Board Special Meeting

2445 – 3rd Avenue South, Seattle WA 98134

Oversight Work Sessions: Enrollment Services/Assignment;
Oversight Work Session: Enrollment Planning;
Executive Session: to Evaluate the Performance of a Public Employee
Tuesday, March 21, 2017 4:30-8:00pm
Auditorium, John Stanford Center

Agenda

Call to Order 4:30pm

Oversight Work Session: Enrollment Services/Assignment

- Department Functions
- S.W.O.T Analysis
- Department Accomplishments
- Organizational Chart
- Department Goals & Objectives
- Key Performance Indicators
- Budget & Staffing
- Benchmarking
- Policies & Procedures
- Internal & External Controls
- Major Outside Service Contracts
- Information Technology Systems
- Looking Forward/Next Steps

Oversight Work Session: Enrollment Planning 5:15pm*

- Department Functions
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Executive Session: to Evaluate the Performance of a Public Employee[1] 6:00pm*

Adjourn 8:00pm*

[1]*Executive Sessions are closed to the public per RCW 42.30*
**Times given are estimated*

Photos by Susie Fitzhugh

Oversight Work Session: Admissions

January 11, 2017

Agenda

- Department Functions
- S.W.O.T. Analysis
- Department Accomplishments
- Organizational Chart
- Department Goals & Objectives
- Key Performance Indicators (KPIs)
- Budget & Staffing
- Benchmarking
- Policies & Procedures
- Internal and External Controls
- Major Outside Service Contracts
- Information Technology Systems
- Looking Forward/Next Steps

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Department Functions

Admissions:

- Enroll and assign full-time & part-time resident students, students with special educational needs, athletic only, homeless/unaccompanied youth, international foreign exchange students(J-1/F-1), and non resident students to SPS
- Review and process transfer appeal requests
- Handle safety transfers in cooperation with Safety Team
- Oversee annual Open Enrollment event and manage waitlists in coordination with Enrollment Planning
- Assist ELL with Washington English Language Proficiency Assessment (WELPA) during registration with appropriate assignments.
- Interpretation and translation/transcript support in four languages (Spanish, Somali, Chinese, and Vietnamese)
- Process district choice transfers (Interdistrict releases) and dual enrollment requests
- Oversee F1/J1 foreign exchange and student visa program
- Manage annual Admission Fair event for option schools

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Department Functions (cont.)

- Conduct outreach events for Kindergarten enrollment in coordination with Early Learning, ELL, and day care communities

Customer Service:

- Manage the lobby receptionist desk; direct employee's and visitors to appropriate conference rooms, adhere to district sign-in and safety policy; mailing, faxing, and manage the customer service inbox.
- A phone directory for the district (first point of contact), we take complaints and praise; expedite incoming inquiries to appropriate department; provide timely responses/solutions to help close the loop on unresolved matters or inquiries.
- Help answer questions or address concerns on behalf of student, families, schools, and central staff to appropriate individual or department head.

District Support:

- Support school staff and central departments with enrollment questions/concerns and decisions based on assignment policies and procedures.
- Deliver administration support to central departments i.e. Advance Learning, Transportation, Student Services, and Early Learning enrollment with the City of Seattle Preschool Program (SPP).

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S.W.O.T. Analysis

Strengths (S)	• Improved operational efficiency • Ongoing/recurrent training • Timely inquiry responses and enrollment decisions to families, students, schools, and departments (within 72 hours) • Collaboration with departments and schools

Weaknesses (W)	• Technology:
	  • Admittance/registration
	  • Open Enrollment - School Choice
	  • Tracking in/output of work
	• 223 FTE staffing schedules conflicts with peak times
	• Lack of organizational clarity of roles and responsibilities

Opportunities (O)	• Technology and tools for automation:
	  • Online student registration and choice
	  • Development of user friendly data reports to reduce interdepartmental dependencies
	  • Differing staff expertise and skills

Threats/Risks (T)	• Funding of new technology • Conversion timeline to new system • Current staffing model limits ability to best serve families, students, and schools

