



# **Budget Summary**

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**2013-2014**

**Lake Washington School District**

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*Each student will graduate prepared to lead a rewarding, responsible life as a contributing member of our community and greater society.*

# Introduction

This budget summary guides you to the 2013-2014 General Fund Budget of Lake Washington School District, a continuing effort to provide meaningful financial and budgetary information to the general public.

It is our sincere intent to provide an effective tool for greater citizen involvement in the district’s budget process.

The revenue estimates and spending plans summarized are shown in much greater detail in the formal budget, OSPI form F-195. Since this summary is intended as a citizen’s aid to a better understanding of how public schools are operated, this document presents simplified financial information.

This budget summary contains displays of enrollments, revenues and expenditures. If you would like additional information, please call Lake Washington School District’s Public Information Office at (425) 936-1300.

We welcome your comments and suggestions.

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# Budget Relationship to Board's Ends Policies

The Board of Directors established a set of End Results Policies that describe the desired outcomes for Lake Washington School District students. The areas covered by these policies include:

- The District Mission and Vision
- Interdisciplinary Skills and Attributes students need to graduate Future Ready
- Interdisciplinary Content Knowledge students need to graduate Future Ready

The End Results monitoring process evaluates progress toward meeting these student learning goals. In the 2013-14 Budget, resources have been assigned to support better student performance in these areas. The district has developed a strategic plan which identifies five strategic goals that focus organizational work to accomplish the district's mission and vision. The resources for the identified work are included in the budget document and are designed to build organizational capabilities toward achieving the End Results.

- The 2013-14 budget includes resources to support work identified in the strategic plan which support accomplishment of the Ends Results as follows:

## Goal 1 • Ensure academic success for every student

Objectives	2013-2014 Strategic Work
Provide Rigorous, Relevant and Effective Curriculum and Assessments	<ul style="list-style-type: none"> <li>• New K-12 Common Core State Standards for mathematics and English/language arts</li> <li>• New elementary literacy curriculum aligned to Common Core State Standards</li> <li>• New High school Science, Technology, Engineering, Math (STEM) “Signature Programs” at Juanita, Redmond, Emerson, and STEM High Schools</li> </ul>
Develop Specific Strategies and Programs to Ensure High Quality Learning for all Students	<ul style="list-style-type: none"> <li>• Professional Learning Communities</li> <li>• Response to Intervention (RtI) pilots at eight schools providing tiered intervention systems focused on closing achievement gaps</li> <li>• Common offerings of Advanced Placement (AP)<sup>®</sup> courses at all high schools</li> </ul>
Implement Data-Informed Systems to Guide Improvement	<ul style="list-style-type: none"> <li>• Data Dashboard improvements to help buildings develop Continuous Improvement Process (CIP) plans</li> </ul>

## Goal 2 • Provide safe and innovative learning environments

Objectives	2013-2014 Strategic Work
Ensure Positive Relationships Between and among Students, Teachers, and Staff	<ul style="list-style-type: none"> <li>• New curriculum and best practice for positive climate and anti-bullying culture</li> </ul>
Integrate Technology Devices, Applications and Tools to Enhance Learning for Students	<ul style="list-style-type: none"> <li>• New K-12 Technology Integration Framework and parents’ guide to technology in LWSD schools</li> </ul>
Provide Well-Maintained, Safe, and Modernized Schools	<ul style="list-style-type: none"> <li>• New work order system</li> </ul>
Ensure Reliable and Effective Technology Infrastructure and Systems	<ul style="list-style-type: none"> <li>• Provide new computers for staff</li> </ul>

Goal 3

• Recruit, Hire, and Retain Highly Effective Personnel

Objectives	2013-2014 Strategic Work
Attract, Recruit, and Retain Highly Qualified Personnel	<ul style="list-style-type: none"> <li>Continue efforts to attend recruitment fairs, ensure highly qualified status of personnel, and negotiate competitive compensation packages</li> </ul>
Provide Quality Training and Professional Learning Systems	<ul style="list-style-type: none"> <li>New long-term, data-driven, aligned plan for professional learning and development</li> <li>New web-based professional learning management system* *contingent on passage of 2014 capital projects levy</li> </ul>
Refine and Implement Effective Systems for Professional Growth and Evaluation	<ul style="list-style-type: none"> <li>New professional growth and evaluation system for teachers and principals</li> </ul>

