
- 100% of employees meet minimum qualifications as stated on the job posting.
- 100% of employees have the educational, certificate, and endorsement as required by the job posting.

Evidence of Compliance:

- Human Resources received reference check documentation for all hired employees.
- All classified employees hired met minimum qualifications.
- All certificated employees hired met minimum qualifications for the position they were hired to fill.
- 15 certificated staff, consisting of 8.25 FTE, taught out-of-endorsement via a waiver due to district need or changes in certification requirements.
- All administrators hired met minimum qualifications for the position they were hired to fill.

In Compliance

Not In Compliance

X

Board Findings:

In Compliance

Not In Compliance

4.2 Select only highly qualified and the best-suited candidates for all positions.

Superintendent Interpretation:

- I interpret “highly qualified” to mean that the individual holds the appropriate degree, certification, or licensure, and/or specific knowledge and skills required for a position.
- I interpret “best-suited” to mean candidate selection aligns with the criteria and expectations of the position and the expectations of the hiring committee, director, and/or superintendent.

Indicator of Compliance:

- The percentage of staff renewed following the first year of employment is no less than 95%.
- The district has a documented valid and reliable hiring process.
- 100% of contracted employees meet the requirements according to contract specifications.

Evidence of Compliance:

- In 19-20, 238 provisional certificated staff of which 26 teachers resigned; an 89.08% new hire retention rate.
- Common question protocols are used for all certificated interview processes.
- Common question protocols and procedures are used for all administrative interview processes.
- All contracted employees were required to meet minimum qualifications prior to starting on-site work as specified in the service contract entered into between the agency and district.

In Compliance

Not In Compliance

X

Board Findings:

In Compliance

Not In Compliance

4.3 Ensure recruitment and retention practices that are equitable to support a diverse workforce that is representative of the community and student body.

Superintendent Interpretation:

- I interpret “representative of the community and student body” to mean that the ethnicity percentages of the District staff align with the District’s student ethnicity percentages.

Indicator of Compliance:

- The district has a written plan designed to increase workforce diversity.
- The district implements specific strategies and programs to engage and retain diverse workforce.
- The district demonstrates increasing diversity of the workforce using reportable data.

Evidence of Compliance:

- Human Resources administrators have documented processes and procedures to recruit and hire excellent staff and increase the diversity of the LWSD staff and administrative employees.
- The Opportunity, Equity, and Inclusion department met with employee affinity groups to develop relationships, provide a place to share experiences, and support one another.
- The district hired secondary teachers earlier for the 2020-21 school year.
- The district hired elementary teachers into a pool for placement throughout the Spring and Summer.
- The district tracked and analyzed hiring data through PowerBI Data Dashboard Displays.

In Compliance

Not In Compliance

X

Board Findings:

In Compliance

Not In Compliance

4.4 Effectively handle complaints and concerns.

Superintendent Interpretation:

- I interpret “effectively handle” to mean that the school district has a system in place that is designed to routinely review and appropriately and completely address all district complaints.
- I interpret “effective handling of complaints” to mean that complaints or concerns are received, reviewed and responded to in a timely manner using an appropriate and respectful approach and acted upon whenever necessary.
- The district shall follow uniform complaint procedures when addressing complaints alleging unlawful discrimination based on actual or perceived sex, sexual orientation, gender, ethnic group identification, race, ancestry, national origin, religion, color, mental or physical disability or age in any program or activity that receives or benefits from state financial assistance
- I interpret “complaints” to be written or oral statements that express discontent with aspects of district operations or those that identify specific grievances an expression of displeasure.
- Uniform complaint procedures shall be used when addressing complaints alleging failure to comply with state and/or federal laws.
- I interpret “concerns” to mean disagreement, dissatisfaction, or questions related issues that are perceived to affect working conditions or experience of staff. Concerns are interpreted to be different than complaints in that there is not a legal threshold that governs response timelines or procedures.

Indicator of Compliance:

- 100% of complaints are resolved within required timelines according to law.
- 100% of concerns are resolved using district protocols, procedures, in alignment with collective bargaining agreement requirements.

Evidence of Compliance:

- The district received four grievances and three discrimination complaints from two different unions. Each grievance and discrimination complaint were concluded within the required timelines and in alignment with the collective bargaining agreements and state/federal law.

In Compliance

X

Not In Compliance

Board Findings:

In Compliance

Not In Compliance

4.5 Maintain adequate job descriptions for all staff positions.

Superintendent Interpretation:

- I interpret “adequate job descriptions” to mean the District keeps current and accurate outlines of employment duties that reflect the essential functions, knowledge, skills, and abilities of the responsibilities and tasks performed.

Indicator of Compliance:

- Job descriptions are documented and will accurately reflect the job duties, essential functions, knowledge, skills, and abilities of the employees and will be maintained by the Human Resources department.
- Human Resources implements a documented process to ensure all job descriptions are reviewed and updated in a timely manner.

Evidence of Compliance:

- Each position posted for hire during the 2019-20 school year had an updated job description that was part of the job posting.
- Human Resources requires all job descriptions to be evaluated and updated prior to posting and hiring an open position.

In Compliance

X

Not In Compliance

Board Findings:	In Compliance	Not In Compliance
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4.6 Protect confidential information.

Superintendent Interpretation:

- I interpret “protect” to mean the District has established protocols to maintain and preserve employee information in accordance with applicable law.
- I interpret “confidential” to mean controlled access to employee information follows federal and state law, including Health Insurance Portability and Accountability Act (HIPAA).

Indicators of Compliance:

- The District maintains specific safeguards to ensure compliance with required confidentiality of district staff information.
- Any report of a breach of confidentiality by any central office or District staff member is thoroughly investigated and appropriate action taken.

Evidence of Compliance:

- All hard copies of employee files are maintained in locked file cabinets.
- All digital employee information is kept in a cloud location that is backed-up with multi-layer security measures in place to maintain and preserve data in accordance with applicable law.
- All health information is maintained in a locked file separate from the personnel file.
- There were no reports of a breach of confidentiality related to employee information during the 2019-20 school year.

In Compliance Not In Compliance

X

Board Findings:

In Compliance Not In Compliance

4.7 Assure that compensation, benefit plans, and working conditions attract and retain high-quality employees by compensating employees, within available and projected resources, in a manner consistent with the applicable marketplace, including but not limited to organizations of comparable size and type.

Superintendent Interpretation:

- I interpret “compensation and benefit plans” to mean that District salaries and benefits are commensurate with equivalent positions when compared to similar school districts.
- I interpret “working conditions” to mean the environment where staff spends a majority of time engaged in assigned duties.
- I interpret “applicable marketplace” to those organizations in our local, state and regional demographics which serve as relevant models for comparability of compensation and working conditions.
- I interpret “organizations” to mean school districts and relevant business/industry.

Indicators of Compliance:

- Compensation will be established for employees to maintain a competitive stance, given affordability due to budget.
- District climate survey indicates the number of staff who are satisfied with working conditions. Baseline year 2019-20.
- The district retention metrics are commensurate with industry averages.
- Staff are provided the opportunity to complete an exit survey when leaving the district.

Evidence of Compliance: <ul style="list-style-type: none"> • The district negotiates contracts and establishes compensation within budget parameters in consideration of market conditions. • The district did not initiate the District Climate survey during the 2019-20 school year due to COVID-19. • All staff that retired or resigned were sent a link to a digital exit survey. • 42/163 exit surveys were returned for Certificated Staff. • All exit surveys were reviewed by Human Resources. 	In Compliance X	Not In Compliance
Board Findings:	In Compliance	Not In Compliance

4.8 Consistent with the Superintendent’s own evaluation, evaluate all employee performance according to their contribution toward achieving the Results policies and their compliance with the Operational Expectations policies.

Superintendent Interpretation:

- I interpret “evaluate” to mean the assessment of employee’s work based on LWSD Results and Operational Expectations policies and defined expectations and standards.
- I interpret “achieving” to mean employee performance contributes to accomplishing District goals.
- I interpret “compliance” to mean employees are assessed pursuant to the appropriate evaluation.

Indicators of Compliance:

- 100% of all certificated staff and Educational Staff Associates (ESAs) are evaluated in accordance with state laws using the Charlotte Danielson Instructional Framework.
- 100% of all principals and assistant principals are evaluated in accordance with state laws using the AWSP Leadership Framework.
- 100% of Central Leadership administrators are evaluated annually using the LWSD Central Leadership framework.
- 100% of all classified administrators and staff are evaluated annually using the LWSD designated forms.

Evidence of Compliance: <ul style="list-style-type: none"> • Human Resources collected evaluations for all staff for the 2019-20 evaluation cycle and filed them as hard copies in the employee locked file. 	In Compliance X	Not In Compliance
Board Findings:	In Compliance	Not In Compliance

4.9 Assure that all staff members are qualified and trained to perform the responsibilities assigned to them.

Superintendent Interpretation:

- I interpret “qualified” to mean employees have the required skills, knowledge, and/or license to perform their job responsibilities.
- I interpret “trained” to mean employees are given instructions, coached, and given feedback to learn assigned job responsibilities.

Indicator of Compliance:

- Staff is evaluated as proficient or higher on their annual performance evaluation.
- District staff receives required training annually.
- District provides ongoing training opportunities for all job classifications.

Evidence of Compliance: <ul style="list-style-type: none"> • All staff met the minimum qualification requirements related to their specific job category. • All staff participated in annual required training as evidence by sign-in logs collected by supervisors. • All staff were provided opportunities for optional training to increase skills and performance. • Teachers participated in required training related to district initiatives, teaching & learning, and instruction during LEAP Days and Early Release LEAP Wednesdays. 	In Compliance	Not In Compliance
Board Findings:	In Compliance	Not In Compliance

4.10 Maintain an organizational culture that attracts, retains, and positively affects the ability of staff to responsibly perform their jobs and allows them to work in an environment of professional support, courtesy, and respect.

Superintendent Interpretation:

- I interpret “organizational culture” to mean a climate in which staff members celebrate diversity among students, parents, staff, and community, expecting everyone to be equally respected and accepted.
- I interpret “responsibly perform their jobs” to mean employees fulfill their obligations and responsibilities outlined in the job description and meet the expectations of their supervising administrator.
- I interpret “environment of support, courtesy, and respect” to mean a respectful workplace free of hostility and void of harassment directed at a person’s race, color, national origin, religion, sex, age, disability, sexual orientation, genetic information or any other applicable status protected by federal, state or local law.

Indicator of Compliance:

- District climate survey indicates the percentage of staff believes the District culture allows them to work in an environment of support and courtesy. Baseline year.
- 100% of staff receive required training annually.
- 100% of staff have access to job relevant professional learning.

Evidence of Compliance: <ul style="list-style-type: none"> • The district did not initiate the District Climate survey during the 2019-20 school year due to COVID-19. • All staff participated in annual required training as evidence by sign-in logs collected by supervisors. • All staff were provided opportunities for optional training to increase skills and performance. 	In Compliance	Not In Compliance
Board Findings:	In Compliance	Not In Compliance

4.11 Reasonably include personnel in decisions that affect them.**Superintendent Interpretation:**

- I interpret this statement to mean that when appropriate and timely, staff are asked and able to share and contribute their insight into matters that will impact them personally and/or professionally.

Indicator of Compliance:

- Percent of staff who complete an annual district and school surveys. Baseline year 2019-20.
- The percent of staff either “agree” or “strongly agree” with the survey statements will positively trend over three or more years. Baseline year 2019-20.
- Staff member participation and representation on district and building committees, task forces, focus groups and teams.

Evidence of Compliance:

- The district did not initiate the District Climate survey during the 2019-20 school year due to COVID-19.
- 76% of certificated school staff and 43.2% of classified school staff completed the Nine Characteristics of Highly Effective Schools survey in Spring 2020.
- Each school selects building representatives to serve on the Building Leadership Team and Building Equity Team.
- Schools develop additional committees and seek building representatives to support.
- The district enlisted staff representation to participate on the Return to School Task Force, Facility Advisory Committee, Instructional Materials Committee, District Equity Advisory Committee, and District Curriculum Committees.

In Compliance

X

Not In Compliance

Board Findings:

In Compliance

Not In Compliance

The Superintendent may not:**4.12 Retaliate against any employee for initiating a legitimate complaint based upon an alleged violation of policy.****Superintendent Interpretation:**

- I interpret “retaliate” to mean a negative action that violates employee rights.
- I interpret “initiating” to mean bringing a written document to initiate action without coercion by an employee, supervisor or administrator.
- I interpret “legitimate complaint” to mean a written statement of all claims in accordance with established district procedures.
- I interpret “alleged violation of policy” to mean an action or situation that is presumed to be outside of the established parameters of expected District protocols.

Indicator of Compliance:

- 100% of formal employee complaints reported (according to district policy and procedures) to the office of the Superintendent are investigated without any retaliation toward the reporting employee.

Evidence of Compliance:

- The District received no complaints of retaliation from employees that initiated a legitimate complaint.

In Compliance

X

Not In Compliance

Board Findings:

In Compliance

Not In Compliance

APPROVAL OF MONITORING REPORT
OE-5, FINANCIAL PLANNING

August 24, 2020

The Board's Governance Policies call for the monitoring of each policy based on the annual calendar in GC-6, Annual Work Plan. OE-5, Financial Planning, is now being presented for approval.

It should be noted that this is being submitted in accordance with the newly revised board policy governance process. Operational Expectations (OE) were formerly known as Executive Limitations (EL).

RECOMMENDATION

The Board of Directors approves the monitoring report for OE-5, Financial Planning, as presented.

Operational Expectation - 05: Financial Planning Monitoring Report August 24, 2020

OPERATIONAL EXPECTATIONS (OE) POLICY

OE-5 Financial Planning

<input type="checkbox"/>	Reasonable Interpretation and Indicators (RI)	<u>Aug. 24, 2020</u>	Date
<input checked="" type="checkbox"/>	Monitoring Report	<u> </u>	Date for re-monitoring

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy, OE-5, Financial Planning, the Superintendent certifies that the proceeding information is accurate and complete, and that the organization:

☐ Has reasonably interpreted the Board's values

☒ Is compliant

☐ Is compliant with the exceptions noted

☐ Is non-compliant

Executive Summary:

This report evaluates the 11 sections of the OE-05 Financial Planning policy for compliance. The evidence provided aligns with the indicators and all areas are designated as in compliance. Evidence is provided regarding all aspects of the District's efforts and commitment to high quality planning related to all fiscal matters and responsibilities.

Signed:



Date:

August 24, 2020

Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy, OE-5, Financial Planning, the Board finds that the organization is:

- _____ Has reasonably interpreted the Board's values
- _____ Has failed to reasonably interpret the Board's values
- _____ Is compliant
- _____ Is compliant, with the exception of specific policy sub-parts
- _____ Is non-compliant

Commendations/Direction:

Signed: _____
Board President

Date: _____

OE-5: FINANCIAL PLANNING

The Superintendent shall develop and present to the Board a multi-year financial plan that is related directly to the Board's *Results* priorities and *Operational Expectations* goals, and that avoids long-term fiscal jeopardy to the district.

Superintendent Interpretation:

I interpret "develop and present a multi-year financial plan" to mean that the district will provide financial information to the Board and stakeholders at regularly scheduled reporting periods.

