Board of Trustees Meeting

Monday, December 11, 2023
4 p.m. to 6 p.m.
W305B Board Room; West Building

Study Session

Strategic Planning  James Whitfield
Kristen Whitfield
Board Goals  Dr. Amy Morrison
Foundation Fundraising Update  Elisabeth Sorensen

Board of Trustees Meeting

Land Acknowledgment  John Suk

We acknowledge that the LWTech campus is on the traditional land of the first people of Seattle, past and present, and we honor with gratitude the land itself, and the Coast Salish, Stillaguamish, Snoqualmie, Muckleshoot and Duwamish tribes. We acknowledge these tribes by showing respect and take an intentional step toward correcting the stories and practices that erase Indigenous people’s history and culture, and toward inviting and honoring the truth.

Roll Call  John Suk
Consent Calendar:

- Approval of Agenda
- Minutes, November 13, 2023 and November 22, 2023

General Discussion

Public Comments: Individuals may sign in for public comment, limited to 3 minutes each¹

Introduction of New Employees  Dr. Amy Morrison

¹Public comment is limited to matters which are not of a quasi-judicial nature. No more than six speakers may address the Board on any one subject. If there are both proponents and opponents of a matter who wish to speak, only the first three persons speaking in favor of the matter and the first three persons speaking in opposition of the matter may address the Board.
**Reports to the Board**

Associated Student Government  
ASG Representatives  
Federation of Teachers  
Rebecca Talbot-Bluechel  
President  
Dr. Amy Morrison  
Board Chair Update  
John Suk  
Trustees Activities Update  
Trustees  
Foundation Liaison Update  
Laura Wildfong  
Financial Summary  
Bruce Riveland  
Administration  
Executive Cabinet

**Action Items**

**Item 1151**: 2023-2024 Board Goals  
John Suk

**Item 1152**: Agreement with City of Kirkland and LWTech  
Dr. Ruby Hayden  
Bruce Riveland

**Executive Session**

The Board of Trustees may convene to an Executive Session to discuss matters covered under RCW 42.30.110, which may include:

1. To evaluate the performance of a public employee(s)
2. To discuss with legal counsel representing the agency litigation matters
3. To discuss and consider real estate acquisition
4. To plan or adopt the strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or review the proposals made in the negotiations or proceedings while in progress.

Action from the Executive Session may be taken in Regular Session, if necessary, as a result of items discussed in the Executive Session.

**Adjournment**
Chair John Suk opened the Board Study Session at 4:04 p.m. by reading the LWTech Land Acknowledgment.

The study session began with an update on the Board Goals from President Morrison, followed by a presentation on equity in policy governance focused on policy review with an equity lens from Elsa Gossett. The board discussed their goals and priorities for the year and agreed to clean up a few strategies before bringing the goals to a vote in December. Elsa Gossett also provided an update on the Strategic Planning process and current activities. Lastly, Dr. Morrison reviewed the agenda for the upcoming ACT meeting in SeaTac.

Chair Suk called the Board Meeting to order at 4:47 p.m. The consent agenda was approved.

Roll Call
Board of Trustees:
Laura Wildfong (Chair) Anne Hamilton Randy Scott John Suk Bob Malte
John Clark

LWTech Faculty, Staff, Students, and Community Members:

Dr. Amy Morrison Cathy Copeland Bruce Riveland Meena Park Elsa Gossett Robert Britten Leslie Shattuck
Elisabeth Sorensen Dr. Ruby Hayden Darcy Kipnis Katie Stewart Dr. Sheila Walton Lisa Meehan Vanessa Albuquerque
Ilai Jaervinen Dave Rector Alex Racey Mike Potter Elena Kirkegaard Vicki Chew

ASG Update: Ilai Jaervinen reported that the ASG is supporting the use of multilingual language pins for staff during ASG events. ASG is recruiting a new finance officer and looks forward to welcoming the new staff member. ASG will be holding a student body vote to approve changes to the student constitution that were developed last year. Additionally, the ASG is asking students to fund a fee to offer telehealth support for the student body, which would provide additional mental health support to students as well as other health services.
AFT Update: Rebecca Talbot-Bluechel provided an update on AFT growth and additional activities. Priorities for bargaining this year include attention to the needs of adjunct faculty, and development of the process for faculty sabbaticals. Additionally, the faculty union E-board hopes to hold elections for new executive board members.

President’s Update:
November was a very busy month. President Morrison provided an update on:
- Propose a new draft for Board Goals for next month to consolidate strategies
- IT Services held a very helpful cybersecurity tabletop exercise
- We participated in the Great Washington Shakeout and held an Evacuation Drill
- Executive Cabinet has been reviewing budgets to maintain fiscal stability
- Ongoing professional development, including EDI experts to work with the EDI Council, including Dr. Julie Pham and Dr. Michael Benitez
- Human Resources has worked hard with their Advisory Committee to host college engagement events, such as the Grilled Cheese and Soup day
- Student Veteran’s Luncheon was held on campus
- Office of EDI has worked hard to provide opportunities for processing the violence in Israel and Ukraine
- Thanks to Robert Britten, Meena Park, and Elsa Gossett for leading the LWTech contingent to the FSOCC conference
- President Morrison was hosted at the Kirkland Rotary club to provide an update on the college
- Dean Priyanka Pant and Executive Director of the Foundation Elisabeth Sorensen have developed a partnership with Amazon’s satellite program Project Kuypers
- President Morrison participated in the State Board (SBCTC) Retreat at Alderbrook
  o Attended as President-elect of WACTC
  o They are focused on implementing their new strategic plan
- Dr. Devin Byrd, President at Bastyr University, toured LWTech today with President Morrison

Board Chair update: Chair Suk thanked everyone for the opportunity to hold the chair position this year, and expressed his commitment to the role and to the college.

Trustee Updates: There were no additional trustee updates.

Foundation Liaison Update: Trustee Wildfong reported many thanks to the Trustees for their incredible support with this year’s Bright Futures Benefit Week. The Foundation’s Thank-You Reception will be Wednesday, November 15th, at 4 p.m. The trustees expressed their appreciation to Elisabeth Sorensen and the Foundation for all their hard work.
Financial Updates: Vice President Riveland reported on the summer quarter as the first quarter of the first post-COVID year. Enrollments for both summer and fall were up at 13% and 9% respectively, which has a significant impact on fiscal health. Additionally, federal financial aid realization was significantly higher than expected for the summer, although it was mostly attributed to lag from prior years. While this year is in good shape, we continue to look at ways to be frugal because we do not expect significant additional funding in the coming years.

Executive Cabinet Reports: Reports from Cabinet members were included in the Trustee information packet. There were no additional questions for Cabinet members.

Action Items:

Item 1149, Resolution 139: Recognition of Chair Laura Wildfong
Board Chair Suk presented Item 1149. Trustee Hamilton moved to approve; Trustee Scott seconded. The motion was approved.

President Morrison presented all the trustees with mugs with the Best of the PNW award logo and the college name.

Chair Suk adjourned the meeting at 5:41 p.m.

Respectfully submitted,

Elsa Gossett
Executive Assistant to the President
November 22, 2023 Board of Trustees Special Meeting  
4 p.m. to 6 p.m.  
Hybrid Meeting

**Vice Chair Randy Scott** opened the Special Meeting at 3:48 p.m. by reading the LWTech Land Acknowledgment.

**Roll Call**

**Board of Trustees:**  
Laura Wildfong  
Randy Scott  
Bob Malte

**LWTech Faculty, Staff, Students, and Community Members:**  
Dr. Amy Morrison  
Leslie Shattuck  
Elena Kirkegaard  
Elsa Gossett  
Dr. Ruby Hayden

**Action Items:**

**Item 1150: Honorary Degree for Arnold H. Carver, Jr.**  
Vice President Ruby Hayden presented Item 1150. Trustee Wildfong moved to approve; Trustee Malte seconded. The motion was approved.

**Vice Chair Scott adjourned the meeting at 3:57 p.m.**

Respectfully submitted,

Elsa Gossett  
Executive Assistant to the President
Attached are the following financial reports:

1. Statement of Revenue and Expenditures by Fund Source
2. Statement of Revenue and Expenditures and Fund Balance
3. Budget Status – Operating Budget by Fund Source

Summary Report:

- The College is four months into the fiscal year (33%). At this point, we are cautious regarding the financial outlook for the year. Enrollments remain up over 9% compared to last year. Tuition revenues are up proportionately. At this time, given the enrollment trends, and deficit in the budget plan, the budget outlook remains neutral moving forward. We will monitor enrollments for Winter quarter which are above last years trend line.

- For year to date, revenues total approximately $18.9M, up 32% from the prior year. This is primarily due to increases in the state allocation, increased tuition, and grants and contracts. Expenditures total approximately $20.7M and are up 48% from the prior due to changes in financial aid.

