

RECORD OF THE REGULAR MEETING OF THE BROOKLINE SCHOOL COMMITTEE HELD ON **THURSDAY, JANUARY 16, 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. Schreiner-Oldham (Chair), Ms. Federspiel (Vice Chair), Dr. Abramowitz, Ms. Ditkoff, Mr. Glover, Ms. Monopoli, Mr. Pearlman, and Ms. Scotto. School Committee members absent: Ms. Charlupski. Also present: Mr. Lummis, Ms. Normen, Dr. Gittens, Ms. Ngo-Miller, and Ms. Coyne.

Others Present: Brookline High School Head of School Anthony Meyer and Assistant Head of School Hal Mason.

Ms. Schreiner-Oldham called the meeting to order at 6:00 PM.

**1. ADMINISTRATIVE BUSINESS**

**a. Calendar**

Ms. Schreiner-Oldham noted upcoming events on the calendar.

**b. Consent Agenda**

**ACTION 20-4**

On a motion of Ms. Federspiel and seconded by Mr. Pearlman, the School Committee VOTED, with 7 in favor, 0 opposed, and 1 abstention (Ms. Ditkoff), to approve the items included in the Consent Agenda.

- i. Past Record: January 7, 2020 School Committee Meeting with Legislators
- ii. Acceptance of Gifts from Lawrence and Coolidge Corner School PTOs and Lueders Environmental, Inc. (Attachment A)
- iii. Acceptance of Grant from the New England Grass Roots Environment Fund (Attachment B)
- iv. Payment of \$24,480 in FY 2020 Unanticipated Expenses related to the Move from Webster Place to Clark Road from the Classroom Capacity Account (Attachment C)

**2. LISTENING SESSION ON FY 2021 BUDGET**

Mr. Lummis provided an update on the FY 2021 Budget development process. He will be presenting his recommended budget on January 30, 2020.

The following people provided comments on the FY 2021 Budget: Bob Miller, Rebecca Blouwolff, Bob Weintraub, Nicolas Yoder, Lynda Roseman, Danna Perry, Ben Kelley, Meghna Chakrabarti, Tali Moreshet, Marnie Weiss, Graciella Mahamity, and Stephen Arronberg. Comments included the following: avoid cuts that directly impact what happens in the classroom; support funding of fair contracts for teachers; demonstrate to teachers that you value them as the drivers of the system; reduce the central administration budget and staffing and prioritize what happens in the classroom; the district's budget for central administration is larger than that of comparable districts;

top down education reform does not work; fully fund the elementary world language program, which provides many cognitive benefits to students, and to ensure that all students have this opportunity regardless of their family's income level; the budget should reflect our educational values and priorities and support teachers; make sure the schools operate in the best interest of the children; give teachers more autonomy; focus on strong instructional leadership; the Brookline High School Science budget was significantly reduced at the beginning of this year with very little warning and teachers and parents have had to pay for supplies; if the School Committee wants to hire/retain the best people, it needs to better manage the budget, fund classrooms, and agree to a contract.

Ms. Chakrabarti's comments are below:

*I'm Meghna Chakrabarti, Mom of a Lawrence 4th grader, and incoming kindergartner. First want to thank district leaders and members of the school committee for all the time and effort you put into this work. In recent months, I've received emails from members of the medical community who live in Brookline. They've told me when their hospitals faced a budget crisis, their first principle remained: do no harm. Protect the patient. When my own media organization faced significant donation and underwriting shortfalls after the 2008 financial crisis, we trimmed everything as far away from our core mission as possible. Our goal was to protect and preserve the journalism that serves the public. Please, do no harm. Protect the mission of the Brookline schools. Do not put these cuts on the backs of our children. Start instead as far away from the classroom as possible. Start in Central Administration. Mr. Lummis has already shared with you that the central office has ballooned by \$1.13 million dollars in additional annual costs. That is far bigger than peer districts, and that administrative growth has not correlated with major meaningful increases in the quality of education. I urge you to look under every rock in every part of the budget of central administration, and other areas far away from the classroom. You will find potential savings. For example, why did the supplies line item for the Office of Teaching and Learning go from \$26,000 in FY18, to more than \$205,000 in FY2020? That's just for supplies. The overall budget for OTL increased by 700,000 dollars -- from \$1.01 million to \$1.72 million in just two years. That's according to the FY2020 budget linked on the district website. That same budget document also says this: "The budget rests on two foundational beliefs: Brookline should expect nothing less than exceptional and equitable outcomes for all of our learners. We must use our resources to ensure that we enable every student to succeed at high levels... and, what takes place in our classrooms matters the most." That is the central mission of our schools. What happens in the classroom. That's our own policy. And yet we're hearing of a budget process that instead of protecting classrooms, is BEGINNING with a strategy that will lead to larger class sizes and reduced programming. It's a strategy that defies our own policies. That is not, and should not be the Brookline way. Please, do no harm. Protect the mission of the Brookline schools. Do not put these cuts on the backs of our children. Thank you.*

### **3. PUBLIC COMMENT**

The following people expressed opposition to a possible move of BEEP classrooms from BEEP on Beacon to Clark Road: Lara Jurrrell, Leigh Youmans, Annie Rotner, Errol Silverman, Andrea Ricotta, Sean Lynn-Jones, Alaa Eldamaty, Seth Michaelson, Paul Warren, Kate Silbaugh, Sarah Picard, and Mariah Nobrega. Comments included the following: this move would not address Public Schools of Brookline overcrowding; the decision-making process should be more transparent and should be done in open session; move would be difficult for parents/guardians who don't drive or have one car; the BEEP/Trust partnership provides many benefits, including vacation coverage, and should be seen as a model; consider other possible uses for Clark Road; the district seems to react and does not appear to have a clear plan; put students' needs first; the process for considering this option has been rushed and is late in the year; other programs have already closed their application process leaving families with no other options; consider asking the Advisory Committee for a Reserve Fund Transfer; in the future, the Schools should carefully consider the implications before making decisions; consider the impact on our most fragile students; children, particularly those with special needs, benefit from consistency; children whose parents cannot get them to Clark road will lose out on critical interventions; there is high demand for BEEP in North Brookline; at a minimum, delay this decision a year to provide time to do a thorough analysis and for planning.

Nathan Spritz asked whether the district has communicated with parents/guardians that live in the 50 households in Hancock Realty that will be required to vacate their current home during the construction project. [Mr. Lummis reported that Chestnut Realty informed the district on January 14, 2020, and that the district sent a letter to parents/guardians earlier today.]

### **4. PROPOSED EXECUTIVE SESSION**

By a roll call vote of 7 in favor and 1 opposed (Dr. Abramowitz) at 7:30 PM, the School Committee entered into Executive Session pursuant to Massachusetts General laws chapter 30A section 21(a) for Purpose 6: To consider the purchase, exchange, lease or value of real property because the chair declared that an open meeting may have a detrimental effect on the negotiating position of the public body (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). Ms. Schreiner-Oldham announced that the meeting will reconvene in open session at the end of the Executive Session. By unanimous roll call vote at 9:00 PM, the School Committee reconvened in public session.

Ms. Schreiner-Oldham announced that the agenda item "Discussion and Possible Vote on the Use of Clark Road for the 2020-2021 School Year" will be postponed until the next meeting on January 23, 2020. She noted that the School Committee very much appreciates the input from Pierce and BEEP families.

**5. Interim Superintendent's Report**

Mr. Lummis provided the following report:

20<sup>th</sup> Anniversary Celebration of the Brookline China Exchange Program

*School Committee members and school district educators and administrators were pleased to welcome the visiting delegation from Gao-Xin Number One High School in Xi'an, China last week. The delegation – including Principal Wang Fengjin, Vice Principal Yan Guangtao and Assistant Principal She Ying – was in Brookline to mark the 20<sup>th</sup> Anniversary of the Brookline China Exchange Program (CHEX). In addition to a warm welcome by the School Committee at your meeting last Thursday, the delegation enjoyed a welcome dinner on Wednesday evening at the nearby Blossom Restaurant, the School Committee's reception on Thursday afternoon, a community celebration at Brookline High School 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 wonderful classroom visits at Driscoll School. It was a whirlwind visit made possible by the hard work of many of our staff. In addition to PSB staff, I want to gratefully acknowledge the incredible efforts of the members of the CHEX Steering Committee, especially Karyn Wang and Blanka Bogdanovic. 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.*

Out of Cycle Grant Awards from the Brookline Education Foundation

*In mid-December, we received the exciting news that the Brookline Education Foundation had agreed to make special out-of-cycle grant awards to the district to fund important work. The BEF awarded additional funds to support an increase in specialized reading intervention trainings for our teachers. This effort is designed to allow us to have a cadre of teachers trained in a variety of specialized reading intervention programs, including Wilson Reading System, Just Words, Lindamood Phoneme Sequencing (LiPS Program), and Visualizing and Verbalizing. The BEF also made a generous out-of-cycle award for mentoring and coaching of new principals and administrators. This funding includes mentoring for me (with Jim Marini of Teachers 21) and Torrance Lewis at Baker, and also coaching for newer school leaders including Dr. Suzie Talukdar at Driscoll and Jen Buller at Coolidge Corner School, in addition to coaching for Casey Ngo-Miller, Deputy Superintendent for Student Services. This generous out-of-cycle grant support from the BEF is in addition to the almost \$50,000 in Teacher Grants and over \$157,000 in Collaborative Grants that the BEF already awarded in this fiscal year. We remain incredibly grateful to the BEF for their tremendous support.*

13<sup>th</sup> Annual Young Women's Leadership Conference

*The Brookline METCO and English Learner Education (ELE) offices hosted a fantastic leadership conference for young women of color from Brookline High School. The conference was held in the Dell Suite at Fenway Park on December 17, overlooking a*

*beautiful snow covered field (we were so grateful that school was not closed for a snow day!) The main goal of the conference was to support our young women in their academic and social development. The conference, through a series of panel discussions and workshops, served to empower the students to openly and honestly discuss the challenges they face and devise strategies to address them. Lesley Ryan Miller, Pierce Principal, moderated a panel, featuring special guests Rachel Rollins, District Attorney of Suffolk County, and Rebekah Splaine Salwasser, Executive Director of the Red Sox Foundation. Summer Williams, Associate Dean at BHS, presented a phenomenal workshop on Empowerment and Art, and Dr. Suzie Talukdar, Driscoll principal, led yet another exciting panel discussion. Finally, Audrey Spataro, BHS Steps to Success Advisor, moderated an informative workshop especially for 12<sup>th</sup> graders. The conference was truly a celebration of our students, filled with unity and community. Everyone left with a palpable feeling of strength and brimming with self-confidence and pride of self. Special thanks to Keith Lezama, METCO Coordinator, and Mindy Paulo, ELE Coordinator, for all of their hard work organizing this fantastic conference for our students. And thanks to the entire Boston Red Sox organization for providing such a wonderful venue for this great event.*

*Congratulations!*

*I want to take a moment to congratulate Gail Corcoran, Heath School nurse, and Betty Bekker, BEEP nurse, on their becoming Nationally Certified School Nurses (NCSN). This credential is granted to registered nurses who meet educational and employment criteria and who successfully pass the national examination. The credentialing standards of the National Board of Certified School Nurses meet or exceed industry standards for certification. The NCSN examination reflects the knowledge expected of the proficient school nurse. Congratulations to Ms. Corcoran and Ms. Bekker on this significant achievement!*

