



THE PUBLIC SCHOOLS OF BROOKLINE
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MARY ELLEN DUNN
 DEPUTY SUPERINTENDENT
 FOR ADMINISTRATION AND FINANCE

Memorandum

TO: Mary Ellen Dunn, Deputy Superintendent for Administration and Finance

FROM: Michael D'Onofrio, Director of Administrative Services

RE: FY16 Final Expenditure Report

DATE: October 17, 2016

The Final FY16 Financial Expenditure Report shows a net surplus on the Operating Budget of \$33,798. This is a reduction from the 3rd Quarter Report which expected losses of (\$180,215).

Salaries / Expenses	Original Appropriation	Transfers/ Amendments	Revised Budget	YTD Expended	Encumbrance/ Requisitions	Available Budget
Operating Budget						
Salaries	\$ 83,078,967	\$ 464,460	\$ 83,543,427	\$ 83,543,427	\$ -	\$ 0
Services	\$ 7,944,133	\$ 218,286	\$ 8,162,419	\$ 7,663,530	\$ 498,889	\$ 0
Supplies	\$ 2,325,338	\$ 12,451	\$ 2,337,789	\$ 2,274,157	\$ 63,632	\$ 0
Other Expense	\$ 1,526,551	\$ (1,064,780)	\$ 461,771	\$ 439,683	\$ 22,089	\$ 0
Capital	\$ 1,415,391	\$ (4,703)	\$ 1,410,688	\$ 1,240,716	\$ 169,971	\$ 0
Subtotal	\$ 96,290,380	\$ (374,286)	\$ 95,916,094	\$ 95,161,513	\$ 754,581	\$ 0
Other Revenue Sources						
Salaries	\$ 1,410,104	\$ -	\$ 1,410,104	\$ 1,376,306	\$ -	\$ 33,798
Services	\$ 1,556,509	\$ 309,635	\$ 1,866,144	\$ 1,866,144	\$ -	\$ -
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expense	\$ 100,000	\$ (100,000)	\$ -	\$ -	\$ -	\$ -
Capital	\$ (100,000)	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 2,966,613	\$ 309,635	\$ 3,276,248	\$ 3,242,450	\$ -	\$ 33,798
Grand Total	\$ 99,256,993	\$ (64,651)	\$ 99,192,342	\$ 98,403,963	\$ 754,581	\$ 33,798
*Original Appropriation was \$99,256,993, reduced by \$374,286 at Town Meeting						
\$274,286 for Benefits and \$100,000 for Building Maintenance						
*Additional Circuit Breaker Funding of \$309,635 to balance Special Education Budget						

Personnel: Salaries and Wages are shown by bargaining group to highlight in summary the cost and FTE changes for the FY 2016 budget (Table 1). The final report details all personnel costs associated with time worked between July 1, 2015 and June 30, 2016. This time frame begins with summer programs and professional development activities through the end of the school year.

As a result of collective bargaining agreements not being settled, a carry over encumbrance was executed for the future settlement. The district entered into mediation for Units A, B and the Paraprofessional Units, and has not yet started negotiations for Custodians, Food Service and Secretaries.

