



# STRENGTHENING OUR COMMUNITY THROUGH EXCELLENCE IN EDUCATION

## 2024-25 Northshore Annual Report

District Quick Stats • Financial Stewardship • Bond and Levies Update • Strategic Plan Update



Northshore  
School District



**Translation?** Visit our website to view translations of this document: [nsd.org/annualreport](https://nsd.org/annualreport)



# MESSAGE FROM THE SUPERINTENDENT

## *Dear Northshore Community,*

I am deeply grateful to the Northshore School Board for selecting me as your Superintendent. Since joining Northshore in July 2025, I have been warmly welcomed by staff, families, students, and community members. Thank you. And, as I have spent time in our schools and community, I have been struck by what truly sets Northshore apart - a shared commitment to ensuring every student thrives.

This Annual Report highlights the many successes of the 2024-25 school year. Northshore continues to be a very high-performing district across multiple measures - academically, through students' extracurricular accomplishments, and in the ways our students support one another and the broader community. Within this report, you will find highlights from our schools, student and staff achievements, demographic and financial information, updates on our locally funded levies and bond, and progress on the District's Strategic Plan.

The work of educating our students is not done alone.

Our district's sustained excellence is only possible with the support of our broader community and strong partnerships with families. Thanks to the support of our voters and the approval of the 2022 Capital Projects Bond, Technology Levy, and Educational Programs and Operations Levy, Northshore has been able to continue providing critical programs and services for students. On February 10, 2026 these same levies will be on the ballot for renewal as well as a Capital Project Bond.

I want to express my sincere appreciation to former Superintendent Michael Tolley, who led Northshore with integrity and care for the



past three years. Under his leadership, the district became more data driven, navigated a challenging budget landscape, increased reading skills for our youngest learners, while amplifying the voices of parents and students in major district decisions. I wish him well in his retirement.

The achievements of our remarkable students, gifted educators, and dedicated staff fill me with pride. As you review the pages of the 2024-25 Annual Report, I hope you feel that same sense of pride. These are your public schools, and there is much to celebrate.

Thank you for your continued partnership and trust. Together, we are ensuring every Northshore student can fulfill their hopes and dreams.

**Dr. Justin Irish**  
Superintendent

# 2024-25 DISTRICT QUICK FACTS

Northshore honors the wealth of perspectives and experiences brought by our diverse students and families.



**22,932** STUDENTS 

**34** SCHOOLS 

**119** LANGUAGES SPOKEN 

 **94.8%** GRADUATED IN FOUR YEARS

 **17.05%** QUALIFIED FOR FREE OR REDUCED-PRICE MEALS

 **13.75%** ENROLLED IN SPECIAL EDUCATION SERVICES

## MET OR EXCEEDED STATE TESTING STANDARDS

### ENGLISH LANGUAGE ARTS

 **72.3%**

 **50.9%**

### MATH

 **63.9%**

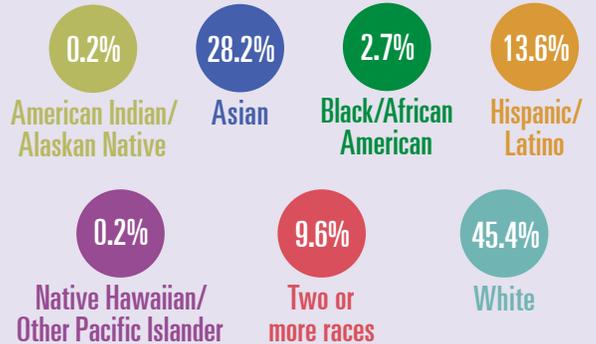
 **40.7%**

### SCIENCE

 **60.9%**

 **43.3%**

## STUDENT DEMOGRAPHICS



# POINTS OF PRIDE 2024-25

Take a look back at just some of the accomplishments of Northshore's students and staff from the 2024-25 school year.

