



ISSAQUAH  
**SCHOOL DISTRICT 411**

## A Guide to Understanding the 2016-17 Budget

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# **Overview of the Issaquah School District 2016-17 Budget**

## **The District**

Issaquah School District is an urban school district of approximately 20,000 students, fifteen elementary schools, five middle schools, three comprehensive high schools, and an alternative high school. Over the past two decades the district has experienced very rapid expansion requiring the addition of seven elementary schools, two middle schools and one high school. This rapid growth continues and the District plans on adding four new school facilities in the next few years. Total enrollment will continue to grow at a quick and steady pace in the near term. Long term enrollment patterns will be dependent upon land use decisions and the overall pace of housing development.

## **The Budget Process**

Each spring the budget process begins with the Board establishing broad parameters for budget development. (Adopted 2-12-2016) The Administration follows the Board's parameters and reinforces these parameters during actual budget development. These guidelines have been observed and incorporated into the 2016-17 Budget.

From 2009-10 to 2011-12 (3 fiscal years) the District has had cumulative reductions in state funding totaling nearly \$16 million. State funding as a percentage of District revenues has dropped from 68% in 2008-09 to 60.8% in 2012-13. The trend of declining state revenue subsided in 2012-13 and for budget years, 2013-14 and 2014-15, there was an actual increase in state revenue. State revenue has continued to grow 2016-17 and will now comprise 63.9% of the District's operating revenue, an increase of 0.8% over the prior fiscal year (2015-16). The State is still 4.1% below the recent peak in state funding as a percentage of total operating revenue.

The aforementioned reduction in state revenue during the "great recession" was devastating to the education systems across the nation and State of Washington. However, we in Issaquah were very fortunate that during this economic downturn our local voters supported a four-year maintenance and operations levy with increased funding for our schools. The change in statute which allows for this increase expires in 2017 and provides an additional \$14M a calendar year in funding. The State legislature has continued to gradually increase education funding pursuant to the McCleary decision, however a large portion of this "new" revenue came in the form of COLA's (salary increases) and actuarially needed pension rate contributions. Some additional non-categorical revenue has been provided, but the bulk of "new" state revenue is focused on class size reduction and in this fiscal year the implementation of Full Day Kindergarten.

In order to keep staff and community informed and seek input, we offer several communication avenues: the District creates a budget website with a timeline and ongoing updates; the School Board scheduled time at each business meeting for legislative and budget updates (podcasted for the public), administrators met with key groups such as the PTSA to provide updates; the District asked for comments and suggestions via a budget e-mail account, and the District shared information via eNews and staff e-mail messages.

## **Where the Money Comes From**

The District receives funding from three primary sources. The State of Washington provides approximately 63.9% of the funding for general operating costs, the federal government provides 2.9%, and 34.1% is generated through local fees and the M&O Levy.

There are 295 school districts in the State of Washington. Issaquah School District is ranked 273 out of the 295 school districts in terms of revenue per student. This means that funding is a challenge for the district. The average district receives \$10,465 in revenue for each student while Issaquah School District receives \$9,599 per student. This puts Issaquah School District at a revenue disadvantage of \$17.2 million per year when compared to the state average per student rate.

## **Where the Money Goes**

The Issaquah School District is the second largest employer in Issaquah with over 2,200 full time and part time staff members. These employees are represented by 1,350 teachers, 325 educational assistants, 130 bus drivers, 70 food service workers, 190 office/support staff, 135 custodial/maintenance personnel, and other administrative and support staff.

The District budget is represented by seven distinct cost centers. These cost centers encompass all of the above staff and help to present a visual picture of the district and its many programs and services. These cost centers are defined as follows:

### **(1) Basic Education (Classroom Services)**

Educational services for the district's nearly 20,000 students are provided in fifteen elementary schools, five middle schools, and three comprehensive high schools. The basic education class room staffing allocation goal for each grade level has been established as follows:

K-2	21 students to 1 teacher (Range of 18 to 24)
3-5	25 students to 1 teacher (Range of 22 to 28)
6-8	25.5 students to 1 teacher (Range of 26 to 32 when adjusted for prep period)
9-12	26.5 students to 1 teacher (Range of 28 to 34 when adjusted for prep period)

The district offers a full program of basic education services to students. Each school is equipped with a library, counseling services, nursing services, and extra-curricular programs. The Teaching and Learning Department and Student Assessment Department work together to align the classroom curriculum with local, state and national learning goals.

Parent participation in the educational process is extremely high. Membership in PTSA is 100% in some schools and approaches this rate in most schools. Parental support is vital to the success of Issaquah School District.

The District offers the latest in technology to support student learning. Teachers are provided opportunities to learn how to use technology in the classroom to best enhance the learning environment. Equipment and software tools are upgraded on a continuous basis.

The district also provides many co-curricular and extra-curricular opportunities for students. These activities are designed to promote physical, intellectual and leadership development. In addition, students are able to participate in a Running Start Program that enables them to earn college credit for classes taken in high school while advancing their standing in higher education and in the pursuit of a future career.

## **(2) Basic Education (Support Services)**

Support services for the district connects our many schools and programs through educational leadership and by providing the materials, equipment, facilities and other support needed for a quality educational environment. The departments in this cost center provide for the governance of the district, the hiring of 150-250 staff members each year, and maintaining the grounds and buildings to ensure a quality learning environment. Many of the items we all take for granted, such as heat, lights, water, telephones, insurance, warehousing services and data processing services are associated with support services.

## **(3) Special Education**

The District serves approximately 1,800 special education students. These services are designed to provide an individualized educational program to meet the handicapping condition of each student. This is a quality program that results in many students meeting the same demanding curriculum standards as regular education students. The cost of the program is approximately \$21.4 million next year.

The District participated in an appeal to the State Supreme Court regarding the inadequate funding of special education programs. The district lost its case against the State, but still believes that the legislature should define special education as part of the basic education program, and require it to be fully funded under the parameters established in the state constitution. The district is budgeting \$4.2 million in the coming year to backfill the special education shortfall in funding created by the state's current funding formula.

## **(4) Echo Glen**

The State of Washington contracts with the Issaquah School District to provide educational programs to serve the Echo Glen Children's Center for juvenile offenders. This program provides educational programs to approximately 130-155 students belonging to districts all around the State of Washington. This program is not a financial responsibility of the Issaquah School District and is fully funded by the State of Washington.

## **(5) Food Services**

The Food Service Program provides over 7,500 lunches to students and staff members every day. That is the equivalent of 1.35 million meals each year. The state and federal government provide minimal funding to support this program. Approximately 92% of the cost of this program is paid for from the fees charged for each meal served. This program represents about \$4.9M of the total district operating budget.

## **(6) Transportation**

Approximately 50% of the students ride the bus on any given day. This means that about 9,500 students ride the bus from home to school, and back home on a daily basis. The district has over 150 school buses that are operated and maintained by district employees and travel over 1.4 million miles each year. The cost of providing these services will be approximately 8.32 million dollars next year.

Like special education, transportation is defined as part of the basic education program; thus it is required to be fully funded by the state under the parameters established in the state constitution. The state currently funds approximately 74.5% of this obligation, leaving the other 25.5% to be funded from the local Maintenance and Operations (M&O) Levy. According to the State, they have fully funded the to/from school transportation model.

## **(7) Other Programs**

The district provides a number of other educational programs including remediation in reading, assistance for English language learners, ROTC and traffic safety. The district also provides a before and after school child care program and night/summer school programs that are totally funded by tuition and fees charged for these services.

