



**OFFICIAL MINUTES OF THE HYBRID
BOSTON SCHOOL COMMITTEE MEETING**

September 13, 2023

The Boston School Committee held a hybrid meeting on September 13, 2023 at 6 p.m. at the Bruce C. Bolling Municipal Building, 2300 Washington Street, School Committee Chamber, Roxbury, Massachusetts. The meeting was also live streamed on Boston City TV and on Zoom . For more information about any of the items listed below, visit www.bostonpublicschools.org/schoolcommittee, email feedback@bostonpublicschools.org or call the Boston School Committee Office at (617) 635-9014.

ATTENDANCE

School Committee Members Present: Chair Jeri Robinson; Vice Chair Michael D. O'Neill; Stephen Alkins; Chantal Lima Barbosa; Rafaela Polanco Garcia; and Student Representative Diego Mehta.

School Committee Members Absent: Brandon Cardet-Hernandez; and Quoc Tran.

DOCUMENTS PRESENTED

Agenda

Minutes for Approval: August 30, 2023

Superintendent's Report: Back to School Update PowerPoint

Grants for Approval Totaling \$75,985,591

Memo: Madison Park Technical Vocational High School (MPTVHS) Proposed Admissions Policy Revisions

MPTVHS Equity Impact Statement Revised Policy Proposal

MPTVHS Draft Admissions Policy

MPTVHS Revised Policy Proposal PowerPoint

Summative Superintendent Evaluation SY 2022-2023

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Superintendent's Evaluation PowerPoint, August 30 2023

BPS Capital Planning Update on Long-term Facilities Plan

CALL TO ORDER

Chairperson Jeri Robinson called the meeting to order and led the pledge of allegiance. She said that tonight's meeting was being live streamed on Boston City TV and on Zoom. It will be rebroadcast on Boston City TV and the video will be posted at bostonpublicschools.org/schoolcommittee and on YouTube. She announced that simultaneous interpretation services were available virtually in Spanish, Haitian Creole, Cabo Verdean, Vietnamese, Cantonese, Mandarin and American Sign Language (ASL). Translated meeting documents were posted at www.bostonpublicschools.org/schoolcommittee prior to the start of the meeting.

APPROVAL OF MEETING MINUTES

Approved – The Committee approved by unanimous consent the minutes of the August 30, 2023 School Committee meeting.

SUPERINTENDENT'S REPORT

As prepared for delivery.

Thank you, Chairperson Robinson, and good evening. I want to begin by sharing an update on the Systemic Improvement Plan (SIP). It has been just over one year since we began SIP implementation. We know we have a lot of work to do to improve our systems, but the work of the SIP is about continuous improvement. As I have said before and the Council of Great City Schools outlined, this work cannot be done overnight, but it must be done with urgency and done in a way that creates lasting systems. We will not get everything working perfectly immediately, but progress can and should be the measurement of success.

In the area of transportation, we have made tremendous progress in hiring, and are fully staffed for bus drivers for the first time since prior to the Covid-19 pandemic, and we have nearly 200 additional bus monitors on staff compared to the start of last school year. Our initial on-time performance data for the beginning of the year is showing increases as well, with an 11 percentage point increase between the first day of school in 2022 and the first day of school in 2023. We also have had all bus routes covered for both the morning and afternoon this year. On the screen you can see the past seven years of on-time performance data. This data is not exactly the same comparison year to year because of several factors, like the pandemic when we only had a small number of buses on the road or no other cars on the road, but it gives you a sense of

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our progress. This is an example of continuous improvement. We know there is more to be done, but we are heading in the right direction and will continue to look for efficiencies with Transdev during this school year.

In special education, I am very happy to welcome Kay Seale as the district's new Chief of Specialized Services. Kay started at the end of August and has already hit the ground running. Kay will lead the work to launch Inclusion Planning Teams this fall at every school as part of the district-wide implementation of inclusive education. Regional coaches will support this work so that we can ensure access to strong Tier 1 instruction and services. As we plan for inclusion districtwide, we are working closely with families and our partners at the BTU every step of the way. We have gathered feedback from various stakeholders through the Racial Equity Planning Tool on drafts of the inclusive education plan, including SpedPac, DELAC, ELL Task Force, the Inclusion Working Group, our City partners and DESE. We are currently updating the inclusive education plan to reflect the input of all these stakeholders. Our team anticipates submitting a final draft of the inclusive education plan to DESE by the end of the month.

One of the commitments in the SIP was to renovate bathrooms in at least 15 schools. Since the spring, the BPS Facilities team has launched bathroom renovation projects in 16 schools. Many of these projects are major gut renovations, with new layouts and the addition of gender-neutral and accessible bathrooms, new ductwork and exhaust fan upgrades, new low-flow toilet fixtures with automated flushometers, electric hand dryers, and improvements to floors, ceiling, lighting, tile, and paint. As I visit our schools I make it a point to look at the bathroom renovations and have joined DESE in some of their walkthroughs. I am excited to share that they look fantastic, which you can see from the photos on the screen -- and our most important stakeholders, our students, agree! One student described the renovated bathrooms as a spa experience, and another compared them to a fancy hotel! Construction is expected to be complete at 15 schools by the end of 2023. Lastly, you will hear an update later tonight from Capital Planning about our long term facilities plan and how we are working to make decisions about our buildings and spaces where learning takes place. The long-term facilities plan is a SIP deliverable and is due to DESE by the end of the calendar year.

A few other general SIP updates: Per the Council of Great City Schools recommendation, we worked over the spring and summer to create the structure for the Office of Emergency Management and both the Director and Assistant Director have been hired and will start the week of September 25. All of our schools have completed and submitted their safety plans and are in the process of conducting required drills as part of the beginning of the school year. We are fully staffed with Safety Specialists and have added 18 Community Connector Coordinators to help support our students across the regions both during school and at events in the afternoon and evenings. We also have hired Restorative practice specialists to work in the regions, building capacity within our schools to create a climate and culture that Restorative Justice can be used in. I will continue to update the committee on the work with our partners at DESE. I want to thank Chair Robinson, Mayor Wu, and Commissioner Riley for the collaboration on this important work for our students.

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Transitioning now to our first day of school, I want to thank the team, many of whom are in this room tonight, who worked so hard to ensure we had a strong start to school. On the first day of school, the Mayor and I rode an electric bus from the bus yard and greeted students with City Councilor Louijeune at the Mildred Avenue K-8 School. I also went to the Holmes and the Frederick and Carter, where I was joined by City Councilor Julia Mejia, Chairperson Robinson and Vice Chair Michael O'Neill. It was a wonderful first day and in so many areas we started the year stronger than last year. For instance, to ensure we had appropriate staffing to begin the school year, our Human Capital staff has worked around the clock to process our new hires even working on the weekends. As we start the year we are in a strong position with staffing overall. Over 97% of teacher positions are filled at the start of school. This year we have hired 1,491 new teachers - 300 more than last year, 391 new paras over almost 150 more than last year and are fully staffed with safety specialists.

I know one question that has been raised is around teacher certifications and waivers. As we do every fall, we will be sending a notice to families whose children are in classrooms with educators who are on a certification waiver. As of right now we have about 500 staff whose position requires a certification waiver and they are all at different points in the process to get their license. Most of the 500 we expect to be able to get their license this school year. We have increased our offering of development programs through our human capital office and RCD to support educators getting their certification. For example, we offer a free MTLE prep course and created a program specifically for educators who are interested in getting their special education license and ESL licenses. We will continue to support our educators seeking certification but we also know that our educators are more than just what is on paper. I want to assure families that if your educator is on a waiver it does not mean they are not an excellent teacher who cares deeply about their students' success and can teach with excellence. Staff may already hold a license in certain grade areas and need to expand that licensure. Or staff may be relocating from another state and need to get licensed here. We also know that completing the MTEL has historically posed barriers for our educators of color. We will continue to prioritize ensuring our educators reflect our students by hiring qualified teachers and supporting their efforts to attain their license.

Looking at our student attendance, while the year is still early, we are already excited about the first five days. We are currently seeing an average of 88% students present, which is approximately five points higher than we have seen in recent years. We have 16 schools who have over 95% attendance and many of our schools experienced higher-than-average return rates for students.

In terms of our school facilities, the heat came just in time for school to start. Because of work by our facilities department last year and this summer, we started the school year with 90% of our schools having air conditioning. For the remaining 10% without AC we made sure they had access to cold water and fans that could be placed in each of their classrooms. We will continue to work with our facilities team to explore all possibilities to get these schools air conditioning. Many of them are limited by old electrical infrastructure, a problem we are working urgently to resolve. While it doesn't make up for the lack of AC, our team passed out 3,800 ice popsicles to students at the schools without AC. A big thank you Stop and Stop for this to a generous

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donation and to the Boston Teachers Union (BTU) for their support with the idea and passing out the popsicles.

Lastly, we kicked off the first day of kindergarten this past Monday at the Higginson and the Hurley schools. It was so wonderful to see the excitement on students' faces as they entered their schools, some of them for the first time. There were a few tears from parents as they reached this milestone with their little ones, but it was a day full of joy and we're so happy to have all our students back and ready to learn. This year over 5,131 families registered for kindergarten. We welcomed 1,253 new K2 families, 2,417 K1 families, and 493 K0 families. This is a slight increase from previous years.

Overall it's been a great start to the school year. Again a big thank you to all the staff in this room tonight, our school leaders, educators, paras, social workers, family liaisons, bus drivers and monitors, cafeteria staff, nursing staff, custodians, guidance counselors, and SO many more people who work every day to support the future of our city. It's an honor to do this work alongside so many dedicated public servants. A big thank you to our families. It takes a village and our families play such a special role in our school communities. I am looking forward to another great school year!

This is a long report tonight so the one bright spot I want to share this evening is our event with the re-engagement center to reach out to students who have been chronically absent. While most major urban districts saw an increase, we have seen a 5% decrease from school year 21-22 to school year 22-23. This year we had 279 students to reach out to with 54 volunteers. Of the 279 students for this year, 127 are chronically absent and 152 are drop outs. This event is a part of a larger strategy to the work we did this summer with over 1,000 students to help them come back or stay in school. We are deeply committed to supporting and investing in these students and their families. Right now schools are reaching out to students who have not yet reported and creating attendance support plans for students who were chronically absent last year. A big thank you to Manny Allen, the Re-engagement Center staff, Brian Marques and our Supervisors of Attendance for all of the work they are doing to make sure our students are in school every day and have the options they need to graduate.

On August 28, our Office of Community Engagement led by Chief Ortiz facilitated a virtual Back to School meeting to share with families how we prepared to welcome their children. We gathered information from families via robocalls, texts, emails, and the weekly parent newsletters to design our meeting around their questions and preferences. More than 800 families attended the session and were able to directly engage with members of the BPS staff and leadership teams to get answers to their questions around their students' learning, transportation information, COVID-19 protocols, Special Education, connecting with their schools and much more. We had interpreters in 10 languages including American Sign Language (ASL) and in the period of 90 minutes, our multilingual team answered over 300 questions in five different languages live.

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We are also excited to share upcoming community meetings across our city. I want to meet and hear from all our communities directly about their students' learning experience. Please keep a lookout for invitations. I look forward to meeting many of you in person soon.

The BPS Helpline actively supports families when they have any question and through any and all needs they may have pertaining to supporting their child's learning experience including, most recently, the back-to-school process. The team has logged over 2,000 calls and emails since the summer to connect families with schools or central offices. Most communications in the last two weeks about assignment, transportation, technical assistance, and faster connections to staff to address any and all concerns.

As of today, we have 50,001 students. This is a slight increase compared to the steady decrease which is the national trend. However, this number will change as we are starting to contact the homes of students who did not report to school to either assist them with getting into a different school or assisting otherwise. In October we will report our enrollment once our school rosters are settled.

Finally, later this evening, you will vote on the grants package. At some of our previous meetings, members have asked for more details on our grants. Thank you to Dr. Alkins who has worked with us to help us understand how to better share this information. Going forward, I am asking our grants team to include an outcome summary and to indicate if the grant is reoccurring so members and the public can see the impact of this funding. Tonight we are presenting 15 grants totalling almost \$76 million dollars. Beginning with the federal entitlement grants presented this evening include

- Title I, which provides funds to school districts and schools to support students experiencing poverty
- Title II, which focuses on improving teacher quality
- Title III, which supports multilingual learners,
- Title IV, which funds supplemental services and/or supports in three priority areas: Access to well rounded education, improving school conditions for learning, and supporting advancements in technology and finally the last entitlement grant is:
 - funding for the Individuals with Disabilities Education Act, more commonly known as IDEA.

