

# Board Special Meeting Operations Committee

November 1, 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 4:31. Director Pinkham was also present. Director Patu was absent. The meeting was staffed by Executive Director of Operations, Pegi McEvoy.

Director Mack noted that the timing on the agenda might shift during the meeting. Director Pinkham moved to approve the agenda and Director Mack seconded. The agenda passed unanimously. (Mack, Pinkham)

Director Pinkham made an amendment to page four of the minutes from the September 6, 2018 meeting. He noted that the issue of a student having two spots held for them should include Elementary School. Director Pinkham moved to approve the minutes as amended. Director Mack seconded the motion, and the minutes passed unanimously. (Mack, Pinkham)

The minutes from the October 4, 2018 meeting were not approved as Director Pinkham was not present at that meeting and Director Patu was absent from this meeting.

**Growth Boundaries Process Status Update for 2019-20:** Director of Enrollment, Ashely Davies, reported on the status of the Growth Boundaries process and reviewed the timeline. She noted that the December 6, 2018 meeting of the Operations Committee will include BARs to be introduced at the December 19, 2018 Board Meeting. Ms. Davies reminded the committee of the Board Work Session on Boundary Changes coming up on Monday, November 19, 2018. She reminded the committee of the two reasons influencing the timeline:

1. Open Enrollment begins the first week of February, therefore decisions need to be made and disseminated to families before then;
2. Boundary changes equal geography changes, which influence enrollment projections for a given school.

Ms. Davies provided updates on the four proposed boundary changes that were discussed at the October Operations Committee meeting:

1. Magnolia – Ms. Davies reported on community engagement related to the proposed boundary changes for Magnolia Elementary School. The first meeting was held at Lawton and the second meeting was coming up at Catharine Blaine. Three scenarios have been drafted, with input from principals and families, and are conveyed at the meetings. Community questions have addressed enrollment and capacity, how Magnolia will open, and grandfathering of students at their current schools. While a degree of geo-split is required, the district does have an option for grandfathering 5<sup>th</sup> grade students. The first meetings demonstrated relatively broad support for the options. Ms. Davies noted that she will summarize the community feedback and compile the questions for the Board Work Session on November 19, 2018.

2. Maple – Ms. Davies reminded the committee that the October 4, 2018 Operations Committee meeting included a report from a community meeting with Georgetown families regarding the updated scenario for boundary changes for Maple. The new scenario was developed in response to Maple families and principal requesting an accelerated timeline for approved boundary changes. The Board had inquired into the impacts of holding to the current schedule. Ms. Davies reported that while the district does expect increased enrollment at Maple, it does not anticipate an additional classroom. She noted that next steps include updating the community, resuming communication after the BOD decides on other boundary changes in the district. She indicated that the district wants to align changes at Maple with changes at Mercer, for a more wholistic view of district capacity.  
Director Mack recommended holding with the planned changes in 2020. Director Pinkham concurred but wanted to know the reason why enrollment numbers were inaccurate this year. Director Mack recognized the committee’s consensus and committed to presenting this recommendation to the Board Work Session.
3. Robert Eagle Staff – Ms. Davies conveyed that district staff from multiple departments were assessing options and discussing them with school principals. She noted that an updated briefing and supporting data would be emailed to the committee. She informed the committee of two upcoming community meetings on November 7, 2018 at Robert Eagle Staff, and on November 13, 2018, at Whitman, to present the options and solicit feedback. Information from those meetings will be shared at the Work Session.
4. Greenlake – Director Mack confirmed with Ms. Davies that this boundary change was removed from the proposal.

Director Mack opened the discussion to community members in the audience of the meeting. A parent wanted to know that if the Operations Committee reached consensus on waiting to make a boundary change at Maple, what were the implications for the full Board. Director Mack clarified, that if the committee did not recommend action on the matter, then another Director would need to initiate it on their own. She did not anticipate that happening.

Another parent inquired into how community members could participate in the conversations about boundary changes and the communication of data. Ms. Davies explained that the Enrollment Department starts with school principals, who refer staff to parent representatives interested in participating in the work. Director Pinkham recommended that staff start with principals and reach out to the broader community. Director Mack suggested reaching out to community members who gave testimony at the public hearing.