## STUDENT AND SCHOOL ACHIEVEMENTS



**1,716 students graduated from Northshore schools and programs.**

➤ Graduates pursuing higher education: 1,464

➤ Graduates pursuing apprenticeships: 62

➤ Graduates entering the workforce: 47

➤ Graduates entering military service: 19

➤ Graduates taking a gap/service year: 56

➤ Graduates who earned an AA degree through Running Start: 76

➤ Total scholarship awards: More than \$15.1 million

Six members of the Class of 2025 were named National Merit Finalists: Saanvi Subramanian, Sanika Datar, Claire Meng, Monica Spassova, Vaishnavi Subramanian, and Jishnu Mehta.

The Washington School Recognition Program through the State Board of Education honored 8 Northshore schools for their work in closing opportunity gaps and supporting students' growth and academic achievement:



- Cottage Lake Elementary
- Innovation Lab High School
- Kenmore Elementary
- Kenmore Middle School
- Leota Middle School
- Moorlands Elementary
- Northshore Middle School
- Sunrise Elementary



Nearly 200 high school students from across all schools and programs attended the annual Northshore School District's Student Justice Conference in March 2025.



Nearly 70 students from Innovation Lab High School met with state legislators in Olympia to provide proposals on how to solve the state's school funding crisis.

Seventy-one students received the C.P. and Dorothy Johnson Humanitarian Award. These students consistently demonstrate the value and dignity of others, treat others with respect, and promote the common good. Recipients were selected based on the criteria of acceptance, community, and advocacy.



Student-athletes performed at high levels. The Bothell High School cheer team, which competed at USA Cheerleading Nationals, brought home five trophies, including a national title in Small Game-day. The Inglemoor Crew team won both the U19 Women's Varsity Coxed 8 and Coxed 4 at the US Rowing Youth Regionals. Woodinville High School brought home three state championships in girls flag football, girls gymnastics, and boys soccer, and second place in the state in girls soccer.

Bothell High School's Jazz Band performed in Hot Java Cool Jazz in Seattle, a celebration of some of the region's best young jazz musicians, and in the Essentially Ellington Jazz Band Competition & Festival in New York City as one of 15 ensembles selected for this prestigious honor.



The Skyview Middle School Tsunami and Northshore Middle School Blue teams earned first and second place, respectively, at the Science Olympiad Regional tournament.

The robotics teams from Woodinville High School and Bothell High School competed in the 2025 FIRST Robotics World Championship. Both teams delivered outstanding performances at regionals, qualifying them for the trip to the world championship.



Seven students from Bothell and North Creek high schools were named national champions in their respective competitive events at the Future Business Leaders of America (FBLA) National Leadership Conference.

## STAFF HIGHLIGHTS

- » Northshore has 1,413 classroom teachers.
- » Our teachers have an average of 12.5 years of experience.
- » Northshore celebrated 59 retirees in the 2024-25 school year, representing approximately 1,346 years of service.
- » This year, Northshore had 4 educators earn the National Board Certification Teacher credential and another 14 renewed their credential. The District now has 168 current NBCTs. National Boards is recognized as the gold standard in teacher certification and is issued by the National Board for Professional Teaching Standards.
- » Staff members were recognized as the best in Washington by state associations:



**Cathi Davis**  
**Ruby Bridges Elementary**  
*Elementary Principal of the Year,*  
*Association of Washington School Principals*



**Kim Broomer**  
**Ruby Bridges Elementary**  
*Teacher of the Year,*  
*Washington Education Association*



**Ric Calhoun**  
**Inglemoor High School**  
*Education Support Professional of the Year,*  
*Washington Education Association*



**Heidi Bush**  
**Northshore Middle School**  
*Secondary Teacher-Librarian of the Year,*  
*Washington Library Association*

# 2024-25 FINANCIAL STEWARDSHIP

## WHERE DOES THE DISTRICT'S MONEY COME FROM?

The General Fund pays for Northshore's day-to-day operations, and it has a variety of funding sources, outlined below for 2024-25.

### 2024-25 REVENUES: \$439,927,632



### STATE

The state of Washington is Northshore's largest funding source at 75 cents of every dollar. The amount paid by the state is dependent on student enrollment. Funding from the state does not fully cover the cost of educating students in Northshore.