The financial plan will include Adopted, First and Second Interim reports as well as debt service instruments which could include Certificates of Participation, General Obligation Bonds, Tax Revenue and Anticipation Notes, or other debt service.

Information presented to the Board will include options to maintain a balanced budget for the upcoming fiscal year.

I interpret "directly related to the Board's *Results* priorities and *Operational Expectations* goals" to mean that information presented to the Board and stakeholders at regularly scheduled reporting periods will include funds identified to support the Strategic Plan 2019-2022 and key district initiatives.

The Superintendent will develop a budget that:

5.1 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 *Operational Expectations* goals for the year.

Superintendent Interpretation:

I interpret this to mean that the key components of the Annual Adopted Budget will be summarized and presented to the Board. Accordingly, the Associate Superintendent for Business and Operations or designee will summarize the budget by explaining the total General Fund revenues and expenditures, the main type of anticipated expenditures within the General Fund, and the assumptions made in estimated revenues and expenditures. The relationship between the budget and the *Results* priorities and the *Operational Expectations* goals for the year will be presented to the Board by showing the percentage of funds allocated to the instructional program as compared to other operating expenditures, dedicated resources to major district strategies, and other related information. In addition, the Annual Adopted Budget document will meet the criteria for Meritorious Budget designation.

Indicators of Compliance:

- PowerPoint presentation from Annual Adopted Budget board meeting will include information outlined in the interpretation.
- Presentations and/or documents from board meetings regarding assumptions and allocations leading up to the approval of the Annual Adopted Budget.
- In addition to the state required budget document, the district will provide a user-friendly budget document which provides information on alignment with strategic plan; provides multi-year actual and budget forecasts; and provides understandable information for our community.

Evidence of Compliance: <ul style="list-style-type: none"> • The Board received a proposed 2020-21 budget in alignment with policy and law at the June 22, 2020 Board meeting. • The Board received information about revenues and expenditures for all funds; details of expenditures by program for the General Fund; and assumptions made when estimating revenues and expenditures. • The 2020-21 proposed budget is aligned with the district's strategic goals and objectives. • The 2020-21 proposed budget was provided in the state required format. • The 2020-21 proposed budget provides a budget forecast and three-year budget outlook in alignment with state law. • The 2020-21 proposed budget was also formatted in accordance with the Association of School Business Officials (ASBO) Meritorious Budget Award. 	In Compliance	Not In Compliance
Board Findings:	In Compliance	Not In Compliance
<p>The Superintendent will develop a budget that: 5.2 Clearly describes revenues and expenditures with adequate supporting detail.</p> <p>Superintendent Interpretation: I interpret this to mean that the Annual Adopted Budget will follow the State required format to provide the various revenues expected to be received and the funds expected to be spent by the district during the period from September 1 through August 31 of the following year.</p> <p>The Annual Adopted Budget will provide realistic assumptions regarding the major components of revenues and expenditures based on the best information known at the time. The Annual Adopted Budget will be submitted to the state officials with all required supporting documentation.</p>		
<p>Indicator of Compliance:</p> <ul style="list-style-type: none"> – The most recent available fiscal year's audited financial results will be used as evidence of whether budgeting methods are realistic and predictably attainable. – The Annual Adopted Budget is posted on the district's website within 24 hours after adoption. – OSPI approves the district's Annual Adopted Budget. 		
Evidence of Compliance: <ul style="list-style-type: none"> • The 2018-19 annual audit resulted in no audit findings. • The financial statement audit resulted in an unmodified opinion that the financial statements are presented fairly, in all material aspects. • The results indicated no internal control weaknesses on financial reporting; no instances of non-compliance with Government Auditing Standards; compliance with requirements of Federal programs and internal controls; and, financial statements being presented fairly. • The accountability audit states that the district complied with state laws and district regulations. • The 2019-20 budget was adopted by the Board of Directors on August 24, 2019. • The 2019-20 F195 budget was approved by OSPI on September 13, 2019. 	In Compliance	Not In Compliance

Board Findings:	In Compliance	Not In Compliance
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The Superintendent will develop a budget that:

5.3. 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.

Superintendent Interpretation:

I interpret this to mean that the Annual Adopted budget will provide a summary by program of the General Fund budgeted revenues and expenditures which will include three years of data.

I interpret the General Fund as defined by the Washington regulations. The first column will be the prior year actual expenditures. The second column will include budgeted expenditures for the current budget year followed by the next year's budgeted expenditures. Programs are defined by the state accounting manual and include but are not limited to Regular Education, Special Education, Vocational Education, Compensatory Education, Supportive Series, etc.

Indicator of Compliance:

- Annual Adopted Budget document includes the prior year actual expenditures, the current budget plus three years of forecasts in alignment with state requirements.

Evidence of Compliance:

- The 2020-21 proposed budget document details 2018-19 expenditures, 2019-20 budget, and the amount proposed for 2020-21 by program.
- The 2020-21 proposed budget includes three years of forecasts 2021-22 through 2023-24.

In Compliance

Not In Compliance

X

Board Findings:

In Compliance

Not In Compliance

The Superintendent will develop a budget that:

5.4. Discloses budget-planning assumptions.

Superintendent Interpretation:

I interpret this to mean that throughout the budget development process for the upcoming fiscal year, the Board will be provided in a public meeting the major assumptions used to determine projected revenues or expenditures.

Assumptions will include changes to the revenue limit funding as determined by the state, increases or decreases in state and federal funding, significant negotiated total compensation agreements (significant is defined as impacting the majority of the bargaining unit), anticipated cost increases including but not limited to insurance and utilities.

Indicator of Compliance:

- Documents from public board meetings which may include PowerPoint presentations as well as state required documents.
- Assumptions are stated in Budget presentation to the board.
- Annual Adopted Budget documents presented to the Board for the upcoming year.

Evidence of Compliance: <ul style="list-style-type: none"> • Staff presented the proposed 2020-21 budget at the June 22, 2020 board meeting. • All budget documents and presentations are posted on the Board Meetings website. • The 2020-21 proposed budget included the enrollment and state funding assumptions upon which the 2020-21 proposed budget was based and included a four-year budget plan. 	In Compliance	Not In Compliance
Board Findings:	In Compliance	Not In Compliance

The Superintendent will develop a budget that:

5.5 Assures fiscal soundness in future years that includes provisions for reasonable contingencies.

Superintendent Interpretation:

I interpret fiscal soundness to mean that the Annual Adopted Budget that is presented will show a positive General Fund ending fund balance. I also interpret fiscal soundness to mean that the ending fund balance will be no less than 5%.

Indicators of Compliance:

- Unaudited actuals for the prior year will show a positive ending fund balance.
- Annual Adopted Budgeted expenditures are in alignment with anticipated revenues and fund balance resources.
- Annual Adopted Budget will reflect at a minimum five percent general fund balance or the agenda item approved by the Board that specifically states the fund balance has been reduced.
- Annual Adopted Budget will provide for reasonable contingencies. Contingency funds are provided in order to allow the district to spend additional funds should we receive them or funds made available to allow for unexpected expenditures.
- The district maintains a multi-year budget forecast. Consideration of long-term financial impacts is part of decision making for any budget adjustments.

Evidence of Compliance: <ul style="list-style-type: none"> • The 2018-19 actual fund balances were positive for all funds. • The 2019-20 adopted budget all funds meet or exceed the 5% reserve requirement • The 2019-20 adopted budget includes budget reserves for inventory replacement, potential revenue shortfalls in future years, enrollment contingencies, unknown capital expenses, and emergency reserves. • The 2020-21 proposed budget includes three years of forecasts 2021-22 through 2023-24. 	In Compliance	Not In Compliance
Board Findings:	In Compliance	Not In Compliance

The Superintendent will develop a budget that:

5.6 Provides necessary information to the Board on matters with a significant budgetary impact, allowing the Board adequate time to consider the information presented.

Superintendent Interpretation:

I interpret this to mean that the Board will be made aware of any initiatives, purchases, or circumstances that may arise that would have a significant financial impact which would require a board approved budget extension to increase the adopted budget.

I interpret “adequate time” to be the time necessary for the Board to review information necessary to provide an opinion or guidance, no less than 24 hours from the point of discussion, unless there are emergency circumstances that require immediate action.

Indicator of Compliance:

- Monthly financial reports show current financial conditions of the district. Any deviations from the planned budget are noted on the monthly financial report.
- Board is provided communication regarding actions that would require a budget extension.

Evidence of Compliance:

- The Board received monthly financial reports showing the current financial conditions of the district.
- Deviations from planned budget were noted on the monthly financial reports.
- The board received information regarding the need for a budget extension during the September 9, 2019 and January 25, 2020 study sessions.
- The Board approved a budget extension for the Debt Service Fund on May 18, 2020.

In Compliance	Not In Compliance
X	

Board Findings:

In Compliance	Not In Compliance

The Superintendent will develop a budget that:

5.7 Reflects anticipated changes in employee compensation, including inflationary adjustments, step increases, performance increases and benefits.

Superintendent Interpretation:

I interpret this to mean that the Annual Adopted Budget will include significant negotiated total compensation agreements with significant defined as impacting the majority of the bargaining unit.

The Annual Adopted Budget will include the most current information available regarding employee compensation or benefit information. Costs for wages, step increases, and changes to mandatory benefits, health insurance premiums, and related expenses are included in the Annual Adopted Budget.

Indicators of Compliance:

- Budget projections will include known costs for employee compensation that are consistent with the negotiated agreement and within the district’s means to pay.
- Budget projections will include changes in costs related to any changes in law related to employee compensation.

Evidence of Compliance: <ul style="list-style-type: none">The budget includes the known costs associated with the labor-management agreements with our various bargaining units including the costs for wages, step increases, and district provided benefits in the follow-on years of the contracts.The 2020-21 proposed budget includes 1.6% state determined inflationary adjustment and any locally bargained increases.The 2020-21 proposed budget includes estimates for the annual cost of the School Employee Benefits Board program that went into effect January 1, 2020.	In Compliance	Not In Compliance																																
Board Findings:	In Compliance	Not In Compliance																																
The Superintendent will develop a budget that: 5.8 Includes such amounts as the Board determines to be necessary for its own governing function.																																		
Superintendent Interpretation: I interpret this to mean that the Board of Directors provides a critical function in the support of school district operations and improvement. In order to perform the expected functions and duties, Board leadership must be developed and cultivated and, as such, the normal operations and professional development of the Board must be included as part of the annual operating budget.																																		
Indicator of Compliance: <ul style="list-style-type: none">The budget contains funds for anticipated Board activities, including attendance at state and national conferences, training and professional development, legislative advocacy, and community engagement opportunities.																																		
Evidence of Compliance: <ul style="list-style-type: none">The 2020-21 Proposed Board budget of \$871,242 provides for Board training and memberships, the cost of the annual fiscal audit by the State Auditor, and anticipated legal support fees. Budget amounts have been updated based on anticipated expenditures. The table below reflects the three-year history: <table><tr><th></th><th>2020-21 Budget</th><th>2019-20 Budget</th><th>2018-19 Actual</th></tr><tr><td>State Auditor Fees</td><td>\$109,600</td><td>\$105,000</td><td>\$104,367</td></tr><tr><td>Election Expense</td><td>0</td><td>250,000</td><td>159,000</td></tr><tr><td>Legal Fees</td><td>640,000</td><td>640,000</td><td>756,291</td></tr><tr><td>Staff Salaries/Benefits</td><td>62,439</td><td>62,050</td><td>60,472</td></tr><tr><td>Board Association Dues</td><td>32,400</td><td>32,400</td><td>34,488</td></tr><tr><td>Board Training, Supplies, Conferences, etc.</td><td>26,803</td><td>26,803</td><td>79,128</td></tr><tr><td>Total</td><td>\$871,242</td><td>\$1,116,253</td><td>\$1,193,746</td></tr></table>		2020-21 Budget	2019-20 Budget	2018-19 Actual	State Auditor Fees	\$109,600	\$105,000	\$104,367	Election Expense	0	250,000	159,000	Legal Fees	640,000	640,000	756,291	Staff Salaries/Benefits	62,439	62,050	60,472	Board Association Dues	32,400	32,400	34,488	Board Training, Supplies, Conferences, etc.	26,803	26,803	79,128	Total	\$871,242	\$1,116,253	\$1,193,746	In Compliance	Not In Compliance
	2020-21 Budget	2019-20 Budget	2018-19 Actual																															
State Auditor Fees	\$109,600	\$105,000	\$104,367																															
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Board Training, Supplies, Conferences, etc.	26,803	26,803	79,128																															
Total	\$871,242	\$1,116,253	\$1,193,746																															
Board Findings:	In Compliance	Not In Compliance																																

The Superintendent will develop a budget that:

5.9 Is based on reasonable consultation with appropriate constituent groups.

Superintendent Interpretation:

I interpret this to mean that the annual budget is designed to address the comprehensive needs of the entire district and, as such, must allow for feedback and input from groups that are affected by the projected expenditures of an approved budget. The district values a collaborative approach to designing a budget that assists in prioritizing new initiatives, reflecting district goals and initiatives, and ensures that the focus is on student success.

Indicator of Compliance:

- The documentation of the budget formation process, including groups of constituents who can provide input to the decision-making process.
- A public hearing is scheduled prior to adopting the budget to provide opportunities for feedback

Evidence of Compliance:

- District Leadership Team members provided input on the budget.
- Staff and parents were provided the opportunity to provide input via District program surveys in Spring 2019.
- District administrators submitted budget addition request for consideration by the Superintendent.
- The Superintendent received feedback from the Strategic Advisory Leadership Team (SALT) on organizational needs related to the budget addition requests received.
- The district solicited input through a survey from certified staff members on program and strategic plan efforts in Spring 2019.
- A representative group of teachers and administrators met with District leadership to provide feedback on the strategic plan and associated work.
- Input received from the representative group of teachers and administrators was considered by the Superintendent as part of the budget development process.
- The proposed budget was presented at the June 22, 2020 regular Board meeting and posted on the district's webpage and made available to interested members of the public.
- A public hearing was held on August 10, 2020.

In Compliance

Not In Compliance

X

Board Findings:

In Compliance

Not In Compliance

The Superintendent may not develop a budget that:

5.10 Plans for the expenditure in any fiscal year of more funds than are conservatively projected to be available during the year.

Superintendent Interpretation:

I interpret this to mean that the annual expenditure budget cannot be more than the expected beginning fund balance plus revenues expected for the year.

Indicator of Compliance:

- The expenditures proposed in the annual budget is in alignment with anticipated revenues and fund balance resources.

Evidence of Compliance:

- The expenditures in the 2020-21 proposed budget for all funds are less than anticipated revenues and fund balance resources.

In Compliance

X

Not In Compliance

Board Findings:

In Compliance

Not In Compliance

The Superintendent may not develop a budget that:

5.11 Provides for an anticipated year-end fund balance of less than five percent of the projected revenue.

Superintendent Interpretation:

I interpret this to mean that the budgeted beginning fund balance, revenues, and use of expenditures does not cause the ending fund balance to be below 5% percent of the projected annual revenue.

Indicator of Compliance:

- The general fund balance meets or exceeds the 5% reserve requirement.

Evidence of Compliance:

- The 2020-21 proposed budget incorporates a general fund balance that meets or exceed the 5% reserve policy requirement.

