

# Board Special Meeting Operations Committee

September 6, 2018, 4:30pm

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



## Minutes

**Call to order:** Director Eden Mack called the meeting to order at 4:33. Director Scott Pinkham was present. Director Patu was unable to attend. Associate Superintendent Flip Herndon and Assistant Superintendent Pegi McEvoy staffed the meeting.

The agenda for the operations committee was approved, with a motion by Director Mack. Director Mack noted that the typical Capital Projects financial report would not be presented as it was just presented two weeks prior.

Director Pinkham made a motion to approve the minutes from August 22, 2018, and Director Mack seconded. The minutes were approved. (Pinkham and Mack) Director Mack indicated that she had a few follow up items, related to the content of the minutes, to note in the Committee Workplan.

**2018 committee work plan:** Director Mack reviewed the Committee Work Plan and noted items which had been discussed at the August 22<sup>nd</sup> meeting, but had not been captured in the workplan.

- Landmarking was added to the 10/4 agenda
- Policy 3208 was added to the agenda for August
- Items for meetings in the next fiscal year will be captured at the bottom of the plan
- McEvoy noted that work sessions are held when major changes are under consideration, therefore the October 24<sup>th</sup> work session is a placeholder, while recommendations from the task force are pending
- Growth Boundaries work session on September 12, 2018 was added to the work plan
- Mack requested a new name to replace “Parking Lot”
- Director Pinkham informed the committee that he will miss the October 4, 2018 meeting and requested a substitute, possibly Director Geary.
- Assoc. Superintendent Herndon confirmed that Policy 3231, Student Records, was a misnomer on the plan and would not be brought forward to another agenda.
- Director Mack reminded the committee of the agreement to change the title of the Capital Projects Workplan to BAR Management Schedule

Director Mack raised a point of process for agenda creation. She requested a meeting with Herndon, two weeks prior to the committee meeting, to review the draft agenda, draft minutes, updated Committee Workplan, and updated BAR Management Schedule. Mack suggested that Jennifer Lincoln attend to capture the decisions and revisions made at that meeting. Mack also clarified that she will review and confirm the final agenda before it is posted. Herndon agreed to the process.

**Update on upcoming capital and operations community engagement:** Tom Redman reported that Capital Projects is preparing for the first two of five community meetings in September to share levies information and solicit feedback from the public. He reminded the committee of the dates and locations of the five meetings. The BEX V work session will include a report from these meetings.

Redman clarified for Director Mack that the meetings will employ comment cards, as in the past, and that the department is considering adding a survey. The staff presentations will explain what is funded by the Operations Levy versus the Capital Levy, including how priorities are determined. Staff will present the Guiding Principles at the meetings. Redman informed the committee that the staff presentation was still in development and would be finalized the morning of Monday, September 10<sup>th</sup>.

Director Mack asserted the value of providing the public of the complete list of potential projects. She wanted to reinforce, for the public, that there is significant need throughout the district, which exceeds what can be placed on the levy. This list is the same set of possibilities that the Board is working with. Director Pinkham agreed and suggested that staff remind the public that the list was also shared at the Board Work Session on August 22, 2018. Herndon agreed to make the list available at the back of the meetings.

Melissa Westbrook asked if staff would convey that 85% of the technology budget comes from the capital levy. Herndon confirmed that it is in the presentation that Chief Information Officer, John Krull, makes at every meeting.

Director Mack requested that the public be reminded of the Board Work Session scheduled for September 26<sup>th</sup>, which will focus on BEX V and is another opportunity to provide input.

Director Mack inquired about the potential survey. Redman explained that it wasn't decided yet, but a survey might ask the public what the department had missed and what is important to them. Director Mack expressed concern that the survey question wasn't clearly defined. Herndon added concern about committing survey fatigue on families. He also raised the need for translating a survey. The timing of a potential survey, in the midst of district-wide Open Houses and Curriculum nights, was another strike against conducting a survey.

Director Mack expressed a desire to include Board directors at each of the levies meetings. Redman agreed and suggested emailing the Board an invitation to sign up for at least one of the meetings. Director Mack added that the email include the Board Office.