Goal 4

• Use Resources Effectively and Be Fiscally Responsible

Objectives	2013-2014 Strategic Work
Ensure Alignment of Resources and Strategic Goals	<ul style="list-style-type: none"> <li>Align budget documents with district-wide strategic plan</li> </ul>
Develop Methods to Analyze Return on Investments in Programs and Services	<ul style="list-style-type: none"> <li>New workflow and process improvements</li> </ul>
Maintain Solvency and Minimum Fund Balance as Directed by Board of Directors	<ul style="list-style-type: none"> <li>Provide regular reporting of budgeted financial assumptions and fund balance status to board of directors.</li> </ul>

Goal 5

• Engage our communities

Objectives	2013-2014 Strategic Work
Ensure Proactive, Varied, and Consistent Methods of Communication	<ul style="list-style-type: none"> <li>New district and school website design and mobile applications* *contingent on passage of 2014 capital projects levy</li> </ul>
Implement Methods for Community and Parent Feedback and Input	<ul style="list-style-type: none"> <li>Review and consolidate district-wide surveys</li> <li>Conduct Yellow bus tours</li> <li>Provide public participation training to district administrators</li> </ul>
Develop Transparency about our Organizational Work and Performance	<ul style="list-style-type: none"> <li>Implement draft strategic plan</li> <li>Complete public engagement process to seek feedback and input on draft strategic plan</li> </ul>

# What is a Budget?

**A** budget is the instrument which sets forth a financial plan for the achievement of the goals and objectives of the school district for the upcoming year. It is also the community's educational plan expressed in dollars. It is required to be formally adopted by the Board of Directors each year and a copy submitted to the state. The budget covers the school fiscal year which is September 1st through August 31st of the following calendar year. It establishes maximum expenditure amounts for each fund and provides a means of measuring and guiding performance. The budget consists of five separate funds:

## **General Fund**

Accounts for the day-to-day operation of the school district. Included are all the normal and recurring financial activities of the school district that are not accounted for in other funds. Expenditures include salaries and benefit costs, and non-salary costs, such as supplies and materials, books and other instructional materials, utilities, purchased services and equipment. Revenues for the General Fund include state funds, special maintenance and operations levy funds, federal funds, and other funds.

## **Associated Student Body Fund (ASB)**

Accounts for the student extracurricular activities in each school. Each school student body organization prepares and submits, for Board approval, a revenue and expenditure plan of ASB activities for the school year.

## **Debt Service Fund (DSF)**

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

## **Capital Projects Fund (CPF)**

Accounts for the financing and expenditures of capital projects. It includes modernization, new construction, equipping of new facilities, site purchases and improvements, major renovations, and technology system upgrades. Revenues for the Capital Projects Fund include state matching funds, investment earnings, site sales, impact/mitigation fees, bonds, and levies.

## **Transportation Vehicle Fund (TVF)**

Accounts for the purchase and major repairs of pupil transportation vehicles. Revenue for this fund includes state depreciation funds and investment income.

# Budget Summary

## All Funds

	General	Associated Student Body	Debt Service	Capital Projects	Transportation Vehicle
	2013-2014	2013-2014	2013-2014	2013-2014	2013-2014
<b>Beginning Fund Balance</b>					
Restricted for Carryover	610,575				
Restricted for Skills Center	102,000				
Nonspendable Inventory	950,000				
Minimum FB Policy	11,505,210				
Committed from Levy Proceeds				(14,472,203)	
Restricted Proceeds		671,789	13,233,384	51,323,005	
Unassigned*/Assigned	6,248,317			856,271	2,218,450
<b>Total Beginning Fund Balance</b>	<b>19,416,102</b>	<b>671,789</b>	<b>13,233,384</b>	<b>37,707,073</b>	<b>2,218,450</b>
<b>Revenues</b>	<b>249,193,571</b>	<b>4,967,804</b>	<b>39,463,553</b>	<b>166,206,393</b>	<b>727,586</b>
Other Financing Uses - Transfer	7,109,091		7,054,325	(14,163,416)	
<b>Total Resources Available</b>	<b>275,718,764</b>	<b>5,639,593</b>	<b>59,751,262</b>	<b>189,750,050</b>	<b>2,946,036</b>
<b>Expenditures</b>	<b>258,730,738</b>	<b>4,945,306</b>	<b>51,582,488</b>	<b>109,357,933</b>	<b>1,386,817</b>
<b>Total Use of Resources</b>	<b>258,730,738</b>	<b>4,945,306</b>	<b>51,582,488</b>	<b>109,357,933</b>	<b>1,386,817</b>
<b>Ending Fund Balance</b>					
Restricted for Carryover	290,250				
Restricted for Skills Center	102,000				
Nonspendable Inventory	950,000				
Minimum FB Policy	12,815,133				
Committed from Levy Proceeds				(9,617,449)	
Restricted Proceeds		694,287	8,168,774	90,009,566	
Unassigned*/Assigned	2,830,643				1,559,219
<b>Total Ending Fund Balance</b>	<b>16,988,026</b>	<b>694,287</b>	<b>8,168,774</b>	<b>80,392,117</b>	<b>1,559,219</b>