## **Budgetary Goals and Philosophy for 2016-17**

The Board of Directors and Superintendent have established the primary goal of funding a comprehensive educational program that reflects overall community values and directs resources in support of the District Mission and Ends learning goals for students. This endeavor is to be accomplished within the parameters of:

- The District Mission and Ends Learning Goals
- Providing a comprehensive educational program that allows opportunity and growth for all students
- Maintaining an unassigned fund balance of 3-7% of the general fund budget
- Establishing staff compensation and benefit levels that do not deviate materially from the local professional market, insofar as district resources allow
- Maintaining administrative costs at a level no higher than the King County average (Currently: 12.16%) for school districts. (Issaquah's admin expense is set for 8.68% in 2016-17 Budget)
- Maintaining and managing the district's resources to protect district assets and guarantee the board's financial goals

## **Major Budget Drivers for 2016-17:**

- Categorical State revenue of \$8.8 million, as the legislature begins to restore reductions made during the “great recession” and that are required by the McCleary decision are detailed below:
  - A 1.8% State COLA was provided by the legislature (\$1.7M) with an unfunded cost to the district of \$1.4M
  - State Funded Full Day Kindergarten will be funded at nearly \$4.5M, with a local cost of \$1.5M and an additional decrease in tuition revenue of just under \$1.3M.
  - \$2.6M is provided for lower class sizes in K-3, each staffing unit needed above and beyond the allocation will cost the local levy an estimated \$35,000.
- Projected enrollment growth of 440 new students and an additional 672 student FTE as the District moves to “State Funded” Full Day Kindergarten for all students.
- Additional \$2.5 million in local levy revenue over prior year due to enrollment growth and increasing state revenues
- A \$600,000 investment in additional Full Day Kindergarten EA’s, conversion of 4 deans of students to assistant principals, and increased mental health support
- \$500,000 was invested into “start up” costs for Gibson Ek.
- Locally funded salary increases of \$2.3 million and COLA backfill of \$1.4M.
- Increased non-employee costs; fuel, commodities, insurance, and utilities.

## **Summary**

Although funding remains a challenge for Issaquah School District, the District is recognized for having a high quality educational program. The testing of students for reading and math results in scores that rank among the highest in the State of Washington. Graduation rates are very high (100% in some years) and the percentage of students continuing on for advanced education after graduation is also excellent.

The educational facilities are well maintained and create a positive learning environment. The citizens of the district are highly committed to education and continue to be supportive in providing the facilities required to meet the needs of a high quality educational program.

**ISSAQUAH SCHOOL DISTRICT  
BOARD OF DIRECTOR'S BUDGET DEVELOPMENT GUIDELINES**

**I. The budget should direct resources toward the support of:**

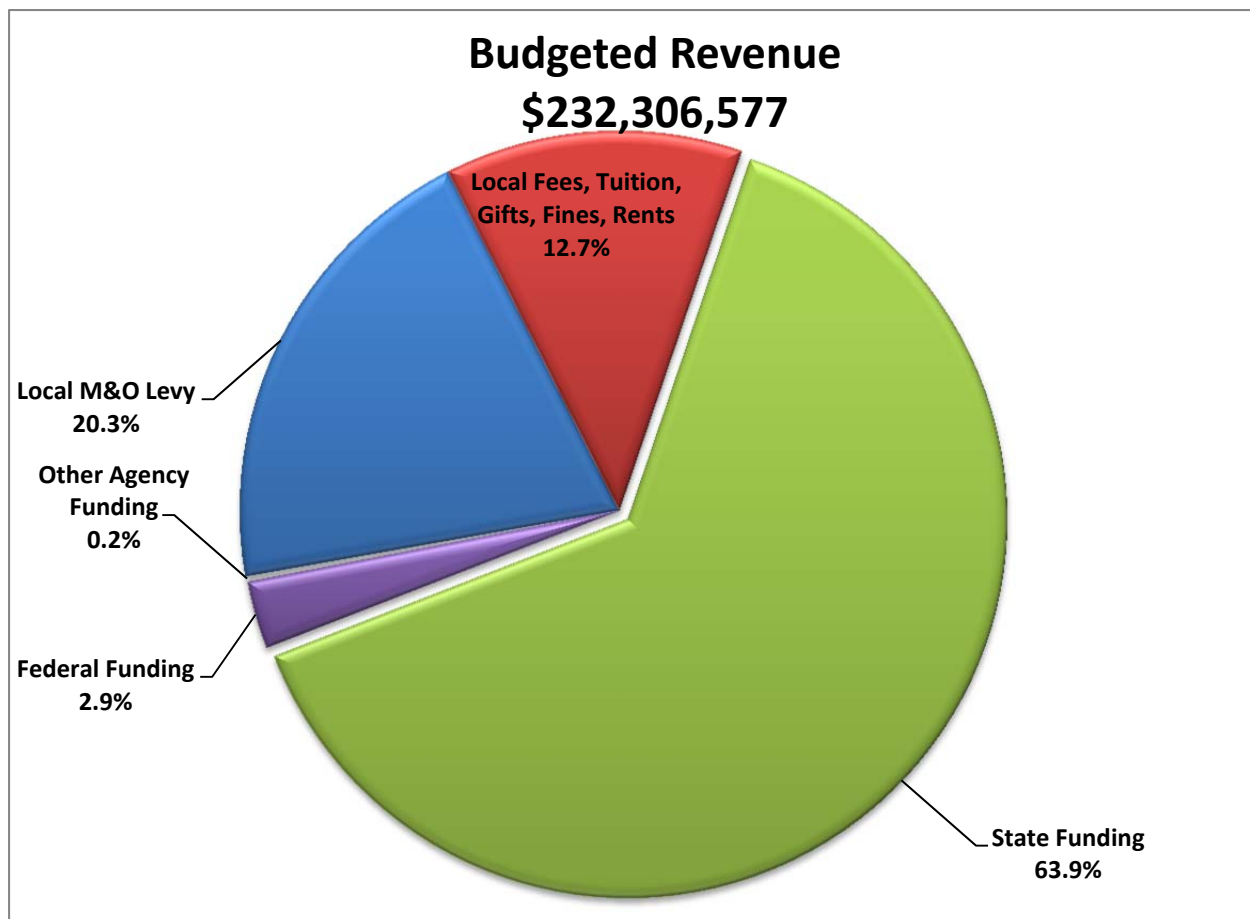
- The District Mission and Ends learning goals for students.
- A comprehensive educational program which reflects overall community values and interests and provides a balanced educational experience for all students.
- Overall growth in student learning toward state and federal learning targets, as well as growth for each of the disaggregated groups. This includes students working above standard.
- A comprehensive educational program balanced to reflect overall community values including the course capacity and opportunity for all students to take four years of mathematics, three years of lab-based science, and at least two years of world languages.

**II. In directing District resources toward the accomplishment of the above, the following guidelines will be observed:**

- Financial planning for any fiscal year, or the remaining part of any fiscal year, shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan, including the following specific requirements
  - Maintain an unrestricted reserve fund of 3-7% of the general fund budget.
  - Maintain sufficient reserves for start-up operating costs associated with new schools.
  - Limit use of the Board-designated emergency reserve fund; (\$1,000,000) to emergency capital equipment and/or facility repair/replacement needs, and/or other unforeseen liabilities or expenses while maintaining the fund at an adequate level.
- The Superintendent shall not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.
- The Superintendent shall not provide less for Board prerogatives during the year than is set forth in Board policy entitled "Cost of Governance."
- With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Superintendent shall not cause or allow jeopardy to fiscal integrity or to public image. Further, the Superintendent shall:
  - not change the Superintendent's own compensation and benefits, except as his/her benefits are consistent with a package for all other employees.
  - not allow current compensation and benefits to deviate materially from the geographic and/or professional market for the skills employed, insofar as District resources allow.
  - not create obligations over a longer term than revenues can be safely projected or fail to establish provisions for modifying obligations in the event of revenue loss.



