

**PUBLIC SCHOOLS OF BROOKLINE**  
**FY 2021 SCHOOL COMMITTEE BUDGET DEVELOPMENT**  
**GUIDELINES AND PRIORITIES**  
**10/24/2019 DRAFT**

The Brookline School Committee (BSC) is responsible for approving and overseeing the Public Schools of Brookline (PSB) annual budget. In accordance with those responsibilities, the BSC annual process begins with this statement of priorities and guidelines to inform the Superintendent's initial construction of a budget for the next fiscal year.

**BUDGET DEVELOPMENT PRINCIPLES**

The budget should serve to accomplish the Public Schools of Brookline district goals:

1. Every Student Achieving
2. Every Student Invested in Learning
3. Every Student Prepared for Change and Challenge
4. Every Educator Growing Professionally

The BSC urges the Administration to follow these **best practice principles** for budget development:

1. Emphasize transparency and accountability in the development, presentation, and management of the annual budget, with expenditures and/or reductions expressed in a format readily understandable by the public and anchored in clear goals, initiatives, and supporting investments for both the district as a whole and for individual program budgets.
2. Describe the effect on the teaching and learning experience (i.e. students, families, and staff) of any proposed budget changes that are substantive (increases and decreases).
3. Minimize reliance on one-time revenues for ongoing operating budget needs.
4. Plan adequate contingency funds for uncertainties and fluctuations in known areas of budget pressure such as (but not limited to) enrollment, special education, and State budget commitments.
5. Maintain solvency within Revolving funds (such as school lunches and adult education).
6. Seek savings through efficiencies within existing programming and/or staffing before seeking additional revenue, provided the proposed change(s) achieve both sustainable improvements in teaching and learning as well as operational efficiencies.
7. Continue the sustainable growth budget model urged by the 2007 Override Study Committee (OSC), approved by the BSC in 2008, and affirmed by the 2014 OSC: ... "consistent with our obligations to engage in good faith bargaining pursuant to M.G.L. Ch. 150E, [the BSC will] incorporate into our approach to bargaining in the coming year the approach recommended in the Override Study Committee Report of January 2008 on managing total personnel costs, so that the combination of salaries, employee health benefits, and staffing levels grow at a sustainable rate."
8. Develop school level-budgets that are informed by a consultative process between budget managers and resource end users (student, families, and staff) in order to ensure that the budget is responsive to end-user concerns about resource allocation priorities. Ensure that this process is described in budget narratives to facilitate district-wide early identification and assessment of budget prioritization issues.
9. Align budget prioritization processes with continuous efforts to measure and evaluate program value, program priority, program effectiveness. These prioritization processes should be guided by state and federal mandates, school committee policy, curriculum coordinators, and staff and educators' experiences with implementation.

**BUDGET DEVELOPMENT CURRENT CONDITIONS & PRIORITIES**

The 2018 operating override was structured to cover three years of budget growth, and FY 2021 is the last year in that budget. The FY 2021 budget continues to produce a structural deficit in achieving maintenance of effort.

**Students Enrolled**

	Pre-K through grade 12	Pre-K in Elementary School	Pre-K in off-campus Lease sites	Pre-K through grade 8	Grades 9-12	Out of District Placements
<b>2017-2018 Actual</b>	7,876	62	218	5,482	2,063	51
<b>2018-2019 Actual</b>	7,938	91	180	5,503	2,102	63
<b>2019-2020 Actual*</b>	TBD	TBD	TBD	TBD	TBD	TBD
<b>2020-2021 Projected**</b>	TBD	TBD	TBD	TBD	TBD	TBD

\* See latest enrollment working group report.

\*\* Enrollment projections for 2020-2021 and future years are currently under development and will be reported in early 2020.

The BSC and PSB will collaborate with the Board of Selectmen and an Override Study Committee during the establishment of this budget to determine the additional funds required to sustain educational equity and excellence. To that end, the budget should remain consistent with the **PSB’s ongoing commitments** to:

1. **Low student-to-teacher ratios**, especially in the early grades
2. **High quality curriculum**, including:
  - o **Program Review** – a periodic fact-based evaluation and revision of our core programs for students; the mathematics program is currently under review; and
  - o **Evidence-based student achievement initiatives** that advance our curricular goals
3. **Student and staff diversity, equity and inclusion**, as large inequities in opportunity and achievement by race, income, special needs and language continue to persist in the PSB. Investments should include but are not limited to core education program areas that address these inequities, diverse educator and administrator recruitment, professional development, and the METCO and Materials Fee programs
  - o **Financial assistance policy** – The FY 2021 budget should also include funding for a new BSC financial assistance policy aimed at ensuring equitable student access to opportunities, including an assessment of fees charged to students and ensuring an appropriate supplies budget
4. **High quality in-district programming and inclusion classrooms for students with special needs**, including resources required to provide for increasing need for medical support, as well as identifying targeted investments and innovations in district-wide programs. This means ensuring that special needs programming and inclusion is safe, effective, comprehensive, and systematically integrated across all district-wide initiatives, programs, and district-wide capital, administrative, curriculum investments;
5. **District-wide capacity to collect, analyze, and use student data** to understand both individual student growth and access to opportunities, and longitudinal trends for the district;
6. **K-12 art, music, foreign language, recess, and physical education** as part of the school day;

