

School Directors' Compensation Study



Pursuant to Chapter 297, Laws of 2022 (SB 5693)

**COMMUNITY SERVICES AND
HOUSING DIVISION**

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Report to the Legislature

Director Lisa Brown

Acknowledgments

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Executive summary

Overview

School directors play a distinct role with specific responsibilities in public education. As school board members, they partner with fellow school directors to take decisive action in all areas that affect students and staff in their school districts. A school board has primary responsibility to:

- Hire, supervise and evaluate the superintendent
- Set the vision, mission and strategic goals for the district
- Review, revise and adopt district policies
- Establish and oversee the district's budget
- Serve as community representatives
- Monitor the district's progress towards its goals¹

[Section 128\(169\), Chapter 297, Laws of 2022 \(SB 5693\) \(PDF\)](#) tasked the Department of Commerce (Commerce) with completing a study of school directors' compensation. The bill directed Commerce to "examine actual and potential school director compensation, including salaries, per diem rates, expense reimbursements, and health care benefits for the purpose of determining what changes in statute or practice, if any, would be necessary to align provisions governing school director compensation with those governing the compensation of other elected officials with comparable duties and responsibilities." Commerce developed the options and strategies in this report in response to the directives of the bill.

Key findings

Commerce met and corresponded with multiple stakeholders and subject matter experts, elected officials and appropriate agencies, and distributed a survey to all school directors in Washington to understand which compensation components would need to be changed to achieve parity with similar elected officials.

The most pressing compensation issues that need to be addressed to bring school directors' compensation into alignment with similar elected officials' compensation include:

- School directors' maximum annual compensation is 61% less than 14 other categories of elected officials with similar duties and responsibilities.
- The funding source for school directors' compensation – a property tax-based levy – creates inequitable opportunities to pay school directors and negatively impacts school districts and school directors serving in areas with lower property values.
- The results of a widely distributed online survey indicate that more than half of Washington counties may not have a single school director that identifies as a person of color.
- The statute governing school directors' compensation has not been updated since it was enacted in 1987.
- A school district's size does not correlate to a school director's workload.
- School directors' roles on the school board vary, and the workload varies with the roles.

¹ Washington State School Directors' Association, "Serving on Your Local School Board," (2022), <https://wssda.org/leadership-development/board-development/becoming-a-school-director/#:~:text=School%20directors%20work%20together%20to.strategic%20goals%20for%20the%20district>

Recommendations

Commerce recommends the following changes to bring school directors' compensation into parity with elected officials that share similar duties and responsibilities. These recommendations are most similar to the compensation structure for public utility district (PUD) commissioners' compensation and expenses' policy ([RCW 54.12.080](#)). PUD commissioners' compensation policy provides a three-tiered salary; per diem compensation for meeting attendance or for performing other related duties; paid expenses; and terms for reviewing and updating compensation.

- Establish long-term, sustainable funding for school directors' compensation in the state operating budget and to be administered by OSPI to provide equitable compensation to all school directors. Under [RCW 28A.315.005](#), school districts are identified as subdivisions of the state, and thus their funding is separate and distinct from that for basic education.
- Bring school directors' compensation into parity with other elected officials with similar duties and responsibilities. By using a model based on the weighted average per hour compensations of similar elected officials, a comparable base salary is \$925 per month.
- Account for school directors' varying roles on their school boards and corresponding workloads by establishing a three-tiered school directors' compensation formula. The maximum total annual compensation cost to pay all school directors statewide would be \$19,676,280.
- Update school directors' annual maximum per diem to \$12,288 and pay per meeting to \$128.
- Pay school directors' expenses from per diem funds in advance to ensure school directors on limited budgets can attend out-of-town trainings, participate in meetings, and perform their additional required duties. Reimburse school directors for travel expenses incurred while performing school directors' duties and responsibilities.
- Add a subsection to the school directors' compensation policy ([RCW 28A.343.400](#)) that states the Office of Financial Management should adjust school directors' salary, per diem, and per meeting compensations for inflation every five years to achieve policy parity for compensation updates.
- Further discuss providing benefits to school directors to address disparities, cost concerns and equitable opportunities to offer benefits.

To prepare this report, Commerce researched school directors' compensation statutes and practices, and the impacts of each. Then school directors' compensation statuses were compared to compensation statuses of other elected officials with comparable duties and responsibilities.

Research findings indicate the source of school directors' compensation does not provide equal funding for all school districts. Consequently, some school districts have the opportunity to offer school directors compensation, some do not, which may limit who can afford to participate as a school director.

Low-income individuals living in school districts that cannot afford to pay school directors experience disproportionate adverse impacts as a result of the compensation policy, particularly low-income individuals who cannot afford to pay for expenses they would incur while performing the duties of a school director, such as traveling for required trainings. Consequently, current school director compensation policy risks limiting which districts can afford to offer their school directors compensation, which can limit who has the opportunity participate as a school director.

When school directors' compensation policy was compared to the compensation policy of other elected officials that share similar duties and responsibilities, school directors' compensation policy was comparatively outdated and significantly less than similar elected officials' compensation.

Below is a summary table of the research findings that include school directors' compensation issues and recommendations for them.

Table 1: School directors' compensation issues and recommendations

Issue	Recommendation
<p>Not all school districts can afford to offer school directors' compensation.</p> <p>At least 129 school directors reported their school district does not allow them to be reimbursed for expenses or receive per meeting pay, while more than 200 school directors are allowed reimbursement and per meeting pay, resulting in compensation disparities.²</p>	<p>Establish long-term, sustainable state funding to provide equitable compensation to all school directors, and to ensure all school districts have equal opportunity to pay school directors.</p>
<p>School directors' compensation policy has not been updated since it was enacted in 1987.</p>	<p>Add a subsection to school directors' compensation policy that states the Office of Financial Management should adjust school directors' salary, per diem, and per meeting compensations for inflation every five years to achieve parity.</p>
<p>School directors' per diem maximum is 61% less than that of 14 other special purpose, district-elected officials.</p>	<p>Update school directors' annual per diem maximum to \$12,288 to achieve parity.</p>
<p>School directors' per meeting pay is 61% less than that of 14 other special purpose, district-elected officials.</p>	<p>Update school directors' per meeting pay from \$50 per meeting to \$128 to achieve parity.</p>
<p>School directors' compensation policy states school directors cannot be compensated, which creates a compensation disparity between school directors and the three most similar elected officials.</p>	<p>Achieve compensation parity by paying school directors the same weighted average per hour that similar elected officials receive for their work with similar duties and responsibilities.</p>

² According to 2022 [School Directors' Survey](#), Department of Commerce.

<p>Some school districts do not allow their school directors to be reimbursed for travel expenses</p> <p>School districts requiring school directors to incur all travel expenses might prohibit people from participating as school directors if people cannot afford to pay for the travel required to fulfill school directors' duties.</p>	<p>Ensure all school directors have equal opportunity to attend out-of-town trainings, participate in meetings, and perform additional required duties by paying travel expenses in advance. Travel expenses should be reimbursed.</p>
<p>The most similar elected officials may receive benefits including: public utility district commissioners (RCW 54.12.080), port commissioners (RCW 53.08.170), and city council members (RCW 35.27.130), but school directors are not allowed to receive benefits from their respective jurisdictions.</p>	<p>Commerce recommends the Legislature further discuss providing benefits to school directors to address parity, cost and equity issues.</p>

Introduction

School directors are special-purpose, district-elected officials commonly known as school board members. School directors partner with fellow school district board members to make critical decisions directly impacting school districts, classrooms and students. School directors' work is integral to public education.

In 1987 the Legislature recognized the value school directors bring to public education by enacting legislation that allowed them to receive compensation for attending meetings or performing duties ([RCW 28A.343.400](#)). Many elected officials may be compensated for attending meetings and performing duties, but unlike other elected officials, school directors' compensation has never been updated.

Consequently, the Legislature tasked the Department of Commerce (Commerce) with studying potential options for updating and funding school directors' compensation. The goal is to present options and make recommendations that would bring school directors' compensation into parity with elected officials who share similar duties and responsibilities.

Authorizing legislation

The 2022-23 State Supplemental Operating Budget [Section 128\(69\), Chapter 297, Laws of 2022 \(SB 5693\)](#) directs Commerce to research actual and potential school directors' compensation:

(169) \$97,000 of the general fund—state appropriation for fiscal year 2023 is provided solely for the department to examine actual and potential school director compensation, including salaries, per diem rates, expense reimbursements, and health care benefits for the purpose of determining what changes in statute or practice, if any, would be necessary to align provisions governing school director compensation with those governing the compensation of other elected officials with comparable duties and responsibilities.

(a) The examination required by this subsection, at a minimum, must address:

1. The duties and responsibilities of school directors and to what extent those duties, and the factors relevant to their completion, may have changed in the previous 10 years;
2. Demographic data about school district boards of directors and the communities they represent for the purpose of understanding the diversity of school district boards of directors and whether that diversity reflects the communities they serve;
3. The significant variances in school district budgets, student enrollments, tax bases, and revenues;
4. Options for periodically updating school director compensation, including the frequency and timing of potential compensation reviews, potential entities that may be qualified to conduct the reviews, and considerations related to inflationary indices or other measures that reflect cost-of-living changes; and
5. Options for funding the actual and potential costs of school director compensation, including salaries, per diem amounts, expense reimbursements, and health care benefits.

(b) In completing the examination required by this subsection, the department shall consult with interested parties, including the office of the superintendent of public instruction, the Washington state school directors' association, the Washington association of school administrators, and educational service districts.

(c) The department shall, in accordance with RCW 43.01.036, report its findings and recommendations to the governor, the superintendent of public instruction, and the committees of the legislature with jurisdiction over fiscal matters and K-12 education by January 6, 2023.

Subject matter experts

Commerce partnered with the Office of the Superintendent of Public Instruction (OSPI), the Washington State School Directors' Association (WSSDA), the Washington Association of School Administrators (WASA), the Washington Association of Educational Service Districts, and subject matter experts to determine necessary updates to bring school directors' compensation into parity with compensation of other elected officials with comparable duties and responsibilities.

Table 2: Subject matter experts consulted

Name	Title
Jordan Alcantara	Operations Associate, We Are One America
Lisa Callan	5th Legislative District Washington State Representative
Roger Ferris	Executive Director, Washington Fire Commissioners' Association
Sarah Fox	Vancouver City Council, Councilmember
Anne Hessburg	Mayor Pro Tempore, Leavenworth City Council
Meghan Jernigan	Director, Shoreline School District
Tricia Lubach	Director of Leadership Development, WSSDA
Michelle Matakas	Director, School Apportionment and Financial Services, OSPI
Kathy Mulkerin	Director, Walla Walla Public Schools
Roxana Norouzi	Executive Director, We Are One America
Erin Okuno	Director of the Office of Education Ombuds, formerly Executive Director, Southeast Seattle Education Coalition
Marissa Rathbone	Director of Strategic Advocacy, WSSDA
Heather Rees	Research and Policy Development Program Manager, OSPI
Chris Reykdal	Washington State Superintendent of Public Instruction, OSPI
Melissa Rubio	Political Director, We Are One America
Mike Sando	School District and ESD Financial Reporting, OSPI
Vivian Song Maritz	Director, Seattle Public Schools

Name	Title
Dan Steele	Assistant Executive Director, Government Relations, WASA
Jane Van Dyke	Secretary, Washington Public Utility District Association
Jessica Vavrus	Executive Director, Association of Educational Service Districts
Colleen Vekich	Youth Services Specialist, ESD 112
Graciela Villanueva	Vice President of Directors, Yakima School District
Phil Vu	Chief Customer Success Officer, Policy Map
Sandra Zavala-Ortega	Director, Vancouver School District

Background

According to the Municipal Research Services Center (MRSC), a total of 14 special purpose, district-elected officials' maximum compensations are updated to reflect inflationary indices every five years.³ Conversely, school directors' compensation has not been updated in 36 years (RCW [28A.343.400](#)). As a result, a significant disparity exists between school directors' compensation and fellow special purpose, district-elected officials' compensation.

Fourteen special purpose, district-elected officials receive up to \$128 per day whereas school directors receive up to \$50 per day. Legislation caps 14 special purpose, district-elected officials' compensation at \$12,288 per year while school directors' compensation is capped at \$4,800 per year. School directors' annual maximum compensation is 61% less than the compensation maximums for 14 special purpose, district-elected officials.

Deepening the compensation disparity, in 2023 and 2024, the same 14 categories of special purpose, district-elected officials will have their maximum daily compensation rates and annual maximums reviewed and updated to reflect inflationary indices. The Per Legislation column in the table below is informed by Municipal Research Services Center, "Salary Increases Effective July 1 for Many Special Purpose District Officials."⁴

³ Municipal Research Services Center, "Salary Increases Effective July 1 for Many Special Purpose District Officials," (2018), <https://mrsc.org/Home/Stay-Informed/MRSC-Insight/June-2018/Salary-Increases-for-Special-Purp-Dist-Officials.aspx>

⁴ Source: Municipal Research Services Center, "Salary Increases Effective July 1 for Many Special Purpose District Officials," (2018), <https://mrsc.org/Home/Stay-Informed/MRSC-Insight/June-2018/Salary-Increases-for-Special-Purp-Dist-Officials.aspx>

Table 3: Compensation comparisons

Per legislation	School directors	Elected officials in special purpose districts (14)
Compensation updates	Not Allowed	Every five years
Compensation last updated	1987	2018
Maximum compensation allowed per day	\$50	\$128
Maximum compensation allowed per year	\$4,800	\$12,288 – \$17,920

Recommendations

To bring school directors' compensation into parity with elected officials that share similar duties and responsibilities, Commerce recommends updating statute RCW [28A.343.400](#) governing monthly salaries, per diem maximums, and per meeting maximums. This section offers recommendations in two parts.

- Part one outlines Commerce's recommendations for sustainable funding that would address pay disparities between school directors and other elected officials with similar duties while ensuring all school districts have equal opportunity to offer school directors compensation. Specifically, Commerce recommends:
 - The Legislature should establish long-term, sustainable funding for school directors' compensation.
 - The base salary school directors should be offered to achieve parity with similar elected officials is \$925 per month.
 - Establish a tiered compensation system that reflects school directors' various roles on the school board and the additional work typically required.
 - Allow all school directors' travel expenses to be paid in advance. All school directors' travel expenses incurred while performing school director duties should be reimbursed from per diem funds.
 - The Legislature should further discuss the following three issues: Offering benefits to address the disparity between school directors and other elected officials, cost concerns and equitable opportunities to offer benefits.
- Part two outlines recommended practice and statute changes necessary to align provisions governing school director compensation with provisions governing other compensation of elected officials with comparable duties and responsibilities. School directors' compensation statute RCW [28A.343.400](#) should be revised to:
 - Remove the mandated source of school directors' compensation, excess levy funds. Replace the funding source as coming from the state operating budget and to be administered by OSPI.
 - Update salary, annual per diem maximum and per meeting pay.
 - Add a sub-clause that provides terms for updating school directors' compensation.
 - Revise the practice of opt-in compensation to make compensation mandatory for all school directors.

Part one: Establish state funding for school directors' compensation

To bring school directors' compensation into parity with the most similar elected officials', and to ensure school directors' compensation is uniformly available across the state, the state should establish long-term, sustainable funding for school directors' compensation in the state operating budget to be administered by OSPI. State funding would provide all school directors updated compensations that reflect similar elected officials' compensation, and would eliminate the inequity of requiring school directors to be compensated from excess levy funds. State funding would ensure all school districts have the opportunity to pay their school directors, regardless of the district area's assessed property value. It would further ensure people from all economic backgrounds receive equal compensation for their work as school directors.

Monthly salary

To address the inequitable pay disparities between school directors and their similar elected officials, Commerce recommends paying school directors a monthly salary based on each school director's role on the school board. To better determine the appropriate school director salary, Commerce conducted a pay equity

audit, a method to compare compensation amongst positions of similar duties. The work of port commissioners, PUD commissioners and city council members is very similar, but because they work a range of different hours, their weighted average hourly pay was calculated to more accurately compare the elected officials' compensations.

The weighted average pay per hour model was selected because it provides the greatest accuracy, transparency, and objectivity. After the weighted average pay per hour of three elected officials with the most similar duties and responsibilities was calculated, it was multiplied by 16 (the average hours school directors spend on their duties, according to the [2022 School Directors' Survey](#)). The total annual compensation cost to pay all school directors the same base salary would be \$16,394,700.

Additionally, stakeholders unanimously agreed that three roles on the school board almost always require more work. Accordingly, stakeholders recommended a tiered compensation system that reflects the additional work typically required by the role:

- President \$925 x 1.50 = \$1,388 per month
- Vice president and legislative representative \$925 x 1.25 = \$1,157 per month
- All other school directors Base salary = \$925 per month

The maximum total annual cost to pay 1,477 school directors' tiered salaries that correspond to workload would be \$19,676,280, or \$3,281,580 more than paying all directors the same base salary.

Annual per diem

Elected officials typically incur business and travel-related expenses while performing their duties,⁵ including flights, hotels and meals for required training, known as per diem expenses. Covered costs under per diem typically include airfare, rental cars, and hotel and meal costs in addition to pay-per-meeting standards. Jurisdictions vary on their policies, some paying elected officials' travel costs in advance. Others require the official to initially pay the per diem costs, then the elected official is reimbursed for expenses post travel. It is important to note that per diem pay is separate from and in addition to any monthly salary or salary elected officials receive.

Commerce recommends bringing school directors' annual per diem maximum up to \$12,288 to achieve parity with allowable annual per diem maximums for port commissioners, public utility district commissioners, and 12 more special purpose, district-elected officials.⁶

Table 8: Annual special purpose districts' allowable compensation thresholds⁷

Elected officials, special purpose district	Annual per diem compensation threshold
Port districts	\$12,288 - \$15,360
Public utility districts	\$17,920
Water sewer districts	\$12,288
Irrigation districts	\$12,288
Fire districts	\$12,288

⁵ Municipal Research and Services Center, "Travel and Expense Reimbursement Policies," (July 28, 2022),

<https://mrsc.org/Home/Explore-Topics/Finance/Accounting-and-Internal-Controls/Travel-Expense-Reimbursement.aspx>

⁶ Municipal Research Services Center, "Salary Increases Effective July 1 for Many Special Purpose District Officials," (2018),

<https://mrsc.org/Home/Stay-Informed/MRSC-Insight/June-2018/Salary-Increases-for-Special-Purp-Dist-Officials.aspx>

⁷ Municipal Research Services Center, "Salary Increases Effective July 1 for Many Special Purpose District Officials," (2018),

<https://mrsc.org/Home/Stay-Informed/MRSC-Insight/June-2018/Salary-Increases-for-Special-Purp-Dist-Officials.aspx>

Elected officials, special purpose district	Annual per diem compensation threshold
Public hospital districts	\$12,288
Metropolitan parks districts	\$12,288
Cemetery districts	\$12,288
Diking districts	\$12,288
Drainage districts	\$12,288
Diking, drainage and sewerage improvement districts	\$12,288
Flood control districts	\$12,288
Flood control district supervisors	\$12,288
Special districts – diking, drainage, and flood control facilities and services	\$12,288

Expenses

To align school directors' expense policies with numerous special purpose, district-elected officials, including but not limited to public utility district commissioners, fire district commissioners, and conservation district supervisors, Commerce recommends the following: School directors shall receive all reasonable and necessary expenses incurred in attending meetings of the board or when otherwise engaged in district business. All travel expenses shall be paid.

Commerce recommends allowing these expenses to be paid in advance when needed to ensure school directors on limited budgets can attend out-of-town trainings, participate in meetings, and perform their additional required duties.

Per meeting pay

Elected officials' per diem pay often includes a per-meeting payment component. Many elected officials can be paid a set amount each day for performing their elected duties, such as attending meetings, up to a maximum annual amount.

Commerce recommends updating school directors' per-meeting payment amount from \$50 per meeting to \$128 per meeting. Updating school directors' per-meeting pay to \$128 would match school directors' per-meeting pay with 14 other similar special purpose, district-elected officials' per-meeting pay, including public utility district commissioners and port commissioners. It would also eliminate the 61% disparity in per-meeting pay that currently exists between school directors and similar elected officials.

Table 8: Special purpose districts' allowable per day threshold⁸

Elected officials, special purpose district	Per day allowable threshold
Port districts	\$128
Public utility districts	\$128
Water sewer districts	\$128
Irrigation districts	\$128
Fire districts	\$128
Public hospital districts	\$128
Metropolitan parks districts	\$128
Cemetery districts	\$128
Diking districts	\$128
Drainage districts	\$128
Diking, drainage and sewerage improvement districts	\$128
Flood control districts	\$128
Flood control district supervisors	\$128
Special districts – diking, drainage, and flood control facilities and services	\$128

Updating school directors' maximum per diem to \$12,288 would bring one component of school directors' compensation into parity with similar elected officials. Given the various number of school board meetings per year, differing travel expenses, varying training requirements and unpredictable number of meetings from which school directors will be absent, it is only possible to calculate the maximum total annual cost of providing per diem pay: \$18,149,376. This total assumes all 1,477 school directors are paid the annual maximum per diem compensation, \$12,288, which includes travel expenses and per-meeting pay.

Reviewing and updating school directors' compensation

Commerce recommends the same review schedule for school directors as that of port commissioners and public utility district commissioners: The Office of Financial Management should adjust school directors' salary, per diem, and per-meeting compensations for inflation every five years. The first adjustment should begin January 1, 2024, based upon changes in the consumer price index during the previous five years as compiled by the Bureau of Labor and Statistics, United States Department of Labor.

Commerce's recommendation to add a "review and update" sub-section to school directors' compensation policy would ensure school directors' compensation is regularly updated to reflect inflationary indices, and would remain in alignment with the most similar elected officials' compensation.

Benefits

Of the respondents who took the [School Directors' Survey](#), approximately 16%, or 64 school directors, did not have health benefits. Commerce recommends the Legislature consider providing benefits to school directors who do not already have them. Public utility district commissioners (RCW [54.12.080](#)), port commissioners (RCW [53.08.170](#)), and city council members (RCW [35.27.130](#)) may receive benefits from their respective

⁸ Municipal Research Services Center, "Salary Increases Effective July 1 for Many Special Purpose District Officials," (2018), <https://mrsc.org/Home/Stay-Informed/MRSC-Insight/June-2018/Salary-Increases-for-Special-Purp-Dist-Officials.aspx>

jurisdictions. To achieve true parity with similar elected officials, school districts should be allowed to offer benefits to school directors.

[OneAmerica](#), a subject matter policy expert in creating more diverse communities at every level of society, reported in a stakeholder meeting that providing benefits to school directors who do not already have benefits is key to creating more diverse school boards.

On the other hand, the significant variance in school districts' budgets may result in unequal opportunities for school districts to offer benefits to school directors. Additionally, some stakeholders voiced reservations about the costs to provide benefits. Due to these variable factors, Commerce recommends further discussion on this topic.

Part two: Practice and statute changes to achieve parity

To achieve compensation parity with other elected officials, Commerce recommends the Legislature revise RCW [28A.343.400](#) to provide funding through OSPI.

OSPI recommended that they send school directors' compensation amounts to local districts for director pay. OSPI is the most logical choice because they already calculate and distribute each school district's appropriate amount of state funding through the state apportionment system. School directors' compensation funding should be appropriated specifically for that purpose. Commerce's recommended school directors' compensation policy is best exemplified by public utility district (PUD) commissioners' compensation and expenses' policy, RCW [54.12.080](#). PUD commissioners' compensation policy provides a three-tiered salary; per diem compensation for meeting attendance or for performing other related duties; paid expenses; and terms for reviewing and updating compensation.

However, Commerce does not recommend allowing school directors to waive any portion of their compensation. 38% of school directors reported their school district does not allow directors to receive compensation, and almost 30% reported there is an expectation in their school district that they waive their per diem.⁹ If the recommended policy changes are made, the option to waive compensation and the option to accept compensation will not exist.

Mandating school directors' compensation will best protect school directors from public scrutiny, remove the school directors' compensation debate from local communities, and uphold the spirit of RCW [43.03.027](#). RCW 43.03.027 states, "It is hereby declared to be the public policy of this state to base the salaries of public officials on realistic standards in order that such officials may be paid according to the true value of their services and the best qualified citizens may be attracted to public service."

Commerce recommends school directors' compensation policy RCW [28A.343.400](#) be revised to reflect the following recommendations:

- School directors shall receive a monthly salary based on school director's role on the school board:
 - School directors' base salary: \$925
 - Vice-president and legislative representative: \$1,157
 - President: \$1,388

⁹ 2022 [School Directors Survey](#), Department of Commerce

- Update annual per diem maximum to \$12,288.
- Update per-meeting pay maximum to \$128.
- Paid expenses: Directors shall receive necessary expenses incurred in attending meetings of the board or when otherwise engaged in district business. All travel expenses shall be paid. Expenses can be paid in advance.
- Salary, annual per diem and per-meeting pay thresholds shall be reviewed and updated every five years beginning Jan. 1, 2024, by the Office of Financial Management according to consumer price index changes determined by the United States Department of Labor.

If the Legislature updates school directors' compensation policies and provides the requisite funding, school directors' compensation will be:

- Equal with similar elected officials' compensation
- Equitably offered by all school districts in the state
- Equitably available to all school directors regardless of the economic conditions of their area
- Inclusive, so that all school directors have the economic resources required to perform their duties and responsibilities
- Removed from locally collected excess levy funds, thereby achieving equitable opportunity while preserving levy funds for services and students that need them

Note: school directors' compensation should not be considered as part of basic education.

School districts are defined in statute as sub-agents of the state: "Local school districts are political subdivisions of the state and the organization of such districts, including the powers, duties, and boundaries thereof, may be altered or abolished by laws of the state of Washington" (RCW [28A.315.005](#)).

Because school districts are subdivisions of the state, school directors' compensation should not be part of the basic education program. Basic education is defined in statute through a variety of formulas and entitlements to students – days, hours, and instructional staff, among others (RCW [28A.150](#)). According to the Office of the Superintendent of Public Instruction, basic education is often thought of as what students can expect by way of "prototypical supports" for a typical sized school, so school directors' compensation does not belong in basic education.

OSPI's preferred recommendation is to add school directors' compensation to the chapter for all school districts' provisions, specifically RCW [28A.320.015](#) where school directors' powers are listed. RCW [28A.320.015](#) is preferred because it is not considered a basic education statute.

OSPI's second recommendation is to add school directors' compensation to the basic education statute where school director responsibilities are listed: RCW [28A.150.230](#) but add a clarifying sentence such as "for purposes of this section, school director compensation is not part of the program of basic education."

Methodology

Commerce first conducted literature reviews, then met with multiple stakeholders. From there, a survey was distributed to all Washington school directors. Further e-mail communications with stakeholders ensued as Commerce refined funding options and recommendations. The final steps were crafting and calculating school directors' compensation options and recommendations.

Commerce's project manager met weekly with WSSDA to get a basis of understanding for what school directors do, the meetings and events they attend, and the impact of the decisions they make.