Table 1

Bargaining Unit	Budgeted FTE	FTE	FTE Variance	Budgeted Salaries	Final Salaries	Salaries Variance	Notes
SAD1 SUPT, DPTY SUPT AND ASST SUPT	5.00	5.00	-	\$ 820,674	\$ 930,532	\$ (109,858)	Separation Costs
SAD2 PRINCIPALS AND BHS HEADMASTER	10.00	11.00	(1.00)	\$ 1,578,166	\$ 1,794,106	\$ (215,940)	Reclassification of VP (Unit B) to Principal at Devotion and Separation Costs
SAD3 DEANS AND DIRECTORS	11.88	12.88	(1.00)	\$ 1,453,539	\$ 1,455,928	\$ (2,389)	
SAD4 INDIVIDUAL CONTRACTS	10.80	11.00	(0.20)	\$ 827,719	\$ 941,776	\$ (114,057)	Addition of Full Time SC Admin Assitant (.2)
SAFC AFSCME CUSTODIANS	40.93	41.45	(0.52)	\$ 2,183,560	\$ 2,280,115	\$ (96,555)	Additional Custodial Overtime
OVERTIME	-	-	-	\$ 186,030	\$ 318,775	\$ (132,745)	Custodial Overtime
SUBSTITUTES	-	-	-	\$ 816,520	\$ 1,236,090	\$ (419,570)	Increase due to coverage for leaves
SNB SCHOOL NO BENEFITS	-	-	-	\$ 666,632	\$ 414,478	\$ 252,154	Budgeted 1st Grade Aides under Services
BESA SECRETARIES	40.70	40.90	(0.20)	\$ 2,112,614	\$ 2,132,916	\$ (20,302)	Pierce School Extension Support
STRN TRANSPORTATION	1.00	0.50	0.50	\$ 29,483	\$ 19,702	\$ 9,781	
SUNA: Unit A- TEACHERS	779.00	767.32	11.68	\$ 64,450,894	\$ 63,680,931	\$ 769,963	Savings due to leaves and ESY Funding by IDEA Grant
SUNB: Unit B- CURRICULUM COORDINATORS	37.13	36.13	1.00	\$ 3,922,684	\$ 3,827,888	\$ 94,796	Reclassification of VP (Unit B) to Principal at Devotion
SUNC: Unit C- PARAS BIWEEKLY	209.23	224.74	(15.51)	\$ 5,201,175	\$ 5,123,492	\$ 77,683	Unfilled Paras and some positions filled by Subs
SUND: Unit D- PARAS WEEKLY	11.00	11.00	-	\$ 703,842	\$ 729,735	\$ (25,893)	
SUNE IND PARA LIKE CONTRACTS		1.00	(1.00)	\$ -	\$ 33,269	\$ (33,269)	Hired a Physical Therapist Assistant
Total	1,156.67	1,162.92	(6.25)	\$ 84,953,532	\$ 84,919,734	\$ 33,798	

Vacancies and Other Salary Offsets: The final report reflects a savings on personnel expenses due to several unfilled positions for much of the year. Some of these positions were filled late in the year, and others were not filled at all. Additionally, the Extended School Year program administered by the Office of Student Services (Special Education) contained a General Fund Budget of \$232,713. The ESY program funding came entirely through the IDEA Federal Special Education Grant. In FY17, this line item was eliminated, as it is expected that the IDEA Grant will continue to fund this effort.

Table 2

Description	Unfilled Positions/Hire Date				Hire Date
	FTE	Budgeted Cost	Actual Cost	Budget Savings	
Sr. Director of Teaching and Learning	1.00	\$ 125,000	\$ 478.93		June 30, 2016
Bus Monitor	0.50	\$ 14,583	\$ -		Unfilled for all of FY16
Digital Analysis Specialist	1.00	\$ 70,000	\$ 10,344.87		May 2, 2016
Digital Learning Specialist	1.00	\$ 50,000	\$ -		Unfilled for all of FY16
Extended School Year Summer Program	0.00	\$ 232,713	\$ -		Funded through IDEA
Total Cost / Savings	3.50	\$ 492,296	\$ 10,824	\$ 481,472	

Separation Costs: FY16 saw a number of senior administrators and principals retire or resign. The net cost of this, due to buy backs of vacation, sick time and administrative days, as well as settlements, cost the district \$293,255.59.

Expenses: Program Budgets came in below budget. Two areas of note were in Mathematics and Literacy, where program review led to a delay in purchasing certain Math consumables, funded through the Supervision Account, and budgeted training costs for Literacy Coaches did not materialize due to the ongoing search for high quality Literacy Coaches for the district. The balance of \$109,594 was transferred to fund the bargaining unit projected settlement cost.

