

RECORD OF THE REGULAR MEETING OF THE BROOKLINE SCHOOL COMMITTEE HELD ON **THURSDAY, JANUARY 9, 2020** AT 6:00 PM IN THE WALSH SCHOOL COMMITTEE ROOM, 5<sup>TH</sup> FLOOR, TOWN HALL. STATUTORY NOTICE OF THIS MEETING WAS FILED WITH THE TOWN CLERK.

School Committee Members Present: Ms. Federspiel (Vice Chair), Dr. Abramowitz, Ms. Charlupski, Ms. Ditkoff, Mr. Glover, Ms. Monopoli, Mr. Pearlman, and Ms. Scotto. School Committee Members Absent: Ms. Schreiner-Oldham (Chair). Also present: Mr. Lummis, Ms. Normen, Dr. Gittens, Ms. Ngo-Miller, Mr. Cannon, and Ms. Coyne. Others Present: China Exchange Coordinator Steve Lantos, Steps to Success Executive Director Shoma Haque, Steps to Success District Coordinator Jeanette Sergeant, and Director of Data Analysis and Information Management Erin Cooley.

Ms. Federspiel called the meeting to order at 6:00 PM.

**1. ADMINISTRATIVE BUSINESS**

**a. Calendar**

Ms. Federspiel noted upcoming events on the calendar.

**b. Consent Agenda**

**ACTION 20-1**

On a motion of Ms. Charlupski and seconded by Mr. Pearlman, the School Committee VOTED UNANIMOUSLY to approve the items included in the Consent Agenda.

- i. Building Envelope Repair Program Contract Amendment in the Amount of \$59,550 (Attachment A)
- ii. Brookline High School Project MBTA Real Estate Force Account Additional Funding in the Amount of \$18,566.35 (Attachment B)
- iii. Brookline High School Project MBTA Capital Delivery Force Account Additional Funding in the Amount of \$1,119,463.50 (Attachment C)
- iv. Brookline High School Project Skanska Change Order in the Amount of \$22,949,790 Pre GMP12 Early Bid Package/MBTA Platform (Attachment D)
- v. Student Trip Application: Steps to Success Winter Exploration Trip to Bretton Woods, New Hampshire; February 18, 2020-February 20, 2020 (Attachment E)

**2. WELCOME TO XI'AN, CHINA VISITING DELEGATION  
FAREWELL TO CHINESE EXCHANGE PROGRAM STUDENTS  
RECOGNITION OF 2019 CHINESE TEACHER OF THE YEAR  
FU-TSENG CHANG**

Mr. Lummis and the School Committee members welcomed the visiting delegation from Gao-Xin Number One High School in Xi'an, China. The delegation – including Principal Wang Fengjin, Vice Principal Yan Guangtao and Assistant Principal She Ying – are in Brookline to mark the 20th Anniversary of the Brookline China Exchange Program (CHEX). The delegation enjoyed a welcome dinner on Wednesday

evening at the nearby Blossom Restaurant, a School Committee reception earlier this afternoon, and will have a community celebration at Brookline High School (BHS) on Friday night, panel discussions at BHS on Saturday morning, meetings at the Harvard Graduate School of Education and at the Massachusetts Department of Elementary and Secondary Education, and classroom visits at Driscoll School. Mr. Lummis acknowledged the incredible efforts of the members of the CHEX Steering Committee, especially Karyn Wang and Blanka Bogdanovic, Public Schools of Brookline staff, especially Mr. Lantos, and the host families. The CHEX program – designed to foster an increased cultural awareness between the people of the United States and China – is an integral part of the fabric of BHS and none of it would be possible without the support of the wider Brookline community through the work of the Steering Committee. Mr. Lummis presented gifts to the visiting delegation members.

BHS Coordinator for the Brookline China Exchange Steve Lantos discussed the history and importance of the CHEX Program. He then introduced the Gao-Xin Number One High teacher, students, and delegation who discussed their experiences, the value of the program and how the program has helped them learn about other cultures and grow. They expressed their sincere appreciation to the CHEX Steering Committee, the School Committee, BHS staff and students, and the host families.

Mr. Lummis then introduced and congratulated BHS teacher Fu-Tseng Chang on receiving the 2019 Massachusetts Foreign Language Association's Mandarin Teacher of the Year Award. For the past 18 years Mr. Chang has taught Mandarin Chinese at BHS. His colleagues and supervisor - without hesitation - note that he is extremely hard-working, passionate about teaching, generous, and kind. His dedication to his students is legendary in the halls of the high school: he helps them with their academic work after school, attends their performances in the auditorium, and cheers them on at their volleyball games in the gym. Every year, he mentors and gives generously of his time to support the Chinese teacher from Gao-Xin Number One High School as part of the China Exchange program. In addition, over the course of the school year he – along with BHS teacher Lihua Shorter – works with students, staff and families to stage many celebrations and events that showcase and celebrate the Chinese culture. The MAFLA Teacher of the Year Award is intended to highlight some of the most accomplished world language teachers and language advocates in Massachusetts. Mr. Chang is - by every account - most deserving of this honor.

### **3. PUBLIC COMMENT**

Brookline High School students Jackie Gu, Evelyn Chen, and Sabrina Zhou (reading Ashley Eng's statement) expressed their gratitude to the Public Schools of Brookline administration for including Lunar New Year as a Category 1 holiday in the 2020-2021 School Calendar. Lunar New Year is one of the biggest celebrations for many Asian cultures. Making Lunar New Year a Category 1 holiday is an essential step for Brookline in continuing and demonstrating its commitment to cultural responsiveness and will help send the message that the district truly cares about the diversity of everyone in our community.

**4. STUDENT REPORT**

Mr. Cannon reported that in early December, the Student Legislature passed a Voting Reform Bill. The Student Legislature also discussed changes to the Headphone Policy, which would allow use of headphones at the six picnic tables inside the building. The Legislature continued discussion of the proposed changes during this afternoon's meeting of the Student Legislature. The vote on the Bill was 16 for, 10 against, with two abstentions. The question was raised as to whether the new Voting Reform Bill was in effect and would apply to this vote. The discussion was tabled and will likely be decided by the Student Judiciary. Mr. Cannon reported that the boys' bathrooms on the third floor have been closed to clean graffiti. Mr. Lummis suggested that Mr. Levi follow up with Assistant Head of School Hal Mason.

**5. PRESENTATIONS AND DISCUSSIONS OF CURRENT ISSUES**

**a. 2020-2021 School Calendar (2<sup>nd</sup> Reading/Possible Vote)**

Mr. Lummis referred to the proposed 2020-2021 School Calendar (Attachment F). There are no changes to the Calendar presented for a 1st Reading. Mr. Lummis reviewed public comments on the proposed Calendar (consider moving professional day to a Friday or Monday, change the Category of Good Friday, start on September 2 or 9). Dr. Abramowitz reported that the Recreation Department is interested in partnering with the Schools to help address childcare needs for days that might pose a challenge for working parents. Ms. Monopoli offered her assistance. Dr. Abramowitz suggested that the School Committee refer the question of holiday categorization to the Policy Review Subcommittee for further consideration. Ms. Federspiel suggested consideration of scheduling a professional day when there is a national election.

**ACTION 20-2**

On a motion of Ms. Charlupski and seconded by Ms. Monopoli, the School Committee VOTED UNANIMOUSLY to approve the 2020-2021 School Year Calendar (Attachment F).

**b. Steps to Success Update and Discussion and Possible Vote on Memorandum of Agreement**

Steps to Success (STS) Executive Director Shoma Haque and STS District Coordinator Jeanette Sergeant presented an update on STS (Attachment G). Their presentation covered the following: history of STS; the STS Inc., Public Schools of Brookline (PSB), and Brookline Housing Authority partnership; student demographics and long-term outcomes; how the program provides wrap-around support; programming for different grade/age groups; the mechanics and benefits of the partnership between STS Inc. and the PSB, and the importance of the Memorandum of Understanding (MOU). Mr. Lummis and the School Committee members expressed their appreciation for the presentation and the ways in which STS supports PSB students and their families. Ms. Haque described the process and timeline to develop the MOU and the data sharing agreement. She agreed that it would be useful for other organizations to have an understanding of the process/MOU.

The School Committee discussed the proposed MOU between STS Inc. and the PSB (Attachment H). The MOU is important for the following reasons: codifies the work and ensures it will live on; signifies to external audience, e.g., partners and funders, the importance of education equity in Brookline and why STS students and families need a targeted approach, and shows what is possible when partners work together. Approval of the MOU will not increase costs. Ms. Charlupski recommended approval of the MOU and the Data Sharing Agreement and recommended that both documents be approved for the same term (three years).

**ACTION 20-3**

On a motion of Ms. Charlupski and seconded by Ms. Scotto, the School Committee VOTED UNANIMOUSLY to approve the Memorandum of Agreement with Steps to Success, Inc. (Attachment H). *[Staff is authorized to amend the MOU to clarify that the MOU and Data Sharing Agreement are for the same term.]*

**c. Budget Presentations: School-based and Central Administration Staff Additions since 2015 Override; Office of Strategy and Performance**

Mr. Lummis and Ms. Normen provided a presentation on School-based and Central Administration Staff Additions since the 2015 Override (Attachment I). In their presentation, they reviewed the following: the increase in enrollment; the driving forces, objectives, and impact of the 2015 and 2018 operational overrides; and the distribution, categories, and budget impact of positions added FY 2016-FY 2020. Mr. Lummis and Ms. Normen reviewed Public Schools of Brookline organizational staffing shifts (Attachment J). School Committee members requested clarification of the following: the status of positions added when the Coolidge Corner School was split; how the Office of Strategy and Performance fits into town-wide community engagement plans; and who was responsible for this work before the Office was created.

Mr. Lummis provided a presentation on the Office of Strategy and Performance (Attachment K). In his presentation, he reviewed the following: the organizational chart, primary functions (strategic planning and capital projects, family and community outreach, registration and enrollment, and data analysis and information management). Director of Data Analysis and Information Management Erin Cooley discussed how the data team supports the district. School committee members requested clarification of the following: what happens in other comparable districts that do not have this department, how having the Special Assistant position impacts the level of Superintendent direct oversight, impact of transferring data responsibilities from buildings to central administration, and the potential impact of reductions. Members noted the increase in internal and external requests for information and community engagement and the potential impact of the Brookline Financial Advisory Committee recommendations on workload and staffing.

**6. PROPOSED EXECUTIVE SESSION**

By unanimous roll call vote at 8:15 PM, the School Committee entered into Executive Session pursuant to Massachusetts General laws chapter 30A section 21(a) for Purpose 3, to discuss strategy with respect to collective bargaining with the Brookline Educators Union-Unit A (grievance) because the chair declared that an open meeting may have a detrimental effect on the bargaining or litigating position of the public body. Ms. Federspiel announced that the meeting will reconvene in open session at the end of the Executive Session. By unanimous roll call vote at 9:30 PM, the School Committee reconvened in public session.

**7. PRESENTATIONS AND DISCUSSIONS OF CURRENT ISSUES**

**a. FY 2020 1<sup>st</sup> Quarter Financial Report**

Ms. Normen presented the FY 2020 1<sup>st</sup> Quarter Financial Report (Attachment L), which currently projects a deficit of \$517,133. Ms. Normen reviewed the contributing factors to the projected deficit and the plan going forward. The 2<sup>nd</sup> Quarter Financial Report will include an analysis of positions and whether there might be any savings from staff turn-over. School Committee members requested additional information on absenteeism rates and use of substitutes and classroom paraprofessionals for coverage.

**b. Superintendent Search Process Update**

Mr. Glover provided an update on the Superintendent Search process. The Superintendent Search Public Advisory Committee met on January 8, 2020 and will be meeting again on January 28, 2020. The Superintendent Search Consultant has implemented an on line survey and facilitated a number of community and stakeholder focus groups to gather information to develop a draft Superintendent Profile. School Committee members requested copies of the survey data. The Superintendent Search Public Advisory Committee will review and refine the draft Profile. The Committee will be meeting on January 28, 2020 and February 3, 2020 to prepare for interviews and begin to review applications. Initial interviews will be held in executive session. Interviews of the finalists will be held in public session.

**8. SUBCOMMITTEE REPORTS**

**a. Finance**

Ms. Ditkoff reported that the Finance Subcommittee met on December 18, 2019. The agenda included a presentation on Expense Budgets and updates on the FY 2019 Final Financial Report, FY 2020 Budget, FY 2021 Budget Development, and the Brookline Fiscal Advisory Committee. The next meeting of the Subcommittee will take place on January 15, 2020. The agenda will include the following: updates on the FY 2019 Final Financial Report, FY 2020 Budget, FY 2021 Budget Development, the Brookline Fiscal Advisory Committee, and Steps to Success; a presentations on Stipends and Paraprofessionals; and acceptance of gifts and grants.

**b. Capital Improvements**

Ms. Charlupski reported that the Capital Improvements Subcommittee met on January 6, 2020 to discuss use of Clark Road for the 2020-2021 school year. This discussion will be continued at the Capital Improvements Subcommittee meeting on January 14, 2020. The agenda will also include School Solar Panels, the Capital Improvements Program, and unanticipated expenses for FY 2020 for Clark Road. School Committee members stressed the value of providing Extended Day at BEEP locations.

**c. Curriculum**

Ms. Scotto reported that the Curriculum Subcommittee met on November 5, 2019. The agenda included the following: 1) Moving Beyond Data to Action – What we do with what we know and 2) Middle School Program Review Plan. The Subcommittee also met on January 8, 2020. The agenda included the following: 1) Middle School Programming Discussion and 2) Understanding Scheduling at our K-8 Schools. Members noted the importance of getting input from students and parents. The next meeting of the Subcommittee will take place on February 4, 2020.

**d. Government Relations**

Ms. Charlupski reported that the School Committee met with the legislators on January 7, 2020. The agenda include discussion of the following: Foundation Budget Reform-Student Opportunity Act, Circuit Breaker Reimbursement, Transportation Reform and Trigger, and Relief from Unfunded Mandates, including the Language Opportunities for Our Kids (LOOK) Act English Learner Law.

**e. Policy Review**

Mr. Glover reported that the next meeting of the Policy Review Subcommittee is scheduled for February 10, 2020.

**f. Additional Liaisons and Updates**

Mr. Pearlman reported that the Brookline Fiscal Advisory Committee held a public hearing on December 17, 2019. Mr. Lummis and Ms. Normen have provided input. The Committee met on January 8, 2020 to discuss final recommendations. The Committee's next meeting will be January 22, 2020.

Ms. Ditkoff reported that the Driscoll School Building Advisory Committee met this morning. The Committee has been meeting early mornings to accommodate the 18 members' schedules, but will be scheduling community forums that will take place at different times of day. The next meeting will take place on January 23, 2020. The Brookline High School Building Advisory Committee will be meeting on January 22, 2020.

**9. NEW BUSINESS**

There was no new business to discuss.

**10. PROPOSED EXECUTIVE SESSION**

By unanimous roll call vote at 10:20 PM, the School Committee entered into Executive Session pursuant to Massachusetts General laws chapter 30A section 21(a) for the following purposes:

Purpose 3, to discuss strategy with respect to collective bargaining with the Brookline Educators Union, Units A, B, and Paraprofessionals, because the chair declared that an open meeting may have a detrimental effect on the bargaining or litigating position of the public body.

Purpose 6, to consider the purchase, exchange, lease or value of real property (62 Harvard Street LLC, 62 Harvard Street, Brookline, Massachusetts; Temple Ohabei Shalom, 1187 Beacon Street, Brookline, Massachusetts; Maimonides School, 2 Clark Road, Brookline, Massachusetts; and Newbury College, 129 Fisher Avenue, Brookline, Massachusetts) because the chair declared that an open meeting may have a detrimental effect on the negotiating position of the public body.

Ms. Federspiel announced that the meeting will not reconvene in open session at the end of the Executive Session. By unanimous roll call vote at 11:20 PM, the School Committee reconvened in public session for the purpose of adjournment.

**11. ADJOURNMENT**

Ms. Federspiel adjourned the meeting at 11:20 PM.

Respectfully Submitted,

Robin E. Coyne, Executive Assistant  
Brookline School Committee



**TOWN of BROOKLINE**  
*Massachusetts*

**BUILDING DEPARTMENT**

Daniel Bennett  
Building Commissioner

**TO:** Selectboard/ School Committee

**FROM:** Ray Masak, PE Project Manager

**SUBJECT:** Building Envelope & Roof Replacement Program  
Building Envelope: Public Safety, Main Library, Soule Rec, Baker School (Windows)

**DATE:** December 12, 2019

On the Calendar this week, the Building Department has submitted a request for approval of an amendment in the amount of \$59,550.

This continuing appropriation for the noted work was approved by Town Meeting as part of the overall CIP. The design work will commence upon contract execution and is expected to be completed next August.

The Building Department will be available on Tuesday evening to answer any questions. Thank you for your consideration.

TOWN OF BROOKLINE

333 Washington Street, Brookline, Massachusetts 02146

PURCHASE ORDER CHANGE FORM

INVOICE DATE; 10-Dec-19

TO: Russo Barr Associates, Inc  
33 Center Street, 2nd Floor  
Burlington MA 01803

Purchase Order Number

[Empty box for Purchase Order Number]

Vendor Number

37543

PAYMENT AMOUNT

\$59,500.00

BUDGET \$64,175.00  
BALANCE \$0.00

FUND	ORGANIZATION	ACTIVITY	OBJECT
	2594C195		6C0002

FOR: Building Envelope Repair Program

Invoice #	Date	
Amendment 1	10-Oct-19	Building Envelope

AMOUNT \$59,500.00

BUILDING COMMISSION

APPROVAL OF:

*Janet Fierman*

Janet Fierman, Chairman

George Cole

Kenneth Kaplan

Karen Breslawski

Nathan E. Peck

SELECT BOARD

APPROVAL OF:

Bernard W. Greene, Chairman

Benjamin J. Franco

Nancy S. Heller

Heather Hamilton

Raul Fernandez

SCHOOL COMMITTEE

APPROVAL OF:

Mary Ellen Normen, Assistant Superintendent For Administration and Finance

[Empty lines for School Committee approval]



**Russo Barr Associates, Inc.**

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Woburn, MA 01801

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[www.russobarr.com](http://www.russobarr.com)

October 10, 2019

**Revised November 21, 2019**

Mr. Raymond Masak, PE  
Project Manager  
Brookline Building Department  
Brookline Town Hall, 3<sup>rd</sup> Floor  
333 Washington Street  
Brookline, MA 02445

Re: **Cost Proposal:**

Designer Services for Building Envelope Repair Program FY 19-21  
Edith C. Baker School Window Replacement  
Brookline Main Library Masonry Repairs  
Public Safety Building Masonry Repairs  
Soule Recreation Center Exterior Repairs  
Brookline, Massachusetts

Mr. Masak:

Pursuant to our recent discussions, we are pleased to submit our revised cost proposal to provide Designer Services for the referenced project (4 Buildings). Russo Barr Associates, Inc. shall provide to the Town of Brookline the required Designer Services, which shall include investigation/design development, final construction documents including project specifications & bid documents, bidding services, and construction period services.

**Scope of Construction Work**

The project scope consists of performing repairs to four Town Buildings, as follows:

1. **Edith C. Baker School** - Window Replacement, Project Owner Budgeted Construction Cost = **\$277,662**
2. **Brookline Main Library** - Masonry Repairs, Owner Budgeted Construction Cost = **\$150,512**
3. **Public Safety Building** - Masonry Repairs, Owner Budgeted Construction Cost = **\$377,638**
4. **Soule Recreation Center** - Exterior Building Envelope Repairs, Owner Budgeted Construction Cost = **\$49,839**

This yields a total Owner budgeted construction cost of **\$855,651**. As the project evolves, we will provide updated construction cost estimates with each design submission.

**Designer Scope of Services**

We shall provide Designer Services pertaining to the referenced scope of construction work as follows:

**Investigation/ 60% Design Phase**

1. Participate in a project start up meeting with all involved parties to discuss the project scope, review the project schedule, and to determine the procedure for accessing the exterior and interior areas.

2. Review of all available pertinent project-related information architectural/ structural drawings and specifications, and as-built drawings from previous projects.

*Detailed Schematic Design level drawings and recommendations have been prepared by CBI Consulting, Inc. for the Main Library, the Public Safety Building masonry repairs (dated Sept. 2013), as well as a Schematic Design level report related to the repair of windows at the Baker School (dated Sept. 2013). These documents have been provided to RBA and will be used as a Schematic Basis of Design. Hazardous Material Testing was also undertaken for the CBI report, and will not be included in this project.*

3. Perform on-site investigation and design development services (60% Design). These services will include the following:
  - Visual examinations of the existing exterior wall conditions (masonry, sealants & windows, as the particular building requires) will be performed as necessary. *The intent of this phase is to update the CBI Schematic Design and verify if any repairs have been completed to date.*
  - Interior observations will be performed as necessary.
  - Physical measurements will be performed as necessary to determine quantities and provide any necessary exterior building elevations and drawings.
  - Masonry and/or interior test cuts may be performed if necessary to develop corrective design details.
4. Perform in-house evaluation and analysis services. These services will include the following:
  - A review of all pertinent project related information will be performed.
  - A review of all on-site design development work will be performed.
  - A review of the Massachusetts State Building Code relative to project code compliance will be performed.
  - Estimated quantities relative to deficient conditions will be developed.
  - Repair and replacement product options will be reviewed.
  - Repair and replacement recommendations will be established.
  - Construction cost estimates will be performed.
  - 60% Design CAD architectural/engineering drawings will be produced.
  - Photographic documentation will be developed.
  - Project schedule will be developed.
5. Provide a 60% Design Submission, which will contain the following:
  - Observations of existing conditions and deficiencies noted.
  - Test Cut Information.
  - MA State Building Code Review.
  - Presentation and discussion of options available for window replacement system and masonry repairs anticipated.

- Photographic documentation of existing conditions and deficiencies.
  - CAD 60% Design architectural/engineering drawings (plans and exterior wall elevations).
  - Outline Technical Specifications.
  - Construction cost estimates (to be performed by RBA in-house cost estimators).
  - Proposed project schedule.
6. Participate in a meeting with the involved parties to review the 60% Design Submission and to establish the agreed upon project scope of work. Subsequent to the meeting we will proceed ahead and finalize the Final Design which will incorporate the agreed upon project scope of work.

Final Design Phase

It is anticipated that there will be two design packages for this project. The first will be a Window Replacement package for the Baker School, and the second will be a Masonry and Misc. Repairs project, to include the Library, Public Safety and Soule Rec. buildings.

1. Prepare complete 100% construction documents for the 2 projects, for bid in accordance with Massachusetts Public Procurement procedures, regulations, and laws. The construction documents that we will provide shall include the following: Modify Town "Front End" Bidding & Contract Forms; Division 1-General Requirements; Technical Specifications (Division 2-Division 16 as required); and Architectural/Engineering Drawings. Specifications will be in Construction Specification Institute (CSI) format. Architectural/Engineering drawings will be produced utilizing AutoCAD.
2. Perform updated construction cost estimates (to be performed by RBA in-house cost estimators) and an updated proposed project schedule.
3. Participate in a meeting with the Owner to review the Final Design construction documents, the updated construction cost estimates, the bidding schedule, and the construction sequence schedule.

Bidding Phase - 2 Bid Packages

1. Prepare newspaper advertisements for submission by the Town, Central Register notices to be submitted by the Town.
2. Schedule, attend and document 2 on-site prebid meetings with representatives of the Owner and prospective bidders to review the proposed project and answer questions.
3. Provide clarifications and issue written questions and answers during the bid process including preparing and issuing an addendum as required.
4. Attend the bid openings. Review the bidders bid amounts, qualifications and check references including DCAMM contractor file; all in an effort to determine the lowest responsible and eligible bidder. Provide a recommendation letter for contract award to the lowest responsible and eligible bidder.

Construction Administration Phase – 2 Construction Projects

1. Project Commencement – Assist the Owner in the preparation of the contract between Owner and Contractor. Chair pre-construction meeting to review applicable items including contracts, submittal procedures, construction sequence schedule, subcontractors list, project superintendent, set up and disposal locations, emergency phone numbers, change order procedures, etc.
2. Project Administration – Review project-related submittals and shop drawings. Review contractor payment requisition forms. Review change order requests. Issue any necessary clarifications to the specifications and detail drawings, during construction. Prepare and issue Construction Control Affidavits as required by the MA State Building Code.

We will provide periodic site visits during the construction to observe and review the job progress. During each site visit, the work progress will be reviewed in an effort to become generally familiar with the progress and quantities of the work and to determine in general if the work is proceeding in accordance with the contract documents. If directed by the Town, a construction meeting with all involved parties will also be held. Meeting minutes to be processed and distributed. Designer shall issue a report to the Owner for each site visit; report shall include photographs.

3. Project Closeout - Upon notice from the Contractor that substantial completion at each construction phase has been achieved a punchlist inspection will occur and a punchlist will be issued to the Contractor and Owner. Upon notice from the Contractor that final completion has been achieved a final inspection will be conducted to ensure completion has been achieved. Contractor supplied final closeout paperwork (final application for payment, warranties, maintenance manuals, and as-built drawings) will be reviewed to assess completeness; issue review related documents.

