



***Brookfield Public Schools
Brookfield, Connecticut***

***Brookfield Public Schools
Superintendent's Budget
For 2013-2014***

Submitted by Anthony J. Bivona

Superintendent

December 19, 2012



Brookfield Public Schools
Brookfield, Connecticut

Table of Contents

Page #

Introduction

Superintendent's Letter	4
Budgetary Program Organization	7
Account Code Definitions	10
District Overview	16
Budget History	25
Budget Development Process	27

Executive Summary

Budgetary and Operational Efficiencies	34
Summary Budget Reports	37
Enrollment	48
Staffing	52
Class Sizes	58
Salaries	59
Employee Benefits	68
Special Education	73
Technology	83
Transportation	86
Food Services	88

Grants and Other Funding Sources - Glossary	89
Grants and Other Funding Sources – Anticipated Funding	92
Capital Improvement Projects	101
Analysis of Budget Drivers	106
100 – Salaries	107
200 – Employee Benefits	119
300 – Purchased Services	121
600 – Supplies and Materials	127
700 – Capital and Equipment	130
800 – Dues, Fees and Other	132



Brookfield Public Schools
Brookfield, Connecticut

SUPERINTENDENT'S 2013-2014 BUDGET MESSAGE

The 2013-2014 Brookfield Public Schools Operating Budget represents our district's strategic commitment to increase student achievement while controlling costs and realizing efficiencies throughout our organization. It is critical for our students to acquire *21st Century Skills* to prepare them for a competitive post-secondary environment of higher education and the international marketplace. Similarly, we must make certain that all of our students meet the standards of a challenging and rigorous curriculum to provide them with the knowledge and skills to lead productive and successful lives.

It is critical for the district to demonstrate that tax dollars are efficiently leveraged to maximize academic results and yield progress toward district goals when asking Brookfield residents to make such a significant investment in their community. Our schools have been recognized on the national stage for their academic distinction and our students' accomplishments for the past two consecutive years. Newsweek recently ranked Brookfield High School as one of the 25 top performing high schools in Connecticut and in the top 1,000 nationally for producing college and career ready students. This November, the College Board placed Brookfield Public Schools on the 2012 AP® Honor Role. The Brookfield School District was one of 539 districts across the U.S. and Canada and one of 26 in Connecticut to be acknowledged for expanding student access to Advanced Placement Courses while maintaining scores of 3 and above on AP® exams. Furthermore, two research studies conducted by The University of Connecticut and the Center for Advanced Progress have recognized the Brookfield Public Schools for our highly efficient operations and strong student achievement.

The Board of Education, in collaboration with the administration, outlined specific goals and areas of focus to be used as guiding principles at the onset of the budget development process. The administration was charged with examining current programs to determine the most efficient manner to advance district initiatives that have maximum leverage on student learning. The District's Strategic Plan for 2010-2015 was used as the foundation for formulating a budget which focuses resources on programs essential to improving student achievement and preparing our students for success in the 21st century. Strategic Plan objectives include improving student scores on state assessments; maintaining class size guidelines; implementing a World Language Program at earlier grade level; developing, refining and integrating the K-12 music curriculum to ensure that it is challenging to all students at all levels of learning; integrating 21st century skills into teaching and learning to better prepare students for real world challenges; providing school-wide enrichment, special education and student support services that meet the diverse needs of all students to ensure their success; funding the district's technology plan; and maintaining the district's facilities to ensure a safe and secure learning environment for our students.

The challenging task of meeting increased costs due to contractual obligations, fully funding pension obligations, state and federal mandates, decreased funding in state and federal grants, and maintenance of our four schools continues. Throughout this proposal, we have closely examined our costs and continue to implement strategies to achieve cost efficiencies and meet the needs of our students. Class size guidelines continue to be met for Kindergarten through Grade 5 by effectively reallocating teachers.

The administrative team has developed a budget which has as its primary goal, providing our students with a high quality educational program leading to improved student achievement. This will be accomplished by implementing the following:

- Extend World Language into Kindergarten and Grade 1 (Spanish) and Mandarin in Grade 7 and Grade 9
- Personalize instruction by adhering to class size guidelines to address each student's unique needs
- Integrate Common Core State Standards into Language Arts and Math curriculum
- Integrate 21st century skills into teaching and learning to ensure students are college and career ready
- Integrate the K-12 music curriculum to ensure that it is challenging to all students

To meet the above objectives, the following proposals are included:

Center Elementary School: Add 1.0 FTE World Language teacher to introduce students to Spanish in Kindergarten and Grade 1.

Whisconier Middle School: Add a .50 FTE World Language teacher to introduce students to Mandarin in Grade 7.

Brookfield High School - Add a .50 FTE World Language teacher to introduce students to Mandarin in Grade 9. Add 1.0 FTE Special Education teacher to fulfill students Individualized Education Plans particularly in the area of autistic spectrum disorders, specific learning disabilities and social/emotional disturbance. Phase III of the district's multi-year tablet initiative which provides all incoming freshman with an iPad for instructional use will continue.

Technology: At Brookfield High School continue Phase III of the district's multi-year tablet initiative which provides all incoming freshman with an iPad for instructional use. For Grades K-8, continue with Phase II of the implementation of K-8 classroom-based technology learning centers focused on literacy skills across all content areas as required by the Common Core State Standards (CCSS). These centers will consist of a minimum of six (6) tablet devices, to be used for small group and individualized instruction and will be installed in all Kindergarten, 2nd grade and 5th grade classrooms.

Pupil Personnel Services: The transition of additional students to the district's in-house Verbal Behavior Language and Social Skills program (VB-LASS) for students on the autistic spectrum continues and for 2013-14 the Outside Professional Services and Out of District Tuition line items for Special Education will decrease by \$50,430 vs. 2012-13. Add 2.0 FTE Paraprofessional to fulfill student IEP's at CES and add a 1.0 FTE Paraprofessional to fulfill student IEP at HHES.

Add a 1.0 FTE Social Worker at Whisconier Middle School to support the significantly increased number of students identified with mental health risks and social/emotional deficits.

District-wide Initiatives: This budget also requests a total of \$87,230 of funding for curriculum design and professional development for the implementation of the Common Core State Standards, Smarter Balance Assessments, World Languages, and the new mandated teacher and administrator evaluations systems.

Health Benefits: Collaborative cost containment efforts between our bargaining units, district administration and the Board of Education continue to provide positive results. As part of the negotiated contract settlement with the Brookfield Administrators Association (BAA), all certified administrators will be moving to a high deductible health plan on July 1st, 2013 and all 318 district employees who utilize our health benefit programs will be on consumer based health care plans. For 2013-14, health benefit costs are slated to increase by 9.54% or \$468,069.

Employee Pension: During 2012-13, the Boards of Selectmen, Finance and Education all signed on to an agreement to fully fund the Annual Required Contribution (ARC) for the town's pension plan for non-certified staff. As a result, the pension contribution line item has increased by \$100,000 for a total of \$400,000. Since 2010-11, the Board of Education's contribution to the pension has increased by \$261,471.

In sum, the 2013-2014 budget proposal of \$38,862,940 represents an increase of \$1,826,940 or a 4.93% increase versus the 2013-14 budget.

The administration, faculty and staff join with the Board of Education in our commitment to deliver high quality academic programs and educational experiences for all of our children. The proposed operating budget will provide the resources which are essential toward improving student achievement as well as investing in the overall quality of life for the Brookfield community. We will work together to develop an operating budget which advances student achievement, continues the tradition of excellence and is fiscally responsive to the current economic trends our community faces.

We encourage all community members to participate in the budget development process by attending meetings and workshops, accessing the district web-site at www.brookfieldps.org and viewing district productions on Channel 17, as well as subscribing to E-news. We welcome and encourage your thoughts, ideas and questions throughout this process and invite you to contact us by submitting questions on the district website under "**Budget Q & A**", which appears on the website's home page.

Thank you for your continued support in providing our students the necessary resources and opportunities to prepare them for success in the 21st century.

Sincerely,



Anthony J. Bivona
Superintendent of Schools



Brookfield Public Schools
Brookfield, Connecticut

Budgetary Program Organization

To provide members of the community with a better understanding of how the Board of Education budget is organized, the following information is provided in this section:

- Breakdown of the district's 41 programs instructional programs which are organized into four (4) categories:
 - Core Instructional Programs
 - Instructional Support Programs
 - Student Support Services
 - District Support programs
- Description of BOE Operation fund
- Explanation of the budget account code layout
- Definition of budgetary locations and departments
- Budgetary account code definitions
- Glossary of terms related to Grants and Other Funding Sources

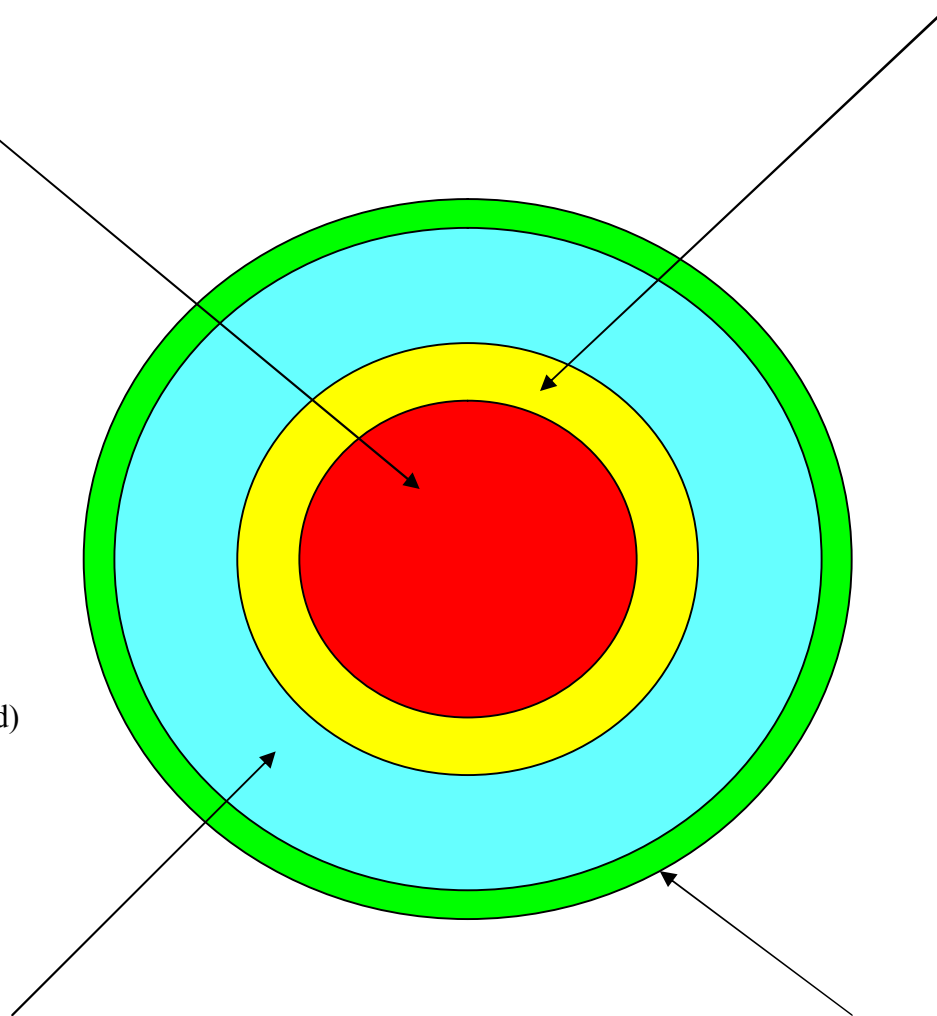
Program Organization

Core Instructional Programs

- 01. Literacy
- 02. Social Studies
- 03. Mathematics
- 04. Science
- 05. General Instruction, K-12
- 06. World Language
- 07. Art
- 08. Music
- 09. Applied Education/Technology
- 10. Physical Education
- 11. Health
- 12. E.S.O.L.
- 13. Remediation
- 14. Exceptional Students
- 15. Preschool
- 16. School Wide Enrichment (SEM)
- 17. Summer School (Special Ed)
- 18. Adult Education
- 19. Alternative Education
- 20. Summer School
- 21. Interscholastic Athletics
- 22. Co-curricular/Student

Instructional Support Programs

- 23. Guidance Services
- 24. Library/Media Services
- 25. Health/Medical Services
- 26. Technology Operations
- 27. Assessment & Research
- 28. Building Administration
- 29. Professional Development
- 30. School Improvement
- 31. Instructional/Curriculum Dev.



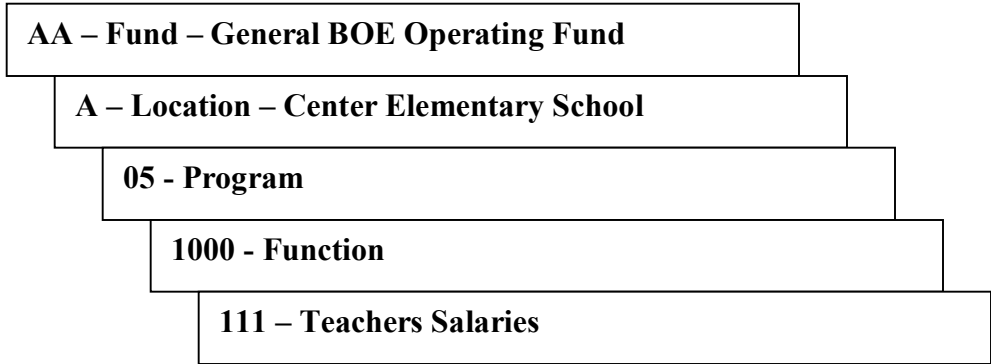
Pupil Personnel Services Program

- 32. Psychological Services
- 33. Social Work Services
- 34. Speech & Hearing Services
- 35. O.T./P.T. Services

District Support Programs

- 36. Board of Education Services
- 37. Superintendent Services
- 38. Personnel/Curriculum Services
- 39. Business Operations
- 40. Plant Operations
- 41. Transportation Services

Budget Account Code Layout



Fund:

AA – General Board of Education Operating Fund. This is the budget that is funded by local taxpayers.

Location/Department.

The four most significant are our four schools. The remaining locations departments are district-wide operations.

The Locations/Department, along with code letters are:

- | | | | | | |
|----|--|----|--------------------------------------|----|-----------------------|
| A. | Center School | G. | Curriculum Development and Personnel | N. | Grant-Non Public |
| B. | Huckleberry Hill Elementary School | H. | Board of Education Services | O. | Miscellaneous |
| C. | Whisconier Middle School | I. | Superintendent’s Office | P. | Grant-Public |
| E. | Brookfield High School | J. | Business Operations | T. | Technology Operations |
| F. | Special Education and Support Services | K. | Plant Operations | | |
| | | L. | Transportation | | |



Brookfield Public Schools
Brookfield, Connecticut

Account Code Definitions

100 - Salaries and Personnel

- 111 Teachers: Salaries for full and part time certified teachers including instructional, special education and support teachers.
- 112 Administration: Salaries for full and part time certified administrators including building, district wide and central office personnel.
- 113 Retirement: Funds for contracted retirement awards for certified teachers and administrators including payments for retirement incentives.
- 115 Substitutes: No longer in use.
- 116 Teacher - Non-Reimbursable: Salary for teachers working in programs for which there is no state reimbursement.
- 117 Team Leaders/Curriculum Leaders: Salary for teachers performing extra duties as team leaders, diagnostic team leaders, curriculum leaders, department chairpersons and duties for programs that are extensions of regular programs (i.e. AV Coordinator, Curriculum Leader, Department Chair – Special Education). Salaries are determined by the Brookfield Education Association (BEA) contract.
- 118 Extended Duties: Payments to teachers for duties beyond the normal day and work year. Examples, summer work, night school, summer school, Saturday detention, etc. Salaries are determined by the Brookfield Education Association (BEA) contract.
- 119 Other: payments to teachers and administrators for work not covered by the previous object categories, i.e. OT/PT.
- 121 Paraprofessionals: Salaries for full and part time Paraprofessionals. This includes teaching assistants supporting instructional, special education and alternative programs.
- 122 Clerical/Computer Technicians: Salaries for full and part time staff performing clerical and technology support functions. This includes union and non-union clerical staff, computer technicians, technology specialist and part time clerical employees.
- 123 Health Staff: Salaries for full and part time employees who provide health and medical services for students. Includes nursing staff.
- 124 Custodians: Salaries for full and part time staff providing custodial services in each building.
- 125 Maintenance: Salaries for full and part time staff providing district wide maintenance services for all school buildings.
- 126 Substitutes Non-Certified: Payments to staff substituting for all non-certified personnel including clerical, custodians, nurses, maintenance, and teaching assistants. This includes daily short-term and long-term substitutes for approved absences.
- 127 Monitors: Payments for part-time employees that monitor lunchrooms, hallways and playground areas.

- 129 Overtime: Salary adjustments for non-certified employees who earn overtime based on contractual agreements, or work hours exceed a 40-hour work week or who work on weekends and/or holidays.
- 130 Student Salaries: Payments made to students for approved work performed via schoolwork experience for regular and special education programs. Examples include sheltered workshops, work experience, clerical and custodial work assignments.
- 131 Homebound/Tutors: Payments made to staff for tutoring students via remedial, alternative, E.L.L. or special education programs. Such tutoring may take place in school or out of the school (Homebound).
- 133 Co-curricular Coaches: Payment made for extra pay positions for co-curricular activities (advisors, intramural, etc.) and interscholastic coaching. Salaries are determined by the Brookfield Education Association (BEA) contract.
- 134 Other: Salaries for non-certified full and part time employees that are not covered by the previous categories. These would include the Vocational Trainer, Library Clerks, Athletic Trainer, Security Guards, In-House Suspension Monitors, District Courier etc.
- 140 Negotiations: Monies being held in anticipation of salary increases based on anticipated contract settlements with the various bargaining units.
- 151 Building Substitutes: Contracted full-year substitutes providing daily service to a designated building.
- 152 Daily Substitutes: Traditional substitutes for certified staff.
- 153 Long Term Substitutes: Substitutes for certified staff who provide twenty (20) or more consecutive days of service.
- 154 Special Education Substitutes
- 155 Teacher-to-teacher Sub (Prep): Teachers using their prep-time to substitute for another teacher for short intervals.
- 156 Nurse Substitutes: For substitute Nurses in schools, must meet all qualifications
- 157 Day Sub Non-Cert: For non-certified staff (paraprofessionals/clerical)
- 158 Para Pro Differential: Para professionals on staff substituting for a teacher. Hourly + differential (\$5.00) = \$\$
- 159 Professional Release Substitutes: Substitutes for teachers attending staff development instructional or curriculum workshops.

200 - Employee Benefits

- 210 Health Insurance: Employer's share of any group health insurance plan for all designated employees including certified, non-certified and retired staff.
- 212 Group Life Insurance: Employer's share of any group life insurance plan for all designated certified and non-certified employees.
- 213 Health Insurance Trust Fund: This account is no longer used.
- 214 Long-term Disability: Amounts paid by the school district to provide long-term disability insurance for its employees.

- 220 Social Security: Employer's share of social security paid for eligible employees of the school district. Certified teachers and administrators are not eligible for benefits, nor do they pay into Social Security.
- 230 Pension Contribution: Employer's share of the town's pension contribution paid by the school district for eligible employees. These payments are made for employees in the following groups: secretaries, custodians, nurses and non-affiliated employees.
- 240 Tuition Reimbursement: Amounts reimbursed by the school district to members of the Brookfield Administrators Association (BAA) as prescribed by contracted obligation.
- 250 Unemployment Compensation: Amounts reimbursed to the Sate Department of Labor for unemployment compensation payments to former Brookfield employees.
- 260 Worker's Compensation: Amounts paid by the school district to provide worker's compensation insurance for its employees.
- 290 Other: Amounts paid for benefits either required by statute or by contract that are not covered in the previous objects categories.

300, 400, 500 - Purchased Professional and Technical Services

- 300 Other Professional Services:
- 320 Professional Educational Services: Services in support of the instructional program and is administration including curriculum improvement services, counseling and guidance services, library media support services. Example would be curriculum consultants, in service presenters, individuals contracted to provide direct instruction in enrichment programs, and individuals contracted to perform special education testing and/or evaluations.
- 321 Tutor: Services to provide training to staff members.
- 322 In-service
- 323 Pupil Services
- 325 Trips
- 330 Other Professional Services: Expenditures for professional services other than educational which support the district's operations including special education services, medical doctors, architects, auditors, accountants, audiologists, editors, planners and the like.
- 331 Legal/Negotiations: Expenditures for legal and negotiation specialists supporting the district's operation. Examples would be the Board of Education's attorney, special education legal costs and costs associated with negotiations and labor contract administration
- 333 Asbestos Cleaning/Monitoring: Expenditures for duct cleaning and monitoring of the Asbestos Management Plan.
- 340 Technical Services: Expenditures for services to the district that are not regarded as professional but require basic specialized knowledge, manual skills or both. Example would be high-end technology services, graphic arts/layouts and design specialists, and building inspections and security and security.

- 410 Electricity: Expenditures for electric utility services for lighting, running equipment, air conditioning and all electric utilities except that used to heat buildings
- 411 Water/Sewage: Expenditures for water/sewage utility services from a private or public utility company.
- 421 Refuse/Recycling: Expenditures for garbage and rubbish removal and handling not provided by district personnel.
- 430 Repairs/Maintenance Building: Expenditures for repairs and maintenance services including contracted services and agreements for the upkeep of buildings.
- 431 Repairs/Maintenance Equipment: Expenditures for repair and maintenance service including contracted services and agreements for upkeep of equipment.
- 442 Lease-Copiers: Expenditures incurred for the purpose of leasing copying machines for both instructional and office use.
- 443 Lease/Rent: Expenditures incurred for the purpose of leases (renting) of other equipment or facilities including rental of specialized equipment for maintenance functions and instructional technology equipment.
- 510 General Transportation: Expenditures for providing transportation to attend school in accordance with Connecticut accommodation laws.
- 513 Special Education Transportation – Out-of-District: Expenditures for providing transportation for special education students attending out-of-district facilities.
- 514 Special Education Transportation-In-District: Expenditures for providing special transportation to special education students attending in-district facilities.
- 515 Vocational/Technical Transportation: Expenditures for transportation of Brookfield Students to attend state vocational/technical schools.
- 516 Vocational/Agricultural Transportation: Expenditures for transportation of Brookfield students to attend vocational-agricultural schools.
- 517 Athletic Transportation: Expenditures to transport students to interscholastic sporting events.
- 518 Co-Curricular Transportation (Field Trips): Expenditures to transport students to co-curricular and student activities which are non-athletic in nature including late buses.
- 520 Liability Insurance: Expenditures for all types of insurance coverage including property, liability and fidelity.
- 530 Telephones: Expenditures for telephones and other communication transmission line costs such as the district's WAN.
- 531 Postage: Expenditures for stamps, postage meters, bulk rate mailings, over-night express service etc. The object includes cost of any courier service or intra-district pick-up or delivery service.
- 540 Advertising: Expenditures for announcement in professional publications, newspapers or broadcasts over radio and T.V. including expenditures for such purposes as personnel recruitment, legal ads, new and used equipment or sale of property.
- 550 Printing: Expenditures for the design, printing and binding of school or district publications.
- 560 Tuition: Expenditures to reimburse other agencies for instructional services provided to Brookfield special education students.

- 561 Special Education Tuition: Tuition expenditures for those students attending out-of-district facilities.
- 569 Vocational/Agriculture Tuition: Expenditures to reimburse state vocational-agricultural schools for instructional services provided to Brookfield students.
- 580 Conference/Travel: Expenditures for transportation and conference costs and other expenses associated with staff travel for the district. Included are mileage reimbursement payments to staff using their own between schools or to attend meetings/conferences outside the district.
- 590 Miscellaneous Purchased Services: Purchased services other than those described above. Any inter-district payment other than tuition should be classified here.

600 - Materials and Supplies

- 610 Office Supplies: Expenditures for supplies and associated expenses incurred for operation of an office. Examples included paper, pens, folders, staplers, paper clips and small office items.
- 611 Instructional Supplies: Expenditures for supplies that are actively or constructively consumed in the teaching-learning process including freight and handling costs. Examples include chalk, paper, notebooks, test tubes, paints, crayons, chemicals, home ec and tech ed including materials and food, and books that are consumed in use.
- 612 Custodial Supplies: Expenditures used by custodial staff for minor/basic repairs, cleaning and general upkeep of buildings.
- 613 Maintenance Supplies: Expenditures used by maintenance staff for repairs/renovations of buildings.
- 614 Other Supplies: All other administrative and technology supply expenditures.
- 623 Oil Heat: Expenditures for oil purchased for purposes of heating buildings.
- 626 Fuel-Transportation: Expenditures for diesel fuel purchased for the district's transportation operation.
- 641 Text/Workbooks: Expenditures for textbooks and workbooks (not consumed in their use) that are supplied to pupils including freight and postage and textbook repairs and binding, i.e. classroom sets of lab books or other texts or reference books.
- 642 Library Books: Expenditures for purchase of school library books, reference materials, electronic medical and tapes primarily housed and part of the library collection. Cost of binding and repairs of such materials.
- 643 Periodicals/Subscriptions: Expenditures for periodicals and newspapers for general use by school libraries, in classrooms or in offices.

700 - Capital/Property/Equipment

- 720 Capital: Expenditures for construction of buildings or building renovations including installation of heating and ventilation systems, fire protection systems, or other service systems in existing buildings. Use for purchase of materials used in renovations by maintenance staff.
- 731 Instructional Equipment-Replacement: Use for purchases of replacement equipment used primarily by students and teachers for instructional purposes.

- 733 Furniture & Fixtures: Expenditures for desks, tables, benches, cabinets, and files. Use both for instructional and non-instructional functions.
- 734 Other Capital: Expenditures for technology software licensing and the purchase of instructional technology equipment.
- 735 Instructional Equipment-New: Use for new equipment used primarily by students for instructional purposes including co-curricular and athletic activities.
- 737 Non-instructional Equipment-Replacement: Expenditures for all requirement equipment where primary use is non-instructional and where primary uses are by employees and not guidance support and TSO office equipment would use the object.
- 739 Non-instructional Equipment-New: Same definition as 737 except equipment is new or additional: not replacing equipment used for similar purpose.

800 - Dues/Fees Other

- 810 Dues & Fees: Expenditures or assessments to professional or other organizations. Place such costs as CAFE, CIAC, CASCD, EMSPAC, National Council of Teachers of English, ASCD membership dues here.
- 840 Contingency: Not used for budgeting purposes.



Brookfield Public Schools
Brookfield, Connecticut

BOE Grants and Other Funding Sources - Glossary

Adult Education

State grant used to help fund the required adult basic education program. As Brookfield participates in the regional W.E.R.A.C.E program in Danbury providing high school completion and GED diplomas for adult students, funds from this grant goes directly to the Town and is recorded as intra-governmental revenue.

Brookfield Education Foundation (BEF)

The BEF is the local education foundation which provides funds for teachers to implement innovative programs. The BEF has funded numerous grants for Brookfield's teacher as well as one major capital project, equipment for the Brookfield High School Community Television Studio.

Carl Perkins

Vocationally focused federal grant used to support vocational and school to career programs at Brookfield High School. These funds are managed by the Board of Education.

IDEA, Part B, Individuals with Disabilities Education Act, Section 611

Federal grant based on the number of identified special education students in the district. Funding is used to augment the special education services provided to public and non-public school students in the district.

IDEA, Part B, Individuals with Disabilities Education Act, Section 619

Federal grant also based on the number of identified special education students in the district, substantially smaller than section 611, is used for preschool special education services. Funding is used to augment the special education services provided to public and non-public school students in the district.

Special Education Excess Cost Reimbursement Grant

State grant that allows the district to recover a percentage of the costs of providing out-of-district placements for special needs students. Costs associated with placements initiated by a state agency i.e. DCF, that exceed 1 times the district's normal per pupil expenditure can be reimbursed. For placements initiated by Brookfield, costs that exceed 4.5 times the district's normal per pupil expenditure can be recovered. Payments are received from the state in February (75%) and May (25%). Reimbursement percentages for this grant are determined each year by the State of Connecticut and have dropped from 100% in 2009-10 to 70% in 2012-13. As a result, revenues from this critical funding source have dropped significantly.

American Recovery Reinvestment Act – ARRA – IDEA, Part B, Section 611

One time federal stimulus entitlement grant based on the number of identified special education students in the district. Funds must be used for Special Education are intended to save jobs, provide for staff training and to purchase supplies, equipment and technology. This grant will be available for the 2009-10 and 2010-11 fiscal years and has stringent state and federal reporting and auditing requirements attached to the use of the funds. These funds were managed by the Board of Education and the grant expired on June 30, 2011.

American Recovery Reinvestment Act – ARRA – IDEA, Part B, Section 619

One time federal stimulus entitlement grant based on the number of identified special education students in the district focused on pre-school education. Funds must be used for Special Education are intended to save jobs, provide for staff training and to purchase supplies, equipment and technology. This grant will be available for the 2009-10 and 2010-11 fiscal years and has stringent state and federal reporting and auditing requirements attached to the use of the funds. These funds were managed by the Board of Education and the grant expired on June 30, 2011.

Title I of the Elementary and Secondary Education Act

Also known as No child Left Behind (NCLB), this federal grant is utilized to pay the salaries of remedial reading and mathematics tutors, support personnel and teachers.

Title II Part A of the Elementary and Secondary Education Act

Also part of NCLB, this grant funds for reading tutors and teachers to augment district literacy programs.

Title II Part A – Safe and Drug Free Schools of the Elementary and Secondary Education Act

Also part of NCLB, this grant pays for reading tutors and teachers to augment district literacy programs.

Title II Part D of the Elementary and Secondary Education Act

These funds are used to enhance instructional technology throughout the district to augment district literacy programs.

Title V of the Elementary and Secondary Education Act

Also part of NCLB, that is used for innovative educational programs to augment district literacy programs.

All Title grants are managed by the Board of Education. The funding formula for these grants is based on the number students who participate in the district's free and/or reduced lunch program. With the difficult economic times we are experiencing, the number of students applying for and receiving lunch benefits has increased dramatically, increasing these funding streams.

Magnet School Transportation Reimbursement Grant

This state reimbursement grant provides funding utilized to offset the cost of transportation for Brookfield students who attend the Western Connecticut Academy for International Studies in Danbury, CT. The grant is currently capped at \$1,300 per student. With 43 students attending AIS in 2012-13, revenue from this grant totals \$55,900. These funds are managed by the Board of Education and are dispersed by the state in two equal payments in October and May.

Health Services Reimbursement Grant

This state reimbursement grant provides funding to offset a portion of the cost of providing health services to the non-public schools located in Brookfield. In 2012-13, a total of \$41,000 will be paid out to St. Joseph School and Christian Life Academy while the district anticipates the receipt of \$6.107.

Education Cost Sharing (ECS)

This state grant is the single largest transfer of dollars from the state to the town to support education. Set by a legislative formula, the ECS grant is administered based on several sections of the Connecticut General Statute 10-262. The ECS formula provides aid based on a number of factors, including wealth and student need. ECS payments are received from the State in October (25%), January (25%) and April (50%). ECS payments go directly to the Town where they are recorded as Intergovernmental Revenue and they are not directly accessed by the Board of Education. For the 2012-13 fiscal year, the ECS grant will provide \$1,530,693 in funding to Brookfield.

American Recovery Reinvestment Act – ARRA- Education Cost Sharing (ECS) Stabilization Funds

The State of Connecticut utilized federal \$541 million in stimulus funding to provide for 14.26% of ECS funding to cities and towns to ensure that funding remained flat for 2009-10 and 2010-11. These funds were dispersed based on the same criteria and timetable as the ECS grant and must be used to support education. Again, this funding source expired on June 30, 2011.

State Services for the Blind (BESB)

Through an exclusive vending machine reimbursement contract with CocaCola, the State Board of Education Services for the Blind (BESB) provides funding to districts to be utilized for supplies and equipment for visually impaired students. BESB payments go directly to the schools in which the vending machine is installed and are managed through the district's Student Activity Manager system..

Transportation Grant

State grant designed to help towns offset the costs of providing public and non-public school transportation. The percentage of reimbursement is set in the statutes and varies according to town wealth and a complex state formula. This grant is frequently NOT fully funded by the state legislature. These funds go directly to the Town, the BOE budgets for the full cost of transportation.

Pay to Participate Program

This Board of Education program implemented as part of the 2008-09 budget, charges students a one-time fee to participate in an unlimited number of interscholastic athletic or co-curricular activities. Annual revenue from this program is approximately \$100,000 and is utilized to enable the school district to continue to provide a full slate of co-curricular and athletic opportunities for students despite the elimination of the middle school athletic program from the BOE budget. Collected funds flow through the Student Activity Manager system with each school having a separate account.

<u>School</u>	<u>Co-Curricular Activity Fee</u>	<u>Athletics Fee</u>
Huckleberry Hill Elementary School	\$25	
Whisconier Middle School	\$35	\$100
Brookfield High School	\$50	\$125

Student Activity Funds

Funds raised by student organizations, fund raising efforts, field trips, event gate receipts and school-based fees in all schools are managed by the Business Office utilizing the Student Activity Manager system. Building administrators determine how student funds are to be expended and the Director of Business and Technology Operations approves all expenditures and is responsible for accounting and oversight of all accounts.

Tuition – Preschool

Preschool services for special needs students are provided free of charge. However, we also provide services to other Brookfield families on a space available basis. The tuition funds received from these families are managed by the Board of Education and are utilized to offset the costs of operating the Preschool program.

Universal Service Fund (USF)

Also known as the E-Rate program, this federal reimbursement is used to offset the costs of telecommunications services in the district. Funding is subject to a complex formula that reimburses certain expenses depending on the poverty level of the school district. Brookfield is reimbursed at a 40 percent rate. These funds are managed by the Board of Education and pay the salary of a 1.0 FTE Technology Technician.

Child Nutrition State Matching Grant

A state grant that reimburses the district based on reported lunch counts from the prior year. All funds are used to operate the district's outsourced food services operation at no cost to Brookfield taxpayers.

Healthy Foods Grant

State grant which provides funding to the district based on our participation in the Healthy Foods initiative. All funds are used to operate the district's outsourced food services operation at no cost to Brookfield taxpayers.



Brookfield Public Schools ***Brookfield, Connecticut***

Brookfield Public Schools - Overview

Facilities

Historically, the district has grown from eight small individual districts, the first established in 1808, to one larger district comprised of four schools.

- **Center Elementary School (CES)** - located at 8 Obtuse Hill Road – was built in 1938, has a total of 54,000 square feet of space and is the oldest building in the school system and the only completely wooden school building left in Connecticut. CES has undergone several renovations, the latest of which was completed in 1997, adding 20 classrooms and other interior facilities. It presently houses the pre- kindergarten, kindergarten and first grade programs
- **Huckleberry Hill Elementary School (HHES)** – located at 100 Candlewood Lake Road - is a 70,465 square foot building which houses the districts programs for grades two through four. Built in 1965, HHES also went through a significant renovation, which was completed in 1993.
- **Whisconier Middle School (WMS)** – located at 17 West Whisconier Road - was originally conceived as an elementary school but now serves students in grades five through eight. It went through a major expansion program which was completed in 2001 and now has a total of 143,882 square feet of space. WMS also has a 125 seat multi-media Seminar Room with large screen projection and presentation capabilities.
- The Long Meadow Hill School – located at 45 Long Meadow Hill Road – was originally built in 1959 became **Brookfield High School (BHS)**, and graduated its first class in 1967. BHS recently underwent a major renovation that added twelve new science classrooms, an expanded Media Center and a complete reconfiguration of the existing building and infrastructure. The project was designed by the architectural firm of Jeter, Cook & Jepson, and was built by the Morganti Company. In its expanded state, Brookfield High School comprises a total of 193,275 square feet of space. In addition, BHS has a 700 seat auditorium and an outdoor sports complex featuring two turf fields that are frequently used for school and community events.

The community takes great pride in the district’s physical facilities. We strive to maintain high standards as we support the buildings by taking advantage of advanced cleaning technologies, lessons learned over time and increased awareness to the needs of these facilities. We continue to follow through with our established abatement plan coupled with increased maintenance efficiencies. Each school has established a committee to guarantee the health of that building.

The district’s Facilities Supervisor, is charged with the task of keeping our buildings, which cover a total of 416,607 square feet of floor space, safe, clean and secure. A key focus of this and every budget is to identify facilities needs, and then articulate them clearly to the respective elected Boards and the community to obtain the funding required for proper upkeep. To this end, an additional 1.0 FTE Maintenance Mechanic position was added during the 2012-13 budget process.

Security

Security of our facilities has also been an area of focus with major improvements having been made in all schools. The district developed and implemented its Five Year Security plan in 2008-09. Subsequently, door access control systems with video, intercom and electronic lock capabilities have been installed on the main entrance doors at CES, HHES and WMS. A new vestibule area which created a safer, more secure main entrance at CES was constructed in 2012. Doors are also

kept locked during normal school hours to further enhance building security. Security fencing has also been installed around the portables at WMS to ensure student safety.

At BHS which has 40+ doors, 42 CCTV security cameras with comprehensive monitoring capabilities have been installed to date. Additionally, new lock down blinds have been installed for all ground level classrooms at all schools. District-wide a personnel identification system for all district staff using a required picture I.D., sign in system and visitor identification has been implemented.