Accomplishments

- Improved operational efficiency
  - restructured workflow and schedules, decreased call volumes, decreased inquiries overall, improved customer satisfaction results for the past three years by 9%.
- Increased revenue for F1 Visa program over past three years
  - total YTD $886K
- Improved in-person services during peak seasons
  - shorter lines and wait times; “School Choice Express” paperwork drop-off line; early online choice form submission
- Improved Systems & Processes over past three years by 26%
- Fewer OSPI hearings for non-resident student appeals
  - Decreased average from 20 appeals to 2 appeals annually

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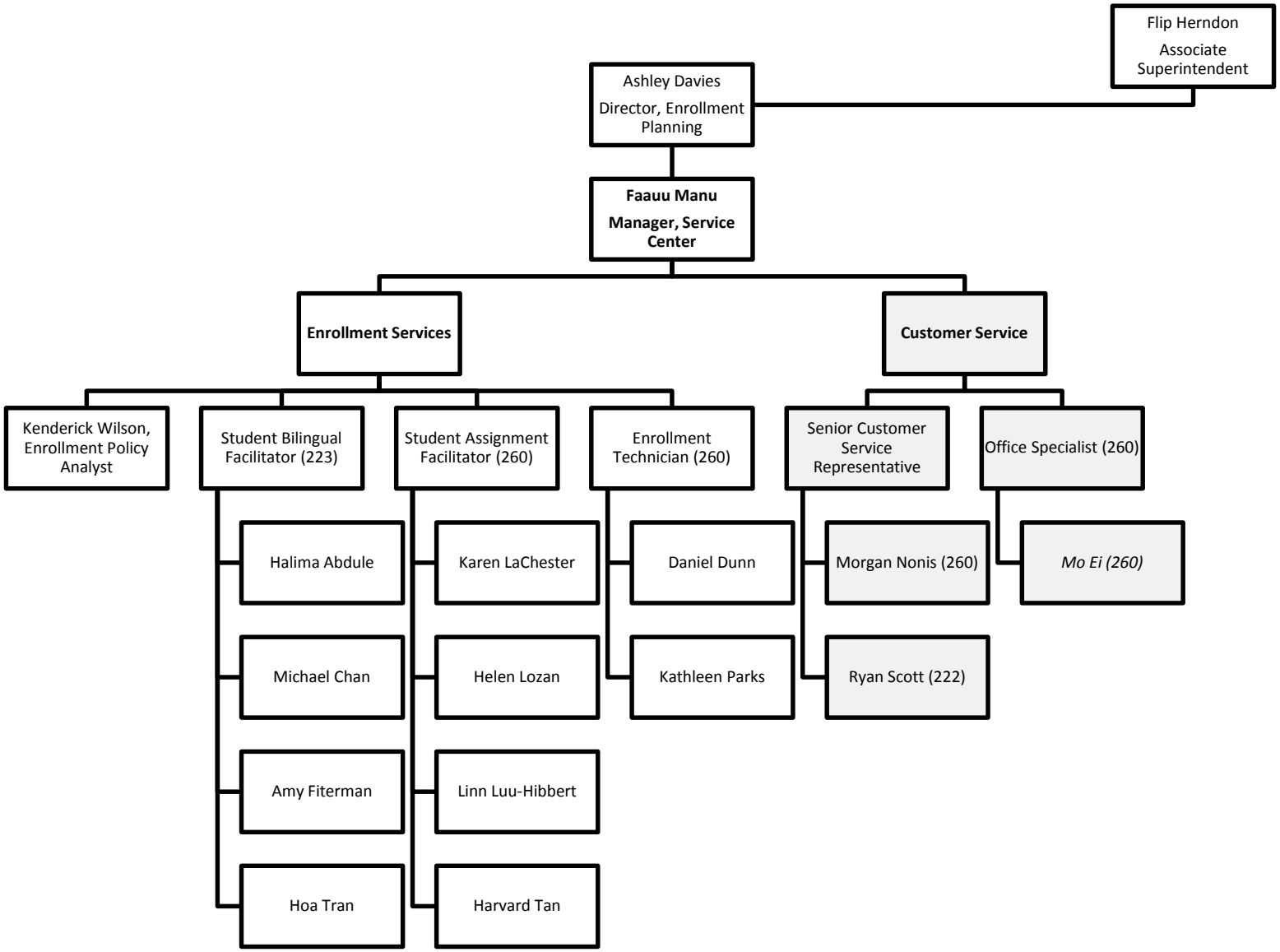
Department Organizational Chart



