

WASA Management Review

Business & Operational Review
Fall 2021

Introduction

- WASA has provided reviews, upon request, for school districts across the region for 15 years. To date, WASA has conducted 200 reviews.
- WASA reviewer conducted a full-day review on September 15th, interviewed 10 central office staff.
- WASA reviewer was Jacob Kupper, Chief Financial Officer with the Issaquah School District.

Introduction

Review focused on five areas:

1. District Organizational Structure and Process Improvement
2. Program Investments
3. Current Financial Position & Comparison
4. Enrollment Trends & Staffing Allocations
5. Communication with Superintendent and Other Stakeholders

Initial Recommendations

District Organizational Structure and Process Improvement

- Organizational chart needs personnel and structures to support a district vision for Teaching and Learning. *Recommendation: adding one position in TLL/SpEd each and a reorganization of central office leadership*
- Modernize business processes. *Recommendation: work closely with NWRDC and State Auditor's Office for support*

Program Investments (ESSR Funds and Ongoing)

- Review “Administrative Cost Comparisons” to ensure staffing levels are comparable to statewide averages. *Recommendation: administrative expenses are decreasing, still comparable to other districts, but regular review is recommended*
- Prioritize remaining ESSR funding. *Recommendation: Covid-19 mitigation and curriculum purchases*

Current Financial Position & Comparisons

- Stanwood-Camano is financially stable with average to above average equity balances. *Recommendation: trajectory of salary/benefit spending must slow or decrease for long term sustainability*
- Paid lunch prices. *Recommendation: discuss increasing cost of paid school lunch (not reduced lunch) by \$0.25 for two consecutive years*
- Right sizing of food service programs. *Recommendation: compare district labor percentages to industry standards*

Enrollment Trends & Staffing Allocations

- *Recommendation: continue in-house and conservative enrollment projects; utilize a professional firm to conduct a longitudinal enrollment projection*
- *Recommendation: institute a staffing allocation model and formula to drive actual staffing resources*

Communication with Superintendent & Stakeholders

- *Recommendation: Continue monthly budget status report between ED of Business and Superintendent; continue monthly report to board of directors*

In Summary

- Overall positive review, with a strong fund balance, ESSR funding opportunities and readiness for central office reorganization
- Questions?