



The Public Schools of Brookline
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Andrew J. Bott
Superintendent

TO: Finance Subcommittee of the Brookline School Committee
FROM: Andrew J. Bott, Superintendent
DATE: January 14, 2019
RE: Draft Superintendent's FY2020 Budget Message

BUDGET OVERVIEW

The Fiscal Year 2020 budget is built to support the Public Schools of Brookline's mission to ensure that every student develops the skills and knowledge to pursue a productive and fulfilling life, to participate thoughtfully in a democracy, and succeed in a diverse and evolving global society. The budget rests on two foundational beliefs:

1. Brookline should expect nothing less than exceptional and equitable outcomes for all of our learners. We must use our resources to ensure that we enable every student to succeed at high levels.
2. In an effective school system, what takes place in our classrooms and our schools matters the most. The resources of the district must be organized in a way that recognizes the centrality of our classrooms. As such, administration supports principals as instructional leaders, so principals can support educators, and educators can support each and every one of our students.

Through our budget choices, the school district is organized so that we support high quality instruction at all levels, prioritize the work that happens between students and educators in our classrooms, and build on our strengths and our challenges openly.

Our primary focus remains high quality teaching and learning for all students and especially for students in groups we know are disproportionately impacted by opportunity and outcome gaps - including race, income, disability, and language status. This budget prioritizes the staffing, program, and materials needed to ensure educators have the resources needed to support individual student needs.

As a district, we must support students and educators - both inside and outside of the classroom. To that end, the choices made in the FY2020 budget support the Public Schools of Brookline's five core values. The district's work in support of these core values is guided by the three-year goals put forth during the development of the FY2019-2021 override budget. These goals focus on maintaining the quality of education, programs and services in the face of historic and ongoing enrolment growth; and on maintaining small class sizes and the resources needed to fund new student support positions in guidance, nursing and English Learner instructors in order to lower student/educator ratios. These goals also continue the work on critical priorities, including educational equity, restorative practices, professional development, and curricula review and renewal.

Since Town voters approved the three-year operating override in May 2018, both the revenue and expense outlooks have changed significantly. These changes have resulted in three unanticipated fiscal challenges that affect the budget in the following ways:

1. Significant changes downward in the Town's growth estimates of new revenue, along with an increase to the school department's charge for pension liability and increased expenses charged to other Town departments, are currently resulting in a net revenue loss to the PSB of \$626,254.

2. Revenue from revolving funds and other sources of revenue, including transfers and offsets, are no longer allowed to be considered, resulting in a net revenue loss of \$406,714.
3. Unanticipated increases in mandated expenses, mainly a 27% increase in out-of-district tuition expenses, are increasing the special education budget for FY2020.

Combined, the two revenue reductions result in a deficit of \$1,032,968 that impacts the FY2020 budget. In the face of these challenges, the FY2020 budget request focuses on three primary areas, all designed to maintain the commitment to small classes, to increased staffing and improved services, and to strategic investments identified in the 2018 and prior operating overrides:

1. *Maintaining current staffing levels and fulfilling our contractual obligations* - As with all school systems, the majority of PSB's budget pays for teachers and other school-based personnel. Sixty-seven percent (67%) of the FY2020 budget increase funds the contractually obligated costs of maintaining our existing staff. In this presentation of the budget, a pool of funds equivalent to a 2% increase in cost of living (COLA) and equivalent to a 3% increase to cover all known contractual obligations for steps and lanes is included. This funding is within the 2018 override projection for FY2020. Holding this pool of funds in reserve pending the speedy resolution of our Unit A, Unit B, and paraprofessional contracts before contract expiration in 2019 remains a priority despite the significant FY2020 fiscal challenges.
2. *Responding to our ongoing increases in enrollment and the complexity of student needs* - Brookline's historic enrollment growth, which has been affecting the K-8 elementary schools since 2005, is now impacting Brookline High School. Since 2005, the district's K-8 student population has grown by 41%, or 1599 students. During that same time, Brookline High School grew by 11%, or 203 students. Over the next five years, high school enrollment is projected to accelerate and increase by an additional 21%, or 429 students. To keep pace with this ongoing growth, the FY2020 budget allocates increases in staff in several key areas. This includes the following commitments:
 - 7.0 FTE scheduled as a part of the 2018 override to support BHS enrollment growth
 - 3.0 FTEs for guidance (K-8), nursing, and English Learner (EL) instruction
 - 1.0 FTE for an additional educational leader position at Brookline High School
 - A 27% increase in funding for out-of-district tuition to ensure that the PSB fulfills our moral and legal obligations to provide a free and appropriate public education in the least restrictive environment to all students
3. *Continuing commitment to strategic investments approved by voters in 2018* - In the face of a significant operating deficit, the FY2020 budget maintains the strategic investments approved by voters in 2018. These include:
 - Hiring a Senior Director for Educational Equity
 - Include professional development funds to support district-wide professional development on Diversity, Equity and Inclusion
 - Funding, at appropriate levels, of the resources necessary to support implementation of math program review recommendations, including funding for materials and professional development.
 - Funding the District's Financial Assistance policy
 - Funding to subsidize transportation services for high school students living in South Brookline
 - Holding in reserve dollars above the 2% COLA, steps and lanes for paraprofessional collective bargaining

