

Budget and Staffing Update

January 9, 2024



#Washougal *Rising*

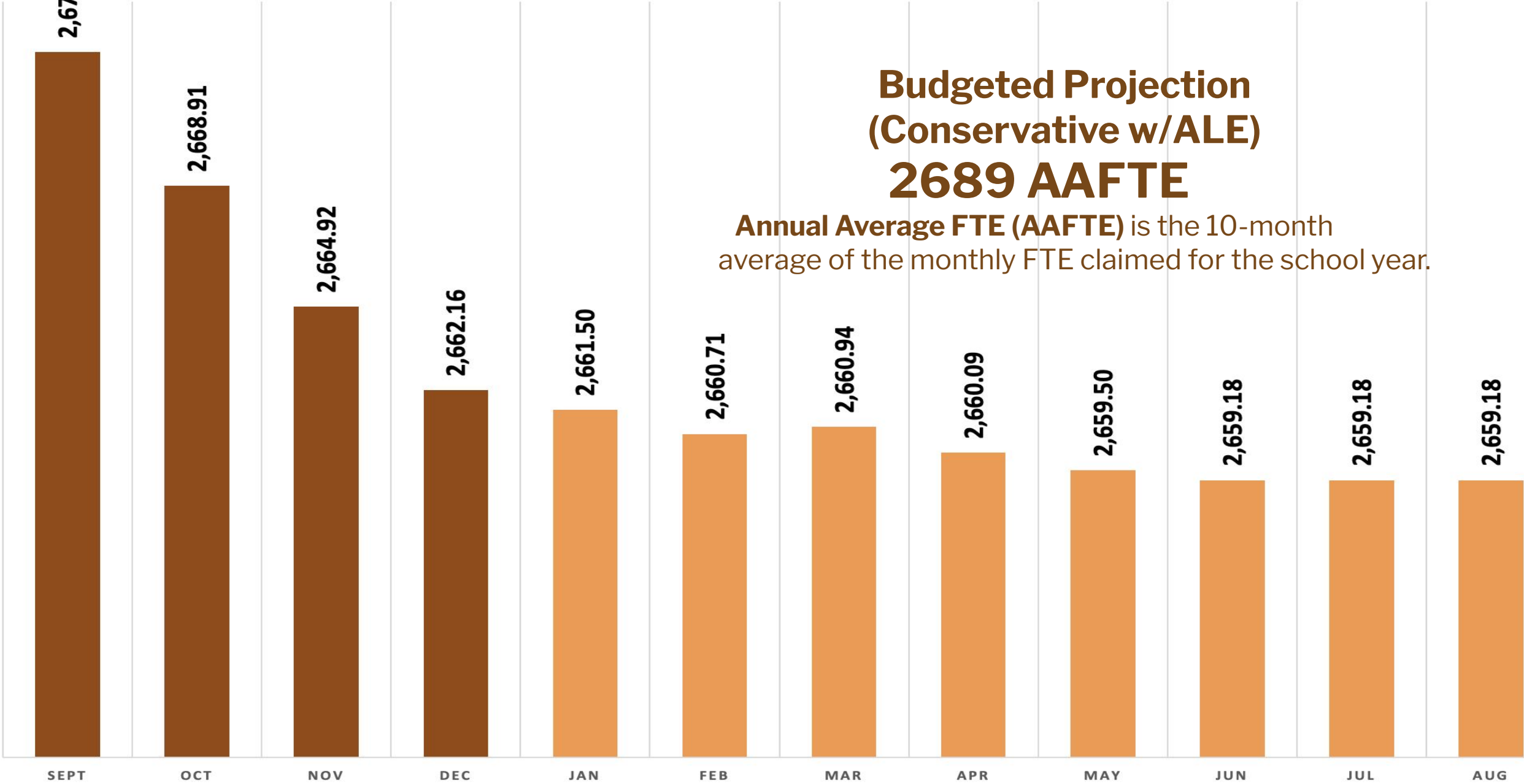
Budget and Staffing Presentation Purpose

The purpose of this presentation to identify potential reductions in staff, programs, and services, totaling \$3,000,000, ensuring fiscal responsibility and sustainability while minimizing the impact on education quality.

Communicating transparently to all stakeholders about the reasons for the necessary reductions and the steps being taken to preserve the quality of education remains a priority. We believe providing reassurance that the district is prioritizing student needs and maintaining a commitment to educational excellence is crucial.



