

PUBLIC SCHOOLS of BROOKLINE

2019 Annual Town Meeting

Executive Summary

FY 2020

School Committee Budget

Version: April 24, 2019

Table of Contents

Budget Overview	5
Section I – The Primary Drivers of the FY 2020 Budget	8
Five Core Values guide the Public Schools of Brookline	8
Section II – 2018 Proposition 2 ½ Override and Debt Exclusion	10
2018 Operating Override Three year Projection Detail as of 4/23/2018	15
Section III – Summary of Expenses	18
Personnel	19
FY 2020 Expenses	26
Highlights in the FY 2020 Override Budget	27
Section IV – Summary of Budget Revenues	31
FY20 Budget Program Highlights	40
Athletics	41
Transportation	48
Programs with Other School Districts	54
Regular Education Out-of-District Tuition	54
Cherry Sheet Tuition Assessments	55
Special Education Assessment	55
School Choice	55
Charter Schools	56
Tuition to Vocational Technical Education Programs & Agricultural Schools	57
Special Education Programs	58
CAPITAL IMPROVEMENT PROGRAM (CIP) EXPENDITURES	62
SCHOOL COMMITTEE	63
55. School Furniture	63
69. High School Expansion and Addition	63
70. Driscoll School Expansion and Addition	64

72.	Baldwin School Expansion and Addition	66
73.	Pierce School Expansion and Addition	67
74.	Classroom Capacity <i>FY21 request to rename to Education Program Requirements</i>	68
SCHOOL COMMITTEE/ PLAYGROUNDS (FY 2021 - FY 2026)		80
	Lincoln School	81
	Heath School	82
	Baker School	83
	Lawrence School	84
PUBLIC BUILDING DIVISION		86
56.	HVAC Equipment	86
57.	Classroom Climate Control	86
58.	Underground Oil Tank Removal	87
59.	Town/School Building - ADA Renovations	88
60.	Town/School Building – Elevator Renovations	88
61.	Town/School Building – Energy Conservation	89
62.	Town/School Building – Energy Management System	89
63.	Town/School Building – Envelope/Fenestration Repairs	90
64.	Town/School Building – Roof Repair/Replacement Program	91
65.	Public Building Fire Alarm Upgrades	91
66.	Town/School Building – Security/Life Safety Systems	91
67.	Town/School Trash Compactor Replacements	92
68.	School Rehab/Upgrades (Mini CIP)	92
71.	Driscoll School HVAC Rehabilitation	98
PARKS/PLAYGROUNDS		99
33.	Cypress Playground & Thomas P. Hennessey Athletic Fields	99
35.	Harry Downes Field, Playground & Synthetic Turf Replacement	100
44.	Skyline Park Synthetic Turf replacement and Park Improvements	100

45. Parks and Playgrounds Rehabilitation & Upgrade	101
46. Town/School Grounds Rehab	101
47. Tennis Courts/Basketball Courts	102
FUTURE POTENTIAL PROJECTS NOT IN THE TOWN CIP FOR 2020	102
GENERAL GOVERNMENT	103
6. Technology Applications	103

Budget Overview

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

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

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

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

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

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

challenges that affect the budget in the following ways:

1. Significant changes downward in the Town's growth estimates of new revenue, along with an increase to the school department's charge for pension liability and increased expenses charged to other Town departments, are currently resulting in a net revenue loss to the PSB of \$327,472.
2. Revenue from revolving funds and other sources of revenue, including transfers and offsets, are no longer allowed to be considered, resulting in a net revenue loss of \$406,744.
3. Unanticipated increases in mandated expenses, mainly a 27% increase in out-of-district tuition expenses, are increasing the special education budget for FY2020.

Combined, the two revenue reductions result in a deficit of \$1,831,182 that impacts the FY2020 budget. In the face of these challenges, the FY2020 budget request focuses on three primary areas, all designed to maintain the commitment to small classes, to increased staffing and improved services, and to strategic investments identified in the 2018 and prior operating overrides:

1. *Maintaining current staffing levels and fulfilling our contractual obligations* - As with all school systems, the majority of PSB's budget pays for teachers and other school-based personnel. Sixty-seven percent (67%) of the FY2020 budget increase funds the contractually obligated costs of maintaining our existing staff. In this presentation of the budget, a pool of funds equivalent to a 2% increase in cost of living (COLA) and equivalent to a 3% increase to cover all known contractual obligations for steps and lanes is included. This funding is within the 2018 override projection for FY2020. Holding this pool of funds in reserve pending the speedy resolution of our Unit A, Unit B, and paraprofessional contracts before they expire in 2019 remains a priority despite the significant FY2020 fiscal challenges.
2. *Responding to our ongoing increases in enrollment and the complexity of student needs* - Brookline's historic enrollment growth, which has been affecting the K-8 elementary schools since 2005, is now impacting Brookline High School. Since 2005, the district's K-8 student population has grown by 41%, or 1599 students. During that same time, Brookline High School grew by 11%, or 203 students. Over the next five years, high school enrollment is projected to accelerate and increase by an additional 21%, or 429 students. To keep pace with this ongoing growth, the FY2020 budget allocates increases in staff in several key areas. This includes the following commitments:
 - 7.0 FTE scheduled as a part of the 2018 override to support BHS enrollment growth
 - 3.0 FTEs for guidance (K-8), nursing, and English Learner (EL) instruction

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- 1.0 FTE for an additional educational leader position at Brookline High School
 - A 27% increase in funding for out-of-district tuition to ensure that the PSB fulfills our moral and legal obligations to provide a free and appropriate public education in the least restrictive environment to all students
3. *Continuing commitment to strategic investments approved by voters in 2018* - In the face of a significant operating deficit, the FY2020 budget maintains the strategic investments approved by voters in 2018. These include:
- Hiring a Senior Director for Educational Equity
 - Increase in professional development funds to support district-wide professional development on Diversity, Equity and Inclusion
 - Funding, at appropriate levels, of the resources necessary to support implementation of math program review recommendations, including funding for materials and professional development.
 - Funding the District's Financial Assistance policy.
 - Funding to subsidize transportation services for high school students living in South Brookline.
 - Holding in reserve funds above the 2% COLA, steps and lanes for paraprofessional collective bargaining.

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

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

Section I – The Primary Drivers of the FY 2020 Budget

The FY2020 budget request is driven by three primary forces:

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

Five Core Values guide the Public Schools of Brookline

Our five Core Values inform all of PSB’s work: everything from budget decisions to each building’s School Improvement Plan. The aspirations underlying each of the Public Schools of Brookline’s five Core Values are defined below. Pursuit of these values guides how we allocate our funding, people and time and are reflected in the FY 2019 override budget.

High Achievement for All

The Public Schools of Brookline inspires our students to develop a passion for learning. We support students through strong relationships to become invested in their learning, develop the confidence and persistence to grow as learners, and meet their goals for success in and beyond school. To pursue our value of all students achieving at high levels, the PSB is committed to and the FY 2019 override budget supports:

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

Educational Equity

The Public Schools of Brookline identifies, understands, and eliminates barriers to educational achievement in our schools. Educators in every school provide their students with the support needed to reach and exceed Brookline’s high standards. To pursue educational equity, the PSB is committed to and the FY 2019 override budget supports:

- District-wide Strategies such as:
 - High quality curriculum across all grades and all schools.
 - Inclusive classrooms with educators and specialized instructional personnel.
 - High quality professional development opportunities and supports focusing on instructional coaching and collaboration.
 - Specialized programs and services district-wide in support of access for all learners.

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- Literacy and Math Specialists across schools to provide support and create high outcomes for all students.
 - Child Study Teams individualizing student interventions and extensions.
 - District-wide and school specific professional development on equity.
 - District-wide equitable access to educational technology.
 - Targeted Support Programs such as:
 - The Calculus Project.
 - African American and Latino Scholars.
 - Young Scholars.
 - Steps to Success.
 - Alternative Choices in Education (ACE) – an intensive and personalized alternative pathway for BHS students.
 - Leveled Literacy Interventions.
 - School Within a School.

Excellence in Teaching

The Public Schools of Brookline understands that passionate, knowledgeable, and skillful educators are the core strength of our schools. To support excellent instruction throughout our schools, the PSB is committed to and the FY 2019 override budget supports:

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

Respect for Human Differences

The Public Schools of Brookline provides a safe environment for expressing and exploring human differences and commonalities. Our schools create caring and understanding communities that promote a deep sense of belonging and respect for all. To support respect for human differences throughout our schools, the PSB is committed to and the FY 2019 override budget supports:

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

- Providing support to students through the Advisory Program at BHS.
- Ongoing commitment to development of Cultural Proficiency in students and staff.

Collaboration

The Public Schools of Brookline commits to collaboration in all aspects of education to foster interaction among diverse viewpoints and to broaden learning opportunities for our students, educators, and community. Collaboration among faculty and between schools and our long-standing community-based partners creates the shared ownership of our schools that adds value to the lives of all community members. To support collaboration, the PSB is committed to and the FY 2019 override budget supports:

- Collaboration among faculty and administrators:
 - Child Study Teams.
 - Common planning time where faculty members collaborate on lesson planning, assessing student work and improving instruction.
 - School-based collaborative study groups where faculty members study topics related to strengthening instruction and improving their practice.
 - Curriculum coordinators visiting classes in teams and principals doing learning walks in all schools.
- Essential partnerships:
 - Parent Teacher Organizations, School Site Councils, and other specific parent groups (e.g., Special Education Advisory Council, Steps to Success parent group).
 - Brookline Education Foundation.
 - The Innovation Fund.
 - Brookline Community Foundation.
 - The Brookline Community Mental Health Center.
 - Municipal Departments:
 - Building Department and the Public Building Division – Facilities Maintenance, Repair, and Replacement.
 - The Public Library of Brookline – Education Technology and Library Services partnership.
 - Parks and Open Space – Playgrounds and Fields.
 - Police/Fire – Emergency Planning and Response.
 - DPW – Sidewalks, grounds maintenance and snow removal.
- Extended Day and enrichment programs in all K-8 schools

Section II – 2018 Proposition 2 ½ Override and Debt Exclusion

Against enrollment increases, growth of revenues in real dollars has been constrained by local revenue growth and the fixed nature of Proposition 2½. Because local revenue has not kept pace with the growth of students enrolled in the Public Schools of Brookline, the Town sought an operating override in May of 2018 to add resources to school and municipal budgets. The Town was presented with the option of

raising their tax levy by \$6,575,425. \$5,473,642 of that amount was to be allocated to the School Department. The breakdown of the three year override is as follows:

	FY 2019 Override	FY2020	FY2021	Totals	New Revenue	3 YR Total
3 Year Funding Plan by Source of Funds						
School Department	\$ 1,944,574	\$ 3,139,505	\$ 389,563	5,473,642	5,873,642	
Public Buildings	200,000	200,000		400,000		
Municipal Departments	701,783	-	-	701,783		
Proposed Tax Levy Override	2,846,357	3,339,505	389,563	6,575,425		
Town GIC Portion	\$ 349,058			\$ 349,058	443,871	
Public Buildings Portion	34,196			34,196		
School Department Portion	409,675	-	-	409,675		
Employee Health Insurance Savings (GIC)	792,929	-	-	792,929		
Public Facilities Portion	75,000			75,000		8,375,132
BHS Busing - Local Receipts	75,000			75,000		
School Department Portion	3,644,085	3,399,413	3,634,633	10,678,131		
Town/School Partnership Revenue	3,794,085	3,399,413	3,634,633	10,828,131	2,057,619	
Non Property Tax Revenue			2,057,619	2,057,619		
School Revenue Offsets	(1,236,295)	21,507	22,152	(1,192,636)		
Totals	6,197,076	6,760,425	6,103,967	19,061,468		

*COMPANION DOCUMENT: <http://www.brooklinema.gov/DocumentCenter/View/13851>

Included below are School Department financial projections for FY 2019 – FY 2021 operating funds as of April 23, 2018. The \$1,831,182 decrease in revenue from this financial projection along with the anticipated 27% growth in out-of-district tuition expenses are the drivers of the current budget deficit. The resources needed to fulfill our promise to every student as well as all the commitments made in the 2018 and prior year operating overrides were projected as follows.

FY 2019 – FY 2021 School Department Budget Projections as of 4/23/2018

The FY 2019 – FY 2021 School Department preliminary financial projection is provided in a summary format. The purpose of this projection is to provide a baseline expenditure rate of the school district for what is currently being provided. The projection does not include

- The cost of adding new school buildings (such as the 9th Elementary School) or their operating costs,
- New initiatives,
- Employee benefit rate plan increases, or
- Technology expansion.

Line #		FY 19-FY 21 Override Budget		
		FY 19	FY 20	FY 21
1	Base Level Revenue Available (base level; Tax Levy, Local Receipts, other Town revenue before additional funds from override and other fees/s)	\$3,719,085	\$3,399,413	\$3,634,633
2	New Revenue (additional funds projected by SB based on override and other fees/sources)	\$2,421,912	\$3,382,930	\$2,570,290
3	Revenue Offsets (Circuit Breaker Reimbursement and Materials Fee)	\$(1,236,295)	\$21,507	\$22,152
Total Base without Mandates or Maintenance of Effort		\$2,569,030	\$4,595,120	\$4,761,889
Total Enrollment Growth		\$1,630,006	\$1,511,446	\$1,428,204
Subtotal Critical New Investments		\$705,666	\$ 697,284	\$36,983
56	Total New Investments to Operating Budget	\$4,904,702	\$6,803,850	\$6,227,075
58	Total Budget Request	\$113,793,421	\$120,597,270	\$126,824,346

Economic Assumptions in the FY2020 budget

The FY2020 budget assumes a continuation of FY2019 programs and services, with limited enrollment expansion to adjust for teachers and educational leaders for Brookline High School as outlined in the 2018 override.

Salaries

Cost of Living Adjustments (COLA 2%): The 2018 Override assumed that all contracts and collective bargaining agreements will not collectively exceed a 2% COLA per year increase for FY2019-FY2021. This assumption has been included as an overarching 2% applied to the base of the total salary budget of the prior year. COLA adjustments are included in each of the years and compounded once from year to year. The School Committee has settled the AFSCME Custodial bargaining unit contract and is currently bargaining the AFSCME - Food Service agreement. The School Committee will begin bargaining for the FY 2019 - FY 2021 AFSCME - BESA agreement shortly. Currently the School Committee has proposed meeting dates to the Brookline Educators Union to begin negotiations for the FY2020 – FY2022 contracts and is awaiting a response.

Steps and Lanes (3%): The 2018 Override assumed salary increases of 3% per year for FY2019-FY2021 across all contracts and collective bargaining agreements for Steps and Lanes. This has been included as an overarching 3% applied to the base of the total salary budget of the prior year.

Step Changes: A one-year analysis has been completed using the 1st Quarter FY2019 Financial Projection of the current employees and the step increases they will receive in FY 2020. We do not yet have complete multi-year trend data to determine if the three variables that impact this percentage increase are historically accurate. The three variables are the step at hiring of new employees on the salary table, the turnover of retirees and new hires, and the number of FTEs at top step.

Lane Changes: Teachers are required to renew their teaching licenses every five years with the Department of Elementary and Secondary Education. A byproduct of the renewal process is often

additional college coursework and credits that can result in a teacher being eligible for what is termed a “Lane change.” A Lane change occurs when an educator moves from one-degree Lane/grade to another. For example, it is not uncommon for new teachers to move from a Bachelor's Lane/Grade to a Masters Lane/Grade that maintains their same step level within a year or two years of employment. The amount used is an average \$10,000 cost impact for a Lane change and 25 teachers per year requesting an adjustment. The total increase due to Lane changes is included in the 3% for steps and lanes.

As projected in the 2018 three-year override budget, the average combined increase for steps and lanes being used across the pool of all employees is 3%. Due to the variance by bargaining unit, and the variance of the steps within each grade and step table, the analysis uses a number that is rounded up to the next whole percentage. Note that no step increases are provided for in our Administration and non-aligned employee groups where steps do not already exist. Any pay adjustments for non-aligned employees must be funded through the operating budget request process and or by School Committee adjusting the salary range for these positions. The Superintendent has discretion to designate compensation within the School Committee voted range for these employees. In addition \$148,947 is held in reserve above these totals specifically for paraprofessional bargaining.

Turnover/Resignations/Retirement Savings: Every year there are 70-100 employees who make decisions to leave the district for reasons that include retirement, promotion, geographic relocation, or other life changes. It is important to acknowledge that many times these employee departures generate savings due to hiring people at a lower rate than their experienced predecessor. Therefore, an amount is deducted from the projection as well as from the general operating budget request annually. The FY 2020 assumption is \$800,000 for all bargaining units. In FY2019 the assumption used was \$800,000, and in FY 2017 and FY2018 an assumption of \$1,000,000 was used. This higher level proved unsustainable after two years.

Enrollment Driven Personnel Increases: The district has the working assumption that additional employees will be added to the district each budget cycle as enrollment increases. The assumption is that the average cost of each new FTE is a Unit A Teacher hired at an average of Masters, Step 5, including the cost of benefits. Enrollment driven increases include classroom positions, increases in student services (such as nursing, guidance, English learner educators), and educational leaders required to meet enrollment driven needs.

Expenses

CPI (2 %): Using the New England Consumer Price Index Card for a general sense of where the economy for supplies and materials, an average of 2% was used. The actual CPI is closer to 1.7%. No other expense projections include additional COLA or CPI to prevent compounding.

Program Review: The district is facing updates and upgrades to its curriculum over the next few years. The Mathematics Program Review began in FY19. The \$371,880 in the FY 20 Override Request

acknowledges that the district will need to permanently fund curriculum adoptions as the Curriculum/Program Reviews are completed. As Math Program Review progresses, other Program Reviews will begin on a rolling basis thereby requiring expenditures to fund curriculum updates and professional development support for teachers to prepare them for implementing new curriculum.

Enrollment (\$200 per student increment for net growth of 200 students per year, no COLA adjustment): Generally, as a net number of students arrive into the district we can accommodate their supply and material needs. However, there is occasionally a tipping point at which an impact is felt and supply budgets need to be increased permanently. The district does not yet budget on a per pupil basis for supplies and materials so an average of \$200 per student is being used based on prior experience.

Special Education/504/Accommodations: The estimate provided is above and beyond the general education needs. Occasionally, additional equipment is needed and required in order for students to access the education that is not available in the regular classrooms.

Out of District Tuitions: The Town is responsible for the out of district tuition expenses for Special Education, Charter, School Choice, Vocational, and Agricultural schools. We most commonly budget for Special Education Tuition. However, the Cherry Sheet deducts the cost of Charter and School Choice students along with wards of the state that are in hospital schools. The \$300,000 is included to assume an approximate 5% increase in the total tuition assessments to the Town for all types of non-Public School of Brookline costs.

