

# Board Special Meeting



2445 – 3<sup>rd</sup> Avenue South, Seattle WA 98134

Work Sessions: 2017-18 Superintendent SMART Goals; Work Session: Budget  
Wednesday, March 22, 2017 4:30-6:30pm  
Auditorium, John Stanford Center

## Agenda

Call to Order

4:30pm

Work Session: 2017-18 Superintendent SMART Goals

Work Session: Budget

6:00pm\*

Adjourn

6:30pm\*

*Special meetings of the Board, including work sessions and retreats, may contain discussion and/or action related to the items listed on the agenda.*

*\*Times given are estimated*

## **Selection of the 2017-18 Board Governance Priorities & Superintendent SMART Goals ... for next year.**

*Every Student.  
Every Classroom.  
Every Day.*

Our goals help the Board and staff:

- a) Focus on: a few, high-priority and high-impact goals.  
*Note: Over the last few years we have gone from 12 > 9 > 7 > 5 goals*
- b) Aligned to the Board-adopted 2013-18 Strategic Plan.  
*Note: Our goals are now fully aligned to our strategic plan.*

Effective School Boards, we know from research, set very few (3-4) goals; focused on student achievement; for the long term (3 to 5 years). Thank you to our board(s) for keeping the focus on – and budgeting for – three consistent goals over the past three years: MTSS; EOG; Community Engagement. This continued focus has helped us align our work across silos and across our schools in grades K-12. As a result: we are a high performing district outperforming our peers and each year we increase the number of positive outlier schools – leading the way state-wide in eliminating opportunity gaps.

Over the next three months we need to select our 2017-18 Governance Priorities and SMART Goals. Staff will then build out the timelines to successfully achieve these priorities and work with principals in June and August to launch this work for the start of school. These goals will guide the Board's and staff's work throughout the year and are built into the Superintendent's evaluation. Now is the time to consider new large initiatives for the 2017-18 school year. After the adoption of these goals in June, other new initiatives would be pushed into the 2018-19 goal setting.

Due to capacity of the Board, staff and financial considerations, we are asking Directors to select a maximum of 5 goals. There will also be budget impacts for each goal. Staff have developed a starting framework based on: a continuation of our Goal 1 (MTSS) and Goal 2 (EOG) work; and Board feedback/interests expressed during the year. This “menu” of options is attached in two formats: as a graphic organizer and as a list.

At the March 22<sup>nd</sup> work session, we hope to discuss and narrow the list of potential goals. Staff will then add some detail. At an April work session, draft rubrics for the goals will be reviewed and refined.