In Compliance

X

Not In Compliance

Board Findings:

In Compliance

Not In Compliance

APPROVAL OF MONITORING REPORT
OE-6, FINANCIAL ADMINISTRATION

August 24, 2020

The Board's Governance Policies call for the monitoring of each policy based on the annual calendar in GC-6, Annual Work Plan. OE-6, Financial Administration, is now being presented for approval.

It should be noted that this is being submitted in accordance with the newly revised board policy governance process. Operational Expectations (OE) were formerly known as Executive Limitations (EL).

RECOMMENDATION

The Board of Directors approves the monitoring report for OE-6, Financial Administration, as presented.

Operational Expectation – 06: Financial Administration Monitoring Report August 24, 2020

OPERATIONAL EXPECTATIONS (OE) POLICY

OE-6 Financial Administration

<input type="checkbox"/>	Reasonable Interpretation and Indicators (RI)	<u>August 24, 2020</u>	Date
<input checked="" type="checkbox"/>	Monitoring Report	_____	Date for re-monitoring

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy, OE 6, Financial Administration, the Superintendent certifies that the proceeding information is accurate and complete, and that the organization:

_____ Has reasonably interpreted the Board's values

 X Is compliant

_____ Is compliant with the exceptions noted

_____ Is non-compliant

Executive Summary:

This report evaluates the 13 sections of the OE-06 Financial Administration policy for compliance. The evidence provided aligns with the indicators and all areas are designated as in compliance. Evidence is provided regarding all aspects of the District's efforts and commitment to ethical management of public funds in alignment with industry standard practices, District Administrative Policy, State Regulations, and Federal Law.

Signed:



Date: August 24, 2020

Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy, OE 6, Financial Administration, the Board finds that the organization is:

_____ Has reasonably interpreted the Board's values

_____ Has failed to reasonably interpret the Board's values

_____ Is compliant

_____ Is compliant, with the exception of specific policy sub-parts

_____ Is non-compliant

Commendations/Direction:

Signed: _____
Board President

Date: _____

OE-6: FINANCIAL ADMINISTRATION

The Superintendent shall not cause or allow any financial activity or condition that materially deviates from the budget adopted by the Board; cause or allow any fiscal condition that is inconsistent with achieving the Board's *Results* priorities or meeting any *Operational Expectations* goals; or places the financial health of the district in jeopardy.

Superintendent Interpretation:

I interpret "financial activity or condition" to mean expenditures or use of fund balance without Board approval throughout the fiscal year. This does not include uncontrolled circumstances such as a major increase in previously established costs such as energy-related expenditures or major unexpected maintenance expenditures.

I interpret "materially deviates" as exceeding 2% of total established revenue budgeted amount.

I interpret "fiscal condition" to mean an unbalanced current year budget or actions that cause an unbalanced budget. Unbalanced current year budget is defined as having a negative fund balance.

The Superintendent will:

6.1 Assure that payroll and legitimate debts of the district are promptly paid when due.

Superintendent Interpretation:

I interpret "payroll and legitimate debts of the district" to mean that all payments are legal, valid, and approved by the proper district authority.

I interpret "promptly paid when due" to mean that payments are made within a timeline that complies with the law, meets vendor/employee expectations, and avoids late payments or finance charges.

Indicators of Compliance:

- System or process errors do not affect the compensation of employee groups.
- Payroll taxes, retirement obligations, and other deductions are distributed to the associated governmental entity or vendor within statutory, contractual, or agreed-upon timelines.
- All other debts are paid within 30 days of receipt of invoice by Accounts Payable and/or as per contract agreements.
- No vendor action is taken against the district for late payments.

Evidence of Compliance:

- No significant errors occurred that affect compensation of employee groups.
- All payroll taxes, retirement obligations, and other deductions were paid within agreed upon deadlines.
- All Accounts Payable payments were paid within 30 days of receipt or per contract agreements.
- The district did not receive any legal action from vendors due to late payments.
- All payments for payroll and accounts payable were submitted each month to the board for approval.

In Compliance

X

Not In Compliance

Board Findings:

In Compliance

Not In Compliance

The Superintendent will:

6.2 Assure that all purchases are made considering comparative prices of items of similar quality, considering a balance between cost and long-term quality and using competitive procurement procedures required by law.

Superintendent Interpretation:

I interpret “comparative prices of items of similar quality” to mean that cost and value are included as criteria when making purchasing decisions for items which do not require a competitive bidding process.

Indicator of Compliance

- Purchases are made in accordance with administrative policies, state law and federal guidelines.

Evidence of Compliance:

- The 2018-19 audit found purchases to be in compliance with District policy and state law, and federal guidelines.

In Compliance Not In Compliance

X

Board Findings:

In Compliance Not In Compliance

The Superintendent will:

6.3 Coordinate and cooperate with the financial auditor for an annual audit of all district funds and accounts.

Superintendent Interpretation:

I interpret this to mean that the district will provide timely and accurate schedules and information as requested by the Financial Auditor.

Indicators of Compliance:

- Financial Auditor reports no concerns regarding district cooperation with the auditing process.
- Completed annual audits and audited results are reported to all appropriate entities in accordance with statutory guidelines.

Evidence of Compliance:

- Two Board members received the audit results during the audit exit conference for the 2018-19 on May 27, 2020.
- No concerns were reported from the 2018-19 audit.
- Audit reports were shared with the board on May 28, 2020.
- All district audit reports are published on the State Auditors website in the [State Auditors Office Audit Reports section](#).
- Annual Financial and audit reports are also posted to the EMMA (Electronic Municipal Market Access) website in order to be in compliance with bond financing requirements.

In Compliance Not In Compliance

X

Board Findings:

In Compliance Not In Compliance

The Superintendent will:

6.4 Make all reasonable efforts to collect any funds due the district from any source.

Superintendent Interpretation:

I interpret “reasonable efforts” to mean that a procedure and process is in place to generate regularly scheduled invoices for amounts due to the district and that no material (as defined by external auditor) write-off of accounts receivable are made at the end of each year.

I interpret “any funds due the district” to mean federal, state, and miscellaneous/local accounts receivable in all funds.

Indicators of Compliance:

- State and federal payments are monitored against expected revenue.

<ul style="list-style-type: none"> – The prior year-end audit indicates no material (as defined by the state auditor) losses anticipated from accounts receivable. – The district has procedures in place to minimize delinquent accounts receivable. – The district has procedures in place for collection of student fines and fees. 		
Evidence of Compliance: <ul style="list-style-type: none"> • The 2018-19 had no audit findings or indications of material losses from accounts receivable. • The Board received monthly financial reports showing the current financial conditions of the district. • Deviations from planned budget were noted on the monthly financial reports. • Letters were sent to families to remind them to pay outstanding fines and fees in February and August. • The district minimized delinquent accounts receivable <ul style="list-style-type: none"> – Accounts totaling \$4,886.72 and student meal accounts totaling \$7,004.40 were written off for the 2018-19 fiscal year – Student fines accounts totaling \$25,568.34 were written off for the 2017-18 fiscal year. 	In Compliance	Not In Compliance
	X	
Board Findings:	In Compliance	Not In Compliance

The Superintendent will: 6.5 Keep complete and accurate financial records by funds and accounts in accordance with Generally Accepted Accounting Principles (GAAP).		
Superintendent Interpretation: I interpret this to mean that the district will prepare accurate and timely interim and year-end financial reports in conformity with GAAP and the Governmental Accounting Standards Board.		
Indicators of Compliance: <ul style="list-style-type: none"> – Interim and year-end financial reports conform to GAAP, Governmental Accounting Standards Board, and the Accounting Manual for Public School Districts in the State of Washington. – The annual audit from the state auditor shows that the year-end financial reports are in compliance. 		
Evidence of Compliance: <ul style="list-style-type: none"> • The 2018-19 annual audit resulted in no audit findings. • The financial statement audit resulted in an unmodified opinion that the financial statements are presented fairly, in all material aspects. • The results indicated no internal control weaknesses on financial reporting; no instances of non-compliance with Government Auditing Standards; compliance with requirements of Federal programs and internal controls; and, financial statements being presented fairly. 	In Compliance	Not In Compliance
	X	
Board Findings:	In Compliance	Not In Compliance

The Superintendent will:**6.6 Publish a financial condition statement annually.****Superintendent Interpretation:**

I interpret “publish” to mean that the District makes the Adopted Budget Year-End Financial Report and Annual State Audit available to the public in written and electronic form.

I interpret “annually” to mean a report which contains fiscal information detail on a yearly basis.

Indicators of Compliance:

- The Adopted Budget, Year-End Financial Report, and Annual State Audit are submitted to the Board.
- The Adopted Budget, Year-End Financial Reports, and Annual State Audit are available to the public in written form and in electronic form on the district’s website.

Evidence of Compliance:

- The Adopted Budget and Year-End Financial Reports are posted in the [Budget and Financial Reports](#) section of the District website. Printed copies are made available to the public upon request.
- The 2018-19 Audit reports were provided to the board on May 28, 2020. and the state auditor publishes the reports on their website [State Auditors Office Audit Reports](#).

In Compliance

X

Not In Compliance

Board Findings:

In Compliance

Not In Compliance

The Superintendent will:**6.7 Ensure that all required reports are accurate and filed in a timely manner.****Superintendent Interpretation:**

I interpret this to mean that all necessary reports as defined as federal, state, county, or city related to the district’s financial activity will be filed without error and within the timeframe in which they are due.

Indicators of Compliance:

- Accurate and timely Year- End Financial Reports conform to GAAP, Governmental Accounting Standards Board, and the Accounting Manual for Public School Districts in the State of Washington
- The district does not receive formal notification of any required financial reports that have not been filed accurately or returned funds due to reports that were past due.

Evidence of Compliance:

- The 2018-19 annual audit resulted in no audit findings.
- The financial statement audit resulted in an unmodified opinion that the financial statements are presented fairly, in all material aspects.
- The results indicated no internal control weaknesses on financial reporting; no instances of non-compliance with Government Auditing Standards; compliance with requirements of Federal programs and internal controls; and, financial statements being presented fairly.
- During the past year, no funds have been lost due to untimely or inaccurate reports.

In Compliance

X

Not In Compliance

Board Findings:

In Compliance

Not In Compliance

The Superintendent may not – without Board approval

6.8 Expend more funds than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances, the authorized transfer of funds from reserve funds or from tax anticipation notes.

Superintendent Interpretation:

I interpret “may not expend more funds than have been received” to mean that the district must produce a balanced budget with revenues (as defined by GAAP) equal to or exceeding expenditures (as defined by GAAP) unless the district uses authorized reserves from the fund balance or other authorized district funds.

Indicators of Compliance:

- The Adopted Budget discloses estimated revenues and expenditures and any planned use of fund balance.
- Monthly financial reports indicate any deviations from planned fund balances and reserves.
- The Year-End Financial reports indicate actual revenues and expenditures and any use of fund balance.

Evidence of Compliance:

- The 2019-20 Adopted budget had general fund expenditures totaling \$466,226,429.
- Expenditures were funded through budgeted revenues of \$463,696,618 and \$2,529,811 use of fund balance.
- The Board received monthly financial reports showing the current financial conditions of the district.
- Deviations from planned budget were noted on the monthly financial reports.
- In 2018-19, actual expenditures were \$407,044,601. Expenditures were funded through actual revenues of \$439,668,138 and no use of fund balance.

In Compliance

Not In Compliance

X

Board Findings:

In Compliance

Not In Compliance

The Superintendent may not – without Board approval

6.9 Indebt the organization.

Superintendent Interpretation:

I interpret “indebt the organization” to mean that any new debt, other than routine liabilities, will be Board approved. Routine liabilities will include such items as payroll due to hiring of staff, accounts payable, and Board approved contracts.

Indicators of Compliance:

- Any new debt such as Bonds and Revenue Anticipation Notes will have Board approval.
- Alignment with Board approved budget.

Evidence of Compliance: No debt has been issued without board authorization, as required by law. <ul style="list-style-type: none"> On March 9, 2020, the board approved the sale of limited general obligation bonds totaling \$75,000,000. This sale was anticipated and included in the 2019-20 Adopted Capital Projects and Debt Service Budget. On March 9, 2020 the board approved the issuance and sale of refunding bonds of \$139,000,000 to refinance bonds from 2009 and 2010. A budget extension was approved for the Debt Service Fund on May 18, 2020 due to the refunding bonds. The board received information regarding the need for a budget extension during the September 9, 2019 and January 25, 2020 study sessions. 	In Compliance	Not In Compliance
Board Findings:	In Compliance	Not In Compliance

The Superintendent may not – without Board approval
6.10 Expend monies from the reserve funds.

Superintendent Interpretation:

I interpret “expend monies from reserve funds” to mean that the district will not, without direct Board approval or through the budgeting process, use funds in either an undesignated reserve fund set aside by GAAP or a Board approved designated reserve fund.

Indicators of Compliance:

- Interim and year-end reports for the current year will reflect fund balance reserves in line with Board approved use of reserve funds.
- The General Fund ending Fund balances meets or exceed the five percent reserve requirement.

Evidence of Compliance: <ul style="list-style-type: none"> The 2019-20 Budgeted ending fund balance was \$65,502,014, representing 14.1% of budgeted revenues. No spending is planned from the 5% reserve balance. For the 2018-19 fiscal year, the actual ending fund balance was \$80,028,360, representing 18.2% of actual revenues. No spending occurred from the 5% reserve balance. 	In Compliance	Not In Compliance
Board Findings:	In Compliance	Not In Compliance

The Superintendent may not – without Board approval
6.11 Permanently transfer money from one fund to another.

Superintendent Interpretation:

I interpret this to mean that the district will not make permanent financial transfers between funds, which are not Board approved and according to Generally Accepted Accounting Principles. Temporary transfers of funds will be allowed as long as a “blanket” resolution authorizing temporary transfers between funds for cash flow purposes is approved by the Board during the fiscal year.

Indicator of Compliance: <ul style="list-style-type: none"> – All actual financial transfers between funds are included in the annual budget approved by the Board or are separately approved by the Board. 		
Evidence of Compliance: <ul style="list-style-type: none"> • The 2019-20 Adopted Budget resolution approved by the board on August 26, 2019 included transfers from the Capital Projects Fund to the Debt Service Fund up to the amount of \$5,654,400. 	In Compliance X	Not In Compliance
Board Findings:	In Compliance	Not In Compliance
The Superintendent may not – without Board approval 6.12 Receive, process or disperse funds under controls that are insufficient under generally accepted accounting procedures. Superintendent Interpretation: I interpret this to mean that internal controls over the financial reporting process and over compliance are annually evaluated and documented and are in compliance with GAPP. Internal controls will also be in compliance with other related requirements as established by law.		
Indicators of Compliance: <ul style="list-style-type: none"> – Budget staff monitor school site and program transactions to ensure expenditures are in compliance with required guidelines. – An unqualified audit opinion with no material weaknesses or significant deficiencies is received in the annual Financial Audit. 		
Evidence of Compliance: <ul style="list-style-type: none"> • The 2018-19 annual audit resulted in no audit findings. • The financial statement audit resulted in an unmodified opinion that the financial statements are presented fairly, in all material aspects. • The results indicated no internal control weaknesses on financial reporting; no instances of non-compliance with Government Auditing Standards; compliance with requirements of Federal programs and internal controls; and, financial statements being presented fairly. • The accountability audit states that the district complied with state laws and district regulations. • In accordance with generally accepted accounting principles, district policies and state laws, internal controls ensured proper separation of duties, timely depositing/processing, adequate supporting documentation, and efficient review/supervision. • School and department audits were conducted and no gross violations of generally accepted accounting principles, district policies or state law were discovered. • Audit results and recommend process improvements were sent to administrators where appropriate. 	In Compliance X	Not In Compliance
Board Findings:	In Compliance	Not In Compliance

The Superintendent may not – without Board approval

6.13 Invest funds in investments that are not secured or that are not authorized by law.

Superintendent Interpretation:

I interpret this to mean that all investments are in statutorily allowable instruments separated in distinct accounts. I interpret “funds” to mean money or capital with the control of the District. I interpret “investments” to mean the commitment of District funds or assets with the purpose of gaining profitable returns in the form of interest, income, dividend, and appreciation of value.