## Where does the money come from? – Revenue



**State Apportionment** – The largest portion (63.9%) of the Issaquah School District’s general fund revenue comes directly from the state in the form of “state apportionment”. The amount received is determined by enrollment and a series of formula factors including legislatively set base salaries, employee benefits, and non-labor allocations.

The state also provides categorical funding for programs such as special education, pupil transportation, English as a second language, learning assistance, Echo Glen, and other educational enhancements. These revenues are received for specific programs and are not available for other purposes.

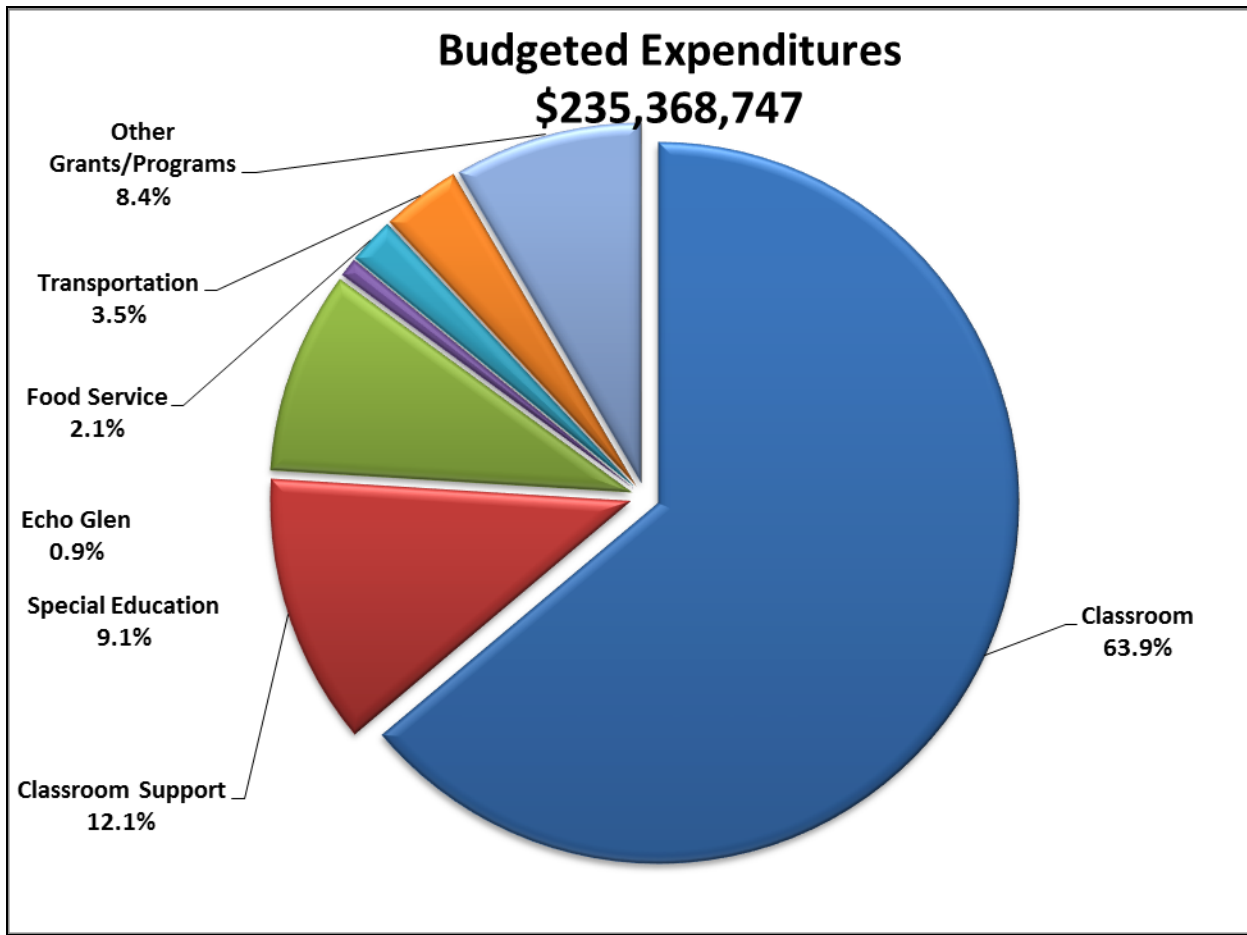
**Local Levy** – The local operations levy provides 20.3% of the district’s general fund revenues. The levy amount is capped by the legislature and must be approved by district voters in a special election every two to four years. In 2010-11 the State increased the District’s levy authority by 4% to 28.97% this additional authority is set to expire on December 31<sup>st</sup>, 2017.

**Federal Funds** – Federal categorical funds comprise 2.9% of district revenues. These monies fund supplemental special education programs, Head Start, Title I, and support free and reduced lunches in the food service program. These revenues may only be used for their specific program purpose.

**Tuition and Fees** – This 12.7% in local non-tax funds is generated by fee-based programs such as school lunches and before and after school care. Also included are investment interest earnings.

**Other School District & Agency Funds** – Payments from other districts for participation in joint programs and grants from non-state agencies account for 0.20% of budgeted revenues.

## Where does the money go? – Expenditures



**Classroom** – 63.9% of the district budget is spent directly on the classroom (this excludes special education which is 9.1% of the budget). This includes expenditures for teachers, counselors, librarians, principals, educational assistants, teaching supplies, materials, textbooks, extra curricular programs, staff development, curriculum development, and technology support.

**Classroom Support** – Classroom support represents 12.1% of the district budget. It includes district administration, maintenance, custodial services, utilities, security, insurance, etc.

**Special Education** – 9.1% of the district budget is spent to assist children with special needs. 19.8% of this program (\$4.2 million) is funded from the Maintenance and Operations Levy, and 19.5% is funded by the Federal government.

**Echo Glen** – The district runs the educational program for the state detention facility at Echo Glen. This program represents 0.90% of the district budget and is 100% funded by the state.

**Food Service** – This program represents 2.1% of the district budget and provides lunches for students at mid-day. The goal is for this program to be totally self-supporting.

**Transportation** – 3.5% of the district budget is used for the costs of transporting students between home and school for the regular school day. 74% of this program is now state funded.

**Other Grants/Programs** – 8.4% of the district budget goes to support special programs such as LAP, Traffic Safety and before and after school childcare. These programs are fully paid for from state and federal grants or fees paid by parents for services.