The budgets for each of these entitlement grants was presented with our FY24 budget proposal back in February. At that time, we based the budget on our expected award amounts; tonight we are asking you to vote and approve the final award amount that we received from DESE.

The other 10 grants fit into several categories, including:

- Support for our Adult Education Program
- Investments in playgrounds funded by the Community Preservation Act.

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- Extended learning time grants for several schools.

More information about each grant, including the grant type and funding source can be found in the grant package we provided. We also have several members from the grants team here to support any questions members may have. With that, this concludes my report. Back to you, Madam Chair.

Ms. Polanco Garcia spoke positively about her recent experience enrolling her nephew in BPS and thanked Senior Director of Welcome Services Sonia Gómez-Banrey for her support. She emphasized the importance of native language instruction. She asked how many of the district's newly hired educators are bilingual. The Superintendent said that she will provide more information at the next Committee meeting.

Dr. Alkins asked how many additional native language instruction classrooms BPS plans to add this year. The Superintendent said that after newly registered students complete their language testing over the next few weeks, the district will be in a better position to determine if additional programming is needed. Dr. Alkins requested updates on the impact of summer programming and the district's re-engagement efforts. The Superintendent said that she will report back on summer programming at the next Committee meeting and offered to have Re-Engagement Director Manny Allen present a report to the Committee at a future meeting.

Ms. Lima Barbosa echoed Ms. Polanco Garcia's comments about the importance of bilingual educators and requested that the forthcoming data on bilingual educators include support staff as well as teachers. She asked how BPS supports families entering the system. The Superintendent explained how the Office of Welcome Services supports families with the registration and transfer progress. She noted that Welcome Services works closely with the offices of special education, multilingual learners and transportation. Ms. Lima Barbosa asked about the district's efforts to keep students engaged in school. The Superintendent discussed the many supports offered by the district and the role of supervisors of attendance.

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Mr. O'Neill commended BPS staff for working long hours to successfully launch the new school year. He thanked the Frederick School community for welcoming the Carter School community into its building while their building is under renovation. He asked clarifying questions about bathroom renovations. The Superintendent said that she expects to have 15 bathroom renovations completed by the end of 2023, and one additional bathroom completed by next January or February. Mr. O'Neill requested data on afternoon transportation performance. The Superintendent said that afternoon performance has been strong and offered to provide the data at the next Committee meeting. She said that only five percent of GPS devices on buses are not reporting data, which is down from 23 percent. Mr. O'Neill asked how potential enrollment increases may impact waitlists. The Superintendent said that staff will have a more accurate picture of enrollment after information is available about students who do not report (DNR) to school after the first eight days of the new school year. Senior Director of Welcome Services Sonia Gómez-Banrey said that the Office of Welcome Services has already called thousands of families about wait lists and will continue to do so.

Ms. Robinson requested an update on food and nutrition services. The Superintendent said that BPS has decreased its reliance on packaged food and currently has 86 kitchens preparing made-from-scratch meals, with an additional 20 expected to be operating by November. The Superintendent told Ms. Robinson that BPS has about 50,000 students enrolled and about 3,500 unconfirmed "do not reports."

Approved - On roll call, the Committee unanimously approved the Superintendent's Report.

GENERAL PUBLIC COMMENT

Niurka DeJesus, Dorchester resident and caregiver, requested increased support for a Boston Arts Academy student.

Robert Jenkins, Mattapan resident and Madison Park Technical Vocational High School alumnus, testified in support of the school's proposed admissions policy.

Liza Cagua-McAllister, Roslindale resident and O'Bryant School of Math and Science parent, testified with concerns about the proposal to relocate the school to West Roxbury.

Michael Koza, Roslindale resident and co-director of Project R.I.G.H.T., testified with concerns about school safety, the renovation of ventilation systems at the Burke and Frederick schools, and access to school swimming pools.

Ann Chinchilla DeGeorge, Roxbury resident and Boston Latin Academy parent, testified regarding the role of School Site Councils.

Michael Heichman, Dorchester resident and Boston Education Justice Alliance (BEJA) member, testified virtually regarding the meeting format, racial equity, and community engagement.

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John Mudd, Cambridge resident and advocate, testified virtually regarding English Learners and inclusion, the master facilities plan and equity.