Table 3

Non-Salary Expenses				---- Thru 6/30/16 ----			
Program/ Function	FY16 ATM Budget	FY16 STM Budget	Transferred Amount	Expended Amount	Encumbered Amount	Committed Amount	Surplus/ (Deficit)
Administration 31050	\$342,475	\$342,475	\$145,710	\$460,389	\$27,796	\$488,185	(\$145,710)
Supervision 31100	\$380,019	\$380,019	(\$143,436)	\$220,648	\$15,935	\$236,583	\$143,436
Transportation 31300	\$1,643,900	\$1,643,900	\$452,929	\$1,935,949	\$160,880	\$2,096,829	(\$452,929)
Student Body Activities 31350	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Educ Tech & Info Science 316031	\$1,597,275	\$1,597,275	(\$34,589)	\$1,503,269	\$59,417	\$1,562,686	\$34,589
Athletics/After School 31720	\$149,901	\$149,901	\$106,522	\$253,111	\$3,312	\$256,423	(\$106,522)
Psychological Services 31750	\$41,258	\$41,258	(\$29,232)	\$11,168	\$858	\$12,026	\$29,232
Medical Services 31770	\$32,671	\$32,671	(\$5,284)	\$27,359	\$28	\$27,387	\$5,284
Information Services 31780	\$499,674	\$499,674	\$274,441	\$597,849	\$176,266	\$774,115	(\$274,441)
Guidance 31790	\$38,770	\$38,770	(\$29,318)	\$8,755	\$697	\$9,452	\$29,318
School Within A School 32200	\$10,325	\$10,325	(\$1,208)	\$9,117	\$0	\$9,117	\$1,208
World Languages 32250	\$104,967	\$104,967	(\$11,168)	\$80,501	\$13,298	\$93,799	\$11,168
ELL / ESL 32270	\$106,482	\$106,482	(\$17,489)	\$88,907	\$86	\$88,993	\$17,489
Visual Arts 32400	\$110,843	\$110,843	\$2,506	\$110,376	\$2,973	\$113,349	(\$2,506)
English/Language Arts 32500	\$222,174	\$222,174	\$6,318	\$226,360	\$2,132	\$228,492	(\$6,318)
Mathematics 32600	\$207,993	\$207,993	\$14,380	\$218,358	\$4,015	\$222,373	(\$14,380)
Performing Arts 32650	\$73,841	\$73,841	(\$9,570)	\$63,284	\$987	\$64,271	\$9,570
Physical Education 32700	\$39,405	\$39,405	\$41,342	\$80,747	\$0	\$80,747	(\$41,342)
Special Education 32760	\$6,126,076	\$6,126,076	(\$437,961)	\$5,500,929	\$187,186	\$5,688,115	\$437,961
Literacy Specialists 32770	\$142,392	\$142,392	(\$44,292)	\$98,100	\$0	\$98,100	\$44,292
Health Education 32780	\$58,999	\$58,999	(\$46,664)	\$12,335	\$0	\$12,335	\$46,664
Science 32850	\$165,679	\$165,679	\$7,394	\$170,560	\$2,513	\$173,073	(\$7,394)
Social Studies 32900	\$125,079	\$125,079	\$52,270	\$168,272	\$9,077	\$177,349	(\$52,270)
Career & Ed. Techn. 32920	\$67,478	\$67,478	(\$8,030)	\$56,992	\$2,456	\$59,448	\$8,030
Kindergarten 33150	\$118,765	\$118,765	(\$10,874)	\$107,891	\$0	\$107,891	\$10,874
Elementary 33200	\$564,044	\$564,044	(\$167,010)	\$376,025	\$21,009	\$397,034	\$167,010
High School 33300	\$427,725	\$427,725	(\$112,052)	\$261,730	\$53,943	\$315,673	\$112,052
General Instruction 33400	\$506,323	\$232,037	(\$208,204)	\$23,833	\$0	\$23,833	\$208,204
Building Services 34250	\$863,396	\$763,396	\$102,975	\$856,653	\$9,718	\$866,371	(\$102,975)
Total Non-Salary Expenses	\$14,767,929	\$14,393,643	(\$109,594)	\$13,529,467	\$754,582	\$14,284,049	\$109,594
<i>*\$109,594 Transferred to Salary Line Items</i>							

Deficits above \$10,000 - Summary

- Administration – FY16 saw an increase in expenses here related to additional legal services and the contracted services associated with the Superintendent’s search.
- Transportation – See detail below.
- Athletics – For a detailed description of this, please refer to the Athletics Revolving Fund report on page 8.
- Information Services – In FY16, planned hardware expenses under the 5 year Technology Plan were made as funds became available.
- Mathematics – Additional Mathematics consumables purchased, above budget but not implementing the full plan pending program review.
- Physical Education – Some costs associated with Upper Devotion, which were originally in the CIP – Old Lincoln School plan, were recoded to the General Fund.
- Social Studies – Additional Elementary School textbooks and consumables were purchased in FY16 with support from Teaching and Learning.
- Building Services – Additional expenses in Building Services occurred in cleaning materials, equipment replacement and moving expenses.

Transportation: The Transportation budget (Table 5) finished over expended by \$(452,929). The Regular Education Transportation Budget was over expended by \$(204,670). The deficit is being caused by Devotion School transportation services. The transportation costs are not part of the Devotion Building Project. In FY17 the estimated expense for Devotion transportation will be charged to the Devotion Building Project, similar to the past practice of expenses occurring within the recent Runkle Building Project.

