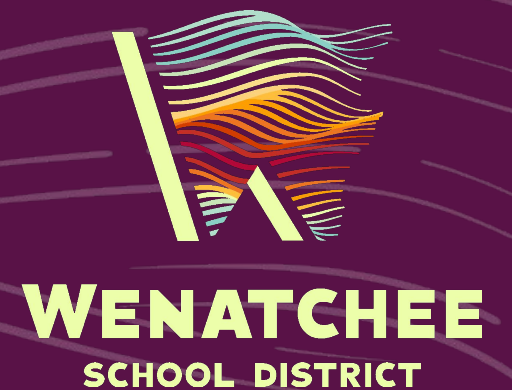


# **Board Workshop Budget Update: Written Analysis**

February 12, 2024



# Purpose of Budget Reductions

**To reduce overall costs to annually balance staffing with declining enrollment.**

# WSD Budget Concerns

**Annual  
ongoing  
impacts to  
our budget.**



# Factors that impact 24 - 25 budget

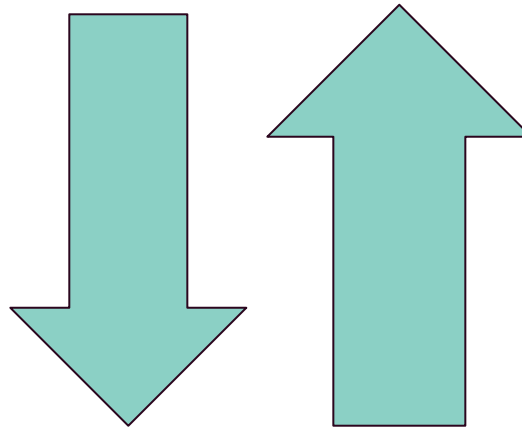
## Expenditures are out pacing revenues

### Revenues:

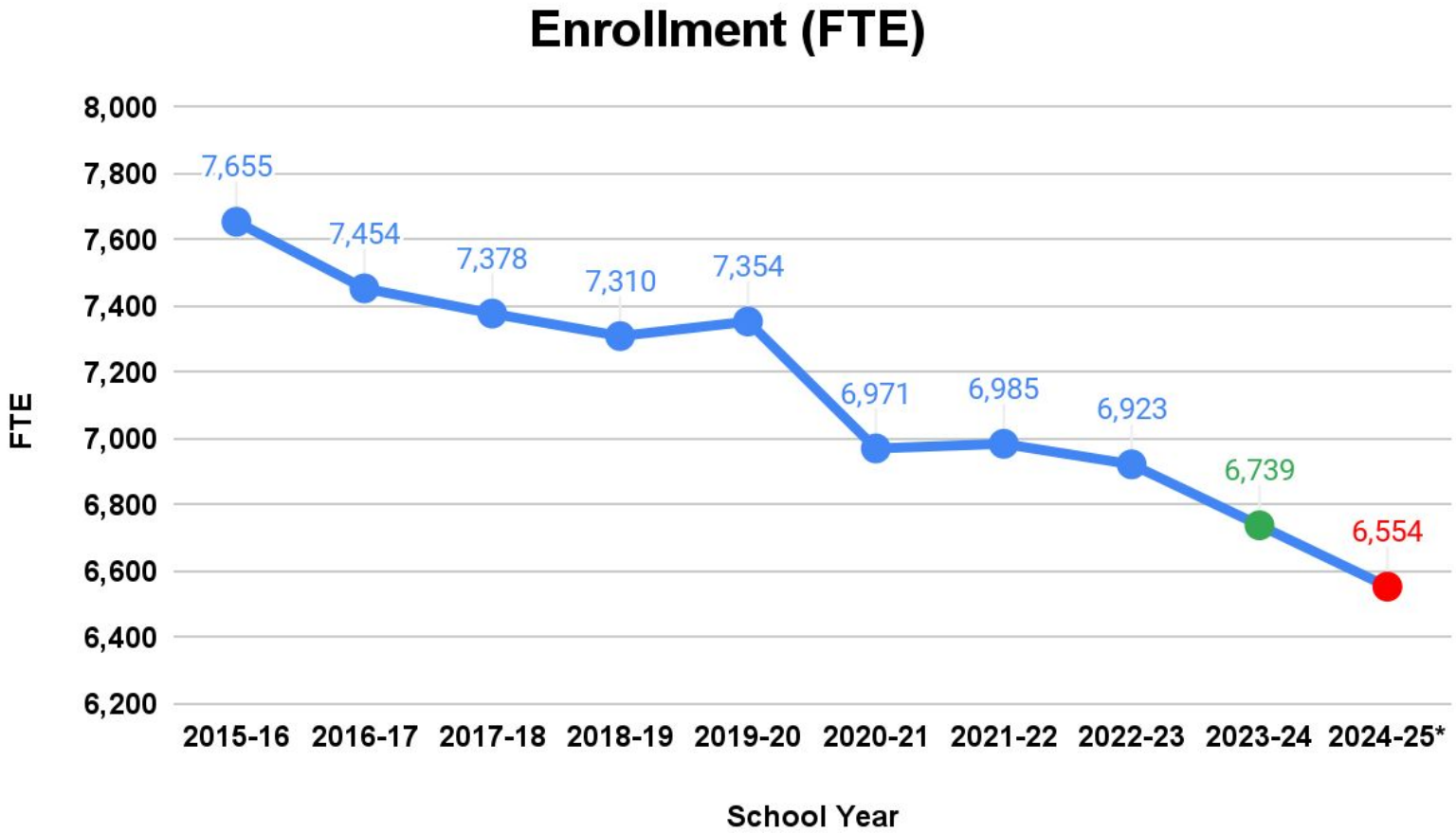
- Enrollment has been on a declining trend
- Regionalization dollars are decreasing
- Federal ESSER dollars will end this year
- Local Effort Assistance (LEA) is decreasing (levy)

### Expenditures:

- Staffing levels increased during 20-21 to 22-23
- Staffing costs continue to rise: insurance, IPD, etc.
- Inflationary cost to MSOC throughout the district