The district will continue to work towards full implementation of the plan through its end date of June 13, 2013.

Board of Education

The membership and makeup of the Board of Education (BOE) was changed significantly due to the results of the 2012 municipal election. As determined by the Town of Brookfield Charter, the Board of Education is made up of seven (7) members. As a result of the election, there were three new members of the board – Paul Checco, Susan Queenan and Scott McCarthy.

Ray DiStephan	Chair
Jane Miller	Vice-Chair
Susan Queenan	Secretary
Harry Shaker	Member
Victor Katz	Member
Paul Checco	Member
Scott McCarthy	Member

The BOE also has several standing advisory committees which meet regularly to help guide the operations of the district. All meetings of these committees are public and community participation is welcome. Sub-committees do not approve changes directly, but they do recommend actions to the full BOE.

CAPE - Curriculum and Program Evaluation	Evaluates district curriculum and programs.
Policy	Updates, modifies and creates BOE policies in accordance with state guidelines and laws.
Personnel and Negotiations	Reviews job descriptions, contractual changes, negotiations with bargaining units.
Business and Facilities	Reviews and monitors financial and facilities related issues including capital improvement projects.

District Administration

The Central Office administrative team includes:

<u>Name</u>	<u>Title</u>	<u>Areas of Responsibility</u>
Anthony J. Bivona	Superintendent of Schools	Chief Executive Officer of school district
Dr. Genie Slone	Assistant Superintendent for Personnel, Curriculum and Instruction	Human Resources, Curriculum and Professional Development
Arthur W. Colley	Director of Finance, Technology and Operations	Finance, Benefits Administration, Technology, Transportation, Food Services and Facilities
Charles Manos	Director of Special Education and Support Services	Special Education and related services

The District's building administration team includes:

<u>Name</u>	<u>School</u>	<u>Role</u>
Krys Salon	Center Elementary School	Interim Principal
Mary Rose Dymond	Huckleberry Hill Elementary School	Principal
Julie Scheithe	Huckleberry Hill Elementary School	Assistant Principal
Deane Renda	Whisconier Middle School	Principal
David Pepsoski	Whisconier Middle School	Assistant Principal - Grades 7 and 8
June Gordon	Whisconier Middle School	Assistant Principal - Grades 5 and 6
Joseph Palumbo	Brookfield High School	Principal
Susan Griffin	Brookfield High School	Assistant Principal
Ed Bednarik	Brookfield High School	Assistant Principal
Joe Sapienza	Brookfield High School	Curriculum Coordinator – Social Studies - .40 FTE
Liz Spencer-Johnson	Brookfield High School	Curriculum Specialist – English and World Language - 40 FTE
Jillian Vigliotti	Brookfield High School	Curriculum Coordinator – Science - .40 FTE
Mark Jewett	Brookfield High School	Curriculum Coordinator – Mathematics - .40 FTE

Western Connecticut Academy of International Studies Magnet School

Since 2006-07, the Brookfield BOE has been a partner with other area school districts in the Western Connecticut Academy of International Studies Elementary Magnet School on the campus of WCSU in Danbury. Through a lottery selection process, 44 Brookfield students were enrolled in this magnet school for the 2012-2013 school year. These students are *not* included in Brookfield's enrollment figures as they are enrolled in the Danbury Public School district.

The cost for Brookfield students to attend the Magnet School has two components, tuition and transportation. Tuition costs are \$1,784 per student for a budgeted total of \$78,496 for the 44 students. With the implementation of a shared transportation model with New Milford in 2011-12, transportation costs are budgeted to be \$27,664 for the 2012-13 year.

Mission of the Brookfield Public Schools

After almost a year of work by a Strategic Planning Committee made up of school staff, Brookfield community members and student representatives from Brookfield High School, the Brookfield Board of Education adopted a new five-year Strategic Plan 2010-2015 on October 6, 2010.

Mission Statement

To inspire, challenge and prepare all students to live meaningful and productive lives. Every student is empowered to become a critical thinker, problem-solver, effective communicator, global citizen, and life-long learner through rigorous, relevant and comprehensive educational experiences, expansive student opportunities and active community involvement.

Core Values of the Brookfield Public Schools

Comprehensive Education:

We hold as a value that the district will provide an educational program that spans a wide range of curricula that can accommodate all children in meeting their educational needs.

Safety:

We hold as a value that all students and staff and other member of the school community will work in an environment that secures their physical and emotional well being.

Life-long Learning:

We hold as a value that all students **will be taught the necessary skills and receive encouragement to be active and inquisitive learners throughout their lives.**

Citizenship:

We hold as a value that all students will be taught that the obligation they have as citizens is to fulfill their civic responsibilities to their community, state and nation.

Respect:

We hold as a value that all students will hold themselves in high esteem and treat all others as they wish to be treated.

Continuous Improvement:

We hold as a value that all students and staff will continue to grow through ongoing experiences that fulfill their needs and enrich their knowledge.

Learning Principles of the Brookfield Public Schools

1. Learning is an active process that requires learners to draw upon a rich repertoire of strategies, resources, prior knowledge, and personal relevance.
2. The goal of learning is fluent and flexible transfer and application of one's knowledge, skills and understandings in a variety of contexts.
3. Learning requires engagement in the continuous cycle of self-reflection, self-assessment, and self-adjustment.
4. Learners require regular, timely, and meaningful feedback with opportunities for revision and improvement to produce quality work.
5. Learning is most effective when it is differentiated by the learners' interests, preferences, strengths, contributions, and prior knowledge.
6. Learners need clarity of expectations and a practical understanding of how learning goals are to be met in order to effectively engage in the task.
7. Learning depends upon the right blend of challenge and support so that risk-taking and persistence lead to continued growth.

Board of Education Goals

Student Success

Curriculum: Curriculum in the Brookfield Public Schools will be standards-based, rigorous, comprehensive and transformational in order to prepare students for success in the 21st century.

Assessment: Assessment in the Brookfield Public Schools will foster continuous improvement, be data-driven and inform teaching and learning through the use of common formative assessments.

Instruction: Instruction in the Brookfield Public Schools will be student-centered, collaborative, reflective of best practices, and technology-infused.

Professional Development: Professional development in the Brookfield Public Schools will be systemic, goal-driven, results oriented and meet the needs of the professional learning community.

Recognizing Success: "Recognizing success" in the Brookfield Public Schools will celebrate innovation, effort and achievement, while fostering risk-taking to improve teaching and learning.

Student Wellness

Safe & Secure Learning Environment: A safe and secure learning environment in the Brookfield Public Schools will ensure a secure school environment and maintenance of class size guidelines.

Character Development: Character development in the Brookfield Public Schools will reflect comprehensive developmental guidance and advisor-advisee programs and offer a broad range of co-curricular activities.

Physical & Emotional Health: To ensure physical and emotional health the Brookfield_Public Schools will implement substance abuse prevention and healthy eating and exercise programs and initiatives to support at-risk students.

Parent & Community Partnership: Parent and community partnerships in the Brookfield_Public Schools will increase opportunities for parent and community involvement and foster community support by actively communicating through technology, and partnering with community organizations.

Student Readiness

Successful Transitions: Successful transitions in the Brookfield Public Schools will facilitate movement from the students' home-to-school, between the grades, from one school to the next, and from high school to work or post secondary education.

College & Career Awareness & Readiness: College and career readiness in the Brookfield_Public Schools will involve students exploring a variety of career options and internships. Citizenship: Citizenship in the Brookfield Public Schools will involve students in completing community service and other service projects, and understanding their civic responsibility to the local, regional, national and global communities.

Life Skills: Life skills in the Brookfield Public Schools will teach students to become critical thinkers, effective communicators, creative problem solvers, innovators, and collaborators and embrace life-long learning.

Student Academic Achievement

Student performance can be described in numerous ways and several indicators exist that point to the continued success of Brookfield students. As mandated through the No Child Left Behind Act of 2001 (NCLB), all district students in grades 3 through 8 are tested annually through the Connecticut Mastery Test (CMT). Generation 4 CMT's were administered for the first time in 2006 and these assessments will be in place until approximately 2014-2015 when a new national assessment will replace them.

From the Danbury News Times 9/2/09:

Only the Brookfield school district remains unaffected by the federal No Child Left Behind legislation that has labeled as many as 40 percent of the state's schools and at least one in each area town as failing to make adequate yearly progress.

2012 CAPT results:

- BHS continues to achieve AYP (Adequate Yearly Progress as mandated by NCLB, No Child Left Behind federal legislation)
- All CAPT assessments ranked in the top half of our District Reference Group (DRG B) with Writing in the top quartile.
- 125 students or 53% of 10th graders met goal on all 4 CAPT tests
- 34 students or 14% scored in the advanced goal performance level on all 4 CAPT tests.
- BHS has a graduation rate of 99.1%
- 87.5% of BHS graduates attend college, with 84.5 attending four year schools.

2012 CMT results:

- In Grade 8, three of four CMT assessments (Reading, Math and Writing) ranked in the top half of our District Reference Group (DRG B) with Writing in the top quartile.
- Mathematics – 86.3% of all students scored at or above goal, this is Brookfield’s strongest area of the CMT. More students in grades 4-7 scored in the Advanced Goal range vs. 2011-12.
- Reading – 85% of all students scored at or above goal. More students in grades 3-7 scored in the Advanced Goal range vs. 2011-12.
- Science – 81.0% of all students scored at or above goal.
- Writing – 82.7% of all students scored at or above goal. More students in grades 4,5,7 and 8 scored in the Advanced Goal range vs. 2011-12.

All Brookfield schools met the state target for Adequate Yearly Progress (AYP) in both the CMT for grades 3-8 and the CAPT in Grade 10.



Brookfield High School Awarded Advanced Placement Distinction by the College Board

For Immediate Release: November 19, 2012

Brookfield Public Schools Placed on the College Board's 3rd Annual AP[®] District Honor Roll for Significant Gains in Advanced Placement[®] Access and Student Performance

A Record 539 School Districts Across the Nation Are Honored

Brookfield, Connecticut- Brookfield Public Schools is one of 539 school districts across 44 of the 50 states in the U.S. and Canada being honored by the College Board with placement on the 3rd Annual AP[®] District Honor Roll for simultaneously increasing access to Advanced Placement[®] course work while increasing the percentage of students earning scores of 3 or higher on AP Exams.

"This distinctive honor attests to the continued commitment of our teachers in providing quality instruction and challenging our students to reach their fullest potential."

Anthony J. Bivona, Superintendent of Schools.





US News Awards Brookfield High School a Silver Medal !

Brookfield High School was ranked 21st out of 135 of high schools in CT.

The AP® participation rate at Brookfield High School is 42 percent.

The student body makeup is 50 percent male and 50 percent female

The total minority enrollment is 7 percent.

Rankings / Awards

This details how this school compares to others based on *U.S. News* ranking criteria.

Medal – Silver

State Rank - #21

National Rank - #817

Conclusion

Brookfield continues to provide exemplary educational experiences and opportunities for all learners. Because of our strong academic program our high school graduates continue to have choices—choices in selecting colleges or in identifying post secondary options of work or the military. Our teachers and parents have high expectations for our students to be successful.

With a rigorous curriculum and best practices of instruction infused with technology, our students continue to learn and perform well on state and national assessments; they are well prepared for the choices they make.

Our schools have had a strong focus not only on providing our students with the traditional 3 R's of reading, writing and arithmetic, but also the new 3 R's in rigor, relevance and relationships. The first R is Rigor – making sure all students are given a challenging curriculum that prepares them for college or work; the second R is Relevance – making sure kids have courses and projects that clearly relate to their lives and their goals; and the third R is Relationships – making sure kids have a number of adults who know them, look out for them, and push them to achieve.

The district's new Strategic Plan clearly articulates the mission of our schools: To inspire, challenge and prepare all students to live meaningful and productive lives. Together with teachers, parents and Brookfield community members, our students have many rich and varied opportunities provided by the town and schools of Brookfield, Connecticut.

Education is simply the soul of a society as it passes from one generation to another.

--G. K. Chesterton



Brookfield Public Schools Brookfield, Connecticut

Budget Development Process

The Board of Education's 2012-13 Adopted Budget totaling \$38,862,940 is comprised of the following component parts:

- Twelve (12) budgetary locations
- Six (6) major cost categories or Super Objects
- 41 Educational Programs
- 929 Individual budgetary accounts
- 1,514 unique line items

The process of creating this budget is a highly collaborative effort that involves all members of the district's administrative team and numerous other staff who over a four week period commencing in October, are charged with developing the budget using a line item justification, zero-based method.

By definition, zero-based budgeting is an approach where every line item of the budget must be approved. During the review process, no reference is made to the previous level of expenditure and the process is independent of whether the total budget or specific line items are increasing or decreasing. ***Most importantly, the budgetary starting point for all line items in this process is \$0.***

While this approach takes significantly more time than conventional methods, there are several advantages to this form of budget development and is the approach followed by district administration when building the BOE budget.

- Efficient allocation of resources, as it is based on needs and benefits rather than history.
- Drives managers to find cost effective ways to improve operations.
- Detects inflated budgets.
- Increases staff motivation by providing greater initiative and responsibility in decision-making.
- Increases communication and coordination within the organization.
- Identifies and eliminates wasteful and obsolete operations.
- Ensures that expenditures are aligned with the mission and goals of the organization.
- It helps in identifying areas of wasteful expenditure and, if desired, it can also be used for suggesting alternative courses of action.

To better understand the budgeting process, the tools we use and the decision making process the district follows are defined below.

Budget Calendar

The task of developing the BOE Budget commences in the month of October at which time the proposed calendar of deadlines and events related to the budget is submitted to the Board of Education for their review and approval. The calendar provides the timeline for district administration, Board of Education and the community to follow. Each year, the calendar follows a similar format and is linked to the statutory requirements as defined in Board of Education policies, the State of Connecticut General Statutes and the Town of Brookfield Charter.

Once the calendar is approved by the Board of Education, the BOE discusses and determines its budgetary goals in open session and communicates them to the Superintendent. The district administrative team is then charged with the task of incorporating these goals into the budget in a fiscally responsible manner aligned with the district's Five Year Strategic Plan. A copy of the Board of Education Budget Calendar is available at the end of this section.

Creation of Budget Requests at the Building, Department and District Level

The Director of Finance, Technology and Operations compiles and distributes budgetary materials in digital format to building and department administrators for use in the development of their respective building and department budgets.

Utilizing the provided electronic worksheets, building principals and departmental administrators develop their requested budgets including all staff, supplies, services, equipment and programmatic changes required to meet student, building and district goals.

These materials include:

- Spreadsheets of all current staff, their budgetary G/L account code, their position, FTE and projected salary for 2012-13:
 - If in a bargaining unit, the salary is determined by the terms of the contract for that group
 - Salary levels for unaffiliated staff with FTE status are determined by central office administration
 - Changes in FTE or assignment of a current staff member must be indicated with supporting justification.
 - Requests for new FTE's must also be noted with the proposed salary, assignment and justification.
 - An ***Educational Program Proposal*** must also accompany requests for additional staff. This form provides the following information:
 - Description and purpose of request
 - Identification of staffing needs
 - Identification of costs
 - Determination of how outcomes will be measured.
 - Demonstration of fiscal responsibility and sustainability

- Hourly rates for lunch and recess monitors are determined by the BEA contract however, building administrators determine the number of hours to be made available based on instructional support needs.
- Salaries for certified and non-certified substitutes are determined by the BEA contract.
 - When building principals develop their budget for substitutes, both historical attendance trends and anticipated needs must be taken into account.
- Spreadsheets including all valid accounts for administrators to utilize when building their non-salary budgets for each educational program.
 - Data must be entered into worksheets by administrators item by item.
 - All items must have a description and/or comment clearly explaining need
 - Non-salary items include:
 - Professional services in support of the instructional program
 - Office supplies
 - Instructional supplies
 - Library books
 - Textbooks
 - Periodicals
 - Instructional equipment
 - Employee benefits
 - Heating oil and diesel fuel
 - Electrical utilities
 - Transportation services
 - Technology software, supplies and equipment

All completed spreadsheets for buildings, departments and district-wide functions are electronically submitted to the Director of Finance, Technology and Operations for import into the district's budgeting system – ***BudgetBuilder*** - which consolidates the building and department requests into a single database enabling detailed budgetary analyses and report generation.

Budgetary Reviews

The Superintendent, Assistant Superintendent and the Director of Finance, Technology and Operations meet with each building principal and all department heads. During these reviews, which are very frank, open and detailed discussions, each line item is examined, challenged and modified as determined to be necessary to meet the needs of our students.

The key questions asked during these reviews are:

- Is the request linked to district and BOE goals as well as the Strategic Plan?
- Is the request in the best interest of our students?
- Does the proposed change and/or addition move the district forward?
- Is there a different or more efficient, and/or more cost effective way to fulfill the request?
- Can the work be done with less staff?

Every non-salary line item and all staff positions with an FTE must be further justified based on:

- Support of district strategic goals
- Impact on student learning
- Projected changes in school enrollment
- Modifications to existing instructional programs
- Addition of new educational program(s), services and/or equipment
 - Again, an **Educational Program Proposal** must be submitted to support such requests
 - i.e. Full Day Kindergarten, expansion of World Language program
- Class sizes - are classes at or below BOE guidelines
- Potential for cost reduction/savings
- Fiscal responsibility and sustainability

Following the review of all district budgets, the adjustments made as a result of the above meetings are entered into *BudgetBuilder* to determine the impact of the changes and at the same time provide a preliminary estimate of the Superintendent's Requested Budget.

Budget Roundtable

In mid-November, the BOE hosts at least one community based roundtable to gauge and garner community input to help further shape the budget. Following the roundtable, the Board again discusses its positions and priorities regarding the budget in public session. Based on the feedback received, district administration may be required to make further budgetary adjustments.

The Director Finance, Technology and Operations then commences the task of creating the Superintendent's Requested Budget. This effort culminates with the presentation of the budget to the Board of Education On or about December 21st.

Board of Education Deliberations and Adoption of BOE Budget

At this point in the process and throughout the month of January, the BOE begins its public discussion, holds a public hearing and deliberates on the budget. During this time, BOE meetings will be held weekly, if necessary, to adopt a budget. During these meetings the Board of Education listens to public comment; questions the Superintendent and his staff on educational and spending priorities; discusses and votes on changes to budgetary line items; frequently requests the creation of "what if" scenarios to determine the impact of changes they are considering.

As the result of these deliberations, it is quite probable that the superintendent's budget will be modified, perhaps significantly, to enable the Board to reach consensus and adopt a budget.

Once adopted, the Director of Finance, Technology and Operations makes any required modifications, then prepares, assembles and distributes the Board of Education's Adopted Budget to Board of Education members, the Board of Selectmen, the Board of Finance, district administrators and the district website in a digital format. Per Brookfield's Town Charter, The Board of Education's Adopted Budget must be delivered to the Office of the First Selectman on or before January 31st.

At this point, the Board of Education is no longer able to make any further adjustments to the budget. However, as has been the practice in recent years, should significant cost savings that do not adversely impact the educational resources required materialize, i.e. contractual savings, the respective town Boards will be notified and the budget may be reduced accordingly.

Interaction with Town Boards

The budget process then continues with the First Selectman recommending a budget to the full Board of Selectmen by February 15th. The Board of Education on district administration will present the Adopted Board of Education Budget to the Board of Selectmen on Wednesday, February 22, 2012. The Board of Selectmen must then pass their adopted budget, with any budgetary adjustments having been made, to the Board of Finance by March 1st.

The Board of Finance will hold two (2) public hearings in the month of April. Based on the feedback received at these hearings, the Board of Finance may make further budgetary adjustments and request the presentation of scenarios by the Board of Education detailing the impact of changes being considered. It is very likely that the Board of Education and district administrative team will meet with the Board of Finance on multiple occasions.

At the Town Meeting set for May 7, 2013, the Board of Finance will present their adopted budget. And open the floor for discussion, potential modification, approval and the establishment of the referendum date.

Referendum

The final and most critical step in the process is the town-wide referendum. For a budget to take effect, the Town budget must be approved at referendum by a majority of Brookfield's voters. Should budget fail, the Board of Finance will again make adjustments and additional referendums will be held every two weeks until a budget is approved by voters.

Following the approval of the budget by voters at referendum, the Approved Board of Education Budget will be exported from BudgetBuilder and then imported into the district's HR and financial system, New World. Once imported and initialized, the creation of purchase orders for the 2012-13 school year may begin.

The adopted 2012-13 Board of Education Budget Calendar follows:

<u>Date</u>	<u>Item/Task/Meeting</u>
Wednesday, October 3, 2012	Submit 2013-2013 timeline to BOE for review and approval; post on district website
Friday, October 12, 2012	Distribution of budget materials to administrators
Wednesday, October 17, 2012	BOE develops and approves budget goals in open session
Friday, November 16, 2012	Directors & building administrators submit requests to TSO; Director of Finance consolidates budgets
Monday, November 19, 2012	Budget Roundtable (BHS 7:00pm)
December 3 – December 7, 2012	Internal reviews by the Superintendent, Asst Superintendent and Director of Finance with principals and department heads
December 10– December 14, 2012	Superintendent and Director of Finance reviews & organizes district budget; Director of Finance prepares, assembles and distributes the Superintendent's Requested Budget to BOE members and district administrators in digital format. Also posts on district website.
Wednesday, December 19, 2012	Regular BOE meeting – Presentation of Superintendent's budget
Wednesday, December 27, 2012	Distribution of Board budget packet
Wednesday, January 2, 2013	Regular BOE meeting – budget discussion
Tuesday, January 8, 2013	BOE – Public hearing on budget (7:00 p.m BHS Media Center)
Wednesday, January 16, 2013	Regular BOE meeting – budget discussion/adoption (7:00 p.m.). Special meeting in January 25, 2012 if required for adoption
January 17, 2013 – January 31, 2013	BOE budget is modified, assembled and prepared for distribution.
Thursday, January 31, 2013	BOE Budget due to First Selectman
Friday, February 15, 2013	First Selectman's budget due to Board of Selectmen
TBD (week of 2/18/13)	Board of Education presentation of Budget to Board of Selectmen (6:30 p.m.)
Friday, March 1, 2013	Board of Selectmen's budget due to Board of Finance
Tuesday, March 12, 2013	BOE Budget presentation to Board of Finance (Town Hall)
Thursday, March 28, 2013	BOE Budget deliberations by Board of Finance (BHS Media Center)
Tuesday, April 9, 2013	Public hearing, Board of Finance – location TBD
Tuesday, May 7, 2013	Town meeting to set referendum date – BHS Auditorium
Tuesday, May 21, 2013	Budget vote at Referendum (projected date)



Brookfield Public Schools
Brookfield, Connecticut

Brookfield Public Schools
Superintendent's Budget

Executive Summary



Brookfield Public Schools
Brookfield, Connecticut

Budget History

In a global economy, we must ensure that our students acquire the *21st Century Skills* required to prepare them for a competitive post-secondary environment of higher education and employment. Brookfield residents have shown the level of confidence and the willingness to make such a significant investment in their community with their historical solid support of their schools.

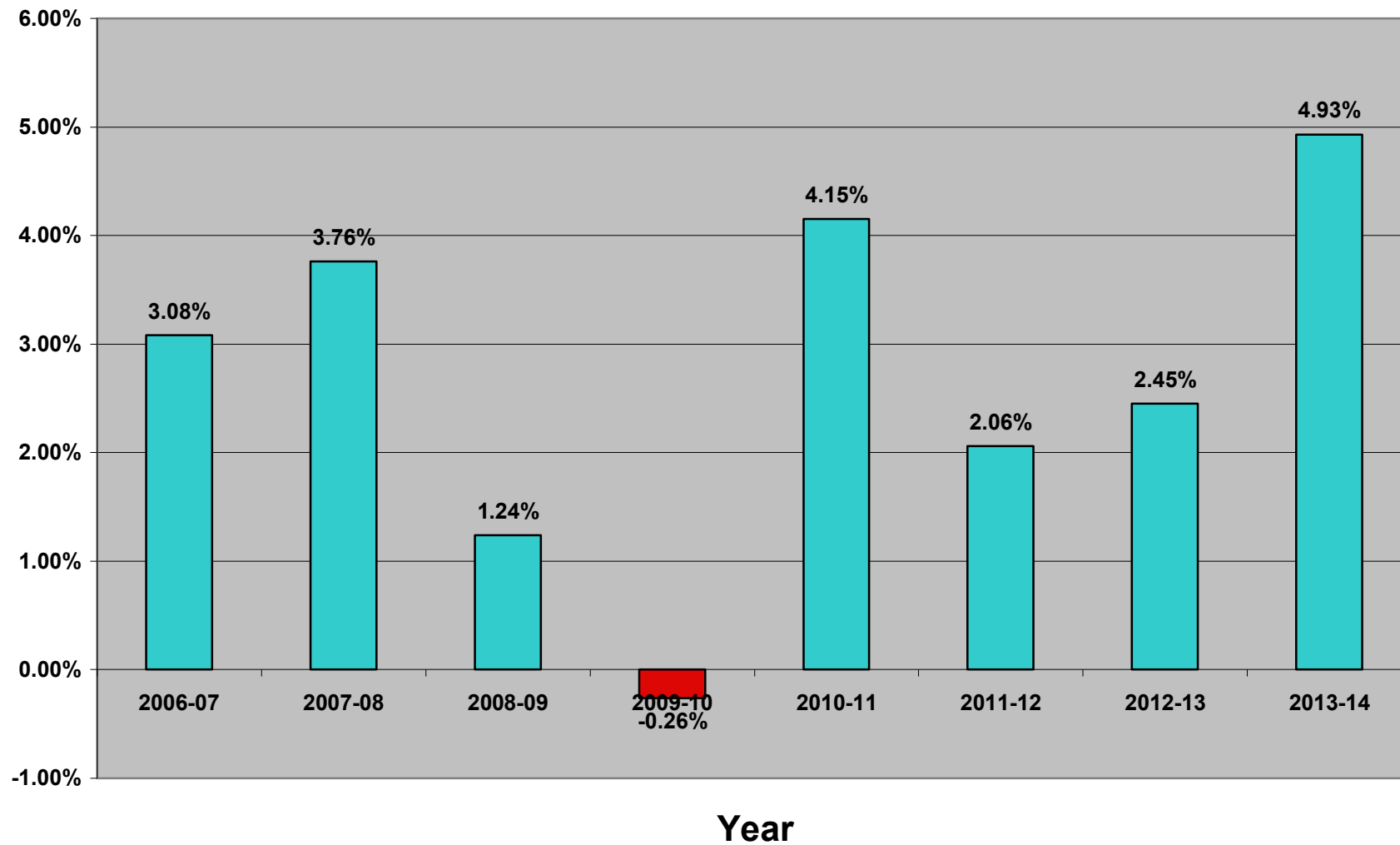
The results of this community investment have been tangible and significant as evidenced by the outstanding academic performance academically at all educational levels as well as in the areas of athletic and co-curricular interscholastic competition.

In these challenging and difficult economic times, it is critically important that the community be assured that Board of Education and district administration are effectively and efficiently leveraging tax dollars to maximize academic results and yield progress toward district goals.

Below, the Board of Education budgets approved by the community at referendum since 2006-07 are shown. The dollar and percentage increases represent actual, year over year, changes. We strongly believe that the 2012-13 budget, as well as those in previous years, demonstrates the commitment of the Board of Education and district administration to building an excellent school district in an efficient and fiscally responsible manner.

<u>Fiscal Year</u>	<u>Avg Budget \$ Increase</u>	<u>Avg Budget % Increase</u>
2006-07	\$967,500	3.08%
2007-08	\$1,221,700	3.76%
2008-09	\$418,022	1.24%
2009-10	(\$88,369)	-.26%
2010-11	\$1,410,762	4.15%
2011-12	\$732,048	2.06%
2012-13	\$886,000	2.45%
2013-14 (Proposed)	\$1,826,940	4.93%
<u>Average Increases:</u>	<u>\$921,825</u>	<u>2.62%</u>

Board of Education Budget History





***Brookfield Public Schools
Brookfield, Connecticut***

Budgetary and Operational Efficiencies

As the district's mission statement indicates, the primary goal of the administrative team to inspire, challenge and prepare all students to live meaningful and productive lives. At the same time, the district is focused on delivering a very high quality educational experience in an efficient and cost effective manner.

On two separate occasions, the Brookfield Public School district has been recognized as a highly efficient and effective organization:

2010

According to The Connecticut Economy, Brookfield Public Schools was one of 21 out of 119 districts that “were fully efficient with respect to both outputs and inputs.” From: *“Getting More From Less: Measuring Efficiency in Connecticut High School Districts.” University of Connecticut Quarterly Review/ Winter. 2010, p. 5.*

2011

“Brookfield Public Schools Rates as One of the Top Districts in the State for Productivity and Return on Investment.”

- **The Center for American Progress Prepared the “Return on Investment” Report**
- **A Year-long Study of the Efficiency of the Nation’s Public Education System**
- **To Evaluate the Productivity of Almost Every Major School District in the Country**

Brookfield Public Schools is Cited in the Report as Receiving a 95% Score on the State Achievement Index Relative to Our Low Educational Spending (http://www.americanprogress.org/issues/2011/01/educational_productivity/)

Operationally, efficiency and careful management of costs are a daily priority in all schools and departments:

- In 2010-11, utilizing the competitive bid process, CIGNA was selected as our health care provider – reducing health care premium renewal costs by \$543,650 and significantly lowering the going forward cost of benefits.
- As of July 1, 2013, all BOE employees will be on consumer-based health care plans and will be contributing an average of 36.2% of the total cost of their health coverage.
- Since 2007-08, collaborative cost containment efforts with our bargaining units have enabled the district to manage total increase in health benefit costs to \$290,477 or 5.77% over a seven year period.
- The in-house Verbal Behavior Language and Social Skills program - VB-LASS – is servicing students on the autistic spectrum while reducing outside services cost by 42.7% or \$207,630 since 2009-10.
- Phases I & II of BHS roof restoration project have been completed on budget and on-time.
- Via competitive bid, annual district refuse removal costs were reduced by \$15,773 or 31.7% for a five year contract that expires after the 2014-15 school year.
- Again utilizing the competitive bid process, a new transportation provider was selected – All-Star Transportation
 - Avoids over \$600,000 in costs over the five year contract life that includes 34 new, energy efficient buses
 - Implemented a three tier busing configuration enabling both elementary schools to start at the same time
 - Reduces diesel fuel consumption by 25% over 2009-10 levels.
- Energy efficient lighting projects have been completed in all facilities through CL&P, installing high efficiency interior and exterior lighting.
- Negotiated forward supply contracts with multiple rate reductions with our energy supplier, Constellation New Energy to a current rate of -.078894 per kWh – reducing electrical costs by \$251,838 or 31.9% since 2008-09.
- Replaced the 56 year old boilers at Center Elementary School with high efficiency boilers in 2009, reducing annual oil heat costs by \$22,000.
- Replaced the windows in the Brookfield High School Guidance wing with new, energy efficient windows in 2011.
- By purchasing forward supply contracts, the district has kept heating oil and diesel fuel prices significantly below market value for both the Board of Education and the Town of Brookfield.
- All classrooms are equipped with a networked, managed multi-function device (printer, copier, scanner) that is covered under the district's copier lease contract. All desktop printers in the district have been removed eliminating the cost of purchasing and replacing ink cartridges.
- Moved to Google Apps as the district's Instructional Platform and Gmail as the district's e-mail platform eliminating the future need to upgrade Microsoft Office and Outlook licenses avoiding the future in excess of \$75,000 of future expenditures.
- Implemented the Power School Public Portal which will enable the elimination of progress report and report card mailing, reducing postage and printing costs.

- District website was upgraded; and a new web hosting provider selected reducing costs by \$10,000 annually.
- District staffing has been reduced by 28.82 FTE since 2004-05 with staff reductions of 7.5% vs. enrollment reductions of 9.4%.
- State and federal grants continue to be effectively utilized and will support 31.44 FTE of special education, literacy and school support staff at no cost to Brookfield taxpayers for 2013-14.
- The Huckleberry Hill Elementary School roof was replaced during the summer of 2012 utilizing local and state funds. Improved insulation will help to further reduce electrical utility costs going forward.
- Board of Education budget increases have averaged 2.62% since 2006-07.



Brookfield Public Schools
Brookfield, Connecticut

Summary Budget Reports

The following reports are designed to provide a summary view, in both graphical and text formats, of the major cost components in the Board of Education budget:

- | | |
|---|--|
| • Summary Analysis of Budget Drivers - | Breakdown of cost factors that drive budget increase |
| • Super Object - | District budget summary by the six (6) main budgetary categories |
| • Object Summary - | District budget summary by super object with account detail |
| • Location - | District budget summary by the twelve (12) budgetary locations |
| • Instructional Program - | District budget summary by the forty-one (41) instructional programs |

In later sections of this document, analysis of budgetary factors and drivers and additional reports by location and program will be provided.

