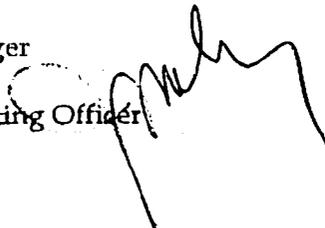


MEMORANDUM

To: Robert W. Healy, City Manager

From: James Maloney, Chief Operating Officer



Date: May 24, 2007

Re: Five Year Contract for Special Education Transportation

We are requesting approval to offer a three year contract with two one year options to renew to SP&R Transportation for Special Education Transportation Services.

Since Special Education Transportation is exempt from 30-B procurement requirements, we did not hold a formal bid process. Attached are the specifications we used in negotiating with SP&R and with Eastern Bus Company, our present regular education transportation provider. SP&R offered the best per pupil pricing over the three year initial contract period, as you can see from the attached summary of price proposals.

Also attached is the School Committee order approving this contract.

SPECIFICATIONS FOR TRANSPORTATION SERVICES

CAMBRIDGE PUBLIC SCHOOLS

INTRODUCTION

The Cambridge Public Schools intends to award a contract for providing Special Education transportation services for school children of the City of Cambridge as per the attached specifications. This is in accordance with the provisions of Laws of the Commonwealth of Massachusetts which oblige the School Departments of Cities and Towns to provide adequate transportation within the City of Cambridge as well as out of City Special Education programs..

The CONTRACTOR shall comply with all Ordinances of the City of Cambridge, General Laws and Regulations of the Commonwealth of Massachusetts, Federal Laws and Regulations authorized by law, applicable to the provisions of such contract, and shall be thoroughly familiar with same.

The contract shall be binding on the heirs, personal representatives; successors and assignees of the CONTRACTOR, but the CONTRACTOR'S duties and obligations under the contract shall not be assigned or subcontracted to another party without the prior written consent of the City.

In the event that the CONTRACTOR undergoes dissolution, termination of existence, insolvency, appointment of a receiver of any property of, assignment for the benefit of creditors, or commencement of any proceeding under any bankruptcy or insolvency law by or against the CONTRACTOR or any guarantor of the CONTRACTOR, the City shall have the right to declare the contract terminated and to pursue any remedies provided by the contract or at law or in equity.

Failure of the City to pursue its remedies at the time of commission of a breach of contract by the CONTRACTOR will not act as a waiver of the City's right to pursue said remedies at a later time.

The City reserves the right to use its own personnel and/or equipment to perform transportation services when deemed necessary or expedient, and to award additional contracts for transportation services as deemed necessary.

PERIOD OF CONTRACT

The contract shall be for three (3) years commencing on August 1, 2007 with 2 one (1) year extension options at the sole discretion of the School Department.

SCOPE OF SERVICES

Pupils from areas within and outside of the City are to be transported to the various schools or facilities within and outside the city. These pupils will be all ages, grades and disabilities. All pupils will be picked up and dropped off at designated schools and given addresses at appointed times.

Attached is a list of current Student home addresses and schools served. It is not, however, to be construed that the same would prevail for the periods covered in this bid. The number of pupils must of necessity vary according to the need and no minimum or maximum can be established. A preliminary will be available on August 1 of each year, with frequent updates through August and September, and periodic updates throughout the school year.

Currently, the in-city schools are on a three to four tiered bell schedule, with buses servicing schools with 7:30, 7:55, 8:25 and 8:55 bell schedules. The School Department makes no representations or guarantees as to the number of buses that will be required over the duration of the contract. The School Department reserves the right to change the tiered bell system as necessary. Schedules for facilities outside the City of Cambridge will be forwarded to the contractor when students are placed.

All buses must drop students off no earlier than 15 minutes and no later than 5 minutes before the first bell in the A.M. and all buses must be at the schools no later than 5 minutes before dismissal time in the P.M. Pick

ups must occur within ten minutes, plus or minus, of the scheduled pick up time. Students from different tiered school scheduled times may not share space on the same run. The maximum ride time for a student is one hour unless specifically approved in advance by the Cambridge Public Schools Transportation and Special Education Departments. At no time may a student be discharged from a vehicle without a designated adult present.

