

The Public Schools of Brookline



FY 2017 Budget

Annual Town Meeting
May 24, 2016

School Committee Budget Development Guidelines and Priorities

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. While we typically finalize these guidelines in early winter, we are piloting a new process to accelerate our development of the FY 2017 budget. This should allow greater opportunities for planning among educators and coordination with the overall Town of Brookline budget.

Budget Development Principles

The budget should serve to accomplish the Public Schools of Brookline **Strategic Plan 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.
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. c. 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."

Budget Development Current Conditions & Priorities

The budget should remain consistent with the investment priorities outlined by the PSB for the override voted on May 5, 2015, and in **particular maintain the BSC's ongoing commitments** to:

1. Low student-to-teacher ratios, especially in the early grades;
2. Program Review—a periodic fact-based evaluation and revision of our core programs for students—a key priority this year is the implementation of the restructured ECS program;
3. Student and staff diversity and equity, including but not limited to the METCO program;
4. District-wide capacity to collect, analyze, and use student assessment data to understand both individual student growth and longitudinal trends for the district;
5. Evidence-based student achievement initiatives such as the Literacy Initiative, the Benchmark Assessment System, the Calculus Project, and training for inclusion in collaboration with the Landmark School;
6. Robust art, music, foreign language, and physical education as part of the school day.

The budget should also reflect the following current conditions and priorities:

1. **Special Education**: The PSB should continue to invest in high quality in-district programming and inclusion classrooms for students with special needs, as well as identify targeted investments and innovations in district-wide programs.
2. **Collective Bargaining**: The BSC approved one-year collective bargaining agreements with all its unions to cover Fiscal Year 2015, but those contracts have all expired as of September 1, 2015. We are currently in negotiations for a new multi-year Collective Bargaining Agreement between the Brookline School Committee and the Brookline Educators Union (BEU). The budget should reflect new contracts consistent with the sustainable growth budget model indicated above.
3. **State Mandates**: The BSC expects the PSB to continue to budget to meet the demands of various mandated initiatives. Mandated initiatives for 2017 will include:
 - a. Educator Evaluation. Piloted in 2013-14 with system-wide implementation in 2014-15, the new system requires changes in both training and supervision, with additional implications for personnel hiring and assignment. Commitment to evaluation and development for our teachers and school leaders is a critically important pillar of our educational system.
 - b. **Rethinking Equity and Teaching for English Language Learners (RETELL)**. All licensed educators are required (teacher and administrators) to earn a Sheltered English Immersion (SEI) Teacher Endorsement. Most educators earn their RETELL SEI Teacher Endorsement by completing the 45-hour graduate-level Teacher Endorsement course.
 - c. **Special Revenue Funds**. Review and analyze the sustainability of reliance on these funds for basic and specialized program needs.
4. **Educational Technology**: This includes key investments required for phased implementation of a robust and flexible technology infrastructure:

- a. Innovative approaches to teaching and learning, and equitable and universal access to advanced technology for all our students in a growing School population
- b. Financial implications of changes to the Information Technology governance structure between the PSB and the Town of Brookline
- c. Costs of implementing and supporting a new testing system, acknowledging there remains uncertainty about the Commonwealth's participation in the Partnership for Assessment and Readiness for College and Careers (PARCC)

Budget Overview

The fiscal year (FY) 2017 budget is built to fully 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 to succeed in a diverse and evolving global society.” Through this budget, the Public Schools of Brookline (PSB) seeks to provide the people, programs, and facilities that support energized teaching, engaged learning, and innovation in all of our schools.

For the past several years, meeting this goal for every student has been challenged by unprecedented enrollment growth of 28.6% across grades K-12 in the last 10 years. The cost of enrollment growth exceeded the 2.5% limitation of increases to the property tax levy imposed by Proposition 2 ½. Last year, Brookline voters were asked to support an increase of funding to the schools through a Proposition 2 ½ override, a commitment of financial resources without which many of the goals laid out in this budget would not have been realized.

This budget overview is organized into two sections designed to explain the major forces affecting the FY 2017 budget, and provide a high-level summary of the budget focusing on major revenue and expenditure categories.

Section I – Primary Drivers of the FY 2017 Budget – Our Core Values, Enrollment Growth, and the Proposition 2 ½ Override

Section II – Summary of FY 2017 Budget Revenues and Expenditures

Section I – The Primary Drivers of the FY 2017 Budget

The FY 2017 budget request is driven by three primary forces:

- A. The Public Schools of Brookline’s five core values;
- B. The ongoing and dramatic enrollment growth; and
- C. The commitments made in the Operating Override approved by Brookline voters in 2015.