This budget overview is organized into four sections designed to explain in detail the major forces affecting the FY2020 budget and provide a high-level summary of the budget focusing on major revenue and expenditure categories.

Section I	Primary Drivers of the FY 2020 Budget: Our Core Values and our District-Wide Priorities
Section II	FY19-FY21 Original Override Projection
Section III	Summary of FY2020 Budget Revenues
Section IV	Summary of Expenses

Section I – The Primary Drivers of the FY2020 Budget

The FY2020 budget request is driven by three primary forces:

- A. The Public Schools of Brookline’s five core values and district-wide goals;
- B. Maintaining the quality of the education, programs, and services in the face of historic and ongoing enrollment growth; and
- C. The commitments made in the Operating Overrides approved by Brookline voters in 2018 and prior overrides.

During the 2018-2019 school year, one and three year goals focused on making progress in three major areas were developed:

1. Ensuring that all students have equitable access to in-depth, engaging, and high quality curriculum and instruction:
 - Review of PSB’s math program and evaluation of our literacy program;
 - Identification of possible program improvements, such as powerful and well supported inclusion models, project based learning methods, and thoughtful measures of progress;
 - Providing clarity for students and families about the support for struggling and advanced learners, including how we group and assign students to academic levels as they enter Brookline High School.
2. Ensuring that all students have access to high quality, modern facilities that support in-depth, engaging, and collaborative teaching and learning:
 - Completing the design and construction document phase of the Brookline High School expansion project, the start of construction for the BHS expansion project in June 2019, and the transition of 9th grade students to Old Lincoln School starting in the 2019-2020 school year;
 - Supporting the Feasibility and Schematic Design phase work for both the Baldwin School and Driscoll School expansion/renovation projects;
 - Supporting the work with the Massachusetts School Building Authority partnership for the Pierce School expansion/renovation project;
 - Supporting the donor of the 127 Harvard Street Brookline Early Education Program (BEEP) building to bring the building on-line and operational during the calendar year 2021.
3. Continuing our progress on eliminating persistent opportunity and outcome gaps among students based on race, ethnicity, language, income and disability by funding the new position of Senior Director for Educational Equity; creation of this leadership positions allows us to:
 - Form parent, educator and student Diversity, Inclusion and Equity Advisory Committees;
 - Develop an equity snapshot and 3-year professional learning plan related specifically to cultural competence, implicit bias, and the elimination of opportunity and outcome gaps in our schools; and
 - Deepen the district’s important improvements to our recruitment, hiring, and mentoring of diverse educators so that our teachers are reflective of our student body.

Five Core Values Guide the Public Schools of Brookline

Our five Core Values inform all of PSB's work: everything from budget decisions to each building's School Improvement Plan. The aspirations underlying each of the Public Schools of Brookline's five Core Values are defined below. Pursuit of these values guides how we allocate our funding, people and time and are reflected in the FY2020 budget.

