

2017-18 DRAFT BUDGET

Lake Washington School District
June 26, 2017 Board Meeting

Budget Presentation Outline

- ❑ 2017-18 Draft Budget Document Presentation
 - ❑ Legislative Recap
 - ❑ Budget Policies, Process & Timeline
 - ❑ Overview of All Funds
 - ❑ General Fund Revenues & Expenditures
 - ❑ Strategic work and resource alignment
 - ❑ Next Steps

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Legislative Recap

Legislative Recap

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- ❑ Continue to work on biennial budget
- ❑ Regular Session – January 9 through April 23, 2017
- ❑ 1st special session – April 24 through May 23, 2017
- ❑ 2nd special session – May 23 through June 21, 2017
- ❑ 3rd special session began June 22
- ❑ Budget must be adopted by midnight June 30th or could face a partial government shut down
- ❑ Negotiations are continuing with a small group of legislators

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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 26, 2017
 - Initial draft budget presentation
 - Draft budget will be available on district's website or copies can be obtained in Budget office
- Public comment period - June 26 – August 14
- August 14, 2017
 - Budget presentation
 - Public hearing
 - Formal Board action

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2017-18 Draft Budget Overview

All Funds

Expenditures By Fund

13

	<u>Millions</u>
□ General Fund	\$347.3
□ Associated Student Body Fund	\$4.7
□ Debt Service Fund	\$62.5
□ Capital Projects Fund	\$206.2
□ Transportation Vehicle Fund	\$0.6
Total	\$621.3

Associated Student Body Fund

14

		<u>Millions</u>
Beginning Fund Balance		\$0.908
Revenues		<u>\$4.611</u>
Total Resources Available		\$5.519
Expenditures		
General Student Body	\$1.784	
Athletics	\$1.179	
Classes	\$0.222	
Clubs	\$1.336	
Private Monies	<u>\$0.146</u>	
Total Expenditures		<u>\$4.667</u>
Ending Fund Balance		\$0.852

Debt Service Fund

15

		<u>Millions</u>
Beginning Fund Balance		\$19.425
Revenues		\$64.297
Transfer from Capital Projects Fund		<u>\$3.530</u>
Total Resources Available		\$87.252
Expenditures		
Bond Principal	\$32.770	
Bond Interest	\$29.617	
Transfer Fees	<u>\$0.100</u>	
Total Expenditures		<u>\$62.487</u>
Ending Fund Balance		\$24.765

Capital Projects Fund

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		<u>Millions</u>
Beginning Fund Balance		\$162.421
Revenues		
Levy	\$37.364	
Interest/Impact Fees	\$4.045	
Other Financing Sources	<u>\$185.000</u>	
Total Revenues		\$226.409
Transfer to General Fund		(\$9.894)
Transfer to Debt Service Fund		<u>(\$3.530)</u>
Total Resources Available		\$375.406
Expenditures		<u>\$260.218</u>
Ending Fund Balance		\$115.188

2017-18 Major Capital Projects

2016 Bond Construction Projects

- ❑ Explorer Elementary completion – Fall 2017
- ❑ North Redmond and Redmond Ridge 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 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

18

		<u>Millions</u>
Beginning Fund Balance		\$3.037
Revenues		<u>\$0.715</u>
Total Resources Available		\$3.752
Expenditures		<u>\$0.554</u>
Ending Fund Balance		\$3.198

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General Fund

General Fund

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		<u>Millions</u>
Beginning Fund Balance		\$49.279
Revenues		\$322.433
Transfer from Capital Projects Fund		<u>\$9.894</u>
Total Revenues		\$332.327
Expenditures		<u>\$347.269</u>
Ending Fund Balance		
Nonspendable Inventory	\$0.950	
Unassigned Minimum Fund Bal.	\$16.616	
Unassigned	<u>\$16.771</u>	
Total Ending Fund Balance		\$34.337

Key Changes – Enrollment

	2016-17 Budgeted Enrollment	2017-18 Budgeted Enrollment	Change in Enrollment from Budget to Budget
Elementary	14,066	14,865	799
Middle	6,514	6,831	317
Sr. High	7,170	7,428	258
Subtotal	27,750	29,124	1,374
Skill Center	302	391	89
ALE (EMK12)	70	80	10
Total Enrollment	28,122	29,595	1,473