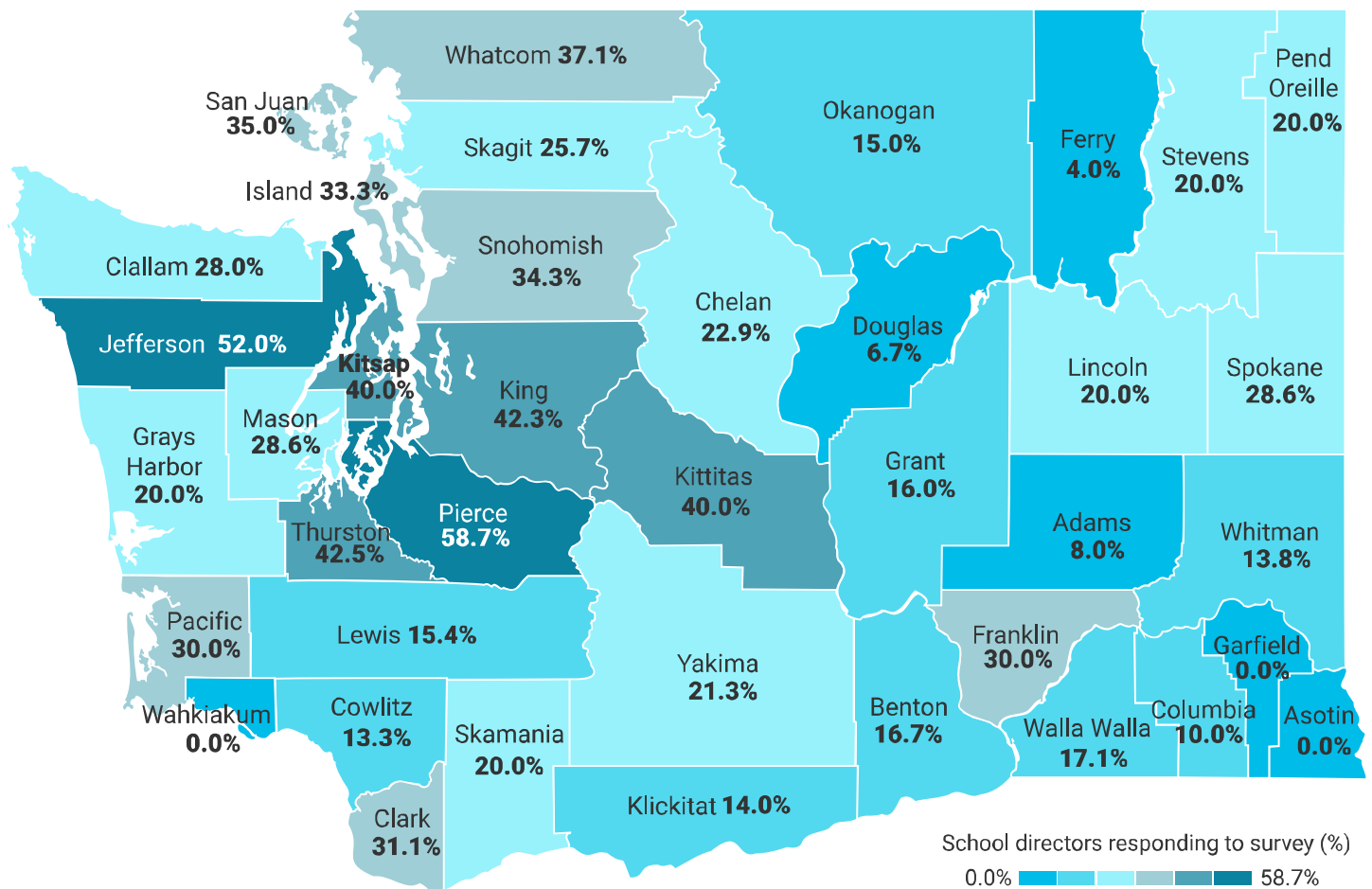
During one meeting with WSSDA, stakeholders expressed concern about the demographic portion of the proviso. Some school directors shared safety concerns about disclosing their personal demographic information due to past threats and harassment.

Ultimately, the best solution was to send a voluntary and anonymous survey to all Washington state school directors currently serving. (See [Appendix A](#) for all survey questions.) One question asked the respondent to self-identify their demographic information. A separate question asked in what county the survey respondent lived. This solution protected individuals' demographic information and right to privacy; it also allowed Commerce to collect demographic information that could be disaggregated at the county level for statewide comparisons.

In August 2022, WSSDA sent the survey to all 1,477 school directors in the state on behalf of Commerce. Of those, 390, or 26.5%, of Washington's school directors completed the survey.

Figure 1 displays the percent of school directors that responded to the survey in each county.

Figure 1: Percent of school director survey responses by county



Source: 2022 [School Directors' Survey](#), Department of Commerce

Commerce worked with WSSDA, additional stakeholders directly named in the proviso, district associations, elected officials, and additional subject matter experts. Using the stakeholders', subject matter experts' and survey respondents' feedback, final funding options and recommendations were determined.

Information about school directors

The proviso requires this report to address school directors' duties and responsibilities, how duties and responsibilities changed in the last 10 years, and school directors' compensation and demographic information. A detailed discussion of each follows.

School directors' duties and responsibilities

School directors' responsibilities are directly named in statute [RCW 28A.150.230](#). School directors work together to oversee the school district. As a board, their primary responsibilities are to:

- Hire, supervise and evaluate the superintendent
- Set the vision, mission and strategic goals for the district
- Review, revise and adopt policies
- Establish and oversee the budget
- Serve as community representatives
- Monitor the district's progress towards its goals
- Approve major purchases and investments

School directors responding to the online survey reported:

- More than half of school directors attend three or more meetings per month
- School directors spend an average of 16 hours per month on their duties¹⁰
- 16% spend more than 25 hours per month performing school director duties
- 50% spend 16 or more hours in training each year
- 25% spend more than 25 hours in training each year

Duties: Meetings

School directors' duties include attending monthly meetings, work-study sessions and related committee meetings. The number of required meetings per month varies by school district and by the school director's role on the school board (discussed below). However, results from the school directors' online survey show that more than half of school directors attend three or more meetings per month.

Additionally, all school directors are expected to meet with their constituents. Again, the frequency and length of constituent meetings varies by district, and by the topic, but 55% of school directors who took the online survey reported they meet with community members every month. More controversial topics often result in longer meetings, both school board meetings and one-on-one constituent meetings. Regardless of school directors' role on their district boards, many school board members are asked or expected to join one or two committee meetings per month, but again, this varies by district.

¹⁰ According to the weighted average reported in the 2022 [School Directors' Survey](#), Department of Commerce.

Duties: Roles

There is one commonality that better predicts all school directors' workload regardless of the district in which they are located: school directors' role on the school board. Multiple stakeholders reported the president of the school board typically spends the most hours per month on duties, followed by the vice president and legislative representative. These roles require additional hours because they often require additional monthly meetings and communications with various entities including superintendents and state representatives.

Duties: Unseen

All school directors have additional duties that occur outside of their required meetings. According to the school directors' online survey responses, almost 95% of school directors regularly attend graduations, public forums, or other school or district events; 93% of school directors research and prepare for the topic(s) to be discussed at the next school board meeting; 92% of school directors regularly read and respond to community members' emails and phone calls; and 65% advocate for their school district's policy interests with legislators. Additionally, school directors are responsible for organizing and tracking their schedules including meetings, trainings and events; and they arrange all travel for trainings, conferences and events.

Duties: Required trainings

WSSDA provides Educational Equity and professional development training for school directors. During a school director's first term in office, they are required to take the Open Government Training, per RCW [42.30.205](#), and Education Equity training, per RCW [28A.345.120](#), in addition to professional development courses. During subsequent terms of office, school directors are required to attend one of WSSDA's professional development elective training courses per term.

Almost half of school directors who took the online survey reported spending more than 16 hours in training every year, while 23% of responding school directors spent more than 25 hours in training each year. Attending training was reported as the number one reason school directors missed work, followed closely by meetings.

According to the online survey, school directors' duties, especially trainings and meetings, have a direct impact on their outside employment. More than 75% of school directors have jobs separate from their school director responsibilities, and 60% of those directors work full time. However, 73% of school directors reported they have missed work due to a school director duty, and 19 school directors indicated that their personal finances were negatively impacted because they had to take time off of work to fulfill their school director duties.

How school directors' duties changed over the past 10 years

According to multiple stakeholders, in the previous 10 years school directors' duties and responsibilities have significantly changed. School directors' duties and responsibilities became more complex as many aspects of K-12 education became more complex. Public education is rapidly diversifying and dealing with external health crises. The system is catching up to understand how to best serve the changing student body and modernize itself.

Consequently, all primary areas of school board governance (including policy, budgeting, strategic planning and advocacy) have expanded over the last 10 years to include community conversations and considerations around:

- Educational equity
- Serving more diverse students and families
- Increased pressure on academic achievement
- Greater expectation of community engagement

- Unprecedented decision making pressure regarding health and safety during the COVID-19 pandemic

Additionally, within the last 10 years the Legislature began requiring Open Government Training and Educational Equity Training that includes diversity, cultural competency, and inclusion training.

School directors' compensation

According to the school directors' compensation policies (RCW [28A.343.400](#)) each school district's board of directors decides if it will offer its board members compensation. If compensation is provided, funds may only come from the school district's locally collected excess levy funds. In districts that allow compensation, school directors may claim \$50 per day for attending board meetings or performing other school-director duties, not to exceed \$4,800 per year.

School directors responding to the online survey reported:

- 68% of school directors do not receive any compensation for their work
- 28% feel there is an expectation in their school district to waive school directors' salary
- 38% are in school districts that do not allow school directors to be compensated
- 88% would or might support school directors' compensation depending on the details

How levy funds work

The state of Washington is required to supply school districts with state funding for "basic education," which is based on what is referred to as a "prototypical model" representing the Legislature's assumptions of what resources are required to provide the program of basic education. A levy is a short-term, local property tax passed by the voters of a school district that generates revenue for the district to enhance basic education and fund programs and services.¹¹ Because property taxes are determined by a percentage of a property's assessed value, school districts in areas with higher property values have the potential to bring in significantly more levy funding dollars than school districts with lower property values.

Local effort assistance funds

In 1987, the Legislature approved payments of State General Fund moneys to match excess General Fund levies in eligible districts. The fund, known as local effort assistance (LEA), helps school districts with above-average tax rates due to low property valuations. In calendar year 2019, 178 of the state's 295 school districts received LEA allocations totaling \$330.6 million. LEA allocations make up about 2.3% of all school district revenues statewide, are paid into school districts' General Fund, and may be spent on enrichment General Fund programs.¹²

Levies and student services

Locally collected excess levy funds are an important revenue source that supports student services. The state of Washington is required to supply school districts with state funding to support basic education (RCW [28A.150.260](#)). When the funding provided by the state does not cover the actual costs to operate, construct and maintain a school district, districts often utilize bonds and levies to bridge the gap. "This local funding allows school districts to provide the structures and services communities rely on, which allows students to grow and thrive," according to the Education Service District 112.

¹¹ Educational Service District 112, "Bonds and Levies: The seeds of school funding," (September 29, 2022), <https://www.esd112.org/bond-levy/>

¹² [Organization and Financing of Schools – 2020 Edition \(www.k12.wa.us\)](http://www.k12.wa.us)

The funding source that often bridges the gap – local levies – is the same funding source for school directors' compensation. This funding conflict between student services and school directors' compensation disproportionately impacts Washington's most economically vulnerable students and school directors, especially students and school directors of color who are disproportionately represented in economically vulnerable households.¹³

Levies as inequitable funding sources

The source of school directors' compensation funding – local excess levy funds only – results in unsustainable, unreliable and inequitable compensation opportunities for school directors. This section discusses each issue in detail. (See [Appendix D](#) for school districts 2021-2022 financial information.)

First, levies are short-term, lasting from one to six years depending on the levy type, so they are neither a long-term nor a sustainable funding source.

Two school districts similar in size demonstrate how different levy collections can be. In 2020, Federal Way's student enrollment was 21,189 students. Edmonds School District enrollment was 759 fewer students, at 20,430. Materials and operations (M&O) excess levies collected for the two school districts in 2020 resulted in \$2,584 per student in the Edmonds School District, and less than half that amount (\$1,270 per student) in Federal Way.

Table four displays the 2020 excess levy funds in six similarly sized school districts for comparison.

Table 4: School districts' 2020 property valuations and excess levy funds

School district	Valuation	2020 excess M&O levy funds	Excess M&O levy funds per student	Student enrollment
Higher property values				
Edmonds	\$34,842,909,268	\$52,790,701	\$2,584	20,430
Bellevue	\$76,525,448,992	\$53,100,128	\$2,682	19,801
Everett	\$23,717,349,585	\$45,319,996	\$2,277	19,909
Lower property values				
Federal Way	\$17,431,370,800	\$26,899,963	\$1,270	21,189
Kennewick	\$9,385,430,286	\$14,850,000	\$806	18,434
Bethel	\$13,865,011,933	\$29,484,782	\$1,478	19,961

Source: The Office of the Superintendent of Public Instruction's Levy Detail.

¹³ National Low Income Housing Coalition, "Racial Disparities Among Extremely Low-Income Renters," (April 15, 2019), <https://nlihc.org/resource/racial-disparities-among-extremely-low-income-renters>

Although all school districts are authorized to compensate their school directors from excess levy funds, not all school districts can afford to, making the source of school directors' compensation unequal and inequitable.

Limiting which school districts can afford to pay their school directors might also limit who can afford to participate as a school director.

Inequitable compensation policy

State policies that do not provide an equally reliable funding source for school directors' compensation can result in disproportionate adverse impacts to low-income areas, particularly to low-income individuals who cannot participate as school directors without compensation.

School districts that do not compensate their school directors are at risk of ensuring school directors are mostly members of economic classes who can afford to serve without compensation. Conversely, economically vulnerable people who might need compensation so they can afford to take time off of work to attend school directors' meetings, trainings and other required duties, are denied the opportunity to participate if they cannot afford the privilege of serving without compensation.

School directors responding to the online survey reported:

- 61% have a household income of \$80,000 or more per year
- 7% have a household income of \$40,000 to \$60,000
- 6% have a household income of \$40,000 or less

According to the National Low Income Housing Coalition, "Black, Native American, and Hispanic households are more likely than white households to be extremely-low income."¹⁴ Given that Black, Native American, and Hispanic people are disproportionately represented in extremely-low income populations, school districts that do not compensate their school directors risk disproportionately excluding Black, Indigenous, and persons of color (BIPOC) from participating as school directors.

Washington's school directors' compensation policy does not require all school directors to be equally compensated from district to district, so it does not afford all community members' equal opportunity to participate.

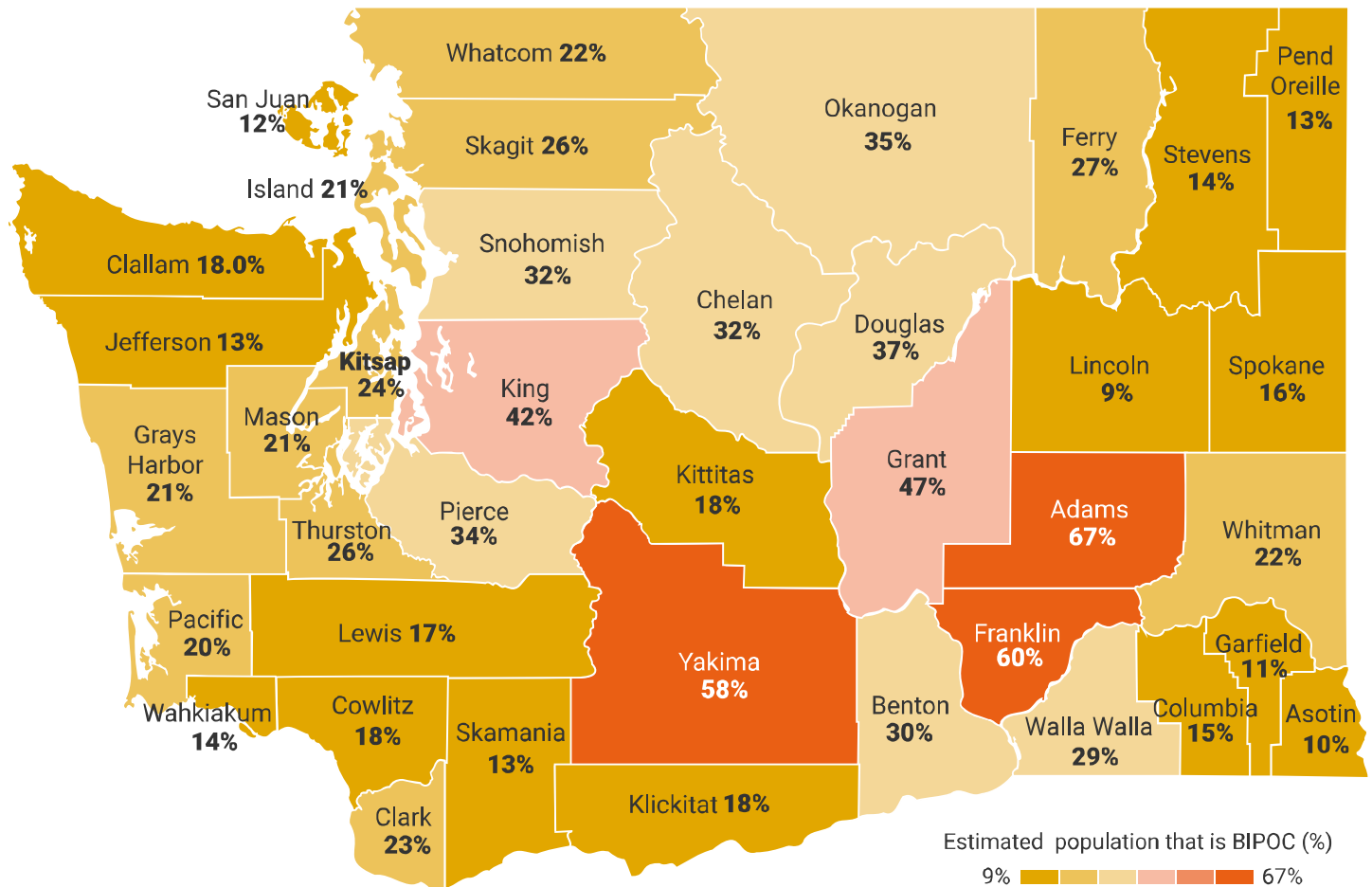
¹⁴ National Low Income Housing Coalition, "Racial Disparities Among Extremely Low-Income Renters," (April 15, 2019), <https://nlihc.org/resource/racial-disparities-among-extremely-low-income-renters>

School directors' demographics

This report required Commerce to gather "Demographic data about school district boards of directors and the communities they represent for the purpose of understanding the diversity of school district boards of directors and whether that diversity reflects the communities they serve." Every counties' population demographic data is displayed in the map below and identified in [Appendix D](#).

The map displays the estimated population that identifies as BIPOC in each county.

Figure 2. Estimated BIPOC population per county



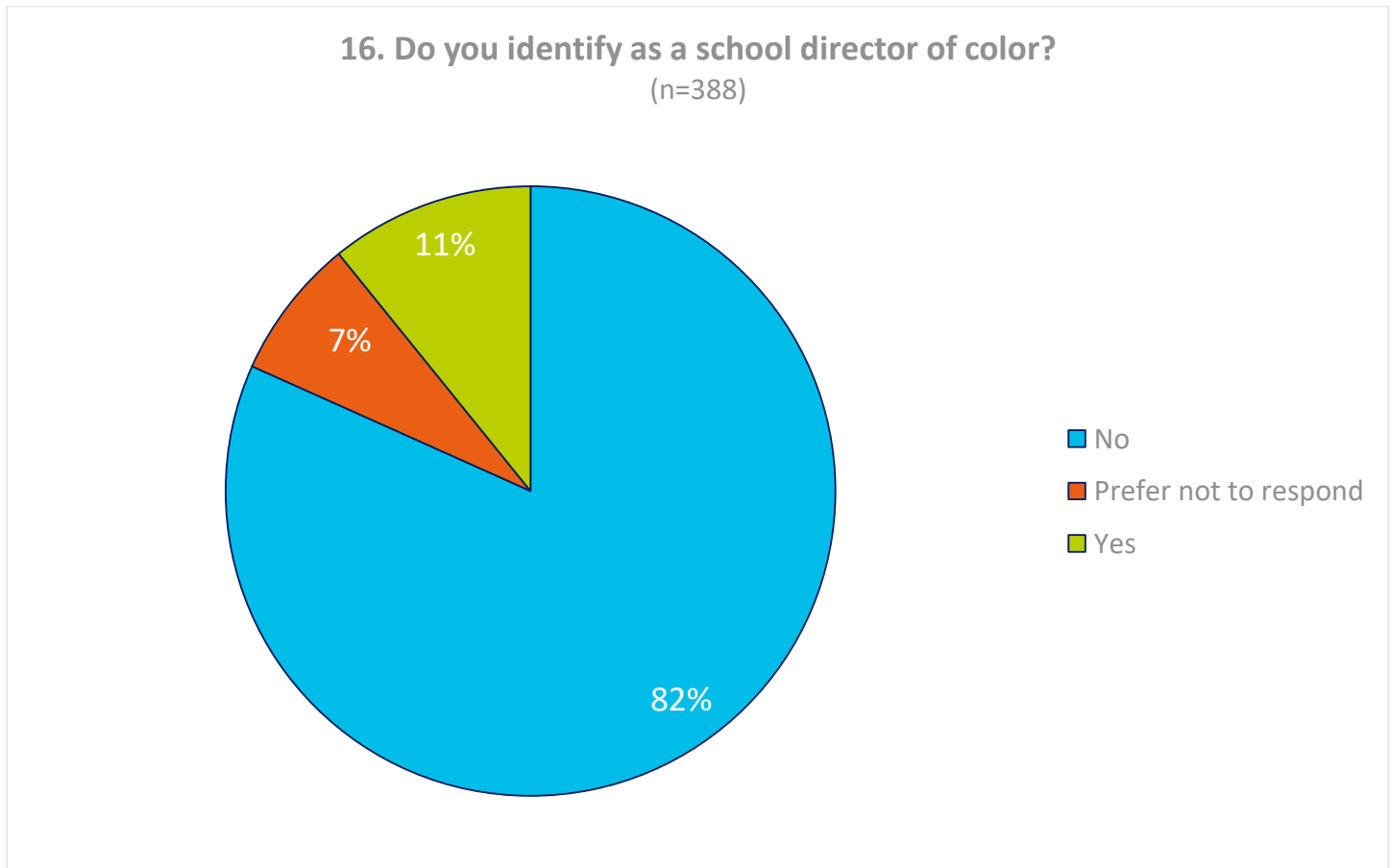
Source: 2020 American Community Survey, 5-year Estimate.

Commerce was not able to gather school directors' demographic information at an individual level due to safety concerns. Nonetheless, school directors' demographic information was ultimately collected at a county level through a voluntary, anonymous survey distributed to all Washington state school directors. Among other questions, it asked the school director to self-identify the county they lived in and whether they identified as a school director of color. With 39 counties and 1,477 school directors, the survey protected individual identities while providing a sense of school directors' demographic information in each county.

Demographic comparisons

When responding to Commerce's survey, 10% of school directors identified as school directors of color; 82% identified as not a school director of color; 7% preferred not to respond; and two people skipped the question. School directors from all areas of the state, including 36 of 39 counties, took the survey.

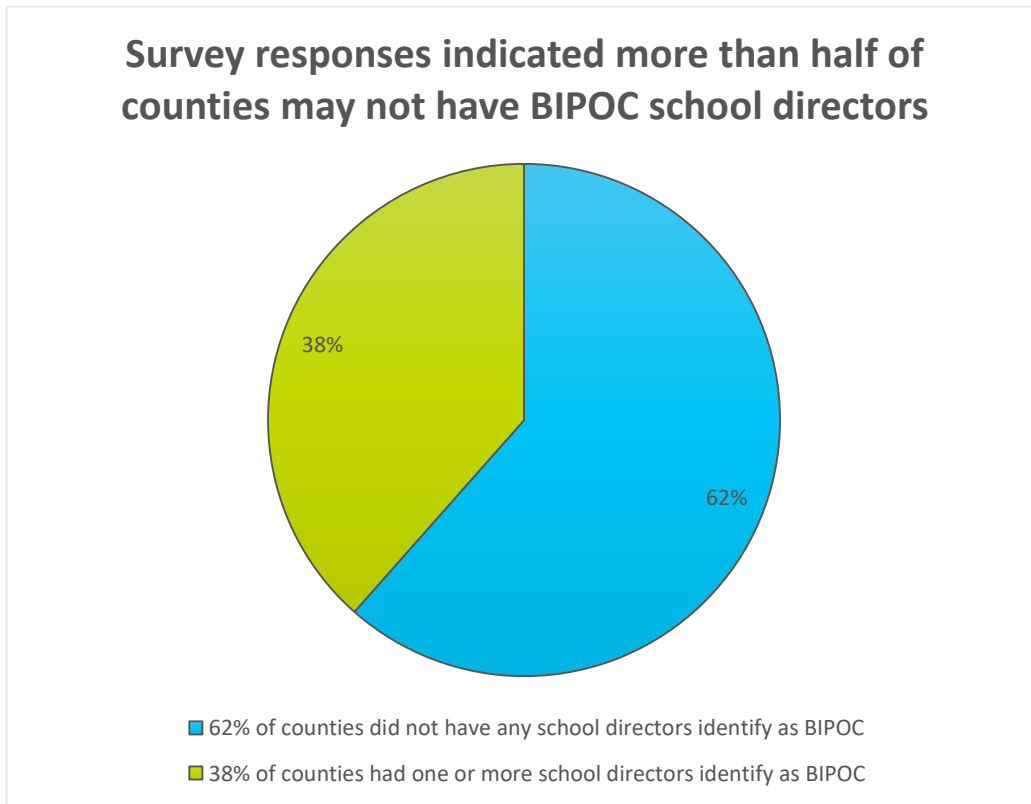
Figure 3: School directors' demographics from 2022 School Director Survey



Source: 2022 [School Directors' Survey](#), Department of Commerce

According to the survey results, school directors' demographics are not representative of their communities. The survey responses indicated that more than half of Washington state counties may not have a single school director that identifies as a person of color.

Figure 4: Survey results: percentage of counties without BIPOC school directors

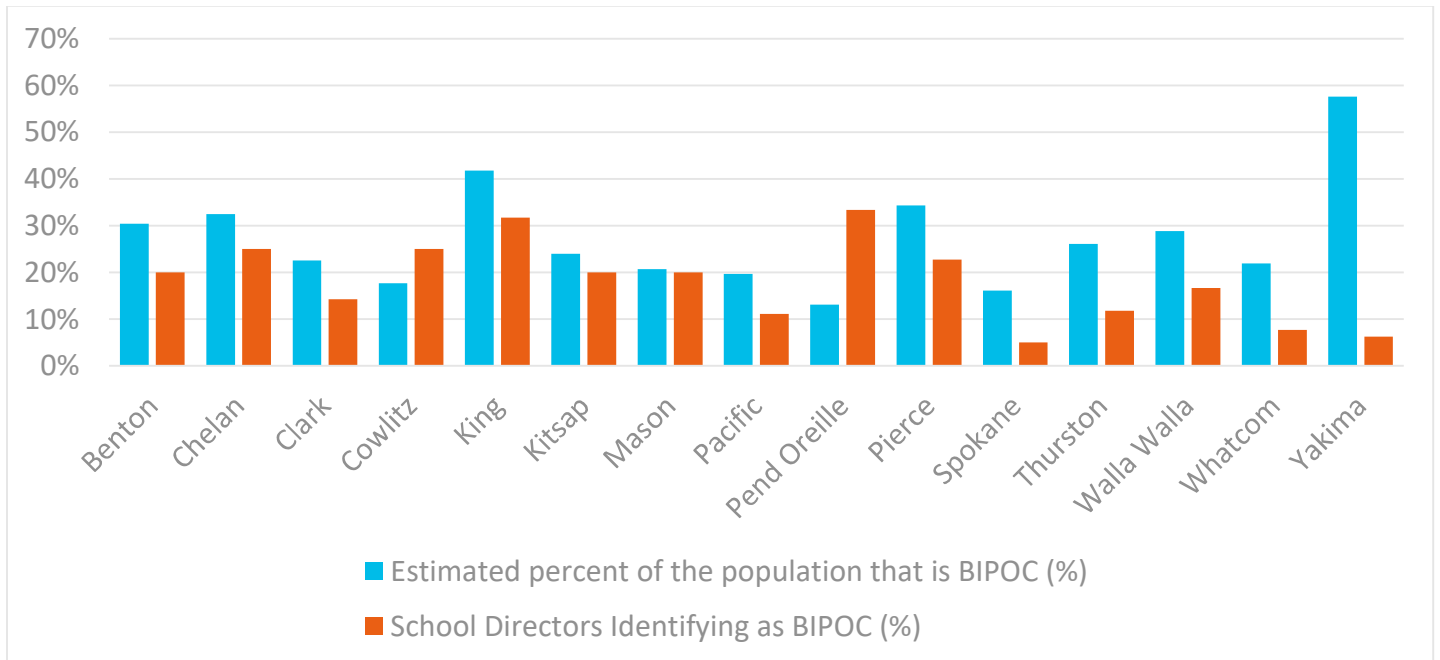


Source: 2022 [School Directors' Survey](#), Department of Commerce

The survey data suggest that in the majority of counties, school directors' diversity does not mirror the diversity of the communities they serve. King County respondents identified as BIPOC more than those from other counties, but the county's population is still 14% more likely to be BIPOC than school directors answering the survey. Notably, 76% of school directors who identify as a person of color live in just two counties, King and Pierce, according to the survey.