Anticipated Project Milestone Schedule

We will commence with the work immediately upon receipt of an executed contract and/or a notice to proceed letter. At this stage we expect a 4-week investigation/60% design phase, a 4-week final design phase, and an 8 to 12 week construction phase. As the project evolves the milestone schedule will be updated.

Cost of Services

We will provide the referenced Designer Scope of Services (investigation, design development, final design, bidding, and construction administration services) for a Basic Services Fee of **\$59,500**. The following is a milestone schedule of payments broken down by tasks.

Investigation & Design Phases .....	\$40,500.00
Bidding Phase .....	\$ 2,000.00
Construction Administration Phase .....	<u>\$17,000.00</u>
<b>Total .....</b>	<b>\$59,500.00</b>

**Clarifications**

Russo Barr Associates, Inc. acknowledges that we will be signing the Town of Brookline's Standard Form of Agreement Between Owner and Architect, AIA Document B141, 1987 Edition, with the Town's Amendments and Supplementary Conditions, Article 12 and Exhibits A-F.

The Basic Services Fees does not include costs to perform masonry and interior test cuts. The town's mason and/or carpenters could perform these services, or if desired, we can obtain proposals to have a contractor perform these services for an additional fee.

The Design Services Basic Services Fees do not include any Designer costs specific to the following: (1) code related deficiencies and/or code compliance issues, beyond those typically encountered within the scope of work included in this proposal; (2) structural engineering analysis and/or calculations for issues or defects that may be encountered due to unforeseen and unanticipated conditions, or unrelated to the scope of this work; (3) mold infiltration; (4) hazardous materials (other than those referenced); and (5) solar PV investigation and design. If additional Design Services pertaining to these items are required, Designer will provide such as authorized by the Owner, for mutually agreed upon additional compensation.

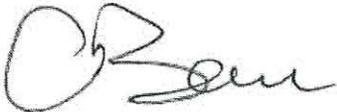
The Basic Services Fees includes typical site visits and punchlist inspection site visits (as referenced in the Construction Administration Phase). If additional site visits during construction are required by the Owner, due to changes in the scope of work or due to construction delay, Designer will provide such as authorized by the Owner, for mutually agreed upon additional compensation.

It is understood that previous reports prepared by CBI Consulting, Inc. have been provided to the Designer for use in determining quantities of existing building envelope components, and as a basis to develop plans and elevation drawings. If it is found that these documents do not accurately depict the actual in place construction, and if it is determined that Designer will have to perform exhaustive additional investigation and physical measurements, then Designer will provide this additional Designer Service for mutually agreed upon additional compensation.

It is agreed that the Owner shall provide safe access to the sites, exterior areas, and interior areas. Designer will not perform nor subcontract demolition or repair work under this Agreement, and Designer shall not be responsible for any damage to building or contents, resulting from the Work.

We appreciate your consideration of our capabilities and look forward to providing Designer Services to the Town of Brookline for this important project.

Sincerely,



Andrew N. Barr, PE, MCPPO  
Principal

T: 781-273-1537 x20

C: 617-686-9369

[abarr@russobarr.com](mailto:abarr@russobarr.com)

**Russo Barr Associates, Inc.**

**Brookline 4 Buildings Building Envelope FY 19-21**

**Baker School Windows, Main Library Masonry, Public Safety Masonry, Soule Rec Exterior Repairs**

11/21/2019

<u>Phase</u>	Rate	Princ. \$200	PM \$185	Tech \$110	
<b><u>Investigation/60% Design Phase</u></b>					
Review Previous Reports & CBI Schematic Design		4	8		
Fieldwork			16	16	
Quantity Take-offs from field notes & Owner Drawings			4	8	
CAD Drafting				40	
Construction Cost Estimates		4	8		
Development of Outline Tech Spec & Details			10		
Process 60% Design Submission		4	8		
In-House Reviews		4			
Client Meeting/Discussions		2	2		
Wall Test Cuts -NOT INCLUDED					\$0
Travel & Photo & Reproduction Expenses					\$200
hours		18	56	64	<b>\$21,200</b>
<b><u>Final Design</u></b>					
FD Fieldwork			12	12	
Project Manual Development (Front End/Specs/Details)		4	40		
CAD Drafting				40	
Construction Cost Estimates			4		
In-House Review		4			
Client Meeting/Discussions		4	4		
Travel Expenses					\$50
hours		12	60	52	<b>\$19,270</b>
<b><u>Bidding</u></b>					
Develop CR Notices & Newspaper Ads					
Conduct On-Site Pre-Bid Meetings			6		
Provide Clarifications to bidders			2		
Bid Analysis/Recommendation of Award Letters			3		
Travel Expenses					\$50
Bid Documents Printing Cost					\$0
Bid Documents Mailing Cost					\$0
hours		0	11	0	<b>\$2,085</b>
<b><u>Construction Administration</u></b>					
Submittal/Shop Drwg. Reviews			18		
Pre Const Meetings			10		
Site Visit Inspections/Meetings ( 4 hrs/wk for 12 wks)			48		
Const. Control Affidavits		2			
Punchlist & Project Closeout			12		
Travel & Photo & Reproduction Expenses					\$600
hours		2	88	0	<b>\$17,280</b>

**TOTAL \$59,835**

*Hazmat Tests*

**Russo Barr Associates, Inc.**

**Brookline 4 Buildings Building Envelope FY 19-21**

**Baker School Windows, Main Library Masonry, Public Safety Masonry, Soule Rec Exterior Repairs**

**10/28/2019**

<u>Phase</u>	Rate	Princ. \$200	PM \$185	Tech \$110	
<b><u>Investigation/Design Development</u></b>					
Review Previous Reports		1	4		
Coordinate/Set up Contractors for test cuts & material tests			4		
Fieldwork			32	32	
Solar PV Checklists					
Quantity Take-offs from field notes & Owner Drawings			4	8	
CAD Drafting				40	
Construction Cost Estimates		4	8		
Development of Outline Tech Spec & Details			10		
Process Design Development Submission Report		4	8		
In-House Reviews		4			
Client Meeting/Discussions		2	2		
Wall Test Cuts -NOT INCLUDED					\$0
HazMat Tests					\$220
Travel & Photo & Reproduction Expenses					\$200
hours		15	72	80	<u>\$25,540</u>
<b><u>Final Design</u></b>					
FD Fieldwork			12	12	
Project Manual Development (Front End/Specs/Details)		4	40		
CAD Drafting				40	
Construction Cost Estimates			4		
In-House Review		4			
Client Meeting/Discussions		4	4		
Travel Expenses					\$50
hours		12	60	52	<u>\$19,270</u>
<b><u>Bidding</u></b>					
Develop CR Notices & Newspaper Ads					
Conduct On-Site Pre-Bid Meetings			6		
Provide Clarifications to bidders			2		
Bid Analysis/Recommendation of Award Letters			3		
Travel Expenses					\$50
Bid Documents Printing Cost					\$0
Bid Documents Mailing Cost					\$0
hours		0	11	0	<u>\$2,085</u>
<b><u>Construction Administration</u></b>					
Submittal/Shop Drwg. Reviews			18		
Pre Const Meetings			10		
Site Visit Inspections/Meetings ( 4 hrs/wk for 12 wks)			48		
Const. Control Affidavits		2			
Punchlist & Project Closeout			12		
Travel & Photo & Reproduction Expenses					\$600
hours		2	88	0	<u>\$17,280</u>
<b>TOTAL</b>					<b>\$64,175</b>



**TOWN of BROOKLINE**  
*Massachusetts*

**BUILDING DEPARTMENT**

Daniel Bennett  
Building Commissioner

TO: Selectboard/ School Committee

FROM: Ray Masak, PE Project Manager

SUBJECT: High School Expansion Project – MBTA Real Estate Force Account  
Additional Funding

DATE: December 12, 2019

On the Calendar this week, the Building Department has submitted a request to provide additional funding for the Real Estate force account related to legal work associated with the MBTA easement and other related documents. As part of the force account agreement, the Town is required to keep a funding minimum of \$25,000 with the MBTA as well as pay for actual expenses.

The Building Department will be available on Tuesday evening to answer any questions you may have. Thank you for your consideration.

PURCHASE ORDER CHANGE FORM

INVOICE DATE: 10-Dec-19

TO: MBTA  
Andrew Knowlton - Greystone  
20 Park Plaza, Suite 1120  
Boston MA 02116

Purchase Order Number  
21910164

1794

PAYMENT AMOUNT  
\$18,586.35

BUDGET 706,356.37  
BALANCE 724,942.72

FUND	ORGANIZATION	ACTIVITY	OBJECT
	2594C204		6B0136

FOR: High School Expansion Project

Change Order	Date	
4	11/14/2019	MBTA Real Estate/ Legal Force Account

AMOUNT  
\$18,586.35

BUILDING COMMISSION

APPROVAL OF:

  
Janet Fierman, Chairman

George Cole

Kenneth Kaplan

Karen Breslawski

Nathan E. Peck

SELECT BOARD

APPROVAL OF:

Bernard W. Greene, Chairman

Benjamin J. Franco

Nancy S. Heller

Heather Hamilton

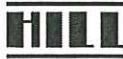
Raul Fernandez

SCHOOL COMMITTEE

APPROVAL OF:

Mary Ellen Normen, Assistant Superintendent For Administration and Finance

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# Hill International

Hill International, Inc.  
 75 Second Avenue, Suite 300  
 Needham, MA 02494  
 Tel: 617-778-0900  
 Fax: 617-778-0999  
 www.hillintl.com

December 2, 2019

Mr. Ray Masak, P.E.  
 Project Manager  
 Town of Brookline Building Department  
 333 Washington Street  
 Brookline, MA 02445

Dear Mr. Masak:

Under separate cover, MBTA Real Estate/Legal Dept. have submitted email copy of Legal Force Account Amendment/Replenishment Request (#4) letter dated 11/27/19. This letter recaps their latest expenditures between September through November 12, 2019 and a request to maintain a balance of \$25,000 in the Force Account until end of the project. Below is a recap of their Real Estate/Legal expenses compared to the Force Account Agreement and prior Amendments:

Invoice #	Expensed	
10/31/18 S&L #00849102.1	\$ 22,572.00	per MBTA letter 3/5/19
11/30/18 S&L #00849102.2	\$ 2,173.50	per MBTA letter 3/5/19
12/31/18 S&L #00849102.3	\$ 1,426.50	per MBTA letter 3/5/19
<b>1/1/19-2/28/19 S&amp;L #00873461.1</b>	<b>\$ 16,250.40</b>	<b>per MBTA letter 3/20/19</b>
3/31/19 S&L #00873461.2	\$ 511.40	per MBTA letter 9/10/19
4/30/19 S&L #245868	\$ 13,608.20	per MBTA letter 9/10/19
5/31/19 S&L #246073	\$ 17,261.80	per MBTA letter 9/10/19
6/1/19-7/31/19 S&L #00873461.5	\$ 31,319.00	per MBTA letter 9/10/19
8/31/19 MRG #0199	\$ 42,703.30	per MBTA letter 9/10/19
9/30/19 S&L #00873461.6	\$ 6,002.20	per MBTA letter 11/27/19
10/31/19 S&L #00873461.7	\$ 8,297.60	per MBTA letter 11/27/19
11/1/19 S&L #00873461.8	\$ 826.75	per MBTA letter 11/27/19
11/12/19 MRG #0208	\$ 2,919.80	per MBTA letter 11/27/19
<b>TOTAL expenses thru 11/12/19</b>	<b>\$ 165,872.45</b>	
less ToB pre-payment	\$ 50,000.00	ToB check #1373564
less ToB pre-payment	\$ 122,286.10	ToB check #1381550
Uncommitted balance	\$ 6,413.65	
11/27/19 Replenishment request	\$ 18,586.35	
Maintain Force Account balance	\$ 25,000.00	

Legal/Real Estate Force Account	
\$25,000.00	7/17/2018 Base
\$25,000.00	3/12/2019 Amendment #1
\$25,000.00	4/9/2019 Amendment #2
\$97,283.10	10/9/2019 Amendment #3
<b>\$172,283.10</b>	<b>TOTAL Approved by BBC to date</b>
\$190,872.45	
<b>\$18,589.35</b>	<b>11/27/2019 NEW Amendment #4</b>

Please note that the last Amendment #3 had a \$3 discrepancy (Amendment #3 should have been written for \$97,286.10 but was actually approved as \$97,283.10). Hill has analyzed MBTA's latest request and we recommend approval as an Amendment 04 for **\$18,589.35**. However, ToB should issue a payment check to MBTA (less \$3) in the amount of **\$18,586.35**. This will finally balance out the \$3 discrepancy between Amendment #3 (10/9/19) vs the amount in ToB check #01381550.

Very truly yours,

Andy Felix, MCPPO  
 Project Director

RECEIVED NOV 25 2019



Charles D. Baker, Governor  
Karyn E. Polito, Lieutenant Governor  
Stephanie Pollack, MassDOT Secretary & CEO  
Steve Poflak, General Manager

**massDOT**  
Massachusetts Department of Transportation

By Certified Mail # 7016 214000003979 3325  
Copies sent by Email

November 14, 2019

Ray Masak, Project Manager  
Brookline Town Hall  
333 Washington Street  
Brookline, MA 02455

Douglas M. McGarrah  
Foley Hoag LLP  
Seaport West  
1555 Seaport Boulevard  
Boston, MA 02210

RE: Funding/Replenishment Request – Town of Brookline Force Account Agreement

To Whom It May Concern:

Reference is made to that certain MBTA Real Estate Department Expense Reimbursement Agreement by and between the MBTA and the Town of Brookline dated July 17, 2018.

Pursuant to this agreement, the MBTA hereby requests the Town of Brookline to fund/replenish the MBTA force account to the required level of funding to close-out the account. Upon receipt of this request, please forward a check in the amount of **\$18,586.35**, made payable to “Massachusetts Bay Transportation Authority”, to Andrew Knowlton, Greystone, 20 Park Plaza, Suite 1120, Boston, MA 02116. A summary of the MBTA’s expenses in connection with this request is enclosed for reference.

  
OK will

Should you have any questions, please contact Andrew Knowlton at 617.316.1669 or [Andrew.Knowlton@greyco.com](mailto:Andrew.Knowlton@greyco.com).

Sincerely,



David Lepore  
Deputy Chief Real Estate Officer, MBTA

*Amendment / Payment sent*

cc: Michael DiPietro – Town of Brookline, Comptroller

## Town of Brookline

DATE	DESCRIPTION	AMOUNT	STATUS
10/31/2018	Sherin & Lodgen Invoice #00849102.1	\$ (22,572.00)	Paid 3/13/19
11/30/2018	Sherin & Lodgen Invoice #00849102.2	\$ (2,173.50)	
12/31/2018	Sherin & Lodgen Invoice #00849102.3	\$ (1,426.50)	
4/1/2019	Check #1373564 from Town of Brookline	\$ 50,000.00	Deposited 4/3/19
1/1/2019 - 2/28/2019	Sherin & Lodgen Invoice #00873461.1	\$ (16,250.40)	Paid 4/10/19
3/31/2019	Sherin & Lodgen Invoice #00873461.2	\$ (511.40)	
5/16/2019	Sherin & Lodgen Invoice #245868	\$ (13,608.20)	
6/7/2019	Sherin & Lodgen Invoice #246073	\$ (17,261.80)	Paid 9/17/19
6/1/2019 - 7/31/2019	Sherin & Lodgen Invoice #00873461.5	\$ (31,319.00)	Paid 8/19/19
9/4/2019	Town of Brookline Staff Consulting Hours Invoice	\$ (42,703.30)	
9/4/2019	Force Account Requirement Per Agreement	\$ (25,000.00)	Invoiced 9/4
9/1/2019 - 9/30/2019	Sherin & Lodgen Invoice #00873461.6	\$ (6,002.20)	Paid 11/12
10/1/2019 - 10/31/2019	Sherin & Lodgen Invoice #00873461.7	\$ (8,297.60)	
10/30/2019	Check #1381550 from Town of Brookline	\$ 122,286.10	To be Deposited 11/15
11/1/2019 - 11/30/2019	Sherin & Lodgen Invoice #00873461.8	\$ (826.75)	Paid 11/12
11/12/2019	Town of Brookline Staff Consulting Hours Invoice - Final	\$ (2,919.80)	
<b>Total:</b>		<b>\$</b>	<b>(18,586.35)</b>

Invoice Date	Invoice Number	Description	Invoice Amount
10/07/2019	10772019	BHS EXPANSION - MBTA FORCE ACCOUNT	\$97,286.10
10/16/2019	MBTA FORCE	BHS EXP-MBTA MOA CONTRACT DEPOSIT FOR FORCE ACCOUNT	\$25,000.00

Check Date: 10/23/2019  
 Check Number: 01381550  
 53-139  
 113



**Town of Brookline**  
 303 Washington Street  
 Brookline, MA 02445  
 Vendor Account

VOID 180 DAYS FROM DATE OF ISSUE

\$122,286.10

Pay One Hundred Twenty Two Thousand Two Hundred Eighty Six Dollars and 10 cents \*\*\*\*\*

MASSACHUSETTS BAY TRANSPORTATION AUTHORITY  
 C/O ANDREW KNOWLTON, GREYSTONE  
 20 PARK PLAZA SUITE 1120  
 BOSTON, MA 02116

*Jan [Signature]*  
 Finance Director and Treasurer  
 MP

Century Bank  
 Medford, MA

MP DOCUMENT CONTAINS BLUE PANTOGRAPH & MICROPRINTING. BACK HAS THERMOCHROMIC INK & A WATERMARK. HOLD AT AN ANGLE TO VIEW. VOID IF NOT PRESENT.

⑈01381550⑈ ⑆01301390⑆ 21 49145 3⑈

Vendor No.	Vendor Name	Check No.	Check Date	Check Amount
1794	MASSACHUSETTS BAY TRANSPORTATION AUTHORITY	01381550	10/23/2019	\$122,286.10

MBTA  
LAW FIRM INVOICE COVER SHEET

<b>LAW FIRM NAME:</b>	<b>Sherin and Lodgen LLP</b>						
<b>RESPONSIBLE LAW FIRM ATTORNEY:</b>	<b>Peter Friedenberg</b>						
<b>MATTER NAME:</b>	<b>Brookline Hills</b>						
<b>TOTAL ESTIMATED BUDGET FOR ENTIRE TASK ORDER</b>	<b>\$75,000</b>						
<b>TOTAL ESTIMATED BUDGET FOR CURRENT FISCAL YEAR:</b>	<b>\$75,000</b>						
<b>INVOICE PERIOD:</b>	<b>August 1 – August 31, 2019</b>						
<b>INVOICE AMOUNT (INCLUDING DISBURSEMENTS):</b>	<b>\$6,002.20</b>						
<b>TOTAL AMOUNT BILLED ON TASK ORDER (INCLUDING THIS INVOICE):</b>	<b>\$80,255.00</b>						
<b>ATTORNEYS/PARALEGALS INCLUDED IN THIS INVOICE</b>	<table> <thead> <tr> <th><u>Name</u></th> <th><u>Billing Rate</u></th> </tr> </thead> <tbody> <tr> <td>Peter Friedenberg</td> <td>\$478</td> </tr> <tr> <td>Andrew Royce</td> <td>\$442</td> </tr> </tbody> </table>	<u>Name</u>	<u>Billing Rate</u>	Peter Friedenberg	\$478	Andrew Royce	\$442
<u>Name</u>	<u>Billing Rate</u>						
Peter Friedenberg	\$478						
Andrew Royce	\$442						
<b>SERVICES RENDERED BY EACH ATTORNEY/PARALEGAL AND ASSOCIATED FEES BILLED; BILLABLE DISBURSEMENTS:</b>	<b>SEE ITEMIZATION ON ATTACHED BILL</b>						

MBTA  
LAW FIRM INVOICE COVER SHEET

<b>LAW FIRM NAME:</b>	<b>Sherin and Lodgen LLP</b>						
<b>RESPONSIBLE LAW FIRM ATTORNEY:</b>	<b>Peter Friedenberg</b>						
<b>MATTER NAME:</b>	<b>Brookline Hills</b>						
<b>TOTAL ESTIMATED BUDGET FOR ENTIRE TASK ORDER</b>	<b>\$141,000.00</b>						
<b>TOTAL ESTIMATED BUDGET FOR CURRENT FISCAL YEAR:</b>	<b>\$67,750.00</b>						
<b>INVOICE PERIOD:</b>	<b>September 1 - September 30, 2019</b>						
<b>INVOICE AMOUNT (INCLUDING DISBURSEMENTS):</b>	<b>\$8,297.60</b>						
<b>TOTAL AMOUNT BILLED ON TASK ORDER (INCLUDING THIS INVOICE):</b>	<b>\$88,552.60</b>						
<b>ATTORNEYS/PARALEGALS INCLUDED IN THIS INVOICE</b>	<table> <thead> <tr> <th><u>Name</u></th> <th><u>Billing Rate</u></th> </tr> </thead> <tbody> <tr> <td>Peter Friedenberg</td> <td>\$478</td> </tr> <tr> <td>Andrew Royce</td> <td>\$442</td> </tr> </tbody> </table>	<u>Name</u>	<u>Billing Rate</u>	Peter Friedenberg	\$478	Andrew Royce	\$442
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Peter Friedenberg	\$478						
Andrew Royce	\$442						
<b>SERVICES RENDERED BY EACH ATTORNEY/PARALEGAL AND ASSOCIATED FEES BILLED; BILLABLE DISBURSEMENTS:</b>	<b>SEE ITEMIZATION ON ATTACHED BILL</b>						

MBTA  
LAW FIRM INVOICE COVER SHEET

<b>LAW FIRM NAME:</b>	<b>Sherin and Lodgen LLP</b>						
<b>RESPONSIBLE LAW FIRM ATTORNEY:</b>	<b>Peter Friedenberg</b>						
<b>MATTER NAME:</b>	<b>Brookline Hills</b>						
<b>TOTAL ESTIMATED BUDGET FOR ENTIRE TASK ORDER</b>	<b>\$141,000.00</b>						
<b>TOTAL ESTIMATED BUDGET FOR CURRENT FISCAL YEAR:</b>	<b>\$67,750.00</b>						
<b>INVOICE PERIOD:</b>	<b>October 1 - October 31, 2019</b>						
<b>INVOICE AMOUNT (INCLUDING DISBURSEMENTS):</b>	<b>\$826.75</b>						
<b>TOTAL AMOUNT BILLED ON TASK ORDER (INCLUDING THIS INVOICE):</b>	<b>\$89,379.35</b>						
<b>ATTORNEYS/PARALEGALS INCLUDED IN THIS INVOICE</b>	<table> <thead> <tr> <th><u>Name</u></th> <th><u>Billing Rate</u></th> </tr> </thead> <tbody> <tr> <td>Peter Friedenberg</td> <td>\$478</td> </tr> <tr> <td>Andrew Royce</td> <td>\$442</td> </tr> </tbody> </table>	<u>Name</u>	<u>Billing Rate</u>	Peter Friedenberg	\$478	Andrew Royce	\$442
<u>Name</u>	<u>Billing Rate</u>						
Peter Friedenberg	\$478						
Andrew Royce	\$442						
<b>SERVICES RENDERED BY EACH ATTORNEY/PARALEGAL AND ASSOCIATED FEES BILLED; BILLABLE DISBURSEMENTS:</b>	<b>SEE ITEMIZATION ON ATTACHED BILL</b>						

20 Park Plaza, 11<sup>th</sup> Floor  
Suite 1120  
Boston, MA 02116  
Phone: (617) 316-1654

## Consulting Invoice

**INVOICE # 0208**

**Invoice Date: 11/12/2019**

Mr. David Lepore  
Massachusetts Bay Transportation Authority  
Ten Park Plaza  
Boston, MA 02116

<b>PROJECTNAME:</b>	Town of Brookline (To be paid by Town)
<b>MUNICIPALITY:</b>	Brookline, MA
<b>PROJECT #:</b>	MBTA-16043
<b>UNIT REFERENCE#:</b>	N/A

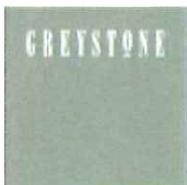
<b>TYPE OF AGREEMENT:</b>	Disposition
<b>TERM OF AGREEMENT:</b>	
<b>MBTA VALUE RECEIVED:</b>	N/A
<b>CONSULTING FEE DUE:</b>	\$2,919.80
<b>MBTA MRI #</b>	N/A
<b>INVOICE TOTAL:</b>	<b>\$2,919.80</b>

MBTA APPROVAL:

  
\_\_\_\_\_

David Lepore  
Deputy Chief Real Estate Officer  
MBTA

Date: 11/19/19





**TOWN of BROOKLINE**  
*Massachusetts*

**BUILDING DEPARTMENT**

Daniel Bennett  
Building Commissioner

TO: Selectboard/ School Committee

FROM: Ray Masak, PE Project Manager

SUBJECT: High School Expansion Project – MBTA Capital Delivery Force Account  
Additional Funding: Construction Diversions

DATE: December 12, 2019

On the Calendar this week, the Building Department has submitted a request to provide additional funding for the Capital Delivery force account related to MBTA construction diversions associated with the MBTA station and the new 111 Cypress building. As part of the force account agreement, the Town is required to fund the account for construction diversion necessary to perform the work. The funding request is for five (5) diversions budgeted for 1, 119,463.40.

The Building Department will be available on Tuesday evening to answer any questions you may have. Thank you for your consideration.