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Department Goals and Objectives

Goal or Major Initiative	Objective	Measure	Target	Performance to date	Relation to Strategic Plan
Acquire automation system to streamline enrollment and school choice	Clean data for efficiency, timely registration and reporting	Reduced system and human errors causing delays or inaccuracies	New system implementation as early as 2017-18 school year	Approximately 50% completion	Superintendent Smart Goal 2
Improve staff knowledge and work product accuracy	Provide clear, concise, and consistent information	Complaints from schools and families about inconsistencies	Re-initiate the Customer Service Request (CSR) tracking system for the 2017-18 school year	Approx. 90% completion	Superintendent Smart Goals 2 & 3
Improve processes and systems to increase departmental efficiencies	Timely completion of work products and responses/ resolutions to stakeholders	• Customer satisfaction survey • Wait time averages • Call volumes • Complaints	Ongoing	• Improved survey ranking • Peak times in-person wait time avg: 15 mins • Peak call wait time avg: 5 mins	Strategic Goals 2 & 3

Key Performance Indicators (KPIs)

Goal	Measure	Target	Performance to date
Strengthen outreach opportunities and partnerships for early registration for K and ELL families	Establish outreach partnership with Early Learning and specific ELL communities.	Conducted 10 outreach events in the 5 regions Specific engagement sessions targeted towards individual ELL groups	Ongoing
Ensure equitable access for enrollment is available to all families	Provide full support to all families with language needs	Translation of key documents and policies in addition to quality service for all families.	Ongoing
Ensure integrity of business processes and procedures	Consistent delivery of quality service	Reduction of inquiries and create a Standard of Operating Procedures	In progress
Improve registration management	Reduce rework and human error	Establish automated registration and tracking system	In progress

Department Budget/Staffing Overview – Staff Expenses

	# FTE	2015-16 Previous Year Budget	2016-17 Current Budget	Funds Committed as of wk sn date
Student Assignment Facilitators	4	$285,144.00	$296,442.00	$296,441.76
Sp/Bilingual Ed Facilitators	4	$240,274.00	$251,334.00	$251,334.03
Enrollment Technician	2	$93,053.00	$102,648.00	$102,648.12
Senior CS Rep 260	1	$56,077.00	$41,411.00	$41,410.96
Senior CS Rep 222	1	$47,863.00	$49,822.00	$49,781.28
Office Specialist-260	1	$38,820.00	$55,983.00	$9,249.29
Enrollment Policy Analyst	1	$70,996.00	$64,092.00	$64,092.00
JSCEE Manager	1	$82,311.00	$87,432.00	$87,432.00
General Benefits Staff		$199,361.00	$200,714.00	$200,713.77
Medical Benefits Staff		$157,468.00	$153,990.00	$153,989.78
Vacant Position Sub		$7,484.00	$5,751.00	$5,751.46
Total	**15**	**$1,278,851.00**	**$1,309,619.00**	**$1,262,844.45**

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Department Budget/Staffing (cont) Overview – Non Staff Expenses

	2015-16 Previous Year Budget	2016-17 Current Budget	Funds Committed as of wk sn date	% Remaining
District printing	$4,674.00	$4,674.00	$3,789.62	19%
Sick Leave Subs	$1,092.00	$1,092.00	0.00	0%
Workshop/Overload subs	$24,856.00	$18,114.00	$13,289.49	27%
Overtime – Classified	$9,263.00	$14,659.00	$13,868.15	6%
Salary Adj. Reserve	$9,650.00	0.00	0.00	0.00
General Benefits-Non Staff	$4,576.00	$5,254.00	$4,787.47	9%
Supplies	$21,974.00	$1,824.00	$1,249.34	32%
Minor Equipment	$2,700.00	$2,700.00	0.00	100%
Commercial Printing	$6,931.00	$2,931.00	0.00	100%
Contractual Srvcs	$700.00	$700	$700	0%
Total	**86,416.00**	**51,948.00**	**36,984.07**	