Brookfield Public Schools Board of Education 2013-14 Budget Summary Analysis of Budget Drivers					
Category	Location	FTE	Budget Impact	% Increase	Comments
Contractual Salary Obligations	District		698,427	1.89%	Existing staff only. Includes coaches and advisors.
Substitutes	All Schools		64,530	0.17%	Required for PD for CCSS, World Languages and new evaluation programs
Teachers	CES	1.00	50,000	0.14%	K-1 World Language – Spanish
	WMS	0.50	30,000	0.08%	Gr 7 World Language – Mandarin
	BHS	0.50	30,000	0.08%	Gr 9 World Language – Mandarin
	BHS	1.00	50,000	0.14%	Special Education required per IEP
Social Worker	WMS	1.00	50,000	0.14%	Support significantly increased special needs population
Paraprofessionals	CES	1.00	30,948	0.08%	ABA Para required per IEP
	CES	1.00	16,370	0.04%	1:1 Para required per IEP
	HHES	1.00	16,370	0.04%	1:1 Para required per IEP
Health Benefits	District		468,069	1.26%	9% renewal rate from CIGNA; all staff on consumer based plans
Pension Contribution	District		100,000	0.27%	Based on agreement with BOS and BOF to fully fund plan within 3 years
Other Employee Benefits	District		24,685	0.07%	Social security, insurances
Professional Development & Curriculum Design	All Schools		87,230	0.24%	Includes supplies, textbooks, online resources and surveys required for CCSS, World Languages and new evaluation programs
Transportation	District		78,454	0.21%	Contractual increase
Furniture, fixtures and equipment	All Schools		19,282	0.05%	Classroom furniture, cafeteria tables, portable soccer goals
Other Supplies	District		16,384	0.04%	Oil, diesel, electrical utilities
Technology	All Schools		6,191	0.02%	Phase III BHS Tablet initiative Phase II K-8 Technology Centers Initiative
Total:		7.00	1,826,940	4.93%	

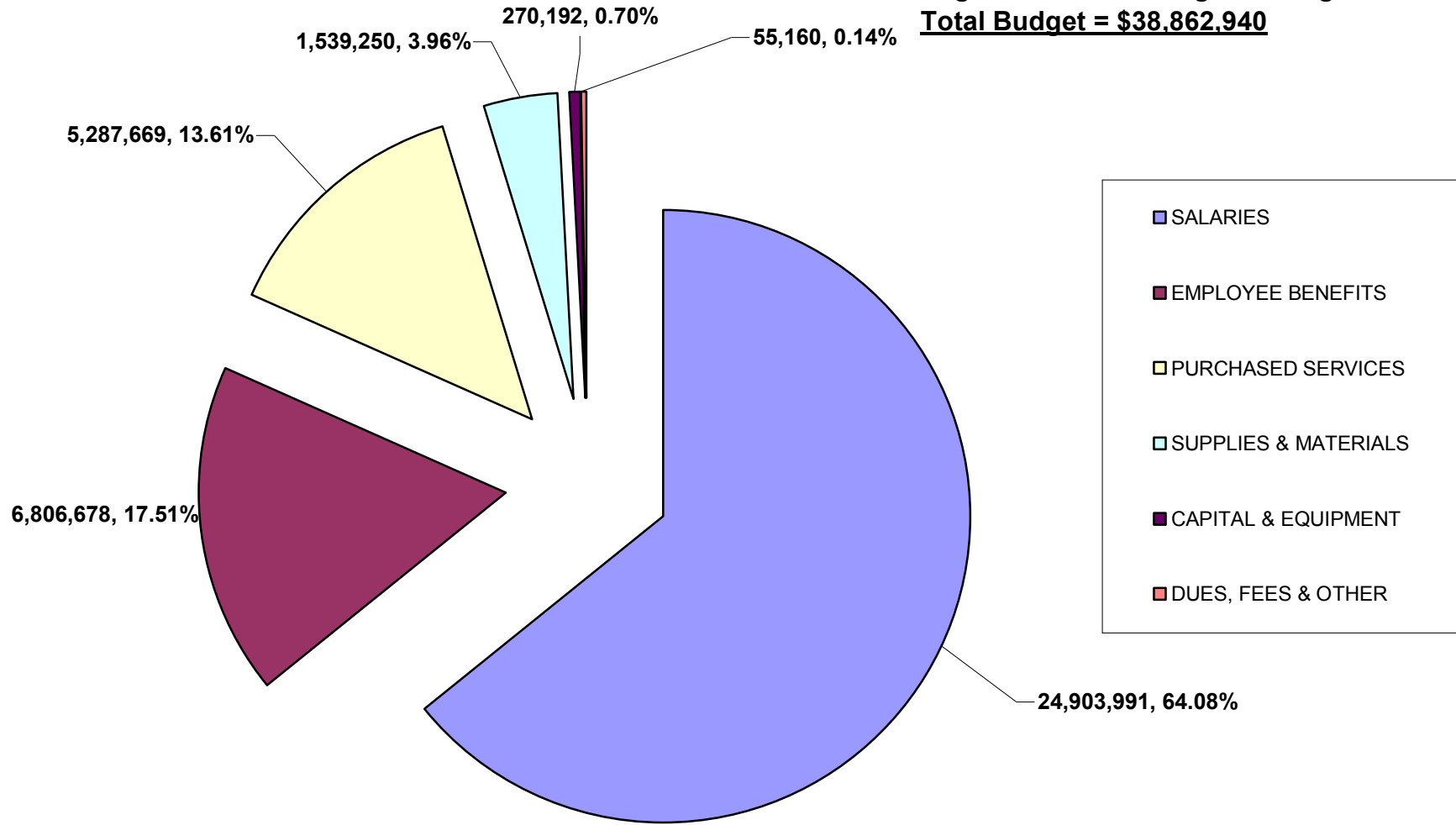
SUPER OBJECT SUMMARY REPORT

Brookfield Public Schools Superintendent's Budget For 2013-14 Super Object Summary									
		2011-12	2012-13	2013-14		%	2012-13	2013-14	FTE
<u>Super</u>	<u>Object</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>\$ Chg</u>	<u>Chg</u>	<u>FTE</u>	<u>FTE</u>	<u>Chg</u>
		\$	\$	\$					
100	SALARIES	23,319,723	23,877,346	24,903,991	1,026,645	4.30	351.38	358.38	7.00
200	EMPLOYEE BENEFITS	6,323,565	6,213,923	6,806,677	592,754	9.54	0.00	0.00	0.00
300	PURCHASED SERVICES	5,156,458	5,158,285	5,287,669	129,384	2.51	0.00	0.00	0.00
600	SUPPLIES & MATERIALS	1,083,607	1,480,377	1,539,250	58,874	3.98	0.00	0.00	0.00
700	CAPITAL & EQUIPMENT	208,476	252,133	270,192	18,059	7.16	0.00	0.00	0.00
800	DUES, FEES & OTHER	53,452	53,937	55,160	1,223	2.27	0.00	0.00	0.00
Totals:		36,145,282	37,036,000	38,862,940	1,826,940	4.93	351.38	358.38	7.00

2013-14 Superintendent's Budget by Super Object

Total Budget \$ and Percentage of Budget

Total Budget = \$38,862,940



Object Summary Report with Account Detail – Superintendent’s Budget for 2013-14

Super Object	Actual Expenses 2008-09	Actual Expenses 2009-10	Final Budget 2010-11	Final Budget 2011-12	BOE Budget 2012-13	BOE Budget 2013-14	\$ Change vs. 2012-13	% Change vs. 2012-13
SALARIES	21,565,817	22,002,206	22,684,200	23,319,723	23,877,346	24,903,991	1,026,645	4.30%
BENEFITS	5,663,324	5,669,148	5,907,966	6,323,564	6,213,923	6,756,677	542,755	9.54%
PURCHASED SERVICES	4,951,835	4,896,659	5,231,704	5,160,282	5,158,285	5,287,669	129,384	2.51%
SUPPLIES & MATERIALS	1,577,760	1,215,837	1,224,410	1,083,607	1,480,377	1,539,251	58,874	3.98%
CAPITAL/EQUIPMENT	277,158	180,276	303,487	208,476	252,133	270,192	18,059	7.16%
DUES/FEES	59,665	43,063	66,184	53,452	53,937	55,160	1,223	2.27%
	34,095,559	34,007,190	35,417,952	36,149,106	37,036,001	38,862,940	1,826,940	4.93%
100 SALARIES								
111 Teachers	14,828,829	15,311,733	15,739,854	16,244,843	16,613,939	17,203,498	589,559	3.55%
112 Administrators	1,735,336	1,740,982	1,831,483	1,913,451	1,951,568	2,018,272	66,704	3.42%
113 Retirement	48,063	156,000	156,000	90,000	80,000	80,000	0	0.00%
115 Subs- Certified	36	0	0	0	0	0	0	0.00%
116 Teacher Non-Reimbursement	0	0	0	0	0	0	0	0.00%
117 Curriculum/Team Leaders	53,382	53,788	56,992	52,439	63,342	79,611	16,269	25.68%
118 Extended Duty	111,287	129,030	129,275	171,794	163,937	186,668	22,731	13.87%
119 Occup./Phys. Ther.	198,129	194,562	199,579	203,187	212,116	214,724	2,608	1.23%
121 Paraprofessionals	706,843	667,590	725,386	681,915	736,126	841,364	105,238	14.30%
122 Clerical Cmptr	1,276,745	1,280,353	1,344,211	1,379,802	1,401,695	1,500,672	98,977	7.06%
123 Health Staff	327,017	322,714	355,067	365,935	362,249	383,559	21,310	5.88%
124 Custodians	818,688	823,749	826,613	813,227	882,550	907,896	25,346	2.87%
125 Maintenance	205,958	223,132	222,064	197,521	223,660	258,080	34,420	15.39%
126 Subs - Non-Certified	1,593	0	0	0	0	0	0	0.00%
127 Monitors	52,905	50,868	50,568	71,147	96,598	103,448	6,850	7.09%
129 Overtime	62,836	61,389	51,194	54,538	62,750	59,250	-3,500	-5.58%
130 Student Salary	3,682	1,186	2,243	1,851	2,500	2,500	0	0.00%
131 Homebound/Tutor	21,775	16,483	19,490	14,742	39,280	39,280	0	0.00%
133 Co-Curr. Coaching	334,097	341,756	351,183	360,289	341,563	360,513	18,950	5.55%
134 Other	226,506	142,848	260,867	183,631	320,108	309,967	-10,141	-3.17%
140 Negotiations (Admin, Non-Cert.)	191,798	122,693	0	4,150	0	0	0	0.00%
151 Building Substitutes	288,943	292,599	291,163	425,542	255,585	304,825	49,240	19.27%
152 Daily Substitutes	0	0	0	0	0	0	0	0.00%
153 Long-term Substitutes	0	0	0	0	0	0	0	0.00%
154 Special Education Substitutes	283	5,274	188	0	2,500	0	-2,500	-100.00%
155 Teacher-to-Teacher Substitutes	3,796	5,190	5,700	0	0	0	0	0.00%
156 Nurse Substitutes	0	4,490	598	0	600	0	-600	-100.00%
157 Day substitutes, non-certified	59,665	53,797	64,485	89,719	57,510	64,980	7,470	12.99%
158 Paraprofessional Substitutes	7,627	0	0	0	5,350	16,270	10,920	204.11%
159 Professional Release Substitutes	0	0	0	0	1,820	1,820	0	0.00%
	21,565,817	22,002,206	22,684,200	23,319,723	23,877,346	24,903,991	1,026,645	4.30%

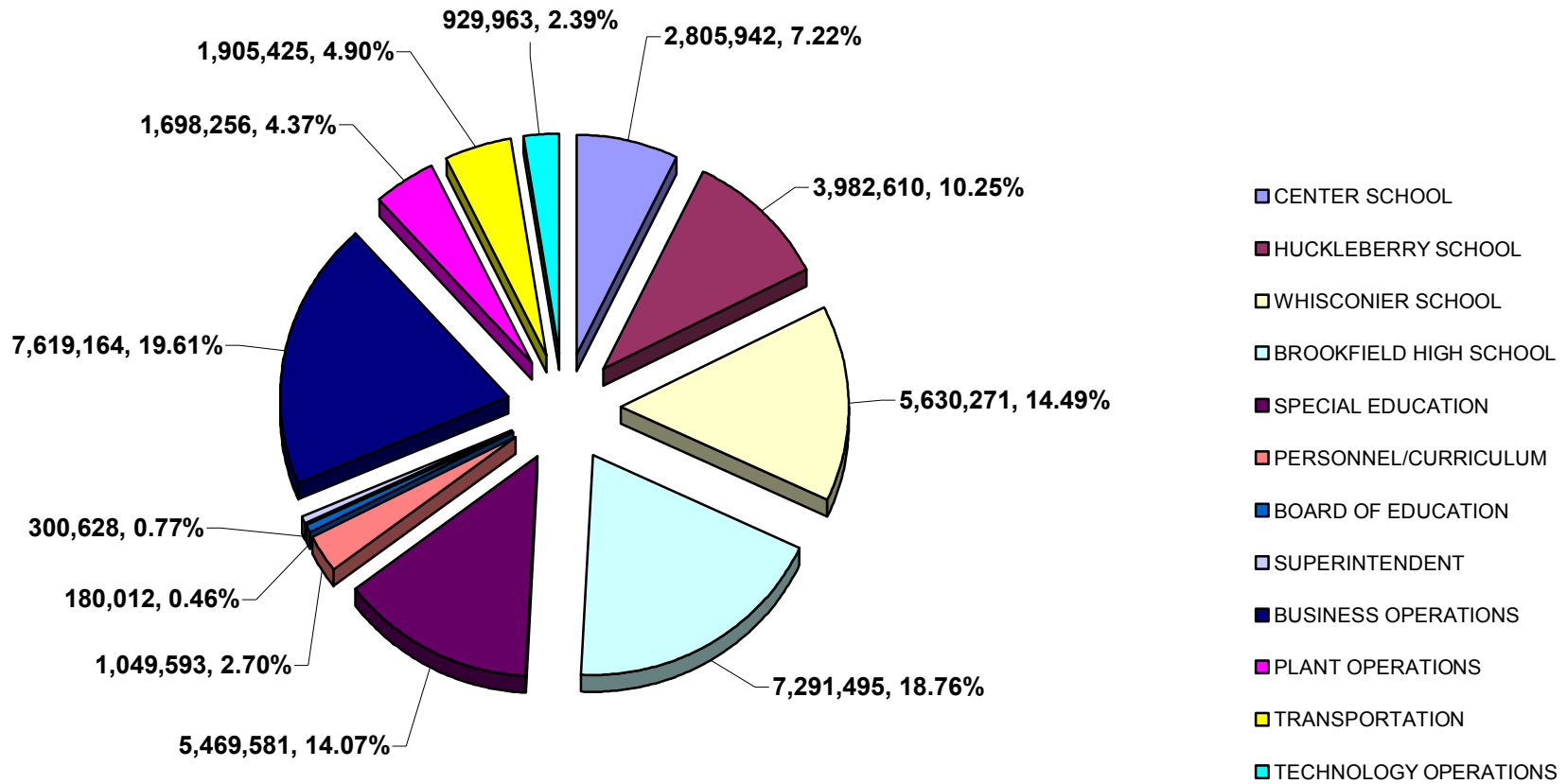
200	BENEFITS								
210	Health Insurance	4,584,789	4,578,673	4,771,205	5,010,120	4,906,308	5,374,377	468,069	9.54%
212	Group Life	59,829	58,420	60,561	74,600	63,500	65,000	1,500	2.36%
213	Health Insurance Trust	0	0	0	0	0	0	0	0.00%
214	Long Term Disability	126,450	126,345	129,344	140,351	134,000	140,000	6,000	4.48%
220	Social Security	508,139	523,770	547,964	569,759	555,630	572,300	16,670	3.00%
230	Non-Certified Pension	132,087	133,508	138,529	280,000	300,000	400,000	100,000	33.33%
240	Tuition Reimbursement	0	0	2,000	0	6,000	4,000	-2,000	-33.33%
250	Unemployment Comp.	34,325	17,272	37,511	38,184	30,000	30,000	0	0.00%
260	Workers Compensation	217,704	230,766	220,851	210,550	218,485	221,000	2,515	1.15%
290	Other Benefits	0	395	0	0	0	0	0	0.00%
		5,663,324	5,669,148	5,907,966	6,323,564	6,213,923	6,806,677	592,755	9.54%
	400 & 500 PURCHASED SERVICES								
300	Profess. Education Services	124,715	150,012	174,445	144,672	200,981	262,679	61,698	30.70%
321	Staff Training/Tuition	3,537	4,117	5,315	386	2,401	2,441	40	1.67%
330	Other Profess. Services	458,247	634,112	591,312	380,571	446,276	435,171	-11,105	-2.49%
331	Legal/Negotiations	137,521	219,040	281,129	185,582	177,120	177,120	0	0.00%
333	Asbestos Monitoring	0	125	0	740	0	0	0	0.00%
340	Technical Services	66,098	85,416	97,202	89,913	102,410	104,460	2,050	2.00%
410	Electrical Energy	788,084	616,676	620,239	568,499	536,246	545,000	8,754	1.63%
411	Sewage Fees	35,100	35,100	39,780	43,902	38,297	39,126	829	2.16%
421	Refuse Recycle	49,773	33,374	32,484	34,287	34,790	35,000	210	0.60%
430	Repairs/Maint - Buildings	110,281	114,421	152,167	91,218	98,000	100,000	2,000	2.04%
431	Repairs/Maint - Equipment	121,415	57,277	145,336	77,919	151,534	148,520	-3,014	-1.99%
442	Copier Costs	222,636	153,650	126,140	103,691	132,070	135,000	2,930	2.22%
443	Lease/Rent	235,646	220,635	229,499	295,869	221,871	228,639	6,768	3.05%
510	General Transportation	1,136,136	1,336,624	1,443,181	1,735,025	1,546,578	1,625,032	78,454	5.07%
513	Spec. Ed. Transportation Out-Dist.	146,612	106,132	316,996	118,221	207,500	207,500	0	0.00%
514	Spec. Ed. Transportation In-Dist.	87,270	47,518	94,164	28,064	35,895	35,600	7,831	21.82%
516	Vo-AG Transportation	37,524	38,112	0	0	38,000	38,000	38,000	100.00%
517	Athletic Transp.	71,333	74,248	90,630	81,818	85,750	87,000	3,932	4.59%
518	Co-curricular Trans	15,076	17,995	20,782	14,950	25,659	28,240	10,709	41.74%
520	Liabiliy Insurance	171,704	180,030	154,825	165,468	147,306	151,312	-18,162	-12.33%
530	Telephone	166,177	152,690	161,815	176,994	159,250	162,500	-17,744	-11.14%
531	Postage	15,681	26,452	28,431	30,178	29,496	25,753	-682	-2.31%
540	Advertising	1,595	2,625	530	0	4,165	4,250	4,165	100.00%
550	Printing	25,651	23,144	18,713	12,732	20,597	15,645	7,865	38.19%
561	Spec-Ed. Tuition	622,890	442,636	332,979	699,704	627,210	602,210	-72,494	-11.56%
569	Vo-AG Tuition	55,944	59,454	35,598	31,968	31,329	31,329	-639	-2.04%
580	Conference & Travel	45,190	65,044	38,012	47,911	57,554	60,142	9,643	16.75%
		4,951,835	4,896,659	5,231,704	5,160,282	5,158,285	5,287,669	129,384	2.51%
600	SUPPLIES & MATERIALS								
610	Office Supplies	26,565	30,722	38,907	6,512	39,963	42,188	2,225	5.57%

611	Teaching Supplies	291,010	253,557	266,689	243,235	346,793	356,844	10,051	2.90%
612	Custodial Supplies	45,199	53,531	57,855	47,636	80,000	80,000	0	0.00%
613	Maintenance Supplies	2,388	4,512	32,268	4,396	3,500	3,500	0	0.00%
614	Other Supplies	187,611	160,029	141,835	139,201	162,158	186,140	23,982	14.79%
622	Electric Heat	0	0	0	0	0	0	0	0.00%
623	Oil Heat	441,156	290,180	328,047	301,482	393,625	398,625	5,000	1.27%
626	Fuel-Transportation	337,046	227,396	180,694	180,746	243,275	242,393	-882	-0.36%
641	Textbooks	194,748	140,675	121,290	119,695	160,096	173,527	13,431	8.39%
642	Library Books/Media	31,958	29,150	34,018	25,662	29,183	30,690	1,507	5.16%
643	Periodicals/Subscriptions	20,078	26,086	22,806	15,042	21,784	25,344	3,560	16.34%
		<u>1,577,760</u>	<u>1,215,837</u>	<u>1,224,410</u>	<u>1,083,607</u>	<u>1,480,377</u>	<u>1,539,251</u>	<u>58,874</u>	<u>3.98%</u>
700	CAPITAL/EQUIPMENT								
720	Building Renovations	0	0	0	0	0	0	0	0.00%
	Instruct'l Equipment -								
731	Replacement	13,210	7,404	7,013	7,771	10,800	12,176	1,376	12.74%
733	Furniture & Fixtures	9,379	9,227	9,287	9,706	6,416	18,316	11,900	185.47%
734	Other Capital Expenditures	241,478	146,667	277,858	185,447	209,417	209,200	-217	-0.10%
735	Instructional Equip - New	12,174	10,038	4,816	3,465	10,000	15,000	5,000	50.00%
	Non-Instruct. Equip -								
737	Replacement	917	5,450	3,313	1,867	15,500	15,500	0	0.00%
739	Non-Instruct. Equip - New	0	1,491	1200	220	0	0	0	0.00%
		<u>277,158</u>	<u>180,276</u>	<u>303,487</u>	<u>208,476</u>	<u>252,133</u>	<u>270,192</u>	<u>18,059</u>	<u>7.16%</u>
800	DUES, FEES, OTHER								
810	Dues & Fees	59,665	43,063	66,184	53,452	53,937	55,160	1,223	2.27%
840	Contingency	0	0	0	0	0	0	0	0.00%
		<u>59,665</u>	<u>43,063</u>	<u>66,184</u>	<u>53,452</u>	<u>53,937</u>	<u>55,160</u>	<u>1,223</u>	<u>2.27%</u>

Budget Location Summary

Brookfield Public Schools Superintendent's Budget for 2012-13 Location Summary Report									
		2011-12	2012-13	2013-14	\$	%	2012-13	2013-14	FTE
<u>Budget Location</u>		<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>Chg</u>	<u>Chg</u>	<u>FTE</u>	<u>FTE</u>	<u>Chg</u>
A	CENTER SCHOOL	2,492,328	2,598,932	2,805,942	207,010	7.97%	38.92	39.92	1.00
B	HUCKLEBERRY SCHOOL	3,652,159	3,819,984	3,982,610	162,626	4.26%	55.50	55.50	0.00
C	WHISCONIER SCHOOL	5,483,069	5,485,740	5,630,270	144,531	2.63%	75.75	76.25	0.50
E	BROOKFIELD HIGH SCHOOL	6,871,921	7,004,831	7,324,700	319,869	4.57%	90.63	91.13	0.50
F	PUPIL PERSONNEL SERVICES	4,959,914	5,265,601	5,469,581	203,901	3.87%	66.95	71.95	5.00
G	PERSONNEL/CURRICULUM	835,241	993,690	1,049,593	55,902	5.63%	7.63	7.63	0.00
H	BOARD OF EDUCATION	194,267	177,398	180,012	2,614	1.47%	0.00	0.00	0.00
I	SUPERINTENDENT	290,935	294,307	300,628	6,321	2.15%	2.00	2.00	0.00
J	BUSINESS & FISCAL OPERATIONS	7,118,830	7,004,391	7,619,164	614,774	8.78%	4.00	4.00	0.00
K	PLANT OPERATIONS	1,393,271	1,646,506	1,698,256	51,749	3.14%	5.00	5.00	0.00
L	TRANSPORTATION	1,915,771	1,827,853	1,905,425	77,572	4.24%	0.00	0.00	0.00
T	TECHNOLOGY SERVICES	941,401	916,767	929,963	13,196	1.44%	5.00	5.00	0.00
<u>Totals:</u>		<u>36,149,106</u>	<u>37,036,000</u>	<u>38,862,940</u>	<u>1,826,940</u>	<u>4.93%</u>	<u>351.38</u>	<u>358.38</u>	<u>7.00</u>

**2013-14 Board of Education
Superintendent's Budget
By Location and Percentage of Budget
Total Budget = \$38,862,940**



Program Summary Report

Brookfield Public Schools Superintendent's Budget for 2013-14 Program Summary Report									
	Program	2011-12	2012-13	2013-14	\$ Chg	% Chg	FTE	FTE	Chg
1	LITERACY	1,052,519	1,128,770	1,187,570	58,799	4.95	15.20	15.60	0.40
2	SOCIAL STUDIES	977,837	1,044,900	1,070,170	25,271	2.36	13.40	13.40	0.00
3	MATHEMATICS	1,071,180	1,107,905	1,155,286	47,381	4.1	14.60	14.60	0.00
4	SCIENCE	928,198	1,064,353	1,083,463	19,110	1.76	14.60	14.60	0.00
5	INSTRUCTIONAL K-12	5,601,625	5,564,933	5,723,083	158,151	2.76	72.67	72.67	0.00
6	WORLD LANGUAGE	850,460	882,525	994,104	111,578	11.22	13.00	14.60	1.60
7	ART	493,842	505,024	518,278	13,254	2.56	7.00	7.00	0.00
8	MUSIC	652,758	661,639	666,608	4,970	0.75	8.00	8.00	0.00
9	APPLIED EDUCATION TECHNOLOGY	503,221	495,192	434,540	-60,652	-13.96	6.20	5.20	-1.00
10	PHYSICAL EDUCATION	782,926	754,754	770,660	15,906	2.06	9.00	9.00	0.00
11	HEALTH	220,776	280,665	287,353	6,688	2.33	4.00	4.00	0.00
12	ENGLISH SECOND LANGUAGE	34,218	37,832	38,755	924	2.38	2.00	2.00	0.00
13	REMIEDIATION	570,078	544,332	590,490	46,157	7.82	11.50	11.50	0.00
14	EXCEPTIONAL STUDENTS	3,318,821	3,448,569	3,563,515	114,944	3.23	47.25	51.25	4.00
15	PRESCHOOL	163,942	173,824	179,197	5,373	3	4.00	4.00	0.00
16	ACADEMICALLY TALENTED	176,545	172,890	189,117	16,227	8.58	2.20	2.20	0.00
17	SUMMER SCHOOL SPECIAL EDUCATION	98,200	65,181	64,750	-431	-0.67	0.00	0.00	0.00
18	ADULT EDUCATION	30,672	30,672	30,672	0	0	0.00	0.00	0.00
19	ALTERNATIVE EDUCATION	64,257	60,111	61,337	1,226	2	1.00	1.00	0.00
20	SUMMER SCHOOL	1,768	3,920	3,920	0	0	0.00	0.00	0.00
21	INTERSCHOLASTIC ATHLETICS	402,189	408,073	432,824	24,751	5.72	0.00	0.00	0.00
22	CO-CURRICULAR STUDENT ACTIVITIES	162,349	160,652	170,907	10,255	6	0.83	0.83	0.00
23	GUIDANCE SERVICES	679,995	708,977	738,814	29,838	4.04	11.30	11.30	0.00
24	LIBRARY/MEDIA SERVICES	538,951	553,909	649,824	95,915	14.76	8.50	9.50	1.00
25	HEALTH/MEDICAL SERVICES	379,873	377,565	398,755	21,190	5.31	7.00	7.00	0.00
26	EDUCATIONAL TECHNOLOGY	942,086	921,767	932,963	11,196	1.2	5.00	5.00	0.00
27	ASSESSMENT & RESEARCH	3,022	5,149	5,215	66	1.27	0.00	0.00	0.00
28	BUILDING ADMINISTRATION	1,876,205	1,939,641	2,021,303	81,662	4.04	24.00	24.00	0.00
29	PROFESSIONAL DEVELOPMENT	59,083	65,424	91,480	26,056	28.48	0.00	0.00	0.00
30	SCHOOL IMPROVEMENT	26,732	61,630	108,760	47,130	43.33	0.00	0.00	0.00
31	CURRICULUM DEVELOPMENT	50,785	93,637	118,975	25,338	21.3	0.00	0.00	0.00

32	PSYCHOLOGICAL SERVICES	387,101	405,260	411,672	6,412	1.56	4.00	4.00	0.00
33	SOCIAL WORK SERVICES	97,737	136,561	187,931	51,370	27.33	2.00	3.00	1.00
34	SPEECH & HEARING SERVICES	338,053	375,219	382,932	7,713	2.01	5.00	5.00	0.00
35	OCCUPATIONAL/PHYSICAL THERAPY	203,972	212,116	214,724	2,608	1.21	2.50	2.50	0.00
36	BOARD OF EDUCATION SERVICES	194,267	177,398	180,012	2,614	1.45	0.00	0.00	0.00
37	SUPERINTENDENT SERVICES	290,935	294,307	300,628	6,321	2.1	2.00	2.00	0.00
38	PERSONNEL/CURRICULUM SERVICES	417,995	438,432	462,887	24,455	5.28	4.63	4.63	0.00
39	BUSINESS & FISCAL OPERATIONS	7,118,830	7,004,391	7,619,164	614,774	8.07	4.00	4.00	0.00
40	PLANT OPERATIONS	2,346,691	2,611,354	2,686,277	74,924	2.79	25.00	25.00	0.00
41	TRANSPORTATION SERVICES	2,038,412	2,056,548	2,134,025	77,477	3.63	0.00	0.00	0.00
Total		36,149,106	37,036,000	38,862,940	1,826,940	4.93	351.38	358.38	7.00



Brookfield Public Schools
Brookfield, Connecticut

Enrollment

As reported to the State of Connecticut in October 1, 2012 Public School Information System (PSIS) collection, current enrollment in the Brookfield Public School district was 2,797 students. As of December 10, 2012, enrollment has increased and now stands at 2,817 students.

Looking forward to 2013-14, enrollment is projected to be 2,827, an overall increase of 30 students or 1.07%, over the 10/1/2012 figures and ten (1) students higher than the 12/10/2012 enrollment. For grades PK-4, the trend of increasing enrollments will continue with an expected increase of six (6) students, balanced across the six educational levels. For grades 5 through 12, a net increase of four (4) students is anticipated.

Center Elementary School

Enrollment is projected to rise to 433 students, an increase of 5 students. This increase is driven by the district's implementation of the full day kindergarten and significantly larger than projected first grade enrollment.

Huckleberry Hill Elementary School

With a fourth consecutive year of growth projected for 2013-14, HHES is expected to have 607 students, an increase of one student, returning enrollment to 2008-09 levels. Grade 2 will increase by 25 students, Grade 3 will decrease by 26 students and Grade 4 will add two (2) students.

Whisconier Middle School

Overall, the enrollment at Whisconier Middle School is projected to be 838 students in 2013-14, a reduction of thirteen students vs. 2012-13. Grades 5 will increase by 43 students, Grade 6 will decrease by 43, Grade 7 will see an increase of 13 students and Grade 8 will be decreasing by 26.

Brookfield High School

With a large incoming 9th grade class of 241 students, an increase of 17 students is anticipated at BHS. For 2013-14, total enrollment is projected to be 936 students. Grade 9 will see an increase of 28 students, Grade 10 will lose 19 students, Grade 11 will increase by 3 students and Grade 12 will see a slight increase of 5 students.

Special Education Out of District Placements

In 2013-14, thirteen (13) special needs students from Brookfield will be attending out of district facilities to receive educational and related services that are not available in-district as determined through the PPT process. These students are counted in the enrollment figures.

Students Attending Out of District Public Schools

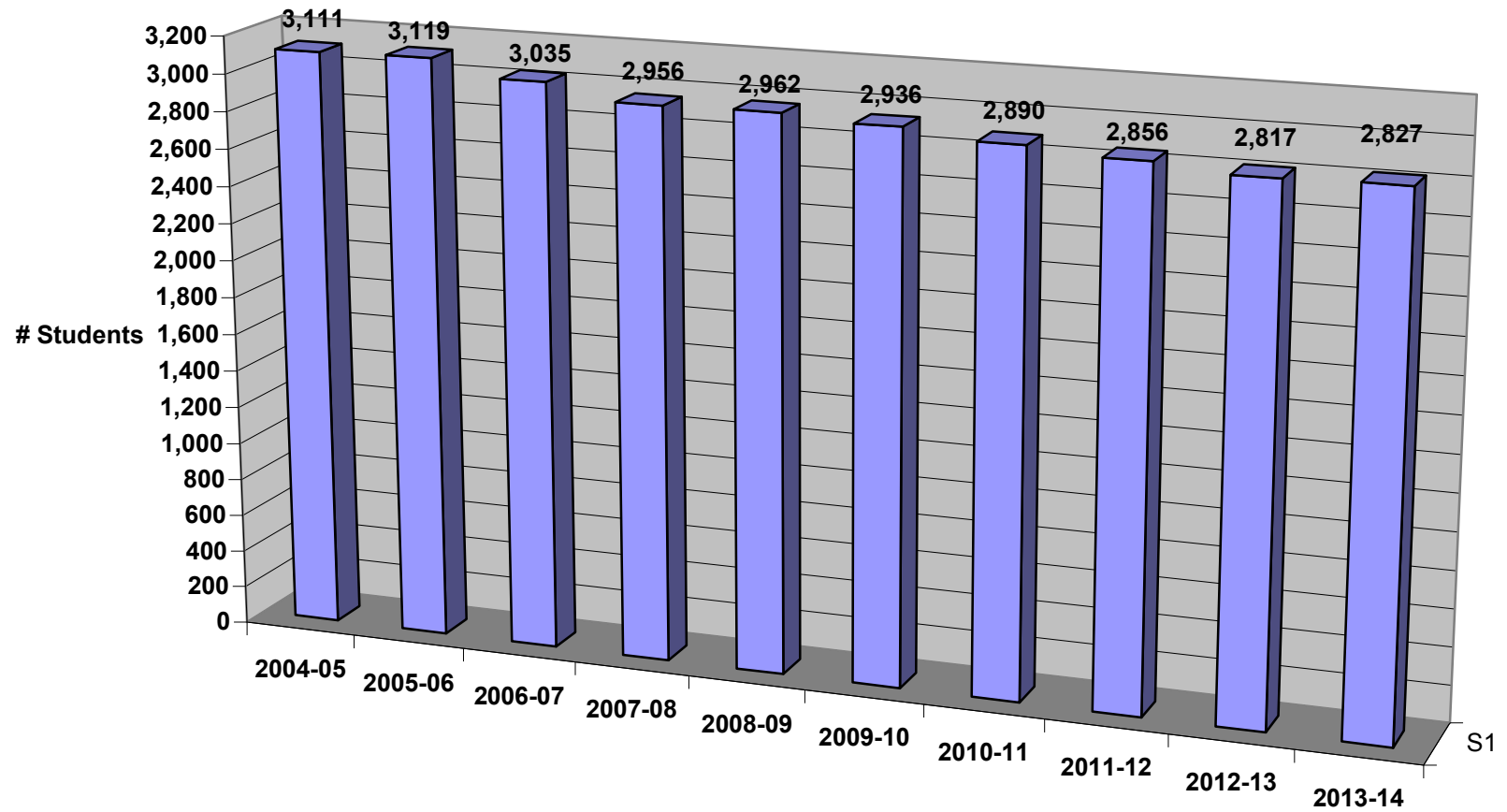
Enrollment projections *do not* include the Brookfield children, who are transported by the district and attend the following out of district public schools as they are enrolled in the district the school is part of.

<u>School</u>	<u>Location</u>	<u>District#</u>	<u>Students</u>
Western Connecticut Academy of International Studies – AIS	WCSU Campus, Danbury, CT	Danbury	43
Nonnewaug High School – Vocational Agricultural Program	Woodbury, CT	Region #14	5
Henry Abbott Regional Technical High School	Danbury, CT	State of CT	35
Total:			83

Brookfield Public Schools Superintendent's Budget Enrollment with Historical Detail																	12/10/2012	
Grade	2008-09				2009-10			2010-11			2011-12			2012-13			12/10/2012	2013-14
	St Line	Proj	Actual	St Line	Proj	Actual	St Line	Proj	Actual	St Line	Proj	Actual	St Line	Proj	Actual	St Line	Projected	
Pre-K	41	41	40	40	40	34	36	34	46	46	46	50	50	50	41	41	43	
K	148	148	191	177	177	180	180	178	162	170	172	186	186	186	179	179	185	
Trans.	16	16	15	15	15	15	15	15	0	0	0	0	0	0	0	0	0	
1	160	176	159	191	198	196	195	194	199	182	183	180	186	193	208	205	205	
PreK-1	365	381	405	423	430	425	426	421	407	398	401	416	422	429	428	425	433	
2	190	193	192	159	162	162	196	160	207	199	202	209	180	190	183	208	208	
3	178	180	190	192	191	200	162	198	166	207	204	206	209	210	210	183	184	
4	229	232	227	190	190	195	200	193	210	166	170	171	206	210	213	210	215	
Gr 2-4	597	605	609	541	543	557	558	551	583	572	576	586	595	610	606	601	607	
5	196	200	205	227	232	232	195	230	201	210	212	217	171	177	175	213	218	
6	209	212	218	205	208	213	232	211	239	201	203	208	217	221	223	175	180	
7	239	242	246	218	224	229	213	227	214	239	239	239	208	210	212	223	225	
8	246	248	250	246	248	246	229	244	235	214	216	211	239	240	241	212	215	
Gr 5-8	890	902	919	896	912	920	869	911	889	864	870	875	835	848	851	823	838	
9	260	267	247	250	247	240	246	238	243	235	237	230	211	211	213	241	241	
10	256	258	262	247	249	248	240	246	245	243	245	237	230	230	234	213	215	
11	271	265	267	262	256	259	248	256	253	245	247	246	237	237	232	234	235	
12	252	245	239	267	257	269	259	266	256	253	255	251	246	246	240	232	245	
Gr 9-12	1,039	1,035	1,015	1,026	1,009	1,016	993	1,006	997	976	984	964	924	924	919	920	936	
O.D.	14	14	14	18	18	18	15	15	14	14	14	15	15	15	13	13	13	
PreK-12	2,905	2,937	2,962	2,904	2,912	2,936	2,861	2,904	2,890	2,824	2,845	2,856	2,791	2,826	2,817	2,782	2,827	

Notes: 1. Straight line projections for a grade are based on the previous grade's Oct. 1 enrollment.
 2. District projections for a grade are based on historical enrollment increase and attrition trends per grade level
 3. Enrollments at the Danbury Magnet school - grades K-5 will decrease to 43 for 2013-14
 4. O.D. category are the number of students placed in out of district facilities

Brookfield Public Schools Enrollment 2004-05 through 2013-14





Brookfield Public Schools
Brookfield, Connecticut

Staffing

With the increase of 7.0 Full Time Equivalent (FTE) positions, a total of 357.38 FTE's will be funded by the Board of Education operating budget. This includes teaching, paraprofessional, administrative, clerical/technology support staff, health services, custodial/maintenance staff and other non-affiliated support positions.

Proposed staffing additions included for 2013-14 are as follows:

- 1.0 FTE World Language teacher at Center Elementary School to implement Spanish in Kindergarten and Grade 1.
- .50 FTE World Language teacher at Whisconier Middle School to implement Mandarin in grade 7.
- 1.0 FTE Social Worker at Whisconier Middle School to support the significantly increased number of students identified with mental health risks and social/emotional deficits.
- .50 FTE World Language teacher at Brookfield High School to implement Mandarin in grade 9.
- 1.0 FTE Special Education teacher at Brookfield High School to fulfill students Individualized Education Plans particularly in the area of autistic spectrum disorders, specific learning disabilities and social/emotional disturbance.
- 1.0 FTE ABA Paraprofessional for the VB-LASS program to meet student needs in-district.
- 2.0 FTE Paraprofessionals to work in 1:1 situations with high needs students at the elementary level.

No changes are proposed to administrative staffing levels which have been reduced by 2.60 FTE or 15.1% since 2008.

