

# FY2016 Superintendent's Budget Message

## The Public Schools of Brookline

William H. Lupini, Ed.D.  
Superintendent of Schools  
Thursday, March 12, 2015



# Mission Statement

To ensure that every student develops the skills and knowledge to pursue a productive and fulfilling life, to participate thoughtfully in a democracy, and to succeed in a diverse and evolving global society.



# Core Values

- High Achievement for All
- Excellence in Teaching
- Collaboration
- Respect for Human Differences
- Educational Equity



# The Public Schools of Brookline

## Core Values

### High Achievement for All

- Class Size Parameters
- Early Education Programs
- Inclusion Classrooms
- Comprehensive High School
- System Initiatives and Program Review
- Enrichment and Challenge Support (ECS)
- Differentiation
- Technology

### Excellence in Teaching

- Professional Learning
- Mentoring Programs
- Attract and Retain the Finest Educators
  - Materials Fee Program
  - Staff Children’s Center
- Educator Evaluation
- Collaboration Time

### Collaboration

- Extended Day
- Brookline Education Fund and 21<sup>st</sup> Century Fund
- Brookline Community Foundation
- Brookline Community Mental Health Center
- Wheelock and Lesley Intern Programs

### Respect for Human Differences

- Programs (School Within-A-School, Opportunity for Change)
- Creating and Celebrating Diversity
- Social Emotional Learning and Bullying Prevention
  - Responsive Classroom
  - Developmental Design
  - Advisory
- English Language Learner Programming

### Educational Equity

- System-wide Special Education Programs
- Cultural Proficiency
- Programs
  - African American Latino Scholars
  - Calculus Project
  - Literacy Project
  - Mentoring in Middle School
  - Steps to Success
  - BRYT
- Attention to Overrepresentation in Special Education
- Diverse Hiring Profile



# Goals

- **Every Student Achieving**
  - Ensure that every student meets or exceeds Brookline’s high standards and eliminate persistent gaps in student achievement by establishing educational equity across all classrooms, schools and programs.
- **Every Student Invested in Learning**
  - Increase every student’s ownership of his/her learning and achievement by using rigor, relevance, and relationships to foster a spirit of inquiry and the joy of learning.
- **Every Student Prepared for Change and Challenge**
  - Instill in every student the habits of mind and life strategies critical for success in meeting the intellectual, civic, and social demands of life in a diverse, ever-changing, global environment.
- **Every Educator Growing Professionally**
  - Foster dynamic professional learning communities that inspire inquiry, reflection, collaboration and innovation, and use data to improve teaching, advance student learning, and refine the programs and practices of the Public Schools of Brookline.



# The Public Schools of Brookline Student Achievement

Brookline continues to be a high-achieving school district even as enrollments increase, although persistent achievement gaps continue to be present and imbedded in our overall results.



# Enrollment Growth and its Implications

- Enrollment growth in our elementary schools of 38% since 2005
- B-SPACE (concluded in September 2013)
- Override Study Committee (concluded in September 2014)
- Board of Selectmen – ballot questions (May 2015):
  - Shall the Town of Brookline be allowed to assess an additional \$7,665,000 in real estate and personal property taxes for the purpose of funding the costs of additional enrollment in the Brookline Public Schools (\$6,983,000) and funding the costs of expenditures in municipal departments (\$682,000) for the fiscal year beginning July 1, 2015?
  - Shall the Town of Brookline be allowed to exempt from the provisions of proposition two and one-half, so called, the amounts required to pay for the bond issued in order to replace and expand the Edward Devotion School?



# Override Study Committee: Issues Raised and Addressed by PSB

- Use of School Buildings
- Assignment of Kindergarten Students
- Early Education Tuition
- Centralization and Efficiency of Operation





# Student Assignment Strategies

- Create the Office of Student Affairs
  - Centralize registration and residency functions leading to improved client services and budgeting efficiency
- Delay initial assignments until May 15
- Clarify Materials Fee eligibility and assignment
- Delay summer registration assignments until Mid-August
- Inviting families to move from one school to another up to the day before school



# FY2015 ELL Kindergarten Enrollment and Screening

- 256 of 681 (38%) students were referred for home language survey
- Of these 256 students, 161 students required language assessments
- Of these 161 students, 154 required ELL services
- Of the 154 students: 70 speak a language other than our language centered programs; 84 speak languages served by our language centered programs
- Of the 84 students who speak a language served by language based programs
  - 52 chose to attend language based program
  - 31 opted for ELL service in Neighborhood school
  - 1 opted out of ELL services