Yoscania Guzman, Roxbury resident and BPS parent, testified virtually with concerns about the proposal to relocate the O'Bryant School to West Roxbury.

Cheryl Buckman, South Boston resident, Dever School parent and member of BPS Families for Covid Safety (FamCosa), testified regarding climate change and the Green New Deal.

Ruby Reyes, Dorchester resident and BEJA executive director, testified with concerns about the proposal to relocate the school to West Roxbury.

Jayda Jones, not a Boston resident and member of Massachusetts Coalition for Health Equity, testified regarding school renovations to improve air quality and heating/cooling.

Mano Katsompenakis, Charlestown resident and BPS parent, testified with concerns about the exam school admissions policy.

ACTION ITEMS

Dr. Alkins said that he is looking forward to reviewing the forthcoming grant outcomes report.

Mr. Mehta requested clarity about Title I grant funding to support school site councils. The Superintendent explained that not all site council meetings have taken place yet.

Mr. O'Neill asked about the accuracy of the district's estimate of predicted state and federal grants vs. what the district received. Chief Financial Officer Nate Kuder briefly reviewed the data. He explained that the federal government allocates Title I funding to local districts based on census data. The MA Department of Elementary and Secondary Education then uses poverty data from the previous year to allocate funding to local districts. He said that BPS is consistent in terms of the year-to-year poverty count, therefore low-income students enrolling in the district early in the school year would not have a significant impact. Mr. Kuder explained that family liaison positions are funded on the general fund budget while some Title 1 funding is set aside for family engagement programs at the school level

Mr. Mehta asked how undocumented students are counted by the district. Mr. Kuder said that depending on the eligibility of the programs in which they are enrolled, undocumented students would not be counted. He said that when the poverty calculation method shifted a few years ago, a direct analysis did not find a strong correlation between schools that were serving high numbers of undocumented students and declines in the poverty rates.

Approved - The Committee approved by unanimous consent grants for approval totaling \$75,985,591.

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Ms. Robinson thanked the Superintendent's team for revising the admissions proposal for Madison Park Technical Vocational High School in response to the Committee's feedback.

Ms. Lima Barbosa asked for more information about the community process for the policy revision. Chief of Schools and Accountability Drew Echelson reviewed the district's engagement with students, families, school site council, alumni, and advocacy groups.

Mr. O'Neill asked about the district's efforts to reduce administrative assignments. The Superintendent said that together with the secondary superintendents, this year she will take a district-wide approach to reducing administrative assignments.

Ms. Polanco Garcia expressed support for the revised policy proposal. She asked how a lottery system would be implemented for Madison Park if needed. The Superintendent said that the school would use the district's lottery process, noting that the lottery would only be for BPS students.

Approved - On roll call, the Committee unanimously approved the Madison Park Technical Vocational High School Admissions Policy.

Ms. Robinson invited members to share final comments on the Superintendent's evaluation. Ms. Polanco Garcia said that BPS families will ultimately evaluate the superintendent's performance.

Dr. Alkins said that the district should utilize the tools it has developed more efficiently and inequities should be examined. He said that the Committee now needs to determine how student outcomes will be measured as part of the next Superintendent's evaluation for SY23-24.

Mr. O'Neill commended Dr. Alkins for the presentation he delivered at the August 30 Committee meeting. He thanked the Superintendent for her thoughtful self-evaluation and said he looks forward to developing Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) goals the coming year.

Ms. Robinson shared heartfelt remarks reflecting on the district's performance over the last several decades. She said that the superintendent alone cannot solve the district's persistent problems and called for shared responsibility across the city to support all students.

Approved - On roll call, the Committee unanimously approved the Superintendent's Summative SY22-23 Performance Evaluation and provided her with a final rating of proficient.

REPORT

Capital Planning Update - Chief of Capital Planning Delavern Stanislaus and the Mayor's Senior Advisor for Youth and Schools Rebecca Grainger presented an update on the district's long-term facilities plan.

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By the end of 2023, BPS will develop a long-term facilities plan to better deliver a high-quality education and student experience. The plan will provide the tools to transparently shift the physical footprint of the District; it will not be a full list of new builds, renovations, closures, or mergers.