## FUND 1 - GENERAL FUND

### Budget Summary

#### Beginning Fund Balance 9-1-2016

Reserve for Inventory	\$ 250,000	
Reserve for Uninsured Risks	500,000	
Restricted for Revenue Carryover	1,051,192	
Committed to Other Purposes	1,088,220	
Assigned to Contingencies	500,000	
Assigned to Other Purposes	9,500,000	
Unassigned Balance	<u>13,610,588</u>	
Total Beginning Fund Balance		\$ 26,500,000

#### Revenue:

M & O Levy	\$ 47,206,414	
Tuition/Fees/Gifts/Fines/Rents/Interest	29,470,524	
State Funding	148,407,144	
Federal Funding	6,691,865	
Other District/Agency Funds	<u>530,630</u>	
Total Revenue		<u>232,306,577</u>

**Total Available Resources** \$ 258,806,577

#### Expenditures:

Basic Education - Classroom	\$ 150,371,910	
Basic Education - Support Services	28,452,000	
Special Education	21,410,726	
Echo Glen	2,015,221	
Food Services	4,920,125	
Transportation	8,320,277	
Other Grants/Programs	<u>19,878,488</u>	
Total Expenditures		<u>235,368,747</u>

#### Ending Fund Balance 8-31-2017

Reserve for Inventory	\$ 250,000	
Reserve for Uninsured Risks	500,000	
Restricted for Revenue Carryover	1,051,192	
Committed to Other Purposes	1,088,220	
Assigned to Contingencies	500,000	
Assigned to Other Purposes	6,500,000	
Unassigned Balance	<u>10,548,418</u>	
Total Ending Fund Balance		<u><u>\$ 23,437,830</u></u>

General Fund - Used for recording day to day operational expenses of the school district.

Note: Although the budget shows a draw down of Fund Balance from \$26,500,000 to \$23,437,830 the district is actually projecting stable or flat year-end Fund Balance

## Fund 1 - General Fund Budget Comparisons

### Enrollment - October 1st

	Actual 2014-15	Budget 2015-16	Budget 2016-17	% Change
Elementary K-5	8,357.2	8,431.0	9,283.0	10.1%
Middle School 6-8	4,449.5	4,612.0	4,815.0	4.4%
High Schools 9-12	5,212.3	5,392.0	5,443.0	0.9%
Running Start (College Classes)	311.0	318.8	420.0	31.8%
Alternative Learning Enroll. (ALE)	7.2	6.8	7.3	6.9%
Total Enrollment	18,337.3	18,760.6	19,968.3	6.4%

### Budgeted Expenditures

	Actual 2014-15	Budget 2015-16	Budget 2016-17	% Change
Salaries and Benefits	\$ 144,597,903	\$ 184,371,836	\$ 196,194,345	6.4%
Supplies & Materials	11,610,407	13,987,310	15,014,198	7.3%
Contract Services	16,123,697	19,921,014	22,207,388	11.5%
Travel	275,775	343,428	412,268	20.0%
Capital Outlay	1,201,978	1,601,374	1,540,548	-3.8%
Total Budgeted Expenses	\$ 173,809,760	\$ 220,224,962	\$ 235,368,747	6.9%

### Staffing

	Actual 2014-15	Budget 2015-16	Budget 2016-17	% Change
Certificated Staff	1,095.0	1,216.9	1,259.2	3.5%
Classified Staff	569.2	705.9	742.6	5.2%
Total Staff	1,664.3	1,922.9	2,001.9	4.1%

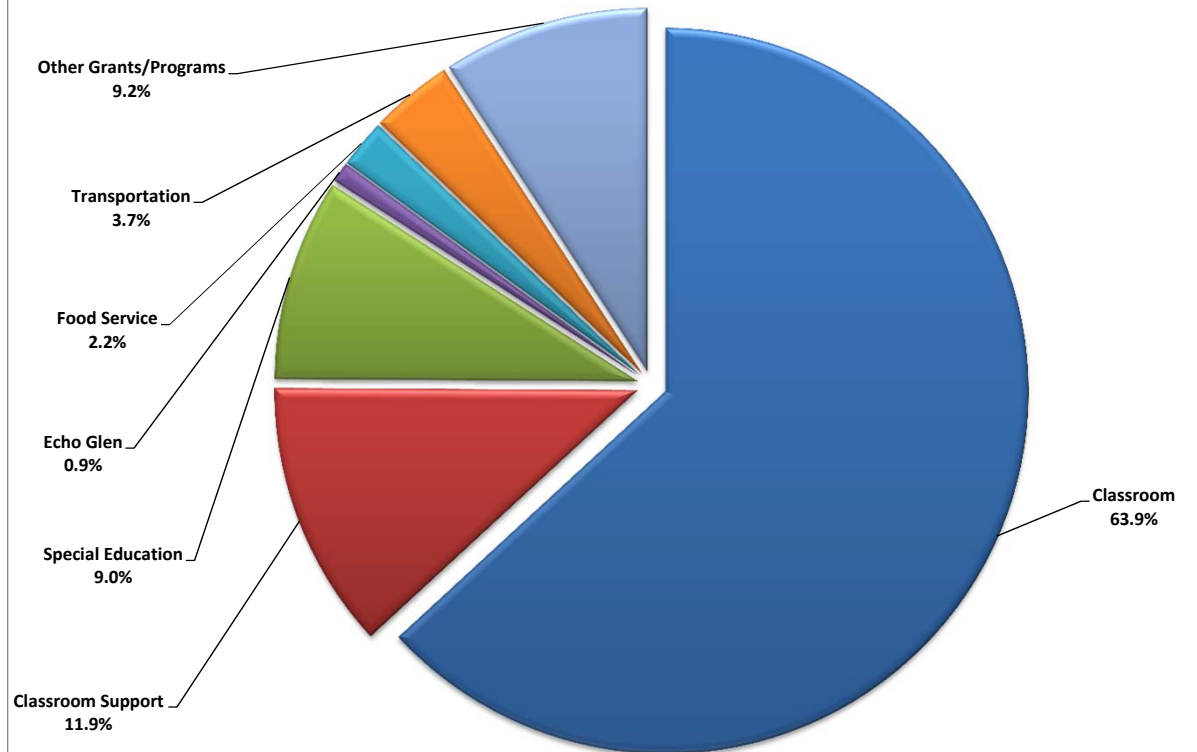
## Summary of the Seven Cost Centers

	<u>Totals</u>	<u>Debit/Credit Transfer</u>	<u>Salaries/ Benefits</u>	<u>Supplies &amp; Materials</u>	<u>Contract Services</u>	<u>Travel</u>	<u>Capital Outlay</u>	<u>Cert FTE</u>	<u>Class FTE</u>
Basic Ed. - Classroom	\$ 150,371,910	\$ 460,950	\$ 135,041,677	\$ 6,683,516	\$ 7,017,209	\$ 222,096	\$ 946,462	1,079.62	221.01
Basic Ed. - Support	28,452,000	2,508	16,670,197	1,393,625	9,992,150	75,304	318,216	2.00	180.50
Special Education	21,410,726	-	18,312,054	303,102	2,737,568	34,500	23,502	126.70	94.48
Echo Glen	2,015,221	2	1,893,251	37,856	70,102	11,000	3,010	12.00	5.91
Food Services	4,920,125	(481,956)	2,994,735	2,192,798	180,046	4,500	30,002	-	42.23
Transportation	8,320,277	(1,199,200)	7,476,171	1,170,360	832,446	12,000	28,500	-	84.23
Other Grants/Programs	19,878,488	1,217,696	13,806,260	3,232,941	1,377,867	52,868	190,856	38.90	114.27
<b>Total Expenditure Summary</b>	<b>\$ 235,368,747</b>	<b>\$ -</b>	<b>\$ 196,194,345</b>	<b>\$ 15,014,198</b>	<b>\$ 22,207,388</b>	<b>\$ 412,268</b>	<b>\$ 1,540,548</b>	<b>1,259.22</b>	<b>742.63</b>

