



# Wenatchee School District School Board Workshop



**Confluence Technology Center**

**June 23<sup>rd</sup>, 2017**

**8 a.m. – 2 p.m.**

## **School Board Planning Workshop Agenda**

- |                       |   |
|-----------------------|---|
| <b>7:30-8:00 a.m.</b> | <b>Breakfast</b>  |
| <b>8:00 a.m.</b>      | <b>Agenda Review</b>  |
| <b>8:10 a.m.</b>      | <b>2017-18 Budget &amp; Finance Planning-<br/>Les Vandervort, Lisa Turner</b> <ul style="list-style-type: none"><li>• <b>Legislative Update on Budget- Proposals</b></li><li>• <b>OSPI Pivot Table</b></li><li>• <b>Enrollment Projections</b></li><li>• <b>Budget Status – May 2017</b></li><li>• <b>4-Year Estimated Budget Impact</b></li><li>• <b>Fund Balance Graph</b></li><li>• <b>17-18 Capital Projects Fund - Project List</b></li><li>• <b>School Budget Allocation Worksheet</b></li><li>• <b>Human Resource- Staff hiring to date and staff openings &amp; decisions left for 2017-18</b></li><li>• <b>Technology- Dark-Fiber Network option- Dave Yancey</b></li><li>• <b>RFP WSD -062817 – Leased Fiber Wide Area Network - Action</b></li></ul> |
| <b>10:00 a.m.</b>     | <b>Break</b>  |
| <b>10:15 a.m.</b>     | <b>2017-18 Communication Action Plan-<br/>Jon DeJong, Ron Brown, Diana Haglund</b>  |
| <b>11:00 a.m.</b>     | <b>District Data Dashboard-<br/>Jon DeJong, Ron Brown</b>   |
| <b>Noon</b>           | <b>Lunch</b>  |
| <b>12:45 a.m.</b>     | <b>Continue with Data Dashboard if needed<br/>Phase 2 Capital Bond- follow-up on June 21<sup>st</sup> Workshop</b>  |

**Adjournment of regular meeting  
Executive Session as needed**

**Wenatchee School District  
School Board Workshop  
June 23, 2017**

**2017-18 Budget and Finance**

**Legislative Update on Budget**

Senate Republicans and House Democrats continue their collaborative work on a new state budget. There has been NO reported movement by either side. Normally that would be considered a draw and each side would get a point. In this instance, neither side gets a point and should all be put in a locked room till they're done.

The second special 30 day session ends June 22. The state is facing a shutdown of some sort unless a deal is fashioned by June 30. No idea how that's going to happen. Always hope.

WSD can cover about 2 1/2 months of no state money. Since we've already been shorted money for June, the clock is ticking.

**OSPI Pivot Table**

The governor, senate and house have significantly different amounts that WSD would receive in the new budget. They each have different ways of getting there also. The most likely settlement is somewhere in the middle. Getting there will be the tricky part.

**Enrollment Projections**

This is an exact science that I've obviously perfected.

First is a 10 year projection based on cohort survival and live birth rates. It projects an almost 400 decline in enrollment. As factors change (demographics, construction, choice, internal program decisions, etc), that number will adjust.

Next is the estimate of 17-18 enrollment. 7741 FTE

Then, for fun, a comparison of budgeted to actual enrollment back to 07-08.

**Budget Status May 2017**

**4 year Estimated Impact**

another exact science. Especially with Senate and House not playing nice.

assumes about 2.5% state increase and other bargaining impacts.

assumes revenue not much different than expenditures at this point. I don't expect that to be true when final legislative numbers are settled.

levels Fund Balance at about 10%

if Senate proposal of limit on salaries & benefits of 80% of expenditures goes in, we are well over that right now.

**Fund Balance Graph**

**17-18 Capital Projects Fund Project List**

**School Budget Allocation Worksheet**

**Comparison of K-12 Education Funding Proposals**

	<b>Governor</b>	<b>House</b>	<b>Senate</b>	<b>OSPI</b>	
<b>Compensation</b>	<b>Salary Allocation Model</b>	✓	✗	✗	✓
		modified grid	state average allocation; no grid	no salary allocation	same grid
	<b>Salary Allocation Rates for the 2018-19 School Year</b> (rounded to thousands)				
	Certificated Staff Average	\$72,500	\$65,000	✗	\$70,000
	Certificated Staff Minimum	\$54,500 ✓	\$45,500 ✓	\$45,000 ✓	\$46,000 ✓
	Classified	\$53,000	\$47,000	✗	\$52,000
	Administration	\$115,000	\$98,000	✗	\$124,000
	Year fully-funded	2018-19	2019-20 match Governor's salary at full implementation	2019-20	2018-19
	<b>Other Compensation</b>				
	National Board Bonus	✓	✓	eliminate	✓
	I-732 COLA	✓	✓	eliminate	✓
	Adjusted for advanced degree	✓	✓	eliminate	✓
	Grandfathered Salary Allocations	eliminate	eliminate	eliminate	✓
	Regionalization	✗	beginning 2019-20	Housing allowance of up to \$10,000 per staff person	✗
	Recruitment & Retention Bonus	✗	✗	For districts with more than 25% census poverty and 25,000	✗
	Teacher Recognition Grants	✗	✗	Top 2% \$50,000 each Top 5% \$25,000 each	✗
	Extended Year Contracts	✗	✗	State funded summer contracts	✗
	Limitations	✗	✗	Total compensation may not exceed 80% of expenses	✗
	<b>Health Benefits</b>				
		Increase allocation. Maintain current structure.	No new funding. Maintain current structure.	No new funding. Requires plans to maintain a 3:1 family to single premium ratio.	No new funding. Maintain current structure.

**Comparison of K-12 Education Funding Proposals**

	<b>Governor</b>	<b>House</b>	<b>Senate</b>	<b>OSPI</b>
<b>Funding Model Structure</b>	✓	✓	✗	✓
	Maintains current system	Maintains current system	Eliminates current system. Replaces with per pupil funding	Maintains current system
<b>Enhancements</b>	<b>Begin Phase in 2017-18:</b>	<b>Begin Phase in 2019-20:</b>	<b>Begin Phase in 2018-19:</b>	<b>Begin Phase in 2018-19:</b>
Social Emotional Learning	1.0 FTE in each prototypical school	1.0 FTE in each prototypical school		Align FTE with district actuals. - Elementary 0.14 FTE - Middle 0.2 FTE - High 0.3 FTE
Career & Tech Ed; Skills Centers	30 percent materials & supplies enhancement	✗	one-time grant funding	- reduce class size to 19 for CTE and 16 for skills centers  - align other certificated staff ratios with general ed and add CTE director  - enhance materials & supplies by 81 percent for CTE and 54 percent for Skills Center
Other Classified Staffing	✗	✗	✗	Align FTE with district actuals. - Elementary 0.8 FTE - Middle 1.0 FTE - High 0.8 FTE - District Wide 1.5 FTE
Learning Assistance Program	increase by 15%	increase by 40%	increase by 30%	Convert to per pupil funding with hold harmless.
Highly Capable	increase by 20%	increase by 50%	more than double	Convert to per pupil funding with hold harmless.
Bilingual	✗	increase by 10%	increase by 10%	Convert to per pupil funding with hold harmless.
Transportation	✗	✗	✗	Modify formula to meet unique district needs.

Prototypical School Funding Model

### Comparison of K-12 Education Funding Proposals

		Governor	House	Senate	OSPI
Collective Bargaining	<b>Collective Bargaining</b>				
	Structure	Maintains current system	Maintains current system	Significantly modifies current system	Maintains current system
	Teacher Strikes			Expressly prohibits teacher strikes.	
	Teacher dismissal			Allows districts to dismiss a teacher who fails to show improvement.	
	Teacher Certification		Modifies second-tier certification process	Allows for non-certificated teachers.	
	District Policies and Processes			Permits districts to exempt school buildings from collective bargaining process and other district policies.	
	<b>Mentoring</b>				
	Teacher Mentoring	Makes mentoring a full-time job classification with a salary of \$90,000.	Intent to support mentoring. No specific new funding provided.	No new funding provided.	Requests \$23 million
	Principal Mentoring	Expands mentoring program to include principals.	x	x	x
	Leadership Academy	Provides for leadership training for all new principals.	x	x	x
Recruit, Retain, and Continuously Train Great Educators	<b>Professional Learning for the 2018-19 School Year</b>				
	Teacher Training	80 hours	2 days phase up to 10 days 2022-23	Does not specify	3 days phase up to 9 days in 2020-21
	Other Staff Training	40 Hours for Paraeducators	2 days phase up to 10 days 2022-23	Does not specify	3 days for CLS not Admin phase up to 9 days in 2020-21
	<b>Teacher Preparation Programs</b>				
		Doubles the Alternate Routes program	Intent to support and fund teacher preparation.	Bilingual Educator Initiative	- Conditional scholarship & loan forgiveness - Grow your own initiatives

### Comparison of K-12 Education Funding Proposals

		Governor	House	Senate	OSPI
Local School Levies	<b>Levy &amp; Levy Equalization</b>				
	Levy Lid (current rate is 28%)	15%	phase down to 24% in 2021	2019: eliminated 2020 and after: 10%	20%
	Grandfathered Levy Lid	eliminated	phase down to elimination	eliminated	maintained
	Levy Equalization	maintained at 50% of Levy Lid	maintained at 50% of Levy Lid	eliminated	maintained at 50% of Levy Lid
Revenue		Tax Preference Closures, B&O Tax Changes, Capital Gains Excise Tax, Carbon Pricing	Tax Preference Closures, B&O Tax Changes, Capital Gains Excise Tax, Marketplace Fairness, Real Estate Excise Tax Changes	State property tax "Local Effort Levy" \$0.45 in 2018 and \$1.55 in 2019	
	<b>System Requirements</b>				
Fiscal Accountability	Separate accounting of state, federal, and local revenue to expenditures	✓	✓	✓	✓
	Levy sub fund	x	x	✓	x
	<b>Reporting Requirements</b>				
	Fiscal health reports	x	x	✓	x
	4-year outlook	x	x	✓	x
	Additional auditing	x	x	✓	x
Supplemental pay contracts	x	✓	✓	x	

Note: This is a simplified summary of the main education funding proposals. For more information please visit [leg.wa.gov](http://leg.wa.gov) and review available information for each budget proposal as well as House Bill 2185, Senate Bill 5607, and Senate Bill 5875. More information about the Governor's proposed budget can be found at [ofm.wa.gov](http://ofm.wa.gov).

# A comparison of Republican and Democratic ideas of how to fix Washington's schools

BY MELISSA SANTOS  
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Washington lawmakers have a long way to go before they agree on a way to fix how the state pays for schools.

In recent days, both Republican and Democratic lawmakers have released their plans to comply with a court order to fully fund basic education by 2018.

And quickly it became clear that neither side was thrilled with what the other proposed.

Republicans criticized the Democratic plan last week as focusing too much on boosting salaries for teachers, rather than meeting the needs of the state's 1.1 million schoolchildren.

Democrats, meanwhile, said the Republican plan would raise property taxes for too many Washingtonians without putting enough new money into education.

Both sides are working to comply with the state Supreme Court's 2012 McCleary ruling, in which the high court ruled the state was failing to fully fund public schools.

Fixing the problem will require the state to take on the full cost of paying teacher and school employee salaries, which the court said are a state responsibility and can't be paid using local school district property tax levies.

Lawmakers have committed to putting a plan in place by the time they adjourn in 2017, and the high court has threatened to impose harsh sanctions if they don't follow through.

<http://www.theolympian.com/news/politics-government/article130918459.html>

Page 1 of 5

Here are some of the key differences between what Republicans and Democrats have proposed so far.

**Taxes**

**Republicans:** The Republican plan would rely on what is commonly known as a property-tax swap, sometimes called a levy swap. The proposal would implement a new statewide property tax of \$1.80 per 1,000 in assessed value, raising about \$2 billion in revenue over the next two years.

At the same time, the GOP plan would eliminate local school district maintenance and operation levies, which would reduce property taxes by about \$2.4 billion statewide.

To ensure all schools receive a minimum funding level of \$12,500 per student, the Republican plan would provide about \$1.4 billion in additional state payments to school districts that aren't able to raise that much money through the statewide property tax.

GOP leaders say the extra money for local school districts can be found in the state budget without imposing new taxes. But they haven't indicated where they'd find the money.

Republicans would send their tax plan to voters for approval in November, leaving open the possibility that it could fail and require lawmakers to go back to the drawing board.

**Democrats:** Democratic lawmakers haven't put forth a specific proposal for how they would raise the money to pay for school fixes. They have said they will need about \$1.6 billion in new revenue over the next two years to comply with McCleary and take on the full cost of paying school employees.

Democrats have suggested the state should look at several potential sources of revenue, including a carbon tax, a capital gains tax, ending tax breaks, adjusting the statewide property tax and changing the state's business and occupation tax system.

The Democratic plan wouldn't require voter approval.

WSD  
AVG FTE 7,725  
CP \$12,500 = \$96,562,500  
16-17 = \$69,000,000  
A \$27,562,500

**The price tag**

**Republicans:** About \$5.3 billion over the next four years.

**Democrats:** About \$7.3 billion over the next four years.

**Pay for teachers**

**Republicans:** The GOP would increase what the state pays for a beginning teacher from \$35,700 per year to \$45,000 per year. While many beginning teachers already make more than what the state pays, because of school districts providing extra money to boost salaries, the state Supreme Court has ruled that the state needs to pick up the tab.

The Republican plan would provide bonuses of \$25,000 to \$50,000 for the state's top-performing teachers, as well as bonuses of \$12,500 to teachers and other employees working in large districts with high-poverty levels.

The GOP plan would eliminate state-paid bonuses for teachers who earn national board certification, though local districts could still provide that benefit if they choose.

Unlike the Democratic plan, the Republican plan would not allocate funding based on a school district's number of adult employees. Instead, the GOP plan would provide money based on the number of students at each school, with extra funding allocated for students with special needs.

The GOP plan would provide a housing allowance of up to \$10,000 for employees working in school districts where rents are especially high. But it wouldn't specify that teachers receive cost-of-living raises each year. Instead, the GOP plan would adjust how much it gives each district per pupil to offset inflation.



**Democrats:** The Democratic plan would increase the state's allocation for beginning teacher salaries to \$45,500 per year. Additionally, the Democratic plan would require the state to pay teachers who have been working three years a minimum of \$50,500.

Where the Democratic plan departs most from the GOP plan is this: It requires the state to pay an average of \$70,824 per teacher by the 2019-20 school year. Democrats would also ramp up what the state pays to hire school administrators to \$117,159, and allocate \$54,084 for each classified staff member during that time frame.

Teachers — as well as school classified staff and administrators — would receive cost-of-living increases to keep up with inflation. The state would be required to adjust pay rates every six years.

The Democratic plan would require that the state payments be adjusted based on cost-of-living differences from region to region, while ensuring that no district would see its level of state funding reduced. The specifics of the regional pay plan would be decided this year as the Legislature develops its new two-year budget, Democratic leaders said.

### Local school district levies

**Republicans:** The Republican plan would eliminate all local school-district property-tax levies in 2019, when the plan's new statewide property tax would be fully phased in.

By 2020, school districts could enact new local levies at a much lower rate, but only to pay for extras that aren't part of the state's program of basic education.

At that point, school districts would be able to enact local taxes that amount to up to 10 percent of what they receive from state and federal sources.

That's much less than the 28 percent levy lid most school districts have now. Some school districts have higher levy lids, which have been grandfathered in.

Additionally, school districts would only be allowed to collect that local levy money with approval from the state Office of the Superintendent of Public Instruction.

Districts also would be required to document how they spend local, state and federal money, and whether that money is paying for basic education costs or enhancements.

**Democrats:** Democrats would gradually lower the amount school districts can raise through local property tax levies, but not by a huge amount.

Under the Democrats' plan, school districts' ability to raise taxes locally would be capped at 24 percent of the total amount of money they receive from state and federal sources.

The Democratic plan wouldn't impose restrictions on how school districts can spend their local levy money, but would instead require school districts to report how they are spending those dollars.

### Professional development

**Republicans:** Don't specify requirements for state-funded training days, but allow local districts to offer them if they choose.

**Democrats:** Call for the state to phase in money to pay for 10 training days for teachers and other school employees by the 2022-23 school year.

### Collective bargaining

**Republicans:** Would limit how much school districts can spend on salaries and benefits to 80 percent of their total operating budgets. Money spent on teacher performance bonuses and housing stipends wouldn't count toward the limit.

The GOP plan would forbid teachers to strike, while giving school districts the ability to fire teachers who continue to perform poorly after receiving extra training and mentoring.

\*  
EXTRACURRICULAR

School districts wouldn't be allowed to pay teachers simply for having advanced degrees, unless those degrees relate directly to the subjects they are teaching.

**Democrats:** Wouldn't impose new limits on teachers unions' right to bargain over their contracts with local school districts, outside of requiring that contracts provide at least the minimum salary levels provided in the Democratic plan.

### Students with special needs

**Republicans:** The Republican plan would give school districts more money for some students, which GOP leaders say would help districts accommodate those students' individual needs.

Extra money would be provided for students who are homeless, impoverished or learning English as a second language. Additional funding would also follow special education students, students who are highly capable, and those enrolled in career-and-technical education courses.

**Democrats:** The Democratic plan would pay for districts to provide an extra two hours a week of remedial tutoring services at each school by increasing money for the state's Learning Assistance Program. The Democratic plan would add about two hours of instruction at each school for students who are working to learn English, while boosting instructional hours for highly capable students.

The Democratic proposal would pay for one new parent involvement coordinator or guidance counselor at each school in the state.

### Class sizes

**Republicans:** The GOP plan would repeal Initiative 1351, the measure voters approved in 2014 to reduce class sizes in all grades.

**Democrats:** The Democratic plan would incorporate a few aspects of I-1351, such as lowering the average class size in career-and-technical education classes from 26.57 students to 19 students by Sept. 1, 2020. Classes at skills centers would be reduced from 22.76 students to 16 students in the same time frame.

Democrats said they would most likely suspend the rest of I-1351 for at least two more years.