*Meetings with Parents and Guardians*

*In my continuing effort to meet with parents at every school, I met with parents and guardians at Pierce School on December 6 and at Lincoln School on December 13. I look forward to meeting with METCO parents on February 4 and with Heath parents on February 7. All of these meetings give me a chance to update parents on district initiatives and hear directly from them with their questions and suggestions.*

**6. PRESENTATIONS AND DISCUSSIONS OF CURRENT ISSUES**  
**a. Budget Presentations: Brookline High School Staffing; Office of Administration and Finance**

Brookline High School (BHS) Head of School Anthony Meyer and Assistant Head of School Hal Mason provided a presentation on BHS Staffing (Attachment D). In their presentation, they discussed the following: student experience, student support and administrative structure, alternative and special education programs and staffing, department structure and staffing, and the benefits and challenges of BHS staffing and structures. Challenges include the following: Old Lincoln School travel creates significant scheduling and staffing challenges; 3:00 PM contractual end of day limits

options for scheduling; Z block creates scheduling logjams and requires students to arrive at 115 Greenough Street at 7:30 AM; huge variety of courses offered leads to many singleton classes and scheduling issues; challenges of over- and under-scheduled students; and multiple programs can lead to lack of ownership of the success of all students. Mr. Meyer commented on the following: why there are some combined standard and honors classes and how it works; the course selection process (will review Climate Survey comments); coordination between BHS and K-8 educators, particularly on the grade 8 to 9 transition; the benefits of having curriculum coordinators teaching at least one class; how Advisory works; the importance of professional development; and potential areas of focus if money and building were not issues (professional development, supporting teachers in developing new courses, athletic facilities, expanding opportunities to participate in programs such as global leadership, social justice, and medical training); the need to continue to provide education on vaping; and changes that led to a reduction in counselor caseloads.

Mr. Lummis and Ms. Normen provided a presentation on Administration and Finance, including Finance, Human Resources, Operations, and Administration (Attachment E). In their presentation, they described challenges, priorities, staffing, ongoing work, and primary areas of emphasis. Areas of particular challenge include the following: budgeting, financial controls, and financial reporting; staffing, hiring, onboarding, evaluation; school scheduling; strategic planning and prioritization; internal communication, particularly related to changes or new practices; and integrated technology systems related to operations. Ms. Normen provided an update on the new Food Service operation. The School Committee will be getting a report on the new Transportation contract. Members suggested that the charts break out central office staff and school-based delivery staff.

## **7. NEW BUSINESS**

Ms. Ditkoff reported that the Driscoll School Building Advisory Committee met on January 9, 2020. The original Driscoll project scope (as approved by the Driscoll School Building Advisory Committee in the spring of 2019) was projected to cost \$108.8 million and included 25 underground parking spots. However, since the failure of the May 2019 override, the construction market has continued to see significant cost escalation, and in the fall of 2019, Brookline's outside construction experts estimated a 10 percent escalation over the original \$108.8 million budget. Therefore, the outside experts projected a ~\$119.7 million budget. This revised project budget was debated and approved by Town Meeting in November of 2019, funding approximately \$115.3 million. Now that the override vote passed in December of 2019, the original project budget needs to find roughly \$4.4 million in cost savings to stay on track within the \$115.3 million approved by Town Meeting. In order to preserve our educational and programmatic priorities, the Driscoll School Building Advisory Committee discussed removing the underground parking for 25 spots, and replacing it with a mixture of a surface parking lot (12 or 25 spots) and additional requests for neighborhood parking permits. The School Committee discussed scheduling an opportunity for public comment during an upcoming School Committee meeting.

Ms. Ditkoff explained that 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 Driscoll Playground/Field Design Advisory Team Kickoff and Listening Session will be on the evening of January 29, 2020 (7:00 PM in the Driscoll Library). This is the first of four meetings planned for this spring.

Dr. Abramowitz reported that based on findings from Civic Engagement Barrier surveys, personal narratives, and collaborative work done by InclusiveBrookline, the Office of Diversity, Inclusion, and Community Relations developed recommendations to further cultivate a community of civically engaged people and inclusive decision making groups. Dr. Abramowitz requested that a possible vote to refer these recommendations to the Policy Review Subcommittee be docketed.

Dr. Abramowitz noted that several School Committee members have Subcommittee/Liaison roles that involve transportation. She suggested that there be some coordination so that multiple members do not attend the same meetings.

**8. ADJOURNMENT**

Ms. Schreiner-Oldham adjourned the meeting at 11:00 PM.

Respectfully Submitted,

Robin E. Coyne, Executive Assistant  
Brookline School Committee



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

PHONE 617-730-2425

BENJAMIN LUMMIS  
INTERIM SUPERINTENDENT OF SCHOOLS

MARY ELLEN NORMEN  
DEPUTY SUPERINTENDENT  
FOR ADMINISTRATION AND FINANCE

**Request for Gift Acceptance**

January 15, 2020

The School Department requires specific authorization for acceptance of gifts.

School Committee Action Requested: Please accept the following donations:

<u>Donor</u>	<u>Recipient</u>	<u>Amount</u>	<u>Reason</u>	<u>Account Number</u>
Lawrence School PTO	Lawrence School	\$923.26	Sports Programs – Fall Cross Country	3300SEF5-482030
Coolidge Corner PTO	Coolidge Corner School	\$1,495.00	Live at the Hive August, 2019 - Teacher Salary	3300SEF2-482030
Coolidge Corner PTO	Coolidge Corner School	\$2,059.58	Dave's Football League (DFL) – referees and staff advisors	3300SEF2-482030
Lueders Environmental, Inc.	Brookline High School	\$150.00	Environmental Club	TA03-258910

Motion: Accept the above listed gifts for school department use.



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

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

BENJAMIN LUMMIS  
 INTERIM SUPERINTENDENT OF SCHOOLS

MARY ELLEN N. NORMEN  
 DEPUTY SUPERINTENDENT  
 FOR ADMINISTRATION AND FINANCE

Request for Grant Acceptance

January 15, 2020

Motion: School Committee Accepts the grant award as determined by the awarding authority for the grant listed below:

<u>Source</u>	<u>Grant</u>	<u>Award</u>	<u>Assumption</u>	<u>FY20 Projected Balance/(Deficit)*</u>	<u>Account Number</u>
New England Grass Roots Environment Fund	Young Leaders Grant – Young Leader 2019 Environment Club	\$1,875.00 Brookline High School	New	\$0	3220SEI1-482010

\*Any deficit or balance will be the responsibility of the Superintendent to adjust. Grant managers should not assume that the operating budget will have funding available to cover any over expenditures of grant awards.

## Grassroots Fund Young Leaders Grant Application

BHS Environmental Action Club April 8, 2019

Presented to the SCHOOL COMMITTEE for APPROVAL

### BACKGROUND INFORMATION

The New England Grassroots Fund focuses on five issue areas:

- Climate change and energy (minimizing carbon emissions)
- **Food** (resiliency, equitable access, health, **composting**)
- Environmental health (pollution control)
- Land and water (sustainable built environment and protecting natural environment)
- Living Economies (environmentally-conscious consumption and living practices)

### Grassroots Fund Values:

- “Those who are being impacted by a problem are part of the solution”
- “Just Transition” framework, changing from a consumer-based economy to a regenerative and equitable one (<https://climatejusticealliance.org/just-transition/>)
- Direct contact outside of the application with each group to get a better sense of contextualization
- “Address causes, not symptoms” of problems

### The Young Leaders Grant (range: \$5,000 - \$7,500)

The Young Leaders grant program seeks to support initiatives that allow young adults to design, lead, and engage a community-based effort from inception. Deadline: Letter of Interest deadline is March 1 and Full Application Deadline is April 15. Apply for a Young Leaders grant if your group:

- has a project led by young adults between the ages of 15-25 years old
- is seeking to substantively incorporate youth into governance and program design/delivery

### Additional Background Links

[Boyer Sudduth Environmental Consultants](#)

[National Wildlife Federation Eco Schools Waste Pathway](#)

[What is a Waste Audit? Slides from BSEC November 2018 presentation to EAC](#)

**GRANT NARRATIVE:**

**Project Name: Composting for Climate Action**

A. Please summarize your project request in 2 to 3 sentences.

The Grassroots Fund's review process invites grant readers to share their perspectives and insights on all applications. This brief summary is shared with readers to help them organize their different reading assignments (300 characters).

**Brookline High School's (BHS) Environmental Action Club (EAC) will improve and expand composting at BHS and in Brookline schools. The club will conduct a waste audit, meet with stakeholders, teach other district schools how to compost and apply for an National Wildlife Federation Eco Schools Award.**

**(294 characters)**

B. Primary Issue Area: Please review Grassroots Fund's program issue area page for more detail. Select the issue area that best describes the focus of this application:

- Climate Change & Energy
- Food
- Environmental Health
- Land & Water
- Living Economies

**Food**

*Creating a resilient, healthy, safe and equitable regional food system through local food efforts)*

**Project Types:**

*Community composting collecting and composting organic materials, promoting home composting and supporting professional haulers managing larger-scale composting facilities.*

C. Town:

*Please determine which town or city is most impacted by the proposed project. If the project spans multiple towns, please answer this question appropriately but remember that Grassroots Fund's focus is on community-level work.*

Brookline, MA

For reference: [www.city-data.com](http://www.city-data.com) or [www.census.gov/quickfacts/](http://www.census.gov/quickfacts/).