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

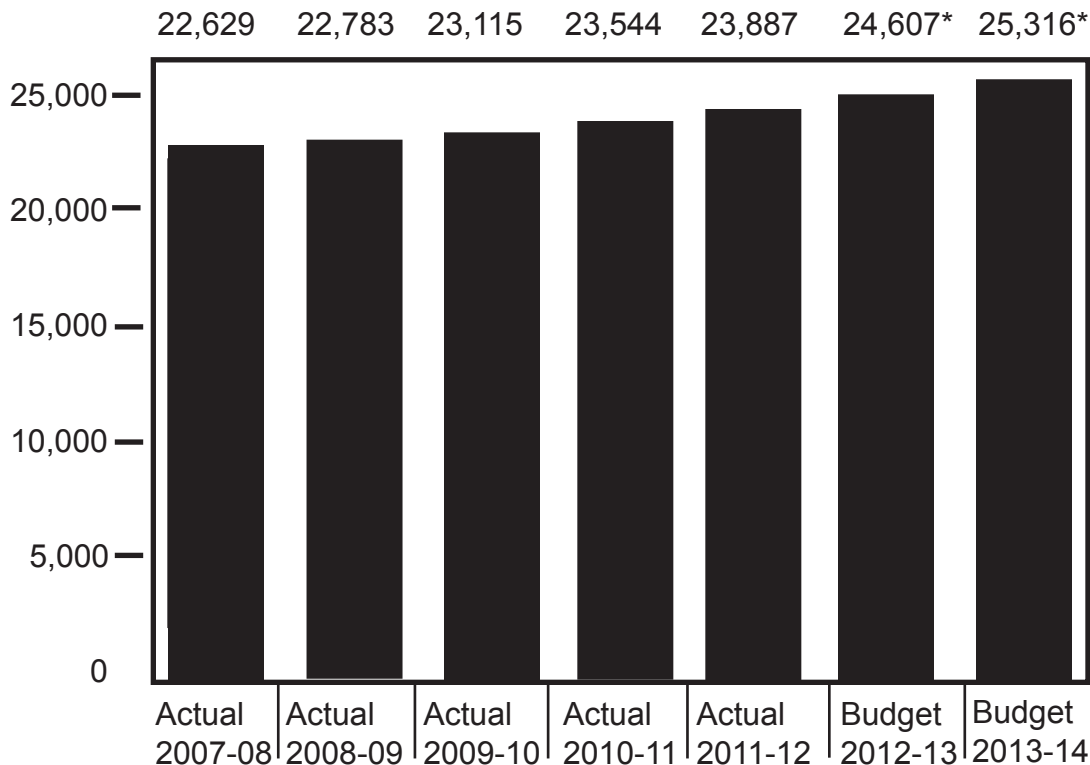
# Budget Summary

## General Fund Budget

	<b>Actual</b> 2011-12	<b>Budget</b> 2012-13	<b>Budget</b> 2013-14
<b>Beginning Fund Balance</b>			
Restricted for Carryover	3,866,548	645,250	610,575
Restricted for Skills Center	-	-	102,000
Nonspendable - Inventory	950,000	950,000	950,000
Committed to Minimum Fund Bal Policy	10,926,523	11,230,575	11,505,210
Unreserved/Unassigned Fund Balance	5,979,994	7,003,846	6,248,317
<b>Total Beginning Fund Balance</b>	<b>\$21,723,065</b>	<b>\$19,829,671</b>	<b>\$19,416,102</b>
<b>Revenues</b>			
	\$224,149,155	\$237,201,826	\$256,302,662
<b>Expenditures</b>			
	\$223,201,134	\$238,808,576	\$258,730,738
<b>Ending Fund Balance</b>			
Restricted for Carryover	3,409,622	183,259	290,250
Restricted for Skills Center	-	-	102,000
Nonspendable - Inventory	950,000	950,000	950,000
Committed to Minimum Fund Bal Policy	11,207,458	11,860,091	12,815,133
Unreserved/Unassigned Fund Balance	7,104,007	5,229,571	2,830,643
<b>Total Ending Fund Balance</b>	<b>\$22,671,086</b>	<b>\$18,222,921</b>	<b>\$16,988,026</b>