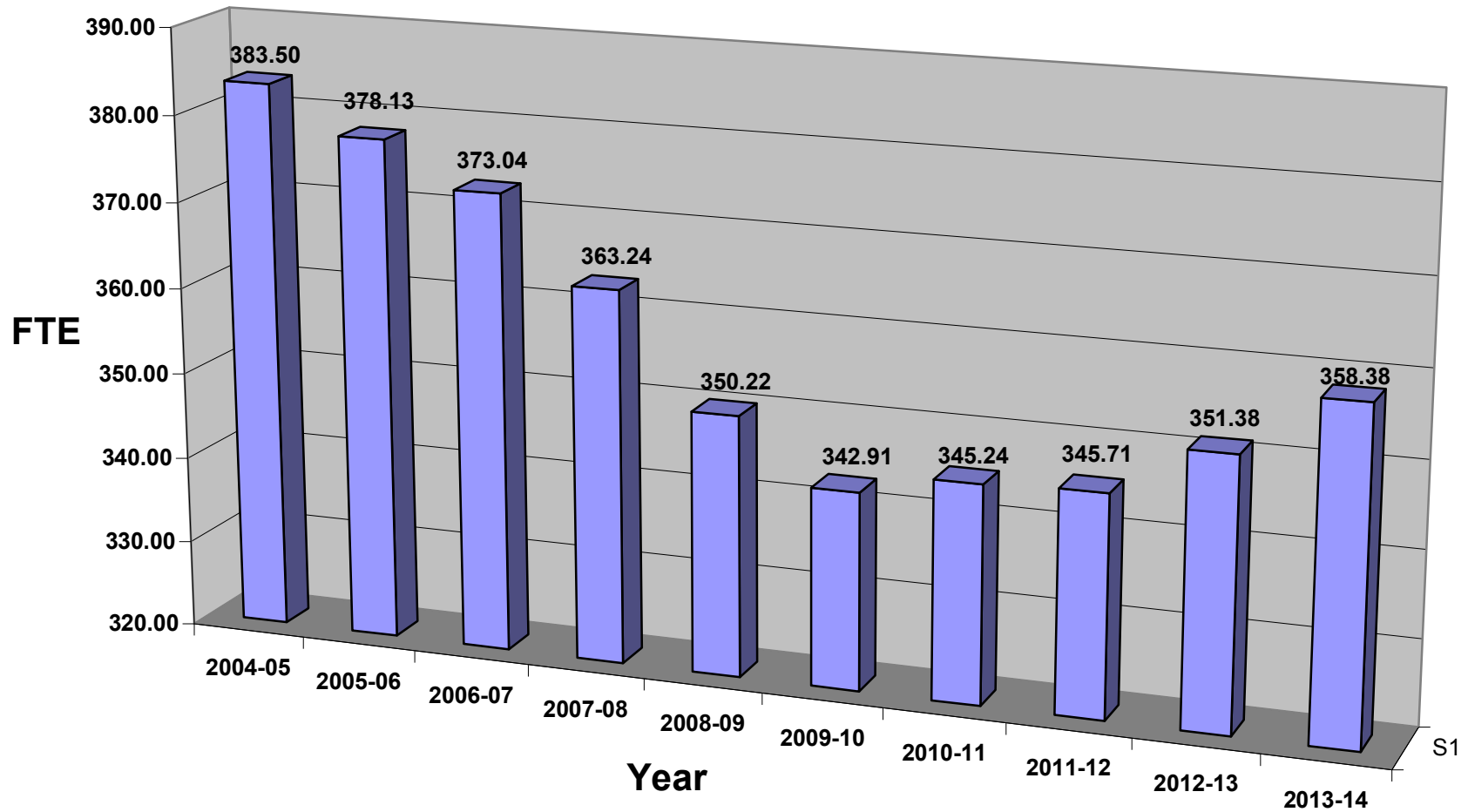
Since the 2004-05 school year staffing levels in the local taxpayer funded BOE operating budget have been reduced by a total of 25.12 FTE (including 6.17 teaching FTE's) or 6.6%. This has been accomplished by focusing on the efficient and effective use of resources while monitoring a gradually declining enrollment during the same time period..

At the same time, the district has pursued and utilized state and federal grants and other funding sources as efficiently as possible to continue to provide our students with the high quality services they require. In 2013-14, 32.94 FTE will be supported by these funds.

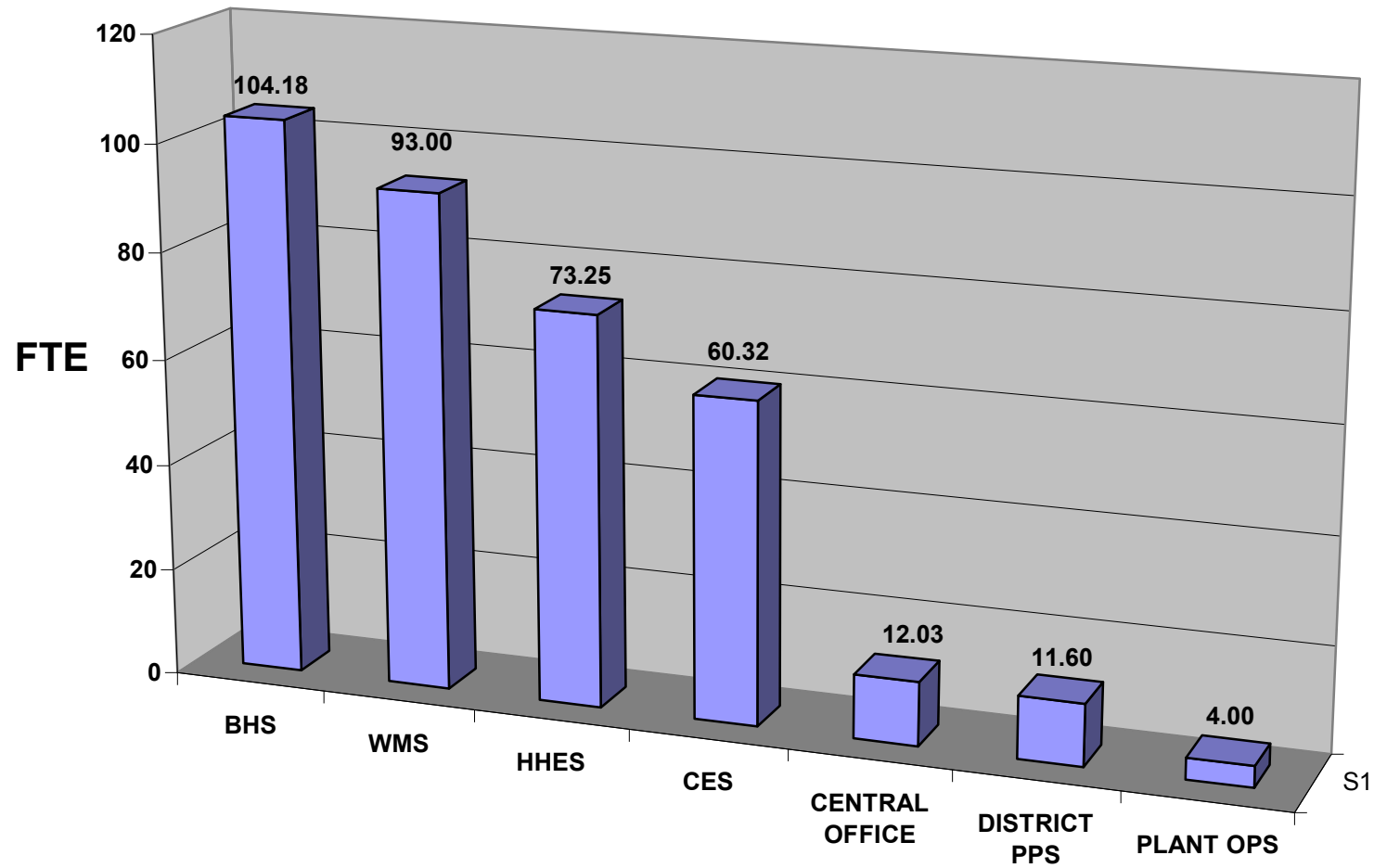
Please refer to the Grants and Other Funding Sources section of this document for more details.

Charts illustrating staffing levels since 2004-05, certified staff by position student load analysis, projected K-8 class sizes and facilities staffing comparisons vs. national standards follow.

Staffing Levels - BOE Operating Budget 2004-05 through 2013-14

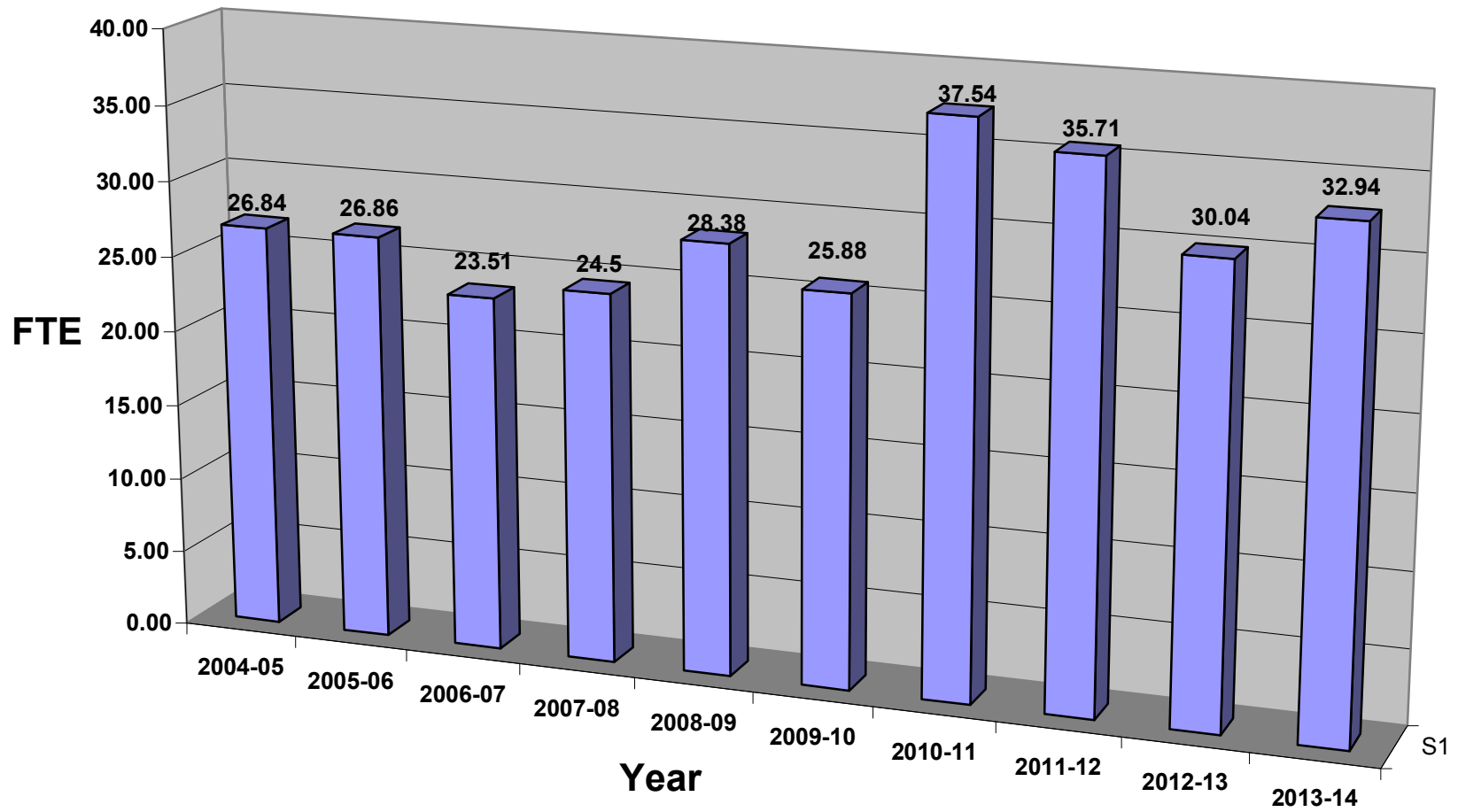


DISTRICT STAFF ALLOCATION by BUILDING/DEPARTMENT BOE OPERATING BUDGET 2013-14

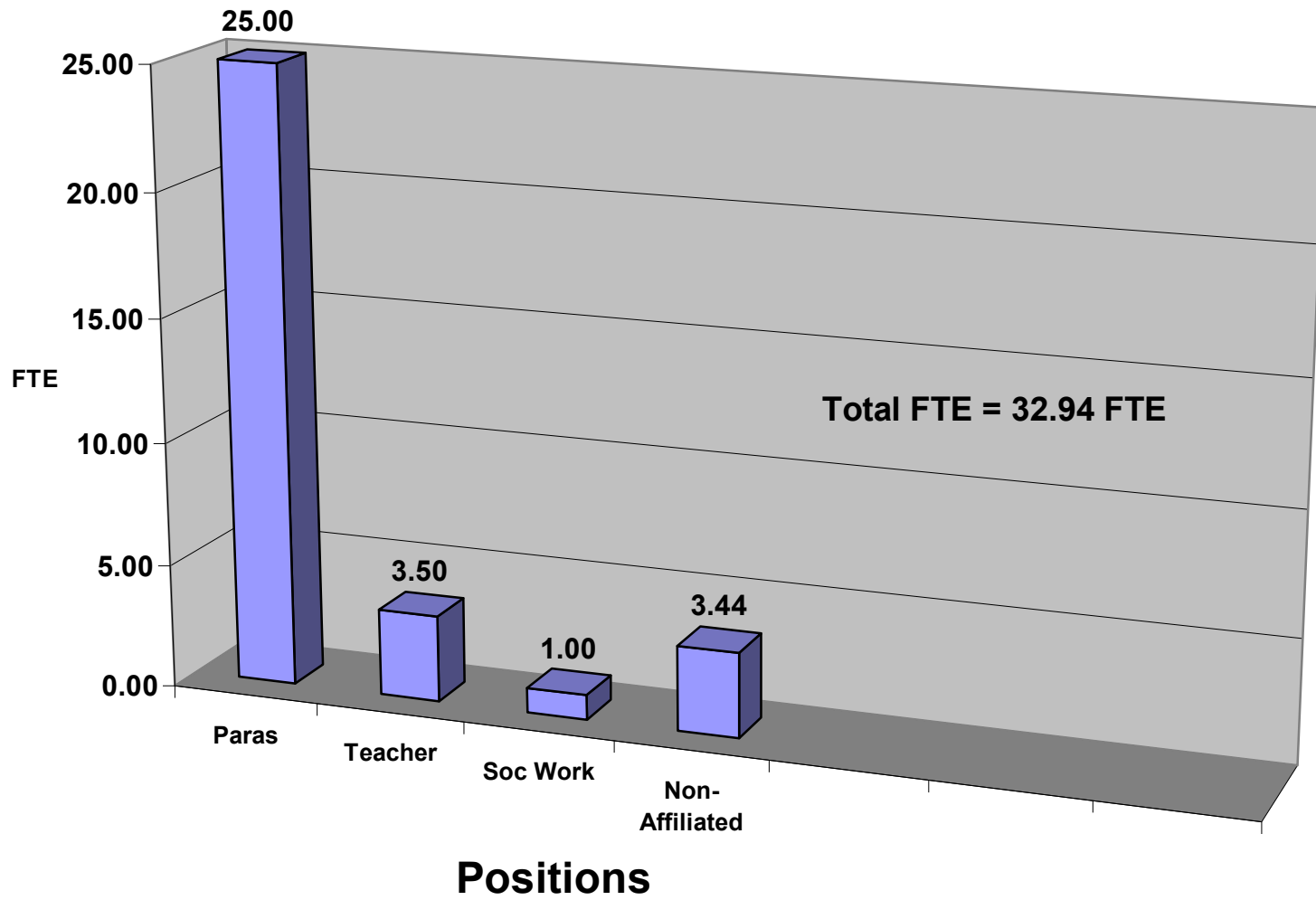


Brookfield Public Schools Superintendent's Budget for 2013-14 Certified Staff by Position - Student Load Analysis	
<u>Position</u>	<u>FTE</u>
Classroom Teacher	122.20
Special Education Teacher	20.20
World Language	14.60
PE & Health	13.00
Music	8.00
Guidance Counselors	8.00
Art	7.00
Remedial Support	6.50
Business & Tech Ed	5.20
Speech Pathologist	5.00
Media Specialists	6.00
Psychologist	4.00
Special Education Department Chair	4.00
Curriculum/Technology Resource	4.00
Social Worker	2.00
Total Certified FTE:	<u>230.70</u>
Total Classroom Teacher FTE:	122.20
Projected District Enrollment for 2013-14:	2,827
Average student load for classroom teachers:	<u>23.13</u>

Staffing Levels - Grants and Other Funding Sources 2004-05 through 2013-14



Staff Deployment Grants and Other Funding Sources



Superintendent's Budget - Projected 2013-14 K-8 Class Sizes

<u>Grade</u>	<u>Target</u>	<u>Range</u>	<u>2012-13</u> <u>Sections</u>	<u>2012-13</u> <u>Class Size</u>	<u>2013-14</u> <u># Sections</u>	<u>2013-14</u> <u>Class Size</u>
<i>Kindergarten</i>	19	17-20	10	17.9	10	18.5
<i>Grade 1</i>	19	17-20	10	20.8	10	20.5
<i>Grade 2</i>	20	19-21	9	20.3	10	20.5
<i>Grade 3</i>	20	19-21	10	22.9	9	20.4
<i>Grade 4</i>	20	19-21	10	21.3	10	21.5
<i>Grade 5</i>	22	21-23	10	21.8	10	21.8
<i>Grade 6</i>	22	21-23	9	24.7	9	20.0
<i>Grade 7</i>	22	21-23	10	21.2	10	22.5
<i>Grade 8</i>	22	21-23	10	24.1	10	21.5
			88		88	

Yellow highlighting denotes grade level class size is at or above Board of Education guidelines.



Brookfield Public Schools
Brookfield, Connecticut

Salaries

Salaries for the district's administrative, certified and non-certified staff are the largest single component of the Board of Education budget at a projected \$24,853,991 for 2013-14, a \$976,645 or a 4.09% increase vs. 2012-13 and comprise 64.09% of the total budget.

Board of Education employees are represented by six (6) bargaining units:

Unit	Representing	Salaries	FTE
111 - Brookfield Education Association (BEA)	Certified instructional staff	\$17,203,498	230.70
112 - Brookfield Administrators Association (BAA)	Building administrators	\$1,743,788	11.60
122 - Brookfield Education Secretaries Association (BESA)	Clerical and technology support staff	\$1,500,672	32.33
121 - Paraprofessionals	Paraprofessionals and ABA Paraprofessionals	\$841,364	41.67
123 - Nurses	School nurses	\$383,559	7.00
Custodian	School custodial staff	\$907,896	20.00
Total:		\$22,580,777	343.30

All other staff, including Central Office Administrators, Facilities Supervisor, Maintenance Mechanics, the district's OT/PT staff, lunch and recess monitors, Library Clerks, Security guards as well as retirement incentives, overtime, homebound tutoring and certified and non-certified substitutes make up the remaining \$2,332,213 and 15.08 FTE.

Labor Negotiations and Contracts

Teachers

On July 1st, 2012, the labor contract negotiated by the Board of Education and district administration with the Brookfield Education Association (BEA) for a three year contract took effect. Contract highlights are:

- There are no annual general wage increases (GWI) included in any year of this contract

- Step movement has been limited – Step in year 1 was delayed until 1/1/2013, no step movement in Year 2 and a full step in Year 3
- Bargaining unit members will receive a total of 6.40% in salary increases over the life of the contract
- Bargaining unit members at maximum will receive no increase in Year 1, 1.50% in Year 2 and 1.25% in Year 3
- Effective 7/1/2012, all BEA members were moved to a high deductible health plan.
- Agreement expires June 30, 2015

Administrators

The new, three year labor contract negotiated with the Brookfield Administrators Association in the fall of 2012, goes into effect on 7/1/2013. Contract highlights are:

- There will be general wage increases of 2.75% in each of the three years of the contract.
- Merit pay has been eliminated, saving 1% of total bargaining unit salaries annually.
- Four step schedule remains in place for those eligible – currently 12 of 14 members are at maximum.
- Effective 7/1/2013, all BAA members will be moved to a high deductible health plan.
- Agreement expires June 30, 2016

Secretarial & Technology Staff, Nurses and Custodians

Three year agreements covering fifty five (55) employees with the above noted bargaining units expire on June 30, 2013. Negotiations are slated to commence after 1/1/2013. Highlights of the current contracts are:

- General wage increases of 3% in each year of the contract
- All members of these three units moved to a modified high deductible plan – Comp Mix – on July 1, 2010 with deductibles ranging from \$1,000 to \$3,000.
- Premium share contributions by employees increase 1% in each contract year

Paraprofessionals

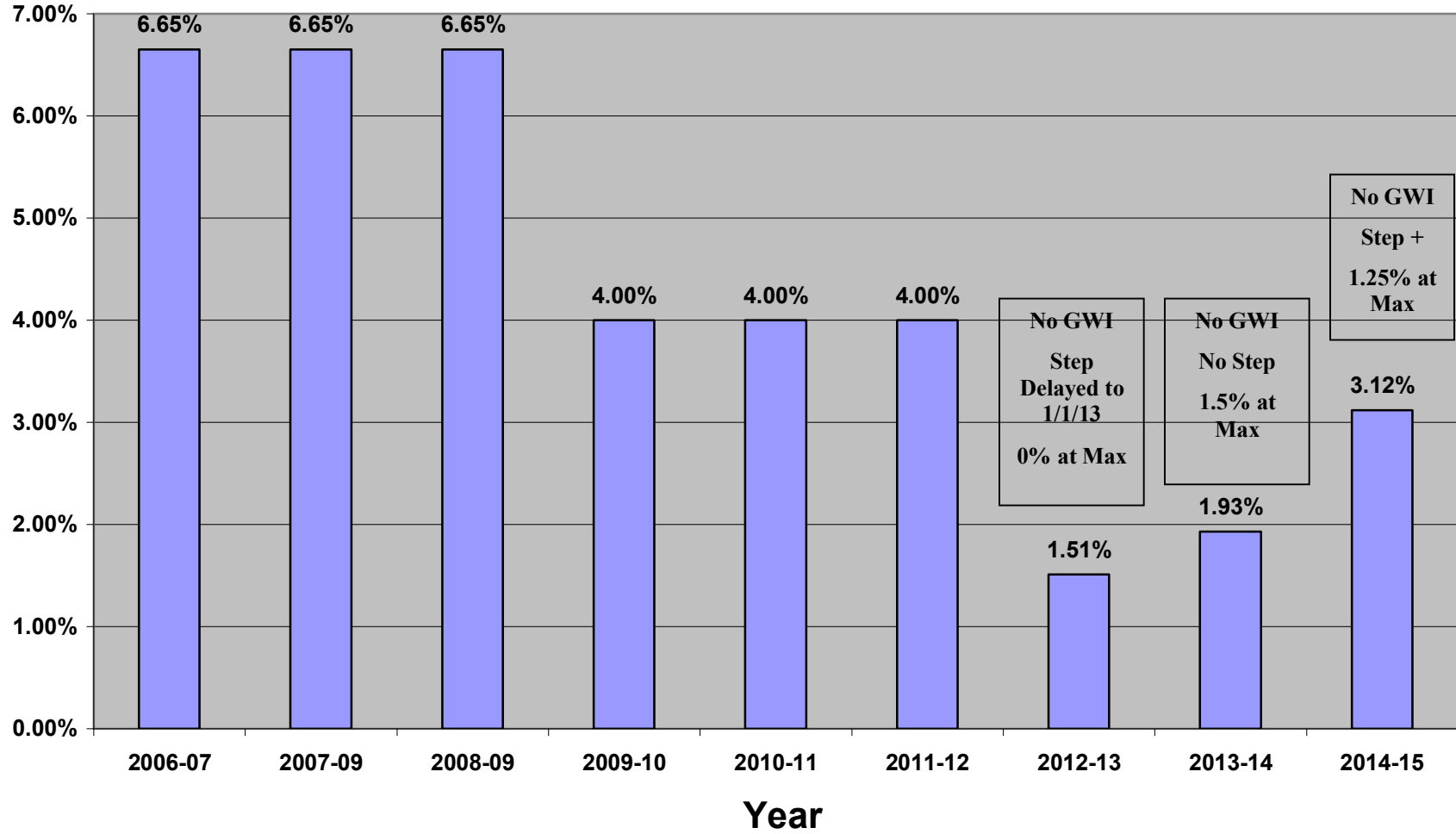
A four year agreement was implemented on July 1, 2011 covering the sixty three (63) Paraprofessionals in the district. Highlights of the current contracts are:

- General wage increases of 3.5%, 2.25%, 2.5% and 2% for each contract year
- Work day extended by 15 minutes or 45.5 hours annually
- ABA Paraprofessional position added to contract
- All members of these three units are on a modified high deductible plan – Comp Mix – on July 1, 2010 with deductibles ranging from \$1,000 to \$3,000.
- Premium share contributions by employees set at 10% for single coverage and 40% for two person and family coverage.\
- Agreement expires June 30, 2015

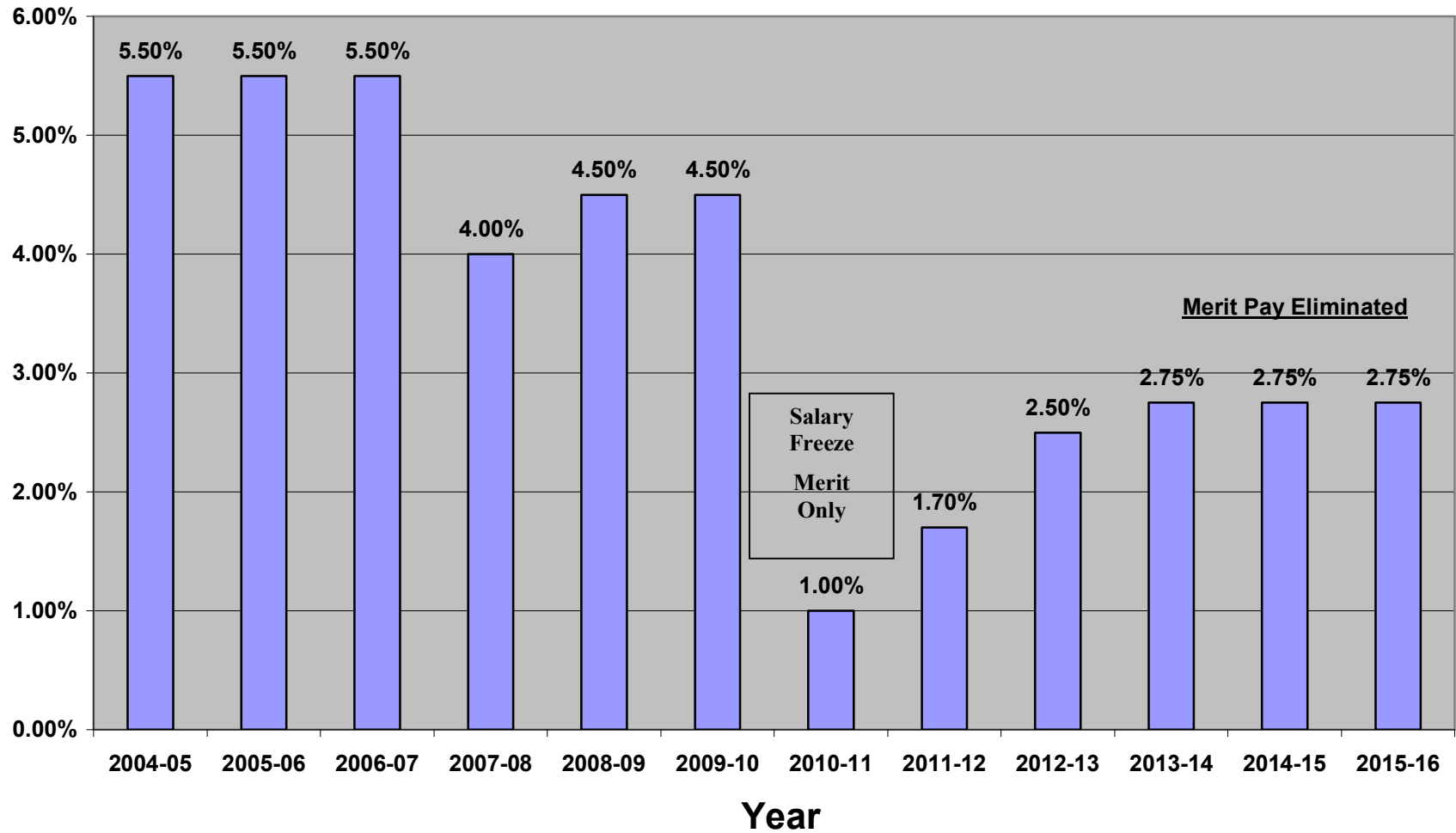
Unaffiliated Staff

Individual agreements or contracts are utilized to manage the salaries and benefits provided to our unaffiliated staff members. These agreements mirror the contracts of our comparable bargaining units and all unaffiliated staff are on the district's modified high deductible Comp Mix health care plan. For the 2009-10 fiscal year, a salary freeze was implemented for all unaffiliated staff.

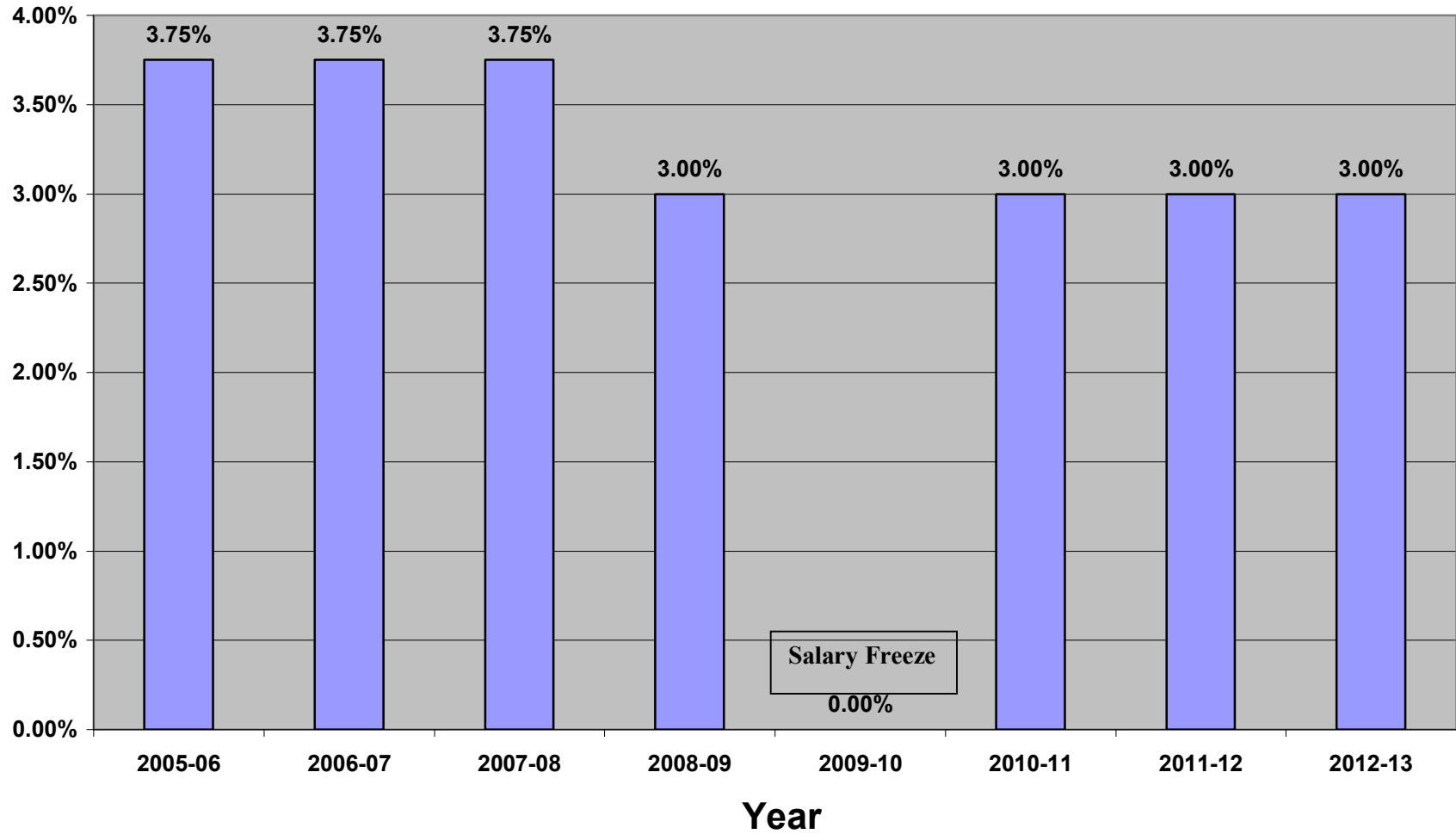
Brookfield Education Association Annual Contractual Increases GWI and Step Combined



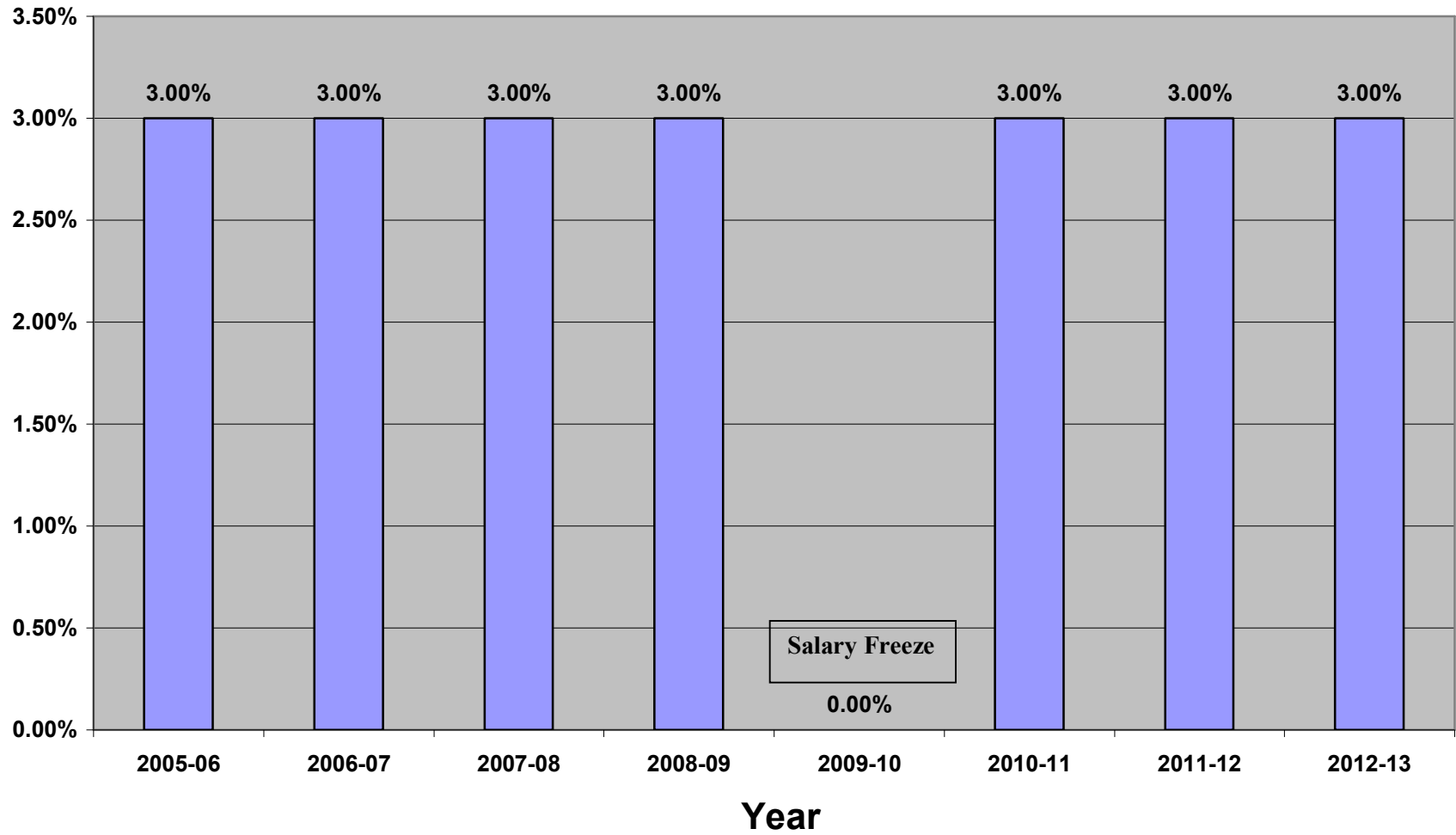
**Brookfield Administrators Association
Annual Contractual Increases
GWI and Merit Combined**



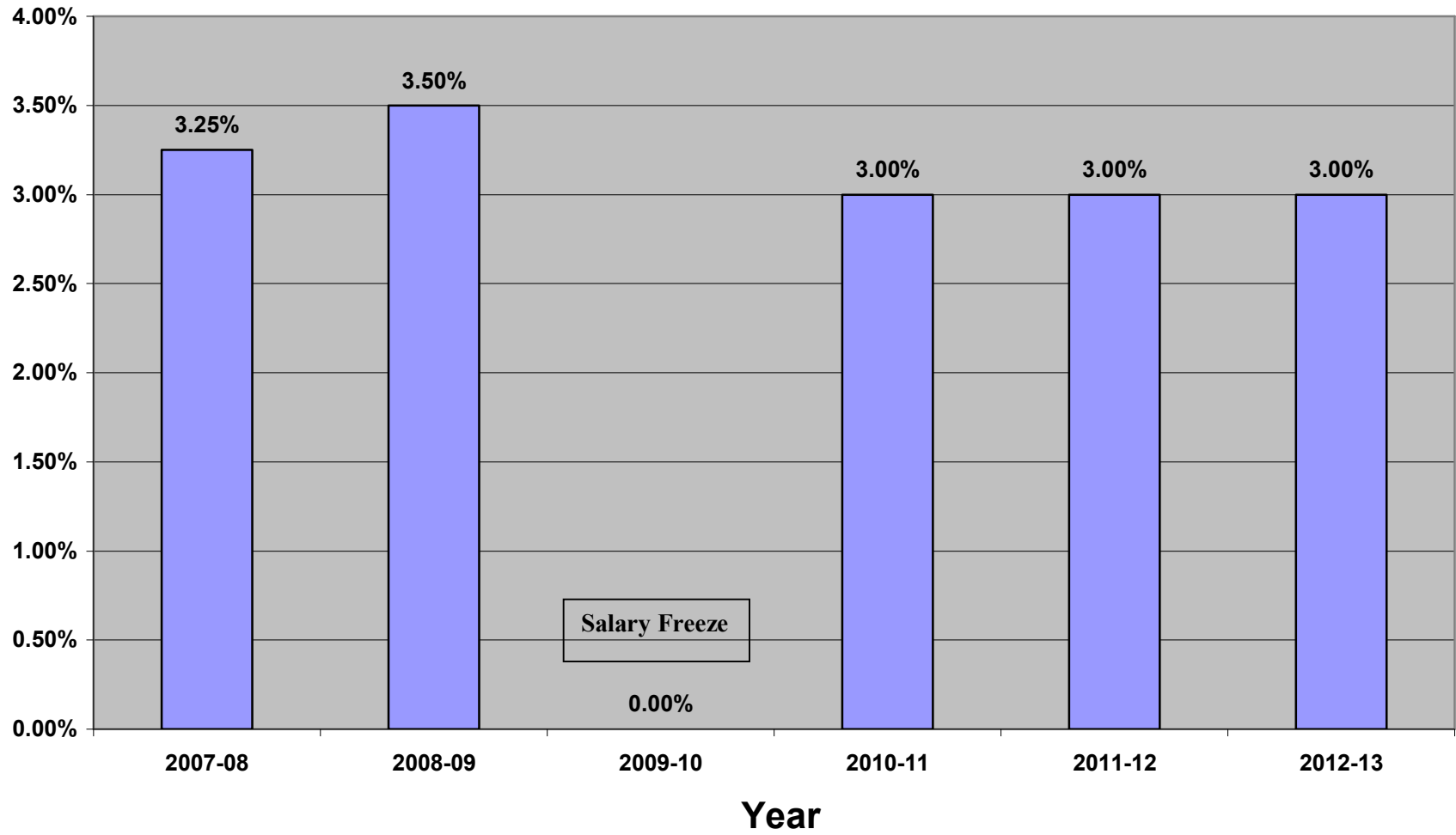
Nursing Staff Annual Contractual Increases