Indicators of Compliance:

- The District invest funds through the county treasurer as required by law.
- No losses are incurred by the District on deposits and investments.

Evidence of Compliance:

- All funds were invested through the county treasurer and in accordance with RCW 36.29.020.
- No losses were incurred on deposits and investments.

In Compliance

X

Not In Compliance

Board Findings:

In Compliance

Not In Compliance

SURPLUS OF EQUIPMENT AND VEHICLES
RESOLUTION NO. 2300

August 24, 2020

SITUATION

In the normal course of district operations, materials and equipment become dated, damaged and in many cases, unusable or unsupportable. Our last surplus authorization for equipment was in October 2019. Since that time, we have been accumulating items that are no longer of any use to the schools or departments.

Also included in this request are vehicles that are being surplused due to the age and increasing cost of repair, maintenance and operation. The buses are no longer on the state depreciation schedule. Some of the buses have been used for parts on other buses as needed.

In order to dispose of this equipment and materials, they must be declared surplus to the needs of the district. Resolution No. 2300 has been prepared in order to do so.

Once this property is declared surplus by the board and appropriate public notifications are made, we will offer it for sale/redistribution consistent with the requirements of RCW 28A.335.180. This could include sales to other private and public schools, sale to the general public and/or disposal. As appropriate, we will use the state surplus warehouse for disposal.

RECOMMENDATION

The Board of Directors adopts Resolution No. 2300 declaring the equipment and materials listed on the attached page as surplus to the needs of the district and authorizing the superintendent to proceed with the distribution, transfer, sale, or disposal of items listed.

SURPLUS OF EQUIPMENT AND VEHICLES

RESOLUTION NO. 2300

WHEREAS, in the course of normal operations, equipment, materials and vehicles are purchased for use by the various schools and support functions of the district;

WHEREAS, this equipment and these materials and vehicles have been used and have fulfilled their useful life or have been replaced by other equipment, materials or vehicles which fulfill to a greater degree the needs for which the original equipment, materials or vehicles was purchased;

WHEREAS, it is no longer practical or economical to retain these items for possible future use due to cost of storage, handling and maintenance.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Lake Washington School District, No. 414, declares that the personal property on the attached list is surplus to the needs of the district and that the administration is hereby authorized to dispose of this property in accordance with the regulations of the State of Washington.

APPROVED by the Board of Directors of Lake Washington School District No. 414 in a regular meeting held on the 24th day of August 2020.

BOARD OF DIRECTORS
LAKE WASHINGTON SCHOOL DISTRICT NO. 414

Attest:

Secretary, Board of Directors

SURPLUS OF EQUIPMENT AND VEHICLES
RESOLUTION NO. 2300

August 24, 2020

Equipment:

Quantity	Unit	Description
50	each	Blinds, Window
13	each	Cabinets, File
5	each	Cabinets, Preschool
305	each	Ceiling Tile
80	each	Ceramic Tile
24	each	Chairs, Preschool
10	each	Corner Guard
24	each	Cots, Preschool
1	lot	Cubicle Parts
10	each	Exit Bars
8	each	Exit Signs
6	each	Floor Scrubber, Wrangler & NSS
150	each	Flooring, VCT Tile
1	lot	Light Fixture, Various
1	lot	Misc. Construction Materials
240	each	Shingles, Roofing
1	each	Wrestling Mat

Vehicles:

Vehicle No.	Year	Make/Model	License #	Vin #
14	2009	Collins	WL# 89675C	1GBJG31K591114864
97	2002	Thomas	WL# 58800C	1T7HT4B2X21121909
98	2002	Thomas	WL# 58799C	1T7HT4B2821121908
100	2002	Thomas	WL# 58797C	1T7HT4B2621121907
110	2001	Thomas	WL# 58336C	1T7HT4B2011102994
240	2007	Toro Mower	N/A	S/N 270000120
253	1995	Bandit Chipper	WL# 35014C	S/N 2818
279	1975	Ford Backhoe	N/A	S/N C460107
306	1994	Ford	WL# 26441C	1FTFE24HXRHC01376
309	1994	Ford	WL# 26449C	1FDW70J0SVA17411

EXTENDED DAY PROGRAM FEES

August 24, 2020

SITUATION

On July 23, the district announced that it would start the school year learning in a fully remote setting. At the July 27 board meeting, district staff shared information regarding current childcare services and planning for fall care at limited school sites. Fall childcare services are to provide emergency or critical support for families that cannot otherwise be with their children during the day due to work responsibilities outside of the home.

The district currently has an Extended Day program (before- and after-school care) and staff members that can provide childcare services at district sites. In addition, the district has been working with its community partners, the YMCA and Boys and Girls Clubs to continue providing care at district sites.

The current approved fees for the Extended Day program are for before- and after-school care. During remote learning, these fees no longer apply, and it is necessary to establish new fees for full-day childcare services until we can resume our before- and after-school childcare program. The childcare hours of the district program will be 7:30 a.m. to 5:00 p.m. Care will be offered at three sites, with our community partners providing care at eight (8) sites. The staffing ratios will be lower in order to comply with Department of Health regulations for childcare programs.

Below are the recommended fees and comparative fees from other providers.

Extended Day Full Day Childcare	Fall 2020 Fees
Rate Per Week	\$265
Rate Per Day	\$55
LWSD Staff Rate per Week	\$175
Families who qualify for Free/Reduced Lunch per Week	\$133

Other Provider Fees	Fall 2020 Fees
YMCA Member Rate Per Week	\$275
YMCA Non-Member Rate Per Week	\$325
Boys & Girls Club Rate Per Week	\$265
Both the YMCA and Boys & Girls clubs offer scholarships for those families in need. Boys and Girls Clubs provides support for families who are eligible for DCYF or DSHS funding.	

RECOMMENDATION

The Board of Directors approves the Extended Day Childcare fees as listed above to begin the 2020-21 school year during fully remote learning.

GC/CM CONTRACT AMENDMENT NO. 3
BENJAMIN FRANKLIN ELEMENTARY SCHOOL ADDITION PROJECT (SITE 16)

August 24, 2020

SITUATION

On May 6, 2019, the Board of Directors adopted Resolution No. 2269 which approved the use of a General Contractor/Construction Management (GC/CM) procedure for the Benjamin Franklin Elementary School Addition project. RCW 39.10.380 outlines the process the GC/CM shall use to solicit and receive subcontractor bid packages in any determined order as presented by the GC/CM and approved by the District.

In-lieu of a single bid in the traditional design-bid build model, the GC/CM and District have worked to establish subcontractor bids in amendments to the primary contract. These amendments make up a portion of the Guaranteed Maximum Price (GMP) or total construction cost.

BNBuilders, Inc. is the selected GC/CM contractor for the Benjamin Franklin Elementary School Addition project and has entered into a pre-construction and construction services agreement with the District.

The Board has previously approved two (2) contract amendments on June 22, 2020 and August 10, 2020 with BNBuilders, Inc. for a current contract amount of \$6,111,745 plus sales tax.

The following table summarizes the scope of work included in proposed Amendment No. 3 to the current preconstruction and construction services contract:

Scope of Work	Amendment No. 3
GWB, Framing & Insulation	\$572,936
Metal Sidings & Flashings	\$359,100
Roofing & Flashings	\$142,200
Masonry	\$67,320
Glass & Glazing	\$387,500
General Contract Fee	\$45,541
Contingency Allowance	\$30,581
Total Amendment No. 3 (plus sales tax)	\$1,605,178

Amendment No. 3 will be incorporated into the GC/CM contract and final GMP. Approval for these items will facilitate maintaining the schedule for completion of the project. Amendment No. 3 when combined with the preconstruction services agreement establishes a current contract amount of \$7,716,923.

RECOMMENDATION

The Board of Directors authorizes the superintendent or her designee to approve contract modifications with BNBuilders, Inc. to proceed with Amendment No. 3 for the Benjamin Franklin Elementary School Addition project in the amount of \$1,605,178, plus sales tax.

GC/CM CONTRACT AMENDMENT NO. 3
MARK TWAIN ELEMENTARY SCHOOL ADDITION PROJECT (SITE 14)

August 24, 2020

SITUATION

On May 6, 2019, the Board of Directors adopted Resolution No. 2269 which approved the use of a General Contractor/Construction Management (GC/CM) procedure for the Mark Twain Elementary School Addition project. RCW 39.10.380 outlines the process the GC/CM shall use to solicit and receive subcontractor bid packages in any determined order as presented by the GC/CM and approved by the District.

In-lieu of a single bid in the traditional design-bid build model, the GC/CM and District have worked to establish subcontractor bids in amendments to the primary contract. These amendments make up a portion of the Guaranteed Maximum Price (GMP) or total construction cost.

BNBuilders, Inc. is the selected GC/CM contractor for the Mark Twain Elementary School Addition project and has entered into a pre-construction and construction services agreement with the District.

The Board has previously approved two (2) contract amendments on June 22, 2020 and August 10, 2020 with BNBuilders, Inc. for a current contract amount of \$5,639,672 plus sales tax.

The following table summarizes the scope of work included in proposed Amendment No. 3 to the current preconstruction and construction services contract:

Scope of Work	Amendment No. 3
GWB, Framing & Insulation	\$475,108
Metal Sidings & Flashings	\$102,500
Roofing & Flashings	\$250,110
Masonry	\$133,340
Glass & Glazing	\$201,000
General Contract Fee	\$34,611
Contingency Allowance	\$23,241
Total Amendment No. 3 (plus sales tax)	\$1,219,910

Amendment No. 3 will be incorporated into the GC/CM contract and final GMP. Approval for these items will facilitate maintaining the schedule for completion of the project. Amendment No. 3 when combined with the preconstruction services agreement establishes a current contract amount of \$6,859,582.

RECOMMENDATION

The Board of Directors authorizes the superintendent or her designee to approve contract modifications with BNBuilders, Inc. to proceed with Amendment No. 3 for the Mark Twain Elementary School Addition project in the amount of \$1,219,910, plus sales tax.

GC/CM CONTRACT AMENDMENT NO. 3
ROSE HILL ELEMENTARY SCHOOL ADDITION PROJECT (SITE 15)

August 24, 2020

SITUATION

On May 6, 2019, the Board of Directors adopted Resolution No. 2269 which approved the use of a General Contractor/Construction Management (GC/CM) procedure for the Rose Hill Elementary School Addition project. RCW 39.10.380 outlines the process the GC/CM shall use to solicit and receive subcontractor bid packages in any determined order as presented by the GC/CM and approved by the District.

In-lieu of a single bid in the traditional design-bid build model, the GC/CM and District have worked to establish subcontractor bids in amendments to the primary contract. These amendments make up a portion of the Guaranteed Maximum Price (GMP) or total construction cost.

BNBuilders, Inc. is the selected GC/CM contractor for the Rose Hill Elementary School Addition project and has entered into a pre-construction and construction services agreement with the District.

The Board has previously approved two (2) contract amendments on June 22, 2020 and August 10, 2020 with BNBuilders, Inc. for a current contract amount of \$6,449,195 plus sales tax.

The following table summarizes the scope of work included in proposed Amendment No. 3 to the current preconstruction and construction services contract:

Scope of Work	Amendment No. 3
GWB, Framing & Insulation	\$1,063,829
Metal Sidings & Flashings	\$410,900
Roofing & Flashings	\$228,800
Masonry	\$48,230
Glass & Glazing	\$451,000
General Contract Fee	\$65,607
Contingency	\$44,055
Total Amendment No. 3 (plus sales tax)	\$2,312,421

Amendment No. 3 will be incorporated into the GC/CM contract and final GMP. Approval for these items will facilitate maintaining the schedule for completion of the project. Amendment No. 3 when combined with the preconstruction services agreement establishes a current contract amount of \$8,761,616.

RECOMMENDATION

The Board of Directors authorizes the superintendent or her designee to approve contract modifications with BNBuilders, Inc. to proceed with Amendment No. 3 for the Rose Hill Elementary School Addition project in the amount of \$2,312,421, plus sales tax.

DONATIONS

August 24, 2020

SITUATION

Individuals and/or groups periodically desire to make monetary donations to the school district. Monetary donations which exceed \$1,000 are submitted for board approval. Following is a list of those requests for the time period including the individual or group making the request, the amount of donation and the purpose for which the funds are to be used.

<u>From</u>	<u>Amount</u>	<u>Purpose</u>
GENYouth, Inc. to Finn Hill Middle School	\$2,047.00	To purchase supplies for "Grab & Go" meals.
TOTAL	\$2,047.00	

RECOMMENDATION

The Board of Directors accepts the donations as identified at the August 24, 2020 board meeting.

2020-21 BUDGET ADOPTION
RESOLUTION NO. 2298

August 24, 2020

SITUATION

The 2020-21 draft budget was presented to the Board at the June 22, 2020 meeting. A public hearing for the proposed budget was held on August 10, 2020. The budget was posted on the district's website and copies were made available to interested persons. Feedback could be provided via the website or email.

State statutes require the board to hold a public hearing on the budget and adopt the budget by resolution, which also establishes the tax levies necessary to support the General Fund, the Capital Projects Fund and the Debt Service Fund. The F-195, state budget format, is the official budget to be adopted. All program totals agree with the district format, which has more detailed information.

RECOMMENDATION

The Board of Directors adopts Resolution No. 2298, officially adopting the 2020-21 Budget.