7. **Educational technology**, including investments required to maintain a robust and flexible technology infrastructure, equitable and universal access to advanced technology for all our students in a growing School population, professional development and support to bolster approaches to teaching and learning, and costs of implementing and supporting a new statewide testing system.
8. **Continuous efforts to seek feedback** in the budgeting process from the end users of district resources (teachers, staff, school leaders, students, and community members) about the operationalization of the budget in educational contexts and school management practices. This includes creating opportunities annually to learn from all key stakeholders about perceived over-investments, deficits, and priority areas for sustained levels of investments.
9. During FY 2022, the new superintendent will lead a process to develop a **strategic plan**. Once a strategic plan is in place, it will be guide budget priorities, staffing and resource decisions, and programmatic priorities.

The budget also reflects the following **current conditions**:

1. **Operating Implications of Capital Needs**: Enrollment growth has had, and will continue to have both operating and capital implications. The pressing needs of the schools for physical expansion and the operating budgets for those buildings are inextricably linked: limitations and/or expansions in the physical plant can drive decisions about class sizes, the number of courses offered and other program choices, and rental space—all of which have implications for the operating budget. The PSB Administration should plan for and highlight those incremental operating costs in the FY 2021 budget, including but not limited to BEEP capacity, High School expansion, the addition of a 9<sup>th</sup> Elementary School, and the reopening of the renovated Devotion School.
2. **Collective Bargaining**: The BSC signed new contracts with all of its unions during FY 2017. The 2021 budget reflects the new contracts, and future projections should reflect new contracts consistent with the sustainable growth budget model indicated above.

BEU	AFSCME
Unit A – Through August 31, 2019	Food Service – Through June 30, 2021
Unit B – Through August 31, 2019	Custodial – Through June 30, 2021
Paraprofessionals – Through August 31, 2019	BESA – Through June 30, 2021

3. **State Mandates**: The BSC expects the PSB to continue to budget to meet the demands of various mandated initiatives. Mandated initiatives for FY 2021 include:
  1. **Legislative and DESE regulatory changes**. The PSB will review and update policy, guidelines, and services in accordance with new legislative mandates and DESE regulatory changes.
4. **Special Revenue Funds**. Continue to review and analyze the sustainability of reliance on these funds for basic and specialized program needs.
  - a. **Revolving Funds**: See attached fee schedule.
  - b. **Grants**: See attached.
5. **Decentralizing Budgeting**. Continue ongoing process for using school-based budgeting that is developed through collaboration and coordination between curriculum coordinators and principals in order to effectively staff, schedule, and resource schools so school-based and district-wide priorities can be met. Coordination and collaboration between curriculum coordinators and principals will be focused on improving reporting of resources allocated and lead to increased school-level decision making.

*DRAFT \*\* FY 2021 School Committee Budget Development Guidelines And Priorities*

Submitted by the Brookline School Committee as voted on \_\_\_\_\_.

Julie Schreiner-Oldham, Chair  
Sharon Abramowitz, Service  
Helen Charlupski, Service  
Susan Wolf Ditkoff, Service  
Michael Glover, Service

Suzanne Federspiel, Vice Chair  
Jennifer Monopoli, Service  
David A. Pearlman, Service  
Barbara Scotto, Service

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### Revolving Fund Fee Summaries

Program	FY20 Fee	FY21 Fee	Reason for Change	Estimated Revenue
<b>Athletics</b>	<ul style="list-style-type: none"> <li>▪ High School Sport: \$300</li> <li>▪ 7/8 Grade Basketball: \$100</li> <li>▪ 7/8 Grade Volleyball: \$85</li> <li>▪ 7/8 Grade Indoor Soccer: \$85</li> </ul>			
<b>Materials fee</b> Need to verify numbers	Materials Fee: \$2,974.64 Discount Per Add. Child: \$297.46			
<b>International Tuition (SEVIS) 1 year Exchange</b>	\$21,230 per student plus Lunch, Breakfast, other student fees, fines, and charges.			
<b>South Brookline Bus Transportation</b>	<b>User Fee</b> <ul style="list-style-type: none"> <li>▪ Cost per Day/Fee: \$400</li> <li>▪ Days/payers: 120</li> </ul>			
<b>Beep Tuition</b>	<b>Preschool</b> \$10,700  <b>Pre-K</b> \$10,700  <b>Pre-K Extended Days</b> <b>2 Days</b> Until 3:00PM \$2,702 Until 5:45PM \$4,552 <b>3 Days</b> Until 3:00PM \$4,080 Until 5:45PM \$6,828 <b>5 Days</b> Until 3:00PM \$6,800 Until 5:45PM \$11,380  <b>Launch Summer Program</b> \$550/week			