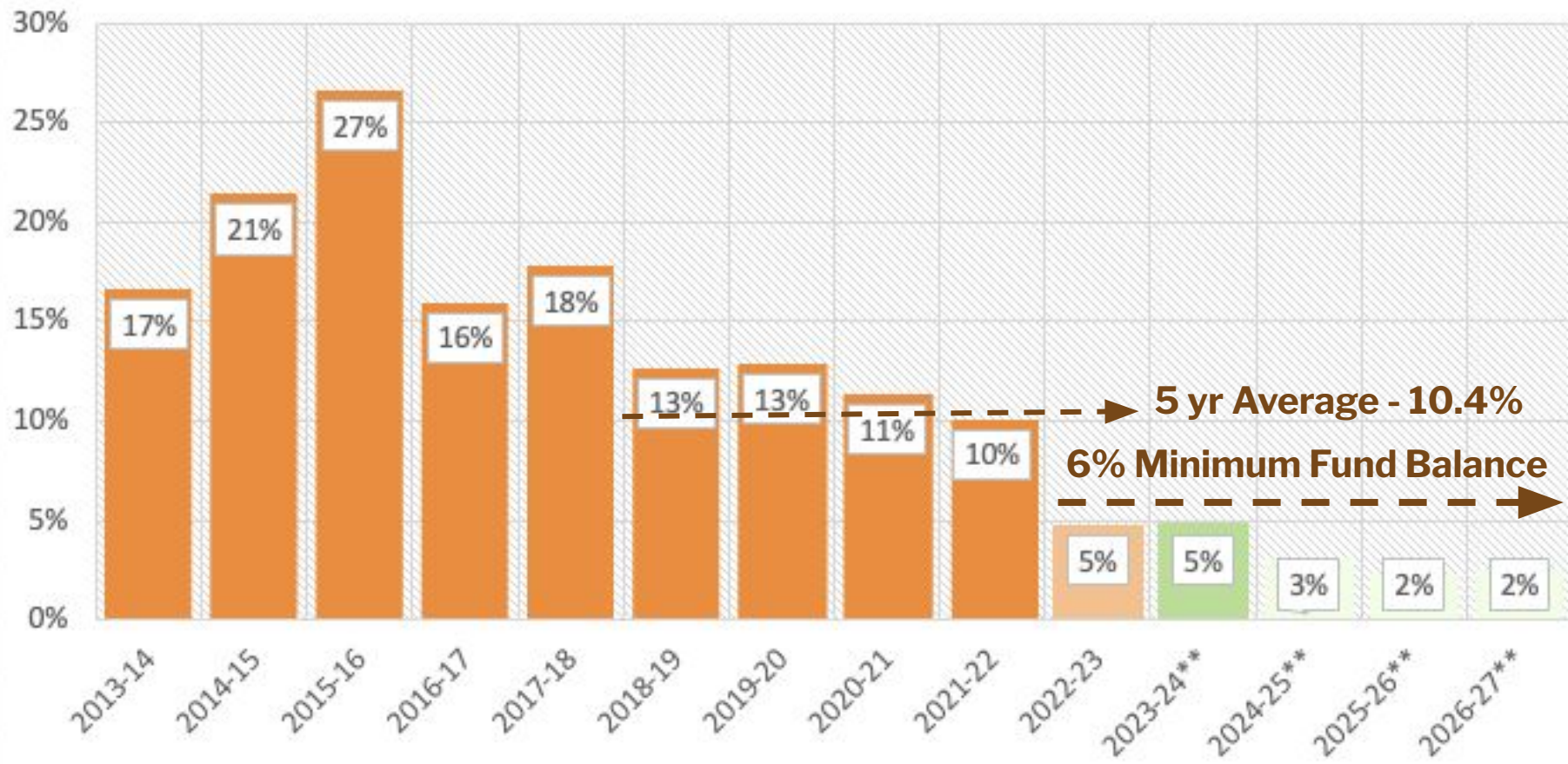
**2023-24 AAFTE ENROLLMENT CURRENT THROUGH DEC 23
(TK - 12 NOT INCLUDING RS AND DO)**





STEWARDSHIP OF RESOURCES

History of Ending Fund Balance at WSD



Goals:

Board Minimum Fund Balance is 6%

Action Steps:

2023-24: In-time reductions

2024-25: Significant additional reductions

**2023-24 through 2026-27 is budgeted ending Fund Balance adjusted to reflect the gap in the beginning Fund Balance in 23-24 school year.

#WashougalRising



WSD Board of Directors' 2024 Legislative Priorities

Washougal School district advocates that the legislature should prioritize the following:

Fully Fund Special Education

- Invest fully in mandatory services for eligible students
- Remove the artificial cap
- Recognize that costs vary for every district based on the uniqueness of each student

Update Staffing Allocation

- Teacher reimbursement is \$21,000 short per teacher
- State now pays for about 50% of necessary classified staff
- State only pays 15% of the cost for substitutes

Provide Funding Required to Transport Every Child to and from School

- WSD is underfunded according to current formula by \$200,000
- Update the funding model

Recognize and Provide for the Gap in Inflated Costs

- Insurance
- Fuel
- Utilities
- Employee health benefits

Guiding Principles for Budget Reductions

Legal Compliance: Ensure that all reductions decisions comply with relevant labor laws, contracts, and district policies

Fiscal Sustainability: Ensure that our resources are aligned with board goals (stewardship of resources and effective instruction) and the strategic plan to prepare a budget that meets the board's minimum (6%) fund balance requirements.

Program Evaluation: Assess the effectiveness and impact of programs and services. Eliminating, reducing or restructuring programs that have a minimal impact on student achievement or are less aligned with our strategic plan.

Efficiency Measures: Explore opportunities for streamlining operations and increasing efficiency in areas that do not directly impact the classroom. This may involve restructuring administrative functions, adopting cost-saving technologies, or consolidating programs and/or services. Review contracts and consulting services that may be non-essential or duplicative. Consider whether certain services can be brought in-house or if there are more cost-effective alternatives.

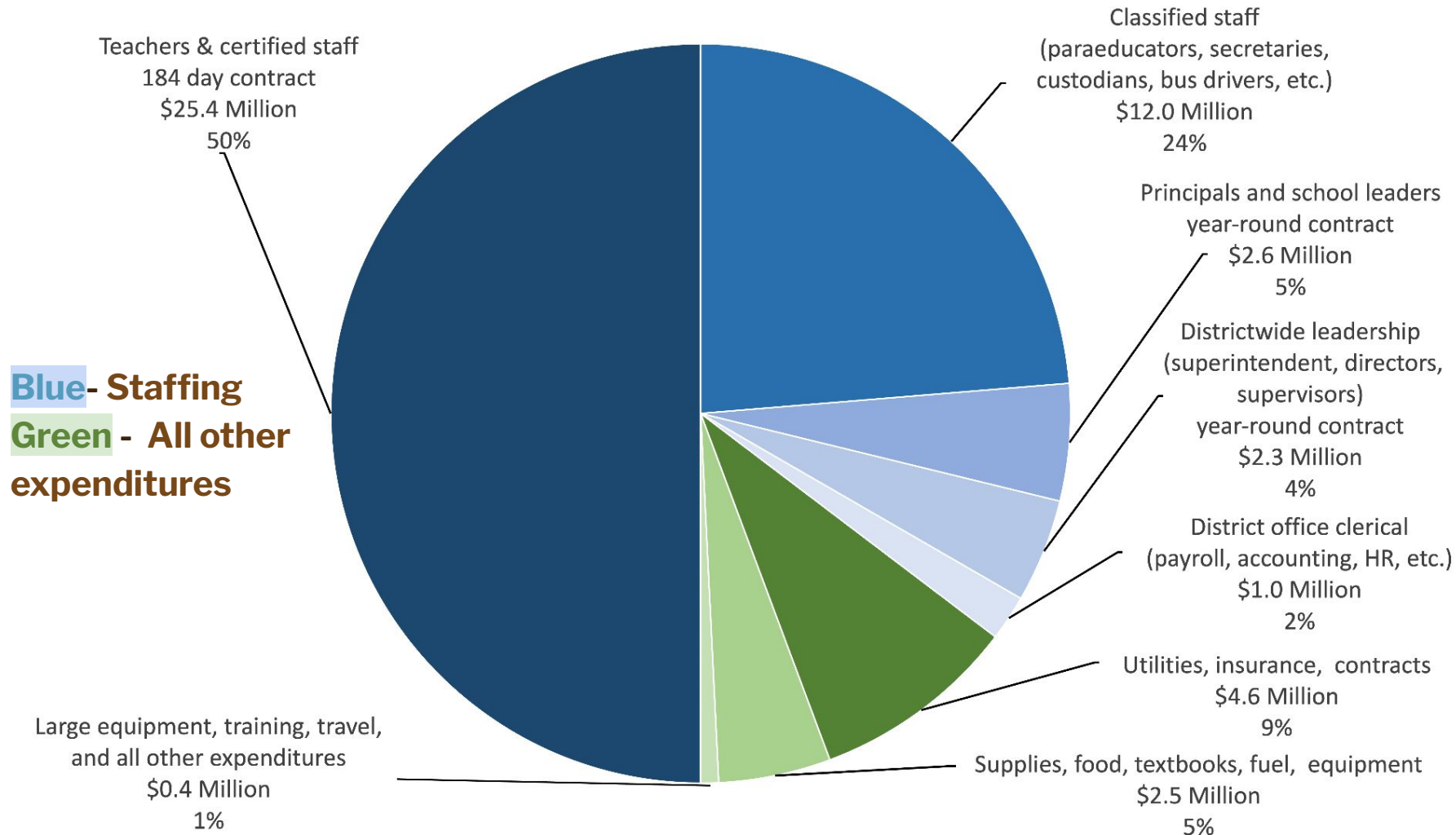
Non-Instructional Roles: Begin by evaluating positions that are furthest from the classroom and may not have direct interaction with students during the learning process.

