



# Board of Education Informational Report

## MEMORANDUM

**Date:** October 7, 2016

**To:** Members of the Board of Education

**From:** Robert McKean, Interim Superintendent

**Subject:** Work flow recommendations for 2016-2019

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The PPS administrative team is committed to completing quality project work in a timely manner and improving ongoing service to our schools that will support student achievement and build community trust. This document is designed to outline the numerous projects that the district must accomplish against the back drop of current financial and capacity limitations as well as ongoing effort to improve service to schools. It provides an initial recommendation regarding a prioritized timeline around enrollment balancing given the commitment to quality and the aforementioned financial and capacity limitations. Further discussion of these priorities and the capacity to complete them under current timelines will be a part of the November 1 Board of Education retreat.

### Context:

Over the summer of 2016, four issues arose that have affected the priorities previously established by the Board of Education for the 2016-17 school year:

- 1) As a number of environmental health and safety concerns were identified, staff and resources have been hired and deployed to address lead in the water, lead paint, radon and other factors. When the Board of Education developed and passed the budget in June, these remediation efforts and the staffing to support them, were not included. Staff is currently working to have kitchens open and running with safe, clean water in the beginning of October. A number of assessments will be taking place over the school year, but the goal will be to have a number of water fountains open with safe, clean water in schools in time for the 2017-18 school year.
- 2) In response to the environmental health and safety concerns, the Board of Education decided to delay putting the school modernization bond onto the November ballot. This provides staff with additional time, but also means that much of the due diligence to refine the scope of a future bond will be taking place this fall and into 2017.
- 3) In June, the Board of Education announced that they would be engaging in a nation-wide superintendent search for a new Superintendent in time for the 2017-18 school year. Under current timelines, a search firm will be working with the Board of Education

and PPS community this fall to identify the skill set and traits that are needed for the next Superintendent. Interviews and decision-making will occur in Spring 2017.

- 4) When the District began Interest Based Bargaining (IBB) as our vehicle for negotiating with the Portland Association of Teachers, it was with the goal of settling the contract by June 2016. This process has been more intensive both in terms of time and staff resources than previously anticipated. IBB will be continuing, at a minimum, through the Fall and into Spring 2017.

### **Scope of Work Superintendent Recommendation March 2016:**

The July resolution expressed an intent to follow through on the scope of work described by the Superintendent in March 2016. Below are additional details from that report.

#### ***Recommendation: Harriet Tubman Middle School***

*Open Harriet Tubman as a middle school in fall of 2017. Boise-Eliot/Humboldt, King, Sabin, & Irvington would convert to K-5s, with students attending Tubman Middle School.*

#### ***Implementation considerations***

- An implementation and planning team, led by the newly designated principal, would consider whether Tubman should apply to be an International Baccalaureate Middle Years Program, providing continuity for King and Sabin, which currently offer an IB program, and for Vernon students who wish to opt in to continue with an IB program instead of attending Beaumont.*
- Consider a middle grades Mandarin program to provide continuity for King.*

#### ***Recommendation: Roseway Heights Middle School and Rose City Park***

- Open Roseway Heights as a middle school in Fall 2017. Scott, Lee and Vestal would convert to K-5s, with students attending Roseway Heights. Rose City Park would open as a K-5 neighborhood school in 2017.*

#### ***Implementation considerations***

- The Vietnamese Dual Language Immersion program, currently located at Roseway Heights K-8, would be located at one of the feeder schools, still to be determined.*
- Consider a middle grades Spanish Immersion program to provide continuity for Scott.*

#### ***Recommendation: ACCESS***

*ACCESS Academy (now at Rose City Park) would move to Humboldt School.*

#### ***Implementation considerations***

- Consider opportunity for future increased enrollment.*
- Consider a high school feeder pattern.*

#### ***Recommendation: Vernon***

*Vernon K-8 would be converted to a K-5 and students would then attend Beaumont Middle School in Fall 2017.*

#### ***Implementation considerations***

- Vernon would remain a K-8 school for 2016-17, but become a feeder school to Beaumont beginning in 2017.*



- *If an IB Middle Years Program (MYP) is implemented at Tubman, Vernon students would have the ability to opt in to Tubman Middle School.*
- *Rigler K-5 and Alameda K-5 would continue to feed to Beaumont.*
- *Alameda K-5 and Beaumont Middle School will be included in a D-BRAC process this spring to recommend the new boundary for Rose City Park School and create feeder patterns for Roseway Heights Middle School. Decisions on these changes should be finalized no later than January 2017.*

In addition to the above scope of work, there is also a need to do a boundary review for the Ockley Green Middle School feeders.

