BCS Board of Director - Meeting Minutes

Brooke High School, 7 Elkins Street, Boston - September 7, 2016

In attendance: Alex Finkelstein, Joanna Jacobson, Lauren Kushman, Charles Ledley, Scott Oran, Jon Clark (ex officio), Kimberly Steadman (ex officio). Also in attendance: Devita McConnell, Trevor Rozier-Byrd, Thomas O’Rourke, Richard Albert, Adam Foss, Andrew Locke, Zach Sokoloff, Angela Callado Kiley, Rachel Kohn, Yvette Philips, and M. Scott Knox

1. Scott O. opened the meeting and asked for public comments. None.

2. Following, Scott O. led introductions of BCS Board of Directors, BCS Board of Ambassadors, and staff members present.

3. Scott O. called for motion to approve the May 2016 Board Minutes. Unanimous approval.

4. Given the early departure of Tom O’Rourke and the meeting time running ahead of schedule, Scott O. asked to move board nominations ahead in the agenda. Scott O. shared that the Governance Committee has met with each of the prospective board members Devita McConnell, Trevor Rozier-Byrd, and Thomas O’Rourke. Scott O. asked for a motion to approve the three individuals in nomination. Unanimous approval.

5. Brooke High School Tour: Jon and Kimberly led two small groups through Brooke High’s temporary space to see instruction and the school facility.

6. Committee updates: Jon shared context on Brooke’s “consent agenda” format for those who were attending a BCS Board meeting for the first time.

   A. Facilities Update:
      a. Bob Baldwin has been Brooke’s facility consultant for the last several years. Jon and Bob highlighted the desirability of the parcel on American Legion Highway: affordable, in the geographic heart of the city, and there advantages of being next to Brooke Mattapan space
         a. Shared athletic space (practice as well as possible installation of a regulation field space)
         b. Building would allow for full high school enrollment (600) and an 8th grade academy (180) to help with transition to high school and to accommodate the space issues at the three K-8 campuses.
         c. Working with architect to cost model
         d. Community advisory meeting and Russell Holmes is enthusiastic about the project
         e. Approve P&S and approve
      b. Alex F. asked about who we are buying the property from. Jon shared that it is from an organization called New Boston. Lauren K. asked which Brooke entity is actually buying the land. Jon answered the foundation technically.
      c. Bob B. reviewed some project milestones:
         a. Ideally, we want to be in construction by the end of next April
b. In November we should have a blueprint and a cost estimate and approve the budget and risk analysis
c. Feb. financing terms to review
d. Finalizing things in April/May
e. Critical component is the design—architect was selected for us last week and then will review design timeline
d. Devita asked about physical expansion of other Brooke schools. Jon shared no because we’re proposing to move the 8th grade over which will provide additional space for our K-7 grade-levels.
e. Scott O. asked for a vote for P&S. Unanimous approval.
f. Scott O. asked for a vote to hire Construction Manager at-risk. Unanimous approval.

B. Development Update
a. Scott K. shared updates – SGP, Barr, Boston Schools Found. And ongoing discussions with Smith Family Foundation.
b. SGP Match-$750,000—looking to Board of Directors and Board of Ambassadors to help increase new donors. Scott K’s goal is to meet 1:1 with folks to share how you can get involved

C. Finance Update
a. Yvette shared that the FY16 audit was just completed.
b. Joanna asked what Yvette what keeps you up at night. Yvette shared: getting a handle of cash flow – it’s not a problem, but just want to better identify month-to-month needs.
c. Devita asked about why Roslindale has higher expenses than East Boston for example. Yvette shared that the network staff are a part of the Roslindale budget and it is an older building + more veteran teachers.

7. Scott O. adjourned the meeting and highlighted the next meeting in November.
# Finance Committee of the Board of Trustees

**Meeting**
Tuesday, October 25, 2016  
9:30 a.m. – 11:30 a.m.  
Brooke Charter School Roslindale  
190 Cummins Highway, Boston, MA 02131  
Conference Line: (641) 715-3395 Access Code: 445876#

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<th>I.</th>
<th>Call Meeting to Order</th>
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<th>II.</th>
<th>Presentation of FY16 Audit</th>
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<td>Alexander, Aronson, &amp; Finning – AAF (Auditors)</td>
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<th>III.</th>
<th>Questions/Discussion</th>
<th>10:30 a.m. – 10:45 a.m.</th>
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<th>Consideration for Approval</th>
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<th>V.</th>
<th>Approval of Minutes (May 13, 2016 Meeting)</th>
<th>11:00 a.m. – 11:05 a.m.</th>
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<th>Review of FY16 Q1</th>
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<th>New Business</th>
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| Review of SY16-17 Meeting Schedule  
(Time Permitting)  
BHS Project and Debt Plan Update  
Finance Committee Members and BCS Staff |

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<th>VIII</th>
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**Board of Trustees**  
Scott Oran, Chair  
LaRoy Brantley, Treasurer  
Alex Finkelstein  
Joanna Jacobson  
Lauren Kushman  
Charles H. Ledley  
Jon Clark, ex officio  
Kimberly Steadman, ex officio

**Co-Directors, Brooke Charter Schools**  
Jon Clark  
Kimberly Steadman

**Principal, Brooke Roslindale**  
Meghan Parquette

**Principal, Brooke Mattapan**  
Abigail Waldman

**Principal, Brooke East Boston**  
Molly Cole

**Principal, Brooke High School**  
Kimberly Steadman
Finance Committee of Board of Trustees
Meeting Minutes

I. Attendees: LaRoy Brantley (chair), Hilary Berkman (Cmte. Member), Jon Clark (Member Ex-Officio), Thomas O’Rourke (Cmte. Member), Yvette Philip (staff)