Impact on Student Learning: Evaluate the potential impact of reductions on student services, academic programs, and extracurricular activities. Strive to protect essential services that directly contribute to student well-being and academic success.

2023-24 Budgeted Expenditures by Category

2023-2024 Budgeted Expenditures by Category

Total Budget: \$51 million



Round 1

Reductions in staff,
programs, and services,
totaling \$3 million.

Round 2

- Legislative Decisions
- 2023-24 Spending
- 2024-25 Projected Enrollment
- Bargaining (WAE & PSE)

2024-25 Potential Budget Reductions By Category

Staffing reductions or adjustments

- Reduce the number of administrators and district office staff
- Reduce the number of classified staff
- Reduce the number of teachers on special assignments (instructional coaches, program coordinators, etc)
- Increase class size
- Use multi-grade classrooms (ie grade 2 & 3 together)
- Implement a pay freeze, furlough, or pay cut

Program reductions or adjustments

- Consolidate schools
- Consolidate work spaces & offices
- Reduce building budgets and office supplies
- Reduce purchase of instructional materials
- Reduce elementary art, music, library, and/or PE specialists
- Reduce dual language program
- Reduce English Language Learner program
- Reduce Highly Capable program
- Reduce Career & Technical Education program
- Reduce Counseling programs
- Eliminate community education preschool or increase cost to attend

Service reductions or adjustments

- Reduce training, travel, and contracts for professional development
- Reduce maintenance and grounds services
- Reduce technology services like teacher tech support, device replacement, etc
- Reduce culinary service or increase fees for meals
- Reduce family resource supports
- Consolidate bus routes and reduce service
- Reduce summer cleaning and repairs
- Reduce safety staff
- Increase fees for facility rentals

Budget Development Timeline

- **January 9 - Budget & staffing update, board input on budget priorities and community survey**
- January 23 - Board presentation of survey results, and plan for reductions of program and staff reductions for round 1 of budget adjustments
- February 13 - Present refined list of reductions for services, contracts and operating costs, draft of staffing adjustments
- February 27 - Board reviews draft of: Modified Educational Program resolution
- March & April - Legislative session wraps up, bargaining updates, and potential for round 2 of budget adjustments if needed
- April 23 - Board action on Modified Educational Program resolution

WASHOUGAL SCHOOL DISTRICT NO. 112-6 2024-25 BUDGET DEVELOPMENT CALENDAR (60 Day Legislative Session Will Convene January 8, 2024 to March 7, 2024)		
December 2023	Development of Budget Development Calendar Process	Superintendent & Executive Team
January 2024	Develop Conservative Staffing Projection for 2024-25 FY	HR and Budget Team
	Develop Draft Budget Priorities for Budget Planning	Superintendent & Executive Team
	Budget and Staffing Update, Board Input on Budget Priorities and Review Community Survey	Board, Superintendent & Executive Team
	Seek Input from Stakeholder Groups (staff, parents, students, community members)	Communications Team
	Staffing Allocations Provided to Leadership (Preliminary Secondary and Elementary)	HR, Budget Team and Leadership
February 2024	Share Preliminary Draft Budget Reductions based on Budget Priorities based on Feedback and Staff Planning	Board, Superintendent & Executive Team
	Evaluate and Refine List of Reductions for Services, Contracts and Operating Costs and Draft Staffing Adjustments (Round 1)	
	Board Review Draft of: Modified Educational Program Resolution	
March 7, 2024	Legislative Regular Session ends	
March 2024	Legislative and State Revenue Update	Superintendent & Executive Team
	Enrollment Projection & Bargaining Updates	HR and Budget Team
	Staffing Allocations Provided to Leadership (Revised Secondary and Elementary)	HR, Budget Team and Leadership
April 2024	Legislative and State Revenue Update	Superintendent & Executive Team
	Evaluate and Refine List of Reductions for Services, Contracts and Operating Costs and Draft Staffing Adjustments (Round 2)	HR and Budget Team
	Request Board Approval for: Modified Educational Program Resolution	
May 23, 2024	Board Budget Progress Update	
June 2024	2024-25 Preliminary Budget presentation General Fund, ASB, Capital Projects, Debt Service and Transportation Vehicle Funds	
July 10, 2024	Published Budget Available to the Public, F-195 Completed	
August 6, 2024	1 st publication of proposed budget hearing notice in official district newspaper	
August 20, 2024	2nd publication of proposed budget hearing notice in official district newspaper	
August 27, 2024	Board of Directors - Formal Budget Hearing - Recommendation to adopt budget	
August 31, 2024	Final State Deadline for budget adoption	