## Enrollment Comparison

Average Annual Full-Time Equivalent Students



\* Budget figures include 400 student enrollment contingency.

# Where does the money come from?

## State Apportionment

Provides the largest portion, 52.0 percent, of Lake Washington School District's general fund revenue. Apportionment is otherwise known as state general purpose funding. The amount is determined by the number of students attending our schools and a series of formula factors including legislatively set base salaries, employee benefits and non-labor allocations, as well as the collective education and experience of our teachers.

## Levy

Provides 22.5 percent of budgeted revenues. Levy amounts are capped by the legislature and must be approved by Lake Washington District voters at a special election.

## State Categorical

Provides 11.3 percent of budgeted revenues. These are categorical funds that come from the state for programs such as special education, pupil transportation, English Language Learners education, learning assistance, and education enhancements. Most of these revenues are given for a specific program and are not available for other purposes.

## Federal Funds

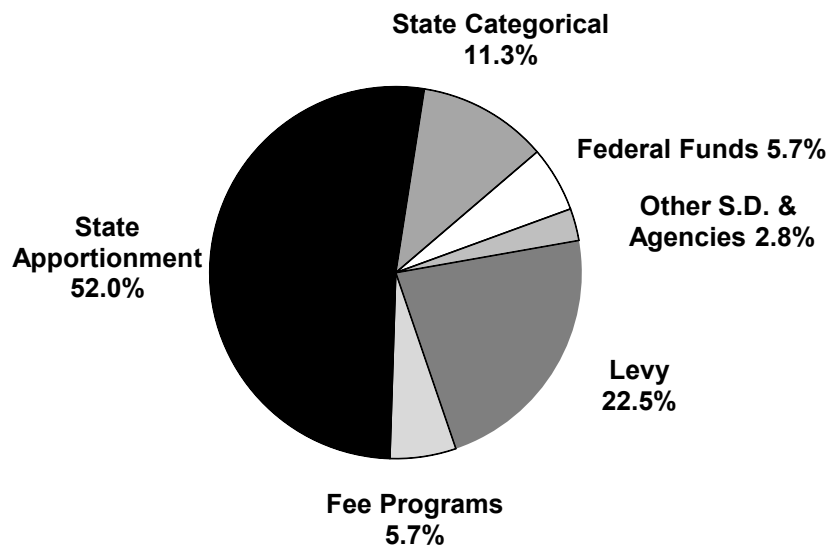
Comprises 5.7 percent of our revenues. These monies fund programs such as Title I and Head Start. They also provide supplemental funding for special education programs and support free and reduced lunches in the food service program. These revenues may only be used for their specific program purpose.

## Fee Programs

Generates 5.7 percent of local non-tax funds for programs such as sales of school lunches, extended day care, athletic participation, all-day kindergarten and preschool. Also included are investment interest earnings.

## Other School District, Agencies & Financing Sources

Payments from other districts for participation in joint programs, grants from other non-state agencies and transfers from the Capital Levy for Technology Training & Applications, accounts for 2.8 percent of budgeted revenues.