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Benchmarking

District	Total Enrollment (2015-16 SY)	Centralized vs. School Based Enrollment	# of FTE	Managed By
Seattle	**52,324**	**Centralized**	**15**	**Admissions**
Anchorage	48,828	School based	Varied	IT
Boston	57,314	Centralized	40	Enrollment Planning
Portland	46,076	School Based	9.6	IT
St. Paul	37,605	Centralized	7	Finance
San Francisco	55,320	Centralized	22	Enrollment Planning
Tacoma	28,242	School Based	4	IT
Bellevue	20,177	School Based	Varied	Finance
Spokane	29, 275	School Based	Varied	Finance

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Policies & Procedures that Guide Department's Work

- Board Policies
  - 3111, 3114, 3115, 3119, 3126,
  - 3130, 3140, 3141, 3142, D09.00
- Superintendent Procedures
  - 3130SP
  - 3142SP

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Key Internal and External Controls

- Internal
  - Student Assignment Plan, Superintendent Procedures, Standard Operating Procedures
- External
  - Customer service industry best practices, Greater Schools of America
- Audit or Review Efforts
  - OSPI/ELL CPR findings audit: findings showed 1,100 students not identified as possible ELL eligible in 2014 during enrollment; vast improvements in 2015 finding only 200 students not identified
  - OSPI/McKinney Vento CPR findings: Barriers to timely enrollment for homeless students. Efforts were made to remove barriers with recurrent and educational training from McKV team, and review of assignment policies and McKV Act to ensure integrity of both law and policies are met for each student.

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Key Information Technology Systems

(What are the key/major information technology systems necessary for the department to function?)

System	Function
PowerSchool	Initiate student data information (i.e. Student ID, demographics, etc.)
Student Assignment System (SAS)	Assign to appropriate school
Access Database	Non-resident student data information
Customer Service Request (CSR) Tracking	Track complaints and issues

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Looking Forward/Next Steps

- **Focus Areas**: Customer Service – restructure to a more welcoming and personable approach such as a Student & Family Relations concept (rebrand current model). We are the first access point for all families to the start of their SPS journey; make it positive and memorable.

- **Emerging Trends**: Automation/online registration and school choice; online and home school learning (blended learning is opening up various pathways for students to learn and be successful).

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Photos by Susie Fitzhugh

Oversight Work Session: Enrollment Planning

March 21, 2017

Agenda

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Department Functions

- Functions of the Department:
  - Enrollment and Resident Projections (short- and long- term)*
  - Assignments, Open Enrollment, School Choice, and Seat Management*
  - Growth Boundaries*
  - Student Assignment Plan*
  - Data and Spatial Analysis and Support*
    - Annual Enrollment Report*
  - Demographic Research and Local Partnerships

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S.W.O.T. Analysis

Strengths (S)	•Highly-skilled, dedicated, passionate and hard working staff •Shared commitment to every student, every classroom, every day •Strong collaboration with departments across the central office, particularly Admissions and Capital •Collective focus on accuracy and quality of outputs •Understanding of balance between school level and district level priorities
Weaknesses (W)	•Lack of process documentation •Dependencies on data from other departments interferes with our timelines and often results in involvement in processes the team should not own •Limited overlap in skill sets, content, and process knowledge •Limited time and staff to engage at the level desired
Opportunities (O)	•Enhanced communication and transparency with families and schools •Increased collaboration with teams across the central office •Data process automation •Benchmarking •Improving principal satisfaction scores •Staff has skill set to take on other projects (if we had the bandwidth) •Professional development and cross training
Threats/Risks (T)	•Significant amount of work for current staff level •Dependent on data from other teams •Competing and sometimes conflicting district priorities •Person dependent processes, rather than process oriented

Accomplishments

- 2016 projections within 5 of actual enrolled: over 99.99% accuracy
  - Projected Oct 2016 District Total: 53,107
  - Actual Oct 2016 District Total: 53,102
- Principal customer satisfaction survey improvements
  - Greatest year-over-year gains of any department in customer service, systems/process, *and* information/training
- Significantly increased community engagement efforts