Legislators extending the Regular Session past the 60 days may require adjustment to the Budget Development Calendar to complete the WSD 2024-25 budget with the state adopted budget drivers. The Budget Development Plan is established based on our best estimate of legislative decisions likely to occur during the Regular Legislative Session and Enrollment Forecasting based on trend historical data and enrollment attrition data. Updated 1/8/2024

Budget and Staffing Information

Current Year Adjustments and Next Year Planning

Current Year “Real Time” (2023-24)


- Building budget reduction
- Hiring freeze
- Decisions regarding open positions, staffing reductions and mitigating substitute costs
- Resource review (e.g. personal services contracts, travel, workshops, materials)
- Legislative advocacy

Budget Planning for Next Year (2024-25)

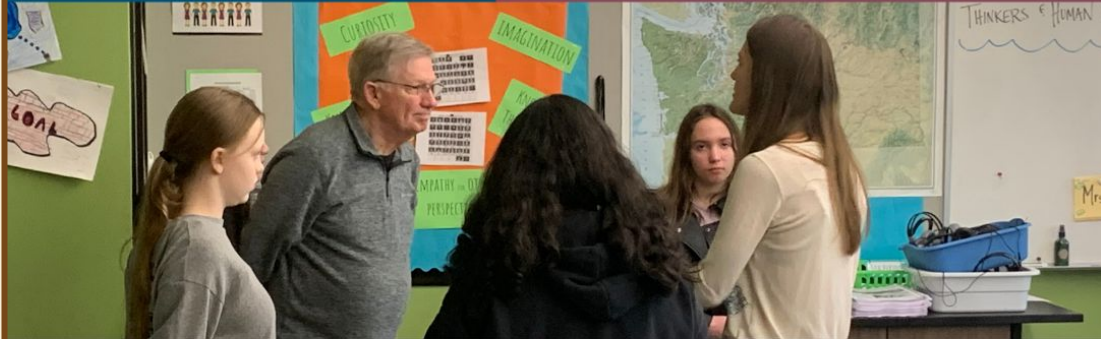
- Enrollment Forecasting (birth rate, student roll-up & historical attrition)
- Initial staffing allocation conversations with building administrators based on enrollment 2024-25 forecasting
- Round 1 Budget right-sizing adjustments including attrition ~\$3 Million in reductions
- Round 2 (After Legislative decisions, bargaining, updated projected enrollment, 2023-24 spending)

WSD Community Feedback

- Community budget survey starting January 10
 - Parents, students, staff, and community
 - Will send out via ParentSquare, social media, and in newsletter
- Board Listening Tour February 13, 3-4:30 PM at Excelsior
- Superintendent Roundtable January 11, 9:30 to 11 AM at DO




Board Listening Tours



Gathering Feedback

We are gathering feedback and ideas you would like to share about our schools. The listening tours are an informal opportunity to sit with a board member, ask questions, and share ideas about how we can best serve our community.



Upcoming Listening Tour Dates

- Feb 13, 2024, 3-4:30 PM in the Excelsior Commons 1401 39th St.
- Apr 9, 2024, 4:30 to 6:00 PM, Location TBD

Questions?



#Washougal *Rising*

Advocating - Talking Points for Legislative Representatives

1) **Thank you** for the help we have received for Special Education funding and Mental Health/Wellness supports so far.

2) **We are hopeful** and doing excellent work in our schools and here are a few examples (Professional Learning Communities, state test scores improving, student voice, strong sense of belonging, Career and Job ready, etc...)

3) **We need your help with the growing "gap"** in what we get from the state and what it costs to do business in today's economy

- Fully fund special education
- Provide consistent and equitable educational resources (e.g. materials, supplies and office supplies)
- Update staffing allocation
- Fix pupil transportation

Prototypical Funding Model

The prototypical schools are defined as follows:

- A prototypical high school has 600 average annual full-time equivalent students in grades 9 - 12;
- A prototypical middle school has 432 average annual full-time equivalent students in grades seven and eight;
- A prototypical elementary school has 400 average annual full-time equivalent students in grades kindergarten through six.

The minimum allocation for each level of prototypical school shall be based on the number of full-time equivalent classroom teachers needed to provide instruction over the minimum required annual instructional hours under RCW **28A.150.220** and provide at least one teacher planning period per school day, and based on the following general education average class size of full-time equivalent students per teacher:

General education average class size

Grades K-3 17.00

Grade 4 27.00

Grades 5-6 27.00

Grades 7-8 28.53

Grades 9-12 28.74

Prototypical Funding Model - Staffing Information



Washington Office of Superintendent of
PUBLIC INSTRUCTION

School Based Staff – 2023–24SY

Prototypical School	Elementary (K-6)	Middle (7-8)	High (9-12)
School Size (Student FTE)	400	432	600
Principals	1.253	1.353	1.880
Librarians	0.663	0.519	0.523
Counselor	0.827	1.550	2.882
School Nurses	0.416	0.612	0.582
Social Workers	0.222	0.060	0.089
Psychologists	0.075	0.016	0.035
Instructional Aides	0.936	0.700	0.652
School Office Support	2.012	2.325	3.269
Parent Involvement Coordinators	0.083	0.000	0.000
Student and Staff Safety	0.079	0.092	0.141
Facilities, Maintenance and Grounds	1.657	1.942	2.965

Certificated Substitute Information

Year	FTE	# of Days	Daily Rate	State Funded	Actual Cost
2022	129.93	4	\$151.86	\$78,924.68	
2023	123.06	4	\$151.86	\$74,749.14	
2024	120.09	4	\$151.86	\$72,948.68	TBD

District	Full Day	1/2 Day
Washougal	\$155	\$95
Camas	\$170	\$100
Ridgefield	\$173.81	\$114.76
Evergreen	\$194.53	\$128.44

The current allocation of 4 days per allocated teacher at a rate of \$151.86 per day is not representative of actual average teacher absences nor the cost of securing substitutes on an ongoing basis.”

State Funding Basic Education

State Funding, Basic Ed

	22-23 State Funded Apportionment	FTE Funded	TSD Avg. Salary	TSD FTE
CIS - Teachers	\$ 72,728.00	289.75	\$ 87,445.79	305.53
CAS – Admin.	\$ 107,955.00	16.23	\$ 143,195.26	19.49
CLA – Classified Staff	\$ 52,173.00	61.32	\$ 54,278.03	122.10

Inflationary Factor...Implicit Price Deflator (IPD)

RCW 28A.400.205

- “The inflationary increase shall be calculated by applying the rate of the yearly increase in the inflationary adjustment index to any state-funded salary base used in state funding formulas for teachers and other school district employees.”
- “Any funded inflationary increase shall be included in the salary base used to determine inflationary increases for school employees”
- IPD is not a COLA, instead it is used to increase the state funded base pay for funding.