### LOCAL TAXES

*(Educational Programs & Operations Levy)*

Local taxes used for public education are referred to as "levies" and help make up the gap between what the state provides and what our students need and the community expects. Our Educational Programs & Operations Levy is a critical funding source for our students that requires approval by local voters and is collected over a set number of years. Levy funds are used to support special education services, enrichment activities including music and athletics, staff salaries, safety and security, English Language Development services, and more. EP&O Levy dollars represent 15 cents for every dollar spent on students in Northshore.



### FEDERAL

Federal money accounts for three cents of every dollar received and helps provide vital services in specific areas, including special education, support for reading and math (Title I), and English Language Development.



### OTHER

All other funding sources combined make up seven cents out of every dollar received. This includes grants, gifts, donations, and fees that are used for very specific purposes.

### Local Levies Support Northshore Students

During the McCleary decision in 2012, the State Supreme Court ruled that Washington was violating the state constitution by failing to fund basic education. In response the state increased funding, however, there is still a gap between the revenue the school district receives from the state and federal governments and what it costs to educate Northshore students. We rely on local levies to make up the difference and ensure students have the opportunity to access the education they need and deserve.

Local operation levies help cover basic education that isn't fully funded, including smaller class sizes, academic support and interventions, support for students with special needs, support for English language learners, and transportation. Levies also fund curriculum and extra-curricular activities such as music, drama, athletics, and clubs.

Technology is another area not fully funded by the state. Local capital levies cover the costs of technology in schools and administration. In a technology-driven economy, we must prepare our students for the appropriate and safe use of technology.

## WHERE DOES THE DISTRICT'S MONEY GO?

Approximately 83% of the District's funding goes directly to schools and classrooms to support student learning.

# EXPENDITURES: \$431,535,452



### TEACHING & LEARNING SUPPORT

In 2024-25 more than 74 cents of every dollar spent was used for teaching and learning support such as educators, counselors, librarians, and educational support professionals.



### SCHOOL ADMINISTRATION

School administration, including principals, assistant principals, and deans of students, account for eight cents of every dollar spent.



### CENTRAL OFFICE ADMINISTRATION

District administration, including the superintendent's office, business services, special education, curriculum, instruction, and assessment, human resources, technology, and communications, account for more than two cents per dollar.



### CUSTODIAL, MAINTENANCE, GROUNDS & OPERATIONS

Almost six cents per dollar was spent on school maintenance, custodians, and grounds crew.



### ALL OTHER SUPPORT SERVICES

More than two cents per dollar went to pay for services such as technology, printing, and warehousing.



### TRANSPORTATION

Buses and drivers to safely transport students daily cost the District a little more than three cents per dollar last year.



### UTILITIES

Power, water, and sewer for all district buildings costs less than two cents per dollar.



### NUTRITION SERVICES

More than two cents of every dollar provided nutritious meals for students.

» Learn more: [nsd.org/budget](https://nsd.org/budget)

# LEVIES AND BOND

## PROMISES MADE, PROMISES KEPT



The voter-approved 2022 Educational Programs and Operations (EP&O) Levy, Technology Levy, and Capital Projects Bond ensure all students and staff have access to updated learning supports, facilities, and technology. The following section highlights the ways Northshore upholds its commitment to the community by investing in essential resources.

## LEVIES



### EP&O LEVY

The EP&O Levy bridges the gap between what the state funds and what it costs to meet the learning needs of every student in Northshore. It accounts for 15% of the District's general operating budget, or approximately \$66 million during the 2024-25 school year.

The levy funding helps Northshore retain outstanding staff, including teachers, paraeducators, nurses, counselors, security, and others. It supports services for Special Education, English learners, students experiencing homelessness, and advanced coursework. This levy also ensures Northshore students have opportunities to pursue extracurricular activities like clubs, music, performing arts, and athletics.



### TECHNOLOGY LEVY

The Tech Levy continues funding to strengthen classroom technology and learning tools, including support for emerging technologies, digital learning curriculum, student and staff devices, classroom instructional tools, training, and assistive technologies to improve accessibility for students.