Data from Census Reporter (2017):

D. Population Size:

**59,246 (2017)**

**58,732 from <http://www.city-data.com/city/Brookline-Massachusetts.html>**

E. Estimated median household income:

**\$111,289**

F. Percentage of residents considered "minority":

**30.1% (based off city data)**

G. Percentage of residents living below poverty level:

**11.4%**

H. Percentage of households where a language other than English is spoken:

**Language at home, children 5-17: 33%**

**Language at home, adults 18+: 32%**

*I. Describe your group's project in a few sentences. Tell us more about the project for which the group seeks funding. We want to hear about the full project, not just the part that would be funded with Grassroots Fund support (2000 characters).*

**In 2017, BHS's Environmental Action Club members overcame obstacles to launch a successful cafeteria compost effort that diverted 33 tons of food waste during the first year. Even with two successful years of composting completed, future support for the program is uncertain.**

**With a grant from the New England Grassroots Fund, we will raise our youth voices and advocate for the power of compost as climate action. To build community support for food waste diversion and ultimately improve and expand composting at BHS and within the school district, the EAC will: engage stakeholders in our efforts; dive deeply into our school's waste through a pre and post audit; showcase our work by hosting a site visit for other schools; and celebrate all we accomplish by applying for a Bronze Award from National Wildlife Federation Eco Schools USA.**

**To build engagement and support, we will convene several stakeholder meetings to include school administrators, teachers, custodial and food services, SWAC, and MOF. The EAC will conduct a waste audit with experts from BSEC to learn about the contents of the waste stream at BHS. The experiential learning opportunity of weighing and sorting one day's cafeteria waste will be valuable for the members of the EAC, but will also be shared through bulletin boards, presentations and social media to engage our whole school community. We'll also share research on the environmental, social, and economic benefits of the school's composting efforts. The audit will help to identify strategies to limit compost contamination, reduce waste at the source, and evaluate the potential impact of a food recovery effort.**

**EAC Ambassadors will host a site visit at BHS to teach district school students and teachers how to set up and run a cafeteria composting program. With our help, several elementary schools already launched pilot composting programs. The EAC will follow the Eco Schools USA seven step process and apply for a Bronze Award in June 2020.**

(1986 characters)

*J. (How) Does your proposed project have environmental, social and/or economic impacts? Please describe how your project is contributing to a shift toward procedures and strategies that ensure ecological and social well-being, cooperation and regeneration in your community (1000 characters).*

**This community-based project will foster sustainable behavior and mindset among young people within the Brookline community and build social capital through stakeholder engagement. The student-led waste audit and EAC ambassador efforts will involve direct contact with students, an effective approach according to Community-Based Social Marketing.**

**Expanded composting within Brookline's school district will lead to large-scale, positive environmental impacts, as composting effectively reduces greenhouse gas emissions. Composting is also part of the zero waste section of Brookline's 2050 Climate Action Plan.**

**Composting is also cost effective. By removing nutrient-rich food waste from the solid waste stream, Brookline saves landfill tipping fees and puts this valuable resource back into the ecosystem. In fact, our project fits the Department of Public Works' FY 2020 objective to research methods to reduce food waste from the municipal solid waste stream.**

(964)

*K. Describe your group's overarching vision for your community. This is a huge question to ask, and this is a space to share a little more about the full vision group members have for the community. If resources weren't an issue, what do you ultimately hope for your community? (1500 characters)*

**Schools are at the center of community learning, and we aim to make this true in regard to sustainability. Our group raises awareness about food waste and how we--and young people especially--can take steps such as composting to mitigate these issues. We hope that by introducing students to a system of composting and recycling in their school, they are encouraged to develop similar habits at home and spread greater awareness throughout the community. Through comprehensive environmental education, we can push for sustainability measures throughout Brookline, such as greater renewable energy usage. Brookline has the potential to be a leader for other communities wanting to make similar changes in their environmental impacts, and this process begins with teaching our students how to be effective collaborators, communicators, and leaders.**

**The EAC wants Brookline to reduce its climate impact and lead the fight for our futures. Our student group advocates passionately at a local, state and national level for a livable planet and we get results! In addition to presenting recently to our local and state elected leaders on the Green New Deal (unanimous Select Board vote after our impassioned pleas!) and renewable energy, we're focused on reducing emissions associated with food waste. Composting is an important aspect of this work, but our vision for a sustainable Brookline is broad and includes energy, transportation, waste and all aspects of a livable planet and community. (1489 characters)**

*L. Please describe how young leaders make decisions and set(s) priorities for the proposed project. We want to understand how young leaders have input on the direction and priorities for this work (1000 characters).*

**The EAC prides itself on being student led. Our priorities reflect current events and the passions of our members. In weekly meetings, student members work with adult advisors to discuss project progress and next steps. The Compost Team, a group of five to eight students, met weekly to plan the timeline, budget, and waste audit, and to write this grant narrative. This group of students will also present the draft grant to the School Committee for approval.**

**For our current cafeteria composting system, students are the ones who respond to and remedy inefficiencies, such as contamination and a lack of participation from the remainder of the student body. Our students also engage in communication with upper administration, including cooking teachers, the school headmaster, custodial and lunch staff, and even our previous Brookline public schools to engage them in the composting process. Students identify the areas of need within our project, and then follow through in that direction.**

**(994 characters)**

*M. What lived experiences do current decision-makers offer that will help with the project? We are interested in the perspectives and diversity (however you choose to define that) of the core group of decision makers (1000 characters).*

**Student members of our group bring experiences from living in different countries and communities to our efforts to build a more sustainable future in Brookline. For example, in her home city of Tehran, one of our student leaders, Saya, saw activists immobilized by strict censorship and severe punishments for speaking against the government in support of the environment. Our adult advisors also bring important experience and perspective to the project. Our teacher advisor has supported the EAC's activism for over 20 years. Boyer Sudduth Environmental Consultants has experience assisting schools in Pennsylvania, Delaware and Massachusetts with sustainability initiatives, including performing waste audits. A dedicated team from Mothers Out Front Brookline helped start the compost program and works in our cafeteria daily helping students correctly sort their waste. The Chair of the Solid Waste Advisory Council, a former school principal, knows our community as a leader and volunteer.**

**(996)**

*N. Describe how the group makes efforts to understand and address barriers to participation in this project. We are interested in understanding how the group advances (or plans to advance) equitable access to resources, events, information and participation in the project (1000 characters).*

**In regard to engaging with elementary schools in the area, the EAC ambassadors reach out to their own alma mater, therefore accessing a range of different schools within the area. Also, by having an already established relationship with these schools, they are more likely to be receptive to learning about composting and sustainability initiatives. Our group is working on creating a materials packet to give to these schools, like a how-to guide for composting implementation. We don't want to keep**

composting all for ourselves; we are deeply invested in sharing this mission with the entire Brookline community.

The EAC recruits new student members in the fall. Advisory activities, assemblies and presentations also connect us to students who want to learn about the projects, but don't have time to support our work directly.

(831)

*O. Will this project build upon previous or parallel efforts (either initiated by your group or by others) or is this a new organizing strategy for the community? We would like to understand the community context. Are there other groups nearby that do similar work? Is this project re-invigorating previous efforts? (1000 characters)*

This project builds upon the high school compost program the EAC, MOF and the SWAC started in 2017. Our efforts created interest and excitement about composting in the community. Yet, each year we advocate for the value of our high school cafeteria compost program to keep it in the town budget and make the case for improving and expanding the program. Since we started, other schools and business in the area, such as the Lincoln School, Rifrullo Cafe, and Clear Flour Bakery, have begun composting initiatives. Now, the town of Brookline, through the Department of Public Works, the Solid Waste Advisory Committee, and Mothers Out Front, is expanding its offerings to households who wish to compost. Households are encouraged to sign up for reasonably priced (\$4 per week) curbside pickup of food waste. Thanks to the DPW, households also have the option of dropping off their food waste for free at the Brookline Teen Center and at the town's municipal waste facility.

(972)

*P. How does the group plan to learn about the project's social, environmental and economic impact(s) and understand whether this project's continuation meets a need within the community? Please describe how the group plans to monitor the impact of the work. What protocols/processes exist to adjust the work based on feedback from community members? (1000 characters)*

We aim to understand the nature of waste at BHS and analyze the value of composting as an economic and environmental solution. Within BHS, not many people outside of the club think about the environmental impact of what they are throwing away. Guided by the principles of Community Based Social Marketing, we aim to understand the barriers that prevent students from properly sorting their waste and will collect data from pre and post surveys. Waste audits in the fall and spring will provide actual data on waste volumes and sorting behavior in our school community before and after our interventions. The seven step process required by the Eco Schools USA waste pathway ensures that we engage stakeholders and build social capital, gather data, plan and monitor each intervention based on feedback and connect with the community. The entire project will serve as a model for the town and school district composting interventions.

(933)

*Q. How much money is needed in total to complete the full proposed project? Please break down/categorize the total project costs:*

Amount:

Item:

Covered by Grassroots Fund?

Type of Expense:

- Materials
- Marketing Outreach Materials
- Expert Assistance
- Events
- (Coordinator) Stipend
- Other

**See budget for responses**

*R. Tell us how the group is prepared to manage a Grassroots Fund grant? For example, does the group have a 'treasurer'? How do you currently keep track of group expenses? Does the group have a bank account in the group's name? (1000 characters)*

**The BHS EAC will work with the school district's grants administrator, Ms. Maccini to manage the grant. The Club will appoint a member as treasurer to work directly with Ms. Maccini and our faculty advisors will support this work. The group currently tracks its expenses using an excel spreadsheet. There is not a bank account in the group's name. Club funds are managed through the high school.**

*S. Has your group fundraised or accessed resources in the past? Y/N*

**The club has received an annual budget of \$500 for speakers and events. We have done a little fundraising selling water bottles, stickers and t-shirts, but fundraising has not been a major area of focus for our work.**

*T. Does the group have a (long-term) fundraising plan to bring in diverse sources of funding? No*

*U. Describe any specific challenges and opportunities your group faces in accessing resources for your work? These can range from skills & capacity to group tax status to competition for local resources. Please give us some insight in to the group's specific context (1000 characters).*

**We face two main challenges: aversion to change and competition for town resources. For example, our club needs to convince the head of custodial services to support our plan, in particular our wish to expand recycling and compost to the overflow cafeteria area. He is concerned this will mean extra work for his staff. With this grant, we can overcome these challenges by bringing people together to discuss the barriers and plan solutions together. Another challenge is that waste collection in our exterior quad, where students eat outside in nice weather, is managed by the Parks and Recreation Department; unfortunately, they have not done composting before, so this makes it difficult to establish buy-in and an effective system. In addition, even though we've been successfully composting at the high school since 2017, the town funding for the compost hauler service is uncertain. We need**

**data to make the case that this should be an essential aspect of waste management and climate action.**

(999)

*V. Please select which of the following RootSkills training topics would be useful for members of your group as they start implementing the project Below are the overarching track topics offered during RootSkills workshops and conferences (learn more by clicking here). Please select as many topics as relevant and use the "Other" option to suggest additional topics.*

- *Equity/inclusion*
- *Fundraising*
- *Asset mapping & communications*
- **Co-creating with young leaders**
- *Group resilience & governance*
- *Other*

*W. Is there anything else we should know about this project (1000 )*

**INSERT MORE INFORMATION HERE**

### **Part 3**

*A. What is the purpose of the group? By purpose, we mean the overarching reason why the group has decided to become active. What do you see as the overall goal of your work? Some groups have a formal mission, other groups work under a more loosely defined set of goals. Either way, we would like to learn why you formed your group or this project. Why do you want to do this work? (1500 characters)*

**Our purpose is to promote and work on grassroots issues that will ensure a livable climate for our generation and future generations. We are a group of Brookline High School students (approximately 12 students in grades 9-12) who meet weekly to plan and execute our goals. Our goals sometimes change over the academic year depending on the pressing environmental issues and students' interests. However, our work in composting has been a multi year effort that began in the spring of 2017. At our weekly meetings we break into sub-groups to work on the current issues. For example, this semester the sub-groups are: composting and legislative activities to further the Green New Deal. We frequently work on educating and recruiting other students. In February 2019 we planned and organized three consecutive assemblies for the student body: part one focused on local environmental initiatives of Mothers Out Front and the Environmental Action Club ( with a focus on the high school's composting program); part two addressed state environmental legislative initiatives; and part three involved the national and international environmental challenges. We are a group of impassioned youth community members, committed to learning and taking action.**

(1245)

*B. How does your group ensure that the voices present in the decision making process are shared with and broadly representative of community stakeholders? How are new volunteers recruited, how is leadership shared, where and how often does the group meet and how are decisions made? (1000 characters)*