The Purpose:

Impacts of the Current Funding Model Fiscal Complexities

❖ **Unfunded gap examples**

- Substitute costs
- School employee health benefits
- Transportation operation costs
- Certificated funded gaps from allocation
- Special Education funding



❖ **Declining enrollment**

❖ **Levy rollbacks**

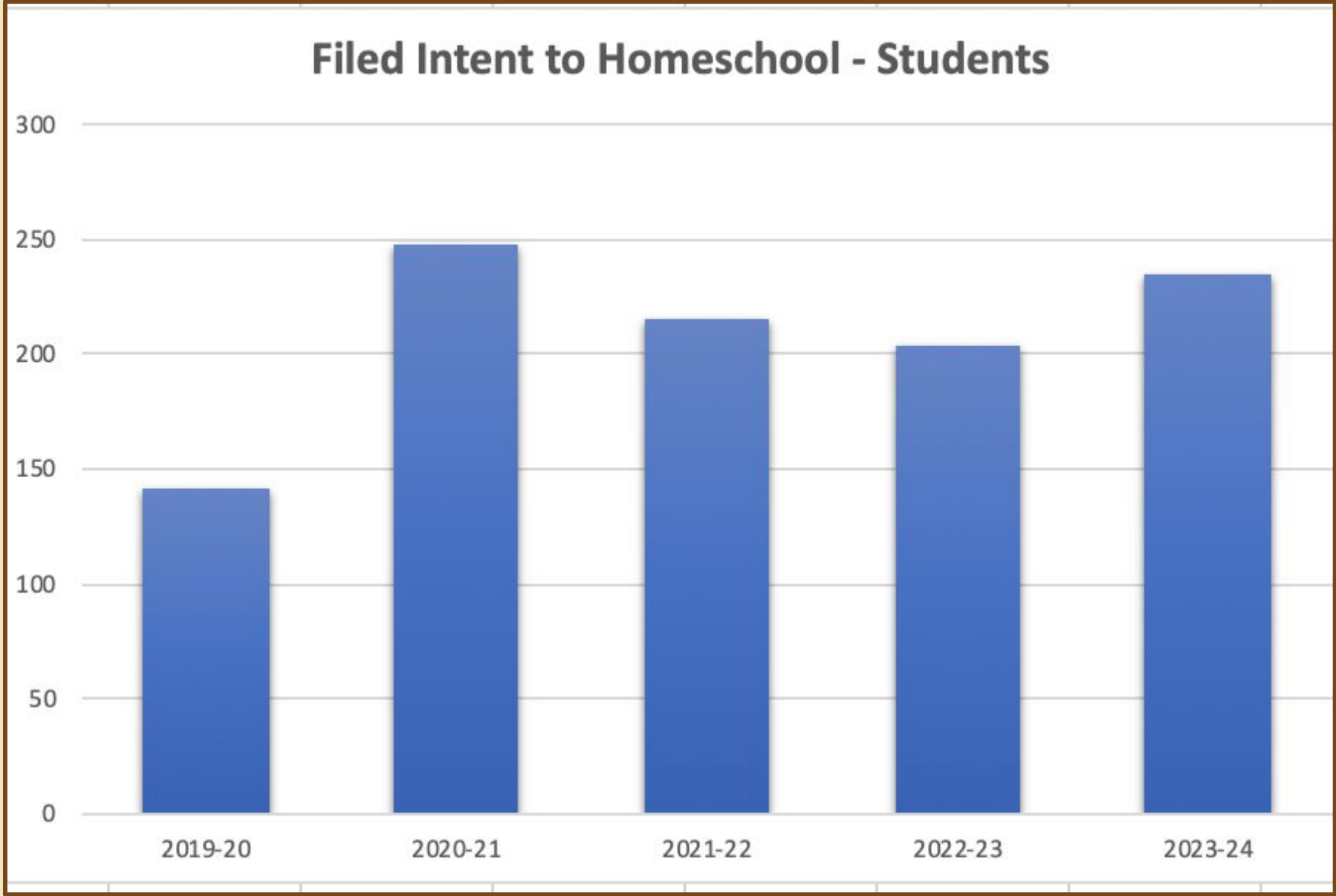


#Washougal *Rising*

23-24 Budgeted Enrollment

Grade	2023-24	2024-25	2025-26	2026-27
	<i>BUDGET</i>	<i>4-yr Forecast</i>	<i>4-yr Forecast</i>	<i>4-yr Forecast</i>
4	185.00	187.00	202.00	181.00
5	191.00	187.00	187.00	202.00
6	206.00	201.00	193.00	193.00
7	208.00	214.00	204.00	196.00
8	210.00	207.00	211.00	201.00
9	258.00	233.00	219.00	223.00
10	237.00	240.00	217.00	204.00
11	179.00	183.00	185.00	168.00
12	179.00	165.00	169.00	171.00
Total FTE	2,663.00	2,627.00	2,571.00	2,518.00
Percent Chg.		-2.4%	-2.2%	-2.1%

2023-24 Enrollment Update



School Year	Students	Families
2019-20	141	88
2020-21	248	143
2021-22	215	118
2022-23	204	114
2023-24	235	

Enrollment Budget to Actuals for School Year 2022-23FY

Variance of -0.7% in Enrollment AAFTE resulted in a reduction in General Guaranteed Entitlements of -\$151,000