# Current Issues

- Strategic Plan – Vision, Mission and Goals
- Capital and Operating Plan (Enrollment and Space)
- Achievement Gaps
- Shifting Demographic Profile
  - Need for Differentiation
  - Translation Services
  - Residency
- Special Education Structure
  - Management
  - Programs
  - Reallocation of Classroom Paraprofessionals to K and 1
  - Mental Health Issues
- Collective Bargaining
- Federal and State Mandates
  - Common Core and PARCC
  - Educator Evaluation
  - Bullying Prevention
  - Student Discipline
  - RETELL



# Overall Budget Picture for FY2016

- **Enrollment Growth**
  - October 1<sup>st</sup> elementary enrollment of 5,416
  - Increased to 5,470 as of March 1<sup>st</sup>
  - Current kindergarten of 703 students
- **FY2016 House 1 Proposal**
  - Assumption of \$850k increase in Chapter 70 and Unrestricted General Government Aid (UGGA)
  - Actual increase will be somewhat larger
- **Circuit Breaker**
  - Smaller claim than in FY2015 due to improved outcomes and services
- **Local Town Receipts**
  - Projected increase of more than \$800k
- **Health Insurance**
  - Assumed increase of 4%
  - Actual increase will be higher (approximately 8%)



# Areas of Potential Concern (Revenues)

- Legislative Process (Chapter 70 and Unrestricted General Government Aid)
- Health Insurance
- Full Day Kindergarten Expansion Grant (\$250k to \$325k)
- METCO (\$110k)
- Federal Grants (Title I, Special Education)



# Core Priorities

- *Invest in great classroom teachers and limit class size.*
- *Professional learning and rigorous evaluation of the curricular program are critical elements of a successful organization.*
- *Serving Brookline students in Brookline's schools is best for our students, families, and community.*
- The pk-8 model is best for Brookline.
- Neighborhood schools build community.
- Teachers matter.
- Our diverse student body requires high levels of instructional sophistication and differentiation, and equity across schools and service delivery is key.
- Quality early education anchors success in schools.
- Technology is essential to high quality educational environments.
- The METCO Program is part of the fabric of Brookline and its schools.
- Larger school systems require an adequately staffed central administration.



# Two Budget Proposals

- *Override*
  - Assumes \$3.25m from Town-School Partnership for FY2016
  - Assumes \$7.7m from an operating override; approximately \$6.2 of which would be available for FY2016
  - Assumes an additional \$2.2m in non-tax revenues to be implemented beginning in FY2017
- *No Override*
  - Assumes \$3.25m from Town-School Partnership for FY2016
  - Assumes an additional \$682k from Town-School Partnership created through municipal budget cuts



# FY2016 Override Spending Proposal: Revenue Growth

- Town-School Partnership (\$3.25m)
- Proposed Override: Year 1 (\$6.2m)
- Reserves (\$300k; represents a \$200k reduction from actual usage in FY2015)
- Circuit Breaker (\$1.55m; represents a \$200k reduction from actual reimbursement utilized in FY2015)
- Building Rental (\$75k)
- *Total Revenues Available: \$9.1m*





# Override: Classroom Teachers and Supports (Enrollment)

- Elementary Classroom (k-5) Teachers and Paraprofessionals (\$217k)
  - Assumes class sizes of up to 22 students in grades k-3 and up to 25 students in grades 4-5
- Middle Level Classroom (grades 6-8) Teachers (\$143k)
  - Assumes class sizes of up to 25 students in grades 6-8
- Elementary and Middle Level Specialists (\$190k)
  - To address needs in physical education, health, performing arts, visual arts and elementary world language
- Upper Devotion at Old Lincoln School (\$677k)
  - Grades 7-8 to OLS in FY2016; grades 5-6 to follow in FY2015
  - Not including positions that will be transferred from Devotion School
- Brookline High School Teachers (\$133k)



# Override: Enrollment-Related

- Literacy (k-8) (\$280k)
  - Literacy Coaches
  - Reducing the number of students in need of intervention
- Enrichment and Challenge Support (\$240.5k)
  - Implementation of the Challenge Framework described by the ECS Program Review Committee
  - ECS Resource Teachers, ECS Administration, Math Specialists to Support ECS
- Math Specialists (\$266.5k)
- Middle Grades (Advisory) (\$55k)
- Before and After-School Supports (\$32k)
- Professional Learning and Innovation (\$150k)
- Instructional Supplies (\$71k)
- English Language Learners (\$39k)
- English Language Learners: Screening and Translation (\$65k)
- Translation (\$60k)



# Override: Enrollment-Related

- African American Latino Scholars Mentoring (\$16k)
- Steps to Success (\$60k)
- Early Education Scholarships (\$100k)
- Building Repair and Maintenance (\$100k)
- Administration (\$250k)
  - Recommendations from Collins Center report
  - Need to address issues of policy and procedures, efficiency of protocols, use of technology
- Administrative Support (\$150k)
- Tuition Reimbursement (\$6k)