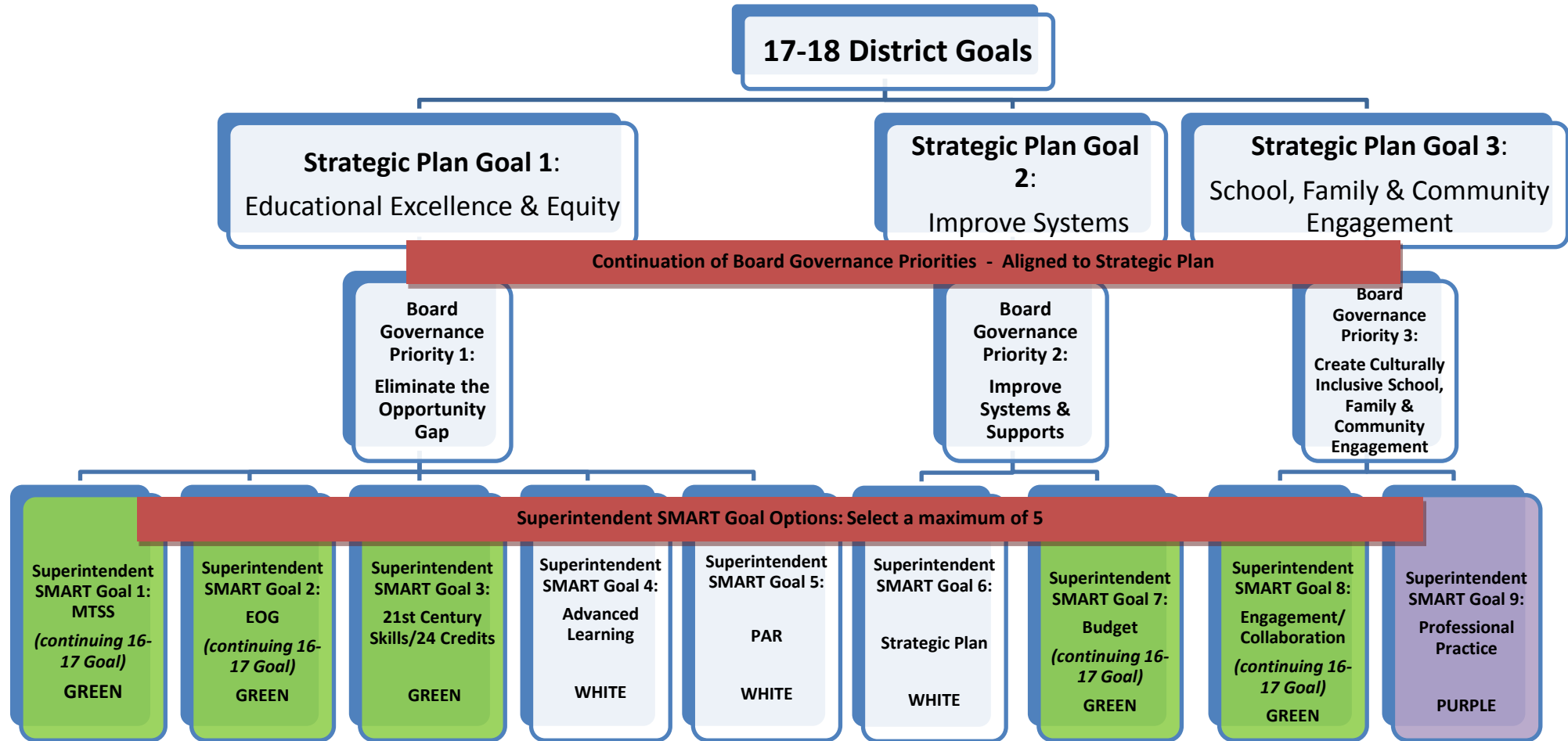
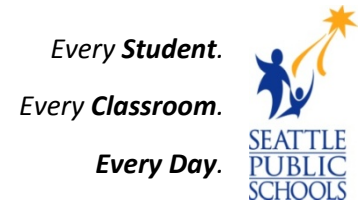
Note 1: Our new superintendent evaluation process calls for one additional “Professional Practice” goal – to be selected based on the May/June 2017 survey results (bringing the total to 6 SMART goals).

Note 2: Simultaneously to this 17-18 Goal work, we will be working to streamline and align our district scorecards and dashboards to make sure we are measuring what matters most.

### **Timeline/Next Steps**

- March 22, 2017: Work Session - Directors share ideas for potential 2017-18 SMART Goals, review and offer feedback on staff recommendations, and narrow list of possible goals
- April 2017: Work Session - Directors review draft rubrics and refine list of possible 17-18 Goals
- June 1, 2017: Executive Committee
- June 7, 2017: Regular Board Meeting - Intro of 2017-18 Governance Priorities and Superintendent SMART Goals and Rubrics
- June 28, 2017: Regular Board Meeting - Action on 2017-18 Governance Priorities and Superintendent SMART Goals and Rubrics
- June and August: Launching this work with principals for the start of the 2017-18 school year
- June 2018: Annual Evaluation of the 2017-18 Superintendent SMART Goals

Possible 2017-18 Board Governance Priorities and Superintendent SMART Goals



**GREEN** = Staff recommends this topic be a 2017-18 Goal

**WHITE** = Feedback indicates this is an essential task and could be a 2017-18 Goal

**PURPLE** = Superintendent Professional Practice Goal: Will be determined after the 16-17 survey is reviewed in May/June 2017