PURCHASE ORDER CHANGE FORM

INVOICE DATE: 10-Dec-19

TO: Capital Delivery Department  
 Massachusetts Bay Transportation Authority  
 Ten Park Plaza, Suite 5170  
 Boston MA 02116  
 Attn: Beth Larkin, Assistant General Manager

Purchase Order Number  
 21910164

1794

BUDGET 706,353.37  
 BALANCE 1,825,816.77

FUND	ORGANIZATION	ACTIVITY	OBJECT
	2594C204		6B0136

PAYMENT AMOUNT  
 \$1,119,463.40

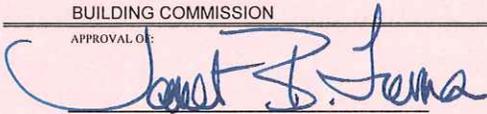
FOR: High School Expansion Project

Change Order	Date	
2	10/7/2019	MBTA Force Account - construction

AMOUNT  
 \$1,119,463.40

BUILDING COMMISSION

APPROVAL OF:

  
 Janet Fierman, Chairman

George Cole

Kenneth Kaplan

Karen Breslawski

Nathan E. Peck

SELECT BOARD

APPROVAL OF:

Bernard W. Greene, Chairman

Benjamin J. Franco

Nancy S. Heller

Heather Hamilton

Raul Fernandez

SCHOOL COMMITTEE

APPROVAL OF:

Mary Ellen Normen, Assistant Superintendent For Administration and Finance

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**HILL**  
**Hill International**

Hill International, Inc.  
75 Second Avenue, Suite 300  
Needham, MA 02494  
Tel: 617-778-0900  
Fax: 617-778-0999  
www.hillintl.com

December 2, 2019

Mr. Ray Masak, P.E.  
Project Manager  
Town of Brookline Building Department  
333 Washington Street  
Brookline, MA 02445

Dear Mr. Masak:

Under separate cover, MBTA Capital & Delivery have submitted email copy of Construction Account Amendment (#2) received 11/14/19. This Amendment includes MBTA staff needed for line protection support and Flagging support, but the majority of it includes estimated cost for initial projected five (5) ToB-funded weekend diversions anticipated thru January 2020 that Skanska was not able to piggyback on existing diversions or some were cancelled recently by MBTA but Skanska still needs to maintain current schedule (subject to change based on other MBTA factors). We anticipate a future Amendment request for additional funding for other ToB-funded weekends once we receive Skanska's updated schedules and coordinate with MBTA going into 1<sup>st</sup> quarter of 2020.

Below is brief financial recap:

Invoice #	Expensed	Design & Construction Force Account	
7/8/19 May MBTA services - 3/16 - 5/31	\$ 7,971.67	\$160,282.95	3/12/2019 Base
9/13/19 June MBTA services through 6/30/19	\$ 9,241.72	\$706,356.37	7/24/2019 Amendment #1
10/30/19 MBTA services through 8/31/19	\$ 17,867.19	\$1,119,463.40	4/9/2019 NEW Amendment #2
<b>TOTAL expenses 8/31/19 \$ 35,080.58</b>		\$1,986,102.72	Subtotal
	ToB checks #1372621,		
	less ToB pre-payment \$ 866,639.32 #1374399, #1380259		
	Uncommitted balance \$ 831,558.74		

Hill has analyzed MBTA's latest request and we recommend approval as an Amendment 02 for **\$1,119,463.40**.

Very truly yours,



Andy Felix, MCPPO  
Project Director

## Ray Masak

---

**From:** Felix, Andy <AndyFelix@hillintl.com>  
**Sent:** Wednesday, November 20, 2019 7:25 AM  
**To:** Folts, Michele; Ray Masak  
**Cc:** Parks, Ian; Vo, Andy  
**Subject:** RE: Brookline Hills: Force Account Amendment 2  
**Attachments:** 2019 Force Account Agreement Articles Amendment 2 for Brookline HS DRAFT wo Executed Agreements\_r1.pdf

*Capital MBTA*

Michele, absent your response, we've gone ahead and deleted the previous blank page 8 and swapped out the previous back-up pages 9-10. See attached "r1" version being presented to ToB.

Ray, we have reviewed this updated Force Account Amendment #2 that Hill recommends is ready for presenting (with a ToB "pink" signature page) to the BBC at the next 12/10/19 Meeting. This Amendment #2 for additional \$1,119,463.40 covers up to (5) initial ToB-funded diversion related bussing estimated costs (approx. \$200K/ea weekend), plus some misc. MBTA staffing costs associated with flagmen and line protection. We can discuss further if you have any questions before or after our OAC meeting mid-morning today. We anticipate another forthcoming Amendment for additional ToB funded diversions in 2020 soon as Skanska reissues an updated diversion schedule for MBTA/Hill's review.

Sincerely, AF

*OK 10/11  
PINK SHT*

---

**From:** Felix, Andy  
**Sent:** Monday, November 18, 2019 3:56 PM  
**To:** 'Folts, Michele' <MFolts@MBTA.com>  
**Cc:** Parks, Ian <IanParks@hillintl.com>  
**Subject:** RE: Brookline Hills: Force Account Amendment 2

Hi Michele, before we send to ToB, we wanted to confirm:

1. if page 8 of 61 was intended to be blank or not?
2. Pages 9-10 of 61 is the back-up for the \$189K diversion, but your reference in Attachment 2 Exhibit A, sub-para 1 describes the diversion related estimate is based on \$200,565. Do you mind if we swap out the \$189K back-up to the \$200K back-up so there is no confusion with ToB?

Let me know and we will send it to ToB for processing. The next Building Commission is Tues 12/10/19, and after all approvals, I assume they would issue a check to MBTA by end of December.

---

**From:** Folts, Michele <MFolts@MBTA.com>  
**Sent:** Thursday, November 14, 2019 12:08 PM  
**To:** Felix, Andy <AndyFelix@hillintl.com>  
**Cc:** Parks, Ian <IanParks@hillintl.com>  
**Subject:** Brookline Hills: Force Account Amendment 2

Andy,

Attached please find the Force Account Amendment #2 that incorporates 5 bus diversions that are needed for the project to work in November and December as shown on the project calendar. The amendment also incorporates the necessary support for line protection and flagging support. Please let me know if you have any questions.

Thank you,

**SECOND AMENDMENT TO  
FORCE ACCOUNT AGREEMENT**

by and between

MASSACHUSETTS BAY TRANSPORTATION AUTHORITY

and

TOWN OF BROOKLINE, MA

This Second Amendment to Force Account Agreement (“Second Amendment”) is entered into as the \_\_\_\_ day of \_\_\_\_\_, 2019 by and between the Massachusetts Bay Transportation Authority, a body politic and corporate and a political subdivision of the Commonwealth of Massachusetts (“MBTA”), and the Town of Brookline, acting by and through Brookline Select Board and Brookline School Committee, with an address of Town Hall, 333 Washington Street, Brookline, MA 02445 (the “Proponent”). Capitalized terms not defined herein shall have the meanings ascribed to such terms in the Force Account.

**RECITALS**

WHEREAS, the MBTA and the Proponent are parties to that certain Force Account Agreement dated March 12, 2019 and First Amendment to Force Account Agreement dated July 25, 2019, a copy of which is attached as Attachment 2 (the “Force Account”); and

WHEREAS, the MBTA and the Proponent wish to amend the Force Account as the Proponent requires additional services of the MBTA in connection with the Brookline High School Expansion Project (the “Project”).

NOW THEREFORE, in consideration of the foregoing and of the mutual covenants and agreements contained herein and other good and valuable consideration, the receipt and sufficiency of which are acknowledged, the parties hereby amend the Force Account as follows:

- (1) “Article 1 – Scope of Services” of the Force Account is hereby amended to include the additional services set forth under “Article 1 – Scope of Services Amendment 2” in Attachment 1 attached hereto and incorporated herein by reference (“Attachment 1”).

- (2) "Article 2 – Budget" of the Force Account is hereby amended to add additional costs for the additional Services to be provided by the MBTA in connection with the Project, which additional costs are estimated to be \$ 1,119,463.40, as set forth under "Article 2 – Budget Amendment 2" in Attachment 1.
- (3) Attachment 2 attached hereto and incorporated herein by reference ("Attachment 2") entitled "Force Account Agreement & Amendment 1" is hereby added to the Force Account. As set forth in Attachment 2, the MBTA's estimated cost of providing the Services as set for in Attachment 2 is \$1,119,463.40. Accordingly, the aggregate estimated cost of the Services to be provided by the MBTA in connection with the Project is currently \$866,639.32, which amount may be increased, in accordance with the terms of the Force Account, as amended to \$1,986,102.72.
- (4) All other terms and conditions remain in full force and effect.

**IN WITNESS WHEREOF**, the parties hereto have cause this Amendment to be executed by their duly authorized representatives:

**MASSACHUSETTS BAY  
TRANSPORTATION AUTHORITY**

**TOWN OF BROOKLINE**

\_\_\_\_\_  
Print Name:  
Title:

\_\_\_\_\_  
Refer to separate cover page with  
multiple signatures

**Attachments:**

- Attachment 1: Articles 1 & 2 – Amendment 2
- Attachment 2: Exhibit A – Scope and Budget Amendment 2
- Attachment 3: Force Account Agreement dated March 12, 2019 and  
Force Account Agreement Amendment 1 dated July 25, 2019



**TOWN of BROOKLINE**  
*Massachusetts*

**BUILDING DEPARTMENT**

Daniel Bennett  
Building Commissioner

TO: Selectboard/ School Committee

FROM: Ray Masak, PE Project Manager

SUBJECT: High School Expansion Project – Construction Management @ Risk (CM@R)  
Skanska Change Order –Pre GMP Amendment 12/ CO No. 1

DATE: December 13, 2019

On the Calendar this week, the Building Department has submitted a request for Change Order/ Amendment Approval for the construction management firm Skanska to perform the following services in the amount of \$ 22,949,790:

- STEM- Carpet, Resinous Flooring, Fireproofing, OH Doors, Drywall
- CYPRESS- Misc. Metals, Waterproofing, Roofing, Interior Glass, Tile, Terrazzo, Acoustic Ceilings, Resilient Flooring, Painting
- MBTA-Platform
- CO No 1- Misc. Changes

The HS expansion project was awarded to the contractor Skanska which was based on their qualifications. Early bid packages are being prepared by the architect, William Rawn Associates and based on these documents, Skanska prepares pricing. These early bid packages and pricing are necessary to keep the project on schedule. This package also includes change order work.

The Building Department will be available to answer any questions you may have. Thank you for your consideration.



# Hill International

Hill International, Inc.  
 75 Second Avenue, Suite 300  
 Needham, MA 02494  
 Tel: 617-778-0900  
 Fax: 617-778-0999  
 www.hillintl.com

December 17, 2019

Mr. Ray Masak, P.E.  
 Project Manager  
 Town of Brookline Building Department  
 333 Washington Street  
 Brookline, MA 02445

Dear Mr. Masak:

Under separate cover, Skanska USA Building Inc. is submitting original copies of Pre- GMP Amendment 012 for the Expansion of Brookline High School Project for acceptance by the Town of Brookline. The total cost of this Amendment is \$22,791,377. The direct cost of work within this Pre-GMP Amendment is cumulatively over budget by \$4,824,539 of the previous estimated costs including escalation and design contingencies as pre-reviewed with co-Chairs on 12/6/19. This Pre-GMP releases the following Trade bidders and Subcontractors:

<u>CYPRESS</u>	<u>Savings/(Over budget)</u>
RTA-17A - Misc Metals	\$ (1,176,030)
RTA-18A - Waterproofing (above grade)	\$ (385,536)
RTA-19A - Roofing	\$ (176,585)
RTA-20A - Interior Glass	\$ 208,873
RTA-21A - Tile	\$ (388,822)
RTA-22A - Terrazzo	\$ 150,270
RTA-23A - ACT	\$ (63,027)
RTA-24A - Resilient	\$ 248,029
RTA-25A - Painting	\$ (54,048)

<u>STEM</u>	
RTA-40B - Carpet	\$ 16,575
RTA-41B - Resinous Flooring	\$ (2,530)
RTA-42Br1 - Spray Fireproofing	\$ 37,951
RTA-43B - Overhead Doors	\$ 33,511
RTA-45Br2 - Drywall	\$ (1,263,695)

MBTA platform

100% Station Platform and UAB parking lot <i>(accounts for \$150K previously approved in Amend #9)</i>	\$ (2,009,475)
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**TOTAL net overbudget \$ (4,824,539)**

Regarding the Cypress Trade Bids, after extensive evaluation by Skanska, WRA and Hill, our project team's recommendation to the ToB co-Chairs on 12/6/19 was not to rebid the Cypress trade contractors due to other potential risks (unpredictable re-bid results given market conditions and potential schedule impacts), but that the accepted VE suggestions should be issued as Proposal Requests post-award to only the affected Trade & Subcontractors in order for Skanska to negotiate the best credit they can.

Regarding the MBTA platform reconciled bid, it was a combination of factors that led to the budget bust. Back on November 13, 2018 during the 30% MBTA Design Review submission, MBTA had provided Hill with February 2017 documents from another station project to "use as their latest standard" for AECOM developing the forthcoming 60% platform design. That MBTA-provided document showed a precast concrete platform track edge band with a cast-in place platform slab. However during the 60% Design Submission Review process, MBTA subsequently provided several comments with AECOM's design (which ironically followed the "standard" they gave us back in November, 2018), and the back/forth structural review comments evolved into a final 100% platform design with approximately (178) helical piles and a cast-in-place haunched platform slab as the acceptable design to the MBTA and yet allows the MBTA in the future to more easily add the additional 6" topping slab when the next generation (Type 10) of Green Line cars are ready for deployment. Skanska Civil's mid-May 2019 reconciled 60% platform estimate was clearly for a completely different type of platform construction and simultaneously at that time the Cypress overbuild design was still evolving which means schedule assumptions (shorter durations) were made based in the 60% platform estimate. In the end, Skanska's 100% platform negotiated bid reflects the helical pile design and other platform work now coordinated with the developed schedule of the Cypress overbuild, and therefore the platform construction duration is longer than previous assumptions back at 60%. Please note, that Skanska has adjusted this Pre-GMP to account for the initial \$150,000 "Allowance" previously approved in Amendment #9 to start some early work associated with the Station.

Prime Change Order #1 - This Pre-GMP #12 also includes various change order work that have been reviewed by Design Team and Hill and concur they are fair and reasonable as changes to the work. An itemized summary follows:

- AR #310.004: No cost revision associated with deleting FDC bypass per RFI #49.
- AR #310.005: No cost revision associated with relocating FDC connection per RFI #54.
- AR #310.012: Reconnect existing FA devices in utility tunnel to an ETR FA panel per RFI #66. (*unforeseen conditions*)
- AR #310.009: Discovered 3<sup>rd</sup> Flr electrical circuits passing through Roberts Wing that needed to be refed and maintain adjacent spaces powered as ETR. (*unforeseen conditions*)
- AR #310.010: No cost revision for various RFIs included in Bltn #6.
- AR #310.002: Bltn #006.2/CCD Install isolation valves at crawl space entrance for ease of future shut-offs and not affecting existing systems both during construction and future building maintenance. (*Skanska recommended, ToB approved*)
- AR #310.006: Bltn #17/CCD, remove existing sprinklers discovered in attic of Roberts Wing that were not shown on design documents and therefore not bought by Trade contractor. (*Design Omission*)
- AR #200.001: After several meetings and site discussions with MBTA, existing OCS wires needed to be protected with special rubber hoses; Skanska purchased the mat'l in order for MBTA labor to install and protect against construction activities. (*unforeseen MBTA requirement*)

- AR #400.003: MBTA had installed at our site extra line protection material (partial quantity) they had borrowed for another one of their own projects. They required Skanska replenish that stock since it was being used on our site. *(unforeseen MBTA requirement)*
- AR #400.002: On October 10, 2019, MBTA requested a temp. site office trailer for their Resident Engineer/Safety Inspector who was assigned to oversee our construction on behalf of MBTA and coordinate Flaggers. *(unforeseen MBTA requirement)*
- AR #200.002: Bltn #23 made material corrections to project specs that didn't match ToB DPW standard requirement for Class 56 DI pipe. *(Design Error)*

Skanska, WRA and Hill have analyzed in a bridge document the reasons for the busts and they are summarized in Skanska's separate buyout documentation distributed to ToB. We recommend approval of this Pre-GMP Amendment 012 for \$22,791,377.

Very truly yours,



Andy Felix, MCPPO  
Project Director

**TOWN OF BROOKLINE**  
333 Washington Street, Brookline, Massachusetts 02445

**Standard Billing Form**

INVOICE DATE; 17-Dec-19

TO:	Skanska USA Building Inc 101 Seaport Boulevard, Suite 200 Boston MA 02210
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Purchase Order Number	21911639
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Vendor Number	55399
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BUDGET 70,178,297.00  
BALANCE 57,025,487.08

FUND	ORGANIZATION	ACTIVITY	OBJECT
	2594C204		6C0002

PAYMENT AMOUNT	<b>\$22,949,790.00</b>
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FOR: Brookline High School Expansion

Amendment	Date	
12	12/12/2019	Pre GMP Amendment 12

AMOUNT  
**\$22,949,790.00**



**Skanska USA Building**

101 Seaport Blvd., Suite 200

Boston, MA 02210

Phone 617-574-1400

Fax 617-574-1399

Web [www.usa.skanska.com](http://www.usa.skanska.com)

Date

DECEMBER 12, 2019

Reference

Skanska Project No. 1318014 – Expansion & Renovation of Brookline High School (Project A and Project B) – **Pre-GMP Amendment No. 012**

Mr. Raymond Masak, Project Manager  
**TOWN OF BROOKLINE BUILDING DEPARTMENT**  
333 Washington Street, 3<sup>rd</sup> Floor  
Brookline, MA 02445

Dear Mr. Masak:

Skanska USA Building Inc. is pleased to provide you with the attached Pre-GMP Amendment No. **012** for the above referenced project. The summary of this amendment has been organized to include the addition of the items listed above to the amount previously approved in the base contract.

Please do not hesitate to contact me with any questions.

Sincerely,

**SKANSKA USA BUILDING INC.**

*PETER K ROCHE*

Peter K. Roche  
Senior Project Manager

CC: Dan Lanneville, Jim Craft, Rob Mulligan, Anna Lee, Linda Swartz, Mary Groves (Skanska USB)  
Andy Felix, Ian Parks, Paul Kalous (Hill International)  
Samuel Lasky, Andy Jonic (William Rawn Associates)



# AIA®

# Document G701™ – 2017

## Change Order

<b>PROJECT:</b> <i>(Name and address)</i> Expansion of Brookline High School, (Project A and Project B) Brookline, MA 02445	<b>CONTRACT INFORMATION:</b> Contract For: Construction  Date: July 24, 2018	<b>CHANGE ORDER INFORMATION:</b> Change Order Number: Pre-GMP Amendment 012 Date: December 12, 2019
<b>OWNER:</b> <i>(Name and address)</i> Town of Brookline, Massachusetts, by and through the Board of Selectmen of Brookline 333 Washington Street, Brookline, MA 02445	<b>ARCHITECT:</b> <i>(Name and address)</i> William Rawn Associates Architects Inc.  10 Post Office Square, Suite 1010, Boston, Massachusetts 02109	<b>CONTRACTOR:</b> <i>(Name and address)</i> Skanska USA Building Inc.  101 Seaport Boulevard, Suite 200, Boston, MA 02210

### THE CONTRACT IS CHANGED AS FOLLOWS:

*(Insert a detailed description of the change and, if applicable, attach or reference specific exhibits. Also include agreed upon adjustments attributable to executed Construction Change Directives.)*

- Recommend to Award (RTA) No. 017A. Misc. Metal
- Recommend to Award (RTA) No. 018A. Waterproofing (Above Grade)
- Recommend to Award (RTA) No. 019A. Roofing
- Recommend to Award (RTA) No. 020A. Interior Glass
- Recommend to Award (RTA) No. 021A. Tile
- Recommend to Award (RTA) No. 022A. Terrazzo
- Recommend to Award (RTA) No. 023A. Acoustic Ceilings
- Recommend to Award (RTA) No. 024A. Resilient Flooring
- Recommend to Award (RTA) No. 025A. Painting

- Recommend to Award (RTA) No. 040 B. Carpet
- Recommend to Award (RTA) No. 041 B. Resinous Flooring
- Recommend to Award (RTA) No. 042 B. Fireproofing
- Recommend to Award (RTA) No. 043 B. Overhead Doors
- Recommend to Award (RTA) No. 045B. Drywall

Brookline Hills MBTA Platform Scope of Work

Prime Contract Change Order 001

And Associated

- Subcontractor Default Insurance
- Construction Contingency
- Builder's Risk Insurance
- CCIP
- Skanska Bond
- Fee

See Exhibit E, Schedule of Values for all Values.

The original Contract Sum was	\$ 476,928.00
The net change by previously authorized Change Orders	\$ 89,257,375.00
The Contract Sum prior to this Change Order was	\$ 89,734,303.00
The Contract Sum will be increased by this Change Order in the amount of	\$ 22,949,790.00 <i>OK</i>
The new Contract Sum including this Change Order will be	\$ 112,684,093.00 <i>2017</i>

The Contract Time will be unchanged by Zero (0) days.  
The new date of Substantial Completion will be See Exhibit D

**NOTE:** This Change Order does not include adjustments to the Contract Sum or Guaranteed Maximum Price, or the Contract Time, that have been authorized by Construction Change Directive until the cost and time have been agreed upon by both the Owner and Contractor, in which case a Change Order is executed to supersede the Construction Change Directive.

**NOT VALID UNTIL SIGNED BY THE ARCHITECT, CONTRACTOR AND OWNER.**

William Rawn Associates Architects Inc.  
ARCHITECT (*Firm name*)

Skanska USA Building Inc.  
CONTRACTOR (*Firm name*)

Town of Brookline  
OWNER (*Firm name*)

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
SIGNATURE

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SIGNATURE

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DATE

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DATE



Date: 12/12/2019

**Prime Contract Change Order Number 001**

Brookline High School

Project # 1318014

Skanska USA Building Inc.

**To Contractor:**  
Skanska USA Building Inc.

**Architect's Project No:**  
**Contract Date: 7/24/2018**  
**Contract Number: 1318014**

**The Contract is hereby revised by the following items:**

Approved Authorization Requests 12/12/19

AR	CE	Description		Amount
310.004	310.1002	Enabling - RFI #049: Delete Fire Department Connection Bypass	\$	0.00
310.005	310.1004	Enabling - RFI #054: FDC Location	\$	0.00
310.012	310.1009	Enabling - RFI #066: Existing Fire Alarm Devices in Tunnel	\$	2,248.00
310.009	310.1010	Enabling - RFI #067: Unforeseen Electrical Conditions - Wiring	\$	7,234.00
310.010	310.1023	Enabling - Field Bulletin 006 - RFI 058, 063, 067 - See CE # 310: 1006 (RFI 058), 1007 (RFI 063), & 1010 (RFI 067)	\$	0.00
310.002	310.1025	Enabling - Field Bulletin 006.2 - Add'l Isolation Valves	\$	3,434.00
310.006	310.1079	Enabling - Field Bulletin 017 - RFI 112 Existing Attic Sprinkler Removal	\$	5,296.00
200.001	200.1024	CYPRESS - Purchase Line Hose for MBTA	\$	44,979.00
400.003	400.1025	MBTA - Replenish Line Protection Provided by MBTA	\$	10,725.00
400.002	400.1036	MBTA - Office Trailer Deliver and Rent	\$	8,396.00
200.002	200.1046	CYPRESS - Field Bulletin 023 - Water Utility Spec Updates	\$	5,969.00

For Approval, Refer to Pre-GMP Amendment and Associated AIA G701 with Town of Brookline Signature Page Attached



PUBLIC SCHOOLS OF BROOKLINE

APPLICATION FOR ALL OUT-OF-STATE, OVERNIGHT FIELD TRIPS

**TRIP LOGISTICS:**

1. Name of Field Trip: **February 18 – 20, 2020**
2. Educator Requesting Field Trip Approval: **James T. Leno**
3. School: **Steps to Success: CCS, Pierce, Lawrence, Lincoln, Driscoll** Grade Level: **6-8**
4. Have you reviewed the *School Committee Policy I 3 a. for School Sponsored Field Trips*? **Yes**
5. Have you reviewed the document "*Administrative Procedures for School Sponsored Field Trips*"? **Yes**
6. Have you reviewed the document "*Field Trip Planning Guide*"? **Yes**

*These documents can be found in the Staff Portal of the district website ([www.brookline.k12.ma.us](http://www.brookline.k12.ma.us))  
in the Office of Teaching and Learning link.*

7. What is your destination? **Appalachian Mountain Club Highland Center, Bretton Woods, NH**
8. What is the date and time you are leaving school? **February 18, 2020 at 8 AM**
9. What is the date and time you are returning to school? **February 20, 2020 at 4 PM**
10. Do the dates of the trip conflict with any religious holidays or observances? **No**
11. How many days will students miss from school? **Students will not miss any days of school.**
12. How are students being transported (school bus, chartered bus, plane, rail, etc)? **BHS Van**

*If students are traveling via bus, please complete the  
Requirements for Field Trip Transportation via Bus form.*

13. How many students will be participating in the field trip? **Up to ten students**
14. What members of the student body are eligible for the trip? **Students in grades six through eighth**
15. How are students selected to participate in this field trip? **PSB STS Advisors meet to discuss eligible students.**
16. Where will students be staying? **Students will be staying in the Shapleigh Bunk House at the Highland Center**
17. What are the names and cell phone numbers of the primary staff chaperones on the trip?

