

# 2018-19 PROPOSED BUDGET

Lake Washington School District  
June 25, 2018 Board Meeting

# Budget Presentation Outline

- ❑ 2018-19 Proposed Budget Document Presentation
  - ❑ Budget Policies, Process & Timeline
  - ❑ Overview of All Funds
  - ❑ General Fund Revenues & Expenditures
  - ❑ Strategic Work and Resource Alignment
  - ❑ Next Steps

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## Budget Policies, Process & Timeline

# Annual Budget *File: DB*

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A district's annual budget is **tangible evidence of the board's commitment toward fulfilling the aims and objectives of the instructional program**. The budget expresses in specific terms the services to be provided, consistent with immediate and long-range goals and resources available and establishes priorities within broad program areas such as basic education, other separately funded programs and support services.

Prior to presentation of the proposed budget for adoption, the superintendent shall prepare for the board's study and consideration appropriate documentation supporting his/her recommendations, which shall be designed to meet the needs of students within the limits of anticipated revenues consistent with reasonable management practices.

**Program planning and budget development shall provide for staff participation and the sharing of information** with patrons prior to action by the board.

Current practice codified 1988

**Adopted:**  
5/7/90

# Budget Hearings & Review *File: DBG*

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The board shall hold an **annual budget meeting** as prescribed by state law at which time the voters of the district are invited to a **public hearing** on the proposed budget for the coming year. Members of the board and the administration shall be present at this meeting to answer questions on any phase of the budget.

Established by law

# Budget Adoption *File: DBH*

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The budget shall be presented in a **public hearing no later than August 31**. Following this formal presentation, the president shall invite any written or oral testimony for or against the budget. After sufficient opportunity to react, the **budget shall be adopted by the board**. Such action shall be recorded in the official minutes of the board. Copies of the budget as adopted shall be filed with the educational service district no later than September 3. Copies of the budget will be filed with the State Superintendent of Public Instruction.

Current practice codified 1988

**Adopted:**

5/7/90

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

Accordingly, the CEO shall 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 see the **relationship between the budget and the Ends priorities for the year.**
2. Adequately describe revenues and expenditures.
3. Shows the amount spent in each budget category for the most recently completed fiscal year, the amount budgeted for each category for the current fiscal year and the amount recommended for the next fiscal year.
4. Discloses budget planning assumptions.
5. Plans for the expenditures in any fiscal year to be equal or less than are **conservatively projected** to be available during the year.

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. Considers feedback from the Board.
8. Provides for reasonable contingencies.
9. Maintains the projected year-end fund balance is not less than five percent of the projected revenue.
10. Provides adequate and reasonable budget support for Board development and other governance priorities, including the costs of fiscal audits, Board and committee meetings, Board memberships and district legal fees.
11. Takes into consideration fiscal soundness in future years and builds on the organizational capabilities sufficient to achieve **End Results** in future years.
12. Reflects anticipated changes in employee compensation, including inflationary adjustments, step increases, performance increases and benefits.
13. Is based on reasonable consultation with appropriate constituent groups.



# Timeline

- June 25, 2018
  - Budget presentation
  - Proposed budget will be available on district's website or copies can be obtained in Budget office
- Public comment period - June 26 – August 12
- August 13, 2018
  - Public hearing
  - Formal Board action

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# 2018-19 Proposed Budget Overview

All Funds

# Expenditures By Fund

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	<u>Millions</u>
□ General Fund	\$418.2
□ Associated Student Body Fund	\$5.5
□ Debt Service Fund	\$80.2
□ Capital Projects Fund	\$241.9
□ Transportation Vehicle Fund	\$2.0
<b>Total</b>	<b>\$747.8</b>

# Associated Student Body Fund

12

		<u>Millions</u>
Beginning Fund Balance		\$0.952
Revenues		<u>\$5.416</u>
Total Resources Available		\$6.368
Expenditures		
General Student Body	\$1.962	
Athletics	\$1.268	
Classes	\$0.190	
Clubs	\$1.961	
Private Monies	<u>\$0.145</u>	
Total Expenditures		<u>\$5.526</u>
Ending Fund Balance		\$0.842

# Debt Service Fund

13

		<u>Millions</u>
Beginning Fund Balance		\$30.120
Revenues		<u>\$76.463</u>
Total Resources Available		\$106.583
Expenditures		
Bond Principal	\$49.050	
Bond Interest	\$31.076	
Transfer Fees	<u>\$0.100</u>	
Total Expenditures		<u>\$80.226</u>
Ending Fund Balance		\$26.357

# Capital Projects Fund

14

		<u>Millions</u>
Beginning Fund Balance		\$141.346
Revenues		
Levy	\$33.405	
Interest/Impact Fees	\$3.541	
Other Financing Sources	<u>\$88.000</u>	
Total Revenues		\$124.946
Transfer to General Fund		<u>(\$8.616)</u>
Total Resources Available		\$257.676
Expenditures		<u>\$241.875</u>
Ending Fund Balance		\$15.801

# 2018-19 Major Capital Projects

## 2016 Bond Construction Projects

- ❑ Clara Barton and Ella Baker Elementary – open Fall 2018
- ❑ Redmond Ridge Middle School, Rebuild and Enlarge Mead and Kirk Elementary – open Fall 2019
- ❑ Juanita High School Rebuild and enlarge – open Fall 2020
- ❑ Old Redmond Schoolhouse – Fall 2019