A. Five Core Values Guide the Public Schools of Brookline

Our five Core Values and our Strategic Goals inform all our work: everything from budget decisions to each building’s School Improvement Plan. Beginning in November 2012, the BSC established the Strategic Plan 2.0 Committee, comprised of a diverse group of educational leaders and teachers, non-PSB parent community members, parents, and BHS alumni. In the Spring 2014, the School Committee approved the reaffirmed Core Values and revised Goals. The aspirations underlying each of the Public Schools of Brookline’s five Core Values are defined



below. Pursuit of these values drives how we allocate our funding, people and time and are reflected in the FY 2017 budget in the following ways:

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 FY 2017 budget supports:

- Small class sizes
- Quality early education
- Inclusion classrooms and district-wide Special Education programs
- A comprehensive High School curriculum with an extensive variety of opportunities and programs
- Innovative system-wide initiatives
- Comprehensive Program Review
- Differentiated instruction for all levels
- System-wide equitable access to educational technology



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 address educational equity, Brookline focuses on a two-pronged approach: creating the conditions necessary to provide every student, in every classroom, access to consistent, high quality learning experiences; and providing students with additional support when needed to meet common learning standards and demonstrate meaningful learning. In other words, we have established system-wide strategies that create the conditions for learning as well as programs that provide targeted support. To pursue educational equity, the PSB is committed to and the FY 2017 budget supports:

- System-wide Strategies such as:
 - Well trained, highly effective teachers in all classrooms with coaching support and equity focused professional development (Facing History and Ourselves, Minority Student Achievement Network)
 - High-quality curriculum across all grades and all schools
 - Inclusion classrooms with teachers, necessary special educators, and paraprofessional support staff



- Literacy and Math Specialists
- Effective use of Child Study Teams
- After School / Homework Centers across all schools
- Online intervention applications that use data to pinpoint where students are struggling and provides them with targeted instruction
- Targeted Support Programs such as:
 - The Calculus Project
 - African American and Latino Scholars (BHS program and extending to K-8s)
 - Steps to Success
 - Alternative Choices in Education– an intensive and personalized alternative pathway for BHS students
 - Leveled Literacy Interventions
 - School within a School
 - Young Scholars
 - Summer learning programs (POWER Literacy, Project Discovery, Project Achieve)

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 FY 2017 budget supports:

- Strong, effective mentoring programs for all new staff and administrators
- A meaningful and structured approach to educator evaluation
- Instructional coaching for teachers in math, literacy, educational technology, and Enrichment and Challenge Support
- Recruit and retain outstanding educators:
 - Materials Fee Program
 - Children’s Center child care program



Respect for Human Differences

The Public Schools of Brookline provides a safe environment for expressing and exploring human differences and commonalities, in an environment in which caring and authentic understanding 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 FY 2017 budget supports:

- Meeting individual student needs through Responsive Classroom and Developmental Design initiatives at the K-8 schools
- Professional Development targeting issues of bias and anti-racism, and how to teach issues of race in the classroom, K-12
- Ongoing review of instructional material so that students see themselves reflected in the curriculum
- The METCO Program
- Comprehensive district-wide Special Education opportunities
- Robust school-based and system-wide English Language Learner programs
- The School Within-A-School program at BHS
- Comprehensive 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 longstanding 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 FY 2017 budget supports:

- Collaboration among faculty:
 - Child Study Teams
 - Common planning time where faculty members collaborate on lesson planning, assessing student work and improving instruction
 - School-based collaborative study groups where faculty members study topics related to strengthening instruction and improving their practice



- Essential partnerships:
 - Parent Teacher Organizations
 - Brookline Education Foundation
 - 21st Century Fund
 - Brookline Community Foundation, Brookline Mental Health
 - Wheelock and Lesley Intern Programs
 - 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
 - DPW – Sidewalks, grounds maintenance and snow removal
- Extended Day and enrichment programs in all K-8 school

B. Enrollment Growth and Its Impact

Our vision of an outstanding education for every child is challenged by the district's unchecked enrollment growth over the past decade. Extraordinary enrollment growth continues to generate significant challenges to the operating budget to deliver the level of educational services the Brookline community has long supported.

Our K-12 student population has grown by 28.6% since FY 2006 from 5,766 students to 7,412. The district's K-8 enrollment increased by 40.3% during the last 10 years, growing by 1,570 students. To put this growth in context, it is equivalent to adding the combined student population of the Pierce and Baker Schools into our existing eight buildings since 2006. In just the past five years, K-8 enrollment has actually accelerated, and we have added 814 students since 2010.

