

Board Special Meeting
Oversight Work Sessions: Enrollment Planning; Human Resources
February 12, 2020, 4:30 – 7:30 p.m.
Auditorium, John Stanford Center
2445 – 3rd Avenue South, Seattle WA 98134



Minutes

Call to Order

Director Mack called the meeting to order at 4:31 p.m. Directors DeWolf, Hersey, Rivera-Smith, and Mack were present. Director Rankin arrived at 4:37 p.m, and Director Harris arrived at 4:38 p.m.

Oversight Work Session: Enrollment Planning

This Work Session was staffed by Superintendent Denise Juneau, Chief of Student Support Services Concie Pedroza, and Director of Enrollment & Planning Services Ashley Davies.

Director of Enrollment & Planning Services Ashley Davies summarized the agenda and discussion points.

Ms. Davies spoke about the mission and vision of the Enrollment Planning Department which is to support changes in Seattle Public Schools enrollment over time for equitable access to schools and services for all students in Seattle. Ms. Davies provided clarification between enrollment planning and admissions and how her department supports nearly all school and department functions. She also explained short-term and long-term planning for capacity management and planning within the Student Support Services division.

Ms. Davies spoke about boundary changes that included the development of recommendations and the newly formed Capacity, Enrollment, and Facilities Master Planning advisory committee. Ms. Davies explained seat management, the technical aspect of the open enrollment work that ensures seats and capacity are set and updated version changes. Ms. Davies also spoke about the cross departmental work that includes data analysis with other Seattle Public School departments, map making, data support, consultations, providing data to departments to consider how different programs and services impact schools. Ms. Davies shared that her department also responds to external request from organizations and partners as well as each individual question from constituents. She explained that there are several key stakeholders that include students and families, principals and school communities, broader community members, school board directors, and other departments. Ms. Davies walked through the organizational chart for her department.

Director Mack noted to anticipate the census count and discussed with Directors redistricting the school board zones in the next year or two.

Ms. Davies talked through the external contractors and vendors. Ms. Davies answered questions from Director Rankin about one of the ongoing support contractor functions that are utilized to increase interaction with communities and collectively hear everything captured from constituents. This role

supports all incoming information, keeps the website updated, responds to families and constituents and offers general support for the boundary change process.

Ms. Davies answered questions from Director Hampson regarding pathways for services. Ms. Davies clarified the Enrollment and Planning department's intersecting work with various departments to provide support to the Student Assignment Transition Plan, but the department is not directly responsible for pathway decisions.

Ms. Davies provided an example of capacity needs versus equity needs and data analysis support of the impact of the various priorities and managing the different resources. Director DeWolf asked if there was anything the Strategic Plan offered as a guide, given the capacity challenges, how to be most operationally efficient and how to best align those practices. Ms. Davies explained that priority would be given to higher equity schools and about finding solutions through an equity lens.

Director Mack asked about the things that are going on in the communities that impacts data and students directly. Director Rankin followed up with the levels of engagement to schools and principals.

Ms. Davies spoke through the key risks and challenges that include process documentation, school briefings, dependency of data from other departments, and competing district deadlines. Opportunities included enhanced communication and transparency with families and schools, increased collaboration with teams across the central office, continuing to find ways to improve data collection and reaching benchmarks, comparing how other districts engage with the community and respond to feedback.

Ms. Davies spoke about the high levels of engagement with specific schools and how staff frequently visit schools and continually engage with all schools and organizations in order to connect and build relationships and collaboration between central office and school staff to best support students. She also spoke about recognizing how being in a building can uncover not only potential challenges but also solutions.

Ms. Davies answered questions from Director Rivera-Smith regarding projections as a challenge. Ms. Davies spoke about projections as a challenge for any district as a best guest to anticipate the most accurate outcome. Ms. Davies spoke through the process of projections as a whole system and how to look at resource allocation. Ms. Davies recognized that the projection disruption occurs at various levels and how to minimize disruption in the solutions.

Ms. Davies spoke about key performance indicators and responsiveness to schools and communities and mentioned the challenges that include the volume of incoming correspondence. Director DeWolf emphasized the responsiveness of the department to constituents.

Director Hampson asked where equity in the goals and objections section are and which department goal is specific to undoing inequity and what are demographics of families who participate in the choice process.