## 2014 & 2018 Levy Projects

- ❑ Building Systems & Improvements
- ❑ Code, Compliance, Health & Safety
- ❑ School and Program improvements
- ❑ Site Improvements, Athletics & Playfield Upgrades
- ❑ Technology Infrastructure, Equipment, Software, Systems & Training

# Transportation Vehicle Fund

16

		<u>Millions</u>
Beginning Fund Balance		\$3.469
Revenues		<u>\$0.392</u>
Total Resources Available		\$3.861
Expenditures		<u>\$2.003</u>
Ending Fund Balance		\$1.858



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# General Fund

# 2018-19 Legislative Budget

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- ❑ McCleary Enhancements
  - ❑ Increased funding for staff salary allocations to reduce the reliance on local levies
  - ❑ Special Education Funding factor increase
  - ❑ MSOC inflationary increase
  - ❑ Move to statewide employee benefits (SEBB) - January 1, 2020
- ❑ Small increase in health benefits/pension

# 2018-19 Legislative Budget

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## Updated Accounting Requirements for General Fund

### □ 2018-19

- All local revenue must be deposited into subfund of general fund
  - Local revenue includes levy, fees, grants, donations, etc.
- By end of year progress on coding related expenditures to subfund must be made

### □ 2019-20

- OSPI must adopt rules requiring separate accounting of state and local revenues to expenditures
  - Rule-making process will begin in early 2019 to be in effect for 2019-20
- Expenditure object codes will be added in order to meet federal reporting requirements

# General Fund

20

		<u>Millions</u>
Beginning Fund Balance		\$45.778
Revenues		\$431.902
Transfer from Capital Projects Fund		<u>\$8.616</u>
Total Revenues		\$440.518
Expenditures		<u>\$418.154</u>
Ending Fund Balance		
Nonspendable Inventory	\$0.950	
Unassigned Minimum Fund Bal.	\$22.026	
Unassigned	<u>\$45.166</u>	
Total Ending Fund Balance		\$68.142

# Key Changes – Enrollment

	2017-18 Budgeted Enrollment	2018-19 Budgeted Enrollment	Change in Enrollment from Budget to Budget
Elementary	14,865	14,837	(28)
Middle	6,831	7,052	221
Sr. High	7,428	7,372	(56)
Subtotal	29,124	29,261	137
Skill Center	391	352	(39)
ALE (EMK12)	80	60	(20)
Total Enrollment	29,595	29,673	78

Figures represent Average Annual Full-time Equivalent (FTE) and excludes Running Start

# Key Changes – Enrollment

	2017-18 Budgeted Enrollment	2018-19 Budgeted Enrollment	Change in Enrollment from Budget to Budget
CTE			
Middle	264	298	34
Sr. High	1,110	1,247	137
Skills Center	391	352	(39)
Special Education	3,525	3,550	25
ELL	2,960	2,775	(185)
ELL Exit	1,300	1,300	0
Running Start	380	450	70

# Budget Proposal

## Key Changes - Revenues

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<b>State Legislative Changes</b>	<b>Millions</b>
Salary Allocations/Benefits/Pension	\$78.1
Materials, Supplies, and Operating Costs (MSOC)	\$0.6
Special Education Formula change	\$0.6
Categorical Grants (ELL, LAP, Running Start)	\$4.8
<b>Total Legislative Changes</b>	<b>\$84.1</b>

# Budget Proposal

## Key Changes - Revenues

24

<b>Enrollment/Levy Changes</b>	<b>Millions</b>
Basic Ed/Special Ed Enrollment	\$2.3
Levy	(\$4.2)
Grants/Donations/Contingency	\$5.0
Transportation	\$0.1
<b>Total Local Impact</b>	<b>\$3.2</b>



# Budget Proposal

## Key Changes - Revenues

25

<b>Federal Grants</b>	<b>Millions</b>
Title I	(\$0.4)
IDEA Federal Special Ed	\$0.3
<b>Total Federal Grants</b>	<b>(\$0.1)</b>
<b>Other Self-Supporting Programs</b>	<b>Millions</b>
Grants/Self-Supporting Programs	\$0.7
Tech Training&Software Transfer from CPF	(\$1.3)
<b>Total Other</b>	<b>(\$0.6)</b>

# Budget Proposal

## Key Changes - Revenues

26

<b>Revenue Impact Summary</b>	<b>Millions</b>
Local Impact	\$3.2
State Legislative/Grant Impact	\$84.1
Federal Grant Impact	(\$0.1)
Other Self-Supporting	(\$0.6)
<b>Total Revenue Changes</b>	<b>\$86.6</b>

# Revenue Summary

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	2017-18	2018-19	%
	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
State Apportionment	\$207,857,912	\$282,928,613	36.1%
State Categorical	40,395,084	51,734,379	28.1%
Federal	15,699,978	15,527,805	(1.1%)
Levy	67,917,825	63,736,671	(6.2%)
Fee Programs	12,151,230	17,960,392	47.8%
Other	9,908,374	8,630,215	(12.9%)
<b>Total Revenue Budget</b>	<b>\$353,930,403</b>	<b>\$440,518,075</b>	<b>24.5%</b>

