

Board Special Meeting Operations Committee

March 14, 2019 4:30pm

Board Office Conference Room, John Stanford Center
2445 – 3rd Avenue South, Seattle WA 98134



Minutes

Call to order: Director Eden Mack called the meeting to order at 4:36PM. Director Patu was present and Director DeWolf arrived shortly afterward at 4:38PM. The meeting was staffed by Chief Operations Officer Fred Podesta.

Director Mack proposed two adjustments to the agenda, to be discussed before the Board Actions Reports (BARs). First, at the March 13, 2019 Board Meeting, the directors asked that the Operations Committee review and discuss what information from construction contracts should be presented at the Board Meetings in order to approve the contracts. Second, Director Mack suggested moving the discussion of Policy H13.00 earlier in the meeting to accommodate to full participation of Chief Financial Officer JoLynn Berge in the conversation.

Director Patu moved to approve the agenda as amended and it passed unanimously.

Director DeWolf made a motion to accept the minutes from the February 7, 2019 meeting. Director Patu seconded the motion and it passed unanimously.

2019 Committee Work Plan and Facility Capital Projects BAR Management Schedule:

Director Mack highlighted changes to the Committee Workplan since the committee had last reviewed it. The changes reflect a conversation she had with Director of Policy and Board Relations, Ellie Wilson-Jones, regarding scheduling policy revisions.

Director Mack identified additional updates to the workplan:

- Inserting Policy H13.00 to the March meeting date
- Scheduling discussion of policies 3143, 4500, and 6610 at the April meeting
- Scheduling BARs for policies 3143, 4500, and 6610 at the May meeting
- Scheduling discussion of policies 6900 and 6901 at the April meeting
- Scheduling BARs for policies 6900 and 6901 at the May meeting
- Restoring the proposed Facilities Master Planning Advisory Committee to the Pending Items
- Scheduling Facility Joint Use Agreements as a Special Attention Item in April
- Maintaining Capital and Operations Community Engagement as a Standing Item on the agenda, to be managed and presented by COO, Fred Podesta
- Adding the annual report for Policy 4260 to that section of the workplan
- Changing the Capital Grants Update from a Standing Item to a biannual report, to be conveyed when grant applications are submitted
- Adding an annual Green Resolution Update in November

Director Mack confirmed that the planning meeting for the April 3, 2019 Board Work Session on Community Workforce Agreements is scheduled for March 20, 2019. Director DeWolf will provide the final review of the agenda and materials for that work session.

Director DeWolf made a motion to adopt the amended workplan. Director Mack seconded the motion and it passed unanimously. (Mack, DeWolf, Patu)

Capital Financial Budget Report

Capital Projects Financial Manager Melissa Coan referred to the December 2018 monthly financial report. She highlighted earmarked funds in the BEX IV program designated for technology.

Director Mack asked about unearmarked in the BEX and BTA programs. Ms. Coan confirmed that there is a reserve of \$600K. Mr. Best added that staff anticipate allocating these funds to the seismic improvement projects as those may exceed the current budget.

Director Mack inquired into the process for deciding when the underspend is available to be applied to other projects. Mr. Best explained that the Operations Committee makes that decision after staff have completed all of the projects defined in the levy. For example, the BEX II program had an underspend after all of its projects were completed. Therefore, the remaining dollars were combined with grant funds to implement the solar projects. He reminded the committee that staff presented this idea for using the underspend to the committee prior to pursuing the solar grants. He also noted that contracts at \$250K and above are submitted to the Board for approval.

Director Mack expressed a need for a regular process to assess the critical needs in the district and decide how to apply the underspend. Mr. Podesta added that he would include projects like improvements to the Nutrition Program in that review process.

Director Patu asked if it was normal to have such a significant underspend. Mr. Best explained that staff monitor levy projects like a portfolio and expect some to be over budget and others will be under. He clarified that the current underspend of \$9.6M accumulated over 20 years and reflected a small percentage of the total levy funds.

Design Modification\Construction Change Order:

Director Mack referred to the Change Order Log reviewed on February 8, 2019 by Richard Best and Director Geary. She noted that it was sufficient and did not need to be read into the record.

Policy H13.00 discussion

Chief Financial Officer JoLynn Berge, Chief Academic Officer Diane DeBacker, and K-12 Planning Coordinator Becky Asencio joined the discussion with the committee. Dr. DeBacker distributed the Start of School diagram and two Enrollment Planning documents for the committee's review and discussion.

Dr. DeBacker reminded the committee that each year, in the fall, the Superintendent updates the Board on the enrollment projections. She referred to the draft Start of School diagram and explained that it was composed by the district's Continuous Improvement team to identify the workflow and milestones of the enrollment process for January, when initial projections are calculated and reviewed, through May, when the school choice period concludes. She conveyed that additional process mapping is still being drafted by the team to capture the work conducted in summer and fall.