The chart below only displays counties that had one or more school directors identify as BIPOC. For those counties, the percent of community members that identified as BIPOC in the 2020 American Community Survey 5-year Estimate are compared to the percent of school directors that identified as BIPOC in the online survey.

Figure 5: Counties with one or more BIPOC school directors compared to counties' demographics from 2020 American Community Survey 5-year estimate



Additional School Directors' Survey results

In addition to asking about school directors' duties, demographic information, income and compensation, the survey also asked about school directors' election terms, individual households, outside employment and potential school directors' compensation. Key findings from each category are summarized below.

Election terms

- 50% of school directors have served as school directors for four or fewer years.
- 25% have served for five to eight years.
- 25% have served for nine or more years.
- 15% do not plan to run for re-election.
- 40% would be more likely to run for re-election if compensation was provided for school directors' work.

Household

- 50% have school-aged kids.
- 17% do not have health benefits.
- 81% do not require childcare.

Employment

- 60% work full-time.
- 18% are retired.
- 15% work part-time.
- 7% do not work and are not retired.
- 73% had to miss work for a school director-related duty.

Elected officials with similar duties and responsibilities

Commerce researched 19 categories of elected officials to determine which officials shared the most similar duties and responsibilities with school directors. Public utility district commissioners, port commissioners, and city council members in council-member cities were found to have duties and responsibilities most similar to school directors, and are non-partisan positions. A brief description of each position's duties and responsibilities follows below.

Public utility district commissioners¹⁵

- Select a general manager to oversee the utility operations and staff
- Set the long-term goals and strategies for the district
- Review, revise and adopt utility policies
- Review and approve annual budgets
- Serve as community representatives
- Approve major purchases and investments

Port commissioners¹⁶

- Select port's professional staff members
- Set the long-term strategies for the port district
- Review, revise and adopt port policies
- Review and approve annual budgets
- Serve as community representatives
- Approve major purchases and investments

City council members¹⁷

- Select the city manager to oversee all administrative functions and staff
- Set the long- and short-term objectives and priorities for the city
- Review, revise and adopt city policies
- Review and approve annual budget
- Serve as community representatives
- Approve major purchases and investments

School directors¹⁸

- Hire, supervise and evaluate the superintendent
- Set the vision, mission and strategic goals for the district
- Review, revise and adopt policies
- Establish and oversee the budget
- Serve as community representatives
- Monitor the district's progress towards its goals
- Approve major purchases and investments

¹⁵ Municipal Research and Services Center, "Public Utility District No. 1 of Cowlitz County, Board of Commissioners Governance Policy," (November 24, 2015), <https://mrsc.org/getmedia/9595f2fa-351a-4897-9ca0-d29284254bcd/s77p8cowcoPUDgovPolicy.pdf.aspx>

¹⁶ Washington Ports Association, "How Ports Are Governed," <https://www.washingtonports.org/about-our-ports>

¹⁷ Municipal Research and Services Center, "Mayor and Councilmember Handbook," (September 21, 2022), <https://mrsc.org/getmedia/034f13b6-7ec2-4594-b60b-efaf61dd7d10/Mayor-And-Councilmember-Handbook.pdf.aspx?ext=.pdf>

¹⁸ Washington State School Directors' Association, "Serving on Your Local School Board," (2022), <https://wssda.org/leadership-development/board-development/becoming-a-school-director/#:~:text=School%20directors%20work%20together%20to.strategic%20goals%20for%20the%20district>

Other elected officials reviewed

Fourteen other categories of elected officials were considered but ruled out due to having differences in duties and responsibilities, schedules, meeting frequencies, and workloads. Those considered but not used for comparison were county commissioners, state representatives, state senators, and elected officials from all of the following special-purpose districts: fire district commissioners, metropolitan park district commissioners; cemetery districts; diking districts; drainage districts; diking, drainage and sewer improvement districts; diking and drainage districts in two or more counties; public transportation benefit authority; flood control districts; flood control district supervisors; and conservation district supervisors.

Options for updating and funding school directors' compensation

While researching, meeting with stakeholders and working with subject matter experts, a list of options was created for compensating, funding and updating school directors' compensation. This section presents the options for each topic.

Options for compensating school directors

- Providing a salary ranging from \$1,200 to \$2,000 per month
- Not providing a monthly salary and instead updating the per-meeting pay
- Paying school directors based on student enrollment or district budget

Options for funding school directors' compensation

- Locally collected excess levy funds (the current source for school directors' compensation funding)
- Funding provided by counties, as is practiced in some states
- Funding provided by the state government, as is practiced in some states

Options for updating school directors' compensation

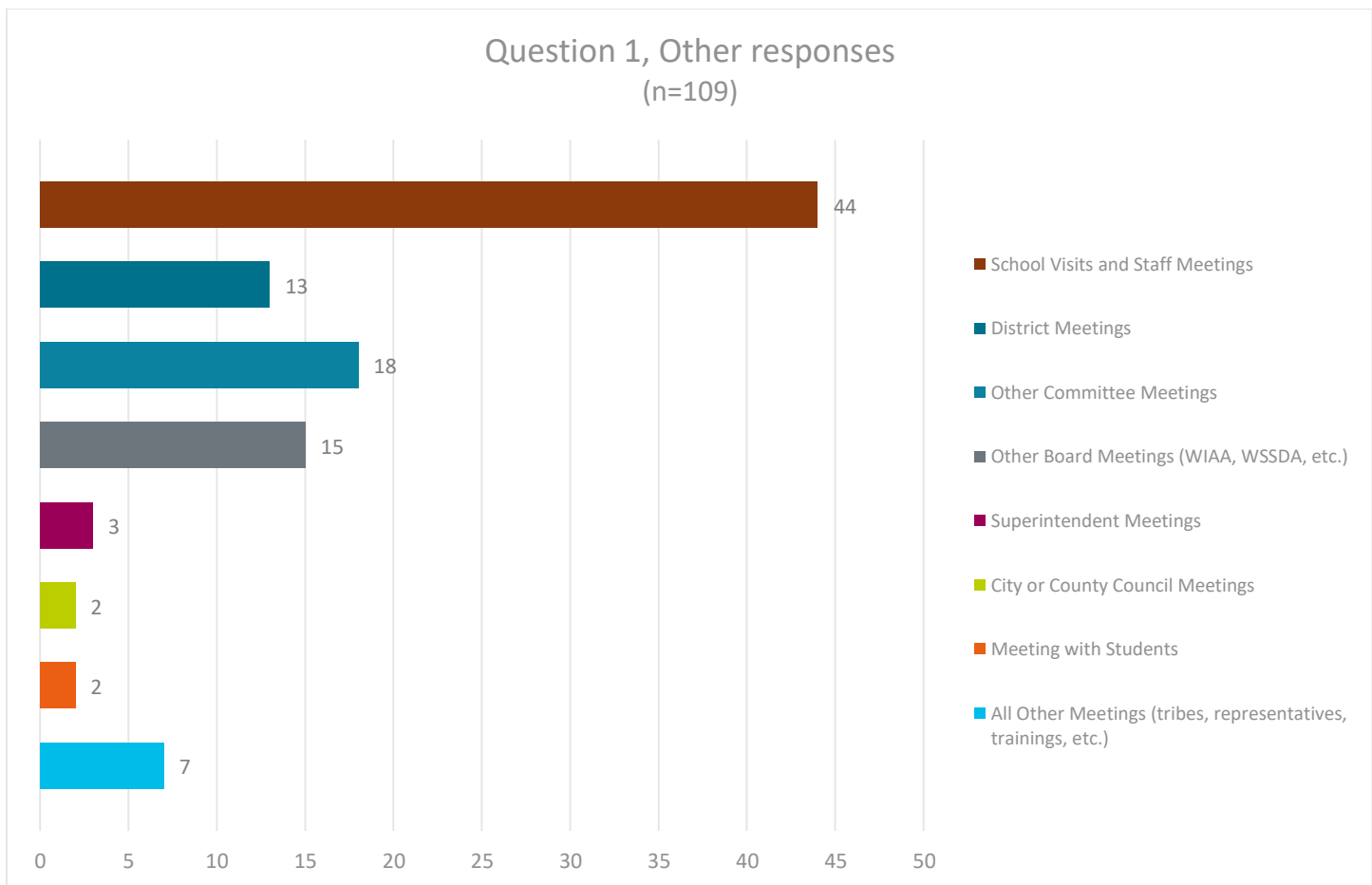
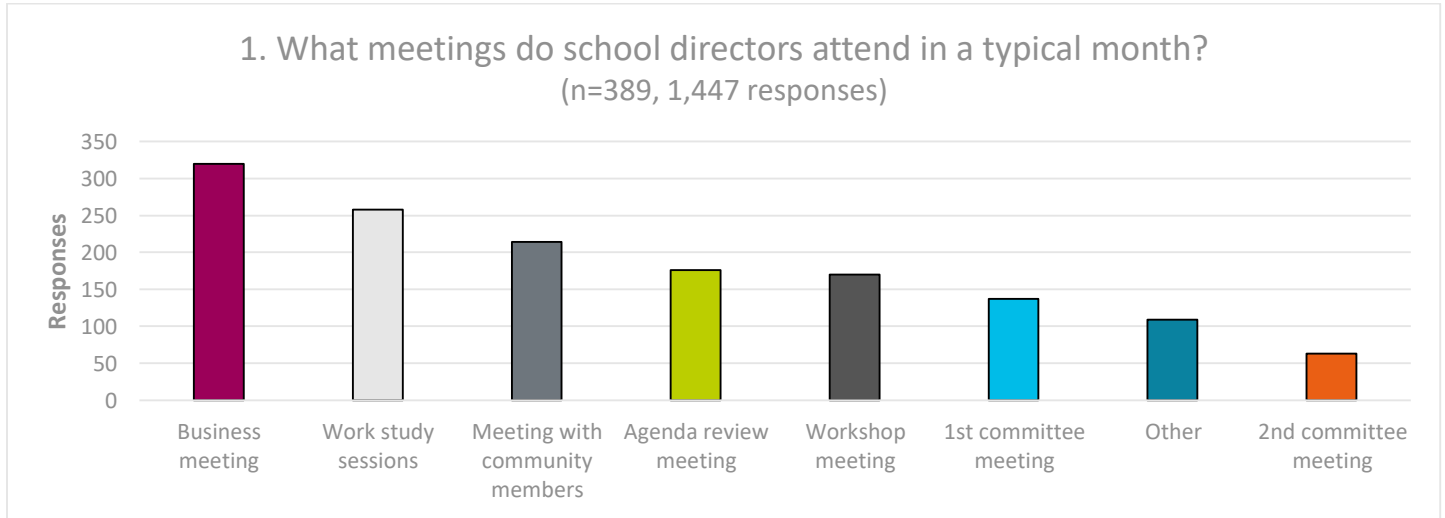
- Authorizing OSPI to update school directors' compensation biennially to coincide with school directors' biennial elections using a formula-based method to increase compensation by a set percentage
- Directing the Washington Citizens' Commission on Salaries for Elected Officials to update directors' compensation every year based on the commission's studies of realistic standards, duties, and ability to attract highest quality citizens to public service
- Directing the Office of Financial Management to update school directors' compensation every six years by calculating changes to the Implicit Price Deflator¹⁹ to follow the index used for some educators' salaries
- Allowing county commissioners to determine their school directors' compensation amounts as is practiced in some states every four years to coincide with school directors' terms
- At the Legislature's discretion, the Legislature could periodically review and update school directors' compensation.

¹⁹ An implicit price deflator is the ratio of the current-dollar value of a series, such as gross domestic product (GDP), to its corresponding chained-dollar value, multiplied by 100.

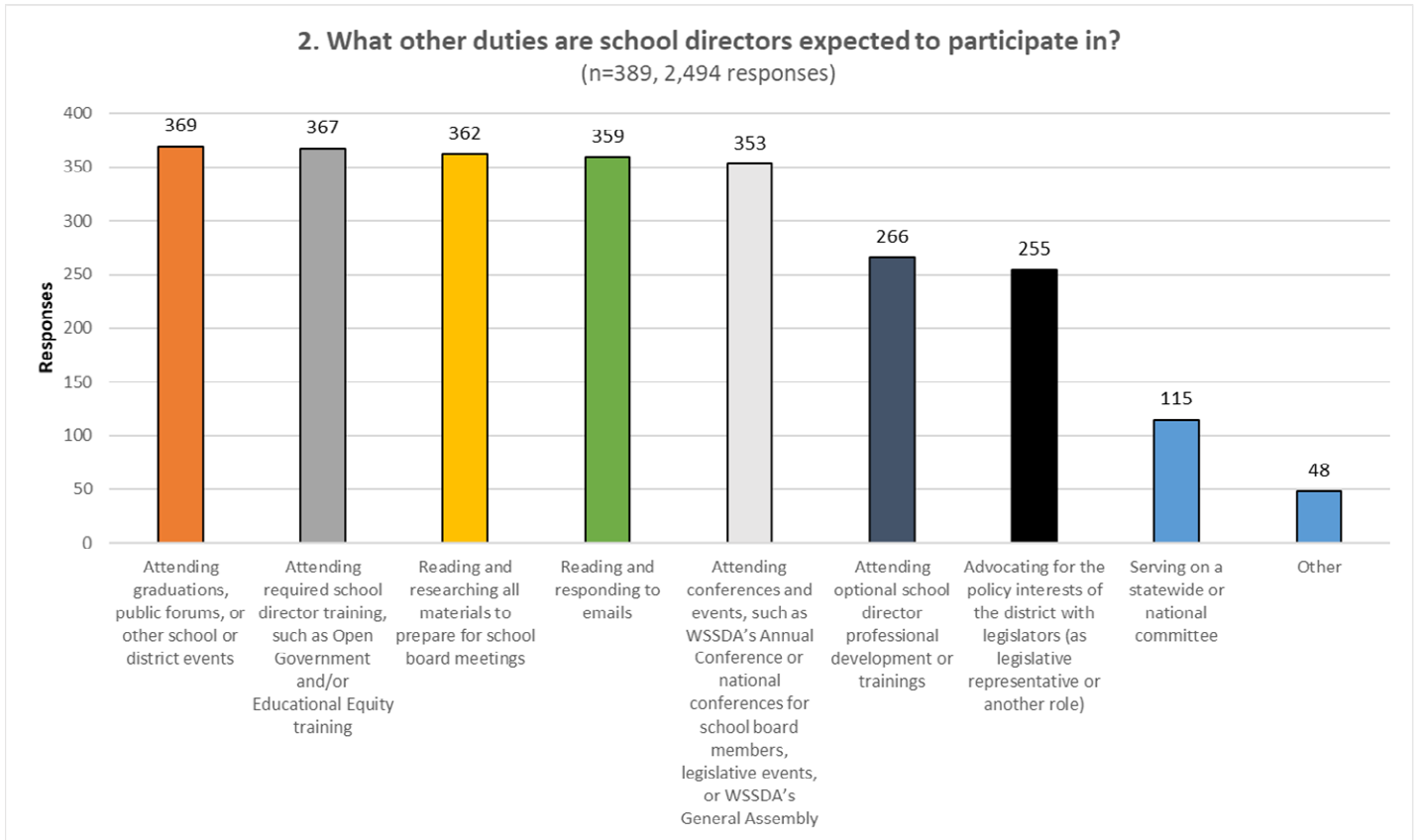
Appendix A: School Directors' Survey summary

The Washington State School Directors' Association sent all Washington school directors a school directors' compensation study survey on behalf of Commerce. All questions and responses are included here.

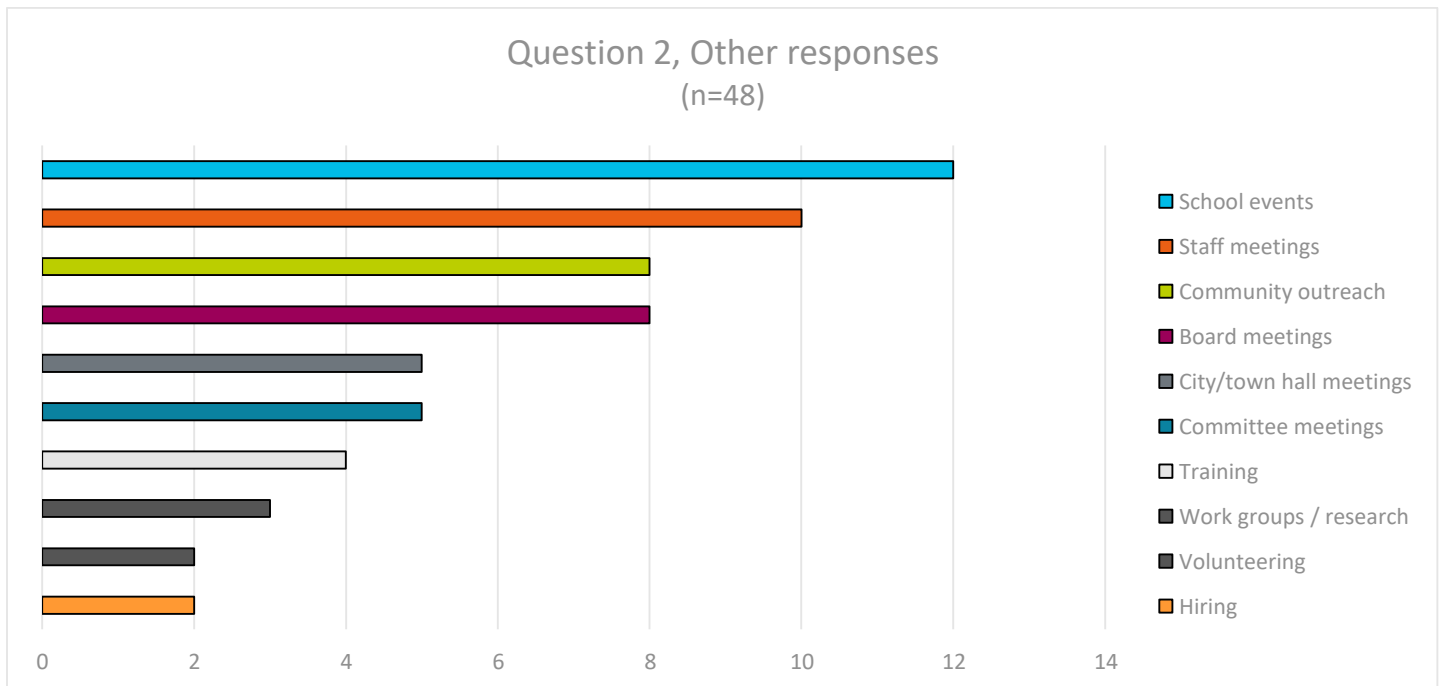
1. Please select all meetings you attend in a typical month while serving as a school director. (Please select all that apply.)



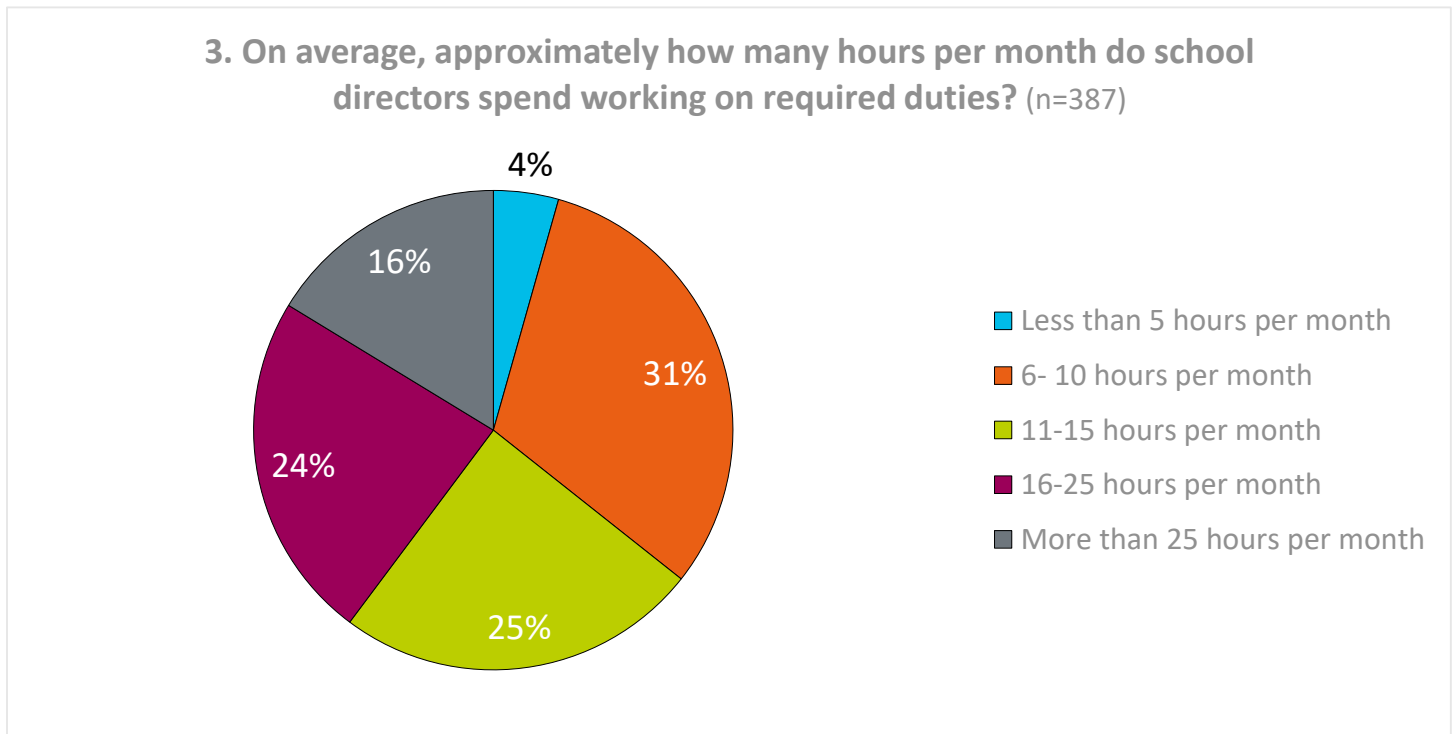
2. In addition to monthly meetings, what other duties are school directors from your district expected to participate in? (Please select all that apply.)



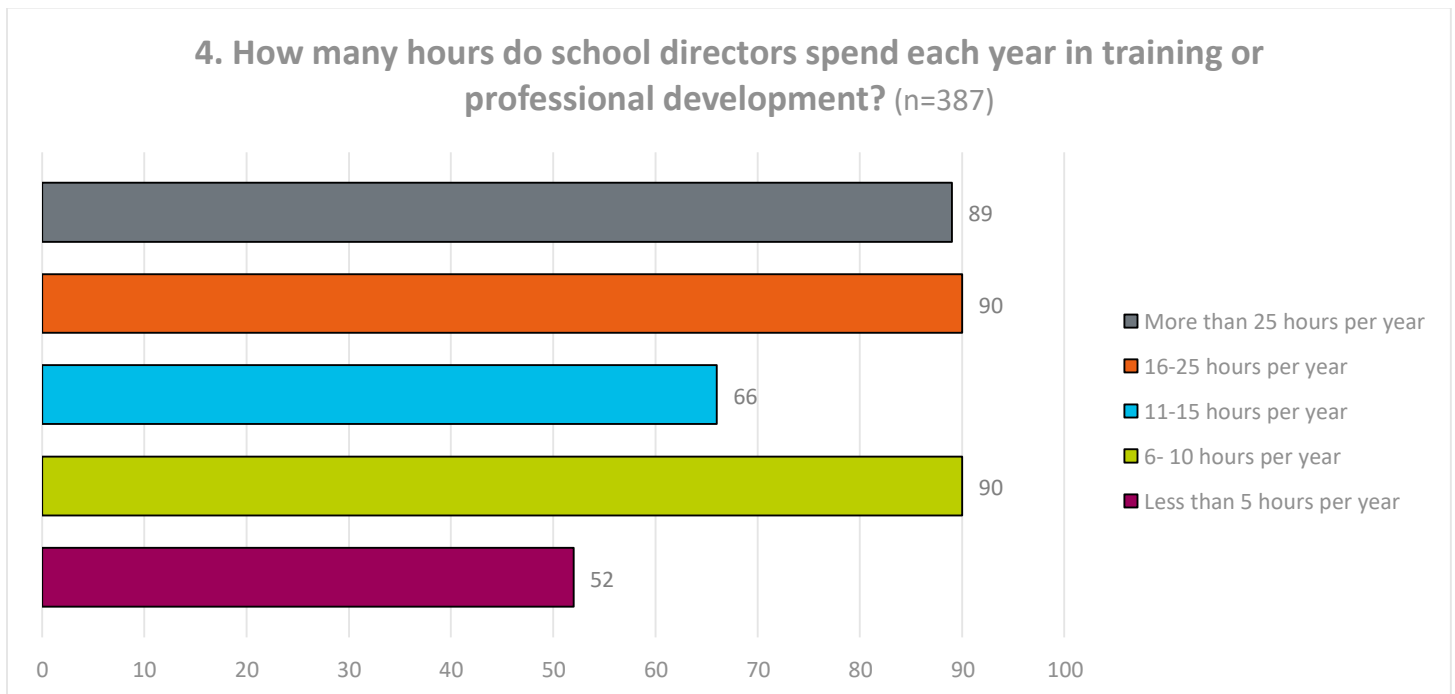
2. Other responses



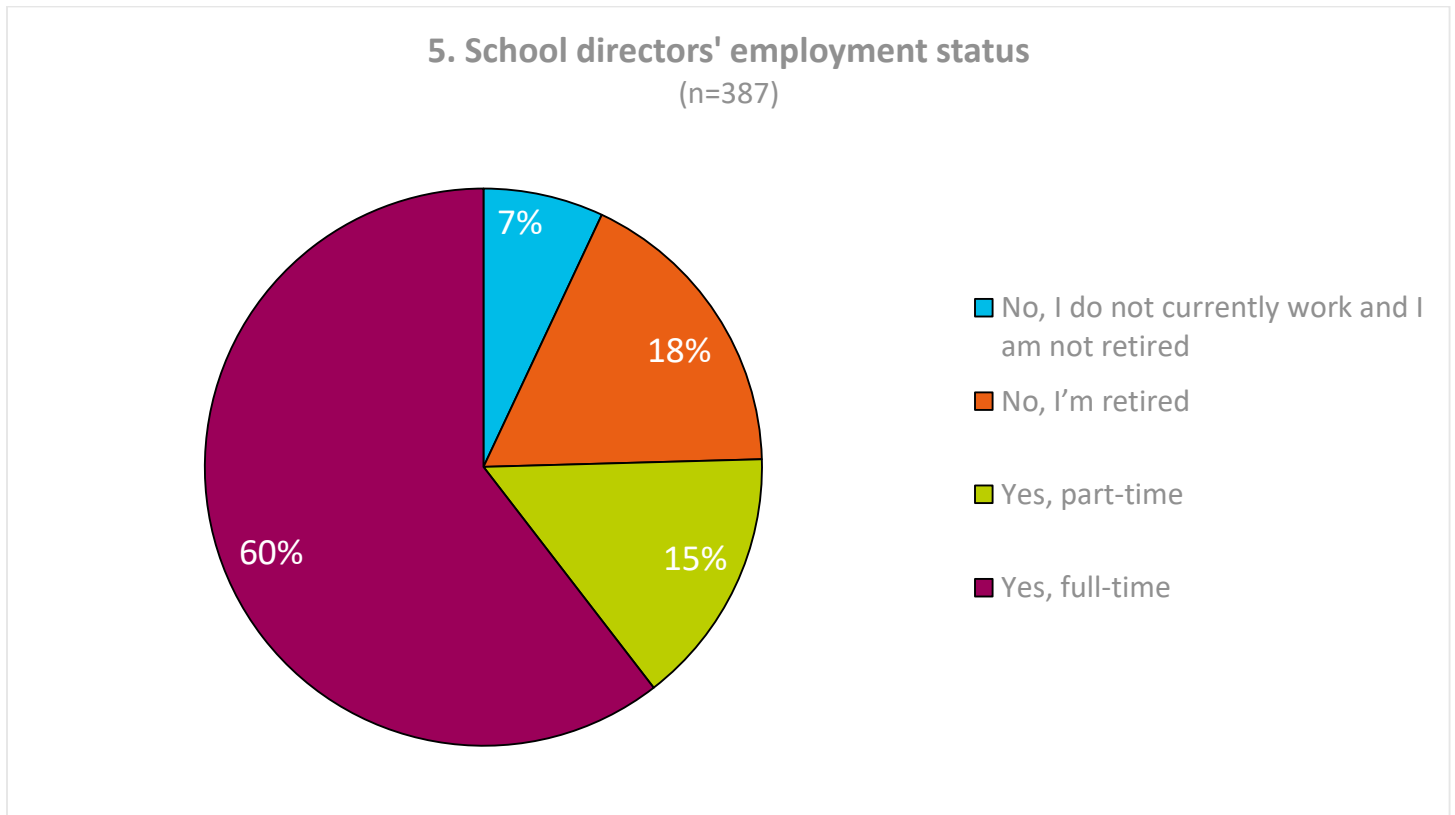
3. On average, approximately how many hours per month do you spend working on school director duties (including all meeting prep, meeting attendance, stakeholder engagement, etc.)?