### Source of Funding

Local M&O Levy	\$ 47,206,414	20.1%
Local Fees, Tuition, Gifts, Fines, Rents, Interest	29,470,524	12.5%
State Funding	148,407,144	63.1%
Federal Funding	6,691,865	2.8%
Other Agency Funding	530,630	0.2%
Use of Fund Balance - (To) From	3,062,170	1.3%
<b>Total Funding</b>	<b>\$ 235,368,747</b>	<b>100.0%</b>

### Summary of the Seven Cost Centers



## Basic Education - Classroom Services

	<u>Totals</u>	<u>Debit/Credit Transfer</u>	<u>Salaries/ Benefits</u>	<u>Supplies &amp; Materials</u>	<u>Contract Services</u>	<u>Travel</u>	<u>Capital Outlay</u>	<u>Cert FTE</u>	<u>Class FTE</u>
Classroom	\$ 109,546,903	\$ 121,732 (2)	\$ 100,634,901	\$ 4,761,089 (2)	\$ 3,113,988 (2)	\$ 64,339 (2)	\$ 850,854 (2)	940.97 (1)	76.74
Extra Curricular	3,860,676	260,000 (3)	3,597,616	-	310	2,750	-	2.26	10.72
Student Assessment	853,291	-	629,487	98,200 (13)	117,602	2,002	6,000	2.50	2.00
Curriculum & Instruction	1,741,506	-	1,473,150	64,706	169,150 (5)	13,000 (5)	21,500	5.00 (11)	3.72
Technology Department	2,716,684	65,002	2,519,722	80,500 (6)	31,460 (6)	9,000	11,000	5.50	13.25
Tech Specialists	1,615,170	-	1,611,170	1,000	1,000	2,000	-	-	20.75
Certificated Web/Tech	1,999,738	(14)	1,999,738	-	-	-	-	-	-
Running Start/Payments	2,715,000	-	-	-	2,715,000	-	-	-	-
Library	2,952,145	-	2,759,337	171,139 (7)	16,201 (7)	538	4,930 (7)	25.20	1.91
Principal's Office	9,257,004	3,860	8,910,012	127,340 (2)	93,332 (2)	102,993 (8)	19,467 (2)	41.00	23.57
Guidance/Counseling	4,892,695	10,000	4,569,778	15,960	294,676 (15)	1,072	1,209	36.20 (10)	16.39
Student Mgmt/Safety	1,650,446	-	1,282,944	2	352,500 (9)	-	15,000	-	19.09
Health Services	3,322,419	4	3,270,825	27,942	15,444	7,202	1,002	13.99 (16)	28.08 (16)
Elem/Sec./CTE Directors	1,996,195	352	1,782,997	83,602	96,544	17,200	15,500	7.00 (12)	4.79 (12)
Payments to Other Dist.	2	-	-	-	2	-	-	-	-
Curriculum	1,252,036	-	-	1,252,036 (4)	-	-	-	-	-
<b>Total Basic Ed</b>	<b>\$ 150,371,910</b>	<b>\$ 460,950</b>	<b>\$ 135,041,677</b>	<b>\$ 6,683,516</b>	<b>\$ 7,017,209</b>	<b>\$ 222,096</b>	<b>\$ 946,462</b>	<b>1,079.62</b>	<b>221.01</b>

### Source of Funding

Local M&O Levy	\$ 33,330,910	22.2%
Local Fees, Tuition, Gifts, Fines, Rents, Interest	8,401,894	5.6%
State Funding	104,187,493	69.3%
Federal Funding	108,900	0.1%
Other Agency Funding	-	0.0%
Use of Fund Balance - (To) From	4,342,714	2.9%
<b>Total Funding</b>	<b>\$ 150,371,910</b>	<b>100.0%</b>

### Footnotes:

1. Student/Teacher Allocations: K-2 21:1; 3-5 25:1; 6-8 25.5 : 1; 9-12 26.5 : 1
2. Building Budgets: Elem. \$104.25 per student; Mid. Sch. \$105.85 per student; High Sch. \$114.52 per student, Voc Grant Reserve \$50,000
3. High School Sports/ASB Transportation
4. Textbook Adoptions, Curriculum Refurbishment, Enrollment Increase Textbooks
5. Staff Dev. Contracts, Orchestra Instrument Repair, 1<sup>st</sup> Aide Training, 5<sup>th</sup> Grade Arts Program
6. Supplies and contracts for operations, training, equipment repair
7. Building Budgets, Library Support
8. Principal Leadership Training on law, instruction, discipline, risk management human relations, sports, Title IX, evaluation, etc.
9. School Resource Officers
10. Counselors: Elem. .5 FTE; Middle School 2.0 FTE; High School 3 to 4 FTE
11. Asst. Supt of TLS 1.0 FTE, TLS Directors 2.0 FTE., & 3.0 FTE TOSA
12. Ed Directors, Counseling and CTE Dir., Library/Counseling Time, Support Staff
13. Testing and Scoring of Assessments
14. Technology training and Web Presence for Certificated Staff
15. Contracted Mental Health Counseling Services
16. Nurses, Health Room Techs, and PBSES Support

## Basic Education - Support Services

	<u>Totals</u>	<u>Debit/Credit Transfer</u>	<u>Salaries/ Benefits</u>	<u>Supplies &amp; Materials</u>	<u>Contract Services</u>	<u>Travel</u>	<u>Capital Outlay</u>	<u>Cert FTE</u>	<u>Class FTE</u>
Board of Directors	\$ 611,956	\$ 4	\$ -	\$ 19,352	\$ 568,600 (1)	\$ 19,000	\$ 5,000	-	-
Superintendent's Office	546,553	4	502,049	17,002	15,500	7,000	4,998	1.00	1.98
Business Office	2,115,676	1,000	1,935,120	63,002 (2)	96,054 (3)	9,500	11,000	-	17.39 (13)
Human Resources	1,347,295	1,000	1,160,993	20,500	135,002 (4)	16,000	13,800	1.00	7.35
Public Relations	393,210	-	281,510	26,500 (11)	77,700 (11)	2,500	5,000	-	1.72
Supervision of Cust/Maint	495,095	-	448,381	26,660	6,354	7,200	6,500	-	3.72
Grounds Dept.	1,772,336	-	1,375,324	131,506 (5)	183,502 (6)	2,000	80,004	-	16.43
Custodial Dept.	6,618,726	500	6,073,570	407,454 (7)	54,502	2,500	80,200	-	86.86 (12)
Maintenance Dept.	3,459,399	-	2,002,002	569,533 (8)	815,162 (8)	2,500	70,202	-	20.86 (14)
Utilities	5,785,059	-	-	-	5,785,059 (9)	-	-	-	-
Plant Security	83,647	-	3,645	4,000	76,000	-	2	-	-
Insurance	1,073,008	-	-	-	1,073,008	-	-	-	-
Data Processing	1,975,644	-	971,892	5,000	973,252 (10)	3,500	22,000	-	8.11
Printing	25,549	-	549	-	25,000 (11)	-	-	-	-
Warehouse	422,910	-	392,223	24,002	4,085	100	2,500	-	4.66
Motor Pool	286,762	-	228,758	40,004	17,000	-	1,000	-	2.50
Operations Coord.	302,918	-	266,464	9,100	23,354	2,000	2,000	-	1.00
Emergency Preparedness	54,402	-	24,300	15,002	12,600	500	2,000	-	-
Construction Dept.	903,638	-	903,600	8	16	4	10	-	6.93
Telecomm Operations	178,217	-	99,817	15,000	50,400	1,000	12,000	-	1.00
<b>Total Support Services</b>	<b>\$ 28,452,000</b>	<b>\$ 2,508</b>	<b>\$ 16,670,197</b>	<b>\$ 1,393,625</b>	<b>\$ 9,992,150</b>	<b>\$ 75,304</b>	<b>\$ 318,216</b>	<b>2.00</b>	<b>180.50</b>