Director Mack inquired into Open Enrollment and Waitlists. Dr. DeBacker clarified that Open Enrollment spans February 4th through February 15th. On April 17th updated assignments are produced. Significant data processing is performed between the end of Open Enrollment and the April assignments. She noted that this year the district received 5800 Choice Applications but can only fulfill half of the requests. She added that waitlists are reviewed and adjusted up until the start of school in September.

Director Mack asked when staff examine the relationship between physical space in the buildings and assign students from the waitlists. Ms. Asencio explained that this is an ongoing conversation, as Capacity and Enrollment staff work closely together. Capacity at a school is based on the Weighted Staffing Standards (WSS) and Collective Bargaining Agreements (CBA). The WSS defines the number of students who can be assigned to a classroom by grade. For example, even if the physical space of a classroom might hold up to 30 Kindergarten students, the WSS caps the classroom at 18 students to the teacher in that room.

Director Mack contextualized her question by noting that the Operations Committee is tasked with providing recommendations on space utilization, which indicates influence into the student assignment process. Ms. Berge explained that the Board approves the CBAs. That decision is then routed to Ms. Asencio's capacity management team, which calculates the number of students that can be assigned to a given building. Then, the Enrollment team moves students from waitlists into seats at the schools.

Director Mack expressed concern about the cap set neighborhood schools. Mr. Best clarified that caps are only set for Option schools, because the Student Assignment Plan (SAP) doesn't limit attendance area schools. If a student selects to attend a different attendance area, then they are moved off of the waitlist and into the other school. Ms. Berge added that each school also had a capacity load. For example, Ballard High School is set for 1600 students. Mr. Best highlighted that it has been extended to 1900 students due to the placing of portables at that site.

Director Mack stated that the timeline lacked the appropriate Board intersection into the process such that they were presented with comprehensive information about enrollment, waitlists, capacity, overcrowded buildings, and under-utilized buildings. Staff suggested that the information was conveyed by existing mechanisms such as the Student Assignment Plan (SAP), the Capacity Management Plan, and the Capacity Management BAR, which is presented in early winter. For example, the Capacity Management BAR starts with the projections from the fall to identify capacity needs for the next school year.

Mr. Best provided additional context and milestones to the Enrollment and Capacity process.

- August - Enrollment reviews the five-year projections.
- October – submittal of current enrollment data to OSPI
- November/December - Capacity Management BAR
- Mid-February – rework the Capacity Management BAR at the end of Open Enrollment to include Special Education and Early Learning numbers.
- March - prepare drawings to go to the city for modifications or portables to place in the summer
- May and August – ongoing verification of numbers by coordinating with Enrollment, Office of Teaching and Learning, School Operations, Capacity Planning, and Capital Project's short-term planning team

Director Mack requested that this timeline be incorporated into the procedure. She reiterated the need for an intersection with the Board in this process and to identify when and how the Operations Committee would have an appropriate level of oversight. Director Mack posited that the function of the proposed advisory committee would be to support this work. She also articulated a need to daylight the difference between the five-year projections and the post-Open Enrollment numbers. Mr. Best suggested that that assessment was conducted in the budget projections, which are post-Open Enrollment.

Director Mack turned the conversation to the current budget projection, which eliminates 80 teaching positions. Ms. Berge referred the committee to the Enrollment Planning table of October enrollment and projections for the past seven years. She identified a wave of enrollment growth starting in 2012-13, peaking in 2014-15, and gradually falling since 2016-17. She explained that enrollment is sinking, year-

to-year, and the current projections reflect that. She noted that the district has not received half of the registrations that it had last year, at this time, for either Kindergarten or new students. Other districts are reporting the same pattern. Ms. Berge reported that enrollment projections were over by 700 students for the past two years, so for the 2019-20 year the district is taking a more conservative approach.

Director Mack requested the data that justifies the projection of a greater decrease in enrollment. Mr. Best suggested a trend analysis of the numbers in the Enrollment Planning table. He explained that, according to these numbers, enrollment has dropped by more than a percentage point for the last two years. Ms. Berge's projection is conservative in that it's only projecting a loss of half a percent.

Director Mack expressed concern for the school-by-school projections and how students and staff would be assigned to the buildings. Ms. Berge assured her that enrollment projections don't inhibit the waitlists and that the Option schools were not reduced. Plus, students are not turned away from attendance area schools.

Director Mack requested the following data to be reviewed and discussed at the upcoming Audit and Finance Committee meeting.