SCHEDULES AND ROUTES

School sessions of Cambridge Public Schools are on a staggered basis. The opening hour will vary from 7:30 to 9:00 A.M. and the closing from 11:55 to 4 P.M. School schedules, in-city and out-city, will be available on or about August 1 for each year. Students on different tiers schedules may not share a bus on the same run.

The School Department will approve the bus schedules and routes in consultation with the CONTRACTOR. All permanent changes and parental complaints will be handled via the Cambridge Public Schools Transportation Department, who will forward them to the CONTRACTOR. Temporary changes, initiated by either the CONTRACTOR or the parent, will be handled directly between the parent and the CONTRACTOR, with notice given to the Cambridge Public Schools Transportation Department once a month.

The CONTRACTOR shall utilize its fleet to maximum efficiency and notify the Transportation office of lapses in pick-up service or operation times. Any disputes between the Transportation office and the CONTRACTOR regarding schedules and routes shall be resolved by actually driving the bus route with representatives of the School Department and CONTRACTOR. Schedules and routes are subject to change anytime during the term of the contract upon three (3) school days written notice, or upon shorter notice if agreed to by the CONTRACTOR.

An early release day is usually scheduled once a month for Cambridge Public Schools (usually two hours earlier than normal closing). A schedule will be provided by the School Department to the CONTRACTOR as soon as possible of the anticipated early release days.

CONTRACTOR will be notified immediately by telephone when the decision to cancel Cambridge Public Schools due to inclement weather or other emergencies has been made. CONTRACTOR will provide the telephone number of "back-up" person to contact in such instance. If the Cambridge Public Schools are closed no CPS students, in-city or out of city, will be transported.

CONTRACTOR will be responsible for monitoring school closings for all other schools within their routes on days when the Cambridge Public Schools remain open. If a particular school to which students are transported is closed, the CONTRACTOR should not pick up those students. It is the responsibility of the CONTRACTOR to be aware of the state of school closings within their jurisdiction at all times.

Any overtime as a result of the CONTRACTOR'S failure to meet the established schedules shall not be subject to reimbursement. This includes delays caused by, but not limited to mechanical problems, drivers' performance, weather and abnormal traffic conditions.

DRIVERS/SUB DRIVERS

It is the obligation of the CONTRACTOR to ensure that operators and equipment meet the highest of standards possible for the transportation of each child. Therefore, it is to be understood and agreed that in fulfillment of this proposal the CONTRACTOR shall regularly assign only permanently employed, reliable and carefully selected drivers. Every driver shall be familiar with the law, rules and regulations pertaining to the operation of motor vehicles.

The CONTRACTOR shall submit to the Transportation Office by August 15 of each year a preliminary list of drivers, their cell and home phone numbers, and bus route assignments for each. The CONTRACTOR shall provide a final list of drivers, contact number, and routes by the end of the second week of regular school. The Transportation Office must be notified in writing when ever a change of drivers or routes occurs during the remainder of the school year. Except in emergencies the same driver shall be assigned to both the A.M. and P.M. pick-ups of the same group of children.

Once drivers are assigned, the CONTRACTOR will be responsible for calling each family to inform them of the bus schedule for the upcoming year. Included in this communication shall be the name of the driver and monitor, the vehicle number, a description of the vehicle (make, model and color), a contact name and number for the CONTRACTOR, and the pick up and drop off times.

In the event that there is a substitute driver, or a change in pick up or drop off times, the CONTRACTOR shall be responsible for contacting the parents with this information in advance of pick up.

All drivers must be properly licensed to operate vehicles in accordance with Commonwealth of Massachusetts regulations.

The School Department reserves the right to require the CONTRACTOR to reject or remove a driver.

Drivers must be neat in appearance, and wear a CONTRACTOR issued photo identification card at all times.

The driver shall place the safety of school children above any other consideration at all times and shall under no circumstances leave the bus unattended at any time while it is occupied.

Drivers shall not be permitted to carry any person other than a monitor, school officer, aide, parent/volunteer designated by a school administrator, or teacher while carrying pupils unless authorized to do so by the School Department.

The CONTRACTOR shall pay School Bus Drivers employed under this contract in accordance with the attached prevailing wage rate as determined by the Department of Labor and Workforce Development, Division of Occupational Safety, which for the duration of this contract shall be \$21.04 per hour. This applies to all vehicles with a seating capacity of nine or more.