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Prepared by: *Office of Superintendent of Public Instruction*  
 Estimated Impacts of 2017 Proposed Budget(s) on State Revenues  
 Based Upon School Districts' January 2017 Data Except As Noted In Footnotes  
 \*\* The Information At The Bottom of This Page and the Separate Note Sheet Is An Integral Part Of This Analysis \*\*

Name	Wenatchee School District
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Variance			Source				
Entity	Group	Description	January 2017 Apportionment	Governor's Budget (Variance From Current)	Senate's Budget (Variance From Current)	House's Budget (Variance From Current)	
School District	Basic Education Programs	Salary For State Allocated Units	\$ 24,676,715	\$ 4,030,502	\$ 153,093	\$ 2,809,134	
		Benefit For State Allocated Units	\$ 10,009,982	\$ 911,999	\$ 506,239	\$ 550,566	
		K-3 Class Size*	\$ 2,841,372	\$ 643,955	\$ 603,076	\$ 635,160	
		K-3 High Poverty Class Size*	\$ 11,061,746	\$ 691,339	\$ 637,535	\$ 671,452	
		Social and Health Services Staff	\$ -	\$ 1,006,837	\$ -	\$ -	
		Materials, Supplies, and Operating Costs (Not incl. CTE or Skill Centers)	\$ 8,297,285	\$ 149,351	\$ 141,054	\$ 141,073	
		ALE Funding	\$ 1,995,966	\$ 212,390	\$ 24,727	\$ 159,980	
		Dropout Reengagement	\$ 545,694	\$ 58,067	\$ 6,760	\$ 43,738	
		Special Education	\$ 5,273,907	\$ 693,935	\$ 242,108	\$ 581,049	
		Vocational Programs	\$ 3,102,695	\$ 318,434	\$ 57,248	\$ 248,120	
		Skill Centers	\$ 1,303,601	\$ 168,313	\$ 24,222	\$ 106,586	
		Duplicated Salary and Benefits in Baseline for Current Year*	\$ (13,903,118)	\$ -	\$ -	\$ -	
		<b>Basic Education Programs Total</b>			\$ 55,205,846	\$ 8,885,123	\$ 2,396,062
	School District	Categorical Programs	Learning Assistance Program - Salary and Benefits	\$ 2,453,908	\$ (77,345)	\$ (256,347)	\$ (149,383)
			Transitional Bilingual Program - Salary and Benefits	\$ 2,030,459	\$ 208,370	\$ 39,725	\$ 346,857
			Highly Capable Program - Salary and Benefits	\$ 79,695	\$ 8,179	\$ 1,559	\$ 13,615
	<b>Categorical Programs Total</b>			\$ 4,564,062	\$ 139,204	\$ (215,063)	\$ 211,089
<b>School District Total</b>			\$ 59,769,908	\$ 9,024,327	\$ 2,180,999	\$ 6,157,948	
<b>Grand Total</b>			\$ 59,769,908	\$ 9,024,327	\$ 2,180,999	\$ 6,157,948	

2017 Budget Pivot Table Notes

V1.3	Budget Section	Governor Insee's Proposal (December 14, 2016)	Senate Proposal SSB 5048 (March 23, 2017)	House Proposal HB 1067 (March 27, 2017)	Conference Budget
<b>BASIC EDUCATION PROGRAMS</b>					
	503	2.4% A new staff mix and base salary are used to calculate the change. For 2017-18 only, districts will receive the greater amount between the new salary schedule and 2.4% COLA.	<i>Repeals the temporary COLA from the 2015-17 biennium, and then applies a 2.3% COLA.</i> Minimum base salary for CIS is \$35,884; for CAS is \$61,112; for CLS is \$33,583.	<i>No CIS Staff Mix Factor. No grandfathered salaries.</i> CIS base is \$59,184 CAS base is \$79,802 CLS base is \$40,061	
	504	Certificated Maintenance - 23.49% Classified Maintenance - 24.60% Certificated Increase 22.85% Classified Increase 21.10%	Certificated Maintenance - 23.49% Classified Maintenance - 24.60% Certificated Increase 22.85% Classified Increase 21.10%	Certificated Maintenance - 23.49% Classified Maintenance - 24.60% Certificated Increase 22.85% Classified Increase 21.10%	
		Allocates a base rate of \$835.96.	Allocates a base rate of \$780	Allocates a base rate of \$780	
	502	Kindergarten - 17.0 1st - 17.0 2nd - 17.0 3rd - 17.0	Kindergarten - 17.0 1st - 17.0 2nd - 17.0 3rd - 17.0	Kindergarten - 17.0 1st - 17.0 2nd - 17.0 3rd - 17.0	
	502	Kindergarten - 17.0 1st - 17.0 2nd - 17.0 3rd - 17.0	Kindergarten - 17.0 1st - 17.0 2nd - 17.0 3rd - 17.0	Kindergarten - 17.0 1st - 17.0 2nd - 17.0 3rd - 17.0	
<b>K-3 and K-3 High Poverty Class Size Note:</b> In order to reconcile to January apportionment payments, the class sizes that resulted from the K-3 class size compliance calculations in January were used to determine baseline funding.					
	502	Not part of proposal.	Not part of proposal.	Not part of proposal.	
	502	Elementary Middle High School Nurses 0.585 0.172 0.096 Social Workers 0.311 0.088 0.127 Psychologists 0.104 0.024 0.049 Guidance Counselors 0.5 2 3.385	<i>No change from 2106-17.</i>	<i>No change from 2106-17.</i>	
	502	Basic Education - \$1,245.38 Vocational - \$1,494.46 (1.2 X Basic Ed MSOC) Skill Center- \$1,494.46 (1.2 X Basic Ed MSOC)	Basic Education - \$1,244.16 Vocational - \$1,472.01 Skill Center- \$1,3208.87	Basic Education - \$1,244.16 Vocational - \$1,472.01 Skill Center- \$1,3208.87	
	502	\$171.08	\$170.91	\$170.91	
		\$7,059.06	\$6,459.19	\$6,896.98	
		Running Start - \$ 7,059.06 Running Start Voc - \$7,363.30	Running Start - \$6,459.19 Running Start Voc - \$6,780.09	Running Start - \$6,896.98 Running Start Voc - \$6,7,252.41	
	507	Reflects the impact of the COLA for state allocated employees, the reduction of K-3 class sizes, and the increase of the MSOC allocation.	Reflects the impact of the COLA for state allocated employees, the reduction of K-3 class sizes, and the increase of the MSOC allocation.	Reflects the impact of the COLA for state allocated employees, the reduction of K-3 class sizes, and the increase of the MSOC allocation.	
	502/503	Reflects the impact of the COLA for state allocated employees, and the increased MSOC allocation.	Reflects the impact of the COLA for state allocated employees, and the increased MSOC allocation.	Reflects the impact of the COLA for state allocated employees, and the increased MSOC allocation.	
	502/503	Reflects the impact of the COLA for state allocated employees, and the increased MSOC allocation.	Reflects the impact of the COLA for state allocated employees, and the increased MSOC allocation.	Reflects the impact of the COLA for state allocated employees, and the increased MSOC allocation.	

**2017 Budget Pivot Table Notes**

V1.3		Budget Section	Governor Inslee's Proposal (December 14, 2016)	Senate Proposal SSB 5048 (March 23, 2017)	House Proposal HB 1067 (March 27, 2017)	Conference Budget
<b>EXTENDED BASIC EDUCATION PROGRAMS</b>						
	<p><b>Learning Assistance Program</b>- additional hours per week of instruction are provided in the form of teacher allocations to provide services to eligible students. For the 2015-16 the additional hours per week are set at 2.3975.</p>		Increases on the pivot table reflect the COLA for state allocated staff units only.	Increases on the pivot table reflect the COLA for state allocated staff units only.	Increases on the pivot table reflect the COLA for state allocated staff units only.	
	<p><b>Highly Capable Program</b>- additional hours per week of instruction are provided in the form of teacher allocations to provide services to eligible students. For the 2015-16 the additional hours per week are set at 2.159. Eligible students are defined as 2.314% of the total K-12 enrollment of the district.</p>		Increases on the pivot table reflect the COLA for state allocated staff units only.	Increases on the pivot table reflect the COLA for state allocated staff units only.	Increases on the pivot table reflect the COLA for state allocated staff units only.	
	<p><b>Transitional Bilingual Program</b> - additional hours per week of instruction are provided in the form of teacher allocations to provide services to eligible students. For the 2015-16 the additional hours per week are set at 4.778 for students currently enrolled in the program and 3.0 for students that have tested out of the program during the prior two school years.</p>		Increases on the pivot table reflect the COLA for state allocated staff units only.	Increases on the pivot table reflect the COLA for state allocated staff units only.	Increases on the pivot table reflect the COLA for state allocated staff units only.	
<b>ITEMS NOT ON PIVOT TABLE</b>						
	<p><b>Transitional Bilingual Program</b>- the state withholds a portion of the allocation to cover the cost of student assessments. In the 2016-17 school year the withholding percentage is 1.97%</p>		2.79%	2.81%	2.81%	

Wenatchee School District No. 246  
Average annual Enrollment Projection

GRADE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
1/2 day Kinder	80.90	29.55	13.10	13.5	13.50	13.50	13.50	13.50	13.50	13.50	13.50	13.50	13.50
All Day Kinder	429.60	533.11	526.17	530.00	520.00	545.00	515.00	520.00	520.00	520.00	520.00	520.00	520.00
1ST	620.01	609.90	591.27	561.15	560.92	553.35	577.14	547.74	552.44	552.59	552.51	552.55	552.53
2ND	557.85	604.06	575.40	577.59	544.25	540.68	533.10	556.02	529.31	533.05	532.71	532.70	532.83
3RD	606.64	561.60	593.89	575.37	580.40	541.93	539.49	530.92	555.44	528.61	531.66	531.50	531.49
4TH	571.30	606.83	562.59	592.16	575.57	580.82	541.94	539.47	530.69	555.51	528.66	531.64	531.47
5TH	560.36	558.17	608.00	564.61	594.92	576.60	579.58	543.09	540.61	531.66	556.13	529.19	532.52
6TH	543.32	567.16	563.81	622.89	573.18	601.68	585.14	588.47	552.62	549.07	540.09	564.89	538.01
7TH	584.36	540.08	576.80	567.99	624.37	573.80	604.21	588.83	590.97	554.78	551.37	542.73	567.55
8TH	644.19	596.48	531.70	579.92	570.35	624.00	575.57	603.92	590.14	591.92	555.46	552.26	543.44
9TH	619.92	642.64	593.69	532.27	575.98	568.26	622.04	573.53	602.02	587.76	589.85	553.39	550.16
10TH	553.04	625.91	633.45	586.43	526.43	575.19	564.84	616.74	569.01	598.05	584.15	585.68	549.07
11TH	573.12	551.98	520.86	603.91	549.15	482.82	531.88	513.08	575.64	525.60	553.41	539.31	540.54
12TH	594.84	609.76	542.35	542.68	625.11	568.22	500.64	545.94	531.87	593.83	543.18	570.70	556.49
<b>TOTAL</b>	<b>7539.45</b>	<b>7637.23</b>	<b>7433.08</b>	<b>7450.48</b>	<b>7434.12</b>	<b>7345.85</b>	<b>7284.07</b>	<b>7281.24</b>	<b>7254.27</b>	<b>7235.94</b>	<b>7152.69</b>	<b>7120.04</b>	<b>7059.60</b>
Grade K	510.50	562.66	539.27	543.50	533.50	558.50	528.50	533.50	533.50	533.50	533.50	533.50	533.50
Grades 1-5	2916.16	2940.56	2931.15	2870.88	2856.06	2793.38	2771.25	2717.24	2708.49	2701.43	2701.67	2677.58	2680.83
Grades 6-8	1771.87	1703.72	1672.31	1770.81	1767.91	1799.48	1764.93	1781.21	1733.73	1695.78	1646.93	1659.88	1649.00
Grades 9-12	2340.92	2430.29	2290.35	2265.29	2276.66	2194.49	2219.40	2249.29	2278.55	2305.23	2270.60	2249.08	2196.27
<b>TOTAL</b>	<b>7539.45</b>	<b>7637.23</b>	<b>7433.08</b>	<b>7450.48</b>	<b>7434.12</b>	<b>7345.85</b>	<b>7284.07</b>	<b>7281.24</b>	<b>7254.27</b>	<b>7235.94</b>	<b>7152.69</b>	<b>7120.04</b>	<b>7059.60</b>
Running Start	172.90	155.49	203.80	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00
Open Doors	89.98	101.14	90.41	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
ALE (included above)													
<b>ALL 9-12</b>	<b>2603.80</b>	<b>2686.92</b>	<b>2584.56</b>	<b>2545.29</b>	<b>2556.66</b>	<b>2474.49</b>	<b>2499.40</b>	<b>2529.29</b>	<b>2558.55</b>	<b>2585.23</b>	<b>2550.60</b>	<b>2529.08</b>	<b>2476.27</b>
<b>Grand Total</b>	<b>7802.33</b>	<b>7893.86</b>	<b>7727.29</b>	<b>7730.48</b>	<b>7714.12</b>	<b>7625.85</b>	<b>7564.07</b>	<b>7561.24</b>	<b>7534.27</b>	<b>7515.94</b>	<b>7432.69</b>	<b>7400.04</b>	<b>7339.60</b>

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
WHS	1906.96	1972.72	1819.49	1807.83	1818.99	1748.52	1760.22	1767.84	1794.48	1824.32	1787.88	1770.42	1721.60
WSHS	227.83	224.13	267.07	258.46	258.02	248.97	254.83	267.45	270.07	266.91	268.72	264.66	260.67
WHS & WSHS Total	2134.79	2196.85	2086.56	2066.29	2077.01	1997.49	2015.05	2035.29	2064.55	2091.23	2056.60	2035.08	1982.27
Skill Source	2.8	8	4	3	3	3	4	4	4	4	4	4	4
Valley Academy	20.45	31.5	14.6	14	14	14	15	20	20	20	20	20	20
WVTSC	182.88	193.94	185.19	182	182.65	180	185.35	190	190	190	190	190	190
Total BEA 9-12	2340.92	2430.29	2290.35	2265.29	2276.66	2194.49	2219.40	2249.29	2278.55	2305.23	2270.60	2249.08	2196.27
Running Start	172.90	155.49	203.80	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00
OD - Skillsource	89.98	101.14	90.41	85	85	85	85	85	85	85	85	85	85
OD - Grad Alliance				5	5	5	5	5	5	5	5	5	5
All 9-12	2603.80	2686.92	2584.56	2545.29	2556.66	2474.49	2499.40	2529.29	2558.55	2585.23	2550.60	2529.08	2476.27

**WENATCHEE SCHOOL DISTRICT NO. 246**

**Yearly Average FTE Enrollment 2005-06 to Present**

GRADE	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
KINDERGARTEN	294.44	325.23	256.86	116.96	122.84	112.17	133.51	116.35	76.00	80.90	20.80		
ALL DAY KINDER			79.00	323.67	337.56	345.67	363.68	335.50	437.61	429.60	533.21	526.18	530
FIRST	551.22	583.11	639.86	591.49	571.00	587.64	542.76	617.63	575.55	620.01	596.50	572.57	530
SECOND	576.22	546.18	582.82	614.54	585.44	550.85	563.55	541.33	613.44	557.85	581.99	556.40	576
THIRD	532.89	577.61	517.25	576.33	618.96	588.12	545.74	549.19	566.04	606.64	547.60	566.76	555
FOURTH	493.07	522.99	574.31	529.02	569.18	614.14	576.66	536.59	546.98	571.30	593.90	541.37	568
FIFTH	593.47	486.97	531.43	578.29	536.22	560.76	607.33	573.57	544.19	560.36	539.50	589.77	544
SIXTH	557.45	620.13	510.27	559.34	622.04	549.62	590.30	649.06	589.00	543.32	554.94	544.35	590
SEVENTH	560.45	548.39	612.88	516.99	576.10	617.67	545.57	606.48	654.62	584.36	528.73	567.70	543
EIGHTH	588.62	554.19	539.08	613.53	539.12	574.79	625.61	552.01	620.59	644.19	584.41	522.79	556
NINTH	773.57	651.42	604.75	599.07	630.85	561.78	584.60	652.18	548.75	619.92	622.99	584.43	530
TENTH	504.76	620.21	596.66	569.28	548.37	611.61	545.59	570.70	620.98	553.04	599.52	613.12	585
ELEVENTH	488.48	524.59	569.84	527.16	591.15	593.50	625.30	562.71	568.94	573.12	536.48	497.09	550
TWELFTH	378.50	384.40	465.71	511.17	674.92	690.73	659.13	665.68	583.40	594.84	543.74	437.01	490
KINDERGARTEN	294.44	325.23	335.86	440.63	460.40	457.84	497.19	451.85	513.61	510.50	554.01	526.18	530
GRADES 1-5	2746.87	2716.86	2845.67	2889.67	2880.80	2901.51	2836.04	2818.31	2846.20	2916.16	2859.49	2826.87	2773
GRADES 6-8	1706.52	1722.71	1662.23	1689.86	1737.26	1742.08	1761.48	1807.55	1864.21	1771.87	1668.08	1634.85	1689
GRADES 9-12	2145.31	2180.62	2236.96	2206.68	2445.29	2457.62	2414.62	2451.27	2322.07	2340.92	2302.73	2131.66	2155
Total K-12	6893.14	6945.42	7080.72	7226.84	7523.75	7559.05	7509.33	7528.98	7546.09	7539.45	7384.31	7119.55	7147
Running Start	96.61	101.59	86.18	128.56	140.00	138.52	138.34	133.51	125.55	172.90	155.49	203.80	190
Skill Source/Open Door									89.23	89.98	101.14	90.41	90
Alternative											253.49	313.53	314
TOTAL	6989.75	7047.01	7166.90	7355.40	7663.75	7697.57	7647.67	7662.49	7760.87	7,802.33	7,894.43	7727.28	7741
Percent Change		0.8%	1.7%	2.6%	4.2%	0.4%	-0.6%	0.2%	1.3%	0.5%	1.2%	-2.1%	0.2%

Exhibit B



# Enrollment 17-18

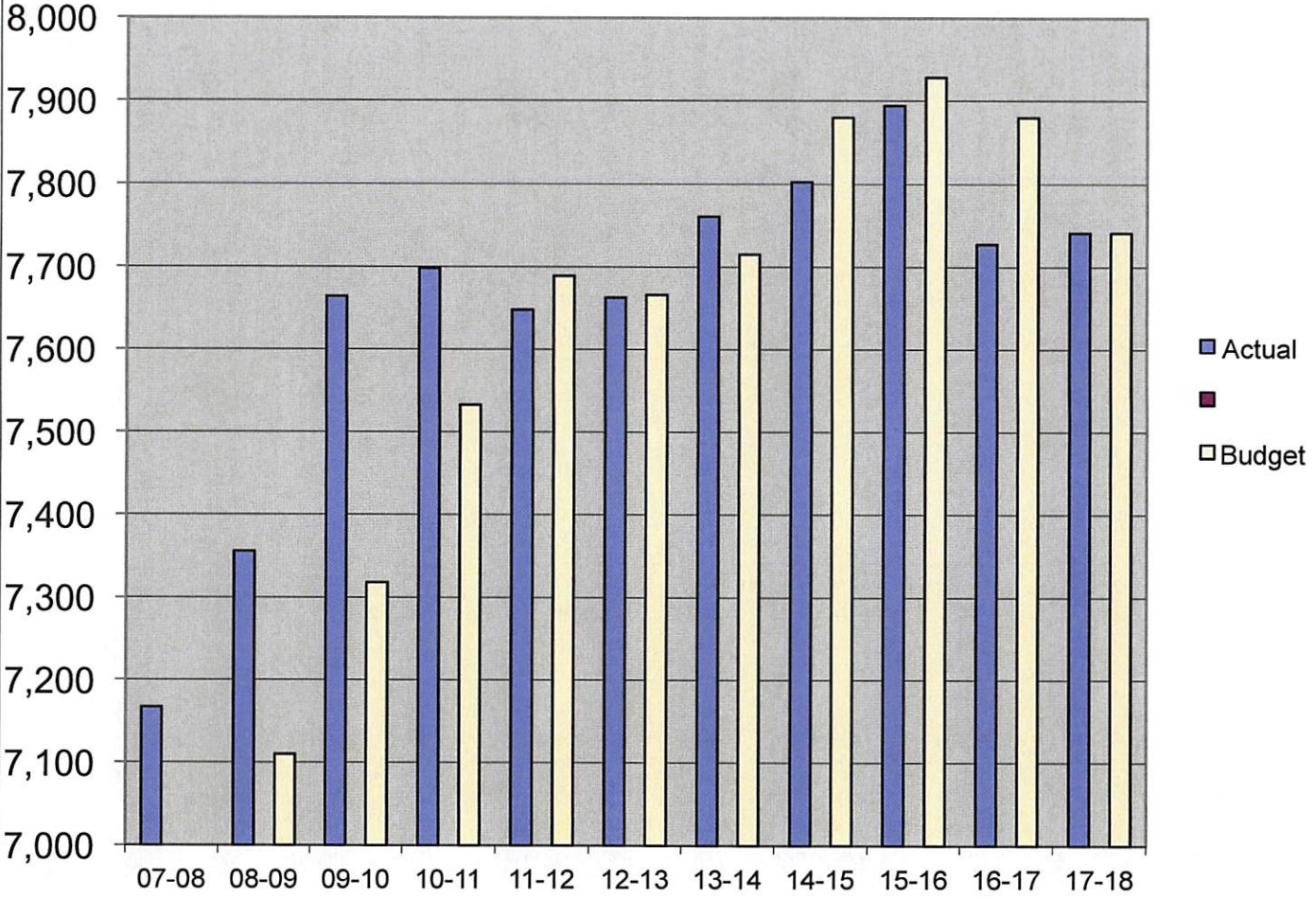


Exhibit D

**Wenatchee School District No. 246**  
**MEMORANDUM**

To: Wenatchee School Board  
Brian Fiones, Superintendent

From: Les Vandervort, Chief Financial Officer

Date: June 15, 2017

Re: **May 2017 Budget Status Report**

**GENERAL FUND** With **75%** of the fiscal year elapsed, Total General Fund revenues were **73.8%** and expenditures were **68.8%** of budgeted amounts, respectively.  
General Fund Total Fund Balance at May 31, 2017 is **\$15,985,606** (16.6%).  
Total Fund Balance at May 31, 2016 was **\$16,607,298** (17.8%).