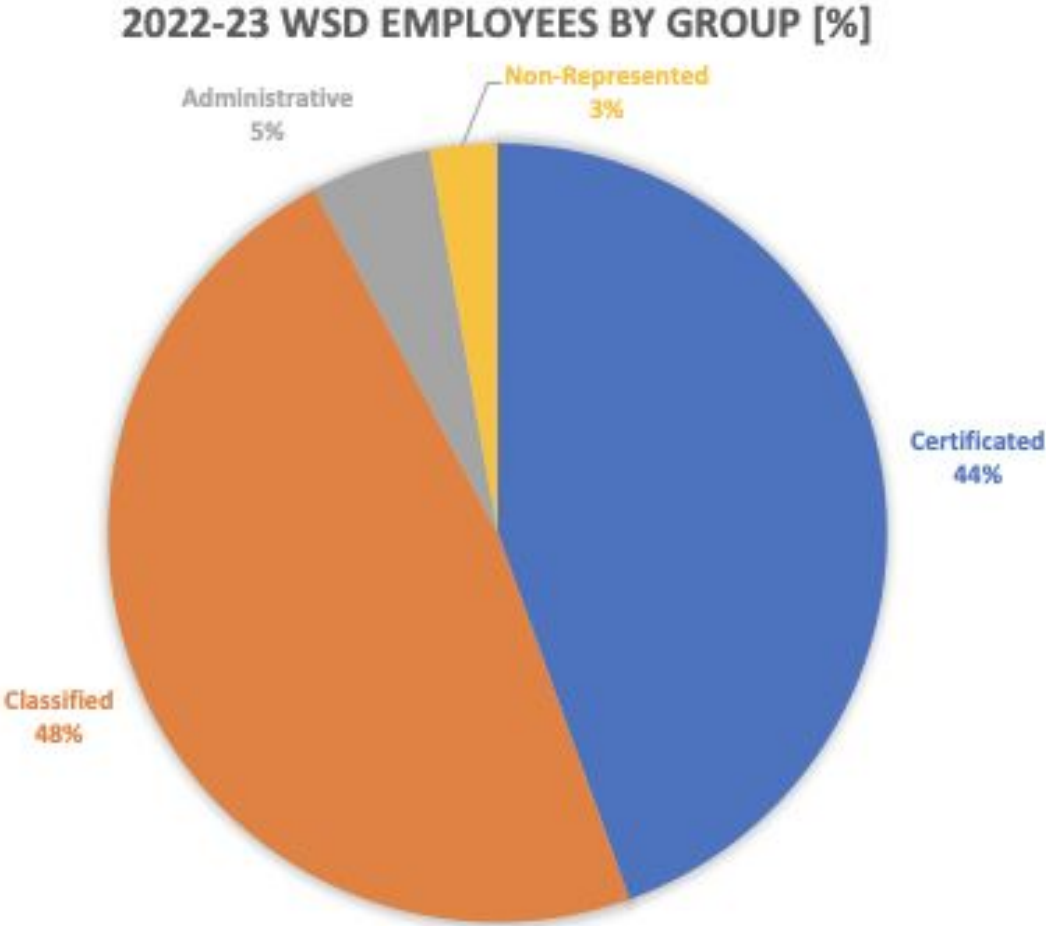
FY - Fiscal Year

AAFTE - Annual Average FTE is the 10-month average of the monthly FTE claimed for the school year. Full-Time Equivalent (FTE) is used to determine the level of state funding allocated to school districts. The funding formula is complex, and Student FTE plays a key role in determining overall funding.

Grade	2022-23	2022-23
	Budget	%of Bud to Actual
TK2	20.00	93.8%
K	196.00	91.4%
1	197.00	103.3%
2	167.00	106.9%
3	198.00	94.0%
4	194.00	101.0%
5	198.00	103.6%
6	202.00	101.8%
7	227.00	98.5%
8	247.00	99.5%
9	268.00	94.4%
10	224.00	101.9%
11	198.00	97.2%
12	206.00	102.4%
Total FTE	2,742.00	99.3%

2022-23 Staffing Information

(Percentage of People in Positions)

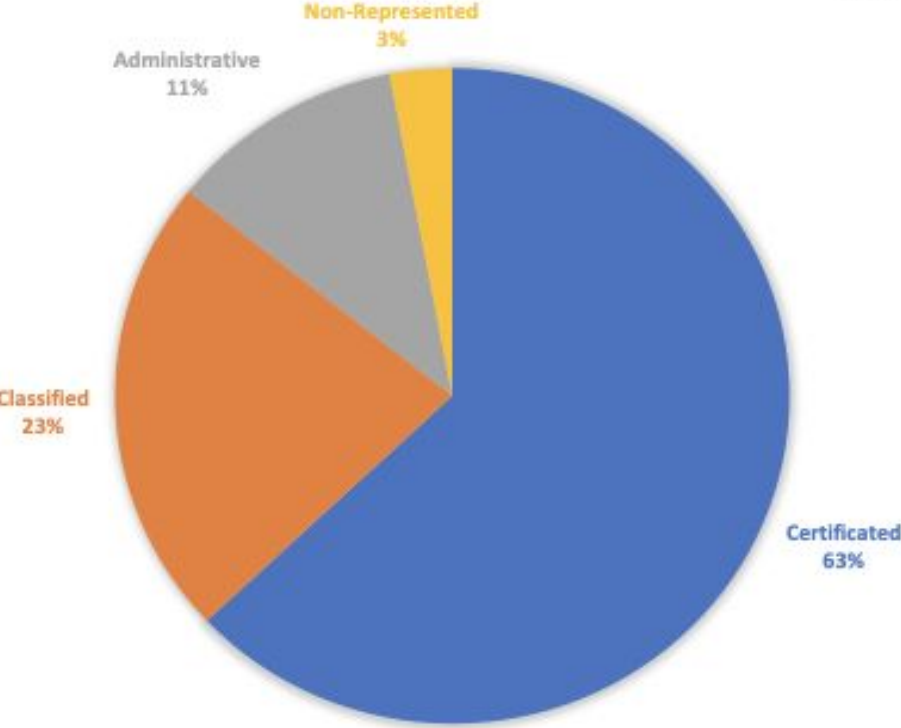


Employee Group	%
Classified	48%
Certificated	44%
Administrative	5%
Non-Represented	3%

2022-23 Staffing Information

(Compensation Percentage Breakdown By Employee Group)

2022-23 WSD EMPLOYEE COMPENSATION BY GROUP [%]