Director Mack suggested that the public learn that if they are interested in the scoring information for the projects, they be directed to contact the Board Office.

**BEX IV: Resolution 2018/19-1: Acceptance of the Building Commissioning Report for the Arbor Heights Elementary School Replacement project:** Lucy Morello, Senior Project Manager, reminded that Board that acceptance is a requirement for the state assistance from OSPI, per form D-11. The intent of the report was to verify that the mechanical systems operate properly and conform to the design and operations documentation. The report identified 228 issues and confirmed that they were all addressed. In addition, a training was held for the operators.

Morello clarified that Arbor Heights Elementary School was one of the first schools done, as it was in very poor condition. Originally scheduled for 2018, the project was moved up to 2016 in response to community input. Morello continued, not only was the project accelerated, it came in under budget and the surplus funds were returned to BEX IV. Director Mack requested that this information be added to the report. Herndon specified that the exact dollar amount not be cited, as the project was not finalized at this time.

Director Mack noted that it would be helpful to have school addresses included in the Board Action Reports (BARs) and for the annual acceptance of schools. She reminded the committee of a Board request

for each school's OSPI number, school name and address. This information clarifies which program is housed in which building at which address. Herndon confirmed that the school's address, as well as its opening date, can both be included in the BARs' background information.

Director Pinkham inquired into the additional email, included with the final commissioning report. Herndon explained that the report was completed in 2017 but two additional issues were identified and resolved after that. The construction manager advised against editing the report, but attaching a clarifying email, as per industry practice.

Director Pinkham made a motion to approve the BAR and Director Mack seconded. The vote was unanimous. (Pinkham, Mack)

### **BTA & BEX Resolution No. 2018/19-3, Signatures of Authorized Personnel for State Aid**

**Programs:** Herndon explained that the BAR reflected an annual process of authorizing signatures for OSPI. It allows Superintendent Juneau, Deputy Superintendent Stephen Nielsen, Associate Superintendent Flip Herndon, and Director Richard Best to sign forms for OSPI

Director Pinkham made a motion to approve and Director Mack seconded. The vote was unanimous. (Pinkham, Mack)

**Discussion of Policy 3130 and H13.00 – Student Assignment and Capacity Issues:** Director Mack noted that the next three items on the agenda, Policy 3130, Policy H13.00, and the Long-Range Facilities Master plan, intersect. She decided to eliminate the third item from the immediate discussion and focus on the two policies.

Policy 3130 is a student assignment policy, which articulates the basic guidelines of how students choose or are assigned to schools. However, "space available" is not defined in policy. In practice, space available refers to both the space in the building and the teachers assigned during the budgeting process. Challenges remain regarding how waitlists get moved, as well as when and how to feedback into the budgeting process if the need is for more teachers not physical space. This, in turn, influences the capacity management process.

Policy H13.00, regarding capacity management, was written in 2009 before the district felt the need to add physical space. It states the need for a capacity management process, including an annual evaluation, report, and program placement. It also recognizes adding or renovating buildings. However, it is vague and doesn't identify additional times to evaluate capacity management. In response to this policy, Director Mack cited the need to adopt additional policies and superintendent procedures.

Rebecca Asencio, K-12 Planning Coordinator, outlined when in the past year the department has reported to the Board on capacity management. She named an annual BAR presented in January, a report to the Board in May 2018, and communication between the enrollment and facilities departments throughout the year – such that adjustments are made ongoing. Adjustments to staff and BARs for portables or repurposing school rooms are other times when the Board learns about capacity issues.

Director Mack referred to a Board work session held earlier in the year, when the Board discussed short, medium, and long-term challenges. The conversation daylighted "hot spots." Director Mack asked if the same meeting would be added to the annual timeline. Asencio clarified that the January BAR is tied to the issuing of permits for substantive changes. Ashley Davies, Director of Enrollment Planning added that, due to boundary changes and related student assignment, the department could not commit to providing

an update to the Board in May. Herndon did agree that the district needs earlier indicators of problem areas and potential solutions.