TRAINING

Within the first month of school the School Department will schedule a 2 hour training course. All Drivers and Monitors are required to complete the training course to be eligible to drive for Cambridge.

The School Department reserves the right to hold additional trainings as required.

Within 30 days of the beginning of the school year, all monitors must have minimum of 8 hours of first aid training. Course must include C.P.R., EPI Pen as well as First Aid & Sensitivity Training. The School Department shall provide technical assistance and advice as to the content of the course.

New drivers and new monitors hired after the beginning of the School year shall be provided with training to be completed within 10 days of employment.

The CONTRACTOR must retain evidence of completion of aforementioned trainings for all staff, and provide a copy of said evidence by September 30 of each year, or within 14 days of a new hire during the school year.

BUS MONITORS

The CONTRACTOR shall provide a monitor to assist the driver in each vehicle in maintaining adequate supervision of students. The CONTRACTOR shall be paid for such service at the rate specified in the price proposal.

The School Department reserves the right to require the CONTRACTOR to reject or remove a monitor.

Monitors must be neat in appearance, and wear a CONTRACTOR issued photo identification card at all times.

All monitors shall place the safety of school children above any other consideration at all times.

The CONTRACTOR shall pay school bus monitors in accordance with the City of Cambridge Living Wage Ordinance, which for the duration of this contract shall be \$12.98 per hour.

STUDENT CONDUCT

All students being transported will be required to adhere to the School Bus Policies & Rules of Conduct at all times.

EQUIPMENT

All Buses shall be equipped with factory installed state of the art lap seat belts which shall be industry standard color coded (3 colors) and Child Checkmate System or equivalent.

The Bidder must certify as to whether vehicles proposed to be used are owned by CONTRACTOR or leased. All vehicles to be used shall not be older than 4 years at anytime during the contract. Assurance must be given by the Bidder that he/she is prepared to provide fully functional property maintained, clean and ample equipment with provisions to have spare (back-up) vehicles and experienced substitute drivers to promptly cover emergencies.

No later than August 15 of each year for the duration of the contract the CONTRACTOR shall identify all vehicles to be used under the contract and have them available at one place for inspection by the School Department. Any vehicle found to be unsatisfactory shall be replaced or repaired as required by the School Department. No vehicle will be operated without proper state inspection stickers as required by law.

It is expected that all necessary safety precautions will be provided on all equipment and shall conform to the requirements for safety equipment specified under Chapter 90 "Minimum Standards" of the Registry of Motor Vehicles.

It is to be further understood and agreed that all the vehicles and Operators of such equipment proposed to be used by the CONTRACTOR must be at all time 100% in compliance in all respects with the required standards, statutes, and regulations set forth by the Commonwealth of Massachusetts Registry of Motor Vehicles. The CONTRACTOR shall further conform to any other state, rules and regulations of the Commonwealth of Massachusetts Department of Education and all ordinances of the City of Cambridge insofar as such statutes, rules and regulations are applicable.

CONTRACTOR will be responsible for the daily condition of each vehicle used to transport students. Vehicles will be swept clean daily, and glass cleaned once a week. Vehicles will be kept free of noxious odors at all times; in particular, the CONTRACTOR agrees that there will be no smoking in the vehicles at any time, with or without students being present.

In the event that the School Department desires to have cameras installed on existing buses used for this contract, the CONTRACTOR agrees to install cameras at a price and time frame to be mutually agreed upon by the parties.

FUEL

The CONTRACTOR will bear the cost of fuel for all buses owned by CONTRACTOR. The CONTRACTOR shall be responsible for fueling all buses. At no time shall a bus be fueled while students are in the vehicle.

RADIO COMMUNICATIONS

It is required that 100% of CONTRACTOR vehicles be equipped with two-way radios. If the School Department changes communications systems the CONTRACTOR will be required to change. In this event, the CONTRACTOR and the School Department shall negotiate a mutually agreeable distribution of additional expenses and a reasonable time frame for implementation.

Each driver shall make two-way communications contact every morning and afternoon with the Dispatcher in order to ensure that the communications system is working properly.

REPORTS AND RECORDKEEPING

CONTRACTOR shall submit a Commonwealth of Massachusetts Registry of Motor Vehicles Accident report to the Police Department and the School Department within twenty-four (24) hours of an accident involving vehicles transporting students. The contractor is required to submit in writing to the Transportation Department, within two hours after the accident, a detailed incident report. Telephone communication shall be made to the School Department immediately; to the Transportation Office (617-349-6862); Office of Special Education (617-349-6500 or 6507) and the School Principal or Assistant Principal.