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<b>Program</b>	<b>FY20 Fee</b>	<b>FY21 Fee</b>	<b>Reason for Change</b>	<b>Estimated Revenue</b>
<b>School Lunch</b>	<p><b>K-8</b> Breakfast \$2.00 Lunch \$3. 50 Premium Lunch \$4.50-\$10.00</p> <p><b>High School</b> Breakfast \$2.00 Lunch \$3.75 Premium Lunch \$4.50-\$10.00 Dairy/Lactaid Milk \$0.75 Soy Milk \$1.50 100% Juice \$0.50</p> <p><b>Reduced Price</b> Breakfast \$0.30 Lunch \$0.40</p> <p><b>Adult Meals</b> \$4.50-\$10.00</p> <p><b>Summer Lunch</b> \$4.00</p>			
<b>Summer school Programs (BHS)</b>	<p><b>2 Hour Class:</b> Brookline Resident \$310 Non-resident \$350 Financial Aid \$60</p> <p><b>4 Hour Class:</b> Brookline Resident \$575 Non-resident \$625 Financial Aid \$120</p>			
<b>Summer school Programs (elementary) Project Achieve and Discovery</b>	<ul style="list-style-type: none"> <li>▪ No Fee</li> </ul>			
<b>BACE</b>	<p>Adult Programs \$6-\$324 Children’s Programs \$50-\$350 Music Lessons \$459-\$718</p>			

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<b>Program</b>	<b>FY20 Fee</b>	<b>FY21 Fee</b>	<b>Reason for Change</b>	<b>Estimated Revenue</b>
<b>Performing Arts</b>	Costs are calculated for total cost of providing experience divided by the number of students			
<b>Visual Arts</b>	<b>Photography</b> \$45 per course <b>Ceramics</b> \$40 per course <b>Metals</b> \$40 per course <b>Sculpture</b> \$20 per course			
<b>Career and Technology Education</b>	<b>Culinary Program</b> \$50 per course			
<b>Extracurricular Activities</b> (non-club based)	Costs are calculated for total cost of providing experience divided by the number of students			
<b>Lost Books</b>	Replacement cost if in print. Last known cost if not, funds then used to buy updated version			

\*Financial Assistance policy applies to all fees, fines, and charges unless otherwise noted.



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**Request for Grant Acceptance  
FY2021**

Motion: School Committee Accepts the grant awards as determined by the awarding authority for the grants listed below:

Source	Grant	Anticipated Award FY20	Assumption	FY 20 Projected Balance/Deficit
Federal	Title I	\$434,715	Level funded	\$0
Federal	Title IIA	\$115,974	Salaries move grant in to deficit	\$(17,343)
Federal	Title III	\$117,197	Level funded	\$0
Federal	Title IV	\$30,853	Level funded	\$0
Federal	Perkins	\$51,168	Level funded	\$0
Federal	Individuals with Disabilities Education Act (IDEA)	\$2,114,396	Salaries move grant in to deficit	\$(152,436)
State	Coordinated Family & Community Engagement (CFCE)	\$125,850	Level Funded	\$0
State	Early Childhood Special Education	\$33,078	Level funded	\$11,758
State	Inclusive Preschool Learning Environments (IPLE)	\$45,000	Cut from \$67,168 in FY19	\$(32,338)



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<b>Source</b>	<b>Grant</b>	<b>Anticipated Award FY20</b>	<b>Assumption</b>	<b>FY 20 Projected Balance/Deficit</b>
State	Metropolitan Council for Educational Opportunity (METCO)	\$1,605,301	Salaries move grant in to deficit.	\$(72,707)
State	Enhanced School Health Services	\$0	Most likely phased out and replaced	\$(106,600)
Local	Brookline Education Foundation (BEF)	\$170,671	Dependent on teacher submittals	\$22,690
Local	Boston University Consortium	\$5,000	Varies widely, based on teacher submittals	\$0
Local	Brookline Innovation Fund	\$186,806	Current-year salaries escalated	\$0
Local	Kraft Family Foundation Opportunity Fund	\$0	Original grant award carried forward	\$40,000

\*Any deficit or balance will be the responsibility of the Superintendent to adjust. Grant managers should not assume that the operating budget will have funding available to cover any over expenditures of grant awards. Budget detail for each grant can be found online.<sup>1</sup>

<sup>1</sup> <https://www.brookline.k12.ma.us/Page/108>