Director Pinkham returned the discussion to the policies at hand and asked if Director Mack wanted to change them. Director Mack clarified:

- 1) The student assignment policy needs to define “space available”
- 2) The capacity management policy needs to be rewritten or renumbered.
- 3) The superintendent policies need to provide clear timelines and processes. It currently focuses on Teaching and Learning matters, not facilities management.

Director Mack inquired into the mechanisms to identify capacity issues and support nimble solutions. She suggested that a task force, focused on capacity issues, may help.

Herndon added that another issue closely related to capacity is the hiring and transferring of teachers. The rules for these processes are outlined in the Collective Bargaining Agreements (CBAs). The CBAs establish how to identify openings in other buildings, who gets to transfer, and who gets to hire.

Director Mack returned to the policies on the agenda and assigned the following tasks to the staff:

- Define “space available” in Policy 3130
- Revise Policy H13.00 into a numbered and updated policy
- Drafting the superintendent procedures to accompany H13.00

Herndon agreed to these tasks.

Director Pinkham raised an issue around a student holding guaranteed seats at both a K-8 school and an elementary school or middle school. He asked how that is managed to employ existing capacity at a school and avoid over enrollment at another. Director Mack suggested that the place for that change was in the student assignment plan

**Potential Student Assignment Transition Plan Changes for 2019-20:** Davies clarified that the district is working under the transition plan passed for 2017-18. The discussion on the agenda is about solutions for 2019-20. She provided the committee with a one-pager identifying the timeline for changes and recommendations for given challenges.

#### 1) International/Dual Language Immersion Pathways

Discussion focused on the tension between establishing a Southeast High School Pathway for International/Dual Language Immersion and managing the seats available for students in the option school at Cleveland. Davies confirmed that seats would need to be held for the anticipated cohort from Mercer, which would subtract seats from the option program.

Director Mack raised the issue of how access would be determined, especially via an equity lens. Herndon clarified that the matter would need to be resolved with the cooperation of other departments, such as Teaching and Learning, in addition to Enrollment Planning. He continued that each of the district’s pathways, such as Highly Capable, will also require conversations with other departments to achieve fair and equitable solutions.

Director Mack requested that the Dual Language Pathway be included in the Board’s conversation about boundaries at the September 12 Board Work Session, because it will have an impact on enrollment capacity. Davies suggested that another work session on student assignment would be an appropriate place for the discussion.

## 2) Highly Capable Updates

Director Mack highlighted that the Spectrum program still exists in the Student Assignment Plan. Herndon clarified that the transition plans trump the student assignment plan.

Director Mack raised the issue that, in the absence of Spectrum, advanced learning isn't actually taking place in all schools, consistently. She asserted the need to define advanced learning. Herndon explained that this matter is outside the scope of Enrollment Planning and belongs to Teaching and Learning. Davies that, according to the Continuous School Improvement Plans (CSIPs), each school is supposed to outline what it means at its site. Director Mack suggested that the Advanced Learning group provide an update to the Board regarding the definition and consistency of the opportunities for advanced learning in the district.

## 3) Grade Level Adjustment for Middle College – to serve 9-12

Director Mack did not anticipate any issues with this change.

## 4) Blending of Graham Hill's Montessori Program and Removing Tiebreakers

Davies reported that this request came from the school's Equity team. The neighborhood and the school are diverse, but the Montessori classrooms are not. The intention is that the entire school would have a Montessori theme, similar to Leschi. Herndon added that Teaching and Learning would be able to clarify how that would take place and whether or not it is happening at Leschi.

## 5) Changing "Service Schools" to Options Schools with continuous enrollment

Davies reported that this suggestion came from Director Harris but was not clear about which schools were targeted for the change. Director Mack highlighted the need to clarify the rules for how students access the schools with continuous enrollment and differentiate them from schools with open enrollment.