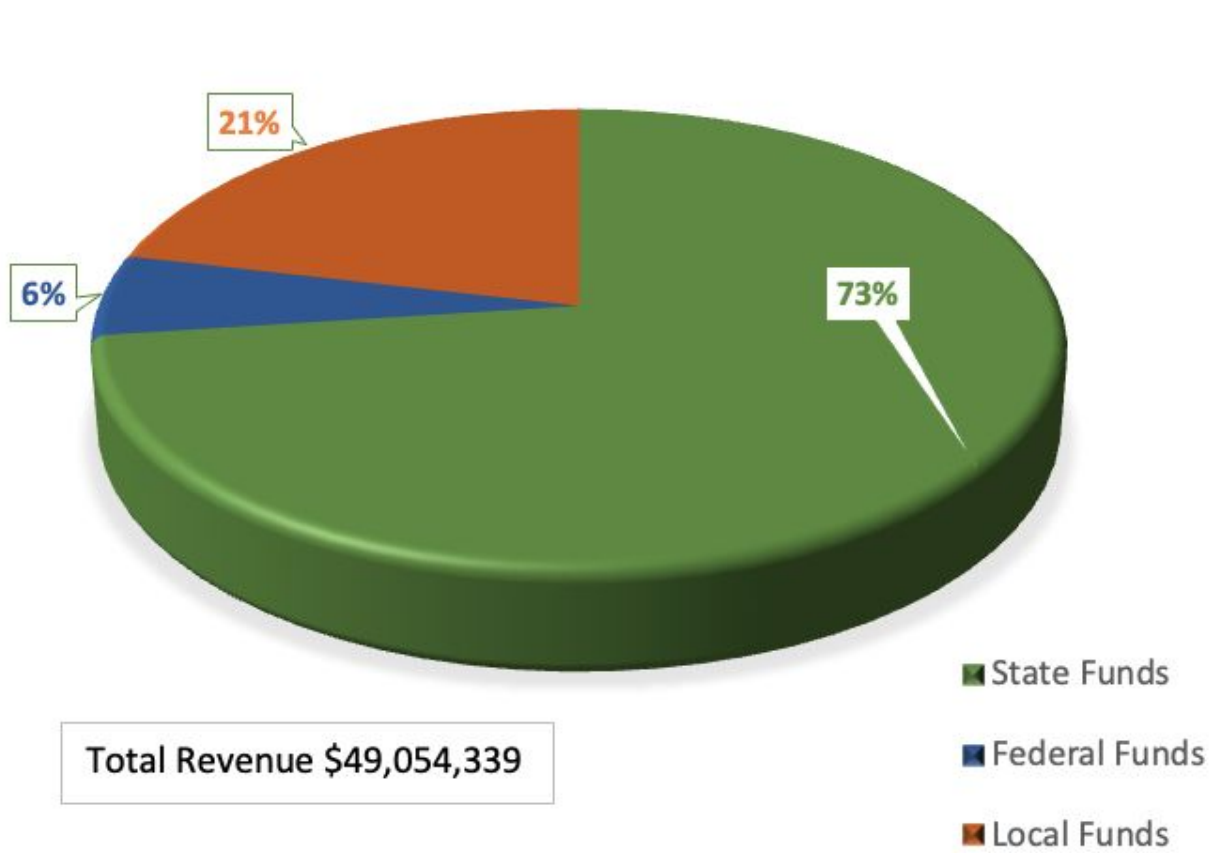


Compensation by Group	%
Certificated	63%
Classified	23%
Administrative	11%
Non-Represented	3%

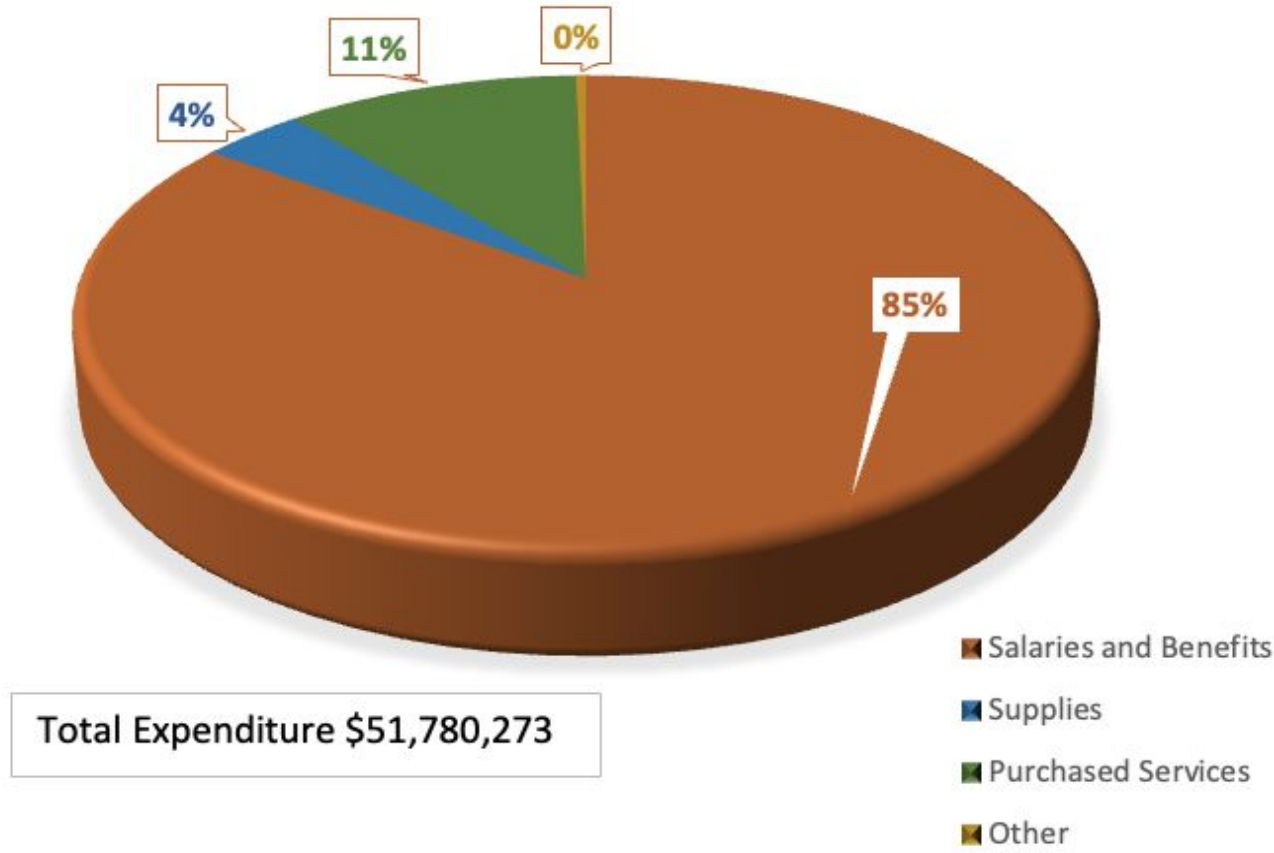
Summary of Revenues and Expenditure for Close Year 2022-23					
	General	ASB	Debt Service	Capital Projects	Transportation Vehicle
Beginning Fund Balance <i>(as of Sept 2022)</i>	\$5,190,397	\$349,312	\$3,932,146	\$7,326,593	\$1,361,372
Revenues	49,054,339	299,942	6,523,289	1,042,443	310,701
Expenditures	51,730,273	279,468	6,371,125	142,313	508,680
Other Financing Sources	50,000			1,130,399	
Tech Levy Transfers					
Ending Fund Balance <i>(as of Aug 2023)</i>	\$2,464,463	\$369,786	\$4,084,310	\$7,096,324	\$1,163,393

Summary of Revenues and Expenditure for Close Year 2022-23

Where Does the Money Come from?