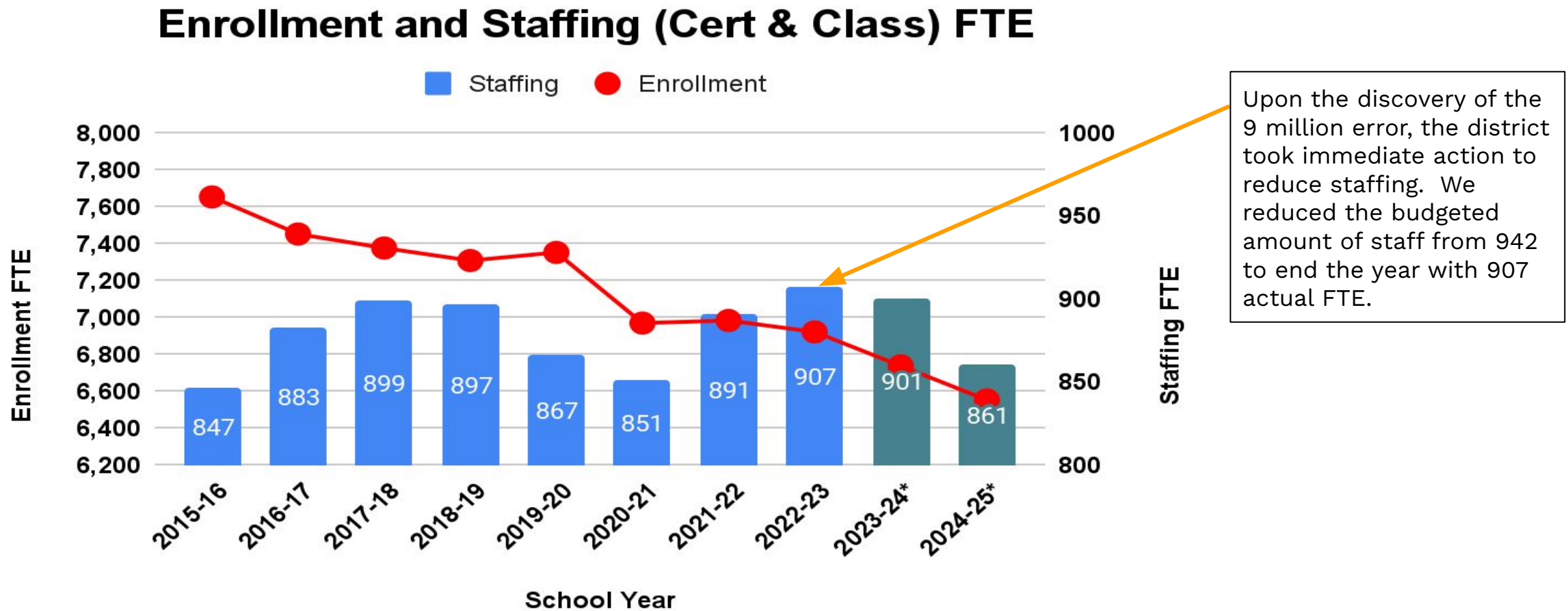
# Enrollment History & Projections



- Contributing factors:
- COVID lockdown (2020-21)
  - Private and charter schools opening in area (starting 2021-22)
  - Increased housing costs
  - County birth rates - overall decline since 2015
  - Graduating classes larger than incoming classes

\*Projections, not actual  
All enrollment years exclude Running Start and Open Doors

# Enrollment & Staffing Comparison



\*Budget/Projections, not actual  
All enrollment years exclude Running Start and Open Doors



## 2023 - 2024 Budget Reductions

Staffing	\$4,060,000
MSOC's	\$230,000
Time Sheeting	\$20,000
Contracts	\$540,000
Total \$	\$4,850,000



# Funding Analysis

## How the District is Funded

- **Funding Sources:** The District has three main funding sources: State, Local, and Federal. State funding makes up about 74% of district funding, followed by federal at 15%, and local at 11%. **In short, 26% of district funding comes from other than the state.**
- **State funding is primarily driven by enrollment.** State funding includes, but is not limited to basic education, alternative learning, CTE, bilingual, and learning assistance programs (regular and high poverty). The district is funded through the state prototypical funding model, which is determined by the state legislature. **As enrollment declines, the district receives less funding from the state.**
- **Federal funding** primarily comes in the form of grants, which **must be used for specific programs and activities**, such as Title I, School Improvement, or Migrant Education. Expenditures are monitored and reviewed by federal agencies before they reimburse the district and the Office of the Washington State Auditor's Office audits our largest federal programs every year.
- **Local resources** make up the remaining 11% of our budget. **Local resources are primarily funded by our local levy.** Local resources go to activities that are not funded by state or federal funding, including our athletic programs, music programs, and technology. **Our current levy expires in December 2025 and will need to be replaced in order for the district to continue providing for these programs.**





# Funding Analysis

## **Budget Reductions & Decline in Funding**

To achieve fiscal sustainability, the district has targeted a preliminary reduction target range of \$8 million to \$9 million in budget reductions in preparation for the 2024-2025 school year. This range will change as the district receives more information, specifically when the state legislative session concludes in early March.

### **2024-25 Budget Reduction Factors:**

- Declining enrollment
- Declining State Local Effort Assistance (LEA) funding
- Declining State Regionalization funding
- Rising inflationary costs - widening gap between staffing and operational costs and state funding
- Exhausting Federal Emergency COVID funding
- June 2022 tracking error

# Funding Analysis

## Fund Balance & Fiscal Sustainability

- Board Policy requires the district to maintain a minimum fund balance of 5% of total expenditures. These funds are set aside for maintaining day-to-day operations, paying bills and for staff salaries. Additionally, these funds may be needed for emergency repairs or unexpected events.
- If the district uses its minimum fund balance to cover budget shortfalls, it puts itself in a vulnerable position where it may not have enough funds to make payments, process payroll, or address emergency repairs or other urgent needs that may arise in the future.
- The District is already committed to utilizing \$2.9M in fund balance to offset budget reductions either in the 2023-24 school year or subsequent school years.
- Fund balance utilized in one school year will result in reductions in future years.

**Questions?**

# Year Two Budget Reductions

- Continuing the conversations
- Enrollment and budget monitoring
- Year end closeout
- The beginnings of plan for 24/25 budget reductions
  - Using a similar model of last year
  - Adding new elements
- Understanding the magnitude

# Other Reduction Approaches Considered

- **Staff reductions, contracts, MSOC** only (23/24 reduction model)
- **Reboundary the school district** - effectively move students to equalize school enrollment
- **Reconfiguring the District's grade bands** - moving sixth grade down to elementary
- Potentially having a **ninth grade campus** and two middle schools
- **Programmatic reductions district-wide**
- We needed to go bigger still - something that impacts multiple departments in some way. **Close a school**

# Areas of Potential Growth

- **Transition to Kindergarten (TK)**
  - Early learning opportunities
  - Academic impacts
- **Valley Academy of Learning**
  - Wait list of student (in district and out)
  - Growth potential @ 9th and 10th grade
- **College in the High School**

# Budget Communication

- Budget Committee 9/26/23
- Association Budget Update 9/26/23
- Budget Update #1 9/27/23
- Budget Update #2 12/4/23
- Building and Department Budget Update (Oct - Dec)
- Budget Update #3 1/9/24
- Budget Committee 1/18/24
- Association Budget Update 1/18/23
- Press Release 1/20/24
- Budget Update #4 1/22/24
- School Board Presentation on Budget Plan 1/23/24

**[wenatcheeschools.org/budget](https://wenatcheeschools.org/budget)**





# Plan for System-wide Budget Reductions

Changes at each level will generate significant annual savings and begin to align staffing with enrollment.

## High School Schedule Change

Change the schedule from a 4x4 block to a 6 period day

**At least \$800,000**

## Middle School Common Schedule

Create a common schedule for all three middle schools

**At least \$1.5 million**

## Elementary School Consolidation

Reduce from 7 schools to 6  
Closing Columbia

**At least \$3 million**

**Reduction Target: At least \$5 Million Savings Annually**



# **Additional Budget Reductions and Adjustments - \$3 million**

**As long as enrollment continues to decline we will need to continue to do the following.**

Over the next two years (24-25 & 25-26)

- Staffing Model (alignment of enrollment to staffing K-12)
- Evaluate Additional Staffing Reductions District-wide
- Restructure Departments
- Reduce Programs
- District Level Materials Supplies & Operating Costs (MSOCs)

# Staffing Reductions Due to Closure of Columbia

Classified	\$372,873
Certificated	\$2,780,463
Administrative	\$424,339
Estimated Total Staff Reduction Cost	\$3,577,675

# Why Elementary Consolidation is Necessary

**Through consolidation the district can save at least \$3 million annually**

- The time to correct our misalignment is now. We cannot rely on next year to fix the problems of the past years since the pandemic.
- Enrollment is down. Projections indicate declining enrollment will only get worse.
- It is not economically responsible to keep buildings in use that have empty classrooms and rooms not used for grade level instruction..(43 classrooms in TK-5 not used for grade level instruction)
- Consolidating from seven to six buildings will increase efficient use of categorical support, Special Education, transportation, teaching staff, nutrition services and M&O.
- Ensures our most vulnerable and high need students continue to receive services and support. Consolidation allows for stronger financial stability for our schools and students into the future.
- Will allow for materials, supplies and operating (MSOC) savings
- Consolidation puts our teaching staff more in line with enrollment now and in the future