2018 Operating Override Three year Projection Detail as of 4/23/2018

2018 Override	FY 19-FY 21 Override Budget		
	FY 19	FY 20	FY 21
Revenue			
Base Level Revenue Available (base level; Tax Levy, Local Receipts, other Town revenue before additional funds from override and other fees/s)	\$3,719,085	\$3,399,413	\$ 3,634,633
New Revenue (additional funds projected by SB based on override and other fees/sources)	\$2,421,912	\$3,382,930	\$2,570,290
Revenue Offsets (Circuit Breaker Reimbursement and Materials Fee)	\$(1,236,295)	\$21,507	\$22,152
Net New Revenue	\$4,904,702	\$6,803,850	\$6,227,075

Preliminary Base Budget Request (maintenance of effort)			
Personnel			
Collective Bargaining Agreements/Projections (2% COLA)	\$4,392,074	\$1,973,763	\$2,013,238
Collective Bargaining Agreements/Projections (3% Steps)		\$ 2,828,882	\$2,913,749
Turnover Savings (Retirement/Resignation/Termination)	\$(800,000)	\$ (675,000)	\$ (675,000)
Reclassification of Finance Staff (3 vacancies - Admin Asst, Financial Analyst - Payroll Mgr, Financial Analyst - Budget)	\$(53,171)		
Coolidge Corner School Opening: Reduction and redistribution due to 2 buildings being open rather than one	\$(68,000)		
Professional Development - Substitute Days - Modified the scheduling of Early Release Days	\$(100,000)		
OverMax Aides	\$133,400		
Eliminate Planning and Communications Specialist	\$(62,424)		
Eliminate START	\$(177,268)		
Eliminate Admin Asst (Student Services)	\$(40,000)		
Expenses			
Benefits Reserve is initially set to \$0 and reflects in both budgets the net savings/reserve for FTE reductions and additions	\$(37,892)	\$ 167,475	\$209,902
Literacy Collaborative PD Funds -- brought fully in-house	\$(77,000)		
Building Services Expenses	\$(18,690)		
Tuition Budget Reduction (Students Aging Out and/or returning to the district)	\$(522,000)	\$300,000	\$300,000
Total Base without Mandates or Maintenance of Effort	\$2,569,030	\$4,595,120	\$4,761,889
Enrollment Growth			
Personnel			
Classroom Staff (FY19 = 10, FY20 = 10, FY21= 15, FY22 = 17,	\$680,000	\$693,600	\$1,061,208

2018 Override	FY 19-FY 21 Override Budget		
	FY 19	FY 20	FY 21
FY 23 = 5) = Avg 21 students			
Nurse, Guidance, ELL/Other (3 Unit A per each year - avg \$68k + COLA) - Sustains Ratios	\$204,000	\$208,080	\$212,242
Maintain Educational Leader Ratio of 250:1 (Non-override: Lawrence VP, BHS Assoc Dean. Override Budget adds: FY 20 1.0 Assoc Head Master and FY 21 0.8 BHS Assoc Dean due to enrollment increases)	\$240,000	\$ 120,000	\$96,000
Defund Lesley University Intern Program	\$(85,380)		
BESA and Custodian for BHS Expansion	\$60,000	\$ 60,000	
Expenses			
Transportation (Mandated In-District Special Education and Contract Increases)	\$234,826	\$ 3,522	\$ 3,575
Transportation (Regular Ed Contract Increase)	\$53,560	\$54,363	\$ 55,179
Financial Assistance Policy (9% of students x \$250 avg)	\$175,000		
Program Review Materials (Supplies and Materials Adoptions for Math and subsequent subjects) Review FY18-19; Adoption FY20.		\$371,880	
504 Services and Supports (non-special education)	\$68,000		
Total Enrollment Growth	\$ 1,630,006	\$1,511,446	\$1,428,204
Subtotal New Revenue Needed for Maintenance of Effort Only	\$4,199,036	\$6,106,566	\$6,190,092
Maintenance of Effort - Balance/(Deficit)	\$705,666	\$ 697,284	\$ 36,983

Strategic New Investments			
Personnel			
Professional Development: Override Budget Sr Dir Equity and embedded PD for Unit A	\$130,000	\$280,000	
Restorative Justice (funds to support professional development)	\$65,000		
BHS Transportation - Fee based offset plus admin support (Overtime net of fees)	\$15,000		
Expenses			
AntiDefamation League Middle School	\$20,000		
BHS Transportation - Implementation of Fee Based Bussing for South Brookline	\$117,200		
Supplies and Materials - Original \$621k would remove supply lists sent home and expand with enrollment (\$50-\$135 range per pupil, by grade level); the \$89k remaining minimally addresses enrollment and price increases of supplies already provided by PSB	\$24,270	\$28,337	\$36,983
Response to Intervention Programs and Practices (General Education)	\$100,000		

2018 Override		FY 19-FY 21 Override Budget		
		FY 19	FY 20	FY 21
	NEASC – BHS		\$40,000	
	Pending Contract Negotiations: Additional funds for paraprofessional wages (full amount requested = \$529k; amount funded by SB = \$0; amount reserved by SC is \$148k)		\$148,947	
	Public Buildings Division (Original Request \$625k, Opening Coolidge Corner School FY 2019/BHS FY 2021/Opening 9th School FY 2022; No override \$75k annually minimally meets inflation plus \$24,196 Town/School Partnership Correction. The Override does not address BHS opening, but begins to address maintenance needs)	\$234,196	\$ 200,000	
Subtotal Strategic New Investments		\$705,666	\$697,284	\$36,983
Total New Investments to Operating Budget		\$4,904,702	\$6,803,850	\$6,227,075
Total New Revenue Needed for Maintenance of Effort and New Investments		\$ 0	\$ 0	\$ 0
		(Over)/Under Avail Rev.		
Total Budget Request		\$113,793,421	\$120,597,270	\$126,824,346

Section III – Summary of Expenses

The proposed FY 2020 budget is designed to continue the commitments to taxpayers made during the 2018 and prior overrides. As recently as the 2018 Override, the School Committee presented the Town with an override request \$2 million over what was approved and funded. FY 18 closed with a \$475,000 deficit that was balanced using Chapter 70 funds, the Benefit Reserve Account and Special Education Tuition Account that was partially backfilled by Circuit Breaker claim funds over projection from the FY 19 budget. All of which indicate that the district can no longer carry the structural deficit problem by managing the deficit through attrition and unexpended expense lines. While both the 2018 and 2015 operating budget overrides began to address the enrollment challenges and set our schools on a path towards greater stability, improved services, and better support for all of our students, there is still a funding gap.

Program	Exp.	FY18 ACTUAL		FY19 Budget ATM		FY20 BUDGET PRELIMINARY		FY20 PRELIM Bud - FY19 Bud Variance	
		FTE	EXP.	FTE	EXP.	FTE	EXP.	FTE	EXP.
Gross School Dept. Budget	Personnel	1,240.49	\$94,622,356	1,276.72	\$ 98,478,447	1,299.10	\$ 104,014,289	22.38	\$ 5,535,841
Expenditures	Services		\$9,741,002		\$ 10,542,721		\$ 11,699,864		\$ 1,157,142
	Supplies		\$1,922,502		\$ 2,051,297		\$ 1,833,497		\$ (217,800)
	Other		\$593,018		\$ 1,288,570		\$ 1,102,213		\$ (186,357)
	Capital		\$1,140,010		\$ 1,364,723		\$ 1,191,685		\$ (173,038)
	Total		\$ 108,018,889		\$ 113,725,760		\$ 119,841,548	5.38%	\$ 6,115,788

The FY 2020 budget expenditures focus on three primary areas designed to maintain the increased staffing and improved support services provided since 2015 as well as implement the limited number of strategic investments from the 2018 override in our work to address equity throughout the system.

1. **Maintaining current staffing levels and fulfilling our contractual obligations** - As with all school systems, the majority of PSB's budget pays for teachers and other school-based personnel. Approximately 86% of the FY2020 budget is personnel expense. 67% of the FY2020 budget increase pays for the contractually obligated costs of maintaining our existing staff including cost of living adjustments (2%) and step and lane advancements (3%).
2. **Responding to our ongoing enrollment growth** - As detailed in the budget overview, Brookline's historic enrollment growth that has been affecting the K-8 elementary schools since 2005 is now impacting the high school. To keep pace with this ongoing growth the FY 2020 budget requests limited increases in staff at Brookline High School and student service support.
3. **Implementing 2018 override's limited number of strategic investments** – Despite significant fiscal challenges, the FY2020 budget maintains the strategic investments approved by voters in 2018.

As our projected operating deficits continue to exist in the upcoming years, the senior management team, principals, and other budget managers will continue work on scheduling, staffing, hiring and programming to find improvements that maintain quality while curtailing expenditures. Our ongoing efforts to find efficiencies and to retool and revamp programs will necessarily result in further reallocation and realignment. PSB's primary mission is to be in service to students, and we need to fulfill that mission within the reasonable financial limits set by our community.

Personnel

In the FY 2020 budget, all salary line items reflect each employee budgeted at their appropriate step and lane.

Exp.	FY18 ACTUAL		FY19 Budget ATM		FY20 BUDGET PRELIMINARY		FY20 PRELIM Bud - FY19 Bud Variance	
	FTE	EXP.	FTE	EXP.	FTE	EXP.	FTE	EXP.
Personnel	1,240.49	\$94,622,356	1,276.72	\$ 98,478,447	1,299.10	\$ 104,014,289	22.38	\$ 5,535,841

The FY20 personnel increases include:

- 11 override FTE
- 4.5 FTE moved from Athletic revolving fund to general fund
- 1.5 FTE of general education BEEP personnel funded in the general instead of a transfer of funds to the revolving fund
- Funding a previously unfunded vice-principal FTE at Pierce School
- Additions made during FY19 include:
 - 4 unallocated special education FTE
 - Fractional increases of paraprofessional FTE

Contract Negotiations

The FY 2020 budget requests contain funding to address future Collective Bargaining Negotiations for three BEU contracts and the three AFSCME units. Included in the proposed budget is funding to support the anticipated salary movement for step and level advancement of all school employees.

Starting in FY19 the district budgeted for standardized work schedules for a portion of the paraprofessional group to have a seven hour day with a 30 minute unpaid lunch. This extension of the paraprofessional day allows schools to better support students, better operationalize building arrival/dismissal, efficiently provide services, and allow for collaboration and training time with administrators, teachers, and staff.

Other Personnel Account Changes

The FY 2020 budget uses a practice of applying a salary differential, attrition, or turnover savings to reduce the total cost of personnel funding. The practice estimates a savings due to employee turnover (resignation, retirement, termination, or reduction in force). The offset used this year is \$800,000. The budget experiences an estimated turnover saving of approximately \$600,000 for BEU Unit A, and \$200,000 for BEU Paraprofessionals, and \$100,000 for Unit B, AFSCME and Non-Aligned.

Personnel by Category

Personnel costs (exclusive of benefits) make up 86% of the school budget. The table below provides a summary of bargaining unit, FTE Total, and Budget Request total (\$). The School Committee reserves funds for a portion of new FTEs requested to be transferred at the November Special Town Meeting to the Town's Unclassified Account for Health Insurance as part of the Special Town Meeting appropriation process.

Row Labels	General		Grant		Revolving		Total Sum of FTE	Total Sum of FY20 SALARY
	Sum of FTE	Sum of FY20 SALARY	Sum of FTE	Sum of FY20 SALARY	Sum of FTE	Sum of FY20 SALARY		
AFSCME CUSTODIANS	41.38	\$ 2,630,979			4.00	\$ 229,717	45.38	\$ 2,860,696
AFSCME FOOD SERVICE					33.59	\$ 939,816	33.59	\$ 939,816
BEU - BESA	40.50	\$ 2,327,109	3.00	\$ 172,409	7.77	\$ 478,439	51.27	\$ 2,977,957
BEU - PARAPROFESSIONALS	259.68	\$ 8,631,151	43.04	\$ 1,404,303	24.28	\$ 813,528	327.01	\$ 10,848,981
BEU - UNIT A	863.85	\$ 77,864,869	14.15	\$ 1,354,308	18.35	\$ 1,654,390	896.35	\$ 80,873,567
BEU - UNIT A ATHLETIC STIPEND	0.00	\$ 459,766				\$ 35,000	0.00	\$ 494,766
BEU - UNIT B	41.00	\$ 5,009,982	1.20	\$ 137,488	2.80	\$ 202,779	45.00	\$ 5,350,249
NON - ALIGNED	52.40	\$ 5,630,386	9.53	\$ 302,735	6.70	\$ 474,461	68.63	\$ 6,407,582
NU INTERN		\$ 107,505						\$ 107,505
STIPEND		\$ 1,172,764		\$ 25,150				\$ 1,197,914
SUBSTITUTE		\$ 917,895						\$ 917,895
TOWN	1.00	\$ 61,884					1.00	\$ 61,884
SALARY SAVINGS		\$ (800,000)						\$ (800,000)
Grand Total	1299.81	\$ 104,014,289	70.92	\$ 3,396,392	97.49	\$ 4,828,129	1468.23	\$ 112,238,810

Categorization of Positions and Work Year

The School Department often receives questions about the number of staff. We only show staff in full-time equivalencies (FTE). Positions that utilize head counts, for example are Unit A- Stipends and Unit A- Coaches. Both of these budget lines do not display FTEs but a dollar amount based on head count filled. These positions are additional pay amounts for a specific function for a specific period of time and not benefits eligible. The School Department has traditionally presented their Full-time Equivalency (FTE) summary by bargaining unit. However, this format does not allow the reader to know the basis of work year of 1.0 FTE. Table A, below, is presented in the "Line Number" and "Roll up" order for each category presented in the budget and displays the basis for a 1.0 FTE.

1.0 Full-time Equivalency (FTE)

Group/ BU	Description	1.0 FTE Based in Work Week/Day in hours	Work Year (Days or Months)
BEU	Unit A – Teachers	<ul style="list-style-type: none"> • High School: 6.833 Continuous hours (7:25 pm – 3 pm) per day • K- 8: 6.33 Continuous hours (7:30 am–3 pm) per day 	183 days <ul style="list-style-type: none"> • New teachers + 3 Orientation days • Prof Dev + 1 as notified by Supt.
	Unit A – Librarians	K- 12: 7.583 Continuous hours (7:45 am–4 pm) per day	Same as Above
	Unit A – Library Assistants	K- 12: 8 Continuous hours (7:45 am–4 pm) per day including 30 minute duty free lunch	Same as Above
	School Adjustment Counselors/Social Workers	K- 12: Shall maintain office hours from 8 am–4 pm per day	
	Pre-School and Pre-Kindergarten Teacher	PreK: 5.383 hours from 7:30am–2 pm or 11:00 am -5:30 pm per day, 4 ¼ hours are student contact time. PreSchool: 4.216 hours from 7:30am–1 pm or 11:30 am -5pm per day, 3 ¼ hours are student contact time.	
	Unit A – Occupational Therapists and Physical Therapists	6.833 Continuous hours (7:25 pm – 4 pm) per day Including 30 minute duty free lunch	
	Unit A – Lab Specialist	K- 12: 8 Continuous hours (7:30 am–4 pm) per day including 30 minute duty free lunch	191 days
	Unit A – Guidance Counselors	K- 12: Shall maintain office hours from 8 am–4 pm per day	183 + 8 additional compensatory days
	Unit A – Nurses	<ul style="list-style-type: none"> • 6.833 Continuous hours (7:25 pm – 3 pm) per day with 30 minute lunch break (on call for emergency) 	183 + 6 additional compensatory days
	Unit A – Education Team Facilitators		183 + 8 additional compensatory days

Group/ BU	Description	1.0 FTE Based in Work Week/Day in hours	Work Year (Days or Months)
	Unit A Stipends	No set work day or week in hours	Club/Organization
	Unit A – Athletic Stipends	No set work day or week in hours	Season/Sport
	Unit B - Coordinators	7 Hours per day	
	Vice Principals Curriculum Coordinators		195 Days
	Supervisors Director of Career and College Counseling		194 Days
	Director of Educational Technology and Libraries; ELL Coordinator; Dir Steps to Success;		210 days
	Director of Athletics		209 Days
	Director of Special Education		208 Days
	METCO Director		203 Days
	Coordinator of Student Health Services; Program Coordinators (School Within a School, Early Childhood Program Coordinator, Opportunity for Change (ACE), Winthrop House, and Program Coordinator of Special Instruction)		190 Days
	Paraprofessionals	37.5 Hours per week, 7.5 hour day, plus 30 minute unpaid meal break per day	12 month 260 days
	Aides and Tutors, except as listed in other schedules, Home/Community Liaison, Tappan Security Monitor	7 hours per day plus 30 minute unpaid meal break per day	183 days Year 1; 189 days thereafter
	High School Parent Liaison, Attendance Officer, Performing Arts Production Aide, ELL Aide (formerly ESL/Bilingual Aide), Counselor for Teen Advantage	7 hours per day plus 30 minute unpaid meal break per day	183 days Year 1; 189 days thereafter
	Security Aide, Graphic Arts Publishing Coordinator	7 hours per day plus 30 minute unpaid meal break per day	183 days Year

Group/ BU	Description	1.0 FTE Based in Work Week/Day in hours	Work Year (Days or Months)
	Athletic Aide, Building Aide, Science Resource Aide		188 days or 194 Days
	Early Childhood Extended Day Instructor, Handicap Coordinator		183 days Year 1; 189 days thereafter
	Food Service Assistant		183 days Year 1; 189 days thereafter
	Educational Technology Support Specialist, Application Support Specialist, Steps to Success Program Advisor, Special Education Budget Analyst	37.5 Hours per week plus 30 minute unpaid meal break per day	12 Month 260 Days
	Senior Application Support Specialist Webmaster Teen Advantage Coordinator	37.5 Hours per week plus 30 minute unpaid meal break per day	12 Month 260 Days
	METCO Bus Monitor	4 hours per day	187 Days
	Parent Outreach Coordinator, Medication Coordinator, Assistant to the Athletic Director	7.5 hour day, plus 30 minute unpaid meal break per day	201 Days
	System Substitute, System Nurse Substitute		AS NEEDED
	Steps to Success Assistant Program Leader		
AFSME	Custodians	40 hours per week, 8 Hours per day, exclusive of meal time,	260 days
	Brookline Educational Secretaries Association	37.5 Hours per week, 7.5 hour day, exclusive of 30 minute unpaid meal break per day	52 weeks exclusive of vacation or other leave; School-year positions shall consist of 45 weeks or 47 weeks, inclusive of school vacation weeks or other leave. The 45-week or 47 week period will be as determined by the Superintendent of Schools or his/her designee.
	Food Service		
Non-Aligned	Central Administrators	40 hours per week, 8 Hours per day, exclusive of meal time,	260 days
	Directors/Deans	37.5 Hours per week, 7.5 hour day, exclusive of 30	260 days

Group/ BU	Description	1.0 FTE Based in Work Week/Day in hours	Work Year (Days or Months)
		minute unpaid meal break per day	
	Non-Supervisory	37.5 Hours per week, 7.5 hour day, exclusive of 30 minute unpaid meal break per day	260 days
	Stipends		
	Hourly/Daily		180 days to 260 days

Annually staffing changes occur for the following reasons:

- 1) Enrollment Shifts – Spring
 - a) Each year the superintendent includes unallocated teaching positions in anticipation of enrollment shifts and changes as forecasted by the Enrollment Report.
 - b) Once enrollment of kindergarten and secondary course selections take place in May, positions are allocated to each Principal to address enrollment needs that arise after the budget is approved.
 - c) At the secondary level, Principals may need to reallocate staff within their buildings to address student course selection and class size. This means that the FTEs for all subject areas are modified from one year to the next.
- 2) Enrollment Shifts –Summer
 - a) The school department will continue to experience enrollment shifts and changes due to students who move after school ends in June. Therefore, additional staff over the budget allocation may be added. Generally, the staff added are a result of Individual Education Plans (IEP), English Language learners (ELL), and Kindergarten students, or if the unallocated teacher positions were not adequate.
 - b) Each program may reallocate, move, change, and reclassify existing FTE's to adjust for changing program needs or requirements. These FTEs are highlighted under each bargaining unit.
- 3) Enrollment Shifts – Future School years
 - a) Each program may reallocate, move, change, and reclassify existing FTEs to adjust for changing program needs or requirements. These FTEs are highlighted under each bargaining unit.
 - b) Each year due to projected enrollment or enrollment for each fun type changed that occur during the year, additional staff may be requested during the next budget cycle.
- 4) Reclassification of positions: Periodically positions may be reclassified. Reclassification can consist of
 - a) Promotion or demotion of a position within an employee unit;
 - b) Transfer from one bargaining unit to another; or
 - c) Title change.

Personnel Detail Summary by Category/Line

Brookline Educators Union

Unit A – BEU Teachers: Unit A members are licensed teachers, department heads, and coordinators. They work 183 days and have a salary table recognizing their level of education from bachelors to PhD and the number of years teaching.

Unit A - Stipends: Within the BEU contracts there are stipend positions for various academic, administrative, or extracurricular activities. These positions generally reflect work and activities that are completed outside of the traditional school day

Unit A – Athletic Coaches: Within the Unit A – BEU contract there are stipend positions for interscholastic athletic personnel. These positions generally reflect work and activities that are completed outside of the traditional school day with School Committee recognized sports teams.

BEU –Unit B - Assistant Principal/Supervisors: Reflects the number of administrators without teaching responsibilities who are part of the Association of Brookline Administrators bargaining contract.

BEU - Paraprofessionals: Members of this bargaining unit provide classroom support and instruction to students. The majority of students served are special education students or students identified in sub separate populations.

American Federation of State, County and Municipal Employees (AFSCME) Employee Groups

AFSCME – Custodians = Line No. 6: Formerly assigned to Facilities employees.

AFSCME - BESA (Brookline Educational Secretaries Association): BESA provides the administrative support function. The positions in this unit are both 12-month and 10-month positions and also both full-time and part-time. While most positions are on a full-time basis of 37.5 hours per week, there are a number at 40 hours per week.

Non-Aligned/Contract Employee Groups

Central Administrators: This categorization includes Superintendent, Deputy Superintendents, and Directors working under the Superintendent who have individual employment contracts and are not in a functional area of any other classification of employee.

Principal: Contains all building principals.

Non-Aligned Salary: This category of employees includes non-represented salaried executive administrative assistants, confidential employees, managers/administrators, and other non-union central office employees.

No Benefit - Non-Union Hourly Employees: This group consists of FTEs associated with non-represented hourly employees. Home/Hospital, 504, translator, and extended year services are budgeted at a flat dollar amount.

Substitutes: There are no FTEs budgeted under substitutes. However, the budget for substitutes is now no longer split into two categories, Payroll and Contracted Services. The district budgets a lump sum for these services. The Personal Services for Substitutes cover the estimated cost of the following short-term employees:

1. Long-Term Teacher Substitutes, who are individuals who are hired for ten or more continuous days to cover a classroom for a teacher who is on a short-term leave of absence.
2. Nurse Substitutes: All of our school nurses are provided by contract sick days, personal days and professional development opportunities. If the building nurse should leave the building for a planned period, the district must have a nurse on site to respond to student emergencies.
3. Instructional Assistant Substitutes: This amount is budgeted to cover the cost of instructional assistants that may be needed on a daily basis.
4. Secretary Substitutes: a secretary substitute is hired if an administrative assistant will be absent for an extended period of time.

Salary Savings: While no FTE is assigned to salary differential, the budget includes (\$800,000) as a budget offset.

FY 2020 Expenses

Exp.	FY18 ACTUAL		FY19 Budget ATM		FY20 BUDGET PRELIMINARY		FY20 PRELIM Bud - FY19 Bud Variance	
	FTE	EXP.	FTE	EXP.	FTE	EXP.	FTE	EXP.
Services		\$9,741,002		\$ 10,542,721		\$ 11,699,864		\$ 1,157,142
Supplies		\$1,922,502		\$ 2,051,297		\$ 1,833,497		\$ (217,800)
Other		\$593,018		\$ 1,288,570		\$ 1,102,213		\$ (186,357)
Capital		\$1,140,010		\$ 1,364,723		\$ 1,191,685		\$ (173,038)

Transfer and Reduction of Line Items

In prior years, the School Department utilized a variety of reserve and contingency accounts to support critical program priorities in light of uncertain and unpredictable changes in enrollment, special education, and unanticipated expenditures. School Committee repeatedly expressed its concern that due to the overall tightness of the budget, there is less ability to absorb unforeseen events as in prior years. School Department is managing this tightness with greater accuracy in budgeting and reporting.