**Our club is formed from a diverse group of people across Brookline High School, and new members are recruited from our school's annual club fair. We have several student leaders and teacher advisors at any given time who lead different groups. Our decisions are made by consensus, and if club members agree with a decision that requires the cooperation of other people, we consult with them. With the current composting system in our cafeteria, we talked to administration to get their approval for the project. We then discussed the details of the composting pick-up with the janitors and the composting company. Additionally, we educated teachers on sorting waste so they could help students compost into the proper bins. Finally, we taught the student body how to compost through signs and videos, and recruited adult volunteers to oversee the system and prevent contamination. In this way, every member of the Brookline High School community was involved in the decision-making process.**

(990)

## Grassroots Fund Young Leaders Grant Application

### BHS EAC APPLICATION: Composting for Climate Action

#### PROJECT TIMELINE

- April 15, 2019
  - Submit grant application
- June 19, 2019
  - Grant decisions announced
  - Recruit two teacher advisors for the project
  - Refine basic project plan and set dates for audit, stakeholder mtg
- September 2019
  - Assign two teacher advisors for the project
  - Reconvene student leaders and adult advisors
  - Plan Waste Audit & get approval for all detailed steps
- October 2019
  - Stakeholder meeting #1 (BHS admin, custodial, food service, EAC etc.)
- November 2019
  - Attitude survey (pre-test)
  - Waste Audit (pre)
- November/December 2019
  - Analyze results & draft a plan to improve and expand compost at BHS
- January 2020
  - Stakeholder meeting #2: students to present audit results and draft plan
- February 2020 - April 2020
  - Implement plans. Ideas include:
    - Expand composting to UA building, spillover rooms & courtyard
    - Implement strategies to address problems identified in the audit and survey. Optional ideas: advisory activity, assembly presentation.
    - Help K-8 schools to introduce composting via EAC Ambassadors, video tutorials, site visit at BHS
    - Additional NWF Eco Schools requirements: community engagement, create bulletin board, draft an eco code, social media
- April/May 2020
  - Attitude survey (post)
  - Waste Audit (post)
  - Apply for National Wildlife Federation Eco Schools Bronze Award
- June 2020
  - Stakeholder Meeting #3
  - Announce Bronze Award in newspaper, school committee
  - Grant report on results to Grassroots Fund

**Composting for Climate Action  
Brookline High School Environmental Action Club  
Grassroots Fund Youth Leaders Grant Application Budget**

FINAL PROJECT BUDGET ESTIMATES as of 4/10/19

Name	Description	Expense Type	Model #	Website Link	Quantity	Cost	Total Cost	Category Cost
<b>WASTE AUDIT</b>								\$4,605.78
Scales	Taylor luggage scales for weighing bags of waste - EatSmart Precision Voyager Digital Luggage Scale w/ 110 lb. Capacity	Materials		<a href="https://www.amazon.com/EatSmart-Precision-Voyager-Capacity-SmartGrip/dp/B004EZG9X4/ref=sr_1_3?keywords=taylor+luggage+scale&amp;qid=1554370176&amp;s=gateway&amp;sr=8-3">https://www.amazon.com/EatSmart-Precision-Voyager-Capacity-SmartGrip/dp/B004EZG9X4/ref=sr_1_3?keywords=taylor+luggage+scale&amp;qid=1554370176&amp;s=gateway&amp;sr=8-3</a>	4	\$29.95	\$119.80	
Disposable gloves	Large Blue Lightly Powdered Disposable Nitrile Gloves (125-Count)	Materials		<a href="https://www.homedepot.com/p/HDX-Large-Blue-Lightly-Powdered-Disposable-Nitrile-Gloves-125-Count-HDX2910-125/301787844">https://www.homedepot.com/p/HDX-Large-Blue-Lightly-Powdered-Disposable-Nitrile-Gloves-125-Count-HDX2910-125/301787844</a>	1	\$14.98	\$14.98	
Tarps	10x12 blue tarp	Materials	NA	<a href="https://www.homedepot.com/p/Everbilt-10-ft-x-12-ft-Blue-Medium-Duty-Tarp-HLD1012M/206184456">https://www.homedepot.com/p/Everbilt-10-ft-x-12-ft-Blue-Medium-Duty-Tarp-HLD1012M/206184456</a>	6	\$15.00	\$90.00	
Trash bags - clear	50 Gal. Extra Large Clear Trash Bags (50 Count)	Materials	NA	<a href="https://www.homedepot.com/p/HDX-50-Gal-Extra-Large-Clear-Trash-Bags-50-Count-HDX50GC/203857728">https://www.homedepot.com/p/HDX-50-Gal-Extra-Large-Clear-Trash-Bags-50-Count-HDX50GC/203857728</a>	1	\$15.97	\$15.97	
Trash bags - black	64 Gal. Toter Compatible Trash Bags on Rolls - Black, Case of 50 Bags	Materials	NA	<a href="https://www.homedepot.com/p/Plasticplace-64-Gal-Toter-Compatible-Trash-Bags-on-Rolls-Black-Case-of-50-Bags-W65LDBTL2RL/304612364">https://www.homedepot.com/p/Plasticplace-64-Gal-Toter-Compatible-Trash-Bags-on-Rolls-Black-Case-of-50-Bags-W65LDBTL2RL/304612364</a>	1	\$36.74	\$36.74	
Trash Bags - green	64 Gal. EcoSafe Compostable Trash Bags (30 Per Box)	Materials	NA	<a href="https://www.homedepot.com/p/Stout-64-Gal-EcoSafe-Compostable-Trash-Bags-30-Per-Box-STOE4860E85/205904942">https://www.homedepot.com/p/Stout-64-Gal-EcoSafe-Compostable-Trash-Bags-30-Per-Box-STOE4860E85/205904942</a>	2	\$36.47	\$72.94	
Trash Bags - blue	50 in. W x 60 in. H 64 Gal. 1.5 mil Blue Gusset Seal Toter Compatible Trash Bags (50-Case)	Materials		<a href="https://www.homedepot.com/p/Plasticplace-50-in-W-x-60-in-H-64-Gal-1-5-mil-Blue-Gusset-Seal-Toter-Compatible-Trash-Bags-50-Case-H-RBL65TL/304612076">https://www.homedepot.com/p/Plasticplace-50-in-W-x-60-in-H-64-Gal-1-5-mil-Blue-Gusset-Seal-Toter-Compatible-Trash-Bags-50-Case-H-RBL65TL/304612076</a>	1	\$39.36	\$39.36	

**Composting for Climate Action  
Brookline High School Environmental Action Club  
Grassroots Fund Youth Leaders Grant Application Budget**

FINAL PROJECT BUDGET ESTIMATES as of 4/10/19

Name	Description	Expense Type	Model #	Website Link	Quantity	Cost	Total Cost	Category Cost
Duct Tape	for labeling trash bags. Tape King Professional Grade Duct Tape, 3-Pack, Silver Color Multi Pack, 1 mil (1.88 Inch x 35 Yards), 48mm x 32m - Ideal for Crafts, Home Improvement Projects, Repairs, Maintenance, Bulk	Materials	NA	<a href="https://www.amazon.com/Tape-King-Professional-3-Pack-Silver/dp/B078X3F29Q/rf=ssr_1_2_sspa?crid=TQ4N8DC8VDAIB&amp;keywords=duct+tape&amp;qid=1554370330&amp;s=hi&amp;srefix=duct+tape%2Cfashion%2C144&amp;sr=1-2_spons&amp;psc=1">https://www.amazon.com/Tape-King-Professional-3-Pack-Silver/dp/B078X3F29Q/rf=ssr_1_2_sspa?crid=TQ4N8DC8VDAIB&amp;keywords=duct+tape&amp;qid=1554370330&amp;s=hi&amp;srefix=duct+tape%2Cfashion%2C144&amp;sr=1-2_spons&amp;psc=1</a>	1	\$15.99	\$15.99	
Waste audit consultant	Boyer Sudduth Environmental Consultants - reduced fee for planning, conducting and follow up analysis of pre and post waste audits includes \$600 in pro bono services	Expert Assistance	NA	<a href="http://www.boyersudduth.com">www.boyersudduth.com</a>	1	\$4,200.00	\$4,200.00	\$30.00
<b>STAKEHOLDER MEETING</b>								
Snacks	Snacks for stakeholders meetings to encourage attendance	Events				\$30.00	\$30.00	
Meeting Facilitator	Pro bono Facilitator - Boyer Sudduth Environmental Consultants - \$900 customary in pro bono services for planning stakeholder meeting with students & administration, facilitating and follow up	Expert Assistance		<a href="http://boyersudduth.com">boyersudduth.com</a>		\$0.00	\$0.00	
<b>AMBASSADOR PROGRAM</b>								
Snacks	Snacks for site visit to BHS from K-8 schools teachers, administrators and parents	Events			1	\$30.00	\$30.00	
Video production stipend	Student stipend to produce how-to videos	Marketing/Outreach			2	\$250.00	\$500.00	
<b>NATIONAL WILDLIFE FEDERATION ECO SCHOOLS PROGRAM</b>								
Bulletin board materials	Paper, glue, markers (to be provided by BHS)	Materials				\$0.00	\$0.00	\$0.00

Composting for Climate Action  
 Brookline High School Environmental Action Club  
 Grassroots Fund Youth Leaders Grant Application Budget

FINAL PROJECT BUDGET ESTIMATES as of 4/10/19

Name	Description	Expense Type	Model #	Website Link	Quantity	Cost	Total Cost	Category Cost
Documentation & application submission	Boyer Sudduth Environmental Consultants to assist students with documentation, data and submission to National Wildlife Federation Eco Schools - value of \$300 in pro bono services	Expert Assistance				\$0.00	\$0.00	
<b>GENERAL</b>								
Stipend	Project advisor teacher stipend	Coordinator Stipend			2	\$1,000.00	\$2,000.00	
T-shirts	20 t-shirts for Environmental Action Club students	Marketing/Outreach		<a href="https://www.customink.com">https://www.customink.com</a>	1	\$300.00	\$300.00	
								\$2,300.00
<b>TOTAL</b>								<b>\$7,465.78</b>

DO NOT DELETE
Expense Categories
Materials
Marketing/Outreach Materials
Events
Expert Assistance
Coordinator Stipend
Other 1
Other 2
Other 3

PARTNERSHIP AGREEMENT

July 03, 2019

Mary Minott  
Brookline High School (BHS) Environmental Action Club (EAC)  
Brookline High School  
115 Greenough Street  
Brookline, MA 02445

Dear Mary,

The New England Grassroots Environment Fund (Grassroots Fund) is pleased to provide a **Young Leader Grant to Brookline High School (BHS) Environmental Action Club (EAC)**. Our participatory review process and grassroots-led Grantmaking Committee recognized the strength and potential of your effort and its impacts on the health and sustainability of our region. In addition to funding, we hope to develop a long-lasting partnership with your organization by providing training opportunities and resources to ensure that your work has the support it needs to thrive. We hope that **Brookline High School (BHS) Environmental Action Club (EAC)** will help us spread the word about our grants program so that others can benefit from funding, and share both your challenges and successes with us so that we can learn alongside your group.

**What We Offer:**

**Training Resources**

The Grassroots Fund's RootSkills Training Series offers opportunities for peer-to-peer skill sharing and offers support on topics such as fundraising, governance, communications, volunteer management. These opportunities are provided through webinars, in-person workshops, and conferences. To find out about upcoming trainings please visit <https://grassrootsfund.org/tools>.