II. Topics of Discussed:

a. Presentation by Alexander, Aronson, & Finning – AAF (Auditors) on the FY16 Brooke Audit
b. Finance Committee Approval of the FY16 Audit
c. Approval of Minutes (May 13, 2016 Meeting)
d. Review of the FY17 Q1 Financials
e. Planning FY17 Finance Committee Meetings
1. Scott O. opened the meeting and asked for public comments. None.
2. Scott O. called for motion to approve the September 2016 Board Meeting Minutes. Joanna Moved/Charlie seconded
3. Committee Updates
   A. Development Update:
      a. Scott K. shared overview of the Brooke High School campaign and money raised to date.
      b. Scott O. reinforced that despite the vote on Question 2 that we were lucky enough to get the seats so we need supporters now more than ever and shared additional ideas for fundraising:
         1. Thinking about our own giving: a multi-year pledge to honor the founding high school class
         2. Top three list—identify your top three people to connect with Jon and Scott K.
         3. Small group gatherings to introduce individual contacts to Brooke
      c. Joanna J. asked a question and encouraged an expansion of the funding pyramid, specifically the bottom of the pyramid ($1,000, 5,000, and 10,000 gifts)
      d. Scott K. shared that we will continue to add to the list in order to identify more people who can give at the $1, 5k, 10K amounts
   B. Finance/FY16 Audit:
      a. LaRoy B. shared broad overview of the results of the audit
      b. Jon C. shared that Brooke continues to be very strong financially and that the high school is going to stretch us because:
         1. The proposed facility is the most expensive facility to date for Brooke
         2. High schools are more expensive than elementary or middle school buildings
         3. We have to add in start-up costs
      c. Jon shared how much money we can put into a deal as of now:
         1. We have $9+ million that we can put into a deal now, for us to be comfortably financially we need to ask how many months do we need to have on reserve
         2. We will front the money and invest it in the facility deal
         3. We have generated a dividend and we think it should go into staff compensation that will be best to retain our strongest people
         4. There is also a capital reserve fund that we will need as well
      d. Lauren K. asked if we had a copy of the audit. Jon confirmed that he will share digital copies after the meeting.
C. High School Facility Update:
   a. Jon shared photos of the building for what has been drafted currently and outlined that there are two votes up for approval:
      • Contractor arrangement
      • The project of approx. $40 million and be 95,000 sq. ft
   b. Jon shared that they are considering creating an 8th grade academy within the new high school facility. The other option they considered but decided against was developing an addition in all three of the campuses
   c. Jon shared that Kimberly has talked with principals about the pros and cons of moving the 8th graders (pro: leadership opportunity for staff, more manageable size for k-7),
   d. Lauren K. asked if there were any other stand along 8th grade models that Brooke had looked in to. Jon confirmed that were only a few models across the country.
   e. Devita M. asked if enrolled students were going to be allowed to transfer between the schools. Jon answered that they need to figure out a way to do that equitably and transparently.
   f. Katie L. shared that a few schools have created 9th grade academies and the research has been positive.
   g. Jon shared that construction of the high school facility would ideally begin in May and be done in 2018.
   h. Jon reviewed resolutions to be voted on
   i. LaRoy B. asked if CM was at risk. Jon explained that it is the same financial model that was used in the past for the other buildings.
   j. LaRoy B. asked if there was a bidding process for the contractor. Jon confirmed that there is a bidding process for the general contractor and they in turn identify all the individual workers.
   k. LaRoy B. asked if we had to select the lowest bidder. Katie L. responded that we did not have to select the lowest bidder, the bid would be selected based on the prospect of qualifications.
   l. Jon reviewed the two proposals to be voted on for the facilities project to move forward
   m. Tom O. asked how much will be financed with debt. Jon shared that they are not sure yet of the amount due to multiple variables however Boston Private will fold this debt into our current debt.
   n. Devita M. asked what would happen if the cost of the facility exceeded the development budget of $40 million. Jon answered that the cost of the facility can fluctuate slightly.
   o. Scott O. asked for a motion to vote on the resolutions.
   p. Charlie L./Tom O. second motion

D. Vote on enrollment policy
a. Jon introduced the second item for approval:
   • Brooke has teamed up with other charter schools to create a common application for all charters
   • One application allows families to apply to multiple charters. If they apply to Brooke they have to share preference for campus location.
   • Adopting one common application requires some changes to our enrollment policy but nothing substantive—overall the process makes it easier on families
b. LaRoy B. asked if any charter schools opted out of the common application. Jon confirmed that yes, Bridge Boston did because they want to target a very specific student population (homeless, special needs students, students that have experienced high amounts of trauma)
c. Lauren K. asked if each charter network or school is still running their own student lottery. Jon confirmed that yes all schools were still running their own lotteries.
d. Charlie L. asked if we would ever consider an opt out lottery. Jon shared that he would be against it and currently we do not have the legislation to support that policy.
e. Scott O. called for a vote on the common enrollment application. It was unanimously supported.

e. Strategic Question, 11/8 Ballot Results
   a. Scott O. transitioned to the discussion of the strategic question: 11/8 ballot results and growth.
   b. Jon shared that Brooke should be more of a community based movement and school and to date we haven’t done a good job of putting ourselves out there. Jon emphasized that building ties with community also impacts our staffing and that we are prioritizing recruiting teachers of color that are from our communities. He also share that Brooke families want to see our commitment to better reflecting the communities we serve.
   c. Trevor: Jon and Scott attended the Mass Black Lawyers Association, Scott and Jon came in and attended the meeting to talk through question 2,
   d. Trevor shared that there needs to be a community development proponent to this movement and the leaders of this movement should be those that are most directly impacted by educational inequity. He also emphasized the importance of partnering with the community to achieve our goals.
   e. Jon agreed that we need to have our parents be the leaders and voices to this movement and we have a lot of work to do in this area which is a real opportunity for the organization.
   f. Lauren K. shared that her impression was that there was a lot of distrust towards the state because local communities wanted a say on whether a charter would open in their district or community.
g. Charlie L. shared that other charter leaders have turned out thousands of parents that have in turn put pressure on elected officials, but we don’t have that advantage. He suggested that we think about having a set of broad community leaders (clergy men, boys and girls club annual dinner, community leaders) invested in this work, it doesn’t necessarily have to look like turning out thousands of parents.

h. Devita M. shared that we also need to show families that we care about them beyond the academic school year. She highlighted that MATCH charter schools have created a role focused on connecting their students to summer enrichment opportunities.

i. Jon thanked everyone that poured themselves into this campaign and reinforced Brooke’s commitment to improving for the students and the communities we serve.

F. Closing Items:
   a. Scott O. adjourned meeting
## Finance Committee of the Board of Trustees

**Meeting**  
Friday, January 27, 2017  
8:30 a.m. – 10:00 a.m.  
125 High Street, Boston, MA 02110

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| **1.** | **Call Meeting to Order**  
LaRoy Brantley, Treasurer | 8:30 a.m. |
| **2.** | **Review of FY 17 Q2**  
Finance Committee Members and BCS Staff | 8:30 a.m. – 8:50 a.m. |
| **3.** | **Brooke High School Project & Financing**  
Finance Committee Members and BCS Staff | 8:50 a.m. – 9:20 a.m. |
| **4.** | **FY18 Budget Schedule**  
Finance Committee Members and BCS Staff | 9:20 a.m. – 9:40 a.m. |
| **5.** | **Fiscal Policies and Procedures Update Project**  
**Fixed Asset Capitalization - Discussion**  
**New Business**  
Finance Committee Members and BCS Staff | 9:40 a.m. – 10:00 a.m. |
| **6.** | **Adjourn** | 10:00 a.m. |
Finance Committee of Board of Trustees  
Meeting Minutes

I. Attendees: Hilary Berkman (Cmte. Member), Jon Clark (Member Ex-Officio), Yvette Philip (staff)

II. Topics of Discussed:

a. Review of the FY17 Q2  
b. Brooke High School Project Progress  
c. FY18 Brooke Annual Budget timeline  
d. Fixed Asset Capitalization change from $1,500 to higher amount: property with a useful life of more than one year, and a unit/project acquisition cost of $10,000 or more
In attendance: Joanna Jacobson, Lauren Kushman, Scott Oran, Jon Clark (ex oficio), Kimberly Steadman (ex oficio), Trevor Rozier-Byrd, Thomas O’Rourke, LaRoy Brantley. Also in attendance: Angela Callado Kiley, Katie Luscomb, Yvette Philip, M. Scott Knox, Larry Spang, Bob Baldwin, Jonathan Garland, Rachel Kohn.

Opening Items

1. Scott O. opened public meeting, introduced trustees present and asked for public comment. No public comment was received.

2. Approve November Board Meeting
   a. Scott O. suggested edits for the November meeting notes
   b. Called to approve the November meeting, motion from LaRoy B. and Tom O.

