



# **SCHOOL BOARD ACTION REPORT**

**DATE:** May 22, 2020  
**FROM:** Denise Juneau, Superintendent  
**LEAD STAFF:** Sherri Kokx, Senior Advisor to the Superintendent,  
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**For Introduction:** May 27, 2020  
**For Action:** June 10, 2020

## **1. TITLE**

Approval of the Operations Data Dashboard

## **2. PURPOSE**

The motion would approve the Operations Data Dashboard, the development of which is one of the 19-20 Superintendent Evaluation Goals.

## **3. RECOMMENDED MOTION**

I move the School Board approve the Operations Data Dashboard, as attached to the Board Action Report.

## **4. BACKGROUND INFORMATION**

- a. **Background:** The Superintendent's 19-20 Evaluation Goals include "the revision of the operations data dashboard so that it is aligned with the newly adopted Strategic Plan" by June 2020.

The previously used version of the operations data dashboard contained numerous measures. The proposed revisions were developed by reviewing divisions' key performance indicators and the previous dashboard measures to determine which were most aligned to the achievement of the 2019-24 Strategic Plan, and in particular the Predictable and Consistent Operational Systems Priority's language, "ensure operational teams plan, establish, communicate, and consistently meet high service levels that provide school leaders, students, and families the information and daily experience that allows them to experience a safe and productive day of learning."

Board Policy No. 1010, Board Oversight of Management, calls for an Operations Data Dashboard that "shall consist of a limited number of carefully selected indicators that communicate the operational health of the district."

Originally, the plan was to start discussing revisions to Policy No. 1010 in committee at the same time as the Operations Data Dashboard in order to ensure they align. However, due to the restrictions on the type of agenda items allowed during COVID 19 closures, the policy revisions will wait to be discussed by the Board until the restriction is lifted. Proposed edits include, in alignment with the Operations Data Dashboard being brought

forward now, the dashboard's measures are selected based on their alignment to the strategic plan (rather than oversight areas) and the intent to have one district dashboard rather than separate academic and operations dashboards.

The attached dashboard includes 18-19 data and will be updated in Fall 2020 with 19-20 data (where data available). If circumstances change or future feedback call for a change to the measures, an amended version would be brought before the Board for action.

- b. **Alternatives:** Alternatively, the Board could choose different measures or not approve the dashboard. This is not recommended because the proposed measures were selected in alignment with the strategic plan and the dashboard is one of the 19-20 Superintendent Evaluation Goals.
- c. **Research:** The Council of Great City Schools' (CGCS) Operational Key Performance Indicators (KPIs), as well as several white papers about measuring customer experience/satisfaction (e.g., from Qualtrics, K12 Insight) were reviewed.

**5. FISCAL IMPACT/REVENUE SOURCE**

The development of the dashboard was done within existing resources (e.g. staff time). Future updating of the dashboard is also anticipated to be done within existing resources.

Expenditure:  One-time  Annual  Multi-Year  N/A

Revenue:  One-time  Annual  Multi-Year  N/A

**6. COMMUNITY ENGAGEMENT**

With guidance from the District's Community Engagement tool, this action was determined to merit the following tier of community engagement.

Not applicable

Tier 1: Inform

Tier 2: Consult/Involve

Tier 3: Collaborate

The selection of the measures for the dashboard were based on the 2019-24 Strategic Plan's Predictable and Consistent Operations Priority's language. The development of the Strategic Plan included an extensive Listening and Learning Tour in Fall 2018, a Strategic Plan Steering Committee, and additional engagement on the draft plan in January 2019. A cross-departmental team collaborated to select the measures in alignment with the Strategic Plan and design the new dashboard.