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

Key Changes – Enrollment

	2016-17 Budgeted Enrollment	2017-18 Budgeted Enrollment	Change in Enrollment from Budget to Budget
CTE			
Middle	230	264	34
Sr. High	1,020	1,110	90
Skills Center	302	391	88
Special Education	3,545	3,525	(20)
ELL	2,639	2,960	321
ELL Exit	1,320	1,300	(20)
Running Start	350	380	30

Budget Proposal

Key Changes - Revenues

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State Legislative Changes	Millions
Compensation/Benefits	Unknown
Materials, Supplies, and Operating Costs (MSOC)	Unknown
Categorical Grants (ELL, Running Start)	Unknown
Total Legislative Changes	\$0.0

Budget Proposal

Key Changes - Revenues

Enrollment/Levy Changes	Millions
Basic Ed/Special Ed Enrollment	\$6.0
Categorical/Self-Supporting Programs	\$1.8
Levy	\$2.0
Transportation	\$0.1
Total Local Impact	\$9.9
Net State and Local Impact	\$9.9

Budget Proposal

Key Changes - Revenues

Federal Grants	Millions
Title I	(\$0.4)
Total Federal Grants	(\$0.4)
Other Self-Supporting Programs	
Millions	
Grants/Self-Supporting Programs	\$0.7
Tech Training&Software Transfer from CPF	\$1.1
Total Other	\$1.8

Budget Proposal

Key Changes - Revenues

Revenue Impact Summary	Millions
Local Impact	\$9.9
State Legislative/Grant Impact	\$0.0
Federal Grant Impact	(\$0.4)
Other Self-Supporting	\$1.8
Total Revenue Changes	\$11.3

Revenue Summary

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	2016-17	2017-18	%
	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
State Apportionment	\$181,105,965	\$189,064,941	4.4%
State Categorical	37,672,118	37,633,911	(0.1%)
Federal	16,238,771	15,699,978	(3.3%)
Levy	65,911,370	67,917,825	3.0%
Fee Programs	11,300,894	12,102,307	7.1%
Other	8,818,716	9,908,374	12.4%
Total Revenue Budget	\$321,047,834	\$332,327,336	3.5%

Budget Proposal

Key Changes - Expenditures

	Millions
Staffing due to Enrollment, prog./staff. Changes	\$11.10
Compensation/Benefits	\$12.50
Grants/Self-Supporting Programs	\$3.30
Fixed Costs	\$0.40
Less one-time expenditures from prior year	(\$1.00)
Strategic and Organizational Work	\$2.60
Total Expenditure Changes	\$28.90

Expenditure Program Summary

	2016-17	2016-17	%
	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
Regular Education	\$200,261,114	\$219,642,511	9.7%
Alternative Learning Exp.	\$598,294	\$679,032	13.5%
Special Education	38,786,861	44,192,268	13.9%
CTE/Vocational Education	6,811,502	7,539,825	10.7%
Skills Center Instruction	1,949,704	2,509,000	28.7%
Compensatory Ed.	11,355,771	11,793,100	3.9%
Other Instruction	6,255,922	6,501,923	3.9%
Community Services	2,114,888	2,221,977	5.1%
District Wide Support	32,573,137	33,847,807	3.9%
Food Serv./Transportation	17,697,839	18,341,742	3.6%
Total Expenditure Budget	\$318,405,032	\$347,269,185	9.1%

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Strategic Work and Resource Alignment

Meritorious Budget Award Criteria Used

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In March 2017, District was awarded the Pathway to the Meritorious Budget Award for the 2016-17 Budget. Will continue work for full award.



Lake Washington School District
2016-17 Budget



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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
Opportunity & Equity Innovation Improvement	<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>

Additional Resource Needs Identified for 2017-18: \$204,478

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

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

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
Opportunity & Equity Innovation Improvement	<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 & 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 & 504 program review</p> <ul style="list-style-type: none"> • Co-teaching • Parent engagement • Assistive tech guidance/procedures • Supplemental curriculum/ dyslexia • Dyslexia evaluation tool 	<p>New Dual Language Immersion program</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 2017-18: \$1,868,499

- 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

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

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
Opportunity & Equity Innovation Improvement		New CIP Plans		Begin to implement new parent and student data views	

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

- Dual Language Immersion
- District Innovation Program
- 7-period high school day
- Parent and student data views
- Multi-Tiered System of Support

Evaluating

- Accelerated programs
- Honors program
- College & Career Readiness Efforts
- ELL Program/staffing model
- Middle School world language offerings
- Summer programs
- District assessment strategy
- School start times
- District grading/transcript policy