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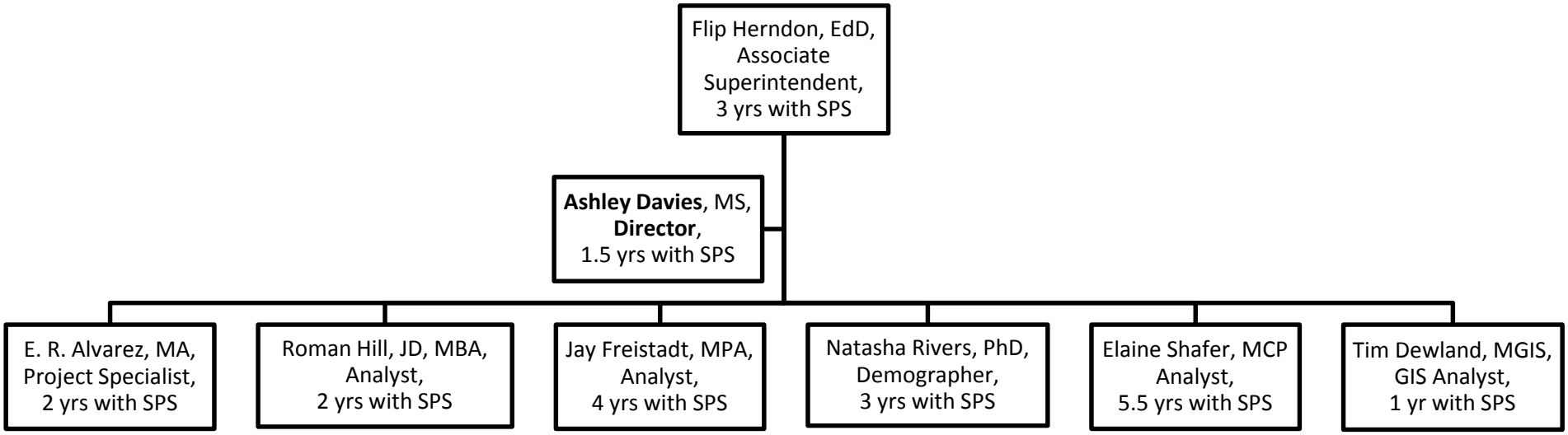
Department Organizational Chart



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Department Goals and Objectives

Goal or Major Initiative	Objective	Measure	Target	Performance to date	Relation to Strategic Plan
Attract and retain quality team members	Attract and Retain High quality and skilled staff	% of employees with department 2+ years	75%	71%	Goal 2, Strategy 1
Accurately project enrollment	Timely and accurate projections to support school budgeting and staffing	2016-17 school projections	99% accuracy	>99.99% accuracy	Goal 2, Strategies 1 & 3
Seat Management	Monitor and manage seat assignments and target enrollment at each school and modify available choice seats to prevent over-enrollment and fill excess capacity as needed	Smooth Open Enrollment Process and Start of School	Principals and students receive updated assignments on time and there is minimal unanticipated staffing disruption	Principals and students received updated assignments on time and there were no staffing pulls for the 2016-17 school year	Goal 2, Strategy 3

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Department Goals and Objectives

Goal or Major Initiative	Objective	Measure	Target	Performance to date	Relation to Strategic Plan
Student Assignment Plan	Timely and well communicated updates that improve families' access and understanding of enrollment policies and procedures	Increased communication efforts and accessibility of Student Assignment Plan document	Variety of communications around changes in advance of Open Enrollment	Meetings held across the city and information posted on the website with all changes throughout the process	Goal 3, Strategies 2 & 3
Growth Boundaries	Timely and well communicated changes that align with district priorities to effectively and efficiently manage district capacity	Boundary changes result in efficient utilization of classroom spaces while minimizing disruption to families as much as possible. Changes are communicated clearly to all impacted families	Multiple community meetings around the city with translation services and a clear means for follow up	Held meetings in every region of the city with translation services and followed through on commitment to follow ups	Goal 3, Strategies 2 & 3

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Key Performance Indicators (KPIs)