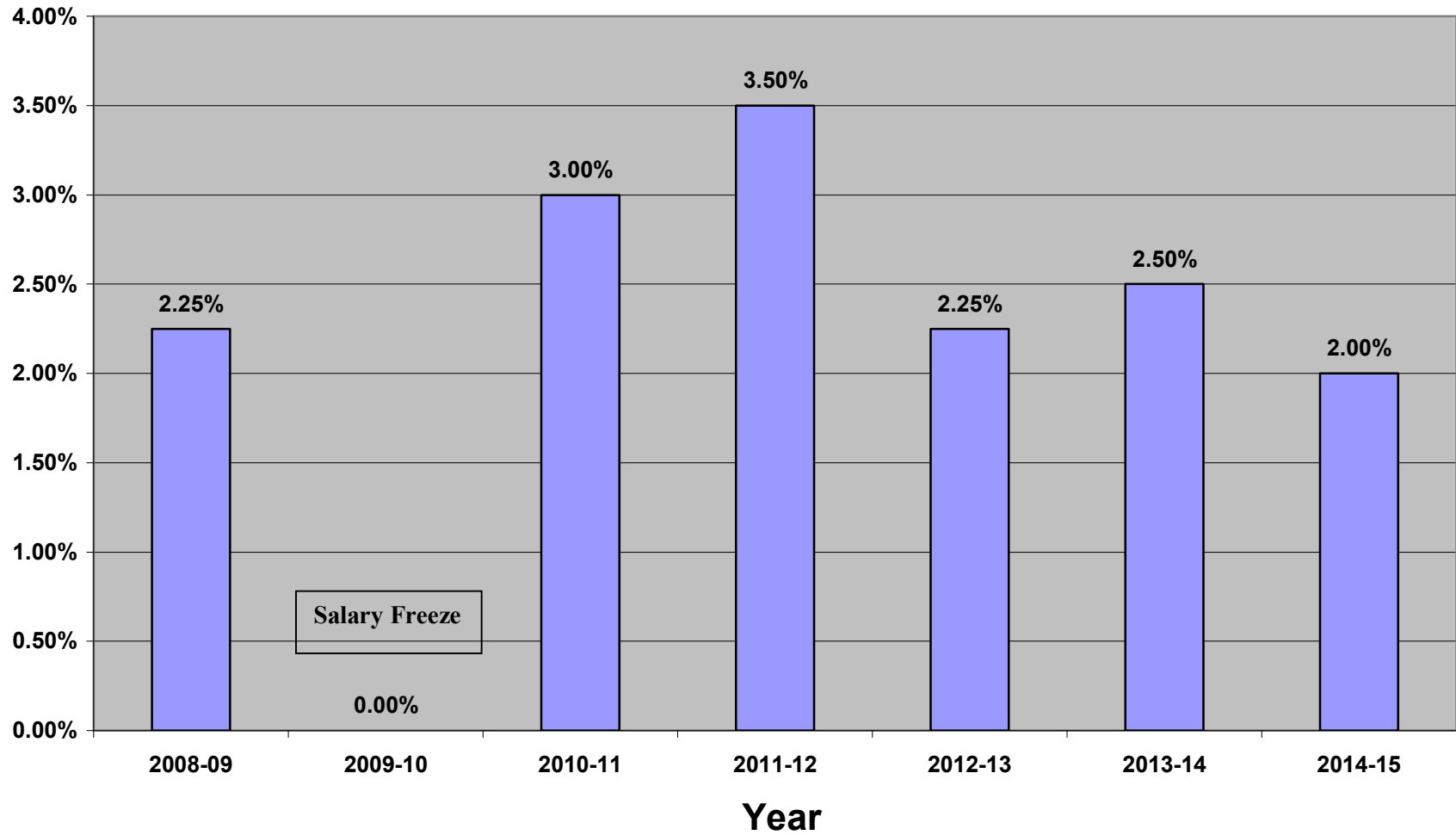
Secretarial and Technology Staff Annual Contractual Increases



Custodial Staff Annual Contractual Increases



Paraprofessionals Annual Contractual Increases





Brookfield Public Schools
Brookfield, Connecticut

Employee Benefits

Health Benefits

District administration and the Board of Education have for several years taken an aggressive and proactive approach to controlling health benefit costs. The District administration works very closely with the Segal Co., our insurance consultant and our insurance carrier, CIGNA, to provide quality, cost effective health care for our employees.

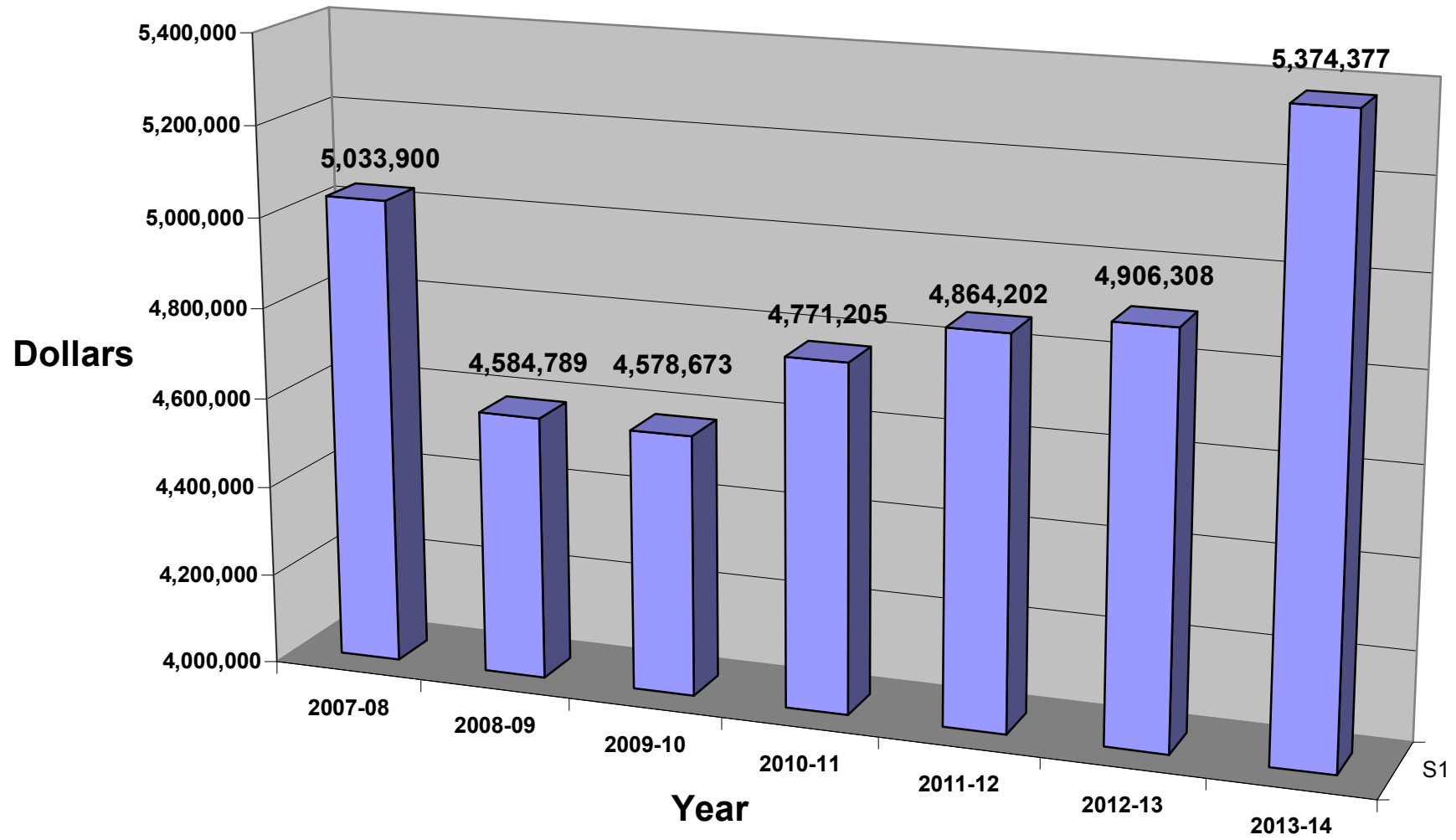
These efforts continued in 2012-13 and continue to produce very significant results. As the result of a contract settlement with the Brookfield Administrators Association (BAA), all certified administrators will be moving to a high deductible health plan on July 1st, 2013, reducing premium costs by 14.5%.

Effective July 1st, 2012, all members of the Brookfield Education Association (BEA) bargaining unit also transitioned to a high deductible health plan. This plan reduced insurance premiums for the district's largest bargaining unit by approximately 18% and lowered the going forward baseline for health benefits by more than \$525,000.

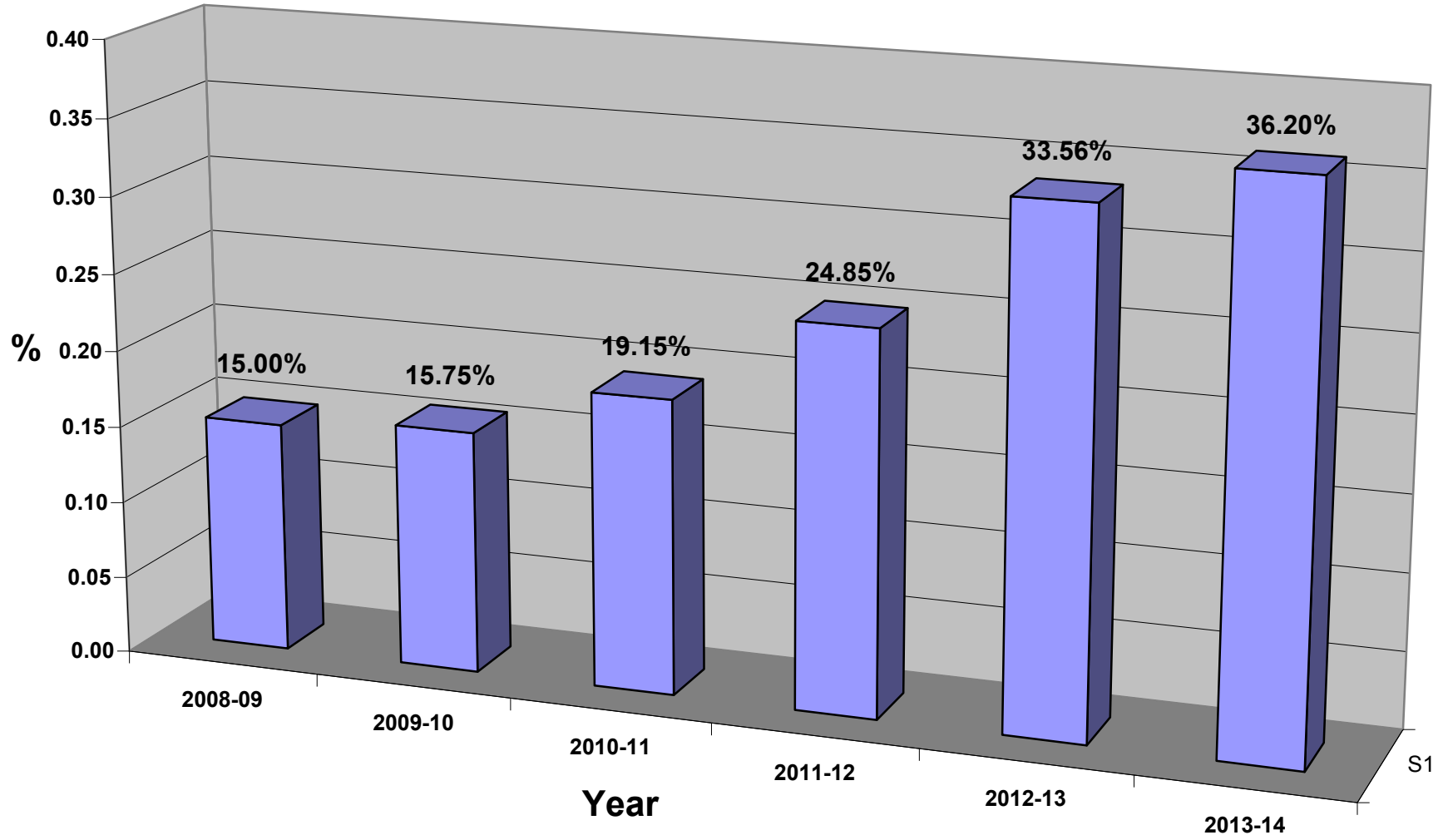
As of July 1st, 2013 all traditional PPO health plans providing first dollar coverage for employees will have been replaced. The 318 district employees who currently utilize our health benefit programs will be on some form of a consumer based health plan. On average, BOE employees contribute 36.2% of their annual benefit cost.

At this time, renewal rates from CIGNA are at 9% for all groups in the Board of Education health plan except for the certified administrators. While health benefit costs are slated to increase by 9.54% or \$468,069, collaborative cost containment efforts with our bargaining units have enabled the district to manage the total increase in health benefits to 5.77% since 2007-08.

Board of Education Health Benefit Costs



Employee Share of Health Benefit Costs - All Groups





Brookfield Public Schools Brookfield, Connecticut

Certified Teacher and Administrator Pensions

It is very important to note that the BOE Operating budget does not provide any funding for the pension plan for certified staff. The pension plan for certified teachers and administrators is a state run program that is managed by the Teachers Retirement Board (TRB). Certified teachers and administrators pay 7.25% of each paycheck into this fund for the entire time they work in Brookfield or any other Connecticut school district.

By Connecticut state law, certified teachers and administrators can not contribute into Social Security, nor are they eligible for retirement benefits without having worked the required quarters outside of the education profession. Connecticut is one of six (6) states in the country to have such a law.

Town of Brookfield Pension Plan

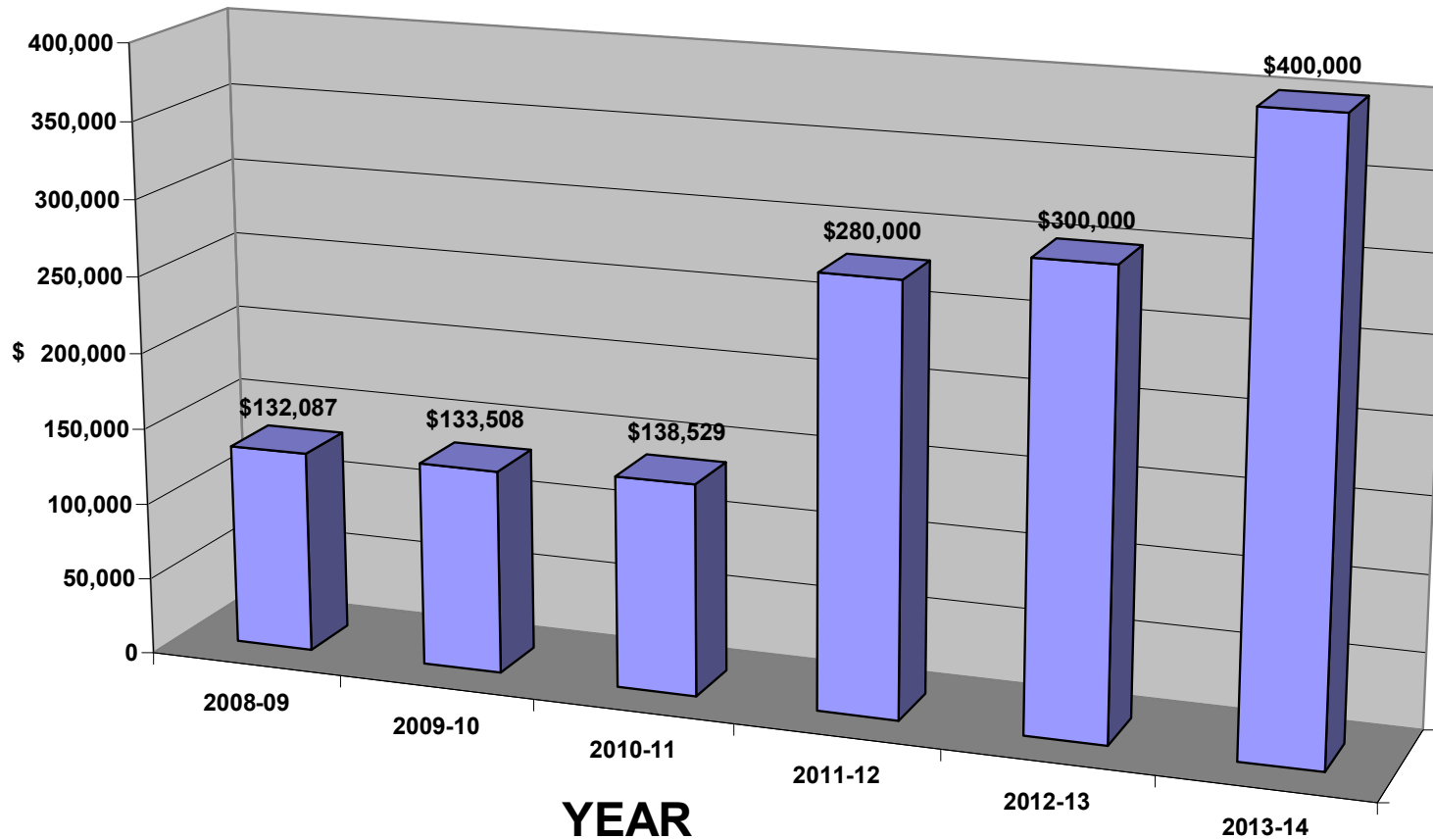
Non-certified employees of the Brookfield Board of Education are eligible, based on contractually defined criteria, to participate in the town pension plan. The plan is a defined benefit program and is funded by both employee and employer contributions. All eligible employees pay 5% of their base pay into the plan once they have completed twelve (12) months of service – this is a mandatory deduction. Employees are fully vested after ten (10) years and the retirement age is currently set at age 62. Employees may choose to receive monthly payments or they may choose to take a lump sum payout upon retirement. Currently, 75 BOE employees are participating in the plan.

The Board of Education's employer contribution to the pension plan has risen dramatically over the last three years \$132,087 in 2008-09 to the \$400,000 budgeted for 2013-14. This represents a 202.8% increase in this line item which is equal to 1.03% of the total BOE Operating budget proposed for 2013-14. The drastic increase is due to economic impact of the recession and the need to fully or Annual Required Contribution (ARC) as determined by our actuary. Failure to meet the ARC could result in the lowering of the Town's credit rating which would severely impact both the cost and ability to borrow and funds.

In 2011, the Retirement Benefits Advisory Committee was formed by the Board of Selectmen to guide the selection process for a new pension provider and to determine how to best achieve full funding by the Town and the Board of Education. The Director Of Finance, Technology and Operations is a member of this committee. The RBAC recommended that the Boards of Selectmen, Finance and Education sign on to an agreement

to fully fund the ARC for the pension over a period of three to five years starting 2011-12. To reach full funding, the Pension Contribution line item will need to increase to approximately \$550,000.

BOE PENSION CONTRIBUTION COSTS 2008-09 through 2013-14





Brookfield Public Schools
Brookfield, Connecticut

Special Education

Overview

Brookfield Public Schools' Office of Special Education & Support Services firmly believes that all students within the district identified with special needs are entitled to be provided with a free and appropriate public education regardless of the nature or severity of their handicapping condition. We are, therefore, committed to offering a continuum of individualized programming designed to meet the unique needs of all students identified as requiring special education.

The overarching goal of the Special Education & Support Services department is to ensure that all students share in the vision expressed in the Brookfield Public Schools Mission Statement; "to inspire, challenge and prepare all students to live meaningful and productive lives".

The Special Education function currently provides services to 297 students with special needs in grades PK through 12. The number of students has significantly increased over the past three years from 202 in 2009-10 to a projected 305 in 2013-14, an increase of 50.9%.

This change is driven by three (3) major factors:

- Increase in the identification of students on the autistic spectrum.
- Increase in the number of adolescent students identified with social and/or emotional issues
- Due to increased professional development regarding child find, an increased number of students with a broader spectrum of learning and behavioral disorders have been identified.

While this brings the percentage of students requiring special services district-wide to 10.83%, it is still below the statewide average of 12%.

Services Provided

The major components of Brookfield's special education program are delineated as follows:

- General Instructional Support – teachers and paraprofessionals
- Autistic Spectrum Services – VB-LASS program

- Outplacements
- Pre-School
- Academically Talented – SEM program
- Summer School
- Health Services
- Psychological Services
- Social Work
- Speech and Hearing
- Occupational and Physical Therapy

To provide these services, there are a total of 71.95 FTE special education staff in the 2013-14 operating budget. Federal and state grants support and additional 28.0 FTE of special services staff which are not shown here.

Cost Control Efforts

The control of special education costs has been and continues to be a major focus of the district administrative team. While the first and foremost priority is the provision of high quality services to our special needs students, doing so efficiently and cost effectively is also critically important. With many costs related to special services mandated by state and federal laws and the exceptionally high cost of out of district placements, we must make every effort to ensure that every effort is being made to manage costs.

To this end, the transitioning of students to the in-house developed **Verbal Behavior Language and Social Skills program (VB-LASS)** for students on the autistic spectrum is a priority. We have developed significant capacity with a Board Certified Behavioral Analyst, a District Behaviorist and seven (7) ABA trained paraprofessionals on staff to work with these students. We are now able to provide high quality services that demonstrate our commitment to meeting each student's individual needs.

When a student is transitioned to VB-LASS, the district realizes a significant savings as we no longer must pay outside firms for their services. Even when it is necessary to hire an additional ABA Paraprofessional for a transitioning student, more than \$50,000 per student is saved on an annualized basis. This program was being expanded to Huckleberry Hill Elementary School in 2012-13. Since the inception of this program, outside professional services expenses related to Special Education have been reduced by \$207,630 or 42.7%.

External Factors

Outside factors also significantly impact the Special Education budget and primary among them is the State of Connecticut Special Education Excess Cost Reimbursement grant. This grant, which is critical to Town and BOE as the special education budget is developed **net** of the anticipated reimbursements, is intended to provide districts with relief for those special needs student whose expenses that exceed 4.5 times the average per student cost. With the State of Connecticut experiencing difficult economic times, the reimbursement rate is projected to 75% which translates to approximately \$650,000 that will be utilized to offset local expenses.

Also impacting the BOE budget are the escalating costs associated with special education students placed in out of district facilities – tuition, transportation and services which continue to increase despite a slow economic recovery.

A final major factor in the development of the Special Education budget is the ending of the ARRA grants. In 2012-13, the ARRA-Education Jobs Fund grant – the final ARRA grant - ended taking with it \$90,823 in additional revenue. This necessitated the elimination of 3.0 FTE of the total 5.67 FTE in special education paraprofessional positions that were funded by this grant.

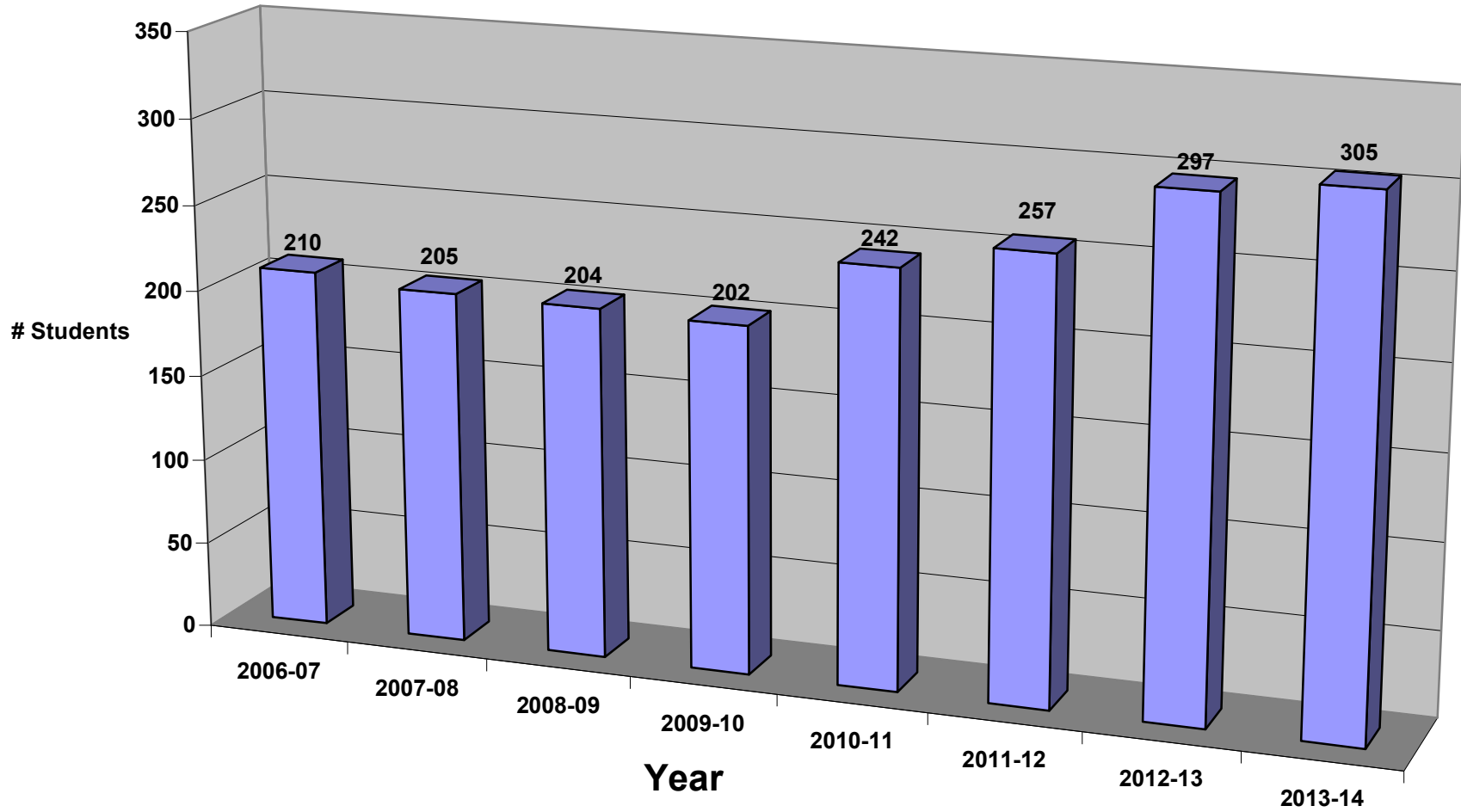
There is a dynamic relationship between the reductions in anticipated reimbursements; cost increases related to mandated, high cost services and changes in grant funding and the BOE budget - when the reimbursements are cut and/or costs for mandated services increase, again, the corresponding line items in the budget must be adjusted to offset the loss of revenue.

Due to the continued focus on VB-LASS the budget line item for outside services, out of district tuition and out of district transportation have been reduced by \$50,000 versus 2012-13.

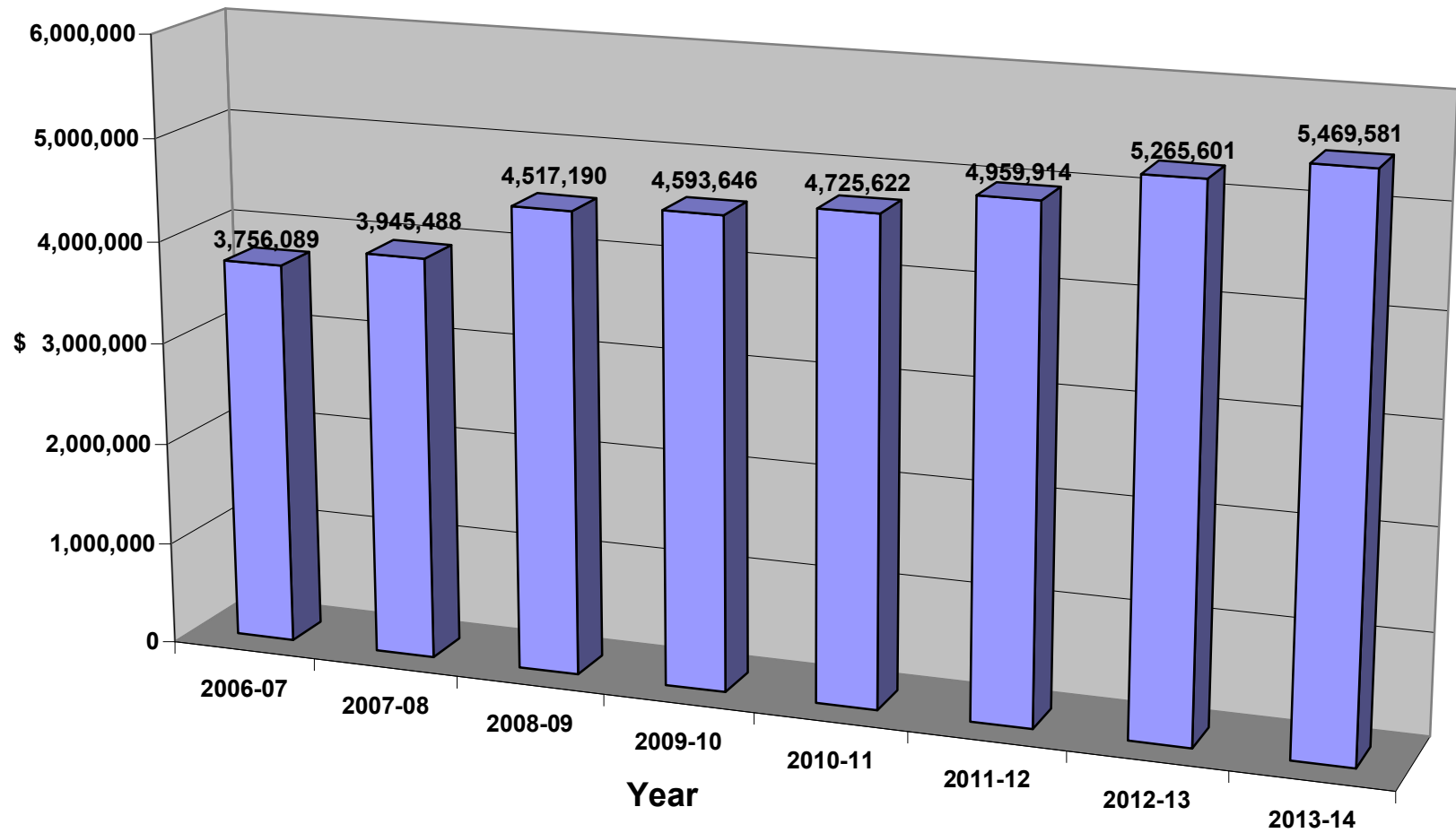
The district's focus on providing high quality, in-district services coupled with aggressive cost containment efforts despite an increasing student population requiring special services has paid off - overall, the Special Education budget is slated to increase by \$203,981 to \$5,469,581 an increase of 3.87%.

Charts detailing the number of identified students, staff deployment, VB-LASS cost savings and a report analyzing special education operating costs taking into account all revenue sources and a worksheet detailing budget adjustments related to excess costs follow.