A parent asked Director Mack about the Board’s intention to attempt equal representation of the two communities affected by the boundary at Maple. Director Mack confirmed the intention and noted a desire to bring the communities into a collaborative discussion of the possibilities

**Space Available and H13.00 Capacity Management Procedures Update:** Director Mack reminded the committee of Policy H13.00 and the need to define “space available,” as it is not clear whether that refers to physical space in each building or staffing allocated to the school. She connected this definition to how the district manages capacity and the timelines and intersections of different department’s processes. Director Mack noted that Policy H13.00 calls for an annual report to be produced in the fall so that recommendations can be incorporated into the budget development process. Now the enrollment report is in March/April, not in the Fall before open enrollment and boundary changes.

Chief Academic Officer, Michael Tolley agreed that Policy H13.00 needed to be updated and specified that the accompanying procedures must reflect what district staff do. He referred to the Start of School

(SOS) charter and its illustration of the concurrent and cooperative processes that ensure that each classroom has a teacher, curriculum, and tools before the first day of school.

Director Mack focused on the timing of the initial enrollment projections for the 2019-20 school year. Ms. Davies confirmed that the district does not rely on projections from Spring of 2018 and that the numbers are reviewed and revised with Fall 2018 actuals. Director Mack concluded that the district is in compliance with Policy H13.00 on this point.

Mr. Tolley noted that a significant piece of the SOS work is the process of continuous improvement. He referred to Director of School Operations Misa Garmoe, who leads this work, to provide information about the timeline and hand-offs between the different departments. Director Mack inquired into program placement decisions and who conducts those processes. Ms. Garmoe explained that Teaching and Learning and Capacity Management perform that work. She noted that Student Support Services also has a role related to student services, such as ELL. Mr. Tolley added that staff have data on the number of students needing particular services and analyze the trends in those numbers. Director Mack requested the cohort roll-up and suggested that the continuous improvement process could benefit from a few more analyses.

Ms. Garmoe described a process of June adjustments to staffing, based on enrollment projections, followed by Fall adjustments, based on actuals. She noted that in 2018-19 the district only shifted 17% teaching staff. She added that the teachers were not displaced but assigned to other positions.

Director Mack highlighted Policy H13.00 specific instructions as to how the enrollment numbers should be broken down and when they are issued. She recommended disseminating this information to the public and throughout district staff at several points in the year for the sake of transparency and increasing the community's understanding about what influences the numbers and how they are adjusted.

Mr. Nielsen noted that, because this year's enrollment projections were less accurate than expected, the district is adjusting related processes and timing. He explained that the district is being more conservative, especially due to budget constraints. He indicated that staff will report back to the committee on the timing.

Director Mack returned to the revision of Policy H13.00 and establishing a process for increased clarity on enrollment. Ms. McEvoy recommended engaging Executive Director of Government Relations and Strategic Initiatives Erinn Bennett for guidance on the plan for developing the policy and procedure. Mr. Nielsen recommended performing the work in context and alignment with other district policies, due to the relationship between the budget and enrollment. Director Mack suggested engaging consultants, pro bono, to assist with process engineering and project management. Mr. Tolley clarified the next steps as establishing a timeline for policy development with Ms. Bennett, then refining the timeline with the leads from the relevant departments. Director Mack confirmed that the goal is mapping the workplan for revising the policy, including capturing the process intersections and unintended consequences. Mr. Tolley added that he would identify a consultant to support the work.

**2018 Committee Work Plan:** Director Mack reviewed the Committee Work Plan and Facility Capital Projects BAR Management Schedule. Executive Assistant, Jen Lincoln, committed to updating the Operations Committee Workplan for 2019.

Executive Director of Operations, Pegi McEvoy, clarified that the Transportation BAR would be presented at the December 6, 2018 Operations Committee meeting. She did not anticipate a Work Session on the matter but that was still to be determined, based on the recommendations of the Transportation

Task Force. She noted that one of the goals of the task force was increased flexibility for OSPI funding of transportation.

Director Mack conveyed the Board's request for a conversation about "priority hires" and opportunities for that in the district. She referred to mechanisms like Community Workforce Agreements and Project Labor Agreements. Deputy Superintendent Stephen Nielsen indicated that those matters would go to the Curriculum and Instruction or Audit and Finance committees. Director Mack added that the Board was interested in a Work Session, possibly in January 2019, to learn more about the different kinds of opportunities through a set of presentations. Ms. McEvoy suggested that a Board retreat might be another venue for this type of Board learning.