Goal	Measure	Target	Performance to date
Responsiveness to schools and communities	% Follow up communication within 24 hours	100%	90-95%
Responsiveness to data requests from Other Central Office Departments	% Follow up communication within 24 hours	100%	98%
Principal Satisfaction – Customer Service, Systems & Processes, and Information & Training	% satisfied as indicated on responses to principal satisfaction survey	>75%	Customer Service (62.8%), Systems & Processes (54.3%), and Information & Training (54.6%)
Timely and accurate projections	Delivered on time to Budget and % accuracy	On time/99% accuracy	On time/99.99% accuracy
Clear communication to schools and families	# of concerns from families around information shared/# of participants at community meetings	Reduction in concerns and increased communication and community meetings	Increased number of participants at community meetings, and more channels of information sharing
Accurate and timely seat management and Open Enrollment information	School Choice timeline followed as communicated and accurate information communicated to schools and families	Communication to schools before Spring Break and to families following Spring Break	On time with communications

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Department Budget/ Staffing Overview

	# FTE	2015-16 Previous Year Budget	2016-17 Current Budget	Funds Committed as of wk sn date	% Remaining
Staff Expenses	4.5	293,317.00	370,070.00	315,365.35	15%
Benefits	-	99,886.00	108,003.00	108,040.76	0%
Printing	-	3,021.00	3,021.00	2,657.87	12%
Non-Staff Extra Time, Over Time & Benefits	-	4,834.00	3,061.00	5,268.68	0%
Contractual Services	-	63,513.00	112,874.00	18,000.00	84%
Other Non-Staff Expenses	-	8,958.00	4,700.00	10,098.23	0%
Total	**4.5**	**473,529.00**	**601,729.00**	**459,372.81**	

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Benchmarking

District	Total Enrollment	% of total district budget spent on department**	# of FTE	Staffing Per 1000 students	Sources of funding	Other***
Seattle	**53,102**	**0.0005**	**4.5**	**0.08**	**General**	**-**
Anchorage	48,036	-	-	-	General	Finance
Boston	55,843	-	-	-	-	-
Portland	46,070	-	-	-	-	PSU PRC
St. Paul	37,605	Not Available	17	0.45	General & Grants	REA
San Francisco	53,320	-	-	-	-	-
Tacoma	30,630	-	-	-	-	-
Kent	30,773	Not Available	1	0.03	General	Davis
Bellevue	19,974	Not Available	3	0.15	General	External
Spokane	29,275	-	-	-	-	Internal

**Peer districts usually benchmark against: Portland, St. Paul, San Francisco, Boston, Anchorage, Kent, Bellevue, Tacoma and Spokane.*
***Please note below the chart if the departments in the district to which you are comparing do not perform the same functions as your department (are we comparing apples to apples?)*
****Please include if you have other key components of the industry (see KPIs)*
*****SPS often uses Council of Great City Schools data*

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Other Benchmarking Partners

- Lake Washington
- Evergreen
- Renton
- Olympia
- Oakland, CA
- Denver, CO
- Minneapolis, MN
- Charlotte-Mecklenburg, NC
- Miami-Dade, FL
- Washington, DC
- Chicago, IL
- Milwaukee, WI
- Montgomery County, MD