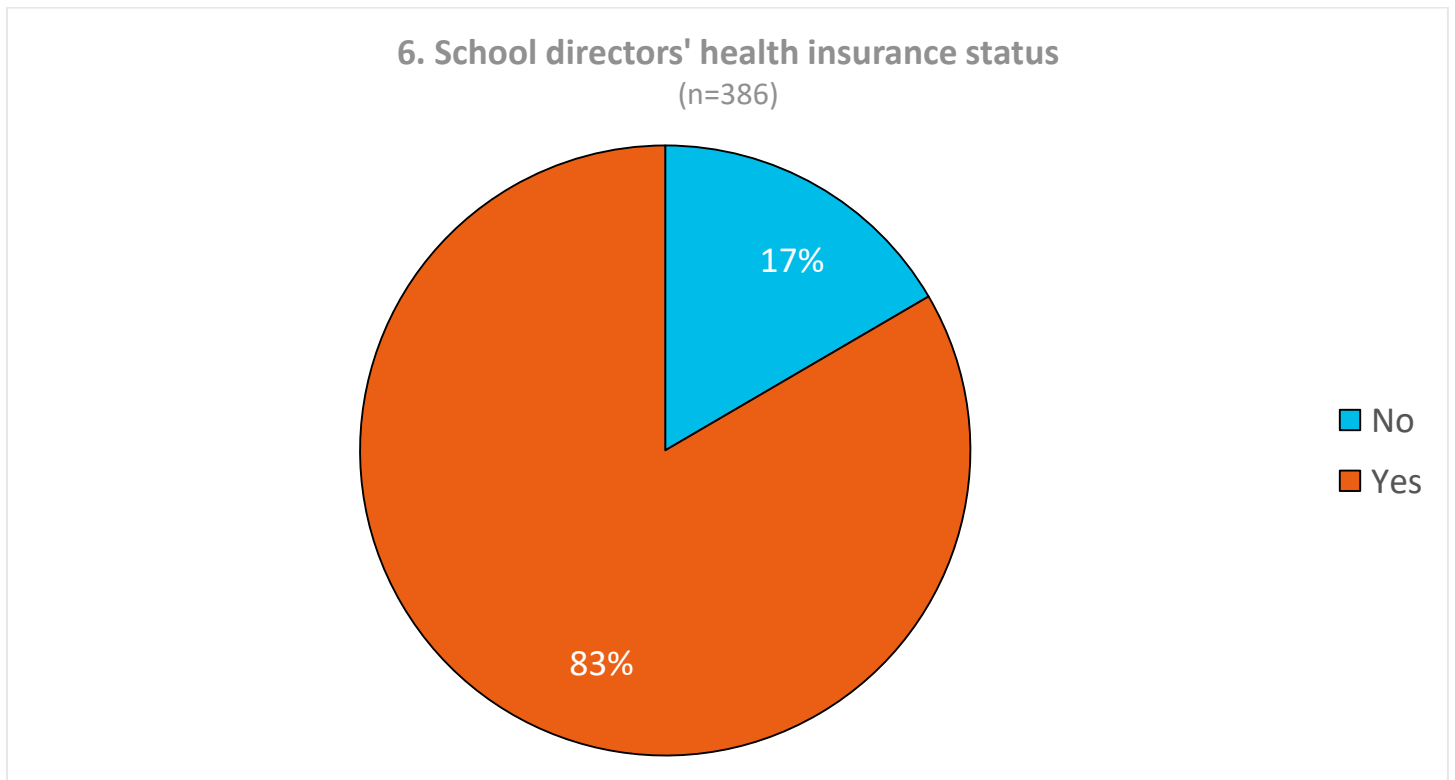
4. Approximately how many hours do you spend each year in school director training or professional development?



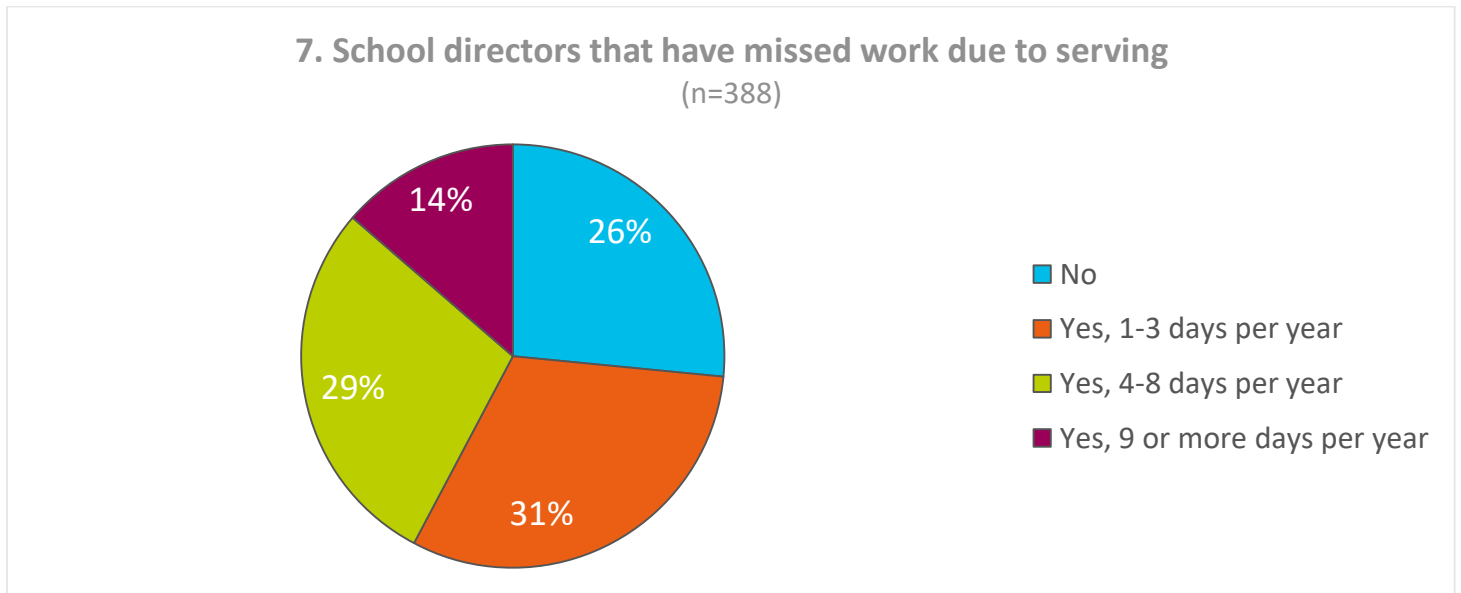
5. Are you currently employed?



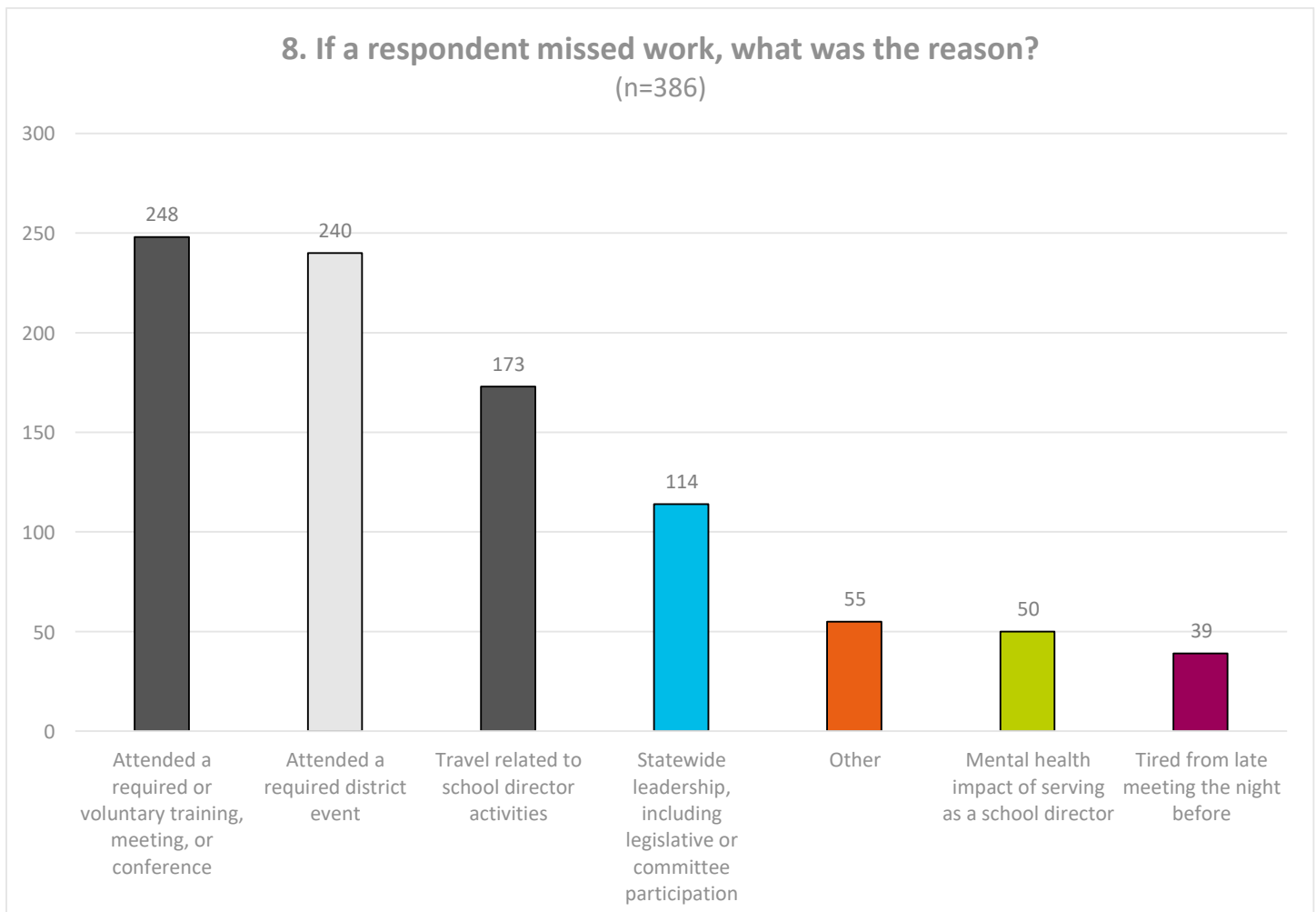
6. Do you currently have health benefits?



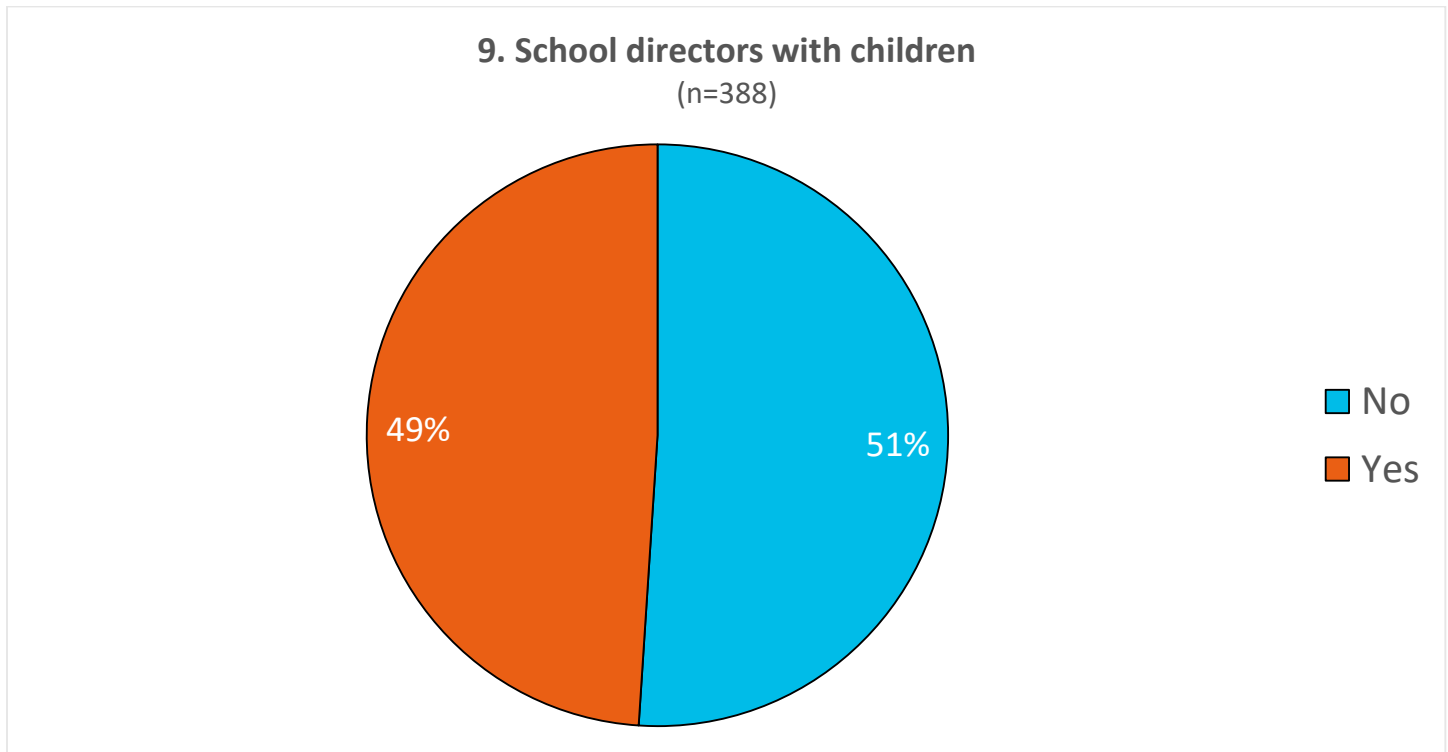
7. Have you ever missed work due to serving as a school director?



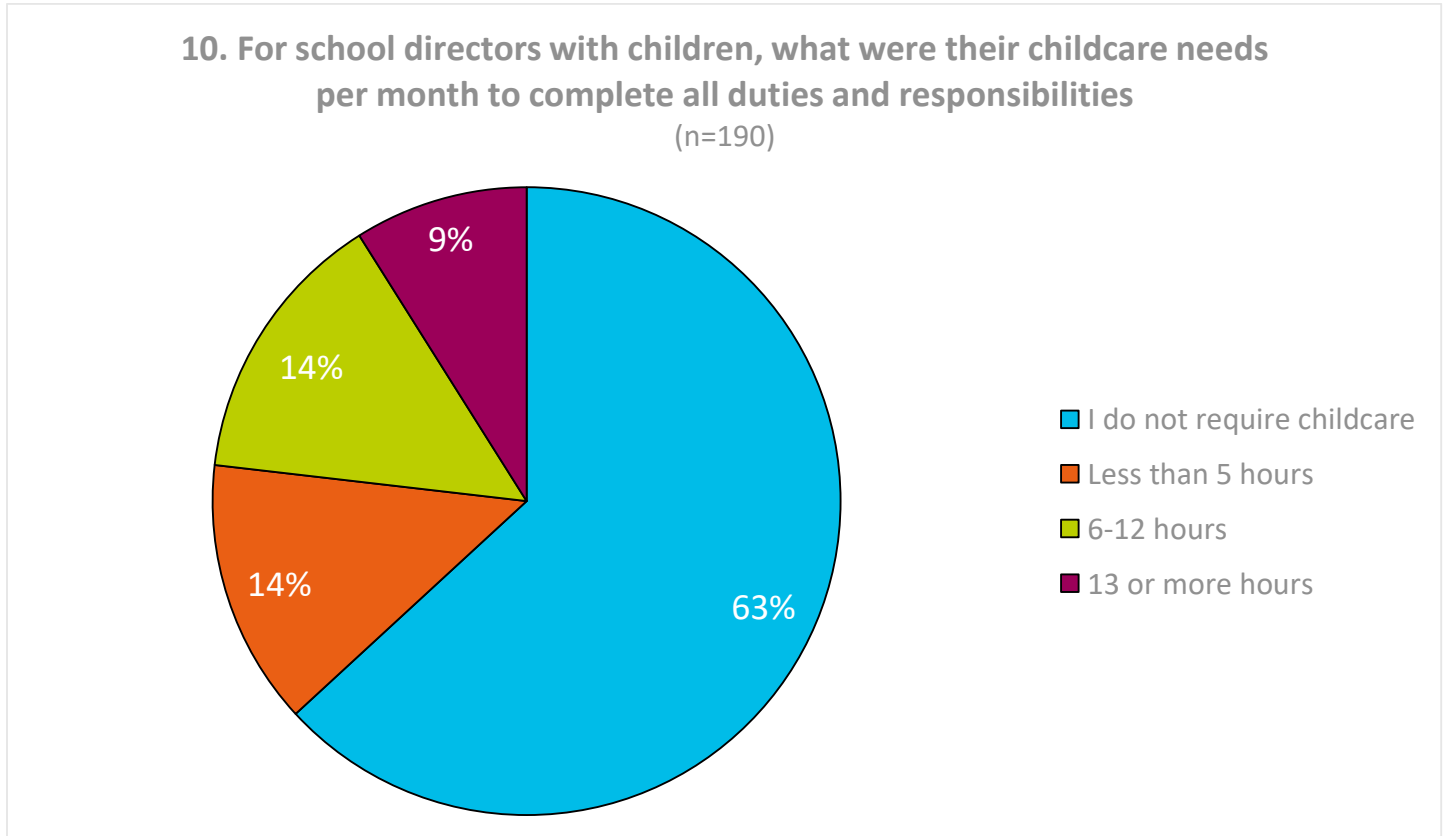
8. If you've ever had to miss work due to serving as a director, what caused you to miss it? (Please select all that apply.)



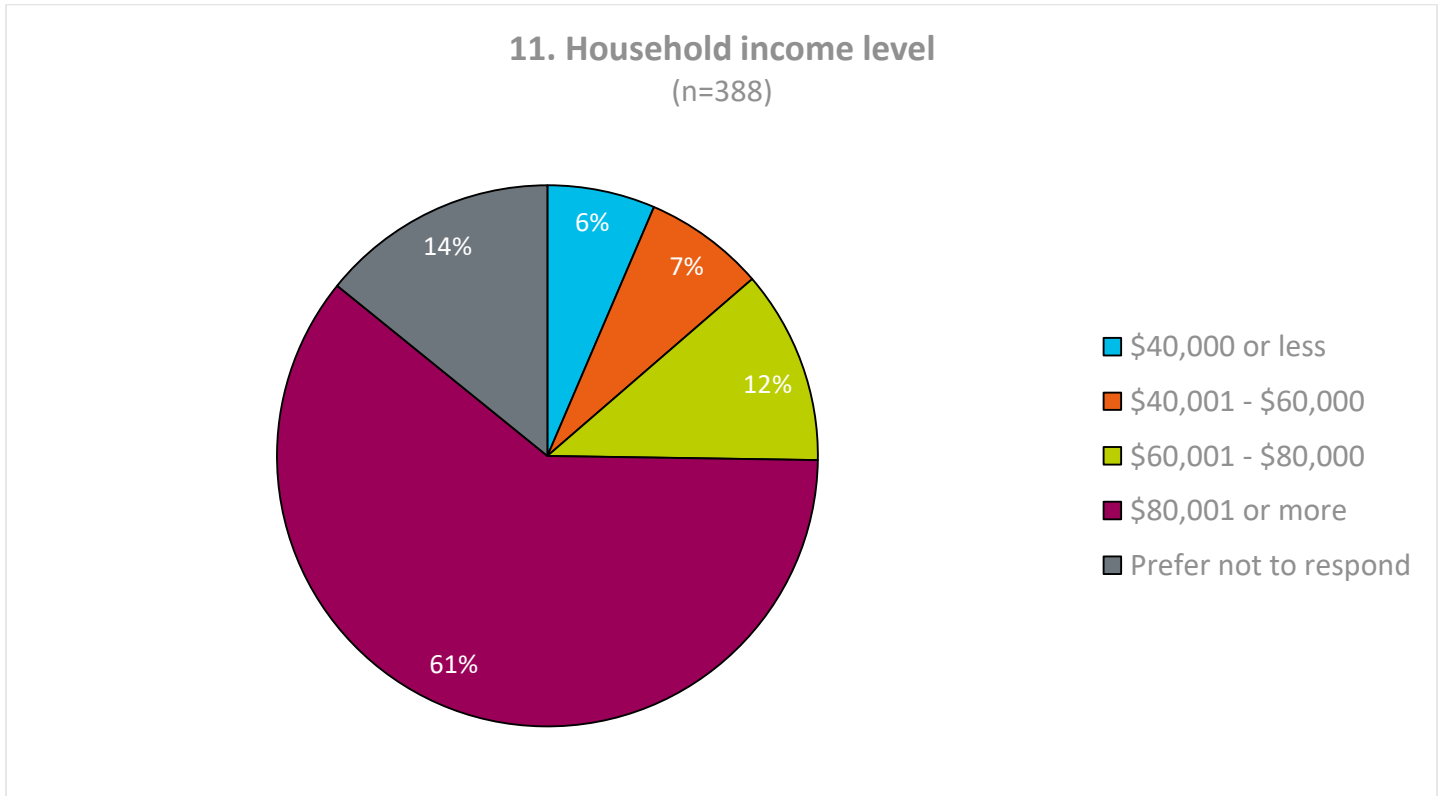
9. Do you currently have children in school?



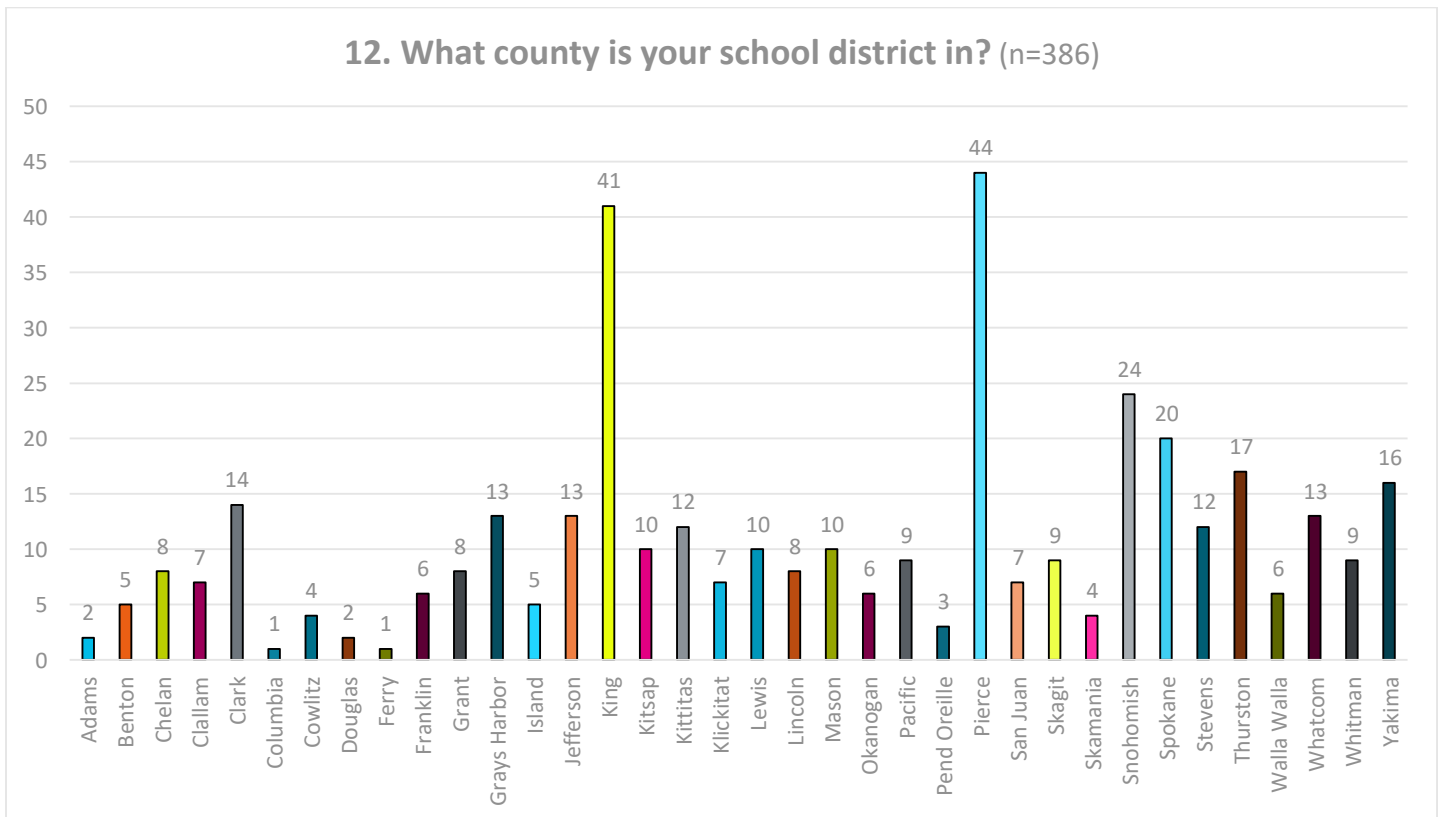
10. Regarding childcare, approximately how many hours of childcare do you need per month to complete all school director duties and responsibilities?