3. New Updates
   a. Jon and Kimberly shared new staffing updates: Katie Megrian was announced as the new High School Principal and Scott Knox as the new Chief People Officer. Brooke will post for a Director of Development in the spring.
   b. Scott O. asked if Katie Megrian’s position would be backfilled. Kimberly S. responded no.

Committee Reports:

A. Development
   a. Scott K. thanked everyone who contributed to the annual end of year appeal. The organization raised $180,000 compared with $94,000 the previous year.
   b. Thanked various board members for their four year pledges to Brooke High and shared that the biggest focus was going to be identifying individual donors.
   c. Scott K. shared a shout out for Alex F. for his introductions and “friend-raising” for Brooke.
   d. Scott O. shared that he, Scott K. and Jon were planning to host a breakfast at Brooke East Boston next month to introduce potential donors to Brooke.
   e. Scott K. acknowledged Angela K. for her leadership on the 8th grade Book Club and Trevor R. and Tom O. for their collaboration on the event.

B. Finance
   a. Yvette P. shared that the Finance committee met on Jan. 27th
   b. Yvette P. shared that the finance office has started the budgeting process for the three K-8 schools and will begin the process for the high school in March.
c. Scott O. asked if Brooke was on budget for the FY16-17 year. Yvette P. shared that overall Brooke is currently under budget.

**High School Facility Presentation**

a. Jon C. thanked ArrowStreet for attending and shared that the goal for today was to approve the term sheet with the lender and to outline the total project cost.

b. Larry shared that the project started back in Sept and that Brooke has been communicating with the City of Boston throughout the process and anticipates having the last meeting in early March. After the final meeting Brooke will open the contract up for bidding.

c. Jonathan from ArrowStreet shared about the features of the new building including landscaping, bus routes, pedestrian walkways, public access. He shared that that the final design includes a four story building, a two story auditorium and a two story gymnasium. Brooke High will be approximately 93,000 sq. feet. and include science labs, robotics/computer science labs, an 8th Grade academy wing, and other components.

d. LaRoy B. asked what part of the building is contingent on cost. Jon clarified that it was the auditorium but he is now confident that Brooke can include the auditorium as part of the project.

e. Jonathan continued that there will be staff parking, one way in and one way out, the parking lot will be off of East Main St

f. Jon C. and Kimberly S. shared that there will 55 parking spots available for staff and students.

g. Jonathan shared that there are some public parking spots but they are not specifically designated for Brooke staff and students

h. The ArrowStreet staff shared that they are continuing to study color tones and other materials beyond brick for the external part of the building.

i. Trevor R. asked if there were still plans to have sports field in the back part of the lot. Jon shared that in the long term yes, but not right now, the field space is at a premium and we decided to move that from this project because of cost and complication and we have talked with Lena Park, Chair of Board and he is receptive to considering building the field in the future.

j. LaRoy asked if Brooke was going to open up the gym and future fields to the surrounding community and neighbors. Jon shared that he believes the auditorium and gymnasium are the biggest assets for the community and they will be talking with Lena Park to identify opportunities to open the space up to the community. There will be two separate entrances of the buildings to make it an option.

k. Scott O. shared about the relationship and history between Lena Park and Brooke.

l. Scott O. directed the conversation to the budget and schedule of the project.

m. Bob B. shared more about the timeline and budget
   
   a. We are aiming for a summer 2018 completion and we are currently on schedule
   
   b. It is a tight schedule and we are allocating 14-15 months for construction
i. We have a good site, demolition is not needed

ii. Contractor is 2nd largest biggest construction firm in Boston outside of Suffolk Construction

c. Bob B. reviewed the projected project milestones:

i. The Board of the Boston redevelopment authority will vote on approving the project on March 16.

ii. Early April we will get our design and foundations bid package out

iii. In mid-May all of our zoning will be finalized and contractor on site doing site work that does not require a building permit

iv. By Aug. 1 we anticipate receiving the building permit in for the rest of the project

v. Project financing closed by first half of August

d. Trevor R. asked what happens if we don’t make the timeline. Kimberly responded that Brooke would consider a one-time calendar shift for the start of the school year and/or contingency in short-term rental space if need-be.

e. Laroy B. asked what elements could cause a delay in the project. Bob B. shared that the only potential issue would be the weather though acknowledged other construction related risks exist.

1. Project Budget

a. Jon C. shared that total estimated project cost is $43.5 million for Brooke High and $3 million for renovations for Brooke Roslindale. Brooke Roslindale will undergo renovations to make all floors of the building ADA accessible

b. Annual Costs will increase over the next three year

i. In the past we paid off our biggest debt and under this scenario our annual debt payments would increase to 2.6-3.1 million dollars.

ii. These increased debt costs are within our operating budget constraints but it is still more expensive than what we would like to spend on facilities so fundraising will be important to reduce debt costs Boston Private will likely finance the debt but we would also need to take $11.5 million from a 2nd mortgage at 6-7% and it will be more expensive—our target will be to pay down that debt as quickly as possible through philanthropic fundraising.

iii. Scott K. and Jon shared that they have been actively fundraising to offset that cost and will continue to do so

iv. Tom O. asked in terms of the $10 million contribution by Brooke in this plan was that a place holder? How do you think about the cash component? Jon: The $10 million is combined reserves and fundraised to date
v. Jon C. shared that if and when Brooke can pay that off our annual debt payment would go down by $1 million.

vi. Jon C. shared that Yvette P. has done tremendous work on our long term financial model.

vii. Jon C. distributed a resolution to authorize a term sheet—not asking to close on the final financing but to allow Brooke to negotiate with our lender.

viii. Scott O. asks for a motion, unanimous approval.

ix. Jon C. shared that at our next meeting in March we will need another vote, and we will have a resolution to close on the land acquisition.

Other:

Scott O. reminded everyone that the board retreat would be held on March 29 and that the location was yet to be determined.

Closing Items:

With no further questions or comments, the meeting was adjourned.
BCS Board of Director - Meeting Minutes

Merengue Restaurant, 160 Blue Hill Avenue, Roxbury – March 29, 2017

In attendance: LaRoy Brantley, Alex Finkelstein, Joanna Jacobson, Lauren Kushman, Charles Ledley, Scott Oran (via telephone), Devita McConnell, Trevor Rozier-Byrd, Thomas O’Rourke, Jon Clark (ex officio), Kimberly Steadman (ex officio). Also in attendance: Bart Bussink, Angela Callado Kiley, Yvette Philip, and M. Scott Knox.

1. Opening Items
   a. Jon C. calls meeting to order
   b. Welcome Bart B.

2. Committee Updates
   a. Facilities
      i. Jon C. shared that the Brooke High design is complete and that Yvette has been managing the financing of the project and we have received the preliminary cost. Jon also thanked Scott Oran for supporting the design and efficiency of the cost of the building. Kimberly S. shared that she is thrilled with the design of the building.
      ii. Jon C. asked for a motion on the resolutions presented. Jon calls the vote, motion to approve—Charlie, Tom-seconds—unanimous support/in favor.
   b. Development
      i. Scott K. shared that we have had great momentum with institutions and we will be prioritizing individual relationships with the goal of keeping people invested in Brooke and introducing new friends to our work.
      ii. Scott K. thanked Scott O. for hosting a breakfast at East Boston and Joanna for her interest in organizing a small breakfast meeting later this spring.
      iii. Devita M. asked if the high school will have accessible community space and Jon shared that the building will have an auditorium that can be used by community members.
      iv. Jon C. asked if there were any questions regarding the Brooke High Project. Joanna asked how much funding we need to raise and Jon shared that we need to raise $10 million which includes renovations at the Brooke Roslindale campus.
      v. Bart B. asked when we were planning on breaking ground and Jon answered in mid to late May. Alex F. asked about the anticipated completion date and Jon shared that we are hoping for August of 2018.
      vi. Scott K. shared that we have launched the search for a Director of Development and will have an update in May. Alex F. asked if we were working with a search firm and Jon shared that we will be looking at working with a few search firms: On Ramp, Koya, etc.