ADOPTION OF THE 2020-21 BUDGET
RESOLUTION NO. 2298

WHEREAS, a public hearing was held on Monday, August 10, 2020, as required by the law of the state of Washington to adopt the budget for Lake Washington School District No. 414, King County, Washington for the 2020-21 fiscal year; and

WHEREAS, pursuant to RCW 28A.505.040, the District has completed the budget for the 2020-21 fiscal year, including a complete financial plan for the District for the ensuing 2020-2021 fiscal year and a summary of the four-year budget plan that includes a four-year enrollment projection and published electronic notice of the same on its website; and

WHEREAS, the Board of Directors is required to determine the amount of the year 2020 excess tax levies for the General Fund, the Capital Projects Fund, and the Debt Service Fund; and

WHEREAS, the Board of Directors has been requested to approve operating transfers from the Capital Projects Fund to the Debt Service Fund up to the amount of \$14,196,615 and pursuant to RCW 28A.320.330 (2)(f)(ii) has been requested to approve operating transfers from the Capital Projects Fund to the General Fund up to the amount of \$8,831,639 for technology related expenditures; and

WHEREAS, the outbreak of the 2019 novel coronavirus ("COVID-19") is a significant event that has had and will have ongoing, material effects on the finances, operations, and economy of the State and the District having expected but unknown impacts to the operations of the District, including but not limited to enrollment, legislative, and the economic impacts on the State budget and the State Legislature's response ("funding impacts of COVID-19"); and

WHEREAS, in order to provide fiscal stability and prudent budgeting, the Board of Directors, pursuant to WAC 392-123-010, has been requested to approve a General Fund balance commitment for the purpose of funding for economic stabilization when budgetary shortages or imbalances arise due to COVID-19;

NOW, THEREFORE, BE IT RESOLVED that in accordance with WAC 392-123-054, the Board of Directors of the Lake Washington School District No. 414 hereby adopts the 2020-21 budget, the four-year budget plan summary, and the four-year enrollment projection including appropriations for each fund as follows:

General Fund	\$491,088,202
Associated Student Body Fund	6,470,521
Debt Service Fund	79,128,277
Capital Projects Fund	132,906,498
Transportation Vehicle Fund	1,161,241

BE IT FURTHER RESOLVED that the amount approved for the year 2021 excess tax levies for the General Fund, the Capital Projects Fund, and the Debt Service Fund was determined and is enumerated on the "Budget and Excess Levy Summary" page in the copy of the 2020-21 budget.

BE IT FURTHER RESOLVED that in accordance with WAC Regulation 392-123-010, the Board of Directors of Lake Washington School District No. 414 that effective September 1, 2020 the General Fund beginning fund balance shall include, "Committed Funds for Economic Stabilization", a fund balance account under General Ledger Entry 872 per the adopted budget. The District may eliminate or change this commitment and/or expenditure of funds only by a future Board of Directors resolution.

APPROVED by the Board of Directors of Lake Washington School District No. 414 in a regular meeting held on the 24th day of August 2020.

BOARD OF DIRECTORS
LAKE WASHINGTON SCHOOL DISTRICT NO. 414

Attest:

Secretary, Board of Directors



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 cursive script, reading 'Claire Hertz'.

Claire Hertz, SFO
President

A handwritten signature in cursive script, reading '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



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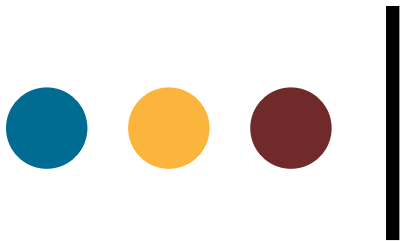


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Organizational Summary

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:

- Eric Laliberte, President, first elected 2015
- Mark Stuart, Vice President, first elected 2013
- Cassandra Sage, Legislative Representative, first elected 2017
- Chris Carlson, first elected 2007
- Siri Bliesner, first elected 2011



Executive Summary

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.

Capital Projects Fund

The district’s Capital Projects Fund reflects revenue from



Executive Summary

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.

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Executive Summary

Budget Summary — All Funds						
	GENERAL FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	TRANSPORTATION VEHICLE FUND	ALL GOVERNMENTAL FUNDS TOTAL	ASSOCIATED STUDENT BODY FUND
	2020-21	2020-21	2020-21	2020-21	2020-21	2020-21
BEGINNING FUND BALANCE						
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			
TOTAL BEGINNING FUND BALANCE	\$90,224,217	\$28,781,467	\$85,692,091	\$3,161,548	\$207,859,323	\$1,475,202
REVENUES	\$472,367,328	\$61,431,433	\$92,265,240	\$668,613	\$626,732,614	\$6,213,416
OTHER FINANCING USES-TRANSFER	\$8,831,639	\$14,196,615	(\$23,028,254)	\$0	\$0	
TOTAL RESOURCES AVAILABLE	\$571,423,184	\$104,409,515	\$154,929,077	\$3,830,161	\$834,591,937	\$7,688,618
EXPENDITURES	\$491,088,202	\$79,128,277	\$132,906,498	\$1,161,241	\$704,284,218	\$6,470,521
TOTAL USE OF RESOURCES	\$491,088,202	\$79,128,277	\$132,906,498	\$1,161,241	\$704,284,218	\$6,470,521
ENDING FUND BALANCE						
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			
TOTAL ENDING FUND BALANCE	\$80,334,982	\$25,281,238	\$22,022,579	\$2,668,920	\$130,307,719	\$1,218,097

* "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
TOTAL BEGINNING FUND BALANCE	\$262,534,450	\$248,166,036	\$264,559,616	\$213,115,605	\$207,859,323
REVENUES BY SOURCE					
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
TOTAL REVENUES	\$426,025,868	\$633,314,994	\$638,924,815	\$803,604,287	\$649,760,868
OTHER FINANCING USES - TRANSFERS OUT	(\$14,559,739)	(\$12,339,757)	(\$7,868,507)	(\$14,263,616)	(\$23,028,254)
TOTAL RESOURCES AVAILABLE	\$674,000,579	\$869,141,273	\$895,615,924	\$1,002,456,276	\$834,591,937
EXPENDITURES BY OBJECT					
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
TOTAL EXPENDITURES	\$484,600,187	\$604,581,655	\$682,773,488	\$885,560,172	\$704,284,218
TOTAL USE OF RESOURCES	\$484,600,187	\$604,581,655	\$682,773,488	\$885,560,172	\$704,284,218
TOTAL ENDING FUND BALANCE	\$248,166,035	\$264,559,618	\$212,842,436	\$116,896,104	\$130,307,719



Executive Summary

ALL GOVERNMENTAL FUNDS

General, Debt Service, Capital Projects, Transportation Vehicle Funds

BUDGET SUMMARY

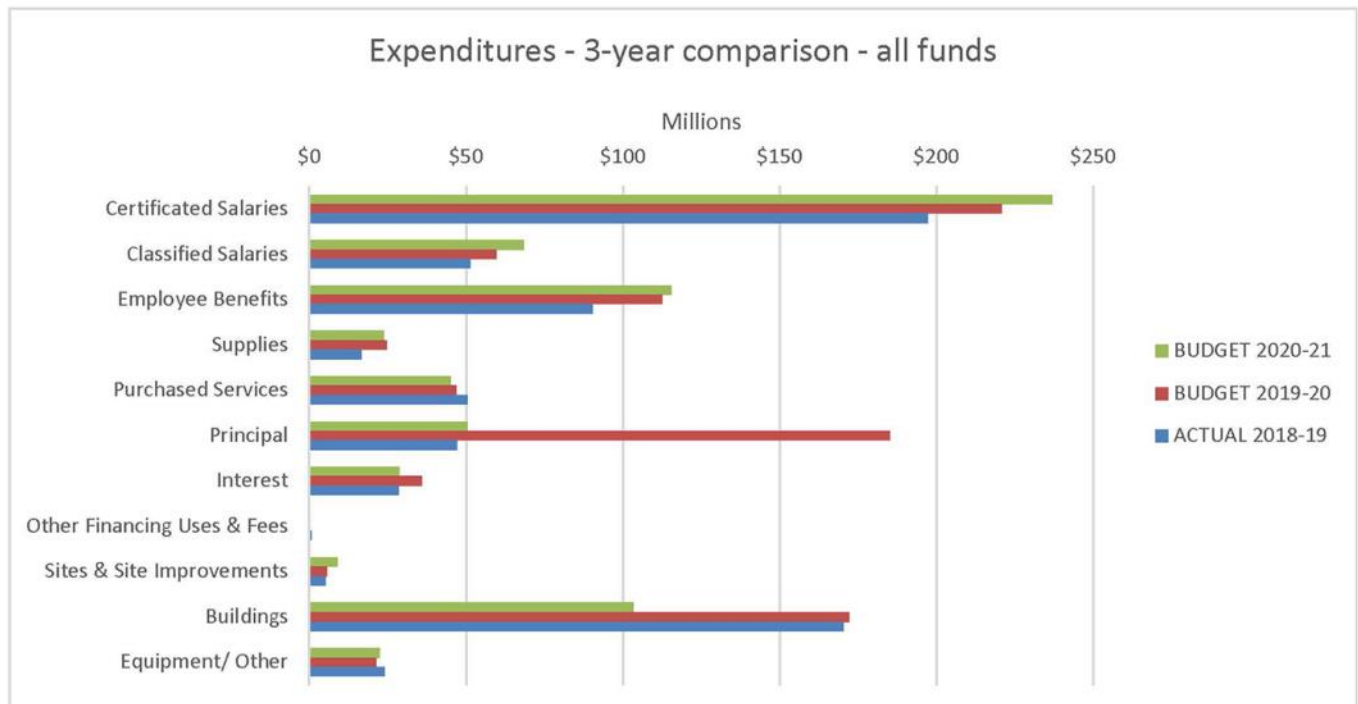
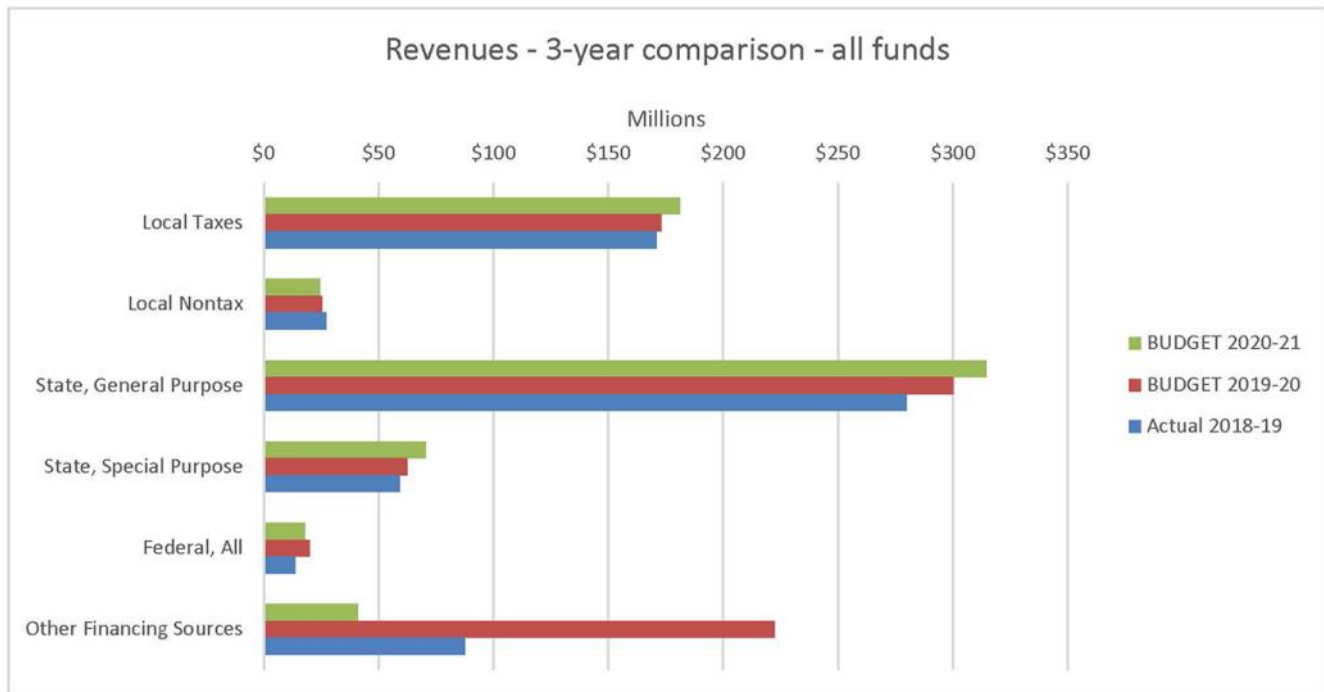
2020-21 BUDGET THROUGH 2023-24 PROJECTED BUDGET

	BUDGET 2020-21	PROJECTED 2021-22	PROJECTED 2022-23	PROJECTED 2023-24
TOTAL BEGINNING FUND BALANCE	\$207,859,323	\$151,169,932	\$108,502,673	\$236,394,980
REVENUES BY SOURCE				
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
TOTAL REVENUES	\$649,760,868	\$632,532,186	\$786,293,481	\$661,681,665
OTHER FINANCING USES - TRANSFERS OUT	(\$23,028,254)	(\$21,821,140)	(\$21,989,029)	(\$22,163,118)
TOTAL RESOURCES AVAILABLE	\$834,591,937	\$761,880,978	\$872,807,125	\$875,913,527
EXPENDITURES BY OBJECT				
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
TOTAL EXPENDITURES	\$704,284,218	\$653,378,305	\$636,412,145	\$744,190,753
TOTAL USE OF RESOURCES	\$704,284,218	\$653,378,305	\$636,412,145	\$744,190,753
TOTAL ENDING FUND BALANCE	\$130,307,719	\$108,502,673	\$236,394,980	\$131,722,774



Executive Summary

REVENUE & EXPENDITURE GRAPHS





Executive Summary

GENERAL FUND BUDGET COMPARISON

	<u>BUDGET 2019-20</u>	<u>BUDGET 2020-21</u>	<u>Amount Difference</u>	<u>Percentage Difference</u>
TOTAL BEGINNING FUND BALANCE	\$68,031,825	\$90,224,217	\$22,192,392	32.62
REVENUES AND OTHER FINANCING SOURCES				
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
Total Revenues & Other Financing Sources	\$463,696,618	\$481,198,967	\$17,502,349	3.77
EXPENDITURES				
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
Total Expenditures	\$466,226,429	\$491,088,202	\$24,861,773	5.33
TOTAL ENDING FUND BALANCE	\$65,502,014	\$80,334,982	\$14,832,968	22.65

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.

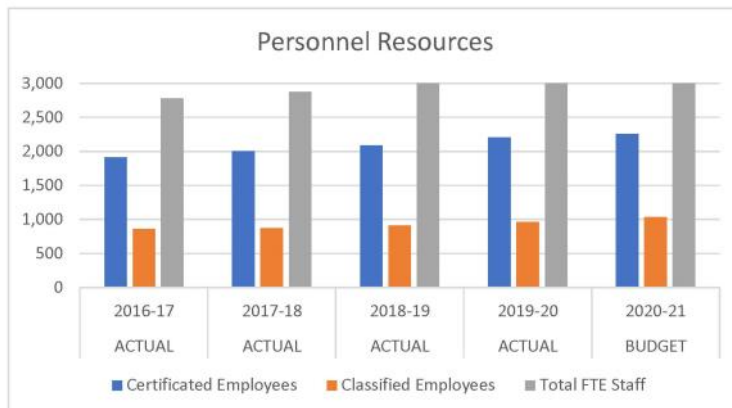
Classified employees (those without a teaching certificate) are needed to support the additional students and additional staff. They include custodians, nurses, payroll specialists, bus drivers, instructional assistants, para educators, secretaries. There were approximately 49 additional classified staff 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
Total FTE Staff	2,780.297	2,876.851	3,002.360	3,169.960	3,291.597

* Includes 20.00 FTE for enrollment contingency

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

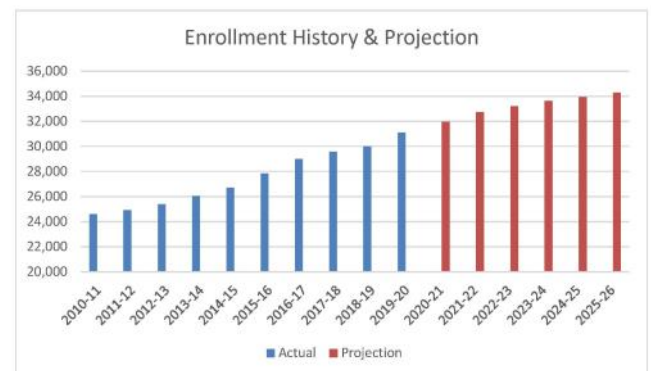
Classified staff includes central administration; school support for office, classroom, library, health and safety; grounds and building maintenance; transportation; and nutrition services.