Transportation FY2016 Contracts	FY16 Budget	Actual	Variance
Regular Transportation (Eastern Bus)	\$ 269,630.00	\$ 474,300.00	\$ (204,670.00)
Special Education Transportation (YCN)	\$ 1,374,270.00	\$ 1,622,529.00	\$ (248,259.00)
Total	\$ 1,643,900.00	\$ 2,096,829.00	\$ (452,929.00)

Tuition: The Tuition budget (Table 6) has been affected by a number of students who have moved into the district. The final number of out-of-district Tuition students was 53 for FY16. In the beginning of the year, there was a reserve of \$475,000 for both unanticipated move-ins, contracted services for students and additional personnel. The reserve was completely reallocated to both staff and services. In addition, \$309,635 from the Circuit Breaker account was utilized in order to balance the Special Education Budget.

Special Education Out of District Tuition Summary			
Description	Budget	Actual	Variance
Private Placements	\$ 5,141,798	\$ 5,428,641	\$ (286,843)
Ancillary Services	\$ 719,583	\$ 742,375	\$ (22,792)
Total	\$ 5,861,381	\$ 6,171,016	\$ (309,635)
Circuit Breaker Offset	\$ (1,556,509)	\$ (1,866,144)	\$ 309,635
Net Tuition & Ancillary Services	\$ 4,304,872	\$ 4,304,872	\$ -

***Number of Tuitioned Out Students:** 53

FY16 Final Expenditure Report - Revolving Funds

Brookline Adult and Community Education – SE22

The Brookline Adult and Community Education program continues to provide an invaluable resource to the town, with a wide range of classes and events that appeal to our diverse population.

For FY16, the final report shows total revenues of \$1,382,758 against program operational expenses and encumbrances of \$1,287,275. The biggest factor in this year’s net profit/loss was the reduction in deferred revenues realized this year, which dropped from \$490K in FY15 to \$425K in FY16. These revenues are directly related to enrollments in summer programming prior to June 30th for classes/activities that occur after July 1st. For FY17, the deferred revenue number was \$401K, so it will be important to monitor revenues against expenses by season to ensure that the program continues to operate at or above break even performance.

The main variables that affect expenses include the following categories:

- Class Instructors – This cost is the amount paid to teachers of a course offered by BA&CE. It varies depending on the number of classes offered, and length of the course. From FY15 to FY16, this expense dropped from \$359K to \$334K.
- Entertainers/Lecturers – This expense type is differentiated from Class Instructors in that they generally hold a one-night special event. This amount rose from \$51K in FY15 to \$84K last year.
- Rental of Space (Non-School Building) – As program demand has increased, so has the need for space for offerings. This amount has risen from \$26K in FY15 to \$33K in FY16.
- Other related services – These are recurring costs that exist in the operational budget, such as printing services, delivery services and banking services. These amounts continue to grow at approximately 2-3% each year.

<i>Fund SE22 Adult Education</i>	FY11 Period Ending 6/30/11	FY12 Period Ending 6/30/12	FY13 Period Ending 6/30/13	FY14 Period Ending 6/30/14	FY15 Period Ending 6/30/15	FY16 Period Ending 6/30/16
Revenue	\$1,422,283	\$1,176,205	\$1,183,305	\$1,319,122	\$1,358,566	\$1,382,758
Expense	(\$1,127,346)	(\$1,088,223)	(\$1,151,968)	(\$1,141,161)	(\$1,200,021)	(\$1,287,275)
Net Income Sub-Total	\$294,937	\$87,982	\$31,337	\$177,961	\$158,545	\$95,483
General Fund Transfers	\$0	\$0	(\$50,680)	(\$50,680)	(\$50,680)	(\$50,680)
Net Income Total	\$294,937	\$87,982	(\$19,343)	\$127,281	\$107,865	\$44,803
Cash Balance At End of Period	\$946,386	\$1,116,648	\$1,220,126	\$1,414,350	\$1,029,448	\$1,074,251
Receivables	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Assets	\$946,386	\$1,116,648	\$1,220,126	\$1,414,350	\$1,029,448	\$1,074,251
Liabilities & Encumbrances	(\$319,006)	(\$353,684)	(\$476,504)	(\$492,767)	\$0	\$0
Fund Balance Adjustments (Prior Year)	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Balance	\$627,381	\$762,964	\$743,622	\$921,583	\$1,029,448	\$1,074,251

Additionally, the General Fund Operating Budget requires Brookline Adult and Community Education to continue to make an annual contribution of \$50,680 toward the use of school building space and custodial cleaning expenses.

