



## MINUTES

### Full Board of Directors' Meeting

September 8, 2021  
6:15pm

**The meeting was held:**

**[Online via Microsoft Teams using this link](#)**

**Dial-in Number: +1 773-917-5169,,177020259#**

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**MISSION:** We exist to foster a diverse and equitable community of youth and adults striving together for academic, personal and civic excellence.

**VISION:** Inclusive excellence in public education.

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The Board uses a series of qualifiers, where appropriate, to help clarify the nature of each presentation/report.

1. The decision has been made and updates are provided (Inform)
2. Input is needed to assist the board to make the best decision (Discussion/Input)
3. Brainstorming is needed to help identify all options (Brainstorm)
4. Input and/or decision is assigned to a Special Committee (Small Group)
5. The decision is ready for vote (Vote)

## **ATTENDANCE**

### **Board Executive Committee:**

Brent Baribeau, Board President  
Joe Whitfield, Co-Chair  
Gwen Maurello, Co-Chair (call-in)  
Marc Furton, Treasurer (call-in)  
Anna Rogers, Secretary

### **Board Members:**

Kamrin Coffey, Board Member (call-in)  
Ben Garey, Board Member  
Stephanie Grossman, Board Member (call-in)  
Brandon Hellwig, Board Member  
Drew Kent, Board Member (call-in)  
Kenny Smith, Board Member (call-in)  
Grace Nailing, Board Member (call-in)

### **Highline Ex-Officio Members:**

Chris Ferris, Highline Academy Executive Director  
Sarah Verni-Lau, Highline Academy Southeast Principal  
Brittany Joyce, Highline Director of Communications  
Kim Fronafel, Southeast Campus Teacher (call-in)  
Austin Young, Northeast Campus Teacher

### **Other:**

Max McCloskey, Ratio Design  
Courtney Fry, HASE Teacher  
Rebecca Rathgeber, HASE Teacher  
Heather Knight, HASE Director of Operations  
Paul Shoukas, HASE Parent  
Griffen Mousel, HASE Student  
Stephanie Leigh, HASE Campus parent  
Heather Weir, HASE parent  
Sara Krauss, HASE parent

### **Absent:**

Teresa Fraiser, Highline HR Director  
Gina Schlieman, Reach In committee member  
Guerin Gray, Highline Academy Northeast Principal  
Heather Miles, Southeast Campus Teacher  
Leah Gerig, Northeast Campus Teacher

| <i>Topic</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <i>Presenter</i> | <i>Goals</i> | <i>Outcome</i> |
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| <b>Call to Order – Brent Baribeau – Call to Order (6:06pm)</b> <ul style="list-style-type: none"> <li>• Quorum Establish</li> <li>• Agenda Confirm</li> <li>• Mission and Vision restated</li> </ul> <p>Quorum established. The agenda was adopted with no changes. Brent Baribeau read aloud the mission and vision statement. He explained that inclusive excellence is hard and we strive to make the vision a reality everyday. This is what we are doing today - to build the future of HASE and we are excited to be here to present the master plan for this facility expansion project.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |              |                |
| <b>Consent Agenda – Brent Baribeau – Governance – Vote (6:08 pm)</b><br>There were no items in the consent agenda.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |              |                |
| <b>See BOD Packet for: (6:08 pm)</b> <ul style="list-style-type: none"> <li>• Master Plan</li> <li>• Construction Budget</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |              |                |
| <b>Master Plan Presentation- Max McCloskey - Inform (6:09 pm)</b><br><p>This special Board meeting was called to share the Master Plan for the Southeast campus building expansion project. Max with Ratio Design introduced himself. He and his team began working with Highline in April 2020. There was a pause due to the pandemic and work resumed in 2021. His hope is that Highline can adopt the plan for the next 50 years.</p> <p><a href="#">Click here</a> to access the plan that was reviewed during the meeting.</p> <p>Goals for the meeting were shared to establish the purpose and intended outcome. Highline’s Master Plan is an inclusive process with a diverse group of stakeholders who create a trail map for the next 50 years of Highline Academy Southeast’s facility needs.</p> <p>The Master Plan process entailed the following activities: 4 Design workshops, 2 CDE meetings, 6 Pricing meetings, 7 Campus visits, and 6 Design iterations.</p> <p>Existing Conditions Analysis: Learning Spaces</p> <ul style="list-style-type: none"> <li>• Some central classrooms are divided by operable partition with minimal acoustic separation</li> <li>• Often times group work occurs in the narrow corridors</li> <li>• Gym is over utilized with PE, lunch and events taking place</li> <li>• Administrators lack a dedicated office space</li> <li>• Teacher’s lack dedicated work rooms/meeting rooms</li> <li>• Most classes do not meet the CDE recommendation for square footage per student. Highline is not in violation, yet the school is a little off (10-20% under).</li> <li>• Overall, students and staff need more space</li> </ul> <p>Existing Conditions Analysis: Outdoor Space</p> <ul style="list-style-type: none"> <li>• Carline and staff parking is an ongoing safety challenge</li> <li>• The main play area, including artificial turf is well utilized, yet size cannot support many more students</li> <li>• Landscaped area along Dahlia in front of the main entrance is under utilized</li> <li>• Open space on southeast corner of the campus (south of the gym) is underutilized and storm water drainage is insufficient</li> </ul> <p>Design Process &amp; the DAG (Design Advisory Group)</p> |                  |              |                |

