

PUBLIC SCHOOLS of
BROOKLINE



PSB Update and FY23 Budget

Select Board
April 12, 2022

Presentation Agenda

- Administration and Finance Team
- FY23 Budget Timeline & Drivers
- Looking Beyond FY23

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Reinvigorated A&F Team

Samuel A. Rippin (new) , Deputy Superintendent, Administration and Finance	33+ years experience including 20 in MA public schools, CPA licensed in MA and OH Vice President of Massachusetts Association of School Business Officials (MASBO)
Qianna Price (new) , Program Manager	6 years experience in Boston Public Schools
Donna Chisholm, Budget Analyst/ Accounts Payable Manager	18 years experience in public schools (third year PSB)
Renan Assuncao, Budget Analyst/ Payroll Manager (new position)	6 years experience in public schools (second year PSB)-Natick Public Schools
Melissa Sousa (new) , Payroll Specialist	13 years experience in public schools (first year PSB) - Cambridge Public Schools
Peggy Lee, Accounts Payable Head Clerk	22+ years with PSB

Selected Achievements FY22 to date

- **Reporting:** improved quarterly reports, new PSB budget book
- **Fund-seeking:** \$200K in new grants this year, \$800K in medical reimbursements to town general fund, increased circuit breaker by add'l \$800K
- **Management:** rebuilt A&F team, revolving fund oversight and forecasting, METCO funds coordination
- **Operational efficiencies:** outsourcing of referee payments, procurement card restructuring
- **Compliance:** filing overdue reports, implementing mandated expense warrant oversight by SC
- **Collaboration:** Work with Town staff on Munis upgrade, Recreation MOA

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Preliminary Budget Request Informed by...

Economic Drivers

- Highest **inflation** in decades
- **Contractual obligations** (salaries are 87% of budget, 95% of staff are unionized, 66% in teachers unit alone)
- Near-flat town funding from FY21 to FY22 → reliance on ESSER (one-time funds) to maintain (instead of drastically cutting) programming in FY22 → FY23 has legacy **structural deficit**

Programmatic Drivers

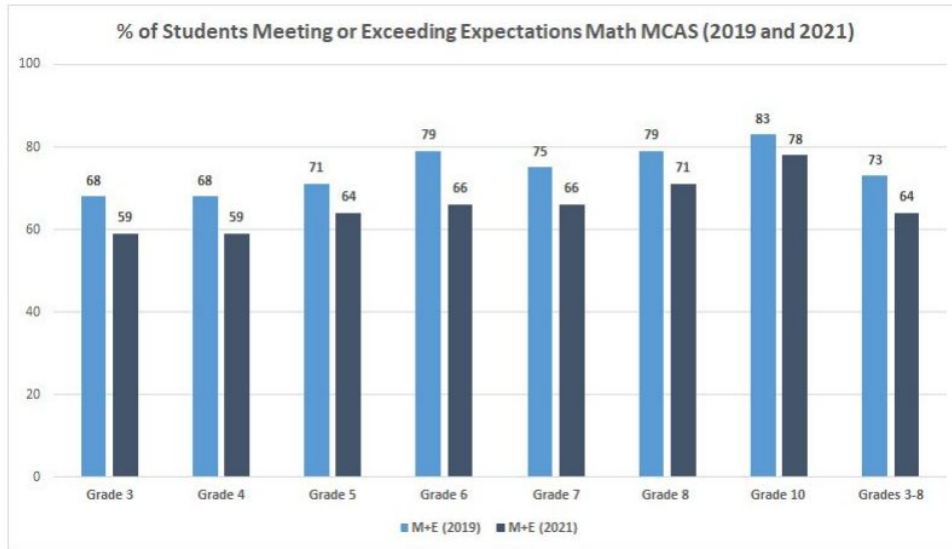
- Staffing to support **pandemic recovery (academic and socioemotional needs)**, hedge against **enrollment uncertainty**
- No new programming added & no programming removed: as a new leadership team, we are still actively in fact-finding mode
 - Entry plan (precursor to **strategic plan**) first presented to SC in March 2022
 - Fact-finding in **entry plan** surfaced select **immediate needs**

Immediate needs identified through 100+ entry plan meetings with 430+ community stakeholders, district data, school observations (strikethrough = deferred)

Department	Position	FTE	Amount
Schools	K-8 Paraprofessionals	11.0	\$330,000
Office of English Learner Education	Assistant Program Director	1.0	\$80,000
Office of Educational Equity	Equity Manager	1.0	\$80,000
Office of Educational Equity	Clerical	0.5	\$30,000
Office of Student Services	Education Team Facilitator (ETF)	1.0	\$77,438
Office of Student Services	K-8 Coordinator (Guidance)	1.0	\$127,737
Human Resources	Analyst	1.0	\$80,000
Office of Strategy and Performance	Clerical	0.5	\$30,000
Information Technology	Help Desk	1.0	\$75,816
Total		18.0 13.0	\$910,991 \$490,000

Brookline not exempt from impacts of pandemic on academic/mental health

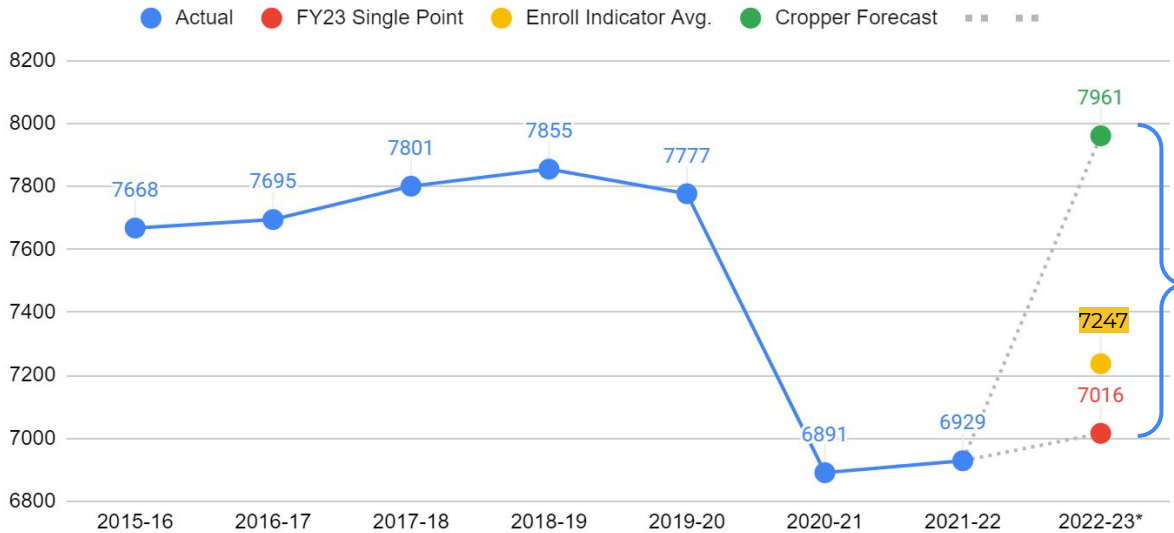
MCAS: significant drops at every point



- **MCAS achievement level gaps disproportionately increased in almost all subgroups**
 - students of color
 - students with disabilities
 - English language learners
 - economically disadvantaged students
- **Mental health continues to impact learning for all**

Continuing uncertainty on FY23 enrollment: some enrollment return anticipated

PSB Actual vs Enrollment Range



High

- Cropper/McKibben
- **7961** students
- 102% pre-pandemic enrollment

Mid

- Average of 3 enrollment indicators
- **7247** students
- 93% pre-pandemic enrollment