- Start of School diagram
- Enrollment Planning table document
- 2019-20 WSS Basic Ed Staff Changes
- School-by-school post-Open Enrollment numbers
- August 2018 5-year projection
- Post-Open Enrollment numbers for the last couple of years
- October 1, 2018 count by school for the last couple of years
- Variance analysis

Director Harris posed several questions to Ms. Berge. Ms. Berge confirmed that the district has a demographer. She confirmed that the enrollment at Franklin was capped to protect Rainier Beach. She explained that if funds were returned to the district, then they would be applied to the WSS first. Ms. Berge acknowledged that one of the highest recent birth rates was entering middle school at this time and there would be implications for high school. She clarified that the district does capture why students leave the district. That data is available for the past two years. Directors Mack and Harris requested it be shared at the Audit and Finance Committee meeting or in Friday Memo to the Board.

Director Harris noted that she thought Open Enrollment deadlines had been rescheduled to April, to allow staff greater more time to work with the numbers. Ms. Berge agreed to confer with Ashley Davies on that point.

Ms. Berge highlighted that the Human Resources process start before May 15th, as per the CBA. Then, there is the placement process where the district may reassign staff and will identify how many positions will be reduced. Director Mack requested that that be added to the process.

Director Mack paused the meeting to reassess the agenda. Mr. Best noted that he had to depart promptly at 6:30 PM. Director Mack moved the following items to the April meeting: discussion of Policy 6900, discussion of construction contract BARs, and Special Attention items. Mr. Podesta requested a meeting with Director Mack to discuss the BAR templates, with attention to streamlining and routinizing the process, before the next committee meeting.

BEX IV: Award Construction Contract P5121, Bid No. B11823, to Jody Miller Construction for Wing Luke Elementary School Replacement Project Phase II

Mr. Best reported that this project was originally bid in October 2018 but came in \$5M over budget. Staff worked with the architects to redesign the projects and lower costs. The school is currently 330 students but will be a 500-student site when it opens. He noted that the contractor, Jody Miller, is new to the district but he has confirmed their reputation.

Director DeWolf expressed concern that there was no mention of cultural connection in the project goals. Mr. Best explained that there are concrete graphics and agreed to add that information to the goals. He confirmed that there was an SDAT process and that the community chose the color of the school.

Director DeWolf made a motion to approve the BAR. Director Patu seconded and it passed unanimously. (Mack, DeWolf, Patu)

BTA IV/BEX IV: Award Construction Contract K1342, Bid No. 11824, to _____ for the Eckstein Middle School Exterior Sunshade Installation project

Mr. Best conveyed that the project goes to bid on March 20, 2019. There will be numbers in the BAR when it goes to the Board for introduction and action.

Mr. Best explained that the improvements to the site were negotiated by Senator Frockt. The district did not submit a request for these funds. However, the school does experience significant heat gains and the sunshades will alleviate that.

Director DeWolf made a motion to advance the BAR for consideration. Director Patu seconded and it passed unanimously. (Mack, DeWolf, Patu)

BEX IV: Award Construction Contract P5126, Bid No. B11832, to _____ for the Beacon Hill Elementary, Maple Elementary, & Orca Seismic project

Mr. Best explained that this contract is for Phase I of seismic improvements at three sites. He highlighted that the project will require a budget transfer from the BEX IV program contingency. The work will be completed this summer. The contract goes to bid on March 28, 2019. It will be presented to the Board with numbers in April.

Director DeWolf made a motion to advance the BAR for consideration. Director Patu seconded and it passed unanimously. (Mack, DeWolf, Patu)

BEX IV: Award Construction Contract P5125, Bid No. B11831, to _____ for Phase I of the Broadview Thomson Seismic Upgrade project

Mr. Best described the project as two phases occurring over two summers. This is a larger seismic project and requires a different set of skills in the contractor, which is why the BAR is only for the one project.

Director Patu made a motion to advance the BAR for consideration. Director DeWolf seconded and it passed unanimously. (Mack, DeWolf, Patu)

BEX IV: Award Construction Contract P5127, Bid No. B11833, to _____ for the Sand Point and Laurelhurst Seismic Improvement project

Mr. Best reported that this project will require a budget transfer from the BEX IV underspend. The project will run \$1.2 – 1.6M total. The project is Priority 1 seismic improvements at two schools. The need for this work was identified in a 2012 report on the district's buildings. The report is available on the SPS website.

Director DeWolf made a motion to advance the BAR for consideration. Director Patu seconded and it passed unanimously. (Mack, DeWolf, Patu)

Director Harris asked Mr. Best about the district's options to fast track the Rainier Beach project with the City of Seattle. Mr. Podesta reported that he had submitted a request to the Mayor's office to resume regular meetings with the city's staff in order to accelerate projects. They have indicated interest in helping the district. Director Harris asked that Mr. Podesta keep the Board informed as the relationship progresses and suggested that the directors may be able to assist via their relationships with the city.