**PSB STS Advisors;**

**James T. Leno**: 617-259-5829

**Jason Murray**: 857-891-7237

**STS Inc AmeriCorps Volunteer: Tamika Smith**

PUBLIC SCHOOLS OF BROOKLINE

18. Other than those listed in #16 above, what are the names and roles (teacher, parent, etc) of other adult chaperones who will be on the trip? **The staff that are listed in #17 will be the only staff attending**

**EDUCATIONAL RELEVANCE**

19. What is the purpose of the trip and how does it relate to Brookline's Learning Expectations (K-8) or BHS Course Syllabi?

**This trip is designed to build team and for students to learn and practice their expedition behavior. In addition, students will learn how to Nordic ski, snowshoe and how to stay safe and have fun while on winter day hikes.**

20. Describe activities planned before the trip to prepare students: **Students are expected to attend a mandatory pre-trip meeting on February 5<sup>th</sup>. Parents are encouraged to attend but it is not mandatory.**

21. Describe activities planned after the trip for students to wrap-up/reflect: **Attached is the WE 2020 trip agenda.**

**ACCESSIBILITY AND STUDENT SAFETY**

22. To what extent does the field trip group reflect the diversity of the school population? What efforts will be undertaken to ensure that, to the greatest extent possible, the participants in this field trip reflect the diversity of the school population? Please confirm in your answer that students are selected for the trip on a need-blind basis and that the trip will be advertised to students as need-blind, so that it is accessible to all students.

**The STS WE 2020 trip will represent the diversity of the STS student population. The PSB STS elementary/middle Advisor team offers STS students 7/8 who have not participated in an Outdoor Experiential Exploration trip the opportunity to join then trip. In order for students to take part in the STS WE 2020 opportunity they will need to demonstrate that they can be safe and follow all rules and guidelines of the Public Schools of Brookline.**

PUBLIC SCHOOLS OF BROOKLINE

23. What measures are planned to ensure student safety on the trip, including chaperone coverage, student behavior contracts, etc.

**Students and Parents are invited to a pre-trip meeting (mandatory for students who attend the trip); As a group we create a Full Values Contract that each student/staff will maintain throughout WE 2020; there will be 1 Advisor for 3 students; James T Lenoach is certified in Advanced Wilderness First Aid, which he is recertified every two years. In addition, STS has an emergency action plan for multi-day trips. Finally, each student and their parent/guardian sign a behavior expectation contract, which adheres to the PSB behavioral expectations of overnight and out-of-state trips.**

24. What is the name and location of the medical facility closest to your destination?

**Littleton Regional Healthcare  
Emergency Room  
600 St. Johnsbury Road  
Littleton, NH 03561  
Phone: 800-464-7731**

25. Will students be swimming? (please note: if swimming is planned, parents must give explicit written permission for their child to swim; students who do not have this express written permission will not be allowed to swim) **There will be no swimming.**

26. If travelling outside of the United States, please attach the appropriate Department of State Advisory Review and Notification and a copy of Consular statement. NA

**FUNDING**

27. What is the total cost of the trip **per student**? Please detail the major components of the trip below and provide a total. *(add/edit headings as necessary)*

<b>Lodging: Includes 2 breakfast and 2 dinners</b>	<b>\$480.00</b>
<b>Travel:</b>	<b>\$100.00 gas</b>
<b>Meals: 3 lunches and snacks for the trail</b>	<b>\$220.00</b>
<b>Admissions/Tickets</b>	<b>\$60.00 for trail passes at the Bretton Woods</b>

PUBLIC SCHOOLS OF BROOKLINE

	Nordic Center
TOTAL per student:	No cost for students

28. How will the field trip be funded? **Steps to Success Inc will fund the Winter Exploration 2020 trip.**

29. What accommodations are made for students who cannot afford the expenses of this trip? Are partial and/or full scholarships available? **There is no cost for students.**

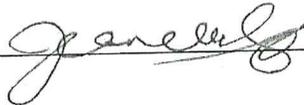
30. If fundraisers are planned to help lower the cost of the trip for all students, please describe those plans here: **NA**

**Attached: Trip Agenda, Highland Center Crawford Notch**

*If you need any assistance as you complete this application,  
please contact the Office of Teaching and Learning at 617-730-2432.*

**Signatures:**

Educator Requesting Field Trip Approval: James T. Leno; PSB STS Advisor Date: November 19, 2019

Principal:  Date: 12/18/19

# AGENDA for Winter Experiential Exploration 2020

## February 18 - 20

### Tuesday 2/18:

- 8-9 AM pick up students (High Street Vets, 22 High Street, Egmont and Trustman
- 9 AM Drive to AMC Highland Center: Bathroom and gas fill up stop on Exit 23 on 93 north, New Hampshire
  
- 12:30-1 Arrive at Highland Center
  - o Check in at Highland Center
  - o Lunch
  - o Unload gear into Shapleigh
  - o Lunch
  - o Tour and rules of Highland Center/Shapleigh
- 2:30:
  - o Review full value contract
  - o Learn about how to dress for outside winter activities
  - o Review winter gear for hiking
  - o Prepare for afternoon hike
  
- 4:30:
  - o Return from hike
  - o Debrief hike with students
  - o Prepare for dinner
  
- 6:30: Dinner in the Highland Center
  
- 7:30
  - o Return to Shapleigh
  - o Free time till 8
  
- 8 PM: Night walk in the field in front of Highland Center (depends on the weather)
  
- 9 PM
  - o Return to Shapleigh
  - o Debrief night walk
  - o Group games
  
- 10 PM: Prepare for bedtime
  
- 10:30: Lights Out!

## STS Winter Exploration

### **Wednesday 2/19:**

- 6:30AM: Wake up
- 8AM: Breakfast
- 9AM: Return to Shapleigh to prepare for cross-country skiing.
  - Prepare bag lunch
  - What to wear for cross country skiing
  - Load the van with skis
  - 10 minute ride to Bretton Woods, Mountain Washington Resort Nordic Ski trails
  
- 10:30AM: Arrive at Bretton Woods/Cross Country Ski lessons (JT Lenocho)
- 11:30AM: Lunch in side Nordic center
- 12:30PM: Ski the trails
- 3PM: Return to Nordic center
  - Pack up skis
  - Inner tubing on the small hill
  -
- 5:30PM:
  - Return to Highland Center/Shapleigh
  - Prepare for dinner
- 6:30PM: Dinner
- 7:30PM: Return to Shapleigh for debrief of days' activities
- 8:30PM: Short night hike
- 9:30PM: Prepare for bed
- 10:30: Lights out

### **Thursday:**

- 6:30AM: Wake up
- 7:30AM: Breakfast
- 8:30AM: Return to Shapleigh
- 9AM: Group meeting
- 9:30AM De-issue YOP gear
- 10:30AM: Clean Shapleigh
- 11:30AM: prepare bag lunch
- 12:30PM: Depart Highland Center
- 2PM: Stop for a bathroom break and gas
- 4PM: Return to Brookline and transport students home.

# PUBLIC SCHOOLS OF BROOKLINE

## 2020-2021 School Calendar

August 2020						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

September 2020						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	H	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October 2020						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	H	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November 2020						
Su	M	Tu	W	Th	F	Sa
1	2	P	4	5	6	7
8	9	10	H	12	13	14
15	16	17	18	19	20	21
22	23	24	N	H	27	28
29	30					

December 2020						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	N	24	H	26
27	28	29	30	31		

January 2021						
Su	M	Tu	W	Th	F	Sa
					H	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	H	19	20	21	22	23
24	25	26	27	28	29	30

February 2021						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	H	16	17	18	19	20
21	22	23	24	25	26	27
28						

March 2021						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

April 2021						
Su	M	Tu	W	Th	F	Sa
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11	12	13	14	15	16	17
18	H	20	21	22	23	24
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May 2021						
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	H					

June 2021						
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20	21	22	23	24	25	26
27	28	29	30			

July 2021						
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				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

	Teachers and Paraprofessionals Report		Professional Development Day: No School for Students; Teachers and Paras Report
	First and Last Day of School		Dismissal at 11:00am for BEEP; Noon for K-8; 12:15pm for BHS
	School Closed		Early Dismissal: Parent Teacher Conferences (see grades and times below)
	K-8 Teacher Collaboration: K-8 Students Dismiss at 1:40pm		
	BHS Teacher Collaboration: TBD		

Sep. 1-2	Teachers and Paraprofessionals Report	Dec. 3	K-8 Early Dismissal at 12:40pm
Sep. 3	First Day of School: Grades 1-9	Dec. 9	K-12 Early Dismissal at 12:40pm
Sep. 4	First Day of School: Grades 10-12	Dec. 24 - Jan. 1	School Closed for Winter Break: Return on Jan. 4
Sep. 3-4	Kindergarten Students - 1/2 day by assignment	Jan. 18	School Closed: Martin Luther King, Jr. Holiday
Sep. 7	School Closed: Labor Day Holiday	Feb. 12	School Closed: Day of Low Attendance (Lunar New Year)
Sep. 28	School Closed: Day of Low Attendance (Yom Kippur)	Feb. 15-19	School Closed: February Vacation
Oct. 12	School Closed: Indigenous Peoples' Day	April 2	School Closed: Day of Low Attendance (Good Friday)
Nov. 3	School Closed for Students	April 7	K-12 Early Dismissal at 12:40pm
	<i>PD Day: Teachers and Paras Report</i>	April 15	K-6 Early Dismissal at 12:40pm
Nov. 11	School Closed: Veterans Day Holiday	April 19-23	School Closed: April Vacation
Nov. 12	K-6 Early Dismissal at 12:40pm	April 28	K-6 Early Dismissal at 12:40pm
Nov. 18	K-8 Early Dismissal at 12:40pm	May 6	K-6 Early Dismissal at 12:40pm
Nov. 25	Early Dismissal:	May 31	School Closed: Memorial Day Holiday
	<i>BEEP at 11:00; K-8 at Noon; BHS at 12:15</i>	June 6	High School Graduation
Nov. 26-27	School Closed: Thanksgiving Break	June 21	Last Day of School (if no cancellations)

**Make-Up Days for Weather Cancellations: June 22, 23, 24, 25 & 28, 2021**



**STEPS TO SUCCESS**

Defining a Successful Partnership Strategy to Best Serve Students and Families

2019-2020

It is...

- An Independent Non-Profit
- A School Program
- A Civic Partnership

... serving students enrolled in  
Brookline's public schools from low-  
income families



**STEPS TO SUCCESS**

# A Brief History of the Steps to Success Program

- **Before STS:** BHS Brookline Housing Authority (BHA) graduation rate 60%. BHA college matriculation rate 50%
- **Mid-to late '90's:** Janet Selcer formulates the Brookline School Community Partnership inside Lincoln School and 6-Year Gear Up Grant starting with the 4th grade
- **Founded in 2001:** STS is formalized.
- **2016:** STS became a 501(c)3 non-profit organization, with continued support from the BHA & PSB.
- **2017:** BHA hires a Family Learning Center Director to oversee High Street Vets, 22 High Street, Trustman & Egmont housing developments.
- **2018:** STS completes strategic plan, outlining the agreement between 3 main partners (PSB, BHA, STS)
- **Today:** PSB STS is comprised of a PSB Coordinator, 3 HS Advisors, and 4 EM Advisors. STS, Inc. is comprised of Extended Learning, Career Explorations, and College Success staff.
- **The STS Class of 2019** high school graduation rate was 96% for STS students and 89% of STS college students are on track to graduate from college within 4-6 years.

Steps Inc



Public Schools of  
Brookline



Brookline  
Housing  
Authority

## PARTNERSHIP POWER

**Our Vision:** We envision a community where all students can attain their educational, economic and life goals into adulthood.

**Our Mission:** We partner to leverage resources from each organization to provide comprehensive, integrated services and supports to achieve educational equity for families and students who are low-income in the Public Schools of Brookline.

# Our Students and Long-term Outcomes

## Who we Serve

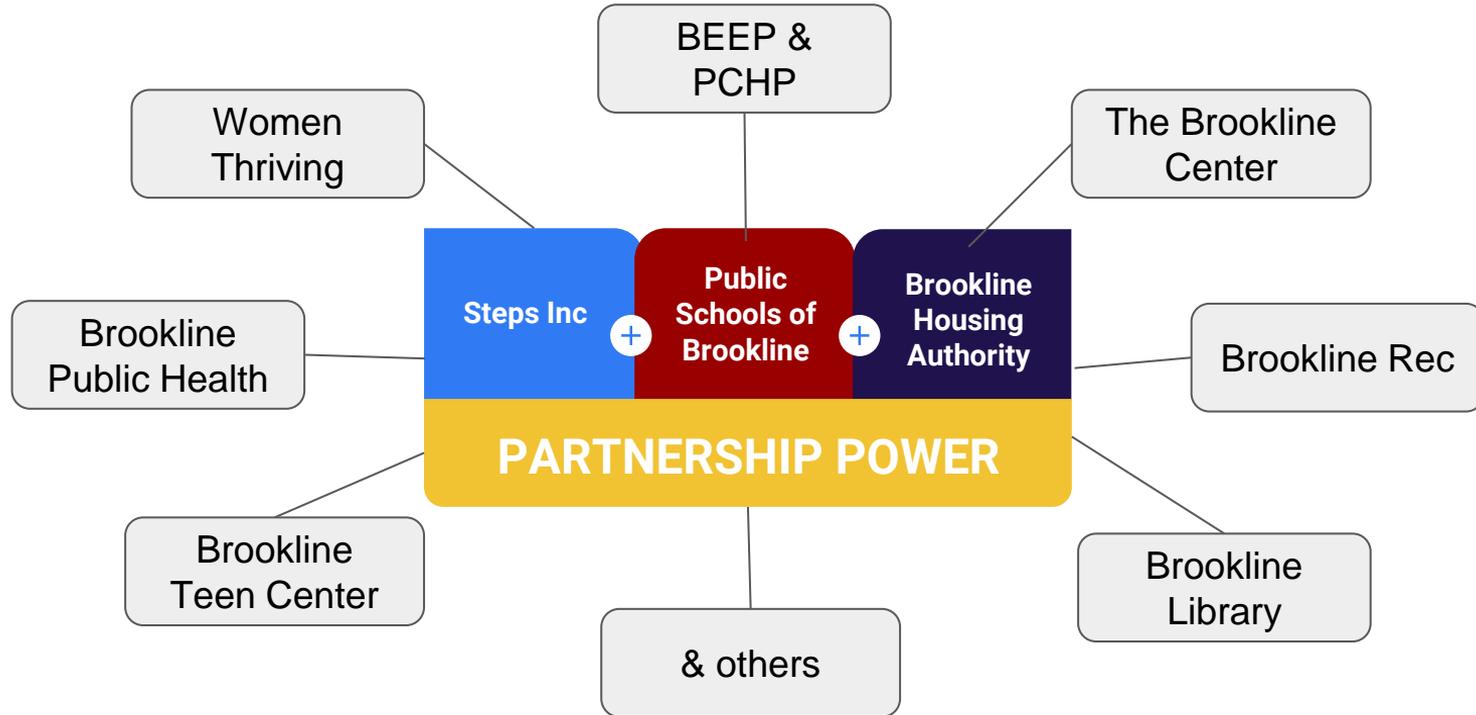
- We prioritize serving STS students based on the following (as space and funding are available):
  - First and foremost: BHA residents
  - Then: Section 8 families, students from low-income families living in Brookline (“economically disadvantaged”), low-income METCO students

## Intended Long Term Outcome

- As a result of participating in the Steps to Success program, graduates from Brookline High School will:
  - Have a post-secondary plan of their choosing that maximizes their opportunities
  - Enroll in and complete that plan, whether it be college, other post-secondary education or another pathway.
- All of which supports our students in progressing towards economic self-sufficiency as they become adults.



# ALIGNED FOR SUCCESS



Out of School

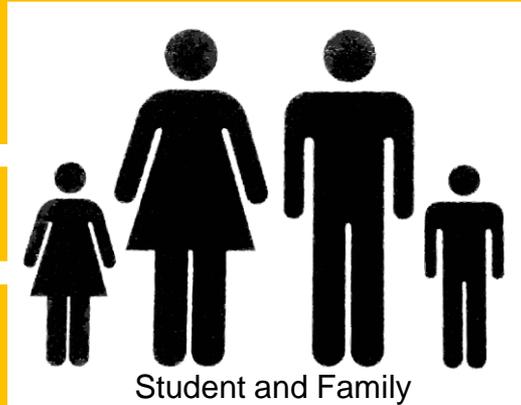
Home and Family

# Wrap-around Support

In School

College and Career  
Readiness

Academic Support



Social and  
Emotional Learning

Enrichment

PSB

BHA

# Steps To Success



## Elementary / Middle School

- Family Learning Centers
- Girls Preparing to Succeed
- Invest 'N Kids (INK)
- 8th grade to High School
- After Hours University (AHU)
- Teen Advantage (TA)
- Access to Camps
- Internships
- Outdoor Explorations
- Vacation Week Programs



## High School

- 9th Grade: Homework Center
- 10th Grade: Career Exploration, Internships
- 11th Grade: SAT/ACT Prep and College Visits, Internships
- 12th Grade: College Applications & enrollment, mentorship, Internships



## Post-Secondary

- College matriculation, enrollment, and persistence
- Work Readiness Workshops
- Next Steps Career Counseling

STS + PSB + BHA

PARTNERSHIP POWER

# Managing the Partnership

- Fundraising
- Communications & Marketing
- Finance, Grant Management, & Government Compliance
- Outcome, Evaluation & Accountability
- Partnership Administration & Governance
- Volunteer Management

# Benefits of the Partnership

<b>Program/Event</b>	<b>Benefit</b>
More family engagement events	Annual Back to School event brings families and resources together before school start More events in housing makes programs more accessible, e.g. parent meetings & potlucks Brings together all Partnership staff as a united team
August & February Outdoor Exploration trips	PSB STS Advisors & STS Inc. chaperone
Joint fundraising through new state contracts	Increased internships, creation of Egmont's STS student-led tutoring program, new post-secondary pathways program, April vacation camp funding, new Teen Advantage site
Camps & internships	Stronger staff coordination that allows for more student access to programs
STS Roadshow	Increased visibility and awareness across Town of the Partnership
PSB Financial Aid Form	Creation of BHA waiver to simplify process for families
Data sharing agreement	Enables us to share program impact with funders

# Importance of the MOU

- Codifies our work and ensures it lives on
- Signifies to external audiences, e.g. partners and funders, the importance of educational equity in Brookline and why STS's students and families need a targeted approach
- Shows what is possible when partners work together in tandem



STS



PSB



BHA

PARTNERSHIP POWER

# Ways to Collaborate with STS

- Communicate with STS Team
- Attend partner events (e.g. Step Up for our Stars Gala (April 2020), Recognition Ceremony (June), Stepping Back to School (August))
- Advocate for educational equity in Brookline by supporting STS
- Questions?



# Contact the Team

- **PSB:** Meg Maccini; [meg\\_maccini@psbma.org](mailto:meg_maccini@psbma.org), Jeanette Sergeant; [jeanette\\_sergeant@psbma.org](mailto:jeanette_sergeant@psbma.org)
- **BHA:** Patrick Dober; [pdober@brooklinehousing.org](mailto:pdober@brooklinehousing.org)
- **STS, Inc.:** Shoma Haque; [shaque@stepstosuccessbrookline.org](mailto:shaque@stepstosuccessbrookline.org)



Memorandum of Understanding between the  
Public Schools of Brookline and Steps to Success, Inc.  
Effective for the 2019-2020, 2020-2021 and 2021-2022 School Years

In recognition of the continued evolution of the program known as Steps to Success (STS, Inc.) and in support of its ongoing growth, its financial stability and its future sustainability, the Public Schools of Brookline (PSB) through its leadership (School Administrators and School Committee Membership) and STS, Inc. through its Board of Directors, intend to, through this Memorandum of Understanding (MOU), work strategically and thoughtfully toward a mutually agreed upon collaboration. [1]

The intent of this MOU is to affirm the mutual commitment and coordination of PSB and STS, Inc. to work towards bridging the achievement gap and fostering educational equity for students from low-income families who are enrolled in the Public Schools of Brookline.

Although each entity will fulfill its individual roles as outlined in this MOU, jointly the collaboration will maintain a long-term, comprehensive approach working with students and their families to:

- provide academic support and enrichment;
- promote social and emotional competence and growth;
- prepare for post-secondary education;
- provide post-matriculation guidance;
- provide after school programming;
- provide summer programming, including work opportunities, academic enrichment and recreational activities; and
- engage with students' families.

At all times, and in all respects under this MOU and otherwise, the separate status under law of each of PSB and of STS, Inc. is recognized hereunder and nothing in this MOU shall be deemed to alter the legal status of either party in any respect. To this end, PSB and STS, Inc. agree to proceed with the following:

## Programming

### STS, Inc. will:

1. Provide after school enrichment programming for STS elementary and middle school students, (grades 4-8), who attend the Lawrence, Lincoln, Ridley and Pierce schools. STS, Inc. will provide staff for these after-school enrichment programs, will manage registration and enrollment, collect fees as applicable and communicate with the PSB Unit B STS Coordinator, PSB Advisors, principals and guidance counselors to ensure that the overall management of the needs of each student is coordinated. STS, Inc. will also enroll students who are not in the STS program, as space allows.
2. Provide programming to High School students (e.g., job internships, mentoring, financial literacy workshops, group college visits, college access and preparation, career opportunity speaker series), identified as a need, jointly with the STS Student Leadership Team, PSB Unit B STS Coordinator and PSB Advisors.
3. Provide summertime opportunities for work, academic enrichment and recreation for students in all grades. STS, Inc. staff will identify opportunities as described above and will work cooperatively with the PSB Summer Partners Group, PSB Unit B STS Coordinator, and PSB Program Advisors to ensure that all needs are met and at the same time avoid duplication of activities. The number of students engaged will be dependent upon available work internships, academic eligibility, available academic and enrichment opportunities and current recreation partnerships.
4. In coordination with PSB Unit B STS Coordinator, develop new Outside of School Time programming or enhancements that support STS students' educational and lifelong success. This task will be dependent upon funds that STS, Inc. has available to support new opportunities.
5. Conduct evaluation and review of STS Inc. programs and services and issue a report to PSB and STS, Inc. board members once a year or as needed.
6. Support and fund Steps to Success parent engagement initiatives that will provide a voice and forum for parental input and concerns.
7. To meet the objectives as described in #1-6 above, the STS, Inc. Executive Director will meet regularly with the Unit B PSB STS Coordinator.

### PSB will:

1. Provide, in the annual school department budget a request to be submitted to Town Meeting, funding for salary of Unit B PSB STS Coordinator, salaries of PSB Advisors appropriate to the number of Steps to Success students and funding for operational budget appropriate to the number of Steps to Success students.

2. Work with STS students and their families in accessing coordinated resources and services within PSB that will foster educational equity, access and opportunity.
3. Identify, screen, and refer eligible elementary, middle and high school students to STS, Inc. for participation in STS, Inc. programs.
4. Ensure that the necessary outreach, registration and enrollment into STS, Inc. programs, and communications with STS, Inc. staff, principals and guidance counselors to ensure that the overall management of the needs of each student is coordinated.
5. Ensure collaboration with STS, Inc. College Success Initiative (CSI) staff, so that CSI staff can provide college and career preparation and supplemental services/activities to STS High School students from 9<sup>th</sup> to 12<sup>th</sup> grade every year and can build relationships with STS students prior to graduation.

### **Use of Space**

#### **PSB will:**

1. Provide STS, Inc. with dedicated desk and office space to be used by its Executive Director and Administrative employee(s). PSB will determine the location of this space.
2. Provide, at no cost, appropriate space for the STS, Inc. staff, in the various Elementary-Middle Schools and the High School to conduct its after-school, summer, and CSI programming.
3. Use of space will include connections and access to WIFI.

### **Communication between PSB and STS, Inc.**

1. The STS, Inc. Executive Director and PSB Deputy Superintendent for Teaching and Learning (or his/her designee) will meet regularly to address areas of mutual concern related to the Steps to Success program.
2. PSB Unit B STS Coordinator will meet as needed with STS, Inc. designated staff to communicate about particular STS students' needs and/or progress, to identify gaps, coordinate services, and provide updates about recruitment for STS, Inc. operated programs.
3. The Superintendent, or his/her designee, and additional staff, as identified by the Superintendent, will meet as necessary and requested with the Board Chair and Vice Chair of STS, Inc., other Board members as identified by the Chair, and Executive Director to address areas of mutual concern.

4. PSB and STS, Inc. will jointly communicate the partnership model to parents and to the significant external audiences who have been engaged with Steps to Success over the past few years.
5. There is a liaison seat on the Steps Inc. Board of Directors reserved for the Superintendent of Schools or his/her designee. In addition, the Brookline School Committee will designate its own liaison from their body to the Steps to Success, Inc. Board of Directors.

### **Data Sharing Agreement**

#### **Both parties will:**

1. Comply with the agreed upon terms and conditions of the Data Sharing Agreement signed by all parties, dated May 2019, to be reviewed and revised by mutual agreement at the end of the term of this MOU. See Appendix A.