**What We Ask:**

**Meet Our Reporting Requirements:**

**Grantee Call Participation**

You are required to participate in a conference call with other grantees between six and twelve months from the date of your award. During this call you will be asked to speak about the successes and challenges your group has experienced since receiving the grant. This is also an opportunity to hear from peer organizers. You can sign up for a **Grantee Call** at any time at <https://grassrootsfund.org/dollars/grantee-calls>.

**Final Report Submission**

You are required to submit a detailed report twelve months from the date of your award. You can find the report template and submission instructions here: [www.grassrootsfund.org/dollars/grant-report](http://www.grassrootsfund.org/dollars/grant-report).

**Announce Your Award**

We welcome your announcement of receiving a grant from the Grassroots Fund! You can mention us on Facebook (New England Grassroots Environment Fund), Instagram ([@grassrootsfund](https://www.instagram.com/grassrootsfund)), and Twitter ([@grassrootsfund](https://twitter.com/grassrootsfund))

**Example of Where & How to List Your Grant**

Please tailor the following example for your brochures, e-newsletters, display tables, website(s) and/or social media: "Funding for the [Your Program] was provided by the New England Grassroots Environment Fund."  
[www.grassrootsfund.org](http://www.grassrootsfund.org)

**Include the Grassroots Fund's Boilerplate in Your Materials**

If you decide to send a press release, please include the below paragraph in your communications:

**About Grassroots Fund:** The Grassroots Fund is dedicated to co-creating healthy and sustainable communities throughout New England. Grassroots Fund empowers individuals, groups and organizations working across a broad range of environmental and social justice issues. By helping them identify, select and access the specific tools, resources and connections they need to challenge existing systems, they are able to develop lasting solutions to the complex problems affecting the places they live and the health of the people who live there. We're supporting change makers who not only experience marginalization but face systemic and structural barriers to traditional funding. To learn more visit [grassrootsfund.org](http://grassrootsfund.org).

For additional media & outreach suggestions and templates please download a PDF with suggestions from [www.grassrootsfund.org/publicity](http://www.grassrootsfund.org/publicity).

**Include the Grassroots Fund's Logo in Your Materials**

Electronic versions of our logos are available for websites, printed materials and other documents at [www.grassrootsfund.org/publicity](http://www.grassrootsfund.org/publicity). Please use the following guidelines when using the logo:

- If you post a logo on your website, please link it to [www.grassrootsfund.org](http://www.grassrootsfund.org)
- The logo should never appear smaller than 1" in width.
- Do not alter the logo in any manner, including color changes, adding/removing elements of the logo or changing the aspect ratio (i.e. stretching or compressing the logo).
- Do not display the logo in a manner that implies sponsorship or endorsement without explicit permission from the foundation. Usage of the logo is limited to acknowledging your grant from the foundation.

**Let us know how it's going – and spread the word!**

We ask that you submit a picture of your group implementing your project for the Grassroots Fund to use in social media posts. This post will include your group's social media handles and any other hashtags your group would like to be included. Please submit your group photo, social network handles and hashtags to [audrey@grassrootsfund.org](mailto:audrey@grassrootsfund.org).

Thank you again for allowing the Grassroots Fund to be a partner with you on your project. We look forward to being a part of your success.

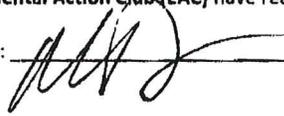
Regards,



Julia Dundorf  
Executive Director

**ACCEPTANCE OF PARTNERSHIP AGREEMENT**

I, \_\_\_\_\_, an authorized representative of **Brookline High School (BHS) Environmental Action Club (EAC)** have read the enclosed partnership agreement and agree with requirements listed.

Signature:  Date: 10/9/19



New England  
Grassroots  
Environment Fund

July 03, 2019

Mary Minott  
Brookline High School (BHS) Environmental Action Club (EAC)  
Brookline High School  
115 Greenough Street  
Brookline, MA 02445

Dear Mary,

We are pleased to award a **Young Leader Grant** to **Brookline High School (BHS) Environmental Action Club (EAC)** in the amount of **\$1,875.00** ("Grant Funds") for the purpose(s) stated here:

***To support Brookline High School's (BHS) Environmental Action Club (EAC) to improve and expand composting at BHS and in Brookline schools.***

These funds may be used during the period commencing on **July 03, 2019 and ending on July 06, 2020** ("Grant Period"). The funds shall be spent for the purpose stated above and within the budget submitted by **Brookline High School (BHS) Environmental Action Club (EAC)**. If there are unexpended funds at the end of the Grant Period, the group shall contact Grassroots Fund (the "Fund") staff to determine next steps.

Under the terms of the Fund's status as a public charity under section 509(a)(1) of the Internal Revenue Code, we must maintain records that indicate whether or not you are a tax-exempt organization under section 501(c)(3). **Brookline High School (BHS) Environmental Action Club (EAC)** shall make such records available to the Fund upon request. The Fund must also maintain records on the use of distributed funds. A final report on the outcome(s) of your project and the use of the Grant Funds is required 60 days after completion of the grant or at the end of the Grant Period. You can find the grant reporting requirements including the grant report form at: [www.grassrootsfund.org/dollars/grant-report](http://www.grassrootsfund.org/dollars/grant-report).

**Brookline High School (BHS) Environmental Action Club (EAC)** agrees to maintain adequate financial records documenting the use of the Grant Funds. These records must be maintained by **Brookline High School (BHS) Environmental Action Club (EAC)** for at least three (3) years after the end of the Grant Period and shall be made available to the Fund upon request. The Fund may monitor and evaluate **Brookline High School (BHS) Environmental Action Club (EAC)**' use of Grant Funds and operation to ensure compliance with this agreement letter and the attached Partnership Agreement (the "Partnership Agreement").

**Brookline High School (BHS) Environmental Action Club (EAC)** shall not engage in any activity using the grant that jeopardizes the Fund's status as a nonprofit, public charity qualified to receive tax-deductible contributions under section 501(c)(3). No part of any grant may be used for lobbying, a political campaign, or to support attempts to influence legislation of any governmental body other than through making available the results of non-partisan analysis, study and research. If **Brookline High School (BHS) Environmental Action Club (EAC)** is in doubt about whether a certain activity may constitute lobbying or otherwise violate the above prohibition, the Fund welcomes questions and is

INITIAL: 

P.O. Box 611, Newmarket, New Hampshire 03857 - Phone: 603 905 9915  
[info@grassrootsfund.org](mailto:info@grassrootsfund.org) / [www.grassrootsfund.org](http://www.grassrootsfund.org)

happy to provide guidance. No portion of the Grant Funds may be sub-awarded to a secondary grantee, contractor or other recipient without the express permission of the Fund to do so.

This grant is subject to the terms set forth in this letter and the Partnership Agreement. The Fund, at its discretion, may revoke or request return of Grant Funds if terms of this letter or the Partnership Agreement are not met; contingencies are not met; required or requested interim or final reports are inadequate or not provided; or **Brookline High School (BHS) Environmental Action Club (EAC)**' leadership, finances or other major issues put the outcome or funding of the grant in jeopardy.

No portion of the funds may be used for illegal activity or to discriminate on the basis of ethnicity, race, color, creed, religion, gender, national origin, age, disability, marital status, sexual orientation, gender identity, or any veteran status. It is understood that funds may not be used to promote or proselytize any religion.

**Brookline High School (BHS) Environmental Action Club (EAC)** shall notify the Fund immediately of any change in the group's Federal tax status before or during the Grant Period. By agreeing to be your fiscal sponsor and signing this agreement letter and the Partnership Agreement **Brookline High School (BHS)**, agrees to ensure that **Brookline High School (BHS) Environmental Action Club (EAC)** uses the grant funds for the purpose stated above and in compliance with this letter and the Partnership Agreement. **Brookline High School (BHS)**, represents and warrants that it is a tax exempt public charity under 501(c)(3) of the Internal Revenue Code. **Brookline High School (BHS)**, shall retain its tax-exempt status throughout the Grant Period and shall notify the Fund immediately of any change in Federal tax status before or during the Grant Period.

**Brookline High School (BHS) Environmental Action Club (EAC)** shall indemnify, defend and hold the Fund, its directors, officers, employees, agents, and assigns harmless against all claims, liabilities, losses, damages, and expenses, including, without limitation, attorneys' fees, which arise directly or indirectly, wholly or partially from or in connection with any act or omission of **Brookline High School (BHS) Environmental Action Club (EAC)**, your employees or agents, in applying for or accepting the grant, in expending or applying Grant Funds, or in carrying out the project, including, without limitation, claims by third-parties for infringement, misappropriation, or otherwise regarding the project.

We ask that you acknowledge your acceptance of this grant award and of the terms of this letter by signing and completing all the information in the box on the next page and returning a printed copy of the full letter to the address below or a full scanned copy via email. Upon receiving the full signed agreement letter, we will dispense the complete amount of the Grant Funds in one installment by check. The check will be sent within 3 weeks from the date the Fund receives your signed agreement letter.

Note that we require a response to this letter within 90 days of the date of this letter. You can contact New England Grassroots Environment Fund at the following address, P.O. Box 611; Newmarket, NH. 03857, or by phone or email at (603) 905-9915 and [info@grassrootsfund.org](mailto:info@grassrootsfund.org).

Congratulations and good luck with your project!

INITIAL: \_\_\_\_\_

A handwritten signature in black ink, appearing to be 'J. H.', written over a horizontal line.

Sincerely,



Julia Dundorf, Executive Director

Please complete the 2 steps below so we can process your grant check:

1) Complete the following information:

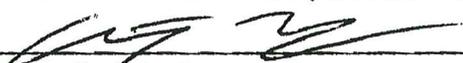
Accepted this 9th day of October, 2019

By: Mary Ellen Normen

Title: Dept. Supt. of A&F

Please provide us with, or confirm, the name of your group's Fiscal Sponsor and the Fiscal Sponsor's EIN number:

Fiscal Sponsor: Brookline High School (BHS) EIN: 046-001-102

Fiscal Sponsor Signature: 

Title: head of school

2) Please **initial the bottom of each page** and return a complete (**all 3 pages**) printed (or scanned) signed agreement letter and the **first page of your Fiscal Sponsor's IRS determination to [grantagreement@grassrootsfund.org](mailto:grantagreement@grassrootsfund.org)** or by regular mail to: PO Box 611, Newmarket NH 03857.

Please retain the digital copy of this agreement letter for your own records.

If Address to which the Award Check is to be sent is different to the one shown on page 1, please state there:

Send Award Check to:

Check made payable to:

INITIAL: 



New England  
Grassroots  
Environment Fund

October 21, 2019

Dear Mary,

Congratulations on **Brookline High School (BHS) Environmental Action Club (EAC)** recent *Young Leader grant* from the New England Grassroots Environment Fund! We're thrilled to be supporting your local efforts – it's the work of grassroots leaders like you that makes our work so impactful and exciting.

In addition to your grant award, we are sharing some other exciting benefits of being a part of the Grassroots Fund's grantee community. We have many other resources and services to offer you!