The budget also continues to include the net transfers of establishing accurate and correct budgeting for the Office of Teaching and Learning and Office of Student Services program areas to show budget and expenditure by school as required by the Department of Elementary and Secondary Education End of Year Financial Reporting. This includes moving the Out of District Tuition expense to their own line items based upon End of Year Reporting guidelines, rather than charges being commingled, as well as a

separation of legal expenses and funding that account to better reflect historical experience. Explanations of line item changes and reductions are provided in the program budget detail.

Benefit Reserve

We anticipate that the additional new positions will result in 15 additional health insurance subscribers. The average cost of benefits used for new staff is approximately **\$11,150** per adjusted FTE. Actual benefit impact will be reconciled as part of the ongoing budget deliberations. The final listing of staff being added to the FY 2020 budget will be adjusted as efficiencies and tradeoffs are made internally by the Superintendent. There is no funding in this account for FY20 as it was used to balance the budget.

Highlights in the FY 2020 Override Budget

The FY 2020 override budget provides funds to continue advancing important educational practices and needed resources and staffing as follows in the three priority areas:

1. **Maintaining current staffing levels, fulfilling our contractual obligations, and cost efficiencies and reductions**
2. **Addressing enrollment growth**
3. **Investing in a Limited Number of Strategic Priorities**

	FY 19-FY 20 Override Budget Update		
	FY 20 Override Budget	FY20 Modification	FY20 Change
Revenue			
Base Level Revenue Available (base level; Tax Levy, Local Receipts, other Town revenue before additional funds from override and other fees/s)	\$3,199,413	\$ 3,556,451	\$357,038
Public Building Division portion of Revenue	\$ 200,000		\$(200,000)
New Revenue (additional funds projected by SB based on override and other fees/sources)	\$3,382,930	\$ 3,139,505	\$(243,425)
<i>Revenue Offsets (Circuit Breaker Reimbursement and Materials Fee)</i>	\$ 21,507	\$ (406,744)	\$(428,251)
Net New Revenue	\$6,803,850	\$ 6,289,212	\$(514,638)
Public Building Division portion of Revenue			
Operating Budget Adjustment: Establishment of Transportation Revolving Fund			
Total Adjusted Revenue	\$6,803,850	\$ 6,289,212	\$(514,638)

Preliminary Base Budget Request (maintenance of effort)

	FY 19-FY 20 Override Budget Update		
	FY 20 Override Budget	FY20 Modification	FY20 Change
Personnel			
Collective Bargaining Agreements/Projections (2% COLA)	\$1,973,763	\$4,472,719	\$(329,926) Turnover savings
Collective Bargaining Agreements/Projections (3% Steps)	\$2,828,882		
Turnover Savings (Retirement/Resignation/Termination)	\$ (675,000)	\$ (800,000)	\$(125,000)
Personnel Adjustment		\$ (129,325)	
Expenses			
Benefits Reserve is initially set to \$0 and reflects in both budgets the net savings/reserve for FTE reductions and additions	\$ 167,475	\$ -	\$ (167,475)
Literacy Collaborative PD Funds -- brought fully in-house			
Building Services Expenses			
Tuition Budget Reduction (Students Aging Out and/or returning to the district)	\$ 300,000	\$ 1,126,087	\$826,087
Legal Services	\$ -	\$11,389	\$11,389
Total Base without Mandates or Maintenance of Effort	\$4,595,120	\$4,748,870	\$153,750

Enrollment Growth			
Personnel			
Classroom Staff (FY19 = 10, FY20 = 10, FY21= 15, FY22 = 17, FY 23 = 5) = Avg 21 students	\$ 693,600	\$ 551,113	\$ (142,487)
Nurse, Guidance, ELL/Other (3 Unit A per each year - avg \$68k + COLA) - Sustains Ratios	\$ 208,080	\$ 216,345	\$ 8,265
Maintain Educational Leader Ratio of 250:1 (Non-override: Lawrence VP, BHS Assoc Dean. Override Budget adds: FY 20 1.0 Assoc Head Master and FY 21 0.8 BHS Assoc Dean due to enrollment increases)	\$ 120,000	\$ 120,000	\$ -
BESA and Custodian for BHS Expansion	\$ 60,000	\$ 48,715	\$ (11,285)
Expenses			
Transportation (Mandated In-District Special Education and Contract Increases)	\$ 3,522	\$ 62,829	\$ 59,307
Transportation (Regular Ed Contract Increase)	\$ 54,363	\$ (55,363)	\$ (109,726)

	FY 19-FY 20 Override Budget Update		
	FY 20 Override Budget	FY20 Modification	FY20 Change
Program Review Materials (Supplies and Materials Adoptions for Math and subsequent subjects) Review FY18-19; Adoption FY20.	\$ 371,880	\$ 371,880	\$ -
Total Enrollment Growth	\$ 1,511,445	\$ 1,315,519	\$ (195,926)
Subtotal New Revenue Needed for Maintenance of Effort Only	\$ 6,106,565	\$ 6,064,389	\$ (42,176)
Maintenance of Effort - Balance/(Deficit)	\$ 697,285	\$ 224,823	\$ (472,462)

Strategic New Investments			
Personnel			
Professional Development: Override Budget Sr Dir Equity and embedded PD for Unit A	\$ 280,000	\$ 200,000	\$ (80,000)
Athletics Staffing Moved from Revolving Fund		\$ 416,346	\$ 416,346
Expenses			
BHS Transportation - Implementation of Fee Based Bussing for South Brookline		\$ (8,600)	\$ (8,600)
Supplies and Materials - Original \$621k would remove supply lists sent home and expand with enrollment (\$50-\$135 range per pupil, by grade level); the \$89k remaining minimally addresses enrollment and price increases of supplies already provided by PSB	\$ 28,337	\$ (271,663) Base Budget Reduction	\$(300,000)
Other Expenses – Conferences, Dues, Travel, Etc.	\$ -	\$ (260,207) Base Budget Reduction	\$ (260,207)
NEASC - BHS	\$ 40,000	\$ 0	\$ (40,000)
Pending Contract Negotiations: Additional funds for paraprofessional wages (full amount requested = \$529k; amount funded by SB = \$0; amount reserved by SC is \$148k)	\$ 148,947	\$ 148,947	\$ -
Public Buildings Division (Original Request \$625k, Opening Coolidge Corner School FY 2019/BHS FY 2021/Opening 9th School FY 2022; No override \$75k annually minimally meets inflation plus \$24,196 Town/School Partnership Correction. The Override does not address BHS opening, but begins to address maintenance needs)	\$ 200,000	Removed to Public Building Division	\$ (200,000)
Total Strategic New Investments	\$ 697,284	\$ 224,823	\$ (472,461)

Total New Investments to Operating Budget	\$ 6,803,849	\$ 6,289,212	\$ (514,637)
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	FY 19-FY 20 Override Budget Update		
	FY 20 Override Budget	FY20 Modification	FY20 Change
Total New Revenue Needed for Maintenance of Effort and New Investments	\$ 1	\$ 0	\$ (1)
	(Over)/Under Avail Rev.		
Total Budget Request	\$ 120,597,270	\$ 119,841,548	\$ (755,722)
Reconciling Items	\$ -	\$ -	\$ -
Published Budget	\$ 120,597,270	\$ 119,841,548	\$ (755,722)
Budget (Deficit)/Balance	\$ 1	\$ -	\$ (1)
Offsets	\$ (2,915,588)	\$ (2,487,337)	\$ 428,251
Town Appropriation	\$ 117,681,683	\$ 117,354,211	\$ (327,472)

Section IV – Summary of Budget Revenues

While Section I of this overview details the major drivers and priorities of the entire budget, this section summarizes the most significant year-to-year changes in revenues. Full detail of expenditures can be found in the Program Budget Detail section.

1. Town/School Partnership Revenue: Estimated (\$327,472)
 - a. Forecast adjustments to FY 20 from original projection (Fall 2017) are the result of the Town developing their budget and adjusting for fluctuations in the following areas:
 - i. New Growth Estimates were reduced over the time period between the original projection and the Town/School Partnership for FY 20 and FY 21. Both fiscal years were negatively impacted by the reduction of New Growth. FY 21 will have a similar revenue reduction as seen in the adjustment for FY 20.
 - ii. Pensions, Workers Compensation, and Medicare: The reconciliation of known retirees, workers compensation, and Medicare costs resulted in a revenue decrease due to the need to increase the Retirement, Workers Compensation, and Medicare accounts for FY 20. The school department's share of the Pension liability went from 25% to 26%.
 - iii. Refuse and Sanitation Budget: An increase in the overall Refuse and Sanitation budget resulted in reducing school allocation of revenue by the Town/School Partnership.
 - iv. The final and much smaller portion of the revenue reduction is the school portion of budget growth in all Town shared expenses as part of the Town/School Partnership Document.
 - v. Health Insurance: The GIC Plan changes that occurred as part of the open enrollment period and the reconciliation of new plan participants resulted in a reduction in funding of the Health Insurance Benefit Line.
2. School Department Revenue Changes since 4/23/18: Net \$(406,744)
 - a. Materials Fee/Tuition Account: No change in Revenue Projection (+\$21,507)
 - b. Circuit Breaker: Updated to Budget Current Year (FY19) Reimbursement (+\$81,109)
 - c. Revolving Fund Reimbursement: Transfer and offset no longer allowed, expenses removed related personnel from operating budget and the Revenue Offset (-\$150,680) and moved expenses to Rental of Facilities Account.
 - d. Other Revenue: Eliminated as FY18 budget closing confirmed there is no funding source identified or available for this offset (-\$358,650).

The Public Schools of Brookline budget request from the Annual Town Meeting for FY 2020 is \$119,841,548, an increase of \$6,289,212 over FY19 STM vote. The revenues available to fund the budget request are \$327,472 less than is needed.

School Department Revenues

{Revenue Summary Chart Pending Final Town/School Partnership allocation}

Program	Exp.	FY18 ACTUAL FTE EXP.	FY19 Budget STM FTE EXP.	FY20 BUDGET PRELIMINARY FTE EXP.	FY20 PRELIM Bud - FY19 Bud Variance FTE EXP.
School Dept. Revenues					
General Fund Appropriation		\$ 104,758,343	\$ 110,583,255	\$ 117,354,211	5.96% \$ 6,770,956
BHS Fee Based Busing			\$ 75,000		-100.00% \$ (75,000)
Total Town/School Partnership Revenue			\$ 110,658,255	\$ 117,354,211	5.89% \$ 6,695,956
Tuition and Fees		\$ 696,016	\$ 696,016	\$ 717,523	28.68% \$ 21,507
Facility Rental		\$ 225,000	\$ -	\$ -	* \$ -
Circuit Breaker Funding		\$ 1,873,044	\$ 1,688,705	\$ 1,769,814	4.80% \$ 81,109
Revolving Fund Reimbursement		\$ 50,680	\$ 150,680	\$ -	-100.00% \$ (150,680)
Other Revenue		\$ -	\$ 358,680	\$ -	-100.00% \$ (358,680)
Total Revenue:		\$ 107,603,083	\$ 113,552,336	\$ 119,841,548	5.38% \$ 6,289,212
Surplus/Deficit:		\$ (415,806)	\$ (173,424) *STM Budget Reduction of \$173,424 to fund FY18 deficit	\$ -	*FY19 STM Reduction added back to base

The terms below define the lines in the above revenue chart that will be completed after the February 8 Town partnership Meeting.

General Fund Appropriation: As of April 4, 2019, estimated amount of funds received as part of the Town/School Partnership is \$6,770,956 greater than FY19 STM vote. Sources of funds are tax levy and additional local receipts. We anticipate this number to increase as Chapter 70 and GIC rates become known.

BHS Fee Based Busing Revolving Fund: The override included revenue and resources to support the first year of Fee Based busing for BHS student who live in South Brookline. The fee of \$400 was paid to the general fund in year one (FY 2019). FY 2020 requires a Revolving Fund to be established and for the fees and proportionate share of Transportation Costs to provide the service are charged directly to the fund. There is a subsidy for Fee Based Busing included of \$108,000 in the FY 2020 budget. All expenditures are provided for in the Revolving Fund as shown in the Revolving Fund Section of this budget. Financial assistance will be provided through the School Committee's Financial Assistance Policy. The fee will be paid to a Revolving Fund authorized under M.G.L. Ch. 44, S 53 E ½ and or Chapter Ch. 71 § 68

Tuition and Fees: The Materials Fee program began in the 1960s. The School Committee policy publishes rates back to 1987-1988 school year. It is a program that has been maintained and currently provides for 199 students of Town and School Department employees. All participating employees use

payroll reduction for material fee payments unless they choose to pay in full in advance of the school year. FY2020 revenue is projected at \$717,523. In addition, the district is part of an one year SEVIS/Student Exchange Program and charges tuition for two students per year.

Circuit Breaker Funding: The Circuit Breaker reimbursement for FY 2019 (\$1,769,814; 72% reimbursement rate) serves as the base to calculate the FY 2020 revenue estimate. This practice began in FY 2019, when the district removed an additional \$500,000 from the Circuit Breaker account to reflect that all prior year reserves have been expended in balancing the FY 2017 and FY 2018 budgets. All reserves in this account have been expended and will be applied in the fiscal year received.

Circuit Breaker funds are recurring funds, but are subject to change each fiscal year. The amount per student that qualifies for reimbursement can change dramatically from one year to the next depending on prior-year actual circuit breaker eligible expenditures. The other change that occurs is the funding level provided by the legislature to this account. During FY 2019 we started with an estimated 65% Reimbursement rate to receiving additional funds and ending the fiscal year at 72%.

CIRCUIT BREAKER REIMBURSEMENT HISTORY									
Claim Year	Reimb Year	Eligible Students Claimed	Total Eligible Expenses	Foundation	Net Claim	Avg Claim Rate	% Change in Net Claim (\$)	% Reimb	Total Adjusted Reimb
FY 18	FY19	83	6,030,671	3,572,586	2,458,085	29,615	-5.38%	72.00%	1,769,814
FY 17	FY18	93	6,519,559	3,921,554	2,598,005	27,936	1.16%	72.10%	1,873,044
FY 16	FY17	69	5,134,386	2,891,700	2,242,686	32,503	1.09%	73.16%	1,640,674
FY 15	FY16	76	5,230,933	3,166,772	2,064,161	27,160	-7.25%	75.00%	1,548,121
FY 14	FY15	73	5,227,622	3,002,080	2,225,542	30,487	-21.04%	73.56%	1,637,136
FY 13	FY14	86	6,282,474	3,463,776	2,818,698	32,776	-1.84%	75.00%	2,114,026
FY 12	FY13	86	6,179,472	3,307,860	2,871,612	33,391		74.60%	2,142,130

History: During FY 2004, the Circuit Breaker Reimbursement Program replaced a program referred to as the 50/50 account, where the State paid 50% of the residential tuitions directly to the residential school in which the placement had been made, and the school district paid the remaining 50%. The current program reimburses a school district for students with disabilities who require individual education program (IEP) services that cost greater than four times the statewide foundation budget. In FY 2005, the state shifted from a pay-as you go reimbursement program for residential tuitions to a broader-based, but still-partial, special education reimbursement program. The 2004 legislation expanded the types of expenditures eligible for reimbursement. Each year, there is a potential for a change in the percentage of reimbursement utilized by the State within the Special Education Circuit Breaker Account.¹

¹A Primer on Financial Aspects of Special Education <http://www.doe.mass.edu/finance/circuitbreaker/finance.html>

Subject to appropriation, the state's Circuit Breaker Fund reimburses the school district, for up to 75% of in-district and out-of-district student costs, which exceed four times the per pupil foundation amount. The state sets this amount annually as part of the annual state budget deliberations. Historically, the reimbursement rate has been between 35-75%. The district does not know the actual reimbursement rate for the fiscal year until after it submits its annual claim in July for the prior fiscal year expenditure activity. Eligible costs include instructional services, various types of therapies, and specialized equipment. Circuit Breaker specifically excludes transportation and building infrastructure costs. All Circuit Breaker funds received go into the Circuit Breaker Revolving Account, do not require further appropriation, and must be expended by the following June 30th.

Revolving Fund Reimbursement²: This revenue offset has been removed for FY 2020. It was intended to cover overhead costs associated with supporting fee-based programs operating under the authority of the School Committee. However, these costs should be charged directly to the specific revolving fund that generates the expense in accordance with statutory regulations and the Division of Local Services, Department Of Revenue. The district has removed this as an offset and moved expenditures in the operating budget to these funds for direct payment by the fund.

Other Revenue: Other Revenue was supposed to reflect the offset of one-time and non-recurring revenue that can be applied to the upcoming fiscal year. However, one-time funds are general fund receipts in accordance with statutory regulations and the Division of Local Services, Department Of Revenue, and should not be in any type of School Committee account under the rules provided by Chapter 71 or Chapter 40 and 44. If there are identifiable funds to which the expenditures should be charged, the expenses are noted as being transferred to those funds. FY 2020 removes this line as an offset as there are no revenue sources identified. Should one-time funds be received, they will be handled as required and outlined by municipal finance law.

² Revolving Funds for School Department Programs
<http://www.mass.gov/dor/docs/dls/training/revolvingfundchartschool.pdf>

General Fund Fee Summaries

Program	FY19 Fee	FY20 Fee	Reason for Change	Estimated Revenue
Transcripts	<ul style="list-style-type: none"> • \$3.00 Processing fee for each transcript sent. Official copies are only sent directly to the school and/or program to which you are applying. • \$3.00 Unofficial Transcripts may be requested for your own use. • \$5.00 Processing fee for transcripts being mailed out of the country. • \$2.00 Processing fee for correspondence confirming graduation. • Replacement diplomas are not available 	No Change	This is a general fund receipt as the cost to produce this document is embedded in the base program staffing of Brookline High School	
Public Records Requests	\$0.05 per copy, plus lowest hourly rate over 2 hours		No Change	Statutory Requirement
Other fees	TBD		As we move to compliance with student activities we will locate items being charged that are general fund receipts	Positively Impacts Town/School Partnership

Revolving Fund Fee Summaries

Program	FY19 Fee	FY20 Fee	Reason for Change	Estimated Revenue
Athletics	<ul style="list-style-type: none"> High School Sport: \$300 7/8 Grade Basketball: \$100 7/8 Grade Volleyball: \$85 7/8 Grade Indoor Soccer: \$85 	<ul style="list-style-type: none"> High School Sport: \$300 7/8 Grade Basketball: \$100 7/8 Grade Volleyball: \$85 7/8 Grade Indoor Soccer: \$85 	No Change	
Materials fee Need to verify numbers	Materials Fee: \$2,888 Discount Per Add. Child: \$288.80	Materials Fee: \$2,974.64 Discount Per Add. Child: \$297.46	3% increase	\$750,000
International Tuition (SEVIS) 1 year Exchange	\$20,632 per student plus Lunch, Breakfast, other student fees, fines, and charges.	\$21,230 per student plus Lunch, Breakfast, other student fees, fines, and charges.	2.9% increase	Unknown Number of students for FY 20.
South Brookline Bus Transportation	User Fee <ul style="list-style-type: none"> Cost per Day/Fee: \$400 Days/payers: 120 	User Fee <ul style="list-style-type: none"> Cost per Day/Fee: \$400 Days/payers: 120 		\$48,000
Beep Tuition	Preschool \$10,488 Pre-K \$10,488 Pre-K Extended Days 2 Days Until 3:00PM \$2,667 Until 5:45PM \$4,461 3 Days Until 3:00PM \$4,001 Until 5:45PM \$6,691 5 Days Until 3:00PM \$6,669 Until 5:45PM \$11,153 Launch Summer Program \$540/week	Preschool \$10,700 Pre-K \$10,700 Pre-K Extended Days 2 Days Until 3:00PM \$2,702 Until 5:45PM \$4,552 3 Days Until 3:00PM \$4,080 Until 5:45PM \$6,828 5 Days Until 3:00PM \$6,800 Until 5:45PM \$11,380 Launch Summer Program \$550/week	2% increase	

Program	FY19 Fee	FY20 Fee	Reason for Change	Estimated Revenue
School Lunch	K-8 Breakfast \$1.75 Lunch \$3.25 Premium Lunch \$- High School Breakfast \$1.75 Lunch \$3.50 Premium Lunch \$4.25 Dairy/Lactaid Milk \$0.75 Soy Milk \$1.50 100% Juice \$0.50 Reduced Price Breakfast \$0.30 Lunch \$0.40 Adult Meals \$4.25 Summer Lunch \$3.25	K-8 Breakfast \$2.00 Lunch \$3.50 Premium Lunch \$4.50-\$10.00 High School Breakfast \$2.00 Lunch \$3.75 Premium Lunch \$4.50-\$10.00 Dairy/Lactaid Milk \$0.75 Soy Milk \$1.50 100% Juice \$0.50 Reduced Price Breakfast \$0.30 Lunch \$0.40 Adult Meals \$4.50-\$10.00 Summer Lunch \$4.00	Increased by \$0.25 Differential pricing Increased by \$0.25 Differential pricing Set by state Differential pricing Breakeven Labor and last price change 2015	
Summer school Programs (BHS)	2 Hour Class: Brookline Resident \$310 Non-resident \$350 Financial Aid \$60 4 Hour Class: Brookline Resident \$575 Non-resident \$625 Financial Aid \$120	2 Hour Class: Brookline Resident \$310 Non-resident \$350 Financial Aid \$60 4 Hour Class: Brookline Resident \$575 Non-resident \$625 Financial Aid \$120	No Change	
Summer school Programs (elementary) Project Achieve and Discovery	<ul style="list-style-type: none"> Project Achieve \$400 Project Discovery \$400 Project Explore \$400 	<ul style="list-style-type: none"> No Fee 	Proposal to Eliminate Fee and charge to operating budget	\$0
BACE	Adult Programs \$6-\$324 Children's Programs \$50-\$350 Music Lessons \$459-\$718	Adult Programs \$6-\$324 Children's Programs \$50-\$350 Music Lessons \$459-\$718	No Change	

Program	FY19 Fee	FY20 Fee	Reason for Change	Estimated Revenue
Performing Arts	Costs are calculated for total cost of providing experience divided by the number of students	Costs are calculated for total cost of providing experience divided by the number of students	No Change	At Cost
Visual Arts	Photography \$45 per course Ceramics \$40 per course Metals \$40 per course Sculpture \$20 per course	Photography \$45 per course Ceramics \$40 per course Metals \$40 per course Sculpture \$20 per course	No Change	
Extracurricular Activities (non-club based)	Costs are calculated for total cost of providing experience divided by the number of students	Costs are calculated for total cost of providing experience divided by the number of students	No Change	At Cost
Lost Books	Replacement cost if in print. Last known cost if not, funds then used to buy updated version	Replacement cost if in print. Last known cost if not, funds then used to buy updated version	No Change	At Cost

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FY20 Budget Program Highlights

Athletics

BHS Athletics has one of the largest interscholastic athletic programs in the state, both in terms of the number of participants and the number and levels of offerings. The program provides the primary source of identification with the school for many of our students. Further, it is the embodiment of our commitment to recognizing all types of success as well as educating the whole child. It is on the athletics fields that the department sees the core values of respect, equity, excellence, collaboration and achievement put to the test. For student-athletes and coaches, what happens on these fields is the living laboratory for the values that the school and the community hold dear.