### **Administrative Requirements**

1. STS, Inc. will comply with all requirements of PSB including but not limited to criminal background checks and fingerprinting of staff, building access, and insurance.

### **Financial Commitment**

#### **PSB will:**

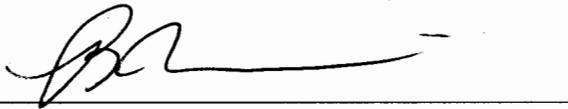
1. Provide in-kind space for completing the mission and work of STS, Inc. at the current value of \$50,000 per year at no cost to STS, Inc.
2. Request in the annual school department budget to be submitted to Town Meeting funding for Advisors appropriate to the number of STS students as determined by the Superintendent in his/her sole discretion and approved by the Brookline School Committee in its required budget process, and for a Unit B Steps to Success Coordinator.
3. Assume the cost of chaperoning field trips planned by STS, Inc., subject to the district's field trip approval process, after STS, Inc. submits documents substantiating such costs and the School Committee determines that such costs are reasonable, appropriate, and within its approved annual budget.

#### **STS, Inc. will:**

1. Assume financial costs required to fulfill its programming and services mission contingent upon its financial resources and funding each year.

This MOU shall be effective for the 2019-2020, 2020-2021 and 2021-2022 school years: July 1, 2019 through June 30, 2022.

Either party to this agreement may terminate this agreement at any time by giving written notice to the other party of such termination. Such notice shall be given not less than thirty (30) days prior to the effective date of termination. If the agreement is terminated for the convenience of either party, neither party shall be entitled to any remedy, including but not limited to monetary damages.



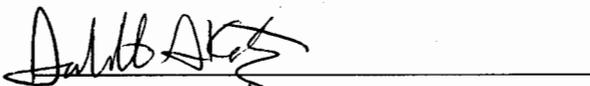
Ben Lummis  
Superintendent, Public Schools of Brookline



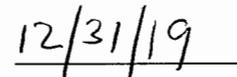
Date

Julie Schreiner-Oldham  
Chair, Brookline School Committee

Date



Judy Katz  
Board Chair, Steps to Success, Inc.



Date

[1] *Steps to Success, Inc.* is the 501(c)3 corporation that provides services (programming) to Public Schools of Brookline (PSB) students. *Steps to Success, Inc.* currently serves grade 4-12 students who reside in Public Housing. *STS, Inc.* also provides programming to post-secondary students who have graduated from the PSB.

# **Appendix A**

## **Data Sharing Agreement**

**Steps to Success, Inc. and the Public Schools of Brookline  
Data Sharing Agreement  
2018-2019**

WHEREAS, Steps to Success, Inc. (“STS, Inc.”) is a community based non-profit organization, that works to bridge the opportunity-gap for students and families living in Brookline public housing, by providing year-round supports for students starting in the 4th grade all the way through college graduation ; and

WHEREAS, the Public Schools of Brookline (“PSB”) seeks to work in partnership with Steps to Success Inc., towards bridging the achievement gap and fostering educational equity for students from low-income families who are enrolled in the Public Schools of Brookline; and

WHEREAS, STS, Inc. and the PSB agree that they will:

1. Share pertinent data in a timely and responsive manner to enable STS, Inc. and PSB to evaluate its program activities, track student progress, and meet the data reporting requirements of both PSB and STS, Inc. stakeholders, including funders, as requested by either party.
2. Secure any confidentiality or disclosure waivers from students/parents if required in order to share this information.
3. Share specific benchmarks and metrics PSB and STS, Inc. used to gauge the progress of all Steps to Success (STS) students.

NOW THEREFORE, in consideration of the foregoing, STS, Inc. and the PSB agree as follows:

**1. Data Point Persons.**

The parties to this Agreement designate the following individuals as “point persons” to contact with respect to any and all data questions related to this Data Sharing Agreement:

**For STS, Inc.:**

Shoma Haque  
Executive Director  
Steps to Success, Inc.  
shaque@stepstosuccessbrookline; 617-264-6499

**For the PSB:**

Erin Cooley  
Director of Data Analysis & Information Management  
The Public Schools of Brookline  
erin\_cooley@psbma.org; 617.730-2417

**2. Requested Data Files.**

a. The PSB shall be responsible for providing annual student data reports (“Data Files”) to STS, Inc. for following purposes:

1. Demographic reporting for participants in all STS programs. Any external reporting of student data to non- STS, Inc. staff will only be in aggregate, for student subgroups of 10 or more;
2. Ensuring the intended target population is being served by STS programs;
3. Ensuring data alignment between STS, Inc. and PSB;
4. Providing appropriate program support for students as they age into new STS programs.

b. Data Files will include the following student record information from the PSB student information database (Aspen) with respect to STS students (active and inactive) in grades 4-12:

i. Contact Information: (i) Student full name, (ii) Household Mailing Address; (iii) Student email; (iv) Student Phone; (v) Parent/Guardian Name(s); (vi) Parent/Guardian Phone; (vii) Parent/Guardian email.

ii. STS Student Demographic Information: (i) Race; (ii) Ethnicity; (iii) Gender; (iv) Date of Birth; (v) Language spoken at home; (vi) ELL status ("x" if yes – no specific details); (vii) IEP status ("x" if yes – no specific details); (viii) 504 status ("x" if yes – no specific details); (ix) Metco status ("x" if yes – no specific details); (x) Anticipated High School Graduation Date; (xi) PSB Advisor Name; (xii) Annual STS student graduation rate from BHS versus non-STS student graduation rate from BHS.

c. Both parties agree that upon receipt of a data file request from either party, PSB or STS, Inc. will provide any specified portion of the Data Files within five (5) business days of receipt of said request.

### **3. Student Record Information Release:**

Prior to releasing non-directory, confidential Data File information, both parties will have a signed Student Record Information Release so that PSB and STS, Inc. can use such data for supporting students participating in STS programs. Both parties shall be responsible for providing copies of all signed Student Record Information Releases for all STS students that are participants in STS, Inc.'s programs at the start of each student's participation and/or at the beginning of each school year. The provision of such releases shall occur within five (5) business days of the start of the student's participation in the STS program. Both parties further agree to notify each other within five (5) business days of when/if the student's parent/guardian fails to provide or withdraws consent for the release of student record information to either party.

**4. Storage and Protection of Data Files:**

STS, Inc. will store student data obtained from PSB in a New Org database. This database exists in the "Cloud", will be password protected for STS employee use only, and will be stored for a period of ten (10) years in order to capture longitudinal outcomes of STS programs. Only the following STS program staff shall have access to this data: the Executive Director, Director of Programs, Directors of Extended Learning Programs, CSI Program Advisors, and Workforce Connections Manager. Every employee of STS having access to Data File information shall sign and provide a data usage agreement as part of the STS Employee Handbook.

PSB's data storage is in the Aspen student information database, used by all PSB employees.

**5. Purpose, Disclosure, Access, and Confidentiality of Data Files:**

a. PSB and STS, Inc. acknowledge and agree that this Agreement is for the purpose of sharing Data Files between the parties in a manner consistent with the Family Educational Rights and Privacy Act of 1974, 29 U.S.C. §1232g ("FERPA"), and any federal regulations promulgated thereunder, and Massachusetts student record regulations, 603 C.M.R. 23.00, et seq. The Data Files will be used by the parties and its employees to populate student data only for the purpose of delivering STS programs. Both parties further acknowledge and agree that all copies of such Data Files, including any modifications or additions to Data Files or any portion thereof from any source, are subject to the provisions of this Agreement in the same manner as original Data Files. The ability to access or maintain Data Files and/or any portion thereof under this Agreement shall not under any circumstance transfer to any other party. The parties acknowledge and agree that this Agreement does not govern any confidential information that either party may obtain directly from the student and/or his/her parents/guardians and that such data is governed and managed in accordance with each parties' own data maintenance and privacy procedures.

b. Both parties acknowledge and agree that they shall adhere to the requirements set forth in both federal and state law applicable to the use and re-disclosure of the Data Files or any portion

thereof, including without limitation, any student data, meta data, user content or other non-public information and/or personally identifiable information contained within the Data Files. Both parties also acknowledge and agree that they shall not make any re-disclosure of any Data Files or any portion thereof, including without limitation, any student data, meta data, user content or other non-public information and/or personally identifiable information contained in the Data Files, without the express written consent of both parties.

c. Additionally, both parties agree that only authorized employees of PSB and STS, Inc. directly involved in delivering STS programs shall have access to the Data Files or any portion thereof, including without limitation, any student data, meta data, user content or other non-public information and/or personally identifiable information contained in the Data Files and that PSB and STS, Inc. and its employees shall protect the confidentiality of the Data Files or any portion thereof, including without limitation, any student data, meta data, user content or other non-public information and/or personally identifiable information contained in the Data Files in such a way that parties other than employees of STS, Inc. and PSB cannot identify any students.

#### **6. Use of Data:**

Both parties also acknowledge and agree that they shall:

- (i) not use personally identifiable student data shared under this Agreement for any purpose other than in connection with and through the provision of STS programs.
- (ii) use reasonable methods, consistent with industry standards, to protect the Data Files and/or any personally identifiable student data contained therein from re-disclosure.
- (iii) not share the Data Files and/or any personally identifiable student data received under this Agreement with any other entity without prior written approval from either party and the student or student's parent/guardian, if applicable.
- (iv) not copy, reproduce or transmit the Data Files and/or any personally identifiable student data contained therein to any parties outside of PSB or STS, Inc.
- (v) not re-disclose, transfer or sell the Data Files and/or any portion thereof.

- (vi) not use the Data Files and/or any portion thereof to market or otherwise advertise directly to students and/or their parents/guardians for commercial purposes.
- (vii) not use the Data Files and/or any portion thereof to inform, influence or guide marketing or advertising efforts or to develop a profile of a student or group of students for any commercial or other purposes.
- (viii) not use the Data Files and/or any portion thereof contained therein for the development of commercial products or services.
- (ix) not use or mine the Data Files and/or any portion thereof for any purposes other than those agreed to by the parties. Both parties further acknowledge that data mining or scanning of user content for the purpose of advertising or marketing to students or their parents/guardians is expressly prohibited.
- (x) not provide any Data Files or any personally identifiable data contained therein to any party ineligible to receive student records and/or student record data and information protected by FERPA and State Regulations or prohibited from receiving personally identifiable from any entity under 34 CFR 99.31(a)(6)(iii).
- (xi) not use, disclose, compile, transfer, sell the Data Files and/or any portion thereof to any third party or other entity or allow any other third party or other entity to use, disclose, compile, transfer or sell the Data Files and/or any portion thereof.
- (xii) use student and parent/guardian contact information only for the following purposes, to:
  - Ensure consistency across both PSB and STS, Inc.
  - Inform parents/guardians of any emergencies regarding their child(ren)
  - Inform parents/guardians and STS students of relevant programming.

#### **7. Data Breach and Data Destruction:**

Both parties further acknowledge and agree that they shall:

- a. notify the identified Point Persons or their successor(s) at PSB or STS, Inc. in writing within three (3) business days of either party's determination that it has experienced a data breach, breach of security or unauthorized acquisition or use of any Data Files and/or personally identifiable student data contained therein. Both parties agree that said notification shall include, to the extent feasible, the date or approximate dates of such incident and the nature thereof, the

specific scope of said breach (i.e., what data was accessed, used, released or otherwise breached, including the names of individual students that were affected by said breach) and what actions or steps with respect to the incident that either party plans to take or has taken in response to said breach. Additionally, both parties agree to comply with FERPA and state and federal privacy and Data Breach laws in connection with their use of the Data Files including, when appropriate or required, the required responsibilities and procedures for notification and mitigation of any such data breach.

b. maintain backup copies, backed up at least daily, of Data Files in case of system failure or any other unforeseen event resulting in loss of Data Files.

c. upon receipt of a request from either party's Point Persons, immediately begin the process of returning all Data Files over and subsequently erasing and/or otherwise destroying, in a manner consistent with technology best practices and industry standards for secure data disposal methods, any Data Files, be it digital or physical form, still in the other party's possession such that the party is no longer in possession of any student data belonging to either party and to provide the party with any and all Data Files in its possession, custody or control within seven (7) days of receipt of said request. Either party must provide written confirmation of said data destruction.

d. in the event of the STS, Inc.'s cessation of operations, STS, Inc. shall within fifteen (15) days of such cessation, (i) promptly return all Data Files to PSB in an organized, manageable manner and subsequently erase and/or otherwise destroy any remaining Data Files, be they in digital or physical form, in STS, Inc.'s possession, in a manner consistent with technology best practices and industry standards for secure data disposal methods, such that STS, Inc. is no longer in possession of any student data belonging to PSB, and (ii) provide PSB with written certification, including an inventory of its Data Files destruction and inventory of all Data Files returned to PSB.

e. in the event that either party and/or any of its subcontractors or agents to which the parties may have transferred Data Files or any portion thereof has technology or storage media that has failed and needs to be replaced or serviced, ensure that all Data Files or any portions thereof that are contained therein are sanitized, erased and/or otherwise destroyed in a manner consistent with technology best practice and industry standards for secure data disposal methods. PSB or STS, Inc. (as appropriate under this circumstance) will provide the other party with written certification, including an inventory of its Data Files destruction, within fifteen (15) days of any such occurrence.

f. delete the Data Files in a manner consistent with technology best practice and industry standards for secure data disposal methods, that it collects or receives under this Agreement once the Services referenced in this Agreement lapses.

#### **8. Litigation and Audits:**

Both parties further acknowledge and agree to the following:

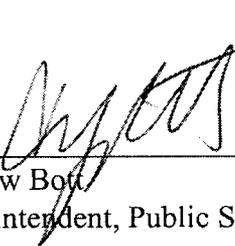
- a. upon receipt of a litigation hold request from either party, immediately implement a litigation hold and preserve all documents and data relevant identified by either party and suspend deletion, overwriting, or any other possible destruction of documentation and data identified in, related to, arising out of and/or relevant to the litigation hold.
- b. upon receipt of a request from either party, allow either party to audit the security and privacy measures that are in place to ensure protection of the Data Files or any portion thereof.
- c. cooperate fully with either party and any local, state, or federal agency with oversight authority/jurisdiction in connection with any audit or investigation of either party and/or delivery of STS, Inc. programs to students, and provide full access to either party's facilities, staff, agents and Data Files and all records pertaining to STS, Inc. Data Files. Failure to cooperate shall be deemed a material breach of this Agreement.

**9. Agreement Terms**

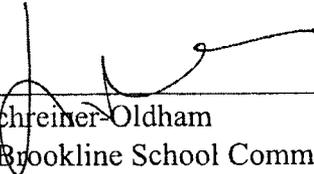
a. This Agreement may be amended only in writing signed by all parties hereto. Any request for amendment to the Agreement must be submitted in writing to the Point Persons identified in this Agreement.

b. Neither party can assign, subcontract or in any way transfer any interest in this Agreement without the prior written consent of either party.

c. This Agreement shall automatically renew for another one, (1) year term unless either party provides notice to the other of its intent to withdraw in writing at least six weeks prior to the date of renewal.

  
\_\_\_\_\_  
Andrew Bott  
Superintendent, Public Schools of Brookline

5-19-19  
Date

  
\_\_\_\_\_  
Julie Schreiner-Oldham  
Chair, Brookline School Committee

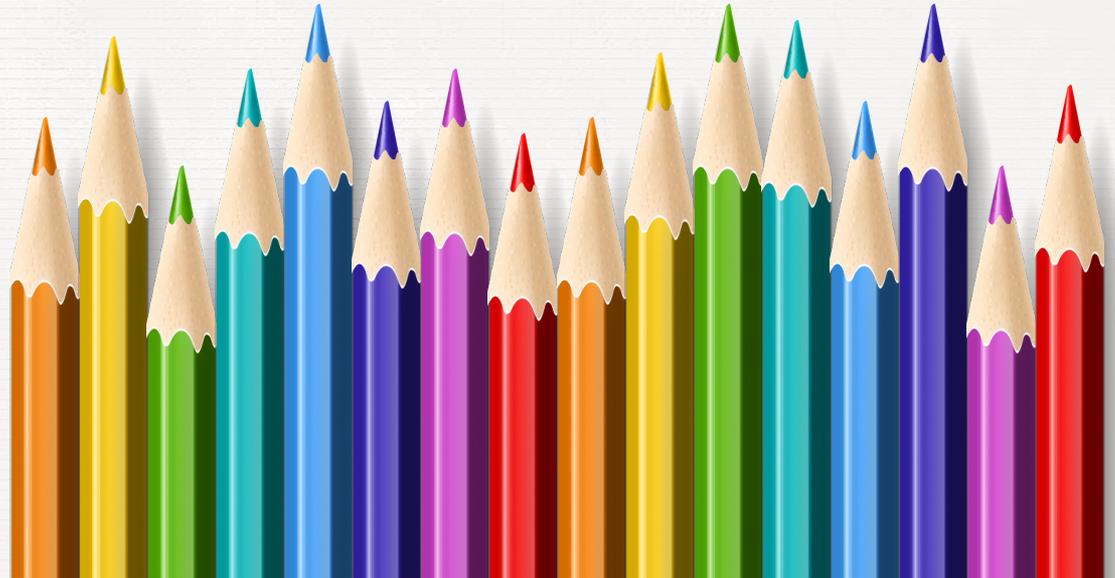
5/14/19  
Date

  
\_\_\_\_\_  
Shoma Haque  
Executive Director, Steps to Success, Inc.

5/15/19  
Date

# Budget Presentations to School Committee

December and January



# Budget Presentation

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## Purpose

- ✓ Educate School Committee and public on key areas of PSB including programs, services, and departments
- ✓ Presentations typically will include a combination of background information about area, and also costs, cost drivers, staffing, and challenges
- ✓ Presentations on areas requested by School Committee, ongoing public interest, and those identified by Superintendent

**Intention is to provide a level of information and detail not typically provided about programming and costs**



# Upcoming Budget Presentations

Schedule as of 1/2/2020 - Agendas and meeting dates are subject to change

Date	Meeting	Topics
December 5	SC Workshop	Grants and Substitutes
December 12	SC Meeting	Special Education Tuition
December 18	Finance Subcommittee	Recurring Fees in Program, Services, and Materials (52, 53, 55)
<del>December 18</del>	SC Meeting rescheduled	<del>School-based and Central Administration Staff additions since 2015 Override; Office of Strategy &amp; Performance</del>
January 9	SC Meeting	School-based and Central Administration Staff additions since 2015 Override; Office of Strategy & Performance
January 15	Finance Subcommittee	Stipends, Paraprofessionals
January 16	SC Meeting	Office of Administration & Finance; BHS Staffing
January 22	Finance Subcommittee	Performing Arts; Visual Arts; World Language
January 23	SC Meeting	Literacy Support; K-8 Staffing;
January 30	SC Meeting	Presentation of Superintendents Recommended Budget

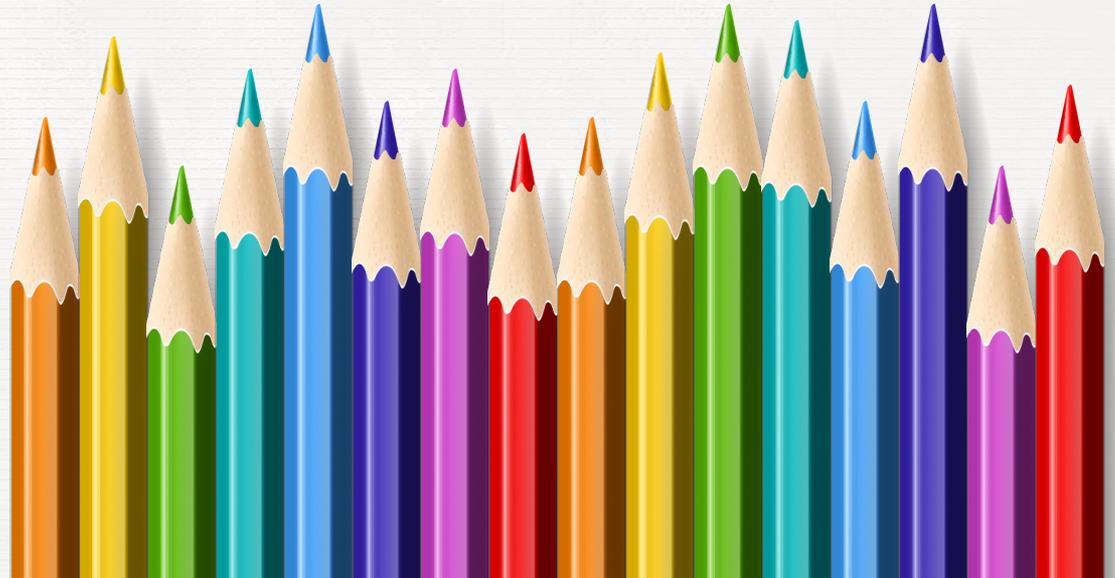


# School-based and Central Office Staff Additions since 2015 Override

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**School Committee  
Meeting**

January 9, 2020



# Agenda

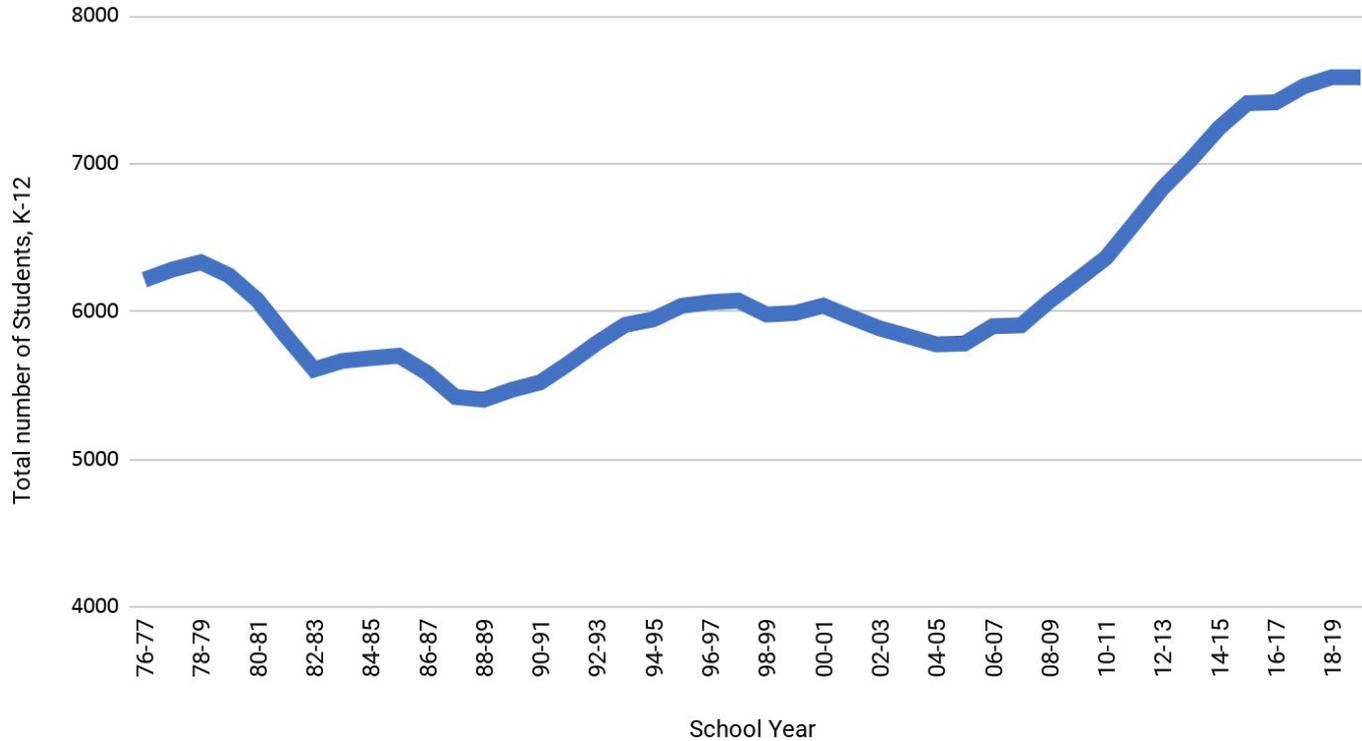
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1. Understanding the 2015 and 2018 Operating Overrides
2. Additions of PSB Staff since FY 2016



# Our Primary Challenge

Public Schools of Brookline, Total K-12 Enrollment



# Driving Forces behind the 2015 Operational Override

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- **Enrollment rapidly increased** throughout the past ten years since FY 2006.
- **No operational overrides** between FY 2008 and FY 2016 during the bulk of the enrollment increases.
- **Override planned to “make up” for lack of increases** in specialists, student support in guidance, counseling, English language education

[Source: 2014 Override Study Committee Report](#)



# Objectives of the 2015 Operational Override

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## Focus on providing “catch-ups” and “enhancements” to PSB:

- **Catch-Up:** Staffing areas and programs that had fallen behind since start of enrollment growth.
  - Guidance counselors, psychologists, nurses, PTs, OTs, EL.
  - Limited number of additional positions in central office
  - Special education and learning supports
- **Enhancements:** Increase staffing in high priority areas to improve teaching and learning supports
  - Literacy specialists and coaches, math specialists, ECS and newly-created positions.
  - Improve access and address inequities in technology and media across schools



# Objectives of the 2015 Operating Override

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- **Maintain small class sizes**
  - Average class size had already increased by 1.5 students since 2008.
  - [Intention was to return to levels of staffing/operation seen in 2006.](#)
- Maintain student-staff ratio in concordance with overall enrollment growth and increased participation in PSB programs.
- Additional personnel and operating costs for anticipated capital projects (Upper Devotion @ Old Lincoln)



# What the FY 2015 Override did

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- Added 159 FTE over a three year period (FY2016-FY2018).
- Developed ratios for adding teachers in addition to classroom teachers. With each classroom teacher, add 0.6 FTE to for art, music, PE, health, WL, and EL
- Override plan developed based on projected enrollment report from B-Space Process (2013) and the “expand-in-place” strategy voted by School Committee.