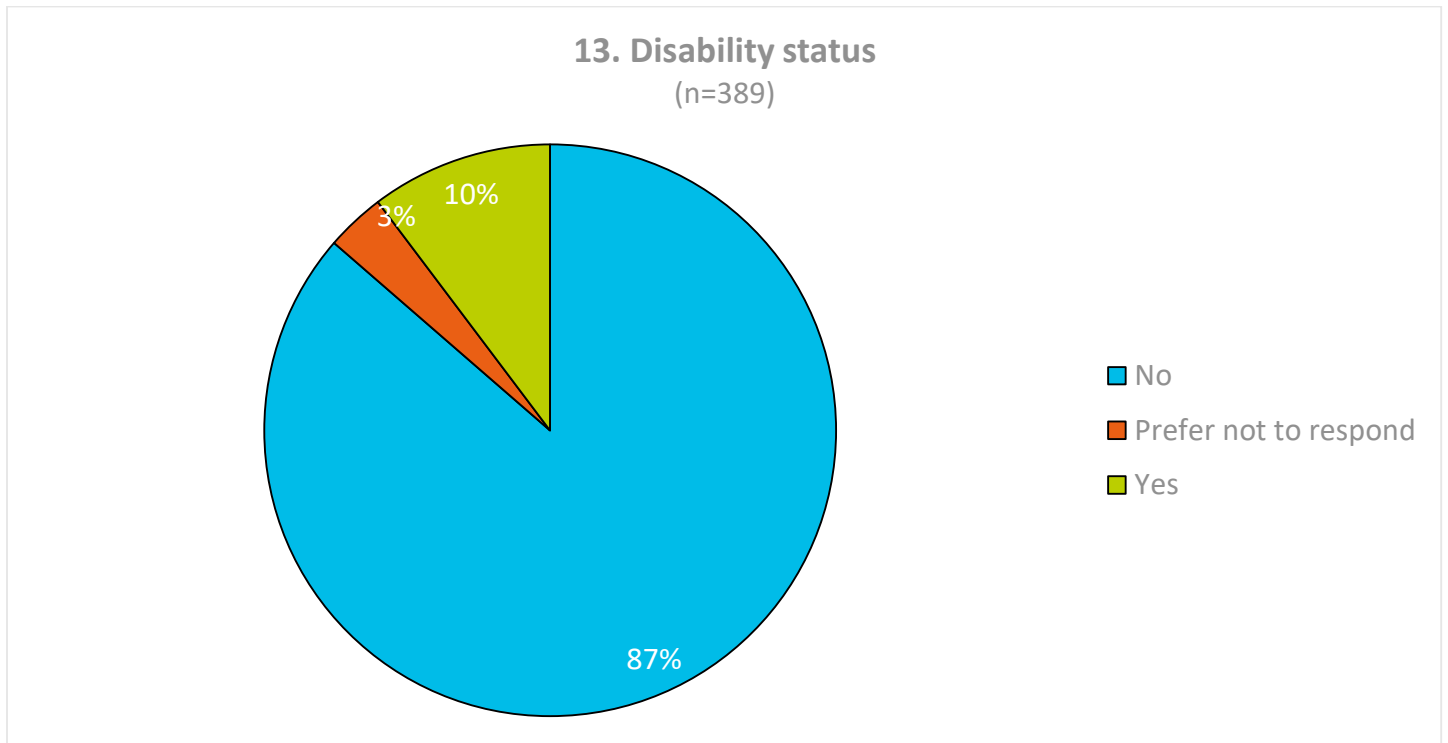
11. What is your current household income level?



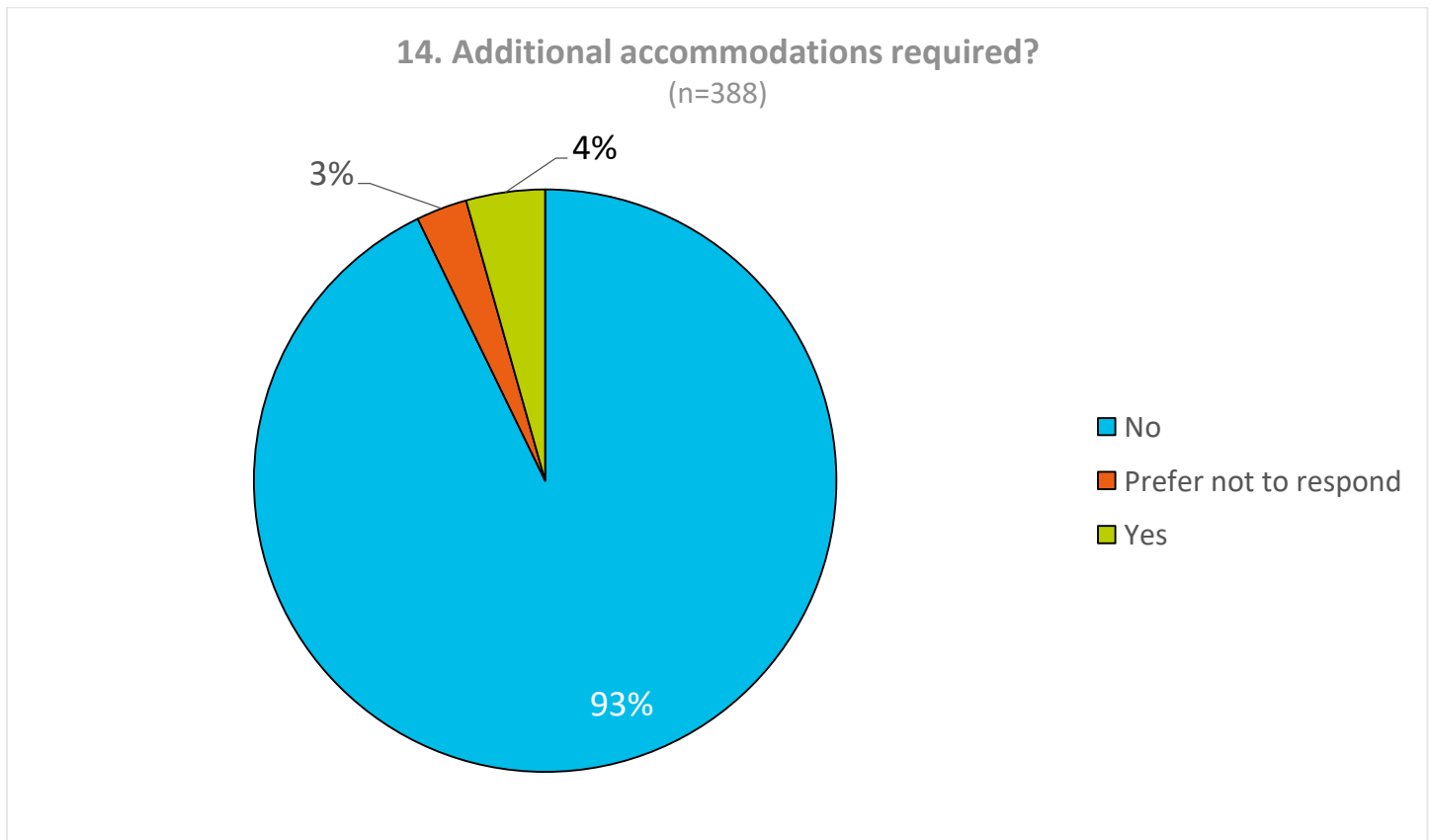
12. What county is your school district in?



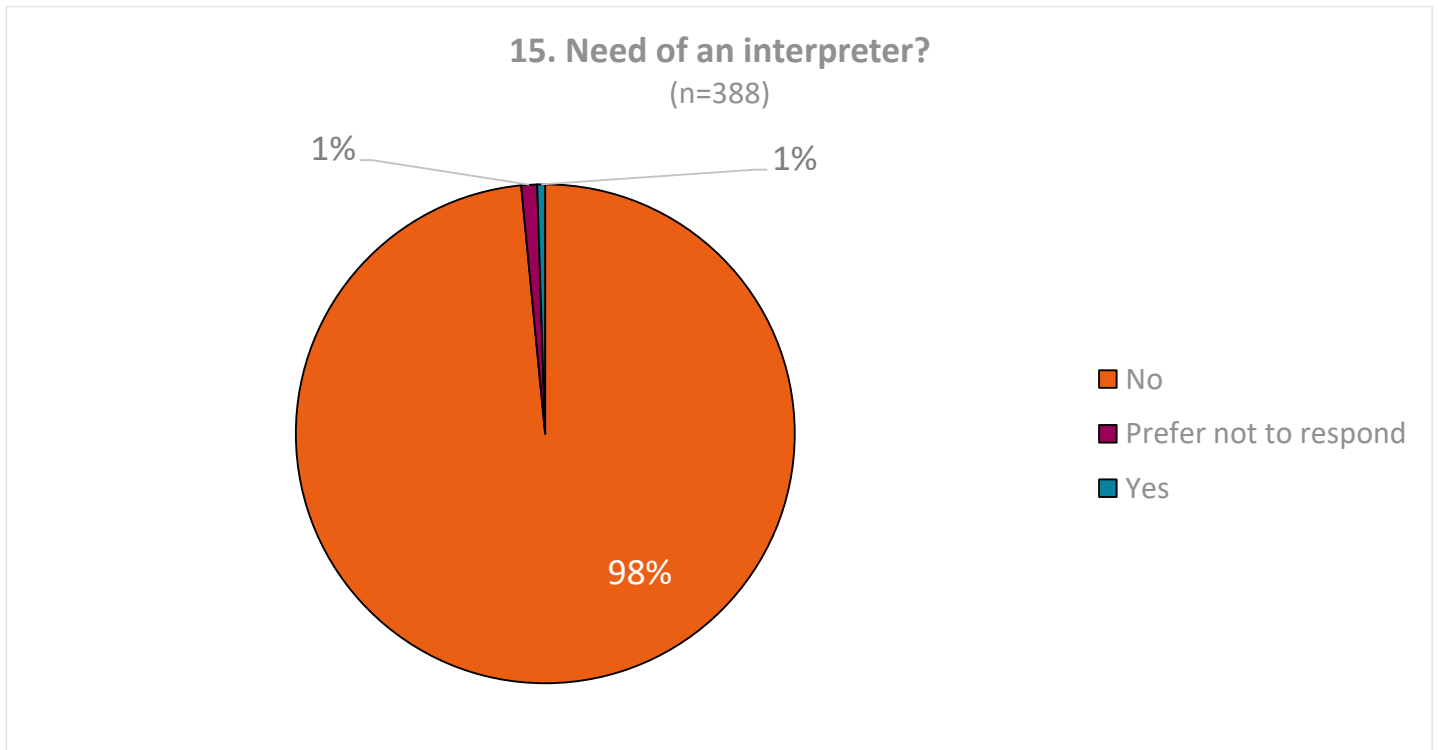
13. Do you identify as a person with a disability?



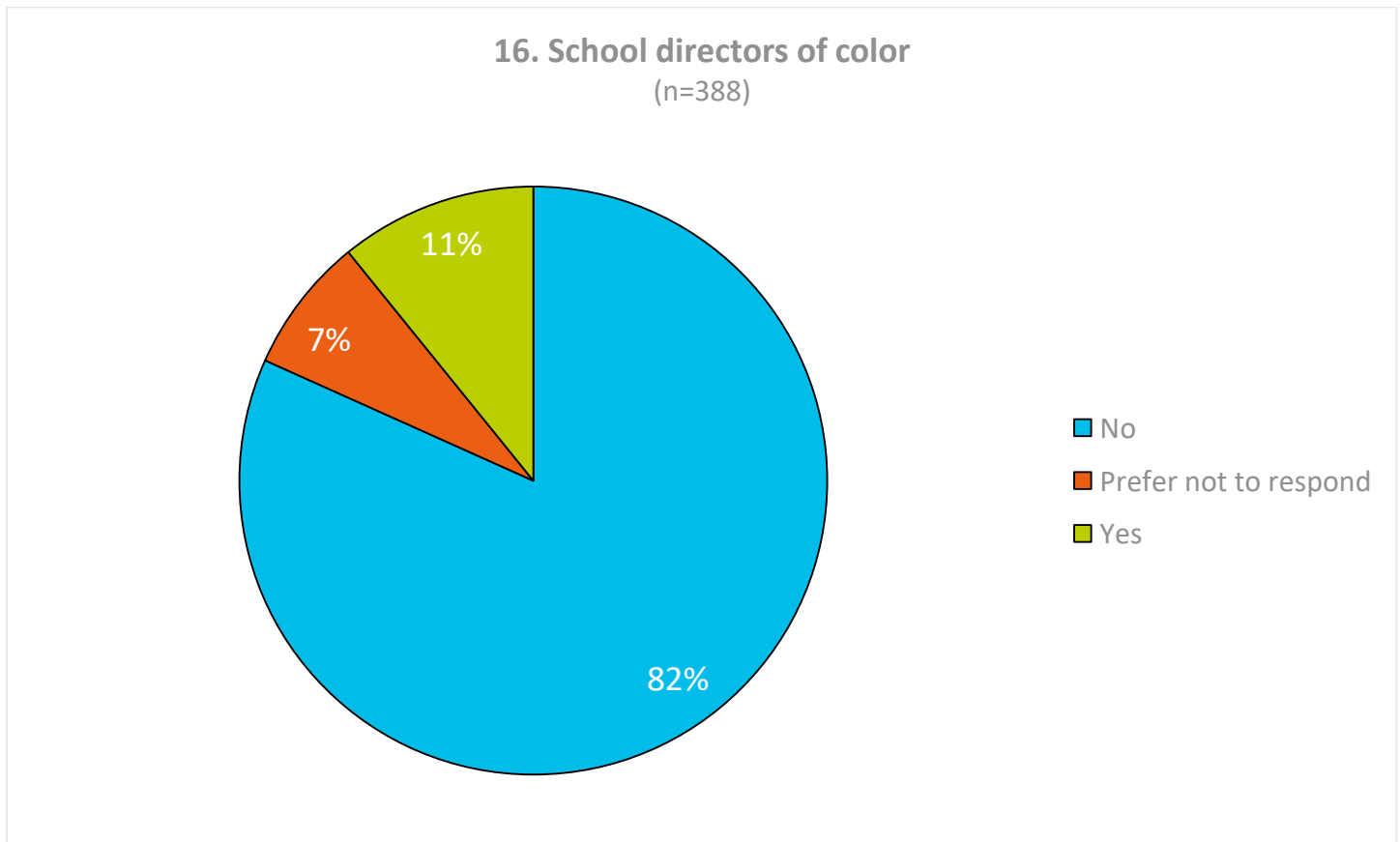
14. Do you require any accommodations to fully participate in your role as a director?



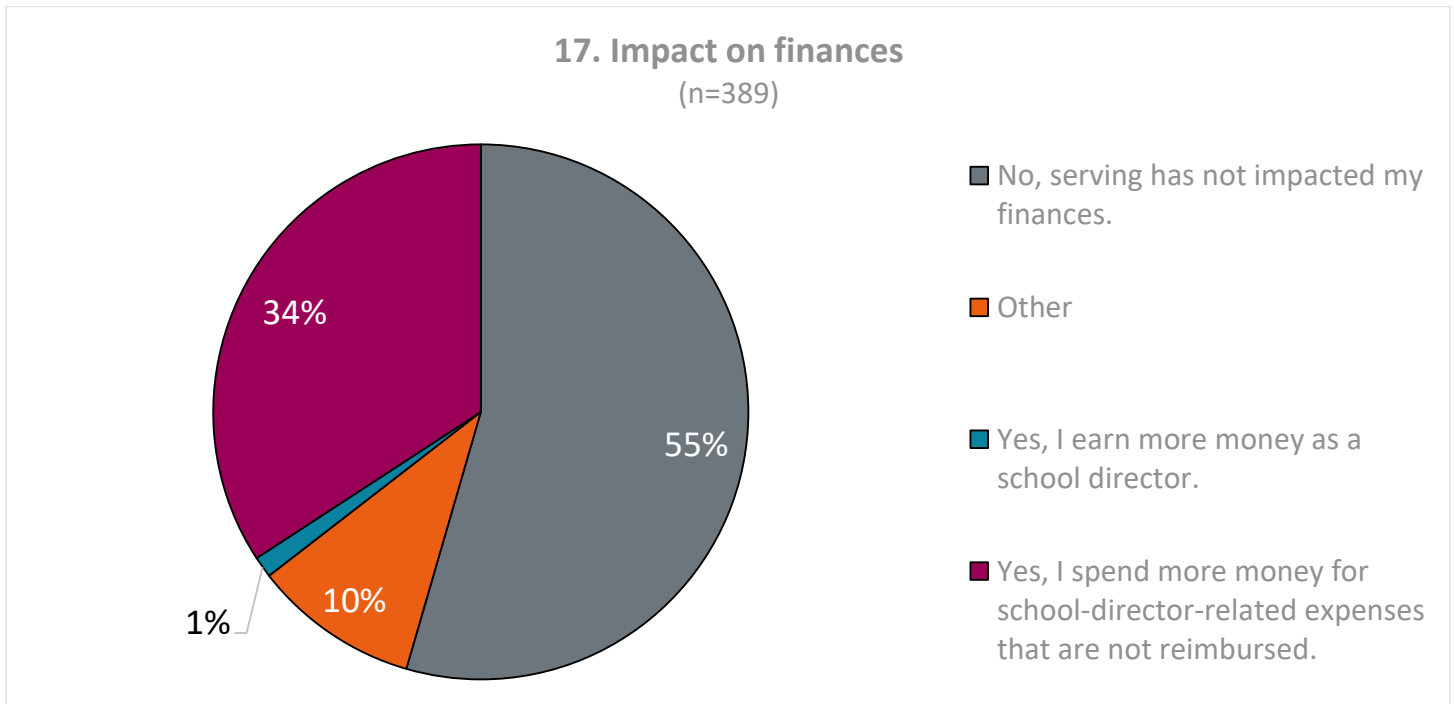
15. Do you require interpretation services?



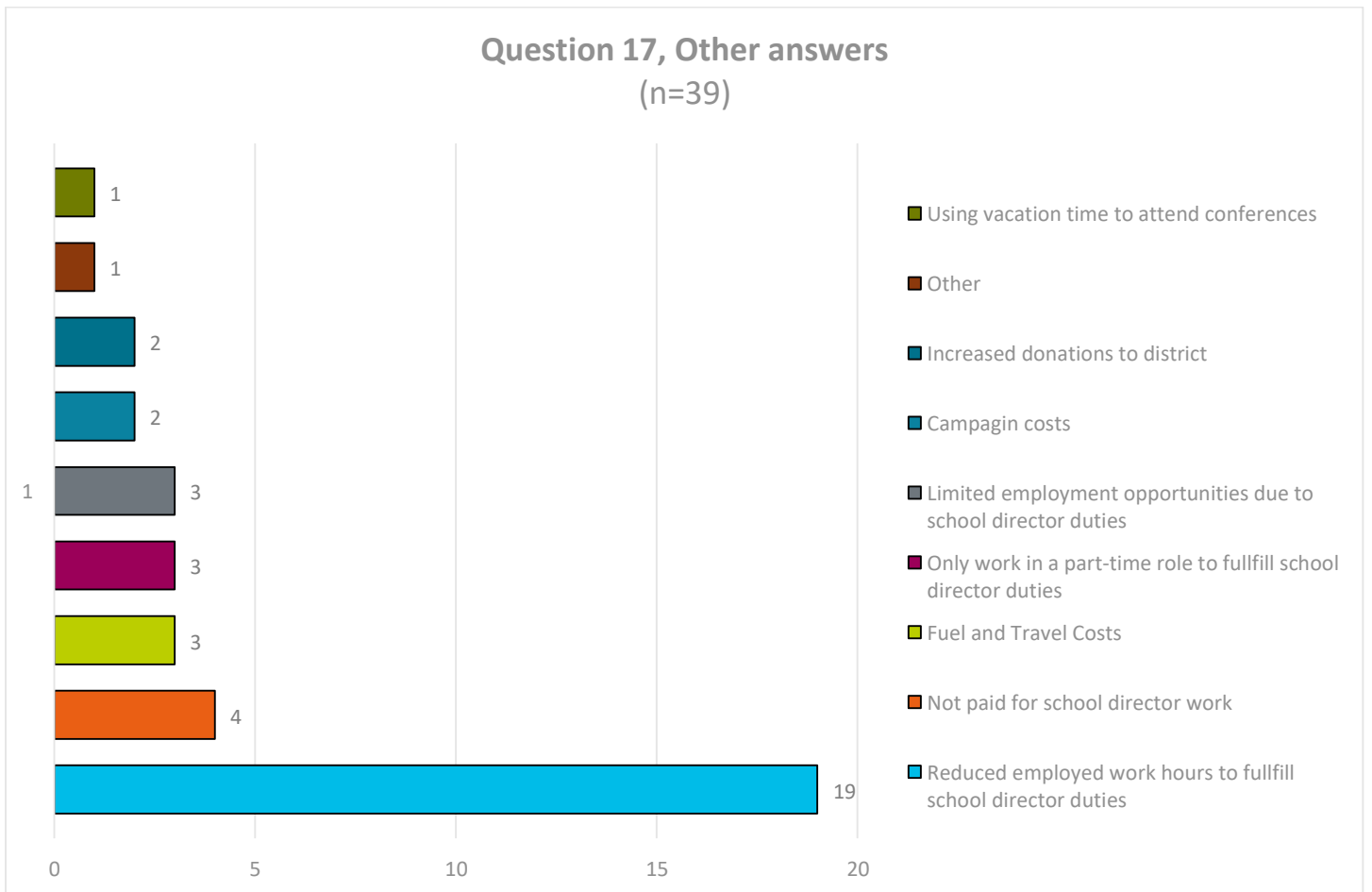
16. Do you identify as a school director of color?



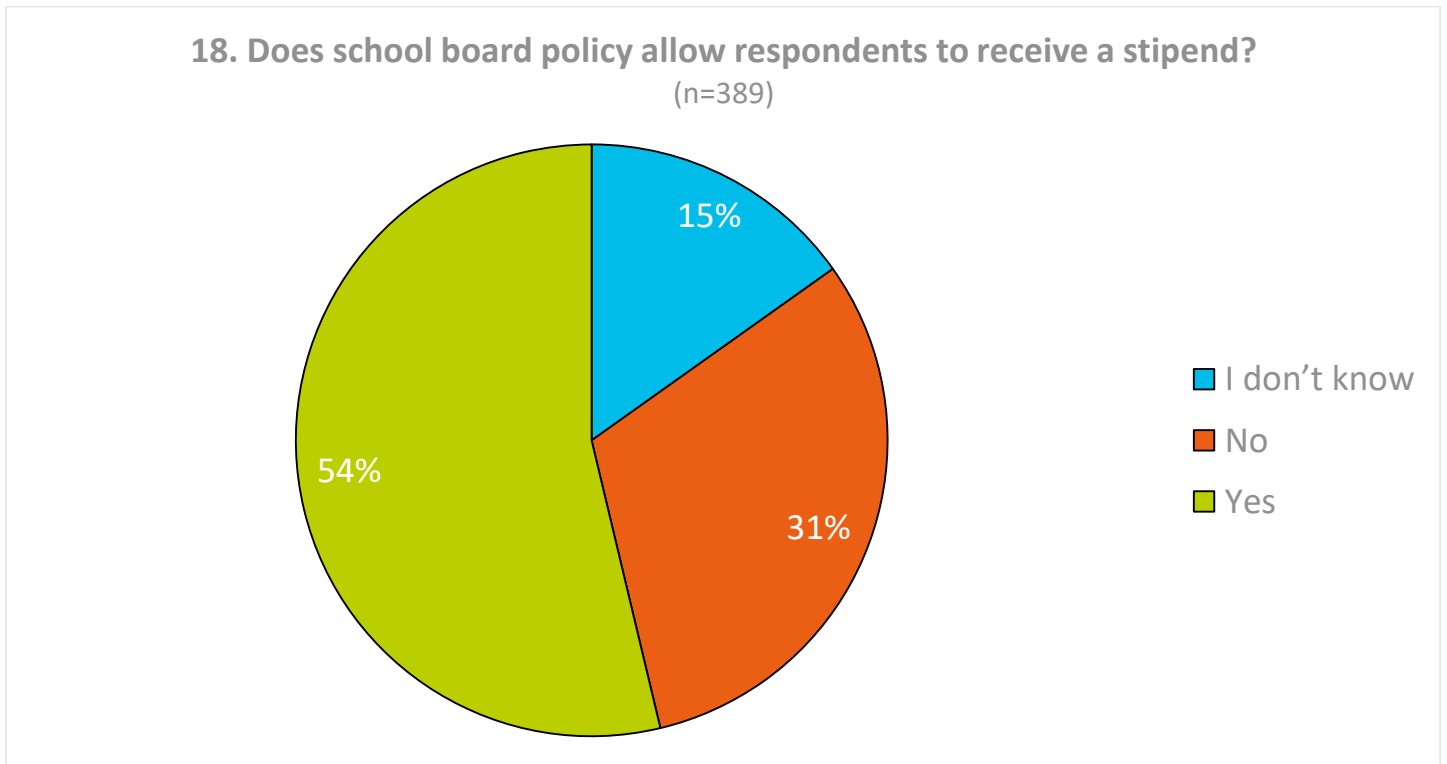
17. Has serving as a school director impacted your finances?



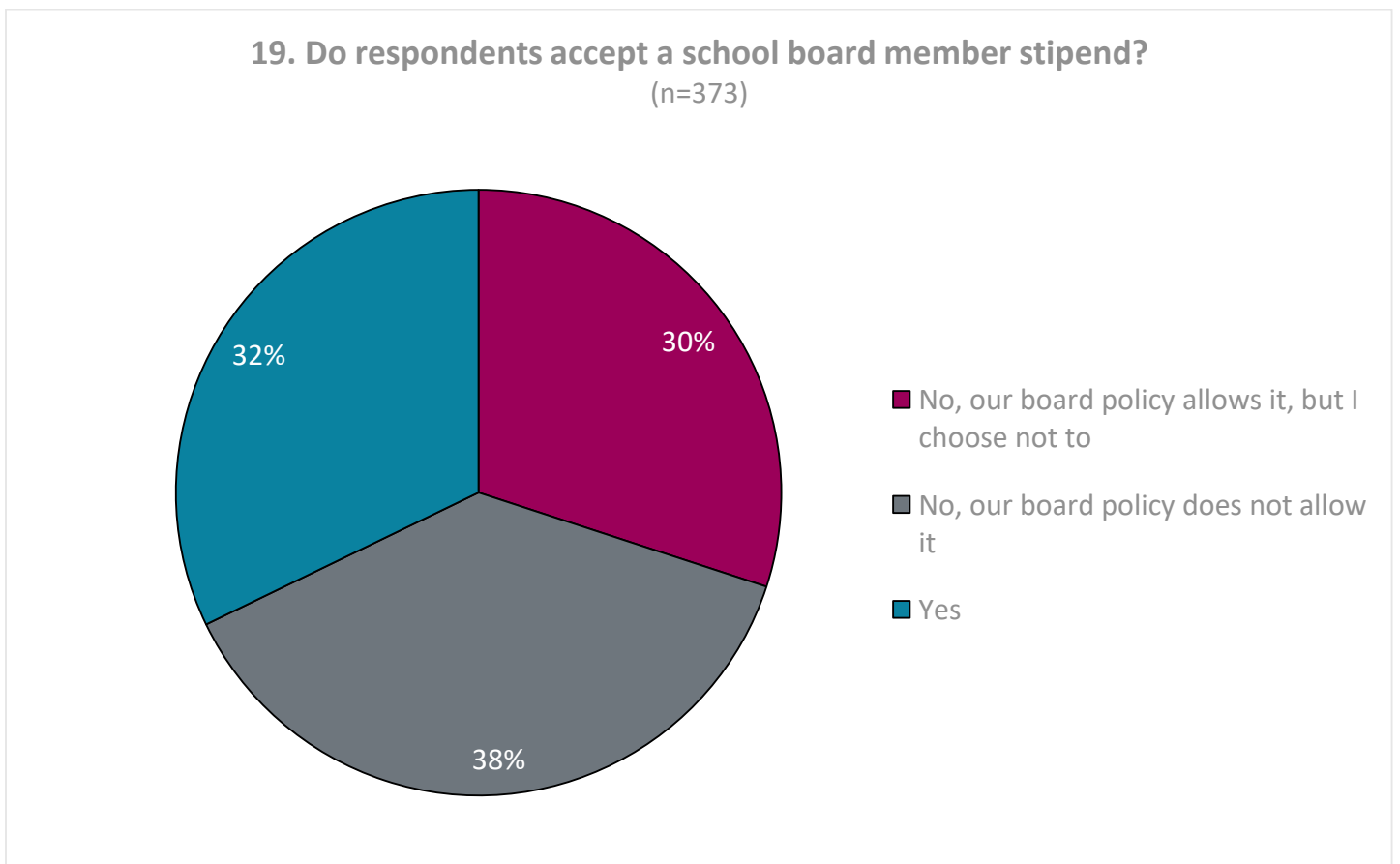
17. Has serving as a school director impacted your finances? (Other answers)



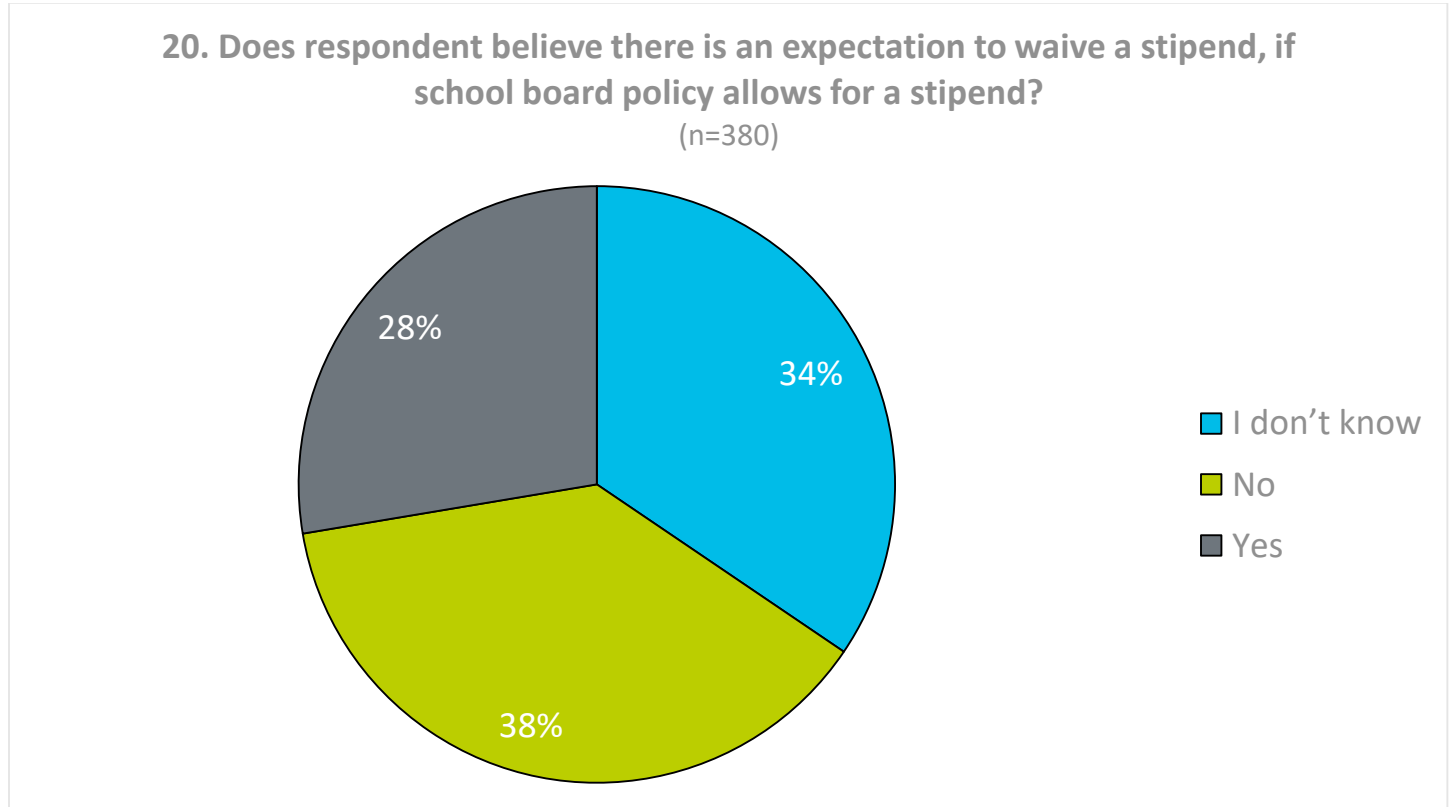
18. Does your school board policy allow school directors to receive a salary?