- For all funds, expenditures exceed revenues by approximately $1.8M. For the general and self-supporting funds, revenues exceed expenditures by over $4 million.

- As of October 31, the College has a total fund balance for all funds of approximately $7.8M. As of October 31, the general operating reserve totals approximately $7.3M, or 17.2%.

- For the general fund budget, expenditures total approximately $9.7 million and are up 4.6% from the prior year and signal frugal choices about spending are necessary. We will monitor spending and reduce expenses in order to keep the budget balanced.

- For self-supporting fund activities, expenditures total approximately $848,000 while revenues total approximately $2.1M. There are no areas of concern at this time.
## REVENUES

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Revenue to Date</th>
<th>Balance</th>
<th>% Received</th>
<th>Prior Year as of 10/31/2022</th>
<th>$ Difference</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td>State Allocations</td>
<td>28,698,469</td>
<td>9,470,319</td>
<td>17,138,150</td>
<td>35.59%</td>
<td>6,708,541</td>
<td>41.17%</td>
</tr>
<tr>
<td>149</td>
<td>Tuition</td>
<td>8,500,000</td>
<td>2,913,995</td>
<td>5,586,005</td>
<td>34.28%</td>
<td>2,518,408</td>
<td>15.71%</td>
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<tr>
<td>149</td>
<td>Other/Investment</td>
<td>2,000</td>
<td>0</td>
<td>2,000</td>
<td>0.00%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated Funds</td>
<td>2,892,004</td>
<td>1,813,164</td>
<td>1,078,840</td>
<td>18.40%</td>
<td>1,497,394</td>
<td>21.09%</td>
</tr>
<tr>
<td>145/146</td>
<td>Grants &amp; Contracts</td>
<td>9,851,974</td>
<td>3,544,586</td>
<td>6,307,398</td>
<td>35.98%</td>
<td>2,114,873</td>
<td>67.60%</td>
</tr>
<tr>
<td>522</td>
<td>Student Activities</td>
<td>1,406,541</td>
<td>842,524</td>
<td>564,017</td>
<td>59.90%</td>
<td>454,351</td>
<td>85.43%</td>
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<tr>
<td>524</td>
<td>Bookstore</td>
<td>154,000</td>
<td>64,994</td>
<td>89,006</td>
<td>42.20%</td>
<td>60,651</td>
<td>7.16%</td>
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<tr>
<td>528</td>
<td>Facilities/Safety</td>
<td>760,000</td>
<td>520,799</td>
<td>239,201</td>
<td>68.53%</td>
<td>227,871</td>
<td>128.55%</td>
</tr>
<tr>
<td>569</td>
<td>Food Service</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>570</td>
<td>Enterprise Activities</td>
<td>593,000</td>
<td>277,841</td>
<td>315,159</td>
<td>46.85%</td>
<td>42,331</td>
<td>235,510</td>
</tr>
<tr>
<td>8ox</td>
<td>Financial Aid</td>
<td>4,483,977</td>
<td>5,062,773</td>
<td>12.91%</td>
<td>546,633</td>
<td>(1,125,430)</td>
<td>-205.88%</td>
</tr>
</tbody>
</table>

Subtotal 55,251,965 18,869,426 36,382,539 34.15% 14,171,053 4,698,372 33.15%

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Revenue to Date</th>
<th>Balance</th>
<th>% Received</th>
<th>Prior Year as of 10/31/2022</th>
<th>$ Difference</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>440</td>
<td>Central Stores</td>
<td>5,000</td>
<td>0</td>
<td>5,000</td>
<td>0.00%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>448</td>
<td>Printing/Copying</td>
<td>170,000</td>
<td>17,780</td>
<td>152,220</td>
<td>10.46%</td>
<td>11,695</td>
<td>6.086%</td>
</tr>
<tr>
<td>840</td>
<td>Agency</td>
<td>0</td>
<td>5,600</td>
<td>(5,600)</td>
<td>36,809</td>
<td>(31,209)</td>
<td>-84.79%</td>
</tr>
</tbody>
</table>

Subtotal 175,000 23,380 151,620 13.36% 48,504 (25,123) -51.80%

Total Revenues 55,426,965 18,892,806 36,534,159 34.09% 14,219,557 4,673,249 32.86%

## EXPENDITURES

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Expended to Date</th>
<th>Balance</th>
<th>% Expended</th>
<th>YTD 10/31/2022</th>
<th>$ Difference</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>000</td>
<td>General Operating</td>
<td>38,470,437</td>
<td>13,995,344</td>
<td>24,475,093</td>
<td>36.38%</td>
<td>9,004,836</td>
<td>4,990,508</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated</td>
<td>3,076,909</td>
<td>1,013,657</td>
<td>2,063,252</td>
<td>32.94%</td>
<td>828,690</td>
<td>184,966</td>
</tr>
<tr>
<td>145/146</td>
<td>Grants &amp; Contracts</td>
<td>7,748,560</td>
<td>2,307,757</td>
<td>5,440,803</td>
<td>29.78%</td>
<td>2,193,705</td>
<td>114,052</td>
</tr>
<tr>
<td>522</td>
<td>Student Activities</td>
<td>1,406,541</td>
<td>559,598</td>
<td>846,943</td>
<td>39.79%</td>
<td>497,285</td>
<td>62,313</td>
</tr>
<tr>
<td>524</td>
<td>Bookstore</td>
<td>152,000</td>
<td>51,105</td>
<td>100,895</td>
<td>33.62%</td>
<td>148,139</td>
<td>(97,034)</td>
</tr>
<tr>
<td>528*</td>
<td>Facilities/Safety</td>
<td>0</td>
<td>31</td>
<td>(31)</td>
<td>68,971</td>
<td>(68,940)</td>
<td>-72.92%</td>
</tr>
<tr>
<td>569</td>
<td>Food Service</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>570</td>
<td>Enterprise Activities</td>
<td>698,705</td>
<td>245,297</td>
<td>453,408</td>
<td>35.11%</td>
<td>172,371</td>
<td>72,926</td>
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<tr>
<td>8ox</td>
<td>Financial Aid</td>
<td>4,483,977</td>
<td>2,549,664</td>
<td>1,934,313</td>
<td>31.93%</td>
<td>1,005,733</td>
<td>1,543,931</td>
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Subtotal 56,037,129 20,722,453 35,314,676 36.98% 13,919,731 6,802,722 48.87%

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Expended to Date</th>
<th>Balance</th>
<th>% Expended</th>
<th>YTD 10/31/2022</th>
<th>$ Difference</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>440</td>
<td>Central Stores</td>
<td>5,000</td>
<td>0</td>
<td>5,000</td>
<td>14.32%</td>
<td>3,963</td>
<td>(3,247)</td>
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<td>448</td>
<td>Printing/Copying</td>
<td>170,000</td>
<td>42,701</td>
<td>127,299</td>
<td>25.12%</td>
<td>27,636</td>
<td>15,085</td>
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<tr>
<td>840</td>
<td>Agency</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4,692</td>
<td>(4,692)</td>
<td>-100%</td>
</tr>
</tbody>
</table>

Subtotal 175,000 43,417 131,583 24.81% 36,291 7,126 19.64%

Total Expenditures 56,212,129 20,765,870 35,446,299 36.94% 13,956,022 6,809,848 48.80%

Total Revenue Over(under) Expend 11/30/2023 263,535
## Statement of Revenue and Expenditures and Fund Balance