During the 2024-25 school year, the Tech Levy generated \$20 million, which allowed the District to replace more than 8,400 student computing devices across all Northshore schools. Levy funding also supports licensing and subscriptions for core instructional software and digital resources as well as the training to help our educators stay current with the ever-changing technology landscape so they can best support our student learners.

## BOND

### 2022 CAPITAL BOND



During 2025, Northshore completed many of the large construction projects funded by the 2022 Capital Bond and continued to make progress on additional facility improvements. These funds are designated for building improvements and are part of the District's Capital Projects Fund.

### Building Improvements, Safety & Security, and Technology Infrastructure Projects

During the four-year cycle of the 2022 Capital Bond, all schools benefited. A few of the recently completed projects include:

- *East Ridge Elementary: Exterior lighting and portable installation*
- *Frank Love Elementary: Exterior lighting and fire alarm modernization*
- *Hollywood Hill Elementary: Exterior lighting*
- *Kokanee Elementary: Inclusive playground, exterior lighting, and access control installation*
- *Moorlands Elementary: Exterior lighting*
- *Shelton View Elementary: Fencing improvements*
- *Sunrise Elementary: Health room improvements*
- *Westhill Elementary: Exterior lighting*
- *Canyon Park Middle School: Exterior lighting*
- *Northshore Middle School: Exterior lighting*
- *Skyview Middle School: Access control installation*
- *Timbercrest Middle School: Exterior lighting and access control installation*
- *Bothell High School: 6-classroom modular building completed*
- *Woodinville High School: Access control installation*
- *Bear Creek Campus: Fencing improvements*

In addition, the bond continues to fund districtwide updates to improve our school campuses' safety and security. In the past year, projects included completing school mapping and emergency communication upgrades to help facilitate communication with emergency responders.

Technology network infrastructure improvements included: upgrading the router at most schools, replacement of the west-area schools' fiber pathways, enhanced network monitoring, and new systems to improve reliability during power outages. The District also purchased replacement services and hardware to update the district's aging phone system. Improvements to strengthen security for servers and staff and student accounts has also been a priority.

## COMPLETED Large Construction Projects

Six of the school growth and modernization projects funded by the 2022 Capital Bond were completed for students and educators.

### *Crystal Springs Elementary*

This project reduced the number of portables by 10; added a two-story building with seven permanent classrooms, two music rooms, a new gym, commons, and multipurpose space; installed an inclusive playground, turf field, and covered play area; and improved parking and circulation for vehicles.



### *Maywood Hills Elementary*

This project reduced the number of portables by 10; added a two-story building with seven permanent classrooms and a cafeteria; re-roofed the existing buildings; installed an inclusive playground; improved fencing and security to support arrival and supervision of students; and improved site circulation with traffic flow updates.

### *Woodin Elementary*

This project reduced the number of portable classrooms by six; built six permanent classrooms, two music classrooms, and a new gym; installed an inclusive playground and field; improved security with fencing; and improved site circulation with traffic flow improvements.



### *Sorenson Early Childhood Center*

This project reduced the number of classroom portables by two; built five new permanent classrooms, areas for speech, OT, and PT services, and an activity room; installed inclusive playgrounds for Sorenson and Westhill Elementary; and improved site circulation with traffic flow improvements.



### *Fernwood Elementary*

This project reduced the number of portables by 16; added a two-story building with 13 permanent classrooms, two music rooms, and a new main office; improved parking and circulation for vehicles; added an inclusive playground; and improved existing facilities with new carpeting. Fernwood's new building was completed in January 2026 and students and staff are currently in the move-in process, with removal of the old portables taking place in spring 2026.

### *Kenmore Elementary*

This project reduced the number of portables by nine; added a new admin and commons building with multipurpose space; improved parking and circulation for vehicles; increased overall campus security by reorganizing building entry and site supervision; painted and installed new flooring in the existing buildings; and installed an inclusive playground.