# Funding Sources

	10-11	11-12	13-14	15-16	16-17	17-18	18-19
State Basic	53.3%	<b>52.0%</b>	52.0%	54.6%	56.4%	58.7%	<b>64.2%</b>
State Categorical	10.6%	10.6%	11.3%	11.5%	11.7%	11.4%	11.7%
Federal	7.3%	6.2%	5.7%	5.1%	5.1%	4.4%	3.5%
Levy	20.2%	<b>22.1%</b>	22.5%	21.1%	20.5%	19.2%	<b>14.5%</b>
Fees	6.1%	6.2%	5.7%	5.0%	3.5%	3.5%	4.1%
Other	2.5%	2.9%	2.8%	2.7%	2.8%	2.8%	2.0%

% of total revenue budget

# Budget Proposal

## Key Changes - Expenditures

29

	<b>Millions</b>
Staffing due to Enrollment, High School 7th Period	\$10.05
Operational Costs of 2 New Elementary Schools	\$2.00
Compensation/Benefits/Pension	\$36.40
Grants/Self-Supporting Programs	\$8.30
Fixed Costs	\$0.90
Less one-time expenditures from prior year	(\$1.00)
Strategic and Organizational Work	\$6.30
<b>Total Expenditure Changes</b>	<b>\$62.95</b>

# Materials, Supplies and Operating Costs (MSOC)

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- ❑ State Funded MSOC \$37.1
- ❑ District Budgeted MSOC Expenditures \$32.5
- ❑ Difference \$4.6

Difference used for special education, substitute costs, professional learning, compensation for curriculum work, meetings, and training.

# Expenditure Program Summary

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	2017-18	2018-19	%
	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
Regular Education	\$223,090,315	\$260,997,540	17.0%
Alternative Learning Exp.	\$693,976	\$799,878	15.3%
Special Education	45,306,299	54,427,350	20.1%
CTE/Vocational Education	9,277,044	13,845,309	49.2%
Skill Center Instruction	2,864,794	3,477,211	21.4%
Compensatory Ed.	12,015,097	12,715,201	5.8%
Other Instruction	6,527,975	12,133,519	85.9%
Community Services	2,285,364	2,521,120	10.3%
District Wide Support	34,582,398	37,536,987	8.5%
Nutrition Serv./Transportation	18,586,893	19,699,783	6.0%
<b>Total Expenditure Budget</b>	<b>\$355,230,155</b>	<b>\$418,153,898</b>	<b>17.7%</b>

# Four-year outlook assumptions

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## Revenue Assumptions

- Enrollment growth continues at 1.1-1.2% per year
- No significant changes in state funding
- Levy based on current voter approved amounts

## Expenditure Assumptions

- Staffing is aligned with enrollment growth
- Operation costs for new middle school in 2019-20
- Ongoing local costs needs over state funding for salaries/benefits/retirement
- Ongoing fixed cost increases and strategic adds
- Additional support for K-3 legislative requirements