### thru month ended October 31st, 2023

<table>
<thead>
<tr>
<th>Fund Balance</th>
<th>Year-to-Date Revenue</th>
<th>Year-to-Date Expenditure</th>
<th>10/31/2023 Balance</th>
<th>10/31/2022 Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>001 State Allocations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>149 Tuition</td>
<td>(324,067)</td>
<td>3,597,525</td>
<td>4,525,025</td>
<td>(1,251,567)</td>
</tr>
<tr>
<td>Other/Investment</td>
<td>75</td>
<td>0</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>(323,992)</td>
<td>3,597,525</td>
<td>4,525,025</td>
<td>(1,251,492)</td>
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<tr>
<td>148 Local Dedicated Fund</td>
<td>3,142,871</td>
<td>1,813,164</td>
<td>1,013,657</td>
<td>3,942,378</td>
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<tr>
<td>145 Grants &amp; Contracts</td>
<td>494,070</td>
<td>1,423,057</td>
<td>1,225,976</td>
<td>691,151</td>
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<tr>
<td>146 Grants &amp; Contracts</td>
<td>1,496,980</td>
<td>2,121,529</td>
<td>1,081,781</td>
<td>2,536,728</td>
</tr>
<tr>
<td>522 Student Activities</td>
<td>1,846,410</td>
<td>842,524</td>
<td>559,598</td>
<td>2,129,336</td>
</tr>
<tr>
<td>524 Bookstore</td>
<td>337,166</td>
<td>64,994</td>
<td>51,105</td>
<td>351,055</td>
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<tr>
<td>528 Facilities/Safety</td>
<td>206,914</td>
<td>520,799</td>
<td>31</td>
<td>727,681</td>
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<tr>
<td>569 Food Service</td>
<td>338</td>
<td>0</td>
<td>0</td>
<td>338</td>
</tr>
<tr>
<td>570 Enterprise Activities</td>
<td>102,008</td>
<td>277,841</td>
<td>245,297</td>
<td>134,552</td>
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<tr>
<td>846,49,50,60 Financial Aid</td>
<td>1,407,045</td>
<td>(578,796)</td>
<td>2,549,664</td>
<td>(1,721,415)</td>
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<td><strong>Total Operating</strong></td>
<td>8,709,810</td>
<td>10,082,636</td>
<td>11,252,134</td>
<td>7,540,312</td>
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<tr>
<td>440 Central Stores</td>
<td>0</td>
<td>0</td>
<td>716</td>
<td>17,085</td>
</tr>
<tr>
<td>448 Printing/Copying</td>
<td>227,373</td>
<td>17,780</td>
<td>42,701</td>
<td>190,272</td>
</tr>
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<td>840 Agency</td>
<td>27,625</td>
<td>5,600</td>
<td>0</td>
<td>33,225</td>
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<td><strong>Subtotal</strong></td>
<td>254,998</td>
<td>23,380</td>
<td>43,417</td>
<td>240,562</td>
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<td><strong>Total All Operating Funds</strong></td>
<td>8,964,808</td>
<td>19,576,336</td>
<td>20,765,870</td>
<td>7,780,874</td>
</tr>
<tr>
<td><strong>Total All-operating Funds</strong></td>
<td>8,964,808</td>
<td>19,576,336</td>
<td>20,765,870</td>
<td>7,780,874</td>
</tr>
</tbody>
</table>

### General Operating Reserve

| General Operating Reserve | 5,683,728 | 7,339,728 | 6,325,327 |
| % of Operating Budget as of 10/31/2021 | 17.24% | 19.52% |

### General Operating Reserve Target

| Target | 15% |
### General Funds 001/149

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Approved Budget</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>Balance</th>
<th>Encumbered</th>
<th>Prior Year to Date</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>23,881,876</td>
<td>24,030,217</td>
<td>6,538,592</td>
<td>17,932,000</td>
<td>(440,375)</td>
<td>101.83%</td>
<td>5,423,824</td>
<td>20.55%</td>
</tr>
<tr>
<td>Benefits</td>
<td>8,910,573</td>
<td>8,969,640</td>
<td>2,243,488</td>
<td>6,634,840</td>
<td>91,312</td>
<td>98.98%</td>
<td>1,890,790</td>
<td>18.65%</td>
</tr>
<tr>
<td>Goods &amp; Services*</td>
<td>4,002,724</td>
<td>4,002,724</td>
<td>459,038</td>
<td>2,668,483</td>
<td>875,203</td>
<td>78.13%</td>
<td>1,290,971</td>
<td>-64.44%</td>
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<tr>
<td>Equipment</td>
<td>297,193</td>
<td>297,193</td>
<td>737,089</td>
<td>198,129</td>
<td>(638,025)</td>
<td>314.68%</td>
<td>401,686</td>
<td>83.50%</td>
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<tr>
<td>Travel</td>
<td>70,730</td>
<td>70,730</td>
<td>43,838</td>
<td>47,153</td>
<td>(20,262)</td>
<td>128.65%</td>
<td>3,316</td>
<td>1222.21%</td>
</tr>
<tr>
<td>Grants, Client Services</td>
<td>958,583</td>
<td>1,348,583</td>
<td>403,457</td>
<td>899,055</td>
<td>46,071</td>
<td>96.58%</td>
<td>301,482</td>
<td>33.82%</td>
</tr>
<tr>
<td>HS Academy Transfer</td>
<td>(380,000)</td>
<td>(380,000)</td>
<td>0</td>
<td>(253,333)</td>
<td>(126,667)</td>
<td>66.67%</td>
<td>0</td>
<td>#DIV/0!</td>
</tr>
<tr>
<td>International Prog. Transfer</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Transfer of Charges</td>
<td>(1,307,733)</td>
<td>(1,307,733)</td>
<td>690,562</td>
<td>(871,822)</td>
<td>254,651</td>
<td>119.47%</td>
<td>(9,496)</td>
<td>7172.03%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$36,433,946</td>
<td>$37,031,354</td>
<td>$9,734,940</td>
<td>$27,254,505</td>
<td>$41,909</td>
<td>99.89%</td>
<td>$9,302,572</td>
<td>4.65%</td>
</tr>
</tbody>
</table>

### Revenue Category

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>State Allocations</th>
<th>Tuition</th>
<th>Investment</th>
<th>Other</th>
<th>Total Revenue</th>
<th>Revenue Over (Under) Expendi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved Budget</td>
<td>26,610,779</td>
<td>8,500,000</td>
<td>0</td>
<td>154,000</td>
<td>35,264,779</td>
<td>(1,169,167)</td>
</tr>
<tr>
<td>Adjusted Budget</td>
<td>26,610,779</td>
<td>8,500,000</td>
<td>0</td>
<td>154,000</td>
<td>35,264,779</td>
<td>(1,169,167)</td>
</tr>
<tr>
<td>Actual to Date</td>
<td>9,470,319</td>
<td>3,597,525</td>
<td>0</td>
<td>0</td>
<td>13,067,844</td>
<td>-</td>
</tr>
<tr>
<td>Projected</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>154,000</td>
</tr>
<tr>
<td><strong>Balance</strong></td>
<td>17,140,460</td>
<td>4,902,475</td>
<td>-</td>
<td>-</td>
<td>22,196,935</td>
<td>22,196,935</td>
</tr>
<tr>
<td><strong>%</strong></td>
<td>35.59%</td>
<td>42.32%</td>
<td>-</td>
<td>-</td>
<td>37.06%</td>
<td>47.11%</td>
</tr>
<tr>
<td><strong>Prior Year to Date</strong></td>
<td>$6,352,881</td>
<td>$4,902,475</td>
<td>-</td>
<td>-</td>
<td>$8,882,936</td>
<td>$8,882,936</td>
</tr>
<tr>
<td><strong>% Difference</strong></td>
<td>49.07%</td>
<td>44.27%</td>
<td>-</td>
<td>-</td>
<td>-100.00%</td>
<td>-100.00%</td>
</tr>
</tbody>
</table>

**Revenue Over (Under) Expenditure**

$ (1,169,167) $ (1,766,575) $ 3,332,904 $ (419,636)
### LAKE WASHINGTON INSTITUTE OF TECHNOLOGY

**Budget Status - Operating Budget FY23-24**

**thru month ended October 31, 2023**

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Approved Budget</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>% Expended/Incumbere</th>
<th>Balance to Date</th>
<th>Prior Year % Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$959,242</td>
<td>$959,242</td>
<td>$347,036</td>
<td>$639,495</td>
<td>($27,289)</td>
<td>102.84%</td>
<td>-37.23%</td>
</tr>
<tr>
<td>Benefits</td>
<td>$596,616</td>
<td>$596,616</td>
<td>130,037</td>
<td>249,403</td>
<td>217,176</td>
<td>63.60%</td>
<td>-23.16%</td>
</tr>
<tr>
<td>Goods &amp; Services</td>
<td>$1,075,324</td>
<td>$1,075,324</td>
<td>331,964</td>
<td>621,854</td>
<td>121,506</td>
<td>88.70%</td>
<td>-28.97%</td>
</tr>
<tr>
<td>Equipment</td>
<td>14,000</td>
<td>14,000</td>
<td>9,471</td>
<td>9,333</td>
<td>(4,804)</td>
<td>134.32%</td>
<td>31,992</td>
</tr>
<tr>
<td>Travel</td>
<td>39,800</td>
<td>39,800</td>
<td>23,439</td>
<td>26,533</td>
<td>(10,172)</td>
<td>125.56%</td>
<td>-</td>
</tr>
<tr>
<td>Grant/Client Services</td>
<td>105,034</td>
<td>105,034</td>
<td>-</td>
<td>70,023</td>
<td>35,011</td>
<td>68.77%</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$3,076,909</td>
<td>$3,076,909</td>
<td>$848,272</td>
<td>$1,807,903</td>
<td>$420,734</td>
<td>86.33%</td>
<td>-30.64%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,859,710</td>
<td>$492,500</td>
<td>25,700</td>
<td>1,921,387</td>
<td>0</td>
<td>$4,299,297</td>
<td>$1,222,388</td>
</tr>
<tr>
<td></td>
<td>$1,859,710</td>
<td>$492,500</td>
<td>25,700</td>
<td>1,941,776</td>
<td></td>
<td>$4,319,686</td>
<td>$1,242,777</td>
</tr>
<tr>
<td></td>
<td>$1,247,693</td>
<td>79,368</td>
<td>0</td>
<td>849,216</td>
<td></td>
<td>$2,176,277</td>
<td>$1,328,005</td>
</tr>
<tr>
<td></td>
<td>$1,247,693</td>
<td>79,368</td>
<td>0</td>
<td>849,216</td>
<td></td>
<td>$2,143,409</td>
<td>$209,915</td>
</tr>
</tbody>
</table>

**Total Revenue over Expend.** $1,222,388 $1,242,777 $1,328,005 $209,915
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 12/11/2023
Submitted by: Robert Britten
Department: EDI

Below is a summary of ongoing projects as they align with college goals and strategies for the 2023-24 academic year (through September 2024). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Mission Fulfillment Goal 1: Address and dismantle structural racism.