# Driving Forces behind the 2018 Operational Override

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- **Enrollment has continued to increase** since the 2015 Override Study.
- **Maintain programing and developments** resulted from previous override.
  - E.g. desired ratios of students to teachers, nurses, and other educational staff.
- **Address projected deficit (\$6.2m) in FY 2019 budget** resulting from salary adjustments (\$3.5m), enrollment growth (\$1.2m), service costs (\$350k), and critical new investments (\$1.1m).

Assuming existing policies continue, PSB would be unable to continue educating its enrolled student population without additional revenue.

[Source: 2017 Override Study Committee Report to the Select Board](#)



# What the Override Planned

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## 2018:

- Staffing and costs to support enrollment increases and expansion of Brookline High School (12.6 FTE).
- A limited number of critical new investments to support the Superintendent's goal of creating equitable outcomes and opportunities at PSB.
- Maintenance of contractual obligations in collective bargaining agreements and mandated services.



# Impact of Enrollment Growth on Personnel

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- More classroom teachers to maintain small class sizes.
- Increase in student support staff to maintain ratios agreed upon in last override including:
  - Nurses, guidance counselors, and administrators to provide essential social, emotional, and academic support;
  - English Learner Education (ELE) teachers to support ongoing increase in English Language Learners;
  - Specialists including health, wellness, art, music, and world languages.



# From the Override Study Committee (2017):

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**“Brookline is experiencing a long-term mismatch between expenses and revenue.** The School budget pressure that Brookline has experienced in recent memory is a symptom of a larger problem that Brookline, and similarly positioned Massachusetts cities and towns, needs to respond to holistically.

In brief, the expenses necessary to operate local government are increasing faster than combined tax and non-tax revenue.”



# Overview of Growth FY05 - FY20

	FY 2005	FY 2010	FY 2015	FY 2019	FY2020	Change FY05 - FY15	Change FY15 - FY20
PK-12 Enrollment	5,984	6,472	7,508	7,855	7,857	+1,524	+349
# of Employees (FTE)	868.3	938.3	1061.5	1277.8	1299.1	+193.2	+237.6
Operating Budget (General Fund)	\$55,828,665	\$72,072,892	\$90,630,150	\$110,756,679	\$119,841,548	+\$34,801,485	+\$29,211,398



# Positions Added Since FY 2016 (SY 15-16)

	Teachers - Unit A	Para-professionals	School Based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added since FY 2015
FY 2016	50.7	7.1	5.4	4.6	2.4	4.0	74.2
FY 2017	32.2	22.5	0.0	0.0	1.0	0.0	55.7
FY 2018	23.8	11.9	1.0	0.0	-2.0	-1.0	33.7
FY 2019	14.5	16.7	2.0	2.0	3.5	1.0	39.7
FY 2020	16.0	15.3	2.0	1.0	0.0	0.0	34.3
<b>Total</b>	<b>137.2</b>	<b>73.5</b>	<b>10.4</b>	<b>7.6</b>	<b>7.9</b>	<b>4.0</b>	<b>237.6</b>

Yellow Indicates School-Based Personnel.



# Positions Added, FY 2016

	Teachers - Unit A	Para-professionals	School-based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added in FY 2016
FY 2016	50.7	7.1	5.4	4.6	2.4	4.0	74.2

## Highlights:

- 11.4 FTE specifically allocated for Upper Devotion transition.
- Added following positions in central office:
  - Data Systems and Applications Manager (Staff)
  - Planning and Community Engagement Specialist (Staff)
  - Adult and Community Education Coordinator (Staff)
  - Special Assistant for Strategy and Planning (Leader)
  - Senior Director of Teaching and Learning x2 (Leader)
  - Director of Special Education - Autism and Inclusion Programming (Leader)



# Positions Added, FY 2017

	Teachers - Unit A	Para- professionals	School-based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added in FY 2017
FY 2017	32.2	22.5	0.0	0.0	1.0	0.0	55.7

## Highlights:

- Majority of personnel additions (64%) dedicated to growth of Special Education and other PSB programs.
- 7.5 FTE for BHS Staff (5.0 Classroom Teachers, 2.5 Paraprofessionals)
- 12.0 FTE for PK-8 Classroom Teachers
- Added Data Reporting and Analysis Manager (Central Office - Staff)



# Positions Added, FY 2018

	Teachers - Unit A	Para- professionals	School-based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added in FY 2018
FY 2018	23.8	11.9	1.0	0.0	-2.0	-1.0	33.7

## Highlights:

- 7.0 FTE BHS Classroom Teachers, 6.4 FTE Elementary Classroom teachers and Specialists, 4.0 Special Education Staff
- Consolidated Office of Enrollment specialist who registers families with Community Engagement Specialist who manages all social media and e-newsletters, helps to organize all public processes (e.g. building projects, school renaming)
- Eliminated Senior Director of Teaching and Learning for 9-12 and Data Reporting and Analysis Manager



# Positions Added, FY 2019

	Teachers - Unit A	Para- professionals	School-based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added in FY 2019
FY 2019	14.5	16.7	2.0	2.0	3.5	1.0	39.7

## Highlights:

- Additional teachers needed for ongoing enrollment growth - 7.0 at PK-8 and 3.0 at BHS
- Added following positions in central office:
  - Budget Analyst / Payroll Manager (Staff)
  - Human Resources Generalist (Staff)
  - English Learner Education Secretaries (Staff)
  - Project Manager - Operations and Special projects (Staff)
  - Senior Director of Educational Equity (Leader)



# Positions Added, FY 2020

	Teachers - Unit A	Para- professionals	School-based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added in FY 2020
FY 2020	16.0	15.3	2.0	1.0	0.0	0.0	34.3

## Highlights:

- Added 3.0 of PK-8 Teachers and 7.0 BHS Teachers
- School based educational leaders include:
  - Vice Principal at Pierce
  - Associate Dean of Students at BHS



# Positions Added, School-Based Staff FY 2016 - FY2020

		FTE Added
FY 2016	Teachers - Unit A	50.7
	Paraprofessionals	7.1
	Custodians and Secretaries	4.6
FY 2017	Teachers - Unit A	32.2
	Paraprofessionals	22.5
	Custodians and Secretaries	0.0
FY 2018	Teachers - Unit A	23.8
	Paraprofessionals	11.9
	Custodians and Secretaries	0.0
FY 2019	Teachers - Unit A	14.5
	Paraprofessionals	16.7
	Custodians and Secretaries	2.0
FY 2020	Teachers - Unit A	16.0
	Paraprofessionals	15.3
	Custodians and Secretaries	2.0
	<b>Total Positions Added</b>	<b>219.3</b>



# Positions Added, School-Based Leaders FY 2016-2020

		FTE Added
FY 2016	VP at Upper Devotion (now at Coolidge Corner)	1.0
	ECS Coordinator expanded from 0.6 to 1.0	0.4
	Digital Learning Specialist	1.0
	Steps to Success Advisors	3.0
FY 2019	VP at Lawrence	1.0
	Dean of Student Support Systems (BHS)	1.0
FY 2020	VP at Pierce	1.0
	Associate Dean of Students (BHS)	1.0
	<b>Total Positions Added</b>	<b>10.4</b>



# Positions Added, Central Office Staff FY 2016-2020

		FTE Added
FY 2016	Data Systems and Applications Manager	1.0
	Planning and Community Engagement Specialist	1.0
	Adult and Community Education Coordinator	0.4
FY 2017	Data Reporting and Analysis Manager	1.0
FY 2018	Eliminated Data Reporting and Analysis Manager (Budgeted but never filled)	-1.0
	Consolidated Community Engagement Specialist and Registration and Enrollment Specialist into 1.0 FTE	-1.0
FY 2019	Budget Analyst / Payroll Manager (*unfunded until FY 2019)	1.0
	Human Resources Generalist	1.0
	English Language Learners Secretaries	0.5
	Project Manager Operations and Special Projects (Tech Plan)	1.0
	<b>Total Positions Added</b>	<b>4.9</b>
	<b>Annual Cost of Positions Added FY 16 - FY 20</b>	<b>\$388,278</b>



# Positions Added, Central Office Leaders FY 2016-2020

		FTE Added
FY 2016	Special Assistant for Strategy and Planning	1.0
	Senior Directors of Teaching and Learning (PK-8 and 9-12)	2.0
	Director of Special Education - Autism and Inclusion Programming	1.0
FY 2018	Eliminated Senior Director of Teaching and Learning, 9-12 (Position Never Filled)	-1.0
FY 2019	Senior Director of Educational Equity	1.0
	<b>Total Positions Added</b>	<b>4.0</b>
	<b>Annual Cost of Positions Added FY 16 - FY 20</b>	<b>\$564,731</b>



# Budget Impact of Central Office Additions - FY2015 - FY2020

	FY 2015	FY2020	Change FY15 - FY20	FY20 Budget (Annual Cost)
PK-12 Enrollment	7,508	7,857	+349	
# of Employees (FTE)	1061.5	1299.1	+237.6	
# of Central Office Staff and Leader Additions			+12.9	+\$1,128,784
Operating Budget (General Fund)	\$90,630,150	\$119,841,548	+\$29,211,398	



# FY2015 - FY2020

	FY 2005	FY 2010	FY 2015	FY 2019	FY2020	Change FY05 - FY15	Change FY15 - FY20
PK-12 Enrollment	5,984	6,472	7,508	7,855	7,857	1,524	349
# of Employees (FTE)	868.3	938.3	1061.5	1277.8	1299.1	+193.2	+237.6
Operating Budget (General Fund)	\$55,828,665	\$72,072,892	\$90,630,150	\$110,756,679	\$119,841,548	+\$34,801,485	+\$29,211,398



# Budget Presentation

## Staffing - PSB Organizational Shifts, by FTE

January 9, 2020  
School Committee  
Finance Subcommittee



# Administration and Finance (A&F)

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Deputy Superintendent of A&F	1.00	1.00	1.00	1.00	1.00	1.00		
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00		
<b>Total Central Office A&amp;F</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Finance</b>	<b>4.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-1.00</b>	<b>0.00</b>
<b>Total Human Resources</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Total Operations and Facilities</b>	<b>49.78</b>	<b>42.33</b>	<b>41.43</b>	<b>44.43</b>	<b>40.00</b>	<b>45.37</b>	<b>-4.41</b>	<b>3.94</b>
<b>Total Food Service</b>	<b>29.60</b>	<b>29.49</b>	<b>33.34</b>	<b>33.34</b>	<b>33.80</b>	<b>34.07</b>	<b>4.47</b>	<b>0.73</b>
<b>Total Transportation</b>	<b>4.70</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.94</b>	<b>2.00</b>	<b>-2.70</b>	<b>0.00</b>
<b>Total A&amp;F FTE</b>	<b>97.08</b>	<b>84.82</b>	<b>87.77</b>	<b>91.77</b>	<b>87.74</b>	<b>93.44</b>	<b>-3.64</b>	<b>5.67</b>



# Administration and Finance (A&F) Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Deputy Superintendent of A&F	1.00	1.00	1.00	1.00	1.00	1.00		
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00		
<b>Total Central Office A&amp;F</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Finance</b>	<b>4.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-1.00</b>	<b>0.00</b>
<b>Total Human Resources</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Total Operations and Facilities</b>	<b>1.50</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>1.50</b>	<b>1.00</b>
<b>Total Food Service</b>	<b>3.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.50</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Transportation</b>	<b>4.70</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.94</b>	<b>2.00</b>	<b>-2.70</b>	<b>0.00</b>
<b>Total A&amp;F FTE</b>	<b>22.20</b>	<b>16.00</b>	<b>18.00</b>	<b>19.00</b>	<b>20.44</b>	<b>20.00</b>	<b>-2.20</b>	<b>2.00</b>



# Administration and Finance (A&F) School Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Total Operations and Facilities	48.28	41.33	39.43	42.43	37.00	42.37	-5.91	2.94
Total Food Service	26.60	27.49	30.84	30.84	31.80	35.09	8.49	4.25
Total A&F FTE	74.88	68.82	70.27	73.27	68.8	77.46	2.58	7.19



# A&F - Finance Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Director of Administrative Services	1.00	---	1.00	1.00	---	---		
Budget Analyst	---	1.00	---	---	---	---		
Budget Analyst / AP Manager	---	---	---	---	1.00	1.00		
Budget Analyst / Payroll Manager (*unfunded until FY 19)	---	---	---	1.00*	1.00	1.00		
Accounts Payable Clerk	1.00	1.00	1.00	1.00	1.00	1.00		
Payroll Office Clerk	1.00	---	---	---	---	---		
Administrative Assistant Payroll	1.00	---	1.00	---	---	---		
<b>Total FTE</b>	<b>4.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-1.00</b>	<b>0.00</b>



# A&F - Human Resources Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Human Resource Director	1.00	1.00	---	---	---	---	0.00	1.00
Assistant Superintendent for Human Resources	---	---	1.00	---	---	---		
Director of Human Resources	---	---	---	1.00	1.00	1.00		
HR Secretaries	2.00	2.00	---	1.00	---	---		
Administrative Assistant - Human Resources	---	---	1.00	---	---	---		
Human Resources Manager	---	---	---	1.00	1.00	1.00		
Substitute Callers/ Coordinator	2.00	1.00	1.00	1.00	---	---		
Human Resources Generalist	---	---	---	---	2.00	2.00		
Human Resources Data Analyst	---	---	1.00	1.00	1.00	1.00		
<b>Total FTE</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>		



# A&F - Operations and Facilities

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Manager of Building Services	1.00	1.00	1.00	---	---	---		
Director of Operations and Facilities	---	---	---	1.00	1.00	1.00		
Supervisor of Custodians	1.00	1.00	1.00	1.00	1.00	1.00		
Project Manager Operations and Special Projects	---	---	---	---	1.00	1.00		
Building Scheduler/Fee Collector/Admin Assistant	---	---	1.00	1.00	1.00	1.00		
Administrative Assistant	0.50	---	---	---	---	---		
Custodians	47.28	40.33	37.93	40.93	35.00	40.37		
Courier	---	---	0.50	0.50	1.00	1.00		
<b>Total FTE</b>	<b>49.78</b>	<b>42.33</b>	<b>41.43</b>	<b>44.43</b>	<b>40.00</b>	<b>45.37</b>	<b>-4.41</b>	<b>3.94</b>



# A&F - Operations and Facilities **Central Staff**

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Manager of Building Services	1.00	1.00	1.00	---	---	---		
Director of Operations and Facilities	---	---	---	1.00	1.00	1.00		
Project Manager Operations and Special Projects	---	---	---	---	1.00	1.00		
Building Scheduler/Fee Collector/Admin Assistant	---	---	1.00	1.00	1.00	1.00		
Administrative Assistant	0.50	---	---	---	---	---		
<b>Total FTE</b>	<b>1.50</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>		



# A&F - Operations and Facilities **School Staff**

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Supervisor of Custodians	1.00	1.00	1.00	1.00	1.00	1.00		
Custodians	47.28	40.33	37.93	40.93	35.00	40.37		
Courier	---	---	0.50	0.50	1.00	1.00		
<b>Total FTE</b>	<b>48.28</b>	<b>41.33</b>	<b>39.43</b>	<b>42.43</b>	<b>37.00</b>	<b>42.37</b>	<b>-5.91</b>	<b>2.94</b>



# A&F - Food Service

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Director of Food Services	---	---	1.00	1.00	1.00	1.00		
Assistant Director of Food Services	---	---	1.00	1.00	1.00	1.00		
Administrative Assistant	2.00	1.00	---	---	0.50	---		
Secretary	1.00	1.00	1.00	1.00	1.00	1.00		
Kitchen Helpers	26.00	27.49	30.34	30.34	31.80	11.26		
Food Service Workers	---	---	---	---	---	23.13		
Courier	0.60	---	0.50	0.50	---	0.70		
<b>Total FTE</b>	<b>29.60</b>	<b>29.49</b>	<b>33.34</b>	<b>33.34</b>	<b>33.80</b>	<b>34.07</b>	<b>4.47</b>	<b>0.73</b>



# A&F - Food Service Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Director of Food Services	---	---	1.00	1.00	1.00	1.00		
Assistant Director of Food Services	---	---	1.00	1.00	1.00	1.00		
Administrative Assistant	2.00	1.00	---	---	0.50	---		
Secretary	1.00	1.00	1.00	1.00	1.00	1.00		
<b>Total FTE</b>	<b>3.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.50</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>



# A&F - Food Service **School Staff**

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Kitchen Helpers	26.00	27.49	30.34	30.34	31.80	11.26		
Food Service Workers	---	---	---	---	---	23.13		
Courier	0.60	---	0.50	0.50	---	0.70		
<b>Total FTE</b>	<b>26.60</b>	<b>27.49</b>	<b>30.84</b>	<b>30.84</b>	<b>31.80</b>	<b>35.09</b>	<b>8.49</b>	<b>4.25</b>



# A&F - Transportation Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Transportation Coordinator	1.00	1.00	1.00	1.00	1.00	1.00		
Bus Monitors	3.20	2.00	1.00	1.00	0.94	1.00		
Secretaries	0.50	---	---	---	---	---		
<b>Total FTE</b>	<b>4.70</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.94</b>	<b>2.00</b>	<b>-2.70</b>	<b>0.00</b>



# Office of Student Services (OSS) Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Assistant Superintendent for Student Services	1.00	1.00	1.00	---	---	---		
Deputy Superintendent of Student Services	---	---	---	1.00	1.00	1.00		
Office Manager	1.00	1.00	1.00	1.00	1.00	1.00		
Office of Student Services Business Analyst	---	---	1.00	1.00	---	---		
Finance and Data Manager	---	---	---	---	1.00	1.00		
<b>Total OSS Central Office</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Total Special Education</b>	<b>7.35</b>	<b>7.48</b>	<b>12.25</b>	<b>16.05</b>	<b>14.10</b>	<b>15.10</b>	<b>7.75</b>	<b>2.85</b>
<b>Total Office of Health</b>	<b>1.00</b>	<b>0.60</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Guidance</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total FTE</b>	<b>13.35</b>	<b>13.08</b>	<b>20.25</b>	<b>24.05</b>	<b>22.10</b>	<b>23.10</b>	<b>9.75</b>	<b>2.85</b>



# Office of Student Services (OSS) School Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Total Health	11.48	13.00	13.11	14.61	17.29	19.16	7.68	6.05
Total Guidance	27.30	24.50	25.10	27.00	36.50	34.35	7.05	9.25
<b>Total FTE</b>	<b>38.78</b>	<b>37.5</b>	<b>38.21</b>	<b>41.61</b>	<b>53.79</b>	<b>53.51</b>	<b>14.73</b>	<b>15.58</b>



# OSS - Special Education Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Special Education Director BHS	1.00	1.00	1.00	1.00	1.00	1.00		
Special Education Director K-8	---	---	2.00	2.00	2.00	2.00		
Special Education Director	---	---	---	1.00	---	--		
Director of Autism and Inclusion Programming	---	---	---	---	1.00	1.00		
Secretarial - Special Education	4.60	4.60	5.50	8.30	7.10	7.10		
Program Coordinators - K-12	0.75	0.88	2.75	2.75	2.00	3.00		
Out of District Coordinator	1.00	1.00	1.00	1.00	1.00	1.00		
<b>Total FTE</b>	<b>7.35</b>	<b>7.48</b>	<b>12.25</b>	<b>16.05</b>	<b>14.10</b>	<b>15.10</b>	<b>7.75</b>	<b>2.85</b>



# OSS - Health

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Director of Child and School Health Services*	1.00	---	---	---	---	---		
Nurse Leader*	---	0.60	1.00	1.00	---	---		
Curriculum Coordinator Student Health*	---	---	---	---	1.00	1.00		
Nurses	10.48	9.60	11.85	13.50	15.66	18.30		
Special Education Nurses	---	2.00	0.40	0.25	0.77	---		
Medical Services Secretary	1.00	1.40	0.86	0.86	0.86	0.86		
<b>Total FTE</b>	<b>12.48</b>	<b>13.60</b>	<b>14.11</b>	<b>15.61</b>	<b>18.29</b>	<b>20.16</b>		



# OSS - Health Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Director of Child and School Health Services*	1.00	---	---	---	---	---		
Nurse Leader*	---	0.60	1.00	1.00	---	---		
Curriculum Coordinator Student Health*	---	---	---	---	1.00	1.00		
<b>Total FTE</b>	<b>1.00</b>	<b>0.60</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>



# OSS - Health School Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Nurses	10.48	9.60	11.85	13.50	15.66	18.30		
Special Education Nurses	---	2.00	0.40	0.25	0.77	---		
Medical Services Secretary	1.00	1.40	0.86	0.86	0.86	0.86		
<b>Total FTE</b>	<b>11.48</b>	<b>13.00</b>	<b>13.11</b>	<b>14.61</b>	<b>17.29</b>	<b>19.16</b>	<b>7.68</b>	<b>6.05</b>



# OSS - Guidance

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Curriculum Coordinator - System (Guidance)	1.00	1.00	1.00	1.00	1.00	---		
Director of Guidance and Clinical Services	---	---	---	---	---	1.00		
Coordinator of Guidance (BHS)	---	---	---	---	1.00	1.00		
Elementary Guidance Counselors	12.00	12.50	13.10	14.5	18.00	16.60		
High School Guidance Counselors	10.80	10.00	8.00	8.50	9.50	8.00		
Elementary Social Workers	2.00	1.00	1.00	1.00	1.00	1.00		
High School Social Workers / Adjustment Counselors	---	---	---	---	4.00	4.00		
College and Career Counselor	---	---	1.00	1.00	1.00	1.00		
Career Counselor	---	---	---	---	---	0.75		
Guidance Secretarial Salaries - High School	2.50	1.00	2.00	2.00	2.00	2.00		
<b>Total FTE</b>	<b>28.30</b>	<b>25.50</b>	<b>26.10</b>	<b>28.00</b>	<b>37.50</b>	<b>35.35</b>	<b>7.05</b>	<b>9.25</b>



# OSS - Guidance Central Office

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Curriculum Coordinator - System (Guidance)	1.00	1.00	1.00	1.00	1.00	---		
Director of Guidance and Clinical Services	---	---	---	---	---	1.00		
<b>Total FTE</b>	1.00	1.00	1.00	1.00	1.00	1.00	<b>0.00</b>	<b>0.00</b>



# OSS - Guidance School Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Coordinator of Guidance (BHS)	---	---	---	---	1.00	1.00		
Elementary Guidance Counselors	12.00	12.50	13.10	14.5	18.00	16.60		
High School Guidance Counselors	10.80	10.00	8.00	8.50	9.50	8.00		
Elementary Social Workers	2.00	1.00	1.00	1.00	1.00	1.00		
High School Social Workers / Adjustment Counselors	---	---	---	---	4.00	4.00		
College and Career Counselor	---	---	1.00	1.00	1.00	1.00		
Career Counselor	---	---	---	---	---	0.75		
Guidance Secretarial Salaries - High School	2.50	1.00	2.00	2.00	2.00	2.00		
<b>Total FTE</b>	<b>27.30</b>	<b>24.50</b>	<b>25.10</b>	<b>27.00</b>	<b>36.50</b>	<b>34.35</b>	<b>7.05</b>	<b>9.25</b>



# Office of Teaching and Learning (OTL)

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Deputy Superintendent of Teaching & Learning	1.00	1.00	1.00	1.00	1.00	1.00		
Senior Director of Teaching & Learning	---	---	---	1.00	1.00	1.00		
Administrative Assistant	2.00	1.00	1.00	1.00	1.00	1.00		
<b>Total Central Office OTL</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Total Programs OTL</b>	<b>17.00</b>	<b>15.40</b>	<b>19.04</b>	<b>19.04</b>	<b>22.91</b>	<b>22.91</b>	<b>5.91</b>	<b>3.87</b>
<b>Total Curriculum OTL</b>	<b>52.55</b>	<b>45.09</b>	<b>41.01</b>	<b>41.58</b>	<b>42.24</b>	<b>41.54</b>	<b>-11.01</b>	<b>0.53</b>
<b>Total FTE</b>	<b>72.55</b>	<b>62.49</b>	<b>62.05</b>	<b>63.62</b>	<b>68.15</b>	<b>67.45</b>	<b>-5.10</b>	<b>5.4</b>