Each driver shall maintain a Trip Log that will be forwarded on a weekly basis to the Transportation Office. This Log will consist of pick-up and drop off times for stops on the route, and documentation of any special problems that occurred during the past week. (See attachment 5)

ACCIDENT PROCEDURES

In the event of an accident the bus driver shall immediately notify the Dispatcher and the Dispatcher shall immediately notify the Transportation Office, Office of Special Education, School Principal and Police Department if necessary. The CONTRACTOR will instruct the drivers to identify, in writing, all passengers on board before the bus continues on the route.

Accident Reports: The CONTRACTOR shall file a preliminary written accident report with CPS no later than the close of the business day on which the accident occurred. For any accident occurring after 5:00 p.m., the accident report shall be filed within one (1) hour of the opening of business the next day. The CONTRACTOR shall ensure that the drivers are not released from duty until complete, clear written accident reports are on file.

The CONTRACTOR shall file a final written report completed by CONTRACTORS Representative within twenty-four (24) hours of the accident. Such final report shall include the driver's written report, all names of students on board at the time, RMV crash report, police reports, and any other information pertaining to the accident.

At the end of each contract year, or upon request, the CONTRACTOR shall submit a formal accident report summary from its insurance company covering the entire fleet. The insurance company report shall include the date of each accident, driver name, property damage, bodily injuries, preventable or non-preventable status, claims outstanding and current status.

PERSONAL ATTENTION AND ATTENTION TO DIRECTIVES:

It is to be further understood and agree that the CONTRACTOR shall give his or her personal attention to the performance of the contract and will not subcontract or assign the work under the contract in whole or in part without prior written approval of the Department. The successful bidder shall furnish the School Department the name (or names) and phone number of personnel who will be responsible for coordinating transportation arrangements under the contract.

It will be the responsibility of the CONTRACTOR to adhere strictly to the directives of the School Department. Tardiness will not be tolerated and failure to provide services as agreed on, except in extreme circumstances, may be considered a breach of contract and will be subject to appropriate action by the City. The City will assume no responsibility, financially or otherwise, for the vehicles when school are not in session because of vacations or the cancellation of sessions due to inclement weather.

INVOICING

Invoices shall be billed monthly. All invoices submitted for payment shall be subject to review and audit by the Cambridge School Department.

The CONTRACTOR must maintain trip logs of Services rendered as required by the School Department. (see attachment 5)

Invoices must be submitted to the Cambridge Public Schools within 10 business days of the end of each billing period.

Americans With Disabilities Act (42 U.S.C. 12131)
Section 504 of the Rehabilitation Act of 1973
Tax Compliance/Anti-Collusion

The Americans with Disabilities Act (the "Act") applies to all employers of fifteen or more employees. All vendors that are subject to the Act must comply with its provisions. In further compliance with the Act, all Contractors who enter into contracts with the City are prohibited from discrimination against the City's employees, regardless of the size of the Contractor.

The Act protects against discrimination on the basis of "disability", which is defined as a physical or mental impairment that substantially limits at least one "major life activity"; discrimination against a person having a history or record of such impairment; and discrimination against an individual regarded - even if inaccurately - as having such an impairment. The Act also expressly prohibits discrimination that is based on an individual's relationship or association with a disabled person.

The bidder shall not discriminate against any qualified employee or job applicant with a disability and will make the activities, programs and services covered by any contract awarded through this procurement readily accessible to and usable by individuals with disabilities. To be qualified for a job, or to avail oneself of the bidder's services, the individual with the disability must meet the essential eligibility requirements for receipt of the bidder's services or participation in the bidder's programs or activities with or without: 1) reasonable modifications to the bidder's rules, policies and practices; 2) removal of architectural, communication, or transportation barriers; or, 3) provisions of auxiliary aids and services.

By submitting its bid, the bidder certifies to the City of Cambridge that it understands and will comply with all applicable provisions of the Act, including compliance with applicable provisions of Section 504 of the Rehabilitation Act of 1973, if the bidder is receiving federal funds.