The design was not originated by Ratio, however it was created with the input of multiple stakeholders from the community.

#### DAG Workshop #1 - Mindbreaking

- Opportunity to get to know the culture and values of Highline
- Polling and 'Trend Statements' to understand what is important for the master plan
- Phototyping - DAG members shared photos representing the character of Highline (the need for more breakout spaces, adequate size space for teachers, the school design should incorporate cultural references from the Highline community to help instill a sense of pride and belonging).

#### Master plan Goals:

- Develop a Master Plan vision that builds upon the strong community already in place at Highline Academy. Celebrate REACH!
- Design an addition that includes up to 3 ECE classrooms
- Create student-focused learning environments while increasing the amount of space dedicated to faculty
- Enhance the efficiency of the existing building
- Create flexible, multi-functional space that is appropriately sized to meet the long term goals of the school while being mindful not to deter from Highline Academy's current culture
- Provide additional outdoor space for learning and play

#### Workshop #2 - Space Planning

- RATIO shared zoning analysis
- RATIO shared preliminary space planning concepts through a collaborative whiteboard software platform
- DAG members were asked to participate in the whiteboard, or through the virtual meeting, providing feedback and creating their own space planning concepts.

#### Workshop #3 - Building Making

- Ratio shared updated Master Plan concepts based on feedback from the previous workshop
- The group conducted a site walk to visualize the locations of the proposed additions
- The DAG members provided feedback to concepts and held a group discussion
- Concept #1: The Hybrid. The middle school department is in the southeast corner and adds secure entry, while the ECE and Admin Suite is in the southwest corner.
- Concept #2: The Hawks Nest. This provides a standalone ECE facility on the property.
- Concept #3: The Bar. This provides a build for the full north - south width of the campus, with ECE separate and dedicated parking to the north, and middle school to the south.

#### Workshop #4 - Agreement

- DAG members had an open dialogue and shared perspectives during this workshop.
- RATIO shared a single option "The Super Hybrid" that combined feedback from the previous schemes.
- DAG members held a roundtable discussion on the design including costs, construction phasing, and additions/ modifications to the design.
- DAG members agreed to move forward with the super hybrid design with the inclusion of comments provided during the workshop. A few points about this design:
  - Admin space is expanded, with eyes on the street (Dahlia)
  - ECE is near Admin and the existing Kindergarten space for shared resources. Dedicated parking for ECE along Warren Avenue.
  - Middle school is expanded to the South and is contained in a cluster
  - Rooftop playground on top of the middle school expansion
  - The library: by removing the walls, we gain 1k square feet of useable space

#### 21st Century Learning Environments:

- West addition is the front door of the facility
- Library becomes a contemporary learning commons
  - Can be a social hub for this part of the building
- Universal learning spaces with learning stairs
  - Learning stairs - stairways that have platforms and sitting so this can be used to study and socialize.

There is much efficiency for having a contractor on site once. Does it make sense to add a second floor of classrooms? Options: 1) Can proceed with the entire build out now; 2) Can build the core and shell addition; or 3) Design the 1st floor to receive the loads of a 2nd floor and a rooftop playground. A rooftop playground can be added to a one-story building as well, however the cost increases significantly.