Districts are funded on budgeted numbers through December of each year. SPI adjusts funding to actual numbers (such as enrollment and staffing) beginning in January through the end of the fiscal year.

**CAPITAL PROJECTS FUND** The Month Ending Fund Balance is **\$6,135,282**. Punch list items still being worked on for Lincoln and Washington. Should be complete this millennium.  
Pioneer drainage system in progress. Locker rooms should be completed this summer. Lewis & Clark portable going in this summer. WSD has teamed with City to replace sidewalks and expand loading zone at L&C.

**DEBT SERVICE FUND** The Month Ending Fund balance of **\$4,086,144** is for payment of bond principal and interest payments which are due each December and June. Revenues consist primarily of property taxes, which are levied annually to provide adequate funds for the bond payments.

The Debt Service levy for 2017 collection is \$5,400,000 or \$1.34 per \$1,000 assessed value.

The M&O levy for 2017 collection is \$12,163,000 or \$2.94 per \$1,000 assessed value.

**ASB FUND** Revenues are **74.6%** of the amount budgeted for the year. Expenditures are **54.7%** of budget.  
The Total Month Ending Fund Balance is **\$669,158**.

**TRANSPORTATION VEHICLE FUND** The Month Ending fund balance is **\$101,788**. Bus purchases are made only when funds are actually received by the district.  
One (1) bus has been purchased for \$154,091 for 16-17.

# Wenatchee School District No. 246

## General Fund

Budget Status Report  
May 31, 2017

75%

	Annual Budget	Actual For Year	Rec'd/Spent
<b>Revenues/Other Financing Sources</b>			
1000 Local Taxes	11,997,080	11,838,526	98.7%
2000 Local Nontax	2,115,515	1,712,402	80.9%
3000 State, General Purpose	57,550,422	41,858,739	72.7%
4000 State, Special Purpose	14,478,507	9,239,983	63.8%
5000 Federal, General Purpose	385,000	52,672	13.7%
6000 Federal, Special Purpose	8,545,882	5,443,869	63.7%
7000 Revenues fr Other Dists	27,000	15,830	58.6%
8000 Revenues fr Other Agencies	90,000	81,973	91.1%
9000 Other Financing Sources	0		
<b>Total Revenues/Other Sources</b>	<b>95,189,406</b>	<b>70,243,994</b>	<b>73.8%</b>
<b>Expenditures</b>			
00 Regular Instruction	52,841,566	36,923,689	69.9%
20 Special Ed Instruction	9,509,071	7,191,627	75.6%
30 Vocational Instruction	2,994,311	1,977,512	66.0%
40 Skill Ctr / Voc-Tec Instruction	1,542,146	993,586	64.4%
50/60 Compensatory Instruction	10,041,856	5,673,515	56.5%
70 Other Instructional Program	1,230,989	626,993	50.9%
80 Community Support	729,212	467,243	64.1%
90 Support Services	17,416,181	12,388,735	71.1%
<b>Total Expenditures</b>	<b>96,305,332</b>	<b>66,242,900</b>	<b>68.8%</b>
Excess of Revenues / Other Sources Over (Under) Expenditures	<b>-1,115,926</b>	4,001,094	
Operating Trans Out to TVF, DSF and CPF	<b>-150,000</b>	<b>-150,000</b>	
Total Beginning Fund Balance	9,923,956	12,134,512	
<b>Total Ending Fund Balance</b>	<b>8,658,030</b>	<b>15,985,606</b>	<b>16.60%</b>
821 Restricted for Carryovers	400,000	335,159	
825 Restricted for Skill Center	30,000	-	
840 Nonspendable for Inventory	35,000	28,123	
884 Assigned to Capital Projects	75,000	150,000	
888 Assigned to Other Purposes (L&I, motor pool)	152,000	600,000	
891 Unassigned Minimum Fund Balance	5,052,000	4,815,266	5.00%
890 Unassigned Fund Balance	2,914,030	10,057,058	10.44%

# Wenatchee School District No. 246

# Capital Projects Fund

Budget Status Report  
May 31, 2017

	Annual Budget	Actual For Year	75% Percent Rec'd/Spent
<b>Revenues/Other Financing Sources</b>			
1000 Local Taxes			0.0%
2000 Local Nontax	247,501	66,148	26.7%
3000 State, General Purpose			
4000 State, Special Purpose	16,366,474	12,317,030	75.3%
5000 Federal, General Purpose			
6000 Federal, Special Purpose			
7000 Revenues fr Other Dists			
8000 Revenues fr Other Agencies	59,411	49,727	
9000 Other Financing Sources	150,000	150,000	
<b>Total Revenues/Other Sources</b>	<b>16,823,386</b>	<b>12,582,905</b>	<b>74.8%</b>
<b>Expenditures</b>			
10 Sites	1,287,073	1,021,625	79.4%
20 Buildings	30,983,971	5,951,140	19.2%
30 Equipment	4,045,430	1,237,379	30.6%
40 Energy	75,000	1,776	
50 Sales & Lease Equipment		4,677	
60 Bond Issuance Expenditure	0		
90 Debt			
<b>Total Expenditures</b>	<b>36,391,474</b>	<b>8,216,597</b>	<b>22.6%</b>
Transfers in (out)	0	0	
Excess of Revenues / Other Sources Over (Under) Expenditures	<b>-19,568,088</b>	4,366,308	
Total Beginning Fund Balance	21,000,000	1,768,974	
<b>Total Ending Fund Balance</b>	<b>1,431,912</b>	<b>6,135,282</b>	

# Wenatchee School District No. 246

# Debt Service Fund

Budget Status Report  
May 31, 2017

	Annual Budget	Actual For Year	Percent Rec'd/Spent
<b>Revenues/Other Financing Sources</b>			75%
1000 Local Taxes	5,402,000	5,317,757	98.4%
2000 Local Nontax	5,000	7,623	152.5%
3000 State, General Purpose			
5000 Federal, General Purpose			
6000 Federal, Special Purpose			
9000 Other Financing Sources			
<b>Total Revenues/Other Sources</b>	<b>5,407,000</b>	<b>5,325,380</b>	<b>98.5%</b>
<b>Expenditures</b>			
Matured Bond Expenditures	2,000,000	2,000,000	100.0%
Interest on Bonds	3,415,713	1,727,081	50.6%
Interfund Loan Interest			
Bond Transfer Fees	50,000		0.0%
Arbitrage Rebate			
<b>Total Expenditures</b>	<b>5,465,713</b>	<b>3,727,081</b>	<b>68.2%</b>
Other Financing Uses	0		
Excess of Revenues / Other Sources Over (Under) Expenditures	<b>-58,713</b>	<b>1,598,299</b>	
Total Beginning Fund Balance	2,400,000	2,487,845	
<b>Total Ending Fund Balance</b>	<b>2,341,287</b>	<b>4,086,144</b>	

# Wenatchee School District No. 246

Budget Status Report  
May 31, 2017

## Associated Student Body Fund 75%

	Annual Budget	Actual For Year	Percent Rec'd/Spent
<b>Revenues/Other Financing Sources</b>			
1000 General Student Body	164,089	131,906	80.4%
2000 Athletics	228,850	205,714	89.9%
3000 Classes	27,500	11,645	42.3%
4000 Clubs	582,493	375,781	64.5%
6000 Private Moneys	47,600	59,154	124.3%
<b>Total Revenues</b>	<b>1,050,532</b>	<b>784,200</b>	<b>74.6%</b>
<b>Expenditures</b>			
1000 General Student Body	144,525	56,110	38.8%
2000 Athletics	279,722	198,035	70.8%
3000 Classes	20,100	9,400	46.8%
4000 Clubs	659,119	327,298	49.7%
6000 Private Moneys	58,100	44,908	77.3%
<b>Total Expenditures</b>	<b>1,161,566</b>	<b>635,751</b>	<b>54.7%</b>
Excess of Revenues / Other Sources Over (Under) Expenditures	<b>-111,034</b>	148,449	
Total Beginning Fund Balance	550,000	520,709	
<b>Total Ending Fund Balance</b>	<b>438,966</b>	<b>669,158</b>	

# Wenatchee School District No. 246

Budget Status Report  
May 31, 2017

## Transportation Vehicle Fund

75%

	Annual Budget	Actual For Year	Percent Rec'd/Spent
<b>Revenues/Other Financing Sources</b>			
1000 Local Taxes			
2000 Local Nontax	550	1,020	185.5%
3000 State, General Purpose			
4000 State, Special Purpose	205,000		0.0%
8000 Revenues fr Other Agencies			
9000 Other Financing Sources		2,140	
<b>Operating Transfers In from Gen Fund</b>			
Total Revenues/Other Sources	205,550	3,160	1.5%
<b>Program 92 DEBT SERVICE</b>			
Act 82 Warrant Interest			
Act 83 Other Interest			
Act 84 Debt			
Act 85 Arbitrage Rebate			
<b>Program 99 PUPIL TRANSPORTATION</b>			
Act 33 Cash Purch/Rebuild Buses	420,550	154,091	36.6%
Act 34 Contract Purchase/Rebuild	35,000		0.0%
Total Expenditures	455,550	154,091	33.8%
<b>Operating Transfers Out to DSF</b>			
<b>Excess of Revenues / Other Sources Over (Under) Expenditures</b>			
	-250,000	-150,931	
Total Beginning Fund Balance	250,000	252,719	
Total Ending Fund Balance	0	101,788	

\* encumbered

Wenatchee

	Actual 2015-16		Actual 2016-17		Projected 2017-18		Projected 2018-19		Projected 2019-20	
Total FTE Enrollment	7,894.43		7,727.29		7,741.00		7,714.00		7,625.85	
<b>Beg Total FB</b>	<b>11,417,369</b>		<b>12,134,510</b>		<b>10,568,584</b>		<b>10,280,065</b>		<b>9,739,065</b>	
<b>Revenues</b>		<b>% of Budget</b>		<b>% of Budget</b>		<b>% of Budget</b>		<b>Budget</b>	<b>Budget</b>	
1 Local Taxes	11,671,085	12.85%	11,997,080	12.60%	12,356,742	12.39%	12,724,879	12.33%	13,106,450	12.26%
2 Local Support	2,112,484	2.33%	2,115,515	2.22%	1,947,500	1.95%	2,017,500	1.95%	2,017,500	1.89%
3 State	55,154,152	60.73%	57,550,422	60.46%	61,521,567	61.70%	64,726,806	62.72%	67,815,084	63.42%
4 State, Special Prog	13,034,731	14.35%	14,478,507	15.21%	14,991,000	15.04%	14,744,000	14.29%	15,094,000	14.12%
5 Federal	380,070	0.42%	385,000	0.40%	385,000	0.39%	325,000	0.31%	300,000	0.28%
6 Federal, Special Prog	8,310,615	9.15%	8,545,882	8.98%	8,365,000	8.39%	8,525,000	8.26%	8,456,575	7.91%
7 From Other Schools	33,219	0.04%	27,000	0.03%	35,000	0.04%	35,000	0.03%	35,000	0.03%
8 From Other Entities	116,938	0.13%	90,000	0.09%	101,000	0.10%	101,000	0.10%	101,000	0.09%
9 Other Financing		0.00%		0.00%		0.00%		0.00%		0.00%
<b>TOTAL REVENUE</b>	<b>90,813,294</b>	<b>100.00%</b>	<b>95,189,406</b>	<b>100.00%</b>	<b>99,702,809</b>	<b>100.00%</b>	<b>103,199,185</b>	<b>100.00%</b>	<b>106,925,609</b>	<b>100.00%</b>
<b>Expenditures</b>										
2 Cert Salaries	38,559,123	43.38%	41,516,594	43.11%	43,592,424	43.60%	45,186,654	43.79%	46,594,120	43.94%
3 Class Salaries	14,866,588	16.73%	16,306,925	16.93%	17,122,271	17.12%	17,807,162	17.26%	18,423,335	17.37%
4 Benefits	20,481,993	23.05%	21,596,603	22.43%	22,676,433	22.68%	23,583,490	22.85%	24,526,830	23.13%
5 Supplies	6,329,564	7.12%	6,923,338	7.19%	7,000,200	7.00%	7,000,000	6.78%	6,923,338	6.53%
7 Contract Services	7,869,762	8.85%	9,339,993	9.70%	9,000,000	9.00%	9,000,000	8.72%	9,000,000	8.49%
8 Travel	461,972	0.52%	489,445	0.51%	450,000	0.45%	489,445	0.47%	450,000	0.42%
9 Capital Outlay	307,737	0.35%	132,434	0.14%	150,000	0.15%	132,434	0.13%	132,434	0.12%
(includes WVT Skills Center)										
<b>TOTAL EXPENDITURE</b>	<b>88,876,738</b>	<b>100.00%</b>	<b>96,305,332</b>	<b>100.00%</b>	<b>99,991,328</b>	<b>100.00%</b>	<b>103,199,186</b>	<b>100.00%</b>	<b>106,050,057</b>	<b>100.00%</b>
Transfer to Capital Projects Fun	1,039,458		450,000				541,000			
Prior period adjustment	-179,956									
<b>End Total FB</b>	<b>12,134,510</b>	<b>13.65%</b>	<b>10,568,584</b>	<b>10.97%</b>	<b>10,280,065</b>	<b>10.28%</b>	<b>9,739,065</b>	<b>9.44%</b>	<b>10,614,617</b>	<b>10.01%</b>
End Reserved FB										
<b>End Unassigned Fund Balance</b>	<b>12,134,510</b>	<b>13.65%</b>	<b>10,568,584</b>	<b>10.97%</b>	<b>10,280,065</b>	<b>10.28%</b>	<b>9,739,065</b>	<b>9.44%</b>	<b>10,614,617</b>	<b>10.01%</b>
Excess of Revenue over (Expenditure)	1,936,556		-1,115,926		-288,519		-0		875,552	

83.2%

82.47%

83.4%

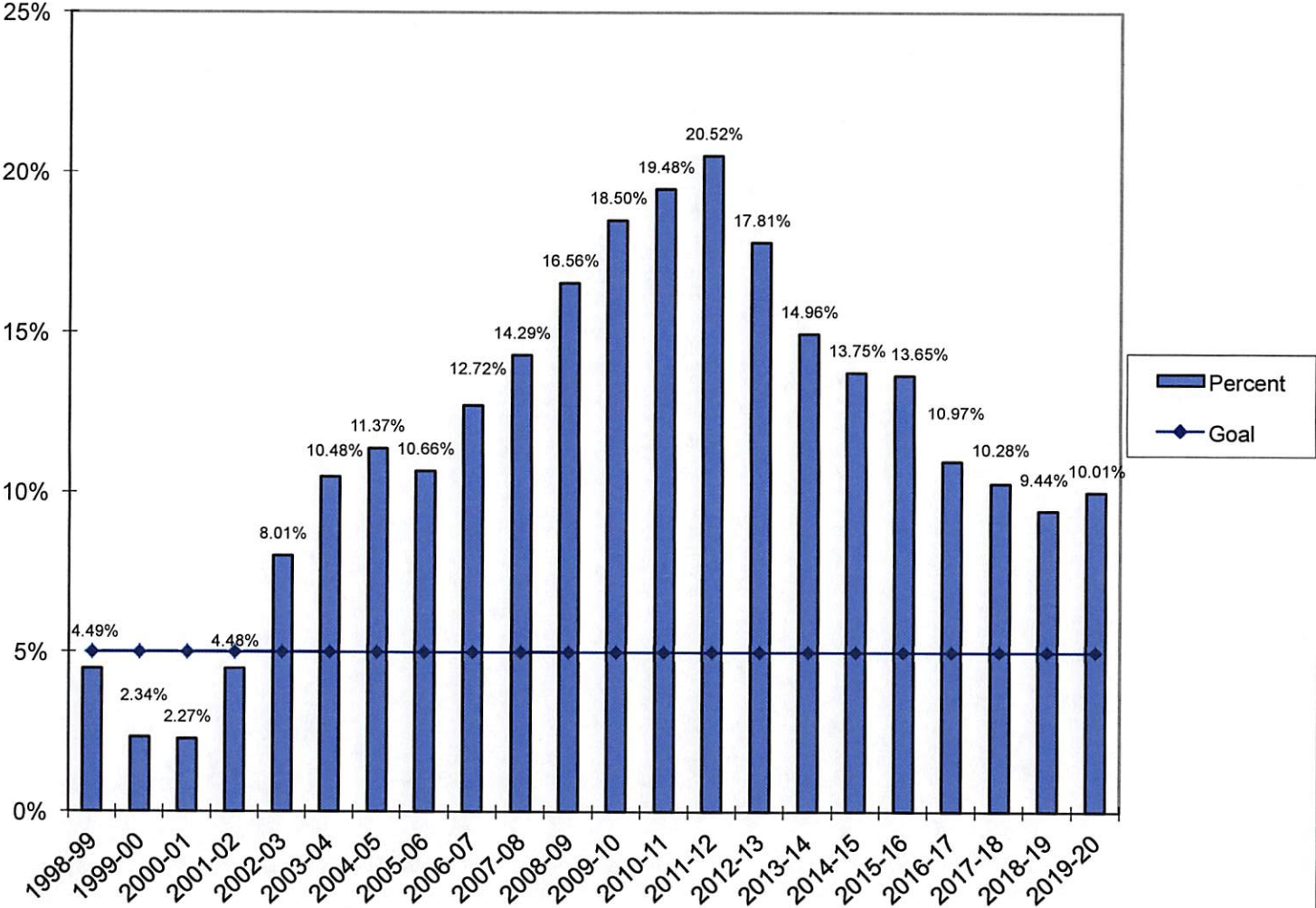
83.9%

84.4%



Total Fund Balance

Wenatchee School District



Wenatchee School District No.246

CAPITAL PROJECTS FUND--PROJECT DESCRIPTION FOR FY 2017-2018

Project Description	TOTAL	(10) Sites	(20) Buildings	(30) Equipment	(35) Instruction Technology	(40) Energy	(50) Sales and Lease Expenditure	(60) Bond Issuance Expenditure	(90) Debt
CASTLEROCK LEARNING CTR	100,000	25,000	50,000	25,000	0	0	0	0	0
CIP MGMT & PHASE2 PREBOND	600,000	0	600,000	0	0	0	0	0	0
HEALTHY SCHOOLS GRANT	60,000	60,000	0	0	0	0	0	0	0
LEWIS & CLARK SIDEWALKS	250,000	250,000	0	0	0	0	0	0	0
LINCOLN ELEMENTARY	500,000	50,000	200,000	250,000	0	0	0	0	0
PIONEER MS GYM	400,000	0	300,000	100,000	0	0	0	0	0
PORTABLES	500,000	200,000	250,000	50,000	0	0	0	0	0
PROPERTY & ENERGY PROJ	875,000	800,000	0	0	0	75,000	0	0	0
REC PARK	200,000	200,000	0	0	0	0	0	0	0
STATE MATCH PROJECTS	5,000,000	0	2,100,000	2,900,000	0	0	0	0	0
WASHINGTON ELEMENTARY	500,000	50,000	300,000	150,000	0	0	0	0	0
WESTSIDE REMODEL	250,000	0	240,000	10,000	0	0	0	0	0
WHS BOND PHASE 2	1,000,000	0	1,000,000	0	0	0	0	0	0
WVSTC MAJOR WORKS	150,000	0	100,000	50,000	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>10,385,000</b>	<b>1,635,000</b>	<b>5,140,000</b>	<b>3,535,000</b>	<b>0</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**\*EST\* 2017-2018 Building Allocation**  
 BEA & ART Funding based on September FTE  
 LIT Funding based on October FTE