- **Join a grantee call** – We request that your group join at least one grantee call to dig deeper on one topic with other grantees in the region and learn more about being a part of the Grassroots Fund: <https://grassrootsfund.org/dollars/grantee-calls>
- **Attend a convening** – Join our webinars, catalyst convenings, workshops, pop-up offices and RootSkills conferences, designed especially for our grantees: <https://grassrootsfund.org/tools>
- **Sign up for our newsletter** – Sign up for our newsletter and never miss a grant deadline or training opportunity again! Visit <http://www.grassrootsfund.org/participate> to sign up.
- **Grantee map** – Search for grassroots groups by project type, state, or name to connect with fellow grantees for inspiration and project ideas. <http://grassrootsfund.org/stories/search>
- **Grassroots stories** – Learn from your fellow grantee groups leading amazing local initiatives across New England. From an urban community garden to addressing obesity to a community-driven revolving loan initiative - there's so much to be excited about in grassroots work! [grassrootsfund.org/stories](http://grassrootsfund.org/stories)

*We recommend that you encourage your fellow group members to register online and connect to your groups profile at [grassrootsfund.org](http://grassrootsfund.org).*

Thanks for giving us an opportunity to be a part of your project's success. Please let us know how we can support you beyond this award.

Audrey, Bart, Chetana, Janet, Julia, Laura and Tess



[/TheGrassrootsFund](https://www.facebook.com/TheGrassrootsFund)



[@GrassrootsFund](https://twitter.com/GrassrootsFund)



[@GrassrootsFund](https://www.instagram.com/GrassrootsFund)

P.O. Box 611, Newmarket, NH 03857 Phone: 603-905-9915  
[connect@grassrootsfund.org](mailto:connect@grassrootsfund.org) / [www.grassrootsfund.org](http://www.grassrootsfund.org)



# INVOICE

One Second Street  
 Peabody, MA 01960  
 800-225-3688 978-531-8095

Date: 10/09/2019  
 Invoice # B17923-3

Bill To	Destination Address
Brookline Schools Matt Gillis 88 Harvard St Brookline, MA 02445	Brookline School Department Matt Gillis 2 Clark Road Brookline, MA 02445

Purchase Order #	Sales Person	Move Date	Terms	Due Date	Remit to: Wakefield Moving & Storage One Second Street Peabody, MA 01960
	Stephen Masone	08/16-10/02 2019	Due on receipt	10/09/2019	

### Move Details

- Additional Labor and trucking charges to knockdown, move and reinstall furniture/boxes and miscellaneous files to Town Hall
  - Additional Labor and trucking to put items into storage- not on original scope of work
  - Work date: 09/19/19 & 09/23/19
  - Additional crate rental charge included
- Total = \$4,980.00

*ok*  
*Matthew J. Gillis*

Thank you for your business.	Total Amount Due	\$4,980.00
Credit card payments will be charged a 3% processing fee	Payments/Credits/Discounts	
	Balance Due	\$4,980.00



# INVOICE

One Second Street  
 Peabody, MA 01960  
 800-225-3688 978-531-8095

Date: 10/02/2019  
 Invoice # B17923-2

Bill To	Destination Address
Brookline Schools Matt Gillis 88 Harvard St Brookline, MA 02445	Brookline School Department Matt Gillis 2 Clark Road Brookline, MA 02445

Purchase Order #	Sales Person	Move Date	Terms	Due Date	Remit to:
	Stephen Masone	08/16-10/02 2019	Due on receipt	10/02/2019	Wakefield Moving & Storage One Second Street Peabody, MA 01960

### Move Details

Relocation Project per Quote 17923

Total = \$19,500.00

Phase1 completed on 08/23/19

Total Invoiced on B17923-1 = \$12,675.00

Balance of \$6,825.00 due upon completion of Phase2.

Phase2 completed on 10/02/2019

Balance Due Now = \$6,825.00

*Ok to Pay  
 Matthew J. Gillis*

Thank you for your business.	Total Amount Due	\$6,825.00
Credit card payments will be charged a 3% processing fee	Payments/Credits/Discounts	
	Balance Due	\$6,825.00



# INVOICE

One Second Street  
 Peabody, MA 01960  
 800-225-3688 978-531-8095

Date: 08/26/2019  
 Invoice # B17923-1

Bill To	Destination Address
Brookline Schools Matt Gillis 88 Harvard St Brookline, MA 02445	Brookline School Department Matt Gillis 2 Clark Road Brookline, MA 02445

Purchase Order #	Sales Person	Move Date	Terms	Due Date	Remit to: Wakefield Moving & Storage One Second Street Peabody, MA 01960
	Stephen Masone	08/16-08/23 2019	Due on receipt	08/26/2019	

### Move Details

Relocation Project

Phase1 completed on 08/23/19

\*Balance of \$6,825.00 due upon completion of Phase2.

Total = \$19,500.00

Total Due Now = \$12,675.00

*Ok to Pay* 

### Miscellaneous Details


### Third Party Details

Third Party Charges	0.00	Miscellaneous Charges	0.00
Packing Material Sold	0.00	Storage	0.00
Equipment/Material Rental	0.00	Valuation	0.00

Thank you for your business.	Total Amount Due	\$12,675.00
	Payments/Credits/Discounts	
	Balance Due	\$12,675.00

# **Brookline High School Staffing**

## **School Committee Presentation, 1/16/19**

1. Student Experience
2. Student Support and Administrative Structure
3. Alternative and Special Education Programs, Staffing
4. Department Structure and Staffing
5. Benefits and Challenges of BHS Staffing, Structures

# Student Experience

## 9th Grade

- Geometry
- Physics
- Responding to Literature
- WHISP
- World Language
- Lifetime Wellness
- 1.5 to 2.5 elective classes and/or student support

## 10th to 12th Grade

- 2 to 3 credits Mathematics
- 2 to 5 credits Science
- 3 credits English
- 2 to 4 credits Social Studies
- 2 to 3 credits World Language
- 3 years Wellness
- 1.5 to 6+ elective classes and/or student support

# BHS Administrative and Student Support Structure

## Grade 9 Student Support Team, OLS/115

Dean of OLS

1.6 Associate Deans

1.0 Coord. of Therapeutic Programs

2.7 Guidance Counselors

- Career Counselor w/ .5 load
- AD w/ .2 load

1.0 Social Worker

Total = 6.3 FTE plus 1 unaligned

## 10-12 Student Support Team, 115 Greenough

Dean of Students; Dean Student Support Syst.

3.2 Associate Deans\*

7.4 Guidance Counselors

- ACE counselor w/ .5 mainstream load
- Assoc. Dean w/ .2 mainstream load
- College Counselor w/ .5 load
- Guidance Coordinator w/ .2 load

3.0 Social Workers

Total = 13.6 FTE plus 2 unaligned

\* Assoc. Deans teach or carry guidance caseload

# Mainstream Alternative Program Staffing

## ACE

## SWS

Current capacity = 55 students

1 Unit B Program Coordinator  
.5 Unit A Guidance Counselor

4.0 Unit A Teachers

Competency-based program for  
10th-12th graders who learn at their  
own pace

Current capacity = 125 students

1 Unit B Program Coordinator w/ dual role:  
dean and counselor

4.0 FTE Teachers

A participatory, democratic program for  
10th-12th graders

# Special Education Program Staffing

## ExCEL

1 Unit A School Adj  
Counselor  
4 Unit A Teachers

Substantially separate program with dual certified educators for students with significant social/emotional/regulation disabilities.

## RISE Community

3.5 Unit A teachers

Substantially separate program with special educators holding a license for severe disabilities. These students are typically on the autism spectrum and/or have an intellectual disability and/or multiple disabilities.

## Winthrop House

1 Unit B Program Coordinator  
w/ dual role: dean and  
counselor  
1 Unit A Social Worker  
4.0 Unit A Teachers

An off-site component of BHS that provides a therapeutic, special education alternative for students who need more support than is provided in a traditional setting.

# Special Education Program Staffing (cont.)

## Bridge Alliance

2.0 Unit A Teachers  
2.0 Unit A Transition Teachers

Substantially separate program for 18-22 year olds with severe disabilities continuing their education towards independent living skills, community internships/work experience. Also supports 10-12th graders with transitional services.

## Supported LC

1.0 Unit A Teacher  
.6 Psychologist

Serves students with moderate social/emotional disabilities that impact their ability to sustain full day general education/special education classes without therapeutic supports throughout the day.

## LAHB

1.0 LC/co-teacher  
1.0 small group/co-teacher

Provides specialized instruction for students with language-based specific learning disabilities (e.g. dyslexia).

# Department Structure and Staffing

**At Brookline High School, we have 10 departments:**

- Career and Technology Education, 9-12 Curriculum Coordinator, .8 FTE\*
- English, 9-12 Curriculum Coordinator, .75 FTE\*
- Mathematics, 9-12 Curriculum Coordinator, .8 FTE\*
- Performing Arts, K-12 Curriculum Coordinator, 1.0 FTE (district-wide)
- Science, 9-12 Curriculum Coordinator, .8 FTE\*
- Social Studies, 9-12 Curriculum Coordinator, .8 FTE\*
- Special Education, Therapeutic Program Coor. ; 9-12 Coordinator, 2.0 FTE
- Visual Arts, K-12 Curriculum Coordinator, 1.0 FTE (district-wide)
- Wellness Education, K-12 Coordinator, 1.0 FTE (district-wide)
- World Language, 9-12 Curriculum Coordinator, .8 FTE\*

\*denotes coordinator teaches .2-.25 at BHS

# Class Size: 2017 & 2020

Year to Year comparison of class sizes

## BHS January 10, 2020 --2080 Students

	BHS	BHS Core	ELL	EN	WE	MA	PA	SC	SE*	SO	SWS	TU	CTE/VA#	WL
Total Sections in Dept	786	453	10	87	63	92	43	97	67	92	17	14	119	85
Total student enrollment	14530	9447	90	1869	1156	1919	890	2009	410	1918	320	157	2060	1732
average class size	18.5	20.9	9.0	21.5	18.3	20.9	20.7	20.7	6.1	20.8	18.8	11.2	17.3	20.4
Standard#		17.1		16.9		17.6		17		15.8				18.4
Honors/Advanced		22.5		22.9		22.4		22.4		23.2				21.7

*#does not include unlevleled or multileveled courses*

## BHS November 1, 2017 --2070 Students

	BHS	BHS Core	ELL	EN	HF	MA	PA	SC	SE*	SO	SWS	TU	CTE/VA#	WL
Total Sections in Dept	759	433	12	83	56	91	38	93	57	87	17	29	113	79
Total student enrollment	14620	9421	159	1818	1157	1923	865	2039	354	1898	334	302	1968	1743
average class size	19.3	21.8	13.3	21.9	20.7	21.1	22.8	21.9	6.2	21.8	19.6	10.4	17.4	22.1
Standard#		18.8		17.8		18.5		18.6		19.1				20.2
Honors/Advanced		23.8		23.3		25.2		23.5		24.5				22.6