BHS Athletics maintains a dedicated web page and social media presence to promote participation, offer resources, recognize leadership and sportsmanship, support positive team culture and highlight student achievement. Each year, in May, we hold an all-seasons awards banquet, including Hall-of-Fame inductions. This event brings the entire BHS Athletics community, including alumni/ae together in celebration of present and historical accomplishment. To keep participation rates on pace with growing enrollment, we continue to add sports and teams (see chart below). This growth requires additional access to local public and private facilities. We have developed and maintained good relationships with Town and state agencies, as well as other local schools and universities to gain necessary facility access to support emerging sports.

BHS Athletics Participation Trends					
	2013-14	2014-15	2015-16	2016-17	2017-18
Total Sports Offered	38	39	41	41	42
Total Teams	78	81	89	90	91
Unique Registrants	1,035	1,063	1,190	1,207	1,237
Unique Participants	949	987	1,087	1,091	1,113
Percent BHS Registering	56.50%	55.80%	60.81%	60.96%	60.02%
Percent BHS Participating	51.80%	51.81%	55.54%	55.10%	54%
Seasons Registered	1,589	1,660	1,891	1,842	1,926
Seasons Participated	1,342	1,425	1,596	1,531	1,603
1 Sport Participant	620	630	677	721	720
2 Sport Participant	246	257	295	292	297
3 Sport Participant	83	100	115	78	96
Students Receiving H+F Sports Credit	623	594	675	745	708

BHS Athletics Participation Data 2016-17			
	Registrants	Participants	Did Not
Cheerleading	33	28	5
Cross Country (boys/girls)	125 (70/55)	111 (61/50)	14 (9/5)
Field Hockey	62	52	10
Football	93	73	20
Golf (boys)	27	23	4
Soccer (boys/girls)	192 (113/79)	139 (71/68)	53 (42/11)
Swimming (girls)	45	34	11
Volleyball (girls)	52	37	15
Fall Total	615	497	132
Basketball (boys/girls)	126 (77/49)	78 (40/38)	48 (37/11)
Cheerleading	15	14	1
Fencing	42	35	7
Gymnastics	10	9	1
Ice Hockey (boys/girls)	64 (42/22)	59 (41/18)	5 (1/4)
Skiing	31	31	0
Squash	67	41	26
Swimming (boys)	38	33	5
Indoor Track (boys/girls)	114 (60/54)	98 (46/52)	16 (14/2)
Wrestling	23	22	1
Winter Total	530	420	110
Baseball	54	48	6
Crew (boys/girls)	122 (63/59)	114 (60/54)	8(3/5)
Golf (girls)	16	16	0
Lacrosse (boys/girls)	92 (42/50)	79 (38/41)	13 (4/9)
Rugby	53	40	13
Sailing	22	22	0
Softball	31	28	3
Tennis (boys/girls)	58 (32/26)	43 (22/21)	15 (10/5)
Outdoor Track	101 (46/55)	88 (34/54)	13 (12/1)
Ultimate	110	100	10
Volleyball (boys)	38	38	0
Spring Total	697	616	81

Budget Statement - Operating Budget

Program	Exp.	FY18 ACTUAL		FY19 Budget		FY20 BUDGET PRELIMINARY		FY20 PRELIM Bud - FY19 Bud Variance	
		FTE	EXP.	FTE	EXP.	FTE	EXP.	FTE	EXP.
Athletics 31720	Personnel	2.50	\$ 676,278	0.00	\$ 407,940	4.50	\$ 824,286	4.50	\$ 416,346
The administration of the high school athletics and elementary after school sports programs.	Services		\$ 48,192		\$ 54,643		\$ 64,643		\$ 10,000
	Supplies		\$ 9,303		\$ 22,107		\$ 42,107		\$ 20,000
	Other		\$ 33,313		\$ 73,150		\$ 43,150		\$ (30,000)
	Capital		\$ -		\$ -		\$ -		\$ -
	Total		\$ 767,085		\$ 557,840		\$ 974,186	74.64%	\$ 416,346

Personnel

All staffing is being reported by building and department/program. A reader may see positions listed in both school and department/program. They are not double counted. They are being presented in different sort options.

Group	Position Description	Sum of FY20 FTE	Sum of FY20 SALARY
BEU - BESA	ATHLETICS SECRETARY	0.500	\$ 30,961
BEU - PARAPROFESSIONALS	AD ASSISTANT	2.000	\$ 122,114
BEU - UNIT A ATHLETIC STIPEND	BASEBALL ASSISTANT COACH		\$ 6,453
	BASEBALL HEAD COACH		\$ 6,488
	BASKETBALL ASSISTANT COACH		\$ 6,196
	BASKETBALL HEAD COACH		\$ 14,041
	BASKETBALL JV		\$ 5,711
	CHEERLEADERS ASSISTANT COACH		\$ 2,969
	CHEERLEADERS ASSISTANT COACH WINTER		\$ 1,604
	CHEERLEADERS HEAD COACH		\$ 5,947
	CHEERLEADERS HEAD COACH WINTER		\$ 4,797
	CREW ASSISTANT COACH		\$ 16,746
	CREW HEAD COACH		\$ 12,820
	DEFENSIVE ASSISTANT FOOTBALL COACH		\$ 9,572
	EQUIPMENT MANAGER		\$ 11,617
	FALL TRAINER		\$ 5,617
	FENCING ASSISTANT COACH		\$ 6,982
	FENCING HEAD COACH		\$ 4,013
	FIELD HOCKEY ASSISTANT COACH		\$ 5,711
	FIELD HOCKEY HEAD COACH		\$ 5,947
	FOOTBALL ASSISTANT FRESHMAN COACH		\$ 4,013
	FOOTBALL HEAD COACH		\$ 8,085
	FOOTBALL HEAD FRESHMAN COACH		\$ 3,707
	FOOTBALL JV COACH		\$ 4,013
	GOLF ASSISTANT COACH		\$ 1,604
	GOLF HEAD COACH		\$ 9,158
	GYMNASTICS ASSISTANT COACH		\$ 2,969
	GYMNASTICS HEAD COACH		\$ 5,947
	ICE HOCKEY ASSISTANT COACH		\$ 11,877
	ICE HOCKEY HEAD COACH		\$ 14,041
	INDOOR TRACK ASSISTANT COACH		\$ 10,067
	INDOOR TRACK HEAD COACH		\$ 14,651
	LACROSSE ASSISTANT COACH		\$ 13,037
	LACROSSE HEAD COACH		\$ 11,895
	OFFENSIVE ASSISTANT FOOTBALL COACH		\$ 9,572
	OUTDOOR TRACK ASSISTANT COACH		\$ 10,390
	OUTDOOR TRACK HEAD COACH		\$ 14,651
	RUGBY ASSISTANT COACH		\$ 2,969
	RUGBY HEAD COACH		\$ 4,360
	SAILING ASSISTANT COACH		\$ 3,226
	SAILING HEAD COACH		\$ 2,969
	SKIING ASSISTANT COACH		\$ 1,604
	SKIING HEAD COACH		\$ 8,026
	SOCCER ASSISTANT COACH		\$ 12,391
	SOCCER HEAD COACH		\$ 11,354
	SOFTBALL ASSISTANT COACH		\$ 7,099
	SOFTBALL HEAD COACH		\$ 5,947
	SPRING TRAINER		\$ 4,975
	SQUASH ASSISTANT COACH		\$ 2,969
	SQUASH HEAD COACH		\$ 4,360
	SWIMMING ASSISTANT COACH		\$ 9,194
	SWIMMING HEAD COACH		\$ 11,894
	TENNIS ASSISTANT COACH		\$ 3,487
	TENNIS HEAD COACH		\$ 9,158
	ULTIMATE ASSISTANT COACH		\$ 2,969
	ULTIMATE HEAD COACH		\$ 8,026
	VOLLEYBALL ASSISTANT COACH		\$ 9,194
	VOLLEYBALL HEAD COACH		\$ 10,814
	WINER TRAINER		\$ 5,617
	WRESTLING ASSISTANT COACH		\$ 3,226
	WRESTLING HEAD COACH		\$ 5,947
	XC ASSISTANT COACH		\$ 5,968
	XC HEAD COACH		\$ 12,976
	REVOLVING FUND OFFSET	0.000	\$ (35,000)
	AFTER SCHOOL EXTRAMURAL	0.000	\$ 41,138
BEU - UNIT B	ATHLETIC DIRECTOR	1.000	\$ 134,336
NON - ALIGNED	HEAD ATHLETIC TRAINER	1.000	\$ 77,110
Grand Total		4.500	\$ 824,286

Budget Changes for Athletics (31720):**Personnel**

- Athletics personnel have been moved from the revolving fund to the general fund, as the previous set-up was unsustainable for the revolving fund.
- One additional AD Assistant

Services, Supplies, Other and Capital

- Transportation costs on revolving fund will increase with contract increases.

Revolving Fund Budget	Actual 2016 Cash Flow 3105SE26	Actual 2017 Cash Flow 3105SE26	Actual 2018 Cash flow 3105SE26	Budget 2019 3105SE26	Budget 2020 3105SE26
Revenue					
Athletic Fees	\$ 466,698	\$ 463,289	\$ 481,968	\$ 453,002	\$ 459,409
Prior Year Balance	\$ 12,425	\$ 39,634	\$ (34,258)	\$ 3,642	\$ 19,724
General Fund Support	\$ 152,621	\$ 124,193	\$ 281,538		\$ -
Total Projected Revenue	\$ 631,744	\$ 627,116	\$ 729,248	\$ 456,644	\$ 479,133
Expenses					
Salary & Wages	\$ 193,495	\$ 214,454	\$ 297,102	\$ 218,352	\$ 35,000
Operating Expenses					
Outside Services	\$ 330,715	\$ 386,625	\$ 352,546	\$ 174,220	\$ 378,800
Supplies & Materials	\$ 66,826	\$ 60,295	\$ 55,118	\$ 23,500	\$ 42,000
Other Costs	\$ 1,074	\$ -	\$ 20,840	\$ 20,848	\$ 2,500
Total Operating Expenses	\$ 592,110	\$ 661,374	\$ 725,606	\$ 436,920	\$ 458,300
Projected Final Balance	\$ 39,634	\$ (34,258)	\$ 3,642	\$ 19,724	\$ 20,833

Total Operating and Revolving Fund Budget

	Actual 2016	Actual 2017	Actual 2018	Projected 2019	Budget 2020
	Athletics	Athletics	Athletics	Athletics	Athletics
Revenue					
All Revenue Sources	\$ 1,183,197	\$ 1,177,523	\$ 1,270,069	\$ 1,406,488	\$ 1,485,131
Total Projected Revenue	\$ 1,183,197	\$ 1,177,523	\$ 1,270,069	\$ 1,406,488	\$ 1,485,131
Expenses					
Salary & Wages	\$ 628,967	\$ 645,752	\$ 729,867	\$ 786,736	\$ 900,424
Operating Expenses					
Outside Services	\$ 376,118	\$ 417,791	\$ 404,016	\$ 469,749	\$ 443,443
Supplies & Materials	\$ 105,701	\$ 114,301	\$ 78,389	\$ 60,578	\$ 99,078
Other Costs	\$ 32,777	\$ 33,937	\$ 54,153	\$ 93,998	\$ 45,650
Total Operating Expenses	\$ 1,143,563	\$ 1,211,781	\$ 1,266,425	\$ 1,411,061	\$ 1,488,595

Objectives

- It is a priority to “right-size” department so they are able to provide appropriate levels of support for our growth in participation, as well as recognize the additional work required of administrative and medical support positions within the department.
- In some cases, the department needs to restore to previous levels of service and support, in other cases they need additional support and resources, in at least one case, they need both.

Continue to review Transportation to practices - In Town (in priority order by distance):

- Skyline Field (4 miles) - currently used by Girls and Boys Varsity Soccer in the fall and by Girls and Boys Rugby in the spring.
- Larz Anderson Park/Rink (2.5 miles) - currently used by Field Hockey in the fall, Girls and Boys JV Hockey in the winter and Ultimate Disc in the spring.
- Warren Field (1.4 mile walk) - currently used by Girls and Boys JV Soccer in the Fall and Baseball and Tennis in the spring.

- Amory Park (1.3 mile walk) - currently used by JV and FR baseball in the spring.
- Downes Field (1.1 mile walk) - currently used by Football and Field Hockey in the Fall and by Girls and Boys Lacrosse and Girls and Boys Track in the spring. Note: many users currently run over to Downes and transportation would be a priority for football players with excessive equipment to carry.
- Fisher Hill Reservoir Park (1.2 mile walk) - currently used by Field Hockey in the Fall and by Lacrosse and Ultimate Disc in the spring.

Continue to review Transportation to practices - Out of Town

- Broderick's Gym Gymnastics (Hyde Park 8.5 miles)
- International Fencing Club (W. Roxbury 6 miles)
- BLS Boathouse Crew (Boston 3.5 miles) - not sure this is even feasible since buses cannot access Storrow Drive.

Beyond just distance, there may be other factors to consider, including feasibility (see Crew above), equipment (see Football above), cost effectiveness relative to size of group transported, etc.

Accomplishments

- Collaborated with Wellness Education Department in continued effort to renovate fitness educational spaces in Tappan Building. Upgrades include purchase and re-purpose of equipment and other improvements. These improvements allow for greater access as well as safer and more efficient utilization of the fitness spaces.
- Maintained interest and growth in new athletic offerings (Fencing, Squash, Ultimate Disc).
- Won four Bay State Conference Championships (Girls Soccer, Baseball, Girls Tennis and Boys Tennis) and two State Championships (Boys Tennis and Girls & Boys Crew).
- Eleven student-athletes and one coach received individual All-Scholastic selections.
- Girls Swimming & Diving and Gymnastics each won MIAA Team Sportsmanship Awards.

Transportation

The Transportation Department of the Brookline Public Schools services all PreK-12 schools, including BEEP programming at four locations, and approximately twenty-six Out of District (OOD) placement schools. The budget summary below reflects level service from FY19 with the creation of a user fee revolving fund. Vendor provided services reflect contractual prices and FY20 is the last year of the contract.

Salaries

The Coordinator Director Salary in FY18 reflects partial year expenditures; the position was filled in the middle of August and vacant again in early June. The FY19 position was filled in October and will reflect partial year earnings. The bus monitor and administrative support positions were not filled and those savings will go to cover a shortfall for another line item in the FY19 budget. The monitor position is requested in the budget for FY20.

Regular Education K-8 Transportation

In the K-8 grades, we currently operate four home-to-school buses that have about 180 riders registered to ride per day. Buses make stops at multiple schools in routes enabling service to be provided in excess of the singular bus capacity. MA General Law Chapter 71, Section 68, requires cities and towns provide transportation to students in grades Kindergarten through 6 that reside more than two miles from the school the student is assigned to attend. Transportation of students Grades 7-12 is not required by statute and School Committees may opt to provide and may vote to charge a fee for bus service. PSB policy, Section E, Student Transportation Management, sets the distance 1.5 miles or more walking distance from home to the assigned school.

The Regular Education busing line item also includes estimates for the following services: Middle School sports trips, Track and Field Events, DPW Day, and 8th Grade PEEP Day. The estimate for those services is \$46,320 of the regular education busing total.

BHS (South Brookline) Transportation

FY19 was the first year of fee based busing for BHS students that reside in Baker and Heath zones. The fee was \$400 per rider. The district operates two busses to transport the program's capacity of 144 registered students over 7 trips on a daily basis. In year two, there is no recommendation to change the fee for this optional service.

In the initial year of the program, no revolving fund was voted by the School Committee or Town Meeting, so the full cost of the service, \$151,200, was budgeted as part of the regular education busing line item and user fee revenue went to the Town's General Fund and will close out to free cash for

future appropriation.

In FY19, the Town set up a \$75,000 revenue account, in the town's ledger, in anticipation of the bus user fee revenue. Paying riders paid \$52,000. The School did not expend the \$15,000 it had budgeted in overtime to start up the new program and will return those funds to the town to help make up the shortfall.

FY 19 BHS Service	\$ per Day	Days/ Payers	\$ Per Bus
2 Buses, Up to 4 hrs per day	\$420	360	\$151,200
True cost of BHS Busing			\$151,200

The FY20 budget number is based on the cost of two buses less a revenue estimate based off the first year of the program. For discussion purposes the cost of adding a third bus to both expand total capacity and to reduce the need for some students to ride the early AM bus by lottery is a separate estimate. Should the School Committee wish to add this service, this would be an additional \$78,300 without creating a revolving fund, or \$66,300 additional cost with creating a revolving fund.

Setting up a school bus user fee revolving fund under [MGL Ch. 71, Section 47](#), is how many other school systems have handled accounting for transportation user fees. That law requires the fund to set a maximum balance or maximum level of receipts and end expenditure. The recommended maximum balance for this revolving fund would be \$75,000. Budgeted revenue is \$48,000 though maximum revenue received which can be expended in FY20 would be \$75,000. User fee estimates in the chart above are conservatively estimated so voted appropriations can reasonably be expected to cover incurred costs. Adopting the budget of \$108,600 for the BHS South Brookline transportation reflects creating a transportation revolving fund for FY20.

FY20 Service w/ Revolving Fund	\$ per Day	Days/ Payers	\$ Per Bus
2 Buses, 4 hrs per day	\$435	360	\$156,600
User Fee Revolving	\$400	120	\$48,000
Net Cost of Level Service BHS Busing			\$108,600

For informational purposes only	\$ per Day	Days/ Payers	\$ Per Bus
Add 3rd BHS Bus	\$435	180	\$78,300
Est. User Fee (More Capacity)	\$400	30	\$12,000
Net Cost of Third BHS Bus			\$66,300

Adding a third bus for BHS would require an additional \$66,300 be added to the overall transportation budget as presented above, and (probably) a vote from the School Committee to do so. This topic is likely to come up in future years as the student population as BHS continues to grow.

Special Education Transportation

Special Education Transportation is provided to students with Individual Education Plans (IEPs) that require transportation to and from school during the regular school year and/or the extended school year. The majority of these services are contractual obligations with some summer services falling in the 1.5 mile distance from home to assigned school. During the school year, the department utilizes 15 vans for Student Services in district, same as much of last year. However during FY16, that number was about 11 vans. The number of vans we contract for can vary during the year based on the number of students with special needs and their individual program assignments both in and out of district. After 3 years of steady growth in service needs, FY19 appears to have leveled off and early planning for FY20 has lesser impact on the overall budget than the last 3 budget years.

Homeless Student Transportation

The federal McKinney–Vento Act ensures homeless children and youth have equal access to the same free and appropriate public education, including a public preschool education, as provided to other children and youths. Effectively, the cost of this transportation is initially shared between the district educating the student and the district where the student is temporarily residing. Subject to appropriation by the state legislature, the state has historically provided some level of reimbursement for these expenses that are billed and accounted for separately from other transportation services. The line item was created a couple of years ago, but has not been funded separately. The estimate for FY20 is in between the range we have spent over the last few years for these services. At times we can have several homeless students in need for a few months and other times we can have several months with no need for the service.

Transportation Software and Supplies

This category reflects software renewal subscription, additional training, and supplies for the Transportation Department.