**Questions?**



# **Data and Comparisons**



# Elementary Analysis

Lowest Headcount for Absorption	Most Centralized Location for Transportation	Least opportunity for New Housing Growth	Highest % of Enrollment Decline 15-16 to Jan. 2024	Least # of Staff (Headcount of Classified, Certs & Admin)
Sunnyslope (303)	Washington	Columbia	Columbia** (26.5%)	Sunnyslope (47)
Columbia (341)**	Columbia	Lewis & Clark	Washington (22.7%)	Columbia (60)
Lewis & Clark (406)	Newbery	Washington	Newbery (22.2%)	Lewis & Clark (65)
Mission View (428)**	Lewis & Clark	Lincoln	Mission View** (18.3%)	Newbery (66)
Newbery (420)	Lincoln	Newbery	Lincoln (13.6%)	Mission View (70)
Lincoln (450)	Mission View	Sunnyslope	Lewis & Clark (12.3%)	Washington (73)
Washington (480)	Sunnyslope	Mission View	Sunnyslope (.01%)	Lincoln (78)

# Demographics

School	Data from OSPI School Report Card				
	Low Income 2023-2024 (students)	Hispanic /Latino 2023-2024 (students)	English Language Learners (2023-2024) (students)	Migrant (2022-2023) (students)	Students with Disabilities (2023-2024) (students)
Abraham Lincoln	84.4% (384)	74.9% (341)	43.1% (196)	19.6% (91)	15.8% (72)
Columbia	78.8% (268)	73.8% (251)	43.5% (148)	15.7% (52)	17.4% (59)
John Newbery	59.2% (247)	43.2% (180)	19.4% (81)	9.8% (41)	14.6% (61)
Lewis & Clark	84.7% (350)	70.7% (292)	43.1% (178)	18.8% (81)	14.5% (60)
Mission View	89.3% (382)	65.9% (282)	41.6% (178)	18.9% (86)	17.8% (76)
Sunnyslope	29.6% (91)	26.4% (81)	9.8% (30)	3.3% (10)	12.1% (37)
Washington	49.6% (239)	39.8% (192)	19.9% (96)	8.8% (43)	15.1% (73)

# Elementary Data

School	January 2024 Student Count & Average Class Size		
	Current Enrollment TK-5	Grade Level Teachers TK-5 (non PALM Specialists)	Average class size
Abraham Lincoln	450	21	21.4
Columbia	341	17	20.1
John Newbery	420	20	21
Lewis & Clark	406	19	21.4
Mission View	428	20	21.4
Sunnyslope	303	13	23.3
Washington	480	20	24

# Elementary Data

School	Headcount 2015-2016 (OSPI School Report Card)	Current Headcount TK-5 (Jan 2024)	Enrollment Difference
Abraham Lincoln	521	450	-71 (-13.6%)
Columbia	464	341**	-123 (-26.5%)
John Newbery	540	420	-120 (-22.2%)
Lewis & Clark	463	406	-57 (-12.3%)
Mission View	524	428**	-96 (-18.3%)
Sunnyslope	307	303	-4 (-.01%)
Washington	621	480	-141 (-22.7%)

\*\*Includes Transitional Kindergarten - added in 2020

# Elementary Data

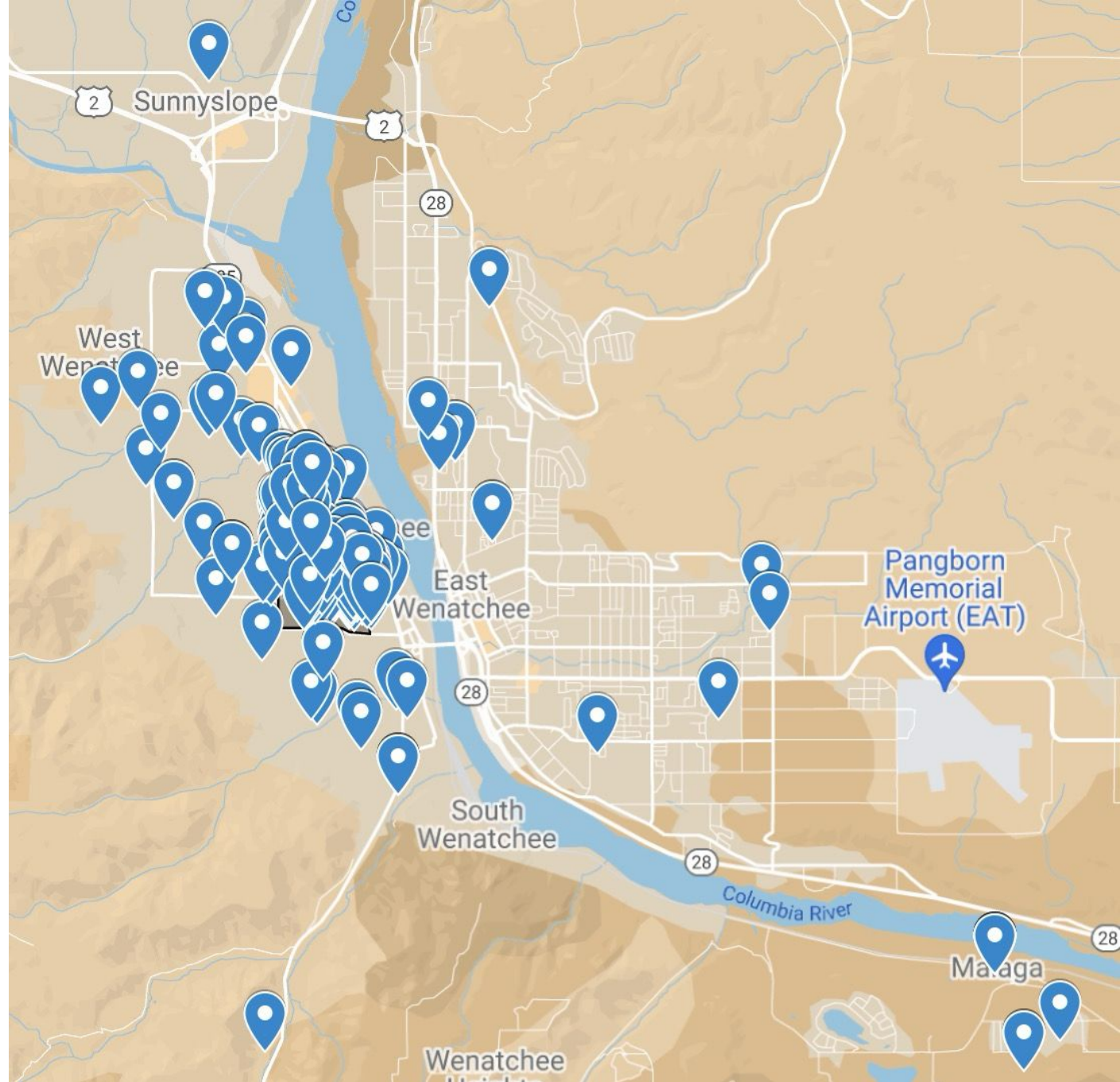
School	Rooms not being used for Grade Level Classrooms
Abraham Lincoln	3 (25 rooms)
Columbia	9 (26 rooms)
John Newbery	5 (25 rooms, not including bubble)
Lewis & Clark	10 (28 rooms)
Mission View	7 (26 rooms)
Sunnyslope	2 (16 rooms)
Washington	7 (27 rooms)