# General Fund Budget

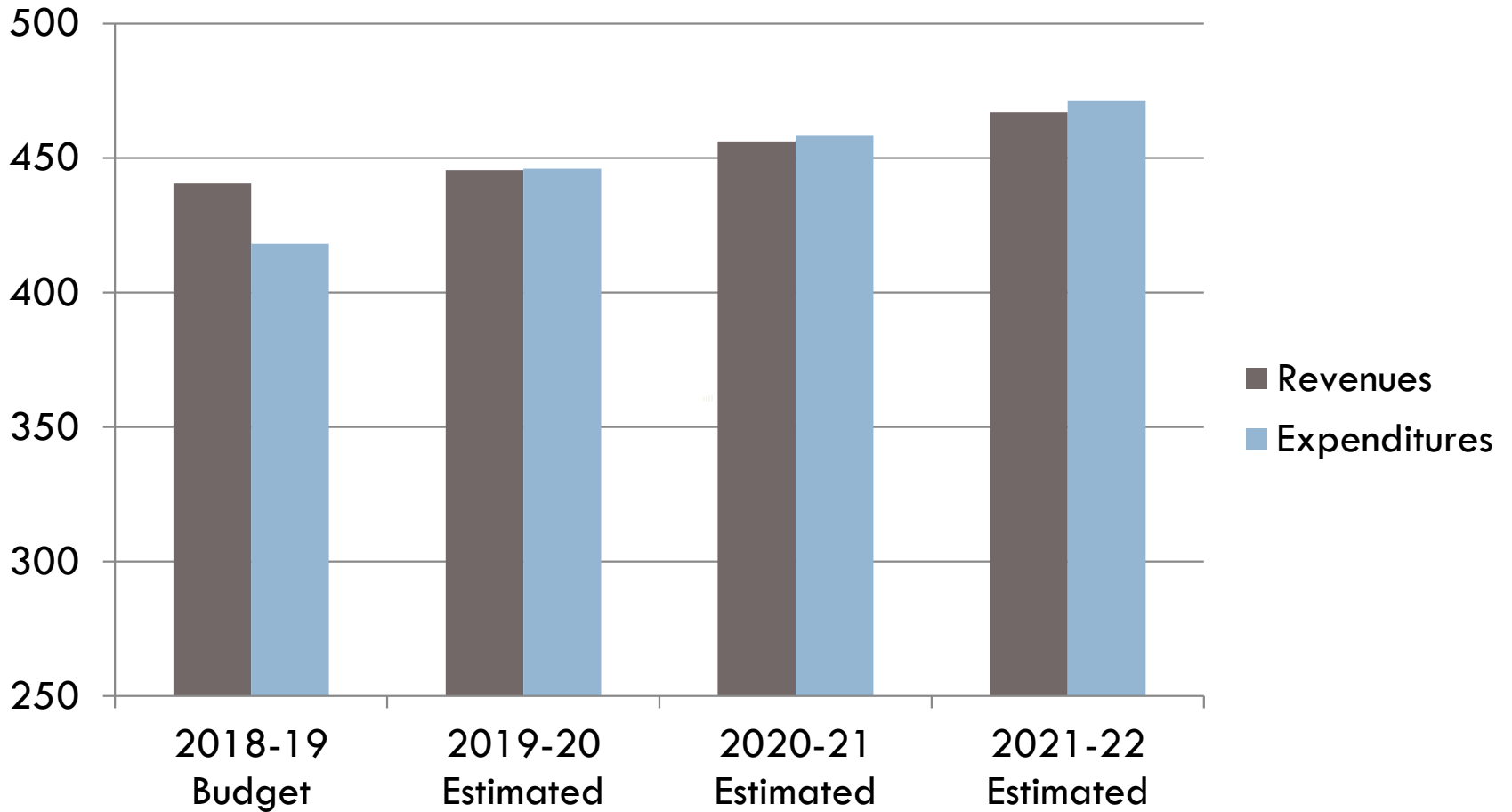
## Preliminary Four-Year Outlook

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	2018-19 Budget	2019-20 Estimated	2020-21 Estimated	2021-22 Estimated
Beginning Fund Balance	\$45.8	\$68.1	\$67.6	\$65.5
Revenues	\$440.5	\$445.5	\$456.2	\$467.0
Expenditures	\$418.2	\$446.0	\$458.3	\$471.4
Ending Fund Balance	\$68.1	\$67.6	\$65.5	\$61.1

# Future Projections

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# Strategic Work and Resource Alignment

# Meritorious Budget Award Transparency and Accountability

In March 2018, District was awarded the Meritorious Budget Award for the 2017-18 Budget.



## Lake Washington School District 2017-18 Budget



**Message from the Superintendent**  
Lake Washington is proud to serve a growing and diverse community with more than 28,000 students. We are the third largest district in the state. Our vision is Every Student Future Ready. One of the top performing every single state, our staff takes seriously their responsibility for helping every single student reach this vision. We want our students to enjoy learning and strive to reach their fullest potential.

As a public school system, we are accountable to our students, parents, community members and taxpayers. Each year we are pleased to provide this annual report, which highlights our progress toward accomplishing our mission and vision for our students. To accomplish our mission and vision, we align our efforts to five strategic goals:

1. Ensure academic success for every student.
2. Provide safe and innovative learning environments.
3. Recruit, hire and retain highly effective personnel.
4. Use resources effectively and be fiscally responsible.
5. Engage our communities by aligning our work to goals and adhering to our four core values and three pillars of vision. This report provides an annual update on our progress. We are working hard to provide the very best education possible for our students. The community plays an important role.

**Core Values**

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

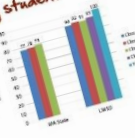
**Strategic Goals**

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

**Goal 1: Ensure academic success for every student**

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

**Graduation Rates Continue to Climb**  
98% of students in the class of 2017 graduated in four years, which is the highest graduation rate of the largest high school districts in Washington state. Some students need additional time. The Board's graduation rate for the class of 2016 was 94%. We continue to work toward 100% graduation.




# Strategic Goal: Ensure Academic Success for Every Student

**Objective: Provide Rigorous, Relevant, and Effective Curriculum and Assessments**

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	<p>New state Smarter Balanced Assessments aligned to CCSS</p> <p>New 6-12 performing arts curriculum</p>	<p>New 9-12 science curriculum</p>	<p>New 6-8 math curriculum</p> <p>New 6-8 science curriculum</p> <p>Phase in- new K-5 visual arts, writing, and handwriting</p>	<p>New 7-12 math curriculum</p> <p>New interim assessments for ELA and Math</p>	<p>Next Generation Science Standards (NGSS)</p> <p>New Dyslexia Curriculum</p> <p>New 6-8 Math Replacement Curriculum</p> <p>New Preschool Curriculum</p>

## **Additional Resource Needs Identified for 2018-19: \$910,375**

- K-12 NGSS Training
- Musical Instrument Replacement
- Special Education Preschool Curriculum and Training
- Special Education Curriculum, Assessment and Test Kits
- Special Education Dyslexia Training
- Special Education 6-8 Math Replacement Curriculum and Training
- Special Education PEC System Training
- WaKIDS Program Support

