

Capital Improvements Subcommittee Minutes
Tuesday, July 14, 2020
4:00 PM-6:15 PM
Remote via Zoom

Capital Improvements Subcommittee Members present: Helen Charlupski (Chair), Suzanne Federspiel, and Barbara Scotto.

Other School Committee Members present: Sharon Abramowitz, Susan Wolf Ditkoff, and Mariah Nobrega.

School Staff present: Mary Ellen Normen, Matt Gillis, Meg Maccini, Michelle McGlone, and Robin Coyne.

Others present: Building Project Manager Tony Guigli, Jim Rogers (Leftfield Project Management), and Advisory Committee Capital Subcommittee Chair Carla Benka.

1) Approval of Capital Improvement Subcommittee Minutes

On a motion of Ms. Scotto and seconded by Ms. Charlupski, the Capital Improvements Subcommittee voted unanimously (by roll call) to approve the minutes of the June 9, 2020 meeting.

2) Brookline Adult and Community Education (BACE) Update on Fees and Budget

Senior Director of Programs Meg Maccini and BACE Director Michelle McGlone provided an overview of BACE (Attachment A), including the following: History of BACE, Financial Overview, Three Impact Factors (Pandemic, Room Use Assessment, and Music Extension), Crisis Mitigation from BACE, and a Request for Assistance from the School Committee. BACE's FY 2021 cash flow is \$81,699, which represents less than two months of operating expenses. The program lost \$121,246 in revenues because of COVID-19. FY 2020 is the first year BACE is paying a room assessment to the Public Schools of Brookline (based on 2018 usage). The FY 2020 Room Use Assessment for the Music Extension Program was \$59,681.25. The assessment was not built into the tuition charged for programs run in FY 2020. BACE took on the Music Extension program in 2017. Music Extension Program revenue does not cover expenses and the FY 2020 deficit was \$46,251.

Ms. McGlone reviewed proposed solutions: review appropriate staff levels for programming in current pandemic environment; when calculating tuition for all courses, build in overhead costs to meet the future room use and benefits assessment; pursue collaborative and joint contracts with municipal departments and within the School Department; hire a short-term consultant who is a bookkeeper and can set up a reconciliation system between what is reported in the registration system and MUNIS; and work with the Deputy Superintendent of Finance and Administration to set up a system to manage escrow/course credits. Ms. McGlone reviewed possible School Committee actions to help the program.

Mr. Gillis explained that the Room Assessment goes directly towards operating and maintaining the buildings. The School Committee votes a range of fees for BACE, and then delegates fee setting to the BACE Director and Advisory Board. Members asked whether BACE could move any programs from rented facilities to school facilities.

Members requested that the Office of Administration and Finance work with BACE to look at the financial and equity implications of giving BACE a room use assessment credit now (without the two-year lag) for space not used during the COVID-19 closure (March-June). The School Committee may consider this information and a possible motion at either the July 27, 2020 School Committee Workshop or the August 6, 2020 School Committee Meeting.

3) Preliminary Presentation and Discussion of Plans for Classroom Social Distancing for the Fall

Director of Operation Matt Gillis provided a preliminary presentation on plans for classroom distancing for the fall. He explained his analysis of how many students could fit in an 810 square foot classroom using social distancing of six feet and three feet. Mr. Gillis discussed possible options for classrooms that have two- and four-person tables instead of desks, e.g., use of plexiglass dividers. It may be possible to repurpose other spaces for classrooms. Staggered schedules for cohorts are a possibility, particularly if Brookline and neighboring districts use the same model.

The Subcommittee discussed use of plexiglass (the procurement process, concerns about use to separate younger children); procurement of personal protective equipment (need to make sure have whatever will be needed to open schools); ventilation (Mr. Gillis discussed HVAC system review/maintenance); outdoor activities and learning (hope this happens throughout the day; consider tents and portable furniture); the need to consider flow and safety in other school areas such as hallways and lobbies; and the importance of getting input from teachers. Members requested that Mr. Gillis set up and video two model classrooms.

Dr. Abramowitz, Ms. Ditkoff, and Ms. Nobrega updated the Subcommittee on the work of the Remote Task Force Expert Advisory Panels. Dr. Marini will be bringing the panels under his direction to help manage the flow of information. Members suggested that Dr. Marini meet with the Chairs to map out some of these issues (for example, sending out communications in an efficient manner).