*#does not include unlevleled or multileveled courses*

# Class Sizes: 2010, 2013, 2016

## BHS January 2016 --1947 Students

	BHS	BHS Core	ELL	EN	HF	MA	PA	SC	SE*	SO	SWS	TU	CTE/VA#	WL
Total courses in Dept	721	400	11	79	51	82	38	86	55	77	16	25	125	76
Total student enrollment	13936	8795	149	1707	1108	1833	804	1913	363	1725	341	299	2077	1617
average class size	19.3	22.0	13.5	21.6	21.7	22.4	21.2	22.2	6.6	22.4	21.3	12.0	16.6	21.3
Standard#		18.5		18.1		21		18.3		17.8				17.5
Honors/Advanced		23.7		24.1		24.2		23.7		24.2				22.5

*#does not include unleveled or multileveled courses*

## BHS January 2013 --1769 Students

	BHS	BHS Core	ELL	EN	HF	MA	PA	SC	SE*	SO	SWS	TU	CTE/VA#	WL
Total courses in Dept	680	383	11	72	53	77	36	79	40	76	17	31	109	79
Total student enrollment	12487	7986	121	1484	1032	1645	644	1705	237	1639	354	287	1826	1513
average class size	18.4	20.9	11.0	20.6	19.5	21.4	17.9	21.6	5.9	21.6	20.8	9.3	16.8	19.2

## BHS January 2010 -- 1744 Students

	BHS	BHS Core	ELL	EN	HF	MA	PA	SC	SE*	SO	SWS	TU	CTE/VA#	WL
Total courses in Dept	699	392	10	69	57	76	34	83	50	79	22	24	110	85
Total student enrollment	12164	7716	110	1450	1054	1512	591	1604	342	1652	375	299	1677	1498
average class size	17.4	19.7	11.0	21.0	18.5	19.9	17.4	19.3	6.8	20.9	17.0	12.5	15.2	17.6

*\*less RISE, CBC, Excel, WH*

*# many co-registered classes*

# Staffing by Department - 2019/2020

<b>Dept.</b>	<b>FTE</b>				
ACE	4.5	MA	23.8	SO	21.4
CTE	6.65	NURSE	3.0	Stud. Supp.	16.1
DEAN	7.55	OTHER	4.0	SWS	5.1
Dept. Coord.	11.25	PA	6.65	VA	4.6
EL	2.7	SC	24.4	WE	4.6
EN	21.75	SE	58.0	WL	22.0
Lib.	5.0				

# Student - Teacher Ratios

DOE Measured Student/Teacher Ratio	Brookline	State	NwtN North
2019	10.7	12.9	12.0
2018	11.5	13.0	12.0
2017	12.0	13.2	11.9
2016	12.0	13.2	11.9
2015	12.2	13.3	11.4
2014	12.6	13.6	12.0
2013	11.6	13.5	12.2
2012	12.3	13.7	12.2
2011	11.6	13.9	12.0
2010	11.7	13.7	11.0

# BHS Staffing

We work with a 7 class (“block”) schedule: ABCDEFG (plus Z)

All teachers are assigned for 5 of the 7 classes (except English teachers assigned for 4 of the 7 classes)

- Over the two-week 49 block cycle teachers are assigned for 35 blocks as teaching, 6 blocks as duties, and 8 blocks as prep
- Math, Science, Social Studies and World Language are assigned 7 blocks of student directed intervention/support in the form of Tutorial, 2nd Teacher, and departmental support centers.
- English teachers have 7 blocks (not formally assigned) for conferencing

# Duties

**Teachers have 3 duties each-- typically 2 as community duties and 1 as a department duty.**

- **Community:** cafeteria, morning cafeteria, library, advisory, faculty council, legislature, judiciary, study hall, building supervision, etc.
- **Department:** mentoring, technology, book captains, various others

Special Education teachers and Guidance staff perform 1.5 community and 1.5 department in recognition of increased meeting loads

# BHS Staffing - Benefits & Challenges

## Benefits

- Manageable student caseloads that foster relationship and individualization
- High quality teaching supervised and evaluated by coordinators with significant content and pedagogical knowledge
- Students have multiple general and special education programs and pathways
- Academic support offered in variety of forms both within and outside of the regular school day
- Stimulating innovative environment that fosters educator retention

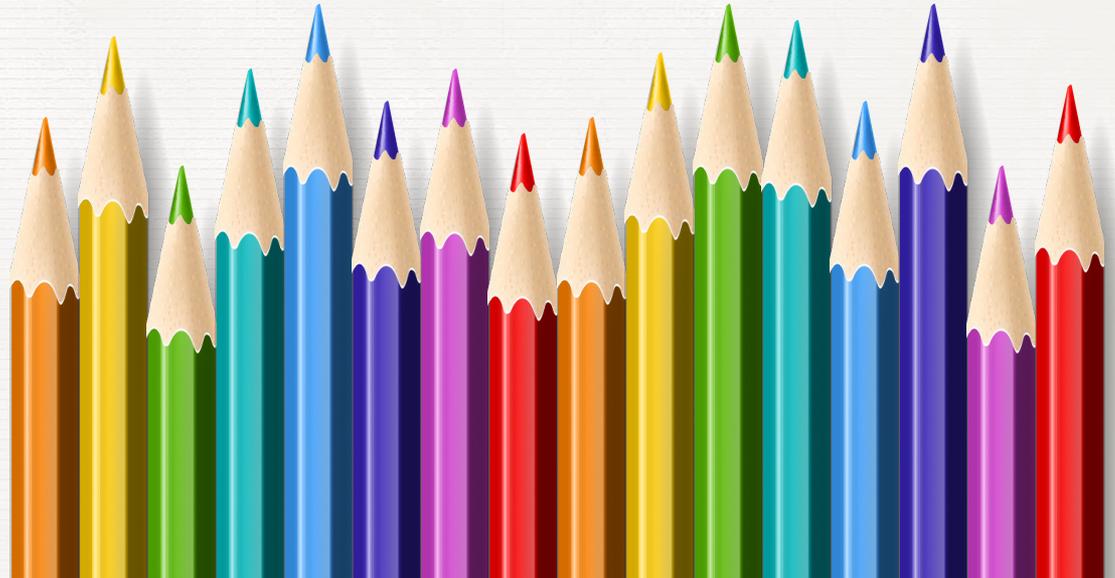
## Challenges

- OLS travel creates significant scheduling and staffing challenges
- 3pm contractual end of day limits options for scheduling
- Z block creates scheduling logjams and requires students to arrive at 115 at 7:30am
- Huge variety of courses offered leads to many singleton classes and scheduling issues
- Challenges of over and under scheduled students
- Multiple programs can lead to lack of ownership of the success of all students

# Office of Administration and Finance

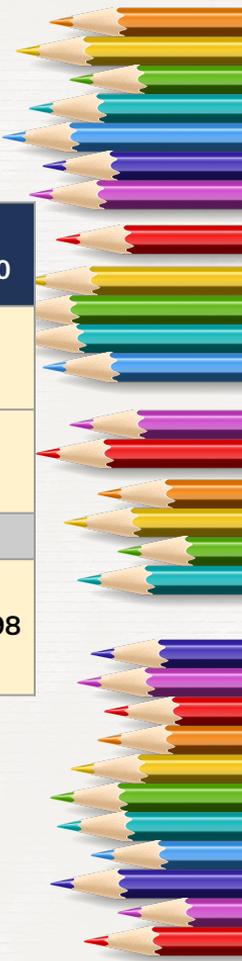
## Finance, Human Resources, Operations and Administration

January 16, 2020  
School Committee



# 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



# We're Still Trying to Grow into our Larger Self

---

We want to be a place where our staff and colleagues are hired in a clear process, on-boarded effectively, and know how to access the resources and support they need to do their jobs well; a place where staff and colleagues are communicated with in a timely manner about that which affects their work lives; where they know who to turn to when they face challenges and trust that these challenges will be addressed.

We want to be a place where all staff understand the vision, priorities, and direction of their specific school, their specific department, and the entire district, and know how these priorities support and build on each other.

We want to be a community where staff can contribute to building and leading toward our vision as they choose; a learning community where we are all colleagues, working together to always improve the way we work, in service of our students, our families, and each other.



# PSB - Still Trying to Grow into Our Larger Self

---

The Public Schools of Brookline does an extraordinary amount well.  
There are areas we can improve.

We don't yet have the well developed and well documented systems, procedures, and practices that we need to help our bigger schools and larger staff need to easily accomplish the work they need to do.

## Areas of Particular Challenge

- Budgeting, financial controls, and financial reporting
- Staffing, hiring, on-boarding, evaluation
- School scheduling
- Strategic planning, prioritization
- Internal communication particularly related to changes or new practices
- Integrated technology systems related to operations



# The Office of Administration & Finance

---



## Finance



- Payroll
- Accounts Payable
- Budget
- Procurement
- Contract Management
- Revenue/Receipts
- Special Revenue Funds: Revolving funds (fee prog.), Grants, Gifts, Student Activities
- Support SC Finance Sub Committee

## Human Resources



- Hiring/Terminations
- Employee Contract Management (Non-Aligned & Collective Bargaining Contract Negotiations)
- Benefits
- Accruals/ Attendance
- Due diligence related to personnel matters
- Liaison Public Employee Committee (PEC)
- Support SC Negotiations Sub Committee

## Operations



- Food Service
- Transportation
- Building Services/ Maintenance
- Capital Improvement Planning
- Building Construction
- Liaison Boards/ Committees (Building Commission and Transportation Board in Deputy Supt Absence)
- Support SC Capital Sub Committee

## Administration



- Emergency Response Coordinator
- Records Access Officer for School Department (Public Records)
- Liaison to Municipal Departments (e.g. Recreation, Building, IT, DPW/Parks, Police, Fire)
- Liaison Boards/ Committees (Advisory, BFAC, Building Commission, Transportation Board)
- Support SC Policy Sub Committee

# Office of Administration and Finance (A&F)

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY15-FY20	Net Change FY05-FY20
Deputy Superintendent's Office	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00
Finance	4.00	2.00	3.00	2.00	3.00	3.00	0.00	-1.00
Human Resources	5.00	4.00	4.00	5.00	5.00	5.00	1.00	0.00
Transportation	4.70	3.00	2.00	2.00	1.94	2.00	0.00	-2.70
Operations and Facilities	49.78	42.33	41.43	44.43	40.00	45.37	3.94	-4.41
Food Service	29.60	29.49	33.34	33.34	33.80	34.07	0.73	4.47
<b>Total A&amp;F FTE</b>	<b>97.08</b>	<b>84.82</b>	<b>87.77</b>	<b>90.77</b>	<b>87.74</b>	<b>93.44</b>	<b>5.67</b>	<b>-3.64</b>



# Administration



- Emergency Response Coordinator
- Records Access Officer for School Department (Public Records)
- Liaison to Municipal Departments (e.g. Recreation, Building, IT, DPW/Parks, Police, Fire)
- Liaison Boards/ Committees (Advisory, BFAC, Building Commission, Transportation Board)
- Support SC Policy Sub Committee

## Primary Areas of Emphasis

- Capital & Facility Planning
- Safety & Security Planning (not fully updated since 2014)
- Financial Assistance (updated in 2018)
- Public Records Requests
- Work with SC, Town Boards and Commissions
  - Advisory Committee, Building Commission, BFAC, Transportation Board, etc.