SCHOOL: Program	elem HC / FTE September (BEA)	FTE October (LIT)	BEA Allocation		ART Allocation		LIT		X Curric Activity Adv	TOTAL BUILDING BUDGET
			0100 & 9700	0100 27 5100 XXX 2000	0107	0108	0100 28 3102			
Carryforward: (EST)			100% of allocation	No C/F	100% of allocation	No C/F	No C/F	No C/F		
Columbia	417.00	417.00	\$62,550	\$858		\$15,316	(50 hrs/year)	\$87,709		
Carryforward:					\$8,000		+ benefits			
Total			\$62,550	\$858	\$8,000	\$15,316	\$985			
Lewis & Clark	504.00	504.00	\$75,600	\$1,037		\$13,836	(50 hrs/year)	\$93,458		
Carryforward:					\$2,000		+ benefits			
Total			\$75,600	\$1,037	\$2,000	\$13,836	\$985			
Lincoln	517.00	517.00	\$77,550	\$1,064		\$15,141	(50 hrs/year)	\$102,740		
Carryforward:					\$8,000		+ benefits			
Total			\$77,550	\$1,064	\$8,000	\$15,141	\$985			
Mission View	550.00	550.00	\$82,500	\$1,132		\$14,756	(50 hrs/year)	\$99,373		
Carryforward:							+ benefits			
Total			\$82,500	\$1,132		\$14,756	\$985			
Sunnyslope	276.00	276.00	\$41,400	\$568		\$8,953	(50 hrs/year)	\$51,906		
Carryforward:							+ benefits			
Total			\$41,400	\$568		\$8,953	\$985			
Washington	548.00	548.00	\$82,200	\$1,128		\$11,816	(50 hrs/year)	\$96,129		
Carryforward:							+ benefits			
Total			\$82,200	\$1,128		\$11,816	\$985			
Newbery	491.00	491.00	\$73,650	\$1,010		\$12,395	(50 hrs/year)	\$93,040		
Carryforward:					\$5,000		+ benefits			
Total			\$73,650	\$1,010	\$5,000	\$12,395	\$985			
Orchard Middle	464.00	464.00	\$69,600			\$8,352	(145 hrs/year)	\$85,245		
Carryforward:					\$4,500		+ benefits			
Total			\$69,600		\$4,500	\$8,352	\$2,793			
Pioneer Middle	617.00	617.00	\$92,550			\$11,106	(145 hrs/year)	\$109,449		
Carryforward:					\$3,000		+ benefits			
Total			\$92,550		\$3,000	\$11,106	\$2,793			
Foothills Middle	608.00	608.00	\$91,200			\$10,944	(145 hrs/year)	\$109,937		
Carryforward:					\$5,000		+ benefits			
Total			\$91,200		\$5,000	\$10,944	\$2,793			
Wenatchee High * Auditorium	1,789.65	1,789.65	\$268,448			\$28,634	\$31,090	\$367,672		
Carryforward:			\$8,000				\$4,000	1516 band increase		
Total			\$276,448		\$25,000	\$28,634	\$2,500			
Westside High Reading Prog (2240)	270.00	270.00	\$40,500			\$5,940		\$67,300		
Carryforward:			\$19,860		\$1,000					
Total	7,051.65	7,051.65	\$60,360		\$1,000	\$5,940				
Valley Academy				\$203		+ CF \$2,700 = \$2,700		\$203		
Special Education						+ CF \$0 = \$0				
Skills Center						+ CF \$177 = \$177				
Totals			\$1,085,608	\$7,000	\$61,500	\$157,189	\$52,864	\$1,363,958		
FTE Allocations:			\$150.00	\$2.06		\$22.00		\$1,363,958		
			(prev \$135)					check		
Total Carryforwards:					\$61,500					

\* Est 3% drop out rate  
 \*\* Admin Match is prior year earnings plus cumulative carryover

## Retire - Resign - Replace

	Name	Assignment	Location	FTE	notes	Replaced by
1	Schlatter, Carol	Pre-School	Castle	0.50	FILLED at .5	Kathleen Hupp
2	Siepmann, Connie	4th Grade	COL	1.00	current staff member	Allison Haug
3	Berg, Kim	Art Specialist	COL	1.00	current staff member	Chester Ferrell
4	Woodworth, Janet	Special Education Teacher - N/C	COL	1.00	FILLED	Elizabeth Kazemba
5	Dimova-West, Rosista (maggie martine)	Kindergarten -	COL	1.00	current staff internal transfer	Ann Young
6	Young, Ann	Intervention Specialist	COL	1.00	current staff internal transfer	Ryan Weaver
7	Weaver, Ryan	2nd Grade	COL	1.00	took another position in the district	OPEN
8	New Position	Science Teacher	FMS	1.00	FILLED	Elaine Bianchi
9	New Position	Math	FMS	1.00	FILLED	Greg Chambers
10	New Position	Science Teacher	FMS	1.00	FILLED	Jenaia Narte
11	Jackson, Gioconda	Counselor	L&C	1.00	took another position in the district	Adela Valaas
12	Brandt, Theresa	3rd Grade	L&C	1.00	took another position in the district	Alanna Collins
13	Malloy, Juanita	2nd Grade Teacher - N/C	L&C	1.00	internal transfer	Daniz Lopez
14	West Marie	Intervention Specialist	L&C	1.00	took another position in the district	Desiree Schmidt
15	Collins, Alanna	N/C	L&C	1.00	internal transfer	Eva Martinez
16	Ferrell, Chester	Art Specialist	L&C	0.50	took another position in the district	Heidi Boyle
17	New Position	4th Grade	L&C	1.00	FILLED	Hugo Zavala
18	Lopez, Daniz	4th Grade teacher	L&C	1.00	took another position in the district	Juanita Malloy
19	Crown, Kim	PE Specialist	L&C	0.05	picked up by current staff	Laura Kyle
20	Savage, Sunny (maria Gonzales)	1st Grade Teacher - N/C, L/R	L&C	1.00	internal transfer	Marie West
21	Sleeper, Tracie	5th Grade	L&C	1.00	took another position in the district	Melody Ross
22	Black, Maria	3rd Grade Teacher - N/C	L&C	1.00	FILLED	Sunny Savage
23	Martinez, Ava	4th Grade Teacher	L&C	1.00	took another position in the district	Teresa Roberts
24	Boyle, Heidi	5th Grade	L&C	1.00	took another position in the district	Theresa Brandt
25	Springer, Megan	Kindergarten -	L&C	1.00	took another position in the district	Marisella Santillian
26	Santillian, Marisela	2nd Grade	L&C	1.00	took another position in the district	OPEN
27	Guerrero, Marta	4th Grade	LNC	1.00	took another position in the district	Kadie Rang
28	McKee, Nancy	2nd Grade Teacher	LNC	1.00	internal transfer	Marta Guerrero
29	Hotchkiss, Bobby	Nurse - Classified	LNC/Sped	1.00	FILLED	Shelly Zehm
30	New Position	Nurse - K-12	Multiple	1.00	FILLED	Jennifer Douglas
31	Hill, Carol	2nd Grade Teacher	MV	1.00	FILLED	Guadalupe Zavala
32	Ferrell, Chester	Art Specialist	MV	0.50	took another position in the district	Shawna Hawkins
33	Crown, Kim	PE Specialist	MV	0.05	picked up by current staff	Laura Kyle
34	Martin, Julie	Nurse	MV,NBY	1.00	FILLED	Kathryn Dryer
35	Cannan, Eric	Self Contained	NBY	1.00	FILLED	Cassie Wright
36	Crollard, Debra	3rd Grade Teacher	NBY	1.00	FILLED	Patricia Wallace
37	Crown, Kim	PE Specialist	NBY	0.45	Posted	OPEN
38	Haug, Alison	Science Teacher	OMS	1.00	took another position in the district	Christian O'Neal
39	Depersio, Pam	Healthy Living	OMS	0.50	FILLED	Erin Pehowski
40	New Position	LA/SS	OMS	1.00	FILLED	Kaori Alexander
41	Butcherite, Jennifer	Librarian/Elective Teacher - N/C	OMS	0.64	FILLED	Kayli Jackson
42	New Position	Math/Science	OMS	1.00	current staff member	Tracey Sleeper
43	Miller, Kerry	Special Education Teacher	PIO	1.00	FILLED	JoLynn Wertz
44	Thompson, Anne	Resource Teacher	PIO	1.00	FILLED	Kathryn Smelzter
45	Smith, Ellen	Art Teacher	PIO	0.50	took another position in the district	OPEN
46	New Position	SLP	SPED	0.60	posted	OPEN
47	Carlson, Deborah	Counselor	SS	1.00	FILLED	Gio Jackson
48	Loomis, Meridith	4th Grade	SS	1.00	FILLED	Megan Springer
49	King, Margaret	.5 FTE 5th Grade Teacher	SS	0.50	current staff going full time	Twila Morgan
50	Smith, Jodee (dan Johnson)	4th Grade Teacher - N/C, L/R	WA	1.00	FILLED	Jodee Smith
51	Ptolemy, Wendy	SPED	WA	1.00	FILLED	Katelyn Carnline
52	Brizendine, Andrea	PE Teacher	WA	1.00	current staff	Kim Crown
53	Crown, Kim	PE Specialist	WA	0.45	FILLED	Michael Hamilton
54	Berg, Kim	Art Specialist	WA	0.50	FILLED	Ruth Campbell
55	Detwiler, Tamera	4th Grade	WA	1.00	FILLED	Sarah Smeller
56	Cannan, Kasey	Special Ed	WA	1.00	current staff member	Wendy Ptolemy
57	Joya, Rudy	Math	WHS	1.00	FILLED	Brittany Stevens
58	New Position	Math	WHS	1.00	FILLED	Elizabeth McGregor

59	Allen, Roxcy	Family & Consumer Science	WHS	0.50	FILLED	Elizabeth Moore
60	New Position	Art Teacher	WHS	1.00	FILLED	Ellen Smith
61	New Position	English	WHS	1.00	current staff member	Holly McPhetridge
62	Gaylord, Drew	Math Teacher	WHS	1.00	FILLED	Keri Marino
63	DeLong, Adchara	Science Teacher	WHS	1.00	FILLED	Lindsay Hilldorfer
64	Rix McMahan, Maureen	PE Specialist	WHS	1.00	FILLED	Nikki Buzzell
65	Alexander, Tom	Math Teacher	WHS	1.00	FILLED	Oscar Valencia
66	Spencer, John	Science Teacher	WHS	1.00	FILLED	Ryan Bushy
67	Pakinas, Matt	Business Ed	WHS	1.00	FILLED	Sierra Larkin
68	Sherwood, Jean	Counselor -N/C	WHS	1.00	FILLED	Stephanie Stuber
69	New Position	Math	WHS	1.00	FILLED	Stephen Smith
70	Stewart, Anne	Social Studies	WHS	1.00	Posted - May go non-continuing	OPEN
71	Swanson, James	Instructional Coach	WHS	1.00	posted	OPEN
72	Maynard, Tracy	Math/Science Teacher	WSHS	1.00	FILLED	Megan Cross
				<b>Total FTE</b>	<b>33.69</b>	

### Requests for New Positions/FTE

	POSITION	BLDG	FTE	NOTES	FILLED BY
1	Nurse	District	1.00	add 1 more certificated nurse	Approved
2	Nurse	District	1.00	move all nurses from .8 to 1.0	Approved
3	Art Teacher	WHS	1.00	New schedule	Approved
4	English	WHS	1.00	New schedule	Approved
5	Librarian	L&C	0.17	Librarian full time	Approved
6	Math	WHS	1.00	New schedule	Approved
7	Math	WHS	1.00	New schedule	Approved
8	Math/Science	OMS	1.00	Choice Enrollment	Approved
9	ELA/Social Studies	OMS	1.00	Choice Enrollment	Approved
10	4th Grade	L&C	1.00	4th grade going 4 track	Approved
11	7th Science	FMS	1.00	New schedule	Approved
12	Sports Medicine - CTE	WHS	0.27	Based on enrollment	Approved
13	Dean of Students	WVTSC	0.50	moved .5 of funding to BEA	Approved
14	Assist. Dir. of L&T	DO	0.20	replace Cori's with 1.0	Approved
15	7th Math	FMS	1.00	New schedule	Approved
16	8th Science	FMS	1.00	New schedule	Approved
17	CTE	WHS	0.50	New schedule - allen	Approved
18	Roll Ups	WHS	0.38	For partial FTE - new schedule	Approved
19	Counselor	SS	0.40	Increase from a .6 to full time Counselor	Approved
20	SLP	SPED	0.60	base on student need	Approved
21	Art Specialist	COL	0.30	Net add of .1 FTE, doesn't need .2 music and .2 PE	Approved
<b>Total Requested FTE</b>			<b>15.32</b>		

### Unfilled and/or Absorbed

	POSITION	BLDG	FTE	NOTES	
1	2nd Grade	SS	1.00	Jansen opening to be filled by overload teacher from last year	
2	Journalism/Yearbook	WHS	1.00	Will be filled by current English Teachers	
3	1st Grade	COL	1.00	Moved a 1st grade teacher to cover 1 yr n/c L/R for Cuevas, did not fill	
4	Instructional Coach	DO/WHS	1.00	Not filling at this time due to funding	
5	Pre-School Teacher	Castle	0.50	Only replaced .5 of 1.0 that Carol Schlater resigned	
6	Physical Therapist	SPED	0.20	not as many services needed - reduced from 1.0 to .8 If changes in the future, automatic to	Ann Schiender
			<b>4.70</b>		

### **Transferred Positions**

1	Spanish	WHS	0.73	moved from WHS to FMS	
2	Music	WHS	0.40	Majia Henderson will move to full-time at FMS, not filling her .4 at WHS	

### **Classified Adds**

1	Library Para	OMS	15 hours	Keep library open each day, Mon, Tues and every other Wednesday	
2	Library Para	SS	11 hours	Keep Library open each day, Monday, Wednesday & Friday afternoons	

### **Administration Changes**

	Name	Assignment	Location	FTE		replaced by
1	Pflug-Tilton, Cori	Assist. Dir. of PBIS	DO	0.80	1.0- Assist. Dir. Special Programs - Hi-cap, pbis, AVID, AP	
2	Granger, Scott	Dean of Students	WVTSC	1.00	Moving to .5 at WVTSC and .5 at WSHS - provide support for high need populations	

### **Leave of Absence**

	Name	Assignment	Location	FTE		replaced by
1	Kris Cameron	Spanish	WHS	1.00	LOA 17-18	Leticia Manzo
2	Cuevas, Kim	Intervention Specialist	COL	1.00	LOA 17-18	Megan McCarl
3	Avilia, Dahlia	4th	COL	1.00	LOA 17-18	Moira Hutchinson
4	Molly Kirby	1st Grade	WA	1.00	LOA 17-18	Melody Rodriguez
5	Parr, Mia	4th Grade	WA	1.00	LOA 17-18	Stella Day



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Dark Fiber? | Lit Fiber?

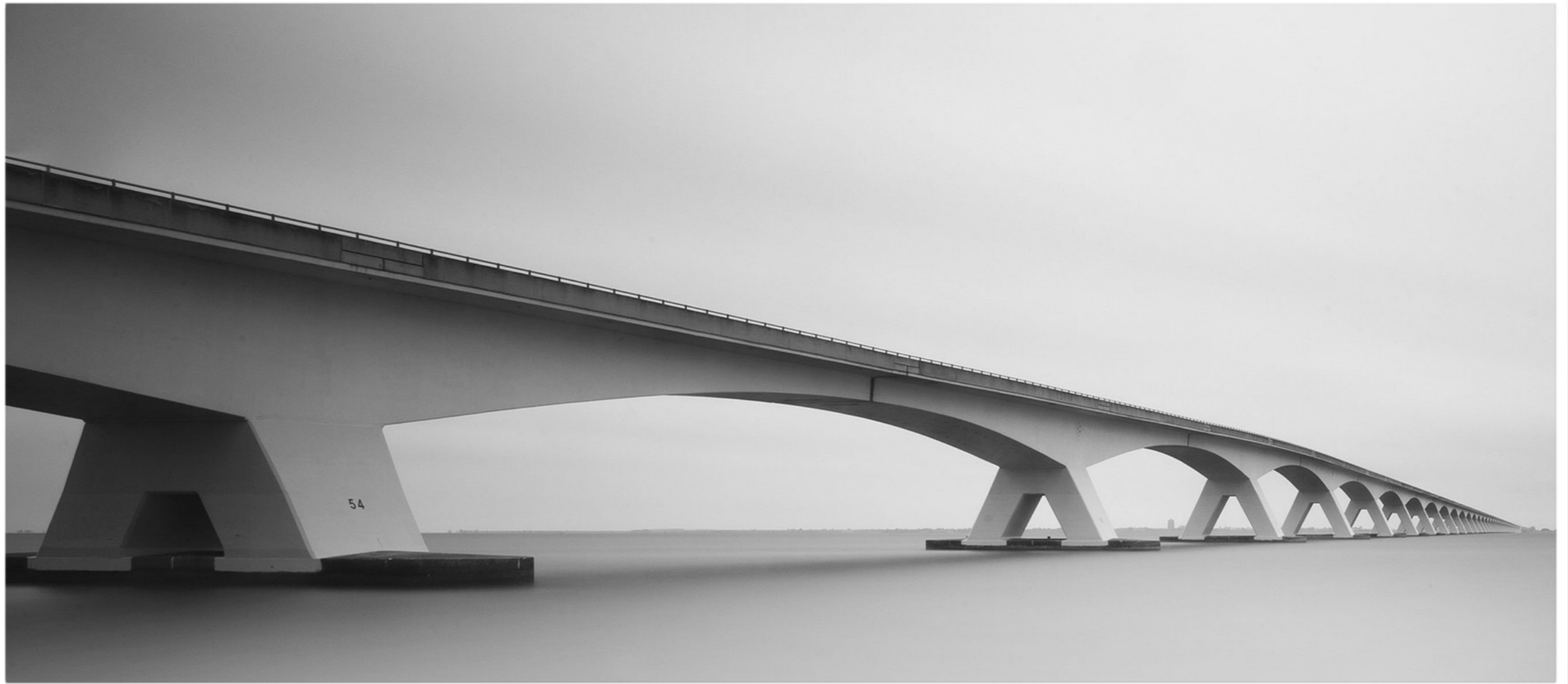
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# Difference between dark and lit ?