Use of School Buildings – SE23

The Use of School Buildings fund reflects the expenses incurred to prepare and operate buildings throughout the year for events held after school and on weekends offset by revenues from the lease of school buildings. In FY15, it had been used to supplement the General Fund at \$150,000, based upon a mid-year implementation of collecting rental fees from groups that had not traditionally been charged for their use. This was increased to \$225,000 in FY16 to reflect a full year's collection of space rental fees from those specific groups.

<i>Fund SE23 Use of School Buildings</i>	FY11 Period Ending 6/30/11	FY12 Period Ending 6/30/12	FY13 Period Ending 6/30/13	FY14 Period Ending 6/30/14	FY15 Period Ending 6/30/15	FY16 Period Ending 6/30/16
Revenue	\$125,804	\$106,075	\$98,188	\$146,253	\$268,959	\$407,786
Expense	(\$127,904)	(\$64,483)	(\$114,991)	(\$68,737)	(\$148,336)	(\$120,459)
Net Income Sub-Total	(\$2,100)	\$41,592	(\$16,803)	\$77,516	\$120,623	\$287,327
General Fund Transfers	\$0	\$0	\$0	\$0	(\$150,000)	(\$225,000)
Net Income Total	(\$2,100)	\$41,592	(\$16,803)	\$77,516	(\$29,377)	\$62,327
Cash Balance At End of Period	\$134,952	\$177,544	\$174,862	\$241,616	\$207,880	\$270,207
Receivables	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Assets	\$134,952	\$177,544	\$174,862	\$241,616	\$207,880	\$270,207
Liabilities & Encumbrances	(\$1,439)	(\$1,000)	(\$15,121)	(\$4,359)	\$0	(\$28,123)
Fund Balance Adjustments (Prior Year)	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Balance	\$133,513	\$176,544	\$159,741	\$237,257	\$207,880	\$242,084

The FY16 final report shows a net fund balance increase of \$35K, even after the additional \$75,000 used to support the General Fund. Improvements in managing the scheduling and collection of fees have assisted in this effort. The fund balance now stands at \$242K beginning FY17.

Next year, we will be implementing an online payment option for renters in an effort to streamline the process, reduce the number of check payments and effort required to process those receipts, and assist in the collection of delinquent revenues owed. We have piloted this using our current online payment system, but we expect to expand this greatly over the next year.

Non-Resident Tuition – SE52

This fund traditionally supplements the General Fund through foreign exchange tuition payments, which was set in FY16 at \$16,500, and through the staff materials fee set at \$2,642. These fees supplemented the General Fund by \$675,744.

<i>Fund SE52 Non-Resident Tuition</i>	FY11 Period Ending 6/30/11	FY12 Period Ending 6/30/12	FY13 Period Ending 6/30/13	FY14 Period Ending 6/30/14	FY15 Period Ending 6/30/15	FY16 Period Ending 6/30/16
Revenue	\$518,068	\$839,902	\$906,767	\$1,005,143	\$1,075,092	\$893,483
Expense	(\$226,871)	(\$705,098)	(\$413,442)	(\$447,213)	(\$536,423)	(\$232,984)
Net Income Sub-Total	\$291,196	\$134,804	\$493,325	\$557,930	\$538,669	\$660,499
General Fund Transfers	(\$442,249)	(\$293,445)	(\$490,016)	(\$716,451)	(\$586,441)	(\$675,744)
Net Income Total	(\$151,053)	(\$158,641)	\$3,309	(\$158,521)	(\$47,772)	(\$15,245)
Cash Balance At End of Period	\$587,962	\$361,951	\$423,852	\$229,371	\$161,428	\$146,183
Receivables	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Assets	\$587,962	\$361,951	\$423,852	\$229,371	\$161,428	\$146,183
Liabilities & Encumbrances	(\$67,370)	\$0	(\$52,718)	(\$17,438)	\$0	\$0
Fund Balance Adjustments (Prior Year)	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Balance	\$520,592	\$361,951	\$371,134	\$211,933	\$161,428	\$146,183

This fund is also used as a clearing account to accept and expend certain other revenue sources (i.e., Music Extension program, transportation revenues and costs associated with these programs).

The fund balance in this account currently sits at \$146K. For FY17, the foreign exchange (F-1) student tuition fee is \$18,546. This fee, as voted by the School Committee, will be assessed annually and therefore may change. The amount of revenue received for these tuitions is highly variable, depending on the number of foreign students applying for and receiving approval to attend the Public Schools of Brookline. Additionally, a number of students might only attend for one semester, further adding to that unevenness in revenue flows.

The materials fee for employee staff also increased for FY17, to \$2,721 per student. The number of students applying for this has steadily grown, but is predicated on the number of available seats/space in a given class.

A detailed analysis of the projected revenue based on the number of F-1 and materials fee students on September 1st will be presented in the FY17 1st Quarter Report.

School Athletics – SE26

This fund contains the student athletic fee which supplements the operating budget of the athletics program.

Fees were raised in FY14 to \$300 per sport, per season in an attempt to close a persistent gap in the costs and revenue shortfalls associated with the Athletics Department.

The Athletics Department is reviewing cost drivers, specifically in the areas of:

- Ice/field rentals – up from \$32K in FY15 to \$48K in FY16
- Transportation costs – increased from \$131K in FY15 to \$146K in FY16 and;
- Equipment expenses – up from \$35K in FY15 to \$65K in FY16

These factors continue to put pressure on the fund, but another key relates to the revenue side, by identifying participants that are in arrears of paying the Athletics Fee. In FY16, the Athletics Department reported uncollected revenues for students not requiring financial assistance of \$32K.

The program continues to struggle with a balanced budget, showing a shortfall of \$120K in FY16. Stronger collection efforts and a per program financial analysis will need to occur in order to determine the viability of some sports, and the need to possibly differentiate fees in order to retain some of those teams.

<i>Fund SE26 School Athletics</i>	FY11 Period Ending 6/30/11	FY12 Period Ending 6/30/12	FY13 Period Ending 6/30/13	FY14 Period Ending 6/30/14	FY15 Period Ending 6/30/15	FY16 Period Ending 6/30/16
Revenue	\$288,676	\$312,904	\$290,869	\$392,162	\$388,240	\$466,698
Expense	(\$342,835)	(\$341,596)	(\$382,069)	(\$521,572)	(\$522,227)	(\$586,801)
Net Income Sub-Total	(\$54,159)	(\$28,692)	(\$91,200)	(\$129,410)	(\$133,987)	(\$120,103)
General Fund Transfers	\$54,159	\$28,692	\$91,200	\$100,601	\$133,987	\$120,103
Net Income Total	\$0	\$0	\$0	(\$28,809)	\$0	\$0
Cash Balance At End of Period	\$6,286	\$47,158	\$61,459	\$28,809	\$12,426	\$39,635
Receivables	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Assets	\$6,286	\$47,158	\$61,459	\$28,809	\$12,426	\$39,635
Liabilities & Encumbrances	(\$6,286)	(\$16,535)	(\$61,459)	(\$28,809)	(\$12,426)	(\$39,635)
Fund Balance Adjustments (Prior Year)	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Balance	\$0	\$30,623	\$0	\$0	\$0	\$0

School Restaurant - SE27

The School Restaurant Revolving Fund accounts for the revenue generated by the School Restaurant at Brookline High School. This program provides real-life training for students interested in the culinary arts as a part of our Career Education program at BHS. The program continues to operate as an above break even operation.

<i>Fund SE27 School Restaurant</i>	FY11 Period Ending 6/30/11	FY12 Period Ending 6/30/12	FY13 Period Ending 6/30/13	FY14 Period Ending 6/30/14	FY15 Period Ending 6/30/15	FY16 Period Ending 6/30/16
Revenue	\$136,853	\$125,558	\$85,118	\$102,730	\$112,243	\$127,938
Expense	(\$103,799)	(\$140,183)	(\$71,370)	(\$99,096)	(\$88,977)	(\$108,437)
Net Income	\$33,054	(\$14,625)	\$13,748	\$3,634	\$23,266	\$19,501
Cash Balance At End of Period	\$150,607	\$140,129	\$149,731	\$159,103	\$176,631	\$196,132
Receivables	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Assets	\$150,607	\$140,129	\$149,731	\$159,103	\$176,631	\$196,132
Liabilities & Encumbrances	\$0	(\$4,147)	\$0	(\$5,738)	\$0	\$0
Fund Balance Adjustments (Prior Year)	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Balance	\$150,607	\$135,982	\$149,731	\$153,365	\$176,631	\$196,132

FY16 revenues came in approximately 14% higher than in FY15, which helped offset higher expenses related to the cost of food (an increase of \$15K in FY16) and equipment repair and maintenance (an additional \$5K above FY15). Despite these increases, the School Restaurant Revolving Fund (also known as Restaurant 108) added \$20K to the bottom line, leaving them with a fund balance of \$196K entering FY17.

Summer School – SE28

The Summer School Program at Brookline High School provides both required and enrichment based courses. Historically, the program operated at a loss which fluctuated between \$30-\$46K annually. This necessitated a supplement from the General Fund budgeted at \$30K.