### Source of Funding

Local M&O Levy	\$ 6,306,570	22.2%
Local Fees, Tuition, Gifts, Fines, Rents, Interest	1,075,710	3.8%
State Funding	19,713,406	69.3%
Federal Funding	-	0.0%
Other Agency Funding	-	0.0%
Use of Fund Balance - (To) From	1,356,313	4.8%
<b>Total Funding</b>	<b>\$ 28,452,000</b>	<b>100.0%</b>

### Footnotes:

- Audit Fees, Election Expenses, Legal Fees, Policy Governance and Board Professional Development
- Postage, Software, Purchase Orders, Warrants, Forms, Paper, etc.
- Unemployment Claims Contract, King County Banker Fees, Software, Copiers
- EAP Program, Sub-System, Advertising, Finger Printing, Flex Plan, Legal Fees
- Fuel, Lumber, Irrigation Parts, Sand/Gravel, Play Grd. Chips, Fertilizer
- Asphalt Repair, Fencing, Tree Removal, Pest Management, Pond/Drain Cleaning
- Soap, Waxes, Hand Towels, Toilet Paper, Garbage Liners, etc.
- HVAC, Lights, Painting, Plumbing, Fire Alarm and Elevator Permits
- Power, Natural Gas, Water/Sewer, Telephones, Data and Waste Disposal
- Systems Support and Training – Student Records and Financial Management Systems (Payroll, Purchasing, Accts. Payable/Receivable, HR, Budget, Inventories, etc.)
- News Letter; Community/Staff Communications; Surveys; Printing; Postage; Paper; etc.
- Custodians: Elem. 2.0-2.5 FTE; Middle School 3.5 FTE; High Schools 0.5- 9.0 FTE
- CFO/COO, Admin Assistant, Budget Director, Finance Director, 2.0 Accountants/Auditor  
4.0 Accts. Pay., Accts. Rec., Purchasing Director, Pur. Sec., Inventory, Payroll Sup.,  
3.0 Cert. Payroll, 2 Class. Payroll, 2 Health Benefits
- Maintenance: 3 Carpenters, 4 Electricians, 6 HVAC, 3 Painters, 3 Plumbers,  
1 Locksmith, 1 Boiler Specialist

## Special Education

	<u>Totals</u>	<u>Debit/Credit Transfer</u>	<u>Salaries/ Benefits</u>	<u>Supplies &amp; Materials</u>	<u>Contract Services</u>	<u>Travel</u>	<u>Capital Outlay</u>	<u>Cert FTE</u>	<u>Class FTE</u>	
Supervision	\$ 948,137	-	760,133	18,502	142,002 (1)	20,000	7,500	3.00	2.55	(7)
Guidance/Counseling	2	-	2	-	-	-	-	-	-	
Health	5,132,805	-	4,548,605	100,500 (2)	469,200 (3)	7,500	7,000	41.90	*	6.59
Classroom	15,239,780	-	13,003,314	184,100 (5)	2,036,364 (6)	7,000	9,002	81.80	(4)	85.34
Payment to Other Districts	90,002	-	-	-	90,002	-	-	-	-	
<b>Total Special Ed</b>	<b>\$ 21,410,726</b>	<b>\$ -</b>	<b>\$ 18,312,054</b>	<b>\$ 303,102</b>	<b>\$ 2,737,568</b>	<b>\$ 34,500</b>	<b>\$ 23,502</b>	<b>126.70</b>	<b>94.48</b>	

### Source of Funding

Local M&O Levy	\$ 4,233,657	19.8%
Local Fees, Tuition, Gifts, Fines, Rents, Interest	-	0.0%
State Funding	12,993,564	60.7%
Federal Funding	4,183,505	19.5%
Other Agency Funding	1	0.0%
Use of Fund Balance - (To) From	(1)	0.0%
<b>Total Funding</b>	<b>\$ 21,410,726</b>	<b>100.0%</b>

### \* Health Cert. Staffing FTE

Psychologists	14.50
OT/PT	12.00
Speech/Communication	15.40
<b>Total</b>	<b>41.90</b>

### Footnotes:

1. Placement/IEP Hearing Fees, IEP Software
2. Unique Needs, testing materials, supplies for Psych, OT, PT, SLP and Nurses
3. Contracts for Psych, OT, PT and Other Related Services
4. PS – 12:1; LRC I Elem 27:1; LRC I Mid. Sch./High Sch. 30:1  
LRC II Elem/Mid. Sch. 10:1; LRC II High Schools 12:1
5. Special Education classroom materials
6. Out of District Placements (i.e. Overlake, San Marcos, Fairfax, HW Hearing)  
Birth thru 2, ESY, etc.) Federal Grant Reserve \$700,000
7. Asst. to Director, Grant/Staffing/Budget Secretary, IEP Secretaries



## Echo Glen

	<u>Totals</u>	<u>Debit/Credit Transfer</u>	<u>Salaries/ Benefits</u>	<u>Supplies &amp; Materials</u>	<u>Contract Services</u>	<u>Travel</u>	<u>Capital Outlay</u>	<u>Cert FTE</u>	<u>Class FTE</u>
Principals Office	\$ 283,271	\$ -	\$ 280,485	\$ 880	\$ 400	\$ 1,500	\$ 6	1.00	1.00
Library/Tech	45,573	-	\$ 42,921	2,450	200	-	2	-	0.55
Student Mgmt/Safety	68,378	-	\$ 68,378	-	-	-	-	-	1.00
Health	13,256	-	\$ 12,456	800	-	-	-	-	-
Classroom	1,604,743	2	1,489,011	33,726	69,502	(1)	9,500	11.00	3.36
Total Echo Glen	<u>\$ 2,015,221</u>	<u>\$ 2</u>	<u>\$ 1,893,251</u>	<u>\$ 37,856</u>	<u>\$ 70,102</u>	<u>\$ 11,000</u>	<u>\$ 3,010</u>	<u>12.00</u>	<u>5.91</u>

### Source of Funding

Local M&O Levy	\$ -	0.0%
Local Fees, Tuition, Gifts, Fines, Rents, Interest	-	0.0%
State Funding	1,805,528	89.6%
Federal Funding	285,000	14.1%
Other Agency Funding	-	0.0%
Use of Fund Balance - (To) From	<u>(75,307)</u>	<u>-3.7%</u>
Total Funding	<u>\$ 2,015,221</u>	<u>100.0%</u>

### Footnotes:

1. Grant Reserve \$60,000
2. Computers, Desks and Equipment

## Food Service

	<u>Totals</u>	<u>Debit/Credit Transfer</u>	<u>Salaries/ Benefits</u>	<u>Supplies &amp; Materials</u>	<u>Contract Services</u>	<u>Travel</u>	<u>Capital Outlay</u>
Supervision	\$ 338,444	\$ -	\$ 321,100	\$ 6,500	\$ 7,342	\$ 3,500	\$ 2
Food	1,779,000	-	-	1,779,000	-	-	-
Commodities	359,248	-	-	220,046	139,202	-	-
Cooks/Servers	2,925,389	-	2,673,635	187,252	(1) 33,502	(2) 1,000	30,000
Transfers	(481,956)	(481,956)	-	-	-	-	-
Total Food Services	<u>\$ 4,920,125</u>	<u>\$ (481,956)</u>	<u>\$ 2,994,735</u>	<u>\$ 2,192,798</u>	<u>\$ 180,046</u>	<u>\$ 4,500</u>	<u>\$ 30,002</u>