While the increase in size of Brookline's kindergarten enrollment has driven the growth, these larger elementary grades will soon begin to enter the high school. Brookline High School has grown 4.1% in the last ten years, with a five-year growth of 12.7%. In the past five years, student enrollment at the high school has increased from 1,726 students to 1,946. Grades Kindergarten through 4th average 651 students this year, while grades 8-12 are still averaging only 490 students. We project that there will be more than 2,400 students attending Brookline High School in grades 9-12 by the school year 2020-2021.

The chart below shows that we project FY2017 to increase by 243 students from the FY 2016 level of 7,412. Based on cohort survival rates (the percentage of students enrolled in a given school-year who are expected to continue to be enrolled in successive years) we anticipate an increase of 162 students at the elementary level and 81 students at the high school level, which will produce a K-12 total enrollment of 7,655.

Continued enrollment growth has had, and will continue to have, both operating and capital implications. While this document focuses on development of the operating budget, the pressing needs of the schools for physical expansion and the operations 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.

In response to the community's desire not to overbuild in case the enrollment growth was a bubble, the PSB and the Town have long pursued the "Expand in Place" strategy by converting substandard spaces into classrooms, building new classrooms, renting space for K-8 classrooms, moving BEEPs out of K-8 buildings and into rental space, adding modular classrooms, and leasing office space to move staff out of school buildings in order to reclaim space for classrooms. However, School Year 2016 – 2017 will be the final year available space will be able to meet the demand of increasing enrollment. The last two classrooms available will be used to meet the demand at the K-8 level. Nine classroom spaces will be reclaimed at the High School due to the relocation of several administrative offices to new leased office space. The rebuilt and expanded Devotion School will be completed for school year 2018-2019 and will add 12 classrooms to the system.

Despite these efforts, class sizes across the system are likely to rise in school years beyond FY 2017 due to the increasing elementary enrollment and lack of classroom expansion options. The siting and construction of a 9th elementary school; a short-term plan including the use of Old Lincoln School for 300-400 students at the high school by September of 2018; and a long-term plan for a High School Expansion project to provide additional space for 600-800 students at the high school by 2022 are essential to maintain existing classroom conditions. Without successfully executing these long-term solutions, we anticipate that class sizes will need to grow significantly at the K-8 schools and BHS in the immediate future.



The Public Schools of Brookline Enrollment Projections 2011-2021

PUBLIC SCHOOLS of
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School Year	K-8 Enrollment	9-12 Enrollment	K-12 Total	Increase from Previous Year
2010-11	4,652	1,726	6,378	+ 161
2011-12	4,827	1,777	6,604	+ 226
2012-13	5,067	1,774	6,841	+ 237
2013-14	5,228	1,802	7,030	+ 189
2014-15	5,354	1,893	7,247	+ 217
2015-16 *	5,466 (+814 since 2010)	1,946 (+220 since 2010)	7,412 (+1,034 since 2010)	+ 165
2016-17	5,628	2,027	7,655	+ 243
2017-18	5,827	2,115	7,941	+ 286
2018-19	5,994	2,250	8,244	+ 303
2019-20	6,122	2,308	8,430	+ 186
2020-21**	6,193 (+727 from 2015)	2,397 (+451 from 2015)	8,591 (+ 1,179 from 2015)	+ 161

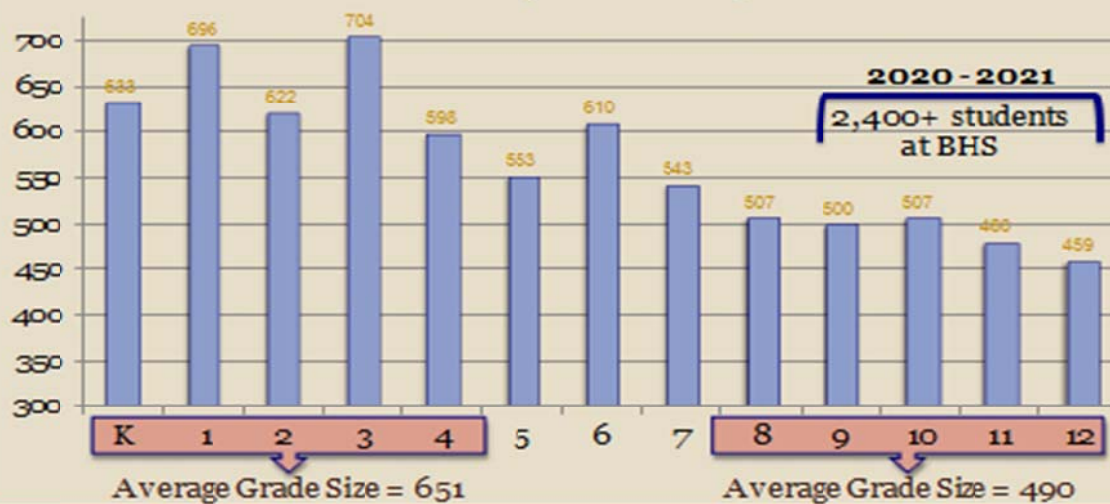
* 2015-16 Average Class Size = 21 Class Size Range = 17 to 27 students 7 classes @ 25 or higher