## Strategic Goal: Ensure Academic Success for Every Student

### Objective: Provide Rigorous, Relevant, and Effective Curriculum and Assessments

**2014-15  
Additional  
resource  
needs identified**

- Special Education literacy curriculum
- Restoration of central curriculum support
- Printing for elementary literacy materials

**Total: \$391,299**

**2015-16  
Additional  
resource  
needs identified**

- Special Education Learning Center materials
- Supplemental curriculum support for algebra and geometry
- Support for high school science lab classes and curriculum
- Support for textbook management and distribution

**Total: \$703,265**

**2016-17  
Additional  
resource  
needs identified**

- Musical Instrument Repair and Replacement
- WaKIDS Assessment
- K-1 Writing Resource Materials and K-5 Writing Training
- Middle School Lab Science Equipment
- K-5 Visual Arts Curriculum Materials
- Textbook Adoption Cycle

**Total: \$688,980**

**2017-18 Additional  
resource needs  
identified**

- Musical Instrument Replacement
- K-5 Writing Training
- K-12 Science Training

**Total: \$204,478**

# Strategic Goal: Ensure Academic Success for Every Student

**Objective: Develop Specific Strategies and Programs to Ensure High Quality Learning for all Students**

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	<p>STEM signature programs</p> <p>7 period day opportunities at all high schools</p> <p>New High School and Beyond Plan and online management system</p> <p>New K-1 Quest program</p> <p>Common AP offerings in high schools</p> <p>Alternatives to suspension</p>	<p>24 requirement for Class of 2019</p> <p>1027 instructional hours</p> <p>All Day Kindergarten at Title I Schools</p> <p>New High School and Beyond Plan and online mgt. system</p>	<p>All Day Kindergarten for all students</p> <p>Begin to Implement results of Special Education &amp; 504 program review</p> <p>Expanded K-2 Quest/Highly Capable</p>	<p>Begin to implement results of Summer Program Review</p> <p>New elementary STEM Program</p> <p>Continue to Implement results of Special Education &amp; 504 program review</p> <ul style="list-style-type: none"> <li>• Co-teaching</li> <li>• Parent engagement</li> <li>• Assistive tech guidance/ procedures</li> <li>• Supplemental curriculum/ dyslexia</li> <li>• Dyslexia evaluation tool</li> </ul>	<p>New Dual Language Immersion program</p> <p>7 period high school day</p> <p>New summer enrichment course offerings</p> <p>Expanded K-5 Quest/Highly Capable</p> <p>SIOP</p> <p>Innovation Programs</p>

## Strategic Goal: Ensure Academic Success for Every Student

**Objective: *Develop Specific Strategies and Programs to Ensure High Quality Learning for all Students***

### **Additional Resource Needs Identified for 2018-19: \$1,068,832**

- Equity Efforts and Training
- Highly Capable K-5 Program Support
- Multi-Tiered System of Support (MTSS) Pilot and Secondary Co-Teaching Training
- Athletics – Middle School Boys Soccer
- Special Education Transition Academy Lease



# Strategic Goal: Ensure Academic Success for Every Student

**Objective: *Develop Specific Strategies and Programs to Ensure High Quality Learning for all Students***

**2014-15**

**Additional  
resource  
needs identified**

- 7 period day opportunities at all high schools
- Additional instructional time to meet 1027
- Quest program expansion and support
- Additional high school athletics support
- (Reduction of athletic fees by 36%)
- 4 additional high school counselors
- Restore central student services support
- Prevention/intervention program expansion
- Special Education Learning Center program expansion
- Special Education program support
- Special Education high needs kindergarten support
- Alternatives to suspension

**Total: \$2,943,623**

**2015-16**

**Additional  
resource  
needs identified**

- College and career ready specialists
- Support for College Bound scholarship cohort
- AVID training and materials
- Support for interpreter costs
- Counseling support for Emerson campus
- Accelerated Program support – scanner and testing
- .5 Special Education preschool psychologist
- Athletics: Title IX and post-season support

**Total: \$1,043,075**

## Strategic Goal: Ensure Academic Success for Every Student

**Objective:** *Develop Specific Strategies and Programs to Ensure High Quality Learning for all Students*

**2016-17**

**Additional  
resource**

**needs identified**

- Emerson K-12 (Parent Partnership Program) All-Day Kindergarten
- Highly Capable - K-1 Program Support
- Accelerated Programs, Choice & Innovation
- Athletics - Gymnastics Equipment Rental
- Intervention - SIOP Training
- Special Education Staffing and Program Enhancements

**Total: \$2,101,982**

**2017-18**

**Additional  
resource**

**needs identified**

- Emerson K-12 (Parent Partnership Program) Monitoring
- Highly Capable K-3 program Support
- Highly Capable Testing Support
- High School Credit Retrieval Support
- Athletics – High School Slow Pitch Softball
- Intervention - SIOP Training
- Special Education Preschool Assessment
- Special Education Assessment Kits
- Special Education Staffing and Program Enhancements
- Equity Efforts

**Total: \$1,868,499**

# Strategic Goal: Ensure Academic Success for Every Student

**Objective: Implement Data-Informed Systems to Guide Improvement**

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>		New CIP Plans		Begin to implement new parent and student data views	New Power BI Dashboard  New special education pre-referral process for English Learners