Budget Statement

Program	Exp.	FY18 ACTUAL		FY19 Budget		FY20 BUDGET		FY20 PRELIM Bud -	
		FTE	EXP.	FTE	EXP.	FTE	EXP.	FTE	EXP.
Transportation 31300	Personnel	1.00	\$ 60,243	2.00	\$ 99,041	2.00	\$ 87,508	0.00	\$ (11,533)
Transportation for eligible	Services		\$ 2,277,664		\$ 2,617,976		\$ 2,616,842		\$ (1,134)
students to and from school	Supplies		\$ -		\$ -		\$ -		\$ -
(includes special needs transportation).	Other		\$ -		\$ -		\$ -		\$ -
	Capital		\$ -		\$ -		\$ -		\$ -
	Total		\$ 2,337,908		\$ 2,717,017		\$ 2,704,350	(0.47)%	\$ (12,667)

Personnel

All staffing is being reported by building and department/program. A reader may see positions listed in both school and department/program. They are not double counted. They are being presented in different sort options.

Location Description	Group	Position Description	Sum of FY20 FTE	Sum of FY20 SALARY
SCH ADMIN	BEU - PARAPROFESSIONALS	BUS MONITOR	1.000	\$ 22,000
	NON - ALIGNED	TRANSPORTATION COORD	1.000	\$ 65,508
Grand Total			2.000	\$ 87,508

Budget Changes for Transportation:

Personnel

- There are no changes other than annual salary adjustments.

Services, Supplies, Other and Capital

- Service accounts reflect contractual obligations.

Objectives

- Maintain safe, on-time arrivals for all buses and vans for regular/special education transportation, athletic trips, specialty trips and late runs.
- Work with transportation vendors and Brookline safety officials to ensure we have highly skilled, appropriate drivers and bus monitors.
- Continue to manage Special Education related transportation and develop efficiencies within current system and with external partners.
- Continue implementation software to improve reporting and planning in FY20.
- Continue to focus on efficient routing for Summer Programs.
- Continue to work with the Safe Routes to School group and program including walking routes to school.

Accomplishments

- The safe transportation of students to and from school continued since last year and will do so in the future. Creatively routing and some slight adjustment to arrival times, has minimized the impact of student population growth. Continued collaboration with other Town Departments and programs has resulted in reduced cost for bus service. For example, permitting the buses to park in the Town's Golf Course Lot has resulted in lower vendor charges for total services. In recent years, larger school buses with additional seating

- capacity have been worked into the service at no additional cost.
- Round-trip, dedicated, fee-based busing was implemented for BHS for 2018-19. The projected number of riders and revenue turned out almost as planned. The first few days were slower than anticipated, but once route and stop refinements were made then the service stabilized and became more consistent as the drivers became more familiar with the routes and alternate routes to manage morning traffic. Students became used to being early for estimated bus stop arrival times in the AM. Flexibility between regular and late PM bus was able to be permitted.
 - A new Transportation Coordinator was hired in October 2018. Having a full time staff person, with several years of experience of routing school buses and vans, dedicated to the service should help the startup of next year.
 - A meeting with South Brookline parents to go over the FY20 transportation budget and to hear their suggestions and opinions on service will occur in January at the Baker School.

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Programs with Other School Districts

9000 PROGRAMS WITH OTHER SCHOOL DISTRICTS: Transfers of payments to other school districts or to non-public schools for services provided to students residing in the sending city or town.	
	9100 Tuition to Mass. Schools Tuition or transfer payments to other public school districts in Massachusetts for resident students, Tuition to non-member Collaboratives, Tuition to non-member Regional School Districts.
	9110 School Choice Tuition Transfers made by the state from the sending school district's State Aid to the receiving school district or municipality.
	9120 Tuition to Commonwealth Charter Schools Transfers made by the state from the sending school district's State Aid to the Charter School.
	9200 Tuition to Out-of-State Schools Tuition or transfer payments to school districts in other states for resident students
	9300 Tuition to Non-Public Schools Tuition or transfer payments to non-public schools for resident students
	9400 Tuition to Collaboratives Payments of assessments to member Collaboratives for administrative and instructional services in accordance with collaborative agreements.

Regular Education Out-of-District Tuition

Currently there are several alternative public school programs available across the commonwealth for students who do not attend the local district. The educational options for students are the School Choice program, Charter School Initiatives, Innovation Schools Initiative, and regional agricultural, vocational and technical schools. Below is an overview of the programs in which Brookline resident students have taken advantage of in the past. Due to the small numbers of students who attend these programs (less than 4 per year), reporting is not provided on a regular basis and only exists in this format. Below is a five-year history of the tuition assessments received by the Town of Brookline through the Cherry Sheet.

Innovation Schools

In January 2010, Governor Patrick signed education reform legislation forming “The Innovation School” model. It is projected to be cost-neutral with regard to the longer-term operation of the School Department. However, the school district must create a new line item appropriation, as the tuition is not charged against the Cherry Sheet as other state education initiatives are funded. The Town of Brookline after year one will receive \$6,800 in tuition dollars through Chapter 70 formula calculations. The first year there is no reimbursement. The School Department will have to annually budget for these expenses. The Innovation Schools receive their tuition dollars directly from the school district in the

form of tuition payments. The tuition payments are not treated as an expense offset like Charter Schools.

Commonwealth of Massachusetts Virtual School (CMVS)

A Commonwealth of Massachusetts Virtual School (CMVS) is a public school operated by a board of trustees where teachers primarily teach from a remote location using the Internet or other computer-based methods and students are not required to be located at the physical premises of the school. Each CMVS determines what grade levels it will serve and what particular programs it will offer.

Cherry Sheet Tuition Assessments

The Town receives three types of tuition assessment for educating Brookline resident students. These are School Choice, Charter Schools, and Norfolk Agricultural Technical High School. While these amounts are not shown or reported in the School Department's appropriation, the Town is responsible for the education of these students. All public schools are required to submit actual enrollment reports to Department of Elementary and Secondary Education in October and March of the current year. These figures are used to calculate tuition rates for the current year. Any changes to enrollment figures and tuition rates will alter a district's remaining assessments.

It is unknown at this time what the final impact there will be for the FY20 budget. The town will not have confirmed FY20 enrollment until mid-February 2019. This section will be updated as information becomes available.

Special Education Assessment

The assessment is to partially reimburse the state for providing special needs education to children enrolled in state hospital schools.

School Choice

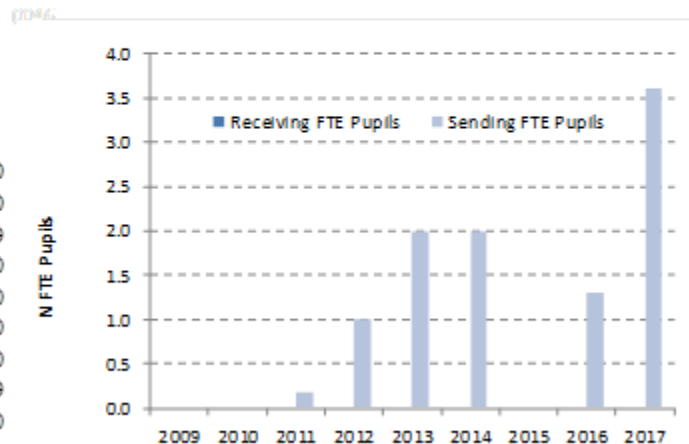
"The school choice program allows parents to send their children to schools in communities other than the city or town in which they reside. Tuition is paid by the sending district to the receiving district. Districts may elect not to enroll school choice students if no space is available."

**Massachusetts Department of Elementary and Secondary Education
Office of District and School Finance**

School Choice Trends in Enrollment and Tuition

0046 BROOKLINE

FY	Receiving		Sending	
	FTE Pupils	Tuition	FTE Pupils	Tuition
2009	0.0	0	0.0	0
2010	0.0	0	0.0	0
2011	0.0	0	0.2	2,279
2012	0.0	0	1.0	5,000
2013	0.0	0	2.0	10,000
2014	0.0	0	2.0	13,400
2015	0.0	0	0.0	0
2016	0.0	0	1.3	8,829
2017	0.0	0	3.6	24,550



Charter Schools

“Charter schools are independent public schools designed to encourage innovative educational practices. Charter schools are funded by tuition charges assessed against the school districts where the students reside. The state provides partial reimbursement to the sending districts for the tuition costs incurred.”

Massachusetts Department of Elementary and Secondary Education

OFFICE OF DISTRICT AND SCHOOL FINANCE

Summary of Historical Sending District Charter School FTE, Tuition, and Reimbursements, FY07 to present*

46 BROOKLINE	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
FTE	1.62	2.00	2.00	3.81	4.00	3.60	3.00	3.00	3.73	3.03	7.00	4.00	3.00
Tuition	22,359	28,774	34,236	61,213	74,443	56,101	56,482	60,017	66,186	46,139	126,500	76,913	69,430
Facilities Aid	1,310	1,698	1,786	3,382	3,572	3,211	2,641	2,668	3,329	2,609	6,023	3,572	2,679
Chapter 46 Aid	21,049	18,656	17,410	31,016	30,418	13,412	4,030	6,821	5,299	-5	67,542	(820)	0
Total Aid	22,359	20,354	19,196	34,398	33,990	16,623	6,671	9,489	8,628	2,604	73,565	2,752	2,679
Net Cost to District	0	8,420	15,040	26,815	40,453	39,478	49,811	50,528	57,558	43,535	52,935	74,161	66,751

Brookline has had students attending the following school districts whereby we have received assessments: Boston Renaissance Charter Public, Academy of the Pacific Rim, Edward Brooke Charter, and Prospect Hill Academy Charter.

Massachusetts Department of Elementary and Secondary Education

Office of District and School Finance

Projected FY19 Foundation Rates by Charter School and Sending District (PROJ)(c)

Cha Lea	Chalocsend	Charter School	Camp us Lea	Campus Location	Send Lea	Sending District	FTE	Total Rate
412	412035046	ACADEMY OF THE PACIFIC RIM	35	BOSTON	46	BROOKLINE	1.00	21,013
487	487049046	PROSPECT HILL ACADEMY	49	CAMBRIDGE	46	BROOKLINE	1.00	24,453
487	487274046	PROSPECT HILL ACADEMY	274	SOMERVILLE	46	BROOKLINE	1.00	23,964

Tuition to Vocational Technical Education Programs & Agricultural Schools

- Norfolk County Agricultural High School (Norfolk Aggie)** - Norfolk Aggie tuition is assessed to the Town through the county assessment. Norfolk County Agricultural High School is a public high school that currently enrolls over 500 students from the 28 towns of Norfolk County as well as more than 40 out-of-county towns. The school is situated on 365 acres in Walpole and offers specialty training to students who are interested in the following: Animal and Marine Science, Veterinary Science, Marine Science, Dairy and Livestock Management, Research and Animal Technology, Equine Science, Canine Science, Plant Science and Environmental Science, Forestry, Horticulture, Landscape Management, Natural Resources, Mechanical Technology, Diesel and Heavy Equipment Operation and Repair, and Welding and Woodworking.
- Essex Agricultural and Technical High School** - Tuition has been incorrectly paid and reported in the School Department's budget as an out-of-district special education tuition expense. This expense is outside the authority of the School Committee. "The primary purpose of an agricultural high school is to prepare students for occupations or additional education related to agriculture, agriscience, agribusiness, the care and management of animals, horticulture, forestry, and environmental science. While agricultural high schools may offer other forms of vocational-technical education, as defined in M.G.L. c. 74, § 1, they shall avoid duplication of programs offered in vocational schools located within a 20-mile radius of the school." Periodically, students who are interested in programs that are not available at Norfolk County Agricultural High School enroll.

- ***Minuteman Regional Vocational Technical School District (Minuteman)***. Tuition has been incorrectly paid and reported in the School Department's budget as an out-of-district special education tuition expense in the School Department Budget. This expense is outside the authority of the School Committee. Minuteman combines academics and college preparation (the main purpose of traditional high schools) with carefully designed courses related to career exploration and learning (the main purpose of vocational-technical schools). The original school planners focused on needs of students living along Massachusetts' high-tech corridor. Minuteman currently offers 20 different vocational & technical shop concentrations for the students. The programs Minuteman offers are Bio-Technology, Horticulture & Landscaping, Environmental Technology, Health Occupations, Graphic Design, Computer Technology, Electromechanical Technology & Robotics, Engineering, Telecommunications, Cosmetology, Culinary Arts, Early Education, Automotive, Carpentry, Electrical, Heating, Ventilation & Air Conditioning, Plumbing, and Welding & Metal Fabrication.

Special Education Programs

Students with disabilities ages 2 years and 9 months to 22 who are unable to be educated within the public schools are entitled to a free and appropriate public education. When a student cannot receive appropriate services within the Public Schools of Brookline, services are provided in other settings including collaborative and private schools. There are associated transportation costs and specialized care for some of our most needy students. The Department of Elementary and Secondary Education has developed a form of reimbursement, Circuit breaker, which provides some fiscal support for high cost students.

Tuition is monitored by the Deputy Superintendent for Student Services and the Finance Manager of the Office of Student Supports. As a student's intensive needs become identified and services within the district cannot provide for that student, then the Out-of-District Coordinator is called to meet with the team and parents to plan for the student's placement in the least restrictive placement/environment.

The Out-of-District Coordinator is the liaison for the student's IEP and provides case management of all aspects of the student's program. Costs are monitored through Deputy Superintendent for Student Services.

- Tuition rates for approved special education private day and residential schools are set by the Operational Services Division (OSD) of the Commonwealth of Massachusetts Executive Office of Administration and Finance.

- Each year the OSD provides an estimated rate of inflation, which is used to project tuition for approved special education private day and residential placements. More information is available at the OSD Website: <https://www.mass.gov/special-education-pricing>
- With the exception of extraordinary relief or other unusual circumstances, private schools may request the additional increases in the form of special circumstances or program reconstruction. Private schools must provide the required notice to public schools by the October 1st for the following fiscal year. The State can approve increases anytime during that following fiscal year. In such instances, the requested increase is budgeted in the event such should occur.
- Collaborative tuition increases are recommended to the Collaborative Board of Directors based on program costs and budget presentations. The Collaborative Board of Directors is made up of member district Superintendents. For the last several years, a 4% increase has been assumed for Collaborative tuitions. Additionally, a 4% increase has been assumed for OSD approved out of state private schools as the rate increases are not set by OSD but rather the respective state agency where the school is located.
- Collaborative programs also tuition-in students from non-member districts. Non-member districts pay a higher tuition than member districts. Brookline will only send students to non-member collaboratives, when it is programmatically appropriate.
- The FY19 Initial Circuit Breaker Reimbursement Calculation (based on FY2018 eligible student claims) is \$1,769,814. It represents the Commonwealth's projected reimbursement rate of 72% of the net claim of \$2,458,085. The estimate is based on the number of students who are in school until graduation or turn 22 prior to the end of the school year. The estimate reflects actual time spent in the program and tuition paid. Not all student placements meet the circuit breaker threshold for reimbursement. The reimbursement rate, set by DESE, is also variable.

The table below summarizes the Budgeted Line Items by the DESE Chart of Accounts and the head counts of the students in each year.

9000 Series	Programs with Other School Districts	FY2018 Head Count	FY2018 Budget	FY2019 Budgeted Head Count	FY2019 Budget	FY2019 Head Count	FY2019 Projection	Variance Head Count	Variance \$
9100	Tuition to Mass. Schools	4	\$ 240,379	3	\$ 116,742	1	\$ 45,239	-2	\$ 71,503
9200	Tuition to Out-of-State Schools	1	\$ 392,304	3	\$ 165,316	4	\$ 247,809	1	\$ (82,493)
9300	Tuition to Non-Public Schools	52	\$ 4,447,997	46	\$ 4,187,258	61	\$ 4,959,999	15	\$ (772,741)
9400	Tuition to Collaboratives	1	\$ 63,630	1	\$ 62,407	2	\$ 66,484	1	\$ (4,077)
Total		58	\$ 5,144,310	53	\$ 4,531,723	68	\$ 5,253,047	15	\$ (721,324)
9500					\$ 42,456		\$ 42,456		\$ -
Total		58	\$ 5,144,310	53	\$ 4,574,179	68	\$ 5,295,503	15	\$ (721,324)

The FY2020 Budget Projection includes the following known issues:

1. The Annual OSD (Operational Services Division) rate increase for Out of District Tuitions, which for FY2020, is 2.63%.
OSD is responsible for setting tuition prices for more than 200 approved special education programs in approximately 100 private schools. This price setting is necessary to accommodate students with needs that cannot be met by their current school district.
2. Students included for the FY2020 projection are as of December 31, 2018.

What the FY2020 Projection does not include:

1. This projection does not include students who may be placed out between now and March 31, 2019. The Move-In Law requires districts of the sending community to pay for placements in those instances where a child moves after April 1st, for the balance of the existing year and for the next fiscal year. So, for example, if a family from Weston moves to Brookline on April 7th, Weston would be responsible for that student's Out of District Tuition for the remainder of FY2019 and the entirety of FY2020. If that family moves here on March 27th, we are responsible for FY2020.
2. This projection does not include increases related to Program Reconstruction. Program Reconstruction allows private schools an opportunity to apply to reorganize their existing programs, usually to increase staffing and services in order to address changing student needs. There are 12 students in programs currently under review for Reconstruction. One was sent on December 21st. The department may not be informed that these programmatic - and the financial impact of those - changes have been approved until July 1st.
3. This projection does not include a provision for Unilateral Placements or Potential Settlements. The current watch list of these students totals \$842,481. The likelihood of the department paying that amount is remote, but there probably will be some additional agreed to settlements that will affect this number. The Reserve Account has been used to offset these in the past. These students will be continuously monitored with the Interim Out of District Coordinator and the Directors so that the department can plan accordingly.
4. This projection does not include a provision for students currently in 'In-House Programs' that might disrupt and require placement in an Out of District Program. Generally these costs have been mitigated by identifying students who are coming back from Out-of-District Programs into the schools. Because this is a number that is constantly in flux, it's going to take some time to benchmark effectiveness at bringing kids back in house. Additionally, the department has been able to absorb 45 day placements, but that number fluctuates greatly from year to year.
5. This projection does not include any students aging out. Why? Because there are none for this year, and as a preview, none for FY 2021.

The FY2020 Budget Projection is an attempt to right-size the budget for Out of District Tuitions based on actual known placements at the time of this budget cycle. This is a realistic budget request based on the factors listed above.

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CAPITAL IMPROVEMENT PROGRAM (CIP) EXPENDITURES

The infrastructure maintenance and improvements of the Public Schools of Brookline is supported through the Town's Capital Improvement Plan. The School Department shares an inter-dependence of their school buildings being community buildings. Annually, the Capital Improvement process begins in January of the prior fiscal year to coordinate addressing of needs town-wide. The School Department liaises with

1. Planning Department – project updates by other departments,
2. Building Department – entrances into the building, stairs, accessible walkways, building envelope maintenance and repairs
3. Parks and Recreation – Bike Racks, Playgrounds, Tennis Courts, Basketball Courts, pruning, repairs to walkway entrances into the school grounds, trash, Not funded for full site renovations
4. DPW – sidewalks,
5. Transportation Board – parking permitting, growth, management, etc.
6. Board of Health – School kitchens, water, air quality, etc.
7. General Government – School Information Technology Infrastructure and networking

The full Town of Brookline CIP Reports can be located at Town of Brookline Budget Central / Financial Reports Center:

1. [FY2020 2025 Preliminary Capital Improvement Program \(CIP\) \(Project Listing\) \(PDF\)](#)
2. [FY2020 2025 Preliminary Capital Improvement Program \(CIP\) \(Project Descriptions\) \(PDF\)](#)

SCHOOL COMMITTEE

55. School Furniture

Position Responsible for Budget: School Director of Operations

This is a continuous program to upgrade furniture in all schools, which absorbs significant wear and tear annually. This program will replace the most outdated and worn items. Typically, when schools get a complete renovation/addition project, most or all of the furniture gets updated as part of the project. The FY23 budget is adjusted to reflect new furniture in the pending building projects at BHS, Pierce, Driscoll and Baldwin. We repurpose furniture that is still in good condition and upgrade in other buildings where applicable helping other buildings much farther away from building project and complete furniture upgrade. FY23 budget reflects a modest decrease because new construction project years enable us to replace and upgrade furniture in the “specials” Science, Art, PE, where that furniture and equipment is often significantly more expensive than that of traditional classroom furniture. Buildings tend to have an expected useful life of 40-50 years, but most furniture needs replacement before a construction/renovation project comes up. The timing of those four projects coming to pass could impact future furniture requests list below.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax/Free Cash	<i>\$100,000</i>	\$110,000	\$120,000	\$130,000	\$110,000	\$130,000	\$140,000	<i>\$150,000</i>	\$740,000

69. High School Expansion and Addition

Position Responsible for Requests: High School Building Committee, Building Commission, School Committee, and Owner's Project Manager

Brookline High School is currently experiencing the initial wave of rapid enrollment growth that will increase the student body from 1,800 students in 2015, to as many as 2,600 students by 2023. Anticipating this growth, the School Committee, School Department, and Select Board have been leading an effort to expand, modernize, and renovate the facility.

In May 2018, Brookline voters supported a debt exclusion override to fund the expansion and renovation of Brookline High School. The project is now in the Design Development phase during which final design, floor plans and architectural drawings will be completed. William Rawn Associates, Skanska Construction and Hill Associates will support the Town and the Building Department from design development through construction to completion. The project will include a new building at the 111 Cypress Street site, a new Science, Technology, Engineering, and Math (STEM) building to replace the building at the corner of Tappan and Greenough Streets, renovations to the 3rd floor of the main

building and the Tappan gymnasium, as well as improvements to Cypress Field. Demolition and construction is expected to begin in Summer 2021 and be completed by Summer 2021.