Dr. Concie Pedroza spoke about moving forward they will reflect the Strategic Plan in the department's goals and objectives and the department is very intentional about using racial equity analysis for all aspects of the work. Dr. Pedroza spoke about the advisory committee and landscape analysis and how to be equitable with all departments and services throughout the district.

Director Rankin asked about the advanced learning challenges.

Ms. Davies summarized the guiding laws, regulations, policies, and procedures and explained the various polices and Superintendent Procedure related to enrollment planning.

Ms. Davies spoke about the Capacity, Enrollment and Facilities Master Planning Advisory Committee that will provide support and guidance to the board on complex issues. Director Mack provided a timeline of the advisory committee.

Director Hersey asked about community engagement strategy and planning middle school changes in the southeast area. Ms. Davies walked-through the process around boundary changes. About eighteen months prior to change, the Enrollment and Planning Department will start work in the spring to be implemented before the following fall of implementation. This timeline would allow initial discussion with principals and an advisory group made up of parents who can represent their community as well as engage on behalf of the interest of all impacted students. Initial conversations with school leaders would take place in March/April. Prior to broader community engagement, the department works to understand the potential fears, concerns, anxieties, and challenges with a change. Ms. Davies noted by the time sharing begins with community, the department would already have some responses to potential questions and an idea of what people are feeling to make the most out of their time during engagement. Ms. Davies spoke through the remaining timeline of a proposed boundary change. Ms. Davies specified that the boundary change is usually initiated by overcrowding that is identified by the department. Director Mack spoke about the advisory committee and elevating future concerns to kick start boundary change proposals.

The meeting recessed at 5:53 p.m.

Oversight Work Session: Human Resources

This meeting was called back to order at 6:00 p.m. by Director Hampson, who chaired the Human Resources Oversight Work Session.

This Work Session was staffed by Superintendent Denise Juneau, Chief of Human Resources Dr. Clover Codd, Director of Talent Management Michael Simmons, Director of Investigations & Compliance Tina Meade, Director of Employee & Association Relations Misa Garmoe, and Executive Director of Human Resource Strategy and Operations Sheila Redick.

Dr. Codd summarized the agenda and introduced the new division function of Investigation and Compliance. She then spoke through the Strength, Weaknesses, Opportunities and Threats (SWOT) analysis. Sheila explained the new management team and refocusing on strategic plan that focus on high quality teachers in each classroom as part of several recommendations from the Moss Adams audit report. Ms. Redick also explained that Human Resources (HR) Business Partners are in schools to better understand culture and climate of schools as well as working with union partners.

Mr. Simmons spoke about the department goal around focusing on educators of color. Dr. Codd spoke about the need for onboarding process for new management staff and how to respond in inclusive ways in support of students.

Ms. Garmoe spoke about the responsibilities under Labor & Employee Relations , including the quantity of employee misconduct cases as well as overseeing 504 items, leaves, and accommodations.

Dr. Codd noted the accomplishments of the HR department and Ms. Redick spoke about the move to

SEBB state employee to the school employee benefits board. Ms. Redick spoke about using the NeoGov and automation of the hiring process.

Mr. Simmons spoke about the Academy of Rising Educators and the various pathways for educator's career advancement. Dr. Codd spoke about the partnership with the City of Seattle, Seattle Colleges, and the University of Washington that has various cohorts and has opened opportunities for people of color that live and work in the community. Director Mack noted the Academy of Rising Educators has been recognized at the state level.

Dr. Codd noted to get back to Director Hampson about how many educators are dual-language accredited.

Director Hampson asked about people of color in leadership positions at schools. Ms. Redick spoke about the HR business partners that help walk through the hiring process. Ms. Redick explained that the hiring process for teachers is site based while the hiring process is difference for principals and the Director of Schools conducts an interview and engages a community panel.

Ms. Meade clarified to Director Rankin the level and workflow in alignment with United States Department of Education process of handling complaints, investigate steps, and outcome to create a better framework for labor and employee relations and how central office and the team of investigators are responsible for looking into these issues.

Dr. Codd spoke about the Human Resource priorities that directly align with Seattle Excellence. Mr. Simmons and Dr. Codd spoke through the department goals and objectives of increasing diversity of staff and leadership, increase volunteerism, and evaluation submission process, culturally responsive professional practice, high quality teachers, and efficient process of complaints.