**7. EQUITY ANALYSIS**

The Operations Data Dashboard’s measures were selected in alignment with the 2019-24 Strategic Plan, and in particular with the Predictable and Consistent Operational Systems Priority:

***Develop operational systems that provide a predictable and consistent experience to meet the needs of students and families and allow them to focus on learning.***

*We will manage district operational functions (non-academic/non-instructional; e.g., transportation, nutrition services, student assignment) in a culturally responsive, service-oriented, and cost-effective manner. We will ensure operational teams plan, establish, communicate, and consistently meet high service levels that provide school leaders, students, and families the information and daily experience that allows them to experience a safe and productive day of learning.*

The 2019-24 Strategic Plan declares the district’s intent to ensure racial equity in our educational system with an unapologetic focus on students of color who are furthest from educational justice in order to work to undo the legacies of racism in our educational system. Racial equity was at the forefront of the plan’s development as seen in the Theory of Action. In addition, the plan’s intentional focus on African American males is based on the theory of targeted universalism. By selecting measures in alignment with the Strategic Plan, and in particular those measures seen as key levers to achieving the plan, we are continuing the focus on racial equity and students of color furthest from educational justice.

## **8. STUDENT BENEFIT**

The dashboard’s measures were selected in alignment with the 2019-24 Strategic Plan’s Predictable and Consistent Operational Systems Priority and with student outcomes, particularly students furthest from educational justice, top of mind throughout this process. The data collected and reported will help to “ensure operational teams plan, establish, communicate, and consistently meet high service levels that provide school leaders, students, and families the information and daily experience that allows them to experience a safe and productive day of learning.”

## **9. WHY BOARD ACTION IS NECESSARY**

- Amount of contract initial value or contract amendment exceeds \$250,000 (Policy No. 6220)
- Amount of grant exceeds \$250,000 in a single fiscal year (Policy No. 6114)
- Adopting, amending, or repealing a Board policy
- Formally accepting the completion of a public works project and closing out the contract
- Legal requirement for the School Board to take action on this matter
- Board Policy No. 1010, Board Oversight of Management, provides the Board shall approve this item

Other: \_\_\_\_\_

**10. POLICY IMPLICATION**

Board Policy No. 1010, Board Oversight of Management, calls for an Operations Data Dashboard that “shall consist of a limited number of carefully selected indicators that communicate the operational health of the district.”

Revisions to Policy No. 1010 (as described in Background section) will be brought to the Board for review and action at an upcoming Board meeting.

**11. BOARD COMMITTEE RECOMMENDATION**

This motion was discussed at the Executive Committee meeting on May 20, 2020. The Committee reviewed the motion and moved it forward with a recommendation for consideration. In addition, the Operations Data Dashboard was discussed at the March 7, 2020 Board Retreat.

**12. TIMELINE FOR IMPLEMENTATION**

The Operations Data Dashboard will be updated Fall 2020 with the 2019-20 data (where available). Moving forward, the dashboard will be updated annually. Revisions to Policy No. 1010, Board Oversight of Management, will be brought to the Board for review and action at an upcoming Board meeting.

**13. ATTACHMENTS**

- Operations Data Dashboard (for approval)
- Board Policy No. 1010, Board Oversight of Management (for reference)

# 2018-19 Operations Dashboard



## PERFORMANCE IN SUPPORT OF STUDENT LEARNING

### Human Resources

Classrooms with a teacher on first day of school

**98.4%** (▲ 0.6%)



17-18 18-19

### Nutrition Services

Lunch participation rate

**26.6%** (▼ 0.8%)



17-18 18-19

### Transportation\*

Percent of on-time buses

**Coming  
Fall 2020**

### Capital Planning\*

Percent of budget overspend

**0.0%** (— 0.0%)



17-18 18-19

### Enrollment Planning

Accuracy of projections

**99.3%** (▲ 1.2%)



16-17 17-18 18-19

### Facilities

Emergency facility work orders completed on time

**100.0%** (— 0.0%)



16-17 17-18 18-19

### Finance & Budget

General fund spent on direct services to schools

**82.8%** (▲ 2.4%)



16-17 17-18 18-19

### Safety & Security

Schools updating their Site Emergency Management Plan

**94.0%** (— 0.0%)



16-17 17-18 18-19

### Technology Services

TechLine first-contact resolution rate

**63.1%** (▼ 11.1%)



16-17 17-18 18-19

\*See Glossary for more information on this measure

## CUSTOMER SATISFACTION & COMMUNICATIONS

### Student Satisfaction



Students satisfied with school operations

### Family Satisfaction



Families satisfied with priority central office operations

### School Leader Communications



School leaders satisfied with operations communications

### School Leader Satisfaction



School leaders satisfied with central office operations

# Operations Dashboard Glossary



SEATTLE  
PUBLIC  
SCHOOLS

PERFORMANCE IN SUPPORT OF STUDENT LEARNING

## Human Resources

### Classrooms with a teacher on first day of school

**Definition:**

Of the total number of classroom teaching positions in district, percent of filled positions on first day of school.

