

## QUEST Summary of Emails Released June 7, 2016:

The following records were obtained by QUEST (Quality Education for Every Student), a grassroots parent group, through a public records request. QUEST is continuing to review records received but is posting the following documents at this time. Emails are listed chronologically.

**1. Email January 29, 2015** between Rahn Dorsey, Mayor's Education Chief, and David Sweeney, City of Boston Chief Financial Officer/Collector-Treasurer, and John Natoli, Special Advisor to Boston Office of Finance & Budget

**Summary:** City's plans regarding implementation of the McKinsey Report (that recommends closing 30 - 50 schools) through consultants Education Research Associates (ERS). ERS was hired to map out the strategy for the new Superintendent.

**Excerpt:** "I've been talking to one of BPS' consulting partners, Education Resource Strategies, about an engagement to support the next Superintendent's transition. I would like for the engagement to build on and, where necessary, deepen the McKinsey work, eventually resulting in a 1.0 strategy and implementation plan for the new Superintendent," writes Rahn Dorsey.

**2. Email March 4, 2015** between Rahn Dorsey and incoming Superintendent, Tommy Chang

**Summary:** Communication to Tommy Chang re. implementing McKinsey recommendations via ERS

**Excerpt:** "Please find attached the proposal that I solicited from ERS. This is intended to pick up where the current McKinsey audit leaves off and draw on the audit data and other sources," writes Rahn Dorsey.

**Attachment:** ERS Proposal for Rahn Dorsey, February 2015<sup>1</sup>

**3. Email November 8, 2015** between Erika Giampietro, Special Assistant to BPS Superintendent, and Rahn Dorsey with cc to Margaret Wood, consultant for Facilities Master Plan

**Summary:** City's plans to use the Facilities Master Planning Process to reframe McKinsey recommendation for closure of ~30-50 schools.

**Excerpt:** "Framing the Facilities Master Plan as a response to the recommendation to close schools significantly understates the scope and imperative of the plan, but... at the same time, the FMP is the mechanism through which we'll right-size the district (among accomplishing other things), so not mentioning it would be to create confusion / shadow processes," writes Erika Giampietro.

**Attachments:** (1) BPS Response to Operational Review (aka McKinsey) and (2) Operational Review Action Plan

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<sup>1</sup> Note: A later version of this document indicates the cost for ERS contracted services as \$100,000.

**4. Email December 16, 2015** between Ramon Soto, Mayor's Director of External Relations & Opportunity Gap Initiatives, and Rahn Dorsey

**Summary:** City reworks media message re school closing prior to release of McKinsey report (short version)

**Excerpt:** "I have major concerns about stating 'sell/lease 30-50 buildings' as part of a strategy. It contradicts everything I have been saying about the master planning process: and it will obviously serve to fan the flames regarding the charters and the compact. (see attached) I'm going to touch base with Margaret and try to re-work the verbiage," writes Ramon Soto.

**Attachments:** (1) BPS Response to Operational Review (aka McKinsey) and (2) Operational Review Action Plan

**5. Email December 16, 2015** between Ramon Soto and Makeeba McCreary, BPS Chief of Staff cc: Rahn Dorsey: Tommy Chang, BPS Superintendent; Richard Weir, BPS Chief of Communications; Laura Oggeri, City of Boston Chief Communication Officer

**Summary:** City & BPS discuss not referencing to the public the closing of 30-50 schools and change the wording in the Operational Review Timeline (attached)

**Excerpt:** "We are not using 'close' anywhere," writes Makeeba McCreary.

**Attachment:** Operational Review Timeline

**6. Email March 10, 2016** between Tommy Chang and Michael Tooke, Boston Leaders for Education with cc to Ross Wilson, BPS Managing Partner Innovation and Co-Chair of the Boston Compact Steering Committee

**Summary:** Agenda of Boston Leaders for Education Meeting with Superintendent Tommy Chang re. McKinsey Report

**Excerpt:** "Does Boston have the political fortitude to rip off the band-aids a) consolidate schools, b) rationalize special education, c) complete central office redesign, and d) improve operations (starting with transportation)? [...] Does Boston have the courage to take an immediate and diverse solution to these underperforming institutions, including closure (in concert with a thoughtful and complete facilities plan), redesign as in-district charters, addition of independent charters or insertion of new school leadership with true autonomy?" writes Michael Tooke.

**7. "McKinsey and ERS: recommendations re: BPS budget"** January 19, 2016 attachment to Email from Erika Giampietro to Executive Cabinet.

**Summary:** A chart summarizing shared recommendations by McKinsey and Educational Resource Strategies to "right size" the district.

**Excerpt:** "Footprint **Right size:** align BPS school footprint to student population to enable concentration of resources in schools"