# Where does the money go?

## **Total Teaching - 75.0%**

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

## **Maintenance & Operations - 6.7%**

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

## **Building Administration - 6.1%**

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

## **Central Administration - 4.3%**

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

## **Food Service - 2.7%**

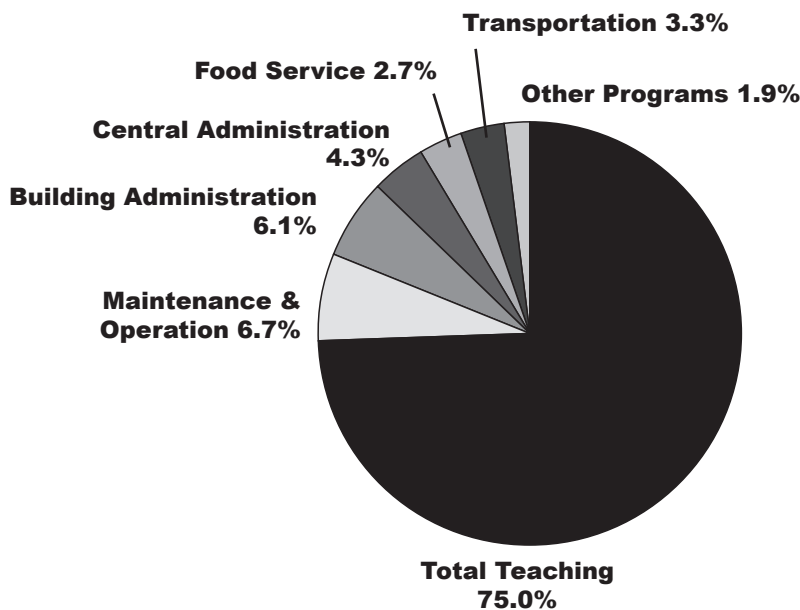
This segment includes the costs for food and operations for the district lunch and breakfast program.

## **Transportation - 3.3%**

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

## **Other Programs - 1.9%**

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



# Revenues

Revenue Category	Actual 2011-12	Budget 2012-13	Budget 2013-14
<b>Local Taxes</b>			
Local Property Tax	51,074,722	54,286,694	57,767,451
Sale of Tax Title Property	0	100	100
Timber Excise Tax	286	306	326
<b>Total Local Taxes</b>	<b>\$51,075,008</b>	<b>\$54,287,100</b>	<b>\$57,767,877</b>
<b>Local Nontax</b>			
Tuition and Fees	4,583,382	4,727,325	5,283,499
Skills Center Tuition & Fees	5,815	0	0
Summer School	144,949	177,396	177,998
Day Care	802,587	800,871	877,176
Sale of Goods, Supplies, and Services	1,083,963	800,000	800,000
Other Community Services	561,731	620,308	623,877
Food Services	5,072,116	5,098,069	5,102,640
Investment Earnings	1,008,811	600,000	350,000
Gifts and Donations	1,599,552	696,098	491,795
Fines and Damages	50,700	50,000	50,000
Rentals and Leases	638,870	688,956	685,356
Insurance Recoveries	9,096	0	0
Local Nontax Unassigned	259,839	240,000	256,650
<b>Total Local Nontax</b>	<b>\$15,820,960</b>	<b>\$14,499,023</b>	<b>\$14,698,991</b>
<b>State, General Purpose</b>			
Apportionment	113,893,146	118,803,682	129,411,452
Special Education General Apportionment	3,363,306	3,433,396	3,747,988
<b>Total State, General Purpose</b>	<b>\$117,256,452</b>	<b>\$122,237,078</b>	<b>\$133,159,440</b>
<b>State, Special Purpose</b>			
Special Purpose Unassigned	24,894	0	0
Special Education	15,755,509	16,425,759	16,632,789
Special Education Infants & Toddlers	-	-	1,499,333
Learning Assistance	977,547	1,006,651	1,626,116
Special and Pilot Programs	994,953	1,081,138	1,106,335
Transitional Bilingual	1,142,558	1,158,819	1,635,437
Highly Capable	215,921	225,597	235,980
School Food Services	35,650	34,992	30,421
Transportation Operations	4,682,169	4,641,606	6,144,578
Day Care	34,593	20,000	20,000
<b>Total State, Special Purpose</b>	<b>\$23,863,794</b>	<b>\$24,594,562</b>	<b>\$28,930,989</b>