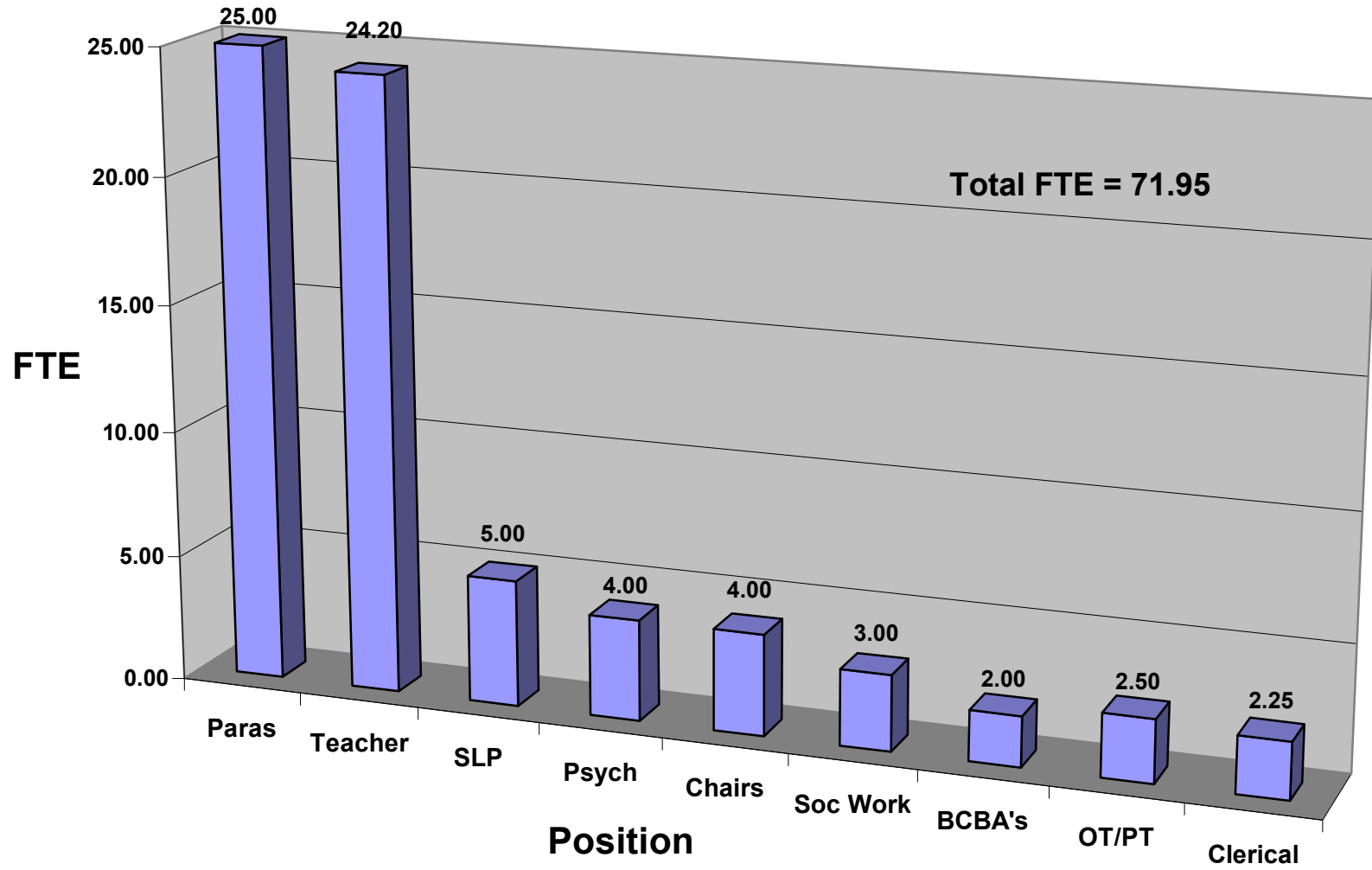
Students Identified as Requiring Special Education Services



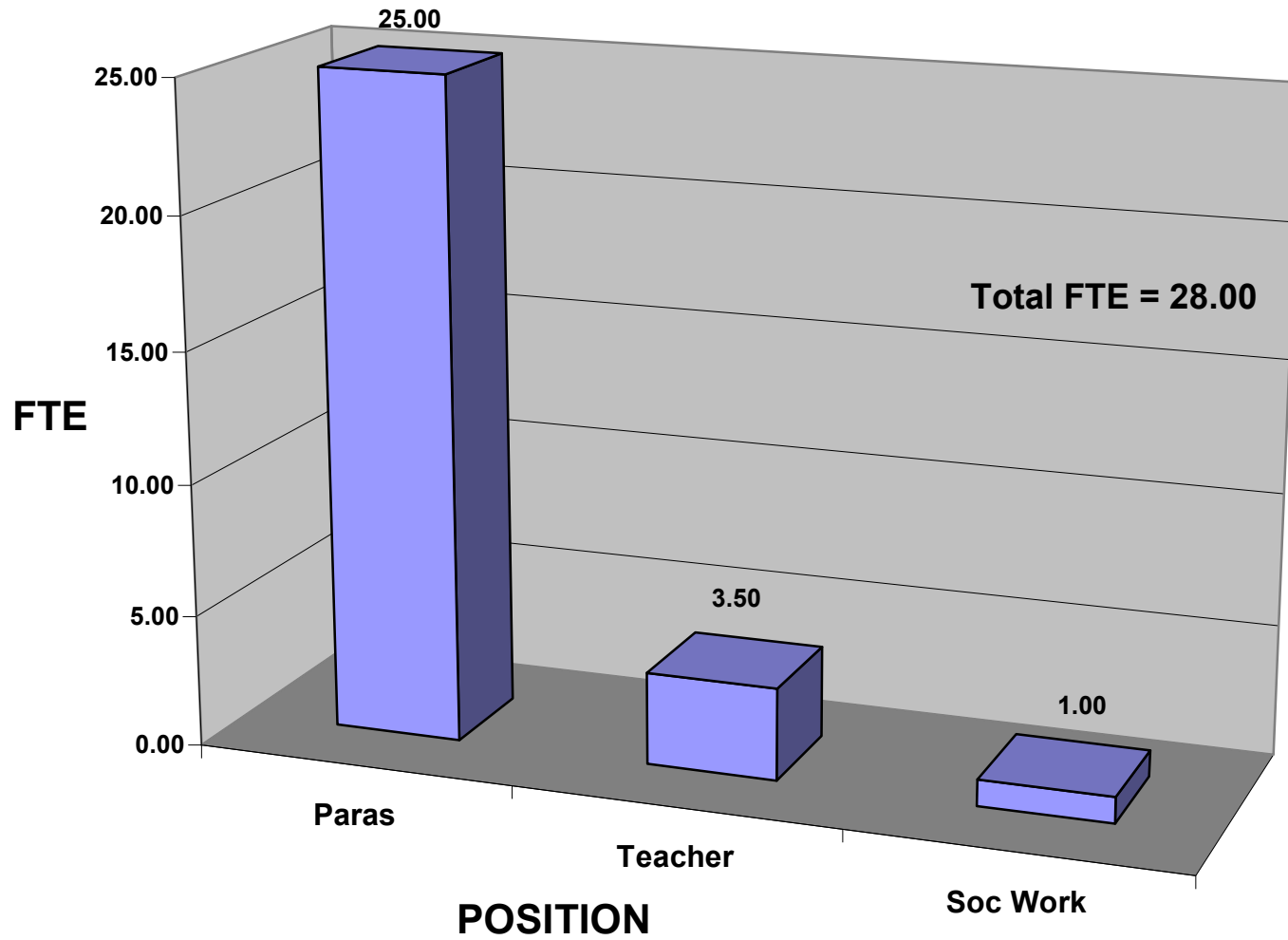
**Special Education Costs
BOE Operating Budget
2006-07 through 2013-14**



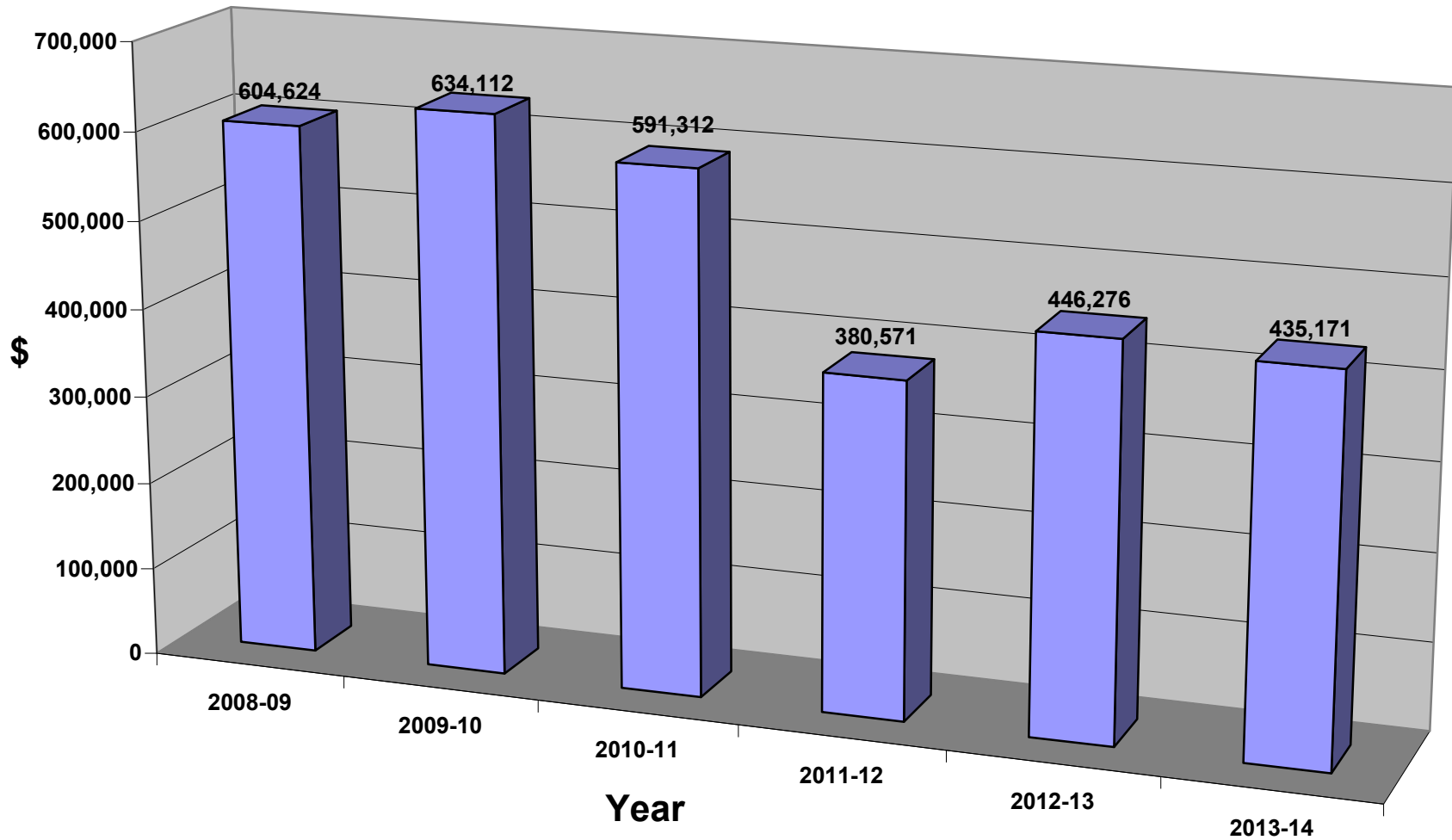
Special Education Staff Deployment BOE Operating Budget



Special Education Staff Deployment Grants and Other Funding Sources



Analysis of District Outside Services Expenditures Account #330



Outside Services Expenditures Have Been Reduced by 28% Since 2008-09

**Brookfield Public Schools
Special Education Costs Analysis
Superintendent's Budget 2013-14**

		2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Avg Cost Student
<u>Out of District - (Outplaced & DCF)</u>									
	# STUDENTS	17	17	15	15	15	13	13	
513	SPECIAL ED TRANSPORTATION	237,866	391,190	386,310	521,086	310,639	428,375	422,000	
561	SPECIAL EDUCATION TUITION	758,178	1,118,456	991,990	747,346	1,090,371	1,075,652	1,037,710	
<u>Total Out of District Costs</u>		996,044	1,509,646	1,378,300	1,268,432	1,401,010	1,504,027	1,459,710	112,285
<u>In District</u>									
	# STUDENTS	205	204	202	242	262	297	305	
111	TEACHERS' SALARIES	2,149,326	2,350,353	2,624,654	2,693,017	2,972,403	2,895,852	3,040,222	
112	ADMINSTRATORS' SALARIES	114,413	114,961	120,134	109,148	133,767	141,059	145,041	
113	RETIREMENT	0	1,125	0	0	0	0	0	
115	SUBSTITUTES	0	0	0	0	0	0	0	
116	TEACHER-NON-REIMBURSEMENT	0	0	0	0	0	0	0	
117	TEAM/CURRICULUM LEADERS	15,508	16,492	16,492	16,492	16,521	16,492	26,064	
118	EXTENDED DUTY	25,000	28,259	31,034	36,521	55,918	33,000	45,000	
119	OTHER	194,684	198,129	194,562	239,579	203,187	212,116	214,724	
121	PARA PROFESSIONALS	808,158	818,884	889,068	918,136	811,397	811,069	900,773	
122	CLERICAL/COMPUTER TECHNICIANS	97,146	71,562	71,356	73,037	77,993	82,497	89,468	
123	HEALTH STAFF	18,066	35,693	30,000	41,348	42,917	40,246	40,246	
130	STUDENT SALARY	8,000	3,239	1,186	2,243	1,851	2,500	2,500	
131	HOMEBOUND TUTORS	60,000	20,832	16,483	19,490	14,742	35,000	35,000	
133	CO-CURRICULAR COACHES	3,450	3,680	3,680	3,680	3,680	0	0	
134	OTHER	28,861	25,286	0	150	0	144,126	122,740	
154	SPECIAL EDUCATION SUBSTITUTES	0	283	5,274	188	3,339	2,500	5,000	
158	PARA PRO DIFFERENTIAL	0	319	0	0	0	0	0	
320	PROFESSIONAL ED SERVICES	500	1,500	20,825	64,806	7,140	3,380	29,046	
330	OTHER PROFESSIONAL	207,600	362,251	490,259	441,838	259,445	338,020	311,918	
331	LEGAL/NEGOTIATIONS	35,000	23,187	78,590	81,571	73,965	87,120	87,120	
431	REPAIRS/MAINTENANCE EQUIPMENT		1,144	737	1,178	0	2,450	2,450	
442	LEASE-COPIER	0	0	0	0	0	0	0	
514	SPECIAL ED TRANSPORTATION - IN	85,000	87,270	47,518	94,164	28,064	35,895	35,600	

**Brookfield Public Schools
Special Education Costs Analysis
Superintendent's Budget 2013-14**

		2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Avg Cost Student
518	FIELD TRIPS	3,800	4,380	1,655	1,098	0	3,920	3,900	
531	POSTAGE	1,900	52	48,013	140	191	490	450	
550	PRINTING	2,200	977	12,054	279	118	0	0	
580	CONFERENCE/TRAVEL	3,725	14,179	36,695	3,676	12,802	8,330	8,300	
610	OFFICE SUPPLIES	2,200	2,521	1,655	3,427	2,130	3,000	3,000	
611	INSTRUCTIONAL SUPPLIES	24,850	27,641	48,013	44,942	21,307	25,200	25,200	
614	OTHER SUPPLIES	11,945	8,770	12,054	6,456	7,887	8,200	8,200	
641	TEXT/WORK BOOKS	4,200	3,693	3,842	80	1,949	3,800	3,800	
643	PERIODICALS/SUBSCRIPTIONS	1,210	1,518	3,360	1,480	0	1,000	1,000	
735	INSTR EQUIPMENT - NEW	10,000	8,077	78,860	0	1,703	10,000	10,000	
737	NON-INSTR EQUIPMENT - REPLACE	0	0	0	0	0	0	0	
810		900	1,089	428	114	79	750	750	
<u>In District Costs</u>		<u>3,917,642</u>	<u>4,237,346</u>	<u>4,888,481</u>	<u>4,898,278</u>	<u>4,754,495</u>	<u>4,948,012</u>	<u>5,197,512</u>	<u>17,041</u>
<u>Total Costs</u>		<u>4,913,686</u>	<u>5,746,992</u>	<u>6,266,781</u>	<u>6,166,710</u>	<u>6,155,505</u>	<u>6,452,039</u>	<u>6,657,222</u>	<u>20,932</u>
Less IDEA Grants		468,238	461,658	507,698	499,362	491,683	487,121	507,640	
Less ARRA IDEA Grants		0	0	283,414	293,270	0	0	0	
Less Education Jobs Bill		0	0	0	0	90,823	0	0	
Less Excess Costs		463,235	721,144	849,023	618,456	583,085	669,317	650,000	
Less Pre-School Tuition		36,725	47,000	33,000	30,000	30,000	30,000	30,000	
<u>Reimbursements</u>		<u>968,198</u>	<u>1,229,802</u>	<u>1,673,135</u>	<u>1,441,088</u>	<u>1,195,591</u>	<u>1,186,438</u>	<u>1,187,640</u>	
<u>Net Costs</u>		<u>3,945,488</u>	<u>4,517,190</u>	<u>4,593,646</u>	<u>4,725,622</u>	<u>4,959,914</u>	<u>5,265,601</u>	<u>5,469,581</u>	<u>17,200</u>



Brookfield Public Schools ***Brookfield, Connecticut***

Technology

Brookfield Public Schools utilizes technology to maximize business and operational efficiencies and as a tool to ensure that students acquire and apply the skills required to be successful as a member of the 21st century global economy. Information literacy – the ability to locate, analyze and utilize information effectively – is the centerpiece of the district’s technology program. This is a foundational skill that transcends all curricular areas and all grade levels.

As most of our students are “digital natives”, the practical, creative use of technology to access information, solve problems and produce authentic evidence of their understanding and mastery of content is a requirement to improve the level of instruction and enhance student engagement. Technologies in use today have greatly improved collaboration, allowed for the extension of the school day as we move closer to 24x7 “schools without walls”

Beginning in 2010-2011 the district moved to Google Apps as our instructional platform and Gmail as the district’s e-mail platform thereby eliminating the need for future Microsoft licensing upgrades. At the same time, the district web site look and feel was upgraded utilizing a new web-hosting provider.

In 2009-10 the district upgraded its student information system (SIS) to Power School, a web-based product which included the Parent Portal. This feature allows for secure, online home-school communications for grades, attendance, demographics and general announcements. The district utilizes the Parent Portal to distribute progress reports and report cards to students at all levels, significantly reducing expenses associated with mailings.

Currently, there are more than 1,600 computers deployed for use across the district. This includes workstations, laptops, Netbooks and tablet devices deployed for staff and student use in classrooms, four (4) library/media centers, thirteen (13) computer labs and in administrative offices.

All district facilities including Central Office are connected by a high speed Wide Area Network (WAN) provided by Charter Communications. The district’s high speed internet service is provided, free of charge, through the Connecticut Education Network (CEN). All instructional spaces in our schools are equipped with video projection systems and interactive whiteboard capabilities utilizing Smartboards or Mimio devices.

BHS has an expansive, technologically sophisticated Media Technology Center which also serves as the meeting place for Board of Education and other Town board meetings which are broadcast on Channel 17, a BOE managed television station broadcasting 24x7 on Charter Communications.

2012-13 Accomplishments

At BHS in 2011-12 and 2012-13, Phase I and II of the district’s 1:1 tablet initiative was successfully rolled out to 450 9th grade students. Also, the digital music technology program started in 2011-12 was doubled in size with the addition of eight (8) new, iPads and software.

At WMS, implementation of a new digital music program commenced in 2012-13. This iPad based initiative provided Mac laptop, twelve (12) iPads and the Garage Band application to enable students to compose and arrange music. For 2013-14, the plan is to enhance the middle school music curriculum and to prepare the students with an interest in music technology for the courses now being offered at BHS.

Also at WMS, 2012-13 was the first year of the new Skills 21 class. The goal of this class is to teach digital literacy to our middle school students while at the same time instilling good digital citizenship. To create a 1:1 classroom setting, six (6) additional Google Chromebooks will be purchased for this program in 2013-14.

The WiFi networks at WMS, HHES and CES were enhanced to ensure high-speed access to all users, including community members with the installation cloud-based Meraki managed wireless networks. With Meraki now installed district-wide enabling the management of all wireless networks from a single location.

At CES, HHES and WMS, more than 190 iPads were put into use in grades 1, 4 and 8 with a total of six devices per classroom. As this is a teaching and learning initiative - the goal is to integrate these technologies into everyday teaching and learning while enabling students to interactively improve literacy skills, of all types and to develop and hone the skills required to be successful in a digital, global economy.

The district server virtualization initiative utilizing VM-Ware, was completed in 2012-13. This project has significantly reduce the number of physical servers installed district-wide, reducing hardware and electrical utility costs while enhancing system manageability, backup capabilities, recoverability and performance. All of the districts mission critical systems are now running out of the VMWare environment and all backups will be done utilizing the district's WAN by 6/30/2013.

2013-14 Initiatives

In 2013-14, Phase III of the BHS Tablet Initiative will commence with an additional 240 iPads being distributed to the incoming 9th graders.

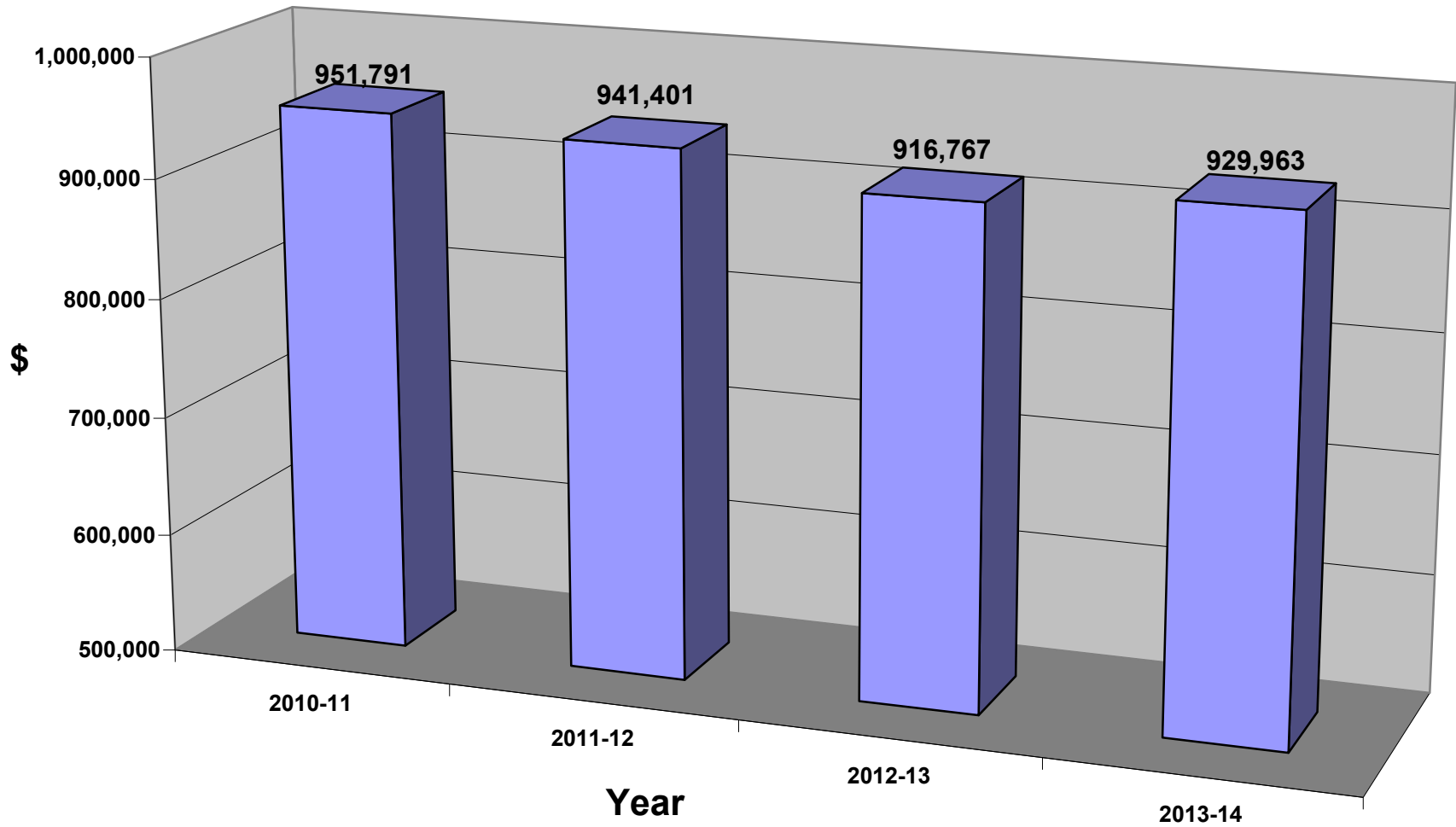
At CES, HHES and WMS, 2013-14 will be year two of a three year program to implement the use of wireless devices in every classroom, with grades K, 2 and 5 receiving a minimum of six devices each. Moving forward, a combination of the iPad and the Google Chromebook will be utilized to best meet the needs of our elementary students and staff. Through the district-wide Technology Committee, analysis will be completed by the end of January 2013 to determine what mix of equipment will be required for 2013-14. This will include the refitting of our elementary computer labs as well to prepare for the Smarter Balanced standardized tests. Upon distribution of these devices in September 2013, there will be close to 800 tablet devices in use at BHS and over 1,200 district wide.

To support the expansion and enhancement of the district's world language program, the modification of one of the WMS computer labs to serve as an interactive world language lab is planned for 2013-14. As this project has a very significant cost of \$75,000 and is permanent in nature, it will be included in the district's capital improvement request for 2013-14.

All the above projects are funded through the Technology portion of the district's operating budget. As in past years, a key requirement of the 2013-14 budget process was that the cost of all technology projects needed to be budget neutral. To meet this goal, we have obtained the best pricing available, leveraged the available funds utilizing lease purchase programs, we have renegotiated existing contracts and we have utilized careful fiscal management practices to ensure resources are utilized effectively. Since 2009-10, Technology expenditures have decreased by \$21,828 or 2.3%.

In 2013-14, driven by increases in salaries and supplies, the district's Technology Services budget is budgeted to increase by \$13,196 or 1.44% vs. 2012-13.

Technology Expenditures BOE Operating Budget





Brookfield Public Schools
Brookfield, Connecticut

Transportation Services

Brookfield Public Schools provides the following transportation services:

- All students attending Brookfield Public Schools
- Any student residing in Brookfield who attends the non-public schools located in town:
 - St. Joseph School
 - Christian Life Academy
 - Montessori
- 43 Brookfield students attending the Western Connecticut Academy of International Studies Magnet School in Danbury, CT
- 45 Brookfield students attending Henry Abbott Technical High School in Danbury, CT
- 4 Brookfield students attending Nonnewaug High School in Woodbury, CT for their Vocational/Agricultural program
- Transportation of special education students both in and out of district
- Transportation of athletic teams and co-curricular organizations to interscholastic competitions
- Field trips

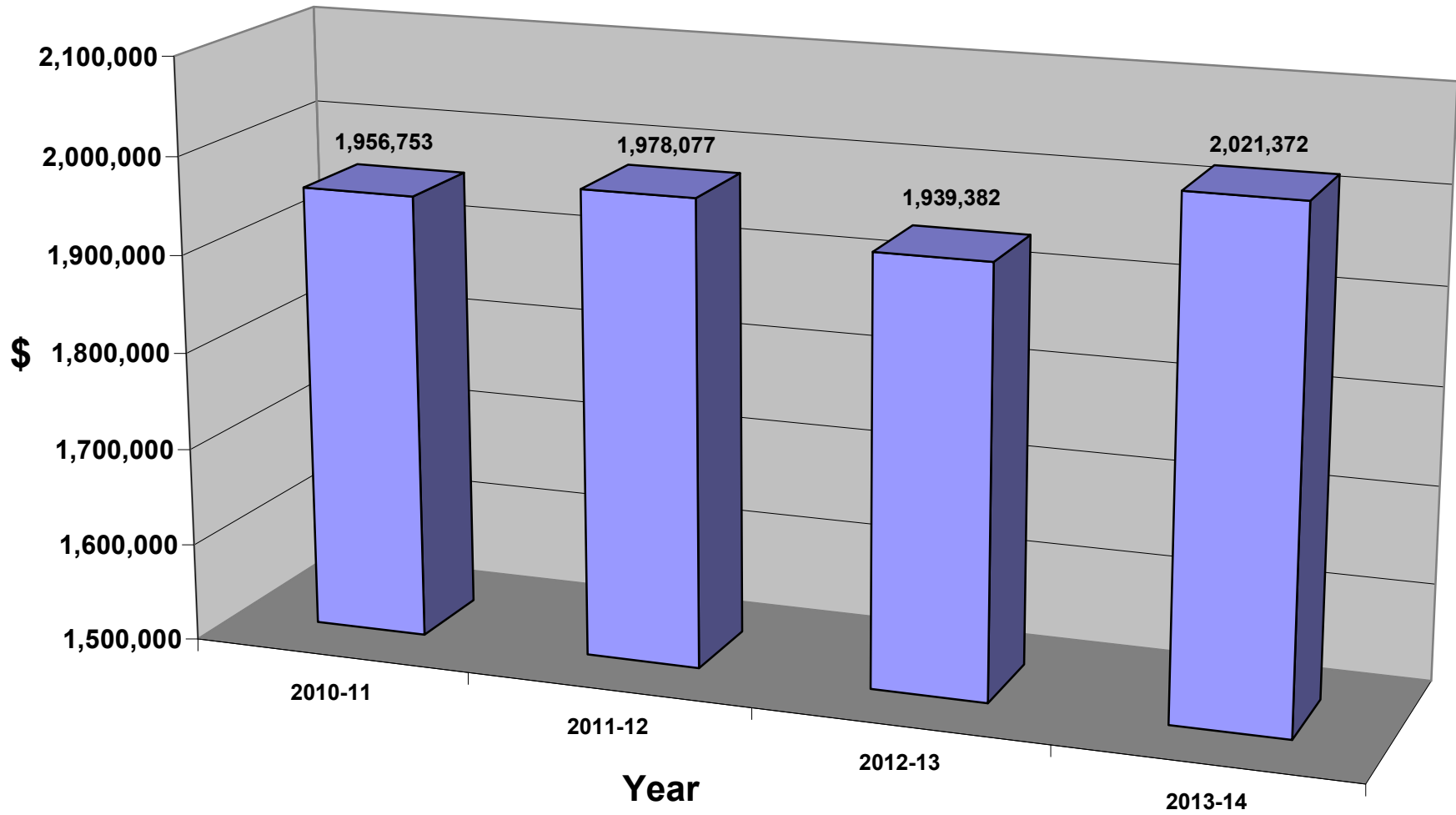
Brookfield Public Schools utilizes All-Star Transportation to provide all the above services. All-Star was selected as the district's provider through a competitive bid process in the spring of 2010 and took over the account on July 1st, 2010. They are a Connecticut based, family owned company that provides transportation to approximately 15 school districts across the state.

As part of the bid, Brookfield received 32 new, energy efficient buses. These vehicles are also equipped with a GPS, high-end radio system and video cameras to ensure the safety of students at all times.

Brookfield's students are transported in three (3) tiers. The entire fleet is utilized for BHS and WMS, then it is split to transport HHES and CES students. This change, which does require some longer runs and fuller buses, has enabled both CES and HHES to start and end at the same time (8:40AM – 3:25PM) eliminating safety concerns and causing fewer problems with after school activities.

In 2013-14, overall transportation costs will be increasing by \$77,572 or 4.24% due to contractual requirements. The elimination of the mid-day kindergarten runs due to the implementation of full day kindergarten reduced daily costs by \$33,600. This represents an increase of \$64,619 or 3.3% in total annual transportation costs since 2010-11.

Transportation Costs



Food Services

The district's food services operation is not a budgetary item, Whitsons Culinary Group manages the operation and it receives its funding from two (2) federal grant programs – Healthy Foods Grant and the National School Lunch Program grant – and the fees collected when students purchase lunch at school.

Whitsons was awarded the contract as the result of a competitive bid in the spring of 2009. They were awarded a five year contract which runs through June 30, 2014.

Each of our schools is equipped with a kitchen and students are provided with lunches meeting all the requirements of the Healthy Foods Act. Whitsons also provides catering services to all the schools for special events and meetings and works with community groups when school kitchens are used for fund raising events.

All profits from the food services operation are used to purchase equipment for our kitchens.



Brookfield Public Schools
Brookfield, Connecticut

Grants and Other Funding Sources - Anticipated Funding Levels

It is very important to note that positions and programs funded via grants and other funding sources are not included in the BOE operating budget thereby lessening the cost of education for local taxpayers.

Entitlement Grants

These state and federal entitlement grants are non-competitive and **must** be used to augment, not supplant, the local BOE operating budget. Brookfield has or does receive funding from the following entitlement grants:

- IDEA Special Education
- Title Literacy grants
- National School Lunch Program and Healthy Foods Grant

Entitlement grant funds are allocated based on formulas determined by the state and federal governments related to the number of special education students in district and the number of students who participate in the free or reduced lunch program.

Since 2005-06, these grants have provided Brookfield with \$6,867,736 in additional revenue to support education operations which has been utilized to fund special education and literacy teaching and numerous paraprofessional positions which provide important services to our students.

In 2013-14, the district anticipates no increase in the amount of funding, and expects to receive \$657,033 in IDEA and Title funds. For 2013-14, the number of positions funded by IDEA and Title grants is budgeted to be 29.50 FTE allocated as follows:

<u>Position</u>	<u>FTE</u>
Paraprofessionals	25.00
Teacher – Special Education	2.00
Teacher – Literacy	1.50
Social Worker	1.00
<u>Total</u>	<u>29.50</u>

For the same time period, the school district has received \$609,542 in grant funding from the National School Lunch and Healthy Foods programs. Funding for these grants is determined by the number of free and reduced lunches served and the district's participation in the Healthy Foods

program. In 2013-14, \$106,000 in funding from these two grants is anticipated which are used expressly to offset the costs associated with running the district's school lunch program. Whitsons, the district's food services management firm, runs their operation at no cost to Brookfield taxpayers.

In total, Brookfield anticipates a total of \$793,033 in funding from entitlement grants in 2013-14.

Reimbursement Grants

Reimbursement grants are non-competitive and are provided by the State of Connecticut to reimburse districts for mandated high cost expenses. Currently, Brookfield receives reimbursement for the following expenses:

- Special Education Excess Costs
- Magnet School Transportation
- Health Services Grant

Special Education Excess Costs Reimbursement Grant

This grant from State of Connecticut is intended to provide districts with relief for expenses for special needs students that exceed 4.5 times the average per student cost. Thirteen (13) students will be out-placed in 2013-14.

For students that are to be out-placed by order of DCF or Juvenile Justice, all costs in excess of 1.0 times average student cost is reimbursed. Brookfield has two (2) such students.

In 2013-14, Brookfield will receive reimbursement for expenditures that are projected to take place during the school year. These reimbursements are calculated and reported to the State of Connecticut as part of the annual SEDAC-G reporting process in December 2013. A supplemental filing will be submitted in July 2014 for students who enter this district later in the year and to allow for adjustments and corrections.

The reimbursement rate for 2013-14 is projected to remain at 75% which will result in a total of \$650,000 in funding to offset the costs of special education. Excess Cost funds are disbursed annually in February and May. Since the 2005-06, this revenue stream has been increased by \$423,658 or 187.2% as is illustrated in the chart at the end of this section.

It is important to note that the BOE special education budget is developed NET of the anticipated reimbursements.

Magnet School Transportation Reimbursement Grant

This grant from State of Connecticut reimburses districts for the cost of transporting students to an out of district magnet school. Brookfield is a charter member of the Western Connecticut Academy for International Studies (AIS) in Danbury, CT. and sends 43 K-5 students to the school.

This grant is formulaic and is calculated as follows: **(# Students Attending * \$1,300 per Student)**

With 43 seats at AIS, Brookfield receives a total of \$55,900 annually from this grant. The funds are paid out in two (2) installments of \$27,950 in October and May. These funds are utilized to defray the cost of transporting students from the Brookfield Town Hall parking lot to AIS which is located on the Western Connecticut University Westside property in Danbury, CT. As a result of centralizing transportation to the AIS, Brookfield utilizes one bus for this purpose at an annual cost of \$52,744. As ten (10) New Milford students are on the AIS bus this year, this cost is shared with New Milford schools.

Health Services Grant

This grant from State of Connecticut reimburses districts for a small portion of the cost of providing health services to the non-public schools located in Brookfield. In 2013-14, Brookfield anticipates the receipt of \$5,100 in funding from this grant.

In total, Brookfield anticipates a total of \$711,000 in funding from reimbursement grants in 2013-14.

Competitive Grants

Carl D. Perkins Career and Technical Education Grant

This grant requires annual application and promotes reform, innovation, and continuous improvement in career and technical education to ensure that students acquire the skills and knowledge they need to meet challenging state academic standards and industry-recognized skill standards, and to prepare for post-secondary education, further learning, and a wide range of opportunities in high-skill, high-wage or high-demand occupations in emerging professions. Perkins also supports the alignment of career and technical education with state and local efforts to reform secondary schools and improve post-secondary education. The implementation of the new law promises to make career and technical education programs an integral part of these efforts. For a number of years, Brookfield has utilized funds from this grant to provide college, career, vocational and Capstone project opportunities for students at Brookfield High School. Funds from this grant were also utilized to purchase technology to enhance the high school's marketing programs. Since 2005-06, Brookfield has received \$307,066 in Perkins funding and is anticipating receiving \$30,000 in 2013-14.

Other Funding Sources

Pay to Participate

In 2009-10, the Board of Education implemented a Pay to Participate policy for athletics and co-curricular activities at HHES, WMS and BHS. The funds collected from this program, which slightly exceeds \$100,000 annually, is utilized to pay the salary of the district's Athletic Trainer and a part-time Athletic Secretary totaling 1.27 FTE. Additionally, these funds enable the school district to continue to provide a full slate of co-curricular and athletic opportunities for students at the middle school level which were eliminated due to budgetary reductions.

Parking Fees - BHS

Fees collected for parking fees at Brookfield High School fund two part-time Security Guard positions totaling 1.17 FTE.

Universal Service Fund – E-Rate

The Universal Service Fund is a formulaic federal grant based on a district's free and reduced lunch count that provides funding to offset the cost of voice communications and wide area networking systems for the district. Since 2010-11, these funds have been utilized to pay the salary of a 1.0 FTE Technology Technician. Since 2005-06, Brookfield has received \$247,636 in E-Rate funding and is anticipating receiving \$53,800 in 2013-14.

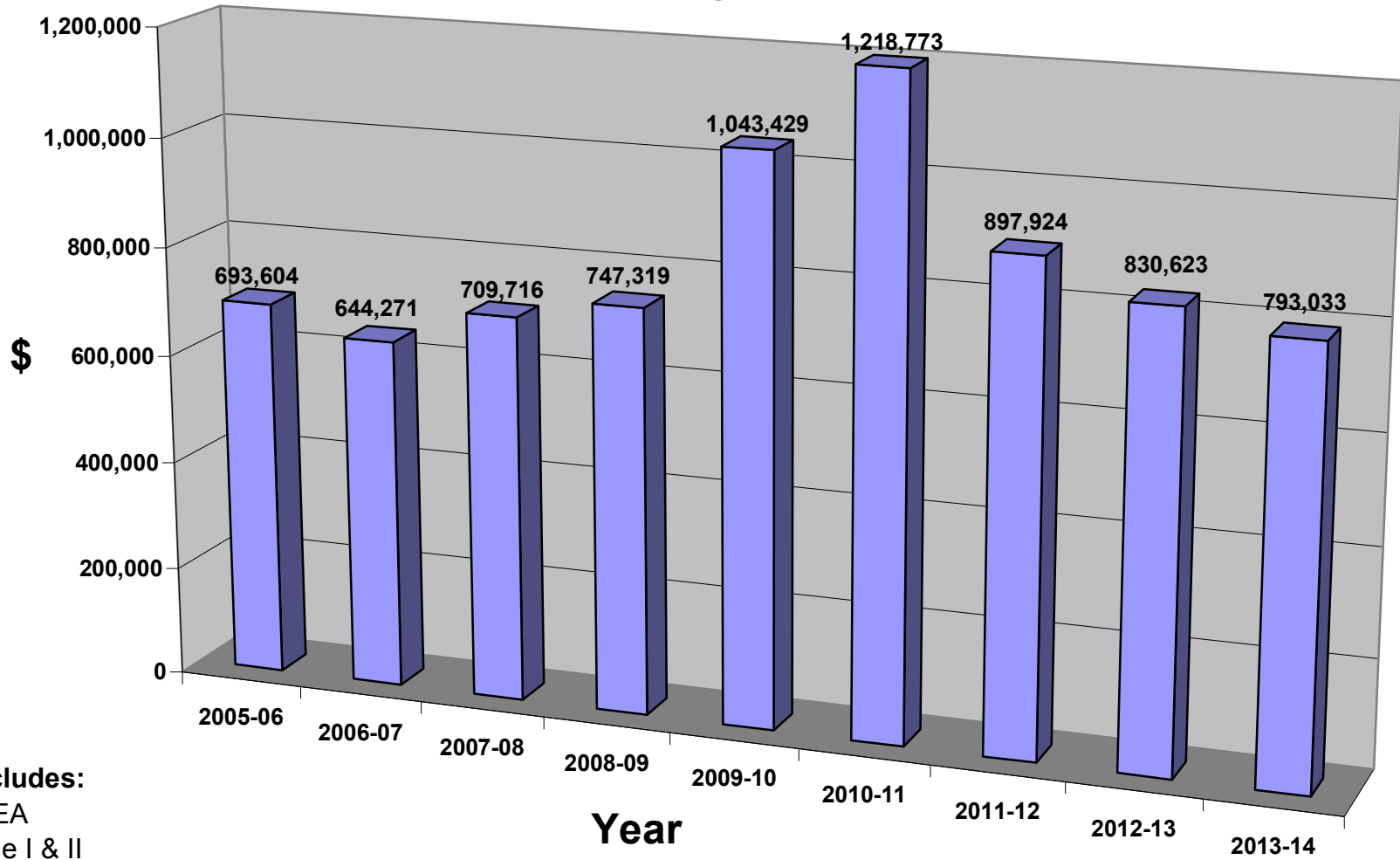
A total of 3.44 FTE of non-certified positions are funded utilizing other funding sources revenues of \$183,300 from other funding sources are anticipated for 2013-14.