**Significance of Measure:**

Having a high-quality teacher in the classroom is the single most important in-school factor in supporting student outcomes.

## Nutrition Services

### Lunch participation rate

**Definition:**

Number of meals served divided by the number of students in attendance.

**Significance of Measure:**

Healthy nutrition directly supports students' readiness to learn; the rate of lunch participation is an indicator that the district is offering meals and service that are attractive to students.

## Transportation

### Percent of on-time bus routes

**Definition:**

Of the total number of bus routes, percent of on-time routes.

*\*This is a new measure and a new data collection method was implemented in 2019-20, which will result in more accurate data available in Fall of 2020.*

**Significance of Measure:**

Late routes often result in missed instruction and unnecessary worry and stress for students and families who rely on safe, dependable transportation services.

## Capital Planning

### Percent of budget overspend

**Definition:**

Sum of dollar amounts over budget for the year divided by the sum of the approved projects budgets for completed projects.

*\*In 2018-19, all projects were on or below budget. In 2017-18, one project out of 24 was over budget by \$225 out of a total of \$106,256,014 in approved budget.*

**Significance of Measure:**

Keeping capital construction projects within budget ensures that Levy promises are kept to the voters upon whom continued support for capital improvements depend.

# Operations Dashboard Glossary



PERFORMANCE IN SUPPORT OF STUDENT LEARNING

## Enrollment Planning

### Accuracy of annual school projections

**Definition:**

Data provided by OSPI.

**Significance of Measure:**

Accurate projections ensure that school staffing and teaching capacity is not harmfully disrupted by unexpected changes in student enrollment.

## Safety & Security

### Percent of schools updating their Site Emergency Management Plan

**Definition:**

Number of updated plans received by October 1st divided by total number of schools.

**Significance of Measure:**

Completing the annual update supports the safety of students by incorporating revised information about staff, facility, and program changes and by ensuring that school plans conform to current district guidelines and best practices for emergency response.

## Facilities

### Percent of emergency facility work orders completed on time

**Definition:**

Of the total number of emergency work orders, percent of work orders completed within 24 hours.

**Significance of Measure:**

Prompt response to emergency building system issues minimizes impacts to the learning environment, maintains student and staff safety.

## Finance & Budget

### Percent of General Fund spent on Direct Services to schools

**Definition:**

Of total adopted budget, percent of budget spent on direct services.

**Significance of Measure:**

Efficiencies in district operations and central office services allow a higher percentage of resources to go directly to student services, supports and programs provided by schools.

# Operations Dashboard Glossary

PERFORMANCE IN SUPPORT OF STUDENT LEARNING



## Technology Services

### TechLine first-contact resolution rate

**Definition:**

Of all the service tickets received by TechLine, the number of tickets resolved on initial contact (without reassigning).

**Significance of Measure:**

Timely and effective customer support helps to ensure teaching and learning in schools is minimally disrupted by technology issues.

## CUSTOMER SATISFACTION & COMMUNICATIONS

### Student Satisfaction

#### Students satisfied with school operations

**Significance of Measure:**

Student survey perceptions are an important indicator that district operational systems provide a predictable and consistent experience for students that allows them to focus on learning.

### Family Satisfaction

#### Families satisfied with priority central office operations

**Significance of Measure:**

Survey perception measures of family satisfaction are an important indicator that district operational systems provide a predictable and consistent experience for families that allows them to focus on supporting student learning.

### School Leader Communications

#### School Leaders satisfied with operations communications

**Significance of Measure:**

Effective communication helps to ensure school leaders remain informed about district operational processes and expectations for administrators.

### School Leader Satisfaction


#### School Leaders satisfied with operations communications

**Significance of Measure:**

High rates of satisfaction indicate school leaders are not burdened by operational issues that take time and energy away from supporting students and staff.

