

Board Special Meeting Operations Committee

October 4, 2018, 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 4:30 p.m. Directors Betty Patu, Jill Geary, and Rick Burke were also in attendance. Associate Superintendent Flip Herndon and Assistant Superintendent Pegi McEvoy staffed the meeting.

This meeting was audio recorded by KNKX Public Radio, from the start of the meeting through the BEX V Levy resolution discussion.

The agenda for the operations committee was approved, with a motion by Director Geary, seconded by Director Patu. (Mack, Patu, Geary)

The minutes from the September 6, 2018, meeting could not be approved due to the absence of Director Pinkham from this meeting.

2018 Committee Work Plan: Director Mack reviewed the Committee Work Plan and Facility Capital Projects BAR Management Schedule and did not request any changes.

Update on upcoming capital and operations community engagement: Tom Redman reported on community engagement meetings since the last Operations Committee meeting. There were twelve meetings at schools around the district. Staff collected 548 comment cards and emails.

Redman provided the committee with upcoming engagement activities:

- On the night of Levies Action Resolution, a news release detailing the information of both levies
- In December, a summary report of what's been done with levy dollars, thus far
- In November a levy summary one-pager
- At the same time as the Special Election Ballots, a brochure outlining the plans for the levy funds
- During the winter, targeted digital messages with levy info
- When the ballots are mailed, a media briefing about the levies

Director Mack asked Redman to provide all of the community engagement information to the Board in an email.

Capital Financial Budget Melissa Coan reported on Capital's financial activity through July 31, 2018. She cited the current balance is \$102M. She reminded the committee that the fiscal year closed on August 31, 2018.

Coan highlighted changes to the structure of the report, such that the funds are ordered by number: BEX II, BTA II, BEX III, BTA III, etc.

Director Geary asked when BTA II will come off the report. Coan clarified that \$.5M remains for solar panel work that is pending or in progress at six schools. The department anticipates using the total remaining funds for the solar projects.

Director Mack inquired into a summary report of energy savings produced through the solar panels. Richard Best explained that a final acceptance report will come to the committee and that the department can provide a summary report a year after.

Design Modification\Construction Change Order: Best reported on the change orders, which he had reviewed with Director Geary on Friday, September 14, 2018. He cited five change orders:

- Lincoln HS \$124,928
- Magnolia ES \$244,114
- EC Hughes ES \$85,172
- BEX V Master Planning modification \$122,862
- Modification #20 to Mahlum Design Contract for Cascadia/Robert Eagle Staff \$2,772

Director Geary asked if the Magnolia change order was high. Best replied that 56% of the project was complete and change orders totaled 54% of construction contingency budget. He added that the department continues to track the changes at EC Hughes, as there is one more pending negotiation.

Best explained the Master Planning change order was for consideration of two potential sites for a downtown elementary school, plus mechanical and electrical planning for several existing schools.

Approval of Facilities Master Plan 2018 Update: Director Mack introduced the Facilities Master Plan as the most recent draft of a document that the committee has seen several times. She reminded the committee that the updated plan is a requirement of Policy 6901 and informs levy planning.

Becky Asencio provided an overview of the plan. She reminded the committee that the plan addresses both building condition and capacity analysis. The document includes information from previous analyses, assessments from summer 2018, and recommendations from the Facilities Master Plan Task Force. The final list of levy projects will be added to the end of the plan.

Asencio highlighted changes in this draft, including demographic tables, building life cycle, and revised capacity tables, which have been made easier to understand for both short-term and long-term views.

Director Mack highlighted that the district is currently at 112%. She called out the number of portables at elementary schools, which is 172 of the total 296 portables in the district.

Director Burke noted that the 112% referred to “right size” capacity and asked if there was a comparison to maximum capacity available. Asencio clarified that because the Facilities Master Plan is a long-term document, it uses “right size” capacity. However, she noted that similar tables do exist that present year to year operational capacity.

Director Mack remarked that she has additional suggestions and edits to the plan, which she will provide to the department in an email.

Director Mack brought the committee’s attention to pages 38 and 39 of the plan, to review Equity Scoring. She reminded the committee that the Board established the Guiding Principles for the levies in May 2018 and set equity as the overarching guiding principle. Policy 6901 also states “need a scoring system to objectively evaluate the projects for the levy”. Director Mack added that the Facilities Master

Plan Task Force reviewed and supported the analysis of capacity and the scoring system. She referred the committee to the Facilities Master Plan, which offers a condensed version of the categories and the projects. She highlighted that the scoring was applied to the projects under consideration – not every school in the district. She reminded the committee that the total cost of the proposed projects is \$2.5B and therefore they can't all be placed on the levy.