## Strategic Goal: Ensure Academic Success for Every Student

### Objective: Implement Data-Informed Systems to Guide Improvement

**2016-17**

**Additional**

**resource**

**needs identified**

- Restore Central Technology Integration Support

- Data Services Coordination

**Total: \$271,340**

# Strategic Goal: Ensure Academic Success for Every Student

## Planning & Learning

- Parent and student data views
- Multi-Tiered System of Support
- Culturally Responsive Teaching
- Building-Level Equity Teams

## Evaluating

- Accelerated programs
- Honors program
- College & Career Readiness Efforts
- Middle School world language offerings
- School start times
- K-5 Science
- 6-12 English Language Arts

**Opportunity & Equity**  
**Innovation**  
**Improvement**

## Strategic Goal: Provide Safe and Innovative Learning Environments

**Objective: *Ensure Positive Relationships Between and Among Students, Teachers, and Staff***

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	<p>Safe Schools Ambassadors expansion</p> <p>Enhanced anti-bullying efforts/strategies</p>	<p>Social workers at comprehensive high schools</p> <p>District-wide suicide prevention plan</p>	<p>Community Truancy Boards</p>		<p>Behavioral Health support expansion</p> <p>New risk assessment protocol</p>

### **Additional Resource Needs Identified for 2018-19: \$336,300**

- Student Services – Behavioral Health Support
- Student Services – Discipline Services Support
- Student Services – Risk Assessment Support

## Strategic Goal: Provide Safe and Innovative Learning Environments

**Objective: *Ensure Positive Relationships Between and Among Students, Teachers, and Staff***

**2014-15**

- Social workers at comprehensive high schools

**Additional resource needs identified**

**Total: \$160,000**

**2015-16**

- Training in mental health, suicide prevention, and agency support for suicide/self-harm assessment
- Training and expansion of Safe Schools Ambassadors program

**Additional resource needs identified**

**Total: \$139,668**

**2016-17**

- Community Truancy Boards

**Additional resource needs identified**

**Total: \$45,785**

# Strategic Goal: Provide Safe and Innovative Learning Environments

**Objective: Provide Well-Maintained, Safe and Modernized Schools**

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	<p>New security cameras in comprehensive high schools</p> <p>New work order system</p>	<p>Upgrade interior door lock and window shading systems</p> <p>Comprehensive Emergency Management</p>	<p>Begin install of exterior card access systems</p> <p>Long-Term Facility Planning Task Force Recommendations</p>	<p>Build new schools</p>	<p>New elementary schools</p> <p>New boundary</p> <p>New entry control system</p> <p>SRO program expansion</p> <p>New FM systems</p>

**Additional Resource Needs Identified for 2018-19: \$1,060,013**

- Special Services – hearing equipment replacement
- Risk Management – Fall protection program
- Safety – Safety/Security Supervision
- Safety – SRO support
- Maintenance – Plumbing and Repairs



# Strategic Goal: Provide Safe and Innovative Learning Environments

## Objective: *Provide Well-Maintained, Safe and Modernized Schools*

### 2014-15 Additional resource needs identified

- 5 additional nurses
- Additional custodial time at Resource Center and in secondary schools
- Custodial equipment
- Environmental Health and Safety staffing and training
- Additional grounds staff and equipment
- Safe Walk Route Maps
- Enhance maintenance (IPM, painting, trades)
- Equipment and vehicles
- Safety staffing (crossing guards, SRO)
- Transportation staffing

**Total: \$2,045,670**

### 2015-16 Additional resource needs identified

- High school campus security monitor/increased time for campus supervision
- One time helmet replacement to address safety
- Neuro-cognitive testing for concussion management
- Health room support for buildings
- Maintenance/interior painting program
- Custodial positions to address growth
- Equipment replacement

**Total: \$1,099,933**

# Strategic Goal: Provide Safe and Innovative Learning Environments

## Objective: *Provide Well-Maintained, Safe and Modernized Schools*

**2016-17**  
**Additional resource needs identified**

- Elementary and Middle School Crossing Guard Allocation
- Water Quality Testing
- Campus Security for ICS, Tesla STEM, and Emerson Campus
- Additional Custodial Time for JHS, RHS, and Evergreen Middle
- Redmond Ridge Association Maintenance Fees

**Total: \$449,869**

**2017-18**  
**Additional resource needs identified**

- Health Services vision screening equipment
- Additional Custodial Time
- Emergency Supply Replenishment

**Total: \$172,280**

# Strategic Goal: Provide Safe and Innovative Learning Environments

**Objective: *Integrate Technology Devices, Applications and Tools to Enhance Learning for Students***

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	<p>Student device refresh (cycle) begins</p> <p>Dyknow monitoring software</p>	<p>Skyward for 6-8 and 9-12 grading package</p> <p>New K-12 tech skills continuum</p>	<p>Begin to implement staff refresh/ instructional practice</p>		<p>Capital tech levy software review process</p>

## Strategic Goal: Provide Safe and Innovative Learning Environments

### Objective: *Integrate Technology Devices, Applications and Tools to Enhance Learning for Students*

**2014-15**

**Additional**

**resource**

**needs identified**

- Mobile device maintenance, management, service, repair, supplies, and support/staffing