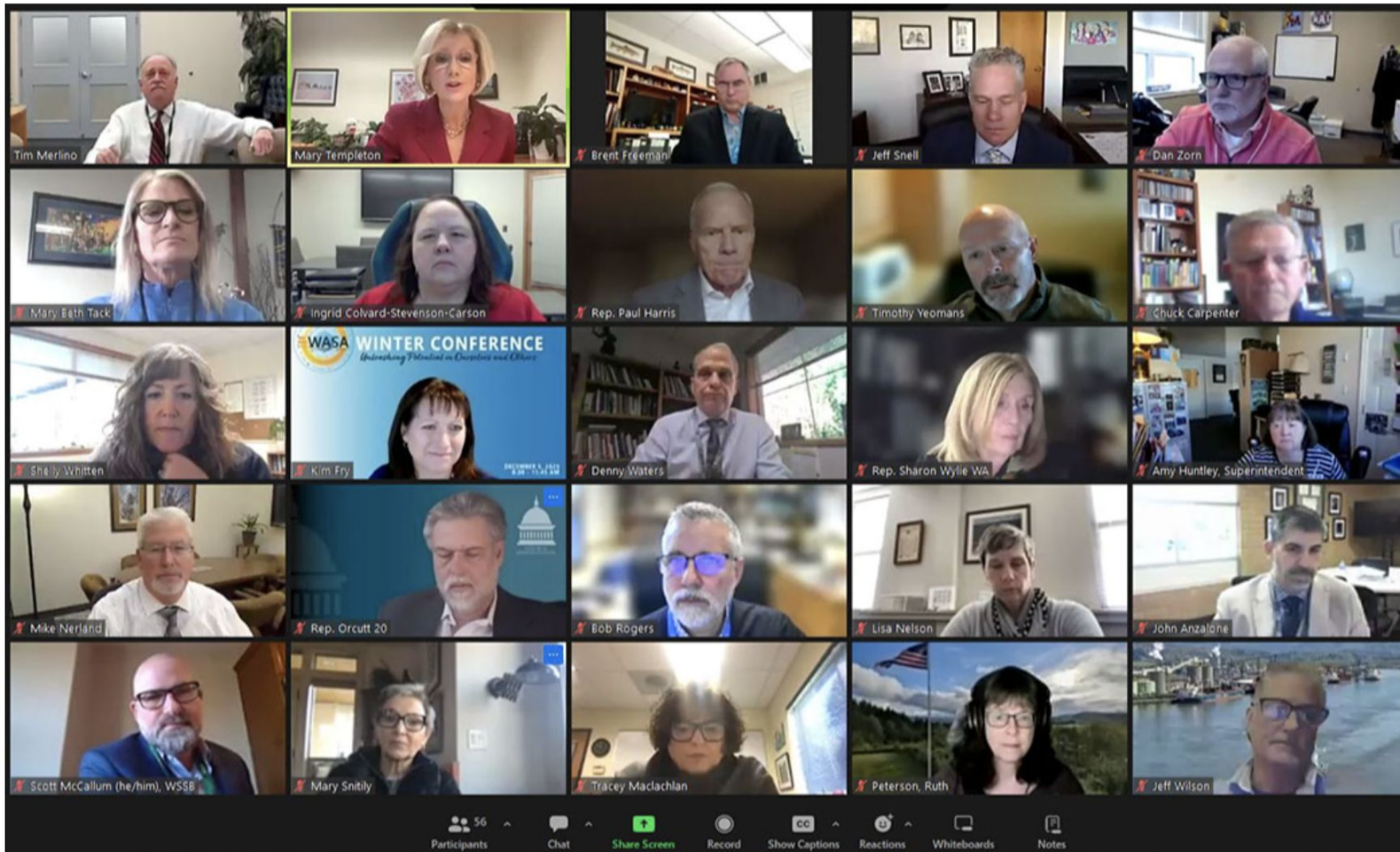


Where Does the Money Go?



WASHINGTON SCHOOL LEADERS ADVOCATE FOR ADEQUATE AND EQUITABLE FUNDING AT ESD 112 LEGISLATIVE FORUM






November 30th, 2023 | District Spotlight, ESD Leadership News, State & National News



Sharing stories of hope and discussing unmet funding needs were the focus of the November 27, 2023, ESD 112 Legislative Forum. The forum, convened virtually for the fourth year in a row, garnered the attendance of 11 legislators and one legislative staffer from the 14th, 17th, 18th, 19th, 20th, and 49th Districts. Dozens of school superintendents and other education leaders also attended the forum, with a total of 80+ participants for the two-hour meeting.

Our Legislative Representatives

17th Legislative District

Senator	Representative, Pos. 1	Representative, Pos. 2
Sen. Lynda Wilson (R) Elected: 2020 Term: 2021-2024 Legislative Office: 205 Legislative Modular Building PO Box 40417 Olympia, WA 98504-0417  (360) 786-7632  lynda.wilson@leg.wa.gov	Rep. Kevin Waters (R) Elected: 2022 Term: 2023-2024 Legislative Office: 467 John L. O'Brien Building PO Box 40600 Olympia, WA 98504-0600  (360) 786-7994  kevin.waters@leg.wa.gov	Rep. Paul Harris (R) Elected: 2022 Term: 2023-2024 Legislative Office: 426A Legislative Building PO Box 40600 Olympia, WA 98504-0600  (360) 786-7976  paul.harris@leg.wa.gov