## Possible 2017-18 Superintendent SMART Goals

Topic	Goal	Strategies
<p style="text-align: center;"><b>MTSS</b></p> <p style="text-align: center;"><i>*Continuing 16-17 Goal</i></p>	<p><b>Goal 1: MTSS - Ensure Educational Excellence for Each and Every Student:</b> By May 31, 2018, demonstrate progressed implementation of a district-wide Multi-Tiered System of Support (MTSS) framework using common and reliable data and practices for providing culturally responsive, differentiated instructional and behavioral supports for each and every student.</p>	<ul style="list-style-type: none"> <li>• Equitable Access</li> <li>• Targeted Professional Development</li> <li>• School-wide collaboration</li> <li>• Decision-making rules guide intervention</li> </ul>
<p style="text-align: center;"><b>EOG</b></p> <p style="text-align: center;"><i>*Continuing 16-17 Goal</i></p>	<p><b>Goal 2: EOG - Eliminating Opportunity Gaps in Students' Access to High Quality Instruction and Learning Supports:</b> By May 31, 2018, positively impact outcomes for African American males and other students of color by transforming adult attitudes, beliefs and actions.</p>	<ul style="list-style-type: none"> <li>• Positive Beliefs (Equity-oriented mindset)</li> <li>• Positive Relationships (educator-student relationships)</li> <li>• Positive Learning (Teacher &amp; Principal Practices culturally proficient instruction)</li> <li>• Access (supports/programs/services)</li> </ul>
<p style="text-align: center;"><b>21<sup>st</sup> Century Skills/ 24 Credits</b></p>	<p><b>Goal 3: 21<sup>st</sup> Century Skills/24 Credits</b> - By May 31, 2018, develop a plan for the transformation of all Seattle Public Schools' high schools to produce "Seattle Ready" graduates who meet new Washington State graduation requirements and 21st century competencies and are ready for college and career success.</p>	<ul style="list-style-type: none"> <li>• Community engagement on high school transformation plans</li> <li>• Alignment with 21st century competencies to maximize success in STEM fields, career and technical education, and interdisciplinary studies</li> <li>• Building strong relationships and personalization with students</li> <li>• Implementation of new Washington State graduation requirement structural changes</li> </ul>
<p style="text-align: center;"><b>Advanced Learning</b></p>	<p><b>Goal 4: Advanced Learning</b> - By May 31, 2018, establish clear and defined evidence based instructional practices targeting the unique learning needs of the advanced learner and Highly Capable Student (98th+ percentile) within general education and alternative settings by providing aligned professional development for instructional staff and school leaders, developing programmatic review mechanisms for purposes of assisting schools in reviewing data, identifying barriers to student growth and adjusting instructional plans that result in increased growth for students performing above and well above standard.</p>	<ul style="list-style-type: none"> <li>• Community and Stakeholder Engagement (including around the definition of services)</li> <li>• Pedagogy and Instruction</li> <li>• Standardized Data and Constructs</li> <li>• Equity (increase percentage of underrepresented groups)</li> </ul>
<p style="text-align: center;"><b>PAR (Peer Assistance &amp; Review)</b></p>	<p><b>Goal 5: PAR</b> - By May 31, 2018, develop a comprehensive system of professional growth, evaluation and educator support aimed at elevating teacher practice through a fair,</p>	<ul style="list-style-type: none"> <li>• Foundational Coursework (novice teachers &amp; calibration for school leaders/coaches)</li> <li>• PAR Panel</li> </ul>