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

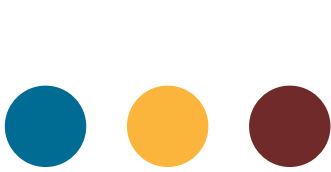
Budget Timeline & Fund Types

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
Eric Laliberte <i>President, District One</i>	2015	Nov. 2023
Mark Stuart <i>Vice President, District Four</i>	2013	Nov. 2021
Cassandra Sage <i>Legislative Rep., District Three</i>	2017	Nov. 2021
Chris Carlson <i>District Two</i>	2007	Nov. 2023
Siri Bliesner <i>District Five</i>	2011	Nov. 2023

Administrative Staff

- Dr. Jon Holmen, Superintendent
- Matt Gillingham, Associate Superintendent of Student & Community Services
- Barbara Posthumus, Associate Superintendent of Business & Support Services
- Mike Van Orden, Associate Superintendent of Teaching & Learning 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
- Forrest Baker, Director of Technology Operations
- Chris Brenengen, Director of Business Services
- Kimberly Brenner, Director of Early Learning
- Jeff Bronstein, Director of Transportation
- Brian Buck, Executive Director of Support Services
- Rick Burden, Director of Elementary Education
- Scott Emry, Director of Risk & Safety Services
- Robert Foster, Director of Support Services
- Pat Fowler-Fung, Executive Director of Human Resources
- Gloria Henderson, Director of Opportunity, Equity and Inclusion
- Dr. Shannon Hitch, Executive Director of Special Services
- Becky Kadrmas, Director of Accelerated Programs
- Jerred Kelly, Director of Human Resources, Classified Staff
- Tim Krieger, Director of Data, Research and Accountability
- Dr. Matthew Livingston, Director of Secondary Education
- Mylinda Mallon, Director of Technology Integration
- Stacey McCrath, Director of Special Services, Secondary
- Dr. Whitney Meissner, Director of Secondary Education
- Donneta 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
- Michelle Tiegs, Director of Special Services, Elementary
- Paul Vine, Director of Special Services, Secondary
- Debbie Wagner, Director of Special Services, Elementary
- Sam Yuhon, Director of Human Resources, Certificated Talent Acquisition
- 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
Joseph Smith	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
Kari Schuh	WANIC



Board of Directors & Superintendent

Board of Directors



Eric Laliberte, *President*, District One - First Elected in 2015

Eric Laliberte is an attorney practicing business and real estate litigation at Keller Rohrbach 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.



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.



Cassandra Sage, *Legislative Representative*, 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.



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.



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.

Superintendent

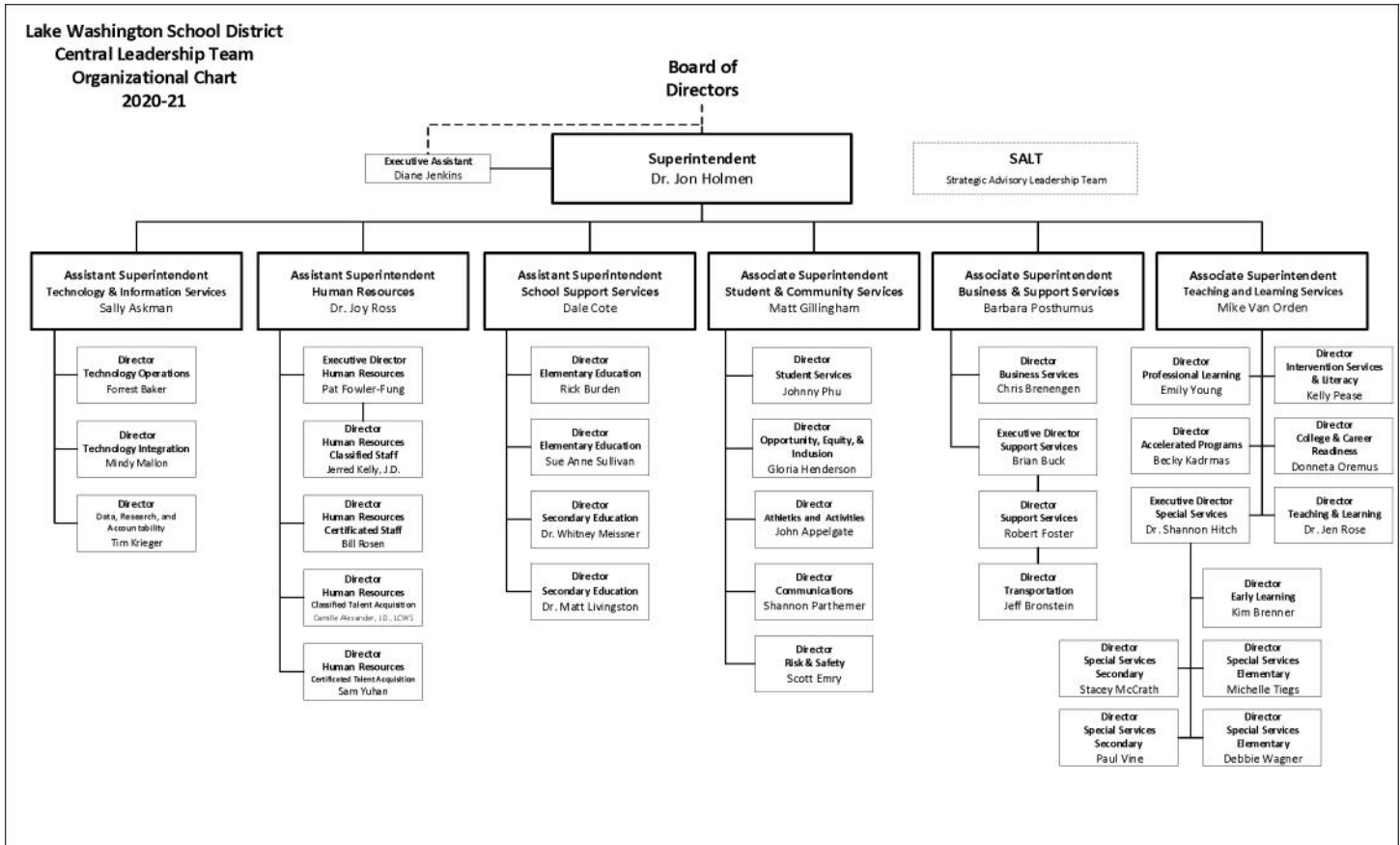


Dr. Jon Holmen, Superintendent of Lake Washington Schools

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

Mission	Each student will graduate prepared to lead a rewarding, responsible life as a contributing member of our community and greater society.
Vision	Every Student Future Ready: <i>Prepared for College</i> <i>Prepared for the Global Workplace</i> <i>Prepared for Personal Success</i>
Guiding Principles	<div>The learning environments in our classrooms and schools.</div> <div><div><div>Connection</div><div><ul style="list-style-type: none">•Interconnected Learning Experiences•Personalization & Individual Attention</div></div><div><div>Value</div><div><ul style="list-style-type: none">•Student Ownership & Engagement•Equity & Cultural Responsiveness</div></div><div><div>Challenge</div><div><ul style="list-style-type: none">•Challenging & Meaningful Curriculum•High Expectations & Quality Instruction</div></div></div>



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

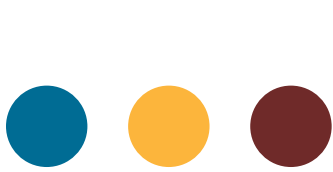
We believe that strong communities build strong schools and strong schools build strong communities. Without community engagement, we cannot achieve our goals.

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

Fund Types

General Fund (GF)	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.
Associated Student Body Fund (ASB)	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.
Debt Service Fund (DSF)	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.
Capital Projects Fund (CPF)	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.
Transportation Vehicle Fund (TVF)	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.

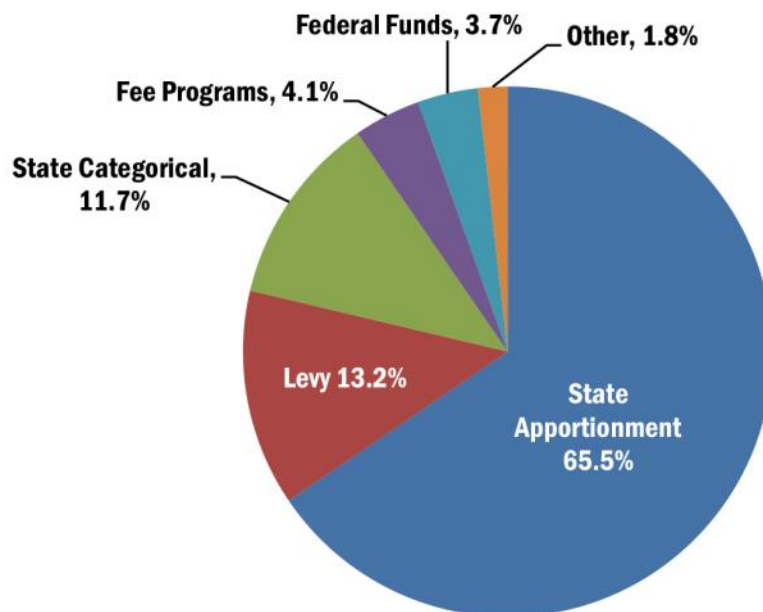
Federal Funds - 3.7%

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.

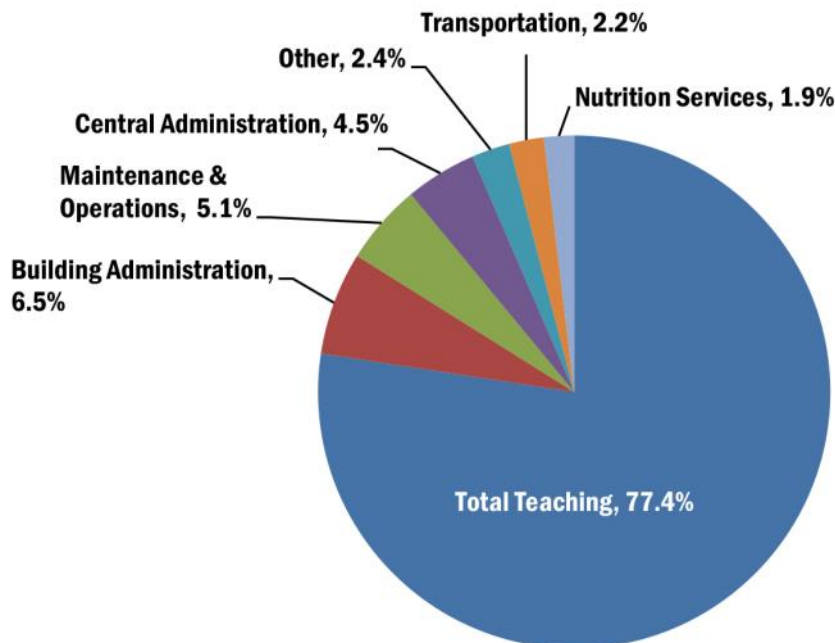
Transportation - 2.2%

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

Nutrition Services - 1.9%

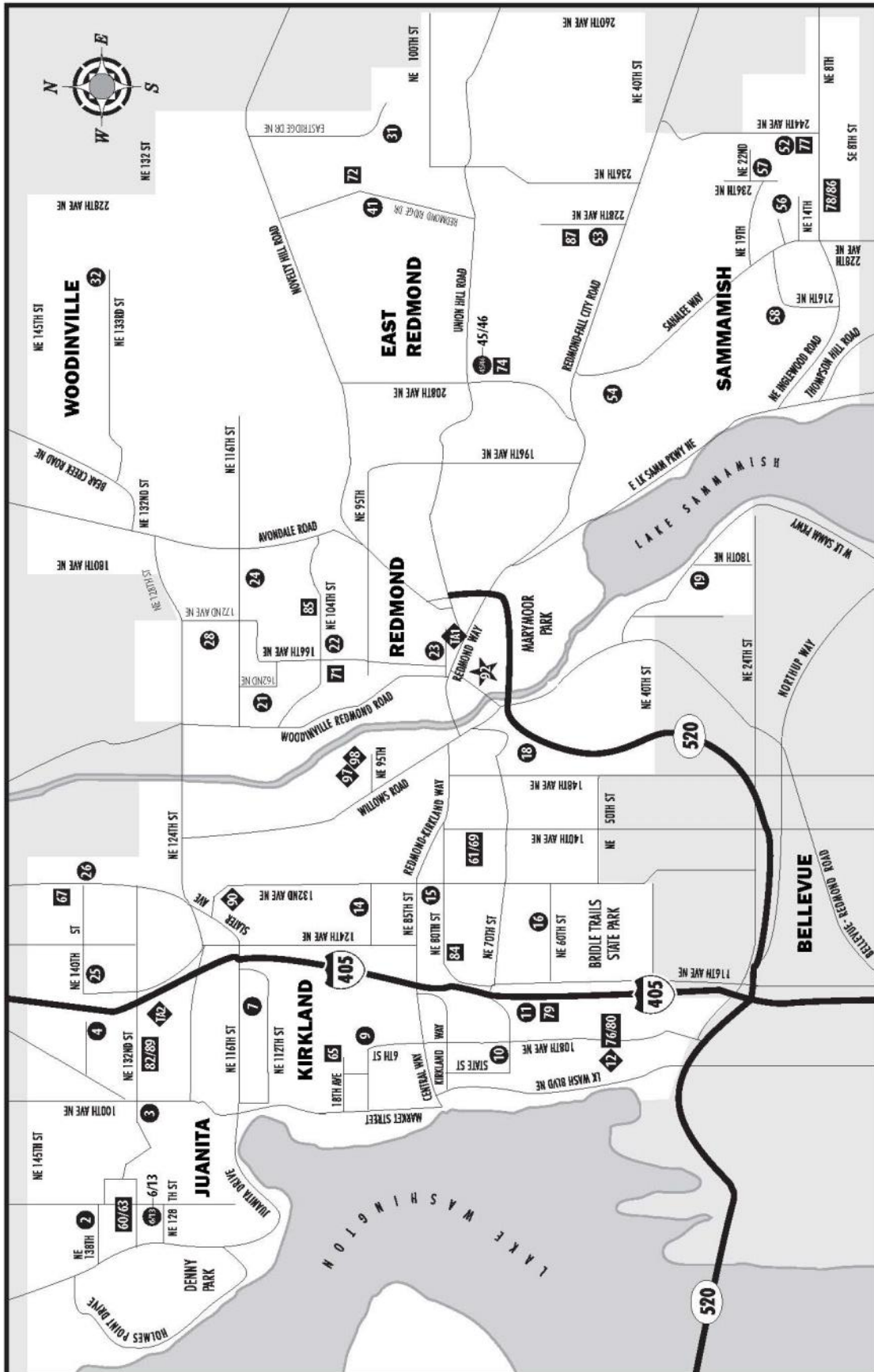
This segment includes the costs for food and operations for the district lunch and breakfast program.