# Override: Student Services

- Nurses (\$69k)
- Guidance (\$30k)
- Supportive Learning Center (\$70k)
- Response to Intervention (Related Services) (\$325k)
  - Meeting student needs across learning, social-emotional and behavioral domains
  - Prevent unnecessary referrals to special education
  - Address disproportionate use of special education to serve students with opportunity and educational gaps



# Override: Special Education

- Elementary Special Education Teachers (\$325k)
  - Growing need for autism and language-based learning disabilities programming
  - Increased in complex developmental and learning needs requiring intensive levels of service
- High School Special Education Teachers (\$221k)
  - Growing need for autism and therapeutic/social emotional support programming
  - Need for job development for 18-22 year old students (transition)
- Assistive Technology (\$56k)
  - Restructuring of model to better serving growing numbers of students requiring assistive technology support, services and consultation
- Administration: Home Services, Extended School Year and Specialized Programming (\$84k)
  - Position designed to enhance services, address increasing demands, reduce contract and stipend service delivery, and improve effectiveness



# Override: Special Education

- Board Certified Behavior Analyst (BCBA) (\$109k)
  - Growing number of students on the autism spectrum who require home services
- Psychologist/Clinician (\$258k)
  - Growing and increasingly complex needs of students with mental health and social-emotional disabilities
- Related Services (\$65k)
- Inclusion Support (\$32.5k)
- Administration (\$15k)
- Paraprofessionals (\$87k)
- Clerical Support (\$30k)



# Override: Technology

- Proposed expenditure of \$726k
- Plan is designed to:
  - Implement the second phase addressing equity and improving access by leasing new devices (\$200k) and beginning operational support of tablets (\$45k).
  - Support the Learning Management System (LMS) at Brookline High School and implement an LMS at the elementary schools. (\$18.7k)
  - Continue to build our digital content for students, including the audio and ebook collections, establish new subscription services, and increasing software licensing and application support. (\$43.5k)



# Override: Technology

- Plan is designed to:
  - Continue to advance data collection practices and systems of analyses to support the timely turnaround of assessment data necessary to inform instruction and for building and district staff to have appropriate access to timely and accurate data with the implementation of a tool to gather current student learning data currently housed independently. (\$134k)
  - Promote inquiry and innovative projects for gaining the maximum benefit of digital learning and the tools of technology. (\$10k)
  - Advance the installation of mounted projection (approximately 40) throughout the district. (\$135k)
  - Provide the staffing necessary to effectively advance critical areas of the technology plan including a Digital Learning Specialist (for application implementation and support) and Data Manager (for essential and timely analyses of data). (\$140k)





# Override: Other Expenditure Issues

- Employee Salary Increases (\$2.18m)
  - Collective Bargaining (2%)
  - Steps and Lane Advancement (approximately 2%)
- Outside Placements (\$375k)
- Devotion Building Project (\$50k)
- Grant Contingency (\$100k)
- General Education Contingency (\$225k)
- Special Education Contingency (\$100k)
- Benefits (Health Insurance) Contingency (\$250k)
- Athletics (\$50k)



# FY2016 No Override Spending Proposal: Revenue Growth

- Town-School Partnership (\$3.93m, including \$682k from reductions to Town budgets)
- Reserves (\$300k; represents a \$200k reduction from actual usage in FY2015)
- Circuit Breaker (\$1.55m; represents a \$200k reduction from actual reimbursement utilized in FY2015)
- Building Rental (\$75k)
- Fee Increases (\$300k)
- *Total Revenues Available: \$3.90m*



# No Override: Classroom Teachers and Supports (Enrollment)

- Elementary Classroom (k-5) Teachers and Paraprofessionals (\$217k)
  - Assumes class sizes of up to 22 students in grades k-3 and up to 25 students in grades 4-5
- Middle Level Classroom (grades 6-8) Teachers (\$143k)
  - Assumes class sizes of up to 25 students in grades 6-8
- Elementary and Middle Level Specialists (\$190k)
  - To address needs in physical education, health, performing arts, visual arts and elementary world language
- *Upper Devotion at Old Lincoln School (\$496k)*
  - Grades 7-8 to OLS in FY2016; grades 5-6 to follow in FY2015
  - Not including positions that will be transferred from Devotion School
  - Does not include Vice Principal, Guidance Counselor (.50 FTE) or professional development (\$40k)
- *Brookline High School Teachers (\$54k)*
  - Does not include 1.2 FTE classroom teachers



# No Override: Enrollment-Related

- Literacy (k-8) (\$280k)
  - Literacy Coaches
  - Reducing the number of students in need of intervention
- English Language Learners (\$39k)
- Does not include proposals to address math specialists, enrichment and challenge support, materials and supplies, middle grade (advisory), Steps to Success, professional learning and innovation, before and after-school supports, early education scholarships and administration.