**Possible 2017-18 Superintendent SMART Goals**

	transparent and growth oriented teacher evaluation system that includes strong teacher induction for 1-3 years, coaching supports for teachers struggling to meet the teaching standards, and a PAR Panel to review teacher progress.	<ul style="list-style-type: none"> <li>• Coaching &amp; Mentoring Supports</li> <li>• Fair, Transparent Processes</li> </ul>
<b>Strategic Plan</b>	<b>Goal 6: Strategic Plan</b> - By May 31, 2018, through a comprehensive engagement process, develop a new multi-year strategic plan.	<ul style="list-style-type: none"> <li>• Internal Engagement</li> <li>• External Engagement</li> <li>• Budget</li> <li>• Alignment</li> </ul>
<b>Budget</b> <i>*Continuing 16-17 Goal</i>	<b>Goal 7: Budget</b> - By May 31, 2018, the district will continue to conduct budget community engagement activities and analysis to inform the 18-19 budget. The district will continue an analysis and comparison of costs and benefits of major activities and programs, including looking for efficiencies within.	<ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Activity and program analysis</li> <li>• Budget Options</li> <li>• Per Pupil Analysis</li> </ul>
<b>Engagement/ Collaboration</b> <i>*Continuing 16-17 Goal</i>	<b>Goal 8: Engagement/Collaboration</b> - By May 31 2018, through established guidelines, protocols and training, Seattle Public Schools will develop a culture of predictable and transparent engagement with stakeholders at all levels, including internal staff, building a collaborative culture with a foundation of trust and confidence in Seattle Public Schools.	<ul style="list-style-type: none"> <li>• Communications: two-way engagement</li> <li>• Community Engagement Model: school-based implementation</li> <li>• Collaboration, Problem Solving, and School-Based Supports</li> </ul>
<b>Professional Practice</b>	<b>Goal 9: Professional Practice</b> - <i>TBD after 2017 Survey</i>	

**GREEN** = Staff recommends this topic be a 2017-18 Goal

**WHITE** = Feedback indicates this is an essential task and could be a 2017-18 Goal

**PURPLE** = Will be determined after the 16-17 survey is reviewed in May/June 2017

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# Budget Work Session

March 22, 2017



Budget Work Session 3/22/2017 Presented  
by JoLynn Berge

**\*Slides Updated as Marked**

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# Agenda

1. Review \$74m worst case plan
2. Review WSS cuts
3. Overview of a \$24m plan options
4. Overview of WSS options
5. Pros and cons for consideration
6. Consensus on WSS portion only
7. March 29<sup>th</sup> meeting

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# Outcome for Meeting

- Overview of \$24m
- Consensus on WSS restoration



# 2017-18 SEATTLE PUBLIC SCHOOLS BUDGET SHORTFALL



The state's paramount duty is to fully fund education

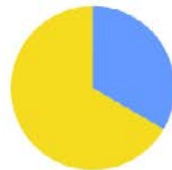


The state's failure has resulted in a \$74M budget shortfall for school year 2017-18

**\$41M** in compensation + **\$30M** in reduced levy authority + **\$3M** in SPS increased expenses  
**= \$74M budget shortfall**

**\$41M** of the projected budget shortfall is related to salaries and compensation.

SPS pays for 1/3 of all educators' compensation, a state responsibility.



● Seattle Public Schools ● State of Washington

**\$30M** is because the state has reduced how much we can collect from already approved levies.



This is known as the "Levy Cliff." **The "Levy Cliff" will happen unless state takes action by April 2017.**



**\$3M** is to support the opening of new schools and transportation.

**What is the equivalent of \$74 Million Dollars?**

**All central office supports**  
(e.g., payroll, transportation, curriculum, communications)

+

**3 staff per school**

**Our students, educators, and families deserve better**

#FullyFund  
#WAEDU  
#DoNoHarm



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# \$30m for levy??

- \$24.4m was restored in the levy cliff bill. The remaining \$6m (to total the \$30m for levy) is per pupil inflator. The state budget will determine whether this part is restored or not.

# Review of \$74m Worst Case

		as of Nov 22
Consensus	Total projected deficit	(\$74,200,000)
	Levy amount is not reduced (levy cliff goes away, levy authority stays at current level)	\$0
✓	Change board policy 6022 and use 50% of economic reserve fund	\$11,500,000
✓	Shift bond interest back to Capital	\$1,801,375
✓	Implement indirect policy on all grants and Capital	\$1,000,000
✓	Utilize all unrestricted fund balance amounts	\$5,000,000
✓	2015-16 Year End savings	\$3,365,634
✓	Potential 2016-17 salary savings	\$7,000,000
		\$29,667,009
	Remainder to solve	(\$44,532,991)