*\*School Leader Satisfaction baseline data will be available in Fall of 2020 after Spring survey administration. Family and Student survey baseline data will be available in Fall of 2021 after Spring 2021 administration.*



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|  <p>SEATTLE<br/>PUBLIC<br/>SCHOOLS</p> | <p>BOARD OVERSIGHT OF<br/>MANAGEMENT</p> | <p>Policy No. 1010<br/>August 21, 2019<br/>Page 1 of 6</p> |
|---|--|--|

### **Purpose**

The purpose of this policy is to establish the roles and responsibilities of the School Board and the Superintendent in the oversight of the district and the policies to carry out these roles and responsibilities.

### **Oversight Roles and Responsibilities**

The School Board is responsible for governance and oversight of all departments and major program areas of the district, both academic and operational (referred to below collectively as “Oversight Areas”). The School Board’s role in the oversight of management is to review and evaluate the performance of all Oversight Areas, at least annually, through formal reports, audits and any other reporting method deemed appropriate by the School Board through the Superintendent.

The School Board and the Superintendent understand that oversight of management is the responsibility of the Board as a whole, not of individual Board members. The Board shall hold the Superintendent accountable (in part through periodic evaluation) for the performance of these systems.

In addition to the oversight of management responsibility, the Board also has oversight responsibility for academic performance. A Performance Management policy is set forth in Series 0000.

### **Goals**

The goals for this Board Oversight of Management policy are to:

- Evaluate each Oversight Area’s implementation plans, goals and objectives.
- Enable the Board to perform appropriate oversight of management of each Oversight Area by monitoring progress toward performance indicators.
- Ensure the district has qualified personnel overseeing its programs.
- Ensure compliance with state law and Board policies and procedures.

## **Oversight Actions**

1. The Board will develop and use a **District Annual Operations Data Dashboard** for monitoring all Oversight Areas, which shall be separate from and in addition to the district academic scorecard. The operations data dashboard shall consist of a limited number of carefully selected indicators that communicate the operational health of the district.

- The Superintendent will prepare and present to the Board a report on the District Annual Operations Data Dashboard each November. The dashboard shall include key performance indicators for each Oversight Area (listed below).
- The Superintendent shall annually review the scorecard contents and propose any changes to the scorecard to the Board for its review and approval.

2. The Board will conduct four **Oversight Work Sessions** each year for the purpose of reviewing overall system integrity for Oversight Areas. The Superintendent and the Executive Committee shall work together to identify the departments and major program areas to give presentations each year.

**Each oversight presentation** shall at a minimum address:

- The functions of the department or program area, stakeholders, and relationship to academic outcomes
- Organizational structure, names and qualifications of key personnel
- Budget and staffing overview
- Evidence of key internal controls
- Department goals & objectives and major initiatives in process and linkage to strategic plan goals
- Department performance in meeting its goals and objectives, including comparing current performance to previous years
- Key Performance Indicators (KPIs) with the latest data available
- Major information technology systems necessary to this function
- Key risks, challenges to delivery of service, and opportunities associated with this function
- List of major outside service contracts, with brief description of each
- Response to Board questions submitted in advance

The Board will receive final Oversight Area work session presentation materials and documents not less than two weeks prior to the scheduled work session. The Board will submit information requests/questions to the Superintendent not less than one week prior to the scheduled work session. The Board President and Superintendent will confer to finalize the list of information requests. Staff will

provide additional written materials in advance to respond to these advance questions. All work session materials will be posted online. Executive summaries will be provided for any report containing extensive data.

Oversight Areas that shall report to the Board through Oversight Work Sessions include:

- **Teaching & Learning - Academics**
  - Curriculum & Instruction
  - English Language Learners
- **Teaching & Learning - Schools & Continuous Improvement**
  - Schools
  - Coordinated School Health
- **Teaching & Learning - Student Supports**
  - Special Education Services
  - Highly Capable Services
  - Athletics
  - Enrollment Planning
  - Admissions
- **Business & Finance**
  - Budget
  - Contracting
  - Accounting
  - Cash handling at schools
  - Risk Management
  - Procurement
- **Human Resources**
- **Operations**
  - Nutrition Services
  - Safety & Security
  - Transportation
  - Warehouse
  - Capital Projects and Planning
  - Facilities, including:
    - Custodial Services
    - Environmental Services
    - Maintenance Services
    - Property Management
    - Stanford Center Bldg Management
- **Technology Services**
- **Internal Audit**
- **Equity, Partnerships & Engagement**
- **Public Affairs**
- **Legal**

3. In addition to the oversight work sessions, the Board may fulfill its oversight responsibilities for the district's operations by considering the matters identified below, as periodically forwarded to the Board for its consideration by the **Committees** referenced below. The Board may agree to refer matters to different committees.