The Office of EDI, Institutional Research & President’s Office meets with Be Culture on a bi-weekly basis to further develop and integrate the Institutional Strategic Plan with the EDI Plan to be inclusive of the entire college. The office of EDI has contracted with various EDI practitioners to bring EDI Centered training to the college to support students, staff and faculty.

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways.

The Office of EDI has been engaging in ongoing conversations with Student Life, High School Programs and Student Services about the ways we serve Undocumented Students and how we can mitigate some of the barriers they face that impact retention.

Executive Director Britten attended a quarterly Guided Pathways Advisory meeting that highlighted GP Coaches, Workplans and various ways to advance student success through Guided Pathways.

Mission Fulfillment Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery.

The office of EDI has strengthened its relationship with HR to address and design a Search Advocate Training that will begin to address the lack of diversity in our hiring processes and address biases we may bring to the process of adding diverse staff and faculty to our ranks so as to impact representation in the classroom so that students are better prepared for the workforce they will enter.

The Office of EDI has established regular meeting with Workforce Development (WFD) to discuss the ways WFD can apply an equity lens to their work to identify impacts to students.

Other Departmental Activities/Highlights
Executive Director Britten and EDI Coordinator Ramos have been actively engaged in ongoing conversations with our Tribal Communities.

With the support of Executive Leadership the Office of EDI is coordinating the sending of a collective group of staff and faculty to the National Conference on Race and Ethnicity (NCORE) in 2024.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 12/11/2023
Submitted by: Elisabeth Sorensen
Department: LWTech Foundation

Below is a summary of ongoing projects as they align with college goals and strategies for the 2023-24 academic year (through September 2024). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Mission Fulfillment Goal 1: Address and dismantle structural racism.

The Foundation continues to provide $1,000 annually to LWTech’s Office of Equity, Diversity and Inclusion for programming and hospitality.

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways.

The Foundation is thrilled to receive verbal confirmation for a $100,000 gift for student scholarships from The Connell Family Foundation. This wonderful new gift will be paid in February 2024 and is in response to a recent “invitation only” grant invitation stemming from a successful campus tour with philanthropist Daryl Connell in October 2023.

Mission Fulfillment Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery.

Thank you for your amazing support of the 2023 LWTech Foundation’s Annual Bright Futures Benefit WEEK! We enjoyed celebrating with approximately 70 donors at our Bright Futures Thank You Reception on November 15.

As a result of your generosity, the Foundation met both matching gift challenges and raised a record breaking grand total of $501,750 in support of scholarships, instructional program support and the student emergency fund!

On Friday, December 1, applications open for Spring 2024 scholarships. Thanks to the incredible generosity of our donors, the Foundation will award over $300,000 in student scholarships for Spring 2024.

Other Departmental Activities/Highlights
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 12/11/2023
Submitted by: Meena Park, Vice President of Human Resources
Department: Human Resources/Payroll

Below is a summary of ongoing projects as they align with college goals and strategies for the 2023-24 academic year (through September 2024). Focus will vary from month to month over the course of the year. "Other Departmental Activities/Highlights" at the end of the report includes additional project information.

Mission Fulfillment Goal 1: Address and dismantle structural racism.

HR Advisory Committee (HRAC):
On December 11th, the HRAC will be hosting an LWTech Community Potluck to celebrate the end of Fall Quarter. In addition to providing a space for employees to come together, we are 'sweetening the pot' by donating $10 for each dish brought in to Foundation’s Student Scholarship Fund. It is truly ‘Good food for a good cause.’ We’re hopeful this will become an annual event.

Living Well Committee:
The Living Well Committee continues to offer creative and engaging programming geared towards employee physical, mental, and emotional health which is especially critical during the winter season. Topics include Weekly Wellness Tips, Wednesday Wellness Walks, and planned quarterly events.

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways.

LEADS
The November LEADS session focused on learning about the role of the President, Trustee, and the State Board of Community and Technical Colleges. In addition to sharing her leadership journey, Dr. Amy Morrison answered questions from the Cohort around EDI, work-life balance, and thoughts on the future of LWTech. Thank you to Trustee Laura Wildfong for providing an engaging session on the very important role of the Board of Trustees. Lastly, Will Durden, SBCTC’s Director of Basic Ed for Adults, provided an overview of the state board and its governance structure.

Mission Fulfillment Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery.
Other Departmental Activities/Highlights

Union Bargaining
Faculty bargaining has resumed with parties addressing open topics remaining from the previous bargaining session. Formal bargaining including the introduction of topics will commence in January 2024. Classified Administrative Support bargaining is anticipated to begin in December 2023.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 12/11/2023  
Submitted by: Chris McLain  
Department: ITS

Below is a summary of ongoing projects as they align with college goals and strategies for the 2023-24 academic year (through September 2024). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Mission Fulfillment Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery.

Applications Services Division:

On November 15th, the Application Services team rolled out Multi-factor Authentication (MFA) for students enrolled in fall quarter classes in LionsLink powered by ctcLink.

- Received support from Executive Cabinet, Deans and Student Services Leadership to roll this out.
- LWTech LionsLink and ITS webpages had step-by-step written instructions and a video for students to utilize.
- Had 10 in-person and/or virtual MFA support sessions for students to drop in if struggling with setting up MFA.
- Only about 10 students attended support sessions.
- Received only 2 LionsLink Security HelpDesk tickets regarding MFA
- Feedback received from students were that the directions were easy to follow once they understood whether they needed to sign-in to ctcLink or the LWTech Okta instance.

Other items of note:

- Enrollment Services staff will be using FreshDesk to report duplicate ctcLink student ID numbers and fraudulent account activity to on campus parties that need to be involved. They received training in using FreshDesk.
- Revisited ctcLink Fraudulent Application policy and procedure with appropriate Student Services staff.
- Application Services staff presented another Teams tip at the Quarterly Leadership Team meeting which was very highly received. She received follow-up emails and meeting invitations after this presentation.
• AwardSpring integration with ctcLink is going well and is in the final stages. The rollout of this integration will be with the December 1st scholarship cycle.
• Fall Quarter ITS Updates Virtual Newsletter went out to the campus community. 57 views of this newsletter so far and it’s only been out less than 2 weeks.
• ITS/App Services partnership in the creation of Cyber Security Tabletop Data Surveys for HR Dept and Allied Health Division and Nursing Dept to assist in eventual all college expectation that every division will have a cyber security playbook of what information is important in the event of a cyber attack at LWTech.

Information Technology Division:

1. Tabletop for Exempt staff was a success.
2. Addition of Enrollment Services for Freshdesk, Kaytlyn is still working with Facilities on their adoption.
3. Center of Design Camera is now up and Live Streaming. https://www.youtube.com/watch?v=iB9YwhVdapI
4. Making Progress on the Policies that came through the Torchlight audit.
5. Finishing up the ClearPass Implementation later this month
6. Starting an Implementation with JAMF to help with IOS Device deployment. should be done by the end of Holiday season
7. Student Fees have helped with purchase of 70 desktops and 25 employee computers. We had 2 additional rooms set to be updated during the Fall Winter Breaks

Microsoft Donation added 24” screens to classrooms at the beginning of the Fall quarter and we have about half of the 300 monitors yet to deploy across campus.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 12/11/2023
Submitted by: Leslie Shattuck
Department: Marketing and Communications

Below is a summary of ongoing projects as they align with college goals and strategies for the 2023-24 academic year (through September 2024). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Mission Fulfillment Goal 1: Address and dismantle structural racism.

The team continued its work to promote equity, diversity and inclusion at the college, and the work to dismantle systemic racism at the college. Members of the team are on the Bias Response Team, the Equity, Diversity and Inclusion Council, and the Digital Accessibility Committee. Leslie Shattuck also is a member of the City of Everett Diversity Board and attends monthly meetings.

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways.

The team supports MFG 2 through the sharing stories and connecting students and potential students to their programs through our robust marketing initiatives, advertising, social media and public relations. We also show students in their careers and successful transfer examples from LWTech to universities like MIT.

Mission Fulfillment Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery.