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- ❖ Fiber optic cable is the same physically whether or not it is lit. The only difference between dark fiber and lit fiber is that lit fiber has equipment to control light-waves. Building new infrastructure is expensive, and previous fiber optic networks were typically constructed (dark) and operated (lit) by one company.





*Connecting connections...*

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**Lit fiber is:**

"Lit fiber" refers to fiber-optic cable (used for carrying data between two designated points) that has been installed and activated by carriers (service providers). These carriers lease access to their fiber-optic cables and provide fully-managed services to clients for a monthly recurring fee.

# Dark Fiber:

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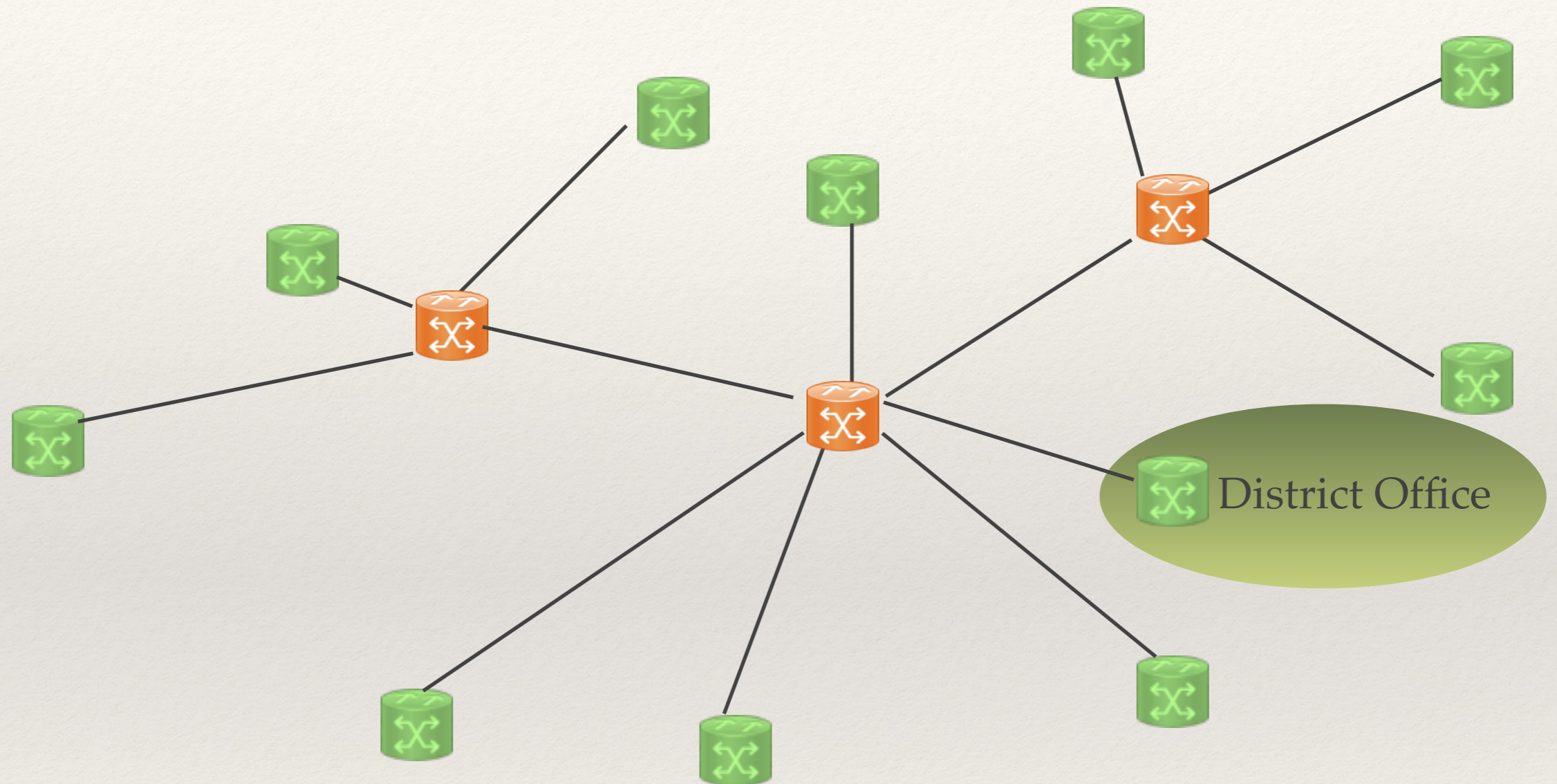
Dark fiber is simply fiber-optic cable that is “lit” by the leasing user who places their equipment on each end of the fiber strand to “light” the fiber without another in the middle.

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Dark fiber usually refers to unused fiber-optic cable. Often times companies lay more lines than what's needed in order to curb costs of having to do it again and again. The dark strands can be leased to individuals or other companies who want to establish optical connections among their own locations for a better fee as the leasing company can set the speeds based on their own equipment on each end.



# WSD Current Lit Fiber via CCPUD



\***Orange** represents CCPUD Switch in the middle of district building networks.

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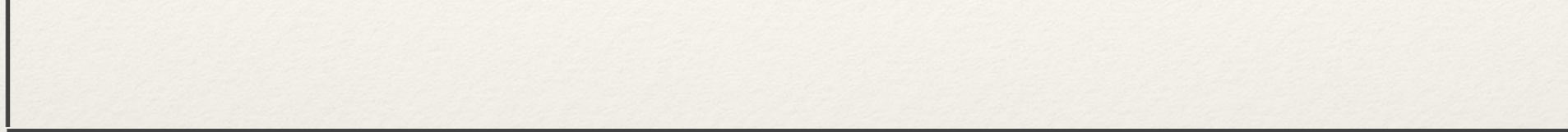
# WSD Dark Fiber via RFP

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Any building



District Office



No middleman management...

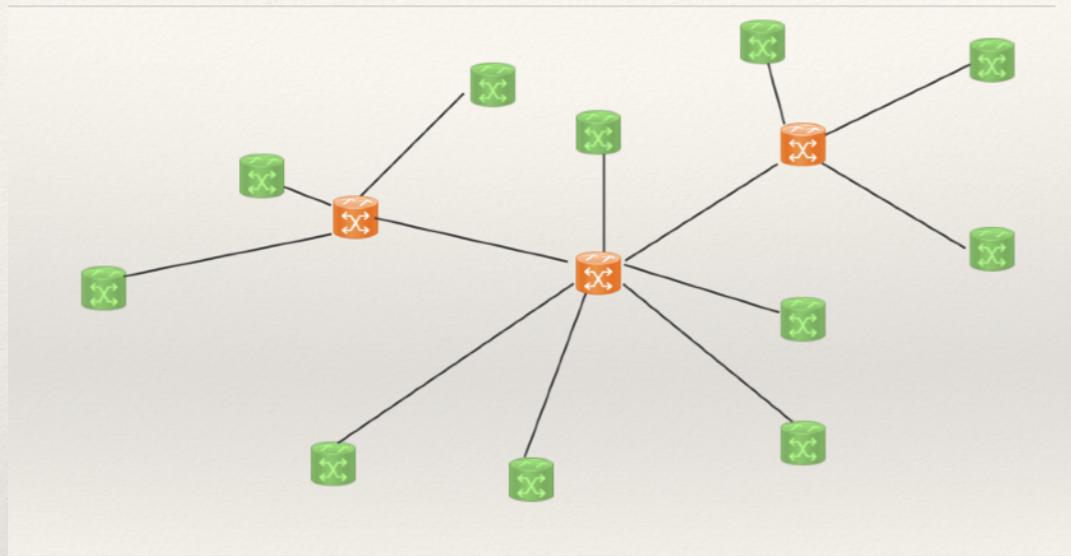
No power failure point...

District controls speeds between locations...

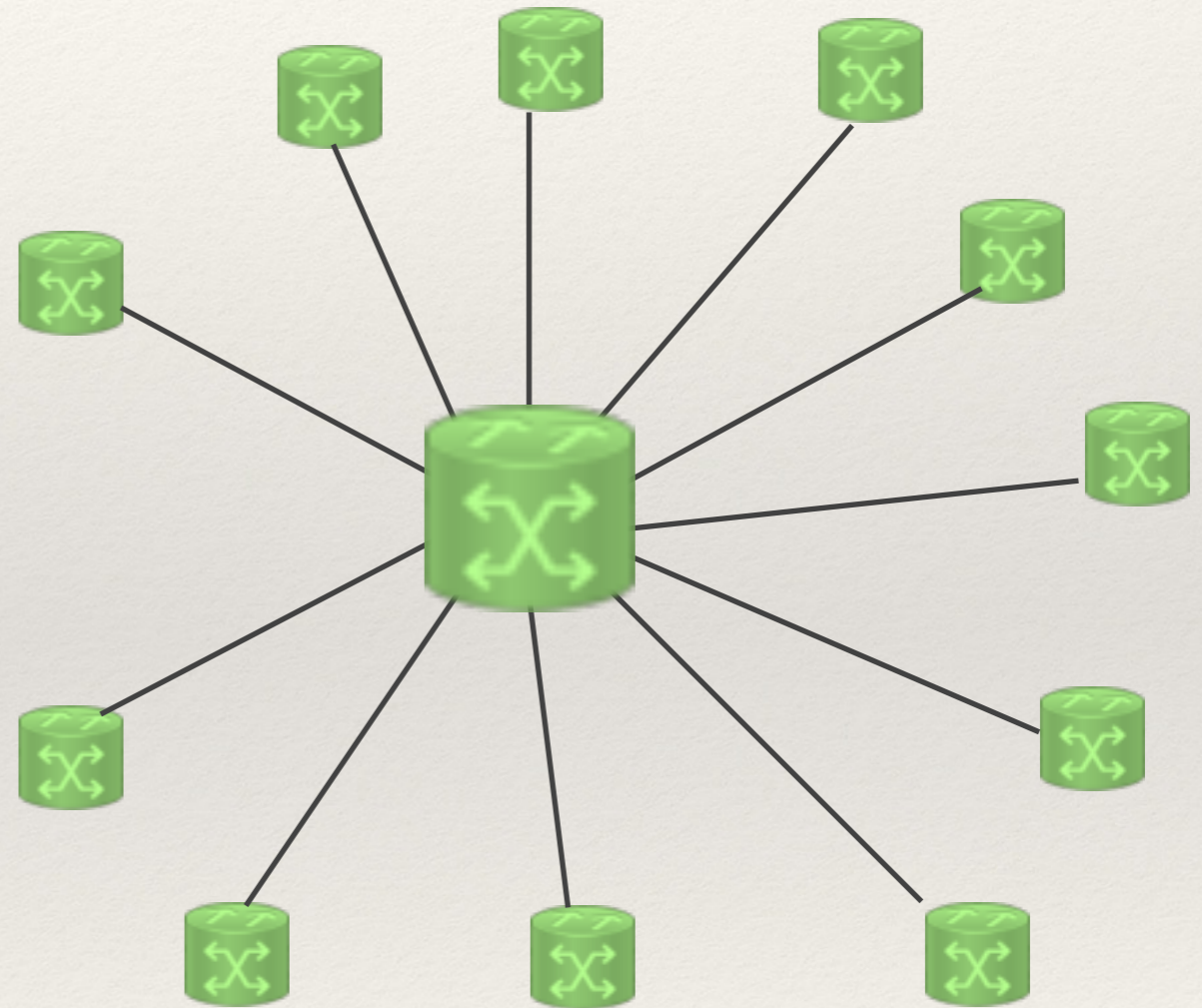
Unless physically damaged, significantly decreased unplanned interruptions...

# WSD Dark Fiber via RFP

From this...



To this...



# Leased Fiber Cost

Speeds	Current 100Mb Bursting	1Gb CCPUD LIT	1Gb Dark Estimate	10Gb Dark Estimate	40Gb Dark Estimate
Monthly Pricing	\$11.5k	\$24.5k	\$21.5k	\$21.5k	\$21.5k
Annual Pricing	\$137.5k	\$294k	\$258k	\$258k	\$258k
Annual District Cost W / E-rate*	\$26.4k	\$58.8k	\$51.6k	\$51.6k	\$51.6k

\*E-Rate is the commonly used name for the Schools and Libraries Program of the Universal Service Fund, which is administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC). The program provides discounts to assist schools and libraries in the United States to obtain affordable telecommunications and Internet access.

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# Other Required Resources?

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- ❖ Buildings -a fiber-copper media card for year 1-3 of new dark fiber: \$450
- ❖ All building Routers upgraded to 1Gb Spring 2017.
- ❖ District Office -24 Port Layer 3 switch with 1Gbps / 10Gbps SFP module expansion \$24,000

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# Schedule

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- ❖ RFP released with Erate open window 26 June 2017
- ❖ Form 470 Submitted (Erate) same day (26 June 2017)
- ❖ Response deadline 28 days (aligned with Erate)
- ❖ Decision by 31 July 2017
- ❖ Form 471 Submitted upon selection 31 July 2017
- ❖ Vendor Notified, Construction Planning and Construction begins
- ❖ Fiber ready for testing June 2018
- ❖ Go-live July 1st, 2018



# Wenatchee School District Wide Area Network

## **RFP WSD – 062817 LEASED FIBER WIDE AREA NETWORK**

**Release Date: June 26, 2017**

**Responses Due: July 28, 2017**

### **Introduction**

Wenatchee School District (WSD) is requesting proposals from qualified Service Provider(s) for the following purpose(s):

- Leased Lit Fiber
- **OR**
- Leased Dark Fiber

This RFP contains description of services needed, instructions for submitting a proposal, the procedures and criteria by which Service Provider(s) will be selected and the contractual terms by which the District proposes to govern the relationship between it and the selected Service Provider(s).

Proposal must include special construction pricing and monthly costs for the following contract terms:

- Leased Lit Fiber: 12 month MTM, 24 Month MTM.
- Leased Dark Fiber: 36 month and 60 month with optional contract extension of 60 months.

Proposal may include more than one payment schedule, selectable at District's option.

### **Evaluation Criteria**

The District will evaluate all Proposers. Evaluation of the proposals received in compliance with the RFP instructions will be performed for the purpose of selecting Proposer(s) who best meets the needs of the District. The Proposer(s) with the highest scores and meets USAC E-rate guidelines will be selected as the final Service Provider(s). In evaluating RFP responses, the District will award points to each response up to the maximum points that are listed for each of the following criteria:

- Price of Eligible Services - 30%
- Vendor Qualifications/Experience/Track Record – 25%
- Completeness of Response - 20%
- E-rate Qualifications and References – 15%
- Local Market Presence – 10%

Maximum 100 points

## **Fiber WAN Network**

The current District Wide Area Network (WAN) is currently a hybrid Ethernet network with routers at 1 core hub for K-20 internet access and services, 16 access sites and one remote access site (shared space with the City of Wenatchee Chamber of Commerce) on a Chelan County PUD single VLAN with core services located at the Administration Building at 235 Sunset Avenue Wenatchee, WA 98801.

The shared space with the City of Wenatchee Chamber of Commerce is not in the bid request

The district also has a light access DSL for the Chelan County Juvenile Detention Learning Center that houses a light staffing contingent. This is also not in the bid request.

The District seeks a fiber network that connects the sixteen (16) core campuses back to the district core (hub and spoke) for dark fiber listed in Appendix 1 to the District Administration building (17 nodes total). There is a main distribution frame (MDF) established at each site. The Service Provider will terminate the Fiber Network in the MDF at each site. Address information for all sites is included in Appendix 1. List of District known Entrance pathway diagrams for each location available on request (See Appendices)

## **General**

The Service Provider shall provide an executive overview of the RFP response, which includes a brief summary of the Service Provider's history with the technology proposed, including the products and components that comprise the systems. The Service Provider should highlight any major features, functions, or areas of support that the Service Provider feels would bear weight on evaluation.

## **Fiber Map**

The Service Provider will provide a detailed map of the route the proposed fiber will take to connect the District sites. The Service Provider will be responsible for establishing the actual pathways between the District sites if they do not already exist. Any special construction costs that are to be paid by the District for establishing these pathways must be clearly delineated in the submitted proposal.

## **Service Termination**

The Service Provider must provide a standard terminated fiber connection, patch panel or module into which the District can plug a fiber patch cable and should propose the recommended fiber patch cable needed (single-mode or multi-mode). The district preference is LC form factor.

## **Inside Building Cable Routing**

Intra-building cable routing shall be performed in accordance with all applicable local building codes. When required, the Service Provider must coordinate with WSD IT Staff on a splice location point at the building entrance to transition from outdoor cable to indoor cable. Service Provider shall make NO penetration of walls, floors, or ceilings without the prior consent of the District.

### **Cable Slack for Repair or Relocation**

A small amount of slack cable (15-20 feet) shall be neatly stored in each MDF in the event that a cable repair or relocation is required.

### **Permits and Prevailing Wage**

Prior to initiating installation, the Service Provider shall secure any and all permits and permissions as required by the District, the City of Wenatchee, Chelan County, the State of Washington and any applicable regulatory agency. All costs for Permits, Easements, etc. shall be the vendor's responsibility.

Pursuant to RCW 39.12, no worker, laborer, or mechanic employed in the performance of any part of the contract shall be paid less than the "prevailing rate of wage" as determined by the Industrial Statistician of the Department of Labor and Industries.

### **Site Make Ready Work**

Any trenching and conduit placement from the street to the building entrance point must include all necessary pavement and ground repair. All pavement, sidewalks, landscaping and other grounds including all utilities, irrigation piping and irrigation system must be returned to its original condition. All installation of cabling, pathways, etc., shall be to BICSI specification (Building Industry Consulting Service International) and the design specifications of the District. The provider may not utilize any existing pathways or conduits from the street to the building entrance point unless there is room in District-owned pathway/conduit for additional fiber media.

Overhead access into the building is acceptable and encouraged if disruption to district grounds are extensive. Several examples of an overhead path are currently in place.

Service Provider is responsible for confirming the location of existing utilities prior to commencing work. Service Provider agrees to repair and restore any utilities damaged during construction at their expense.

### **Leased Lit Service Requirements**

The District must have dedicated Lit Transport Bandwidth throughput (upload and download) of 500 Mbps . 1 Gbps with Service Level Agreement (SLA) guarantees to each designated endpoint. The solution must be scalable to 10 Gbps with 1 Gbps cost increments.