#### Financial Systems

- Reviewing processes and internal controls used to ensure integrity of all major components of the district's financial systems
- Receiving and reviewing the annual external audit of the district's finances
- Requiring the Superintendent to follow-up on the recommendations of the external auditors on a time appropriate basis, as defined by Board procedures
- Receiving and reviewing all internal audit reports
- Requiring the Superintendent to make any necessary procedural changes based on internal audit reports
- Receiving and considering the recommendations of the **Audit & Finance Committee** with respect to these and other matters

#### Curriculum, Assessment, & Instruction

- Reviewing status of curriculum documentation and availability to teachers
- Reviewing processes for ensuring consistency of document curriculum and assessments
- Reviewing processes for building or buying new instructional materials consistent with the Series 0000
- Reviewing processes and status for training all certificated staff in curriculum, standards and the district's Theory of Action
- Receiving and considering the recommendations of the **Curriculum & Instruction Policy Committee** with respect to these and other matters

#### Human Resources

- Reviewing effectiveness of professional development
- Requiring the Superintendent to uphold integrity and transparency of selection processes
- Receiving reports on staffing not less than twice per year
- Reviewing effectiveness of performance evaluation processes
- Reviewing compensation strategy
- Reviewing training programs with an emphasis on required trainings
- Receiving and considering the recommendations of the **Audit & Finance Committee** with respect to these and other matters

#### School Support Services, Facilities and Capital

- Reviewing Safety and Security: level of service and trend data
- Reviewing Construction Management policies and complete project reports
- Reviewing Facilities Maintenance 5 year plan and complete projects reports
- School Support Services: review major contracts, level of service, and customer satisfaction
- Capital levy planning
- Receiving and considering the recommendations of the **Operations Committee** with respect to these and other matters

### Technology

- Receive return on investment calculations for all major systems
- Requiring the Superintendent to maintain equity of technology in all schools
- Reviewing “up” time for all systems
- Receive recommendations regarding technological innovations that could be integrated in the district and plans for transition of existing technologies
- Review general technology plans, policies and key technology strategies
- Receiving and considering the recommendations of the **Operations Committee** with respect to these and other matters

### Superintendent

- Requiring a clear, fair and transparent planning process with appropriate engagement of key stakeholders
- Annually review the Superintendent’s performance
- Receiving the recommendations of the **Executive Committee** with respect to these and other matters

4. On a monthly basis, the Board shall receive a copy of the most recent available **monthly financial statements** showing the district’s balance sheet and income statement for all major accounts, together with a written summary of key points, identifying any significant trends or changes from the prior period.

5. Semi-annually, the Board will receive a **capital projects report**, prepared by the district’s capital and finance departments in consultation with the Operations Committee, designed to provide an overview of the status of capital programs and expenditures and show key trends. The report will include, but not be limited to, CEP, BEX and BTA program activities.

6. The Board shall also receive such **other annual program oversight & performance reports** as may be identified elsewhere in adopted Board policies or as directed by the Board from time to time. The Executive Committee will

review and approve the list of annual program reporting requirements each year, including which reporting requirements should continue and which should be consolidated into oversight workshop presentations or otherwise no longer be required.

7. The Board will oversee and review **internal audits** as described in Board Policy No. 6550 and Board Procedure 6550BP.

8. The Board will periodically review the district's **code of conduct, code of ethics and whistleblower policies and programs** to ensure they are operating appropriately and effectively.

9. The Board will be apprised by the Superintendent of any **government- or management-commissioned audits, reviews or reports** of the performance of district departments, programs or the district as a whole.

Adopted: June 2011

Revised: August 2019; December 2018; September 2015; February 2013

Cross Reference: Policy Nos. 1005; 1240; 6550; 6550BP; Series 0000

Related Superintendent Procedure: N/A

Previous Policies:

Legal References:

Management Resources: