Bella Wong
Superintendent of Schools
bella_wong@psbma.org
(617) 730-2401

PUBLIC SCHOOLS of BROOKLINE

Aaron Osborne
Deputy Superintendent, OAF
aaron_osborne@psbma.org
(617) 730-2425

Office of Administration & Finance
333 Washington Street, Brookline, MA 02445

MEMORANDUM

Date: October 7, 2026
To: The Public Schools of Brookline School Committee
From: Bella Wong, Superintendent of Schools
Aaron Osborne, Deputy Superintendent, Office of Administration & Finance
Re: FY28 Budget Priorities/Guidelines, Approved by School Committee, 10/14/26

The Public Schools of Brookline budget must center student needs, and steward resources responsibly. Our intent is to ensure that Brookline's FY27–31 budgets are student-centered, vision-driven, and fiscally sustainable, so that every dollar advances the educational outcomes our community expects. With this framework, we are confident that our District leaders will be well-positioned to present budget proposals that reflect Brookline's educational mission: to educate and inspire every student to lead a fulfilling life and make positive contributions to our world.

These are the suggested guidelines to (1) inform and facilitate construction of the FY28 budget for the upcoming year, (2) support a cooperative vision, (3) guide us if difficult choices must be made, and (4) assure a focus on our priorities. These guidelines explicitly link priorities to a vision carried forward by the Superintendent for the 2026-27 school year (See Footnote Below) as we respond to recommendations included in the 2026 DESE District Review Report and 2026 Brookline Revenue and Expenditures Study Committee Report, respond to needs identified in our longitudinal student data, initiate the development of a district Equity Plan and anticipate a transition to the development of a successor Strategic Plan. The budget guidelines are designed to support long-term budget sustainability and our educational priorities for the benefit of our students.

Above and beyond this alignment with the district priorities, specific guidelines include:

A. Prepare a budget that meets the Town's fiscal guidance.
B. Ensure class sizes at the high school support equitable access to academically rigorous programming designed to engage a broad and diverse range of student interests and capacities. Maintain K-8 class sizes within School Committee guidelines.
C. Maintain an intensive focus on literacy and Multi-Tiered Systems of Supports (MTSS) roll-out.
D. Identify the resources included in the budget that support an educational equity plan required by the state.
E. Leverage K-12 enrollment forecasts to identify where positions should be adjusted.

Footnote: Priorities To Enact The Superintendent's Vision

- Decrease disproportionate outcomes for PSB students as cited by DESE
- Support high quality supervision and evaluation and professional development to ensure high quality instruction
- Evaluate K-8 grade configurations to improve scheduling and staffing equity across schools.
- Develop an Equity Plan for the district.
- Establish protocols to support collaborative analysis of student work to inform professional practice to improve student outcomes.
- Evaluation of procedures related to use of facilities, maintenance and repairs, work order systems, emergency response, security and safety, and transportation practices.