**Total: \$504,692**

**2015-16**

**Additional**

**resource**

**needs identified**

- Student device/computer repair budget
- Technology support for buildings

**Total: \$780,556**

# Strategic Goal: Provide Safe and Innovative Learning Environments

**Objective: Ensure Reliable and Effective Technology Infrastructure and Systems**

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	New data governance policies and procedures	<p>Implement Office 365</p> <p>Replaced wireless access points</p> <p>Began phone system and physical network upgrades</p>	<p>Continue phone system and physical network upgrades</p> <p>Begin to implement staff refresh</p>	<p>Staff refresh</p> <p>Continue phone system and physical network upgrades</p> <p>Begin to implement classroom footprint technologies</p>	<p>New large format displays</p> <p>New student devices</p> <p>New bus tracking system</p> <p>New staff portal and team sites</p>

## Strategic Goal: Provide Safe and Innovative Learning Environments

**Objective: *Ensure Reliable and Effective Technology Infrastructure and Systems***

**2015-16**

**Additional**

**resource**

**needs identified**

- Network and server operations

**Total: \$69,507**

## Strategic Goal: Provide Safe and Innovative Learning Environments

### Planning & Learning

- New middle school
- Future bond/levy
- Middle School Social-emotional learning curriculum

### Evaluating

- Capital tech levy software review process
- Librarian model
- 6-12 counselor model
- Safety enhancements

# Strategic Goal: Recruit, Hire, and Retain Highly Effective Personnel

**Objective: Attract, Recruit, and Retain Highly Qualified Personnel**

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	Admin model review	Begin K-3 class size reduction  Implement new admin model	LWEA-LWSD contract negotiations	DLT and Prof Tech Handbook review  Implement new HR Applicant System	Trades, SEIU and LWESP-LWSD contract negotiations

**Additional Resource Needs Identified for 2018-19: \$2,457,629**

- Para educator hours increase to address current needs
- Administrator staffing model adjustments to address priority support needs



## Strategic Goal: Recruit, Hire, and Retain Highly Effective Personnel

### Objective: *Attract, Recruit, and Retain Highly Qualified Personnel*

**2015-16  
Additional  
resource  
needs identified**

- Administrator staffing model adjustments to address priority support needs
- Elementary staffing to address class size reduction
- Para time to support high needs kindergarten transition
- Para time to support high needs grade 1 transition
- Permanent para educator substitutes to enhance coverage
- Para educator hours increase to address current needs
- Support for elementary planning time model
- Special Education Resource teacher staffing

**Total: \$2,564,892**

**2016-17  
Additional  
resource  
needs identified**

- Administrator staffing model adjustments to address priority support needs
- Recruiting and Hiring

**Total: \$1,590,213**

**2017-18  
Additional  
resource  
needs identified**

- Administrator staffing model

**Total: \$150,000**

# Strategic Goal: Recruit, Hire, and Retain Highly Effective Personnel

**Objective: Provide Quality Training and Professional Learning Systems**

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	Professional learning support expansion/ Professional Learning Coach program		Comprehensive Classified Professional Learning Program	Improved on-boarding processes	New professional learning management system

## **Additional Resource Needs Identified for 2018-19: \$148,705**

- Professional Learning/New Teacher Support

# Strategic Goal: Recruit, Hire, and Retain Highly Effective Personnel

## Objective: Provide Quality Training and Professional Learning Systems

**2014-15**

**Additional  
resource**

**needs identified**

- 4 K-5 Literacy Coaches
- 10 K-12 Instructional Coaches
- 2 Professional Learning Specialists
- Professional Learning teacher support (release time, paid training)
- Cooperating/mentor teacher support
- Additional New Teacher Support Program support
- 2 Special Education classified staff trainers for para-educators
- Special Education teacher support (release time, paid training)
- Expand CPR training for staff

**Total: \$2,108,550**

**2015-16**

**Additional  
resource**

**needs identified**

- Professional development for elementary writing
- New Teacher Support Program – support for growth
- Support for Professional Learning courses, materials, and facilitators
- Professional Learning secretarial support

**Total: \$614,838**

**2016-17**

**Additional  
resource**

**needs identified**

- Cooperating Teacher Support

**Total: \$5,714**

**2017-18**

**Additional  
resource**

**needs identified**

- Continue new teacher support due to federal funds reduction
- Special Education – para educator training

**Total: \$69,445**

# Strategic Goal: Recruit, Hire, and Retain Highly Effective Personnel

**Objective: Refine and Implement Effective Systems for Professional Growth and Evaluation**

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	New central leadership team evaluation system		New teacher evaluation online management system		

# Strategic Goal: Recruit, Hire, and Retain Highly Effective Personnel

## Planning & Learning

## Evaluating

- Supported Employment efforts
- Equity-focused recruiting and hiring efforts
- Trades, SEIU and LWESP-LWSD contracts

**Opportunity & Equity  
Innovation  
Improvement**

# Strategic Goal: Use Resources Effectively and Be Fiscally Responsible

**Objective: *Ensure Alignment of Resources and Strategic Goals***

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	Budget document improvements	Process/workflow automation  Begin budget document alignment with Meritorious Budget Award	Continue to implement Meritorious Budget Award	Continue to implement Meritorious Budget Award	Maintain Meritorious Budget Award