4) Driscoll Project Update

Ms. Ditkoff, Building Project Manager Tony Guigli and Jim Rogers (Leftfield Project Management) provided an update on the Driscoll project (Attachment B). The Project Team is recommending a schedule with a single fully coordinated bid package to be issued on February 4, 2021. The Subcommittee discussed the duration, pros/cons, and cost impact analysis. The original plan had an estimated completion date of November 4, 2022 and occupancy date of January 1, 2023, while the single package option has an estimated completion date of May 1, 2023 and occupancy date of September 1, 2023. The Subcommittee discussed the potential advantages of one bid package (e.g., market de-escalation, budget/GMP certainty, COVID certainty/improvement, 100% documents/change avoidance, fall 2020 field and playground availability, single site package, schedule cushion/premium avoidance, improved commission/punch list turnover, hazmat abatement during summer when students are gone, summer move/extended furniture/fixtures/equipment duration, time to finalize neighborhood/logistics concern, and permit/Zoning Board of Appeals process extended) and the potential disadvantages of one bid package (e.g., extended maintenance of existing boiler piping, new fields available fall 2024, and increased general conditions).

The Subcommittee discussed next steps. The Planning Team will be asking the Building Commission to give approval at tonight's meeting. The Planning Team would like to know whether a majority of the School Committee thinks that this is the right direction going forward. Some Subcommittee members expressed support for one bid package for the reasons cited above (particularly access to fields and playgrounds in the fall 2020), but wanted to hear the community's thoughts. A community meeting is scheduled, but not until August 3, 2020. Members requested that a communication go out to the Driscoll community this week asking for input, and that the results be presented to the School Committee before the July 27, 2020 School Committee Workshop.

The next meeting of the Capital Improvements Subcommittee will take place on Tuesday, August 11, 2020, 4:00 PM-6:00 PM. The agenda will include discussion of the plan for buses and school ventilation.

The meeting adjourned at 6:15 PM.

Brookline Adult & Community Education

138 Years of Service!

Overview

- I. History of BA&CE
 - II. Financial Overview
 - III. Three Impact Factors
 - A. Pandemic
 - B. Room Use Assessment
 - C. Music Extension
 - IV. Crisis Mitigation from BA&CE
 - V. Request for Assistance from School Committee
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Brookline Adult & Community Education

- Established in 1882 as Brookline Lyceum Society.
- 138 years of enrichment, learning and growth.
- Currently offers over 800 courses to 5,000+ people of ALL ages annually.
- Entire Community is served - from Kindergarteners to our Senior Citizens!
- Integral Part of Brookline Public Schools with programming that supports curriculum efforts, such as the Music Extension Program.
- Staff of six, with office located at the Baldwin School. Classes are in almost every PSB building.
- Advisory Board of seven people representing the community.

Brookline Adult & Community Education Mission



To offer a broad-ranging, innovative curriculum and lecture series reflecting the communities' interest in world affairs, languages, philosophy, spiritual reflection, humanities, writing, literature, cooking, fitness, dance, yoga, music, art, computer and other life skills such as public speaking , careers or personal finance...to everyone - regardless of their level of education or financial circumstances.



**BA&CE needs
the help of the
Brookline School
Committee.**

Unprecedented Fiscal Crisis

FY21 Cash Flow \$81,699

Less than two months of
operating expenses.

- FY20 Revenue
 - Prior Year Fund Balance + YTD
Actual Revenue= \$1,620,147
- FY20 Expenses
 - \$1,428,778
- FY20 Fund Balance
 - \$191,369
 - *Fund balance is \$900k - \$1M normally
- Course Credit: (\$109,670).
- STARTING FY21 CASH FLOW = \$81,699

Pandemic

Abrupt Loss of Revenues

- 450 Course Cancellations
 - Winter: 102 (\$1,128.24)
 - Spring: 296 (\$48,747.35)
 - Spring Music (\$2,677.00)
 - Summer: 52 (\$68,693.00)

 - Lost Revenues: -\$121,245.59
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Room Use Assessment

- FY20 is the first year BA&CE is paying for a room assessment to the PSB (based on 2018 usage).
 - Total assessment = \$195,462.63
 - FY20 Room Use Assessment for Music Extension Program \$59,681.25
 - The assessment was not built into the tuition charged for programs run in FY20.
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Music Extension

Operating at a Deficit

- BA&CE took on program in 2017.
- Supports the daytime music curriculum.
- 310 Student Musicians
- FY20 Revenues = \$156,453
- FY20 Expenses = \$213,752
- DEFICIT = (\$46,251)

Revenue does not cover expenses:

- BA&CE Staff Hours/Yr = \$15,000
 - Instructor Salaries = \$128,023
 - Room Assessment = \$59,681
 - Financial Assistance = \$9,500
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Michelle McGlone
Director

Michael Spicher
Interim Assistant Director

Monica von Huene
Program Coordinator

Jacqui Fowler Morton
Program Coordinator

Vacant/On-Hold
2 Program Coordinators

Vacant/Not to be Filled
Office Manager

Patrick Soares
Registration Clerk
Position Furloughed

Susan Bonoff
Registration Clerk - Days

Trevette Campbell
Registration Clerk - Evenings & Saturday

BA&CE Positions (10)	Mitigation (6)
Director	
Interim Assistant Director	
Office Manager	One Vacant/Unfilled
Four Program Coordinators	Two Vacant/Unfilled
Three Secretaries	One Furloughed

Proposed Solutions

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- **Review appropriate staff levels for programming in current pandemic environment.**
 - **When calculating tuition for all courses, build in overhead costs to meet the future room use and benefits assessment.**

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- Pursue collaborative and joint contracts with municipal departments and within the school department.
 - Hire a short-term consultant who is a bookkeeper and can set up a reconciliation system between what is reported in the registration system and MUNIS.
 - Work with Deputy Superintendent of Finance & Administration to set up a system to manage escrow/course credits.

Recommended Actions from School Committee

- Waive the room use assessment for space used by the program for all BA&CE classes held for FY21.
- Refund FY20 total room use assessment of \$195,462.63
- - OR -
- The music extension FY20 room use assessment of \$59,681.25

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- **Waive all future room use assessments for the music extension program as it is an extension of the PSB day music program.**
 - **Support BA&CE as necessary in increasing tuition in order to cover expenses, including the room use assessment.**
 - **Provide a fund balance to cover financial assistance provided to families who need it in order to participate in music extension.**

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- **Fund an audit of the financial processes and procedures used by BA&CE to bring light to necessary reforms.**
 - **Support community fundraising efforts.**
 - **Commit to making safety net funds available should BA&CE not have enough revenue to operate for FY21.**

Thank you for your support!

Financial Summary
Brookline Adult & Community Education
July 10, 2020

Prepared by
BA&CE Director, Michelle McGlone

Executive Summary

Brookline Adult & Community Education (BA&CE) Director, Michelle McGlone, started in her role on January 27, 2020. In 2018, an Operational Review was conducted by Barbara Heller and Associates which referenced the need for a deep dive into the financial processes and procedures of the program, due to significant leadership turnover over the past two years. In her short tenure, over the past five months, Michelle has performed a forensic analysis of the program's finances. BA&CE is currently facing an unprecedented financial crisis.

The Covid-19 pandemic of 2020 is the main reason BA&CE finds itself in this situation. In FY20 the program experienced significant revenue loss due to the necessity to abruptly **cancel 450 courses** as a direct result of the Covid-19 pandemic. As a result, in FY20, BA&CE brought in \$713,417 in revenue versus the projection of \$1,505,819 in revenue.

BA&CE is seeking assistance recovery from the School Committee by providing early relief from portions of the room assessment formula and a financial assistance subsidy for the music extension program.

This report is separated into three parts.

Part One: General Finances

As an overview, the below chart compares projections vs. actual BA&CE revenues, expenses and the ending actual cash flow balance that kicks starts programs in FY21, starting 7/1/20.

FY20	Projected	Actual	Balance
Revenues (Prior Year fund balance + YTD Actual)	\$1,698,196	\$906,730 (P) \$713,417 (A) \$1,620,147 (Funds available)	(78,049)
Expenses	\$1,698,196	\$1,428,778	269,418
Balance	0	\$191,369* FY21 Fund Balance	Normal Fund Balance \$900K - \$1M

Source: Preliminary Draft FY21 Revolving Funds Report for Town Meeting

Part One presents the general financial state of BA&CE and examines some of the unique challenges the department experiences both as a part of and separate from The Public Schools of Brookline. In summary, according to a Munis report on July 8, 2020, BA&CE started FY20 with \$906,729.99 in its revolving account (SE22 CH71:71E). In comparison, BA&CE will be starting the FY21 school year with \$191,369 in its revolving account rather than the normal fund balance for a new year of \$900K to \$1M. The Munis report on July 8, 2020 does not reflect a separate line item for course credit funds. Currently, according to CampusCE, course credits total \$109,670. These funds are accounted for in Munis as general revenue, when in fact, they shouldn't be. Course credits are noted in student registration accounts within CampusCE. BA&CE needs to work with the Town to create a separate line item where these funds can be easily accounted for, apart from the general revenue, so they can't be spent on other purposes. In theory, a student may, at any time, use his/her credit towards another course or request a partial refund. If course credits are subtracted from the starting cash flow balance for FY21, the revolving account balance is less than \$81,699. This amount represents less than two months of BA&CE operating expenses and is very concerning, especially given the uncertainty of summer and fall course revenue streams due to the negative impact that the current pandemic will likely continue to have on programming and participation. It will cost BA&CE approximately \$103,958.66 per month to run the entire program in FY21, including expenses and with a reduction in staff.

Part Two: Music Extension

Presents a financial review of the Public Schools of Brookline Music Extension Program and the financial impact it has had on BA&CE managing the program, since it began doing so in FY18. The overall cost to manage the program in FY20 for 310 student musicians was \$213,752.74. The financial review undertaken by the new director has resulted in concerns that the revenue is not meeting the total cost of operating the program. Total costs include salaries, room assessment, and financial assistance. Fees were only based in prior years on salaries and financial assistance. As long as it can break even, BA&CE is committed to the partnership with Performing Arts to continue to offer reasonably priced lessons accessible to student musicians in our schools.

Part Three: Crisis Mitigation

Reviews the actions that BA&CE is taking to mitigate this financial crisis and also some requested actions for the School Committee to consider. In summary, among other measures, BA&CE:

- Staff is required to utilize a newly developed Profit/Loss Calculator when determining course tuition, which includes all overhead expenses. No longer will courses be allowed to run at a loss.
- Partner with the Town's vendors for essential services, such as credit card vendors, to gain buying power and better pricing for those goods and services.
- Reduced the size of its staff through furloughs, layoffs and natural attrition. BA&CE is leaving unfilled two (2) of the four (4) current Program Coordinator positions; two (2) of four (4) BESA positions is furloughed or vacant; Used resources from one vacant Program Coordinator and one BESA position to provide supervision and overall management support.
- Identified a pressing need for a highly qualified part-time bookkeeper to bring the two financial systems used by the program (MUNIS and CampusCE) into agreement on balances.
- Will increase the tuition for the music extension program so the program breaks even.
- Will attempt to renegotiate the terms of the lease with the Korean Church with help of Operations Director and Town Procurement Officer.

What BA&CE has identified as support needed from School Committee:

- Consider refunding the 2018 room usage charge to the FY20 budget and remove future room usage charges for any Music Extension classes for children moving forward.
- Reexamination of the policy and procedures for levying room charges to BA&CE for its adult education programs, which uses classrooms to run these community programs.
- Establish a financial aid fund balance or reimburse BA&CE for any financial aid it provides to Brookline music extension students, no matter their ages.
- Consider funding an audit of the financial processes and procedures used over a specific time period, to reconcile funds with the Town through MUNIS and CampusCE. This audit would bring to light the necessary reforms needing to be implemented by a bookkeeping staff member with BA&CE.

Table of Contents

Part One

- Student Enrollment trends. (p.6)
- Gross revenues per session (summer, fall, winter and spring). (p.7-8)
- MUNIS reports compared against Campus CE which tracks income, course credits, cancellations, and refunds. (p.8-9)
- Room Use and Benefits Assessments (p.9-11)

Part Two

- Music Extension Program History with BA&CE (p.11-12)
- Music Program and Curriculum (p.12)
- Lesson Rates (p.12-13)
- Music Extension Room Assessment (p.13-14)

Part Three

- Proposed Solutions (p.14-15)

PART ONE

Student Enrollment Trends & Gross Revenues

The data in the chart below represents average enrollments over six fiscal years per course session (summer, fall, winter, and spring). In general, enrollment has held fairly steady in each session with the exception of Summer 2019 and Spring 2020, where enrollments were significantly reduced because of unforeseen circumstances. The reduction in enrollment was affected by the cancellation of the 2019 SmartSummers program classes because they were unable to run out of the UAB, due to construction at the High School. Other factors included late catalog marketing, high staff turnover and finally, music extension courses in particular that ran at a deficit in FY20. The abrupt district school closures, due to the 2020 pandemic, forced the partial cancellation of the winter session and a full cancellation of the spring session for in-person classes. BA&CE did offer online courses, however, the revenue stream was not strong and enrollment was low with the change in the course delivery format. Enrollment in the summer and fall sessions will likely continue to be negatively impacted by the pandemic.