# Capital Projects - Cumulative

Fiscal Year	Planning/Design/Construction	Lease Activity/Property Acquisitions/Moving
<b>FY 2016</b> <b>SY 2015-2016</b>	<ul style="list-style-type: none"> <li>● CCS final design and construction begins. Estimated Project completion <b>2021</b> (warranty work and MSBA audit)</li> <li>● Ongoing planning for 9th School and enrollment growth through <b>June 2018</b></li> <li>● MSBA Application High School <b>January 2016</b></li> <li>● Facility Inventory Master Plan begun <b>Spring 2016</b> and rightsizing schools</li> <li>● Site Study of Stop &amp; Shop, Baker, and Baldwin for 9th school site.</li> </ul>	<ul style="list-style-type: none"> <li>● Lease renewal for BEEP leases (11 classrooms, BACE - Korean Church, and opening 24 Webster Place, for 50 staff members from BHS and Town Hall. Planning for claiming 10 classrooms at BHS to handle incoming enrollment</li> <li>● 30 Webster Street Lease negotiations and operationalizing for Lower Coolidge Corner School begin.</li> <li>● Brookline Music School Lease Renewal</li> </ul>
<b>FY 2017</b> <b>SY 2016-2017</b>	<ul style="list-style-type: none"> <li>● 9th School at Baldwin Feasibility Study BHS design and planning through construction <b>2021</b>.</li> <li>● BEEP Building Donation on Harvard Street</li> </ul>	<ul style="list-style-type: none"> <li>● Acquiring 111 Cypress Street for BHS Expansion through <b>FY 2018</b></li> </ul>
<b>FY 2018</b> <b>SY 2017-2018</b>	<ul style="list-style-type: none"> <li>● Three School plan decided               <ul style="list-style-type: none"> <li>○ Baldwin selected for 9th School Facility Plan May 2018 - May <b>2019</b></li> <li>○ Driscoll selected for 9th School Facility Plan May 2018 - winter/Summer <b>2023</b></li> <li>○ Pierce MSBA Application Submitted</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Upper Devotion and Lower Devotion Begin Packing and Moving for August 2018 Move In</li> </ul>

Work overseen by Deputy of A&F with support from Dr. of Operations and Special Asst. for S&P



# Capital Projects - Cumulative

Fiscal Year	Planning/Design/Construction	Lease Activity/Property Acquisitions/Moving
<b>FY 2019</b> <b>SY 2018-2019</b>	<ul style="list-style-type: none"> <li>● 111 Cypress Cleaned Out for Demolition</li> <li>● Three School plan cont'd               <ul style="list-style-type: none"> <li>○ MSBA Application Pierce June 2018 through <b>2028</b></li> <li>○ Feasibility and Schematic Design processes for Baldwin and Driscoll</li> <li>○ Combined vote Baldwin &amp; New Driscoll does not pass</li> </ul> </li> <li>● Newbury College Assessment of existing building and future expansion</li> <li>● CCS Move In, Project On Schedule and On Budget!</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Close 30 Webster Street for Lower Coolidge Corner School</b></li> <li>● RFP for lease renewals Spring 2019 (negotiations and lease terminations)</li> <li>● Old Lincoln readied for BHS Expansion use through September 2021</li> </ul>
<b>FY 2020</b> <b>SY 2019-2020</b>	<ul style="list-style-type: none"> <li>● BHS Construction at 111 Cypress in Progress</li> <li>● BHS Demolition of Roberts Wing/ Construction Begins</li> <li>● Three School Plan continues, Adjust to Knowns/Voter Feedback               <ul style="list-style-type: none"> <li>○ New Driscoll, 4 Sections, Passes December 2020, Design Development Proceeds</li> <li>○ MSBA Pierce Application Proceeds, Awaiting enrollment Letter from MSBA Jan 2020</li> <li>○ 9th School Location TBD, 2 Section at OLD Lincoln to be explored</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● BHS Moves Into Old Lincoln</li> <li>● <b>Move out of 24 Webster Place for Admin Offices</b></li> <li>● Add lease 2 Clark Rd( 16 classrooms),</li> <li>● Moving Administrative Space.</li> <li>● SC Decisions               <ul style="list-style-type: none"> <li>○ Finalize New Leases/ Non Renewals</li> </ul> </li> </ul>

Work overseen by Deputy of A&F with support from Dr. of Operations and Special Asst. for S&P





# Financial Assistance

---

September 2019 (703 Low Income Students)

To date 330 applications processed

- 8 students - 50%
- 51 students - 75%
- 250 students - free
- 21 students - Not Eligible

74 families still in process / undetermined

Minimum process time family with 2 kids at PSB: 30 min.



# Records Requests # and time

---

Since Dec. 2018 - Jan. 2020 = 34 requests

- 10 business days to respond to request.
- If longer time is needed the requester needs to be notified of a max 15 business days extension (25 days total).
- For big requests a 25 business day extension can be requested from the State (50 days total).

Over **20,000 emails** reviewed before sharing those relevant to requests

**515 individual records** have been shared (reports, memo's, meeting minutes, presentation documents etc.)

This does not include Records Requests handled and managed by Town Counsel

On average spent 1.5 day a week on Public Records Requests in calendar 2019.

FOIA Direct link active since January 2020



# Finance



- Payroll
- Accounts Payable
- Budget
- Procurement
- Contract Management
- Revenue/Receipts
- Special Revenue Funds: Revolving funds (fee prog.), Grants, Gifts, Student Activities
- Support SC Finance Sub Committee

FTE: 3.00

## Systems Improvement

- Addressing Budget Growth
  - General Fund Operating increase (40% since 2015)
  - Established Gift Accounts
  - Grants (flat revenue or decreasing awards)
  - Revolving Funds created new funds as required
  - Instituting Student Activities regulatory changes (1997, 2005, 2020)
- Moving towards DESE Chart of Accounts that had not instituted required reporting changes (1993, 2001, 2005, 2015, & 2019)
- Reporting:
  - Greater transparency - eliminating reserves, including staffing lists, creating clearer budget book
  - Instituting DESE EOY Report & ClearGov sharing of comparative data
  - Improving budget clarity (Accessible, ClearGov sharing of comparative data, OpenGov - improving reporting, budget development and monitoring.

# Overview of Growth FY05 - FY20

	FY 2005	FY 2010	FY 2015	FY 2019	FY2020	Change FY05 - FY15	Change FY15 - FY20
# of Finance Employees (FTE)	4.00	2.00	3.00	3.00	3.00	-1.00	0.00
# 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

# A&F - Finance

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		
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>2.00</b>	<b>3.00</b>	<b>3.00</b>		



# Human Resources



- Hiring/Terminations
- Employee Contract Management (Non-Aligned & Collective Bargaining Contract Negotiations)
- Benefits
- Employee & labor Relations
- Liaison Public Employee Committee (PEC )
- Support SC Negotiations Sub Committee
- Teacher Evaluation Management
- Absence and Substitute management

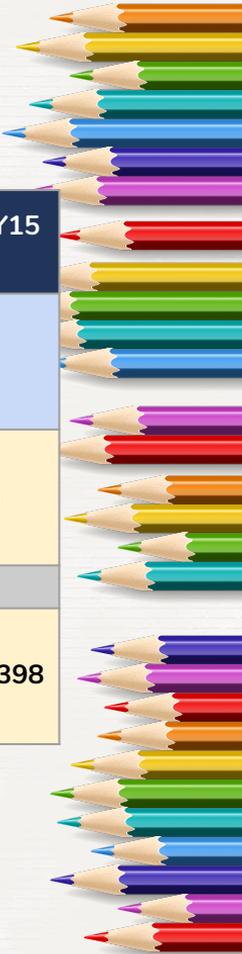
## Primary Areas of Emphasis

Specifically the HR department:

- Processes all hires and separations that occur in the District
- Manages HR technology including the applicant tracking system, MUNIS and TeachPoint (teacher evaluation system)
- Interprets the negotiated agreements and assists employees, managers, and supervisors with work related problems or concerns
- Interview, hires and assists with assignment of all substitutes, tutors, and interns in the District
- Conducts background checks (state and federal) on all new hires
- Manages leave requests and absences

# Overview of Growth FY05 - FY20

	FY 2005	FY 2010	FY 2015	FY 2019	FY2020	Change FY05 - FY15	Change FY15 - FY20
# of HR Employees (FTE)	5.00	4.00	4.00	5.00	5.00	-1.00	+1.00
# 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



# A&F - Human Resources

Position Title	FY05	FY10	FY15	FY16	FY19	FY20	Net Change FY05-FY20	Net Change FY15-FY20
Human Resource Director	1.00	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>	<b>0.00</b>	<b>1.00</b>

## Operations/ Facilities



- Food Service,
- Transportation,
- Building Services/  
Maintenance
- Capital Improvement  
Planning
- Building Construction
- Liaison Boards/  
Committees (Building  
Commission and  
Transportation Board  
in Deputy Supt  
Absence)
- Support SC Capital  
Sub Committee

## Primary Areas of Emphasis

- Custodial Services
- Rental of Facilities
- Buildings under Construction
- Liaison with Public Building Division
- Food Service
- Transportation
- Employee Parking Plans

# 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	---	---	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>		





# 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 Manager and 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>		





# FY21 Transportation Services



# MGL Chapter 71, Section 68

## Regular Education

“ ... If the distance between a child's residence and the school he is entitled to attend exceeds two miles and the nearest school bus stop is more than one mile from such residence, and the school committee declines to furnish transportation, the department, upon appeal of the parent or guardian of the child, may require the town to furnish transportation for children in grades kindergarten through six for a part or for all of the distance between said child's residence and the school...”

- <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleXII/Chapter71/Section68>



# PSB School Committee Policy

1. State Law requires students transported who live greater than two mile from districted schools who are in grades K-6
  - a. **Brookline policy Specifies ½ mile closer than state's 2 mile distance from home to school for bus service**
2. Allows for fees to be charged for 7-12 transportation

<https://www.brookline.k12.ma.us/cms/lib/MA01907509/Centricity/Domain/66/20190213144706967.pdf>



# Transportation Services

- Special Education Transportation
  - 28 Vans to OOD Placements for 46 students
  - 14 Vans to In-District Programs for 60 students
- Elementary Transportation
  - 4 Buses serving 204 assigned students
  - Transport to language based programs
- BHS South Brookline Bus Service
  - For BHS Students in Baker, Baker/Heath, Baker/Heath/Lincoln Zones
    - FY19 Registered Riders - 145
    - FY20 Registered Riders - 141
  - 2 Buses and 3 AM trips and 4 PM trips daily



# Transportation Services

- METCO Transportation
  - State funded program. 3 Buses serve 132 students
- Vocational/Technical Schools
  - State Mandate. 0-1 van the last 3 years
- McKinney Vento (Homeless Student) Transportation
  - Federal Mandate, until more permanent housing secured
  - Varies from 0-4 students the last 3 years
- Foster Care Transportation
  - State Mandate. 0-2 students last 3 years, rare for PSB

# A&F - Transportation

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>



# Primary Challenge - Office of Administration & Finance

---

Presently, most everything that happens outside of student instruction comes through or is the responsibility of **Administration & Finance**.

A&F has to handle it, or coordinate/connect with other school staff or municipal departments so the matter can be taken care of in as timely a manner as possible.