# **Plan for Student Reassignment**

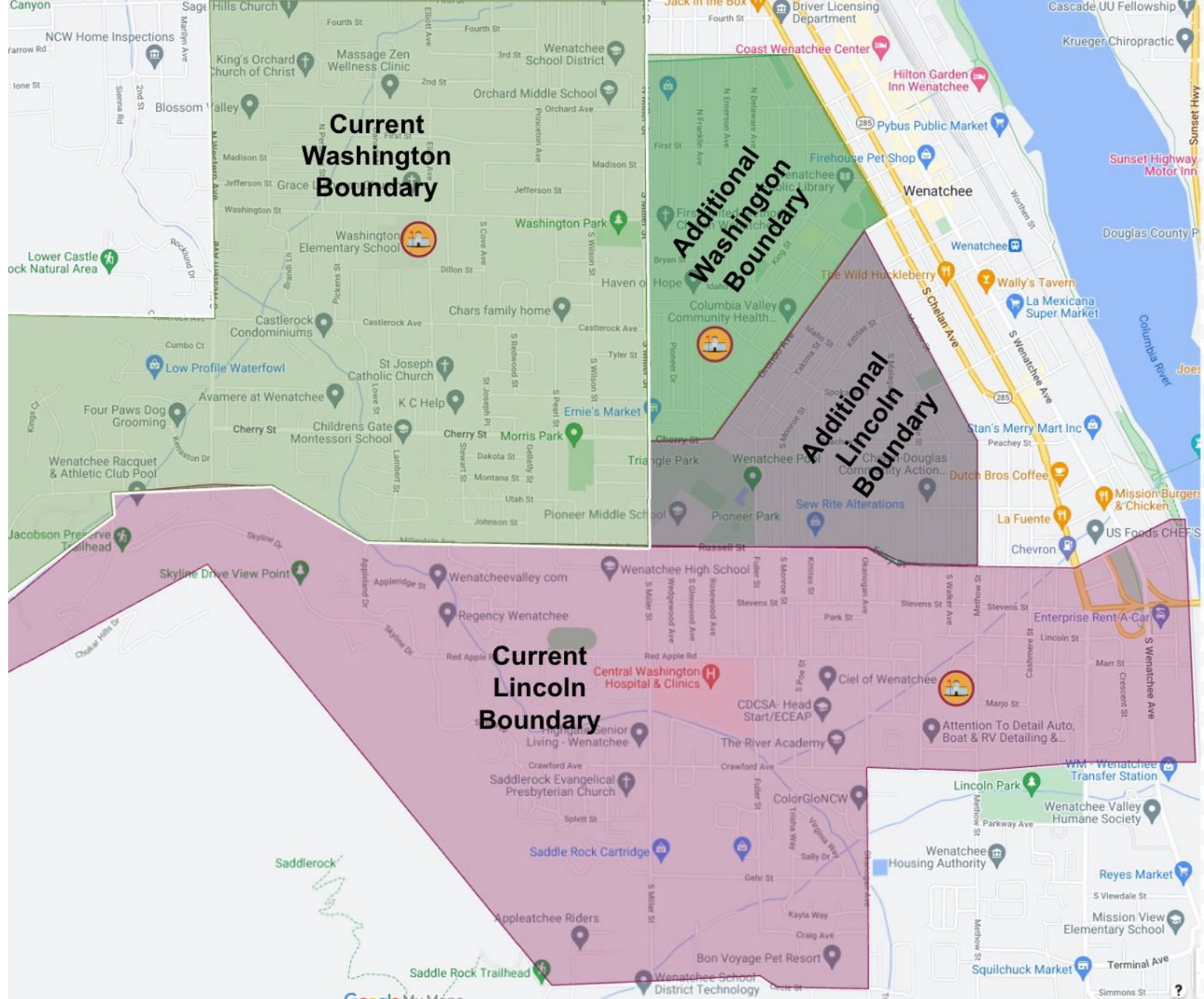


## Current Columbia Elementary Enrollment

- Most students reside inside the current Columbia boundary with 50-60 students who choice into Columbia from outside of this boundary.







2024-2025 Estimated Enrollment	Kindergarten					1st Grade				2nd Grade			
	K Current	TK from COL	K from COL	K Total*	K Avg Class*	K Current	K from COL	1st total	1st Avg Class	1st Current	1st from COL	2nd total	2nd Avg Class
Lewis and Clark	60		2	62	21	60	2	62	21	84	1	85	21
Abraham Lincoln	63	12	12	87	22	64	25	89	22	66	25	91	23
Mission View	69	1	3	73	24	68	5	73	24	69	4	73	24
John Newbery	66			66	22	66		66	22	70	2	72	24
Sunnyslope	52			52	26	52		52	26	52		52	26
Washington	69	14	11	94	24	68	25	93	23	74	18	92	23
Exiting Columbia		27	28				57				50		

\*Kindergarten is estimate based on 2023-2024

2024-2025 Estimated Enrollment	3rd Grade				4th Grade				5th Grade			
	2nd Current	2nd from COL	3rd total	3rd Avg Class	3rd Current	3rd from COL	4th total	4th Avg Class	4th Current	4th from COL	5th total	5th Avg Class
Lewis and Clark	73		73	24	72		72	24	54	3	57	29
Abraham Lincoln	78	33	111	28	72	28	100	25	91	35	126	25
Mission View	74	5	79	26	64	5	69	23	65	5	70	23
John Newbery	74	2	76	25	66	1	67	22	75	1	76	25
Sunnyslope	48		48	24	41		41	21	54		54	27
Washington	90	20	110	28	80	19	99	25	81	9	90	23
Exiting Columbia		60				53				53		



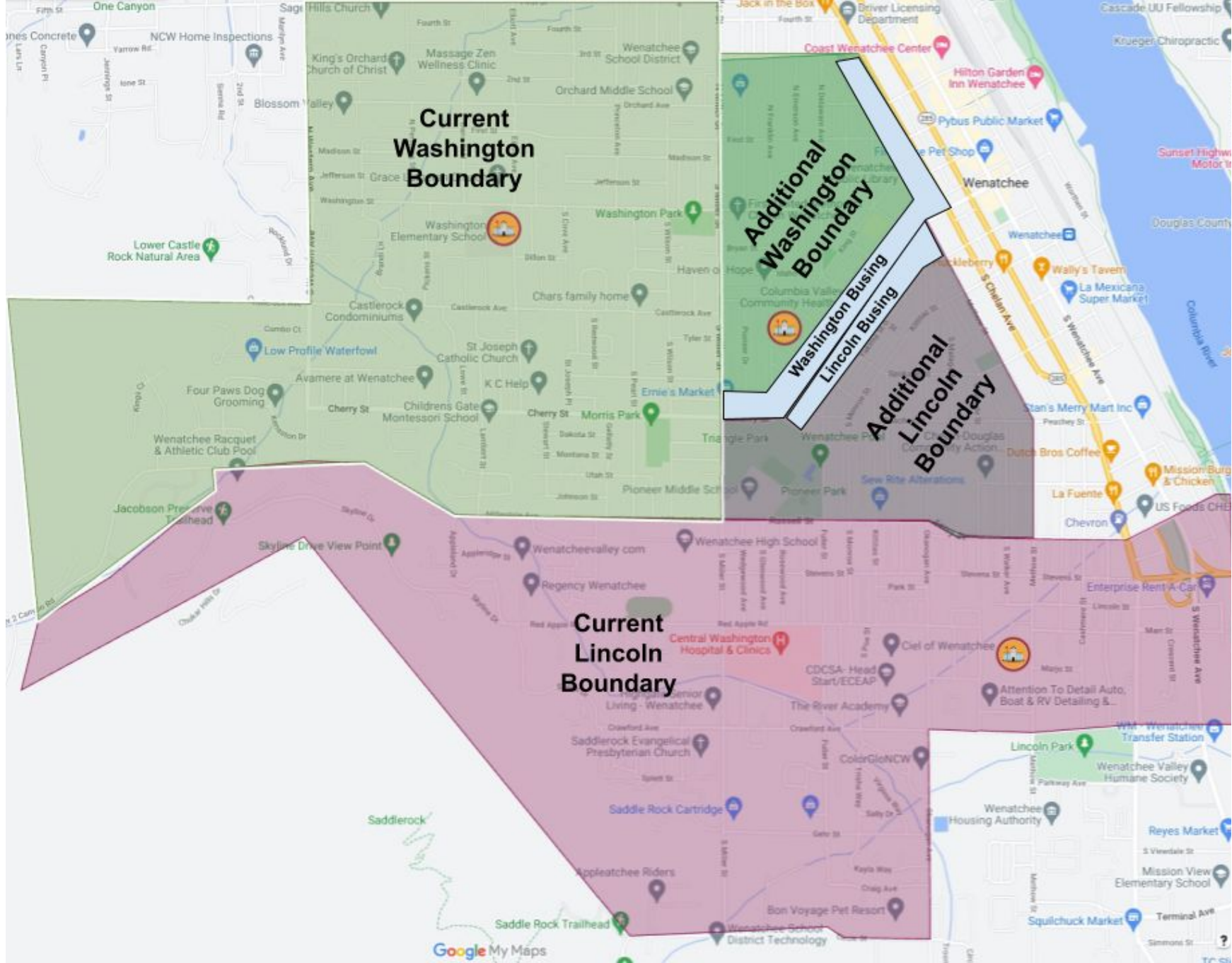
2024-2025 Estimated Enrollment	Totals				Totals						
	Current total	Total from Columbia	New Total for 2024-2025	Total for 2024-2025	Total Capacity	Total Rooms	TK Sections @ 15	K-2 Sections @ 24	3-5 Sections @ 27	Possible Enrollment Based on Sections	Remaining Rooms
Lewis and Clark	403	8	8	411	720	28	0	10	8	456	10
Abraham Lincoln	434	170	158	604	639	25	0	12	13	639	0
Mission View	409	28	27	437	666	26	1	9	9	474	8
John Newbery	417	6	6	423	639	25	0	9	9	459	7
Sunnyslope	299	0	0	299	396	16	0	6	6	306	4
Washington	462	116	102	578	693	27	0	12	12	612	3
Exiting Columbia	2424	328	301	2752	3753	147	1	58	57	2946	32