**Additional Resource Needs Identified for 2018-19: \$268,237**

- Theater Support
- Warehouse food deliveries
- Technology Support Specialist
- Human Resources secretary support

## Strategic Goal: Use Resources Effectively and Be Fiscally Responsible

### Objective: *Ensure Alignment of Resources and Strategic Goals*

**2014-15**  
**Additional**  
**resource**  
**needs identified**

- Summer registration support
- Process/workflow documentation training

**Total: \$58,820**

**2015-16**  
**Additional**  
**resource**  
**needs identified**

- Elementary registrar hours
- Human Resources data coordination

**Total: \$74,355**

**2016-17**  
**Additional**  
**resource**  
**needs identified**

- Student Enrollment Data Specialist
- Classified Professional Learning/Process Improvement

**Total: \$143,085**

**2017-18**  
**Additional**  
**resource**  
**needs identified**

- Business Services Support
- Multi-Tiered System of Support (MTSS) Support
- Facility Maintenance Support

**Total: \$215,738**

# Strategic Goal: Use Resources Effectively and Be Fiscally Responsible

**Objective: *Develop Methods to Analyze Return on Investments in Programs and Services***

	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
<b>Opportunity &amp; Equity Innovation Improvement</b>	Program evaluations/ reviews  Bond refunding  Bond rating upgrade	*Program evaluations/ reviews	*Program evaluations/ reviews	*Program evaluations/ reviews	*Program evaluation/ reviews

\*see other goal areas



## Strategic Goal: Use Resources Effectively and Be Fiscally Responsible

### Planning & Learning

- District evaluation and research strategy and schedule

### Evaluating

- Financial policies in alignment with rating agency criteria
- Program/evaluations/reviews (see other goal areas)

# Strategic Goal: Use Resources Effectively and Be Fiscally Responsible

**Objective: *Maintain Solvency and Minimum Fund Balance as Directed by Board of Directors***

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>		Begin to review financial policies in alignment with rating agency criteria	Continue to review financial policies in alignment with rating agency criteria	Continue to review financial policies in alignment with rating agency criteria	Continue to review financial policies in alignment with rating agency criteria

# Strategic Goal: Engage our Communities

**Objective: *Ensure Proactive, Varied, and Consistent Methods of Communication***

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>		<p>Mobile applications for parents</p> <p>Begin to implement Communications audit recommendations</p>	<p>Begin to implement new district website</p> <p>Begin to implement home-school communications task force recommendations</p>	<p>New school websites</p> <p>Continue to implement home-school communications task force recommendations</p>	<p>Website accessibility requirements</p>

## Strategic Goal: Engage our Communities

### Objective: *Ensure Proactive, Varied, and Consistent Methods of Communication*

**2014-15** • Communications budget and staffing (volunteer management, video/multi-media specialist)

**Additional  
resource  
needs identified**

**Total: \$228,211**

**2015-16** • Support for digital media and engagement strategies

**Additional  
resource  
needs identified**

**Total: \$138,765**

## Strategic Goal: Engage our Communities

**Objective: *Implement Methods for Community and Parent Feedback and Input***

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Opportunity &amp; Equity Innovation Improvement</b>	Comprehensive community/ public engagement processes			Convene District Equity Team  Continue to refine parent engagement and input processes in all areas	Ed Spec Review Process and Long Term Facility Planning

## Strategic Goal: Engage our Communities

### Objective: *Implement Methods for Community and Parent Feedback and Input*

**2014-15** • Support for public participation/community engagement efforts

**Additional**

**resource**

**Total: \$100,000**

**needs identified**

# Strategic Goal: Engage our Communities

**Objective: *Develop Transparency about our Organizational Work and Performance***

	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
<b>Opportunity &amp; Equity Innovation Improvement</b>	<p>Strategic plan progress report</p> <p>New ER reporting structure</p> <p>Enhanced web pages for Board Study Sessions</p> <p>Enhance web pages for strategic work/processes</p>	<p>Revisions to key performance targets based on new baseline data</p>	<p>New program report structure</p> <p>Refine ER reporting structure</p>	<p>Implement new ER reporting structure</p>	<p>New ER and EL reporting structures</p> <p>Begin 5-year Strategic Plan Review Process</p>

## Strategic Goal: Engage our Communities

### Planning & Learning

- Accessibility (Voluntary agreement/OCR)

### Evaluating

- Customer service/parent and family engagement efforts
- 5-yr strategic plan

**Opportunity & Equity  
Innovation  
Improvement**



# Budget Proposal

## Strategic Work – Summary

73

<b>Strategic Goal Area</b>	<b>Millions</b>
1-Ensure academic success for every student	\$2.00
2-Provide safe&innovative learning environments	\$1.40
3-Recruit, hire&retain highly effective personnel	\$2.60
4-Use resources effectively&be fiscally responsible	\$0.30
5-Engage our communities	\$0.00
<b>Total Strategic Work Expenditures</b>	<b>\$6.30</b>

# Next Steps

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- 2018-19 Proposed Budget document will be available on the district's website. Hard copies can be obtained in Budget office
- Public comment period: June 26 – August 12
- Public Hearing and formal Board action: August 13