Up to date Project Information is located at <https://www.brookline.k12.ma.us/Page/1923>

The project has been funded as follows:

Project Budget: \$205,600,000

111 Cypress bond authorization	\$16,400,000	debt exclusion (FY18 authorization)
Design Completion / Construction	\$151,800,000	debt exclusion
Design Completion / Construction	\$2,400,000	bond premium account
Design Completion / Construction	\$35,000,000	existing CIP capacity

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
General Fund Bond / Bond premium account	<i>\$189,200,000</i>	-	-	-	-	-	-	-	\$189,200,000

70. Driscoll School Expansion and Addition

Position Responsible for Requests: Driscoll School Building Committee, Building Commission, School Committee, and Owner's Project Manager

Since 2005, Brookline has experienced historic enrollment growth in its public schools. The K-8 elementary schools have grown by 40% going from 3,904 students in 2006 to 5,482 students in 2017, which is equivalent to adding three schools into our existing schools in just over 10 years. For a decade now, the Town and School Department have been addressing the expanding student population by studying potential sites for a new elementary school and by adding classrooms to existing schools by dividing classrooms; converting offices, locker rooms, and hallways into classrooms; renting private buildings; and building new classrooms or adding modular classes. Despite adding nearly 60 classrooms to our existing schools through this "Expand-in-Place" strategy, the schools continue to be severely overcrowded.

On June 13th, the Town completed its third study since 2013 on selecting a site for a new school. The Select Board and School Committee approved moving forward with expanding the Baldwin School, expanding and renovating the Driscoll School, and renovating and possibly expanding the Pierce School.

Expanding and renovating Baldwin, Driscoll, and Pierce over time allows the town to address the enrollment increases in North Brookline and South Brookline while not overbuilding in either part of town. The Baldwin School will directly address the ongoing and expected student enrollment growth that is projected to add 375 more students within five years. Driscoll and Pierce have both grown by more than 57% since 2006, and neither school has received significant upgrades since the 1970s. The Baldwin and Driscoll projects will now begin what is known as the Design Feasibility Phase. The Town submitted an application earlier in the spring to partner with the Massachusetts School Building Authority to help ease the burden on the town of three significant capital projects.

After working throughout fall, the Driscoll School Building Committee has selected a preferred design options for the Driscoll School Building Project. Identifying these preferred designs is an essential step in the three-school, town-wide solution that will address the overcrowding and sub-standard learning spaces in the Public Schools of Brookline and begin to remedy the historic enrollment increases the Town has experienced for more than 10 years.

On November 15, the Driscoll School Building Committee selected Option H as the preferred design over three other designs. The committee identified Option H, known as the “Modified Star Design,” as the best option for many reasons including that it provides the best and most flexible arrangement of classrooms, increases useable play space by 20,000 square feet, and allows for the most daylighting of all the four options. The new building will be all new construction, replacing the existing building. It will be reoriented onto Washington Street, allowing the site’s open space to be more fully integrated into the residential neighborhood of Westbourne Terrace, Bartlett Street, and Bartlett Crescent and opening up the views of those who live on Westbourne Terrace which are now blocked by the existing building.

Up to date Project Information is located at <https://www.brookline.k12.ma.us/Page/2353>

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash (Schematic Design)	\$1,500,000	-	-	-	-	-	-	-	\$1,500,000
General Fund Bond (Design Completion / Construction)	-	\$100,000,000	-	-	-	-	-	-	\$100,000,000
Total \$									\$101,500,000

72. Baldwin School Expansion and Addition

Position Responsible for Requests: Baldwin School Building Committee, Building Commission, School Committee, and Owner's Project Manager

Since 2005, Brookline has experienced historic enrollment growth in its public schools. The K-8 elementary schools have grown by 40% going from 3,904 students in 2006 to 5,482 students in 2017, which is equivalent to adding three schools into our existing schools in just over 10 years. For a decade now, the Town and School Department have been addressing the expanding student population by studying potential sites for a new elementary school and by adding classrooms to existing schools by dividing classrooms; converting offices, locker rooms, and hallways into classrooms; renting private buildings; and building new classrooms or adding modular classes. Despite adding nearly 60 classrooms to our existing schools through this “Expand-in-Place” strategy, the schools continue to be severely overcrowded.

On June 13th, the Town completed its third study since 2013 on selecting a site for a new school. The Select Board and School Committee approved moving forward with expanding the Baldwin School, expanding and renovating the Driscoll School, and renovating and possibly expanding the Pierce School.

Expanding and renovating Baldwin, Driscoll, and Pierce over time allows the town to address the enrollment increases in North Brookline and South Brookline while not overbuilding in either part of town. The Baldwin School will directly address the ongoing and expected student enrollment growth that is projected to add 375 more students within five years. Driscoll and Pierce have both grown by more than 57% since 2006, and neither school has received significant upgrades since the 1970s. The Baldwin and Driscoll projects will now begin what is known as the Design Feasibility Phase. The Town submitted an application earlier in the spring to partner with the Massachusetts School Building Authority to help ease the burden on the town of three significant capital projects.

After working throughout fall, the Baldwin School Building Committee has selected a preferred design option for the Baldwin School Building Project. Identifying these preferred designs is an essential step in the three-school, town-wide solution that will address the overcrowding and sub-standard learning spaces in the Public Schools of Brookline and begin to remedy the historic enrollment increases the Town has experienced for more than 10 years.

The Baldwin School Building Committee met on November 19 to review all three preliminary design options and unanimously voted to recommend Option B “Solar Harvest” as the preferred design option. The Solar Harvest design allows for more natural light and daylighting, presents a less imposing facade to the residential neighbors to the west of the site, is more energy efficient, will have lower long-term operating costs, and provides collaborative spaces conducive to project-based learning and programming. Rebuilding and expanding the Baldwin School is the most cost effective way for the Town to add classroom capacity on one site.

Up to date Project Information is located at <https://www.brookline.k12.ma.us/Page/2391>

Time Schedule									
	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future Years	Total Estimate Cost (FY20-25)
Property Tax / Free Cash (Schematic Design)	\$1,500,000	-	-	-	-	-	-	-	\$1,500,000
General Fund Bond (Design Completion / Construction)	-	\$82,000,000	-	-	-	-	-	-	\$82,000,000
Total \$									\$83,500,000

73. Pierce School Expansion and Addition

Positions Responsible for Budget: Deputy Supt for Admin and Finance/Town Project Manager

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Expanding and renovating Baldwin, Driscoll, and Pierce over time allows the town to address the enrollment increases in North Brookline and South Brookline while not overbuilding in either part of town. The Baldwin School will directly address the ongoing and expected student enrollment growth that is projected to add 375 more students within five years. Driscoll and Pierce have both grown by more than 57% since 2006, and neither school has received significant upgrades since the 1970s. The Baldwin and Driscoll projects will now begin what is known as the Design Feasibility Phase. The Town submitted an application earlier in the spring to partner with the Massachusetts School Building Authority to help ease the burden on the town of three significant capital projects.

On December 12, 2018 the Massachusetts School Building Authority (MSBA) Board of Directors met and voted to invite twelve communities including Brookline into the next stage of partnership, called the “Eligibility Period.”

Time Schedule									
	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future Years	Total Estimate Cost (FY20-25)
General Fund Bond (Feasibility / Schematic Design)	-	\$2,000,000	-	-	-	-	-	-	\$2,000,000
General Fund Bond (Design Completion / Construction)	-	-	TBD	-	-	-	-	-	TBD
Total \$									\$2,000,000

74. Classroom Capacity

FY21 request to rename to Education Program Requirements

Positions Responsible for Budget Request: School Director of Operations

Positions Responsible for Implementation: Building Commission and Director of Public Buildings

The Public Schools of Brookline PreK-12 student population has grown by 31% since FY 2006 from 6,014 students to 7,855 in FY 2019. In FY19 (October 1, 2018), there are now 5,503 K-8 students compared with 3,904 in FY06, an increase of 41%.

In order to create the classroom space necessary to accommodate this PreK-8 enrollment increase, a long series of leased instructional and office spaces have been built or acquired. The lease obligations began in 2011 and continue through 2021. The Classroom Capacity article in FY 2020 covers the leases at the temples (for 11 BEEP classrooms), 62 Harvard and the Brookline Teen Center (for Pierce classrooms), 24 Webster Place (office space), and the Baker modules (effectively a lease purchase) with very limited funding and functional space to modify smaller spaces in existing buildings. The FY 2020 – 2025 budgets assume continuation of those lease arrangements, until the 127 Harvard gift is finalized and we can end the need to lease space for BEEP. The potential for Pierce project could displace the staff located at Sperber if no district wide staff space is included in any of the upcoming building projects. There could be some staffing space available at BERC with any BEEP staff relocated to 127 Harvard or in the pending school construction projects.

Address	USE	SF Leased	Lease End Date	FY19 Cost per SF	Full Use
Temple Emeth	BEEP	9,800	8/30/2019	\$ 31.74	Yes
Temple Obhei	BEEP	6,800	7/31/2019	\$ 32.54	Restricted
62 Harvard (Pierce Loft)	Classrooms	5,500	8/31/2020	\$ 39.68	Yes
24 Webster Place	Office space	10,000	9/30/2019	\$ 20.00	Yes
Brookline Teen Center	PE /Music	4,658	6/30/2018	\$ 12.13	Part-time (hourly)
Baker Modularity	Classrooms	1,845	9/1/2019	\$ 42.03	Yes (lease/purchase)

With leases expiring in FY20 the total budget is included as the RFP will go out in January/February 2019. Using well-planned larger-scale renovation projects and smaller-scale space conversion projects have been completed over the past decade. A total of 55 PreK-8 Classrooms were added through the use of an “Expand-in-Place” strategy since 2008 including but not limited to:

- 6 classrooms built at Heath;
- 4 classrooms built at Lawrence;
- 2 modular classrooms added at Baker;
- 11 BEEP classes moved out of K-8 buildings into leased commercial space;
- 4 classrooms in leased commercial space for Pierce;
- Gym and Fitness Room Rental for Pierce;
- Expanded use of the buffer zones to maintain class size at desired levels.
- FY18 we will bring online 4 classroom conversions from existing spaces. These are likely the last K-8 classroom spaces available in the district for conversion and reclaiming
 - Driscoll added a fourth section of Grade 3.
 - Lawrence added a fourth section of Grade 6.
 - Pierce added a fifth section of Grade 4.
 - Devotion added a fifth section of Grade 6.
- FY19 New Coolidge Corner School (FKA Devotion) Opens;

While the increase in size of Brookline’s kindergarten enrollment has driven the majority of the growth, these larger elementary grades have moved up, consistent with the district’s decades-long pattern of near 100% cohort retention. They have already started arriving at the high school which has grown by 284 students since FY14 (1,802) to FY19 (2,084). BHS enrollment has increased in each of the last nine years (going back to FY11) and is expected to increase each of the next nine years with each incoming class through FY28, or until the current second grade class of 574 students becomes Freshman. Our current enrollment grades 3 through 6 have 2,595 students enrolled. The maximum capacity of the existing high school is between 2,000 and 2,200 without expansion. Thankfully, the Town voters have supported expansion and construction to meet this need and designer plans and specifications are currently in progress.

The work of adapting the High School to accommodate the growing enrollment was underway before a renovation/project was voted with building or reclaiming a total of 9 classrooms. To accomplish this, more than fifty staff members from Brookline Early Education Program (BEEP), Office of Student Affairs, METCO, ELL, Operations (Custodians, Transportation, & Food Service), Brookline Adult and Community Education (BACE), Office of Strategy and Performance, and Steps to Success Inc., were all moved in FY16 to 24 Webster Place (leased). In FY 17, the Help Desk was moved to the Health Building to join the Town IT Department. Educational Technology moved to the Sperber Center at Pierce Elementary in FY17. The movement of these departments from the High School, Pierce (Sperber Center), and Town Hall Annex/leased space has allowed the district to reclaim classroom and small group instructional spaces at the high school to be used by new teachers and support staff needed due to increased enrollment.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	<i>\$1,165,000</i>	\$1,233,000	\$1,225,000	\$1,250,000	\$1,300,000	\$1,350,000	\$1,375,000	<i>\$1,400,000</i>	\$7,773,000

Building Summary Charts

Baker School			
Population Served	K-8	Enrollment 10/1/18	762
Sections P/ Grade 10/1/18	4 or 5	# Classroom Sections 10/1/18	38
Net Floor Area (2016)	61,296	# of substandard Classrooms	22
Designed Capacity 21 Class Avg	567	Program SF Per Pupil 10/1/18	80.4
Designed Sections Per Grade	3	Program Area/Pupils @ 567	108.10
Original Construction	1936	Last Renovation/Addition	1999
Last Addition	2015	Type of Addition	2 Modular CRs
Expected Useful life	40 yrs	Est. Renovation Year	2039
Last Major Repair	2016	Type of Repair	Partial Brick Repointing
# of lunch Periods	4	Lunch Start and End	11:00 -1:10 PM
Programs in spaces not meeting current MSBA standards			
PE, Art, Music, Nurse, Principal and VPs, Special Education, Teacher Work Room			
See 2016 Internal Building analysis Deficiency Summary			
Plan to address capital and/or programmatic needs			
The Baldwin School Project will alleviate some of the overcrowding and free up some existing space for programmatic needs.			

Baldwin School			
Enrollment 10/1/18	22/30	Estimated Enrollment FY23	458*
Population Served	BHS/ Daycare	# Classroom Sections 10/1/18	8
Original Construction	1906	Last Renovation/Addition	
Expected Useful life	Exceeded	Est. Renovation Year	2021/22022
Last Major Repair		Type of Repair	
Total # of Classrooms	8	# Substandard Classrooms	TBD
# of lunch Periods	3	Lunch Start and End	1-Jan
Programs in spaces not meeting current MSBA standards			
The building is used for small group alternative BHS classes (22 students enrolled) and the staff daycare program (30 students) enrolled during the days teachers are contracted to work.			
Plan to address capital and/or programmatic needs			
2 Sections per Grade and 9 classrooms for Special Education and District Wide programming needs. The estimated enrollment in this new school would provide relief to other K-8 schools once open.			

Coolidge Corner School			
Population Served	PK-8	Enrollment 10/1/18	873
Sections P/ Grade 10/1/18	5, 2 PK	# Classroom Sections 10/1/18	45 (+ 2 PK)
Net Floor Area (2016)	158,610	# of Substandard Classrooms	0
Designed Capacity 21 Class Avg	979	Program SF p/Pupil 10/1/18	182
Designed Sections Per Grade	5	Program Area/Pupils @ 979	162
Original Construction	1913	Last Renovation/Addition	2018
Last Addition	2018	Type of Addition	New/Full Reno
Expected Useful life	40-50 yrs	Est. Renovation Year	2058

Last Major Repair	N/A	Type of Repair	N/A
# of lunch Periods	3	Lunch Start and End	10:55- 12:30 PM
Programs in spaces not meeting current MSBA standards			
All spaces meet the current MSBA program standard			
Plan to address capital and/or programmatic needs			
* The building has seating capacity for more students, use of "buffer zones" for new families going forward may provide some enrollment relief to Lawrence and/or Driscoll			

Driscoll School			
Population Served	PK-8	Enrollment 10/1/18	614
Sections P/ Grade 10/1/18	3 or 4	# Classroom Sections 10/1/18	28 (+2 PK rooms)
Net Floor Area (2016)	56,997	# Substandard Classrooms	14
Designed Capacity 21 Class Avg	412	Program SF p/Pupil 10/1/18	93
Designed Sections Per Grade	2	Program Area/Pupils @ 412	138
Original Construction	1910	Last Renovation/Addition	1953/1980
Last Addition	1980	Type of Addition	2 Modular CRs
Expected Useful life	Exceeded	Est. Renovation Year	2021/22
Last Major Repair	2016	Type of Repair	Roof and Repointing
# of lunch Periods	5	Lunch Start and End	10:20-12:53
Programs in spaces not meeting current MSBA standards			
14 regular education classrooms, café, PE, Art, Music, Science, nursing, Special Education			
See 2016 Internal Building analysis Deficiency Summary			
Plan to address capital and/or programmatic needs			
Dec 13,2018 Town Meeting Vote for a New Driscoll School, Estimated Opening, September 2021 or 2022			

Heath School			
Population Served	PK-8	Enrollment 10/1/18	522
Sections P/ Grade 10/1/18	3	# Classroom Sections 10/1/18	27 (+2 PK)
Net Floor Area (2016)	49,874	# Substandard Classrooms	8
Designed Capacity 21 Class Avg	601	Program SF p/Pupil 10/1/18	96
Designed Sections Per Grade	3	Program Area/Pupils @ 601	83
Original Construction	1958	Last Renovation/Addition	2012
Last Addition	2012	Type of Addition	6 classrooms, renovation
Expected Useful life	40	Est. Renovation Year	2052
Last Major Repair	1999	Type of Repair	Roof Sections
# of lunch Periods	6	Lunch Start and End	10:50-1:20
Programs in spaces not meeting current MSBA standards			
8 undersized classrooms, small group instructional space needed, Gym, Café, Library			
See 2016 Internal Building analysis Deficiency Summary			
Plan to address capital and/or programmatic needs			
December 13,2018 Town Meeting Vote for a New Baldwin and & New Driscoll School			

Lawrence School			
Population Served	K-8	Enrollment 10/1/18	705
Sections P/ Grade 10/1/18	4 or 5	# Classroom Sections 10/1/18	35
Net Floor Area (2016)	64,795	# Substandard Classrooms	8
Designed Capacity 21 Class Avg	567 (or 651)	Program SF p/Pupil 10/1/18	92

Designed Sections Per Grade	3 (or 3.4)	Program Area/ Pupil 567 (651)	114 or (100)
Original Construction	1930	Last Renovation/Addition	2005
Last Addition	2014	Type of Addition	4 Classrooms
Expected Useful life	40	Est. Renovation Year	2045
Last Major Repair	2005/14	Type of Repair	Reno '05, Addition '14
# of lunch Periods	6	Lunch Start and End	10:50 -1:20
Programs in spaces not meeting current MSBA standards			
Gym, Café & Music are undersized, Small group instructional areas & VP office needed			
See 2016 Internal Building analysis Deficiency Summary			
Plan to address capital and/or programmatic needs			
Enrollment shift via buffer zones to CCS and eventually Pierce, move closer to 3 section school than a full 4 section school to address other deficiencies			
Note: The 2014 four added classrooms make this a viable “bubble” school			

Lincoln School			
Population Served	K-8	Enrollment 10/1/18	581
Sections P/ Grade 10/1/18	3 or 4	# Classroom Sections 10/1/18	28
Net Floor Area (2016)	57,114	# Substandard Classrooms	8
Designed Capacity 21 Class Avg	378 (or 567)	Program SF p/Pupil 10/1/18	98
Designed Sections Per Grade	2 (3*)	Program Area/ Pupil 378 (567)	151 or (101)
Original Construction	1992	Last Renovation/Addition	N/A
Last Addition	N/A	Type of Addition	N/A
Expected Useful life	50	Est. Renovation Year	2042
Last Major Repair	2017	Type of Repair	HVAC/Roof/Masonry

# of lunch Periods	4	Lunch Start and End	10:15 - 12:45
Programs in spaces not meeting current MSBA standards			
Gym, Café, K rooms, 4 classrooms, & small instructions rooms are undersized			
Building does not appear to be designed for 3 sections per grade, numbers shown for reference			
See 2016 Internal Building analysis Deficiency Summary			
Plan to address capital and/or programmatic needs			
Enrollment shift via buffer zones to new Pierce and abutters after new Baldwin			

Pierce School			
Population Served	K-8	Enrollment 10/1/18	865
Sections P/ Grade 10/1/18	4 or 5	# Classroom Sections 10/1/18	42
Net Floor Area (2016)	80,995	# Substandard Classrooms	21
Designed Capacity 21 Class Avg	567	Program SF p/Pupil 10/1/18	94
Designed Sections Per Grade	3	Program Area/ Pupil 567 (756)	142
Original Construction	1971	Last Renovation/Addition	N/A
Last Addition	N/A	Type of Addition	N/A
Expected Useful life	50	Est. Renovation Year	2025
Last Major Repair		Type of Repair	Roof/Repoint/Windows
# of lunch Periods	5	Lunch Start and End	
Programs in spaces not meeting current MSBA standards			
Gym, Café, K rooms, 4 classrooms, & small instructions rooms are undersized			
See 2016 Internal Building analysis Deficiency Summary			
Plan to address capital and/or programmatic needs			

Submitted SOI and passed step 1 (of many steps) in MSBA approval process for new 5 section pre-K - 8 building. This will also help Lawrence and Lincoln enrollment issues with use of buffer zones. Used CCS approved program specifications in SOI.

Note: open floor design skews SF compared traditional school classrooms with walls to absorb sound instead of space

Runkle School			
Population Served	PK-8	Enrollment 10/1/18	581
Sections P/ Grade 10/1/18	3	# Classroom Sections 10/1/18	27 (+1 PK)
Net Floor Area (2016)	60,895	# Substandard Classrooms	0
Designed Capacity 21 Class Avg	584	Program SF Per Pupil 10/1/18	105
Designed Sections Per Grade	3	Program Area/ Pupil 567 +17 PK	104
Original Construction	1962	Last Renovation/Addition	2014
Last Addition	2014	Type of Addition	New/ Renovation
Expected Useful life	40-50	Est. Renovation Year	2054-2064
Last Major Repair	N/A	Type of Repair	N/A
# of lunch Periods	7	Lunch Start and End	10:25-12:55
Programs in spaces not meeting current MSBA standards			
None designed spaces meet current MSBA standards			
See 2016 Internal Building analysis Deficiency Summary			
Plan to address capital and/or programmatic needs			
Growth of RISE program and other Special Education programs to be spilt in New Baldwin, use of buffer zones with New Driscoll, New Pierce, and Heath.			

Brookline High School - 115 Greenough Street			
Enrollment 10/1/18	2101	<i>Projected Enrollment FY23</i>	2391
Population Served	9 to 12	# Classroom Sections 10/1/18	TBD
# of Pre-K rooms	0	Pre-K meets MSBA Standards	NA
Original Construction	1920	Last Renovation/Addition	1998 (partial)
Last Addition	1998	Type of Addition	Classrooms/Library/Admin
Expected Useful life	40	Est. New Construction Year	2021 (2038)
Last Major Repair	2017	Type of Repair (Partial)	Windows
Total # of Classrooms	130	# Substandard Classrooms	TBD
# of lunch Periods	3	Lunch Start and End	11:00 - 12:30
Programs in spaces not meeting current MSBA standards			
Room by room inventory of BHS not yet performed			
Plan to address capital and/or programmatic needs			
Purchase of 111 Cypress Street to create additional classroom space, Science wing renovation on the 3rd floor and an addition renovation of the Tappan side wing			

Brookline High School - 66 Tappan Street (Gym)			
Enrollment 10/1/18	2101	<i>Projected Enrollment FY23</i>	2391
Population Served	9 to 12	# Classroom Sections 10/1/18	TBD
# of Pre-K rooms	0	Pre-K meets MSBA Standards	NA
Original Construction	1960	Last Renovation/Addition	N/A
Last Addition	N/A	Type of Addition	Small Add
Expected Useful life	Exceeded	Est. New Construction Year	2021

Last Major Repair	1999	Type of Repair	Roof
Total # of Classrooms	8	# Substandard Classrooms	0
# of lunch Periods	N/A	Lunch Start and End	N/A
Programs in spaces not meeting current MSBA standards			
Size of PE spaces meets current MSBA standards			
Plan to address capital and/or programmatic needs			
Part of the lobby and the fitness center are planned to get slight expansion in the 2021 BHS project.			

BHS - Unified Arts Building - 46 Tappan Street			
Enrollment 10/1/18	2101	<i>Projected Enrollment FY23</i>	2391
Population Served	9 to 12	# Classroom Sections 10/1/18	TBD
# of Pre-K rooms	0	Pre-K meets MSBA Standards	NA
Original Construction	1896	Last Renovation/Addition	1980
Last Addition	N/A	Type of Addition	N/A
Expected Useful life	40-50	Est. New Construction Year	2030
Last Major Repair	2016/2018	Type of Repair	Envelope
Total # of Classrooms/Spaces	16	# Substandard Classrooms	TBD
# of lunch Periods	N/A	Lunch Start and End	N/A
Programs in spaces not meeting current MSBA standards			
Spaces not reviewed to current MSBA Vocational Education Standards			
Plan to address capital and/or programmatic needs			
Not in the current BHS Renovation/Addition project for 2021, Individual classroom and shop updates anticipated as programs evolve.			

BEEP at Lynch			
Enrollment 10/1/18	63	Projected Enrollment FY23	63
Population Served	Pre-K	# Classroom Sections 10/1/18	5
# of Pre-K rooms	5	Pre-K meets MSBA Standards	TBD
Original Construction	19??	Last Renovation/Addition	1977
Last Addition	N/A	Type of Addition	N/A
Expected Useful life	40-50	Est. New Construction Year	2027
Last Major Repair	2000	Type of Repair	Boiler Replaced
Total # of Classrooms/Spaces	7	# Substandard Classrooms	TBD
# of lunch Periods	N/A	Lunch Start and End	N/A
Programs in spaces not meeting current MSBA standards			
Spaces not reviewed to current MSBA Vocational Education Standards			
Plan to address capital and/or programmatic needs			
Request from Principal to make downstairs bathroom ADA compliant to go with 2017 ADA compliant playground renovation from the Parks Dept.			

Overview of the 9th Elementary School Project information and project close is located at <https://www.brookline.k12.ma.us/Page/1922>

SCHOOL COMMITTEE/ PLAYGROUNDS (FY 2021 - FY 2026)

Position Responsible for Requests: Director of Operations/Building Principals/School Committee

Position Supporting Project after funding approval: Parks and Open Space Director

Park and Open Space Division - School Grounds Capital Improvements**Existing Conditions Costs for Renovation Recommended Prioritization & Process**

(Erin Chute Gallentine's presentation from Nov. 5, 2018 Capital Subcom. meeting)

Capital Planning

- Capital Asset Conditions Assessment
- Safety & Accessibility
 - 3rd Party Assessment of Play Equipment
- Life Cycle Analysis
 - Annual Corrective Actions to Maximize Asset
- Preliminary Cost Estimates
- Project Description

Capital Project Priorities

- School Playgrounds In Need of Renovation and Prioritization
 - Lincoln - 1992
 - Heath School – 1995/2005/2015
 - Baker School – 1996/1999
 - Lawrence School/Longwood – 2004
 - Old Lincoln School-Constructed 1932
- Planned for Renovation
 - Baldwin School
 - Driscoll School – 1983/2009
- Recently Renovated
 - Runkle School
 - Coolidge Corner School
 - Pierce School

Lincoln School



Lincoln School Estimated Costs

- Design Development: \$200,000
 - Engineering Survey/Design Development/Public Planning Process/Construction Bid Documents/Construction Overview
- Construction: \$2,000,000
 - Mobilization, Site Preparation & Demo
 - Walls, Fencing & Railings
 - Site Furniture – Picnic Tables/Trash/Recycling/Benches/Bike Racks
 - Paving & Surfacing
 - Utilities/Stormwater Management
 - Play Equipment & Rubberized Surface
 - Natural Grass Playing Field
 - Pruning & Planting
- Total \$2,200,000

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Design Development	-	-	\$200,000	-	-	-	-	-	\$200,000
Construction	-	-	\$2,000,000	-	-	-	-	-	\$2,000,000
Total \$									\$2,200,000

Heath School



Heath School Estimated Costs

- Design Development: \$250,000
 - Engineering Survey/Design Development/Public Planning Process/Construction Bid
- Documents/Construction Overview
- Construction: \$2,500,000
 - Mobilization, Site Preparation & Demo
 - Walls, Fencing & Railings
 - Site Furniture – Picnic Tables/Trash/Recycling/Benches/Bike Racks
 - Paving & Surfacing
 - Utilities/Stormwater Management
 - Play Equipment & Rubberized Surface
 - Natural Grass Playing Field
 - Pruning & Planting
- Total \$2,750,000

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Design Development	-	-	\$250,000	-	-	-	-	-	\$250,000
Construction	-	-	\$2,500,000	-	-	-	-	-	\$2,500,000
Total \$									\$2,750,000

Baker School



Baker School Estimated Costs

- Design Development: \$300,000
 - Engineering Survey/Design Development/Public Planning Process/Construction Bid Documents/Construction Overview
- Construction: \$3,000,000
 - Mobilization, Site Preparation & Demo
 - Walls, Fencing & Railings
 - Site Furniture – Picnic Tables/Trash/Recycling/Benches/Bike Racks
 - Paving & Surfacing
 - Utilities/Stormwater Management
 - Play Equipment & Rubberized Surface
 - Natural Turf Playing Field
 - Pruning & Planting
- Total \$3,300,000

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Design Development	-	-	\$300,000	-	-	-	-	-	\$300,000
Construction	-	-		\$3,000,000	-	-	-	-	\$3,000,000
Total \$									\$3,300,000

Lawrence School



Lawrence School Estimated Costs

- Design Development: \$300,000
 - Engineering Survey/Design Development/Public Planning Process/Construction Bid Documents/Construction Overview
- Construction: \$3,000,000
 - Mobilization, Site Preparation & Demo
 - Walls, Fencing & Railings
 - Site Furniture – Picnic Tables/Trash/Recycling/Benches/Bike Racks
 - Paving & Surfacing
 - Utilities/Stormwater Management
 - Play Equipment & Rubberized Surface
 - Pruning & Planting
- Total \$3,300,000

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Design Development	-	-	\$300,000	-	-	-	-	-	\$300,000
Construction	-	-	\$3,000,000	-	-	-	-	-	\$3,000,000
Total \$									\$3,300,000

Summary of School Ground Renovation Costs

- New Lincoln School \$2,200,000
- Heath School \$2,750,000
- Baker School \$3,300,000
- Lawrence School \$3,300,000
 - Total \$11,550,000
 - 12M

School Grounds Capital Planning

- Prioritization by School Committee
- Design Review Process – Co-Chairs
 - 2 School Committee Members
 - 2 P&R Commissioners
 - School Representative from PTO
 - 2 Members of Community/Neighborhood
 - Input from School Staff, PTO & Neighborhood
 - 3-4 Public Design Review Meetings
 - Vote of Design Review Committee
 - Vote of P&R Commission
 - Vote of School Committee
- Construction Bid Documents
- Construction

PUBLIC BUILDING DIVISION

56. HVAC Equipment

Position Responsible for Budget: Town Director of Buildings

These funds would be used to primarily replace the larger, more expensive parts up to and including the entire unit for air conditioners, HVAC equipment and boilers. A majority of the money would be used for ac compressor replacements. There are presently 199 permanent air conditioning systems in both Town and School buildings. Their sizes range from 2 tons to over 100 tons. The equipment age goes from 1975 up to 2017, with 112 units 10 years or older. Typically, air conditioning compressors last only 5 - 10 years. Depending on the size, costs can range from \$3,500 to \$150,000. Instead of being proactive, there is presently a reactive response when there is a failure, usually in very hot weather. The cost to repair is born out of the operations and maintenance budget (O&M). However, with the large increase in installations of AC equipment over the years, the O&M would not be able to handle a large cost such as this. The plan would be to replace compressors and do upgrades in the off season, based on age and conditions. The same applies for boilers and burners. Typically, a cast iron boiler will last 50-100 years. However, the Town has not been installing these types of boilers, installing efficient condensing boilers instead, which have a much shorter life span - 20-25 years. These monies would replace the boilers before there is a catastrophic failure (in the winter) during the summer months.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	\$150,000	\$150,000	\$150,000	\$200,000	-	-	\$50,000	\$400,000	\$1,100,000

57. Classroom Climate Control

Position Responsible for Budget Request: School Director of Operations

Position Responsible for Budget Implementation: Town Director of Facilities

Through FY17 to the present, requests have come to the Director of Public Buildings and the School Director of Operations to add air conditioning and improve temperature and climate control in various buildings and for a variety of spaces. Requests come from parents, staff and PTO members. Some requests stem from a documented medical need the school department must accommodate under ADA, Section 504 of the Rehabilitation Act, and others stem from maintaining an environment that is conducive to teaching and learning. The buildings are designed and built to hold the heat in, and bring in fresh air per code. The heat rises and then gets contained, even with windows being opened. On days where the outside temperature is in excess of 80 degrees, top floors that also receive direct sunlight in the afternoons can often have room temperatures in excess of the outside temperatures which then impedes teaching and learning. In FY19, climate control improvements were implemented in the third

floors of Lawrence and Lincoln, and the K classrooms at Lawrence, second floor classrooms at Heath with windows on the Rte 9 side of the building. There are requests for the Baker third floor classrooms, Baker Kindergarten rooms, and rooms in the Pierce Historical Building. Baker is estimated to cost about \$120,000 and the Pierce Historical building is estimated to cost \$90,000. Though Pierce needs to be discussed with the potential building project. The \$210,000 estimate will not cover all requests to improve building climate and temperature, but will continue to allow the Building Department to addressing the most pressing remaining needs. Unfunded requests will likely to be requested again in future years.

Time Schedule									
	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>Future Years</i>	<i>Total Estimate Cost (FY20-25)</i>
Property Tax / Free Cash	\$225,000	\$210,000	-	-	-	-	-	-	\$435,000

As of February 12, 2019, the funding for the FY20 request has not been recommended by the Capital Advisory Committee or Town to go forward in FY20. The School Department anticipates it will request funding for this project in future years.

58. Underground Oil Tank Removal

Position Responsible for Budget: Town Director of Buildings

These funds would be used to remove underground fuel oil tanks, some almost 25 years old. The tanks came with a 30 warranty. There are 26 tanks at various school and town sites. New tanks would be installed inside of the buildings (1000 gallon or less) to replace larger (5000-15000 gallon) tanks. Also small 275 (typically) gallon tanks would be replaced with new tanks of the same size. The boilers are set up for dual fuel. There is no reason to remove and replace the boilers or burners as they function well. By installing a small, above ground tank, inside, we can have the backup function of using oil to heat the buildings in case of an emergency or gas shortage.

Some funding may come from the UST state fund. It is estimated that 50% of the costs would be reimbursed for the tank removals. Typical costs for tank removals would be in the \$50,000 range. If the tank leaks, the costs could be up to 10 times this amount.

As of February 2019, funding is not being recommended to go forward for the underground storage tank removal.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	-	-	\$100,000	\$100,000	-	\$100,000	\$100,000	\$50,000	\$450,000

59. Town/School Building - ADA Renovations

Position Responsible for Budget: Town Director of Buildings

This annual program of improvements is requested in order to bring Town and School buildings into compliance with the Americans with Disabilities Act (ADA), which requires that the Town make public buildings accessible to all. These are typically

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	\$75,000	\$80,000	\$80,000	\$85,000	\$85,000	\$90,000	\$90,000	\$95,000	\$680,000

60. Town/School Building – Elevator Renovations

Position Responsible for Budget: Town Director of Buildings

The Town presently has 47 elevators, LULAs, and wheelchair lifts throughout all buildings. When a building is renovated, most elevators are upgraded (new controls, motors, cables, refurbishment of the car, etc.). Some elevators are also partially upgraded to meet the requirements of the existing building codes. The buildings that have not been renovated have elevators that are close to 30 years old. Maintenance is an issue and parts are increasingly difficult to find. The elevator's controller is basically a computer. The controller needs to be upgraded or replaced as technology progresses and older technology is not supported. This project would upgrade those cars and lifts with new equipment.

On schedule and presently fully funded is the modernization of the elevators and the Unified Arts Building (UAB) and the Lynch Rec Center.

Future elevators on the schedule include:

Heath	Pierce (SEC)	Highway Garage	Water
Department			
Baker School			

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	\$300,000	-	\$300,000	\$100,000	-	\$100,000	-	\$100,000	\$700,000

As of February 12, 2019, this request is not being recommended for funding for FY20. The elevators initially planned for replacement in FY20 have been tabled for future request.

61. Town/School Building – Energy Conservation

Positions Responsible for Budget: Town Director of Buildings/Town Energy Manager

It is imperative that monies be invested to decrease energy consumption in Town and School buildings. Programs include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and heating and cooling equipment. In addition, water conservation efforts are explored. This program augments existing gas and electric utility conservation programs. A continued area of focus is building commissioning. Many years ago, a building's HVAC system was set up by multiple contractors and then signed off by the design engineer. Sometimes there would be control issues, leading to complaints or high energy usage. The Building Department, for all new projects, hires a Commissioning Agent. Recommissioning of certain buildings is suggested in order to confirm that the equipment was designed, installed and set up properly.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	\$180,000	\$185,000	\$190,000	\$195,000	\$200,000	\$205,000	\$210,000	\$215,000	\$1,580,000

62. Town/School Building – Energy Management System

Positions Responsible for Budget: Town Director of Buildings/Town Energy Manager

This project is to upgrade the energy management systems in Town and School buildings. A few of the larger buildings have older (30 years) energy management systems that have exceeded their life expectancy and replacement parts are no longer available. These systems would be replaced and upgraded with new web-based systems integrated into the Town's existing computer network. Other systems would be upgraded with newer software or firmware. The Building Department will continue to work with the Information Technology Department on these projects. Software upgrades are needed at the High School, Lawrence, Pierce and Baker Schools in the next few years.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	\$125,000	\$125,000	\$125,000	\$130,000	\$130,000	\$130,000	\$130,000	\$250,000	\$1,145,000

63. Town/School Building – Envelope/Fenestration Repairs

Positions Responsible for Budget: Town Director of Buildings/Town Project Manager

In FY12, \$250,000 was appropriated for costs associated with repairs to the outside envelope of all Town and School buildings, including a visual inspection of the exterior of all buildings that will help prioritize these repairs. The outside envelope of facilities includes masonry, bricks and mortar, flashing, dental work, coping stones, metal shelves, and tower work. Some of these structures are over 100 years old and have never had exterior work done to them. A number of buildings have windows, door entrances, and other wall openings (fenestration) that are in need of repair/replacement. This causes water to penetrate into buildings behind walls and ceilings, causing security and safety problems. Also included in this program is any required chimney inspection and repairs, if appropriate, or the installation of new metal liners to connect to the gas burning equipment in the building.

A master plan was prepared by a consultant and includes a priority list and schedule and that calls for \$27.45 million over a 30-year period. The schedule has been reassessed by the Building Department and accounts for prior year savings with \$6.45 million required within the six-year period of this FY20 – FY25 CIP. Facilities addressed within this timeframe include the following:

2020	Baker, Main Library, Public Safety, Soule Rec	2021	No work scheduled
2022	Fire Station 4, Larz Anderson Toilets, Lincoln	2023	Old Lincoln, Lawrence
2024	Health Ctr., Lynch Rec Ctr., Town Hall	2025	Muni Serv. Center, Phys. Ed Bldg., Old Lincoln

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
General Fund Bond	-	\$1,500,000	-	-	-	\$1,500,000	\$1,850,000	-	\$4,850,000
General Fund Bond + Property Tax / Free Cash	-	-	-	\$1,550,000	-	-	-	\$2,500,000	\$4,050,000
Total \$									\$8,900,000

64. Town/School Building – Roof Repair/Replacement Program

Positions Responsible for Budget: Town Director of Buildings/Town Project Manager

A master plan for repair and replacement of roofs on all Town and School buildings was prepared by a consultant. The plan includes a priority list and schedule and calls for \$29.3 million over a 20-year period. Facilities addressed within this timeframe include the following:

2020	No work scheduled	2021	Heath, Lawrence, Larz Skate Rink, Lincoln,
2022	Lawrence	2023	Driscoll
2024	No work scheduled	2025	Muni Service Ctr., Phys. Ed. Building

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
General Fund Bond	-	-	\$3,100,000	-	\$650,000	-	\$1,700,000	-	\$5,450,000
General Fund Bond+ Property Tax / Free Cash	-	-	-	-	-	-	-	\$4,000,000	\$4,000,000
Total \$									\$9,450,000

65. Public Building Fire Alarm Upgrades

Position Responsible for Budget: Town Director of Buildings

The Town engaged with Garcia, Galuska & Desousa to conduct a study to assess the existing fire alarm and fire protection systems. The funding below will allow the Building Department to address the recommendations in the study to properly maintain and upgrade these systems.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	\$250,000	-	\$300,000	\$450,000	-	\$300,000	\$300,000	\$350,000	\$1,950,000

66. Town/School Building – Security/Life Safety Systems

Position Responsible for Budget: Town Director of Buildings

Over the last number of years, several large capital projects have been undertaken that included security improvements in Town and School buildings. This program will extend the effort and improve

areas where security may be lacking. In general, the plan calls for making all doors around the perimeter of a building more secure by replacing the doors, frames, door handles, and locks with electronic locks that may only be opened with a keypad and/or on a specific schedule. Only the front main entrance of the building would allow for general access. At the front door, a speaker and doorbell will be added to connect to the building's existing intercom or phone system for use by visitors. The lighting around each building will be improved and placed on a timer. A small camera system connected to a computer will be added at the main entrance to monitor access to the building.

School buildings will be a priority. Most schools are reasonably secure, but based on an assessment by the Police Department, security can and should be improved. These funds would also be used to continue the on-going process of replacement and installation of new and upgraded burglar alarms, fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	\$130,000	\$260,000	\$160,000	\$170,000	\$170,000	\$180,000	\$180,000	\$180,000	\$1,430,000

67. Town/School Trash Compactor Replacements

Positions Responsible for Budget: Town Director of Buildings/School Custodial Supervisor

Trash compactors need to be replaced at the following facilities:

FY19 Replacements : Baldwin, Baker, Driscoll, Heath, High School, UAB, Lawrence, New Lincoln, Pierce and Health.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	\$100,000	\$50,000	-	-	-	-	-	\$50,000	\$200,000

68. School Rehab/Upgrades (Mini CIP)

Position Responsible for Budget: Town Director of Buildings

Position Responsible for Requests: School Director of Operations & Building Principals

This is an on-going school-wide program for the repair and upgrade of school facilities in between major

renovation projects. Items funded under this program include large scale painting programs, new flooring, ceilings, window treatments and toilet/bathroom upgrades and building wear & tear significant maintenance projects. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate. In FY18, increased cost recovery and the balance of the from the school department's rental revolving fund will close out to the Town's Free Cash and be available for appropriation towards these projects to maintain these capital assets beginning in FY20. The preliminary plan was to fund this item with approximately \$125,000 from FY21 going forward, but increased revenue for maintenance and upkeep will work its way back into the buildings.

This is an on-going school-wide program for the repair and upgrade of school facilities in between major renovation projects. Items funded under this program include large scale painting programs, new flooring, ceilings, window treatments and toilet upgrades. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	<i>\$230,000</i>	\$198,000	\$115,000	-	-	\$135,000	-	<i>\$135,000</i>	\$813,000

Mini CIP on next pages.