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals

As required by M.G.L. c. 62C, §49A, the undersigned certifies under the penalties of perjury that the bidder has complied with all laws of the commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Signature

(Name of person signing bid)

(Name of Business)

Address: _____

Zip Code: _____

INSURANCE REQUIREMENTS

Worker's Compensation.

(Reference: M.G.L. c.30B). Before commencing performance of the Contract, the CONTRACTOR provide by insurance for the payment of compensation and the furnishing of other benefits under M.G.L. C.30B to all persons to be employed under the Contract, and the CONTRACTOR shall continue such insurance in full force and effect during the term of the Contract. Sufficient proof of compliance with this paragraph must be furnished at the time of execution of this Contract. Failure to provide and continue in force such insurance as aforesaid shall be deemed a material breach of the Contract and shall operate as an immediate termination thereof. No cancellation of such insurance, whether by the insurer or by the insured, shall be valid unless written notice thereof is given by the party proposing cancellation to the other party and to the City of Cambridge/Cambridge Public Schools at least fifteen (15) days prior to the intended effective date thereof, which date shall be expressed in said notice.

Additional Insured. Each policy must list the City of Cambridge/Cambridge Public Schools as an additional named insured.

Insurance Rating. Any insurance carrier utilized to fulfill the insurance requirements of this Contract shall have a minimum A.M. Best rating of A-X.

Premiums. The CONTRACTOR must provide the required insurance at its own expense.

Notice of Occurrence. Notice of occurrence shall be given to the Coordinator of Purchasing, Cambridge Public Schools, 159 Thorndike Street, Cambridge, MA 02141, and at the option of the CONTRACTOR, any other City of Cambridge official permitted by law to receive notice.

Waiver of Subrogation. The CONTRACTOR and all Subcontractors waive subrogation rights against the City of Cambridge/ Cambridge Public Schools for all losses.

Coverage Period. Each insurance policy must cover the entire contract period.

Policies and Limits. The insurance required shall include all major division of coverage and shall be on a comprehensive general basis including Premises and Operations (including X-C-U), Owner's Protective (as a separate policy), Products and Completed Operations, and Owned, Non-owned, Leased, and Hired Motor Vehicles. Such insurance shall be written for not less than any limits of liability required by law or the following limits, whichever are greater:

Owner's Protective Liability	
Each Occurrence	\$1 Million
Aggregate	\$2 Million
Commercial Liability	
General Aggregate	\$2 Million
Products Completed Operations	
Aggregate	\$1 Million
Personal Injury and Advertising Limit	\$1 Million
Each Occurrence	\$1 Million
Automotive-for all owned, non-owned, hired and leased vehicles	
Combined single limit	\$1 Million
or	
Bodily injury- each person	\$100,000
each accident	\$1 Million
Property damage-each occurrence	\$1 Million

Umbrella

Combined single limit	\$1 Million
General aggregate	\$1 Million

Worker's Compensation	
Coverage A	Statutory
Coverage B	Each Accident
	Disease-Policy limit
	Disease-Each Employee
	\$100,000
	\$500,000
	\$100,000

Excess Liability Insurance.

The CONTRACTOR may purchase and maintain excess liability insurance in the umbrella form in order to satisfy the limits of liability required for the insurance to be purchased and maintained in accordance with the requirements set forth above. Any such amounts must be in addition to the umbrella limits required, must list all underlying policies, and must list the City of Cambridge/Cambridge Public Schools as a named insured. Evidence of such excess liability shall be delivered to the City of Cambridge/Cambridge Public Schools in the same form and manner as the required insurance policies.

Amendment of Insurance Requirements.

The City of Cambridge/Cambridge Public Schools reserves the right, at its sole discretion, to amend the insurance requirements contained herein.

Occurrence Basis

All insurance shall be written on an occurrence basis, unless the City of Cambridge/Cambridge Public Schools approves in writing coverage on a claims-made basis. Coverages whether written on an occurrence or a claims-made basis shall be maintained without interruption from the date of commencement of the Work until the date of final payment and termination of any coverage required to be maintained after final payment.

Certificates of Insurance.

Certificates of Insurance acceptable to the City of Cambridge/Cambridge Public Schools and confirming the insurance coverage required herein are attached to the Contract. The City of Cambridge/Cambridge Public Schools shall have no obligation to execute the Contract and may award the CONTRACTOR to the next lowest responsible and responsive bidder, if such insurance certificates have not been provided to the City of Cambridge/Cambridge Public Schools within five (5) business days after presentation of the Contract to the CONTRACTOR for execution.