# No Override: Student Services

- None of the proposals to address student services issues are included in our no override proposals. This includes nurses, guidance, response to intervention and the elementary Supportive Learning Center.



# No Override: Special Education

- Elementary Special Education Teachers (\$325k)
  - Growing need for autism and language-based learning disabilities programming
  - Increased in complex developmental and learning needs requiring intensive levels of service
- High School Special Education Teachers (\$221k)
  - Growing need for autism and therapeutic/social emotional support programming
  - Need for job development for 18-22 year old students (transition)
- Administration: Home Services, Extended School Year and Specialized Programming (\$84k)
  - Position designed to enhance services, address increasing demands, reduce contract and stipend service delivery, and improve effectiveness



# No Override: Special Education

- Board Certified Behavior Analyst (BCBA) (\$109k)
  - Growing number of students on the autism spectrum who require home services
- Psychologist (\$129k)
  - Growing and increasingly complex needs of students with mental health and social-emotional disabilities
  - Provides mandated services to students on IEPs only
- Related Services (\$65k)
- Paraprofessionals (\$87k)
- Proposal does not include proposals to address assistive technology, inclusion support or administration.



# No Override: Technology

- The FY2016 no override budget will support the second year of action with total new spending of \$336k, allowing us to:
  - Lease purchase 450 new devices for the second phase of equitable distribution across schools, down from the original plan of 600 new devices. (\$150k)
  - Meet the current obligations for online subscriptions, but do not develop our digital learning portfolio k-12 (e.g., ebooks, audiobooks). (\$30k)
  - Complete mounted projection at Brookline High School and provide limited mounted projection at Devotion at OLS. (\$85k)
  - Support new and current administrative tools including the Learning Management System at Brookline High School, the student information management system (X2), our educator evaluation tool (*TeachPoint*), *Registration Gateway*, and *SchoolWires*. (\$71k)





# No Override: Technology

- We are not able to take the following actions in the FY2016 no override budget:
  - Increase our inventory of devices to meet our goals for equity and access across the school system.
  - Provide operational support for classroom tablets (not replacing aged devices within a lifecycle).
  - Implement a professional development management and resource tool.
  - Implement a K-8 Learning Management System.
  - Manage system-wide materials and supplies with an inventory management tool.
  - Provide teachers with a user-friendly and timely display of student learning data.
  - Promote and actively support innovation projects.
  - Provide the staffing necessary to effectively advance critical areas of the technology plan including a Digital Learning Specialist (for application implementation and support) and Data Manager (for essential and timely analyses of data).



# No Override:

## Other Expenditure Issues

- Employee Salary Increases (\$1.9m)
  - Collective Bargaining (1%)
  - Steps and Lane Advancement (approximately 2%)
- Outside Placements (\$375k)
- Devotion Building Project (\$50k)
- Grant Contingency (\$100k)
- General Education Contingency (\$225k)
- Referral Contingency (\$110k)



# No Override: Budget Reductions

- Elementary Classroom Consolidations (\$325k)
  - Identify five (5) elementary sections for merging across our elementary schools.
- Eliminate Positions at Brookline High School (\$325k)
  - Will lead to larger class sizes, the elimination of electives and/or the reduction of supports.
- METCO Liaisons (\$52k)
  - Consolidation of four elementary positions to two across the eight schools.
- Professional Development (\$62k)
  - Less content-specific work for teachers with Coordinators
- Enrichment and Challenge Support (\$308k)
  - Elimination of this program; cuts 3.6 FTE teaching positions and the .60 FTE Coordinator role
- Materials and Supplies (\$87k)
  - Represents a 10% cut that will require prioritization of expenditures, along with deferral of textbook adoptions and replacement of existing materials.



# Other Factors

- Centralization
- Parent Center
- Paraprofessionals and Interns
- Early Education Tuition
- “4+1” at Brookline High School
- Landmark Partnership
- Brookline Education Foundation
- 21<sup>st</sup> Century Fund



# Efficiencies

- We have documented over \$1.5m in efficiencies over the past decade.
- Three (3) important examples:
  - Home Services
  - Custodial Services
  - Transportation



# Override Study Committee Report

“Absent this enrollment growth, the OSC concluded that the Town and Schools budgets would be roughly sustainable: the Town is not projecting deficits and per-student school spending has remained flat over the past five years on an inflation-adjusted basis.”

OSC Report , Overall Observations, page 9