3. Summary of Board Self-Evaluation & Discussion
   a. Lauren K. shared a broad overview of the recent board self-evaluation: there is strong alignment on the role of the board; there is some uncertainty over whether there is more we should be doing, individually or collectively, to better support Brooke; there are many questions over where to from here / what is the strategic direction after Q2, and what can the board do to be supportive; there was also feedback for: more robust committee activity, deeper engagement in meetings, more relationships amongst board members, touchpoints between meetings, and a focus on better community connections.
   b. Trevor R. shared that an area of growth for the organization is to develop stronger ties with the communities we serve—we should be a leader in engaging the community—and addressing the huge gap between the people that voted no and the people that voted yes on question 2. Alex F. asked what are 2-3 things Brooke should be doing more of in regards to community engagement. Devita M. shared that we could do more to serve our low
income families by offering wrap around services and making it clear that as a school we care about the community and that we are a part of the community. Devita also shared that we should look into how we can open the school buildings up to community organizations after school and during the summer.

c. Alex F. and Tom O. shared that they would like Brooke to develop a 5-10 year vision and strategic plan and then share how the board can be helpful in meeting those objectives.

d. Joanna J. shared that the most effective boards have people that lean in and do work and suggested that as Brooke onboards more board members with community ties they can help in developing a community engagement plan.

e. Devita M. asked what usually happens after taking Board self-assessments. She shared that her strength is community related. Devita asked if community members in Mattapan were aware that the high school was being built. Jon C. answered that Brooke hosted a community meeting, and that they have been flyering and knocking on neighbor’s doors to share details about the high school project.

4. Discussion of Brooke’s Strategic Priorities

a. Jon shared a summary of instructional and non-instructional strategic priorities distributed ahead of time to the board of directors.

b. Tom O. asked what tangible things Brooke could do to build community connections. Jon shared we can better reflect the communities we serve through our recruitment and hiring process and build community ties with board members. Alex F. asked if Brooke currently had a community engagement director. Jon shared that we do not have a community engagement director.

c. Lauren K. asked what we think it will take to hire the next leader of color. Kimberly S. shared that our 8th grade academy principal will be the first leader of color. Jon C. shared that they received a limited talent pool for the high school principal posting last year. Trevor R. asked if Brooke worked with search firms for that posting and Jon shared that they had received the advice to seek personal references and had chosen not to use search firms. Trevor R. asked what we can learn from that hiring experience.

d. Jon C. shared that our principals are homegrown—and we need to think through pipeline issues and how to attract, retain and develop leaders of color. Trevor asked what investments we need to make now as an organization in terms of diversity recruitment for leadership positions. Kimberly S. shared that the challenge Brooke is facing is that we are not growing and we have never had a principal leave—and our Assistant Principals are next in line if Principals transition out.

e. Charlie L. asked if the Brooke model could be scaled: could someone who is trained the Brooke way go to a different state and help start a school with “the DNA of Brooke”. Kimberly S. shared that Brooke’s strength is training teachers and they haven’t measured the impact of their teachers in different schools or as leaders of other schools.

f. Lauren K. asked about Brooke’s current plan to diversify the organization. Jon continued by sharing that the plan was to invest in the Associate Teacher pipeline to diversify the organization. Tom O. asked if Brooke could super charge that strategy. Jon C. answered that we needed a stronger pool of diverse AT candidates and then we need to strengthen the conversion rate to lead teachers. In addition, Jon shared our recruitment efforts will focus on increasing investments in pipeline partnerships like Generation Teach, and that Brooke is working with Bellweather consulting to learn more about what chart network peers are doing better than us to diversify their hiring pools.
g. Devita M. asked if Brooke knows why staff of color have transitioned from the organization? Brooke does not have a high attrition rate for lead teachers of color. Jon shared that Brooke wants to continue to work on developing a more inclusive culture in order to retain teachers of color.

h. Kimberly S. and Jon C. shared that Brooke’s biggest focus continues to be the quality of teaching. Joanna J. shared that there are charter networks all over the country that would pay for a cohort of strong instructional teachers. External networks could send their teachers to Brooke to be trained the Brooke way. She suggested that a teacher/leader residency could allow Brooke to innovate with teacher sabbaticals.

i. Jon C. shared that we want to continue to better serve our students and better partner with communities. Brooke is also committed to developing a strong high school model.

j. Alex F. asked if that means focusing on internal priorities for the next 3-5 years and then looking at opportunities to grow outside of Boston. Trevor R. responded if those two things have to be mutually exclusive—can you grow and work internally at the same time?

k. Bart B. shared that there are still critical things that need focusing on at the high school for the next few years. Kimberly S. shared that the daily feeling is that we are actively in a growth phase with the high school and we have limited space to think about anything else other than running a good high school but she would like to spend more time thinking about dissemination.

l. Charlie L. asked if there were any high school models in the country that are doing well. Kimberly S. shared that there are elements of successful high schools that they adopting.

m. Jon C. shared that Brooke is very interested in growth however the defeat of question 2 is an opportunity to internally improve our organization that would then position us for growth in the years to come.

n. Lauren K. shared that perhaps Brooke needs to spend time thinking about the investments that we need on the network side, and identify the goals that we have as an organization.

o. Tom O. and Bart B. asked if we had room in the budget for someone to develop a scalability strategy while Brooke is working on its internal goals. Jon C. answered no.

p. Jon C. affirmed Tom O. and Bart B., Brooke needs to develop a strategic plan for the next 3 years and Brooke also needs to ensure that board members are feeling meaningfully engaged and focus on deepening community ties and connections. Joanna J. agreed with Jon and also encouraged Brooke to set goals.

q. Jon C. closed the discussion by sharing that he and Kimberly S. have work to do to develop a strategic plan focused on strengthening the organization internally with the help of the board.