The "Lit Fiber" worksheets in the attached spreadsheet includes columns for respondents to provide 500 Mbps, 1 Gbps, 5 Gbps or 10 Gbps pricing between the hub and the various endpoints. Price quotes are requested for 12 month, 36 month and 60 month terms of service with optional 24 month Extension. Prices should be all inclusive. All inclusive in this case means, including all **special construction or non-recurring costs (NRC)** (see description in later section) required by the vendor to commence service and all **monthly recurring costs (MRC)** should be included in the requisite columns of the pricing sheets. No increased pricing will be allowed during the term of the quoted special construction/NRC and MRC rate in each pricing cell of the spreadsheet.

The district is looking for pricing for the following combinations:

- a. 5 Gbps and 10 Gbps for Admin Building
- b. 1 Gbps and 5 Gbps for High Schools
- c. 500 Mbps and 1 Gbps for Elementary, Middle Schools & Support Site

\*\* See "Address" worksheets in the attached Appendix 1 for District Site Type.

The district will not accept wireless proposals between sites.

For Leased Lit Service, please provide a complete description of the equipment the Service Provider will need to place in the rack at each location where fiber optic cable will be terminated including estimated rack space needed. Please provide power requirements, whether UPS batteries will be provided and any power outlet form factor requirements (ie NEMA L5-20P)

### **Leased Dark Fiber Requirements**

As an alternative, respondents can quote a leased dark fiber network solution from the specified hub to the eligible service locations (see "Address" worksheet in Appendix 1). The price quote should be for a lease of two (2) strands of fiber from the hub to each eligible entity location. The core hub is the District Admin building at 235 Sunset Avenue, Wenatchee, WA 98801. The district is open to regional hubs at an eligible district facility if identified by Service Provider recommended design. Please identify the hub (core or regional by site name) in the "Hub Site" column of the pricing matrix.

Respondents may offer maintenance services either themselves or through 3rd party subcontractors. In the case that respondents use external 3rd party service providers or contractors to deliver some or part of the solution, these should be clearly indicated in the response.

Each respondent is required to complete the pricing matrix appended on the two "Leased Dark" worksheets in the Appendix 1 spreadsheet accompanying this RFP, one for 36 month and one for 60 month contract. Respondents are required to separate special construction charges as defined by E-rate eligibility rules.

All dark fiber solutions must comprise of single mode fiber end to end. The Service Provider must identify the fiber type they use in their response and provide specifications for the fiber and cable. The installed fiber must support the IEEE 802.3ae Ethernet standard.

The District requires on-going maintenance of the fiber on all Leased Dark Fiber solutions. Maintenance responses are required as follows:

All dark fiber responses require maintenance as part of the response, even if maintenance is subcontracted out to a third party. In the case of the third party maintenance, the respondent must hold and manage the subcontract and is ultimately responsible for the SLA. It is assumed that the Fiber Network is part of a more comprehensive fiber infrastructure of the service provider. The respondent will include only the portion of

maintenance that is required to support the District fiber segments versus overall network maintenance. If the fiber serves multiple customers, the cost of maintenance should be shared among all the recipients.

When pricing maintenance, the respondent should include an overview of fiber maintenance practices including:

- Routine maintenance and inspection,
- Scheduled maintenance windows and scheduling practices for planned outages,
- Marker and handhole inspection and repair,
- Handling of unscheduled outages and customer problem reports
- What service level agreement is included, and what alternative service levels may be available at additional cost,
- What agreements are in place with applicable utilities and utility contractors for emergency restoration,
- Repair of fiber breaks,
- Mean time to repair,
- Replacement of damaged fiber,
- Post repair testing
- Replacement of fiber which no longer meets specifications,
- Policies for customer notification regarding maintenance,
- Process for changing procedures, including customer notification practices,
- Process for moves adds and changes,
- Process for responding to locate requests.

### **Fiber Testing for Leased Dark Fiber**

Insertion loss testing measuring end-to-end attenuation (including all fiber, splices and connectors) shall be conducted on all the fiber links. Insertion loss testing shall be done in both directions at the operating wavelengths of 1310 nm and 1550 nm. The double-ended loss test methodology shall be used.

The Service Provider shall record all optical power measurements to the nearest tenth of a unit of measure (to one significant digit in the decimal place, i.e., -14.3 dB) and report results.

Test results must be permanently recorded and presented in both hard copy and computer-readable format to the District for review. Any fiber link failing to meet the Link Loss Budget standards will be removed and replaced at no cost to the District with an installation that proves through testing to meet the standards. The Fiber Network will not be accepted until all fibers meet the appropriate standards.

The Service Provider is required to provide documentation of their fiber testing procedures, including referencing procedures for fiber optic testing, prior to testing. This document must list equipment to be used (manufacturer and model number) and the date when it was last calibrated.

### **Special Construction and Non-recurring Cost**

Respondents providing lit fiber proposals which require an upfront payment may include a special construction cost or non-recurring cost. This upfront payment is considered special construction if any new fiber is being installed. If new fiber installation is not

necessary, the payment is considered a non-recurring cost and must be entered into the pricing sheet accordingly.

New fiber special construction charges for lit service and leased dark fiber projects as defined by the order include construction, design, engineering and project management. The applicant requests that the respondents consider allowing the District to pay the non-discount share (share of special construction costs that are the responsibility of the applicant) to be paid in equal annual installments over the Three years from Funding Year 2017 to Funding Year 2019 inclusive. Responses must include agreement or non-agreement of this request.

All E-rate applications including special construction are subject to review and detailed questioning. Respondents should be prepared to promptly provide the following information:

- A map file of the proposed fiber route in pdf or Visio format
- The cost per foot of fiber
- The cost per foot of fiber installation (splicing, pulling through conduit, hanging on poles)
- The cost per foot of outside plant materials (conduit, handholds, markers, aerial make ready materials)
- The cost per foot of outside plant installation (trenching, handhole and marker installation, installation of aerial make ready materials)

## **Pricing**

The District will consider awarding bids for anywhere from one (1) to all of each of the above items dependent upon availability of budgeted funds as well as E-rate reimbursement eligibility for each entity. District reserves the right to award to multiple Service Providers, selecting portions of the Providers' solutions best suitable for District's needs.

Service Providers shall:

- Provide detailed Special Construction pricing by site on an item-by-item basis.
- Provide detailed Monthly Recurring pricing by site.
- Provide detail on price quotes to include any additional fees, shipping and handling charges and sales tax.
- Submit a proposal that is all inclusive of products and services. The District will not allow increases or markups within the term of an accepted or awarded contract.

Proposals should provide options for change including, but not limited to, increases or decreases in service, removal of sites due to closures or re-organization and/or additions of locations, as deemed necessary by the District. Amendments for service changes must be allowed, and will be co-terminus with the existing contract.

Please submit pricing on appropriate Pricing Template tab under Appendix 1 included with RFP. Note that there are three pricing worksheets for Leased Lit Fiber and two pricing worksheets for Leased Dark Fiber.

### **Initial Term of Contract**

The Service Provider shall present pricing based on the following contract terms:

- Leased Lit Fiber: 12 month, 24 month.
- Leased Dark Fiber: 36 month and 60 month with optional contract extension of 60 months.

In the proposed contract, monthly payments for service will begin no sooner than July 1, 2018, with construction potentially occurring in the months prior to July 2018 only with District approval.

### **Service Deployment Schedule**

For each response, respondents must include a construction and installation roadmap timeline for all sites. For lit and leased dark fiber responses, preference is given to responses with a service availability for sites by August 18, 2018. The use of installed circuits by the District can begin July 1, 2018.

### **Service and Maintenance**

The Service Provider represents and warrants that it shall maintain the systems, and all related equipment in the systems, in working order twenty-four hours per day, seven days per week, and shall provide emergency telephone numbers where emergency service can be obtained. The Service Provider must be capable of providing a priority response for major problems, which includes a service outage to any site.

The Service Provider must be capable of responding to a major alarm condition within one hour and to minor alarm conditions within 24 hours. Acceptable response shall be either dispatch of a technician to the site or remote access when and if the problem can be resolved remotely.

Service Providers will provide a proposed Service Level Agreement (SLA) with the lit fiber and leased dark fiber responses. The District requires the Service Provider's SLA to include credits to be offered to the District in the event of extended outages due to events or issues on the network.

### **Selection Process**

Proposals will be evaluated based upon, but not limited to, related experiences of the respondents, Service Provider references, and overall proposal content, as outlined in the Matrix above.

Proposals will be reviewed by District personnel.

The District reserves the right to seek additional information and/or clarification from any Proposer, the right to reject any and all responses received with or without cause, the right to negotiate all final terms and conditions of any agreement entered into with any Proposer that submits a response and also to waive any irregularities or informality if deemed to be in the best interest of the District.

### **References**

Please submit at least two (2) references of recent work, within the past 3 years, with organizations of similar size and located within the state of Washington. Reference

information must include: entity name; address; phone number; and name of contact person.

### **E-Rate Requirements**

It is the intention of WSD to apply for universal service support under the Schools and Libraries support mechanism (E-rate program) for the services that are the subject of this RFP. This proposal will be funded only if approved by USAC and if USAC appropriates the funds. Term of this agreement shall be July 1, 2018 through length of the contract.

Any Service Provider responding to this RFP must be an Eligible Services Provider as defined under the Federal Communication Commission's E-rate program and will be required to submit their assigned SPIN (Service Provider Identification Number) and FCC Registration Number as part of its response along with a copy of their Form 498—Service Provider Information Form. If you do not have a SLD SPIN number, or FCC Registration Number, you MUST obtain one before you respond to this RFP.

The Service Provider shall provide, to the District, all the information and documentation that is required by the district to complete an item 21 attachment (Form 471) with their proposal.

The district plans to use E-rate BEAR invoicing for these services at the discount rate indicated on the Funding Commitment Decision Letter (currently 80%).

Service Provider shall list charges by site on monthly invoices. Service Provider shall itemize, price, and invoice separately any materials or services that are ineligible for E-rate funding. Service Provider must include the following information on all invoices to the District for E-rate eligible equipment and/or services:

- Date of invoice.
- Date(s) of service.
- Clear, concise breakdown of discount-eligible charges and non-eligible charges. Include taxes and fees in the cost breakdown.
- Invoice to be provided on Service Provider's letterhead or on a Service Provider-generated form.

### **Communication/Questions**

Service Providers are expected to raise any questions or additional clarifications that they have concerning the RFP document as soon as they become aware of them. Any questions or requests for clarifications must be directed in writing to [rfp@WSD.org](mailto:rfp@WSD.org). The subject line of the email must be labeled "RFP WSD-062817 Question". The only contact allowed with WSD staff is through [rfp@wenatcheeschools.org](mailto:rfp@wenatcheeschools.org) as stated above. Unauthorized contact of any WSD employee is cause for rejection of the bid. Any additional information or clarifications that are provided to one bidder will be provided to all bidders in the form of an addendum posted to the WSD web site at <http://www.wenatcheeschools.org/operational-technology/technology-rfp>. Service Providers are responsible for checking this site for any addendum that may be issued.

### **Submission of the Response**

All responses must be packaged, sealed, and show the following information on the outside of the package: Respondent's Name and Address; RFP title/number: Leased Fiber



Wide Area Network WSD-062817 and Proposal Due Date: July 31, 2017 @ 2:00 pm.

Respondent must submit (1) signed original, two (2) printed copies, and (1) digital copy in PDF, MS Word, or MS Excel Format via accessible Cloud share. Please clearly mark the set with the original signature as "ORIGINAL" on the cover.

Responses shall be delivered to: Wenatchee School District, Business & Finance, 235 Sunset Avenue, Wenatchee, WA 98801. No faxed or emailed responses will be accepted.

Proposals will be accepted no later than 2:00 p.m. Pacific Standard Time, 31 July, 2017. Proposals received after this time will not be accepted. Proposals shall be deemed accepted when time stamped in the WSD Business & Finance Department.

Milestone	Date
Issue RFP	June 28, 2017
Deadline for Submission of Written Questions	July 10, 2017; 5:00 p.m. PST
Question Responses posted to WSD Website	July 16, 2017; 5:00 p.m. PST
Proposal Due Date	July 26, 2017; 2:00 p.m. PST

Request for Proposal to be advertised in the (**where to advertise?**) on July 2<sup>nd</sup> and 7<sup>th</sup>, 2017

**RFP WSD –062817**

**LEASED FIBER WIDE AREA NETWORK**

**PROPOSAL CERTIFICATION:** The signature on this RFP certifies that the Service Provider has read this Request for Proposal in its entirety, is authorized to bind the contract, and agrees to furnish the requested supplies or services in accordance with this Request for Proposal. All signatures must be in ink.

**Purchasing Official:**

Phone:

**Les Vandervort, Buyer**

509-663-8161

FIRM NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY, STATE, ZIP \_\_\_\_\_

AUTHORIZED SIGNATURE \_\_\_\_\_

NAME (TYPE OR PRINT) \_\_\_\_\_

TITLE \_\_\_\_\_

TELEPHONE NUMBER \_\_\_\_\_

FAX NUMBER \_\_\_\_\_

EMAIL ADDRESS \_\_\_\_\_

ADDENDUM(s) RECEIVED \_\_\_\_\_

DATE \_\_\_\_\_

## INSTRUCTIONS FOR REQUEST FOR PROPOSAL

**CONTINUING OBLIGATION OF CONTRACTOR:** Notwithstanding the expiration date of a contract resulting from this RFP, the contractor is obligated to fulfill its responsibilities until warranties, guarantees, maintenance and parts availability requirements have completely expired, and beyond.

- 1) **RIGHT OF INSPECTION:** The Contractor shall provide right of access to its facilities to Wenatchee School District, or any of its officers, authorized agent or official, at reasonable times, in order to monitor and evaluate performance, compliance and/or quality assurance under this contract.
- 2) **CONTRACTOR EMPLOYEES-ACCESS TO CHILDREN:** The contractor is prohibited from employing any person who may have contact with children at public schools during completion of this contract who has pled guilty to or been convicted of crimes listed in R.C.W. 28A.400.330. Failure to comply with this section shall be grounds for immediate termination of this contract.
- 3) **REQUEST FOR PROPOSAL REVIEW:** Carefully review this RFP for defects or objectionable material. RFP comments concerning defects or objectionable material or any questions with regard to this RFP must be made in writing and received by the purchasing authority at least ten (10) days before the RFP opening date. This will allow time for an amendment to be issued if one is required. It will also help prevent the opening of a defective RFP, upon which award cannot be made, and the resultant exposure of RFP prices. All questions or requests for clarification must be directed in writing to [rfp@wenatcheeschools.org](mailto:rfp@wenatcheeschools.org). The subject line of the mail must be labeled "RFP WSD- 0162617 Question".
- 4) **SUBMITTING RFPs:** Envelopes containing RFPs must be sealed, marked, and addressed as shown in the example below.

Wenatchee School District  
Business & Finance  
235 Sunset Avenue  
Wenatchee, WA 98801

Additional information to be noted on the submittal envelope must include the RFP title and number, the respondent's name and address, and the RFP opening date and time. Envelopes with RFP numbers annotated on the outside will not be opened until the scheduled date and time. Envelopes not containing this information may result in a rejected RFP.

Respondent's Name and Address  
RFP title/number: Leased Fiber Wide Area Network WSD-062817  
Proposal Due Date: July 31, 2017 @ 2:00 pm

Request for proposal shall use this and any attached forms in submitting RFPs.

- 5) **PRODUCTS:** Unless otherwise specified, all prices shall be for new merchandise. Bidder may bid on any or all items. Prices bid shall include all handling and packaging costs. Prices bid for equipment shall include cost of instruction and services manuals where appropriate. The District reserves the right to accept KCDA and state contract pricing in lieu of a bid.

- 6) **PRICES:** The RFP shall state prices in the units of issue. Prices quoted for commodities and service must be in US funds and include applicable federal duty, brokerage fees, packaging, and transportation costs to the FOB point so that upon completion of the service or transfer of title the commodity can be utilized without further cost. The base monthly price quoted must be exclusive of federal, state and local taxes. Any and all installation & configuration costs, estimated surcharges and taxes should be described and clearly differentiable from monthly recurring costs. Wenatchee School District is exempt from Federal Excise Tax. Invoices submitted for payment shall include a separate line for all taxes required by State of Washington law. All pricing has been determined independently, without consultation, communication or agreement with others for the purpose of restricting this RFP.
- 7) **SPECIFICATIONS/ALTERNATIVES AND EQUALS:** The District often uses manufacturer's brand and model designations as a specification standard. In some cases, special brands are designated for compatibility with existing facilities or equipment. Offerings of alternate quality of features will, at the District's discretion, be considered on an "alternate" basis. Brands of equal specification, quality, performance, and use may be considered on an "equal" basis; however the District reserves the sole right in qualifying an "equal". All RFPs must include complete description and descriptive literature with the RFP document when an "alternate" or "equal" is bid. If the District accepts a bid on an "alternate" or "equal" basis and the Bidder has bid the wrong item, as determined by the District, the Bidder agrees to pick up the item at their expense and refund any payment for the item within 30 days.
- 8) **PUBLIC DISCLOSURE:** Proposers should clearly identify any material that constitutes valuable formulae, designs, drawings, and research data claimed to be exempt from public disclosure RCW 42.17.310, along with a statement of the basis for such claim of exemption. Pricing and entire bid packages are not considered proprietary. The District will attempt to give notice to the proposer of any request for disclosure of such information. Failure to label such materials or to timely respond after notice of request for public disclosure has been given shall be deemed a waiver by the submitting supplier of any claim that such materials are, in fact, so exempt.
- 9) **BIDDER'S CERTIFICATION:** By signature on their proposal, bidders certify that: they have read this Request for Proposal in its entirety; are authorized to bind the Service Provider; and agree to furnish the requested supplies, equipment or services in accordance with this RFP.
- 10) **MISCELLANEOUS:** Illegible RFPs will be rejected. Retain a copy for your records. All RFPs and other materials submitted become the property of Wenatchee School District. Public records are open to reasonable inspection by the public.

## ***GENERAL TERMS AND CONDITIONS***

- 1) **AUTHORITY:** This RFP is written in accordance with R.C.W. 28A.335.190 and the applicable policies of Wenatchee School District.
- 2) **COMPLIANCE:** In the performance of a contract that results from this RFP the contractor must comply with all federal, state, and court regulations, codes, and laws; and be liable for all required insurance, licenses, permits and bonds; and pay all applicable federal, state, and county taxes.