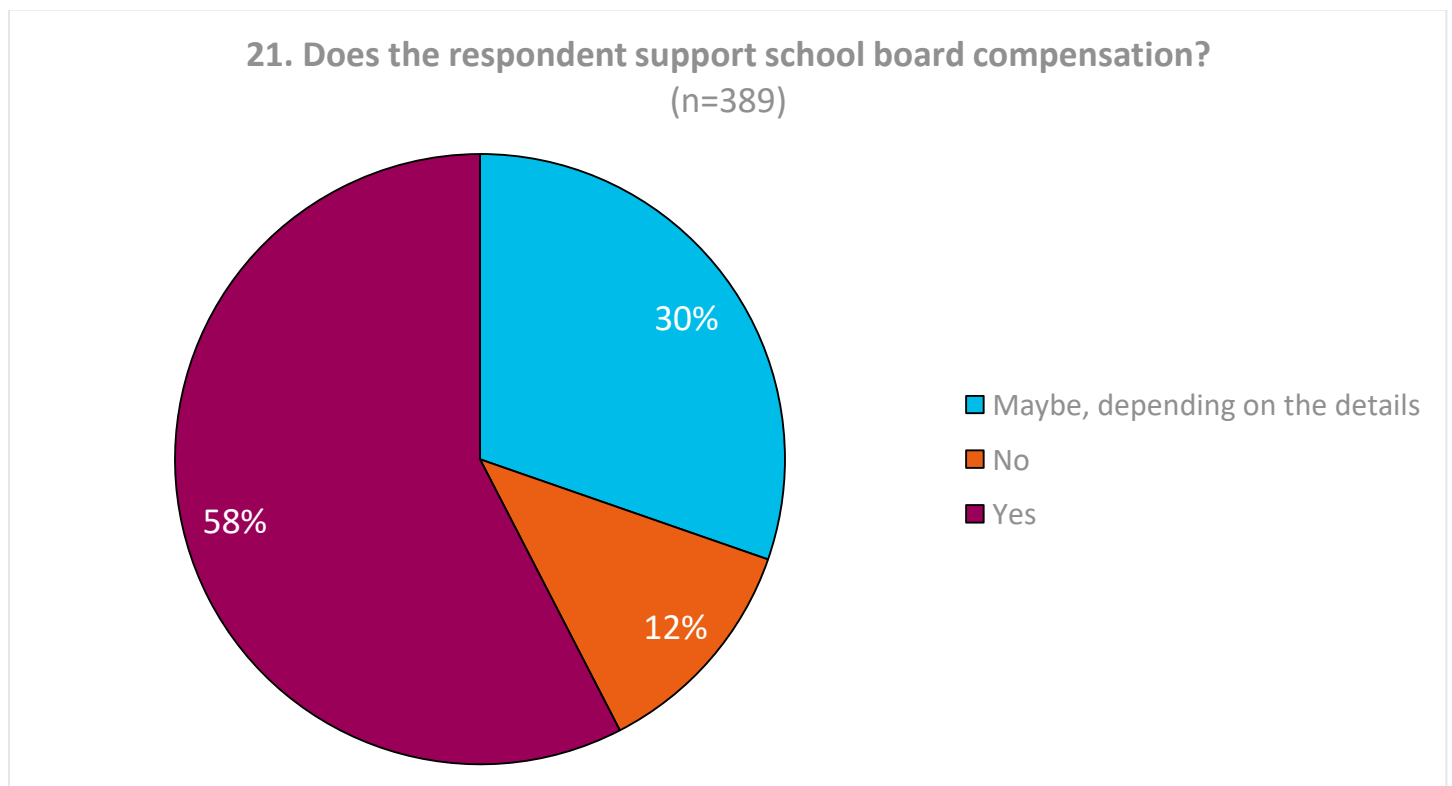
19. Do you currently accept the school board member salary?



20. If board policy allows for a salary, is there an expectation in your district that you waive the salary?

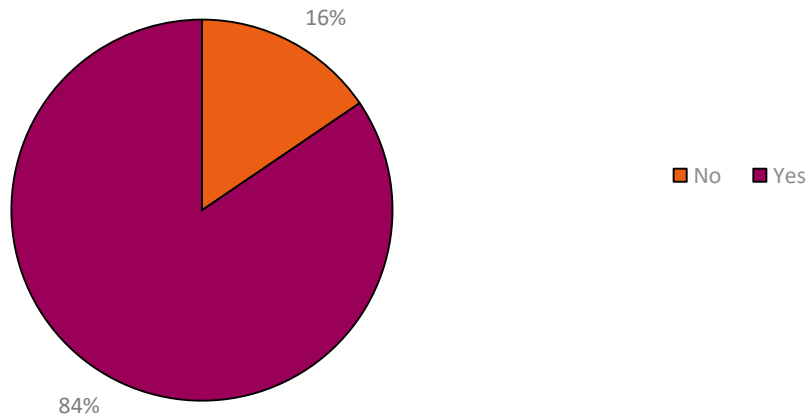


21. Do you support school board compensation?



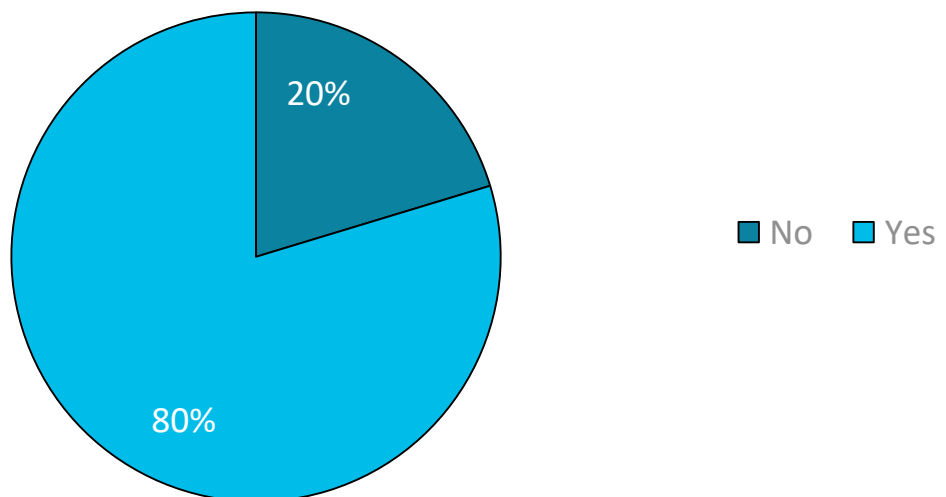
22. Would you support a policy recommendation that changed the school director salary from an opt-in program to an opt-out program so that all school directors would receive a salary unless they requested to opt-out of the salary?

22. Would the respondent support a policy recommendation that all school directors would receive a salary unless they requested to opt-out of the salary?
(n=387)

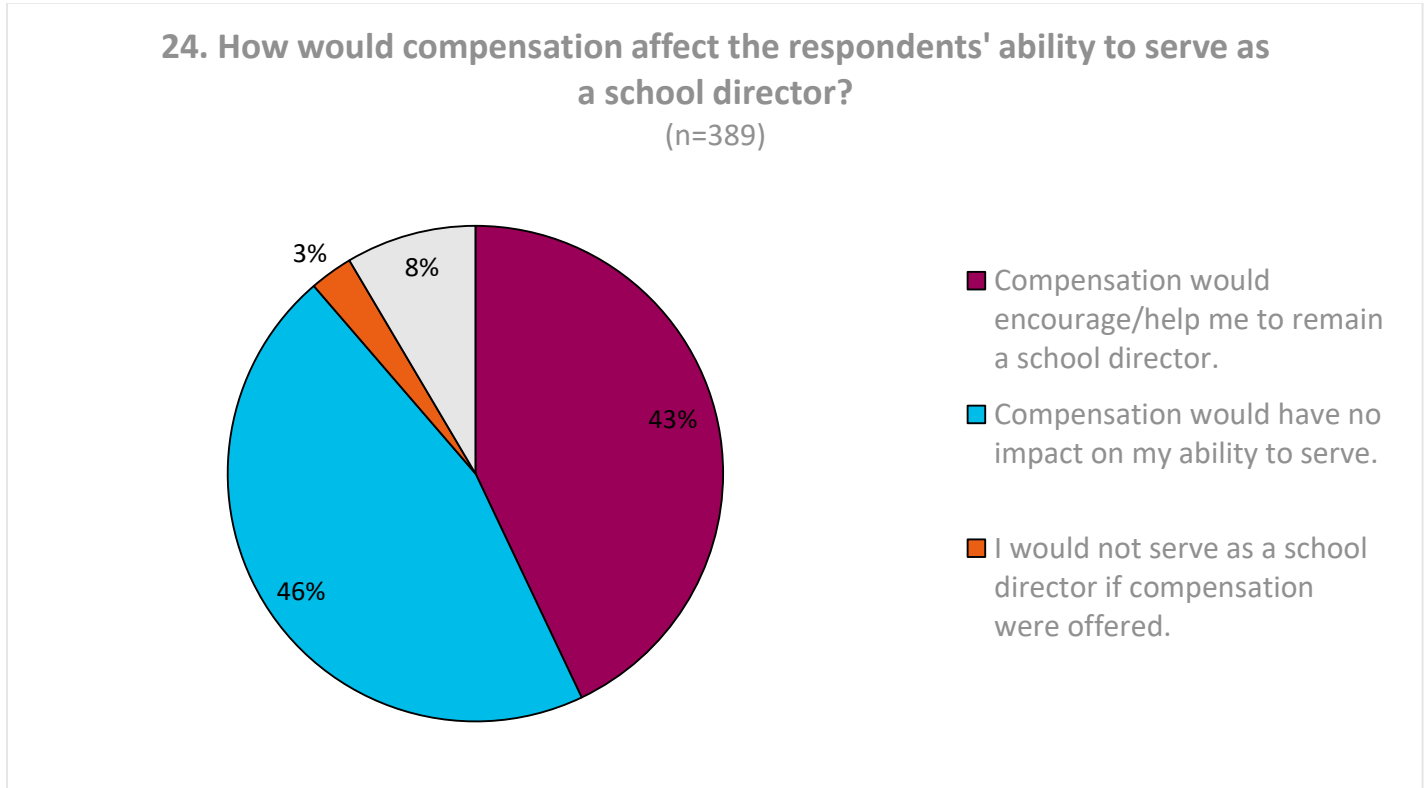


23. Would you support a policy recommendation to have the state pay school directors a monthly salary with an opt-out option for directors who do not want the compensation?

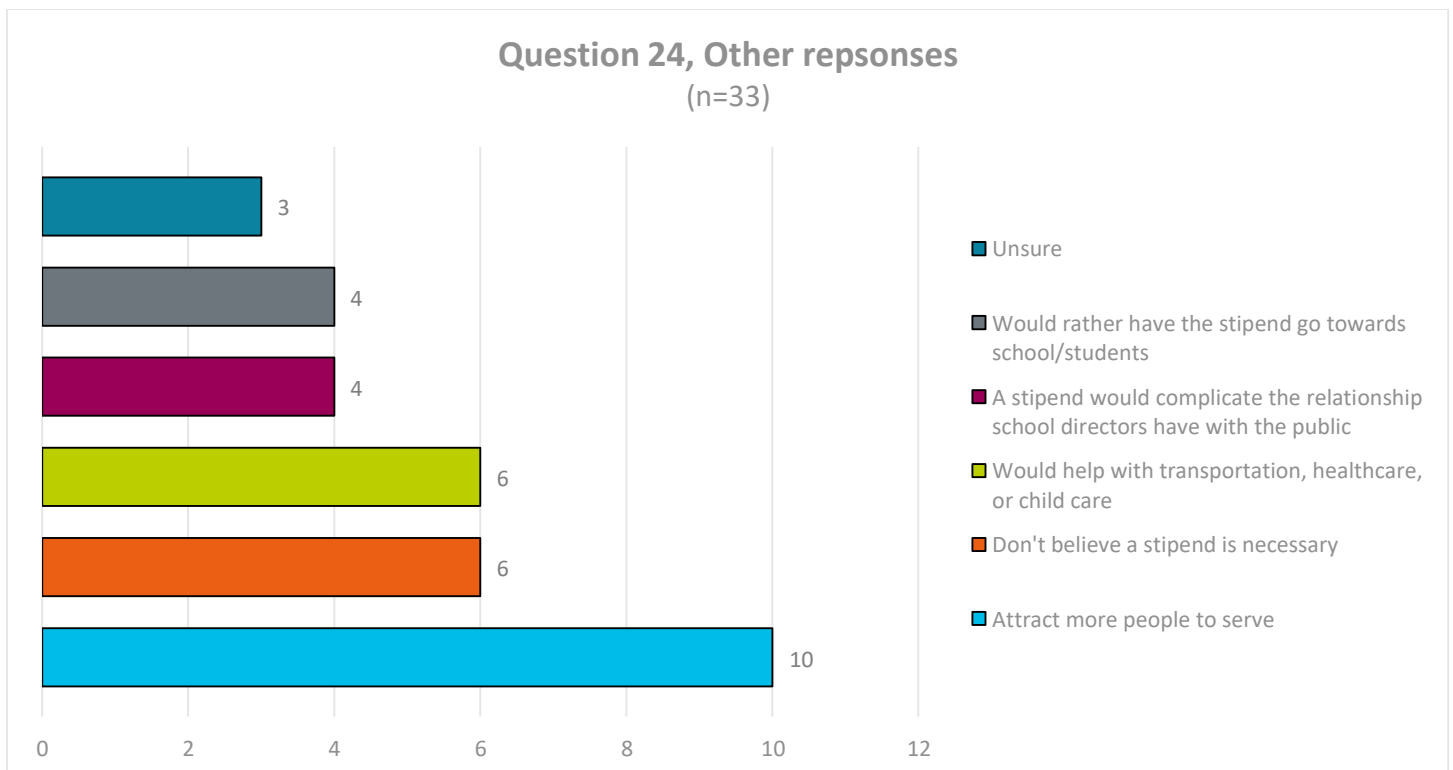
23. Would the respondent support a policy recommendation to have the state pay school directors a monthly salary with an opt-out option for directors who do not want the compensation?
(n=389)



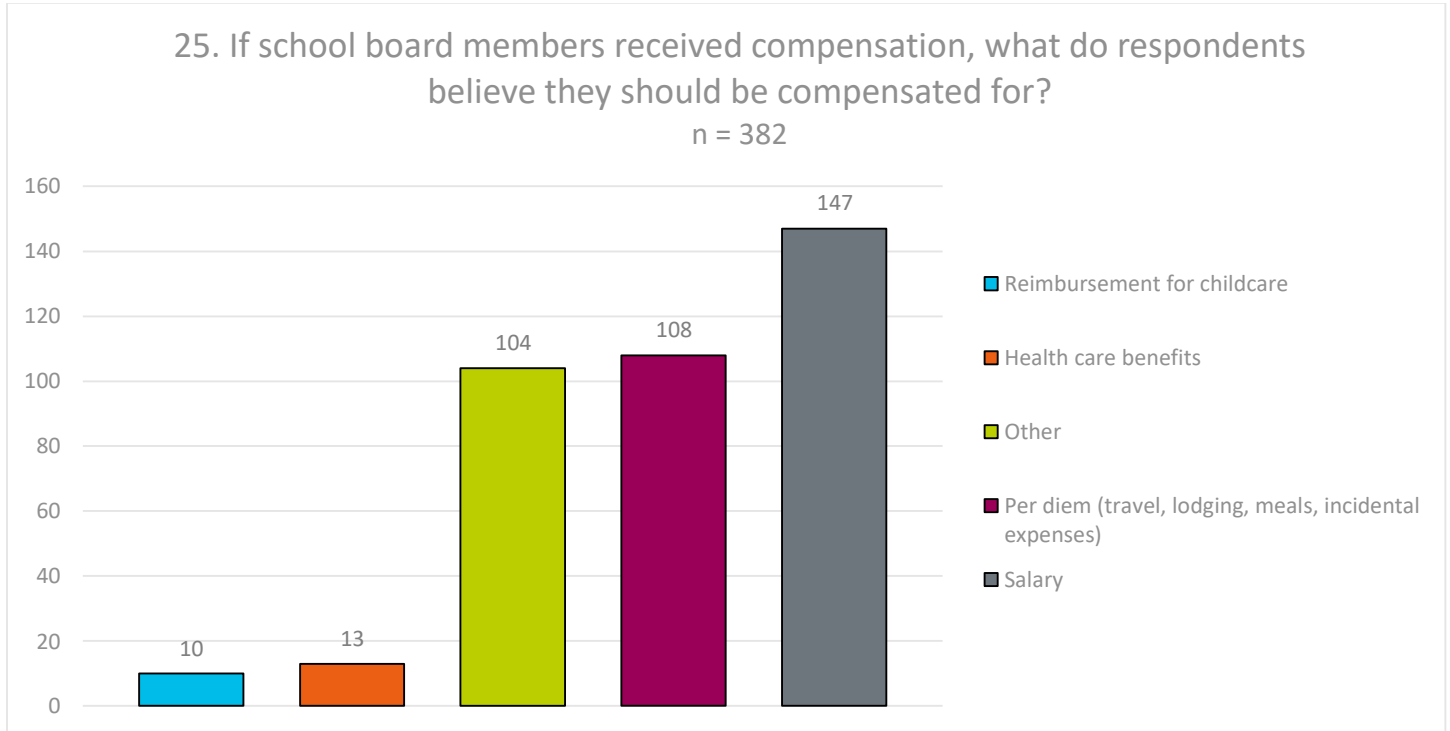
24. Please explain how compensation would affect your ability to serve as a school director.



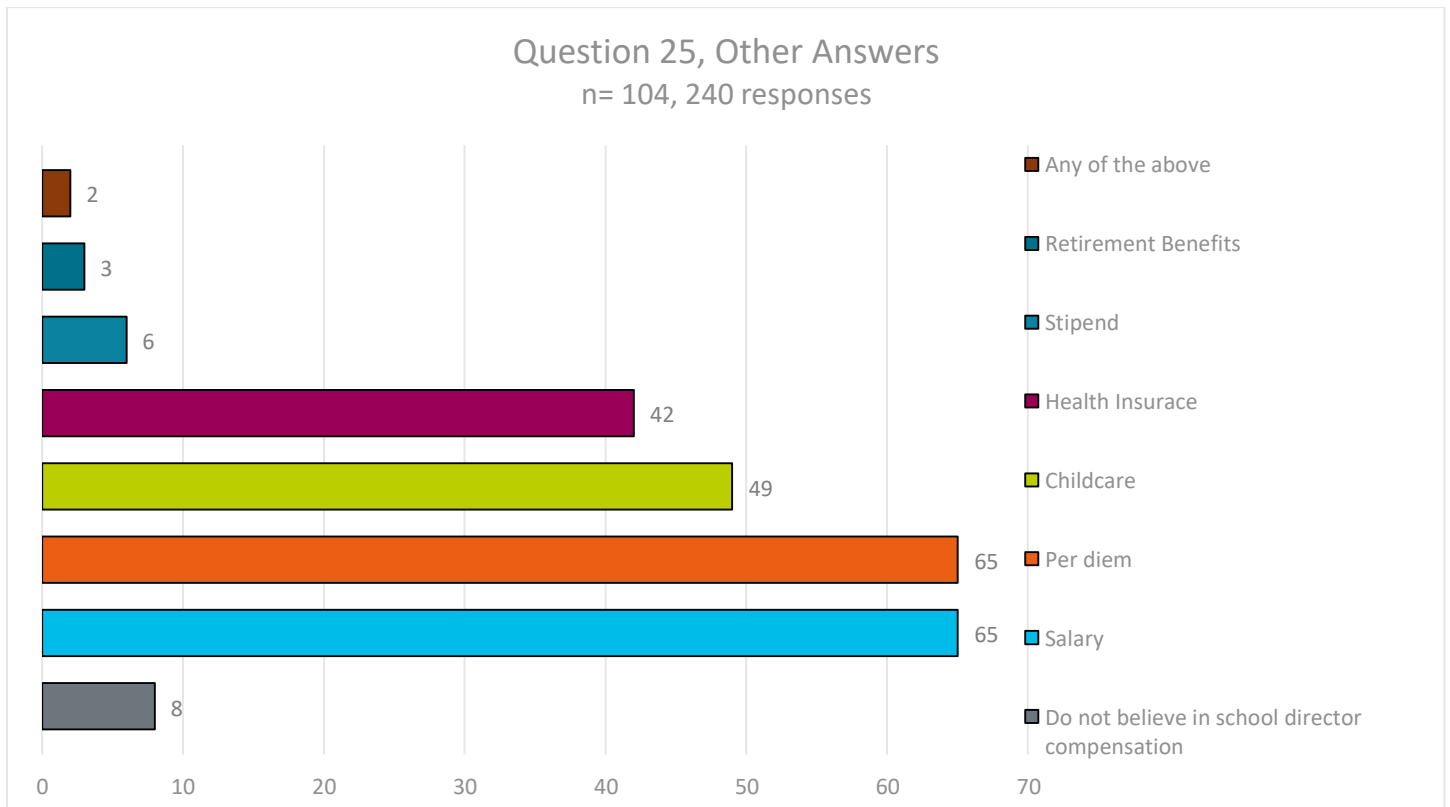
24. Explain how compensation would affect your ability to serve as a school director. (Other responses)



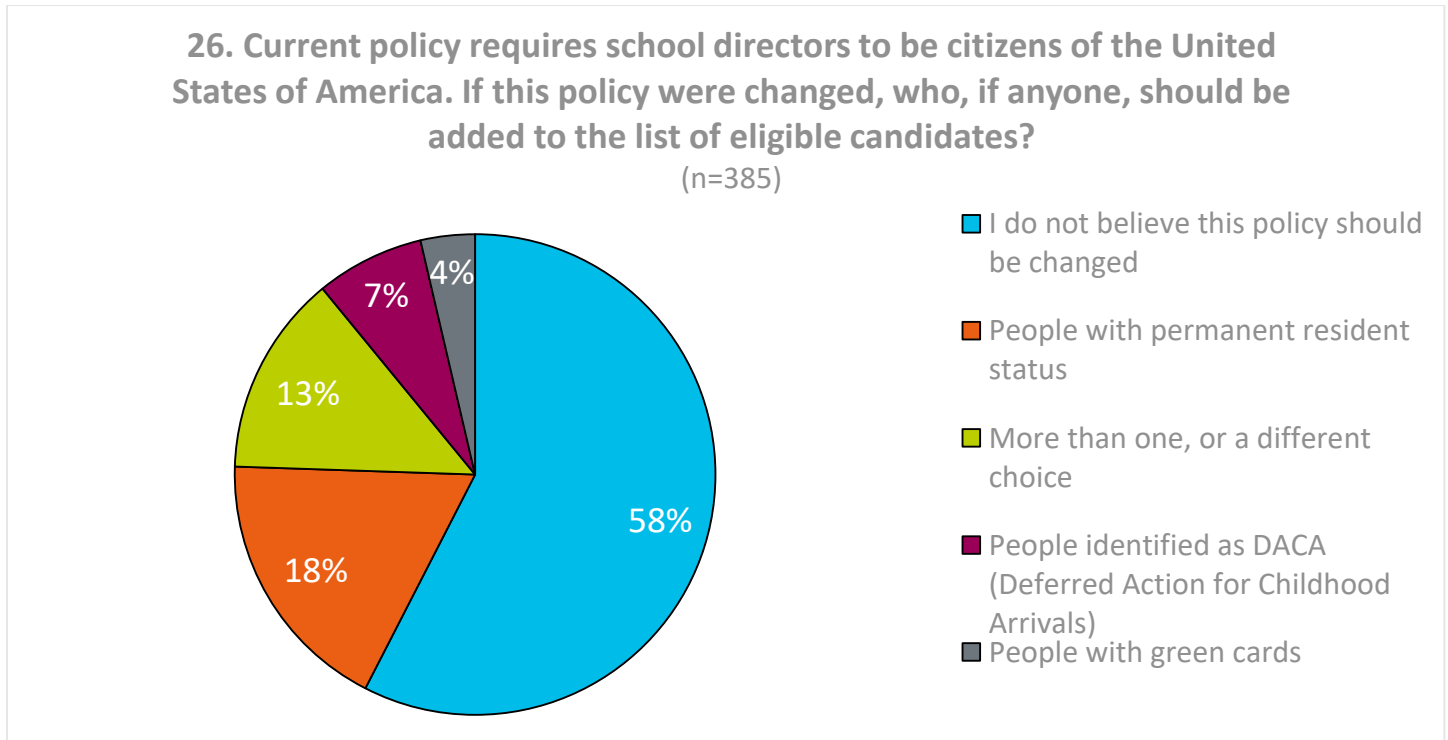
25. If school board members received compensation, what do you believe they should be compensated for? (Please select all that apply.)