**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
Opportunity & Equity Innovation Improvement	<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>		

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
Opportunity & Equity Innovation Improvement	<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>	Build new schools	<p>Open new elementary schools</p> <p>Implement new boundary</p>

Additional Resource Needs Identified for 2017-18: \$172,280

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

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

**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

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
Opportunity & Equity Innovation Improvement	<p>Student device refresh (cycle) begins</p> <p>Dyknow monitoring software</p>	<p>Implement 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>Implement results of 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
Opportunity & Equity Innovation Improvement	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>Implement staff refresh</p> <p>Continue phone system and physical network upgrades</p> <p>Begin to implement classroom footprint technologies</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 elementary schools
- New middle school
- Boundary and program placement process
- Zonar system for transportation
- Portal/document retention/content management
- Capital technology levy
- 2018 bond and levy
- Social-emotional learning curriculum

Evaluating

- Capital tech levy software review process
- Librarian model
- K-12 counselor model

Opportunity & Equity
Innovation
Improvement

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
Opportunity & Equity Innovation Improvement	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	

Additional Resource Needs Identified for 2017-18: \$150,000

- Administrator staffing model

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

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
Opportunity & Equity Innovation Improvement	Professional learning support expansion/ Professional Learning Coach program		Comprehensive Classified Professional Learning Program	New professional learning management system Improved on-boarding processes	

Additional Resource Needs Identified for 2017-18: \$69,445

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

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**
- Cooperating Teacher Support

Total: \$5,714

Additional resource needs identified

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
Opportunity & Equity Innovation Improvement	New central leadership team evaluation system		New teacher evaluation online management system		

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

Planning & Learning

- Professional Learning Management System
- Supported Employment efforts

Evaluating

- District Professional Learning strategy
- On-boarding processes
- Equity-focused recruiting and hiring efforts
- DLT and Prof Tech handbooks

**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
Opportunity & Equity Innovation Improvement	Budget document improvements	<p>Process/workflow automation</p> <p>Begin budget document alignment with Meritorious Budget Award</p>	Continue to implement Meritorious Budget Award	Continue to implement Meritorious Budget Award	
<p>Additional Resource Needs Identified for 2017-18: \$215,738</p> <ul style="list-style-type: none"> • Business Services Support • Multi-Tiered System of Support (MTSS) Support • Facility Maintenance Support 					

Strategic Goal: Use Resources Effectively and Be Fiscally Responsible

Objective: *Ensure Alignment of Resources and Strategic Goals*

2014-15

- Summer registration support
- Process/workflow documentation training

Additional resource needs identified

Total: \$58,820

2015-16

- Elementary registrar hours
- Human Resources data coordination

Additional resource needs identified

Total: \$74,355

2016-17

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

Additional resource needs identified

Total: \$143,085

Strategic Goal: Use Resources Effectively and Be Fiscally Responsible

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

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

Evaluating

- District evaluation and research strategy and schedule
- Financial policies in alignment with rating agency criteria
- Program/evaluations/reviews (see other goal areas)

Opportunity & Equity
Innovation
Improvement

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
Opportunity & Equity Innovation Improvement		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	

Strategic Goal: Engage our Communities

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

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Opportunity & Equity Innovation Improvement		<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>	

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

Additional

resource

needs identified

• Support for digital media and engagement strategies

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
Opportunity & Equity Innovation Improvement	Comprehensive community/ public engagement processes			Convene District Equity Team Continue to refine parent engagement and input processes in all areas	

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*

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Opportunity & Equity Innovation Improvement	<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>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

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Strategic Goal Area	Millions
1-Ensure academic success for every student	\$2.00
2-Provide safe&innovative learning environments	\$0.20
3-Recruit, hire&retain highly effective personnel	\$0.20
4-Use resources effectively&be fiscally responsible	\$0.20
5-Engage our communities	\$0.00
Total Strategic Work Expenditures	\$2.60

Next Steps

- 2017-18 Draft Budget document will be available on the district's website or copies can be obtained in Budget office
- Public comment period - June 26 – August 14
- Official F195 budget due to ESD by July 17
- If state budget is not passed by July 1, OSPI staff may be furloughed
- If OSPI does not have state budget by July 20, they will not be able to pay district's July apportionment – approximately \$18 million
- When state budget is passed, we will revise the district budget and bring a final proposal to the Board on August 14 for public hearing and formal Board action