Overall, a total of \$1,687,833 is anticipated and will fund 32.94 FTE of teaching and non-certified positions in 2013-14.

**Brookfield Public Schools
BOE Anticipated Grant Funding Report**

	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Anticipated</u>	<u>Projected</u>		
<u>Revenue to the BOE</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14%</u>	<u>\$ Change</u>	<u>% Change</u>
<u>Consolidated Grants</u>									
Title I Basic	57,007	79,302	58,372	79,932	96,138	84,708	84,708	0	0.00%
Title II Part A	65,270	51,495	57,493	57,539	65,629	48,612	48,612	0	0.00%
Title II Part D	148	410	367	0	0	0	0	0	-
Title II Part A Safe & Drug Free Schools	6,530	5,384	5,384	5,373	0	0	0	0	-
Title V Innovative	2,456	0	0	2,968	0	0	0	0	-
Immigrant and Youth Education	0	0	14,727	0	0	13,723	0	-13,723	-100.00%
Carl Perkins	18,977	50,401	21,222	71,222	36,040	71,246	30,000	-41,246	-57.89%
IDEA Part B 611	478,107	480,484	495,252	507,698	496,493	502,814	502,814	0	0.00%
IDEA Part B 619	22,178	20,986	20,986	21,000	20,955	20,899	20,899	0	0.00%
ARRA - IDEA Part B 611	0	0	286,846	311,570	0	0	0	0	-
ARRA - IDEA Part B 619	0	0	8,193	15,492	0	0	0	0	-
ARRA - Educational Technology (Title IID)	0	0	0	982	0	0	0	0	-
Education Jobs Fund	0	0	0	0	90,823	0	0	0	-100.00%
Special Education - Excess Costs	463,235	741,144	865,456	618,456	583,068	669,317	650,000	-19,317	-2.89%
National School Lunch	51,005	52,137	56,263	57,500	103,553	100,000	100,000	0	0.00%
Child Nutrition State Matching Grant	8,038	6,720	11,818	11,500	5,909	6,000	6,000	0	0.00%
Magnet School Transportation Grant	55,900	48,550	49,918	55,900	55,900	57,200	55,900	-1,300	-2.27%
Health Services Grant	13,187	14,449	6,292	6,250	5,123	5,100	5,100	0	0.00%
State CT Service for the Blind - BESB	28,849	5,700	0	0	0	0	0	0	-
Universal Service Fund	25,108	0	57,888	55,340	55,500	53,800	53,800	0	0.00%
Brookfield Education Foundation	0	0	0	0	0	0	0	0	-
Tuition Preschool	36,725	47,000	33,000	45,000	35,000	30,000	30,000	0	0.00%
Pay to Participate Program	0	40,000	92,000	92,000	101,665	100,000	100,000	0	0.00%
Total Revenue to BOE:	1,332,720	1,644,162	2,141,477	2,015,722	1,751,796	1,763,419	1,687,833	-75,586	-4.29%

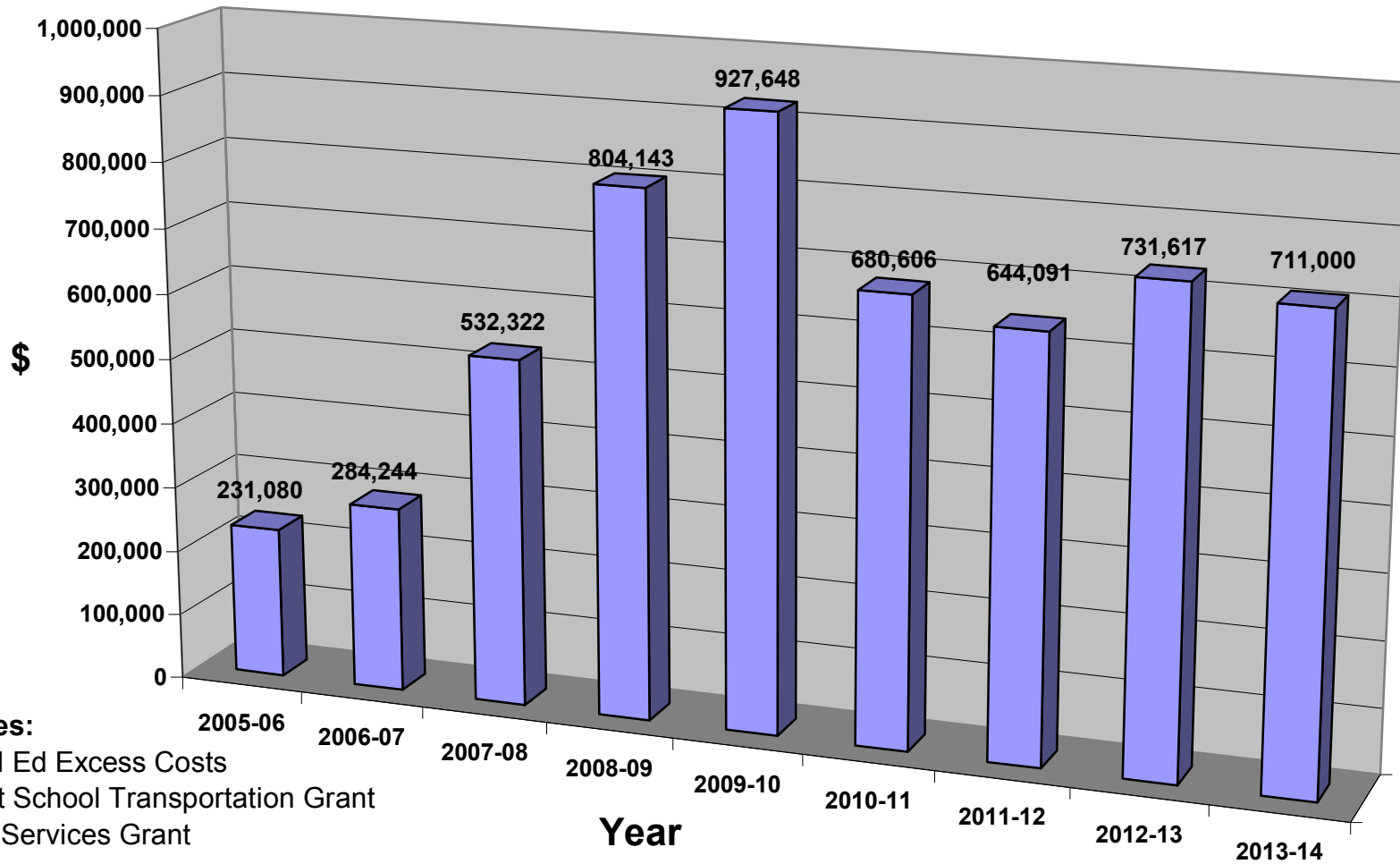
Entitlement Grant Funding 2005-06 through 2013-14



Includes:
 IDEA
 Title I & II
 School Lunch
 Carl Perkins

Grant Funding Has Increased by \$748,899 Since 2005-06

Reimbursement Grant Funding 2005-05 through 2013-14

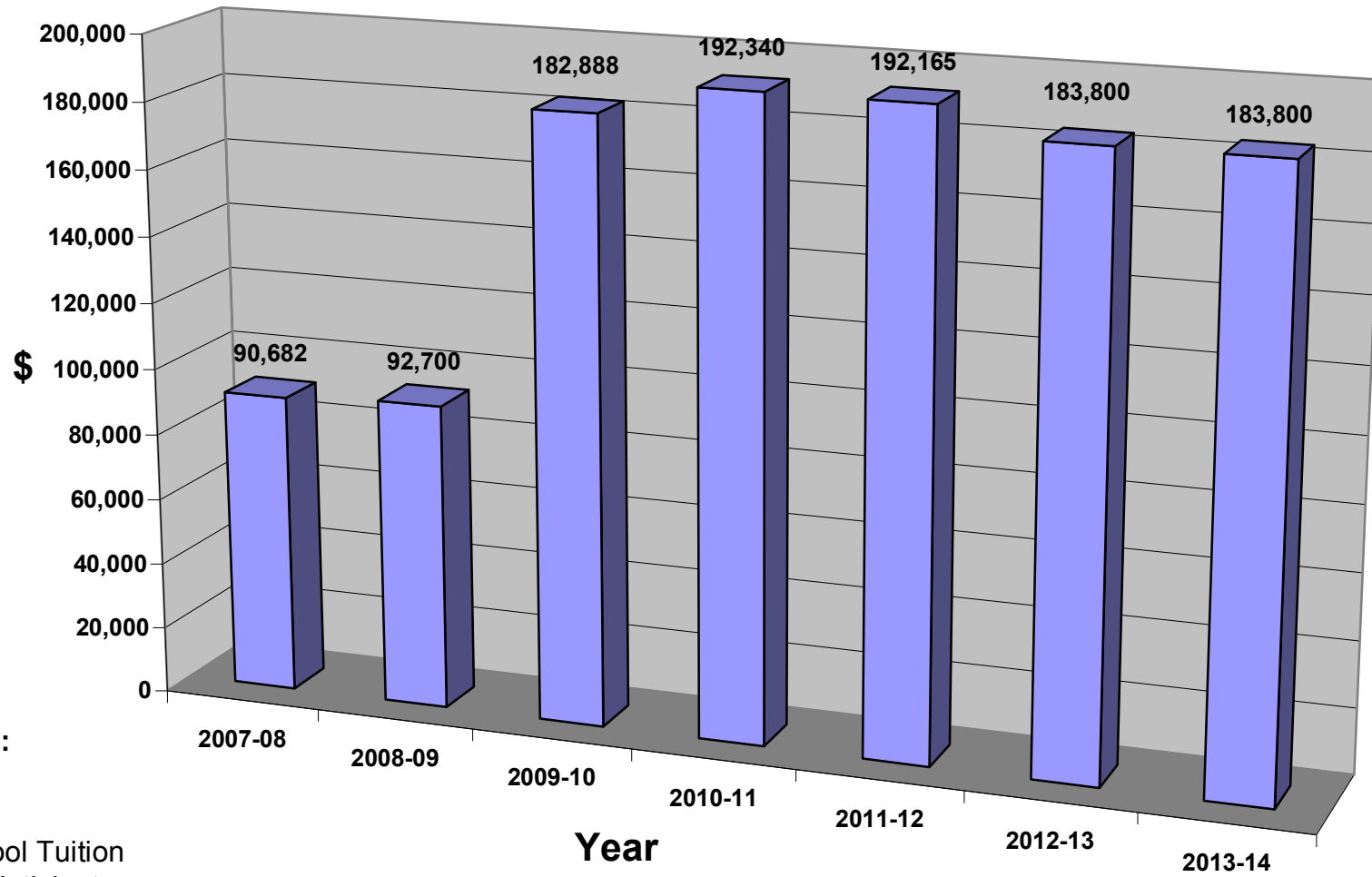


Includes:

- Special Ed Excess Costs
- Magnet School Transportation Grant
- Health Services Grant

Reimbursement Grants Have Increased by \$479,920 since 2005-06

Miscellaneous Funding Sources 2007-08 through 2013-14



Includes:
BESB
E-Rate
Pre-School Tuition
Pay to PArticipate

Miscellaneous Funding Has Increased by \$93,118 since 2007-08



Brookfield Public Schools
Brookfield, Connecticut

Educational Grants to the Town of Brookfield

In Brookfield, the anticipated total amount of revenue for 2013-14 from grants which are distributed directly to the Town is \$1,713,144. These funds are recorded as intergovernmental revenue in the town budget. Again, it is very important to funds lessen the local cost of education for Brookfield taxpayers.

Town of Brookfield Anticipated Educational Funding Report									
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Anticipated</u>	<u>Projected</u>		
<u>Revenue to the BOE</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>\$ Change</u>	<u>% Change</u>
<u>Revenue to Town</u>									
Educational Cost Sharing - ECS	1,466,181	1,530,693	1,307,103	1,312,317	1,551,499	1,545,180	1,545,180	0	18.23%
ARRA - ECS Stabilization Funds	0	0	218,376	218,376	0	0	0	0	100.00%
Transportation Grant - Public	41,550	36,576	25,835	26,000	34,099	34,099	34,099	0	31.15%
Transportation Grant - Non-Public	3,800	4,019	3,419	3,119	5,107	5,107	5,107	0	63.74%
School Construction Grant	301,380	291,432	242,599	215,000	189,883	150,000	125,000	-25,000	-11.68%
Adult Education	3,141	3,308	3,398	3,300	3,758	3,758	3,758	0	13.88%
Total Revenue:	<u>1,816,052</u>	<u>1,866,028</u>	<u>1,800,730</u>	<u>1,778,112</u>	<u>1,784,346</u>	<u>1,738,144</u>	<u>1,713,144</u>	<u>-25,000</u>	<u>0.35%</u>



Brookfield Public Schools
Brookfield, Connecticut

Capital Improvement Projects

The district has developed a long-range capital improvement plan for major facilities repairs that are not included in the operating budget. Securing sufficient funding to ensure the completion of these projects is critical to the safety and security of our facilities, staff and students as well as the effective operation of the district. Understanding the difficult economic realities we face, working with town leadership to create of a town-wide committee focused on maintaining existing buildings and developing alternative methods of financing these improvements will be a priority for the Board of Education. To this end, a Board of Education sub-committee for Long Range Facilities and Organizational Planning was created in the summer of 2012. This sub-committee, which will meet monthly and will assess, identify and prioritize the long-term educational and facilities for the district.

Status of 2012-13 Projects

In 2012-13, the major project was the replacement of the Huckleberry Hill Elementary School roof, entrance portico, gutters and drains. Given the late start date and extremely tight timetables associated with this project, it was only through the cooperation of the various elected town boards, the State of Connecticut School Facilities Unit, Municipal Building Committee, district administration and staff and willing and capable contractors that this project was finished on time and on budget.

Following the selection of Fuller & D'Angelo, P.C. as the project architect, the district's competitive bid process was followed closely and nine (9) contractors submitted bids. After careful analysis of all bids and meeting with the two lowest bidders, the contract was awarded to the New Britain Roofing Company. The contract breakdown is noted below:

Base bid:	\$726,000
Alternate R-1 Repointing of cafeteria wall:	\$ 18,000
Alternate R-2 Translucent canopy portico:	\$ 62,400
Alternate R-4 Brick column enclosures portico:	\$ 26,000
Alternate R-5 Cleaning of existing masonry:	\$ 5,000
Total Contract Amount:	<u>\$837,400</u>

Having received both project and financial approval from the State of Connecticut, all eligible costs will be reimbursed at a rate of 31.2%. As some electrical and lighting work remains to be done on the portico, final costs and the expected reimbursement figures have not yet been calculated.

Other funds requested for 2012-13 totaled \$145,000. Projects included the connection of WMS to the town sewer line, the installation of security doors at Center Elementary Schools, and the improvement of the music and choral rooms at BHS and WMS is scheduled for 2012-13. A status of each of these items is listed below:

Capital Project Status Report for 2012-2013	Site	Cost Estimate	Status
<p align="center">Connect WMS to West Whisconier Hill sewer line.</p> <p>To cover cost of trenching from school to road and hookup. Will allow district to discontinue use of septic system, last school to be converted.</p>	WMS	\$50,000	On Hold – Engineering done, question on connection fees
<p align="center">Create security vestibule in front entrance</p> <p>Second set of doors required to provide security. Currently visitors enter building and bypass office. Doors will create a barrier forcing visitors to check in to office.</p>	CES	\$13,000	Complete
<p align="center">Improve music and choral facilities as indicated in the district-wide program analysis completed in 2010-11.</p> <p>The focus will be on the acoustics of the facilities in both buildings.</p>	WMS & BHS	\$30,000	Work underway at both sites
<p align="center">Replace lockers in boys locker room</p> <p>The Brookfield High Schools boys' locker room is in dire need of attention. The lockers for both team and locker rooms are unserviceable and damaged leaving sharp edges and limited space for students to lock up personal belongings.</p>	BHS	\$37,000	Complete by Jan 2013
<p align="center">Paint remaining corrugated exterior soffit panel</p> <p>The exterior soffit finish is weathered peeling and unsightly. A portion of the main front entrance has been repainted adding a new look. The paint is very costly and cannot be covered by regular maintenance funds</p>	BHS	\$15,000	Complete
		<u>\$145,000</u>	

Five Year Capital Improvement Plan

The five year capital improvement plan covering 2013-14 through 2017-18, was developed collaboratively by district administration, members of the Board of Education Business and Facilities sub-committee with input from the full Board of Education. Requests in this plan total \$2,925,000 and will be submitted to the Town as part of the district's budget request following discussion and approval by the Board of Education. Narratives have been added to the projects identified as priorities for the first three years of the plan. Key areas of focus for 2013-14 are well water tank repairs, Phase II of the BHS Boys locker room renovation, creation of a World Language lab at WMS, renovations to the BHS auditorium and security upgrades to our schools.

The goal of the five-year plan is to collect, coordinate, analyze, and prioritize facility infrastructure and building program needs on a district-wide basis. A newly introduced form – the Building Condition Survey – is now being used to gather the necessary data. The information collected utilizing the surveys will allow the prioritization of the existing individual building needs. In addition, any new school facilities or additional classroom construction will be included in the plan.

As work is accomplished each year or new situations emerge, the remaining tasks are to be re-prioritized as necessary to concentrate on the critical needs. Large maintenance and repair items may also be included as necessary based on the budgetary constraints.

Capital Improvement Projects for 2013-14	Site	Cost Estimate	Comments
Well water storage tank inspection and relining	All Buildings	\$50,000	State mandate requires tanks be inspected and refurbished every 5 years.
Boys locker room Phase II – Install new flooring	BHS	\$35,000	With creation of new team space and 250 lockers, second phase includes painting and flooring.
Purchase and install equipment to create an interactive World Language lab	WMS	\$75,000	As recommended in the World Language program evaluation report
Replace air conditioning rooftop unit; tie into energy management system	BHS Auditorium	\$120,000	Very old pneumatic unit, not connected to any EMS. Space heavily used by schools and community
Renovate auditorium foyer	BHS Auditorium	\$80,000	Ceilings, walls, floors, lighting
Upgrade of sound and lighting systems – Phase I	BHS Auditorium	\$100,000	Engage consultant, determine project scope and specifications, develop proposals. Begin infrastructure upgrades
Complete refinishing of gymnasium floor	BHS Main Gym	\$25,000	Sand, paint lines and apply finish coating
Security upgrades – all buildings	All Buildings	\$75,000	Enhancement of physical security measures including access control, communications capabilities, intrusion detection systems, perimeter security, after hours security, physical design, and many related areas

Complete study of Brookfield demographics and future trends	District	\$10,000	Share cost with Town; required to guide development of long term facilities upgrade plans
		<u>\$570,000</u>	
Capital Improvement Projects for 2014-15	Site	Cost Estimate	Comments
Repair exterior of gymnasium	WMS	\$40,000	Repair and repoint masonry, power wash, prime and paint exterior
Upgrade of sound and lighting systems – Phase II	BHS Auditorium	\$150,000	Complete installation of new sound and lighting systems and flooring as designed
Replace stage flooring	BHS Auditorium	\$50,000	Floor old and pitted. Has been sanded down several times, requires replacement.
Commission study of the condition of the BHS, WMS and CES roof structures	BHS, WMS, CES	\$50,000	Determine condition of all and develop plan multi-year to refurbish and/or replace
Replace wall padding and paint	BHS Gym	\$35,000	Per safety and fire codes
Replace bathroom stalls	BHS	\$25,000	Boys, girls and staff bathrooms. Dated equipment requires replacement
Replace front sidewalk	WMS	\$75,000	Sidewalk aging, preventive replacement
Replace gym windows	CES	\$40,000	Install energy efficient units
Install additional security cameras	WMS	\$25,000	Per district security plan. Guidance wing and exterior at BHS
Replace main gate valves in boiler room	BHS	\$35,000	
		<u>\$525,000</u>	
Capital Improvement Projects for 2015-16	Site	Cost Estimate	Comments
Commence Phase I implementation of roof repair/replacement plan	BHS, WMS, CES	\$400,000	Dependent on scope of plan, may need pursue town backed financing
Replace main gate valves in boiler room	BHS	\$35,000	
Install air conditioning in new science wing	BHS	\$150,000	Cut from original construction budget
		<u>\$585,000</u>	
Capital Improvement Projects for 2016-17	Site	Cost Estimate	Comments
Commence Phase II implementation of roof repair/replacement plan	BHS, WMS, CES	\$400,000	Scope of plan key, may need pursue town financing
Connect all HVAC units to DDC system	BHS	\$100,000	Will enable control of all HVAC units through a

			single control system
Replace security blinds	District	\$100,000	Required for lock down; safety and security
		<u>\$600,000</u>	

Capital Improvement Projects for 2017-18	Site	Cost Estimate	Comments
Commence Phase III implementation of roof repair/replacement plan	BHS, WMS, CES	\$400,000	Dependent on scope of plan, may need pursue town backed financing
Replace motors and control	District	\$75,000	Replace well pump station motors and controls
Code updates to fire panels	District	\$70,000	Compliance requirement
Replace keying systems	District	\$100,000	Replace keying system and upgrade door hardware
		<u>\$645,000</u>	
<u>Total Plan Costs for Capital Improvements:</u>		<u>\$2,925,000</u>	



Brookfield Public Schools
Brookfield, Connecticut

Analysis of Budget Drivers



Brookfield Public Schools
Brookfield, Connecticut

BUDGET-DRIVER ANALYSIS SHEET
FY 2013-14

100 – SALARIES

Total salaries for district employees are budgeted at \$24,903,990 for 2013-14 which represents an increase of \$1,026,645 or 4.30% versus the 2012-13 budget approved by voters at referendum. Salaries are the largest component of the Board of Education budget and comprise 64.08% of the total. Staffing levels are projected to be at 358.38FTE’s, an increase of 7.00 FTE over the current budget.

Brookfield Public Schools Superintendent's Requested Budget Super Object Summary with Account Detail										
Account	100 SALARIES	2010-11	2011-12	2012-13	2013-14	%	12-13	13-14	FTE	FTE
		\$	\$	\$	\$	\$ Chg	Chg	FTE	FTE	Chg
111	TEACHERS' SALARIES	15,739,854	16,244,843	16,613,939	17,203,498	589,559	3.55	226.70	230.70	4.00
112	ADMINSTRATORS' SALARIES	1,831,483	1,913,451	1,951,568	2,018,272	66,705	3.42	14.60	14.60	0.00
113	RETIREMENT	156,000	90,000	80,000	80,000	0	0.00	0.00	0.00	0.00
115	SUBSTITUTES	0	0	0	0	0	0.00	0.00	0.00	0.00
116	TEACHER-NON-REIMBURSEMENT	0	0	0	0	0	0.00	0.00	0.00	0.00
117	TEAM/CURRICULUM LEADERS	56,992	52,439	63,342	79,611	16,269	25.68	0.00	0.00	0.00
118	EXTENDED DUTY	129,275	171,794	163,937	186,668	22,731	13.87	0.00	0.00	0.00
119	OTHER	199,579	203,187	212,116	214,724	2,608	1.23	2.50	2.50	0.00
121	PARA PROFESSIONALS	725,386	681,915	736,126	841,364	105,238	14.30	38.67	41.67	3.00
122	CLERICAL/COMPUTER TECHNICIANS	1,344,211	1,379,802	1,401,695	1,467,467	65,772	4.69	32.33	32.33	0.00
123	HEALTH STAFF	355,067	365,935	362,249	383,559	21,310	5.88	7.00	7.00	0.00
124	CUSTODIANS	826,613	813,227	882,550	907,896	25,345	2.87	20.00	20.00	0.00
125	MAINTENANCE	222,064	197,521	223,660	258,080	34,419	15.39	4.00	4.00	0.00
126	SUBSTITUTES NON-CERTIFIED	0	0	0	0	0	0.00	0.00	0.00	0.00
127	MONITORS	50,568	71,147	96,598	103,448	6,850	7.09	0.00	0.00	0.00

129	OVERTIME	51,194	54,538	62,750	59,250	-3,500	-5.58	0.00	0.00	0.00
130	STUDENT SALARY	2,243	1,851	2,500	2,500	0	0.00	0.00	0.00	0.00
131	HOMEBOUND TUTORS	19,490	14,742	39,280	39,280	0	0.00	0.00	0.00	0.00
133	CO-CURRICULAR COACHES	351,183	360,289	341,563	360,513	18,950	5.55	0.00	0.00	0.00
134	OTHER	260,867	183,631	320,108	309,967	-10,141	-3.17	5.58	5.58	0.00
140	NEGOTIATIONS	0	4,150	0	0	0	0.00	0.00	0.00	0.00
151	BUILDING SUBSTITUTES - P	69,497	82,619	255,585	201,200	-54,385	-21.28	0.00	0.00	0.00
152	DAILY SUBSTITUTES	113,839	141,322	0	32,125	32,125		0.00	0.00	0.00
153	LONG TERM SUBSTITUTES	107,827	191,377	0	64,500	64,500		0.00	0.00	0.00
154	SPECIAL EDUCATION SUBSTITUTES	188	3,339	2,500	5,000	2,500	100.00	0.00	0.00	0.00
155	TEACHER-TO-TEACHER SUB (PREP)	5,700	5,160	0	2,000	2,000		0.00	0.00	0.00
156	NURSE SUBSTITUTE	598	1,725	600	0	-600	-100.00	0.00	0.00	0.00
157	DAY SUB NON-CERT	64,485	89,719	57,510	64,980	7,470	12.99	0.00	0.00	0.00
158	PARA PRO DIFFERENTIAL	0	0	5,350	16,270	10,920	204.11	0.00	0.00	0.00
159	Professional Release Subs	0	0	1,820	1,820	0	0.00	0.00	0.00	0.00

Totals:	22,684,200	23,319,723	23,877,346	24,903,990	1,026,645	4.30	351.38	358.38	7.00
----------------	-------------------	-------------------	-------------------	-------------------	------------------	-------------	---------------	---------------	-------------

111 - Teacher Salaries - full and part time certified teachers including instructional, special education and support teachers.

Overall, the salaries of Brookfield’s certified teaching staff are budgeted to increase by \$589,559 or 3.55% to \$17,203,498. Based on district needs and budgetary priorities, the staffing level will increase by 4.00 FTE to 230.70 FTE. Teacher salaries are determined by the new agreement between the Brookfield Education Association and the Board of Education that went into effect on July 1st, 2012. In 2013-14, there will be no step movement and a 1.50% increase for those teachers at maximum.

Details of additional teaching positions are summarized below by budgetary location:

Center Elementary School – Add 1.0 FTE World Language teacher to introduce the Spanish language into Kindergarten and Grade 1. The budgeted additional salary costs for this position is \$50,000.

Huckleberry Hill Elementary School – No additional staffing is being requested.

Whisconier Middle School - Add a .50 FTE World Language teacher to introduce the Mandarin language into the World Language program at the middle school level. The budgeted additional salary costs for this position is \$30,000.

Brookfield High School - Add a .50 FTE World Language teacher to introduce the Mandarin language into the World Language program at the middle school level. The budgeted additional salary costs for this position is \$30,000.

Special Education and Student Services - Add a 1.0 FTE Special Education teacher at Whisconier Middle School to provide services to special needs student population that is growing rapidly. Add a 1.0 FTE Social Worker at Whisconier Middle School to support the significantly increased number of students identified with mental health risks and social/emotional deficits. The budgeted additional salary costs for these positions are \$100,000.

The total salary cost of requested 4.0 FTE teaching positions is \$210,000.

112 – Administrator Salaries

Administrator salaries will increase by \$66,705 or 3.42 percent in 2013-14. A new contract was negotiated with the current Brookfield Administrators Association (BAA) and goes into effect on July 1, 2013. The new contract calls for a 2.75 percent general wage increase (GWI) in each year of the contract. Merit pay, which cost 1% of the total administrator salary pool, has been eliminated. The headcount for building administrators will remain at 11.60 FTE.

This line item also includes the salaries of the three (3) non-affiliated central office administrators – the Superintendent, Assistant Superintendent and the Director of Business and Technology Operations.

Total administrator staffing levels will remain at 14.60 FTE for 2013-14.

113 – Retirement Incentive

The funds allocated into this account are utilized to make the annual payments to certified teachers who participated in retirement incentive program offered in 2011. The final payment of \$80,000 for this program will be made in 2013-14.

117 – Team/Curriculum Leaders

Salaries for certified teachers serving in team leader or curriculum leader roles will increase by \$16,269 or 25.68%. This is due to the contractual increase to all team leader positions as well as the upgrade of the Special Education Department Chairs and Curriculum Resource teachers to a Level 9 stipend. A listing of these positions is provided at the end of this section.

118 – Extended Duty

Salaries for certified teachers filling extended duty positions will increase by \$22,731 or 13.87%. This is due to the addition of a School Climate Coordinator and a SRBI Coordinator at HHES as well as increased funding for curriculum work related to the integration of the Common Core State Standards into all curricular areas. Salaries for these positions are determined by the collective bargaining agreement with the Brookfield Education Association (BEA). A listing of these positions is provided at the end of this section.

119 – Other Staff

Salaries for Other Staff are budgeted to increase by \$2,608 or 1.23%. This category includes the district's Occupational and Physical Therapy staff members who provide services to our special needs students.

121 – Paraprofessionals - teaching assistants supporting instructional, special education and alternative programs.

Paraprofessional salaries are budgeted to increase by \$105,238 or 14.30% with an increase of 3.00 FTE. Total Paraprofessional support staff in the operating budget will increase to 41.67 FTE. Efforts to transition students to the in-house VB-LASS programs from IPP program will continue. As will have built capacity with our ABA Paraprofessional staff, no additional headcount will be required. Each transition reduces overall special education expenses by \$50,000.

Details of additional teaching positions are summarized below by budgetary location:

Center Elementary School – Add 1.0 FTE ABA Paraprofessional to provide 1:1 services in the VB-LASS program and a 1.0 FTE Paraprofessional to provide 1:1 services in a classroom environment. The budgeted additional salary costs for these positions are \$47,318.

Huckleberry Hill Elementary School – Add 1.0 FTE Paraprofessionals to provide 1:1 services in a classroom environment. The budgeted additional salary costs for this position is \$16,370.

The total salary cost of requested 3.0 FTE paraprofessional positions is \$63,658.

122 – Clerical/Technology Support - full and part time staff performing clerical and technology support functions. This includes union and non-union clerical staff, computer techs, and part time clerical employees.

Salaries for full and part time staff performing clerical and technology support functions including union and non-union clerical staff, computer techs, and part time clerical employees are set to increase by \$65,779 or 4.69%. There are no changes proposed to the clerical and technology support staffing levels which will remain at 32.33 FTE.

123 – Health Staff – school nurses.

This line item is budgeted to increase by \$21,310 or 5.88%. This increase is due to the funding of required summer work for school nurses which equates to an additional 5 days per nurse. Staffing levels will remain at 7.0 FTE for 2013-14.

124 – Custodians

Salaries for custodial staff will increase by \$25,345 or 2.87%. Staffing levels for the school district's custodians will remain at 20.00 FTE in 2013-14.

125 – Maintenance

Salaries for full and part time staff providing district wide maintenance services for all school buildings are projected to increase by \$34,419 or 15.39%. This increase reflects the full year salary of the district's new Maintenance Mechanic who was hired in January 2013. Staffing levels maintenance personnel will remain at 4.00 FTE in 2013-14.

127 – Monitors

Salaries for lunch, recess and hallway monitors will increase by \$6,850 or 7.09%. The increase in these part-time, non-FTE positions is required to properly support the implementation of the full day program at Center Elementary School.

133 – Co-Curricular Coaches - extra pay positions for co-curricular activities (advisors, intramural, etc.) and interscholastic coaching.

The budget for positions for co-curricular activities (advisors, intramural, etc.) and interscholastic coaching will decrease by \$18,950 or 5.55%. The Pay to Participate program will remain in effect in its current format for 2013-14. A listing of these positions is provided at the end of this section

134 – Other Non-Certified

The budget for Other-Non Certified positions will decrease by \$10,141 or (3.17%) This reduction is due to the hiring of a new Board Certified Behavioral Analyst (BCBA). Staffing levels in the Other-Non-Certified accounts will not change in 2013-14 at 5.58 FTE.

151-159 Substitutes

For 2011-12, the line items for certified and non-certified substitutes will increase by \$64,530 due to substantially increased professional development requirements related to the new, state mandated teacher and administrator evaluation programs, world languages and the common core state standards.