The Public Schools of Brookline

PUBLIC SCHOOLS of
BROOKLINE

Enrollment by Grade 2015-2016



The annual enrollment projection process also produces grade level enrollments that assist with the planning for staffing needs for the next fiscal school year.

**The Public Schools of Brookline
1-Oct-15
Current and Projected K-12 Enrollment
and Required Teachers for 2016-2017 School Year**

Grade	Current Pupils 2015-2016	Current Classrooms 2016-2017	Projected Pupils 2016-2017	Projected Classrooms 2016-2017	Average Class Size	Total Classroom Change by Grade Level
K	633	30	671	30	22:1	Same ¹
1	696	31	646	30	21:1	-1
2	622	30	703	31	22:1	+1
3	704	31	631	30	21:1	-1
4	598	29	699	31	22:1	+2
5	553	26	597	29	20:1	+3
6	610	29	541	27	20:1	-2
7	543	27	601	29	21:1	+2
8	507	26	540	27	20:1	+1
K-8 Sub Total	5,466	259	5,628 +162	264	21:1	+5
9	500		521			+1
10	507		517			+1
11	480		503			+1
12	459		486			+2
High School Sub Total	1,946	124.45	2,027 +81	129.45	22:1	+5
Total K-12 Enrollment	7,412		7,655 +243			+10

¹ The number of system-wide Kindergarten classrooms will be determined after 2016/2017 kindergarten registration is completed. At this time, it is felt the same number of classrooms (30) will be required in FY 2017.

C. Proposition 2 ½ Override and Debt Exclusion

Against these enrollment increases, growth of revenues in real dollars has been constrained by local revenue growth and the fixed nature of Proposition 2½. Because local revenue could not keep pace with system growth, the Town sought to pass a Proposition 2 ½ override that increased the Town's tax levy limit by \$7,665,000 for the purposes of funding the costs of additional enrollment in the Public Schools of Brookline at \$6,983,000 and funding the costs of expenditures in municipal departments at \$682,000. In spring 2015, voters approved this override and a debt exclusion for the renovation and expansion of the Devotion School. This override allows us to begin to catch up to enrollment growth with more responsive staffing and programming (including increasing K-8 and HS classroom staffing and addressing shortages in critical support areas such as math and literacy specialists, nurses, and guidance counselors and administrative structure), and investments in educational technology. These investments were to be phased in over three years. To understand the impact of the override, it is important to first report on what it allowed the PSB to accomplish in FY 2016.

The override provided 69.76 new positions in FY 2016 to address enrollment growth and student needs. Examples of staffing and program improvements made possible by the override in FY 2016 school budget include:

- More K-8 guidance counselors, psychologists, and nurses to provide students across the district with preventive and proactive services related to social-emotional, mental health and physical health needs (11.1 full time equivalent staff (FTE));
- Improvement in BHS special education services including the development of a high school learning center with robust clinical and educational supports to enable students with complex ongoing social-emotional and mental health needs to be served at Brookline High School instead of out of district (7.8 FTE);
- An increase in Student Services personnel K-12 to support Response to Intervention (RTI) implementation (5 FTE);
- The development of a middle-school stabilization program for students with significant social-emotional and mental health needs;
- Staffing increases in the areas of K-8 performing arts, visual arts, health and physical education (5.9 FTE);
- An additional Steps to Success Advisor to support students with the greatest needs in the middle grades and high school (1.0 FTE);
- An increase in personnel to support college and career guidance and planning at Brookline High School (.5 FTE);
- An increase in instructional supplies to better serve the number of students and provide essential resources for new curricula;
- Expansion of the BHS African American and Latino Scholars Program (AALSP) to lower grades in the form of a mentor-like program called Young Scholars;
- An increase in Early Education scholarships for economically disadvantaged families;
- An increase for translation services and English Language Learner (ELL) teachers to support students who are not proficient speakers of English;

- Implementing the Enrichment Challenge (ECS) and Support Program Review recommendations and an increase in capacity to support ECS teachers across the schools; and
- Providing more professional learning opportunities for staff in cultural proficiency, technology enhanced teaching and learning, and Project-based Learning (with support from the Brookline Education Foundation).

The override also allowed for significant investments in educational technology. These investments support the PSB's vision for technology:

- 1) Infusing technology into teaching and learning – using the tools of technology to enhance curriculum, instruction, and assessment
- 2) Living in the digital world – creating digitally literate citizens who know how to use technology in responsible and meaningful ways
- 3) Operations – creating efficient and effective processes to run the school system, for example: scheduling facilities, required data gathering and reporting, and fee collection

FY 2016 budget investments in educational technology included strengthening the network infrastructure, lowering the lifecycle of existing inventory, providing equitable access to devices across all schools, and expanding the portfolio of digital tools including e-books, audio-books, and subscriptions to digital content. To support the successful roll-out of technology, PSB is offering educators professional development opportunities on digital tools. Librarians and Educational Technology Specialists are currently participating with other district specialists to develop their role as capacity builders who use coaching strategies to support the teachers and staff in their schools. In FY 2017, the PSB will implement the second part of its re-structuring, which will have three parts: 1) Digital Teaching and Learning which will be responsible for the vetting, acquisition and training of staff relative to digital content and applications; 2) Database Administration which will be responsible for student information systems and state and federal reporting of school district data; and 3) Town IT that is responsible for the maintenance and upkeep of all devices.

Specific examples of investments in Teaching and Learning include:

- Google Apps for Education in Grades 4-12 provides students with access to an online suite of tools to support 21st century work.
- Increased access to devices at all schools provide more equitable access across all the schools
- Better use of technology in support of instruction in the classroom
- Online implementation of Access 2.0 testing for statewide assessment of English Language Learners
- Online assessment in World Language, technology, and math as well as digital collection of survey and course elective choices
- The use of digital tools to support coursework

- Added Assistive Technology (AT) and Augmentative and Alternative Communication (AAC) Specialist Positions
- Implemented Dill Language Lab Software at BHS replacing previous aging hardware solution
- Added new subscription databases Pebble-Go, Pebble-Go Next, and ABC-Clio to better support and differentiate research resources across grades
- Initiated e-book and audiobook collection development

Specific examples of infrastructure upgrades and administrative improvements include:

- Upgraded all network switches and core routers across all schools to support 10GB WAN
- Upgraded Bandwidth subscription to schools to 1gbps up/down service
- Implemented next generation filter and firewall
- Installed 148 Mounted projection systems in classrooms.
- New district website launched in Fall 2015; new school websites in progress
- Added ability to remotely manage iPads using Filewave
- Implemented online school registration system

The FY 2016 override budget also supported the re-opening of the Old Lincoln School for the upper grades at Devotion School, now referred to as Upper Devotion. Upper Devotion was provisioned to provide classroom space for Devotion students in grades seven and eight due to existing overcrowded conditions. In FY 2017, Devotion students in grades five and six will be transferred to Upper Devotion during the two-year construction phase of the Devotion School Renovation/Expansion project.

The investments supported by the override have already made important contributions this year to our ability to serve the increased enrollment of students and pursue our vision of an outstanding education for every child. For FY 2017, the School Committee requested that the budget remain consistent with the investment priorities outlined for the override and approved by voters. As will be detailed below in the FY 2017 budget, increases in staffing will continue as a result of the override with sustained focus on supporting students with additional teachers, specialists, and classroom support staff. The PSB will also continue the roll-out of educational technology to ensure equitable access across schools and support teaching and learning. We are deeply grateful to the residents of Brookline for their unwavering support for public education and to the Board of Selectmen and Town Management team for their partnership and commitment to the Schools as we serve larger numbers of students in all schools.

Section II - Summary of Budget Revenues and Expenditures

The Public Schools of Brookline budget request for FY 2017 is \$104,636,556. The School Committee will continue to use school department generated revenue to help fund the school budget. The revenue amount for the overall budget increase is \$5,753,849 (5.82%). While Section I of this overview details the major drivers and priorities of the entire budget, this section summarizes the most significant year-to-year changes in revenues, expenditures, and the structure of the budget. Full detail of expenditures can be found in the Program Budget Detail that follows this section.