## Office of Teaching and Learning (OTL) Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Deputy Superintendent of Teaching & Learning	1.00	1.00	1.00	1.00	1.00	1.00		
Senior Director of Teaching & Learning	---	---	---	1.00	1.00	1.00		
Administrative Assistant	2.00	1.00	1.00	1.00	1.00	1.00		
<b>Total Central Office OTL</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Total Programs OTL</b>	<b>47.35</b>	<b>43.59</b>	<b>36.05</b>	<b>36.12</b>	<b>36.65</b>	<b>35.95</b>	<b>-11.40</b>	<b>-0.10</b>
<b>Total FTE</b>	<b>50.35</b>	<b>45.59</b>	<b>38.05</b>	<b>39.12</b>	<b>39.65</b>	<b>38.95</b>	<b>-11.40</b>	<b>0.90</b>

## Office of Teaching and Learning (OTL) School Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
<b>Total Curriculum OTL</b>	<b>22.20</b>	<b>16.90</b>	<b>24.00</b>	<b>24.50</b>	<b>28.50</b>	<b>28.50</b>	<b>6.30</b>	<b>4.50</b>

# OTL - Programs Central Staff



Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Administrative Salaries	1.00	1.00	---	---	---	---		
Director of Grants and Program Review	---	---	1.00	---	---	---		
Senior Director of Programs	---	---	---	1.00	1.00	1.00		
Grants Secretary	1.00	0.40	1.00	1.00	1.00	1.00		
Administrator - METCO	1.00	1.00	---	---	---	---		
Director of METCO	---	---	1.00	1.00	1.00	1.00		
METCO Secretary	1.00	1.00	1.00	1.00	1.00	1.00		
Director of Adult and Community Education	---	1.00	1.00	1.00	1.00	1.00		
Administrative Salaries Adult and Community Education	3.00	1.00	---	---	---	---		
Adult Community Education Program Coordinator	---	---	2.40	2.40	3.00	3.00		
Adult and Community Education Secretary	5.50	4.50	4.14	4.14	3.91	3.91		
Curriculum Coord. English Language Learners	1.00	1.00	1.00	1.00	1.00	1.00		
English Language Learners Secretarial Salaries	0.50	0.50	0.50	0.50	1.00	1.00		
Director of Steps to Success	---	---	1.00	1.00	1.00	1.00		
Curriculum Coordinators (PK-8 and K-12)	15.95	18.20	10.60	11.00	11.00	11.00		
Curriculum Coordinators Secretaries	17.40	13.84	11.41	10.08	9.74	9.04		
Director of Professional Development	---	0.15	---	1.00	1.00	1.00		
<b>Total FTE</b>	<b>47.35</b>	<b>43.59</b>	<b>36.05</b>	<b>36.12</b>	<b>36.65</b>	<b>35.95</b>	<b>-11.40</b>	<b>-0.10</b>

# OTL - Curriculum **School Staff**

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Curriculum Coordinators (BHS)	---	---	5.00	5.00	5.00	5.00		
Curriculum Coordinators Secretaries (BHS)			2.00	2.00	2.00	2.00		
Curriculum Coordinator Library	1.00	---	---	---	---	---		
GEAR UP Full Time Salaries (Steps to Success)	3.00	---	---	---	---	---		
Steps to Success Advisors	---	4.00	5.00	5.00	8.00	8.00		
Elementary Librarian	7.90	7.90	8.00	8.50	8.50	8.50		
High School Librarian	4.00	4.00	4.00	4.00	4.00	4.00		
Elementary Library Assistant	5.70	---	---	---	1.00	---		
High School Library Assistant	0.60	1.00	---	---	---	1.00		
<b>Total FTE</b>	<b>22.20</b>	<b>16.90</b>	<b>24.00</b>	<b>24.50</b>	<b>28.50</b>	<b>28.50</b>		



# Office of Strategy and Performance (OSP)\*

## Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Special Assistant to the Superintendent for Strategy & Performance	---	---	---	1.00	1.00	1.00		
Director of Community Engagement	---	---	1.00	---	---	---		
Enrollment and Community Engagement Specialist	---	---	---	1.0	0.50	0.50		
<b>Total Central Office OSP</b>	---	---	<b>1.00</b>	<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>0.50</b>
<b>Office of Registration and Enrollment</b>	<b>0.53</b>	<b>0.53</b>	<b>2.53</b>	<b>3.53</b>	<b>3.00</b>	<b>3.00</b>	<b>2.47</b>	<b>0.47</b>
<b>Information Management and State Reporting</b>	<b>4.00</b>	<b>4.73</b>	<b>4.80</b>	<b>3.80</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>-0.80</b>
<b>Total OSP FTE</b>	<b>4.53</b>	<b>5.26</b>	<b>8.33</b>	<b>9.33</b>	<b>8.50</b>	<b>8.50</b>	<b>3.97</b>	<b>0.17</b>

\* The Office of Strategy & Performance was created in FY2016 to provide a home and leadership for four already existing and distinct functions - Registration & Enrollment, Information Management and State Reporting, Community Engagement, and Strategic Planning. For more details on the roles and responsibilities of these staff members please see the [1/9/2020 presentation](#).



# OSP - Registration and Enrollment Central Staff

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Coordinator of Student Affairs	---	---	---	1.00	1.00	1.00		
Enrollment Specialist	---	---	1.00	1.00	---	---		
Enrollment and Community Engagement Specialist	---	---	---	---	0.50	0.50		
Attendance Supervisor	0.53	0.53	0.53	0.53	---	---		
Attendance and Residency Officer	---	---	---	---	0.50	0.50		
Student Affairs Secretary	---	---	1.00	1.00	1.00	1.00		
<b>Total FTE</b>	<b>0.53</b>	<b>0.53</b>	<b>2.53</b>	<b>3.53</b>	<b>3.00</b>	<b>3.00</b>		

\* Office of Registration and Enrollment created in FY15 to relieve school secretaries of the burden that came with increasingly complicated enrollment and registration procedures due to the increase in student enrollment and additional state and federal requirements for residency, guidance, and English language screening



# OSP - Information Management and State Reporting **Central Staff**

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Director of Data	1.00	1.00	---	---	---	---		
Director of Research and Accountability	---	---	1.00	---	---	---		
Director of Data Management	---	---	---	1.00	---	---		
Director of Data Analysis and Information Management	---	---	---	---	1.00	1.00		
Data Analyst	1.00	---	---	---	---	---		
Applications Support Specialist	1.00	1.73	1.80	1.80	1.00	1.00		
Data Analysis Specialist	---	---	---	---	1.00	1.00		
Desktop Services Manager	---	1.00	1.00	---	---	---		
Applications Manager	1.00	1.00	1.00	1.00	---	---		
Data Systems & Applications Manager	---	---	---	---	1.00	1.00		
<b>Total FTE</b>	<b>4.00</b>	<b>4.73</b>	<b>4.80</b>	<b>3.80</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>-0.80</b>



# Superintendent's Office **Central Staff**

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Superintendent of Schools	1.00	1.00	1.00	1.00	1.00	1.00		
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00		
<b>Total FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>

# Office of Educational Equity **Central Staff**

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Senior Director of Educational Equity	---	---	---	---	1.00	1.00		
<b>Total FTE</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



# Totals Departments

Department	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Superintendent's Office	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00
Office of Educational Equity	---	---	---	---	1.00	1.00	1.00	1.00
Office of Administration and Finance	97.08	84.82	87.77	91.77	87.74	93.44	-3.64	5.67
Office of Student Services	49.93	47.58	54.76	60.76	75.69	74.81	24.88	20.04
Office of Teaching and Learning	72.55	62.49	62.05	63.62	68.15	67.45	-5.10	5.4
Office of Strategy and Performance	4.53	5.26	8.33	7.33	8.50	8.50	3.97	0.17
<b>Total FTE</b>	<b>226.09</b>	<b>202.15</b>	<b>214.91</b>	<b>225.48</b>	<b>243.08</b>	<b>247.2</b>	<b>21.11</b>	<b>32.29</b>



# Totals Departments Central Staff

Department	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Superintendent's Office	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00
Office of Educational Equity	---	---	---	---	1.00	1.00	1.00	1.00
Office of Administration and Finance	22.20	16.00	18.00	19.00	20.44	20.00	-2.20	2.00
Office of Student Services	13.35	13.08	20.25	24.05	22.10	23.10	9.75	2.85
Office of Teaching and Learning	23.00	19.40	23.04	25.04	28.91	28.91	5.91	5.87
Office of Strategy and Performance	4.53	5.26	8.33	7.33	8.50	8.50	3.97	0.17
<b>Total Central Administration FTE</b>	<b>65.08</b>	<b>55.74</b>	<b>71.62</b>	<b>77.42</b>	<b>82.95</b>	<b>83.51</b>	<b>18.43</b>	<b>11.89</b>



# Totals Departments **School Staff**

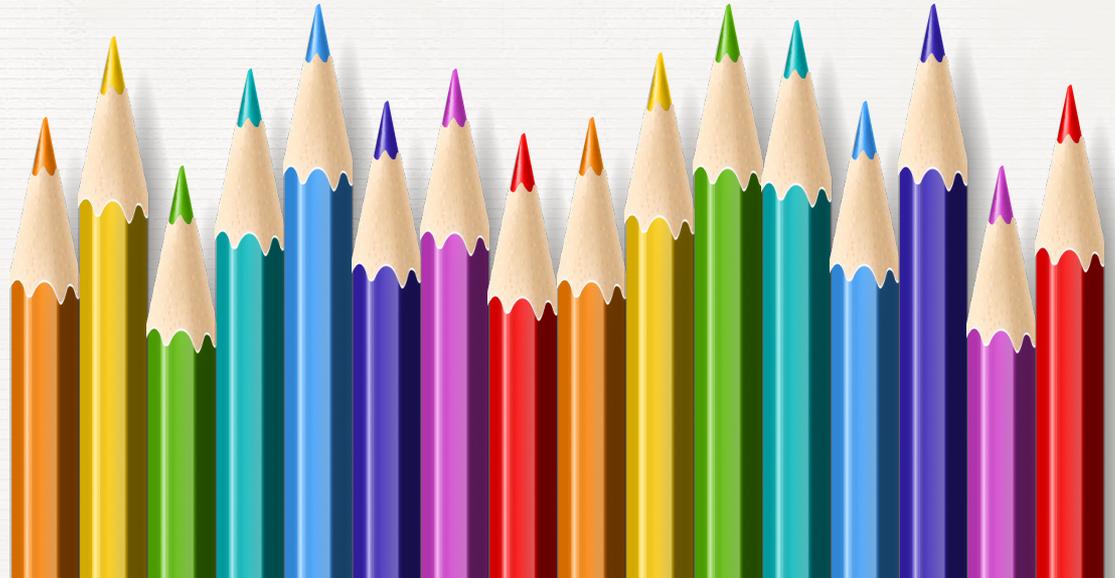
Department	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Office of Administration and Finance	74.88	68.82	70.27	73.27	68.8	77.46	2.58	7.19
Office of Student Services	38.78	37.5	38.21	41.61	53.79	53.51	14.73	15.58
Office of Teaching and Learning	52.55	45.09	41.01	41.58	42.24	41.54	-11.01	0.53
<b>Total Central Administration FTE</b>	<b>166.21</b>	<b>151.41</b>	<b>149.49</b>	<b>156.46</b>	<b>164.83</b>	<b>172.51</b>	<b>6.3</b>	<b>23.02</b>



# Office of Strategy and Performance Budget Presentation

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School Committee  
1/9/2020



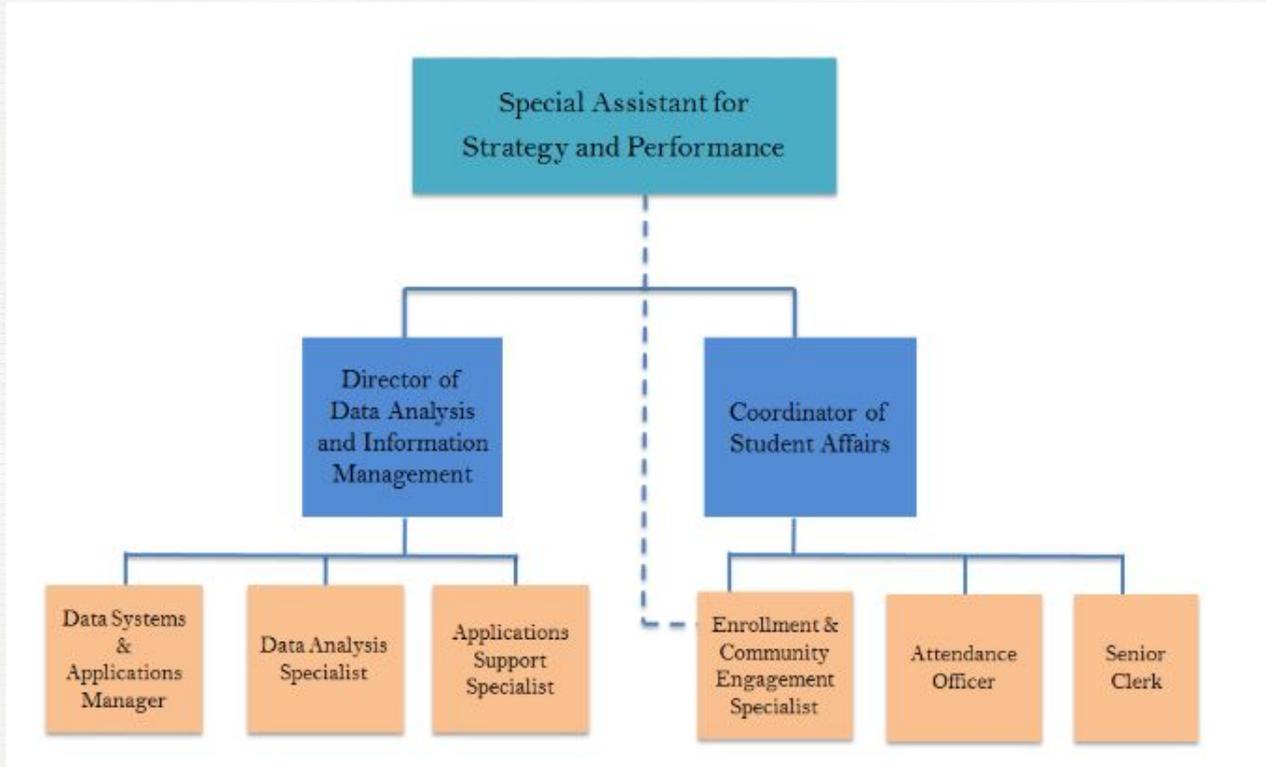


# OSP

Office of Strategy and  
Performance

Created during FY 2016

# Current OSP Organization Chart



FY 2005

FY 2010

FY 2016-18

FY 2019-20

**Data Team**

**Office of Strategy & Performance**

- Director
- Database Manager
- Senior Application Support Specialist (x2)

FTE: 4.0

- Director
- Database Manager
- Senior Application Support Specialist
- Data Analysis Specialist

FTE: 4.0

- Director of Data Analysis & Information Management
- Database Manager
- Senior Application Support Specialist
- Data Analysis Specialist
- Special Assistant for Strategy and Performance
- Registration and Community Engagement Specialist
- Coordinator of Registration & Enrollment
- District Attendance Officer (Part-Time)
- Senior Clerk

**Community Engagement**

In FY2015, PSB hired a Director of Community Engagement. This position was eliminated in FY2016.

Creating a centralized/dedicated system to communicate with internal and external stakeholders was part of the rationale that led to OSP's formation in FY 2016.

- Special Assistant for Strategy and Performance
- Community Engagement Specialist

FTE: 2.0

**Registration/Enrollment**

Prior to the formation of OSA in FY 2015, PSB did not have a centralized system for student registration and attendance.

- Coordinator of Student Affairs
- Registration Specialist
- District Attendance Officer (Part-Time)
- Senior Clerk

FTE: 3.5

**Historical Context**

Total FTE: 9.5

Total FTE: 8.5

# OSP Primary Functions

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- x Strategic Planning and Capital Projects
- x Family and Community Outreach
- x Registration and Enrollment
- x Data Analysis and Information Management

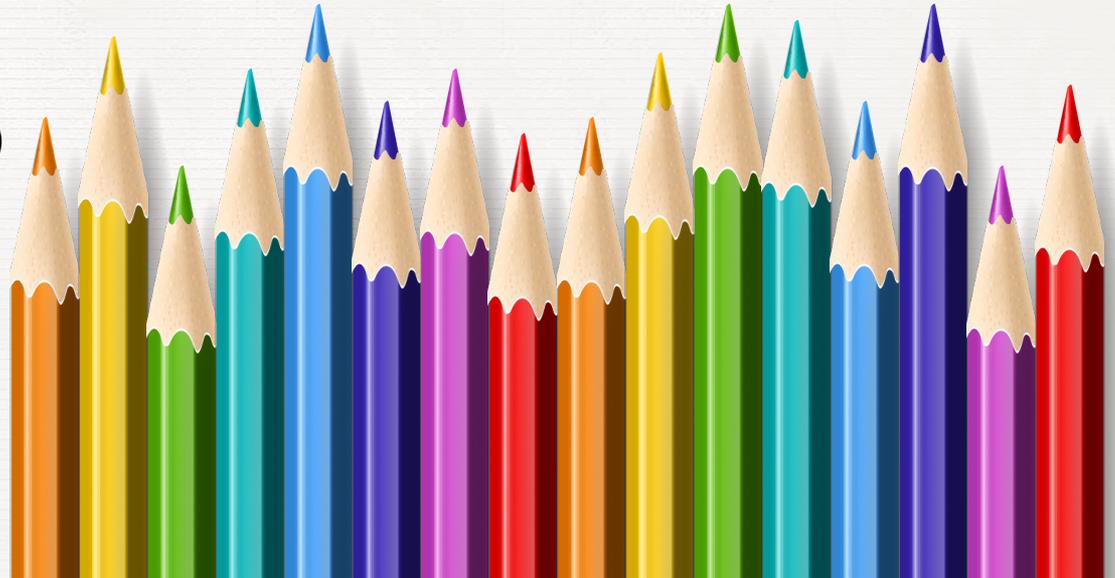
Total FTE: 8.5



# 1. Strategic Planning and Capital Projects

- Special Assistant for Strategy and Performance (0.75)
- Enrollment & Community Engagement Specialist (0.25)

Total FTE: 1.0



# Strategic Planning and Capital Projects

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**Provides support to District and School Leaders on the development and rollout of district and school initiatives to ensure effective coordination, communication, alignment with district goals, and to improve overall implementation**

- x** Leads the review of district's emergency preparedness procedures, materials, and training
- x** Coordinates and leads biweekly Leadership Team meetings
- x** Works with and supports superintendent in planning, preparation, and collaboration with School Committee, Select Board, Town Boards and Commissions, Town Meeting, and other Town Departments



# Strategic Planning and Capital Projects

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**Organizes major capital projects including BHS, Driscoll, and Pierce school building projects**

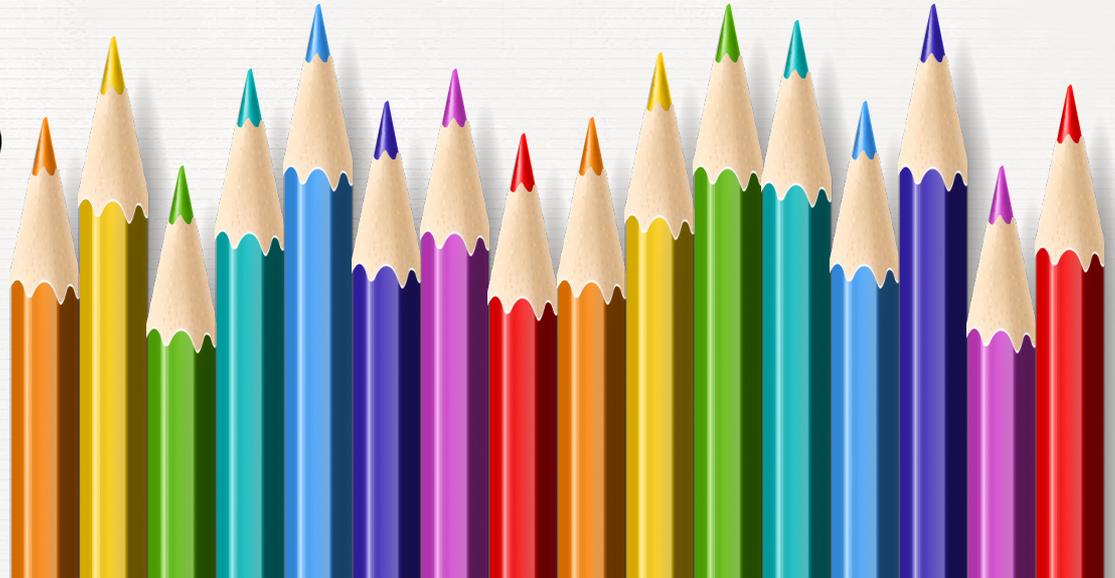
- x** Led feasibility and schematic design phases of Driscoll and Pierce projects
- x** Organized School Building Committees
- x** Worked directly with architects, school staff, principals and the building department
- x** Partnering with MSBA on Pierce project



## 2. Family and Community Outreach, and Communications

- Special Assistant for Strategy and Performance (0.25)
- Enrollment & Community Engagement Specialist (0.25)

Total FTE: .5



# Family and Community Outreach, and Communications

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Facilitates the work across the district to include, inform, and engage families, staff, and community members

- ✗ Mailings
- ✗ Public meetings
- ✗ Email
- ✗ PSB website
- ✗ Town of Brookline website
- ✗ Social media
- ✗ School PTO's
- ✗ Local newspapers



# Family and Community Outreach, and Communications

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## Maintains PSB Staff Portal

- ✘ Allows for easy access to vital curriculum, instructional, and administrative documents and other tools and resources

## Coordinates and supports outreach related to public meetings

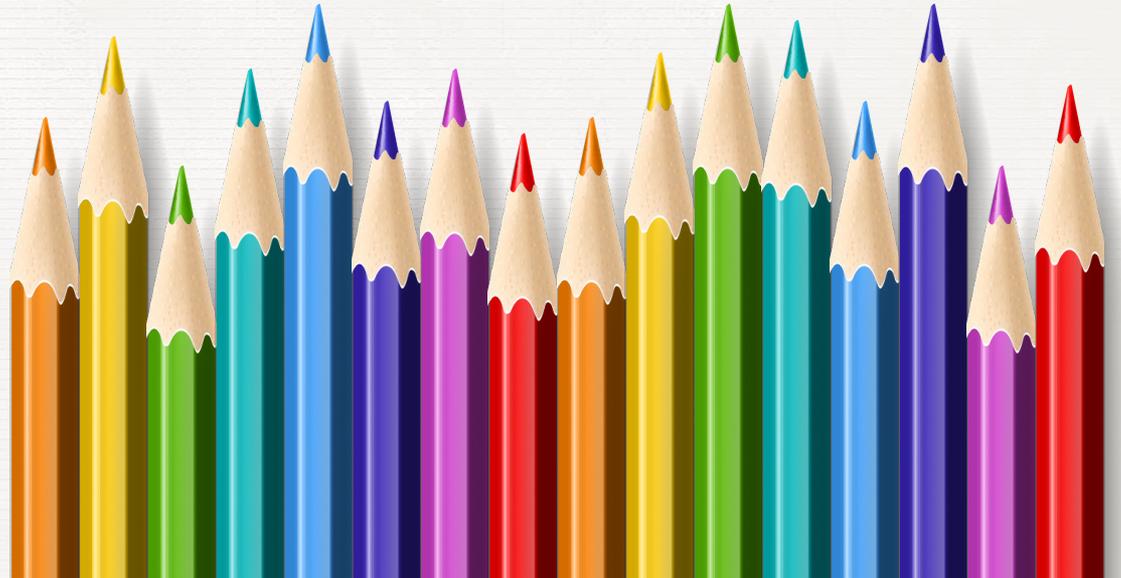
- ✘ Building Projects, Town Board and Commission Presentations, Coolidge Corner School Naming, Superintendent Search

## Leads efforts on crisis communications

- ✘ Family and Staff Newsletters, PSB-Wide Announcements



# 3. Registration and Enrollment



# Registration and Enrollment

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- ✘ Coordinator of Student Affairs: 1.0 FTE
- ✘ Enrollment & Community Engagement Specialist: .5 FTE
- ✘ Attendance Officer: .5 FTE
- ✘ Senior Clerk: 1.0 FTE

Total FTE: 3.0



# Registration and Enrollment

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A welcome center and first point of contact for all families considering PSB

\*Assists more than 1,500 families each year who request information on PSB

- ✗ Registers and enrolls every single student in all grades
- ✗ Provides information to prospective parents about schools
- ✗ Supports student attendance
- ✗ Processes withdrawals and change of addresses
- ✗ Works with schools and appropriate district departments to maintain accurate student records