- 3) **SUITABLE MATERIALS:** Unless otherwise specified, all materials, supplies or equipment offered in the RFP shall be new, unused, of the latest edition, version, model or crop and of recent manufacture. All products offered shall meet or exceed the applicable requirements of OSHA and WISHA.
- 4) **FIRM OFFER:** For the purpose of award, offers made in accordance with this RFP must be good and firm for a period of ninety (90) days from the date of the RFP opening.
- 5) **EXTENSION OF PRICES:** In case of error in the extension of prices in the RFP, the unit prices will govern, in a lot RFP the lot prices shall govern.
- 6) **RFP PREPARATION COSTS:** Wenatchee School District is not liable for any costs incurred by the RFP preparation.
- 7) **RFP REJECTION:** Wenatchee School District reserves the right to reject any or all RFPs, and to waive informalities or irregularities in any RFP or in the bidding. No faxed, e-mailed, or “postage due” bids will be accepted.
- 8) **ADDENDUMS:** If it is necessary for Wenatchee School District to issue an addendum to this RFP it will be promptly posted to the FWPS web site at <http://www.wenatcheeschools.org/Page/533>. All official clarifications or interpretations of the RFP documents will be by written addendum. Clarification given in any other form will be unofficial. It is the bidder’s responsibility to be aware of addendum(s) associated with an RFP and to check the web site noted above for any addendum(s) that may be issued.
- 9) **CONTRACT FUNDING:** Bidders are advised that the District anticipates the availability of funds for this RFP. Quantities identified are the *estimated* number of each item needed and will be used in the RFP evaluation process; however, the District reserves the right to increase or decrease actual quantities ordered. Unit pricing must be valid regardless of quantity ordered. Each item may be awarded individually.
- 10) **ASSIGNMENT (RFP):** Assignment of the rights and duties under a contract or Purchase Order resulting from this RFP is not permitted unless authorized in writing by Wenatchee School District Business & Finance Department.
- 11) **FORCE MAJEURE:** (Impossibility to perform) The contractor is not liable for the consequences of any failure to perform, or default in performing any of its obligations under this agreement, if that failure default is caused by any unforeseeable Force Majeure, beyond the control of and without the fault or negligence of the contractor. For the purposes of this RFP, Force Majeure will mean war (whether declared or not); revolution; invasion; insurrection; riot; civil commotion; sabotage; military or usurped power; lightning; explosion; fire; storm; drought; flood; earthquake; epidemic; quarantine; strikes; acts or restraints of governmental authorities affecting the project or directly or indirectly prohibiting or restricting the furnishing or use of materials or labor required; inability to secure materials, machinery, equipment or labor because of priority, allocation or other regulations of any governmental authorities.
- 12) **LATE RFP’S:** Late RFPs are those received after the date and time set for the receipt of the RFPs **AND WILL BE REJECTED.**

- 13) **DEFAULT:** In case of default by the contractor, for any reason whatsoever, Wenatchee School District may procure the goods or services from another source and hold the contractor responsible for any resulting excess cost and may seek other remedies under law or equity.
- 14) **HOLD HARMLESS:** The contractor will indemnify, hold harmless and defend the school district, its officers, agents and employees from all liability, including costs and expenses, for all actions or claims resulting from injuries or damages sustained by any person or property arising directly or indirectly as a result of any error, omission or negligent act of the contractor, subcontractor or anyone directly or indirectly employed by them in the performance of this contract.
- 15) **JURISDICTION:** This RFP has been and shall be construed as having been made and delivered within the State of Washington and it is agreed by each party hereto that this RFP shall be governed by the laws of the State of Washington, Chelan County, both as to interpretation and performance. Any action of law, suit in equity, or judicial proceeding for the enforcement of this RFP or any provisions thereof, shall be instituted and maintained and venue shall be only in the courts of competent jurisdiction in Chelan County, Washington.
- 16) **ORDER DOCUMENTS:** Wenatchee School District is not bound by a Service Provider contract signed by a person who is not specifically authorized to sign for Wenatchee School District.
- 17) **BILLING INSTRUCTIONS:** Invoices must be billed to the invoicing address shown on the Purchase Order and not to the Purchasing Department. Wenatchee School District will make payment after it receives the merchandise or service and the invoice. Questions concerning payment must be addressed to Wenatchee School District, Accounts Payable Department.
- 18) **COPYRIGHT PROVISIONS:** Unless otherwise provided, all Materials produced under this contract shall be considered “works for hire” as defined by the U.S. Copyright Act and shall be owned by Wenatchee School District. Wenatchee School District shall be considered the author of such Materials. In the event the Materials are not considered “works for hire” under the U.S. Copyright Laws, Contractor hereby irrevocably assigns all right, title and interest in Materials, including all intellectual property rights, to Wenatchee School District effective from the moment of creation of such Materials. Materials means all terms in any format and includes, but is not limited to, data, reports, documents, pamphlets, advertisements, books, magazines, surveys, studies, computer programs, films tapes, and/or sound reproductions. Ownership includes the right to copyright, patent, register and the ability to transfer these rights.
- 19) **SAMPLES:** In some cases, samples are requested to be furnished by the Bidder at no charge to the District to determine acceptability of any item. All samples must be labeled with Bidder’s Name, RFP Number and RFP Item Number.
- 20) **RFP CHANGES OR WITHDRAWAL:** All changes and erasures must be made before RFP opening date and time, and initialed. Bidder may not withdraw their RFP after the RFP opening.
- 21) **BID BOND:** A bid bond is not required.



- 22) **PAYMENT and PERFORMANCE BOND:** Prior to entering into the Contract, a Payment and Performance Bond must be provided in the amount equal to the full contracted amount.
- 23) **PREVAILING WAGES:** Pursuant to RCW 39.12, the performance of any worker associated with the contract shall be paid no less than the prevailing wages determined by the Industrial Statistician of the Department of Labor and Industries and all Prevailing Wage laws are followed within the chapter. Prior to entering into the contract, an approved Intent to Pay Prevailing Wages shall be provided to the District.
- 24) **INSURANCE:** The following insurance is required and must be kept in force during the term of the contract. All required insurance must be in place prior to the start of any work. Wenatchee School District shall be given thirty (30) days prior written notice of any cancellation, suspension or material change in coverage. **Wenatchee School District must be named additional insured with endorsement provided.**

**Commercial General Liability**

- (a) Written on an occurrence basis with limits no less than \$1,000,000.00 combined single limit per occurrence and
- (b) \$2,000,000.00 aggregate for personal injury, bodily injury and property damage. Coverage shall include but not limited to: blanket contractual, products/completed operations, broad form property damage, explosion, collapse and underground (XCU) if applicable and employer's liability.

**Automobile Liability Insurance**

Limits no less than \$1,000,000.00 combined single limit per accident for bodily injury and property damage.

**Professional Liability Insurance**

Limits no less than \$1,000,000.00 per occurrence.

- 25) **CONFIDENTIALITY / SAFEGUARDING OF INFORMATION:** The Contractor shall not use or disclose any information concerning Wenatchee School District, or information which may be classified as confidential, for any purpose not directly connected with the administration of this contract, except with prior written consent of Wenatchee School District, or as required by law, during the term of this contract and beyond.
- 26) **SEVERABILITY:** The provisions of this contract are intended to be severable. If any term or provision is illegal or invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of this contract.
- 27) **SCHOOL BOARD APPROVAL:** No contract will be issued until approved by the School Board.
- 28) **DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION:** A Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion form is attached. This form is an integral part of this RFP and must be completely filled in, signed and returned as part of the proposal package in order to be considered as a qualified respondent.

## POST-BID PROCEDURES

1. **AWARDS:** The District seeks qualified Service Providers and reserves the right to reject any and all RFPs, to waive any and all informalities and the right to disregard all nonconforming, non-responsive, or conditional RFPs. Award of the contract(s) will be made on the basis of RFP price and other factors such as:
  - a) the ability, capacity, and skill of the Service Provider to provide the materials and/or services required;
  - b) the character, integrity, reputation, judgment, experience, and efficiency of the Service Provider;
  - c) whether the Service Provider can supply the materials and/or services within the time specified;
  - d) the quality of performance of previous materials and/or services; and
  - e) the previous and existing compliance by the Service Provider with laws relating to the contract or services.

The District may use any means necessary to assist in the evaluation of any RFP and to establish the responsibility, qualifications, and financial ability of the Service Provider to supply materials and/or services to the District's satisfaction within the prescribed time. The District reserves the right to reject the RFP of any Service Provider who does not pass any such evaluation to the District's satisfaction.

2. **TAXES:** The District is exempt from certain federal taxes. The District is required to remit Washington State Sales Tax for purchases outside of Washington where no sales tax is collected.
3. **DELIVERY:** RFP prices are to be FOB Destination and shipping is to be prepaid and included (by the bidder). All items ordered may not be delivered to the same address within the District. All merchandise is subject to inspection and acceptance by District personnel before final payment.
4. **PACKING LISTS:** Packing lists must accompany all deliveries and include Service Provider's name, purchase order number, RFP item number, unit of purchase, quantity shipped and quantity backordered. Packing lists are not considered invoices.
5. **PAYMENT:** Wenatchee School District' payment terms are NET 30. Invoices should be reviewed for accuracy to reflect information and pricing as RFP. At the discretion of the District, partial payments will be made for partial deliveries.

**RFP WSD – 062817**  
**Leased Fiber Wide Area Network**

FEDERAL DEBARMENT AND SUSPENSION  
(BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS THAT FOLLOW)

In submitting the proposal to provide products and/or services as outlined in the Request For Proposal specifications the prospective Service Provider certifies, by submission of this document, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from Federal procurement actions by any Federal Department or Agency. The prospective Service Provider further agrees by submitting this form that it will inform any and all subcontractors of this requirement and document such notification.

Where the prospective Service Provider is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation.

We fully understand that, if information contrary to this certification subsequently becomes available, such evidence may be grounds for non-award or nullification of a bid contract or cancellation of purchase orders and personal services agreements.

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, Participant’s Responsibilities.

Signed: \_\_\_\_\_

Title: \_\_\_\_\_

Firm: \_\_\_\_\_

Address: \_\_\_\_\_

City & State: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDICES

**Appendix 1:** List of Facility Addresses & Pricing Template

**Appendix 2:** List of known Entrance pathway diagrams for each location available on request:  
Please email [rfp@wenatcheeschools.org](mailto:rfp@wenatcheeschools.org) with email subject “RFP WSD-062817Entrance Pathway”.

# Operational Directors Goals and Action Plans

Strategic Plan Strategy: 2.4 Improved Engagement of Parents

Staff Member Responsible: Jon De Jong, Ron Brown, Teri Fink, Diana Haglund

Department: District Office

## 2016-2017

Goal	Action Steps	Timeline	Measure(s)	Funding
Use social media, such as Facebook, Instagram, Twitter, and YouTube to effectively communicate news, information, events and accomplishments to more people in our community.	<ul style="list-style-type: none"> <li>● Use district Facebook sites to present facts related to the 2016-17 levy.</li> <li>● Provide training to webmasters that included setting up Facebook pages, using Instagram and Twitter.</li> <li>● Facebook “Like” campaign</li> <li>● Added connection links to each website front page for social media systems</li> <li>● Used boosting to increase reach on levy posts</li> <li>● Increased use of video posts to drive traffic to pages</li> <li>● Pushed School Messenger training into 2017-18</li> <li>● Implement Archive Social to capture and archive all of our social media feeds for PRR and for potential uses of the archive within our social media systems</li> </ul>	Completed by spring of 2017	<ul style="list-style-type: none"> <li>● # of people liking facebook pages</li> <li>● # of clicks on particular posts.</li> <li>● # of people responding to event invitations</li> </ul>	District
Be more intentional about using print and digital media along with the Inside Wenatchee Schools district newsletter to provide news and information to the community on district initiatives and share accomplishments and other activities of interest to a broader audience across the state.	<ul style="list-style-type: none"> <li>● Provide district related material for the Wenatchee World’s Community Connections and blog.</li> <li>● Submit articles for WSSDA’s Our Kids, Our Future e-newsletter</li> <li>● Submit articles to Washington WorkForce Board for inclusion in monthly e-newsletter</li> <li>● Submit articles to Ready Washington and Washington STEM for distribution</li> <li>● Ensure Wenatchee World education writer is invited to events</li> <li>● Distribute ready to print stories and news releases with printable photos</li> <li>● Send periodic district eNewsletter to 4,244 subscribers.</li> <li>● Intentionally match the Wenatchee Learns Strategies and Objectives with each news story.</li> </ul>	Ongoing	Article Submissions Number of articles published	NA
Improve quality and consistency between all district websites.	<ul style="list-style-type: none"> <li>● Conduct website audit.</li> <li>● Brainstorm minimum requirements and layout requirements for all district websites.</li> <li>● Conversion of website to new version within Campus Suite.</li> </ul>	Ongoing	<ol style="list-style-type: none"> <li>a. List of minimum requirements.</li> <li>b. Updated websites</li> </ol>	NA

# Operational Directors Goals and Action Plans

Strategic Plan Strategy: 2.4 Improved Engagement of Parents

Staff Member Responsible: Jon De Jong, Ron Brown, Teri Fink, Diana Haglund

Department: District Office

	<ul style="list-style-type: none"> <li>requirements.</li> <li>Webmaster trainings x 4</li> </ul>			
Increase use of radio interviews on KOHO (15 Minutes morning show) and KPQ	<ul style="list-style-type: none"> <li>Schedule interviews that coincide with current month district initiatives and /or community connection articles</li> <li>Identify topics and speakers</li> <li>Work with Diana to schedule 1-2 weeks out</li> </ul>	Ongoing	Using community connections calendar add a field for radio interview	NA
Re-brand Thought Exchange to Wenatchee Learns	<ul style="list-style-type: none"> <li>Thought Exchange cosmetic re-branding to Wenatchee Learns</li> <li>Gather community feedback on bond proposals.</li> <li></li> </ul>	Winter	Number of survey responses (805 participants, 1100 thoughts)	
Mobile App	<ul style="list-style-type: none"> <li>Update design and content for mobile app</li> <li>Future use of Use Facebook “boosted” paid ads to launch on social media</li> <li>Provide flyer/graphic for school newsletters</li> <li>Relaunch in fall of 2017.</li> </ul>	April - Completed and available, now we need a push.		
Use video to share successes, showcase best practice programs and share Wenatchee Learns strategic plan objectives through visual storytelling	<ul style="list-style-type: none"> <li>Identify potential projects.</li> <li>Work with North 40 productions to plan/storyboard the video.</li> <li>Select appropriate times and venues for release of the video.</li> <li>Identify strong stories that are compelling and bring to life the Wenatchee Learns strategic vision</li> <li>Use social media (YouTube, Facebook and Twitter) to distribute</li> <li>Create and manage a WSD YouTube channel</li> <li>Identify strategic partners to share videos with</li> <li>Use videos at community meeting and events</li> <li>Show videos at to staff at opening day and provide links to building administrators</li> </ul>	Ongoing	<a href="#">Careers After School</a> <a href="#">Tapping the Power of Community Using Partnerships</a> <a href="#">iTeach others: Ninja Dojo</a> <a href="#">Wenatchee Learns - NGA</a> <a href="#">Learning Lab</a> <a href="#">Designing the Edge - Ski Making</a>	District Private Grants
Create district dashboard that includes key performance indicators for the district, buildings, and departments.	<ul style="list-style-type: none"> <li>Complete Qualtrics training.</li> <li>Provide operational directors with the understanding and a framework for identifying key performance indicators.</li> <li>Identify key performance indicators for district and schools based upon state accountability requirements.</li> </ul>	2016-17	Draft dashboard	

# Operational Directors Goals and Action Plans

Strategic Plan Strategy: 2.4 Improved Engagement of Parents

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Department: District Office

	<ul style="list-style-type: none"> <li>● Identify data sources and frequency of data collection for key performance indicators.</li> <li>● Build a draft dashboard by the end of 2016-17.</li> </ul>			
Continue to explore and promote parent communication and engagement strategies.	<ul style="list-style-type: none"> <li>● Review Thought Exchange feedback and determine appropriate response.</li> <li>● Engage parents and community in committee work.</li> <li>● Identify and create parent communication tools for relevant topics. Current topics include: 9-12 program opportunities (i.e. WVTSC, WSHS, WHS) assessment background information, college credit earning opportunities in the high school, joint newsletter with WVC and private industry to show linkages between programs and job opportunities</li> </ul>	Ongoing	<ol style="list-style-type: none"> <li>1. L&amp;T assessment work</li> <li>2. PBIS Dist. Committee, Curric. Adoption Committees, Citizen Facilities Committee, WHS Parent Advisory Committee</li> <li>3. Newsletters, Open Houses, brochures, website</li> </ol>	
Internal Communication	<ul style="list-style-type: none"> <li>● Create communication hub on the website to post minutes and agendas for committee work and email link to all staff.</li> <li>● Communicate to staff through internal eNewsletter</li> <li>● Use Qualtrics Surveys to collect information from staff and share that data out to stakeholders</li> <li>● Use our "All Staff" email group to send messages to all staff for important announcements and information (archive online in group forum format)</li> </ul>			
Targeted Communications and Special Projects	<ul style="list-style-type: none"> <li>● Create a parent and staff friendly information flyers on our assessment system</li> <li>● Create levy information sheet to be handed out at presentations and made available at school sites.</li> <li>● Create Secondary School Choice handout.</li> <li>● College in the high school informational piece created in partnership with Wenatchee Valley College.</li> </ul>			

# Operational Directors Goals and Action Plans

Strategic Plan Strategy: 2.4 Improved Engagement of Parents

Staff Member Responsible: Jon De Jong, Ron Brown, Teri Fink, Diana Haglund

Department: District Office

## 2015-2016

Goal	Action Steps	Timelines	Measure(s)	Funding
Use social media, such as Facebook, Instagram, and Twitter, to effectively communicate events and accomplishments to more people in our community.	<p><b>Facebook:</b></p> <ul style="list-style-type: none"> <li>● Identify site admin/moderators for each building/department.</li> <li>● Provide training on ??? that includes:                             <ul style="list-style-type: none"> <li>● Review FERPA</li> <li>● Review analytics</li> </ul> </li> <li>● Facebook “Like” campaign</li> </ul> <p><b>School Messenger</b></p> <ul style="list-style-type: none"> <li>● Principal demonstration on ways to do multiple postings</li> <li>● Rollout new mobile app in August                             <ul style="list-style-type: none"> <li>○ <a href="#">Repository for writers</a></li> </ul> </li> </ul>	Winter/Spring of 2016	<ul style="list-style-type: none"> <li>● # of people liking facebook pages</li> <li>● # of clicks on particular posts.</li> <li>● # of people responding to event invitations</li> </ul>	District
Be more intentional about using the Wenatchee World’s Community Connections and blog to provide updates to the the community on district initiatives, accomplishments and other activities of interest.	<ul style="list-style-type: none"> <li>● Develop a calendar for submitting articles.                             <ul style="list-style-type: none"> <li>○ <a href="#">Link to Online Calendar</a></li> </ul> </li> <li>● Identify guest authors to submit articles on a variety of topics.</li> <li>● Identify specific topics to be addressed in the article submissions.</li> </ul>	Winter 2016	<a href="#">Completed calendar.</a>	NA
Improve quality and consistency between all district websites.	<ul style="list-style-type: none"> <li>● Conduct website audit.</li> <li>● Brainstorm minimum requirements for all district websites.                             <ul style="list-style-type: none"> <li>○ <a href="#">Current (not enforced)</a></li> </ul> </li> <li>● Develop shared understanding with principals &amp; directors on what the minimum requirements will be.</li> <li>● Update all district websites to reflect the minimum requirements.</li> <li>● Webmaster training end of year (June) with audit data and minimums to prepare sites for fall.</li> </ul>	Winter/Spring of 2016	<ul style="list-style-type: none"> <li>c. List of minimum requirements.</li> <li>d. Updated websites</li> </ul>	NA
Increase use of radio interviews on KOHO (15 Minutes morning show) and KPQ (1 hr business beat)	<ul style="list-style-type: none"> <li>● Schedule interviews that coincide with current month district initiatives and /or community connection articles</li> <li>● Identify topics and speakers</li> <li>● Work with Diana to schedule 1-2 weeks out</li> </ul>	Winter/Spring	Using community connections calendar add a field for radio interview	NA



# Operational Directors Goals and Action Plans

Strategic Plan Strategy: 2.4 Improved Engagement of Parents

Staff Member Responsible: Jon De Jong, Ron Brown, Teri Fink, Diana Haglund

Department: District Office

Re-brand Thought Exchange to Wenatchee Learns	<ul style="list-style-type: none"> <li>● Contact Thought Exchange to confirm cosmetic re-branding details</li> <li>● Create a 4x6 postcard insert (business reply) for April Special Edition of Inside Wenatchee Schools</li> <li>● Identify future survey needs</li> </ul>	April	Number of survey responses	
Launch Mobile App	<ul style="list-style-type: none"> <li>● Design content for mobile app</li> <li>● Test mobile app functionality</li> <li>● Use Facebook “boosted” paid ads to launch on social media</li> <li>● Provide flyer/graphic for school newsletters</li> </ul>	April		
Update Websites to New Campus Suite content management system (CMS)	<ul style="list-style-type: none"> <li>● Choose new website design framework</li> <li>● Identify timeline for conversion</li> <li>● Train staff on new CMS</li> <li>● Launch new interface</li> </ul>	Spring/Fall		
Create district dashboard that includes key performance indicators for the district, buildings, and departments.	<ul style="list-style-type: none"> <li>● Complete Qualtrics training.</li> <li>● Provide operational directors with the understanding and a framework for identifying key performance indicators.</li> <li>● Identify key performance indicators for district and schools based upon state accountability requirements.</li> <li>● Identify data sources and frequency of data collection for key performance indicators.</li> <li>● Build a draft dashboard by the end of 2016-17.</li> </ul>	2016-17	Draft dashboard	

# Performance Tracking

Improve the work of your district by measuring what matters

*Patty Poppe Polster*

**T**he word improvement implies measurement. The identification of key performance measures is among the most critical responsibilities of school leaders. Educators will be among the first to acknowledge that the current state of educational measurement is not where we would like it to be. And the current discord around the Common Core and related assessments will not improve matters anytime soon. Nonetheless, educational leaders are charged with improving outcomes for kids across the country, and we must continue to do so.