Low

- Single point
- **7016**
- 90% pre-pandemic enrollment

Enrollment numbers include BEEP and SP students
Source: PSB Office of Strategy and Performance

K-8 Staffing Patterns

Staffing Goals

- provide pandemic support and recovery,
- accommodate enrollment uncertainty,
- provide an equitable educational experience aligned to our core values

Staffing Levels

- School Committee historical guidelines: K-2 no more than 22 students (may exceed); 3-8 no more than 25 students (may exceed).
- FY22 Staffing: goal of an average of 19 students for K-8, actual 18 (Oct '21)
- **FY23 Staffing: return to pre-pandemic class averages**

K-12 staffing fully aligned with pre-pandemic (even as pandemic impacts persist)

ACTUAL					PROJECTED					
	19-20 (Oct)	20-21 (Oct)	21-22 (Oct)	21-22 (Mar)	22-23 (Low)	22-23 (Mid)	22-23 (High)	22-23 (Low)	22-23 (Mid)	22-23 (High)
PK	252	153	255	255	300	300	252	300	300	252
K-8	5442	4703	4587	4686	4641	4776	5484	4641	4776 (87.7% PP)	5484
9-12 & SP	2083	2035	2087	2072	2075	2171	2225	2075	2171	2225
Total	7777	6891	6929	7013	7016	7247	7961	7016	7247	7961
K-8 sections	270	270	258	258	246			237 (87.7% of PP)		
K-8 avg/sec (range)	20.2 (14-26)	17.4	17.8	18.2	18.9	19.4 (16-23)	22.3	19.6	20.2 (18-25)	23.1

246 K-8 Sections Allowed for:

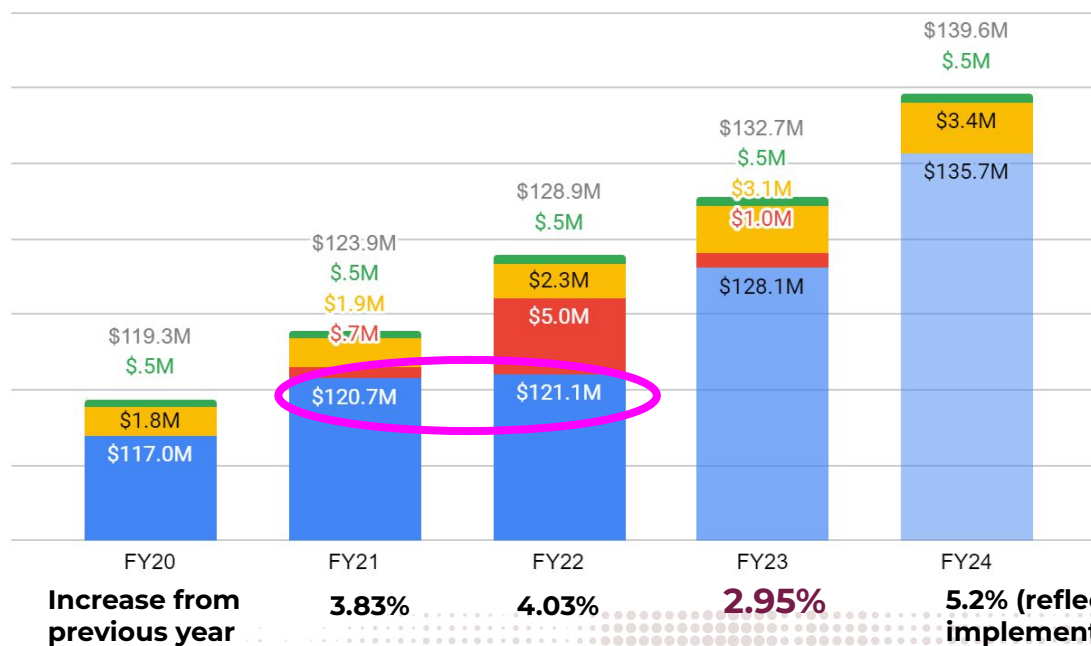
- Risk Management: Enrollment uncertainty is greatest risk, given mandate to accept all students
- Continued pandemic recovery (class sizes remain smaller on average)
- Adjustments managed solely by attrition