	MINI CIP FY2020	Proposed Cost	FY20	FY21	FY22	FY20 Approved Cost	FY19 CIP
	District Wide						
	sq.ft. White Boards						
MJG	Magnetic Whiteboard Replacements - 24 (4x8)	10800	\$16,800	\$ 18,000	\$ 18,500	\$ 16,800	16800
	This covers about 5% of all classrooms, 1 Whiteboard per room						
	sq.ft. Other						
MJG	Portable AC Replacements 13-14,000 BTUs - 10 units	5500	\$ 5,500	\$ -	\$ 5,000	5500	5500
MJG/MB/ LRM	Pierce Histriocial Room 007, SEC & Pierce Storage	17000	\$17,000			17000	17000
	Total \$	33300	\$39,300	\$ 18,000	\$ 23,500	\$ 39,300	\$ 39,300
	Baker School						
	sq.ft. Science room	\$287,000					
Prin	Room 106- Science - Remove built-in study carrels and replace with open shelves and locking cabinets	\$8,000	\$ 8,000			\$8,000	
	sq.ft. Floor	\$575,000					
PRIN/MJG	new flooring, replace with carpet tiles in reading room, # 206?	\$2,500	\$ 2,500			\$2,500	
PRIN/MJG	new flooring - remove carpet add VCT, room 202	\$6,000	\$ 6,000			\$6,000	
PRIN/MJG	new flooring - remove carpet add VCT, room 203	\$6,000	\$ 6,000			\$6,000	
PRIN/MJG	new flooring - remove carpet add VCT, room 204	\$6,000	\$ 6,000			\$6,000	
PRIN/MJG	new flooring - remove carpet add VCT, room 205	\$6,000	\$ 6,000			\$6,000	
MJG	New Stair Treads on stairs by door 13 by Café/Gym	\$15,000		\$ 15,000			
MJG	New Stair Treads on stairs by door 20 by room 202 (popular side entrance from recess?)	\$15,000		\$ 10,000			
MJG	New stair treads- In a "Baker Blue" by various exterior doors	\$40,000			\$ 40,000		
MJG	new VCT - Main Hallway, to gym (2 sections)	\$20,000					
	sq.ft. Paint	\$80,000					
MJG	remove rust and paint stair risers, various exterior doors	?					
	sq.ft. Window Treatment	\$57,000					
	sq.ft. White Boards	\$23,000					
	sq.ft. Toilet	\$287,000					
	sq.ft. Other						
	Total \$	\$1,433,500	\$34,500	\$25,000	\$40,000	\$34,500	\$0
	Baldwin School						
	sq.ft. Paint	\$8,000				\$0	
	sq.ft. Floor	\$60,000					
	sq.ft. Window Treatment	\$6,000					
	sq.ft. White Boards	\$19,000					
	sq.ft. Toilet	\$240,000					
	sq.ft. Other						
	Total \$	\$333,000	\$0	\$0	\$0	\$0	\$0
	Coolidge Corner School						
	sq.ft. Other						
	New construction 2018	\$0					
	Total \$	\$0	\$0	\$0	\$0	\$0	\$0

		Proposed Cost	FY20	FY21	FY22	FY20 Approved Cost	FY19 CIP
Driscoll School							
	sq.ft. Paint	\$67,000					
	sq.ft. Floor	\$480,000					
PRIN	Room 310a, install carpet tiles	\$2,200				\$2,200	\$2,200
PRIN	Room 216 - new flooring	\$4,100					
PRIN	Classroom Carpet Replacement	\$2,500	\$ 2,500	\$ 5,000			
MJG	Install New Main Level Hallway (carpet if no project)	\$40,000			\$ 40,000		
	sq.ft. Window Treatment	\$48,000					
	sq.ft. White Boards	\$19,000					
	sq.ft. Toilet	\$240,000					
PRIN	Rm 115 bathroom, install sheet vinyl	\$2,500				\$2,500	2500
PRIN	Upgrade bathroom in locker room	\$100,000					
PRIN	Install Transgender bathroom by Room 117a, off by Aud.	\$25,000					
	sq.ft. Science room	\$240,000					
	sq.ft. Other						
CAS	Install spark ignition on boiler	\$2,500					
TB/MJG	Install Gym Wall pads	\$3,500				\$3,500	3500
	Total \$	\$1,276,300	\$2,500	\$5,000	\$40,000	\$8,200	\$8,200
Heath School							
	sq.ft. Paint	\$67,000					
MJG	refinish/Stain floor boards under hallway hooks						
	sq.ft. Floor	\$480,000					
MJG/Prin	Flooring Replacment principal's Choce		\$12,000			\$12,000	\$12,000
MJG	Library Carpet Replacement				\$ 250,000		
	sq.ft. Window Treatment	\$48,000					
	sq.ft. White Boards	\$19,000					
	sq.ft. Toilet	\$240,000					
	sq.ft. Science room	\$240,000					
	sq.ft. Other						
MJG/Prin	Finish Classroom Climate control 2nd flr			\$100,000			
	Total \$	\$1,094,000	\$12,000	\$100,000	\$250,000	\$12,000	\$12,000
High School							
	sq.ft. Paint	\$326,000					
PRIN	Painting hall way and classrooms Rooms 121 to 148	\$50,000		\$ 25,000			
PRN/MJG	Paint Stairwell Handrails over Summer unoccupied	\$7,500	\$ 7,500			\$7,500	
	will get Stairwell #s						
PRIN/MJG	Paint Woodshop Rooms Ceiling, walls and floor	\$20,000		\$ 20,000			
PRIN/MJG	Paint Maker space Walls and Ceiling	\$12,500			\$ 12,500		
	sq.ft. Floor	\$2,315,000					
PRIN	Hallway area by Café, replace flooring	\$14,725			\$ 15,000		
PRIN	Ramp by room 275 - install new rubber tiles	\$8,650		\$ 8,800			
PRIN	Ramp 3A - install new rubber tiles	\$5,555		\$ 5,800			
PRIN	3A ramp - near, install new rubber tiles	\$6,100					
	sq.ft. Window Treatment	\$231,000					

		Proposed Cost	FY20	FY21	FY22	FY20 Approved Cost	FY19 CIP
	sq.ft. White Boards	\$93,000					
	sq.ft. Toilet	\$587,000					
PRIN	Install slop sink in w omen's room near 124	\$10,000					
	sq.ft. Science room	\$0				part of renovation	
	sq.ft. Other						
SPED	Add AC to ten rooms	\$100,000					
PRIN/MJG	Auto space/ Engineering - redesign per plan	\$35,000	\$35,000			\$ 35,000	
PRIN	Install ac in auditorium	\$400,000					
PRIN	Extend Low ell Rd loading dock another 10 ft, w iden door	\$20,000			\$ 20,000		
PRIN	Schuluntz Foyer Upgrade/Reuse	\$25,000			\$ 25,000		
PRIN	Replace exterior doors/frame dr 25 to 42inch door	\$7,500	\$ 7,500				
PRIN	Replace door sets 46/47	\$6,500		\$ 6,500			
PRIN	Replace door sets 48/49	\$6,500		\$ 6,500			
PRIN	Replace door in café overflow	\$4,200					
PRIN	Replace door set 44/45	\$6,000	\$ 6,000				
PRIN	Remove flagpole from side of building in quad	\$3,000	\$ 3,000				
PRIN	Install ac in café	\$100,000				hold, renovation	
	Total \$	\$4,400,730	\$59,000	\$72,600	\$72,500	\$42,500	\$0
	Lawrence School						
	sq.ft. Paint	\$75,000					
MJG	Remove hallw ay w allpaper and paint, 1st floor	\$7,500	\$ 7,500			\$7,500	
	sq.ft. Floor	\$530,000					
MJG	Replace Stair treads, by door # 3 to basement and 2nd floor	\$15,000	\$15,000			\$15,000	
MJG	Replace carpet in 315, 309, Principal's choice w ith carpet tiles	\$2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$2,500	
MJG	Replace Carpet in 311 w ith VCT	\$6,000		\$ 6,000			
PRIN	6 6 x 12 area carpets	\$500					
SPED	Rm 235 carpet w alls, floor	\$3,500					
	sq.ft. Other						
CAS	Install spark ignition on boiler	\$2,500					
PRIN	Turn boys Lockerroom into Book Storage Room?	TBD					
	Total \$	\$642,500	\$25,000	\$8,500	\$2,500	\$25,000	\$0
	Lynch Recreation Center						
	sq.ft. Paint	\$7,750					
	sq.ft. Floor	\$55,000					
PRIN	Third Floor Remove Tile and Carpet ASD (RISE) Room					\$6,000	6000
PRIN	Replace rest of VCT tiles in classroom on 3rd floor	\$7,500	\$ 7,500				
PRIN	Third Floor - Conf room and Offices replace carpet	\$7,500		\$ 7,500			
PRIN	Third Floor - Speech Office replace carpet	\$1,500	\$ 1,500			\$1,500	1500
	sq.ft. Window Treatment	\$5,400					
	sq.ft. White Boards	\$2,200					
	sq.ft. Other						
PRIN	Reconfigure ground floor for wheelchair access/bathrooms	\$250,000					
PRIN	Move Fire Alarms Per Fire Dept. Inspection (ADA Height)						
	Total \$	\$363,850	\$9,000	\$7,500	\$0	\$7,500	\$7,500

		Proposed Cost	FY20	FY21	FY22	FY20 Approved Cost	FY19 CIP
Lincoln							
	sq.ft. Paint	\$61,250					
MJG/PRIN	Finish Removing Wallpaper Basement, Paint (about 40% done)	\$5,000	\$ 5,000			\$5,000	
PRIN	Remove wallpaper, paint by 227 & 228	\$4,500		\$ 4,500			4500
MJG	Paint Hallway To Café	\$4,000			\$ 4,000		
MJG	Paint hallway between rooms 201 -207 and bathrooms in that hall	\$6,000			\$ 6,000		
	sq.ft. Floor	\$437,500					
PRIN	Repalce stair carpet from 2nd to 3rd floor with rubber treads	\$15,000	\$15,000			complete	
PRIN	Remove Carpet by main office stairs and landing (with rubber treads)	\$15,000	\$15,000			\$15,000	
PRIN	Repair stage floor boards, resurface and stain	\$5,000	\$ 5,000				
PRIN/MJG	Repalce stair carpet from 1st to 2nd floor with rubber treads	\$15,000		\$ 15,000		\$0	
PRIN	Replace carpet in main office (over vacation week or summer)	\$12,000		\$ 12,000		\$0	
PRIN/ MJG	Remove Carpet from 1 Classroom replace with VCT	\$6,000			\$ 6,000		
	sq.ft. Window Treatment	\$43,750					
	sq.ft. White Boards	\$17,500					
	sq.ft. Toilet	\$218,750					
	sq.ft. Science room	\$200,000					
	sq.ft. Other						
TB/MJG	Gym - Install pads around w all perimeter (practice hoop sides)	\$4,000	\$ 3,000			\$3,000	
	Total \$	\$1,070,250	\$43,000	\$31,500	\$16,000	\$23,000	\$4,500
Old Lincoln							
	sq.ft. Paint	\$61,000					
PRIN	Paint stairwells	\$75,000					
PRIN	Paint basement floor	\$5,500					
	sq.ft. Floor	\$436,000					
	sq.ft. Window Treatment	\$43,000					
	sq.ft. White Boards	\$17,500					
	sq.ft. Cool Down (Rms 101, 107c)	\$10,000					
	sq.ft. Other						
	Total \$	\$648,000	\$0	\$0	\$0	\$0	\$0
Pierce School (Less done if MSBA project approved)							
	sq.ft. Paint	\$189,000					
PRIN	Paint upper half of lobby wall	\$4,000					
PRIN	Paint ductwork - various locations	\$15,000					
	sq.ft. Floor	\$1,350,000					
SPED	Rm 214b Carpet Walls Floors	<u>\$3,400</u>					
MJG	2nd Flr, Carpet Replacement, Corner Hive	\$12,000	\$12,000			\$12,000	
MJG	2nd flr, Carpet Replacement, Grade 4 Rooms, Carpet Tiles	\$15,000		\$ 15,000			
MJG	Remove stained Carpet by sinks in Hive, replace walkway with VCT?	\$3,500				\$3,500	3500
PRIN	Install sheet vinyl in Clinic	\$5,650					
	sq.ft. Window Treatment	\$135,000					

		Proposed Cost	FY20	FY21	FY22	FY20 Approved Cost	FY19 CIP
	sq.ft. White Boards	\$54,000					
	sq.ft. Toilet	\$675,000					
	sq.ft. Science room	\$675,000					
	sq.ft. Other						
PRIN	Add water/sink to room next Art room/Ext Day room	\$ 40,000.00					
PRIN	Split Library into media center - glass walls	\$15,000					
PRIN	Gym soundproofing	\$10,000					
TBD	Add walls and flooring to make classroom	\$75,000		\$ 75,000			
	Total \$	\$3,276,550	\$12,000	\$90,000	\$0	\$15,500	\$3,500
	Runkle School						
	sq.ft. Paint -(top floor and lobby/main office)	\$75,000			\$25,000		
M/G	Paint Stair well walls	5000				complete?	
M/G	Paint Vestibule walls	2000					
	sq.ft. Floor	\$537,000					
	sq.ft. Window Treatment	\$53,000					
	sq.ft. White Boards	\$54,000					
	sq.ft. Toilet	\$21,500					
	sq.ft. Other						
M/G	Special Carrol Modification (Autism Program)	10000		\$ 10,000			
	Total \$	\$757,500	\$0	\$10,000	\$25,000	\$0	\$0
	contingency						
	Grand Total for all school requests :	\$15,329,480				\$207,500	

71. Driscoll School HVAC Rehabilitation

Project tabled due to December 2018 Town Meeting vote of Newly Constructed Driscoll School

The Driscoll School is in need of a new HVAC system with temperature controls. The building presently uses steam to heat the building. The steam HVAC system dates back to 1910 in the main section, 1928 and 1953 with the additions.

It is extremely difficult to find parts to maintain the systems. The system as it is now is hard to maintain, sometimes overheats or under heats parts of the building and there is a concern of proper ventilation and cooling air. The boilers were replaced in 1995. They are fully functional and operate well. The plan would be to convert them from a steam to a forced hot water system. This would allow better heating control plus save energy.

A new HVAC system (equipment, piping, ductwork and controls) would be installed to replace the existing equipment. The work would be done over two years (primarily in the summer months). Phasing would allow the building to remain occupied.

This project was proposed and designed before the Driscoll School was chosen as part of the plan to address the enrollment growth in the K-8 elementary schools and therefore plans for construction of the system have been put on hold. Should the new building project described above pass, and the building makes it through the winter, the Town plans to rescind this bond authorization at the May 2019 Town Meeting.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	4,000,000	-	-	-	-	-	-	-	\$4,000,000

PARKS/PLAYGROUNDS

33. Cypress Playground & Thomas P. Hennessey Athletic Fields

Cypress Playground is a 5.22 acre park located in the heart of Brookline, adjacent to the High School, Tappan Gym and Kirrane Aquatic Center. The park has two softball fields that are shared with a rectangular natural turf field that serve high school sports, adult leagues and year round recreational programming and summer camps. A large seating area and full basketball court are located at the far side of the athletic playing fields. The park has a spray pool, picnic area, play equipment for tots and children and a sledding hill.

This renovation includes new play equipment for 2-5 and 5-12 year-old children, repair of a perimeter retaining wall, new curbing, new water play, pathways, drainage improvements, new basketball court, updated picnic area and seating, plantings, new irrigation, athletic field light improvements/replacement and installation of a full competitive sport level synthetic turf field. The Park and Recreation held three public scoping sessions to discuss the elements of the project and to develop a project budget. The public provided a great deal of input regarding the merits and disadvantages of both synthetic and natural turf. The Commission decided to establish a budget of \$6.65 million, however decided to hold the final decision on the material for the athletic field for the detailed design review process that will commence in 2-3 years. This allows the public and commission time to evaluate the success of the new synthetic turf field at the Devotion School that will have a natural infill material (geofill made with coconut fiber) and the replacement synthetic turf system at Downes Field that will also have an alternative infill system. The Commission felt that it would be beneficial for the community to try these two systems, evaluate new technologies and make the decision regarding the construction specifications for the athletic fields with the latest and most relevant information at the time. \$240,000 in FY 2019 will be applied to design services and preparation of the engineering survey. Of the \$6.65 million construction budget, \$2.4 million is part of the Town's property tax / free cash CIP for the High School project and \$4.25 million was included in the High School Expansion and Renovation debt exclusion.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash (Design)	\$240,000	-	-	-	-	-	-	-	\$240,000

35. Harry Downes Filed, Playground & Synthetic Turf Replacement

Harry Downes playground was last renovated in 1993. The playground equipment, picnic area, access and egress points, accessible pathways, park furniture, safety lighting and athletic fields are in need of complete renovation/replacement. At the request of the community this budget item includes a water play/spray amenity for the hot summer months. The athletic fields are used to program lacrosse, soccer, rugby, softball and football, in addition to track and field practice and meets. The natural grass field will be renovated and the synthetic turf surface will be replaced.

The synthetic turf field and track was installed in 2006. The synthetic turf carpet has a warranty of 8 years and an anticipated life cycle of 10-12 years and, depending upon use, may need to be replaced more frequently. In FY19, the field will be 13 years old. The carpet has suffered several tears requiring repair and the field is in need of regrading. The project involves removing the existing carpet and infill material, laser grading the sub base, replacing the synthetic turf, safety pad and installing new infill. The comfort station will be fully rehabilitated to comply with ADA and provide improved storage and maintenance facilities. Funding for construction of the total project is estimated to cost \$2,450,000 in FY19.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
General Fund Bond (Construction)	\$2,450,000	-	-	-	-	-	-	-	\$2,450,000

44. Skyline Park Synthetic Turf replacement and Park Improvements

The synthetic turf carpet at Skyline Field is in need of replacement approximately every 10-12 years and potentially sooner depending upon use. The field was installed and opened to the public in June 2008. The existing carpet and infill will be removed and disposed of, the drainage layer/subbase will be laser graded, new carpet and new infill installed. This project also calls for some improvements to the site furnishings, plantings, pathways, improved connection to Lost Pond Sanctuary, renovate/construct comfort station and storage area and site amenities.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
General Fund Bond	\$1,980,000	-	-	-	-	-	-	-	\$1,980,000

45. Parks and Playgrounds Rehabilitation & Upgrade

This is an on-going town-wide program for the repair and replacement of unsafe and deteriorating playground, fence, and field facilities or components. Items funded under this program include fences, backstops, retaining walls, picnic furniture, turf restoration, bench replacements, play structures, safety surfacing, and drainage improvements. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	\$305,000	\$310,000	\$310,000	\$315,000	\$315,000	\$320,000	\$320,000	\$325,000	\$2,250,000

46. Town/School Grounds Rehab

Town and School grounds require on-going structural improvements and repair. These funds will be applied to create attractive and functional landscapes and hardscape improvements including plant installations, regrading, reseeding, tree work, repair to concrete or asphalt walkways through the site, trash receptacles, bike racks, drainage improvements, retaining walls, and repairs to stairs, treads, railings, benches, or other exterior structures. This funding does not include capital replacement of areas over building structures or directly connected to the buildings, such as entrance stairways and ramps into the building that are under the Building Department's jurisdiction. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	\$155,000	\$160,000	\$165,000	\$170,000	\$175,000	\$180,000	\$185,000	\$190,000	\$1,380,000

47. Tennis Courts/Basketball Courts

The Town has over 19 basketball courts and 36 hard-surface tennis courts. Over time, the court surfaces begin to deteriorate, crack, and weather. In order to maintain the integrity, safety, and playability of the courts, the Town needs to plan for the phased reconstruction/renovation/resurfacing of the courts, lighting and drainage improvements.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	-	\$200,000	-	-	-	-	-	\$450,000	\$650,000

FUTURE POTENTIAL PROJECTS NOT IN THE TOWN CIP FOR 2020

Lynch ADA Compliant Bathroom

Requesters: BEEP Principal and School Director of Operations

Estimated cost \$275,000

Seeking State grant for ADA projects to cover majority of cost again in FY20, Brookline was not successful in FY19.

Pierce Nurse's Suite Expansion (ADA and Capacity Reasons)

Requesters: Pierce Principal, Nurse Coordinator, and School Director of Operations

Estimated cost \$250,000

Tabled pending Pierce MSBA Construction Renovation Project.

Pierce School Library Shelves and Furniture Replacement

Requesters: Pierce Principal, Current & Former PTO Members, and School Director of Operations

Estimated cost \$125,000

Some book shelf replacements to be made via furniture funds available in FY19 and use of FY20 funds for failing or almost failing furniture. Full project tabled pending Pierce MSBA Construction Renovation Project.

Baker Courtyard Leveling and Furniture for Outdoor Classroom and Dining

Requesters: Pierce Principal and School Director of Operations

Early Guesstimate \$150,000, will work with Parks Dept on more detailed cost estimate for FY21 Receptacle.

GENERAL GOVERNMENT
6. Technology Applications

This annual appropriation is for funding the projects included in the Information Technology Department's Long-Term Strategic Plan, which serves as the framework for the selection and management of technology expenditures and is updated periodically by the Chief Information Officer (CIO). Moreover, additional projects that meet the short-term objectives set by the CIO and appropriate committees provide the guidance for the Town's approach to technology management. Primary focus areas for IT investments include Infrastructure lifecycle replacement, Enterprise Applications/Better Government initiatives, School Technology, and Public Safety enhancements. Special consideration is given to projects that reduce operating expenses and / or create efficiencies.

Time Schedule									
	<i>Prior Years</i>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	<i>Future Years</i>	Total Estimate Cost (FY20-25)
Property Tax / Free Cash	-	-	\$150,000	-	-	-	\$150,000	\$150,000	\$450,000