Brookfield Public Schools
Curriculum Team Leader Positions
Salaries are Determined by the BEA Contract

<u>Type</u>	<u>School</u>	<u>Position</u>	<u>Salary</u>
AA-C-03-1109-117	WMS	TEAM LEADER - MATH	3,735
AA-C-06-1104-117	WMS	TEAM LEADER - WORLD LANGUAGE	3,680
AA-E-05-1000-117	BHS	SCHOOL DATA TEAM COORDINATOR	2,823
AA-E-06-1104-117	BHS	TEAM LEADER - WORLD LANGUAGE	3,735
AA-E-09-1102-117	BHS	TEAM LEADER - BUSINESS	3,735
AA-E-23-2120-117	BHS	TEAM LEADER - GUIDANCE	3,735
AA-F-14-1200-117	BHS	SPECIAL ED DEPT CHAIR	6,516
AA-F-14-1200-117	WMS	SPECIAL ED DEPT CHAIR	6,516
AA-F-14-1200-117	HHES	SPECIAL ED DEPT CHAIR	6,516
AA-F-14-1200-117	CES	SPECIAL ED DEPT CHAIR	6,516
AA-G-31-2216-117	DISTRICT	ART COORDINATOR K-12	4,185
AA-G-31-2216-117	CES	CURRICULUM RESOURCE TCHR	6,516
AA-G-31-2216-117	HHES	CURRICULUM RESOURCE TCHR	6,516
AA-G-31-2216-117	WMS	CURRICULUM RESOURCE TCHR	6,516
AA-G-31-2216-117	DISTRICT	HEALTH COORDINATOR K-12	2,093
AA-G-31-2216-117	DISTRICT	MUSIC COORDINATOR K-12	4,185
AA-G-31-2216-117	DISTRICT	PE COORDINATOR K-12	2,093
Totals:			79,611

Brookfield Public Schools
Extended Duty Positions
Salaries are Determined by the BEA Contract

<u>Type</u>	<u>School</u>	<u>Position</u>	<u>Salary</u>
AA-A-01-1114-118	CES	ELL Coodinator	2,356
AA-A-01-1114-118	CES	SRBI Coordinator	2,823
AA-A-01-1114-118	CES	School Wide Data Team Facilitator	2,823
AA-A-01-1114-118	CES	ELL Coodinator	2,356
AA-B-30-2215-118	HHES	ELL coordinator	2,356
AA-B-30-2215-118	HHES	summer curriculum/school improvement	8,000
AA-B-30-2215-118	HHES	SRBI coordinator	2,823
AA-B-30-2215-118	HHES	School data team facilitator	2,823
AA-B-30-2215-118	HHES	Climate coordinator	1,463
AA-E-10-1112-118	BHS	STIPEND - ATH. COORD.	18,500
AA-G-31-2216-118	PERS & CURR	TEAM Facilitator	1,463
AA-G-31-2216-118	PERS & CURR	Odyssey of the Mind - stipend	3,735
<u>Totals:</u>			<u>51,521</u>

Brookfield Public Schools			
Athletic Coaching Positions			
Salaries are Determined by the BEA Contract			
<u>Type</u>	<u>School</u>	<u>Position</u>	<u>Salary</u>
AA-E-21-3200-133	BHS	Football, Assistant coach, Varsity	4,499
AA-E-21-3200-133	BHS	Baseball Coach, Freshman	2,356
AA-E-21-3200-133	BHS	Field Hockey Coach, J.V.	2,356
AA-E-21-3200-133	BHS	Field Hockey Head Coach, Varsity	4,499
AA-E-21-3200-133	BHS	Football Head Coach, Varsity	6,516
AA-E-21-3200-133	BHS	Football, Assistant coach, Varsity	4,499
AA-E-21-3200-133	BHS	Dance Team Advisor (Winter)	1,463
AA-E-21-3200-133	BHS	Football, Assistant coach, Varsity	4,499
AA-E-21-3200-133	BHS	Dance Team Advisor (Fall)	1,463
AA-E-21-3200-133	BHS	Football, Assistant coach, Varsity	4,499
AA-E-21-3200-133	BHS	Golf Head Coach, Varsity	2,823
AA-E-21-3200-133	BHS	Golf Head Coach, Varsity	2,823
AA-E-21-3200-133	BHS	Lacrosse Coach, Boys' J.V.'	2,356
AA-E-21-3200-133	BHS	Lacrosse Coach, Freshman	2,356
AA-E-21-3200-133	BHS	Football, Assistant coach, Varsity	4,499
AA-E-21-3200-133	BHS	Basketball Head Coach, Girls' Varsity	5,886
AA-E-21-3200-133	BHS	Baseball Coach, J.V.	2,356
AA-E-21-3200-133	BHS	Baseball Head Coach, Varsity	4,499
AA-E-21-3200-133	BHS	Basketball Coach, Boys' Gr. 9	2,356
AA-E-21-3200-133	BHS	Basketball Coach, Girls' Gr. 9	2,356
AA-E-21-3200-133	BHS	Basketball Coach, Girls' J.V.	3,735
AA-E-21-3200-133	BHS	Field Hockey Coach, Gr.9	2,356
AA-E-21-3200-133	BHS	Basketball Head Coach, Boys' Varsity	5,886
AA-E-21-3200-133	BHS	Lacrosse Head Coach, Girls' Varsity	4,499
AA-E-21-3200-133	BHS	Cheerleading Coach, J.V. (Fall)	1,463
AA-E-21-3200-133	BHS	Cheerleading Coach, J.V. (Winter)	1,463
AA-E-21-3200-133	BHS	Cheerleading Head Coach, Varsity (Fall)	2,356
AA-E-21-3200-133	BHS	Cheerleading Head Coach, Varsity (Winter)	2,823
AA-E-21-3200-133	BHS	Cross Country Head Coach, Boys' Varsity	3,735
AA-E-21-3200-133	BHS	Cross Country Head Coach, Girls' Varsity	3,735
AA-E-21-3200-133	BHS	Basketball Coach, J.V. Boys	3,735
AA-E-21-3200-133	BHS	Track Indoor, Asst. Coach, Boys	1,869
AA-E-21-3200-133	BHS	PROPOSED - Weight Training Coach	2,823

AA-E-21-3200-133	BHS	PROPOSED - Volleyball Coach, Freshman	2,356
AA-E-21-3200-133	BHS	LEVEL UPGRADE - Dance Team Advisor	2,823
AA-E-21-3200-133	BHS	LEVEL UPGRADE - Dance Team Advisor	2,356
AA-E-21-3200-133	BHS	Wrestling Head Coach, Varsity	5,886
AA-E-21-3200-133	BHS	Wrestling Coach, J.V.	2,356
AA-E-21-3200-133	BHS	Volleyball Head Coach, Varsity	4,499
AA-E-21-3200-133	BHS	Volleyball Coach, J.V.	2,356
AA-E-21-3200-133	BHS	Track Outdoor, Head Coach, Girls' Varsity	4,499
AA-E-21-3200-133	BHS	Track Outdoor, Head Coach, Boys' Varsity	4,499
AA-E-21-3200-133	BHS	Track Outdoor, Asst. Coach, Girls	3,735
AA-E-21-3200-133	BHS	Track Outdoor, Asst. Coach, Boys	3,735
AA-E-21-3200-133	BHS	Track Indoor, Head Coach - Girls	3,735
AA-E-21-3200-133	BHS	Lacrosse Coach, J.V. Girls	2,356
AA-E-21-3200-133	BHS	Swim Team Asst. Coach, Boys' Varsity	2,823
AA-E-21-3200-133	BHS	Soccer Coach, Boys' J.V.	2,356
AA-E-21-3200-133	BHS	Soccer Coach, Girls' J.V.	2,356
AA-E-21-3200-133	BHS	Soccer Head Coach, Boys' Varsity	4,499
AA-E-21-3200-133	BHS	Soccer Head Coach, Girls' Varsity	4,499
AA-E-21-3200-133	BHS	Softball Coach, Freshman	2,356
AA-E-21-3200-133	BHS	Track Indoor, Head Coach - Boys	3,735
AA-E-21-3200-133	BHS	Softball Head Coach, Varsity	4,499
AA-E-21-3200-133	BHS	Track Indoor, Asst. Coach, Girls	1,869
AA-E-21-3200-133	BHS	Swim Team Asst. Coach, Girls' Varsity	2,356
AA-E-21-3200-133	BHS	Swim Team Head Coach, Boys' Varsity	5,886
AA-E-21-3200-133	BHS	Swim Team Head Coach, Girls' Varsity	4,499
AA-E-21-3200-133	BHS	Tennis Head Coach, Boys' Varsity	2,823
AA-E-21-3200-133	BHS	Tennis Head Coach, Girls' Varsity	2,823
AA-E-21-3200-133	BHS	Lacrosse Head Coach, Boys' Varsity	4,499
AA-E-21-3200-133	BHS	Softball Coach, JV	2,356

Totals:	-	-	<u>208,862</u>
----------------	---	---	-----------------------

Brookfield Public Schools**Athletic Coaching Positions****Salaries are Determined by the BEA Contract**

<u>Type</u>	<u>School</u>	<u>Position</u>	<u>Salary</u>
AA-B-22-3201-133	HHES	Cup stacking coach	1,463
AA-B-22-3201-133	HHES	chess club coach	1,463
AA-B-22-3201-133	HHES	STEM advisor - NEW	1,463
AA-B-22-3201-133	HHES	Jr. Great Books coach	1,463
AA-B-22-3201-133	HHES	Science fair coordinator	1,463
AA-B-22-3201-133	HHES	Student council advisor	2,356
AA-B-22-3201-133	HHES	Rise & Shine coordinator	1,463
AA-B-22-3201-133	HHES	Newspaper advisor	1,463
AA-B-22-3201-133	HHES	Yearbook advisor	1,463
AA-B-22-3201-133	HHES	Drama club coach	1,463
AA-B-22-3201-133	HHES	"Go Green" coordinator - NEW	1,463
AA-C-22-3201-133	WMS	Literary Magazine Advisor	732
AA-C-22-3201-133	WMS	Peer Mediation Coordinator (Gr. 7 & 8)	732
AA-C-22-3201-133	WMS	Drama Club Advisor	1,463
AA-C-22-3201-133	WMS	Literary Magazine Advisor	732
AA-C-22-3201-133	WMS	Math League Coordinator	1,463
AA-C-22-3201-133	WMS	MathCounts Coordinator	1,463
AA-C-22-3201-133	WMS	Newspaper Advisor	732
AA-C-22-3201-133	WMS	Newspaper Advisor	732
AA-C-22-3201-133	WMS	Teacher Mentor	1,463
AA-C-22-3201-133	WMS	Student Council Advisor - Lower House	2,356
AA-C-22-3201-133	WMS	Student Council Advisor - Upper House	2,356
AA-C-22-3201-133	WMS	Teacher Mentor	1,463
AA-C-22-3201-133	WMS	Teacher Mentor	1,463
AA-C-22-3201-133	WMS	Teacher Mentor	1,463
AA-C-22-3201-133	WMS	Teacher Mentor	1,463
AA-C-22-3201-133	WMS	Yearbook Advisor	1,869
AA-C-22-3201-133	WMS	Peer Mediation Coordinator (Gr. 7 & 8)	732
AA-C-22-3201-133	WMS	Teacher Mentor	1,463
AA-C-22-3201-133	WMS	Activities Organizer	1,463
AA-C-22-3201-133	WMS	Activities Organizer	1,441
AA-E-22-3201-133	BHS	Future Teachers of America Advisor	1,463

AA-E-22-3201-133	BHS	Gay-Straight Alliance Advisor	1,463
AA-E-22-3201-133	BHS	DECA Advisor	1,869
AA-E-22-3201-133	BHS	Drama Club Advisor	1,735
AA-E-22-3201-133	BHS	Key Club Advisor	1,463
AA-E-22-3201-133	BHS	Literary Magazine Advisor	1,463
AA-E-22-3201-133	BHS	Color Guard Director (Winter)	3,735
AA-E-22-3201-133	BHS	Marching Band Director	6,516
AA-E-22-3201-133	BHS	Class Advisor Gr. 11 (Junior)	935
AA-E-22-3201-133	BHS	Marching Instructor	1,869
AA-E-22-3201-133	BHS	Math Team Advisor	1,463
AA-E-22-3201-133	BHS	Marching Asst. Instructor	1,463
AA-E-22-3201-133	BHS	Color Guard Director (Fall)	3,735
AA-E-22-3201-133	BHS	Class Advisor Gr. 9 (Freshman)	732
AA-E-22-3201-133	BHS	Class Advisor Gr. 9 (Freshman)	732
AA-E-22-3201-133	BHS	Class Advisor Gr. 11 (Junior)	935
AA-E-22-3201-133	BHS	Class Advisor Gr. 10 (Sophomore)	732
AA-E-22-3201-133	BHS	Class Advisor Gr. 10 (Sophomore)	732
AA-E-22-3201-133	BHS	Choral Activities Coordinator	3,735
AA-E-22-3201-133	BHS	Art Club	1,463
AA-E-22-3201-133	BHS	Anime Advisor	732
AA-E-22-3201-133	BHS	National Honor Society Advisor	4,185
AA-E-22-3201-133	BHS	Teacher Mentor	1,463
AA-E-22-3201-133	BHS	Class Advisor Gr. 12 (Senior)	1,869
AA-E-22-3201-133	BHS	Robotics Coordinator	1,245
AA-E-22-3201-133	BHS	Yearbook Advisor - Spring	2,823
AA-E-22-3201-133	BHS	Yearbook Advisor - Fall	2,823
AA-E-22-3201-133	BHS	Teacher Mentor	1,463
AA-E-22-3201-133	BHS	Teacher Mentor	1,463
AA-E-22-3201-133	BHS	Teacher Mentor	1,463
AA-E-22-3201-133	BHS	Teacher Mentor	1,463
AA-E-22-3201-133	BHS	Teacher Mentor	1,463
AA-E-22-3201-133	BHS	Teacher Mentor	1,463
AA-E-22-3201-133	BHS	Teacher Mentor	721
AA-E-22-3201-133	BHS	Anime Advisor	732
AA-E-22-3201-133	BHS	Student of Service Advisor	1,463
AA-E-22-3201-133	BHS	SADD Advisor	1,463
AA-E-22-3201-133	BHS	National Honor Society Advisor (French)	1,463
AA-E-22-3201-133	BHS	Robotics Coordinator	1,245
AA-E-22-3201-133	BHS	Robotics Coordinator	1,245
AA-E-22-3201-133	BHS	Robotics Assistant Coordinator	941

AA-E-22-3201-133	BHS	Robotics Assistant Coordinator	941
AA-E-22-3201-133	BHS	Robotics Assistant Coordinator	941
AA-E-22-3201-133	BHS	Percussion Instructor	1,869
AA-E-22-3201-133	BHS	Percussion Instructor	1,869
AA-E-22-3201-133	BHS	Peer Counseling Advisor	4,185
AA-E-22-3201-133	BHS	Newspaper Advisor	1,869
AA-E-22-3201-133	BHS	National Honor Society Advisor (Spanish)	1,463
AA-E-22-3201-133	BHS	Student Council Advisor	4,499

Totals:			133,083
----------------	--	--	----------------



Brookfield Public Schools
Brookfield, Connecticut

BUDGET-DRIVER ANALYSIS SHEET
FY 2012-13

200 – EMPLOYEE BENEFITS

In 2012-13, the budget for employee benefits are budgeted at \$592,754 a increase of 9.54%. At a total budgeted amount of \$6,806,677 this figure represents 17.51% of the total budget.

Brookfield Public Schools
Superintendent's Requested Budget
Super Object Summary with Account Detail

Account	200 EMPLOYEE BENEFITS	2010-11	2011-12	2012-13	2013-14	\$ Chg	% Chg
		\$	\$	\$	\$		
210	HEALTH INSURANCE	4,771,205	5,010,120	4,906,308	5,374,377	468,069	9.54
212	GROUP LIFE INSURANCE	60,561	74,600	63,500	65,000	1,500	2.36
213	HEALTH INSURANCE TRUST	0	0	0	0	0	0
214	LONG TERM DISABILITY	129,344	140,351	134,000	140,000	6,000	4.48
220	SOCIAL SECURITY	547,964	569,759	555,630	572,300	16,670	3.00
230	PENSION CONTRIBUTION	138,529	280,000	300,000	400,000	100,000	33.33
240	TUITION REIMBURSEMENT	2,000	0	6,000	4,000	-2,000	-33.33
250	UNEMPLOYMENT COMPENSATION	37,511	38,184	30,000	30,000	0	0
260	WORKERS' COMPENSATION	220,851	210,550	218,485	221,000	2,515	1.15
290	OTHER	0	0	0	0	0	0
Totals:		5,907,965	6,323,564	6,213,923	6,806,677	592,754	9.54%

210- Health Benefits

As noted previously, the line item for health benefits will be increasing by \$468,069 or 9.54% vs. 2012-13. At this time, renewal rates from CIGNA are at 9% for all groups in the Board of Education health plan except for the certified administrators who are moving to a high deductible plan on 7/1/2013.

212 - Group Life

Rates for group life is slated to increase by 2.36% to \$65,000.

214 - Long Term Disability Insurance

Rates for long term disability insurance for district employees will increase by \$6,000 to \$140,000, an increase of 4.48%..

220 – Social Security

The amount budgeted for the employer portion of the social security tax has been increased by \$16,670 to \$572,300. This increase is due to the impact of annual payroll changes for non-certified staff. Teachers and certified administrators do not pay into social security as they are part of the Teachers Retirement Board (TRB) state pension plan.

230 - Pension Contribution

The budget for this line item is \$400,000 which is the \$100,000, or 33.33%, more than 2012-13. The plan agreed to by the elected Board's required that this account increase to approximately \$550,000 by 2015-16 to fully fund the BOE's portion of the town pension.

240 – Tuition Reimbursement

This line item, which is budgeted at \$4,000, is utilized to provide members of the Brookfield Administrator Association with tuition reimbursement as defined in their collective bargaining agreement.

250 - Unemployment Compensation

With anticipated staff reductions, the fact that a number of former employees are collecting jobless benefits and an unemployment percentage in the greater Danbury area that is holding steady, cost are anticipated remain flat at \$30,000.

260 - Workers Compensation Insurance

Based on a flat renewal with CIRMA and is based on our claims and experience modification factor, for the next three (3) years, the budget for Workers Compensation insurance will be \$221,000. This is not a rate increase, it is due to increases in our payroll expense.

Overall, the cost of employee benefits will increase by \$592,794 or 9.54%.



Brookfield Public Schools
Brookfield, Connecticut

BUDGET-DRIVER ANALYSIS SHEET
FY 2012-13

300, 400 and 500 – PURCHASED SERVICES

In total, purchased services are budgeted to increase by \$129,384 or 2.51 percent for 2013-14. At a total budgeted amount of \$5,287,669, this figure represents 13.61% of the total budget.

Brookfield Public Schools							
Superintendent's Requested Budget							
Super Object Summary with Account Detail							
Account	200 EMPLOYEE BENEFITS	2010-11	2011-12	2012-13	2013-14	\$ Chg	% Chg
		\$	\$	\$	\$		
320	PROFESSIONAL ED SERVICES	174,445	144,672	200,981	262,679	61,698	30.7
321	TUTOR	5,315	386	2,401	2,441	40	1.67
330	OTHER PROFESSIONAL	591,312	380,571	446,276	435,171	-11,105	-2.49
331	LEGAL/NEGOTIATIONS	281,129	185,582	177,120	177,120	0	0
333	ASBESTOS MONITORING & CLEANING	0	740	0	0	0	0
340	TECHNICAL SERVICES	97,202	89,913	102,410	104,460	2,050	2.00
410	ELECTRICITY	620,239	568,499	536,246	545,000	8,754	1.63
411	WATER/SEWAGE	39,780	43,902	38,297	39,126	829	2.16
421	REFUSE/RECYCLING	32,482	34,287	34,790	35,000	210	0.60
430	REPAIRS/MAINTENANCE BUILDING	152,167	91,218	98,000	100,000	2,000	2.04
431	REPAIRS/MAINTENANCE EQUIPMENT	145,336	77,919	151,534	148,520	-3,014	-1.99
442	LEASE-COPIER	126,140	103,691	132,070	135,000	2,930	2.22
443	LEASE/RENT	229,499	295,869	221,871	228,639	6,768	3.05
510	GENERAL TRANSPORTATION	1,443,181	1,735,025	1,546,578	1,625,032	78,454	5.07

513	SPECIAL ED TRANSPORTATION - OUT	316,996	118,221	207,500	207,500	0	0
514	SPECIAL ED TRANSPORTATION - IN	94,164	28,064	35,895	35,600	-295	-0.82
516	VOCATIONAL/AGRI TRANSPORTATION	0	0	38,000	38,000	0	0
517	ATHLETIC TRANSPORTATION	90,630	81,818	85,750	87,000	1,250	1.46
518	FIELD TRIPS	20,782	14,950	25,659	28,240	2,581	10.06
520	LIABILITY INSURANCE	154,825	165,468	147,306	151,312	4,006	2.72
530	TELEPHONE	161,815	176,994	159,250	162,500	3,250	2.04
531	POSTAGE	28,431	30,178	29,496	25,753	-3,743	-12.69
540	ADVERTISING	530	0	4,165	4,250	85	2.04
550	PRINTING	18,713	12,732	20,597	15,645	-4,952	-24.04
561	SPECIAL EDUCATION TUITION	332,980	699,704	627,210	602,210	-25,000	-3.99
569	VOCATIONAL/AGRI TUITION	35,598	31,968	31,329	31,329	0	0
580	CONFERENCE/TRAVEL	38,012	47,911	57,554	60,142	2,588	4.50

Totals:	5,231,703	5,160,282	5,158,285	5,287,669	129,384	2.51%
----------------	------------------	------------------	------------------	------------------	----------------	--------------

320 – Professional Ed Services

To provide professional development for staff relating to the implementation of two state mandated programs - the Common Core State Standards (CCSS) and new teacher and administrator evaluation systems, as well as to provide support for the enhancement of the World Language program, this line item is budgeted to increase by \$61,698 or 30.7%.

330 - Professional Services

District-wide, the professional services line will decrease by \$11,105 or 2.49%. This reflects the ongoing efforts of the VB-LASS program which is transitioning special needs students from an outside vendor to in-district programming. As has been previously noted, each transition reduces outside professional services expenses by approximately \$50,000.

331 - Legal Fees

Both Board of Education and Special Education legal fees are included in this line item. Overall, district legal expenses are budgeted to remain flat vs. 2013-14.

340 – Technical Services

Due to a slight increase in the annual licensing fees associated with the district's financial management system, technical services fees will increase by \$2,050 or 2.00%.

410 – Electricity

The electricity line item is budgeted to increase by 1.63% to \$545,000 versus 2011-12. A chart detailing these savings obtained by the district as the result of ongoing negotiations with Constellation New Energy, the district's electricity supplier is shown below.

430 – Repairs Maintenance Building

This account, which is used to fund the district's internal building maintenance efforts, is slated to remain flat versus 2012-13 at \$100,000.

431 – Repairs Maintenance Equipment

This account, which funds the service and repair of district HVAC and other mechanical, has been decreased by \$3,104 or 1.99%.

442 – Lease Copier

Utilized to pay for copier leases and per copy expenses for the entire district, this line item will increase by \$2,930 or 2.22%.

443 – Lease/Rent

This line item represents the funding used to provide technology equipment, both instructional and administrative, to the entire district. Included are the funds for the BHS tablet initiative and other key technology projects that are leveraged to enable the district to continue to move forward in a "budget neutral" manner. This line item will increase by \$6,768 or 3.05%.

510 – General Transportation

This account is used to fund the district's transportation vendor, All-Star Transportation. This includes daily, in-district transportation for regular education students including the AIS magnet school, Nonnewaug, Abbott Tech and the non-public schools. The elimination of the mid-day kindergarten runs in 2012-13 will save \$34,200. Based on a contractual increase, this line item is budgeted at \$78,454 or 5.07%.

513 – Special Ed Transportation Out of District

This line item is budgeted to remain flat at \$207,500 vs. 2012-13.

514 – Special Ed Transportation in District

This line item which is used to fund daily in district special education transportation, will be reduced by \$295 or .82%.

516 – Vocational Transportation

This line item is budgeted to remain flat at \$38,000 vs. 2012-13.

517 – Athletic Transportation

Reflecting an increased number of students participating in athletics requiring the use of more bus charters at WMS, this account is budgeted to increase by \$1,250 or 1.46%.

518 – Field Trips

Reflecting an increased number of students participating in athletics requiring the use of more bus charters at WMS and for the BHS Marching Band, this account is budgeted to increase by \$2,581 or 10.06%.

520 – Liability Insurance

This account funds the district's umbrella liability policy with CIRMA. Based on a flat renewal with CIRMA and is based on our claims and experience modification factor, for the next three (3) years, the budget for Liability insurance will be \$151,312.

530 – Telephone

This line item provides funding for the district's telephone and wide area networking systems. Due to one-time equipment costs related to the installation of the district's new Voice Over IP (VoIP) phone system, costs are projected to increase by \$3,250 or 2.04%.

531 – Postage

The district will continue to utilize the Power School Parent Portal and other electronic means of communications. Accordingly, this line item will decrease by \$3,743 or 12.69%.

540 – Advertising

This line item will increase by \$85 to \$4,250 for 2013-14.

550 – Printing

With a concerted district-wide push to utilize digital media, this line item will again decrease by \$4,952 or 24.04%.

561 – Special Education Tuition

Special Education Tuition will decrease by \$25,000 or 3.99%. This result of an anticipated increase in the amount Excess Cost reimbursement funds for 2013-14.

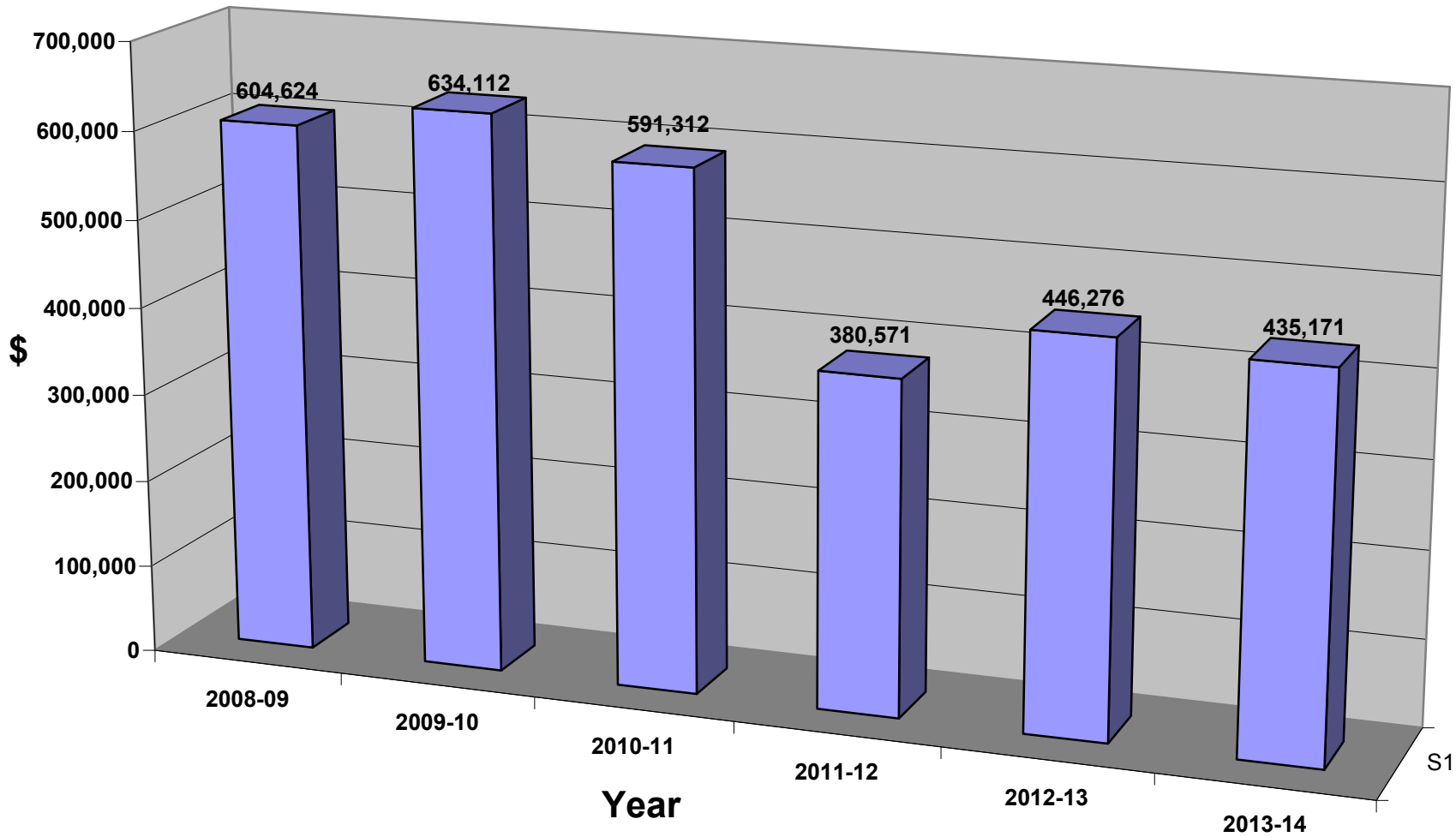
569 – Vocational Tuition

This line item is budgeted to remain flat at \$31,329 vs. 2012-13.

580 – Conference/Travel

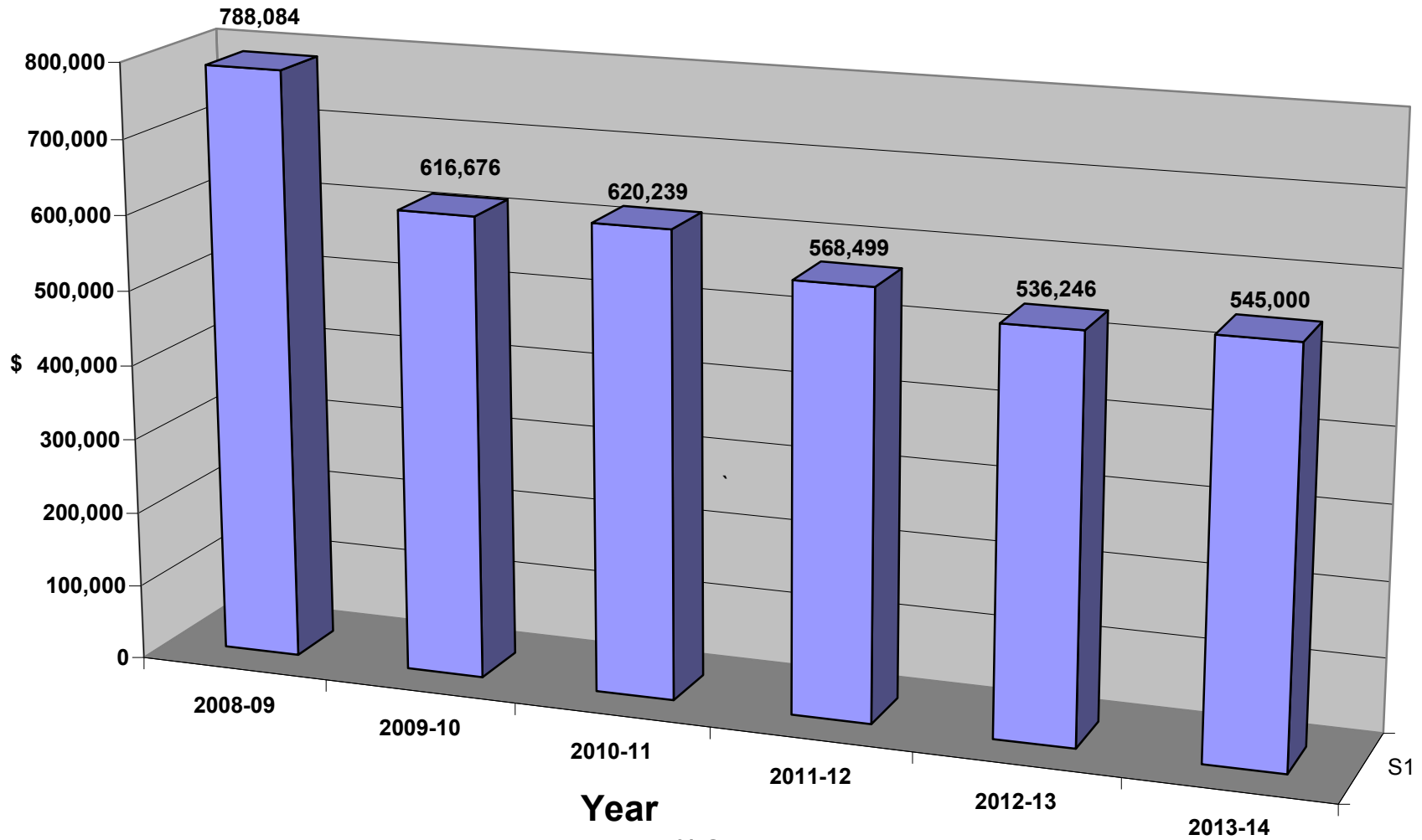
This line item provides funding for staff to attend and travel to/from professional development seminars, meetings and conferences. This will be particularly important as the district implements all day kindergarten and begins the move to the Common Core State Standards. Funding is slated to increase by \$2,588 or 4.5%.

Analysis of District Outside Services Expenditures Account #330



Outside Services Expenditures Have Been Reduced by 28% Since 2008-09

Electrical Utility Cost Analysis Account #410



Electricity Expenditures Have Been Reduced by 30.84% Since 2008-09



Brookfield Public Schools
Brookfield, Connecticut

BUDGET-DRIVER ANALYSIS SHEET
FY 2012-13

600 – SUPPLIES AND MATERIALS

For 2012-13, the overall cost of supplies and materials is budgeted to increase by \$58,874 to \$1,539,250 or 3.98%. This figure represents 3.96% of the total budget.

Brookfield Public Schools							
Superintendent's Requested Budget							
Super Object Summary with Account Detail							
Account	600 SUPPLIES & MATERIALS	2010-11	2011-12	2012-13	2013-14	\$ Chg	% Chg
		\$	\$	\$	\$		
610	OFFICE SUPPLIES	30,722	38,907	45,825	39,963	-5,862	-12.79
611	INSTRUCTIONAL SUPPLIES	253,557	266,689	302,326	346,794	44,468	14.71
612	CUSTODIAL SUPPLIES	53,531	57,855	44,000	80,000	36,000	81.82
613	MAINTENANCE SUPPLIES	4,512	32,268	3,500	3,500	0	0
614	OTHER SUPPLIES	160,029	141,835	169,890	162,158	-7,732	-4.55
622	ELECTRICITY	0	0	0	0	0	0
623	OIL HEAT	290,180	328,047	371,250	408,625	37,375	10.07
626	FUEL - TRANSPORTATION	227,396	180,694	230,250	253,275	23,025	10
641	TEXT/WORK BOOKS	140,675	121,290	149,674	160,096	10,422	6.96
642	LIBRARY BOOKS	29,150	34,018	29,000	29,183	183	0.63
643	PERIODICALS/SUBSCRIPTIONS	26,086	22,806	19,016	21,784	2,768	14.56
Total		1,224,410	1,083,607	1,480,377	1,539,250	58,874	3.98

610 – Office Supplies

District-wide, the budget for general office supplies will increase by \$2,225 or 5.57%. This increase is due to the continued push to increase the use of digital media wherever possible, reducing copy paper expense.

611- Instructional Supplies

To support the all day kindergarten implementation, the move to the Common Core State Standards, World Language and AP courses, the line items utilized to purchase instructional supplies have been increased by \$10,051 or 2.90%.

612 – Custodial Supplies

Funding for Custodial Supplies is budgeted to remain flat at \$80,000 in 2013-14.

613 – Maintenance Supplies

Funding for Maintenance Supplies is budgeted to remain flat at \$3,500 in 2013-14.

614 – Other Supplies

Utilized to provide instructional supplies for the administrative, medical, athletic and technology programs. Line item also includes professional development materials for world languages (Spanish and Mandarin) and the new, mandated teacher and administrator evaluation systems. This line item will increase by \$23,982 or 14.79%.

623 – Oil Heat

The pricing for # heating oil is obtained by purchasing forward contracts for all the oil required for both the Board of Education and Town of Brookfield operations. The price for #2 heating oil on the commodity market is currently running slightly above the district's 2012-13 locked in rate. For 2013-14, \$3.189/gallon has been budgeted, an increase of \$5,000 or 1.27%

626 – Fuel Transportation

The pricing for diesel fuel was obtained by purchasing forward contracts for all the diesel fuel required for both the Board of Education transportation needs and Town of Brookfield operations. As with heating oil, prices for diesel fuel on the commodity market are currently running slightly above the district's 2012-13 locked in rate. For 2013-14, \$3.2319/gallon has been budgeted, an decrease of \$883 or .36%. Due to the new, energy efficient buses and route reconfigurations, diesel fuel usage is down 25% and has been budgeted accordingly.

The Finance Office will continue to monitor the crude oil futures market and will lock in forward contracts through our selected supplier for 2013-14 fiscal year at the most appropriate time. A forward contract locks in a set price and volume for a pre-determined period of time. We also have the ability to discuss “blend and extend” options should the market drop significantly, but we are always protected from price increases. Also, by utilizing a supplier to deal with the Nymex commodities exchange and the large volume wholesalers, we are protected from the risk of dealing in the markets directly, benefit pricing-wise from their huge economies of scale and retain the ability to obtain deliveries of any size based on the circumstances.

641 – Text/Work Books

District-wide, the textbook account is budgeted to increase by \$13,431 or 8.39% due to the purchase of books and online resources required for the Common Core State Standards (CCSS), World Language program enhancements, elementary Math curriculum, additional Video Production materials due to expanded enrollment and AP courses.

642 – Library Books

Funding for library books in the district's four school libraries will increase by \$1,508 or 5.17% for 2013-14.

643 – Periodicals/Subscriptions

Again related to new district initiatives including access to online resources, costs are budgeted to increase by \$3,560 or 16.34%.



Brookfield Public Schools
Brookfield, Connecticut

BUDGET-DRIVER ANALYSIS SHEET
FY 2012-13

700 – CAPITAL & EQUIPMENT

For 2012-13, the cost of capital & equipment included in the Board of Education operating budget will increase by \$18 or 7.16%. The total budget of \$270,192 represents .70% of the total budget.

Brookfield Public Schools Superintendent's Requested Budget ,059Super Object Summary with Account Detail							
Account	700 CAPITAL & EQUIPMENT	2010-11 \$	2011-12 \$	2012-13 \$	2013-14 \$	\$ Chg	% Chg
720	CAPITAL	0	0	0	0	0	0.00%
731	INSTR EQUIPMENT - REPLACE	7,013	7,771	10,800	12,176	1,376	12.74%
733	FURNITURE & FIXTURES	9,287	9,706	6,416	18,316	11,900	185.47%
734	OTHER CAPITAL	277,858	185,447	209,417	209,200	-217	-0.10%
735	INSTR EQUIPMENT - NEW	4,816	3,465	10,000	15,000	5,000	50.00%
737	NON-INSTR EQUIPMENT - REPLACE	3,313	1,867	15,500	15,500	0	0.00%
739	NON-INSTR EQUIPMENT - NEW	1,200	220	0	0	0	0.00%
Total:		303,487	208,476	252,133	270,192	18,059	7.16%

731 – Instructional Equipment – Replacement

Funds in this line item are used to replace equipment used in the classroom as part of the instructional process for the music, art and home economics departments. Specifically, this includes items such as various musical instruments, speakers, pottery wheels and cooking equipment. This account will increase by \$1,376 or 12.74%.

733 – Furniture & Fixtures

Desks, chairs, tables, book cases and classroom area rugs are budgeted to be purchased to replace one classroom each at CES and HHES and six (6) replacement cafeteria tables at WMS. As a result, this account is slated to increase by \$11,900 or 185.47%.

734 – Other Capital

District software licenses, software and applications for the BHS tablet initiative, annual service agreements for key district systems, upkeep of the district's technology infrastructure and the upgrade or replacement of existing instructional technology equipment are funded in this line item. With the commitment to keep technology costs flat, this account will be decreased slightly by \$217 or .10% year over year.

735 – Instructional Equipment – New

This line item will be used to fund the purchase of new portable soccer goals for the BHS Athletic program. This account is budgeted to increase by \$5,000 or 50.0%.

737– Non-Instructional Equipment – Replacement

Light maintenance equipment required to clean and maintain our schools are funded via this account. The budget for 2012-13 will increase by \$7,850 or 102.61%. Historically, these accounts have been substantially underfunded adversely affecting building operations.



Brookfield Public Schools
Brookfield, Connecticut

BUDGET-DRIVER ANALYSIS SHEET
FY 2012-13

800 – DUES, FEES & OTHER

For 2012-13, the funding for dues and fees for professional and business organizations & other expenses will be budgeted at \$55,160 which represents an increase of 2.27% vs. the 2011-12 budget or .14% of the total budget.

Brookfield Public Schools Superintendent's Requested Budget Super Object Summary with Account Detail							
Account		2010-11	2011-12	2012-13	2013-14	\$ Chg	% Chg
		\$	\$	\$	\$		
	800 DUES, FEES & OTHER						
	810 DUES & FEES	66,184	53,950	53,937	55,160	1,223	2.27
Total		66,184	53,950	53,937	55,160	1,223	2.27