The Summer School Supplement line item was eliminated in the FY15 budget. Better management, including bringing the student registration and electronic payment mechanism online helped improve revenue collection. Additionally, reviewing class offerings for enrollment and the ability to run without need of a supplement helped lower expenses, while continuing to provide those required classes students needed to graduate on time.

Still, the program shows a slight deficit, primarily related to the collection of school tuitions in arrears. The establishment of a School Committee Financial Assistance Policy will aid us setting up the rules and process needed in ensuring those in need are given the assistance needed, and those who do not qualify will be required to pay for those courses.

<i>Fund SE28 Summer School</i>	FY11 Period Ending 6/30/11	FY12 Period Ending 6/30/12	FY13 Period Ending 6/30/13	FY14 Period Ending 6/30/14	FY15 Period Ending 6/30/15	FY16 Period Ending 6/30/16
Revenue	\$113,242	\$118,960	\$105,138	\$108,052	\$99,298	\$114,326
Expense	(\$143,935)	(\$165,099)	(\$141,155)	(\$136,641)	(\$111,698)	(\$126,438)
Net Income Sub-Total	(\$30,693)	(\$46,139)	(\$36,017)	(\$28,589)	(\$12,400)	(\$12,112)
General Fund Transfers	\$30,693	\$46,139	\$36,017	\$37,136	\$12,400	\$12,112
Net Income Total	\$0	\$0	\$0	\$8,547	\$0	\$0
Cash Balance At End of Period	\$0	\$0	\$0	\$8,609	\$0	\$0
Receivables	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Assets	\$0	\$0	\$0	\$8,609	\$0	\$0
Liabilities & Encumbrances	\$0	\$0	\$0	(\$8,609)	\$0	\$0
Fund Balance Adjustments (Prior Year)	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0

Early Childhood – SE20

The Brookline Early Education Program (BEEP) operated by the Public Schools of Brookline is a fee for service model. These programs are subsidized by the General Fund for both Special Education and collective bargaining costs and supplemented by external grants – primarily the several grants distributed by the Massachusetts Department of Elementary and Secondary Education.

<i>Fund SE20 Early Childhood Ed.</i>	FY11 Period Ending 6/30/11	FY12 Period Ending 6/30/12	FY13 Period Ending 6/30/13	FY14 Period Ending 6/30/14	FY15 Period Ending 6/30/15	FY16 Period Ending 6/30/16
Revenue	\$1,656,550	\$1,947,697	\$1,976,792	\$2,122,866	\$2,246,937	\$2,201,330
Expense	(\$2,004,188)	(\$2,325,918)	(\$2,162,186)	(\$2,177,399)	(\$2,435,109)	(\$2,570,967)
Net Income Sub-Total	(\$347,639)	(\$378,221)	(\$185,394)	(\$54,533)	(\$188,172)	(\$369,637)
General Fund Transfers	\$191,701	\$194,905	\$198,803	\$253,839	\$254,933	\$358,271
Net Income Total	(\$155,938)	(\$183,316)	\$13,409	\$199,306	\$66,761	(\$11,366)
Cash Balance At End of Period	\$243,052	\$48,056	\$253,099	\$351,739	\$234,986	\$223,279
Receivables	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Assets	\$243,052	\$48,056	\$253,099	\$351,739	\$234,986	\$223,279
Liabilities & Encumbrances	(\$91)	\$0	(\$191,634)	(\$183,514)	\$0	\$0
Fund Balance Adjustments (Prior Year)	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Balance	\$242,961	\$48,056	\$61,465	\$168,225	\$234,986	\$223,279

For FY16, the program raised tuition rates in order to continue to offset increased costs related to decreasing federal and state aid for Early Childhood programming, increased demand for Special Education services and an increase in scholarship applications. Additionally, many programs have been relocated from on-site Elementary School locations at Baker, Lincoln and Pierce over the past several years to rental space. The costs associated with relocation are funded by the CIP in FY16 and beyond.

The fund balance in this account reflects the annual General Fund support from Special Education and Kindergarten accounts that supplement costs associated with those populations, but is subject to ever diminishing space issues. Additionally in FY16, the General Fund established a line to provide scholarships funding support at \$100,000.

Including all of these supports, the FY16 final report shows a program that operated on virtually a break even performance. The fund has an available balance of \$223K as it begins the 2016-2017 school year.

Food Service – SE25

The Food Service Program has dealt with fluctuations in revenue and expense costs over the past five years. Raw food prices, transportation costs associated with fresh produce, and implementation of federal mandates regarding school nutrition programs nationwide have affected the predictability of the system in place.