» Learn more: [nsd.org/2022bond](https://nsd.org/2022bond)

## ONGOING Large Construction Projects



### *Inglemoor High School*

Phase 1 of the replacement project broke ground in summer 2025, and this phase of the project will include a three-story structure that includes the cafeteria, science classrooms, multi-use classrooms, counseling offices, and student store. To date, progress has been focused on groundwork, utilities, foundations, vaults for electrical, and the elevator pit. The tower crane was also erected in 2025 to help construct the new building on the limited space of the existing campus. Phase 1 is anticipated to be completed in summer 2027.



### *Leota Middle School*

Construction began on the Phase 1 replacement project in spring 2025. It includes a new three-story building that will house 36 classrooms. The structural work on this project is complete and the detailed work of the interior is underway. Phase 1 is on schedule to be completed in summer 2026.



**Northshore  
Invests**

LEVY RENEWALS & BOND  
FEBRUARY 10, 2026

Modernize Schools  
Strengthen Technology  
Support for Every Student

**REMEMBER TO VOTE BY FEB. 10!**

# STRATEGIC PLAN

## SUPPORTING NORTSHORE LEARNERS

Our district's strategic plan serves as a roadmap for fulfilling our mission of strengthening our community through excellence in education. Built around five strategic goals supported by measurable outcomes, the plan guides our direction and priorities. Below is an overview of each goal, along with examples of the progress achieved during the 2024-25 school year.

### Success in the Early Years

#### » STRATEGIC PLAN GOAL 1



Targeted efforts to support our **youngest learners' math development** has shown student improvements.

- Our grade 3 students who completed an initial and final assessment demonstrated measurable growth in math, with 44.5% meeting or exceeding standard at the start of the year and 78.2% at the end of the year.
- The percentage of grade 3 students meeting the state's Smarter Balanced Assessment math standard in 2024-25 was 73.9% compared to the Washington state average of 51.2%.
- This progress was accelerated by targeted training, as teachers enhanced their instructional practices with math curriculum expert Shannon Kiebler.

### Responsible, Resilient, Empathetic Learners

#### » STRATEGIC PLAN GOAL 2



Northshore students are encouraged to be **active learners, work toward their best, and explore learning experiences that spark curiosity and excitement**. These efforts are supported by our caring educators and the broader Northshore community, which plays an important role in student development.

- Northshore's K-12 school counselors empower students to navigate challenges with confidence, providing the essential tools and support necessary for lifelong personal and academic success. In elementary schools, they coordinate groups focused on social skill development like self regulation, family changes, mindfulness, and stress management.
- Educators ensure students receive the support they need to be successful, using data to guide instruction and interventions. This framework is called Multi-Tiered Systems of Support (MTSS).
- Students are growing into individuals who demonstrate accountability, determination, and compassion thanks in part to the involvement of 11,000 active community volunteers in our schools and classrooms.

» Learn more: [nsd.org/strategicplan](https://nsd.org/strategicplan)

## Growth for Every Student, Elimination of Outcome and Opportunity Gaps

» STRATEGIC PLAN GOAL 3



Rigorous learning experiences are designed to support growth for every student, ensuring **all learners continue to progress while addressing and reducing achievement gaps**.

Through meaningful, real-world applications, including Northshore's strong Career and Technical Education programs, students gain access to the skills, opportunities, and confidence needed for future success.

- Northshore students earned 1,552 Career and Technical Education certificates, opening doors to high-wage professions.

- Innovation Lab High School interns supported Woodin Elementary students with reading and comprehension skills, providing a meaningful internship and academic support as part of a new tutoring program.
- Core Plus Construction high school students worked alongside construction professionals to build emergency preparedness sheds for schools. This is an example of how collaborative, real-world learning directly benefits students.

## Innovative, Creative, Critical Thinkers

» STRATEGIC PLAN GOAL 4



This year, students built important skills such as **creativity, collaboration, communication, and responsible decision-making** through thoughtful use of AI and technology. Instruction remained balanced so that students continued to strengthen their core reading and math while also gaining the skills needed to succeed in a changing, technology-rich world.