The team supports MFG 3 through our storytelling, advertising, and social media outreach.

Other Departmental Activities/Highlights

Public Relations
The team continued their work to engage local, regional and national reporters/writers to elevate awareness of the college.

The team worked with 425 Business magazine on an article that will run in their Education issue next year.
Social Media
The team conducted social media outreach which included posts on Instagram, Facebook, and LinkedIn. Social media engagement continues to perform well. Social media outreach promoted, program info sessions, Foundation scholarships, winter and spring quarter open enrollment, Workforce Development initiatives, Office of Student Life programs, Career Services programs (Job Fair), Outreach, and Recruitment events (Fall Preview Night), EDI initiatives, and the following programs: Automotive Repair, Mechanical Design, School of Manufacturing and Engineering, Business DTA, Education Paraeducator, Funeral Directing and Management, Dental Assisting Certificate, School of Health Sciences, Early Childhood Education, PCB Technician, Computer Science BS, Culinary and Baking Arts, and Human Resource Management BAS. The team also coordinated, LionsLink-related disruptions and the recent student Multifactor 2FA change.

Advertising Campaign
The team continued monitoring the winter and spring ad campaigns. Ads are running on Digital Search, Digital Display (banner ads), and Facebook and Instagram in the college’s service area. The second push of the winter/spring campaign is running 11/10 through 12/18. The paid campaign is support through organic social media.

Website
The team worked on several updates and communications, including several program and department pages.

The team also continued their extensive work on the website accessibility remediation project, in partnership with the Department of Education’s Office of Civil Rights, and the design of the new website. Both projects will run through this academic year.

Digisign Updates
The team continued to update on-campus digisign monitors, including making sure they are viewable on the website.

Programs and Department Support
The team worked on several marketing projects for various departments throughout the college.

Student and Staff Stories
The team continued to identify and interview students, faculty, and alumni for a variety of outreach purposes, including PR outreach, printed and online materials.

Foundation Support
The team work supported the Foundation through website support.

Student Services Support
The team worked on several projects to support various departments within Student Services.

Instruction Support
The team worked on several projects to support the Office of Instruction.

President’s Office Support
The team provided communications support to the President’s office.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 12/11/2023  
Submitted by: Elsa Gossett  
Department: President’s Office

Below is a summary of ongoing projects as they align with college goals and strategies for the 2023-24 academic year (through September 2024). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Mission Fulfillment Goal 1: Address and dismantle structural racism.

At the end of October, Director Gossett had the opportunity to attend the Faculty and Staff of Color Conference in Vancouver, Washington, with several other LWTech staff and faculty. It was an incredible learning experience and opportunity to connect meaningfully with colleagues throughout the system.

Throughout the month of November, integrated strategic planning work continued with the first official meeting of the Strategic Planning Workgroup and engagement with the shared governance councils and committees. Feedback from Opening Week was shared and opportunity for anonymous comment was provided to the campus community. LWTechUP consultants James and Kristen Whitfield also spent time with Executive Cabinet to develop engagement opportunities with the external community. Director Gossett also had the opportunity to assist Executive Director Cathy Copeland in the completion and submittal of the College Spark grant proposal designed to support the integration of the EDI Plan with the Strategic Plan.

Director Gossett continues to serve as a member of the Equity, Diversity, and Inclusion Council.

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways.

Director Gossett continues to support initiatives related to Title III support of Guided Pathways initiatives, including scheduling learning opportunities for college employees on the new collaborative advising model.

Mission Fulfillment Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery.

Director Gossett continues as chair of the Policy Review Committee and of College Council. Both of these groups will have the opportunity to engage in strategic planning discussions in the
new year, as well as engaging in ongoing support of college policy initiatives. Additionally, Director Gossett (as a member of the Institutional Planning and Effectiveness Council) will be assisting with review of department plans and assessments in December.

Other Departmental Activities/Highlights

Director Gossett and Dean Sally Heilstedt attended the NWCCU Annual Conference held in Seattle, Washington in early November. Speakers addressed student equity needs, college initiatives in artificial intelligence, and provided policy updates for accreditation and national educational initiatives from the Department of Education. Additionally, the Commission selected and trained LWTech director Dr. Sheila Walton as an accreditation peer evaluator at the concurrent invitation-only peer evaluator training workshop. Congratulations, Dr. Walton!
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 12/11/2023
Submitted by: Cathy Copeland
Department: Institutional Research & Grant Development

Below is a summary of ongoing projects as they align with college goals and strategies for the 2023-24 academic year (through September 2024). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Mission Fulfillment Goal 1: Address and dismantle structural racism.

The team supports mission fulfillment work to Address and dismantle structural racism and top-level data around Goal 1 is at www.lwtech.edu/data. Other projects planned for 2024 include: updating mission fulfillment data points, continued rebuilding of Tableau Community dashboards (including Program Review), and the recent deployment of the Hanover DEI Survey. Additionally, the team continues to support mission fulfillment and works collaboratively with the Accreditation Liaison Officer (ALO) and serves on the Equity, Diversity and Inclusion Council (EDIC). The team will present as part of LWTech’s unified planning work at December all-staff meetings.

Grant highlights to support this goal include:

*College Spark Washington*
Grant work to support this goal includes an upcoming submission to College Spark Washington to support funding under the Education Equity Fund. If funded, this project will support development of a singular plan to support accreditation and DEI requirements.

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways.

The team supports mission fulfillment work to Continue implementation of Guided Pathways. Development of Tableau Community Dashboards (hosted at https://lwtech.sharepoint.com/sites/Dashboards) support Guided Pathways.

Grant highlights to support this goal include:

*Title III – Strengthening Institutions*
The team received a Title III grant from Department of Education for $2,186,142 and the grant began on October 1, 2023. The project, “Data-Driven and Equity-Centered Transformation for Student Success in Technical Education,” will infuse and expand equity-centered use of data in technical education and build systems that lead to equitable enrollment, retention, and completion outcomes for students. Funding from the grant will help the college improve data
literacy; revamp Student Support services with mandatory new student orientation, mandatory advising (including faculty advising), and student support teams; and, support expansion of instructional initiatives related to hybrid learning, DSJ classes, and the 4 connections. The grant will fund new positions in Student Services (a program assistant in enrollment services, a financial aid specialist, and a student success navigator), Instruction (a guided pathways manager and faculty stipends), and Institutional Research (data analyst). The team is leading data-focused efforts under Title III to support Guided Pathways implementation in Washington.

Mission Fulfillment Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery.

The team supports mission fulfillment work to Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery. Dashboard work related to this goal includes: new budget dashboards and collaboratively-developed payroll and HR dashboards.

Grant or other funding to support this work includes:

Early Learning Center
In collaboration with Congresswoman DelBene, LWTech received $1,000,000 in Community Project Funding to support the improvements to the childcare center. The team also supported a successful application for $1,000,000 to the Washington State Department of Commerce's Early Learning Facilities (ELF) grant program. Most recently, the team supported an additional $1,000,000 in earmark funding from additional funding for the ELC under for King County Early Learning PSTAA Grant. The team also supported an application from Best Start for Kids for an additional $1.2M. Additionally, the team supports, as needed, the Early Childhood Education (ECE) grant under Early Achiever's funding to ensure students complete their educational pathway; this year, the department received $375,000.

Solar Array Panels & Electric Vehicle Chargers
In 2022, LWTech received notification from Senator Patty Murray’s office that the college will receive $1.1M in congressionally-directed spending to support solar panels and electric vehicle charging stations on campus. The team is supporting the construction leads on campus and assisting with navigating the federal funding process.

Institutional Resilience and Expanded Postsecondary Opportunity Grants Program (IREPO)
LWTech – in a collaboration with the four other technical colleges in WA – received $2.7M in August 2021 to support financial aid and remote education in technical education programs. Positions supported by this program include the following: an Instructional Designer; an eLearning Coordinator; and, support in Marketing and IT. Partner colleges include: Bates, Bellingham, Clover Park, and Renton. LWTech recently received a no-cost extension to support a third and final year of funding under IREPO.

Perkins Comprehensive Local Needs Assessment (CLNA)
The team is supporting the upcoming CLNA, including review of data and opportunity gaps.

Other Departmental Activities/Highlights
Ms. Cathy Copeland is the president-elect of the Research and Planning Commission (RPC), serves on the WACTC Technology Committee, and will be a team mentor for LEADS this year. Mr. Dexter Smith is a member of the state-wide TouchNet workgroup. Ms. Copeland attended the recent RPC meeting and Mr. Smith attended the Perkins CLNA conference and SBCTC Data Summit.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 12/11/2023
Submitted by: Dr. Ruby Hayden
Department: Student Services

Below is a summary of ongoing projects as they align with college goals and strategies for the 2023-24 academic year (through September 2024). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Mission Fulfillment Goal 1: Address and dismantle structural racism.