<u>Cert FTE</u>	<u>Class FTE</u>
-	2.58
-	-
-	-
-	39.65
-	-
-	42.23

### Source of Funding

Local M&O Levy	\$ -	0.0%
Local Fees, Tuition, Gifts, Fines, Rents, Interest	4,533,441	92.1%
State Funding	6,000	0.1%
Federal Funding	899,000	18.3%
Other Agency Funding	-	0.0%
Use of Fund Balance - (To) From	<u>(518,316)</u>	<u>-10.5%</u>
Total Funding	<u>\$ 4,920,125</u>	<u>100.0%</u>

### Footnotes:

1. Paper and Cleaning Supplies
2. Health Permits, Point of Sale Software
3. Managers, Bakers, Food Assistants, Cashiers

## Transportation

	<u>Totals</u>	<u>Debit/Credit Transfer</u>	<u>Salaries/ Benefits</u>	<u>Supplies &amp; Materials</u>	<u>Contract Services</u>	<u>Travel</u>	<u>Capital Outlay</u>	<u>Cert FTE</u>	<u>Class FTE</u>	
Supr/Training/Dispatch	\$ 750,533	\$ 800	\$ 699,533	\$ 20,860	\$ 17,340 (1)	\$ 7,000	\$ 5,000	-	7.06	(6)
Bus Operations	7,514,020	-	6,055,820	857,500 (2)	582,700 (3)	3,000	15,000	-	69.67	(7)
Mechanics	1,115,724	-	720,818	292,000 (4)	92,406 (5)	2,000	8,500	-	7.50	
Insurance	140,000	-	-	-	140,000 (8)	-	-	-	-	
Transfers	(1,200,000)	(1,200,000)	-	-	-	-	-	-	-	
Total Transportation	<u>\$ 8,320,277</u>	<u>\$ (1,199,200)</u>	<u>\$ 7,476,171</u>	<u>\$ 1,170,360</u>	<u>\$ 832,446</u>	<u>\$ 12,000</u>	<u>\$ 28,500</u>	<u>-</u>	<u>84.23</u>	

### Source of Funding

Local M&O Levy	\$ 1,735,277	20.9%
Local Fees, Tuition, Gifts, Fines, Rents, Interest	385,000	4.6%
State Funding	6,200,000	74.5%
Federal Funding	-	0.0%
Other Agency Funding	-	0.0%
Use of Fund Balance - (To) From	-	0.0%
Total Funding	<u>\$ 8,320,277</u>	100.0%

### Footnotes:

1. Physicals, Drug/Alcohol Testing, CDL Licensing, Versatrans Software
2. Fuel
3. Charter Services, McKinney V, CDL Testing, Physicals
4. Parts, Tires, Tools, Grease/Oil, Filters, Lights, etc.
5. Major Contracted Repairs (Engines/Transmissions)
6. Director, Secretary, Payroll Routing Secretary, Trainer, Dispatch/Versatrans, Supervisor of Bus Drivers
7. Bus Drivers
8. Insurance

## Other Grants/Programs

	<u>Totals</u>		<u>Debit/Credit Transfer</u>	<u>Salaries/ Benefits</u>	<u>Supplies &amp; Materials</u>	<u>Contract Services</u>	<u>Travel</u>	<u>Capital Outlay</u>	<u>Cert FTE</u>	<u>Class FTE</u>
Title I/LAP	\$ 1,796,965		\$ 50,010	\$ 1,605,583	\$ 100,868	(2) \$ 40,502	(2) \$ 2	\$ -	16.95	(1) -
Teacher Quality	290,428	(3)	-	284,799	5,625	2	2	-	3.00	-
Teacher Asst./Prof. Standards	22,155		-	12,155	-	10,000	-	-	-	-
State Pilot Programs	1,211,716	(9)	-	1,111,704	8	100,002	(8) 2	-	-	-
Head Start	199,461		35,000	158,561	2,500	1,400	1,250	750	-	2.24
English as 2nd Language	1,757,950		-	1,695,430	55,106	5,410	504	1,500	15.95	(4) 4.20
NROTC	277,756		-	233,756	4,500	36,500	(8) 3,000	-	-	2.00
Traffic Safety	131,794	(5)	-	91,794	6,900	2,100	1,000	30,000	-	-
Summer/Night School	220,510	(5)	2,000	211,410	5,000	2,000	100	-	-	-
Gifted	276,819	(6)	-	214,567	60,952	750	500	50	2.00	-
Gifts/Grants	3,286,339		51	624,003	2,406,482	252,741	506	2,556	1.00	5.74
School Age Care	10,406,595	(7)	1,130,635	7,562,498	585,000	926,460	46,002	156,000	-	100.10
Other	-		-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-
Total Grants/Programs	\$ 19,878,488		\$ 1,217,696	\$ 13,806,260	\$ 3,232,941	\$ 1,377,867	\$ 52,868	\$ 190,856	38.90	114.27

### Source of Funding

Local M&O Levy	\$ 1,600,000	8.0%
Local Fees, Tuition, Gifts, Fines, Rents, Interest	15,074,479	75.8%
State Funding	3,501,153	17.6%
Federal Funding	1,215,460	6.1%
Other Agency Funding	530,629	2.7%
Use of Fund Balance - (To) From	(2,043,233)	-10.3%
Total Funding	<u>\$ 19,878,488</u>	100.0%

### Footnotes:

- 0.4 to 2.5 teachers per bldg. based on poverty factor and % meeting standard;
- Title I required "set asides"
- Teacher training – Aligns curriculum across grade spans - TOSA's 3.0 FTE
- Cert/Class distributed based on number of ELL students served.
- TSE and summer school self supporting
- Expended for purpose money is given
- School Age Care is self supporting
- Grant Reserve(s) - \$75,000 and \$35,000 (NROTC)
- Budget Capacity for National Board Stipend (State Pass Through)

## Fund 2 - Capital Projects Fund Budget Summary

**Beginning Fund Balance 9-1-2016** \$ 200,000,000

**Revenue:**

Local Property Tax	\$	12,830,536	
Investment Earnings		1,000,006	
Rental Fees/Misc.		17,002	
Impact Fees		1,720,002	
Bond Premium/Subsidy		535,000	
Sale of Bonds		150,000,001	
<b>Total Revenue</b>			166,102,547

**Total Available Resources** \$ 366,102,547

**Expenditures:**

Sites	\$	90,000,000	
Buildings		106,300,000	
Equipment		10,000,000	
Debt (Arbitrage)		100,000	
<b>Total Expenditures</b>			206,400,000

**Ending Fund Balance 8-31-2017** \$ 159,702,547

Capital Projects Fund - Used for the acquisition of school sites, the construction of new schools, or the renovation of existing schools.