FISCAL Year	Summer Enrollment	Fall Enrollment	Winter Enrollment	Spring Enrollment	TOTAL
2016	1,200	2,500	1,500	1,400	6,600
2017	1,300	2,600	2,500	2,200	8,600***
2018	1,100	1,900	1,600	1,500	6,100
2019	1,100	1,600	1,600	1,600	5,900
2020	800**	1,700	1,531*	600*	4,631
2021	572* (269) SmartSummers (303) AdultEd	unknown*	unknown*	unknown*	unknown*

Source: CampusCE

*COVID pandemic (move to online courses)

**Smart Summers not able to run at UAB (construction at BHS), late catalog marketing, ran music extension at a deficit in FY20

*** FY17 had larger than normal lecture participants (Governor Michael Dukakis spoke)

Examining Gross Revenue

According to CampusCE, total gross revenues for FY19 were \$595,298. When comparing gross revenues from Winter/Spring of 2019 (\$340,489) to Winter/Spring of 2020 (\$188,000) there is a 55% decrease. At the start of FY20, BA&CE was already “behind” with the decrease of revenues in the Summer of 2019, due to the BHS building project, and a lag in catalog marketing. Currently, according to CampusCE, course credits total \$109,670. These funds are accounted for in Munis as general revenue, when in fact, they shouldn’t be. Course credits are noted in student registration accounts within CampusCE. BA&CE needs to work with the Town to create a separate line item where these funds can be easily accounted for, apart from the general revenue, so they can’t be spent on other purposes. In theory, a student may, at any time, use his/her credit towards another course or request a partial refund. If course credits are subtracted from the starting cash flow balance for FY21, the revolving account balance is less than \$73,000. This amount represents less than two months of BA&CE operating expenses and is very concerning, especially given the uncertainty of summer and fall course revenue streams due to the negative impact that the current pandemic will likely continue to have on programming and participation. It will cost BA&CE approximately \$103,958.66 per month to run the entire program in FY21, including expenses and with a reduction in staff.

While the course cancellations will end up saving BA&CE in room assessments two years from now when they are collected by the district, the revenue losses will be felt for a long time. With the very high likelihood of the pandemic continuing in the near future, BA&CE’s summer and fall revenue is uncertain at best. To attempt to mitigate the issue, BA&CE is running online offerings for adults and for children, however, we anticipate low enrollment in the summer and the fall. BA&CE typically makes nearly 25% of its annual revenues over the summer, adding to the current fiscal distress felt by the organization.

GROSS REVENUES					
FISCAL Year	Summer	Fall	Winter	Spring	Total
2019 July 1, 2018 - June 2019	\$114,126.65	\$205,641.10	\$173,980.60	\$166,794.80	\$595,297.70
2020 July 1, 2019 - June 2020	\$78,223.05*	\$176,585.65	\$159,630.55**	\$26,161.35**	\$440,600.60

2021 July 1, 2020 - June 2021	\$16,830.60**	TBD	TBD	TBD	TBD
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Source: As of 7/7/20 in CampusCE/reconciling with MUNIS ongoing project identified.

* High School Construction, No Access to UAB Classrooms, Late Printing of Catalog

** Covid-19 Pandemic

FY 20 COURSE CANCELLATION REFUNDS DUE TO PANDEMIC	
Winter 2020	\$1,128.24
Spring 2020	\$48,747.35
Spring Music Extension 2020	\$2,677.00
SmartSummers 2020	\$68,693.00
TOTAL REFUNDS	\$121,245.59

Source: CampusCE

MUNIS vs. CampusCE

BA&CE utilizes MUNIS (from the town) and Campus CE (registration system for BA&CE) to track income and/or expenses. The systems do not currently “speak” to one another and have inconsistencies between them that need to be addressed by a bookkeeper who knows how to properly reconcile both systems. Without this professional assistance, it is difficult to feel confident that either system is completely accurate. For example, on the same date of June 22, 2020, revenues do not align in the two systems (Campus CE and MUNIS).

- In MUNIS, there is a balance of \$176,518.55 (includes revenue and expenses).
- In CampusCE, there is a balance of \$443,741. (includes revenues only. Campus CE could track expenses, but has not yet been set up for that use).