High Achievement for All

The Public Schools of Brookline inspires our students to develop a passion for learning. We support students through strong relationships to become invested in their learning, develop the confidence and persistence to grow as learners, and meet their goals for success in and beyond school. To pursue our value of all students achieving at high levels, the PSB is committed to and the FY2020 budget supports:

- Maintaining small class sizes
- Quality early childhood education
- Inclusive classrooms and district-wide special education programs
- A comprehensive high school curriculum with an extensive variety of opportunities and programs
- Math Program Review
- Differentiated instruction for all learners PK-12

Educational Equity

The Public Schools of Brookline identifies, understands, and eliminates barriers to educational achievement in our schools. Educators in every school provide their students with the support needed to reach and exceed Brookline's high standards. To pursue educational equity, the PSB is committed to and the FY2020 budget supports:

District-wide strategies such as:

- High quality curriculum across all grades and all schools
- Inclusive classrooms with educators and specialized instructional personnel
- High quality professional development opportunities and supports focusing on instructional coaching and collaboration
- Specialized programs and services district-wide in support of access for all learners.
- Literacy and Math Specialists across schools to provide support and create high outcomes for all students
- Child Study Teams individualizing student interventions and extensions
- District-wide and school specific professional development on equity
- District-wide equitable access to educational technology

Targeted support programs such as:

- The Calculus Project
- African American and Latino Scholars
- Young Scholars
- Steps to Success
- Alternative Choices in Education (ACE) – an intensive and personalized alternative pathway for BHS students
- Leveled Literacy Interventions

Excellence in Teaching

The Public Schools of Brookline understands that passionate, knowledgeable, and skillful educators are the core strength of our schools. To support excellent instruction throughout our schools, the PSB is committed to and the FY2020 budget supports:

- Strong, effective mentoring programs for all new staff and administrators
- A meaningful and structured approach to educator evaluation and support
- Instructional coaching and professional development for teachers in math, literacy, educational technology, and enrichment and challenge support
- Recruiting and retaining outstanding educators
- Job-embedded professional development on early release dates for paraprofessionals
- A wide variety of professional learning opportunities

Respect for Human Differences

The Public Schools of Brookline provides a safe environment for expressing and exploring human differences and commonalities. Our schools create caring and understanding communities that promote a deep sense of belonging and respect for all. To support respect for human differences throughout our schools, the PSB is committed to and the FY2020 budget supports:

- Meeting individual student needs through social-emotional learning at the K-8 schools and at the high school
- Professional development focused on bias and anti-racism
- Ongoing review of instructional material to make them more representative of the diversity of our students and families
- The METCO Program
- Comprehensive district-wide special education opportunities
- Robust school-based and district-wide English Learner programs
- The School Within-a-School program at BHS
- Bullying prevention programs in all of the K-8 schools
- Providing support to students through the Advisory Program at BHS
- Ongoing commitment to development of Cultural Proficiency in students and staff

Collaboration

The Public Schools of Brookline commits to collaboration in all aspects of education to foster interaction among diverse viewpoints and to broaden learning opportunities for our students, educators, and community.

Collaboration among faculty and between schools and our long-standing community-based partners creates the shared ownership of our schools that adds value to the lives of all community members. To support collaboration, the PSB is committed to and the FY2020 budget supports:

Collaboration among faculty and administrators:

- Child Study Teams
- Common planning during which faculty members collaborate on lesson planning, assess student work and improve instruction
- School-based collaborative study groups through which faculty members study topics related to strengthening instruction and improving their practice
- Curriculum coordinators visiting classes in teams and principals doing learning walks in all schools

Essential partnerships:

- Parent Teacher Organizations, School Site Councils, and other specific parent groups (e.g., Special Education Parent Advisory Council, Steps to Success parent group)
- Brookline Education Foundation
- The BHS Innovation Fund
- Brookline Community Foundation
- The Brookline Community Mental Health Center
- Municipal Departments:
 - Building Department and the Public Building Division: Facilities Maintenance, Repair, and Replacement;
 - The Public Library of Brookline: Education Technology and Library Services Partnership;
 - Parks and Open Space: Playgrounds and Fields;
 - Police/Fire: Emergency Planning and Response; and
 - Department of Public Works: Sidewalks, Grounds Maintenance and Snow Removal
- Extended Day and enrichment programs in all K-8 schools