Impact of 237 K-8 Sections:

- Reduced ability to manage enrollment uncertainty (PSB's greatest risk)
- Reduced capacity for pandemic recovery (class size average returns to pre-pandemic)
- Adjustments cannot be managed solely by attrition

Near-flat FY21→FY22 led to structural deficit, offset with one-time funds

Operating Budget Actual FY20-22, FY23 as of 03/24/22, Proj FY24



- Materials Fee
- Circuit Breaker
- ESSER
- LEA

FY23 LEA request
\$128,098,883 as of March 24, 2022
(originally \$130,619,874)

If FY22 budget had increased by 3% instead of near flat, \$3M structural deficit would not exist.

Budget Drivers and Adjustments Quantified with Impact

FY 2022 (LEA)	\$121,066,547
Immediate PSB needs in advance of PSB FY24-28 strategic plan	\$1,000,000
Inflation (5% on non-personnel)	\$799,179
FY 2022 Structural Deficit	\$3,000,000
Collective Bargaining / Turnover	(\$500,000)
Collective Bargaining (Current) Includes Steps and Lanes	\$5,254,148
FY 2023 Preliminary Request	\$130,619,874
Partial deferral of Identified PSB needs	(\$420,991)
K-8 Classroom Section Adjustments from 258 to 246 (n=12+2)	(\$1,050,000)
Services Adjustments (Financial, Legal)	(\$200,000)
Materials Adjustments (Science)	(\$100,000)
K-8 Further Adjustments from 246 to 237 (n=9+1)	(\$750,000)
Current FY 2023 Request	\$128,098,883

IMPACT OF 237 SECTIONS

- Reduced ability to manage enrollment uncertainty (PSB's greatest risk) given our mandate to accept all students in Brookline
- Reduced capacity for pandemic recovery
- Adjustments cannot be managed solely by attrition
- **\$3.3M budget gap remains**

Current LEA: \$124,817,362
Current Gap: \$3,281,521

Current FY23 Status

- Non-personnel reductions exhausted
- Closing current \$3.3M gap = 44+ educators

IMPACT OF FURTHER CUTS

- **Severe inability to manage K-8 enrollment**
 - **Classes full=new students placed anywhere in system**
 - **K-8 class size average of 23 (range 21-28; previously, highest average was 21) and/or elimination of programming at K-8 or HS**
- **Severely reduced capacity for pandemic recovery**
- **Large-scale reduction in force:
Adjustments cannot be managed solely by attrition**

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Strategic Plan: FY24 and beyond

- **Identifying efficiencies**
 - Building K-8 master schedule to reduce staff travel time
 - Launching position control
- **Systematic reviews of PSB** - what works, what needs work
 - Reviews already initiated: Special Education, Middle School, ELE
- Identifying and funding **capital and maintenance** needs in coordination with Town staff
- Work towards long-term **budget predictability**
- **Cost TBD**: \$2M “placeholder” in long-term forecast for strategic plan (but any additional costs will be well-defined and justified)
- Independent of placeholder, **override likely needed to sustain quality of PSB education** (strategic plan will minimize override size, maximize value)

Summary

- PSB leadership has made significant progress in <9 months, is developing strategic plan for the future
- PSB has already reduced staff proportionally with pre-pandemic levels, even as pandemic impacts persist
- PSB has reduced budget by \$2.5M; \$3.3M gap remains
- **Cutting an additional \$3.3M will have dire impacts**
 - Severe inability to manage enrollment
 - Severely reduced capacity for pandemic recovery
 - Large-scale reduction in force: Adjustments cannot be managed solely by attrition
- Seeking additional town, state, federal funds