Both of these figures, however, do not take into account that CampusCE also tracks “store credits” for courses not yet taken but paid for. As of today’s date, according to CampusCE, course credits total \$109,670. These funds are indeed accounted for in Munis as general revenue, when in fact, they shouldn’t be. Course credits are noted in student registration accounts within CampusCE. BA&CE needs to work with the Town to create a separate line item where these funds can be easily accounted for, apart from the general revenue, so they can’t be spent on other purposes unintentionally. In theory, a student may, at any time, use his/her credit towards another course or request a partial refund. If we subtract the credits from the starting cash flow balance for FY21, the revolving account balance is less than \$73,000. This amount

represents less than two months of BA&CE operating expenses and is very concerning, especially given the uncertainty of summer and fall course revenue streams due to the negative impact that the current pandemic will likely continue to have on programming and participation. For comparison, last year in June 2019, according to MUNIS, BA&CE ended the year with \$906,729.99. It will cost BA&CE approximately \$103,958.66 per month to run the entire program in FY21, including expenses and with a reduction in staff. The current monthly cost of BA&CE office staff salaries alone (pre-furloughs and layoffs), without the cost of benefits, is approximately \$40,000. If we add in BA&CE instructor salaries, they are approximately an additional \$40,000 per month. Thus, BA&CE needs approximately \$80,000 per month to sustain both program and teaching salaries.

ASSESSMENTS: Room Use Assessment

The Room Use Assessment was voted by the School Committee to be in effect for FY 20 and its goal was to remove from BA&CE the following obligations and pressure from other district, building and staff members some years totalling between \$260,000 - \$300,000.

1. Payment for employees who do not provide direct support to BA&CE such as a Custodial Supervisor, Copy Center personnel at BHS, and 1 Custodian, all of whom would have cost BA&CE approximately \$210,000 annually.
2. Random additional overhead assessments that occurred in the range of \$50,000 to \$150,000 per year with no back up rationale.
3. Payment for electrical work, equipment repair/replacement, renovations and repairs for PSB programs for which the total is unknown.

The room use assessment is paid to the Rental of Facilities Revolving Fund. The balance of which at the end of the year flows to the Capital Improvement Plan (CIP) for School Department modifications and repairs that BA&CE previously had to cover. BA&CE may now request repairs and updates through the Director of Operations and the CIP process. Thus, BA&CE is no longer exposed to unknown, unplanned costs and pressures for continued use of a shared space and equipment including maintenance and repair costs (i.e., kilns, specialty pottery equipment, etc).

The Room Use Assessment for the upcoming fiscal year is based on the prior two years' actual building use, thus a lag time is built into the structure to allow for the program to prepare for the

upcoming assessment. For example, in FY20, the actual hours used occurred in FY18. For FY21, the actual hours used occurred in FY19. The current assessment in FY20 levied for space used by BA&CE in 2018 was \$195,462.63. The FY 21 Assessment is projected to be lower, approximately \$180,000, and will be presented to the Capital Sub Committee. With the leadership turnover, BA&CE staff members are now required to calculate room assessments into the amount of tuition charged for each course offered in FY20 to cover these expenses.

With regard to scheduling rooms that are assessed, BA&CE receives priority scheduling after each building Principal finishes their schedule for the school year. Furthermore, BA&CE has the unique opportunity and privilege of scheduling any room prior to the Recreation Department and other non-school department programs. As such, BA&CE no longer has to negotiate with various building staff to use the rooms and spaces they need to best support their programs. They simply reserve the room through the "SchoolDude" system and hold it until they know the class is going to run or be canceled for lack of enrollment. Any cancellations must be communicated through Matt Gillis' Operations staff who then make the appropriate change in SchoolDude. BA&CE understands it needs to cancel rooms at the very earliest time when they are aware of no longer needing the space, since all spaces are at a premium and since custodial schedules are often built around the after hours use of rooms.

The former BA&CE Director was informed that room use hours were being tied to the future assessment. The BA&CE team is commended by Operations for their attention to canceling and/or not overscheduling rooms in FY19, when the change in calculation of the assessment was known to them. Reducing the scheduled block of rooms from 36,000 hours to 25,000 hours in effect, reduced the amount being proposed for the School Committee FY21 Assessment, a vote which would likely be approximately \$180,000. The assessment is currently "blind" to the type of room and works off of a \$12.50 aggregate rate, which is then reduced by a 70% discount. The rate ends up being \$3.75 per hour which is more than reasonable for room rentals in the community of Brookline. BA&CE has a lease with Korean Church for space in the church basement and a conference room that the program uses during the daytime, typically for students who are learning how to speak English. The convenience of the classes being in a walkable distance from the MBTA, across from Town Hall, can not be understated and adds to the demand for our classes. That being said, the lease is an additional cost that BA&CE must bear and may no longer be able to afford. Alternative locations, such as local libraries or coffee

shops may need to be sought after if we can revise the lease or break it, which is not something BA&CE desires to do. It will cost BA&CE an estimated \$103,958.66 per month to run the entire program in FY21, including expenses and with a reduction in staff, or \$1,247,515.80 annually (this does NOT include the course credit amount, which would add to the annual amount needed to run the program).