- In support of this work, all members of the Student Services Leadership team are responsible for providing an EDI focused training to the full team at least once this year. In November the Business Operations Manager for Student Services, April Ake, provided a training on Hidden Disabilities.
- The full student services leadership team attended a session sponsored by the Office of EDI: Understanding cultural and social issues and how they impact Multicultural Education with Dr. Michael Benitez
- Vice President Hayden continues to host quarterly listening sessions with employees in student services who identify as BIPOC. The most recent meeting was held November 6th.

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways.

Director of Student Services (and Title III Grant Coordinator), Katie Peacock, attended a Guided Pathways retreat November 13th - 15th. Information from this retreat will be used in the redesign of several initiatives including mandatory new student orientation and advising.

Mission Fulfillment Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery.

- LWTech Career Services & Workforce Development Departments the 2023 Fall Job & Internship Fair on November 15th. We had 350+ attendees and 27+ employers that participated in the event who had a wide array of current job openings and internships from a variety of industries matching our programs including Business, Culinary and Baking Arts, Design, Engineering & Manufacturing, Healthcare, and Transportation. Throughout the event we heard positive feedback from students, alumni, and community members/job seekers. We are also truly grateful and thankful for the
event promotion and support that was provided via our WorkSource – King County partners. We’re so proud to be able to hold an event which supports and provides opportunities to our students and alumni, furthers our business partnerships, and builds community relationships. LWTech truly makes a difference!

- On Thursday, Nov. 16th, LWTech hosted its first ever Fall Preview Night! This event was an opportunity for local prospective students and community members to explore LWTech’s unique programs and discover why LWTech is such an amazing fit for so many people. Guests were able to go on program tours hosted by deans and faculty, explore different student services and campus resources with our professional staff, and even apply for admissions (and be accepted!) on-site with LWTech’s Admission Coach. More than 85 total people attend the event. Of that, 12 applied on-site for upcoming quarters.
Lake Washington Institute of Technology  
Agreement with City of Kirkland and LWTech  
*Request for Approval*

**Presented by:** Dr. Ruby Hayden, Vice President of Student Services  
Bruce Riveland, Vice President of Administrative Services

**Recommendation**  
That the Board of Trustees approve Interlocal Agreement between the City of Kirkland and the Lake Washington Institute of Technology to provide childcare services for City of Kirkland employees.
INTERLOCAL AGREEMENT BETWEEN THE CITY OF KIRKLAND AND THE LAKE WASHINGTON INSTITUTE OF TECHNOLOGY TO PROVIDE CHILDCARE SERVICES FOR CITY OF KIRKLAND EMPLOYEES

THIS AGREEMENT is made and entered into by and between the City of Kirkland, a Washington municipal corporation (“City”), and the Lake Washington Institute of Technology, a Washington public institution of higher education (“LWTech”). The City and LWTech shall collectively be referred to herein as “the Parties.” The purpose of this agreement is to set forth the operational relationship between the Parties consistent with the Interlocal Cooperation Act, chapter 39.34 RCW.

RECITALS

A. The Kirkland City Council has prioritized establishing the City as a preferred employer that attracts and retains talented and diverse employees, and employees of the City have identified that access to consistent, quality, accessible, and affordable childcare could improve recruitment and retention efforts.

B. LWTech has successfully operated its Early Learning Center (“ELC”) on their campus for nearly 30 years and has expressed interest in working with City to expand affordable and quality childcare in the community.

C. Guaranteed enrollment from City staff will allow the ELC to operate additional classrooms sustainably while fulfilling the City’s workplace recruitment and retention goals. The Parties will receive mutual benefit in guaranteed access and guaranteed enrollment in the ELC.

D. This Agreement reserves City slots in LWTech’s ELC for City employees at the established rates discounted below the community rate.

E. The City and LWTech commit to continued discussion and exploration of expanded cooperative services such as, increased hours of coverage to accommodate swing and/or night shift care; potentially reserving additional space in LWTech’s planned expansion through a capital contribution from the City; and the offering of infant care services.

F. On September 5, 2023, the Kirkland City Council authorized the City Manager to negotiate and create the interlocal agreement described in this Agreement through the passage of Resolution R-5598.

NOW, THEREFORE, the Parties have entered into this Agreement under the terms and conditions set forth herein and agree as follows:

1. PURPOSE AND SCOPE

The purpose of this operational Agreement is to set forth the terms and conditions under which LWTech shall provide access to childcare provided by the ELC for City employees.

2. SCOPE OF SERVICES

2.1 LWTech shall perform those services, including providing a minimum number of guaranteed childcare spaces for the children of City of Kirkland employees, described on Exhibit A attached hereto, which is incorporated by this reference as if fully set
forth. All such services provided by LWTech will be rendered with the degree of skill and care exercised by members of the early childcare profession practicing under similar circumstances at the same time and in the same or similar locale, and in compliance with all federal, state, and local statutes, rules, and ordinances applicable to the performance of such services and the handling of any funds used in connection therewith.

2.2 LWTech shall maintain all necessary certificates, licenses, and permits to perform the services set forth in Exhibit A.

2.3 LWTech shall regularly perform and certify that all adults working at the ELC have passed a criminal background check and have attended initial and ongoing training, and the ELC must pass health and safety inspections. All requirements set forth by the Washington State Department of Children, Youth, and Families applicable to the ELC shall be satisfied during the entire duration of this Agreement.

3. ALLOCATION OF GUARANTEED CITY SPACES

The City shall identify which City staff will have access to the benefits of this Agreement in recognition of potential bargaining requirements with represented employees and staff schedules. The City, in its sole discretion, shall have the authority to allot, designate, and prioritize City guaranteed childcare spaces among City employees consistent with Exhibit A.

4. DURATION AND MODIFICATION

4.1 Duration. This Agreement shall be effective on the later of __________, 2023, or the date of the latest signature below and shall continue in effect until 11:59 p.m. on December 31, 2025. Thereafter, unless either party gives at least 180 days’ notice of nonrenewal, this Agreement shall automatically renew for an additional five-year term (“Renewal Term”).

4.2 Modification. This Agreement is intended to express the entire Agreement of the Parties on the provisions herein and may not be altered or modified in any way unless such modification is reduced to writing and agreed upon and signed by each Party.

5. COMPENSATION AND METHOD OF PAYMENT

5.1 Once LWTech confirms in writing to the City that it has sufficient capacity for City employees to enroll new students in guaranteed spaces as described in Exhibit A, but no sooner than January 1, 2024, the City will be responsible for making or ensuring guaranteed payments to LWTech.

5.2 LWTech will receive payment for all childcare spaces filled by a child of a City employee based upon the compensation schedule set forth in Exhibit B attached hereto.

5.2.1 The compensation provided by this Agreement does not include those administrative fees LWTech charges to enrolled families, such as enrollment fees, supply fees, and late pickup fees. Those fees will be the responsibility of enrolled families, and the City is not responsible for payment of those fees.
5.3 LWTech shall be paid the guaranteed amount per year stated in Exhibit B for the guaranteed minimum childcare spaces stated in Exhibit A. The City shall not be responsible for payment of any funds that exceeds what is set forth and agreed to in Exhibit B.

5.4 The City shall pay LWTech any undisputed portion of an invoice under this Agreement within thirty (30) days invoice. LWTech agrees to complete and return a Taxpayer Identification Number document to City prior to or along with the first invoice.

5.5 To satisfy the City’s guaranteed payments, the parties may agree in writing to proceed under either Payment Option 1 (Section 5.5.1) by paying LWTech directly for all guaranteed spaces, Payment Option 2 (Section 5.5.2) by having LWTech directly bill families for enrolled students and invoice the City for only unfilled guaranteed spaces, or Payment Option 3 (Section 5.5.3) by having the City pay LWTech directly for all guaranteed spaces with the exception of certain identified City employees who LWTech will directly bill. Absent agreement on the payment option, Payment Option 3 will apply.

5.5.1 Payment Option 1: LWTech will invoice the City at the end of each quarter for a minimum of all childcare spaces guaranteed for children of City employees, whether the space is filled or unfilled, except for those spaces temporarily released for others’ use as described in Exhibit A.

5.5.2 Payment Option 2: LWTech will accept payment from enrolled children’s families either monthly or weekly, as selected by the child’s family in their contract with LWTech, and then LWTech will invoice the City at the end of each quarter for any unfilled childcare spaces guaranteed for a child of a City employee, except for those spaces temporarily released for others use as described in Exhibit A, and for any delinquent payments outstanding from enrolled children.

5.5.3 Payment Option 3: To address unusual circumstances (for example, where payroll deductions by the City for a certain employee would present a hardship), LWTech will accept payment from those certain enrolled children’s families agreed to by the parties either monthly or weekly, as selected by the child’s family in their contract with LWTech, and then LWTech will invoice the City at the end of each quarter for the remainder of the childcare spaces guaranteed for a child of a City employee, except for those spaces temporarily released for others use as described in Exhibit A. The parties will agree in writing identifying those employees who will be paying LWTech directly.

6. COMMUNICATION AND COORDINATION AMONG THE PARTIES

6.1 The Parties will meet each year on a bi-annual basis with one another, with such meetings held in May and November unless different dates are otherwise agreed by the parties. During such Joint Review meetings, the parties will discuss, as appropriate, performance and compliance with this Agreement, and will work on any unexpected challenges and promptly resolve issues. The Parties also will promptly meet on an ad hoc basis at the request of either Party to resolve issues as quickly as possible.
6.2 Both parties agree to explore additional childcare partnership opportunities, including the potential to expand to night and/or swing shift coverage, accessing the ELC during LWTech’s planned annual closures, offering infant care services, and expansion of the ELC (including potential capital contributions from the City). The Parties may implement any of these options through a subsequent joint agreement or revision of this Agreement. At minimum, the parties agree to discuss options for each of these opportunities at the first biannual joint review meeting.

7. INDEMNIFICATION

The Parties shall indemnify one another as follows:

7.1 Each party to this Agreement will be responsible for the negligent acts or omissions of its own officers, officials, employees, and agents in the performance of this Agreement. Neither party will be considered the agent of the other and neither party assumes any responsibility to the other party for the consequences of any act or omission of any person, firm, or corporation not a party to this Agreement.

7.2 Each Party to this Agreement agrees to protect, defend, hold harmless, and indemnify the other Party and its officers, officials, employees, and agents ("Indemnified Parties") from any and all costs, claims, claims for delay, judgments, and/or awards of damages arising out of or in any way resulting from the Indemnifying Party’s default, failure of performance, or intentional or negligent conduct or omission associated with this Agreement by the Indemnifying Party and/or its officers, officials, employees, and agents.

7.3 Each Party agrees that its obligations under this provision extend to any claim, demand, and/or cause of action brought by or on behalf of any of its employees or agents. The foregoing indemnity is specifically and expressly intended to constitute a waiver of each Party’s immunity under Washington’s Industrial Insurance Act, RCW Title 51, but only as respects the other Party, and only to the extent necessary to provide each Party with a full and complete indemnity of claims made by the other Party’s employees or agents. The Parties acknowledge that these provisions were specifically negotiated and agreed upon by them.

7.4 In the event any Party incurs any costs, including attorney fees or expert witness fees, to enforce this Agreement, and prevails in such enforcement action, all such costs and fees shall be recoverable from the losing Party/Parties.

7.5 The provisions of this Section shall survive the expiration or earlier termination of this Agreement with regard to any event that occurred prior to or on the date of expiration or termination.

8. DISPUTE RESOLUTION AND JURISDICTION

8.1 Disputes between the Parties. It is the Parties’ intent to resolve any disputes relating to the interpretation or application of this Agreement, including billing, informally through discussions at staff level. If a dispute arises from or relates to this Agreement or the breach thereof, and if the dispute cannot be resolved through direct discussions, the Parties agree to endeavor first to settle the dispute in an amicable manner by
mediation pursuant to chapter 7.07 RCW. All fees and expenses for mediation shall be borne by the Parties equally. However, each Party shall bear the expense of its own counsel, experts, witnesses, and preparation and presentation of evidence. The Parties shall not resolve any dispute by mandatory arbitration.

8.2 Disputes between parent/guardians and LWTech or the ELC. Any disputes that may arise between LWTech and a City employee who has a child enrolled in the ELC shall be handled consistent with LWTech’s ELC policies. This Section 8 shall not apply or modify ELC parent-child policies related to communications, disputes, or requested changes involving a child enrolled in the program.

9. INDEPENDENT CONTRACTOR

Each Party to this Agreement is an independent contractor with respect to the subject matter herein. Nothing in this Agreement shall make any employee of one Party the employee of any other Party or Parties for any purpose, including, but not limited to, for withholding of taxes, payment of benefits, worker’s compensation pursuant to Title 51 RCW, or any other rights or privileges accorded by virtue of their employment.

10. NOTICES

Any notice or other communication given hereunder shall be deemed sufficient, if in writing and addressed as follows, or to such other address as may be designated by the addressee by written notice to the other Parties:

City of Kirkland:
Human Resources Director
123 5th Ave
Kirkland, WA 98033

LWTech:
Director, Early Learning Center
11605 132nd Avenue NE
Kirkland, WA 98034

11. RECORDS, AUDITS, AND INSPECTIONS

11.1 Ownership, Form, and Use of Documents. All documents and other materials produced by LWTech in connection with the services rendered under this Agreement shall be the property of LWTech.

11.2 Recordkeeping. LWTech shall maintain accounts and records, including personnel, property, financial, and programmatic records, that sufficiently and properly reflect all direct and indirect costs of any nature expended and services performed pursuant to this Agreement. LWTech shall also maintain such other records as may be deemed necessary by City to ensure proper accounting of all funds contributed by City to the performance of this Agreement and of the parties’ compliance with this Agreement. These records shall be maintained for a period of seven (7) years after termination hereof unless permission to destroy them is granted by the Office of the Archivist in accordance with Chapter 40.14 RCW and by City.

11.3 Audits and Inspections. The records and documents with respect to all matters covered by this Agreement shall be subject at all times to inspection, review, or audit by law during the term of this Agreement. The City shall have the right to conduct an
audit of LWTech's financial statement and condition and to a copy of the results of any such audit or other examination performed by or on behalf of LWTech.

12. INSURANCE

12.1 Lake Washington Technical College, a higher education institution of the State of Washington, certifies that it is self-insured against liability claims in accordance with the state risk management and tort claims statutes, including chapter 4.92. The tort claims procedure, RCW 4.92.100 et seq., provides the fundamental remedy for all tort liability claims against the college and its officers, employees, and agents acting as such, and all such claims must be filed and processed as provided therein. Claims against Lake Washington Technical College and its employees, officers, and agents in the performance of their duties under this Agreement will be paid from the tort claims liability account as provided in Chapter 4.92 RCW.

12.1.1 Additional Insurance Provisions. LWTech shall provide the Cities with written notice of any policy cancellation within two (2) business days of LWTech’s receipt of such notice.

12.1.2 Certificates of Insurance. Within fifteen (15) days of the execution of this Agreement, LWTech shall deliver original certificates evidencing the insurance coverage required.

12.2 LWTech’s maintenance of insurance or risk coverage as required or described by this Agreement shall not be construed to limit LWTech’s liability to the coverage provided by such commercial or self-insurance, or otherwise limit City’s recourse to any remedy available at law or in equity.

13. TERMINATION

13.1 Any Party may elect to terminate this Agreement on one hundred eighty (180) days’ written notice of termination to the other Parties, given in accordance with this Agreement; provided, that if LWTech’s insurance coverage is canceled for any reason or LWTech fails to comply with any Child Care Licensing Policies or Rules set forth by the Washington State Department of Children, Youth, and Families, the City may, after giving fifteen (15) business days’ notice to LWTech to begin remediating the breach, immediately terminate this Agreement, at its sole discretion.

13.2 If this Agreement is terminated by either Party, any children of City employees receiving childcare services from LWTech under this Agreement shall be permitted to remain in their childcare space with LWTech as a community member at the community member rate under the same conditions as other community members.

13.3 The Parties may jointly agree to terminate this Agreement at any time.

13.4 Force Majeure. “Force Majeure” means and includes any of the following: strike, lockout, labor trouble, failure of power, riot, insurrection, casualty, condemnation,
war, terrorism, act of God, pandemic, national emergency, weather event or any other reason beyond a Party's reasonable control that prevents the party so affected from performing its material obligations under this Agreement by reason thereof, and for more than sixty (60) consecutive days. If the party adversely affected by a Force Majeure event is prevented from performing its obligations under this Agreement for less than sixty (60) days, the Parties' obligations hereunder shall be suspended during the pendency of such Force Majeure event, and such time period during which the party was so prevented shall be added to the term of this Agreement; payment or monetary amounts that accrue during the suspension period shall be paid within thirty (30) days after the expiration of the Force Majeure event. This Agreement shall terminate in the event of a Force Majeure event that has a duration of more than sixty (60) days, unless mutually extended in writing by the Parties.

14. DISCRIMINATION PROHIBITED

Neither Party shall unlawfully discrimination against any employee, applicant for employment, or any person seeking LWTech's services under this Agreement in violation of RCW 49.60.180, RCW 49.60.215, or any other applicable law prohibiting discrimination, unless based upon a bona fide occupational qualification or as otherwise permitted by other applicable law.

15. GENERAL PROVISIONS

15.1 Governing Law and Venue. This Agreement shall be interpreted in accordance with the laws of the State of Washington. The Superior Court of King County, Washington, shall have exclusive jurisdiction and venue over any legal action arising under this Agreement.