All counts are estimates and make the assumption that all students within the boundary roll to the next grade, incoming kindergarten will be the same as in the past, and families will stay with their boundary school if they were choiced into Columbia. The numbers include portables at sites who have them (except the “bubble” at John Newbery)

**Questions?**

# Transportation





This is a detailed street map of a portion of Wenatchee, Washington. The map shows a grid of streets with a red outline highlighting a specific area on the right side. Key landmarks include Washington Park, Memorial Park, and several schools. The map is oriented with North at the top.

**Streets shown include:**

- North-South:** Kings Ct, Castle Hill Dr, Lincoln Ave, Grandview Ave, Canyon Crest Dr, Skyline Dr, Red Apple Rd, S Miller St, Wellwood Ave, Glenwood Ave, Rosewood Ave, Stevens St, W Park St, Fairfield St, Lincoln St, Melrose St, Marjorie St, S. Columbia Ave, S. Wenatchee Ave, S. Mission St, S. Chelan Ave, Spokane St, S. Chelan Ave, S. Columbia Ave, S. Wenatchee Ave, S. Mission St, S. Chelan Ave, Spokane St.
- East-West:** 1st St, 2nd St, 3rd St, 4th St, 5th St, 6th St, 7th St, 8th St, 9th St, 10th St, 11th St, 12th St, 13th St, 14th St, 15th St, 16th St, 17th St, 18th St, 19th St, 20th St, 21st St, 22nd St, 23rd St, 24th St, 25th St, 26th St, 27th St, 28th St, 29th St, 30th St, 31st St, 32nd St, 33rd St, 34th St, 35th St, 36th St, 37th St, 38th St, 39th St, 40th St, 41st St, 42nd St, 43rd St, 44th St, 45th St, 46th St, 47th St, 48th St, 49th St, 50th St, 51st St, 52nd St, 53rd St, 54th St, 55th St, 56th St, 57th St, 58th St, 59th St, 60th St, 61st St, 62nd St, 63rd St, 64th St, 65th St, 66th St, 67th St, 68th St, 69th St, 70th St, 71st St, 72nd St, 73rd St, 74th St, 75th St, 76th St, 77th St, 78th St, 79th St, 80th St, 81st St, 82nd St, 83rd St, 84th St, 85th St, 86th St, 87th St, 88th St, 89th St, 90th St, 91st St, 92nd St, 93rd St, 94th St, 95th St, 96th St, 97th St, 98th St, 99th St, 100th St.

**Landmarks and Features:**

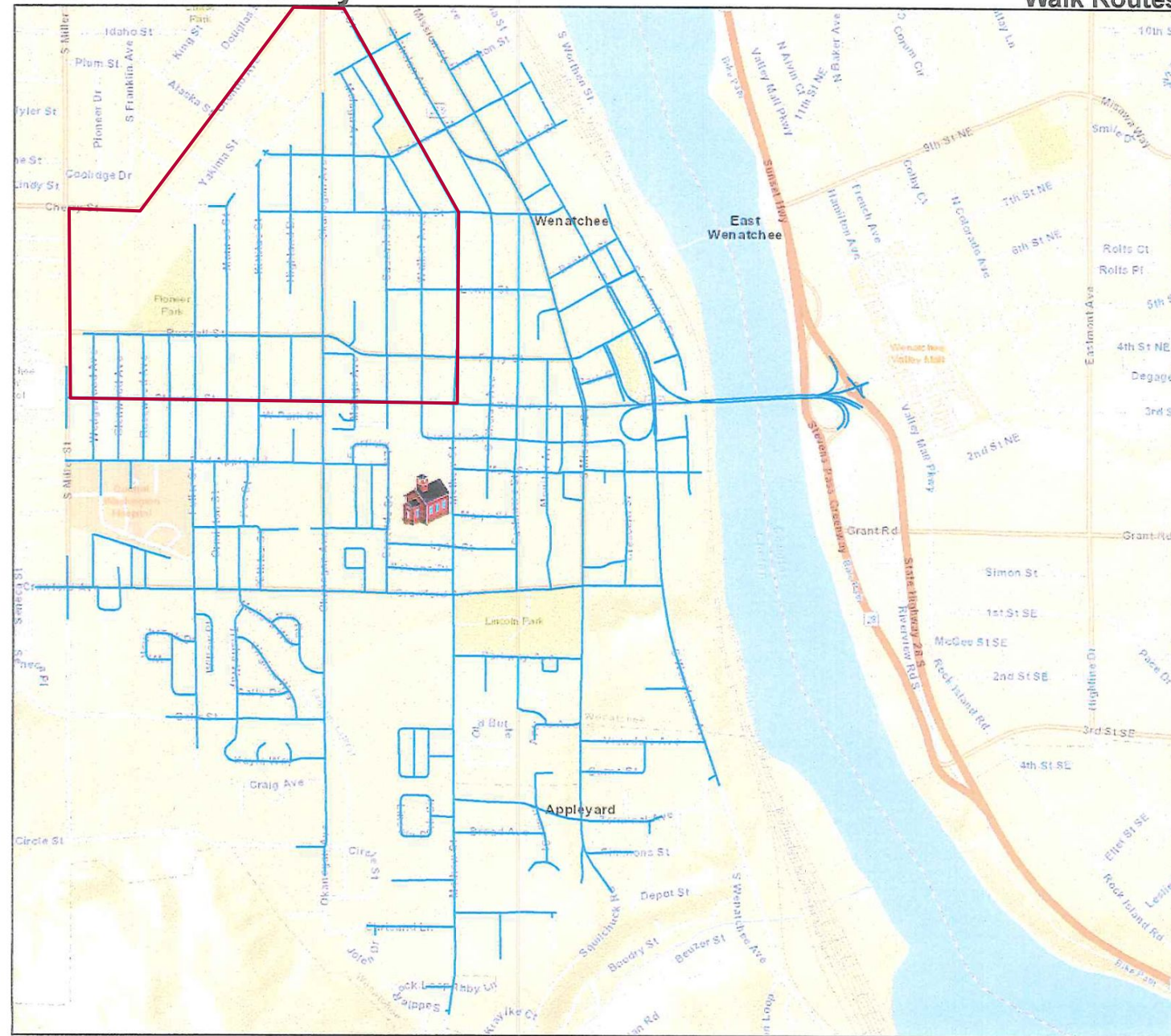
- Parks:** Washington Park, Memorial Park, Power Park, Castle Hill Park, Skyline Park, Red Apple Park.
- Schools:** Wenatchee High School, Wenatchee Valley College, Wenatchee Valley Junior High School, Wenatchee Valley Elementary School.
- Other:** A red building icon is located near the center of the map.