ASSESSMENTS: Health Insurance & Benefits Cost

In addition to room use assessments, health insurance benefit costs will be assessed to BA&CE for approximately \$89,000 in FY20 and going forward. The calculation will be completed based on the following transition plan with the Town and will be consistent, using the same formula/template for Enterprise Funds, such as water, recreation and golf. Starting with FY21, all benefit costs will be assessed, including health insurance. The District is awaiting Town calculations on this. BA&CE will need to adjust its Profit/Loss calculator formula to reflect the full benefits assessment.

PART TWO

Music Extension: History with BA&CE

The music lesson program, also known as “music extension,” was moved from the Performing Arts Department to BA&CE in FY16 and finalized in FY17 due to a number of different operational factors. One being that BA&CE has the infrastructure to advertise and schedule a large number of students. In addition, BA&CE was able to offer music lessons to students of all ages, however, giving priority to younger students taking part in the daytime music curriculum/program offered at the elementary and middle schools in Brookline. Expanding the hours and offerings to music instructors looking for more lesson time with their students was viewed as an added benefit to stay with the school system vs. teach at another venue.

The former BA&CE Director and the Performing Arts Coordinator would meet to review the pricing structure, music instructor performance/skills, and program highlights. Cost of Living Adjustments (COLAs) were voted by the School Committee and/or hourly rates were adjusted based on a recommendation from the BA&CE Director to Human Resources for the non-aligned pay schedule which is annually presented to the School Committee for approval. A recent operational review concluded that it takes approximately 500 hours of BA&CE staff time, per

year, to run the music extension program or the equivalent of \$15,000 per year of a BA&CE Coordinator's salary.

Music Program & Curriculum

All Brookline students in grade four are required to take a music class where they learn to play an instrument. In order for students to gain proficiency, students are taught in small, instrument specific groups. When students matriculate to the fifth grade, they are given the option of taking band, orchestra, or chorus. The music extension component was created to address the need for students who opted for band or orchestra to have private or semi-private lessons with an instructor who specializes in their particular instrument outside of the school day due to the unavailability of instructional time during the school day. In essence, the music extension program supports and reinforces the daytime performing arts curriculum with the lessons it provides to the students enrolled in the after school classes.

Lesson Rates

The overall goal of the music extension program offered through BA&CE, is to provide lessons at a reasonable price point as compared to other area music schools and to allow as many Brookline students as possible to access quality music lessons for an instrument they are learning in their orchestra and/or band classes during the school day. BA&CE offers very affordable lessons. Students who enroll in small group lessons (up to four people), pay \$15 per lesson. Students who enroll in private or semi-private lessons (of no more than a few people), pay \$20 per lesson. Classes meet for thirty (30) sessions and are most often scheduled at Brookline High School. Comparatively, a private lesson at Brookline Music School is a minimum of \$85 per session. The final piece of the review will be to conduct a price comparison with our comparable districts for their similar program.

For students and families who are in need of it, financial assistance is made available. The discounted rate is determined by the school system. BA&CE has provided \$9,500 in assistance in FY 20 and over \$22,000 in financial assistance over the past three years, which is deducted from the total revenue for the music extension program. BA&CE respectfully requests that the School Committee either establish a financial aid fund balance/line item or reimburse BA&CE for any financial aid it provides to Brookline music extension students.

Music Extension Room Assessment

There are two issues BA&CE would like to examine more deeply regarding the room assessment for the Music Extension Program. Based on the current formula to calculate the room assessment for BA&CE and how we have allocated it to the program, the program/course is running at a deficit for each student. If we raise the tuition cost of music lessons to incorporate the room assessment as was voted by the School Committee to keep the spaces open, clean, and available, families may experience difficulty paying the increased rate. We anticipate that we would have to give out even more financial assistance to students and families and do not have a funding source identified for this purpose.

As the following chart demonstrates, BA&CE has run at a deficit for the past year in order to operate the Music Extension program.