Director Hampson asked about reaching target goals of a culturally responsive workforce. Ms. Redick provided background and context of how to interpret the percentage to indicate the growth.

Dr. Codd answered questions from Director Rivera-Smith regarding volunteer background checks and outside organizations that have different practices and asked questions regarding staff background checks that are completed upon intake.

Directors Dr. Codd stated that there is currently a bill in the Legislature aimed at addressing this issue and spoke about other department improvements.

Ms. Redick spoke about the challenges of fingerprinting staff members more regularly such as capacity and fiscal barriers.

Dr. Codd spoke through the Key Performance Indicators (KPI) and answered questions from Director Hersey regarding the Labor and Employee Relations (LER) goals and how principals are engaging files of misconduct.

Director Hersey spoke about families expressing frustration around reporting. Dr. Codd spoke the process of going to school leaders first but now implemented about a hotline and email for complaint reporting. Ms. Meade spoke about posters displayed at each school and district building that outlines rights and complaint reporting. Dr Codd added there would be a mandatory training and an updated training video to address the policies.

Director Hersey spoke about the issue of people of color are not going to report abuse to an email or phone call and expressed that more can be done to address abusive behavior and reporting practices.

Director Mack left the meeting at 6:45p.m.

Ms. Meade spoke about the historic attempts to train at each school site but was unrealistic due to capacity issues.

Director Harris asked how many staff have been disciplined for not reporting abuse.

Ms. Meade spoke about the process for alternative dispute resolutions and formal mediation the professional development for mediation continues to be ongoing.

Dr. Codd answered questions from Director DeWolf regarding benchmarking. Dr. Codd mentioned that considering recent events, reporting is anticipated to increase.

Dr. Codd summarized various software and technology usage.

Ms. Meade spoke about the 5253 and 3207/3208 policy changes as required by state law. Ms. Meade also spoke about the recommendations to the board and proposed changes to policy and procedure. Dr. Codd spoke about the complaint management workflow in order to process from beginning to end. Director Rivera-Smith asked about how complaints are categorized as formal versus informal and/or anonymous. Ms. Meade said depending the nature of the complaint and report, it would be sorted accordingly, and disciplinary action would depend on the fact finding and investigation.

Director Hersey left at 7:09 p.m.

Ms. Meade clarified that Children Protective Services (CPS) involves the student family life and the various levels of reporting and school leaders should be aware of any occurrence.

Dr. Codd said that as a means of disciplinary action, if staff do not report abuse could be in violation of Policy No. 5006 – professional misconduct but emphasized that it is a case by case situation.

Dr. Codd discussed the case management project that would have integrated LER cases to Systems, Applications and Products (SAP). The system would have been Open Text. Dr. Codd explained the roadblock with vendors and internal staff not having technical skill set needed to implement the project. This failed project was shared in a status report at Cabinet by former Chief Information Officer. HR has since gone to a docket that exists internally on SharePoint.

Ms. Garmoe spoke about tracking all documents on SharePoint and getting records from school to add to docket at the end of the year on individuals at any given time. While it is electronically stored, there is currently no automated workflow process.

Director DeWolf spoke about the transformational work regarding the twenty-two recommendations from the Moss Adams report and how to communicate to community the plan for deployment of remaining ten recommendations left to accomplish.

Dr. Codd spoke about the historical context of the LER and how the processes have since improved. Such as restructuring of team one director overseeing all complaints (grievances, misconducts, sexual harassment), eliminating one executive director while adding two directors (one director for process and one for traditional LER strategies) and Ms. Meade who oversees all investigations. Ms. Codd shared that the HR department conducts weekly case review and ongoing discussion with legal team to calibrate as a team. Dr. Codd explained the new process in place for principles on which cases are handled at school level and which cases are elevated to HR and assigned an investigator.

Director Hampson noted the ethics complaint email that board members review.

Dr. Codd shared that there is currently a discussion with Seattle Education Association (SEA) and Principals Association of Seattle Schools (PASS) around addressing situations at school and how to best handle culture and climate at a school.

Director Rivera-Smith wants to see a memorialized policy on constituent responsiveness to the emailed complains and follow-up report to reporters.

Adjourn

Director Hampson adjourned the meeting at 7:31 p.m.