## Fund 3 - Debt Service Fund

### Budget Summary

<b>Beginning Fund Balance 9-1-2016</b>		<b>\$ 21,000,000</b>
<b>Revenue:</b>		
Local Property Tax	\$ 42,877,869	
Investment Earnings	50,004	
Total Revenue	<u>42,927,873</u>	<u>42,927,873</u>
<b>Total Available Resources</b>		<b>\$ 63,927,873</b>
<b>Expenditures:</b>		
Bonds Redeemed	\$ 25,640,000	
Interest on Bonds	28,595,000	
Transfer Fees	30,010	
Total Expenditures	<u>54,265,010</u>	<u>54,265,010</u>
<b>Ending Fund Balance 8-31-2017</b>		<b><u><u>\$ 9,662,863</u></u></b>

Debt Service Fund - Pays the principal and interest payments on outstanding bonds which were sold to pay for building new schools and remodeling existing schools.

## Fund 4 - Associated Student Body Fund Budget Summary

<b>Beginning Fund Balance 9-1-2016</b>		<b>\$ 1,300,000</b>
<b>Revenue:</b>		
General ASB	\$ 5,650,369	
Athletics	1,952,376	
Classes	194,026	
Clubs	832,150	
Private Monies	258,300	
Total Revenue		<u>8,887,221</u>
<b>Total Available Resources</b>		<b>\$ 10,187,221</b>
<b>Expenditures:</b>		
General ASB	\$ 5,183,490	
Athletics	2,382,731	
Classes	197,801	
Clubs	858,949	
Private Monies	264,250	
Total Expenditures		<u>8,887,221</u>
<b>Ending Fund Balance 8-31-2017</b>		<b><u>\$ 1,300,000</u></b>

Associated Student Body Fund - A special fund used for student activities in student government, athletic programs, classes, and clubs.

## Fund 5 - Transportation Vehicle Fund Budget Summary

<b>Beginning Fund Balance 9-1-2016</b>		<b>\$ 4,900,000</b>
<b>Revenue:</b>		
Local Property Tax	\$ 3	
Investment Earnings	20,001	
State Depreciation Reimbursement	1,300,000	
Other Financing Sources	1	
Total Revenue		<u>1,320,005</u>
<b>Total Available Resources</b>		<b>\$ 6,220,005</b>
<b>Expenditures:</b>		
School Bus Purchases		<u>2,400,000</u>
<b>Ending Fund Balance 8-31-2017</b>		<b><u>\$ 3,820,005</u></b>

Transportation Vehicle Fund - Used exclusively for the purchase of school buses for student transportation.



## Administrative Costs 2016-17 F-195 (Budget)

	Actual King County Dist. Average <u>2014-15</u>	Actual Issaquah <u>2014-15</u>	Budget Issaquah <u>2016-17</u>
11 Board of Directors	0.36%	0.26%	0.26%
12 Superintendents Office	0.55%	0.32%	0.36%
13 Finance Office	1.01%	0.99%	0.90%
14 Human Resources	0.90%	0.62%	0.57%
15 Public Relations	0.21%	0.22%	0.17%
21 Supervision-Instruction	2.26%	1.61%	1.69%
41 Supervision-Food Service	0.20%	0.14%	0.14%
51 Supervision-Transportation	0.36%	0.35%	0.32%
61 Supervision-Maintenance/Operations	<u>0.24%</u>	<u>0.28%</u>	<u>0.21%</u>
<b>Total Central Administration</b>	<u>6.11%</u>	<u>4.80%</u>	<u>4.62%</u>
23 Building Administration	<u>6.05%</u>	<u>4.29%</u>	<u>4.06%</u>
<b>Total Central &amp; Building Admin.</b>	<u><u>12.16%</u></u>	<u><u>9.09%</u></u>	<u><u>8.68%</u></u>

**Issaquah School District  
2016-17  
Enrollment Projections**

<b>FTE</b>	<b>FTE PROJECTION</b>							<b>FTE</b>			
<b>GRADE</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
K	612.50	609.00	650.50	653.50	693.50	661.00	1343.32	1324.39	1308.68	1330.67	1321.66
1ST	1390.30	1395.37	1360.80	1489.00	1494.00	1547.15	1490.34	1508.55	1494.16	1474.85	1492.61
2ND	1354.00	1423.00	1467.10	1413.81	1552.00	1557.68	1602.43	1547.21	1562.39	1548.21	1527.17
3RD	1385.20	1373.30	1496.40	1526.00	1477.50	1615.00	1611.78	1660.24	1602.07	1616.39	1600.32
4TH	1318.50	1416.10	1440.20	1498.02	1544.70	1547.78	1651.07	1645.66	1687.37	1634.47	1651.49
5TH	1400.70	1346.10	1448.00	1477.23	1555.10	1582.37	1584.49	1686.19	1681.44	1722.78	1665.71
6TH	1268.90	1407.10	1361.80	1461.96	1511.70	1599.50	1603.77	1605.72	1708.22	1705.11	1744.16
7TH	1326.20	1310.74	1447.40	1391.33	1490.90	1551.60	1634.00	1633.60	1633.44	1735.28	1731.79
8TH	1297.40	1345.41	1338.80	1463.01	1432.30	1519.60	1576.56	1656.76	1655.30	1656.36	1754.28
9TH	1327.10	1361.04	1412.10	1343.78	1494.60	1472.40	1559.48	1608.48	1681.48	1683.97	1684.45
10TH	1332.60	1319.24	1353.10	1403.63	1351.60	1488.80	1466.48	1550.74	1599.43	1672.10	1671.14
11TH	1109.40	1232.97	1225.40	1233.44	1292.40	1166.50	1365.42	1335.44	1412.00	1456.73	1522.89
12TH	1014.90	1020.89	1145.60	1110.26	1115.30	1135.80	1052.18	1243.01	1206.11	1279.61	1321.35
<b>TOTAL - FTE</b>	<b>16137.70</b>	<b>16560.26</b>	<b>17147.20</b>	<b>17464.97</b>	<b>18005.60</b>	<b>18445.18</b>	<b>19541.31</b>	<b>20005.97</b>	<b>20232.10</b>	<b>20516.54</b>	<b>20689.04</b>
K-5TH	7461.20	7562.87	7863.00	8057.56	8316.80	8510.98	9283.42	9372.23	9336.11	9327.38	9258.97
6TH-8TH	3892.50	4063.25	4148.00	4316.30	4434.90	4670.70	4814.33	4896.08	4996.96	5096.74	5230.23
9TH-12TH	4784.00	4934.14	5136.20	5091.11	5253.90	5263.50	5443.56	5737.66	5899.03	6092.42	6199.84
<b>TOTAL - FTE</b>	<b>16137.70</b>	<b>16560.26</b>	<b>17147.20</b>	<b>17464.97</b>	<b>18005.60</b>	<b>18445.18</b>	<b>19541.31</b>	<b>20005.97</b>	<b>20232.10</b>	<b>20516.54</b>	<b>20689.04</b>
Running Start	259.94	223.99	227.00	294.40	311.04	381.00	400.00	400.00	400.00	400.00	400.00
<b>Total FTE</b>	<b>16397.64</b>	<b>16784.25</b>	<b>17374.20</b>	<b>17759.37</b>	<b>18316.64</b>	<b>18826.18</b>	<b>19941.31</b>	<b>20405.97</b>	<b>20632.10</b>	<b>20916.54</b>	<b>21089.04</b>
<b>Growth</b>		386.61	589.95	385.17	557.27	509.54	1115.13	464.66	226.12	284.44	172.50

**Note:** First six years reflect actual enrollments on Oct. 1st.  
Last five years reflect projected enrollments on Oct. 1st.  
Running Start per August 31 - 1191E