	FY 2018	FY 2019	FY 2020	Comments
Enrollment (from CampusCE)	323	269	310	
Total Revenue	\$166,556	\$138,951	\$156,453	
Financial Assistance	\$7,863.50*	\$5,209*	\$9,482.25*	*Already deducted from Total Revenue
Discounts	\$1,032*	\$2,693*	\$1,565.95*	Prorated if enrolled after start date.
Instructor Salary	\$125,828.66 (\$38.00/hr)	\$116,787.12 (\$39.54/hr)	\$128,023.29* (\$39.54/hr)	*We increased the number of days lessons were offered and also added more virtual music lessons.
Estimate BA&CE time spent on program	500 hours	500 hours	500 hours	\$15,000 each year as a low estimate.
SUBTOTAL Without Projected Assessment	\$17,863.84	\$1,954.88	\$13,429.71	
Room Use Projected Assessment			\$59,681.25	For rooms used in FY18.
TOTAL	\$17,863.84	\$1,954.88	-\$46,251.54	

At minimum, BA&CE's goal is to break even running the music extension program. It does not look to make a profit for the music extension classes since the program is an extension of the

Performing Arts Program. When the PSB Performing Arts Department ran the music extension program, there was no known direct charge for any use of rooms for the after-school extended music program lessons. After the room assessment was levied for the first time in FY20, BA&CE experienced a deficit of \$46,251.54 to operate the program. ***For FY21, either a per lesson cost increase or waiving the room assessment needs to be considered to balance the program going forward.***

PART THREE

Proposed Solutions

In order to address the current financial crisis in BA&CE, the BA&CE Director plans to implement the following solutions:

- Continue to review appropriate staff levels for the program that is able to be delivered in the current pandemic environment.
- When calculating tuition for all courses, build in overhead costs to meet the future room use assessment or any other new costs.
- Pursue collaborative and joint contracts with municipal departments and within the school department.
- Hire a short-term consultant who is a bookkeeper and can set up a reconciliation system between what is reported in the registration system, CampusCE vs MUNIS reports managed by the Town.
- Work with the Deputy Superintendent of Finance & Administration to set up a system to account for escrow credits in Munis. Perhaps initiate a transfer of funds from general balance to a dedicated line item.

Suggested Actions from School Committee to Support BA&CE

- The School Committee might consider:
 1. Waiving the room assessment for space used by the program for all BA&CE classes for FY 21.
 2. Refunding the room use assessment funds to be collected in FY20 back into the BA&CE operating budget. According to the June 2020 MUNIS report, BA&CE will pay the first assessment of \$195,462.63 for all rooms used in 2018 in November, including but not limited to music extension classrooms.

3. Support in increasing tuition in order to cover the room assessment for future classes.
4. Reviewing the room assessment voted on by the School Committee with BA&CE annually, so that BA&CE Advisory Board clearly understands the assessment. With the current room assessment, consider excluding room use charges to programs that are running as an extension of the school day, as is the case of the music extension program.
5. Committing to making safety net funds available should BA&CE not have enough revenue to operate with a balanced program budget for FY21.

Driscoll Schedule Consideration

6/29/2020

Option	Description	Early Site	Early Structural	100% CD	Mobilize	TCO	Occupy	Field Complete
1	Original-Early	8/1/2020	11/15/2020	2/4/2021	10/1/2020	11/4/2022	1/1/2023	10/1/2023
2	Hybrid	10/1/2020	NA	2/4/2021	12/1/2020	3/1/2023	9/1/2023	5/1/2024
3	100% CD	TBD	NA	2/4/2021	3/1/2021	5/1/2023	9/1/2023	5/1/2024
4	Lag for Fall Opening	NA	NA	2/4/2021	5/1/2021	7/1/2023	9/1/2023	5/1/2024

Durations

Option	Precon	Construction	Move	Demo	TOTAL
1	8	25	2	9	44
3	11	26	3	9	49

Pro/con review based on option 3

Pros
Market de-escalation
Budget/GMP certainty
Covid certainty/improvement
100% Docs -change avoidance
Fall 2020 field & playgrounds available
Single site package
Schedule cushion/premium avoidance
Improved commission/punch list turnover
Hazmat abatement during summer when kids gone
Summer move/extended FFE duration
Time to finalize neighborhood/logistics concern
Permit/ZBA process extended

Cons
Extended maintenance of existing (boiler piping)
New fields available fall 2024
Increased general conditions

OEM Costs Impact for option 3

Description	Low	Neutral	High
De escalation	\$ (4,103,228)	\$ (2,051,614)	\$ -
100% Benefit	\$ (400,000)	\$ (300,000)	\$ -
OPM GC	\$ -	\$ -	\$ -
Estimated CM Extended GC	\$ 300,000	\$ 400,000	\$ 500,000
AE GC	\$ -	\$ -	\$ -
Extended boiler	\$ -	\$ 50,000	\$ 100,000
premium time	\$ (200,000)	\$ (100,000)	\$ -
single site package	\$ (200,000)	\$ (100,000)	\$ -
TOTAL	\$ (4,603,228)	\$ (2,101,614)	\$ 600,000