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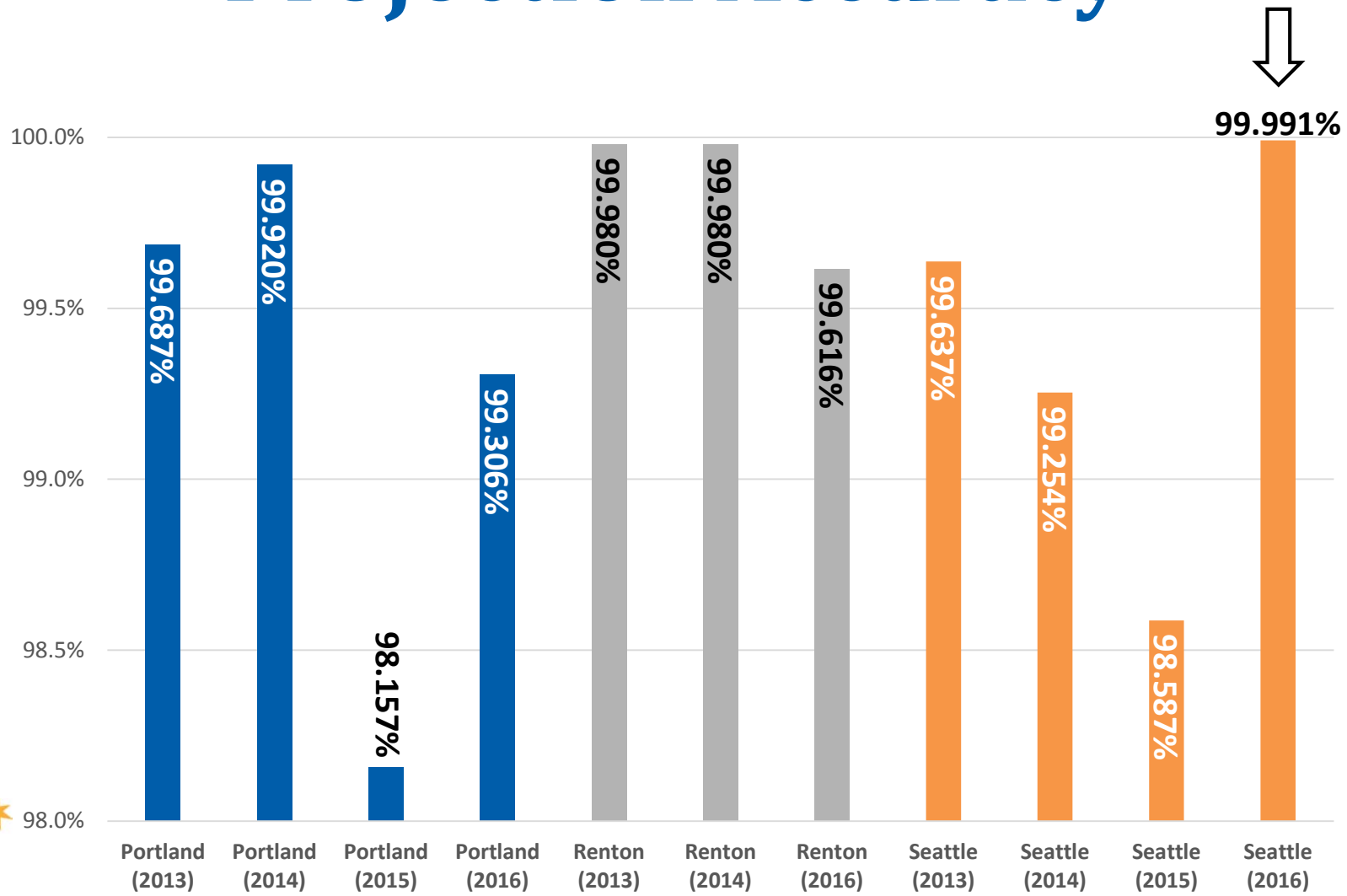
Projection Accuracy



*Renton (2015) projection information not available at this time

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Policies & Procedures that Guide Department's Work

- Board Policies
  - 2200: Equitable Access to Program and Services
  - 3100 Series: Admission and Attendance
    - 3130: Student Assignment
  - D09.00: Non-Standard School Assignments
  - H13.00: Capacity Management
- Superintendent Procedures
  - 3130SP: Student Assignment

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Key Internal and External Controls

- **Internal**: Board policies, Superintendent procedures, district and Board priorities and goals
- **External**: Federal and State regulations, school and community input
- **Audit or Review Efforts:** ongoing benchmarking research

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Major Outside Service Contracts

Major Contract	Brief Description	Contract Amount
Write as Rain	Growth Boundaries Communications	$18,000.00

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Key Information Technology Systems

System	Function
Student Assignment System (SAS)	• Open Enrollment • Real-time assignments • Seat (and waitlist) management
ESRI/GIS	• Spatial data analysis and mapping • Data requests
PowerSchool	• Enrollment data
SQL Server	• Storage and maintenance • Projections • Data analysis
SQL Reporting Services	• Reporting services (and dashboards)

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Looking Forward/Next Steps

- Board Policies to be reviewed as part of Phase II
  - Policy No. D09.00: Non-Standard School Assignments
  - Policy No. H13.00: Capacity Management
- Focus Areas
  - Continued improvement in communication and transparency with the Board, families and schools
  - Increased collaboration and partnership with other central office departments to improve processes
  - Continued benchmarking with other school districts around areas for improvements
- Emerging Trends
  - Program and boundary mapping for increased understanding around enrollment options, transparency and improved responsiveness to families around data sharing

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