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

Updated 2/19

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
TOTAL BEGINNING FUND BALANCE	\$262,534,450	\$248,166,036	\$264,559,616	\$213,115,605	\$207,859,323
REVENUES BY SOURCE					
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
TOTAL REVENUES	\$426,025,868	\$633,314,994	\$638,924,815	\$803,604,287	\$649,760,868
OTHER FINANCING USES - TRANSFERS OUT	(\$14,559,739)	(\$12,339,757)	(\$7,868,507)	(\$14,263,616)	(\$23,028,254)
TOTAL RESOURCES AVAILABLE	\$674,000,579	\$869,141,273	\$895,615,924	\$1,002,456,276	\$834,591,937
EXPENDITURES BY OBJECT					
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
TOTAL EXPENDITURES	\$484,600,187	\$604,581,655	\$682,773,488	\$885,560,172	\$704,284,218
TOTAL USE OF RESOURCES	\$484,600,187	\$604,581,655	\$682,773,488	\$885,560,172	\$704,284,218
TOTAL ENDING FUND BALANCE	\$248,166,035	\$264,559,618	\$212,842,436	\$116,896,104	\$130,307,719

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
TOTAL BEGINNING FUND BALANCE	\$207,859,323	\$151,169,932	\$108,502,673	\$236,394,980
REVENUES BY SOURCE				
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
TOTAL REVENUES	\$649,760,868	\$632,532,186	\$786,293,481	\$661,681,665
OTHER FINANCING USES - TRANSFERS OUT	(\$23,028,254)	(\$21,821,140)	(\$21,989,029)	(\$22,163,118)
TOTAL RESOURCES AVAILABLE	\$834,591,937	\$761,880,978	\$872,807,125	\$875,913,527
EXPENDITURES BY OBJECT				
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
TOTAL EXPENDITURES	\$704,284,218	\$653,378,305	\$636,412,145	\$744,190,753
TOTAL USE OF RESOURCES	\$704,284,218	\$653,378,305	\$636,412,145	\$744,190,753
TOTAL ENDING FUND BALANCE	\$130,307,719	\$108,502,673	\$236,394,980	\$131,722,774



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%
TOTAL REVENUES	\$481,198,967	100.0%

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%
TOTAL EXPENDITURES	\$491,088,202	100.0%

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>
BEGINNING FUND BALANCE					
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
TOTAL BEGINNING FUND BALANCE	\$45,150,624	\$52,401,482	\$47,404,823	\$68,031,825	\$90,224,217
REVENUES AND OTHER FINANCING SOURCES					
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
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$320,436,294	\$350,530,507	\$439,668,138	\$463,696,618	\$481,198,967
TOTAL RESOURCES AVAILABLE	\$365,586,918	\$402,931,989	\$487,072,961	\$531,728,443	\$571,423,184
EXPENDITURES BY OBJECT					
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
TOTAL EXPENDITURES	\$313,185,436	\$355,527,166	\$407,044,601	\$466,226,429	\$491,088,202
ENDING FUND BALANCE					
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
TOTAL ENDING FUND BALANCE	\$52,401,482	\$47,404,823	\$80,028,360	\$65,502,014	\$80,334,982

GENERAL FUND
BUDGET SUMMARY REVENUES BY SOURCE, EXPENDITURES BY OBJECT
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>
BEGINNING FUND BALANCE				
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
TOTAL BEGINNING FUND BALANCE	\$90,224,217	\$80,334,982	\$70,169,128	\$57,471,211
REVENUES AND OTHER FINANCING SOURCES				
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
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$481,198,967	\$492,122,348	\$502,790,285	\$513,305,899
TOTAL RESOURCES AVAILABLE	\$571,423,184	\$572,457,330	\$572,959,413	\$570,777,110
EXPENDITURES BY OBJECT				
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
TOTAL EXPENDITURES	\$491,088,202	\$502,288,202	\$515,488,202	\$528,488,202
ENDING FUND BALANCE				
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
TOTAL ENDING FUND BALANCE	\$80,334,982	\$70,169,128	\$57,471,211	\$42,288,908

**GENERAL FUND
DETAILED REVENUES**

Acct. Code	REVENUE CATEGORY	ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
<u>LOCAL TAXES</u>				
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
<u>LOCAL NONTAX</u>				
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
<u>STATE, GENERAL PURPOSE</u>				
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
<u>STATE, SPECIAL PURPOSE</u>				
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
<u>FEDERAL, GENERAL PURPOSE</u>				
5500	Federal Forests	8,454	6,140	6,140
	Total Federal, General Purpose	\$8,454	\$6,140	\$6,140
<u>FEDERAL, SPECIAL PURPOSE</u>				
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
<u>REVENUES FROM OTHER SCHOOL DISTRICTS</u>				
7100	Program Participation	8,340	8,340	9,165
	Total Revenues From Other School Districts	\$8,340	\$8,340	\$9,165
<u>REVENUES FROM OTHER AGENCIES & ASSOC.</u>				
8100	Agencies and Associations Grants	303,027	6,025	6,025
	Total Revenues From Other Agencies & Assoc.	\$303,027	\$6,025	\$6,025
<u>OTHER FINANCING SOURCES</u>				
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
TOTAL REVENUES & OTHER FINANCING SOURCES		\$439,668,138	\$463,696,618	\$481,198,967

**GENERAL FUND
PROGRAM EXPENDITURES**

Program Number and Description		ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21	% Increase* (Decrease)
<u>REGULAR EDUCATION</u>					
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
01	Total Regular Education	\$253,920,131	\$291,424,353	\$302,201,863	3.70
<u>ALTERNATIVE LEARNING EXPERIENCE</u>					
0262	Emerson K-12	\$769,240	\$836,130	\$883,054	5.61
<u>SPECIAL EDUCATION INSTRUCTION</u>					
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
20	Total Special Education Instruction	\$58,593,843	\$62,033,890	\$68,175,453	9.90
<u>VOCATIONAL SECONDARY INSTRUCTION</u>					
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
30	Total Voc Secondary Instruction	\$12,481,755	\$13,438,345	\$13,735,679	2.21

**GENERAL FUND
PROGRAM EXPENDITURES**

Program Number and Description		ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21	% Increase* (Decrease)
<u>SKILL CENTER INSTRUCTION</u>					
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
<u>COMPENSATORY EDUCATION</u>					
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
<u>OTHER INSTRUCTIONAL PROGRAMS</u>					
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
<u>COMMUNITY SERVICES</u>					
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**

Program Number and Description		ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21	% Increase* (Decrease)
<u>GENERAL SUPPORTIVE SERVICES</u>					
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
<u>NUTRITION SERVICES</u>					
9800	Nutrition Services	\$8,866,968	\$9,484,199	\$9,768,725	3.00
<u>TRANSPORTATION</u>					
9900	Transportation	\$10,562,584	\$11,220,785	\$13,309,024	18.61
TOTAL EXPENDITURES		\$407,044,601	\$466,226,429	\$491,088,202	5.33

**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

	ACTUAL 2016-17	ACTUAL 2017-18	ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
BEGINNING FUND BALANCE					
Restricted for Debt Service	14,696,246	19,087,732	30,993,220	32,089,364	28,781,467
TOTAL BEGINNING FUND BALANCE	\$14,696,246	\$19,087,732	\$30,993,220	\$32,089,364	\$28,781,467
REVENUES					
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
TOTAL REVENUES	\$54,004,443	\$67,732,977	\$76,684,853	\$213,136,215	\$75,628,048
TOTAL RESOURCES AVAILABLE	\$68,700,689	\$86,820,709	\$107,678,073	\$245,225,579	\$104,409,515
EXPENDITURES					
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
TOTAL EXPENDITURES	\$49,612,957	\$55,827,489	\$75,588,709	\$221,230,675	\$79,128,277
OTHER FINANCING USES	\$0	\$0	\$0	\$0	\$0
TOTAL USE OF RESOURCES	\$49,612,957	\$55,827,489	\$75,588,709	\$221,230,675	\$79,128,277
ENDING FUND BALANCE					
Restricted for Debt Service	\$19,087,732	\$30,993,220	\$32,089,364	\$23,994,904	\$25,281,238
TOTAL ENDING FUND BALANCE	\$19,087,732	\$30,993,220	\$32,089,364	\$23,994,904	\$25,281,238

DEBT SERVICE 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>
BEGINNING FUND BALANCE				
Restricted for Debt Service	28,781,467	25,281,238	16,753,945	15,955,958
TOTAL BEGINNING FUND BALANCE	\$28,781,467	\$25,281,238	\$16,753,945	\$15,955,958
REVENUES				
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
TOTAL REVENUES	\$75,628,048	\$77,502,707	\$80,424,408	\$83,096,172
TOTAL RESOURCES AVAILABLE	\$104,409,515	\$102,783,945	\$97,178,353	\$99,052,130
EXPENDITURES				
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
TOTAL EXPENDITURES	\$79,128,277	\$86,030,000	\$81,222,395	\$82,820,333
OTHER FINANCING USES	\$0	\$0	\$0	\$0
TOTAL USE OF RESOURCES	\$79,128,277	\$86,030,000	\$81,222,395	\$82,820,333
ENDING FUND BALANCE				
Restricted for Debt Service	\$25,281,238	\$16,753,945	\$15,955,958	\$16,231,797
TOTAL ENDING FUND BALANCE	\$25,281,238	\$16,753,945	\$15,955,958	\$16,231,797

**DEBT SERVICE FUND
REVENUES**

		ACTUAL 2016-17	ACTUAL 2017-18	ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
LOCAL TAXES (1000)						
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
1000	TOTAL LOCAL TAXES	\$44,726,332	\$61,798,442	\$74,020,955	\$66,849,415	\$60,971,461
LOCAL NONTAX REVENUES (2000)						
2300	Investment Earnings	173,373	351,483	602,730	572,440	459,972
2000	TOTAL LOCAL NONTAX	\$173,373	\$351,483	\$602,730	\$572,440	\$459,972
FEDERAL, GENERAL PURPOSE (5000)						
5600	Qualified Bond Interest Credit	2,044,588	2,051,177	2,059,961	2,059,960	0
5000	TOTAL FEDERAL, GENERAL PURPOSE	\$2,044,588	\$2,051,177	\$2,059,961	\$2,059,960	\$0
OTHER FINANCING SOURCES (9000)						
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
9000	TOTAL OTHER FINANCING SOURCES	\$7,060,150	\$3,530,252	\$1,207	\$143,654,400	\$14,196,615
TOTAL REVENUES		\$54,004,443	\$67,731,354	\$76,684,853	\$213,136,215	\$75,628,048

**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
TOTAL 2020-21 Levy Collections				\$60,971,429

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
TOTAL	599,900,000	203,330,198	803,230,200



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 \$18.2million 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 infra-structure 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 2016-17</u>	<u>ACTUAL 2017-18</u>	<u>ACTUAL 2018-19</u>	<u>BUDGET 2019-20</u>	<u>BUDGET 2020-21</u>
BEGINNING FUND BALANCE					
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
TOTAL BEGINNING FUND BALANCE	\$199,923,591	\$173,628,161	\$182,536,702	\$109,193,550	\$85,692,091
REVENUES					
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
TOTAL REVENUES	\$50,688,613	\$214,144,528	\$121,320,658	\$125,962,849	\$92,265,240
OTHER FINANCING USES - TRANSFERS OUT	(\$14,559,739)	(\$12,339,757)	(\$7,868,507)	(\$14,263,616)	(\$23,028,254)
TOTAL RESOURCES AVAILABLE	\$236,052,465	\$375,432,932	\$295,988,853	\$220,892,783	\$154,929,077
EXPENDITURES					
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
TOTAL EXPENDITURES	\$62,424,305	\$192,896,228	\$198,765,335	\$196,166,029	\$132,906,498
ENDING FUND BALANCE					
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
TOTAL ENDING FUND BALANCE	\$173,628,160	\$182,536,704	\$97,223,518	\$24,726,754	\$22,022,579

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>
BEGINNING FUND BALANCE				
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
TOTAL BEGINNING FUND BALANCE	\$85,692,091	\$42,884,792	\$18,443,438	\$160,188,665
REVENUES				
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
TOTAL REVENUES	\$92,265,240	\$61,995,084	\$202,485,600	\$64,584,071
OTHER FINANCING USES - TRANSFERS OUT	(\$23,028,254)	(\$21,821,140)	(\$21,989,029)	(\$22,163,118)
TOTAL RESOURCES AVAILABLE	\$154,929,077	\$83,058,736	\$198,940,009	\$202,609,618
EXPENDITURES				
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
TOTAL EXPENDITURES	\$132,906,498	\$64,615,298	\$38,751,344	\$131,894,006
ENDING FUND BALANCE				
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
TOTAL ENDING FUND BALANCE	\$22,022,579	\$18,443,438	\$160,188,665	\$70,715,612

**CAPITAL PROJECTS FUND
REVENUES**

		ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
LOCAL TAXES (1000)				
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
1000	TOTAL LOCAL TAXES	\$33,389,339	\$45,674,025	\$56,628,580
LOCAL NON-TAX (2000)				
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
2000	TOTAL LOCAL NON-TAX REVENUES	\$8,523,730	\$5,234,906	\$4,165,899
STATE, SPECIAL PURPOSE (4000)				
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
4000	TOTAL STATE, SPECIAL PURPOSE	\$0	\$5,053,918	\$13,470,761
OTHER FINANCING SOURCES (9000)				
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
9000	TOTAL OTHER FINANCING SOURCES	\$79,407,589	\$70,000,000	\$18,000,000
TOTAL REVENUES		\$121,320,658	\$125,962,849	\$92,265,240
OTHER FINANCING USES - TRANSFERS OUT				
536	Other Financing Uses - Transfers Out	(7,868,507)	(14,263,616)	(23,028,254)
536	TOTAL OTHER FINANCING USES	(\$7,868,507)	(\$14,263,616)	(\$23,028,254)

**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
OPERATIONS (See Exhibit II)					
2,825,790	0	9838-0000		2,825,790	0
\$2,825,790	\$0		TOTAL OPERATIONS	\$2,825,790	\$0
2016 BOND PROJECTS					
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
\$153,171,446	\$142,209,005		TOTAL 2016 BOND PROJECTS	\$10,962,441	\$0
2019 LEVY PROJECTS					
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
\$144,000,000	\$39,251,693		TOTAL 2019 levy	\$58,544,886	\$46,203,421
TECHNOLOGY					
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)
\$74,708,495	\$25,099,150		TOTAL TECHNOLOGY	\$18,151,168	\$31,458,177
SITE & BUILDING IMPROVEMENTS					
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
\$52,600,000	\$3,668,352		TOTAL SITE & BUILDING	\$21,560,000	\$27,371,648
RESERVE FOR FUTURE PROJECTS					
51,206,031	7,000,000	0000-0000	Reserve for Future Projects	20,862,213	23,343,818
\$51,206,031	\$7,000,000		TOTAL RESERVE	\$20,862,213	\$23,343,818
\$478,511,762	\$217,228,200		GRAND TOTAL	\$132,906,498	\$128,377,064