Revenue Sources:

Program	Exp. Type	FY15 Actual		FY16 Budget		FY17 Preliminary		FY17 Bud-FY16 Bud Variance	
		FTE'S	Expended	FTE'S	Budgeted	FTE'S	Budgeted	FTE'S	Budgeted
School Dept. Revenues									
General Fund Appropriation			\$86,842,575		\$95,916,094		\$101,058,795	5.36%	\$5,142,701
Tuition and Fees			\$675,744		\$675,744		\$675,744		\$0
Facility Rental			\$150,000		\$225,000		\$225,000		\$0
Health Insurance Supplement			\$0		\$0		\$0		\$0
Circuit Breaker Funding			\$1,637,136		\$1,556,509		\$2,167,657		\$611,148
Revolving Fund Reimbursement			\$150,680		\$150,680		\$150,680		\$0
Other Revenue			\$358,680		\$358,680		\$358,680		\$0
Total Revenue:			\$89,814,815		\$98,882,707		\$104,636,556	5.82%	\$5,753,849

Revenue for the school operating budget comes from Town/School Partnership agreement, Circuit Breaker, Tuition and Fees, Rental of Facilities, Revolving Fund and other sources.

The Circuit Breaker funds applied to the FY 2017 budget have been adjusted to reflect the increase in placement costs for both in-district and out-of-district students. Circuit Breaker funds are recurring funds, but subject to change each fiscal year. The amount per student that qualifies for reimbursement can change dramatically from one year to the next depending on prior-year actual circuit breaker eligible expenditures.

Expenditure Plan:

The FY 2017 budget prioritizes strengthening existing efforts and programs over beginning new ones. This budget also utilizes some available reserves to fund anticipated increased costs associated with enrollment and transportation.

Program	Exp. Type	FY15 Actual		FY16 Budget		FY17 Preliminary		FY17 Bud-FY16 Bud Variance	
		FTE'S	Expended	FTE'S	Budgeted	FTE'S	Budgeted	FTE'S	Budgeted
Gross School Dept. Budget Expenditures									
Personnel		1,084.38	\$77,329,710	1,156.67	\$84,464,778	1,211.34	\$89,399,106	54.67	\$4,934,328
Services			\$8,377,347		\$9,500,643		\$10,155,678		\$655,035
Supplies			\$2,247,409		\$2,325,338		\$2,224,870		(\$100,468)
Other			\$373,132		\$1,276,557		\$1,572,010		\$295,453
Capital			\$1,060,199		\$1,315,391		\$1,284,891		(\$30,500)
Total			\$89,387,796		\$98,882,707		\$104,636,556	5.82%	\$5,753,849

Highlights in the FY 2017 Budget:

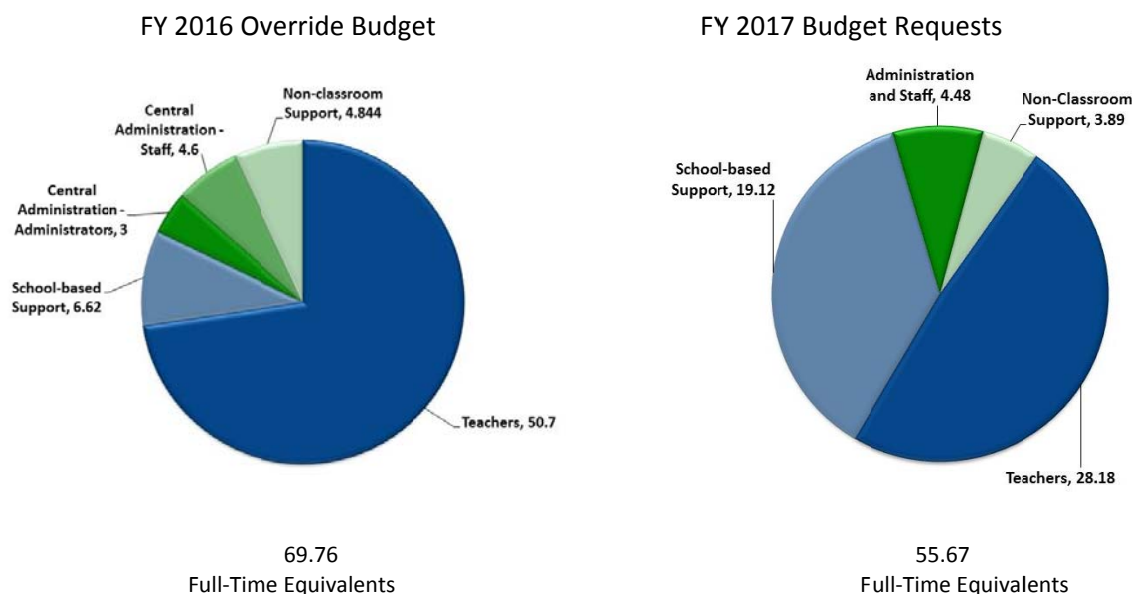
The FY 2017 budget provides funds to continue advancing important educational practices and provide needed resources and staffing, including the following:

- Increase of twelve full-time K-12 classroom teaching positions to respond to projected enrollment increases and maintain current class size;
- Advance the plan for K-8 literacy program by adding 3.5 FTEs;
- Advance the plan for K-8 mathematics program by adding 3.1 FTEs;
- Implement language proficiency assessments for English Language Learners (ELLs) in Pre-K;
- Identify and provide required professional learning for all educators in cultural proficiency and training opportunities in Sheltered English Immersion to support ELLs;
- Provide choice of World Language for grade 6 students;
- Continue to strengthen onboarding and mentoring for incoming administrators; and,
- Continue to improve inclusive classroom practices to better meet the needs of all learners, including supporting Child Study Teams and efficiently and effectively allocating support services (e.g., math specialists and ECS resource teachers).

These are just a few highlights for FY 2017 and accomplishments in FY 2016. Please see the specific department or program area in the FY 2017 budget book to see a more comprehensive list of accomplishments in FY 2016 and objectives for FY 2017.

Personnel Changes:

The 2015 override provided 69.76 new positions in FY 2016 to address enrollment growth and student needs. The FY 2017 proposed budget supports year two override staffing needs by adding another 55.67 FTEs. As can be seen in both the pie charts and tables below, the overwhelming majority of staffing increases (82%+) are in teachers and school-based support (e.g. Vice-principal, paraprofessionals, aides, tech support).



Personnel Requests:

The proposed FY 2017 budget requests an additional 55.67 FTEs as outlined below:

- 12.00 FTE unallocated positions for anticipated enrollment growth including:
 - 5.00 FTE Elementary
 - 2.00 FTE Elementary Specialists
 - 5.00 FTE High School level teachers.

- 17.20 FTE Program Support Growth
 - 3.50 FTE Literacy Specialists
 - 3.10 FTE Math Specialists
 - 1.60 FTE World Language Teacher
 - 2.00 FTE Technology Support positions
 - 1.00 FTE Building Aide – Lower Devotion
 - 1.00 FTE Craftsman – Transfer to Building Department
 - Reorganization (Year 2; unfunded until recurring funds identified)
 - 1.00 FTE Teaching & Learning Senior Director
 - 1.00 FTE Pre-K-12 Senior Director for Special Education
 - 1.00 FTE Data Clerk – Office of Strategy and Performance
 - 1.00 FTE Special Revenue Funds Manager, Administration and Finance
 - 1.00 FTE Transportation Coordinator – Succession Planning

- 18.22 FTE positions for Student Services and Special Education
 - Student Services:
 - 1.00 FTE Registration and Enrollment Specialist
 - 0.50 FTE School Nurse
 - 1.00 FTE Psychologist

 - Special Education:
 - 1.50 FTE for Elementary Team Facilitators
 - 1.00 FTE Speech and Language Pathologist – District wide
 - 4.00 FTE Learning Center Teacher positions - Lincoln (2.0 FTE), Pierce and Runkle Schools
 - 4.00 FTE Unallocated Special Education positions
 - 1.69 FTE Special Education Positive Behavior Support Paraprofessionals - Runkle RISE program
 - 2.53 FTE Paraprofessionals - Coverage and Classroom Support Brookline High School
 - 1.00 FTE Occupational Therapist – District wide

- 8.25 FTE positions are budget to budget reconciliations. The reconciliation processes reconciled payroll to budget by each program area. A complete listing of FTE changes by program area is located in the Program Detail section of the budget document.

Benefit Costs:

In addition, the average cost of benefits used to budget for new staff is \$11,772 per FTE. We anticipate that the additional 55.67 positions will result in 27 additional health insurance subscribers for a budget reserve of \$317,844. Actual benefit impact will be reconciled as part of the ongoing budget deliberations. The final listing of staff being added to the FY 2017 Budget will be adjusted as efficiencies and tradeoffs are made internally by the Superintendent.

Contract Negotiations:

The FY 2017 budget contains funding to address ongoing Collective Bargaining Negotiations for three BEU contracts for FY 2017, and the three AFSCME units, which are not yet concluded. Included in the proposed FY 2017 budget is adequate funding to support the anticipated salary movement for step and level advancement of all school employees. The FY 2017 budget also contains funding for new positions required to address enrollment and program driven needs.

Other Personnel Account Changes:

- \$14,124 added to the Teacher Substitute Account
- The budget contains an attrition account, also referred to as salary differential. The practice of applying a salary differential reduces the total personnel funding amount by an estimated savings due to employee turnover.