The Food Service revolving fund saw an increase in revenues of \$241K in FY16. However, this was offset in an increase in the amount spent on food, which totaled \$223K (\$180K at the Elementary level, and \$43K at the High School). This, coupled with additional labor costs, has put pressure on the account to increase participation and ensure that all debts are collected. The fund balance remaining in the Food Services account stands at \$112K entering the 2016-2017 school year.

<u>Fund SE25 School Lunch</u>	FY11 Period Ending 6/30/11	FY12 Period Ending 6/30/12	FY13 Period Ending 6/30/13	FY14 Period Ending 6/30/14	FY15 Period Ending 6/30/15	FY16 Period Ending 6/30/16
Revenue	\$2,129,497	\$2,250,802	\$2,041,672	\$2,458,804	\$2,465,401	\$2,707,074
Expense	(\$1,888,501)	(\$2,005,312)	(\$2,096,235)	(\$2,312,781)	(\$2,242,677)	(\$2,694,338)
Net Income Sub-Total	\$240,996	\$245,490	(\$54,563)	\$146,024	\$222,724	\$12,736
General Fund Transfers	\$0	\$0	(\$150,000)	(\$150,000)	(\$200,000)	(\$200,000)
Net Income Total	\$240,996	\$245,490	(\$204,563)	(\$3,976)	\$22,724	(\$187,264)
Cash Balance At End of Period	\$238,217	\$506,214	\$313,903	\$316,458	\$298,913	\$111,649
Receivables:	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Assets	\$238,217	\$506,214	\$313,903	\$316,458	\$298,913	\$111,649
Liabilities & Encumbrances	(\$50,232)	(\$21,486)	(\$33,738)	(\$40,269)	\$0	\$0
Fund Balance Adjustments (Prior Year)	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Balance	\$187,986	\$484,728	\$280,165	\$276,189	\$298,913	\$111,649

Circuit Breaker - SEB3

FY16 was the thirteenth year of “Circuit Breaker” funding. These funds are received by the department from the state as partial funding for high cost Special Education students. Circuit Breaker funds are carried in a revolving fund.

Prior to FY04, the Massachusetts Department of Education paid Residential Schools directly for approximately 50% of the cost of Residential student’s tuition. The Circuit Breaker language requires school departments to pay the entire cost for Residential students and has created a funding formula for distributing funds to school systems based upon a restructured formula for all “high cost” students. This formula allows school systems to receive supplementary funding for any student whose total educational cost exceeds \$42,840 in FY16.

<i>Fund SEB3 Circuit Breaker</i>	FY11 Period Ending 6/30/11	FY12 Period Ending 6/30/12	FY13 Period Ending 6/30/13	FY14 Period Ending 6/30/14	FY15 Period Ending 6/30/15	FY16 Period Ending 6/30/16
Revenue	\$1,291,163	\$2,466,501	\$2,142,130	\$2,220,051	\$1,347,174	\$1,548,121
Expense	(\$1,409,938)	(\$2,105,991)	(\$2,038,098)	(\$2,142,130)	(\$1,288,407)	(\$1,857,756)
Net Income Sub-Total	(\$118,775)	\$360,511	\$104,032	\$77,921	\$58,767	(\$309,635)
General Fund Transfers	\$0	\$0	\$0	\$0	\$0	\$0
Net Income Total	(\$118,775)	\$360,511	\$104,032	\$77,921	\$58,767	(\$309,635)
Cash Balance At End of Period	\$756,123	\$1,048,051	\$1,046,144	\$1,065,236	\$1,088,658	\$772,773
Receivables:	\$0	\$0	\$0	\$0	\$0	\$0
Net Fund Assets	\$756,123	\$1,048,051	\$1,046,144	\$1,065,236	\$1,088,658	\$772,773
Liabilities & Encumbrances	(\$68,582)	(\$40,428)	(\$143,174)	(\$41,595)	(\$6,250)	\$0
Net Fund Balance	\$687,541	\$1,007,623	\$902,970	\$1,023,641	\$1,082,408	\$772,773

In FY16, tuitions and contracted services exceeded the amount budgeted for in Special Education by \$310K, reducing the Circuit Breaker fund balance to \$773K. The FY17 budget was built using \$611K of this remaining amount to balance the budget. If expenditures cannot be reduced through students returning from out-of-district placements and/or a reduction in the services being currently provided, this account will have a remaining balance of approximately \$150K at the end of the fiscal year.