5. Closing Items
   a. Action items
   b. Next BCS board meeting, - May 24, 2017, 7:45 am, Brooke Mattapan
   c. Adjourn meeting
# Finance Committee of the Board of Trustees

**Meeting**  
Thursday, May 4, 2017  
8:30 a.m. – 10:00 a.m.  
200 Clarendon Street, Boston, MA 02116

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<th>Call Meeting to Order</th>
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<tr>
<td>1.</td>
<td>LaRoy Brantley, Treasurer</td>
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<tr>
<th></th>
<th>FY17 Q3 Financial Review</th>
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<tr>
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<th>Brooke High School Project &amp; Financing</th>
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<tr>
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<th>FY18 Budget Overview</th>
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<th>New Business</th>
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<td>January – FY18 Q2 Financials</td>
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<td>April – FY18 Q3 Financials, FY19 Budget Prep Discussion</td>
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<td>May – FY19 Budget Vote</td>
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<th>Adjourn</th>
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Finance Committee of Board of Trustees
Meeting Minutes

I. Attendees: Hilary Berkman (Cmte. Member), J Raymond Xi (Cmte. Member) Thomas O’Rourke (BCS Board Member) Jon Clark (Member Ex-Officio), Yvette Philip (staff)

II. Topics of Discussed:
   a. Review of the FY17 Q3
   b. Brooke High School Project Progress
   c. FY18 Budget Overview Memo
   d. Planning FY18 Finance Committee Meetings
BCS Board of Director - Meeting Minutes

Brooke Mattapan, 150 American Legion Highway – May 26, 2017

In attendance: LaRoy Brantley, Alex Finkelstein, Joanna Jacobson, Lauren Kushman, Scott Oran (via telephone), Devita McConnell, Trevor Rozier-Byrd, Jon Clark (ex officio), Kimberly Steadman (ex officio). Also in attendance: Angela Callado Kiley, Yvette Philip, Rachel Kohn, Sarah Holden, Alex Koenig, Katie Luscomb, and M. Scott Knox

1. Opening Items
   a. Jon C. calls meeting to order and asks for any public comments
   b. Angela records attendance & guests
   c. Jon C. calls for the approval of the February and March board meeting minutes. Motion to approve—Joanna J., Alex F.-seconds—unanimous support/in favor.

2. Consent Agenda: Development Updates
   a. Jon asked if there were any questions on the development report for Scott K.
   b. Scott K. shared that after interviewing three different search firms, Brooke has decided to work with Koya Partners to support the Director of Development/CDO search.

3. Alumni Update
   a. Sarah H. presented on alumni secondary and post-secondary outcomes
   b. Lauren K. asked how many of the 8th graders are enrolling into Brooke High. Kimberly S. shared that roughly 70% of the 8th graders have committed to Brooke High.
   c. LaRoy B. and Devita M. asked if most the students not enrolling in Brooke High were electing to enroll in the exam schools. Kimberly S. shared that students are enrolling in a mix of schools including exam schools and independent schools.
   d. Devita S. and LaRoy B. shared that they understand why families would elect to attend an exam school since Brooke is an unproven commodity and hopefully that will change over time. Kimberly S. shared that they held meetings with all of the 8th grade families at Brooke to show them the GPA and SAT data of students of color in exam schools.
   e. Jon C. we collect the approval from the families to stay in line with FIRPA
   f. Sarah H. we have strong collection rates from families close to 100%
   g. Alex F. asked if Brooke would backfill any 9th grade spots at BHS; Jon C. answered that Brooke is unable to backfill the spots because of enrollment limits.
   h. Joanna J. suggested that Brooke connect with Excel to learn more about their student retention plan when they opened their high school.
   i. LaRoy B. shared that Brooke seems to have a much more nurturing environment than other high schools.
   j. Devita M. suggested that one way to make the high school more attractive to younger Brooke students was to have the upperclassmen volunteer in the elementary classrooms and serve as mentors.
   k. Joanna J. asked what Brooke’s aspirations for graduation rates, college enrollment, and college persistence for the Brooke High students. She suggested that we need to measure our success and set benchmarks. Jon C. answered that we will circle back to that during our strategic plan agenda point.
   l. Alex F. asked about our data collection process and if in the future we could spend more time discussing our alumni college success outcomes. Sarah H. shared that they collect data throughout the year. Jon C. shared that we can dedicate one of our future board meeting to just alumni data.
4. **FY17 Budget Presentation**
   a. Jon C. shared shout outs for Yvette P. for leading the project management of the budget presentation and members of the Finance Committee. Specifically, he highlighted Ray Xi, Tom O’Rourke, LaRoy B. and Hillary B. for asking great questions and pushing our thinking. LaRoy B. affirmed the shout out for Yvette—“Yvette really presented the ideas in a clear way and was open to constructive feedback”.
   b. Yvette P. shared a quick update regarding the budget and then opened it up to Q&A.
   c. Lauren K. had a question about the Brooke Rosslindale salaries—is that a preview of what’s to come as staff becomes more experienced as the teaching population becomes more experienced? Yvette P. answered that one of our goals is sustainability for years to come in terms of enrollment and salaries, and the org is looking forward to completing a long-term budgeting project.
   d. Jon C. shared that a sustainable and competitive salary structure is one of the strategic priorities.
   e. Jon C. shared that we need a motion to approve the budget. Lauren K. motioned, Joanna J. seconded, all in favor.

5. **Update on Brooke’s Strategic Planning Process**
   a. Jon C. shared that Brooke wants to hold ourselves accountable by creating a multi-year plan by the end of calendar year with annual benchmarks. Jon C. asked if it felt reasonable to the board to spend the next 5-6 months drafting a strategic plan. Alex F. answered yes. Jon C. shared that within the identified priorities Brooke would set goals and present a more detailed plan to reach those goals.
   b. Kimberly S. shared that in regards to college persistence she wants to create reasonable short term goals but then for other metrics we will need 9 years.
   c. LaRoy B. noted that one of the priorities was to transform Brooke into a top destination for talent of color—he asked if there was a goal for attracting not just people of color but males of color as well. He asked if Brooke had direct recruitment goals? Kimberly S. shared that no, Brooke does not have recruitment goals and we have not done an intersection of gender and race but we can work on that. Jon C. shared that part of the analysis that Brooke will present won’t just be about staff it will also be about leadership and we need to impact at all levels.
   d. Lauren K. asked about the strategic planning process. Specifically, how the leadership team was going to engage staff and the board in creating goals. Jon C. answered that there will be working groups that will be responsible for the work. Jon C. shared that as the working groups develop plans and benchmarks it will be shared with the board for feedback.
   e. Joanna J. encouraged the leadership team to further define the strategic priorities, ask the four working committees to define the goals and then bring the goals to the board to review.
   f. Trevor R. and Joanna J. asked if community and family engagement would be a separate strategic priority. Jon C. shared that the high level goals are to have clearer communications with families and increase opportunities for engagement.
   g. Lauren K. shared that she would be excited to think outside the box in regards to college persistence. Potentially Brooke should explore involving external partners or strengthening family engagement. She suggested that Brooke consider college persistence approaches beyond what peer institutions are using, strategies may be riskier but could yield results. Alex F. asked if Brooke students feel discouraged to apply to schools that seem expensive but are not aware of the financial aid. Sarah H. shared that does not seem to be a barrier for our alumni.
   h. Lauren K. shared that she would be interested in hearing feedback from families, students, alumni and other key stakeholders throughout the strategic planning process.
i. Jon C. thanked everyone for the feedback.

6. Board Officers, Terms, and Prospects
   a. Board Officers for 2017-2018
      i. Jon C. shared that no members of the board were stepping down. He then shared that Scott O. has agreed to stay on as the board chair and LaRoy B. as treasurer.
      ii. Looking ahead, Jon C. shared that in the fall Brooke is interested in bringing 2-3 board prospects to meet with the Governance Committee.
      iii. Scott O called for the approval of the board leadership, Joanna J. motions, Trevor seconds—unanimous/full support.