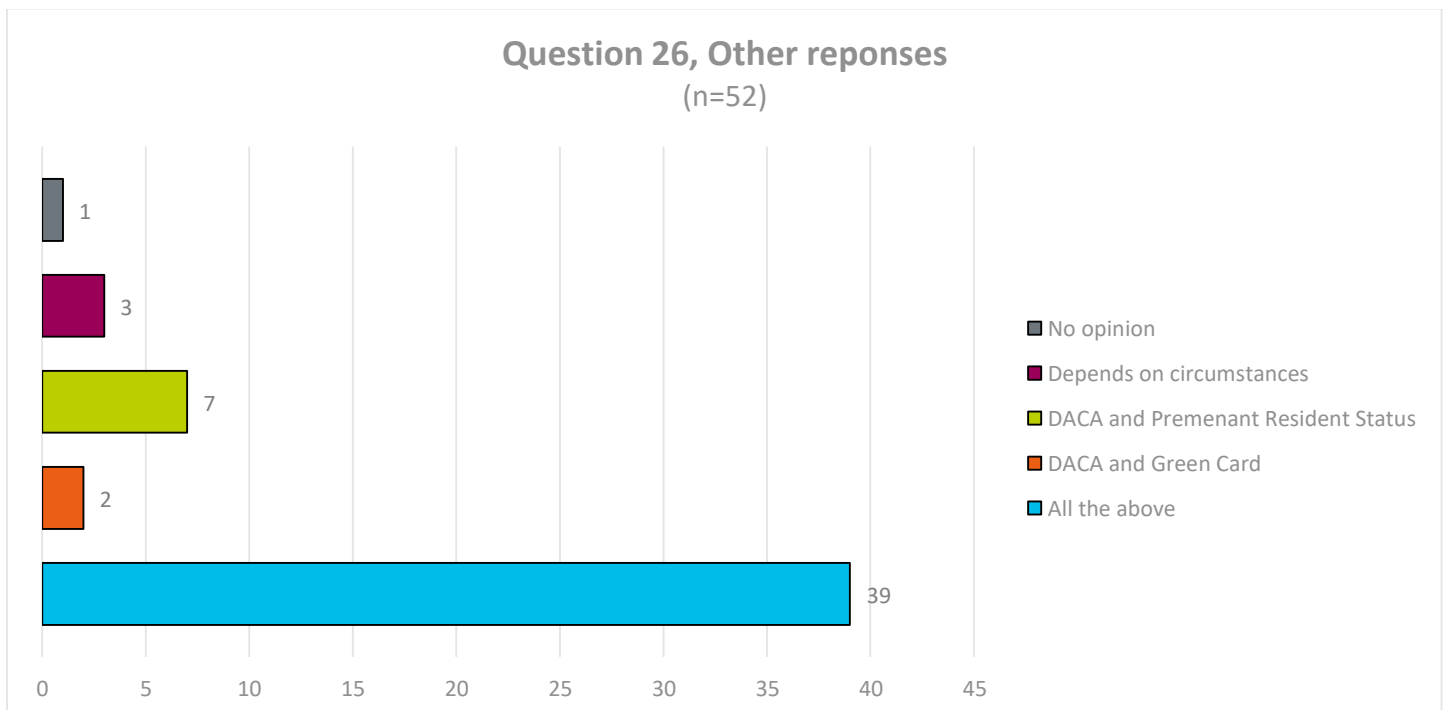
25. Other responses to if school board members received compensation, what do you believe they should be compensated for? (Please select all that apply.)



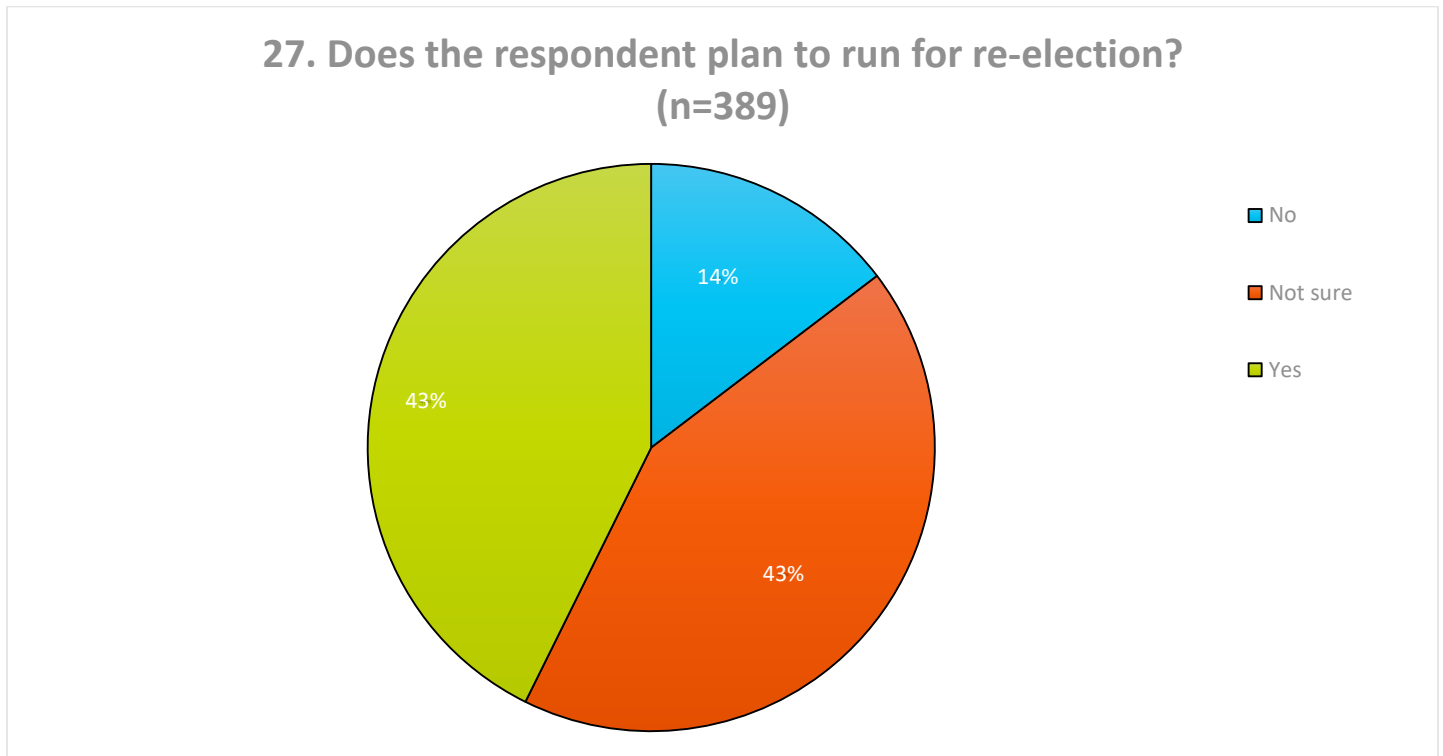
26. Current policy requires school directors to be citizens of the United States of America. If this policy were changed, who, if anyone, should be added to the list of eligible candidates?



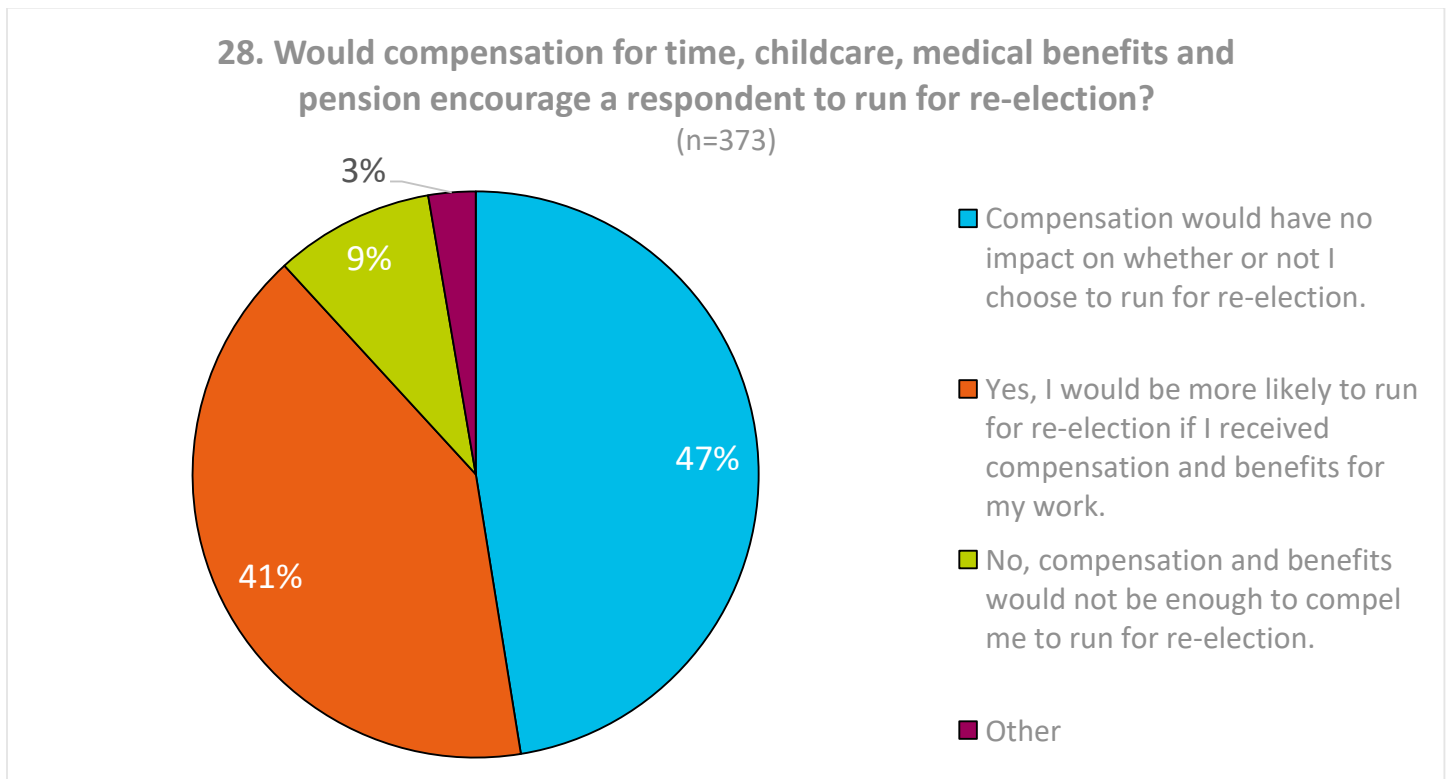
26. Current policy requires school directors to be citizens of the United States of America. If this policy were changed, who, if anyone, should be added to the list of eligible candidates? (Other responses.)



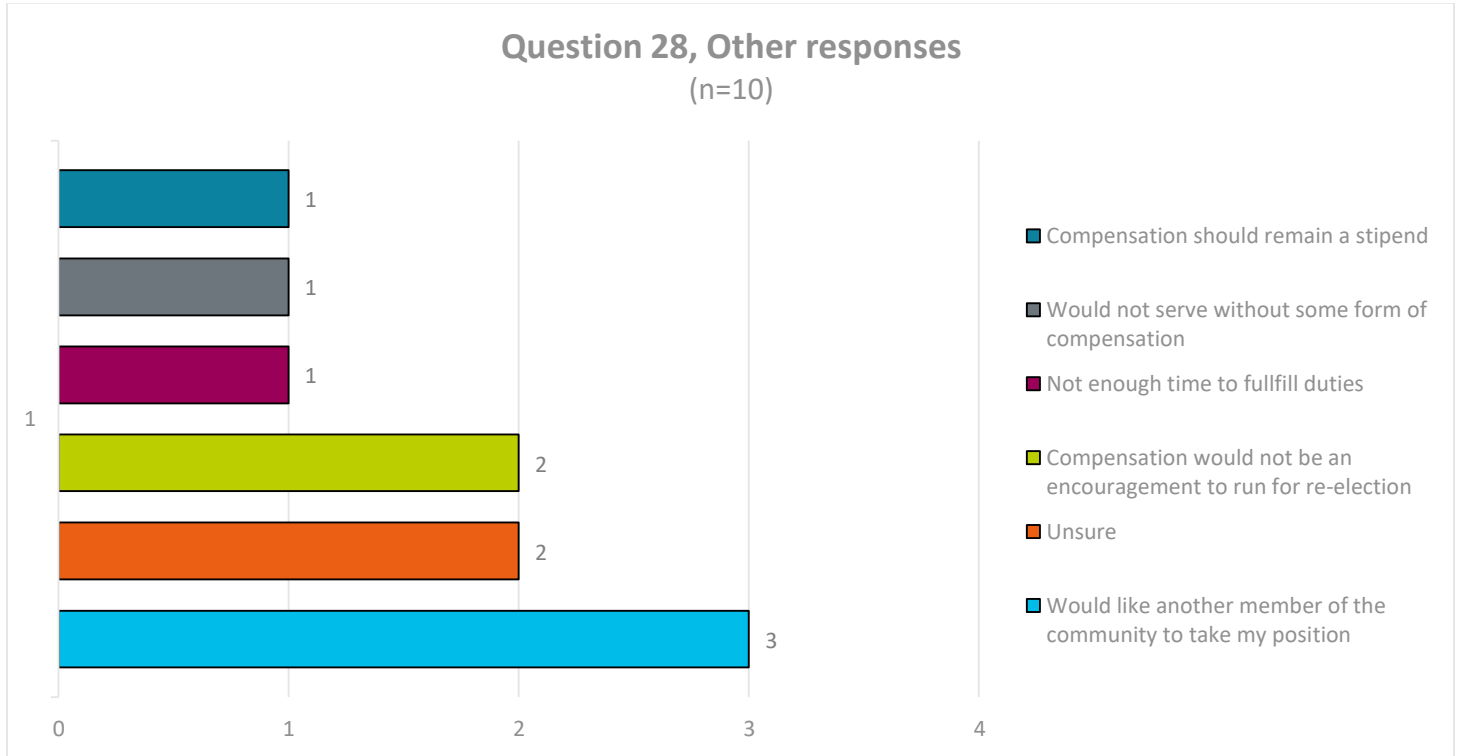
27. Do you currently plan to run for re-election?



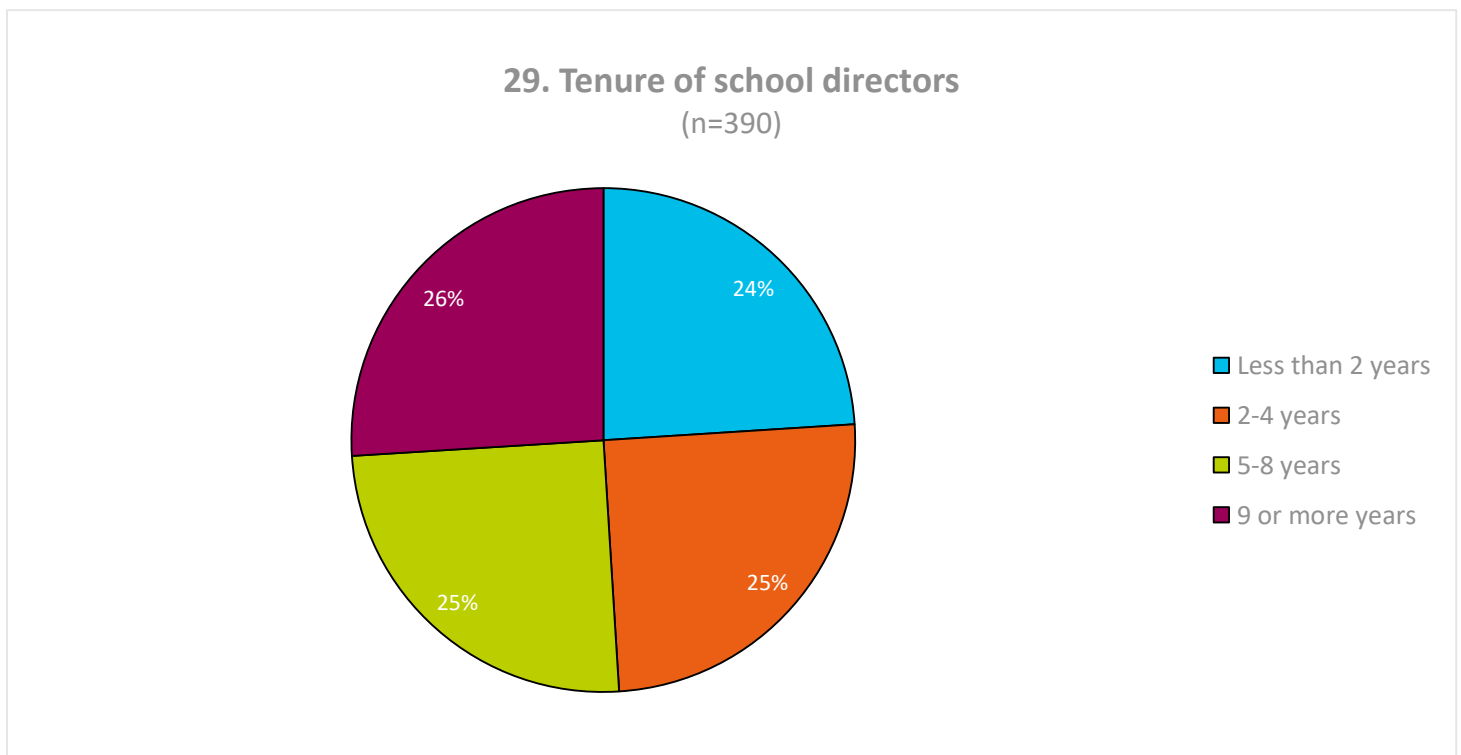
28. Would compensation for time, childcare, medical benefits and pension encourage a respondent to run for re-election?



28. Other responses to would compensation for time, childcare, medical benefits and pension encourage a respondent to run for re-election?



29. How long have you served as a school director?



Appendix B: Revised Code of Washington for school directors' duties and responsibilities

School directors' responsibilities are directly named in statute [RCW 28A.150.230](#):

District school directors' responsibilities.

(1) It is the intent and purpose of this section to guarantee that each common school district board of directors, whether or not acting through its respective administrative staff, be held accountable for the proper operation of their district to the local community and its electorate. In accordance with the provisions of Title [28A](#) RCW, as now or hereafter amended, each common school district board of directors shall be vested with the final responsibility for the setting of policies ensuring quality in the content and extent of its educational program and that such program provide students with the opportunity to achieve those skills which are generally recognized as requisite to learning.

(2) In conformance with the provisions of Title [28A](#) RCW, as now or hereafter amended, it shall be the responsibility of each common school district board of directors to adopt policies to:

(a) Establish performance criteria and an evaluation process for its superintendent, classified staff, certificated personnel, including administrative staff, and for all programs constituting a part of such district's curriculum. Each district shall report annually to the superintendent of public instruction the following for each employee group listed in this subsection (2)(a): (i) Evaluation criteria and rubrics; (ii) a description of each rating; and (iii) the number of staff in each rating;

(b) Determine the final assignment of staff, certificated or classified, according to board enumerated classroom and program needs and data, based upon a plan to ensure that the assignment policy: (i) Supports the learning needs of all the students in the district; and (ii) gives specific attention to high-need schools and classrooms;

(c) Provide information to the local community and its electorate describing the school district's policies concerning hiring, assigning, terminating, and evaluating staff, including the criteria for evaluating teachers and principals;

(d) Determine the amount of instructional hours necessary for any student to acquire a quality education in such district, in not less than an amount otherwise required in RCW [28A.150.220](#), or rules of the state board of education;

(e) Determine the allocation of staff time, whether certificated or classified;

(f) Establish final curriculum standards consistent with law and rules of the superintendent of public instruction, relevant to the particular needs of district students or the unusual characteristics of the district, and ensuring a quality education for each student in the district; and

(g) Evaluate teaching materials, including text books, teaching aids, handouts, or other printed material, in public hearing upon complaint by parents, guardians or custodians of students who consider dissemination of such material to students objectionable.

[[2010 c 235 § 201](#); [2006 c 263 § 201](#); [1994 c 245 § 9](#); [1991 c 61 § 1](#); [1990 c 33 § 106](#); [1979 ex.s. c 250 § 7](#); [1977 ex.s. c 359 § 18](#). Formerly RCW [28A.58.758](#).]

Appendix C: Revised Code of Washington for school directors' compensation

School directors' compensation policies are provided in RCW [28A.343.400](#):

Compensation—Waiver.

Each member of the board of directors of a school district may receive compensation of fifty dollars per day or portion thereof for attending board meetings and for performing other services on behalf of the school district, not to exceed four thousand eight hundred dollars per year, if the district board of directors has authorized by board resolution, at a regularly scheduled meeting, the provision of such compensation. A board of directors of a school district may authorize such compensation only from locally collected excess levy funds available for that purpose, and compensation for board members shall not cause the state to incur any present or future funding obligation.

Any director may waive all or any portion of his or her compensation under this section as to any month or months during his or her term of office, by a written waiver filed with the district as provided in this section. The waiver, to be effective, must be filed any time after the director's election and before the date on which the compensation would otherwise be paid. The waiver shall specify the month or period of months for which it is made.

The compensation provided in this section shall be in addition to any reimbursement for expenses paid to such directors by the school district.

[[1987 c 307 § 2](#). Formerly RCW [28A.315.540](#), [28A.57.327](#).]

Appendix D: County demographics from 2020 Census

Each county's demographics were collected for comparison to school directors' demographics in order to determine if school directors' demographics reflect the communities they serve. Below is each county's demographic information according to the 2020 Census, five year estimate.

2020 Census demographics of each county

County	Percent of all people who were American Indian or Alaska Native	Percent of all people who were Asian	Percent of all people who were Black or African American	Percent of all people who were Hispanic or Latinx	Percent of all people who were Native Hawaiian or Other Pacific	Percent of all people who were white
Adams	2.13	0.65	0.2	63.93	0.06	44.46
Asotin	1.34	0.92	0.52	4.25	0.15	89.11
Benton	0.99	3.09	1.4	22.28	0.29	70.62
Chelan	1.03	1.02	0.37	28.09	0.16	69.92
Clallam	5.63	1.64	0.8	6.73	0.15	80.94
Clark	0.96	4.82	2.26	10.01	1.05	75.47
Columbia	1.27	0.58	0.28	8.10	0.03	87.1
Cowlitz	1.55	1.6	0.74	9.25	0.6	82.01
Douglas	1.57	0.96	0.35	31.99	0.14	64.84
Ferry	18.24	0.64	0.39	4.88	0.15	71.3
Franklin	1.45	1.97	1.85	53.24	0.24	47.38
Garfield	0.79	0.48	0.39	1.37	0	91.78
Grant	1.67	1.21	0.79	42.00	0.1	57.94
Grays Harbor	5.12	1.39	1.36	10.24	0.18	78.07
Island	0.83	4.63	2.76	8.13	0.51	78.21
Jefferson	1.71	1.51	0.63	3.81	0.15	86.69
King	0.84	19.94	6.67	9.83	0.88	56.09
Kitsap	1.56	5.23	2.84	8.05	1.08	74.89
Kittitas	1.22	2.1	0.91	9.02	0.21	82.28
Klickitat	2.42	0.64	0.28	11.99	0.18	80.37
Lewis	1.45	1	0.69	10.66	0.19	82.56
Lincoln	2.07	0.67	0.19	3.49	0.13	89.22
Mason	4	1.19	1.08	10.24	0.34	77.63
Okanogan	11.59	0.67	0.4	20.42	0.1	65.57

County	Percent of all people who were American Indian or Alaska Native	Percent of all people who were Asian	Percent of all people who were Black or African American	Percent of all people who were Hispanic or Latinx	Percent of all people who were Native Hawaiian or Other Pacific	Percent of all people who were white
Pacific	2.37	1.98	0.43	9.96	0.2	81.76
Pend Oreille	2.96	0.58	0.43	4.05	0.08	88.14
Pierce	1.39	6.89	7.17	11.27	2.05	64.64
San Juan	0.65	1.29	0.3	6.52	0.15	85.88
Skagit	2.22	2.19	0.69	18.62	0.32	74.54
Skamania	1.55	1.01	0.61	6.59	0.28	85.64
Snohomish	1.31	12.25	3.54	10.51	0.61	66.05
Spokane	1.5	2.35	2.04	5.99	0.8	82.13
Stevens	5.77	0.62	0.32	3.81	0.19	84.64
Thurston	1.51	5.86	3.19	9.26	1.14	73.2
Wahkiakum	1.38	1	0.5	7.55	0.07	87.83
Walla Walla	1.11	1.51	1.69	21.58	0.22	72.66
Whatcom	2.77	4.46	1.03	9.68	0.32	77.56
Whitman	0.7	7.6	2.51	6.43	0.32	76.26
Yakima	5.06	1.18	0.83	49.87	0.12	48.47

Appendix E: Changes in statute recommendations

Example statutory changes are offered below. They would bring school directors' compensation into parity with similar elected officials.

Salary

(1) Each member of the board of directors of a school district shall receive salaries as follows:

(a) Each President of the board of directors of a school district shall receive a salary of one thousand three hundred eighty-eight dollars per month, as adjusted for inflation by the Office of Financial Management in subsection (4) of this section, for each school director.

(b) Each Vice President and each Legislative Representative of the board of directors of a school district shall receive a salary of one thousand one hundred fifty-seven dollars per month, as adjusted for inflation by the Office of Financial Management in subsection (4) of this section, for each school director.

(c) All other members of the board of directors of a school district shall receive a salary of nine hundred twenty-five dollars per month, as adjusted for inflation by the Office of Financial Management in subsection (4) of this section, for each school director.

Per diem

(2) In addition to a salary, the Legislature shall provide for the payment of per diem compensation to each school director at a rate of one hundred twenty-eight dollars, as adjusted for inflation by the Office of Financial Management in subsection (4) of this section, for each day or portion thereof spent in actual attendance at official meetings of the school district or in performance of other official services or duties on behalf of the district, but such compensation paid during any one year to a school director shall not exceed twelve thousand two hundred eighty-eight dollars, as adjusted for inflation by the Office of Financial Management in subsection (4) of this section.

Expenses

(3) School directors' shall receive necessary expenses incurred in attending meetings of the board or when otherwise engaged in district business. The transportation, meals, lodging and other appropriate expenses of board members who attend conferences or meetings as representatives of the school district shall be paid. Such expenses may be paid in advance.

Reviewing and updating school directors' compensation

(4) The dollar thresholds for salaries, meetings, and per diem maximums established in this section shall be required to be adjusted for inflation by the Office of Financial Management every five years, beginning January 1, 2024, based upon changes in the consumer price index during that time period. "Consumer price index" means, for any calendar year, that year's annual average consumer price index, for Washington state, for wage earners and clerical workers, all items, compiled by the Bureau of Labor and Statistics, United States Department of Labor. If the Bureau of Labor and Statistics develops more than one consumer price index for areas within the state, the index covering the greatest number of people, covering areas exclusively within the boundaries of the state, and including all items shall be used for the adjustments for inflation in this section. The Office of Financial Management must calculate the new dollar threshold and transmit it to the Office of the Code Reviser for publication in the Washington State Register at least one month before the new dollar threshold is to take effect.

Appendix F: School districts' funding data

The table below offers all school districts' financial information required for this report including student enrollment, local taxes, revenue, per pupil spending, and general budget. The school districts are categorized by county.