### **Challenges:**

The challenges of completing all projects associated with the recommendations in the current time frame can be broken into the following categories: financial, capacity, priorities, and community trust.

### **Resources:**

- As with the start of any biennium, this is a time of budget uncertainty. The Legislative Fiscal Office released their preliminary number of \$7.975 billion for the next biennium. The seven largest school districts in Oregon estimated that if Measure 97 passes, the education resources could increase to \$9.964 billion. However, PPS is estimating that we will need the state budget to be about \$10.03 billion in order to address environmental health and safety needs.
- PPS has already approved \$5M in borrowing for environmental health and safety this summer and approved a resolution for additional resources on September 26, 2016.
- In order to implement the two middle school conversions, PPS is anticipating needing additional staffing and resources. The Ockley Green conversion cost the district approximately \$1.5M not including the DBRAC process, repurposed staff (e.g. the project manager), and the opportunity costs of not completing other prioritized work. A budget of \$5M would need to be budgeted to convert the two schools as well as staff the process adequately without having to repurpose other staff. At this point, there has not been a facilities cost-estimate of Tubman or Roseway Heights, so there may be additional costs.

### **Implementation Capacity:**

- In the above reconfiguration recommendations, we would be converting nine K-8 schools to K-5 schools, creating two middle schools, and moving a K-8 program. These conversions will require classroom moves, staffing considerations, IT support, facility upgrades, and communication/community engagement support. At the same time, the district will be:
  - Moving Faubion out of Tubman and into the new Faubion PK-8
  - Moving Franklin out of the Marshall Campus and into the new Franklin High School
  - Opening Phase II of Roosevelt High School
  - Moving Grant High School into Marshall
  - Moving the PISA program out of Benson High School

These are resource intensive moves. This past summer when we moved Odyssey, the three Ockley Green feeders and opened Ockley Green and the first phase of Roosevelt,, staff and contractors were stretched thin and were working around the clock to get the facilities finished in time for the first day of school. This summer we have scheduled exponentially more moves and openings and will also be trying to address many of our environmental health and safety issues at the same time such as getting drinking fountains opened in time for school to start.

- There are also a number of current vacancies in the organization. For example, there are currently five vacancies in Finance, eight vacancies in IT, and 16 vacancies in Operations (including the Chief Operating Officer). In many of these cases, current employees have taken on additional responsibilities in order to backfill these positions. Additional vacancies that will be key to this implementation are: Senior Director of System Planning and Performance, and the Deputy Chief of Human Resources. These positions played key roles in the planning and implementation of last year's DBRAC process and this summer's transition. Even with resources to staff adequately for this project, recruiting and training for these positions is a serious concern.

### **Competing Priorities:**

As mentioned above, this summer, the Board of Education had four additional priorities that have begun or continued into this school year:

- Environmental health and safety
- Future Bond Planning
- Superintendent Search
- IBB

In addition to these priorities, the following priorities are also being implemented:

- 2012 School Bond Improvement Projects
  - 4 schools plus Summer IP work
- Curriculum Adoption (this year is a pilot, and will be expanding next year)
- Budget Improvement Process
- Response to the Risk Assessment
- Review of Central Office Departments and Structure
- Internal Control Assessment and Improvement
- Successful Schools Survey
- Tech Smart

Attached please find two heat maps that identify the timelines for these key priorities. These maps indicate that there is a lot of overlap in both the implementation timelines and community engagement timelines for these key initiatives.

Even with additional staff and resources, there are simply too many priorities to manage in order for them all to be completed successfully by the fall of 2017.

### **Community Trust:**

There are two elements to the community trust concerns. First, PPS has acknowledged the challenges of providing robust programming to our smaller K-8 schools, and middle grades



programs in particular. The recommendations and resolution from the Board of Education to move quickly on opening the middle schools acknowledge the urgency to remedy these inequities. There will be serious community concerns about not moving forward with this work. On the other hand, with so many priorities, and in particular priorities focused around environmental health and safety, PPS needs to ensure that we are producing quality results for the community. We will lose further community trust around these issues if we are not able to complete the environmental health and safety projects well, or complete the moves associated with the 2012 School Improvement Bond.

**Recommendation:**

The recommended prioritized timeline of work flow for 2016-2019 below is based upon current capacity and projected financial limitations. While recognizing the urgency of opening the two new middle schools, when weighing the work that has already begun on the environmental health and safety and development of the bond, the recommendation is to delay their opening by one year. However, attached is a memo from staff recommending implementation steps for middle grade program improvement for the 2017-18 school year.