[illegible]



# Lincoln Elementary

## Walk Routes



# **Student Attendance & Transition**

# Student Attendance & Choice Options

## Notification of Potential New School - End of Feb

- Personalized letter and info on WSD website
  - New school
  - Safe walking maps or bus info
  - Options for 'Choice' process
  - Invitation to Open Houses at new schools

## Choice Deadline Extended - End of May

# Transition Support - Warm Handoffs

## Learning & Teaching

- Guaranteed & Viable Curriculum - consistent standards & rigorous instruction at all schools
- Walk-to-intervention to ensure students receive just in time, personalized interventions and extensions
- Student support redistributed not eliminated

# Transition Support - Warm Handoffs

**Whole Child** On-going support for a smooth transition:

- February-April
  - Timely communication & guidance
  - Open Houses
- May-July
  - School Visits
  - Summer support
- August-September
  - Warm-welcome activities

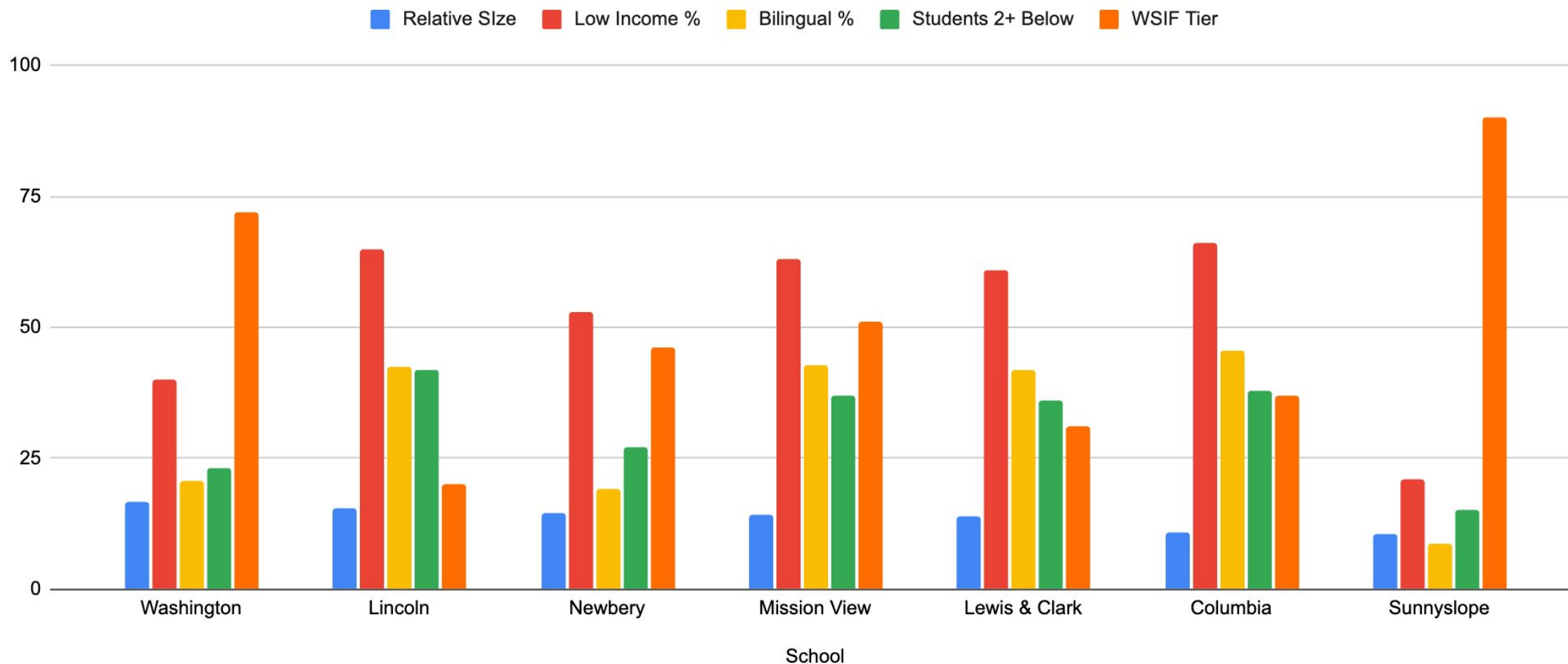


# **Supports**

**Bilingual, Title I, Learning Assistance Program (LAP) and Special Education (SPED)**

# Current Distribution (23/24)

Needs Assessment Comparison (in order by enrollment)

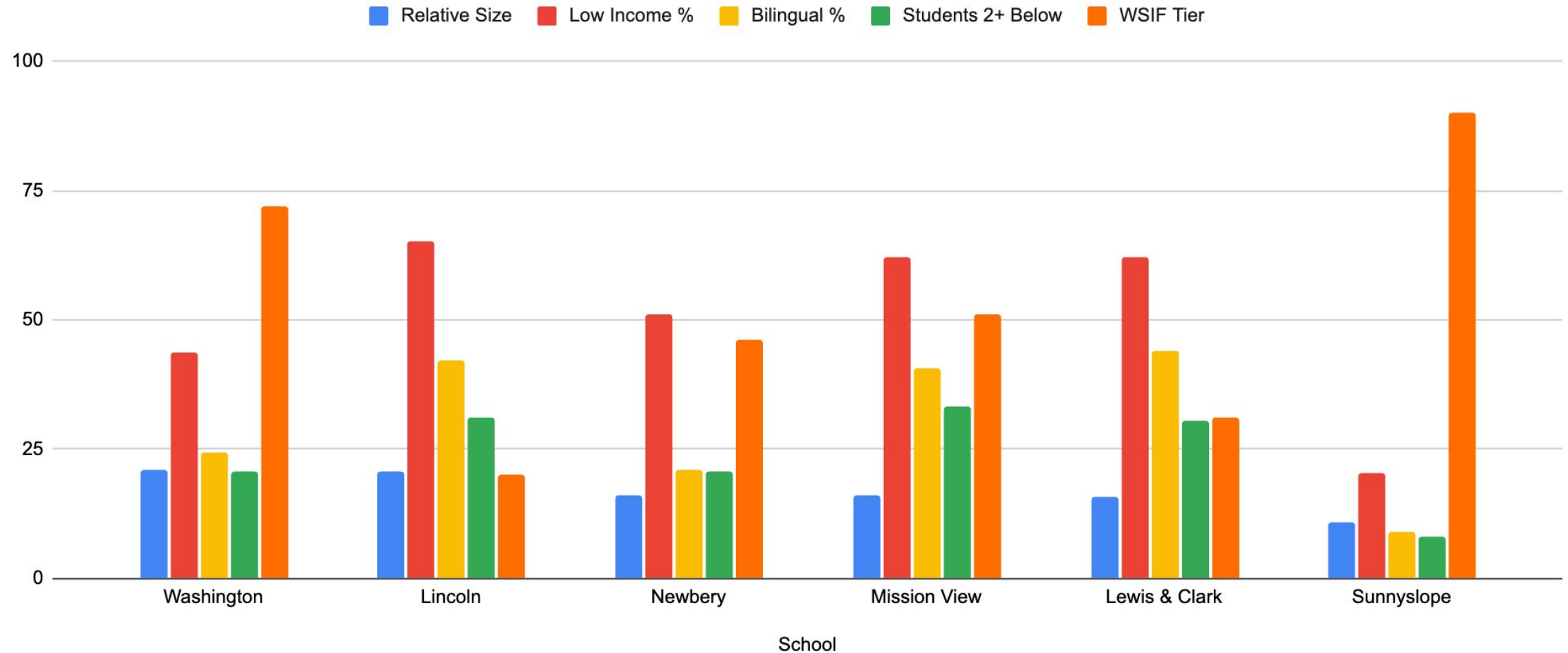


*\*Three-year averages on this slide will make one-year data shown earlier appear different.*



# Projected Distribution (24/25)

Needs Assessment Comparison (in order by enrollment)



*\*Three-year averages on this slide will make one-year data shown earlier appear different.*

# Total Certificated Support Staff

	<i>Original draft</i>	<i>NEW</i>
	<i>Categorical</i>	<i>Categorical</i>
<b>School</b>	<b>24-25</b>	<b>DRAFT</b>
Washington	2.0	3.0
Lincoln	3.0	4.0
Mission View	3.0	3.0
Lewis & Clark	3.0	3.0
Newbery	2.0	2.0
Columbia	2.0	
Sunnyslope	0.53	0.53

Support staff include Intervention & ELD Specialists.

FTE is based on proportion of qualified students.

Funds are braided (Bilingual, Title I and LAP) and adjusted to create 1.0 positions.

# Total Classified Paraeducator Support Staff

		Bilingual Assessment				Title & LAP Assessment			
	<i>.55 FTE = 6hrs.</i>		135				70		
School	Enrollment (projected)	# BIL	Hours @ 135 per FTE	Current (22/23)	Draft (24/25)	# 2+ Below	@ 70 per FTE	Current (22/23)	Draft (24/25)
Washington	585	143	11.535	12.4	12	121	18.82	16	16
Lincoln	575	246	19.843	9.0	11	178	27.69	18	25
Newbery	439	94	7.582	10.6	11	94	14.62	12	15
Mission View	452	179	14.438	19.0	19	149	23.18	10	23
Lewis & Clark	446	193	15.568	16.0	16	134	20.85	18	21
Sunnyslope	305	27	2.178	3.0	3	25	3.89	10	10
			71.143	69.9	72	109.05		84	110
		Total Available	72			110			

# Special Education Services

- School closures do not change an IEP developed for an individual student
- Free and Appropriate Public Education (FAPE) will not be disrupted for any student
- Student IEPs include a service matrix that indicates the delivery of services including the location (general education or special education, specifically who the student is learning with at the time not the specific classroom location), duration, and monitoring of the delivery of special education services in a student's IEP.

**Questions?**

# Staff Analysis



<b>2023-2024</b>	<b>Kinder</b>	<b>1st</b>	<b>2nd</b>	<b>3rd</b>	<b>4th</b>	<b>5th</b>
<b>Columbia</b>	3	3	3	2	2	2
<b>Lewis and Clark</b>	3	4	3	3	3	3
<b>Lincoln</b>	3	4	4	3	4	3
<b>Mission View</b>	3	4	3	3	3	3
<b>Newbery</b>	3	4	4	3	3	3
<b>Sunnyslope</b>	2	3	2	2	2	2
<b>Washington</b>	3	3	4	3	3	4
<b>2024-2025</b>	<b>Kinder</b>	<b>1st</b>	<b>2nd</b>	<b>3rd</b>	<b>4th</b>	<b>5th</b>
<b>Lewis and Clark</b>	3	3	4	3	3	2
<b>Lincoln</b>	4	4	4	4	4	5
<b>Mission View</b>	3	3	3	3	3	3
<b>Newbery</b>	3	3	3	3	3	3
<b>Sunnyslope</b>	2	2	2	2	2	2
<b>Washington</b>	4	4	4	4	4	4

Certificated staff on continuing contracts from Columbia will be reassigned to other buildings based on their current teaching assignment, past teaching experience, and endorsements.

We estimate that we will need 8 certificated classroom teachers from Columbia's staff to be moved to other buildings in order to accommodate the students moving from Columbia.

Classified staff on will be reassigned, bump, or laid off based on seniority and classification. Goal is to reassign most staff into vacant positions.