The Green New Deal for BPS is about investing in facilities to support a high-quality student experience. BPS and the City held listening sessions in January, February and March, and had in-depth conversations with more than 500 students, families, educators, alumni, and community partners about their experience in BPS. The team conducted a survey last spring that reached more than 9,000 people.

Community priorities that were heard:

- Consistent, high-quality academic programs, including for students with disabilities and multilingual learners with and without disabilities
- Mental health and social-emotional support
- Increased support for teachers and staff
- Maintenance of school facilities
- Access to indoor spaces to support a rich student experience, such as art rooms and science labs
- Outdoor spaces for learning, play, and sports
- Indoor environmental conditions
- Bullying and violence prevention
- School assignment process
- Involvement of students, families, and staff in BPS decision-making
- Technical training and career pathways
- Before-and after-school programming
- Safe, reliable transportation
- Inclusive education
- Training and support for educators to serve students with disabilities

The community's properties are directly shaping the work.

1. Educational specifications: educational models for new or renovated buildings
2. Design standards: technical requirements for building systems, furniture, materials, and other elements of facilities
3. Decision-making rubric: clear, transparent, data-driven tool to guide investments in school facilities

Together, these tools will help the district move transparently and with urgency to shift the physical footprint of BPS.

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The Decision-Making Rubric will guide decisions on where the district invests resources in facilities to support making the BPS high-quality student experience a district-wide reality.

Steps to building the rubric:

STEP 1: Define the BPS high-quality student experience

STEP 2: Assess our ability to support that experience, now and in the future

STEP 3: Prioritize where, when, and how we invest taking into consideration historical context, neighborhood assets, equitable student and family access, and neighborhood opportunities.

The rubric will guide new proposals starting in 2024, including new builds, renovations, expansions, reconfigurations, mergers, closures, and new partnerships or resources.

The presenters announced that the Green New Deal Open House, which had been planned for Saturday, September 16 at the Bolling Building, had been canceled due to the threat of inclement weather. The Green New Deal team plans to hold workshops on the decision-making rubric this fall, followed by a potential School Committee vote in November or December. BPS plans to release its long-term facilities plan by the end of the calendar year. In 2023, the district will incorporate new projects and proposals into the FY25 Capital Budget and School Year 2024-25 planning.

Ms. Lima Barbosa asked about the Green New Deal's community engagement process and encouraged the team to utilize existing groups and meetings. Ms. Stanislaus agreed with the approach and noted that multiple city agencies are collaborating to support the Green New Deal.

Ms. Polanco Garcia requested more information about the demographics of the 9,000 respondents to the facilities survey. Ms. Grainger referred to the slide deck, which stated that nearly fifty percent of respondents were family or caregivers. Ms. Polanco Garcia expressed concern that many families did not participate in the survey and that their voices are not being heard. Ms. Stanislaus said that the survey was sent to BPS families and that flyers were posted at community-based organizations, public housing communities and schools. She said that the team will need to continue diversifying engagement methods so that more families will get involved. changing out methods to get more families involved.

Dr. Alkins asked how the rubric connects with the proposal to move the O'Bryant School to West Roxbury. Ms. Stanislaus said that workshops have been scheduled with the community this fall to incorporate community feedback into the rubric prior to a School Committee vote. Ms. Grainger said that the rubric won't be applied to current projects or proposals. She spoke about the district as an ecosystem and the importance of making equitable decisions more transparently.

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Mr. O'Neill asked for a vision of how the rubric might look. Ms. Grainger said that the team needs to identify the gap between what is currently happening vs. the potential while considering the history of the area and the city as an ecosystem. She said that the rubric will serve as a tool to guide investments.

Ms. Robinson expressed concern that the decision-making rubric may be too complicated for families to easily understand, adding that families are often most concerned about the immediate impact of decisions concerning their child's school. She asked when families can expect to learn more about what this process means for them. Ms. Grainger said that the long-term facilities plan released in December will consist of three core pieces: education specifications, design specifications, and the decision-making rubric. The plan will lay the foundation for setting the investments and priorities so the team can continue to engage and make specific recommendations starting in 2024. Ms. Robinson called for simplicity and urgency.

PUBLIC COMMENT ON REPORTS

None.

NEW BUSINESS

None.

ADJOURN

Approved - At approximately 9:35 p.m. the Committee approved a motion to adjourn to the meeting by unanimous consent.

Attest:



Elizabeth Sullivan
Executive Secretary