Director Mack referred back to the issue of Advanced Learning/Highly Capable opportunities, citing a problem of students needing to access those services one year out. She suggested that continuous enrollment would be better for access but recognized the challenges it presents for budgeting and capacity management. Herndon noted that the testing and appeals process for the program takes months. Davies added that the programs are in locations that are already over capacity. This discussion will resume at another meeting.

### **Discussion of Policy H13.00 – Capacity Management:**

Discussion of Policy H13.00 was incorporated into the discussion of Policy 3130, above.

**Discussion of Long Range Facilities Master Plan:** Discussion of the Long Range Facilities Master plan will occur at a later meeting.

**Process and Timeline for community engagement and board action for 2019-20 Boundary changes and Student Assignment Transition Plan** Herndon reported that community meetings are being scheduled for October.

**Update on BEX/BTA Oversight Committee membership recruitment effort:** Herndon reported that he and Richard Best, Director of Capital Projects and Planning, will post the guidelines for recruitment to the BEX/BTA Oversight Committee. Herndon also noted the tension between replacing committee members who have served multiple cycles without depleting the committee of members. A cycle constitutes two years, and members may serve a maximum of two cycles.

**Advisory Committee for Student Assignment, Boundaries and Capacity Management:** Director Mack reported her plan to schedule a meeting with relevant parties regarding an advisory committee for

student assignment, boundaries and capacity management. She recognized that the superintendent prefers that this be a superintendent committee, rather than a Board committee. Mack will collaborate with Superintendent Juneau to establish mutual goals for the group's work.

**Update on waitlist movement planned prior to August 31, 2018 waitlist dissolving:** Davies reported on the results of the waitlist for school year 2018-19. Approximately 53% of students who applied for a choice were seated at their preferred assignment. The district received the smaller waitlist in several years. Davies continued that, given rolling enrollment until October 1, the department did not have clean data on final enrollment numbers to share with the committee at this time.

Director Mack inquired about when the Board learns about enrollment and related issues. Davies explained the process as managed by a small team of staff from Enrollment Planning, Budget, and Human Resources. The team compares the first week of data from manual counts from the schools to expected counts from Power School. Then, the team reports their findings to the schools by September 17, 2018, to start the process regarding staffing changes at given schools. Director Mack requested that the Board also receive this information, as directors will be fielding inquiries from the public.

Director Pinkham followed up to learn how enrollment numbers are captured for Kindergarten. Davies explained that manual counts begin with the first day of Kindergarten, Monday, September 10, 2018.

Director Mack referred back to the discussion about capacity management procedures and noted that the start of school procedures should be included in that document.

**Capital Projects Advisory Review Board (CPARB) Review for Certification of General**

**Contractor/Construction Manager (GC/CM):** Herndon explained to the committee that the Capital Projects Advisory Review Board (CPARB) currently allows the district to proceed with a General Contractor/Construction Manager (GC/CM) mode of working on the school buildings. However, an entity can also become its own authorizer of building projects. CPARB has suggested that the district do that.

Herndon clarified that the review process to become an authorizer takes several years and there are still significant details to learn in terms of the impact on the district, the timeline for the process, funding for it, and any additional staff required. Once Herndon and Best have these answers, they will probably return to the Board with a BAR to approve entering the process. Herndon agreed to inform Director Mack at the October 4, 2018 Operations Committee meeting, of the cost and timeline for the approval process.

**Draft Facilities Master Plan Update 2018 for Building Excellence (BEX) V Capital Levy** Asencio highlighted that staff are incorporating the comments from the Board Work Session into the Facilities Master Plan Update. Staff are waiting for the Board to provide the weights for the scoring process. Herndon added that final recommendations from the Facilities Master Plan Task Force will be included in the final Update. Director Mack requested that schools' official names and street addresses also be included in the final document.

Director Mack confirmed that Facilities Master Plan will be presented, via a BAR, at the October 4, 2018 Operations Committee meeting to initiate the approval process. She also shared that a final recommendations document, from the Facilities Master Plan Task Force is expected after the group's final meeting on Monday, September 10, 2018. That document will be presented to the Board either in 3x3 meetings with staff or via an email.

The meeting adjourned at 6:48pm.

jsl