**Update on upcoming capital and operations community engagement:** Tom Redman reported on community engagement related to the BEX V levy. He recognized the comprehensive work completed, thus far, in terms of public meetings and Board Work Session. He advised the committee that this is now a phase of information sharing but not promoting or marketing the levy. Mr. Redman reported that that staff are developing communication stories in the form of animated videos, infographics, and an e-newsletter. He highlighted an upcoming report to the community citing what the district has achieved with prior levy funding.

Mr. Redman provided a timeline of upcoming outreach and indicated that the timing was based on when the public is expected to be focused on this levy:

- 3<sup>rd</sup> week of January – the district will issue a levies information brochure
- January/February – a levies roadshow (tbd)
- January/February – the district will issue a media briefing describing the importance of the levy

Deputy Superintendent, Stephen Nielsen, cautioned that the district cannot discuss advocacy on public time in a public place, such as responding to the Seattle Times Opinion piece.

**Design Modification\Construction Change Order:** Executive Director of Operations, Pegi McEvoy reported on the construction change orders and design modifications, which Richard Best had reviewed with Director Geary on Friday, October 17, 2018.

Construction change orders:

1. Lincoln High School, Change Order #9, Lydig Construction, in the amount of \$158,442
2. Magnolia Elementary School, Change Order #8, Forma Construction, in the amount of \$145,782
3. EC Hughes, Change Order #14, Lincoln Construction, in the amount of \$84,305

Design Change order:

1. Basetti Architects services in the amount of \$94,058 for a measurement and verification study on building thermal and mechanical systems in order to replicate successful energy conservation at schools with new systems.

**Approval of Annual SAP Software Maintenance and Licensing Agreement:** Chief Information Officer, John Krull, presented the BAR for the annual support contract for SAP. He reminded the committee that the district has been using SAP since 2000 and that it is the district's key business system. He noted that it is a standard support contract at 22% of the cost of the contract and provides ongoing maintenance and support. Mr. Krull highlighted that this contract includes additional licenses to compensate for exceeding the contracted amount in the past, but that this would stabilize usage for the district going forward.

Director Pinkham moved to advance the BAR to Board for approval. Director Mack seconded the motion and it passed unanimously. (Mack, Pinkham)

**BEX IV Final Acceptance of Contract P5049 with Cornerstone General Contractors fro the Olympic Hills Elementary School project:** Executive Director of Operations, Pegi McEvoy presented this BAR for the Final Acceptance of the new Olympic Hills school building. She noted that it included change orders at 2.5%, which is well below what is generally anticipated for new construction.

Director Pinkham moved to advance the BAR to the Board for approval. Director Mack seconded the motion and it passed unanimously. (Mack, Pinkham)

**Approval of Durham Transportation Contract:** Executive Director of Operations, Pegi McEvoy, presented the BAR for a transportation contract with Durham. She reminded the committee of an emergency contract in the amount of \$249K for 15 general education buses. She noted that the BAR was to extend that service, up to \$1.4M to employ Durham for the entire year, and that the BAR would be amended to include the actual dollar amount. She highlighted that this contract did not require additional budget but moved the budget allocated. She clarified that the new contract was scheduled to start in December 2018 when the emergency funds are expended. Ms. McEvoy reported that the district was now at 96% on time delivery of general education students. Director Mack requested that the improvements in service, such as the number of students served, be presented at the Board Introduction.

Director Pinkham inquired into current transportation challenges. Ms. McEvoy explained that Special Education transportation still encountered problems.

Director Pinkham moved to approve the BAR, as amended with the dollar amount. Director Mack seconded the motion and the BAR passed unanimously. (Mack, Pinkham)

**BEX/BTA Oversight Committee Semi-Annual Report and Recruitment Update:** Steve Goldblatt, vice-chair of the BEX/BTA Oversight Committee reported the following highlights of the committee's work in the last year:

- Appreciated Board participation in the meetings
- Focused on the larger projects
- Met monthly, except for July and August when staff are preparing for start of school
- Received regular project and program updates, including budget etc.
- Emphasized and received better current reporting on each project
- Brought forth energy efficiency initiatives, such as comparing old and new buildings
- Engaged a panel discussion in January on labor agreements, career pathways, and apprenticeships

Mr. Goldblatt updated the Operations Committee on the Oversight Committee's recruitment process. The committee received 43 applicants for four open positions. A review team comprised of Director Harris, Director Burke, Director Geary, Flip Herndon, Richard Best, and Steve Goldblatt had approved four applicants to join the committee. The four were: Janet Donelson, Warren Johnson, Sherri Edquid, and Kyle Wang.

The meeting adjourned at 6:35 pm.

jsl