2016-1017 (needs to be reviewed at upcoming Board retreat)

- Environmental health and safety
- Future Bond Planning
- Superintendent Search
- IBB
- 2012 School Bond Improvement Projects
  - o 4 schools opening/moves plus Summer IP work
- Curriculum Adoption (this year is a pilot, and will be expanding next year)
- Budget Improvement Process
- Response to the Risk Assessment
- Review of Central Office Departments and Structure
- Internal Control Assessment and Improvement
- Successful Schools Survey
- Completion of projects at Ockley Green Middle School
- Middle school programming planning
- Boundary changes for Ockley Green feeders
- Begin reorganization of District Office
- Build staff capacity
- Review of complaint process

2017-2018

- Environmental health and safety
- 2017 Bond Improvement Projects
- Implementation of Curriculum Adoption
- Response to Risk Assessment
- Implementation of Ockley Green feeder school and Westside middle and high school boundary change
- Complete planning for opening of Roseway Heights Middle School
- Completer planning for Tubman Middle School
- Complete reorganization of District Office under the new superintendent

2018-2019

- 2017 Bond Improvement Projects
- Opening of Roseway Heights Middle School
- Opening of Tubman Middle School





Priority Community Engagement

2016 2017

	Oct	Nov.	Dec.	Jan.	Feb.	Mar.	April.	May	June	July	August	Sept.
1 Opening Tubman MS												
2 Opening RHW MS												
3 2017 Capital Improvement Projects (IP17)												
4 Modernization - Grant												
5 Modernization - Franklin												
6 Modernization - Roosevelt Phase 2												
7 Modernization Faubion												
8 General School Transition												
9 Successful School Survey (parent)												
10 Education Options Review												
11 Budget Improvement Process												
12 Health & Safety Remediation												
13 Bond 2017 planning												
14 Middle School Planning												
15 DBRAC Process												
16 Superintendent Search												
17 Boundary Changes												
18 PISA move												
19 Access/Humboldt move												

Notes:



## Non-Represented Employee Vacancies

<b>Department</b>	<b>Position</b>
Community Involvement and Public Affairs	Chief
Community Involvement and Public Affairs	Manager
Community Involvement and Public Affairs	Senior Manager: Public Information Officer
Community Involvement and Public Affairs	Senior Manager: Communications Officer
College and Career Readiness	CTE Strategic Partnership Manager
Curriculum and Instruction	Learning Management System Curriculum Curator
Early Childhood Programs	School Family Partnership Coordinator
Finance	Deputy Chief
Finance	Grant Writer
Budget Office	Director
Budget Office	Assistant Director
Operations	Confidential Executive Assistant
General Counsel	General Counsel
Human Resources	Deputy Chief HR Officer
Human Resources	Senior Director- Employee and Labor Relations
Human Resources	Specialist- Labor Relations
Human Resources	Recruiter
Human Resources	Senior Specialist Talent Management

School Operational Support PK-12	Academic Programs Associate
Student Services	Academic Program Associate
Funded Programs	Coordinator
Systems Planning and Performance	Senior Director
Systems Planning and Performance	District Testing Coordinator
Systems Planning and Performance	Data Warehouse Functional Lead
Equity and Partnerships	Student Assistance Coordinator
Equity and Partnerships	Assistant Director
Office of Teaching and Learning	Director of Multi-Tiered System of Supports and SWIFT
Records Management	Manager
Office of School Performance	Senior Director
Office of School Modernization	Coordinator of Capital Projects
Office of School Modernization	Coordinator of Capital Projects
Office of School Modernization	Director of Capital Projects
Office of School Modernization	Project Manager
Office of School Modernization	Senior Director
Nutrition Services	Coordinator
Nutrition Services	Program Manager
Nutrition Services	Specialist- Procurement
Student Transportation	Assistant Director
Student Transportation	Specialist-GIS

Information Technology	Application Developer-Senior
Information Technology	Program Director- IT Finance & Administration
Information Technology	Manager- Information Security
Information Technology	Senior Manager- Client Services
Information Technology	Program Director- Systems Development & Integration
Information Technology	IT Project Manager- Senior
Information Technology	IT Project Manager- Senior
Information Technology	Specialist- IT Procurement
Facilities and Asset Management	Project Manager
Facilities and Asset Management	Project Manager
Facilities and Asset Management	Project Manager
Facilities and Asset Management	Senior Project Manager
Maintenance Services	Manager
Maintenance Services	Senior Manager- Electrical
Property Management	Program Manager- Capital Planning
Property Management	Project Manager