

Board Special Meeting

Work Session: Capital Programs Semi-Annual Report; Capacity & Enrollment Evaluation

May 8, 2019, 4:30pm- 6:30pm
Auditorium, John Stanford Center
2445 – 3rd Avenue South, Seattle WA 98134



Minutes

Call to order:

Director Harris called the meeting to order at 4:31 pm. In attendance were directors Harris, Patu, DeWolf, Mack and Burke. Director Pinkham arrived at 4:41 pm. Director Geary was absent from the meeting.

Director Mack introduced the subject of the meeting and highlighted that the time allotted had been reduced to 30 minutes.

Capital Projects Annual Report

Richard Best, Director of Capital Projects and Planning, introduced the Capital Projects Annual Report. He acknowledged the staff's work over the past year. He reviewed the presentation agenda and highlighted the energy conservation report that was previously presented at the BEX/BTA Oversight Committee. Mr. Best referred to Board Policy 1010, Board Policy of Management, and referred the Board to the hardcopy of the Annual Report to see detailed financial information.

2018 Work Plan Highlights and Schools Opened Fall 2018

Mr. Best presented the schools which had opened in Fall 2018. He provided the apprenticeship utilization rate at the E.C. Hughes and Loyal Heights projects. The E.C. Hughes project was completed by Lincoln Construction who reported a rate of 26%. Lincoln is collecting data on the racial and gender diversity of the workers. Data on which trades were represented was not available at the time of this meeting. The project at Loyal Heights had a 23% apprenticeship utilization rate.

Mr. Best conveyed that both E.C. Hughes and Loyal Heights were historical buildings. Staff are collecting data on the energy use at these sites.

Projects Under Construction, Opening Fall 2019/2020

Mr. Best identified schools currently under construction and any concerns with their timelines. Lincoln High School is scheduled to open in July 2019, sometime after the originally scheduled substantial completion date of July 3, 2019. Mr. Best also indicated concerns about the project at Ingraham High School, but the school is still on track to open in Fall 2019.

Mr. Best highlighted high school capacity changes in the district. Lincoln High School will be opening to students in ninth and tenth grades, only. He explained that the portables located at Ballard and Roosevelt High Schools will not be moved at this time as current projections indicate they will be needed in their current sites in a few years and moving a portable cost \$150K per move. High School capacity needs will be reevaluated in Fall 2019 with new five-year projections.

Mr. Best informed the Board about projects in design and planning phases.

Director Mack highlighted boundary issues related to new schools opening. She noted that the boundaries for Magnolia Elementary School are set. She reminded the directors that the boundaries for Wing Luke were up for reconsideration. She concluded that Queen Anne and Bagley did not have any boundary changes pending.

Mr. Best informed the Board that a Portables Plan would be presented to the BEX/BTA Oversight Committee on Friday, May 17, 2019. This plan includes the relocation and demolishing of portables throughout the district.

Director Burke inquired about the status of Webster as either a K-5 or K-8 school. He requested the date for committing to how that building would be used. Mr. Best explained that it was designed to include an Art and Science classroom. The landmark status of the building makes it difficult to install the utilities for a middle school, but it could function as a K-8 if that's what the district requires.

Mr. Best confirmed for Director Mack that Webster does not have boundaries set at this time, because the district has not determined if the site will be an assignment area school or an option school.

Mr. Best confirmed for Director Harris that Webster was designed to function as either a K-5 or K-8 school. He asserted that staff and the community would welcome a decision on the plan for this site. He explained that the building would have greater capacity as a K-8 school, due to the class size reduction for K-5. He referred Director Harris to Becky Asencio, K-12 Planning Coordinator, for the complete numbers.

Mr. Best noted for Director Burke that while Webster does not have a maker space at this time, one could be made with additional funding.

Mr. Best listed the smaller projects that had been completed in the past year. He highlighted that solar energy systems were installed at six schools. He noted the capacity management improvements provided by the placement of portables and the opening of classroom additions across the district.

Energy Conservation

Mr. Best conveyed the highlights of energy conservation evaluations conducted at the six BEX IV schools. He relayed that the systems were all slightly different from each other and not direct comparisons. In particular, he noted that the locations of the schools affected the temperature of the site within a range of five degrees. He provided the Board with the list of items that were analyzed at each of the six buildings. Mr. Best highlighted that all six schools improved their energy conservation in the second year of using new energy systems. He added that all the district's schools perform well.

