





# About me...

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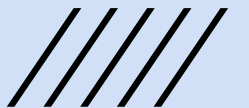
24 Years in Education, Including 11  
as Superintendent.

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Former Business Manager,  
Principal, Teacher

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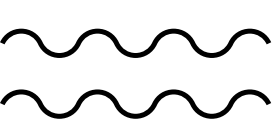
Adjunct Professor, School  
Resource Management  
Seattle Pacific University





# Superintendent Fiscal Oversight





Conservative budgeting:  
Be Proactive, Not Reactive



Understand Your Revenue Streams and Their  
Roles



Know your needs, and develop a plan for  
creative funding




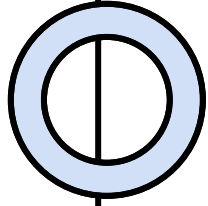




Conservative  
budgeting =  
*responsible +  
sustainable*

*It's not about being afraid to  
spend—it's about knowing what  
you can count on.*





Conservative  
Budgeting =  
Responsible +  
Sustainable



Budget Low, Plan High for  
Enrollment



Today, Overstaffing Isn't an  
Option




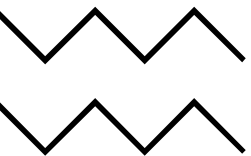
Bring These Principles to  
Bargaining



# Understand Your Revenues

*We need to understand what each dollar is designed to do, and how we can creatively stretch it to support multiple priorities.*





# Know Your Revenue Sources and Their Functions

Food service

Transportation

Special  
Education

State & Federal  
grants

CTE

ECEAP/TK/B3

Levy & Local  
Effort  
Assistance

PSES &  
K-3


Special  
Formulas:  
Small High/ALE

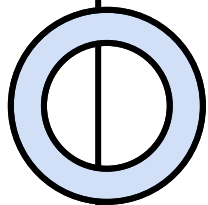




## Know your needs--- Plan for Creative Funding

*Instead of chasing money and then figuring out how to use it, identify your needs first—then match the right funding sources to the right priorities.*





Know your  
needs---  
develop a  
plan for  
creative  
funding



Assess Facility Needs



Align Board Goals



Leverage Grants



Be creative:

Transportation  
ECEAP/TK braiding  
Schoolwide vs. targeted  
Split coding

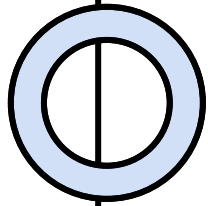


## Maintaining Your Budget

Healthy budgets require daily,  
informed choices.

Budgets: not just built yearly—  
Maintained daily.





# Maintaining Your Budget: Key Strategies.



Superintendents need to reconcile/understand the monthly budget. Don't write checks you can't cash.



Always know your enrollment.

F-203x



Use the F-195 as a strategic tool:

GF to CP transfers

Fund balance

Budget capacity



F-196 Closing

Grant expenditures

Maintenance of Effort

Carryovers





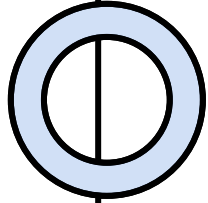
# Budget *Communication*

**Communication is a budget strategy.**

*If people don't know your financial story, they'll write their own—and it may not be accurate.*

*Communication is how we keep the narrative aligned with the truth.*





We cannot  
over-  
communicate—  
build credibility  
now for when  
you need it in  
the future.

Board

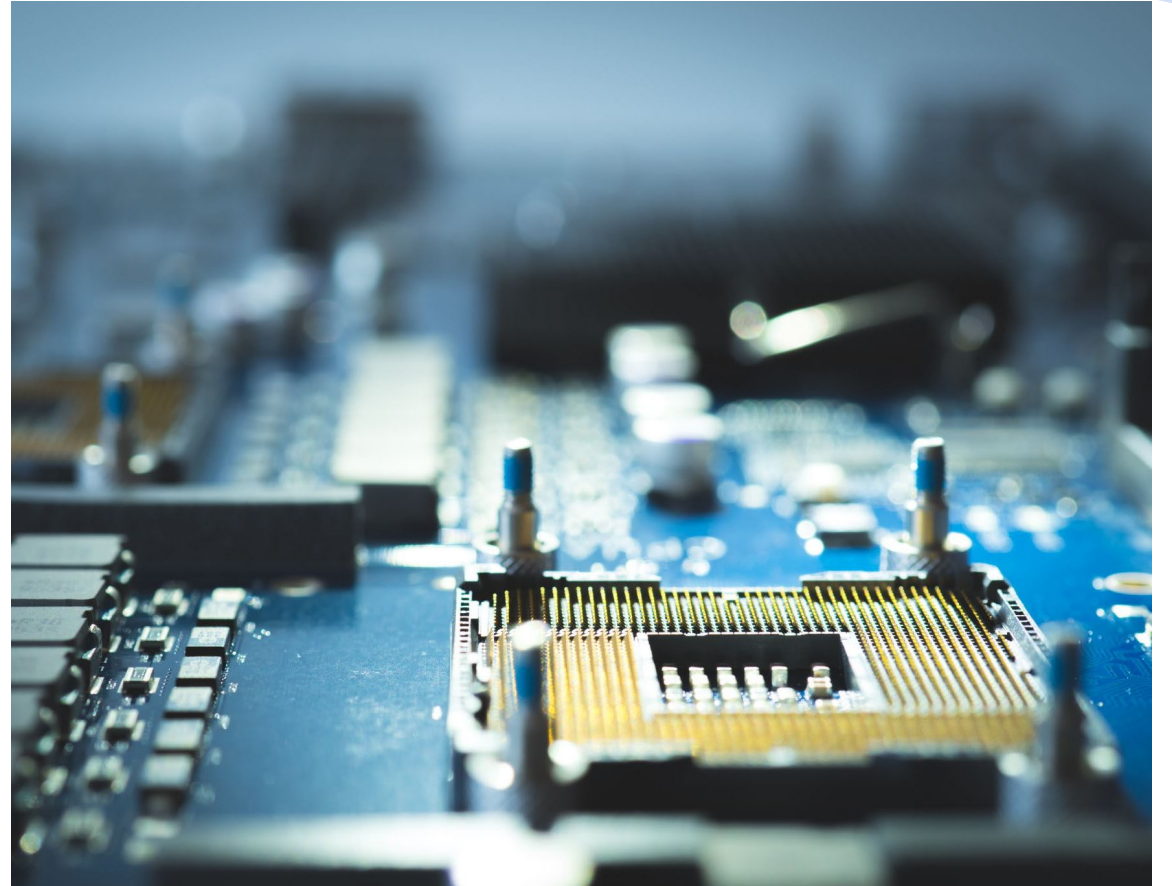
Bargaining

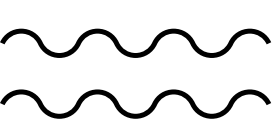
Levy campaigns

Legislative

Unforeseen impacts

# AI: SUPT GPT'S





SCHOOL POLICY ADVISOR



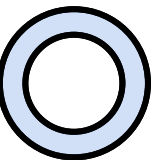
CONTRACT ADVISOR



SCHOOL DISTRICT  
BUSINESS ADVISOR  
OSPI



ICOS FACILITY ANALYST





Questions?

Dr. Jon Tienhaara

Superintendent

South Bend School District

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 **WASA**  
EQUITY | LEADERSHIP | TRUST | ADVOCACY

May 4–6 2025

*Superintendents Conference*

TRANSFORMING CHALLENGES INTO OPPORTUNITIES

Campbell's Resort, Lake Chelan