Director Burke wanted to know how the scoring was devised and if a more granular option for equity was available. Director of Research and Evaluation, Eric Anderson, explained that the scoring was derived from the four tiers in the Weighted Staffing Standards (WSS), which was developed for weighting funding for schools. It was applied to the proposed levy projects because it was already understood in the district. Director Mack clarified that the four tiers were translated into a five-point scale for the projects, to be like the rest of the scoring method.

Anderson reminded the committee that at the August 22, 2018, Board Work Session he had noted that there are other ways to process the equity scores, including more granularity. The issue came up again at the September 26, 2018, Board Work Session. Anderson also referred to questions the staff had received about Kimball Elementary and Montlake Schools – noting that both are Tier 4 schools but with different granularity. He recognized that all this suggested that a more granular approach might be more appropriate for the BEX V equity scoring.

At this point in the meeting, staff distributed a more granular version of the scoring with a narrative. Best highlighted that while the same schools were on the list, the new version of the scoring shifted the priority ranking of the schools.

Director Mack followed up to ask if staff had a list of smaller projects for the district. Best confirmed that the new list was still in development. He noted that historically the BEX levy projects have been large scale replacement and modernization, where the BTA levy has addressed smaller projects. He explained that staff are examining and analyzing what the small projects would be, starting with the condition projects. Staff needed to verify that a given building wouldn't be up for a large project in BEX VI before they assigned it a smaller project on BEX V, to avoid demolishing recently completed work.

Herndon highlighted that while there were fourteen schools on the list, the levy wouldn't cover all the projects at those sites. He explained that staff are analyzing the consequences of smaller projects to avoid triggering the "substantial alteration" policy in the city's building codes. Director Burke acknowledged the tension and raised a concern about the impact of this policy on the district's planning and execution of critical projects. Herndon clarified that the district is in ongoing discussions with the city about this matter and others.

Director Mack proposed a Board Work Session for Wednesday, October 10, 2018, to review the equity scoring and new project list. Directors Geary and Patu agreed. Director Burke noted that he would call into the meeting from out of town. The Work Session was scheduled from 4:30 – 5:30, to avoid conflict with the Superintendent's Listening Learning tour, also happening that night.

Director Mack noted that the new version of equity scoring would be incorporated into the Facilities Master Plan. She asked if there is a formal opportunity for public comments on the plan. Herndon indicated that the process was the same as for items going to Introduction and Action at the Board Meeting. The committee recognized that they could also accept feedback via email to the following addresses:

- Operations Levy: budget@seattleschools.org
- BEX V: capitallevy2019@seattleschools.org
- schoolboard@seattleschools.org

Director Geary moved to advance the Facilities Master Plan for consideration at the October 17, 2018 Board Meeting. Director Patu seconded and the motion passed unanimously. (Mack, Geary, Patu)

Herndon agreed to work with Director of Policy and Board Relations, Ellie Wilson-Jones, to schedule the Work Session. Best noted that the staff wanted to respond to the questions raised by Director Burke in an email. Director Mack confirmed that the relevant questions would be addressed in an agenda setting meeting in the next several days.

Building Excellence (BEX) V Capital Levy Program and Authorizing Resolution 2018/19-6:

Herndon presented this BAR as containing the ballot language for the BEX V levy. He noted that blanks remain in the body of the document because the final dollar amount has not been decided, yet. The BAR must be presented now, to establish the ballot language in time for the levy.

Director Mack accepted a question from the public regarding the availability of the new list. Director Mack replied that it would be at the next Work Session. She clarified that it would be introduced at the October 17, 2018 Board Meeting and voted on at the October 30, 2018 meeting. She added that the public hearing will be held between these two meetings.

Director Burke raised the tension between major projects and smaller projects. He added that this is the first time the district has employed equity tiering. He suggested that it be applied to the McKinstry assessment to determine the smaller projects. Best added that there are other projects which are also critical, such as a roof replacement at Wedgwood. He explained that staff are discussing these matters with technical experts to discern what can wait, to allow a smaller project, and what is urgent. Herndon reminded the committee that some systems projects need to be performed together, such as mechanical and electrical, but that staff would be able to report on that soon.

Director Mack noted that the district needs assistance from the state and the city to address all the needs.