Mr. Best informed the Board that staff continue to study the different systems at the six schools for additional insight into near and long-term cost implications. The different types of utilities at the sites and the different numbers of students influence energy costs. He highlighted the greenhouse gas emissions noted at the six schools and suggested that this may present a future policy question regarding the cost of natural gas versus electricity use in the district's buildings.

Mr. Best clarified for Director Pinkham that utility cost per student was calculated on the academic year.

Director Burke inquired about the factors which make Thornton Creek unique in terms of energy conservation. Mr. Best described the influence of a geothermal HVAC system, fiberglass windows, improved building envelope, and thermal barriers. He explained that staff continue to analyze the impact of the different materials and methods in order to establish and articulate new parameters to architects to improve the energy use at Seattle's public schools.

Director Burke asked how student count drove energy usage at a school. He suggested that time of day might have more of an impact. Mr. Best concurred that several factors influence energy use including whether or not a site is at capacity and the number of hours that a building is in use.

BEX V Implementation/Facility Master Plan Timeline and Community Engagement

Mr. Best reminded the Board that staff are revising draft Implementation Plan. The plan will be presented to the Board again in Fall 2019. He indicated that the plan will include staffing and scheduling of projects, at that time. He acknowledged the Board's request to accelerate the project at Rainier Beach High School (RBHS).

Director Harris inquired about the conversations that the district is having with the City of Seattle regarding permitting in preparation for the upcoming projects. Chief Operations Officer Fred Podesta confirmed that the district has the support of the Mayor's Office. He added that the city's staff are convening with the district's staff to reviewing matters of landmarking, utilities, and permitting. He also noted that the City understands the community impact of the BEX V program.

Mr. Best concluded the Capital Projects presentation with the major milestones for planning in 2019 – 2022.

Mr. Best confirmed for the Director Mack that the Facilities Master Plan will be submitted for approval in 2021, in the same way that it was approved in 2018 for the 2019 levy.

Mr. Best confirmed for Director Harris that a certified assessment, by an external party, every six years is an OSPI requirement. It will be conducted again in 2020.

Director Burke inquired about the Middle School Education Specification. He requested the engagement and timeline for that process. Mr. Best explained that Capital Projects staff are currently in initial conversations with Chief Academic Officer Diane DeBacker. The process is being mapped for 2019. Prior to the work, a memo with the plan will be submitted to the Operations Committee. The work will include interviewing middle school principals and students and larger focus groups.

Director Mack announced the transition between work sessions at 5:15.

Call to order:

Director Mack called the work session to order at 5:15 p.m. Director Mack, as chairperson of the Operations Committee, chaired the meeting.

Directors Burke, DeWolf, Mack, Harris, Patu, Pinkham were in attendance. Director Geary was absent.

Presenting staff: Director of Enrollment and Planning Ashley Davies, Director of Capital Projects and Planning Richard Best, K-12 Planning Coordinator Becky Asencio

Other staff present: Superintendent Juneau, Deputy Superintendent Stephen Nielsen, Chief Academic Officer Diane DeBacker, Chief Operating Officer Fred Podesta

Agenda Review

Director Mack opened the work session and outlined the purpose of the meeting noting the items on the agenda including: The Annual Enrollment Report and Capacity Evaluation and will conclude with capacity management planning for 2019-2020 and 2020-2021.

Annual Enrollment Report and Capacity Evaluation

Brief Overview of Relevant Policies and “Space Available” policy directive

Ms. Davies began the presentation citing the agenda and overview of enrollment planning with a focus on the planning for 2019-2020 and 2020-2021. Ms. Davies continued with a brief overview of School Board Policy No. H13.00, Capacity Management as it guides the enrollment and capacity management work. Other related Board policies were cited.

Overview of Enrollment reporting and release of 2018-19 Enrollment Report (reports on 2017-18 school year)

Director Mack asked why hard copies of the annual report was not provided. Ms. Davies replied that the report is available online and in the Enrollment Library where many documents and reports are available. Ms. Davies will provide hard copies to Directors Mack and Pinkham as requested.

Director Mack asked if the 2019-2020 enrollment projections were FTEs or head count. Ms. Davies replied that they were head count.

Enrollment and Capacity Analysis

As of March 29, 2019, Ms. Davies reported that 1,898 students received a choice assignment. Additional assignments have been and will continue to be made up until August 31, 2019 when waitlists are dissolved.

Director Burke asked what could create spaces between March 29 and the date of the waitlist dissolution. Ms. Davies replied many factors could help create spaces including option schools and seats only application. She continued to share that assigned count numbers, an indication based on historical data could be a factor as it changes closer to start of the school year and as they become more certain how many more seats become available which provides the ability to make more moves.

Director Patu asked for an explanation of “Present Assigned” percentage of 35.5% of open enrollment. Ms. Davies stated that the numbers indicate those who applied for another choice outside of their current assignment. The percentage reflects those who received their choice. Ms. Davies continued that students are allowed five choices. Director Patu asked if students are returned to the waitlist if they don’t get their first choice. Ms. Davies explained they still get placed on the waitlist for the first choice even if they receive assignment based on their second choice.

Director DeWolf acknowledged Ms. Davies’ work and expressed his appreciation. He asked if it would be advantageous to move the waitlist deadline from August to May. There was discussion on the impact of adjusting the waitlist deadline on staffing and enrollment.

- Ms. Davies replied that it would grant more choices at that time and information would become clearer and more balanced.
- With an earlier waitlist deadline, Director Mack agreed there would be increased predictability.
- As projections are based on staffing capacity of a school, Director Pinkham cautioned that the decision to move the waitlist deadline might be putting staff before students, and students should be the priority.
- Ms. Davies remarked that teachers are resources and any changes to resources impacts the resources for the entire school building.

- Director Harris noted that families are frustrated with the waitlist. She added that it is a complex issue and one that needs to be addressed as part of the Board's fiduciary duty. Director Harris listed many considerations including but not limited to inequitable barriers, transparency in the process, partnership with the city and transportation.

Director Mack directed the group to peruse the data provided and move into capacity discussion.

Potential Capacity Management actions for 2019-20

Ms. Asencio spoke to capacity issues needing mitigation for 2019-2020 including moving and placing existing portables, repurposing spaces for classrooms and creating special education classrooms, to support enrollment growth.

- Director Mack inquired if decision making for the additional actions are based on currently assigned students. Ms. Asencio responded that it is based on data sets: five-year numbers that come out in the fall, one-year projection with staffing allocation, June adjustments to add staff and open enrollment with adjustments as needed. Director Mack asked on what enrollment number the decisions are based. Ms. Asencio responded that it is based on the one-year projection they get in January. Director Mack asked how these issues are being addressed. Ms. Asencio replied that there is continuous communication between her team and the enrollment team. No adjustments are made until the official staffing allocation in June.
- Director Mack asked if there are other capacity management issues from projections in addition to that ones being flagged. Ms. Asencio answered that there are a few issues and she continuously work with Ms. Davies' team to flag the ones that could potentially be an issue.
- Director Burke asked if there is a report being generated showing a historical trend and enrollment projections overlaid on building capacity. Ms. Asencio replied that they are working on this.
- Director Mack asked if there is a list being developed showing under-enrolled schools and space availability. Ms. Davies responded that there is no separate list that includes every school relative to projection data.
- Director Mack asked where there is an opportunity to move the waitlist and balance capacity. She continued by asking if there are additional overcapacity concerns and staffing concerns to be aware of in high school.
- Mr. Nielsen joined the conversation by highlighting Ingraham High School. In October there were 48 students who applied during open enrollment and were placed on the waitlist. Thirty-eight of those students moved off the waitlist. Ten students did not get into Ingraham in October. The 10 students were an equivalent of half a staff member.
- Ms. Davies also highlighted that out of 2049 students waitlisted in October, 396 students did not stay in the District. Mr. Nielsen remarked that it may be less disruptive as a system to focus less on the 396 students who chose to leave the District.
- Mr. Nielsen pointed out that if the waitlist is moved in the spring, staffing adjustments would be made in the fall. Mr. Nielsen stated that the more we know about spring waitlist, the larger predictability it creates in staff adjustments.
- Director Burke asked Mr. Nielsen and staff to think about coming up with a better system to retain more of those 396 students. Director Burke noted that when the District establishes the projections based on staffing capacity of a school, there is no overload on that school; it creates stability of community in schools, but because of the fluidity in the current system, a waitlist has become necessary.
- Director Burke asked if staffing and waitlist could be managed at the school level. He is encouraging teams to think outside of the box.

- Mr. Nielsen commented that other districts do not have a waitlist. He shared that some school districts if they have more students in the fall, they just hire more teachers in the fall. Some districts have more neighborhood schools and less choice schools.
- Director Mack agreed that there are very strategic ways to balance capacity and there is a need to make strategic decisions.
- Ms. Davies commented that an example of moving a waitlist strategically is to look at the waitlist backwards, moving the waitlist where possible and taking in consideration grade enrollment as in Lincoln high school where they currently have 400 9th grade students enrolled.
- Director Pinkham commented on students in the hallway. He asked if this is part of capacity issues. Ms. Davies replied that it is part of capacity issues.
- Ms. Davies discussed a document showing April assignments and October enrollment over a four-year period. Current year reflects an increase in differences in April to October change. Director Mack asked if this could be attributed to the lack of getting choice school and saturation – students who don't show up because they did not get first choice. Ms. Davies replied that she does not know why students do not show up.
- Director Mack asked if there is a feedback loop in the schools to increase predictability in the assigned and enrolled numbers. She asked if schools give feedback to the system or does that information remain at the schools. Ms. Davies commented that there are different avenues for families to give feedback, including informing the schools and through an online portal. It is not mandatory for families to give a reason for leaving the District.
- Director Harris suggested reaching out to charter schools to establish communication and sharing of information that would benefit all families. Ms. Davies noted that she has reached out to charter and private schools, but they have not been forthcoming with data.
- Director Mack would support a more robust system for tracking and more accurate data. She encouraged more robust feedback from schools.
- Superintendent Juneau commented that each student has an identifier number with OSPI but has a year delay for student information. Director Mack added that the data exists, but it is not being filtered. She asked if there is a way to get a real-time information out of the system. Superintendent Juneau replied that she does not know how effective it would be and how it would affect the process.
- Director Mack commented on the lack of waitlist moves at Dearborn Park. Superintendent Juneau commented that there has been no waitlist moves and that we need to focus on the teaching and learning in that school and others where there has been no academic growth. Ms. Davies has had extensive conversations with the Dearborn Park principal and staff about sustainability of the attendance area and the Dual Language Immersion program and the possibility of becoming an option school. Ms. Davies noted that the school has expressed that they do not want to be an option school.
- Director DeWolf is interested in seeing what the District could look like with a different student assignment model similar to what other districts have in place. He would like to see the data to help the teams think about how it could improve.
- Director Mack spoke about the two recent task forces who both recommended broader analysis around the programs and boundaries in in the SE area.
- Director Burke is also be interested in seeing different assignment models. He would be interested in what a model could look like based on assignment area-based system. Director Burke would be interested in conversations to reveal if choice or lack of choice drive families to charter schools.
- Director Harris reminded the group that there were two task forces formed about 12 years ago on the SE initiative and there was no traction as a result. She voiced the significant problems in bringing equity to our schools.

- Superintendent Juneau voiced that she does not know what a new model would look like but reminded the group of the number of families leaving the District for various reasons. She further commented that if the District moves to neighborhood schools, there would be consistency in predictability and less distraction from academic achievement for all students. She would like to have a broader conversation and how it would align with the new strategic plan. Director Mack welcomes a conversation on the different programs.

Potential School Assignment Changes for 2020-2021

Ms. Davies shared the School Capacity Changes for 2020-2021. Ms. Asencio and Mr. Best spoke about the capacity changes for Webster, Daniel Bagley and Wing Luke.

Director Harris asked that we program our system to change the category “Service Schools” to change the paradigm.

Ms. Davies shared that she is meeting tomorrow with the planning committee which comprise of principals and community members of Maple, Van Asselt, Kimball and Dearborn Park Elementary Schools. Ms. Davies also provided an update including issues and potential solutions on elementary schools capacity management for Green Lake, Maple and North Beach Elementary Schools.

Ms. Davies provided an update including issues and potential solutions on middle schools capacity management for Jane Addams, Robert Eagle Staff and Mercer International Middle Schools. Director Burke gave a brief update on the Licton Springs community meeting he attended. He noted that there is a growing interest in the Webster site.

Ms. Davies provided an update including issues and potential solutions on high schools capacity management for Ballard, Nathan Hale and Roosevelt High Schools. Director Pinkham commented on the impact of extra curriculum and on athletics. Directors Harris commented that there is information on the website. Director Burke added that principals have reached out to the community on field availability, forming different sports groups and communicating on the website.

Director Pinkham asked if there are break downs of the waitlist in K-8 schools for grades 6-8 and K-5.

Ms. Davies listed capacity management next steps and community engagement.

- Ms. Davies said that there would be no adjustments information offered at the June 5 Work Session.
- Director Mack requested for the adjustments information. Superintendent commented that the information will be provided in a Friday Memo.

The meeting was adjourned at 6:42 p.m.