# Revenues

Revenue Category	Actual 2011-12	Budget 2012-13	Budget 2013-14
<b>Federal, General Purpose</b>			
Federal Forests	14,700	15,000	15,000
Total Federal, General Purpose	\$14,700	\$15,000	\$15,000
<b>Federal, Special Purpose</b>			
Federal Stimulus Student Achievement	76,052	0	0
Federal Stimulus IDEA	41,041	0	0
Special Purpose Unassigned	0	4,500,000	4,500,000
Special Education Supplemental	6,163,160	5,134,338	4,914,807
Secondary Vocational Education	99,509	88,489	91,618
Skills Center	15,519	0	0
ESEA Title I	1,241,941	1,630,739	1,545,441
ESEA Title II	494,129	498,567	477,214
ESEA Title III Limited English Proficiency	254,985	246,975	255,182
School Food Services	1,754,513	1,899,545	1,899,545
Head Start	586,060	594,654	563,316
Native American Education	51,848	53,547	54,840
Federal Grants - Unassigned	28,000	0	0
Special Education Medicaid Reimbursement	35,666	0	0
USDA Commodities	378,551	257,000	257,000
Total Federal, Special Purpose	\$11,220,974	\$14,903,854	\$14,558,963
<b>Revenues From Other School Districts</b>			
Program Participation	6,915	5,934	6,486
WANIC Skills Center	91,183	36,152	29,800
Total Revenues From Other School Districts	\$98,098	\$42,086	\$36,286
<b>Revenues From Other Agencies and Associations</b>			
Agencies and Associations Grants	24,381	6,025	6,025
Total Revenues from Other Agencies & Assoc.	\$24,381	\$6,025	\$6,025
<b>Revenues From Private Foundations</b>			
Private Foundations	0	0	20,000
Total Revenues from Private Foundations	\$0	\$0	\$20,000
<b>Other Financing Sources</b>			
Sale of Equipment	36,462	0	0
Compensated Loss of Fixed Assets	1,224	0	0
Transfers	4,737,103	6,617,098	7,109,091
Total Other Financing Sources	\$4,774,789	\$6,617,098	\$7,109,091
<b>Total Revenues/Other Financing Sources</b>	<b>\$224,149,155</b>	<b>\$237,201,826</b>	<b>\$256,302,662</b>

# Expenditure Budget

**G**eneral Fund expenditures are categorized in several ways in the budget. These categories are defined through the state's accounting system to maintain consistency among the many school districts. The school district prepares its expenditure budget on a program basis. Program budgeting allows the district to examine the costs of individual instructional programs. The major General Fund programs are:

## **Regular Education**

Covers the direct cost of basic education as defined in RCW 28A.58.750. Program expenditures include the salary and benefit costs of basic education and class size reduction teachers, principals, counselors, librarians, professional development, remediation services, nurses and school secretaries. It also includes direct costs of instruction such as textbooks, supplies and materials, classroom equipment, and those materials such as library books which provide support to the classroom.

## **Alternative Learning**

Records expenditures related to Alternative Learning Environment programs which include Emerson K-12.

## **Special Education**

Reflects the excess costs of educating students with disabilities. Teachers and certificated support staff (Psychologists, Speech Therapists, OT/PT's) and classified support staff (Instructional Assistants, Para-educators) supplies, materials and classroom equipment.

## **Vocational/Skills Center Instruction**

Covers expenditures for work skills programs that have been approved by the Superintendent of Public Instruction. Many programs such as business, marketing, trades, family and consumer science, and technology are a part of Vocational Education.

## **Compensatory Education**

### **ESEA Title I**

Provides federal remedial assistance to children who are struggling to meet standards in the areas of reading, language arts and mathematics.

### **ESEA Title II**

Provides for professional development for teachers.

### **Learning Assistance Program (LAP)**

Provides state remedial assistance to children who are struggling to meet standards in the areas of reading, language arts and mathematics.

# Expenditure Budget

## Compensatory Education (continued)

### Special and Pilot Programs

Records expenditures for state grants which include: national board certification and internship program.

### Head Start/Preschool

Provides preschool programs to children of low income families, and a blended model for special education, low income and fee paying students.

### ESEA Title III & English Language Learners

Provides programs for students that are learning to speak English.

## Other Instructional Programs

### Highly Capable (Quest)

Provides supplemental education services for students enrolled in our gifted program.

### Community Services

Includes expenditures for our extended day program, stadiums, performing arts centers, and other miscellaneous reimbursable programs.

## Support Services

### General Support Services

Records expenditures to provide support for all programs of the district both instructional and non-instructional. Included within the program are expenditures for the Superintendent's Office, Board of Directors, Business Services, Human Resources, Information Services, Facilities and Maintenance, Utilities and Insurance.

### Food Services

Records the costs of operating the district lunch and breakfast program. It is the intent of the district that the costs of this program do not exceed the revenues generated by local sales and state and federal support.

### Transportation

Reflects the costs of the district's pupil transportation program.