7. Board Business
   a. Review Board Member DESE Compliance items
      i. Scott O. everyone should have received an email from the state to complete their conflict of interest training and financial disclosure form. He asked that once members complete both items that they email Angela C. Kiley both forms.
   b. Review 2017-2018 board meeting dates and strategic questions/topics
      i. Jon C. shared the outline of the ’17-’18 Board meeting dates and strategic questions.
      ii. He shared that for the first meeting the Brooke would like to bring in Aaliyah El-Amin to do a board training on Diversity, Equity, and Inclusion.
      iii. Jon C. shared that it would make sense to share portions of the strategic plan throughout the year, and invite in external guests to participate, where appropriate.
   c. Brooke High School Facility Vote
      i. Jon C. walked through the facility vote resolution and call for vote. Alex F. motions to approve, Lauren K. seconds—unanimous / all in favor.
   d. Co-Director Review
      i. The board conducted the annual co-director performance review.

8. Closing Items
   a. Action items
   b. Next BCS board meeting
   c. Adjourn meeting
## Finance Committee of the Board of Trustees

### Meeting
Thursday, May 19, 2017
8:30 a.m. – 10:00 a.m.
200 Clarendon Street, Boston, MA 02116
Network - Conference Line #1 (641) 715-3200 Access Code: 445876#

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| 1. | **Call Meeting to Order**  
LaRoy Brantley, Treasurer | 8:30 a.m. |
| 2. | **Consideration for FY18 Budget Overview**  
Finance Committee Members and BCS Staff | 8:30 a.m. – 9:15 a.m. |
| 3. | **Brooke High School Project & Financing**  
Finance Committee Members and BCS Staff  
Dwight Berg, Longer Term Debt Consultant via Phone | 9:15 a.m. – 9:45 a.m. |
| 4. | **Admin**  
Setting Tentative Meeting Dates for FY18  
• October, week of 16th – FY17 Audit Presentation; FY18 Q1 Financials  
• January, week of 22nd – FY18 Q2 Financials, and Forecast  
• April, week of 23rd – FY18 Q3 Financials, FY19 Budget Prep Discussion  
• May, week of 7th – FY19 Budget Vote | 9:45 a.m. – 10:00 a.m. |
| 5. | **Adjourn** | 10:00 a.m. |
I. Attendees: LaRoy Brantley (Chair), Hilary Berkman (Cmte. Member), J Raymond Xi (Cmte. Member) Thomas O’Rourke (BCS Board Member) Jon Clark (Member Ex-Officio), Yvette Philip (staff); Dwight Berg (Guest)

II. Topics of Discussed:

a. FY18 Budget Finance Committee vote for consideration for the full board
b. Brooke High School Project
c. Dwight Berge of Public Economics, Inc. – Brooke’s Financial Debt Consultant spoke with the committee via phone about the BHS Financing options
d. Planning FY18 Finance Committee Meetings
## Facilities Committee of the Brooke Board of Trustees

Wednesday, September 7th, 8 AM
Brooke High School
7 Elkins St., South Boston, MA 02127

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<td>2.</td>
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<td>3.</td>
<td>Financing update (broad)</td>
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<td>4.</td>
<td>Board Vote on CM@R today</td>
<td>8:50</td>
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### Facility Committee
9.7.2016 Minutes

1. Scott Oran calls meeting to order
   a. In attendance
      i. Scott Oran (board chair)
      ii. Jon Clark (Co-Director)
      iii. Scott Knox (Chief Development Officer)
      iv. Bob Baldwin (Facility consultant and project manager)

2. P&S Amendment Update
   a. Clark shares that seller has agreed to include the secondary parcel considered in the agreement on the same terms (price per square foot) as the rest of the property and to advocate for release of the property under the terms of the original Olmstead-Green agreement. Release of the approval requires authorization by the Boston Hospital Citizens Advisory Committee.
   b. Oran asks if board will vote on amended P&S today. Clark confirms.

3. Design Discussion
   a. Clark shares that Arrowstreet has been chosen as the project architect by the Designer Selection Board. Notes that Arrowstreet was also the architect for the 150 American Legion HWY project (Brooke Mattapan). STV-DPM was previously chosen as the Owner’s Project Manager at the advice of Bob Baldwin, the school’s permanent facility project manager and consultant.
   b. Baldwin shares that STV-DPM had done some preliminary site work analysis with the school with an in-house architect. That work suggests an overall design of approximately 80,000 square feet (including 8th grade academy), including an auditorium and gymnasium, in addition to on site parking. All of that work sent to Arrowstreet. Oran asks if Arrowstreet’s
design will assume the addition of the parcel in the P&S amendment. Baldwin confirms. Initial meetings with Arrowstreet to begin in near future.

4. Financing
   a. Clark reminds group that school has engaged Dwight Berg as financing consultant (Berg was also hired by school to advise on financing in previous three permanent facility projects). Preliminary report from Dwight is that Boston Private is very likely to be the senior lender on the project, given that it holds the existing debt on the other three Brooke properties. Also, even with a $10 million equity contribution from the school, will likely need a subordinate short-term lender. In all likelihood, will be Boston Community Loan Fund (joint venture between Boston Community Capital and Non-Profit Finance Fund), which has provided similar subordinate lending on another recent local charter project.
   b. Oran asks what interest rates are expected to be with Boston Private and whether the school could be expected to pay a premium for taking out additional debt with Boston Private. Clark says that Berg is also looking at additional lenders (Citizens Bank is the most likely competitor) but says rates are standard and competitive at both, with likely rate in “low-3’s” provided no substantial rise in interest rates at the federal level.
   c. Clark shares that financing project will also include a Qualified Zone Academy Bond (QZAB) allocation, proceeds of which will be used for furniture and equipment on the high school project and renovations at Brooke Roslindale. QZAB’s cannot be used for new construction, only renovation and furniture/equipment.
   d. Oran asks about fundraising for capital campaign for project. Knox distributes development update, which he says he will also review with full board. Knox notes that significant institutional gifts have already been pledged, but little as of yet in the way of individual gifts.

5. Baldwin shares that board will need to vote today to approve the Construction Manager at Risk (CM@R) method for contractor procurement. Baldwin says he will lay out what that means for the board. Oran says he is also familiar with CM@R from previous Brooke projects, agrees it makes sense, and can help with explanation and/or follow-up questions.

6. Meeting adjourned
Facilities Committee of the Brooke Board of Trustees
Wednesday, February 8th, 11:30 AM
Brooke Roslindale Charter School
190 Cummins HWY, Roslindale, MA 02131

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<th>Contractor Selection</th>
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<td>Financing update</td>
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<td>3.</td>
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<td>Design Update and Discussion Design mtgs in January at Arrowstreet. Arrowstreet presenting today.</td>
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Facility Committee
2.8.2017 Minutes

1. Scott Oran calls meeting to order
   b. In attendance
      i. Scott Oran (board chair)
      ii. Jon Clark (Co-Director)
      iii. Scott Knox (Chief Development Officer)
      iv. Bob Baldwin (Facility consultant and project manager)

2. Contractor Selection Update
   a. Clark reminds those present that Consigli is recommended as the Construction Manager at Risk (CM@R) on the basis of interviews conducted at Brooke Roslindale in December and at the advice of Bob Baldwin. Other finalists included Shawmut and W.T. Rich (contractors on Brooke East Boston and Brooke Mattapan projects respectively).
   b. Baldwin reminds those present that board will vote to approve Consigli today.