FY 2017 Non-Salary Expenditure Changes

Services Requests

+\$655,035

- -\$15,000 – Reduction to district postage account. Process change will eliminate the need for these funds. {Administration}
- -\$18,000 – Reduction to BHS postage account. Process change will eliminate the need for these funds. {High School}
- -\$36,372 – Reduction of one-time expenses in General Consulting Services. {Teaching and Learning}
- +\$347,226 – The budget has significant pressure due to contract adjustments experienced in FY 2016 in Special Education and Regular Education. These necessary and mandated additional transportation costs will have an impact on our ability to respond to developing general education and related service supports that are driven by expanding enrollments. This total transportation cost increase of \$347,226 is taken from available new revenue and will limit the district's ability to respond to developing program needs in General Education. {Transportation}
- +\$109,329 – The net increase for contracted services. The special education budget has adjusted outside contracted services to reflect service delivery happening within the district by district staff. {Special Education}
- +\$252,625 – The private placement tuition budget is increasing due to placement adjustments and FY 2016 move-ins. {Special Education}
- +\$15,226 – Increase in contractual cleaning services due to expansion of leased classroom and office space. {Building Services}

Supplies Requests

(\$100,468)

- -\$37,930 – Reduction of one-time expenses in Special Program Supplies. {Teaching and Learning}
- -77,538 – Program Review Supplies Reserve. {Teaching and Learning}
- +\$15,000 – Increase in custodial supplies due to expansion of leased classroom and office space. {Building Services}

Other Requests

+\$295,453

- +\$34,609 – Safety Care/Restraint Mandatory Training. {Teaching and Learning}
- +\$393,000 – The override continues to support improvements in using technology to improve student learning. The FY 2017 budget includes funding for the acquisition of digital content and applications, and leasing and purchase of equipment to allow increased access across schools and a shorter life cycle replacement plan. {Education Technology and Libraries} – see also the exhibit below for a more detailed accounting of these expenditures
- +92,844 – The district is funding \$317,844 instead of \$250,000 as in FY 2016 for Health Insurance for 50% of the new FTEs being hired next year. These funds will be transferred to

the Health Insurance Budget either at the Annual Town Meeting (May) or the Special Town Meeting (Nov). {General Instruction}

- -\$225,000 – Contingency Reserve - Special Education: Funds are used for private placements. The private placement account has \$510,822 as a contingency for students identified as possible placements in FY 2017. {Special Education}

Detailed FY 2017 Spending Plan for Educational Technology:

Categories	Year Two Override Plan	FY 2017	Purpose	Impact Statement
Devices: Addressing Equity	\$245,000	\$245,000	\$200,000 for equity and \$45,000 for 1 iPad per Classroom initiative.	All students benefit from equitable access to devices to support learning and assessment.
Tools for Teaching and Learning	\$10,000	\$10,000	Supports the integration of a portfolio system throughout the grade levels	A student portfolio system supports the curation, reflection, and demonstration of student learning across the grades.
Digital Content	\$30,000	\$30,000	Planned increase to support purchase of digital content in form of subscription tools and databases; software and apps; and e-book and audio-books.	Students across the grades have access to high quality digital tools and information databases, in a variety of formats, to support learning.
Administrative Tools	\$35,000	\$35,000	Analytics Environment: Begin the building of an environment to warehouse and create data dashboards for leadership and teachers showing assessment results and trends.	Investments in tools to support efficiencies with the collection and sharing of information in a timely manner help inform instruction.
Administrative Tools	\$2500	\$2500	Student Information System contract increase due to enrollment (per student license costs)	Additions to licensing to accommodate growth
Tech Support	\$35,000	\$8500	Supports Filewave licensing which enables Help Desk to remotely manage and update desktops, laptops, and mobile devices	Investments in tools support efficiencies to properly manage and support device inventory
Tech Support	\$12,000	\$12,000	Help Desk Supplies	Investments in supplies to support device inventory
Innovation	\$25,000	\$25,000	Support and partnering with teachers on innovation with the use of technology in the classroom	The PSB partners with teachers and local organizations to implement promising practices across the district.
Mounted Projection	\$25,000	\$25,000	Continue to mount projectors in classrooms. 45 planned for Grades 4 & 5	All students benefit from modern instructional spaces equipped with large format digital display.
Total		\$393,000		

Capital Requests**(\$35,500)**

- Effective FY 2017 Capital Improvement Plan (CIP) funding schedule will accommodate the needs for the following two accounts:
 - -\$20,000 – Elimination of Program Review Capital Reserve. Account funds distributed to fund overall budget request. {General Instruction}
 - -\$10,500 – Elimination of Reserve - Classroom Furniture & Materials Account used as a furniture reserve. Distribution will require more dependence on Capital Improvement Plan \$80,000 furniture allocation. {General Instruction}