# General Fund

## Expenditure by Program

<b>Program Description</b>	<b>Actual 2011-12</b>	<b>Budget 2012-13</b>	<b>Budget 2013-14</b>	<b>% Change</b>
Regular Education	135,296,879	143,745,868	158,490,305	10.26
Alternative Learning Experience	1,458,153	1,362,990	662,401	(51.40)
Federal Stimulus	116,119	0	0	Eliminated
Special Education	23,681,067	24,205,950	26,473,892	9.37
Federal Special Education	6,061,804	5,034,091	4,815,210	(4.35)
Vocational Programs	3,903,408	4,158,006	5,349,765	28.66
Skills Center Instruction	538,913	589,172	560,165	(4.92)
ESEA Title I	1,212,833	1,593,452	1,508,483	(5.33)
ESEA Title II	482,548	487,167	465,802	(4.39)
Learning Assistance	949,414	969,882	1,584,030	63.32
Special and Pilot Programs	1,000,964	1,081,138	1,106,335	2.33
Head Start Preschool	586,060	594,654	563,316	(5.27)
ESEA Title III - Limited English Prof.	249,985	242,132	250,178	3.32
English Language Learners	1,972,581	2,109,933	2,588,872	22.70
Student Achievement	366,694	311,991	0	Reallocated
Native American Consortium	61,916	64,211	67,107	4.51
Ready Start Preschool	445,532	448,164	476,651	6.36
Summer School	169,390	177,396	177,998	0.34
Highly Capable	387,864	367,185	376,147	2.44
Other Grants/Donations	1,476,229	4,932,123	4,787,820	(2.93)
All Day Kindergarten	2,118,923	2,475,584	2,560,969	3.45
Community Services	1,741,233	1,879,906	1,952,953	3.89
Support Services	24,106,900	26,019,226	27,380,680	5.23
Food Services	7,212,355	7,289,606	7,289,606	0.00
Transportation	7,603,368	8,668,749	9,242,053	6.61
<b>Total Expenditures</b>	<b>\$223,201,134</b>	<b>\$238,808,576</b>	<b>\$258,730,738</b>	<b>8.34</b>

# Property Taxes

The school fiscal year runs September through August. Property taxes are levied and collected on a calendar year basis (January - December). The 2013-14 fiscal year budget reflects \$57.8 million dollars in levy funds. Property tax revenues provide approximately 23.1 percent of the total revenues available to the district for the 2013-14 school year.

The School Board has final authority in determining how levy dollars will be expended. However, in creating a levy expenditure plan, the Board followed a process that involved community and staff input collected from several public meetings.

These are the property tax rates per thousand dollars of assessed value for calendar year 2013 and the anticipated rates for calendar year 2014.

<b>Year</b>	<b>Maintenance and Operation</b>	<b>Capital Projects</b>	<b>Debt Service</b>	<b>Total</b>
2013	\$1.66	\$0.98	\$1.11	\$3.75
2014	\$1.78	\$1.02	\$1.12	\$3.92

The district may not collect more taxes than the amount approved by voters. The assessed valuation of taxable property in Lake Washington School District for 2013 totals approximately \$33.5 billion dollars. The tax rate is determined by the approved levy amount divided by the assessed valuation.

We anticipate that the owner of a home valued at \$500,000 for the purpose of tax assessment will pay \$1,875 in property taxes in 2013 that will go directly to Lake Washington School District. Property tax statements also list a "State Property Tax." This money is collected by the state and contributes to the state general fund of which approximately 44% is used for K-12 education as determined by the legislature.

# We Welcome Your Opinions

The Board of Directors encourages the community to attend all Board meetings. Copies of the agenda for each Board meeting and schedules are available at the Superintendent's office.

An opportunity to address the Board is welcomed during the "Audience" portion of the Board Meeting agenda. Visitors are encouraged to comment on other specific agenda items as well.

We encourage you to take advantage of these opportunities to communicate with your elected representatives.

## Lake Washington School District Resource Center

16250 N.E. 74th Street, Redmond, WA 98052  
P.O. Box 97039, Redmond, WA 98073  
[www.lwsd.org](http://www.lwsd.org)

### Board of Directors

Nancy Bernard  
Siri Bliesner  
Christopher Carlson  
Douglas Eglington  
Jackie Pendergrass

### Administration

Dr. Traci Pierce - Superintendent  
Janene Fogard - Deputy Superintendent

For further information, contact the Public Information Office at (425) 936-1300.

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