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
TOTAL 2020-21 Levy Collections				\$56,628,551

EXHIBIT II OPERATIONS

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

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**

	ACTUAL 2016-17	ACTUAL 2017-18	ACTUAL 2018-19	BUDGET 2019-20	BUDGET 2020-21
BEGINNING FUND BALANCE	2,763,989	3,048,661	3,469,254	3,800,866	3,161,548
REVENUES					
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
TOTAL REVENUES	\$896,518	\$906,982	\$392,172	\$808,605	\$668,613
TOTAL RESOURCES AVAILABLE	\$3,660,507	\$3,955,643	\$3,861,426	\$4,609,471	\$3,830,161
EXPENDITURES					
33 Transportation Equipment Purchase	611,846	330,772	2,002,906	1,937,039	1,161,241
TOTAL EXPENDITURES	\$611,846	\$330,772	\$2,002,906	\$1,937,039	\$1,161,241
ENDING FUND BALANCE					
Restricted for Fund Purposes	\$3,048,661	\$3,624,871	\$1,858,520	\$2,672,432	\$2,668,920
TOTAL ENDING FUND BALANCE	\$3,048,661	\$3,624,871	\$1,858,520	\$2,672,432	\$2,668,920

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

	BUDGET 2020-21	PROJECTED 2021-22	PROJECTED 2022-23	PROJECTED 2023-24
BEGINNING FUND BALANCE	3,161,548	2,668,920	3,136,162	2,779,146
REVENUES				
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
TOTAL REVENUES	\$668,613	\$912,047	\$593,188	\$695,523
TOTAL RESOURCES AVAILABLE	\$3,830,161	\$3,580,967	\$3,729,350	\$3,474,669
EXPENDITURES				
33 Transportation Equipment Purchase	1,161,241	444,805	950,204	988,212
TOTAL EXPENDITURES	\$1,161,241	\$444,805	\$950,204	\$988,212
ENDING FUND BALANCE				
Restricted for Fund Purposes	\$2,668,920	\$3,136,162	\$2,779,146	\$2,486,457
TOTAL ENDING FUND BALANCE	\$2,668,920	\$3,136,162	\$2,779,146	\$2,486,457



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>
BEGINNING FUND BALANCE					
Restricted for Fund Purposes	1,152,199	1,298,888	1,412,702	980,881	1,475,202
TOTAL BEGINNING FUND BALANCE	\$1,152,199	\$1,298,888	\$1,412,702	\$980,881	\$1,475,202
REVENUES					
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
TOTAL REVENUES	\$3,572,512	\$3,174,236	\$3,584,865	\$5,402,086	\$6,213,416
TOTAL RESOURCES AVAILABLE	\$4,724,711	\$4,473,124	\$4,997,567	\$6,382,967	\$7,688,618
EXPENDITURES					
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
TOTAL EXPENDITURES	\$3,425,823	\$3,060,422	\$3,484,026	\$5,560,018	\$6,470,521
ENDING FUND BALANCE					
Restricted for Fund Purposes	1,298,888	1,412,702	1,513,541	822,949	1,218,097
TOTAL ENDING FUND BALANCE	\$1,298,888	\$1,412,702	\$1,513,541	\$822,949	\$1,218,097

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>
BEGINNING FUND BALANCE				
Restricted for Fund Purposes	1,475,202	1,218,097	955,080	687,329
TOTAL BEGINNING FUND BALANCE	\$1,475,202	\$1,218,097	\$955,080	\$687,329
REVENUES				
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
TOTAL REVENUES	\$6,213,416	\$6,356,325	\$6,470,739	\$6,533,504
TOTAL RESOURCES AVAILABLE	\$7,688,618	\$7,574,422	\$7,425,819	\$7,220,833
EXPENDITURES				
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
TOTAL EXPENDITURES	\$6,470,521	\$6,619,342	\$6,738,490	\$6,803,854
ENDING FUND BALANCE				
Restricted for Fund Purposes	1,218,097	955,080	687,329	416,979
TOTAL ENDING FUND BALANCE	\$1,218,097	\$955,080	\$687,329	\$416,979

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

Schools	Beginning Fund Balances 9/1/2020	Revenues	Expenditures	Ending Fund Balance 8/31/2021
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
TOTAL ELEMENTARY SCHOOLS	\$226,749	\$663,365	\$710,017	\$180,097

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

Schools	Beginning Fund Balances 9/1/2020	Revenues	Expenditures	Ending Fund Balances 8/31/2021
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
TOTAL MIDDLE SCHOOLS	\$699,980	\$1,120,365	\$1,229,773	\$590,572

MIDDLE SCHOOL ACTIVITIES

Activities	Beginning Fund Balances	Revenues	Transfers	Expenditures	Ending Fund Balances
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
TOTAL MIDDLE SCHOOLS	\$699,980	\$1,120,365	\$0	\$1,229,773	\$590,572

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

Schools	Beginning Fund Balances 9/1/2020	Revenues	Expenditures	Ending Fund Balances 8/31/2021
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
TOTAL SENIOR HIGH SCHOOLS	\$548,473	\$4,429,686	\$4,530,731	\$447,428

SENIOR HIGH ACTIVITIES

Activities	Beginning Fund Balances	Revenues	Transfers	Expenditures	Ending Fund Balances
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
TOTAL SENIOR HIGH SCHOOLS	\$548,473	\$4,429,686	\$0	\$4,530,731	\$447,428

ASSOCIATED STUDENT BODY PROGRAM FUND ACTIVITY SUMMARY

1000 GENERAL

Assemblies
Awards
Annuals
ASB Activities
ASB Cards
ASB Operations
ASB Reserve
Copy Machine
Area III Deca
Book Fairs
ASB Shirt Sales
Newspaper
Classic Reading Program
Contingencies
Fall Concessions
Conference/Dues
Participation Fee
Intramural
Donations
Dances
Drama
Equipment (Misc.)
Equip. Repair
Field Trips
Fund Raising
Winter Concessions
Homecoming
Replace ID Card
Invest. Earnings
Leadership
LWHS Invitational
Outdoor Education
Pen & Pencil Sales
Popcorn Sales
Parking Fund
Public Info.
Programs
Project "Pride"
Pepperoni Sales
Recycling
School Improvement
Student activities
Student Council
Supplies
Special Events
Special Trips
Student Store
Vending Machines
WIAA - State Tourn.
Kingco - District Tourn.
Activity Buses
Miscellaneous

2000 ATHLETICS

Athletic Awards
Athletic Reserve
Athletic Dues
Gate Receipts
Baseball
Basketball-Boys
Basketball-Girls
Basketball-7th
Badminton
Girls Badminton
Contingencies
Cross Country
Athletic Equipments
Equip. Repair
Field Prep
Football
Gymnastics-Boys
Gymnastics-Girls
Golf
Golf-Girls
Intramural
Locks
Medical Supplies
Officials
Games Ticket Takers
Games Score/Table Help
Games Supervision
Football
Softball-Boys
Softball-Girls Fast Pitch
Softball-Girls Slow Pitch
Soccer-Boys
Soccer-Girls
Swimming-Boys
Swimming-Girls
Tennis-Boys
Tennis-Girls
Track-Boys
Track-Girls
Towels
Tournament Exp.
Uniforms
Volleyball
Volleyball-7th
Wrestling
Athletic Buses
Athletic Sweat Shirts
3000 CLASSES
Class of 2021
Class of 2022
Class of 2023
Class of 2024
Class of 2025
Class of 2026
Class of 2027

4000 CLUBS

Academic Games
Art
Auto Shop
Amnesty International
A.S.S.I.S.T./S.U.D.D.S.
Animal Care Network
Star Wars Club
Camelot Club
Toat/Table Tennis
Knowledge Bowl
Science Olympiad
Digital Animation
Cake for a Cause
Black Student U
Animal Club
Frisbee Club
KIVA(support people in poverty)
Mythology
Dr. Who (movie or film)
BETA Club
Pink Ribbon Club
Anime Club
Culinary Club
Sewing Club
Bike Shop
Ultimate Club
Builder's Club
Bowling
Car Club
Cereal Eating Society
Sparrow Club
H.O.S.A.
Fashion
Dungeons & Dragons Club
Red Cross Club
Glow Club
Active Minds
Contingency
Cheerleaders
Chess
Cricket Club
Computer/Technology/TSA
Computer Programming Club
Kabaddi
Chinese
Video Production
Astronomy Club
Dance
Hip Hop Dance
School Dance Club
Drill Team
Mock Debate Trial
Debate
Drama
D.E.C.A. 1
D.E.C.A. 2

4000 CLUBS (cont.)

D.E.C.A. 3
D.E.C.A. 4
The Water Society
Environ./Earthcore
Chemistry
Biology
Foreign Language
American Sign Language
F.B.L.A.
FCCLA
Foreign Exchange
National Jr. Forensic
Stem Club
Poetry Club
Games Club/Bananagram Club
Gamma Club
Girls Club
Gay-Straight Alliance (GSA)
Talent Show Club
Ethics Bowl Club
Science Club
Rotary Club
Hope Club
Jewish Student Union
National Eng Honor Society
Honor Society
Horticulture/Garden Club
History
Computer Sci HS(Honor Society)
Ceramics Club
New Generation Club
Interact Club
Rubik's Cube Club
Ignite Club
Aviators Club
I.Y.T.O.
International
Journalism
Japanese Club
Jr. Statesmen
Japanese Honor Society
ACLU - Civil Liberties
Key Club
LOB(a sustainable community)
Share Interest form Friends
Fashion Club
Asian Student Association
Latino student Union
Lacrosse Club
Movement Club
Unicef
Finance Club
Liberals
Spice Club
Yoga Club
Mystery Club

4000 CLUBS (cont.)

International Relations Club
Ski Club
Model U.N./International Relation
Film Club
Photography Club
Literary Magazine/Eng Writing
Loyalty
Math
Multi-Cultural
French Club
Theater Tech
Indian Student Assoc
Orchestra
Mustang Service
Musio-Choral
Music-Instrument
Passages/Writing Club
German Club
German
Music Reserve
Odyssey of the Mind
Quill & Scroll
N.A.L.
Natural Helpers
Prevention Action Care Team
Pep Club
Robotics
Roo Crew
Random Act of Kindness
Reading Club
School Improve.
Invisible Children's Club
Think Tank
South Asian Cultural Club
STANG Club
S.M.A.S.H.
SPAM
Special Olympic
Ticket Squad
Spanish
Spanish Honor
Science National
HS Against Cancer
TV/Radio Production
Teenage Republicans
Young Democrats
Thespians
V.I.C.A.
WA Teen Inst./TAD
Wall Climber Club
World Harmony Org (WHO)
Yell Staff
Physics
6000 PRIVATE MONIES
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.

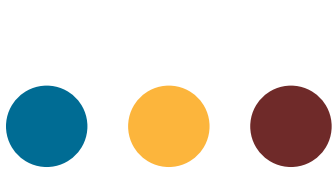
The owner of a home valued at \$500,000 is expected to pay \$1,255 in property taxes in 2020 that will go directly to Lake Washington School District. Property tax statements also list a “State Property Tax.” This money is col-

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	2021	\$73.90	\$0.88	\$0.51	\$1.12	\$2.51	\$1,255.00
	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
Total K-12 Enrollment	29,066.87	29,652.41	30,168.70	31,171.00	31,964.00

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.

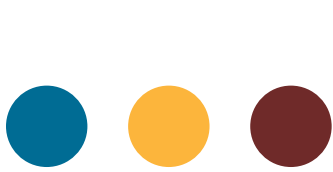
Cohort Survival

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

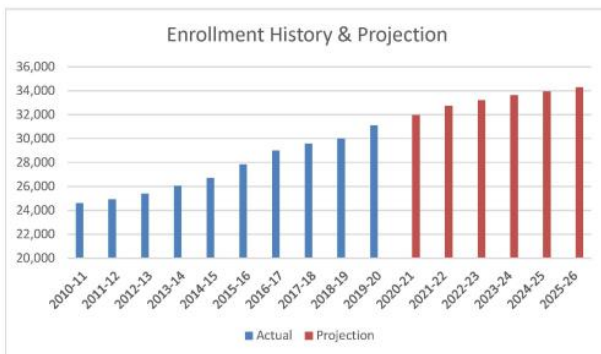
To ensure the accuracy and validity of enrollment projections, a major emphasis has been placed on the collection and tracking of data of 81 known new housing developments within the district. This information is obtained from the cities and county. It provides the foundation for a database of known 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
Total FTE Staff	2,780.297	2,876.851	3,002.360	3,169.960	3,291.597

* 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	2,340,367
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	-	-	-	-
Total	128,525,000	61,062,575	62,215,000	37,420,877	17,445,000	1,865,306	118,850,000	36,781,367

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	3,386,550	49,238,827	49,238,827
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

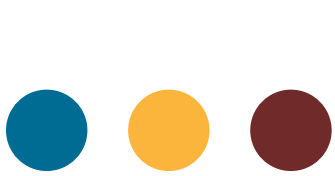
Grade Level	ELA			Math			Science		
	SBA			SBA			MSP/WCAS^		
	Elementary								
	2017	2018	2019	2017	2018	2019	2017	2018^	2019^
3rd Grade	79.8%	81.1%	81.4%	82.2%	79.8%	81.6%	*	*	*
State	52.6%	55.5%	55.4%	57.8%	57.5%	58.0%	*	*	*
4th Grade	81.6%	82.2%	80.8%	79.4%	79.9%	77.6%	*	*	*
State	55.2%	57.3%	56.9%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

*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
Students Avoiding Chronic Absenteeism	90.9%	90.2%	90.5%
Low income (Free or reduced price meals)	11.3%	11.9%	10.7%
Certificated staff (teacher) retention rate	91%	88%	n/a
Dropout Rate	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.

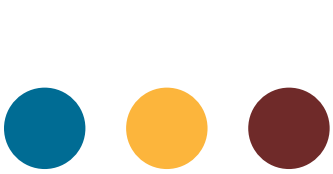
Budget Resolution – The formal adoption of the budget appropriation for each fund by the board of directors.

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.

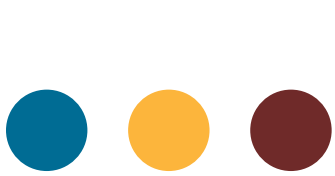
F-196 – District's annual financial statement prescribed by OSPI.

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 due, 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.

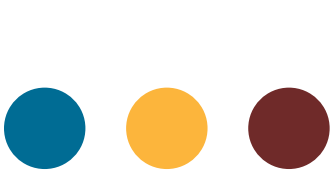
Internal Control – A process, adopted by a school district's board of directors, management, and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories: effectiveness and efficiency in operations, reliability of financial reporting,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

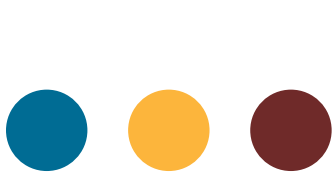
Resolution – A special or temporary order of the school board; an order of the school board requiring less legal formality than an ordinance or statute.

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.

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

Acronym Reference

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