Director Geary moved to advance the BEX V resolution for consideration and introduction on October 17, 2018. Director Patu seconded and the motion passed unanimously. (Mack, Geary, Patu)

BEX IV/BTA IV Approval of the Value Engineering Report for the Daniel Bagley Elementary School Modernization and Addition Project:

Best reported that value engineering is required on projects greater than 50,000 square feet. He described it as a brainstorming process. For Daniel Bagley, the architects proposed twenty-nine ideas, of which twelve were accepted in part or in full and seventeen were rejected. Best clarified that the recommendations are recorded on page two of the report. Director Mack requested additional summary and key findings, according to Best's judgment, be attached to the BAR.

Director Geary moved to advance the BAR to the Board for consideration, with the discussed amendments. Director Patu seconded and the motion passed unanimously. (Mack, Geary, Patu)

OSPI Distressed School Grant: Award Architectural and Engineering Services Contract P1580 to Mahlum Architects, Inc. for the Coe Elementary School Classroom Addition Project:

Director Mack- asked if the grants had already been approved. Herndon explained that the department was working with finance to learn where the approvals take place. Director Mack clarified that the BAR was not approval of the grant but the spending of the grant.

Best reported that the funds would be applied to additions at Coe and Magnolia elementary schools. He clarified that this is the beginning of these projects. Construction will start summer 2020 and be

completed by Winter Break. He explained the costs were slightly higher than what is recommended by the state's Office of Financial Management and the Office of the Superintendent of Public Instruction. However, that was because the district requests additional architectural administration for Design/Bid/Build projects to facilitate coordination reducing risk, and ultimately saving money. He added that this adds 10% to the architectural costs but is approximately 1% of the total cost of the project. The committee agreed that this is not significant in the scope of the project.

Director Geary moved to forward both BARs, for Coe and Magnolia, to the Board for approval. Director Patu seconded and the motion passed unanimously. (Mack, Geary, Patu)

OSPI Distressed Schools Grant: Award Architectural and Engineering Services Contract P1579 to Mahlum Architects, Inc., for the Magnolia Elementary School Phase II Classroom Addition project:

See above.

Final Acceptance for BTA III and IV Contract K5076, Synthetic Turf Replacement at Old Van Asselt and Whitman Middle School and Field Lighting Infrastructure at Whitman Middle School:

Best reported that the project came in under budget. Director Geary moved to advance the BAR for approval. Director Patu seconded and the motion passed unanimously. (Mack, Geary, Patu)

Policy 3130 Student Assignment and Policy H13.00 Capacity Management: Major Benchmarks and Timeline for Committee's Annual Utilization Recommendations:

Director Mack reminded the committee of the concerns with the existing policies such that "space available" in policy 3130 needs clarification and, policy H13 needs updating and actionable procedures.

Ashley Davies clarified that she was prepared to discuss the potential advisory committee and the updates of the policies.

Director Burke noted that he wanted to be sensitive to community burnout and requested the questions that the advisory committee would be asked to answer or what gap they would fill for the district. Director Mack explained that the advisory committee would support planning by identifying hot spots and potential issues, as well as vetting those solutions. Director Burke suggested that this role might be better served by a LEAN specialist or root cause specialist. Director Geary added that the Board needs to identify how it is going to proceed when the levies end, and an expert approach might be the place to start.

Director Mack suggested that an advisory committee would be helpful after the Board established the process, policies, and procedures. Director Mack listed issues to be solved such as: capacity management procedures, when to do enrollment projections, when and how to decide on staffing and waitlists, and where to house programs. Director Geary highlighted the matter of how to change programs.

Director Mack raised the role of the BEX/BTA oversight committee for the future. Director Burke clarified that that committee's expertise is construction and efficiency of dollars, rather than capacity and enrollment. Herndon added that the oversight committee considers future levies from the fiscal perspective and provide their expertise on the sufficiency of the dollars. Herndon recommended starting with staff and seeing what their work reveals. Then consider an advisory committee, which might meet monthly or less frequently. Director Mack suggested the committee could meet at specific times to address specific issues and timelines.

Director Geary returned to the matter of moving programs, indicating that it seemed to be the same programs and same neighborhoods that take the brunt of the changes. Herndon responded that while staff are aware of that anecdotally, the district needs the data showing that.

Davies conveyed that the upcoming October 22, 2018 Board Work Session on Student Assignment was planned to focus on the 2019-20 school year, achieve clarity on the meaning of “space available,” and initiate the discussion of how student assignment will function as a long-term process. Director Mack agreed and asked Davies to schedule an agenda-setting meeting.