3. Financing Update
   a. Clark presents latest sources and uses overview from Dwight Berg, which will also be presented to board today (although no vote required on financing at this stage). Sources includes $26.2 million senior loan from Boston Private, $11.3 million subordinate loan from Boston Community Loan Fund (BCLF), and $10 million equity contribution from school.
   b. Oran asks about interest rate on both loans. Clark says Boston Private rate is estimated in “low 3’s” and BCLF rate estimated in “low 7’s”. Clark says that school’s plan is to pay off BCLF fund as quickly as possibly through a combination of fundraising and allocations from
reserves. Knox provides brief overview of capital campaign progress to date and says he will present at full board meeting. Baldwin also reminds that there is a QZAB component to the high school deal, and that the school has secured approximately $4 million in QZAB allocation from DESE: $3.7 million in QZAB qualified expenditures between renovations and furniture/equipment. No vote today. Sources and Uses presented.

4. Schedule Update
   a. Baldwin notes that although no vote required today, board will likely have to authorize work to commence on the project in advance of financing closing in order to meet the project completion date of August 2018. States that this will be done through “early packages” for site work, foundations, and steel. Discussion of the risks involved. Baldwin states that risk will be minimal, given familiarity with lenders. Risk will be related to BPDA approval and having construction permits in hand, which we should have a better handle on before approving any advance expenditures.

5. Design update
   a. Oran states that there have been several design meetings recently at Arrowstreet, which he has attended, and that Arrowstreet will present a full design update at the full meeting.

6. Meeting adjourned
Facilities Committee of the Brooke Board of Trustees  
Wednesday, September 7th, 8 AM  
Brooke High School  
7 Elkins St., South Boston, MA 02127

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Facility Committee  
9.7.2016 Minutes

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   ii. Jon Clark (Co-Director)  
   iii. Scott Knox (Chief Development Officer)  
   iv. Bob Baldwin (Facility consultant and project manager)

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   c. Clark shares that financing project will also include a Qualified Zone Academy Bond (QZAB) allocation, proceeds of which will be used for furniture and equipment on the high school project and renovations at Brooke Roslindale. QZAB’s cannot be used for new construction, only renovation and furniture/equipment.
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Facility Committee  
2.8.2017 Minutes

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   ii. Jon Clark (Co-Director)  
   iii. Scott Knox (Chief Development Officer)  
   iv. Bob Baldwin (Facility consultant and project manager)

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a. Clark presents latest sources and uses overview from Dwight Berg, which will also be presented to board today (although no vote required on financing at this stage). Sources includes $26.2 million senior loan from Boston Private, $11.3 million subordinate loan from Boston Community Loan Fund (BCLF), and $10 million equity contribution from school.  
b. Oran asks about interest rate on both loans. Clark says Boston Private rate is estimated in “low 3’s” and BCLF rate estimated in “low 7’s”. Clark says that school’s plan is to pay off BCLF fund as quickly as possibly through a combination of fundraising and allocations from
reserves. Knox provides brief overview of capital campaign progress to date and says he will present at full board meeting. Baldwin also reminds that there is a QZAB component to the high school deal, and that the school has secured approximately $4 million in QZAB allocation from DESE: $3.7 million in QZAB qualified expenditures between renovations and furniture/equipment. No vote today. Sources and Uses presented.

4. Schedule Update
   a. Baldwin notes that although no vote required today, board will likely have to authorize work to commence on the project in advance of financing closing in order to meet the project completion date of August 2018. States that this will be done through “early packages” for site work, foundations, and steel. Discussion of the risks involved. Baldwin states that risk will be minimal, given familiarity with lenders. Risk will be related to BPDA approval and having construction permits in hand, which we should have a better handle on before approving any advance expenditures.

5. Design update
   a. Oran states that there have been several design meetings recently at Arrowstreet, which he has attended, and that Arrowstreet will present a full design update at the full meeting.

6. Meeting adjourned
August 25, 2016 – BCS Governance Committee Meeting Notes

In attendance: Scott Oran, Lauren Kushman, Jon Clark, Angela Callado Kiley, Scott Knox (Joanna Jacobson – unable to attend).

Jon proposed to hold off on creating a community connections committee and instead to work with folks to solicit advice and feedback individually. Jon commented that it is premature to utilize a committee format with individuals at this point, but it may make sense in the future.

The committee discussed the three individuals to be nominated for Board of Directors membership:

- Devita McConnell, parent of Brooke alum (if approved, Jon and Scott will ask Devita if she’s interested in the Governance Committee)
- Tom O’Rourke, Bain Capital and long-time Brooke volunteer (if approved, Jon and Scott will ask Tom to join the Finance Committee)
- Trevor Byrd-Rozier, State Street and long-time Brooke volunteer (if approved, committee TBD. Jon to ask Trevor about his interest).

The committee then discussed and agreed upon the agenda for the September 7 Board of Directors meeting:

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Purpose</th>
<th>Who</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Opening Items</td>
<td>Approve minutes</td>
<td>Scott O.</td>
<td>10 mins</td>
</tr>
<tr>
<td>Call meeting to order/public comments &amp; introductions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Record attendance &amp; guests</td>
<td></td>
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<tr>
<td>Approve May board meeting minutes</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2. Brooke High School Tour</td>
<td>Tour</td>
<td>Kimberly</td>
<td>20 mins</td>
</tr>
<tr>
<td>4. Board Business</td>
<td>Discussion/Vote</td>
<td>Katie &amp; Jon</td>
<td>5 mins</td>
</tr>
<tr>
<td>P&amp;S agreement</td>
<td></td>
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</tr>
<tr>
<td>5. Board Nominations</td>
<td>Discussion/Vote</td>
<td>Scott O., Jon</td>
<td>15 mins</td>
</tr>
<tr>
<td>6. Closing Items</td>
<td>FYI</td>
<td>Scott O.</td>
<td>5 mins</td>
</tr>
<tr>
<td>Action items</td>
<td></td>
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<tr>
<td>Next BCS board meeting – November 16, 6:00-8:00 pm at Brooke East Boston</td>
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<tr>
<td>Adjourn meeting</td>
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</table>

Scott K. reminded the Committee that the volunteer Board of Ambassadors have also been invited to attend the meeting.
Governance Committee Meeting - 11/1/2016
In attendance: Jon Clark, Devita McConnell, Scott Knox, Scott Oran, Angela Callado
Kiley, Joanna Jacobson

• Jon and Scott O. welcomed the group and approved the September minutes
• Committee members discussed items for the November board meeting, including the
FY16 audit, updates on the high school facility, the results of the 11/8 ballot question,
and the BCA Common Application participation before norming on the final agenda:

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Opening Items</td>
<td>10 mins</td>
</tr>
<tr>
<td>• Call meeting to order/public comments &amp; introductions</td>
<td></td>
</tr>
<tr>
<td>• Record attendance &amp; guests</td>
<td></td>
</tr>
<tr>
<td>• Approve September board meeting minutes</td>
<td></td>
</tr>
<tr>
<td>2. Committee Reports: Development, Finance, Facilities</td>
<td>10 minutes</td>
</tr>
<tr>
<td>3. FY16 Audit</td>
<td>20 mins</td>
</tr>
<tr>
<td>4. High School Facility</td>
<td>20 mins</td>
</tr>
<tr>
<td>5. Strategic Question, 11/8 Ballot Results</td>
<td>30 mins</td>
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<tr>
<td>• Debrief results</td>
<td></td>
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<tr>
<td>• Growth discussion</td>
<td></td>
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<tr>
<td>6. Other</td>
<td>10 mins</td>
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<tr>
<td>• Vote on enrollment policy, to incorporate Boston Charter Alliance Common Application participation</td>
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<tr>
<td>• Facilities-related vote(s)</td>
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<tr>
<td>7. Closing Items</td>
<td>5 mins</td>
</tr>
<tr>
<td>• Action items</td>
<td></td>
</tr>
<tr>
<td>• Next BCS board meeting – February 8, 2017 12:00-2:00 pm at Brooke Roslindale</td>
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<tr>
<td>• Adjourn meeting</td>
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</tbody>
</table>
February 2017 - BCS Governance Committee Notes

In attendance: Scott Oran, Lauren Kushman, Jon Clark, Angela Callado Kiley, Scott Knox, and Joanna Jacobson. Devita McConnell was unable to attend.