# Review of \$74m Worst Case

## Consensus



Reduced ALE audit recovery amount	\$410,000
Reduce 24 credit enhancements (Balance =	\$6,600,000
Central Office reductions	\$4,000,000
Eliminate District contingency reserve	\$2,000,000
Eliminate Fall enrollment reserve	\$2,000,000
Eliminate funding to reduce school splits	\$1,800,000
Curriculum(K-5 ELA, Middle school math and 17-18 curriculum)	\$11,300,000
WSS Reductions	\$16,631,000

Total \$44,741,000

Add amount of other cuts \$29,667,009

Total of \$74m \$74,408,009

# WSS Cuts

WSS Items	Recommendation (with 17-18 costs)	Current proposal
Roll back K-3 class sizes (26:1 Contract)	\$10,797,073	All non high poverty classes to 26 students, high poverty at K-22, 1st -23, 2nd 24
<del>Reduce F/R discretionary funding</del>	<del>\$69,800</del>	Technical adjustment to non-traditional schools
Reduce F/R discretionary funding	\$0	
Grades 9-12 class size back to 30:1 (Max 32 per contract)	\$1,760,144	All classes to 30:1
Revert back to Gr 4-5 class size of 28:1 (28:1 Contract)	\$1,282,776	All non high poverty classes to 28 students, high poverty at 27 students
Reduce elementary school counselors	\$412,648	Eliminate counselors for schools under 60% poverty
Reduce School Office Staff	\$744,599	Reduce school office staff
Reduce school assistant principals	\$1,500,693	Eliminating the additional elementary assistant principal allocations for schools with less than 27 teachers
Eliminate discretionary "core" staffing for all schools	\$1,955,023	Eliminating all discretionary "core" staff (Large Elementary, K-8 & MS)
Reduce nurses (maintain 1:1000)	\$210,900	Reduce high school nurses to .80 FTE per school
Reduce librarians	\$297,550	Reduce librarians for some elementary and K-8 schools from 1.0 FTE to .5 FTE
Reserve for high need school protection from some reductions	(\$2,000,000)	
Reserve for potential class size overage compensation	(\$400,000)	
<b>Total of WSS Items</b>	<b>\$16,631,206</b>	
<b>Net Impact:</b>		
120 teaching positions		
19 Asst. principal positions (9.5 FTE of these are from K-5 class size changes)		
2.5 librarian positions		
2.0 nurse positions		
4.0 counselor positions		
18 other certificated core positions		
12.5 classified positions (office staff)		



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# Guiding Questions/Framework for Restoration

1. Are people more essential than other non-staff items in eliminating opportunity gaps?
2. How can we continue our goal to address opportunity gaps?
3. Should we identify schools that need the most help/funding?
4. How do we ensure “bang for the buck” with fewer resources?

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# Restoration Plan - Considerations

- Should all of the WSS funding be restored first?
  - Equity?
  - Mitigation funding?
  - K-5 ELA adoption?
  - Central Office?
- Should some areas be brought back phased in?
- Should some areas be eliminated or reduced?

## Restoration Plan for \$24.4m

Current Cuts	Amount Cut	Option A-WSS restored as taken out	Option B - restore less of the WSS
WSS*	\$ 16,600,000	\$ 16,600,000	\$ 14,100,000
Economic Reserve Fund	\$ 11,500,000	\$ -	\$ -
Equity Funding for High Need Schools	\$ -	\$ 2,800,000	\$ 2,800,000
24 Credits	\$ 2,000,000		
Central Office reductions	\$ 4,000,000		
District contingency reserve	\$ 2,000,000		
Fall enrollment reserve	\$ 2,000,000		
Funding to reduce school splits	\$ 1,800,000		
K-5 ELA Adoption	\$ 4,800,000		
Middle School Math	\$ 1,800,000		
2017-18 Funding for curriculum	\$ 5,000,000		
Title II/STAR, etc	\$ 1,000,000		
SMART Goals	\$ -		
Other Needs (HCC, district goals, etc.)	\$ -		
<b>Total - Max of \$24.4m</b>	<b>\$ 52,500,000</b>	<b>\$ 19,400,000</b>	<b>\$ 16,900,000</b>

\*Summary only, detail available



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# Other Items to Consider

- 2017-18 SMART goals need funding
- There is no mitigation/Fall enrollment/splits funding
- Title I is estimated to be cut by \$500k
- Title II is estimated to be cut by \$1m
- IDEA may be cut, should know more in early May
- Funding for other district goals/work
- Other legislative changes

# Option A - DRAFT

- Fully restores the WSS to 2016-17 allocations
- Provides \$2.8m through an equity lens, for high needs schools
- Option schools remain at contractual class sizes, this was NOT part of the WSS cuts, but something option schools had requested, see <http://mysps.seattleschools.org/cms/One.aspx?portalId=25907&pageId=16226496#enrolle>
- Provides for some funding for fall enrollment/splits
- Provides funding for SMART goals and Title II backfill

# Option B - DRAFT

- \$14m of the WSS is restored
  - High school class sizes would remain at 30:1, not 29:1
  - Grades 4-5 class sizes would be restored to higher poverty schools
  - Option schools would be the same as in Option A
- Provides \$2.8m through an equity lens, for high needs schools
- Some funding for fall enrollment/splits is provided
- More funding is provided for SMART goals and Title II backfill

## WSS Detail

		<b>\$24.4 Million</b>	
<b>Area for Restoration</b>	<b>Amount to fully restore</b>	<b>Option A</b>	<b>Option B</b>
Roll back K-3 class sizes (26:1 Contract)	\$10,797,073	\$ 10,797,073	\$ 10,797,073
Reduce F/R discretionary funding	\$69,800	\$ -	\$ -
Reduce F/R discretionary funding	\$0	\$ -	\$ -
Grades 9-12 class size back to 30:1 (Max 32 per contract)	\$1,760,144	\$ 1,760,144	\$ -
Revert back to Gr 4-5 class size of 28:1 (28:1 Contract)	\$1,282,776	\$1,282,776	\$ 600,000
Reduce elementary school counselors	\$412,648	\$412,648	\$ 412,649
Reduce School Office Staff	\$744,599	\$744,599	\$ 744,599
Reduce school assistant principals	\$1,500,693	\$1,500,694	\$ 1,500,695
Eliminate discretionary "core" staffing for all schools	\$1,955,023	\$1,955,023	\$ 1,955,023
Reduce nurses (maintain 1:1000)	\$210,900	\$210,900	\$ 210,900
Reduce librarians	\$297,550	\$297,550	\$ 297,550
Reserve for high need school protection from some reductions	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)
Reserve for potential class size overage compensation	\$ (400,000)	\$ (400,000)	\$ (400,000)
<b>Total</b>	<b>\$16,631,206</b>	<b>\$ 16,561,407</b>	<b>\$ 14,118,489</b>

# WSS – How Much Staff is restored in Option A?

Full restoration (178 positions):

- Teachers
- Counselors
- Nurses
- Assistant Principals
- School Office Staff
- Other Cert Core Staff
- Librarians

\*Does not include any mitigation staffing, fall enrollment/splits staffing.

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# WSS – How Much Staff is restored in Option B?

Total staff restored is about 150.5

Full restoration:

- K-3 Teachers - Counselors – Nurses - Librarians
- School Office Staff - Other Cert Core Staff

Partial restoration

- Grade 4-5 teachers (all except for estimate of 9)
- AP's (all except for estimate of 2)

Not restored

- High school teachers (estimate of 16.5)

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# Questions to Consider

- Equity as the priority
  - Does “equity” mean different things to different people?
  - What equity is already in the WSS?
  - What are the expectations of our families who worked so hard to pass the Levy Cliff bill?
  - What about our legislative delegation?

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# Balancing the Expectations

- Partners want equity for all funds restored
- Expectation that all staff should go back to schools, because base funding was already too low
- Will our families continue to ask for McCleary funding



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# Outcomes

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# Outcome for Meeting

- Consensus on WSS restoration?
- March 29<sup>th</sup> work session for remaining amounts.