Director Burke returned to Policy H 13.00. He noted that the last paragraph of the policy indicated the intent to build out a policy framework. He suggested that as a path forward, starting with naming educational and racial equity as part of policy.

Landmarking Fiscal Impact: Herndon provided a one-page document on what landmarking costs the district. It outlined the impact of major renovation projects, what has happened historically, and what the district anticipates in the future.

Director Geary requested clarification on the cost per elementary school. Herndon replied \$400K – \$500K per school.

Director Mack asked Herndon to update the report with date and authorship.

BEX/BTA Oversight Committee Recruitment Update: Best reported that the advertisement inviting applications was posted and applications close on October 24, 2018. He requested Board involvement in the selection process. Directors Burke, Geary and Mack agreed to participate.

Best clarified that the recruitment was following the same process as the Facilities Master Plan Task Force. Plus, the invitation to apply was sent to the Association of General Contractors, as the committee doesn’t have a contractor currently. Best anticipates great interest in the role.

Growth Boundaries: Response to Work Session Questions and Reiteration of Timeline: Davies reminded the committee that at the September 12, 2018 Work Session, staff presented potential boundary changes at the following schools:

- Green Lake
- Magnolia
- Maple
- Robert Eagle Staff
- Mercer

She proceeded to review them one at a time.

Davies provided the data and rationale for moving the boundary for Greenlake and BF Day. She concluded that staff do not recommend a boundary change for these two schools at this time due to limited space at BF Day.

Director Mack inquired into the capacity of portables at McDonald and Stanford to increase capacity at those sites and provide relief for the area. Davies explained that neither school has the physical space to hold another portable. Herndon added that both sites are landmarked.

Director Geary asked if the district is placing students in the younger grades into the immersion schools. Davies replied that an additional kindergarten has been added at both schools, which is helping.

Davies reported that staff are working with the Magnolia community and school leaders to schedule meetings and review scenarios for a boundary change in that area. Two meetings are scheduled so far: at Lawton on October 25, 2018 and at Catharine Blaine on November 1, 6:30 – 8:00 pm.

Davies reported on the boundary change pending for Maple and a meeting held at Van Asselt on Tuesday, October 2, 2018. Davies reminded the committee that the boundary change is already approved for 2020 and is related to the opening of Wing Luke. However, at a meeting at Maple in June 2018 some community members requested accelerating the timeline to 2019-20 due to capacity constraints at Maple. The first scenario the district proposed was declined due to demographic impact. The new scenario includes the upper part of Beacon Hill. It also includes splitting of the geography of Georgetown, based on data indicating that no students live in that part of the neighborhood. However, there are families there and the neighborhood strongly identifies as one community.

Director Mack suggested the committee needed a broader picture of the other schools in that region. She also expressed concern about the immediacy of the change. She was wary of making the change for 2019-20 and it needing to be done again in 2020-21. Director Mack inquired into the current state of Maple. Herndon replied that it is very overcrowded, and Van Asselt does have space available.

Director Mack asked for the timeline on the decision. Davies replied that staff need a proposal by the December 6, 2018 Operations Committee meeting. Herndon added that the goal is to have the boundary change settled before open enrollment. Davies continued that accelerating the timing of the boundary change first came up last year from a segment of community at Maple. She noted that at Tuesday's meeting the matter was less about the timeline and more about the geography. Therefore, staff need feedback on both the timeline and the geography.

Director Mack was wary of disrupting families with an uncertain plan. Herndon explained that the impact of a boundary change and grandfathering means that the immediate relief doesn't happen right away. Director Mack noted that the process felt too fast, to do the analysis and conduct the conversations, for enacting boundary changes for 2019-20.

Director Burke asked if a community meeting was scheduled for Robert Eagle Staff. Davies replied that it was not booked at this time.

Director Mack suggested that the Board needed another Work Session in late November to address boundary changes. She also wanted the Robert Eagle Staff and Mercer possibilities for that meeting. Davies noted that staff are waiting to learn if Mercer is on BEX V or not, at which point they can proceed with planning.

Director Mack accepted a question from the public. The community member was from Georgetown and expressed frustration with how quickly a change was being proposed for their community, when Beacon Hill had seven years to plan for its change. She asked how it could be changed so quickly. Director Mack recognized that the boundary situation was challenging. She cited the changes in demographics and growth in Seattle as prompting the changes in the district. Director Mack noted that the Board does want to provide as much predictability as possible and be thoughtful about changes and impacts on families.

The meeting adjourned at 6:38pm.

jsl