#### Construction Costs

- What is being shared is the vision but it is scalable and editable
- Package #1: Single story middle school. This would include:
  - 5 new classrooms, 2 renovated classrooms, conversion of intervention room 114 to storage, new corridor, straighten the drive isle exiting onto Warren Ave, sanitary waste line improvements, new finishes in the existing building; 16,725 square feet of new construction.
  - Estimated cost: \$7,139,182.50
- Package #2: Two story middle school with rooftop playground. This would include:
  - 5 new classrooms and 2 renovated classrooms on ground floor, 5 additional new classrooms on the second level, learning stair connecting levels, playground on the middle school addition roof, secure entry vestibule at north Gym entrance, new finishes in the existing building; 29,260 square feet of new construction.
  - Estimated cost: \$12,745,037.00
- Package #3: Administration and ECE addition. This would include:
  - Demolition of existing entry and Admin offices, new privacy wall on west side of west parking area, new ECE facility with 5 learning spaces and dedicated parking, new Administration suite with secure main entrance, new nurse's clinic and staff breakroom, renovation of kindergarten classrooms, 12,431 square feet of new construction.
  - The estimated cost: \$6,731,077.09
- Package #4: Existing building renovations. This would include:
  - New paint and carpet throughout existing building, replacement of all fluorescent light fixtures to LED, renovation of existing library, renovation of existing northeast elementary restrooms, replacement of up to 15 rooftop mechanical units, upgrade fire alarm system to voice evacuation
  - The estimated cost: \$2,255,472.56
- Full Master Plan and existing building renovations would be the complete execution of the vision in all phases. This includes furniture, contingency, new ECE with parking, new Administration suite and entry, interior finish and system renovations/ upgrades, and a new 2-story middle school with a rooftop playground.
  - This would provide an additional 43,400 square feet for an estimated cost of \$21,057,173.00.

The proposed timeline would include 4 phases:

1. Middle School addition: Complete June 2023
  - Phase 1: It appeared that it would be logical to complete the middle school expansion first given the current wait list and that it would be least disruptive. This would begin before the start of the 2022-23 school year.
2. Interior renovations (Special Education, create hallway, turn room 114 into storage): Complete August 2023
3. ECE, Admin and Main entry addition: Complete April 2024
4. Interior renovations (staff break room, clinic, ECE & kinder play area): Complete August 2024

**Public Comment (7:08 pm)**

Members of the DAG committee expressed their satisfaction with the work that was done during the workshops and ensured that their feedback was incorporated into the plan.

**Board Discussion of Master Plan - Brent Baribeau - Vote (7:10 pm)**

It was noted that some of the current structures will expire in 2025, as mentioned in the Master Plan. The Board was informed that the expiration dates come from the generic benchmarks that are used as guidance. There is no enforcement to comply with the benchmarks. Moreover, the benchmarks do not consider how well the structure is maintained and Highline administers quality maintenance of the building.

Relationships between all the age groups throughout the building were discussed. Per safety and code requirements, ECE students have to be separate from other grade levels. In the master plan, the ECE area is enclosed with a few ways for students to flow into the library and media room. The youngest students are protected from traffic, however this does not apply for older students. Some interaction across grade level spans (i.e. reading buddies) to foster community building is desirable and will be considered for the buildout.

Questions about features included in the budget were discussed. The price per square foot is high because of the playground. Adding a second floor is very expensive. Highline can not take advantage of efficiency tax credits because it is a nonprofit organization. Max reminded the Board that the master plan is very conceptual. The awarded construction company will design the detailed plan with all the details. Having the project exceed budget was discussed; this is possible because some variables can change. The budget was written conservatively.

Ben proposed to vote on the conceptual phase developed with Ratio's support and approve the Master Plan. There was a discussion if this was a premature decision, however it was decided that the Master Plan, as a concept, should be approved tonight. The approval came with a caveat that Max and the Ratio team will provide updates if necessary before the final deliverable (physical copy) is produced. However, any updates should be minor so the project is within budget.

It was suggested that the plan be presented to the broader community. There was some initial hesitation regarding this because the Master Plan is visionary in nature and not the final blueprint for the expansion. It was decided that the Master Plan can be shared with the community with the intent of sharing the vision for the expansion and to stir community excitement around the work that has been accomplished thus far. It was suggested that sharing the plan may also secure early funders for the project.

A motion was made by Ben Garey and seconded by Brandon Hellwig to approve that Ratio Design has met their deliverables for the Master Plan process. The motion passed unanimously.

The Board expressed their thanks to Ratio for delivering on time and getting to know Highline's culture.

**Old Business - Brent Baribeau - Inform (7:44 pm)**

None

**Reminders/Announcements - Brent Baribeau - Inform (7:44 pm)**

Next regular BOD meeting: Sept. 28, 2021 at 8:00 am (Virtual meeting only)

**Adjournment - Brent Baribeau - End Meeting - Vote (7:45 pm)**

With no further business up for discussion, a motion was made by Brent Baribeau and seconded by Joe Whitfield to adjourn the meeting. The motion passed unanimously.