BEX IV: Award Construction Contract P5124, Bid No. B12840, to _____ Construction for the View Ridge Seismic Improvements project

Director DeWolf noted the site's history of work in 2000 and asked if these seismic improvements were the conclusion of work on this building. Mr. Best replied that it was an older school, built in 1948, and that the district anticipates replacing it in 20 years. It is a site of ongoing miscellaneous repairs. The seismic improvements will fulfill a promise made to voters in 2013.

Director DeWolf made a motion to advance the BAR for consideration. Director Patu seconded and it passed unanimously. (Mack, DeWolf, Patu)

Director Mack paused for a time-check. Directors DeWolf and Patu agreed that they could stay 20 minutes over time, to end at 6:50 PM.

BTA IV: Award Construction Contract K5114, Bid No. B11825, to _____ for the Athletic Field Improvements at Garfield High School project

Mr. Best explained that this project is replacing the field with synthetic turf and installing field lights. This work is not related to the Green Resolution.

Director DeWolf made a motion to advance the BAR for consideration. Director Patu seconded and it passed unanimously. (Mack, DeWolf, Patu)

BTA IV: Award Construction Contract K5113 to King County Director's Association (KCDA) and Musco Sports Lighting, LLC, for the Garfield High School Athletic Field Lighting project

Mr. Best reported that this project has completed the SEPA process. The next step is to enter into a contract with KCDA and Musco. Musco is the only vendor, for field lights, which meet the city's energy code. By contracting through KCDA the project can be implemented as soon as the project has completed the city's master use permit appeal process.

Director DeWolf made a motion to advance the BAR for approval. Director Patu seconded and it passed unanimously. (Mack, DeWolf, Patu)

BEX IV & BTA IV: Approval of the Constructability Report and Implementation Plan and Intent to Construct Resolution for the Daniel Bagley Elementary School Modernization and Addition project

Mr. Best noted that this project is at the beginning of the construction process. The work will begin this summer. After the project has been contracted, staff will present the entire plan to the committee.

Director DeWolf asked for the resolution of intent to construct. It was not among the documents provided.

Director DeWolf made a motion to advance the BAR for consideration. Director Mack added that it needed to include the missing resolution. Director Patu seconded the motion and it passed unanimously. (Mack, DeWolf, Patu)

BTA III/BEX IV: Final Acceptance of the contract K5069 with CDK Construction Services for the Salmon Bay School and Decatur School Seismic Upgrades project

Director Mack asked if there was anything outstanding about this BAR. Mr. Best confirmed that there was not.

Director Patu made a motion to advance the BAR for approval. The BAR passed unanimously, while Director DeWolf had stepped out of the meeting. (Mack, Patu)

Grant Funds Update: BEX IV, BEX V, SCAP (Best)

Director Mack referred the committee to the Grants update memos provided in the meeting materials and advised them to review it.

Annual Capital Budget 2019-20: Review and Recommendations (Best, Coan, Krull)

Ms. Coan presented the draft budget and described it as what Capital Projects plans to spend in the next fiscal year, September 1, 2019 – August 31, 2020. She highlighted the total project budgets and the amounts planned for that twelve-month period.

Director Mack noted that the document doesn't report what has been spent to date. Mr. Best explained that while it could include expenditures through January 31, 2019, the fiscal year starts in September so there would still be a gap from February 1, 2019 – August 31, 2019. Ms Coan confirmed that she does use the amounts budgeted through the current fiscal year to compose the next year's budget. She noted that this is the format that is used every year and is included in the district's budget book.

Director Mack inquired about the \$9M Capacity Management funds of which only \$4M were being spent. Ms. Coan explained that there was \$9M allocated in BTA IV and \$4M of it was being used for portables in the next year. She added that the numbers are reviewed and revised until the next Board Work Session on budget.

Director Mack expressed concern about staffing and asked if the department was sufficiently staffed, especially on the planning team. Mr. Best confirmed that he and Ms. Asencio are reviewing that, but that they feel confident in the current team. Additional resources will be contracted as necessary.

Director Mack asked Chief Information Officer John Krull about his department's staffing. He described the work of 36 staff who work in the schools. Eight staff are responsible for training teachers. The other 24 are technical support specialists, each assigned to several schools in a given region, to maintain the computers, network, and audio-visual equipment. Director Mack inquired into the role of librarians with the technology at the schools. She reported hearing from students that the technology doesn't work and/or the teachers don't know how to use it. Director Mack asked Mr. Krull about the effectiveness of the technical staff assigned to the schools.

Mr. Podesta reminded the committee that Mr. Best needed to leave the meeting and asked if the directors had any additional construction questions for Mr. Best. Director Mack acknowledged that the meeting had run over time and tabled the discussion until the Board Work Session in April. She asked the directors to review the draft Annual Capital Budget for 2019-20 and send her their questions and recommendations to be submitted to staff.

Director Mack adjourned the meeting at 6:56

jsl