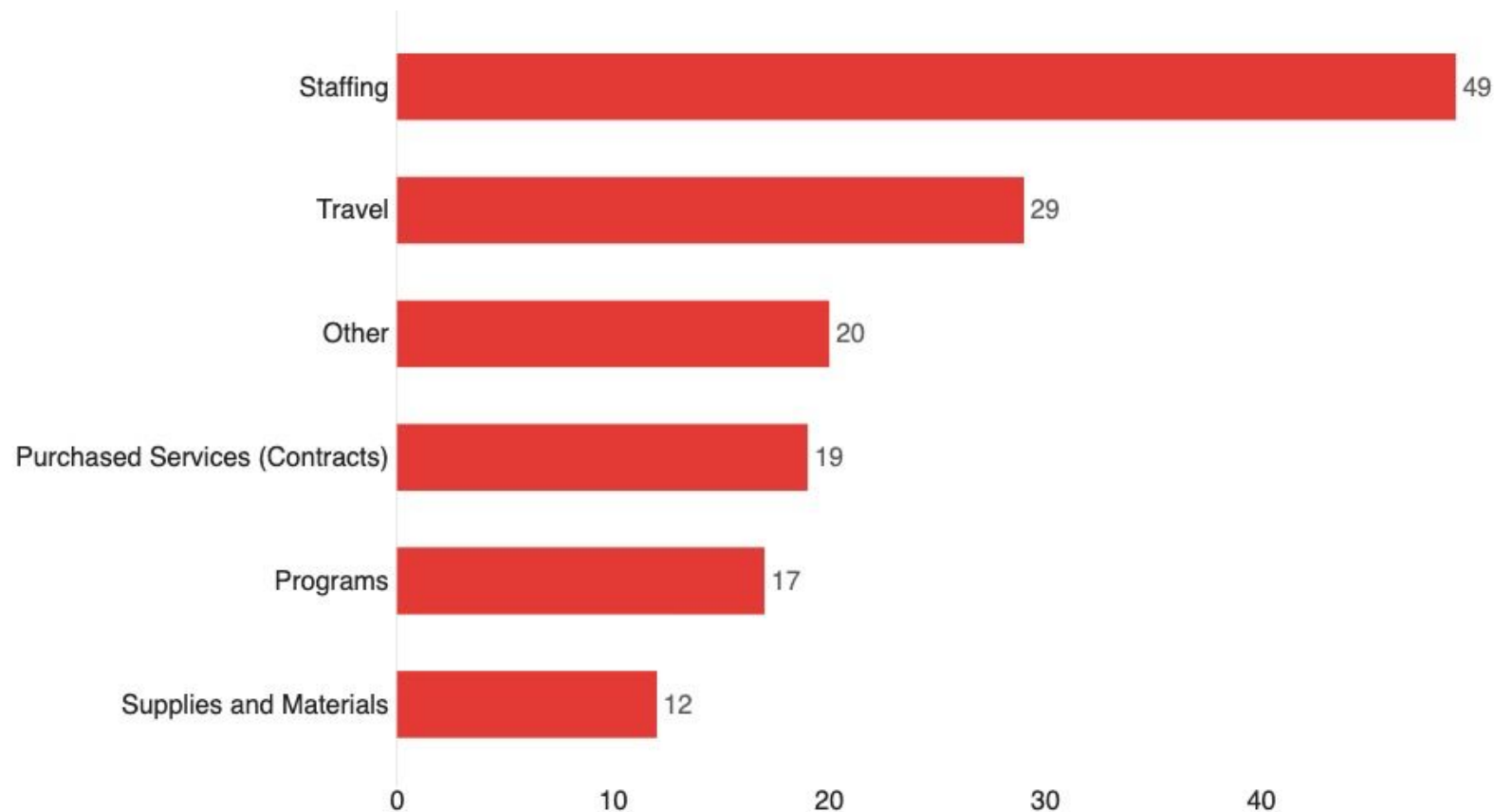
# Facilities Analysis

# Facilities

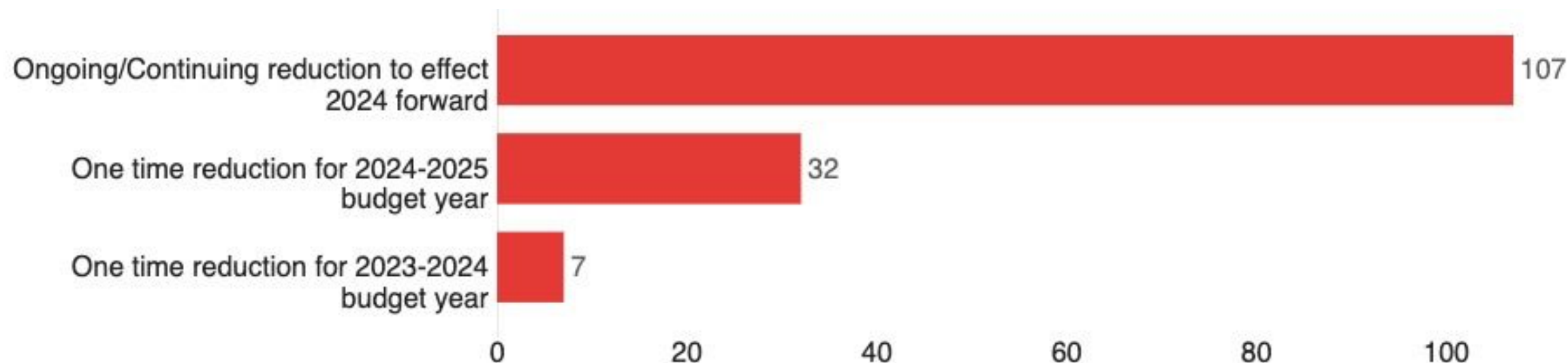
- Elementary Overview
- Columbia Facility Overview
- Facility Needs
  - Boilers, heat pumps, cooling system
  - Kitchen and equipment
  - Irrigation system - old and obsolete
  - Gym floor, playground equipment close to Orondo
  - Parking concerns for capacity use

# **Staff Input on Reduction Approaches**

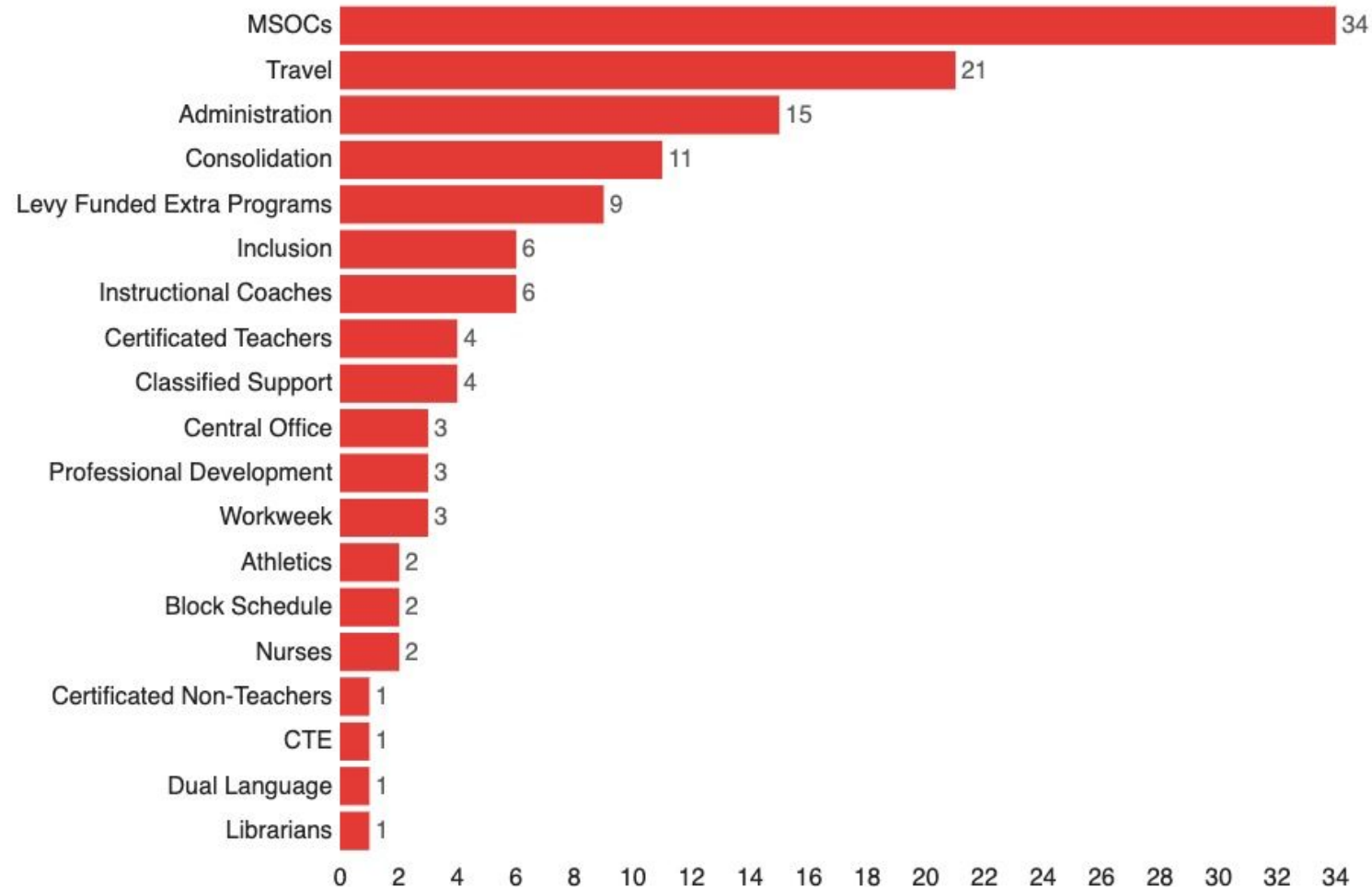
# Staffing Categories for reduction



# Timeline for Reductions



# Themes from the Narrative Section





# Public Hearings

WHS New Commons

6:00 PM

- March 21, 2024
- April 18, 2024



# **Impact of Not Closing Columbia**

# Why Consolidation in 24/25

- We cannot wait to address where we are with our staffing to enrollment
- We have the room, the caring and compassionate staff and the welcoming spaces
- We have the provisional staff this year to help make this a reality this year
- We will slowly dip into unsafe waters of our minimum fund balance

**Questions?**

For more information visit  
**[wenatcheeschools.org/budget](https://wenatcheeschools.org/budget)**  
or scan the QR code