- Northshore developed a district-wide, evidence-based cell phone policy that empowers teachers and schools to decrease distractions and improve students' engagement in learning.

- Our teacher-librarians provide grade-level appropriate instruction on digital citizenship and internet safety, educating students about appropriate online behavior, interacting with other individuals on social networking websites, cyber-bullying awareness and response, and other relevant topics.
- As staff begin to educate our students about the appropriate use of AI, the district will also gather feedback on the effectiveness of that instruction to incorporate into our Strategic Plan evaluation.

## Ready for Lifelong Success after Graduation

» STRATEGIC PLAN GOAL 5



The district ensures all learners have **access to the required college-ready coursework** needed for postsecondary pathways, if desired. At the same time, students are encouraged to **explore and pursue Career and Technical Education options** that connect learning to real-world skills and career opportunities. Pursuing and exploring their passions in high school provides students with the confidence to pursue what's next after graduation.

- More than 80 different high school courses are available for students

to advance their career and technical skills.

- Northshore's on-time graduation rate is 94.8% compared to 82.8% for the state of Washington.
- Northshore high school students utilize SchoolLinks to develop their High School and Beyond Plan with guidance from counselors to identify their interests, make thoughtful decisions, and prepare for life after high school.

## Nondiscrimination

Northshore School District is enriched by the many experiences and perspectives each individual member brings to our District and community. Therefore, our District prohibits discrimination based on age, sex, marital status, sexual orientation, gender expression, gender identity, race, creed, religion, color, national origin, honorably discharged veteran or military status, or the presence of any sensory, cognitive, or physical disability or the use of a trained dog guide or service animal by a person with a disability.

Civil Rights and ADA Coordinator for Staff:  
Jerred Kelly, Director of Human Resources,  
3330 Monte Villa Parkway, Bothell, WA  
98021-8972, 425-408-7622 or 7604,  
[TitleXOfficer@nsd.org](mailto:TitleXOfficer@nsd.org)

Title IX Coordinator: Jerred Kelly, Director of  
Human Resources, 3330 Monte Villa Parkway,  
Bothell, WA 98021-8972, 425-408-7622 or  
7604, [TitleXOfficer@nsd.org](mailto:TitleXOfficer@nsd.org)

The Northshore School District shall provide equal educational opportunity and treatment for all students in all aspects of the District's academic, activities, or employment programs without discrimination. In addition, the District provides equal access to the Boy Scouts and other designated youth groups in its programs and activities.

Section 504 and ADA Coordinator for Students:  
Rick Ferrell, Director of Student Services, 3330  
Monte Villa Parkway, Bothell, WA 98021-8972,  
425-408-7632, [rferrell@nsd.org](mailto:rferrell@nsd.org)

Any Northshore School District staff and community member has the right to raise concerns or make a complaint regarding discrimination under this policy without fear of retaliation. The above-listed employees have been designated to handle questions and complaints of alleged unlawful discrimination.

## Strengthening Our Community Through Excellence in Education

### Why are you receiving this mailer?

An estimated 70 percent of the residents within the school district do not have school-aged children in the Northshore School District. The purpose of this publication, therefore, is to let those members of the community know about the programs and activities taking place in their Northshore School District.

This publication is not mailed using an address list. Instead, to greatly reduce the cost of postage, we use a bulk mailing process that has it delivered to every residential customer on each carrier's route.



# Northshore School District

Northshore School District No. 417  
Administrative Center  
3330 Monte Villa Parkway  
Bothell, WA 98021-8972

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## 2024-25 Northshore School District Board of Directors (L-R): Sandy Hayes (District 4), Hân Trần (District 3), Amy Cast (District 5), Elisabeth Sotak (District 2), and Jacqueline McGourty (District 1)

**Board Meetings** are usually held on the second Monday of the month at 4:30 p.m. and the fourth Monday of the month at 7 p.m.

Please check the website for upcoming **Conversations with the Board** dates at [nsd.org](https://www.nsd.org).



*In 2025, the District completed six of the 2022 Capital Bond-funded projects, including the Woodin Elementary expansion project, seen above.*