15.2 Entire Agreement. This Agreement contains and reflects all of the agreements and understandings of the Parties with respect to the subject matter of this Agreement, and it supersedes and replaces any and all prior understandings, representations, and agreements (whether oral or written and whether expressed or implied) of the parties with respect to the subject matter of this Agreement. No amendment, supplement, or update of this Agreement shall be valid or effective unless made in writing and executed by the Parties hereto.

15.3 Waiver. Failure of a Party to declare any breach or default immediately upon the occurrence thereof, or delay in taking any action in connection therewith, shall not waive such breach or default. Waiver by a Party of any breach of any term or condition of this Agreement shall not be construed as a waiver of any other breach.

15.4 Severability. Whenever possible, each provision of this Agreement shall be interpreted in such a manner as to be effective and valid under applicable law. Any provision or part of this Agreement held to be invalid, void, illegal, or unenforceable under any law or regulation shall be deemed stricken. Unless such stricken provision goes to the essence of the consideration bargained for by a party, all remaining provisions shall continue to be valid and binding upon the parties and remain in full force and effect, and the parties agree that the Agreement shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.
15.5 **Assignability, Assignment, and Subcontract.** The rights, duties, and obligations of any Party to this Agreement shall not be assigned or subcontracted without the prior written consent of the other party.

15.6 **Filing of Agreement.** Pursuant to RCW 39.34.040, this Agreement, prior to its entry into force, shall be filed with the King County Recorder's Office or, alternatively, listed by subject on a Party’s website or other electronically retrievable public source. The City intends to list this Agreement on its website to satisfy compliance with the statutory requirements of RCW 39.34.040.

[Signature blocks on following page]
CITY OF KIRLAND

Julie Underwood, Deputy City Manager
Date: ________________________

LAKE WASHINGTON INSTITUTE OF TECHNOLOGY

Dr. Amy Morrison, President
Date: ________________________

APPROVED AS TO FORM:

By: ________________________
   Kirkland City Attorney
Dated: ________________________

By: ________________________
   Assistant Attorney General
Dated: ________________________
EXHIBIT A: SCOPE OF SERVICES

1) General Services

a) Qualified City employees (as determined by the City) shall have access to the ELC’s existing childcare curriculum, program, and policies, which provide childcare for children ages 18 months – 6 years old. LWTech shall remain the sole administrator of the ELC.

b) Absent further agreement, LWTech will provide children of City employees (“CoK families”) with professional childcare and access to the ELC from 6am-6pm M-F for 11 months of the year based on the ELC’s annual schedule. The City acknowledges that the ELC has standard closure dates.

c) LWTech shall employ qualified teachers and activate and maintain sufficient classrooms to accommodate a minimum of fifteen (15) spaces distributed across the classrooms dedicated for CoK families. Initial enrollment may be less than fifteen (15) if LWTech is unable to hire a sufficient number of teachers prior to the start date.

   i) For initial enrollment, the City will notify LWTech by March 1, 2024 (assuming LWTech has hired sufficient teachers to expand capacity in each classroom), about the number of spaces to be dedicated to CoK families in each classroom for the 2023-2024 academic year, which numbers cannot exceed the state maximums for any teacher. Consistent with state requirements, LWTech classrooms accommodate a maximum of 7 children aged 18 months to 2.5 years per teacher; a maximum of 10 children aged 2.5 to 4 years per teacher; and a maximum of 10 children aged 4 to 6 years per teacher.

   ii) In the event the City would like to request additional guaranteed spaces for an academic year, the City shall send a written request to LWTech by June 15 indicating the additional number of spaces requested for CoK families. Within thirty (30) days, LWTech shall confirm available spots, which must be at least the minimum guaranteed 15 childcare spaces, for the City’s budgeting and forecasting purposes.

2) Managing and Maximizing Enrollment

a) LWTech will manage enrollment of CoK families in the ELC consistent with current rolling enrollment procedures.

   i) LWTech will confirm with the City’s Human Resources Department whether an applicant is a City employee prior to enrolling the student in a City-dedicated space. The City’s Human Resources Department shall confirm employment within 5 business days of receiving notice of a CoK application from ELC staff.

   ii) LWTech will communicate to the City, in writing, information on each CoK family enrolled at the ELC and any subsequent changes to their enrollment within five (5) days of initial enrollment and/or changes to their enrollment.

b) If City demand for childcare spaces at the ELC exceeds the fifteen dedicated spaces, and the ELC has vacancies, LWTech may choose to offer the spaces to CoK families. The City’s guaranteed tuition payment to LWTech would increase by the corresponding number of spaces while more than 15 CoK families are enrolled.
c) If City demand for childcare spaces at the ELC is less than the fifteen dedicated spaces, and the ELC has a waitlist or an interest in utilizing those additional spaces for non-CoK families, the City may choose to temporarily release the space(s) and authorize LWTech to offer them to a non-CoK family. The City’s guaranteed tuition payment to LWTech would be reduced in proportion to the corresponding number of spaces. The City shall then have the option to reclaim any previously released spaces as LWTech has openings.

d) If a CoK family enrolled at the ELC ceases being a City employee, the family shall be permitted to conclude the current month as a CoK family and then LWTech shall permit the family to remain with the ELC as a community member at the community member rate, provided the ELC has a community member vacancy.

i) The City will notify LWTech within 14 days of the separation of a City employee who has a child attending LWTech.
EXHIBIT B: COMPENSATION

1) The City will guarantee that LWTech will be compensated for a minimum of 15 childcare spaces based on LWTech’s discounted City rate as shown in Table 1. The parties may jointly agree to increase or decrease the number of spaces dedicated to the City, and corresponding tuition payments, consistent with the stipulations in Exhibit A (Scope of Services).

<table>
<thead>
<tr>
<th>Table 1. Discounted City of Kirkland Employee Tuition Rates 2023-2024</th>
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<tr>
<td><strong>TODDLERS (1.5 to 3 Years Old)</strong></td>
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<td><strong>PRESCHOOL (3 to 6 Years Old)</strong></td>
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<td>MONTHLY</td>
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<td>WEEKLY</td>
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2) The City shall guarantee payment of $305,250 per year to LWTech associated with the dedicated minimum spaces. This guaranteed amount will be increased or decreased based on the following:

   a) If a minimum of 15 spaces are filled by CoK families, then LWTech will be paid the actuals of the tuition for enrolled children.

   b) If less than 15 spaces are filled by CoK families, then LWTech will be paid the actuals for enrolled children and the City will pay $1,850 per unfilled spots up to fifteen.

   c) If less than 15 spaces are filled by CoK families, the City can authorize LWTech to fill the space, in which case the City’s guaranteed amount will be reduced in proportion to the corresponding number of spaces filled by non-CoK families until the City reclaims a spot.

   d) If a CoK family is enrolled less than full-time and the CoK family is paying LWTech directly, the City will pay LWTech the difference between the CoK family’s part-time rate and the full-time tuition rate, unless multiple CoK families share a guaranteed spot, in which case the City will not pay the difference between the part-time rate and the full-time tuition rate for either family.

   e) The full guaranteed payment amount assumes LWTech hired sufficient teachers to expand to full capacity in each of the ELC’s three classrooms. In the event LWTech expands capacity in classrooms on a rolling basis in the first year, the guaranteed payment amount will be decreased to reflect either one-third of the guaranteed amount per expanded classroom or the number of CoK family enrolled students, whichever is greater.

3) Planning for Annual Rate Increases

   a) LWTech may increase the annual rate but shall communicate, in writing, to the City the updated Discounted City rate schedule by June 15 for the upcoming academic year. Rate changes established in June will become effective in September. Annual tuition increases are not to exceed the Seattle-Tacoma-Bellevue June CPI-W amount, except adjustments for specific expense categories (e.g., utilities) may also be made when actual costs in the trailing year illustrate increases greater than CPI-W.
b) Following the initial two-year term of this Agreement, the parties shall explore allocating ELC expenses proportionally by use. Any subsequent cost-sharing agreement shall be documented in a future agreement or amendment.

4) **Teacher Recruitment and Substitute Teachers**

a) To compensate LWTech for the one-time costs of recruiting new teachers to meet the obligations of this Agreement, the City shall reimburse LWTech a pro-rata portion of LWTech’s contract with Child Care Careers for recruitment and substitute teachers. The amount of this recruitment cost for 2023 will not exceed $28,600.

b) The City recognizes that the Child Care Careers contract is not currently factored into LWTech’s annual operational costs. This contract may be valuable to the parties in the future, either on a short-term ongoing basis or a longer-term basis. Until this contract is absorbed into the ELC’s operational costs, the parties commit to discussing during the bi-annual meeting whether the City will pay annually for a portion of the Child Care Careers. The City commits to reimbursing LWTech that portion of the Child Care Careers agreed on by the parties during the bi-annual meeting. The amount of the portion paid by the City cannot exceed more than fifty percent of the annual contract cost.