Endorsements.

The CONTRACTOR shall furnish to the City of Cambridge/Cambridge Public Schools copies of any endorsements that are subsequently issued amending limits of coverage.

Property Insurance.

The City of Cambridge/Cambridge Public Schools does not intend to purchase property insurance covering the Project or the Work. The CONTRACTOR shall not be required to provide such insurance, but the CONTRACTOR may, if it so desires, procure property insurance which will protect the interests of the CONTRACTOR, SUBCONTRACTOR and Sub-SUBCONTRACTORS in the Work. The CONTRACTOR understands that such property insurance is solely the CONTRACTOR's responsibility, and the CONTRACTOR, its SUBCONTRACTORS and Sub-SUBCONTRACTORS shall have no claim against the City of Cambridge/Cambridge Public Schools on account of the City of Cambridge/Cambridge Public Schools's failure to provide such property insurance. The CONTRACTOR shall promptly replace all damaged Work in which it or its SUBCONTRACTORS and Sub-SUBCONTRACTORS have an insurable interest, and all Work which is stolen, vandalized, or damaged due to the CONTRACTOR'S failure to protect the site as required by Article 5, at no additional cost to the City of Cambridge/Cambridge Public Schools, whether or not the CONTRACTOR procures property insurance with respect to such Work as hereinabove provided.

SUMMARY OF PRICE PROPOSALS

- A. SUBTOTAL ANNUAL OUT OF DISTRICT DAY PROGRAMS
- B. SUBTOTAL ANNUAL OUT OF DISTRICT RESIDENTIAL PROGR
- C. SUBTOTAL ANNUAL IN DISTRICT SCHOOLS
- D. SUBTOTAL ANNUAL IN DISTRICT PRESCHOOLS
- E. SUBTOTAL ANNUAL ESTIMATED MONITOR COSTS

page

2

3

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Total Year One

Total Year Two

Total Year Three

Three Year Cumulative Total

Total Year Four

Total Year Five

Five year Cumulative Total

Annual Estimated Cost Eastern	Annual Estimated Cost SP&R	Difference (Eastern vs SP&R)
1,145,434.20	1,306,784.00	(161,349.80)
28,340.40	2,544.00	25,796.40
307,458.00	287,146.80	20,311.20
82,075.50	88,855.65	(6,780.15)
420,200.00	343,800.00	76,400.00
1,983,508.10	2,029,130.45	(45,622.35)
2,043,013.34	2,029,130.45	13,882.89
2,104,303.74	2,029,130.45	75,173.29
6,130,825.19	6,087,391.35	43,433.84
2,167,432.86	2,110,295.67	57,137.19
2,232,455.84	2,173,604.54	58,851.30
10,530,713.88	10,371,291.56	159,422.33

Annual Increases After Year One

% Annual % Annual
Increase Increase
Eastern SP&R

3% 0%

3% 0%

3% 4%

3% 3%

C07-118

SCHOOL COMMITTEE

16 FELTON STREET

CAMBRIDGE, MASSACHUSETTS 02138

OFFICE OF THE EXECUTIVE SECRETARY

Tel: 617-349-6620 • Fax: 617-349-6624

mbradshaw@cpsd.us

MEMBERS

JOSEPH G. GRASSI

RICHARD HARDING, JR.

PATRICIA M. NOLAN

LUC D. SCHUSTER

NANCY WALSER

CHAIR

MAYOR KENNETH E. REEVES

VICE CHAIR

ALFRED B. FANTINI

--IN SCHOOL COMMITTEE--

May 15, 2007

ORDERED:

That Superintendent's Recommendation #07-90, Special Education Transportation, be adopted as follows: that the School Committee award a contract to the following vendor for Special Education transportation services, funds to be provided from the General Fund Budget, Chapter 30B of the laws of the Commonwealth of Massachusetts having been complied with:

1. SP& R Transportation, 210 Donahue Road, Dracut, for the period August 1, 2007 to July 31, 2010 (with two one-year options to renew), in the amount of \$6,087,391 (3 year estimated cost).

A true copy:

Attest:



Marilyn Y. Bradshaw

Executive Secretary to the School Committee

c: Superintendent