2021-2022 School districts' enrollment, taxes, revenues and general fund budgets

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Adams	Washtucna	62	\$146,240	\$2,464,704	\$44,173	\$2,738,730
	Benge	12	\$49,523	\$521,225	\$47,483	\$569,797
	Othello	4,630	\$2,397,727	\$77,042,862	\$16,610	\$76,904,781
	Lind	180	\$501,542	\$5,824,953	\$35,263	\$6,347,319
	Ritzville	300	\$875,832	\$5,981,264	\$19,524	\$5,857,132
Asotin	Clarkston	2,391	\$2,977,996	\$44,187,951	\$18,439	\$44,087,951
	Asotin-Anatone	619	\$843,129	\$10,262,240	\$16,970	\$10,497,706
Benton	Kennewick	18,496	\$17,201,380	\$285,409,700	\$15,779	\$291,856,427
	Paterson	140	\$341,200	\$2,965,004	\$21,179	\$2,965,000
	Kiona Benton	1,334	\$783,535	\$22,293,586	\$16,865	\$22,489,157
	Finley	850	\$1,117,250	\$14,725,927	\$17,887	\$15,203,640
	Prosser	2,430	\$3,407,347	\$40,559,740	\$17,372	\$42,213,147
Chelan	Richland	13,200	\$25,330,850	\$195,977,795	\$15,402	\$203,300,000
	Manson	588	\$1,537,139	\$11,631,389	\$20,256	\$11,906,160
	Stehekin	9	\$-	\$358,109	\$32,117	\$289,055
	Entiat	305	\$486,214	\$6,225,518	\$20,882	\$6,366,926
	Lake Chelan	1,247	\$3,482,595	\$24,280,718	\$19,549	\$24,378,020

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Chelan	Cashmere	1,560	\$1,879,853	\$24,874,620	\$16,180	\$25,240,136
	Cascade	1,132	\$3,231,171	\$21,307,591	\$18,551	\$21,000,000
	Wenatchee	7,132	\$11,783,642	\$140,617,853	\$20,046	\$142,969,924
Clallam	Port Angeles	3,361	\$5,791,708	\$59,397,631	\$17,687	\$59,450,628
	Crescent	316	\$519,999	\$6,284,305	\$21,095	\$6,666,243
	Sequim	2,598	\$7,067,419	\$48,270,832	\$18,579	\$48,269,035
	Cape Flattery	500	\$361,080	\$13,035,963	\$26,036	\$13,017,930
Clark	Quillayute Valley	4,290	\$701,511	\$54,503,684	\$12,684	\$54,418,225
	Vancouver	21,775	\$47,084,800	\$384,340,774	\$17,613	\$383,510,326
	Hockinson	1,920	\$2,918,925	\$27,532,755	\$14,587	\$28,007,002
	Lacenter	1,644	\$2,758,583	\$24,248,931	\$15,517	\$25,510,549
	Green Mountain	145	\$373,507	\$2,764,656	\$18,927	\$2,744,390
	Washougal	2,992	\$7,589,300	\$52,085,170	\$17,425	\$52,135,269
	Evergreen (Clark)	24,601	\$37,089,425	\$412,976,272	\$16,784	\$412,912,282
Columbia	Camas	7,218	\$17,016,392	\$107,916,674	\$15,778	\$113,888,128
	Battle Ground	12,008	\$12,667,964	\$181,225,736	\$16,412	\$197,079,270
	Ridgefield	3,560	\$6,965,353	\$52,256,580	\$14,727	\$52,433,458
	Dayton	375	\$1,028,432	\$7,696,323	\$21,271	\$7,986,046
Cowlitz	Starbuck	635	\$-	\$7,364,271	\$11,172	\$7,094,455
	Longview	6,246	\$14,175,395	\$107,784,835	\$17,255	\$107,784,835

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Cowlitz	Toutle Lake	619	\$1,411,938	\$10,118,390	\$18,376	\$11,375,012
	Castle Rock	1,377	\$2,480,240	\$20,692,810	\$15,042	\$20,712,256
	Kalama	1,020	\$2,349,343	\$15,715,142	\$16,603	\$16,933,155
	Woodland	2,370	\$5,554,751	\$43,663,277	\$18,565	\$43,998,820
	Kelso	4,826	\$6,213,423	\$77,063,855	\$15,927	\$76,865,040
Douglas	Orondo	155	\$628,523	\$5,231,782	\$35,046	\$5,432,118
	Bridgeport	748	\$290,778	\$15,991,940	\$18,379	\$13,747,474
	Palisades	25	\$151,089	\$1,003,655	\$39,114	\$977,844
	Eastmont	5,855	\$10,799,830	\$93,666,525	\$16,368	\$95,834,680
	Mansfield	80	\$169,750	\$3,362,139	\$44,457	\$3,556,531
	Waterville	270	\$604,281	\$5,870,176	\$22,093	\$5,954,195
Ferry	Keller	30	\$17,564	\$1,659,173	\$55,358	\$1,660,732
	Curlew	234	\$191,969	\$4,515,446	\$21,700	\$5,077,783
	Orient	38	\$16,714	\$1,615,173	\$42,789	\$1,625,983
	Inchelium	215	\$102,488	\$6,052,909	\$29,391	\$6,319,062
	Republic	310	\$459,810	\$5,999,305	\$18,931	\$5,868,654
Franklin	Pasco	18,411	\$14,053,843	\$288,218,011	\$15,685	\$288,768,011
	North Franklin	2,039	\$1,981,572	\$41,789,872	\$20,491	\$41,789,872
	Star	16	\$-	\$521,126	\$35,044	\$560,696
	Kahlotus	36	\$75,000	\$2,298,299	\$79,702	\$2,869,257

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Garfield	Pomeroy	314	\$811,542	\$6,110,963	\$19,803	\$6,218,177
Grant	Wahluke	2,465	\$1,892,492	\$46,958,558	\$18,963	\$46,743,532
	Quincy	3,104	\$8,268,029	\$58,791,860	\$18,519	\$57,491,860
	Warden	873	\$1,110,023	\$19,398,816	\$22,221	\$19,398,817
	Coulee/Hartline	206	\$366,318	\$4,721,355	\$23,551	\$4,851,476
	Soap Lake	545	\$600,574	\$10,817,993	\$20,075	\$10,941,108
	Royal	1,725	\$1,361,300	\$27,915,375	\$16,183	\$27,915,374
	Moses Lake	8,546	\$4,321,309	\$129,784,022	\$15,181	\$129,739,701
	Ephrata	2,568	\$1,752,640	\$45,650,390	\$18,373	\$47,181,411
	Wilson Creek	135	\$212,375	\$3,638,703	\$27,201	\$3,672,129
	Grand Coulee Dam	698	\$815,830	\$14,455,531	\$20,947	\$14,620,800
Grays Harbor	Aberdeen	3,100	\$4,115,438	\$59,982,216	\$19,126	\$59,292,017
	Hoquiam	1,589	\$1,998,612	\$27,206,822	\$18,009	\$28,616,468
	North Beach	737	\$1,854,123	\$13,842,109	\$19,365	\$14,272,171
	Mc Cleary	275	\$837,888	\$5,216,534	\$20,038	\$5,510,347
	Montesano	1,327	\$2,103,092	\$22,746,698	\$17,539	\$23,274,591
	Elma	1,543	\$2,661,244	\$28,537,491	\$18,879	\$29,129,538
	Taholah	171	\$36,122	\$6,274,000	\$38,251	\$6,541,000
	Quinault	171	\$327,041	\$5,193,578	\$30,431	\$5,203,765
	Cosmopolis	161	\$552,231	\$3,275,339	\$23,205	\$3,735,933

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Grays Harbor	Satsop	51	\$79,027	\$1,199,082	\$24,347	\$1,241,700
	Wishkah Valley	139	\$271,936	\$3,385,806	\$31,118	\$4,313,225
	Ocosta	575	\$1,587,300	\$12,133,207	\$21,749	\$12,505,854
Island	Oakville	276	\$392,949	\$8,151,236	\$29,932	\$8,253,734
	Oak Harbor	5,575	\$11,181,137	\$98,541,587	\$18,408	\$102,623,900
	Coupeville	1,000	\$2,422,947	\$16,988,318	\$17,071	\$17,071,410
	South Whidbey	1,183	\$3,384,688	\$21,540,143	\$18,877	\$22,333,792
Jefferson	Queets-Clearwater	40	\$76,171	\$1,227,479	\$28,031	\$1,121,254
	Brinnon	62	\$264,803	\$1,952,785	\$31,141	\$1,930,728
	Quilcene	635	\$620,318	\$9,591,853	\$16,340	\$10,376,041
	Chimacum	690	\$2,087,217	\$13,817,290	\$21,464	\$14,810,453
	Port Townsend	1,141	\$3,156,673	\$21,365,893	\$19,811	\$22,604,541
King	Seattle	52,792	\$169,903,767	\$1,078,766,666	\$21,268	\$1,122,797,766
	Federal Way	22,080	\$30,696,000	\$387,200,000	\$18,252	\$403,000,000
	Enumclaw	4,164	\$9,047,974	\$67,729,767	\$16,594	\$69,098,866
	Mercer Island	4,192	\$11,429,675	\$67,616,175	\$17,355	\$72,749,347
	Highline	18,142	\$48,821,591	\$378,493,627	\$21,070	\$382,261,364
	Vashon Island	1,467	\$3,956,438	\$26,186,194	\$17,850	\$26,186,194
	Renton	15,266	\$40,021,010	\$297,623,975	\$20,016	\$305,564,092
	Skykomish	42	\$133,333	\$2,710,755	\$64,066	\$2,690,755

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
King	Bellevue	19,585	\$54,235,782	\$369,066,251	\$19,209	\$376,209,997
	Tukwila	2,684	\$7,433,311	\$59,023,771	\$22,747	\$61,053,093
	Riverview	3,182	\$7,778,278	\$51,847,991	\$17,183	\$54,676,427
	Auburn	17,051	\$37,635,797	\$292,744,960	\$18,075	\$308,207,666
	Tahoma	8,925	\$16,198,526	\$140,145,242	\$16,800	\$149,942,125
	Snoqualmie Valley	7,121	\$16,358,000	\$115,880,682	\$16,527	\$117,692,127
	Issaquah	19,380	\$51,904,271	\$332,404,571	\$18,227	\$353,240,620
	Shoreline	9,197	\$25,121,815	\$156,847,000	\$18,162	\$167,040,000
	Lake Washington	30,887	\$66,248,570	\$476,255,267	\$16,232	\$501,362,207
	Kent	25,776	\$69,252,312	\$467,616,322	\$18,832	\$485,425,546
	Northshore	22,626	\$59,619,270	\$396,340,000	\$18,841	\$426,300,000
Kitsap	Bremerton	4,522	\$13,145,299	\$96,322,106	\$21,309	\$96,369,299
	Bainbridge	3,454	\$9,925,290	\$56,030,987	\$17,269	\$59,647,457
	North Kitsap	5,544	\$12,920,492	\$94,638,023	\$17,915	\$99,325,113
	Central Kitsap	11,040	\$16,827,070	\$188,303,584	\$17,276	\$190,730,677
	South Kitsap	10,307	\$26,769,480	\$183,772,169	\$17,852	\$183,996,228
Kittitas	Damman	41	\$85,000	\$602,289	\$19,899	\$815,840
	Easton	86	\$256,923	\$2,820,509	\$34,426	\$2,960,670
	Thorp	230	\$592,431	\$5,073,646	\$22,091	\$5,080,984
	Ellensburg	3,130	\$4,859,559	\$48,250,000	\$16,655	\$52,129,794

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Kittitas	Kittitas	586	\$1,760,123	\$10,917,969	\$18,890	\$11,069,471
	Cle Elum-Roslyn	867	\$2,428,939	\$13,782,593	\$16,950	\$14,695,330
Klickitat	Wishram	84	\$72,142	\$2,360,972	\$29,116	\$2,445,744
	Bickleton	109	\$290,010	\$2,550,003	\$24,312	\$2,650,003
	Centerville	86	\$255,743	\$1,881,171	\$21,802	\$1,874,953
	Trout Lake	205	\$444,640	\$4,599,015	\$23,034	\$4,721,919
	Glenwood	58	\$103,422	\$2,421,770	\$48,984	\$2,841,075
	Klickitat	74	\$89,938	\$3,140,068	\$42,809	\$3,167,833
	Roosevelt	32	\$60,000	\$911,488	\$32,840	\$1,050,869
	Goldendale	2,318	\$2,386,569	\$31,497,220	\$12,636	\$29,283,509
	White Salmon	1,158	\$3,291,379	\$20,305,129	\$17,661	\$20,451,402
	Lyle	214	\$638,193	\$6,724,590	\$31,908	\$6,828,333
Lewis	Napavine	751	\$785,151	\$11,316,230	\$15,675	\$11,770,366
	Evaline	49	\$186,200	\$1,525,262	\$35,630	\$1,745,890
	Mossyrock	520	\$732,813	\$8,941,920	\$17,636	\$9,174,631
	Morton	308	\$833,035	\$6,138,757	\$21,133	\$6,509,017
	Adna	619	\$954,553	\$9,694,256	\$16,469	\$10,196,891
	Winlock	720	\$650,824	\$13,904,850	\$19,312	\$13,904,847
	Boistfort	76	\$246,026	\$1,812,405	\$25,774	\$1,958,849
	Toledo	780	\$1,012,084	\$12,838,604	\$16,855	\$13,147,214

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Lewis	Onalaska	814	\$935,872	\$13,297,696	\$16,120	\$13,121,900
	Pe Ell	250	\$344,984	\$5,293,480	\$23,448	\$5,861,998
	Chehalis	2,924	\$5,226,300	\$53,332,451	\$18,946	\$55,398,781
	White Pass	320	\$924,504	\$6,797,532	\$22,960	\$7,347,102
	Centralia	3,241	\$2,397,600	\$51,585,534	\$16,247	\$52,658,093
Lincoln	Sprague	63	\$171,570	\$2,409,299	\$44,150	\$2,781,433
	Reardan	686	\$1,300,121	\$10,893,154	\$15,919	\$10,920,655
	Almira	88	\$204,744	\$2,759,352	\$34,291	\$3,017,578
	Creston	83	\$231,633	\$3,248,559	\$38,984	\$3,235,679
	Odessa	212	\$559,483	\$4,514,681	\$22,482	\$4,772,478
	Wilbur	211	\$446,632	\$4,412,991	\$23,600	\$4,979,539
	Harrington	112	\$351,310	\$3,779,832	\$33,874	\$3,793,868
	Davenport	538	\$732,341	\$9,833,191	\$18,539	\$9,974,171
Mason	Southside	196	\$592,013	\$3,522,385	\$20,217	\$3,962,580
	Grapeview	205	\$706,122	\$3,891,454	\$19,621	\$4,022,249
	Shelton	4,240	\$5,500,999	\$74,506,513	\$17,565	\$74,477,700
	Mary M Knight	1,455	\$571,541	\$20,626,462	\$13,965	\$20,318,641
	Pioneer	638	\$2,634,208	\$13,586,097	\$23,172	\$14,783,906
	North Mason	2,210	\$500	\$34,987,009	\$16,451	\$36,357,037
	Hood Canal	290	\$1,156,378	\$8,442,182	\$31,369	\$9,097,086

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Okanogan	Nespelem	115	\$36,000	\$4,358,230	\$42,218	\$4,855,032
	Omak	7,633	\$1,181,905	\$108,208,469	\$13,810	\$105,409,543
	Okanogan	1,052	\$662,691	\$21,805,973	\$20,639	\$21,712,594
	Brewster	947	\$1,023,670	\$18,385,017	\$19,354	\$18,328,500
	Pateros	293	\$419,030	\$6,272,695	\$21,360	\$6,258,540
	Methow Valley	670	\$1,804,953	\$15,086,429	\$23,565	\$15,788,699
	Tonasket	1,040	\$906,120	\$20,758,785	\$20,614	\$21,438,055
	Oroville	508	\$1,217,304	\$14,789,595	\$30,936	\$15,715,278
Pacific	Ocean Beach	1,014	\$2,733,496	\$19,032,528	\$18,593	\$18,853,683
	Raymond	519	\$620,257	\$10,718,650	\$20,572	\$10,676,750
	South Bend	507	\$515,397	\$14,087,019	\$26,649	\$13,511,082
	Naselle-Grays River	286	\$512,338	\$8,290,271	\$28,644	\$8,192,230
	Willapa Valley	347	\$-	\$6,004,687	\$18,370	\$6,374,446
	North River	74	\$-	\$2,464,041	\$33,297	\$2,463,962
Pend Oreille	Newport	1,047	\$1,546,783	\$18,734,419	\$17,784	\$18,619,987
	Cusick	262	\$461,179	\$5,932,102	\$23,221	\$6,090,821
	Selkirk	234	\$656,521	\$6,369,490	\$27,232	\$6,372,366
Pierce	Steilacoom Hist.	3,104	\$6,370,727	\$47,399,394	\$15,648	\$48,571,407
	Puyallup	22,520	\$53,230,845	\$346,628,010	\$15,713	\$353,867,058
	Tacoma	27,982	\$74,495,311	\$553,909,806	\$20,984	\$587,183,999

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Pierce	Carbonado	187	\$363,611	\$2,930,533	\$15,455	\$2,890,009
	University Place	5,480	\$11,984,645	\$87,220,206	\$16,135	\$88,417,369
	Sumner	9,585	\$25,081,282	\$157,749,673	\$16,741	\$160,458,588
	Dieringer	1,366	\$5,439,625	\$26,206,766	\$19,970	\$27,278,762
	Orting	2,467	\$4,003,265	\$39,627,138	\$17,600	\$43,418,346
	Clover Park	11,754	\$20,064,629	\$234,509,991	\$20,165	\$237,019,224
	Peninsula	9,121	\$24,146,235	\$142,671,753	\$16,375	\$149,356,633
	Franklin Pierce	7,766	\$14,380,077	\$136,211,494	\$18,075	\$140,363,569
	Bethel	19,784	\$35,957,916	\$317,267,903	\$17,227	\$340,823,558
	Eatonville	1,861	\$5,132,995	\$29,629,586	\$16,122	\$30,003,291
	White River	3,963	\$9,475,859	\$61,482,698	\$15,726	\$62,330,098
	Fife	3,748	\$9,806,557	\$63,368,130	\$18,217	\$68,276,038
San Juan	Shaw	10	\$-	\$530,700	\$55,591	\$555,905
	Orcas	742	\$1,997,832	\$12,875,574	\$17,817	\$13,220,398
	Lopez	230	\$616,842	\$6,196,914	\$27,589	\$6,345,436
	San Juan	767	\$2,088,923	\$14,245,647	\$18,577	\$14,239,259
Skagit	Concrete	497	\$1,281,226	\$10,542,781	\$21,849	\$10,858,737
	Burlington Edison	3,203	\$8,995,365	\$62,426,242	\$20,072	\$64,290,493
	Sedro Woolley	4,164	\$9,927,624	\$75,983,473	\$18,664	\$77,715,254
	Anacortes	2,439	\$7,027,170	\$41,894,035	\$17,211	\$41,972,017

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Skagit	La Conner	578	\$896,170	\$14,070,000	\$24,260	\$14,022,000
	Conway	448	\$1,101,883	\$7,775,091	\$17,168	\$7,691,451
	Mt Vernon	6,831	\$12,475,515	\$122,867,437	\$18,636	\$127,299,456
Skamania	Skamania	65	\$220,811	\$1,583,291	\$25,743	\$1,673,312
	Mount Pleasant	63	\$153,819	\$1,264,199	\$19,958	\$1,257,347
	Mill A	61	\$-	\$2,361,123	\$38,423	\$2,343,773
	Stevenson-Carson	854	\$2,133,305	\$16,349,793	\$19,145	\$16,349,793
Snohomish	Everett	19,962	\$50,705,450	\$371,263,765	\$19,074	\$380,753,164
	Lake Stevens	8,794	\$13,620,492	\$142,168,541	\$17,384	\$152,874,640
	Mukilteo	15,417	\$41,451,899	\$299,412,291	\$20,023	\$308,689,151
	Edmonds	20,250	\$54,822,103	\$363,330,000	\$18,410	\$372,800,000
	Arlington	5,265	\$9,086,439	\$85,019,012	\$16,866	\$88,799,018
	Marysville	9,464	\$25,941,129	\$187,910,400	\$19,877	\$188,117,687
	Index	24	\$98,502	\$1,013,328	\$48,681	\$1,168,353
	Monroe	5,815	\$14,640,352	\$95,737,329	\$16,799	\$97,685,889
	Snohomish	9,164	\$17,911,985	\$152,355,689	\$17,087	\$156,583,081
	Lakewood	2,487	\$3,254,101	\$37,715,427	\$16,571	\$41,203,198
	Sultan	1,996	\$3,319,101	\$35,511,792	\$17,292	\$34,513,314
	Darrington	389	\$511,000	\$9,071,136	\$22,933	\$8,920,866
	Granite Falls	2,074	\$4,449,366	\$35,822,330	\$16,981	\$35,218,240

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Snohomish	Stanwood	4,536	\$12,230,994	\$81,284,300	\$18,690	\$84,775,857
Spokane	Spokane	30,157	\$52,575,740	\$526,334,327	\$17,704	\$533,888,239
	Orchard Prairie	56	\$143,417	\$1,258,532	\$23,177	\$1,297,926
	Great Northern	40	\$208,639	\$1,133,655	\$28,257	\$1,130,275
	Nine Mile Falls	1,297	\$2,862,024	\$24,809,787	\$19,127	\$24,808,249
	Medical Lake	1,775	\$1,214,168	\$28,000,000	\$16,225	\$28,800,000
	Mead	10,084	\$13,361,390	\$141,217,409	\$14,720	\$148,433,728
	Central Valley	13,962	\$28,515,525	\$216,981,694	\$15,558	\$217,221,935
	Freeman	863	\$1,264,971	\$12,615,304	\$14,899	\$12,857,613
	Cheney	5,031	\$7,952,580	\$74,472,167	\$14,987	\$75,391,809
	East Valley (Spokane)	3,644	\$9,773,360	\$65,830,000	\$18,303	\$66,697,521
	Liberty	557	\$1,436,737	\$9,121,038	\$16,511	\$9,196,789
	West Valley (Spokane)	3,357	\$7,102,899	\$52,357,051	\$15,596	\$52,357,041
	Deer Park	2,469	\$2,318,999	\$38,830,206	\$16,086	\$39,715,425
	Riverside	1,371	\$2,148,957	\$23,827,482	\$18,227	\$24,986,078
Stevens	Onion Creek	43	\$71,071	\$1,527,446	\$35,481	\$1,525,670
	Chewelah	740	\$999,999	\$12,712,632	\$18,050	\$13,357,075
	Wellpinit	460	\$50,000	\$10,644,217	\$27,520	\$12,659,131
	Valley	1,083	\$154,200	\$15,793,621	\$13,896	\$15,048,834
	Colville	1,614	\$1,756,939	\$25,358,148	\$15,871	\$25,615,778

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Stevens	Loon Lake	229	\$250,623	\$3,021,198	\$13,158	\$3,015,718
	Summit Valley	64	\$90,623	\$1,629,421	\$26,108	\$1,670,935
	Evergreen (Stevens)	32	\$28,305	\$710,444	\$22,108	\$707,459
	Columbia (Stevens)	100	\$166,977	\$3,706,776	\$36,933	\$3,693,252
	Mary Walker	444	\$316,386	\$8,321,398	\$18,721	\$8,321,398
	Northport	252	\$353,000	\$5,848,110	\$23,133	\$5,829,559
	Kettle Falls	1,013	\$917,145	\$16,599,577	\$16,590	\$16,805,740
Thurston	Yelm	5,600	\$9,857,110	\$88,433,061	\$16,231	\$90,897,370
	North Thurston	15,132	\$38,617,289	\$236,785,971	\$16,252	\$245,931,019
	Tumwater	6,645	\$16,793,472	\$105,566,891	\$15,884	\$105,549,788
	Olympia	10,119	\$25,626,308	\$163,123,896	\$16,939	\$171,397,422
	Rainier	889	\$1,614,369	\$13,989,304	\$15,945	\$14,175,240
	Griffin	605	\$2,150,959	\$10,022,743	\$18,671	\$11,296,143
	Rochester	2,080	\$3,437,123	\$33,701,784	\$17,085	\$35,536,420
	Tenino	1,230	\$3,068,082	\$20,002,086	\$16,350	\$20,110,793
Wahkiakum	Wahkiakum	467	\$997,000	\$8,187,828	\$17,909	\$8,363,533
Walla Walla	Dixie	20	\$107,046	\$806,964	\$40,634	\$812,689
	Walla Walla	5,575	\$10,345,665	\$94,565,201	\$17,230	\$96,048,099
	College Place	1,550	\$2,676,500	\$26,376,729	\$17,346	\$26,889,285
	Touchet	212	\$567,836	\$4,355,891	\$20,641	\$4,375,980

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget	
Walla Walla	Columbia (Walla Walla)	696	\$1,987,937	\$13,136,752	\$19,921	\$13,862,325	
	Waitsburg	233	\$474,867	\$4,716,294	\$21,747	\$5,071,403	
	Prescott	254	\$654,869	\$6,549,866	\$26,113	\$6,632,769	
Whatcom	Bellingham	11,232	\$30,506,027	\$196,565,776	\$18,249	\$204,976,960	
	Ferndale	4,562	\$8,293,699	\$74,932,130	\$17,580	\$80,198,503	
	Blaine	2,140	\$5,857,263	\$42,378,197	\$19,550	\$41,842,107	
	Lynden	3,415	\$7,001,600	\$52,631,500	\$15,794	\$53,937,429	
	Meridian	1,717	\$4,101,782	\$29,153,574	\$17,576	\$30,178,574	
	Nooksack Valley	1,926	\$2,608,754	\$31,849,377	\$16,667	\$32,105,483	
	Mount Baker	1,705	\$4,413,666	\$33,687,670	\$20,069	\$34,217,429	
	Whitman	Lacrosse Joint	73	\$209,084	\$2,854,023	\$40,970	\$2,990,803
		Lamont	33	\$117,928	\$956,165	\$31,780	\$1,048,736
Tekoa		180	\$219,879	\$4,077,735	\$22,542	\$4,057,543	
Pullman		2,659	\$5,247,000	\$39,104,664	\$15,167	\$40,329,367	
Colfax		534	\$884,970	\$8,623,221	\$16,178	\$8,639,238	
Palouse		155	\$412,263	\$3,463,775	\$22,705	\$3,508,533	
Garfield		105	\$175,969	\$3,436,449	\$34,278	\$3,599,176	
Steptoe		43	\$110,000	\$935,801	\$21,964	\$944,467	
	Colton	141	\$388,454	\$3,881,443	\$31,772	\$4,479,798	
	Endicott	78	\$215,925	\$2,780,368	\$37,435	\$2,919,927	

County	School District	Student Enrollment	General Fund Local Taxes	Budgeted General Fund Revenue	Per Pupil Spending	General Fund Budget
Whitman	Rosalia	150	\$406,772	\$4,323,341	\$29,937	\$4,490,589
	St John	145	\$367,016	\$3,642,543	\$26,022	\$3,773,180
	Oakesdale	133	\$343,013	\$3,490,123	\$26,242	\$3,490,123
Yakima	Union Gap	542	\$913,275	\$13,261,475	\$26,262	\$14,234,136
	Naches Valley	1,229	\$2,761,502	\$20,483,804	\$17,032	\$20,932,557
	Yakima	15,711	\$14,871,045	\$284,505,113	\$18,064	\$283,805,113
	East Valley (Yakima)	3,190	\$3,978,826	\$48,510,286	\$15,356	\$48,986,892
	Selah	3,643	\$3,496,551	\$55,875,605	\$15,914	\$57,974,117
	Mabton	850	\$394,744	\$16,470,547	\$19,716	\$16,758,783
	Grandview	3,466	\$1,790,500	\$64,047,381	\$18,940	\$65,646,740
	Sunnyside	6,525	\$2,962,760	\$117,165,506	\$17,949	\$117,116,587
	Toppenish	4,618	\$1,410,524	\$77,470,742	\$16,960	\$78,321,049
	Highland	1,033	\$1,221,508	\$18,163,634	\$17,820	\$18,408,340
	Granger	1,432	\$672,831	\$33,631,100	\$23,527	\$33,691,246
	Zillah	1,219	\$1,100,100	\$19,829,609	\$16,426	\$20,023,192
	Wapato	3,103	\$1,309,500	\$60,075,116	\$20,029	\$62,150,008
	West Valley (Yakima)	5,327	\$5,374,930	\$80,672,340	\$15,124	\$80,564,177
	Mount Adams	840	\$244,757	\$21,861,530	\$24,981	\$20,983,632