- Committee Reports: Development, Finance
  - The committee discussed the development update for the high school facility and Brooke Roslindale renovations.

- The Governance Committee then discussed potential agenda items for the February Board of Directors meeting as well as the March retreat. Discussion topic included:
  - High School Facility Plan: design to date
  - Board Assessment and Composition
  - Brooke’s five year plan
  - Strengthening relationships with the communities we serve

- The Governance Committee then agreed on the agenda for the February Board of Directors meeting (below) and agreed to reconnect in the next few weeks to set the agenda for the March retreat.

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Purpose</th>
<th>Who</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Opening Items</td>
<td>Approve minutes</td>
<td>Scott O. and Jon</td>
<td>10 mins</td>
</tr>
<tr>
<td>- Call meeting to order/public comments &amp; introductions</td>
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<td></td>
</tr>
<tr>
<td>- Record attendance &amp; guests</td>
<td></td>
<td></td>
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<tr>
<td>- Approve November board meeting minutes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- New updates</td>
<td></td>
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</tr>
<tr>
<td>2. Committee Reports: Development, Finance</td>
<td>Information Sharing</td>
<td>Jon, Scott K.</td>
<td>10 minutes</td>
</tr>
<tr>
<td>3. High School Facility Presentation</td>
<td>Updates/Clarifying Questions</td>
<td>Arrow Street Architects, Jon, Yvette</td>
<td>40 mins</td>
</tr>
<tr>
<td>- Project Costs and Finance</td>
<td></td>
<td></td>
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<tr>
<td>- Q &amp;A</td>
<td></td>
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<tr>
<td>4. Other</td>
<td>Discussion/Vote</td>
<td>Jon</td>
<td>10 mins</td>
</tr>
<tr>
<td>- Facilities-related vote(s)</td>
<td></td>
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<tr>
<td>5. Closing Items</td>
<td>FYI</td>
<td>Scott O.</td>
<td>5 mins</td>
</tr>
<tr>
<td>- Action items</td>
<td></td>
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<tr>
<td>- BCS board Retreat – March 29, 2017 6:00-9:00 pm TBD</td>
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<tr>
<td>- Adjourn meeting</td>
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</table>
The Governance Committee agreed that the focus of the retreat would be to discuss Brooke’s identified strategic priorities for the next 3-5 years.

Jon asked the governance committee what documents would be helpful for the board to review in regards to Brooke’s five year vision and plan and the board shared ideas on documents that would help them prepare for the retreat.

Committee members agreed to complete a survey before the retreat to share their questions and their desired organizational priorities to narrow content for retreat. Each board member would also complete a self-evaluation before the retreat.

The committee also discussed including an agenda item on new board prospects and a development update before norming on the final agenda.

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Building Community</strong></td>
<td>20 mins</td>
</tr>
<tr>
<td>• Networking</td>
<td></td>
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<tr>
<td>• Dinner</td>
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<tr>
<td><strong>2. Opening Items</strong></td>
<td>5 mins</td>
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<tr>
<td>• Call meeting to order/public comments</td>
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<tr>
<td>• Record attendance &amp; guests</td>
<td></td>
</tr>
<tr>
<td><strong>3. Facilities Related Vote(s)</strong></td>
<td>10 mins</td>
</tr>
<tr>
<td><strong>4. Board Membership and Strategic Priorities</strong></td>
<td>140 mins</td>
</tr>
<tr>
<td>• Discussion: Results from Board Self-Evaluation</td>
<td></td>
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<tr>
<td>• Discussion: Board membership and goals for expanding membership in 2017-2018</td>
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<tr>
<td>• Discussion: What should be Brooke’s strategic priorities in the next few years?</td>
<td></td>
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<tr>
<td><strong>5. Closing Items</strong></td>
<td>5 mins</td>
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<tr>
<td>• Action items</td>
<td></td>
</tr>
<tr>
<td>• Next BCS board meeting, - May 24, 2017, 7:45 am, Brooke Mattapan</td>
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<tr>
<td>• Adjourn meeting</td>
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</tbody>
</table>
May 2017 – BCS Governance Committee Notes

In attendance: Scott Oran, Lauren Kushman, Jon Clark, Angela Callado Kiley, Scott Knox, Joanna Jacobson. Devita McConnell unable to attend.

The Committee members discussed the agenda for the May board meeting. They agreed that the agenda should include the following items in addition to the annual budget presentation.

- an update on Brooke’s strategic priorities and plan
- High School facility update
- Development update
- Board prospects

The board also shared an interest in participating in a diversity, equity and inclusion training in the fall. They agreed on the final agenda:

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Opening Items</strong></td>
<td>5 mins</td>
</tr>
<tr>
<td>Call meeting to order/public comments</td>
<td></td>
</tr>
<tr>
<td>Record attendance &amp; guests</td>
<td></td>
</tr>
<tr>
<td>✓ Approve February &amp; March board meeting minutes</td>
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</tr>
<tr>
<td><strong>2. Consent Agenda: Development Updates</strong></td>
<td>10 mins</td>
</tr>
<tr>
<td><strong>3. OHSCS Update</strong></td>
<td>15 mins</td>
</tr>
<tr>
<td><strong>4. FY 17 Budget Presentation</strong></td>
<td>25 mins</td>
</tr>
<tr>
<td><strong>5. Update on Brooke’s Strategic Planning Process</strong></td>
<td>10 mins</td>
</tr>
<tr>
<td><strong>6. Board Officers, Terms, &amp; Prospects</strong></td>
<td>10 mins</td>
</tr>
<tr>
<td>Board officers for 2017-18</td>
<td></td>
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<tr>
<td>Board terms</td>
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<tr>
<td><strong>7. Board Business</strong></td>
<td>10 mins</td>
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<tr>
<td>Review Board Member DESE compliance items (for FY17 audit)</td>
<td></td>
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<tr>
<td>Review 2017-2018 board meeting dates and strategic questions/topics</td>
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<tr>
<td>Brooke High School Facility Vote</td>
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<tr>
<td>Co-Director Review</td>
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<tr>
<td><strong>8. Closing Items</strong></td>
<td>5 mins</td>
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<tr>
<td>Action items</td>
<td></td>
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<tr>
<td>Next BCS board meeting</td>
<td></td>
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<tr>
<td>Adjourn meeting</td>
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