# Registration and Enrollment

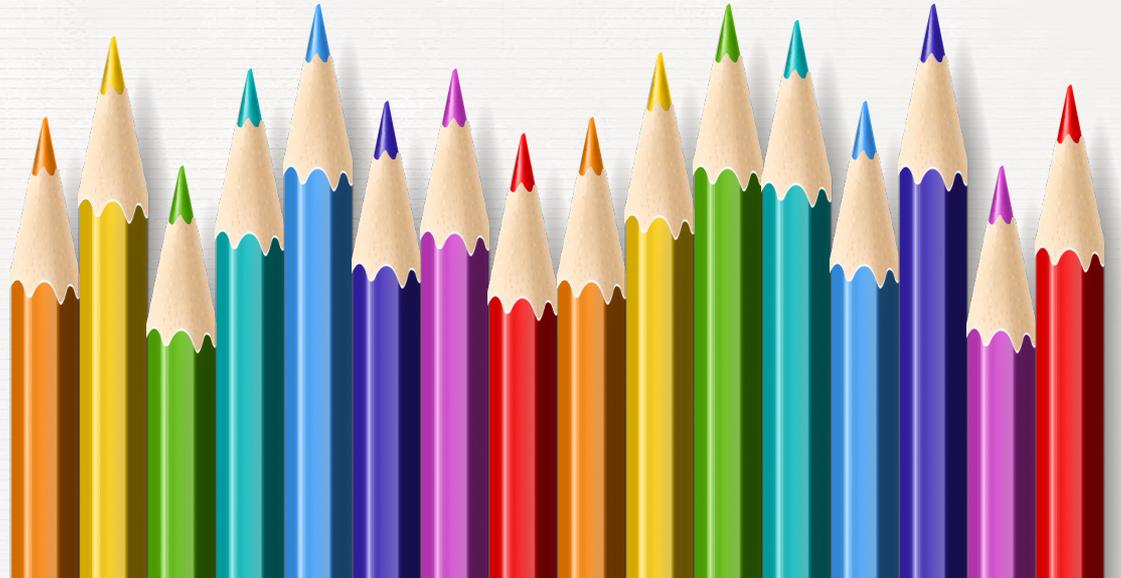
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**Coordinates Kindergarten registration and facilitates enrollment process for all students in any grade level**

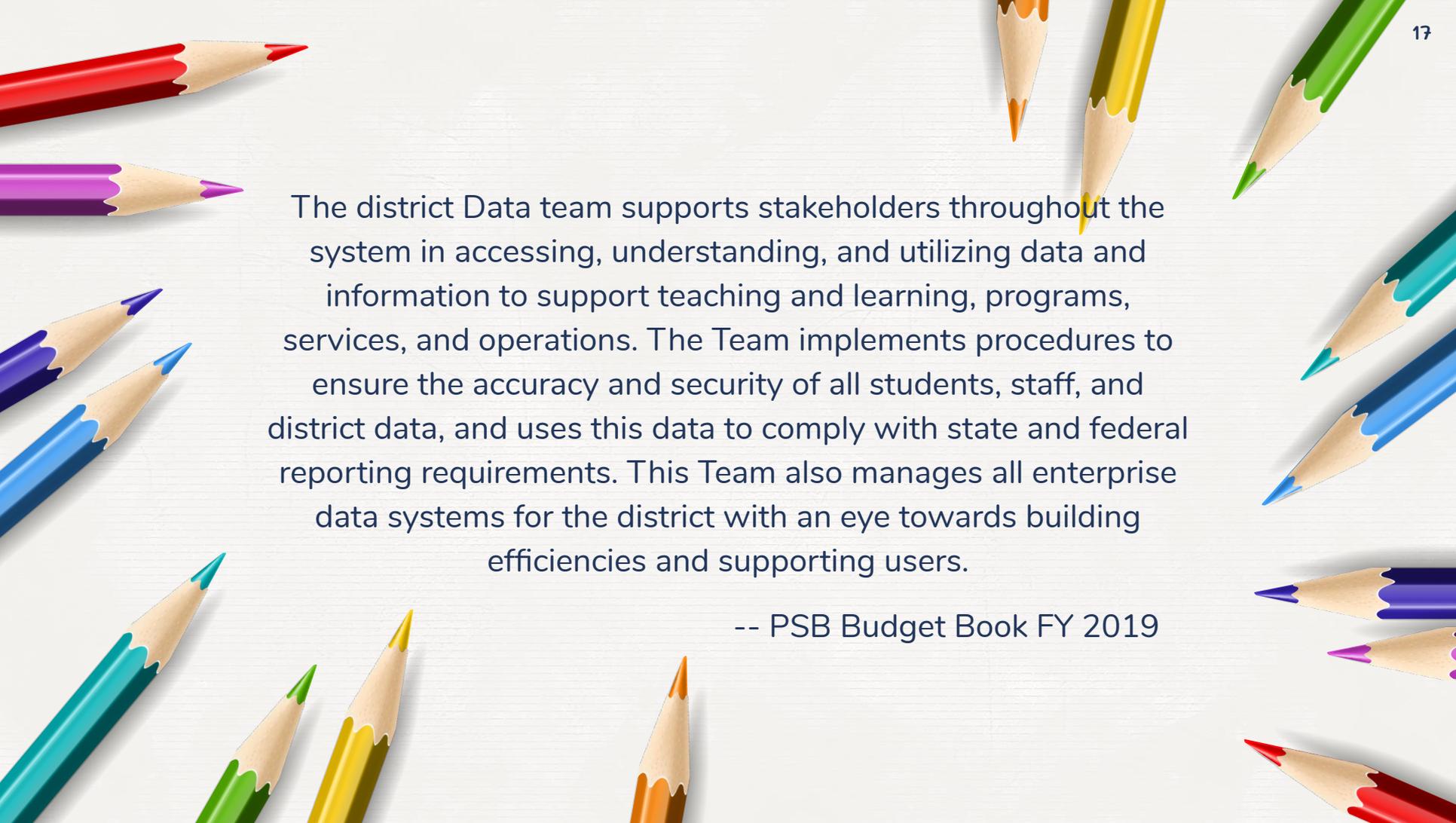
- ✘ School assignment
- ✘ Communicates essential transition information to new families
- ✘ Works with BEEP, PK-8 schools, and private pre-schools to ensure that families with students entering Kindergarten have a position transition
- ✘ Works with ELE/METCO



# 4. Data Analysis and Information Management



Total FTE: 4.0

A decorative border of various colored pencils (red, purple, blue, teal, green, yellow, orange) surrounds the central text. The pencils are arranged in a circular pattern, pointing towards the center of the page.

The district Data team supports stakeholders throughout the system in accessing, understanding, and utilizing data and information to support teaching and learning, programs, services, and operations. The Team implements procedures to ensure the accuracy and security of all students, staff, and district data, and uses this data to comply with state and federal reporting requirements. This Team also manages all enterprise data systems for the district with an eye towards building efficiencies and supporting users.

-- PSB Budget Book FY 2019

# Data Team

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- ✘ Director of Data Analysis & Information Management \*
- ✘ Data Analysis Specialist\*\*
- ✘ Data Systems & Applications Manager\*
- ✘ Senior Applications Support Specialist\*

Total FTE: 4.0

\*Position created FY05 or earlier

\*\*Position created FY16



# Data Analysis and Information Management

Manages student and staff information across eight primary systems that are used for essential functions across all schools and district offices:

- ✗ Scheduling
- ✗ Enrollment and registration
- ✗ Health
- ✗ Special education services
- ✗ College applications
- ✗ Communications
- ✗ Food services
- ✗ Library circulation



# Data Analysis and Information Management

The proper maintenance and upkeep of the information in these systems enables the PSB to fulfill the reporting requirements of state and federal government multiple times a year that ensures the district receives:

- ✗ Chapter 70 funding
- ✗ Medicaid reimbursement
- ✗ Circuit breaker reimbursement
- ✗ Federal funding
- ✗ Grant funding

Reporting includes:

- ✗ Student information (3x year)
- ✗ Student course schedule (2x year)
- ✗ Staff and evaluations (2x year)
- ✗ Student discipline (1x year)
- ✗ Private and parochial school enrollment (1x a year)
- ✗ Civil Rights data collection (1x every other year)



# Data Analysis and Information Management



Works to support teachers, teams of teachers, Principals, Coordinators, and Office of Teaching and Learning in easily accessing student achievement and administrative data

**\*Completed over 250 requests in school year 2018-19**

- ✘ Analyzes MCAS and State Accountability results for schools, student subgroups, and individual students
- ✘ Combines assessment and administrative data to triangulate data and identify patterns and trends for schools and the district
  - Facilitates data inquiry meetings with staff at all levels
- ✘ Produces tools for teachers and specialists that allow for easier tracking and understanding of student progress in literacy over time
- ✘ Staff, family and student survey administration and analysis

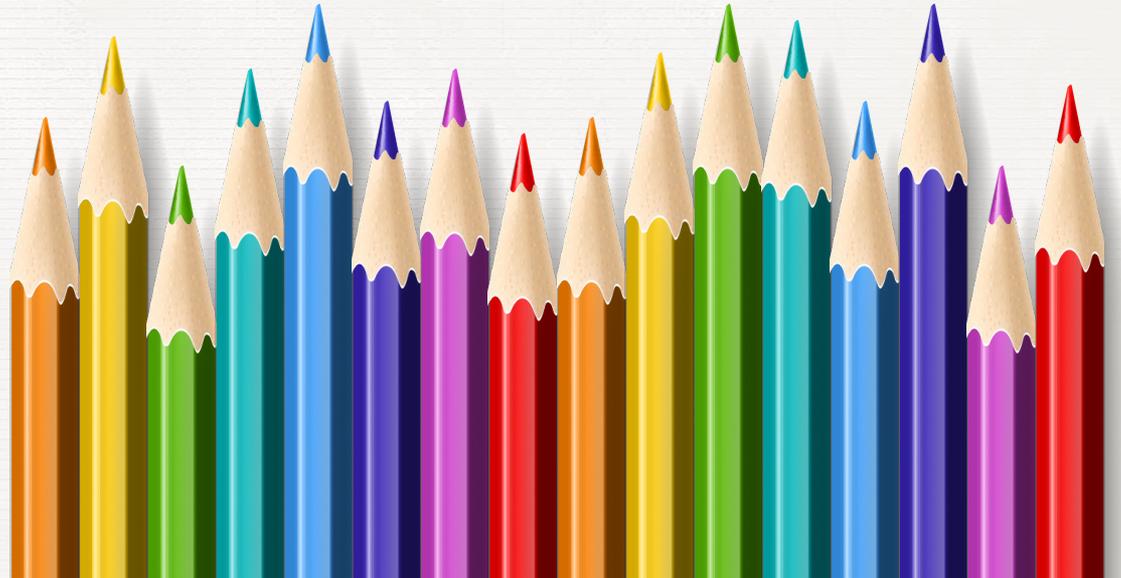
# Data Analysis and Information Management



**Works with the Office of the Superintendent to support district level decisions around enrollment and programming**

- ✘ Enrollment projections, Enrollment Working Group, Massachusetts School Building Authority
- ✘ Math K-8 and 9-12 Program Review
- ✘ Monthly discipline reporting
- ✘ BHS Early Warning Data Team

# How does the Data Team Provide Essential Support?



# Students

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- Ensures students are assigned schedules at the beginning of every school year
- Maintains a confidential system where IEP plans, health information, and legal alerts are hosted
- Works with school guidance counselors to ensure proper names, email addresses, and Network IDs for students who have made the decision to transition
- Create and maintains platform within information system for students to make course selections for next school year
- Works in collaboration with Director of Educational Technology to information exchange between apps is accurate
- Evaluates programming to ensure quality and equity (example: math program review)
- Analyzes student data to help identify gaps in opportunity and achievement in order to deem focused support
- Maintains Naviance system (College Applications) with accurate student information and uploads SAT and PSAT scores to student profiles
- Reports on student information to the State of MA three times a year to ensure Chapter 70 funding



# Staff

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- Monthly training with K-8 school secretaries on process and procedures related to enrollment, maintenance, and security of student and family information
- Maintains grading portal (and responds to staff inquiries) for all K-8 progress report and report card cycle
- Works with school leaders during spring and summer to create schedules for K-8 schools
- Provides training on student information system to new teachers each year
- Provides data analysis and meeting facilitation on student achievement and opportunities at the district, school, and classroom level
  - Lawrence K-2 team
  - Early Warning Data Team (BHS)
- Assists school leaders in reporting any discrepancies in State testing results
- Provides analysis to teacher teams, school and district leaders on:
  - Enrollment
  - MCAS
  - SAT, PSAT, AP
  - Course recommendations
  - Attendance
  - Course enrollment
  - Discipline
  - Internal PSB assessments
  - Etc.



# Families

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- Provides Aspen Parent user accounts (and customer support) so families can retrieve student progress reports/report cards, update contact information, provide district with FERPA consents
  - Responds to parent emails when issues with Aspen Parent Portal come up
- Publishes progress reports/report cards to parent portal
- Gives family the opportunity to provide school and district level feedback on the annual Family Feedback Survey
- Provides lists of students with appropriate consent to school PTO's
- Ensures security of student and family information especially as data connects to multiple systems within our district
- Maintains Blackboard Communication system so families can receive important messages from the District involving crisis, school cancellation, etc.



# Director of Data Analysis & Information Management

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## Examples of important work from school year 2018-19

- ✘ Oversaw and managed the functions and operations of the Data Team
- ✘ Analyzed results and reported to School Committee and/or Curriculum Subcommittee on:
  - PSB MCAS results
  - PSB achievement gap using longitudinal cohort analysis methodology
  - Quantitative and qualitative community feedback survey results
- ✘ Partnered with BHS Early Warning Data Team to analyze, predict, and interrupt student behavior that leads to course failures and high school dropout
- ✘ Organized and maintained a system for all student information requests
- ✘ Key member of the Enrollment Projections Working Group that included organization/management of group + multiple requests for enrollment analysis
- ✘ Facilitated meetings with Lawrence K-2 team to review trends in BAS results over time and dig into individual student needs



# Data Analysis Specialist

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## Examples of important work from school year 2018-19

- ✗ Reported monthly to Superintendent, Director of Educational Equity, and BHS team on student conduct and discipline
- ✗ Made improvement to both BAS sheets, Kindergarten assessments sheets, and LLI Intervention logs for additional reporting and understanding of individual student results and needs
- ✗ Uploaded SAT and Pre SAT data onto Naviance system to ensure students using system for College Applications had all the necessary requirements in their profiles
- ✗ With support of Director, responded to 250+ data requests throughout the year
- ✗ Facilitated the administration of the Family and Staff Feedback survey
- ✗ Created and turned around over 200 individual BAS and K assessment sheets each assessment cycle



# Data Systems & Applications Manager

## Examples of important work from school year 2018-19

- ✗ Created new user accounts (with correct security roles) for staff, students and families on Aspen
- ✗ Submitted EPIMS (Employee Information Management System) and SCS (Student Course Schedule) data to DESE 2x
  - Continuously monitored administrative data to ensure accuracy in data entry for both EPIMS and SCS submissions
- ✗ Built new attendance alerts for all schools to inform supervisors when student attendance has not been taken
- ✗ Constantly monitors all systems to maintain automated feeds between all database systems (Aspen, Nutrikids, Destiny, Health Master)
- ✗ Communicated to parents/guardians each time progress reports/report cards are available on Aspen portal



# Senior Applications Support Specialist

## Examples of important work from school year 2018-19

- ✘ Spent over 70 hours of overtime helping K-8 schools create schedules for the 2019-20 school year
- ✘ Opened and closed grading portal for K-8 schools for all progress report, cycle, and term grading
- ✘ Updated Aspen Quick Guides posted on PSB Staff Portal for all user types
- ✘ Submitted SIMS (Student Information Management System) data to DESE 3x
  - Continuously monitored administrative data to ensure accuracy in data entry
- ✘ Holds group and individual training sessions for Aspen users
  - Monthly K-8 secretary meetings
- ✘ Managed Aspen system roll over from 2017-18 to 2018-19





# Thank You!

Questions?



**THE PUBLIC SCHOOLS OF BROOKLINE**  
 BROOKLINE, MASSACHUSETTS 02445

PHONE 617-730-2425  
 FAX 617-730-2108

BENJAMIN LUMMIS  
 INTERIM SUPERINTENDENT OF SCHOOLS

MARY ELLEN NORMEN  
 DEPUTY SUPERINTENDENT  
 FOR ADMINISTRATION AND FINANCE

TO: School Committee  
 Ben Lummis, Interim Superintendent

FROM: Mary Ellen Normen, Deputy Superintendent for Admin and Finance

DATE: November 19, 2020

RE: FY 20 Budget Update

The Public Schools of Brookline budget is anticipating continuing to work on balancing a preliminary structural deficit for FY 20 of approximately \$517,000. Some of the items being identified are a result of FY 20 personnel and expense budget changes as well as changes in the known costs vs. budgeted costs as the fiscal year commences.

**FY 20 Projected 1<sup>st</sup> Quarter Budget Summary**

	FY 2020 Annual Town Meeting	Post FY 20 Special Town Meeting	Change from FY 20 ATM Budget to FY 20 STM Budget	1st QTR Projection	(Over) Under Budget
<b>Operating Budget</b>					
Personnel	\$ 104,014,289	\$ 104,045,184	\$ 30,895	\$ 104,477,317	\$ (432,133)
Services	\$ 11,699,864	\$ 11,840,864	\$ 141,000	\$ 11,925,864	\$ (85,000)
Supplies	\$ 1,833,497	\$ 1,833,497		\$ 1,833,497	\$ -
Other	\$ 1,091,863	\$ 1,091,863		\$ 1,091,863	\$ -
Utilities	\$ 10,350	\$ 10,350		\$ 10,350	\$ -
Capital	\$ 1,191,685	\$ 1,191,685		\$ 1,191,685	\$ -
	\$ 119,841,548	\$ 120,013,443	\$ 171,895	\$ 120,530,576	\$ (517,133)
<b>Revenue Offsets</b>					
Town Appropriation	\$ 117,354,211	\$ 117,385,106	\$ 30,895	\$ 117,385,106	\$ -
Materials Fee/Tuition	\$ 717,523	\$ 717,523	\$ -	\$ 717,523	\$ -
Circuit Breaker	\$ 1,769,814	\$ 1,910,814	\$ 141,000	\$ 1,910,814	\$ -
Revolving Fund Reimbursement					\$ -
Other Revenue					\$ -
Total Revenue	\$ 119,841,548	\$ 120,013,443	\$ 171,895	\$ 120,013,443	\$ -
Balance/(Deficit)	\$ -	\$ -	\$ -	\$ (517,133)	\$ 517,133

**FY 20 Revenue Budget Update/Status (\$30,895 Chapter 70 revenue and \$141,000 Circuit Breaker)**

Be it confirmed, November 2019 Special Town Meeting will appropriate an additional \$30,895 in Chapter 70 funds to the School Committee FY 20 budget. In addition, the estimated Circuit Breaker funds received in July for FY 19 special education claims increased \$141,000 and will be available to support Special Education Tuitions and Consulting services. It will allow a transfer of a portion of the Special Education Reserve fund special education transportation and the projected grant salary deficits.

**FY 20 Known Deficit Issues (\$517,000 Projected)**

Personnel: (\$ 444,539)

Personnel costs are continuing to outstrip the budget along with position control due to previously funded grants positions transferring to the operating budget unfunded. Below is a listing of how less than a dozen decisions or lack of execution can create a very grave budget situation. Prior to the Grant position situation being known, the decision to move these specific positions to the operating budget and adjust pay classifications, there were savings identified. Additional and ongoing analysis and monitoring of positions will be reported in the 2<sup>nd</sup> Quarter Report.

Unbudgeted	FTE	\$	
OTL Staff – Grant support	2.000	\$197,526	Grant Indirect Costs do not cover expense
New Teacher Mentor	0.500	\$ 53,260	Budget reduction not executed
Math Specialist	1.000	\$106,520	Budget reduction not executed
Language Para	0.931	\$ 33,342	Budget reduction not executed
1.5 for 1 OSS trade	0.500	\$ -	No Cost Trade

**2020 Individual Contracts Exceeded Budget**

Across four positions (\$19,346 - Principal (2), Supt. Admin. Asst., Deputy Supt. Oss) there were unbudgeted salary increases that we were unaware of until we began our projections. In order to hire the most qualified candidates, two positions were purposely increased with identified salary savings from the transition of positions (\$35,545 - Director of Professional Development and Budget Analyst/Payroll Manager).

Operating Budget: Leadership continues to monitor for unknown deficit issues

- Pre- programmed budget amount for Salary Savings\$(800,000),
- Substitutes and Leaves of Absences,
- All salary/personnel accounts fully funded for support and services historically provided,
- The Second Quarter Report Personnel Update will address:
  1. Grant Personnel – Full Reconciliation and identification of unfunded positions: Underway this month, the Budget Analyst/AP Manager is working with OTL and OSS grants administrative staff to complete FY 19 final grant reports, update, and reconcile FY 20 grants for personnel and expenses. A reporting of the unfunded positions will come to School Committee with transfer requests to support these positions through June 30. The unfunded positions will be placed on the FY 21 FTE budget request list for School Committee action.

2. Salary Savings: The Budget Analyst/Payroll Manager is working on reporting net salary savings of all positions that experienced turnover from the beginning of the fiscal year were identically replaced. Positions that were modified increased, or otherwise not a “1 for 1” will be separated into a different table similar to what was presented above.
3. Substitute Costs are significant concern for the 2<sup>nd</sup> Quarter: Typically, the substitute overage should be covered by the unexpended balance in UNIT A lines as the primary use of this account is substitute teachers. However, there are two other costs that are affecting the ability to forecast substitutes. The first is the PARA classroom coverage of \$31 per day above their regular hourly pay. Often times it is helpful and appropriate to have PARAs perform the duties of a substitute IF a daily sub is not hired to backfill the PARA duties. One financial burden to this coverage is that a para will be paid \$15.50 (1/2 day) to cover anywhere from 20 minutes to half a school day when a teacher is at a meeting or otherwise out of the classroom for a short period of time.

What has been surprising is the Long Term Substitutes and Daily Substitutes over the last five years has outpaced the cost savings of teachers on leaves. More analysis is needed to determine the utilization of per diem substitutes and savings offsets from teachers on unpaid leave beyond the eight weeks Family Medical Leave Allowance.

	FY 20 Proj	FY 19	FY 18	FY 17	FY16
ORIGINAL Budget	\$ 917,895	\$ 899,897	\$ 1,007,576	\$ 910,123	\$ 816,520
Expenditure History	\$ 1,580,906	\$ 1,408,858	\$ 1,966,935	\$ 1,701,319	\$ 1,246,513
Ending Balance	\$ (663,011)	\$ (508,961)	\$ (959,359)	\$ (791,196)	\$ (429,993)

## Expenses

Operating Budget: Leadership continues to monitor for unknown deficit issues

- Status of Special Education Tuition and Contracted Services (see attached), and
- Status of Special Education Transportation (\$180,000K): A transfer is required from the \$475k Contingency to fund these additional and unknown expenses. A full and final reconciliation of the Special Education Transportation budget is underway to know funding needs and to identify funds for the Regular Education Transportation budget correction.
  - 6 more total OOD placements
  - 3 more van monitors
  - churn in OOD placements were not closer to Brookline, so per diem costs went up more than just inflation
  - Summer transport did not prove to be cheaper than the year before, even with fewer ESY days in summer of FY 20. We have not been able to reduce summer transportation costs in any of the last 4 years
- Regular Education Transportation (\$46,000): It appears we reduced the wrong line item resulting in an underfunded transportation budget. Once funds are identified for the Special Education Transportation requirements a transfer will be requested as part of the Second Quarter Report to resolve this issue.

## Continuing Ongoing Budget Monitoring:

In order to prevent, curtail, or be forewarned about the scope and magnitude of any future deficit the following will be in place for fiscal year close

1. A personnel freeze may be called December or January for all positions that become vacant. Each unfilled position will be reviewed to determine if there is necessity to fill the position. The district will need to consider notifying employees who occupy unfunded FY 20 positions that their position will end June 2020.
2. A supplies and materials budget will be frozen when or if the projected budget increases to over \$800k in the second or third quarter.
3. All Operating Budget and State Grants will close for ALL spending, excluding regular compensation on May 1.
4. Federal Grants and Revolving Funds will close for ALL spending, excluding regular compensation on June 1.
5. All professional development workshops that will be conducted after May 1 will be encumbered against the workshop payroll account until such time as the sign in sheets are received by June 30 and paid through payroll.
6. Ongoing work to identify all additional compensation will continue. Each will be reviewed to confirm funding, ideally, prior to work being completed. If funding is not available, and it is a reoccurring expenditure, funding will be identified and added to the FY 20 budget.
7. Additional process, procedures, systems will be reviewed during the summer and training developed and delivered to administrative assistants and budget managers throughout the school year.

#### Change in Practice for FY 20

It was initially planned that all Grants and Revolving Funds will be budgeted as part of the FY 20 budget document to advance knowledge for unsupported expenditures by revenue. Going forward Grants will be monitored for impact on the level funded grant awards. Revolving Funds will be monitored, and fee increases requested for FY 21 when and where warranted or costs will need to be reduced. The second quarter report will reflect the final indirect costs, personnel projections, and other grant and revolving fund revenue updates and share projected balances and any anticipated adjustments that will be needed to end the year in balance.

#### Revolving Funds: (\$38,430.67)

The School Committee voted in July to fund the final portion of the Food Service Revolving Funds deficit. Approximately \$257K of the \$300K was funded out of FY 19 balances.

In addition, the district began the BACE assessment for use of School Buildings to be paid to the School Rental of Facility Account. The June 30 balance of the Rental of Facilities Account, approximately \$180,000) funds the Public Building Division's MINI CIP project in the FY 21-26 Capital Improvement Plan.

Athletics will also be monitored to assure that the fund stays in balance and does not develop a deficit now that we have moved all but \$35,000 in coaching and leadership staff to the Operating Budget. The Revolving Fund can now better absorb the officials, transportation, and other expenses related to the number of students participating.