School districts are complex organizations, and efforts to improve them can often feel disjointed and overwhelming. The following framework may assist district leaders in their efforts to continuously improve outcomes for their students. School district leaders, more than anyone else, have to keep the end in sight—and must effectively communicate that desired end throughout the district.

In order to effectively monitor (and ultimately

improve) the performance of the school district, leaders must build a strong foundation around a common purpose and principles—as well as the measures that will be used to assess the effectiveness of efforts to achieve them. Performance measures should 1) inform the work that gets done throughout the system as well as how it gets done and 2) be aligned at all levels throughout the system (district, building, department/grade level, classroom).

## LAYING THE FOUNDATION

Identification of a common purpose is one of eight key ingredients to forming a highly effective group. Self-help books as well as books geared toward professional development emphasize the importance of a clear purpose in supporting improvement. And anyone familiar with the organizational management literature can tell you how crucial it is to develop a clearly articulated mission statement that explains the purpose of the organization's existence. A school district's purpose is the foundation

upon which everything else should be built: departmental and building improvement plans, budget, policies and processes, and all of the things that individuals do each and every day.

In order to function most effectively as a team, school board members must understand, agree on, and clearly articulate the purpose of their school district as well as the “measures that matter” in assessing the district’s performance in achieving that purpose.

Those familiar with organization-oriented approaches to improvement also understand the value of identifying a few key guiding principles to inform how the work gets done within an organization. For example, the Baldrige Criteria for Performance Excellence calls on leaders to identify core values. In strategic planning work, these may be referred to as belief statements.

Whatever we call them, it is possible for groups to get bogged down in wordsmithing these principles. One way to move forward is to agree on some draft language and then move on to the identification of measures to assess performance on the key principles proposed. This can be a challenge, but the conversation around how we will measure performance on our principles is invaluable. The clear identification of performance measures enables and facilitates clear communication and planning.

### **PLANS AND PROGRAM EVALUATIONS**

All too often, planning efforts in school systems (as well as in other organizations) proceed without sufficient discussion around measures of effectiveness. In education, we have a tendency to focus on “means” rather than “ends.” This leads to conversations that board members and superintendents sometimes refer to as “in the weeds.” Board members have to constantly assess whether they are working at an operational level (which should be reserved for administrators) or at the governance level (where their work should be focused).

By clearly communicating which measures matter in terms of overall district performance and focusing on topics related to those measures, board members empower district leaders to plan and assess more effectively throughout the system.

Each building, department, and/or committee can then examine the areas of district performance most

closely related to their work. They can determine how they can contribute to moving that needle by aligning their own measures of performance (at the school, department, plan, or committee level) with those of the district.

Measures selected to evaluate the effectiveness of programs should be related to or lead to the district measures of purpose or principles. In their book, *The Balanced Scorecard*, Robert Kaplan and David Norton refer to the utility of both leading indicators (more frequent assessments, smaller scale) as well as lagging indicators (less frequent, larger scale—in this case, measures of district performance on purpose and principles).

Program evaluations should be informed by the measures selected to assess performance on purpose and principles. A rationale linking the two measures should be provided and, where available, evidence of predictive validity for the program evaluation measure. Such evidence will show good performance on that measure is likely to be followed by good performance on the district measure.

It seems that strategic planning has come to be understood as synonymous with continuous improvement. In fact, it is only one of many tools available to support improvement efforts. Without a solid understanding of how the district is performing in terms of its purpose and key guiding principles, the usefulness of any planning effort is diminished.

Data related to the district’s performance in achieving its purpose and enacting its principles should inform planning as well as measurement throughout the system. This planning includes a strategic plan, a professional development plan, building improvement plans, and departmental plans.

In addition to addressing academic achievement, some districts also establish districtwide committees to coordinate work in critical areas such as human resources, finance, facilities, technology, community relations, and/or governance.

### **PROCESSES, POLICIES, AND PRACTICES**

An analysis of performance data related to purpose and principles should inform systematic review of district processes, policies, and practices. Processes and policies guide the work that individuals within the district

*Perhaps the most important rationale for school boards to be clear about how they measure district performance is the effect that information can have on the things that people chose to do each day within the district.*

do every day (practices) as well as how they do it.

For example, if a district has identified community satisfaction as a key guiding principle, then they should be measuring various aspects of satisfaction through a general survey. Results on this measure may indicate that people are less satisfied than district leaders would like.

Administrators may then dig deeper into community satisfaction by holding focus groups or conducting targeted phone surveys. Results of these more specific measures may indicate that parents are particularly unsatisfied with the enrollment process. This would inform the administration's planning and should result in a close examination of the enrollment process, followed by a systematic effort to improve the process.

Board members and administrators alike would look for evidence of improvement the next time that the community satisfaction measure is administered.

Another example that is particularly relevant lately is board discipline policies. If policies have been approved that call for the use of out-of-school suspension for frequent infractions, then leaders may want to take a closer look at attendance data. Attendance rates are often a high-stakes measure in state accreditation systems, and efforts to improve them are increasingly important.

If close examination of attendance data indicates that a significant number of absences are related to

suspension on low-danger issues, district leadership may want to revisit those policies. (In fact, many have already done so.)

## PEOPLE

Perhaps the most important rationale for school boards to be clear about how they measure district performance is the effect that information can have on the things that people choose to do each day within the district. Clearly communicating which measures matter is only the beginning. In order to really impact day-to-day behavior, feedback (strategically designed and implemented to serve as positive reinforcement) will be necessary.

Managing the performance of the individuals within the system is an administrative activity, though. It's not something that the board should be involved in once measures have been established and communicated. The key point here is the relationship between how the board will measure district performance and the influence that this information can have on the behavior of each person within the district as it is translated through building, department, committee, and evaluation structures.

Each school district is a unique system with many common structures. District leaders can support improvement efforts by clearly communicating the district-level measures that matter and supporting administrators in establishing structures (plans, committees, and processes) to systematically align the efforts of individuals within the system.

Board members, in particular, can support improvement efforts by examining the extent to which they use their tools of governance—the board meeting agenda, strategic plan, budget, and professional development plan—to foster alignment throughout the system. They also can set an example by identifying performance measures to assess their own effectiveness or success as a board.

By focusing on their common purpose and clearly identifying the measures that matter, district leaders will create a culture of continuous improvement.

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*Patty Poppe Polster (polster@msbanet.org) is the director of continuous improvement at the Missouri School Boards' Association.*

## Identifying Key Performance Indicators

1. Key Performance Indicators should align with a strategic objective. Key Performance Indicators are the metrics by which we measure progress on strategic objectives. The District's strategic objectives are as follows:

1.1 Flexible Personalized Learning System

1.2 STEM/Project Based Learning

1.3 Students Exploring Career Paths

1.4 **More Positive and Safe Learning Environments**

2.1 Skilled Volunteering Opportunities

2.2 Citizen-Student Mentoring

2.3 **Partnerships with Businesses**

2.4 More Engagement of Parents

3.1 Personal Technology Devices for Learners

3.2 Blended Learning Environments (face-to-face & electronic)

3.3 **The Right Tools and Resources for Staff**

3.4 **Facilities that Support Optimal Learning**

4.1 **Continuous Improvement of Service Quality**

4.2 **Sound Fiscal and Resource Management**

4.3 High Student Achievement

4.4 **Highly Trained and Engaged Staff**

2. Filters for identifying key performance indicators should include:

- Legal Compliance/Regulatory (i.e. required inspections, state assessments, etc.)
- Operational Dept. Quality Standards/Best in Class
- Combination of leading (drivers of future performance) and lagging (measures of past performance) indicators
- Support strategic plan or board/community priority
- Departmental key work process
- There is a data source in place or one can be easily created
- What are the ways in which viewers might want to disaggregate the data (i.e. by building, by demographic group, etc.)
- KPI's are not goal statements

**Goal:** 90% of all WSP safety inspections during the 2016-17 school year will be satisfactory.

**KPI:** % of satisfactory WSP bus inspections

Category	Goal	Measure	Target	Frequency	Reporting Period	Location	Department	Owner	Target	Measure of Data/Tools	Timeline	Other Needs/Information
Operational Technology	3.4 Facilities that Support Optimal Learning	Percentage of uptime reliability	Network Reliability - Network outages (WAN)	WebHelpDesk Mgmt System	Monthly	WAN, WLAN, LAN	OpTech/Network Services	Dave Yancey	85%	District, building, month, outage time.		Ron will build a survey for monthly up/down per site.
Operational Technology	4.1 Continuous Improvement of Service Quality	% of WO responded to within 4 hrs	Ticket Response - Percentage of timely first contact	WebHelpDesk Mgmt System	Monthly	Location	OpTech/Centra Division	Dave Yancey	85%	Work orders responded to within the proper response time.		Ron will build a survey for monthly responses per site.
Operational Technology	3.3 The Right Tools and Resources for Staff	% of Instructional staff at current computer standards	Current Equipment Standards - Meets needs for district curriculum and operations	WebHelpDesk Mgmt System	Bi-annually (when?)	Deployed Equipment Types	OpTech/Director	Dave Yancey	90%	District, building, departments, percentage in standard, out of standard		Ron will build a survey for bi-annually deployment per site.
Special Education	4.4 Highly Trained and Engaged Staff	% of special education staff that have participated in staff development	% of staff that have participated in staff development	Survey	Annual	Classified and certified staff	Special Education	Trisha Craig		Names, employee type, Building, # staff WSD, # staff sped trainings, Type (behavior, safety, instruction)	17-18	
Special Education	2.3 Shadows and Paying Jobs	% of High School Special Education Students in Job Shadows and Paying Jobs	% of High School Special Education Students in Job Shadows and Paying Jobs	Survey	Bi Annual	Job Shadow vs. Paid Employment		Trisha Craig		Student, case manager, Building, # student in Job Shadow, # students in payed employment, # of special ed students, Age	16-17	
Special Education	4.1 Continuous Improvement of Service	Internal consistency index (ratio of signed services/20)	Consistency Index Score	Survey	Yearly	IEP, Evaluation, Service delivery		Trisha Craig		# of Sufficient Evaluations, # properly formulated IEP, # student programs aligned to IEP, building, calculate consistency index	16-17	
Custodial	1.4 More Positive and Safe Learning Environment	% of custodial staff who report a job related injury	Safety- on the job injuries	Survey	Quarterly		M&O	Bryan Brockie		District, Building, # reported injuries, # of staff total, location of injury	16-17	
Custodial	3.4 Facilities that Support Optimal Learning	overall cleanliness rating	Inspections	Survey	Quarterly		M&O	Bryan Brockie		District, Building, rating (1-5)	17-18	
Custodial	4.4 Highly Trained and Engaged Staff	% of staff who feel they have enough training for their job	Training	Survey	Annual		M&O	Bryan Brockie			16-17	Gym area, restrooms, hallways and entry ways, classrooms, Libraries, Locker rooms, Cafeteria and kitchen, office areas, auto scrub hard surfaces, extracting carpets, stripping floors, waxing floors, waxing mats
Athletics	1.4 More Positive and Safe Learning Environment	Increase participation rate of under represented group	Meeting Title IX Standards	Custom Report and Survey	Annual		Athletics	Jim Beeson/Leanne	Set annually based on 15-18	District, building, sports, male, female	2015-2016	Ron will duplicate title 9 survey into quizzes
Athletics	4.3 High Student Achievement	% of students academically eligible for sports at each season	Percentage of Eligible Student/Athletes	Eligibility Reports Calculated from sheets and survey	Each Season		Athletics	Jim Beeson		District, building, sports, eligibility, season	2017-2018	Add formulas to the Eligibility sheets to calculate, then upload to survey location.
Athletics	1.4 More Positive and Safe Learning Environment	% athletes satisfied with their experience	Athlete feedback survey	Survey	Per Season		Athletics	Jim Beeson			2017-2018	
Risk, Safety and Security	1.4 More Positive and Safe Learning Environment	% of facilities who have conducted inspections	Conducting Annual Building Safety Inspections	Safety Committee Building Inspection Sheet	Annually	Location	Risk, Safety and Security	Adam Bergstrom	100%	Date, building, optional comment field, optional file upload (minute, report, etc)	2017	Castlerock ECLC, Columbia, District Office, Foothills MS, Lewis and Clark, Lincoln, Maintenance and Operations, Mission View, Newbery, Orchard MS, Pioneer MS, Sunnyslope, Tech Center, Transition House, Transportation, Valley Academy, Washington, Wenatchee HS, Westside HS
Risk, Safety and Security	1.4 More Positive and Safe Learning Environment	% of facilities who have conducted safety committee meetings	Conducting Quarterly Building Safety Committee Meetings	Safety Committee Meeting Minutes	Quarterly	Location	Risk, Safety and Security	Adam Bergstrom	70%	Date, building, optional comment field, optional file upload (minute, report, etc)	2017	Castlerock ECLC, Columbia, District Office, Foothills MS, Lewis and Clark, Lincoln, Maintenance and Operations, Mission View, Newbery, Orchard MS, Pioneer MS, Sunnyslope, Tech Center, Transportation, Valley Academy, Washington, Wenatchee HS, Westside HS
Risk, Safety and Security	1.4 More Positive and Safe Learning Environment	% of facilities that conduct a safety drill monthly	Conducting Monthly Safety/Emergency Drills	Monthly Drill Report	Monthly	Location	Risk, Safety and Security	Adam Bergstrom	100%	Date, Time, Type (Fire, Earthquake, Lockdown, Shelter in place, Mapping), building, optional comment field, optional file upload (minute, report, etc)	2017	Washington, Wenatchee HS, Westside HS
M&O Trades	1.4 More Positive and Safe Learning Environment	% of work orders related to safety issues	Reported safety issues	School Dude Reports	Quarterly	School	M&O	Thompson	10% or lower	Building, total WO, WO logged w safety issue		
M&O Trades	4.1 Continuous Improvement of Service Quality	% of staff who rate their equipment better than good	Equipment quality, suitability	Transportation service reports, director evaluation report	Yearly	Vehicles, equipment, tools	M&O	Thompson	80%	Perception survey: Trade, 1. You have the equipment necessary for your job. (most, some, always w comment) 2. Rate the working condition of your equipment. (poor-excellent) 4. What else would you like to let us know about your equipment.		
M&O Trades	4.1 Continuous Improvement of Service Quality	% of WO completed within 10 work days	Work order completion times, efficiency of work	School Dude reports, Aesop reports	Quarterly	Trade	M&O	Thompson	80%	Trade, total # WO, completion time in days	2016-2017	Carpenter, Painter, Locksmith, Custodial Equip Tech, HVAC Tech, Plumber, Electrician, Trades Assistant, Groundsman, Delivery
Food Services	4.2 Sound Fiscal and Resource Management	% of equipment purchased with food service revenue	Meet budget and be self supporting. Labor and expenses not exceeding budget. Able to purchase program equipment and other operational items	Survey	Annual		Food Services	Lutgen			17-18	
Food Services	4.2 Sound Fiscal and Resource Management	% of NSLP requirements met	Meet all NSLP requirements.	Survey	Annual		Food Services	Lutgen	100%	District, total requirements, requirements met	15-16	
Food Services	4.1 Continuous Improvement of Service Quality	% of overall staff satisfaction	Staff have the proper items and equipment and support to complete their job duties, safe work environment	Survey	Monthly		Food Services	Lutgen	90	District, building, % satisfaction	2016-2017	
Food Services	4.1 Continuous Improvement of Service Quality	% of students served	Monthly participation	Survey	Monthly/Annually		Food Services	Lutgen		District, building, total students, lunch served, breakfast		
Food Services	4.4 Highly Trained and Engaged Staff	% of sites within standard	Site reviews	Survey	Annual		Food Services	Lutgen		District, building, total # buses, total # motor pool, # buses meeting, # motorpool meeting money spent on vehicle, vehicle spent on, what service/part, when	17-18	
Transportation	1.4 More Positive and Safe Learning Environment	% vehicles that meet WSP safety requirements	Percentage of vehicles meeting safety requirements	WSP inspections	Annually		Transportation	Bob Sanford	98	# of out of district trips, # using school buses, # using charters	16-17	
Transportation	4.2 Sound Fiscal and Resource Management	Money spent on vehicles	Money spent towards vehicle services and parts inventory	Service Finder	Annually		Transportation	Bob Sanford			17-18	
Transportation	4.2 Sound Fiscal and Resource Management	% of District Buses used for Out of District trips	Percentage of District Buses used for Rosters	Travel Tracker	Semi Annually		Transportation	Bob Sanford			16-17	
Fiscal	4.2 Sound Fiscal and Resource Management	Number of Audit Findings per Year	No audit findings	Survey	Annually	District, department	Finance	Karen Walters		fiscal year, number of findings, Area of 0 Audit finding	2010	
Fiscal	4.1 Continuous Improvement of Service Quality	% payroll done manually through check writing	Meeting Payroll Deadlines	Survey	Monthly	District	Payroll	Tammy Hubensack		Months, total payroll, manual checks	Sep 2016	
Fiscal	4.2 Sound Fiscal and Resource Management	% reserve	% reserve	Survey	Annually	District	Finance	Karen Walters	5%		2015	
Human Resources	4.4 Highly Trained and Engaged Staff	Increase retention rate of staff		Survey	Annually	District, department, building, cert, class, admin	HR	Heather				
Human Resources	4.4 Highly Trained and Engaged Staff	Overall grade exiting employee gives the WSD		Survey	Annually	District, department, building, cert, class, admin	HR	Heather				