

Budget Presentations to School Committee

December and January



Budget Presentation

Purpose

- ✓ Educate School Committee and public on key areas of PSB including programs, services, and departments
- ✓ Presentations typically will include a combination of background information about area, and also costs, cost drivers, staffing, and challenges
- ✓ Presentations on areas requested by School Committee, ongoing public interest, and those identified by Superintendent

Intention is to provide a level of information and detail not typically provided about programming and costs



Upcoming Budget Presentations

Schedule as of 1/2/2020 - Agendas and meeting dates are subject to change

Date	Meeting	Topics
December 5	SC Workshop	Grants and Substitutes
December 12	SC Meeting	Special Education Tuition
December 18	Finance Subcommittee	Recurring Fees in Program, Services, and Materials (52, 53, 55)
December 18	SC Meeting rescheduled	School-based and Central Administration Staff additions since 2015 Override; Office of Strategy & Performance
January 9	SC Meeting	School-based and Central Administration Staff additions since 2015 Override; Office of Strategy & Performance
January 15	Finance Subcommittee	Stipends, Paraprofessionals
January 16	SC Meeting	Office of Administration & Finance; BHS Staffing
January 22	Finance Subcommittee	Performing Arts; Visual Arts; World Language
January 23	SC Meeting	Literacy Support; K-8 Staffing;
January 30	SC Meeting	Presentation of Superintendents Recommended Budget



School-based and Central Office Staff Additions since 2015 Override

**School Committee
Meeting**

January 9, 2020



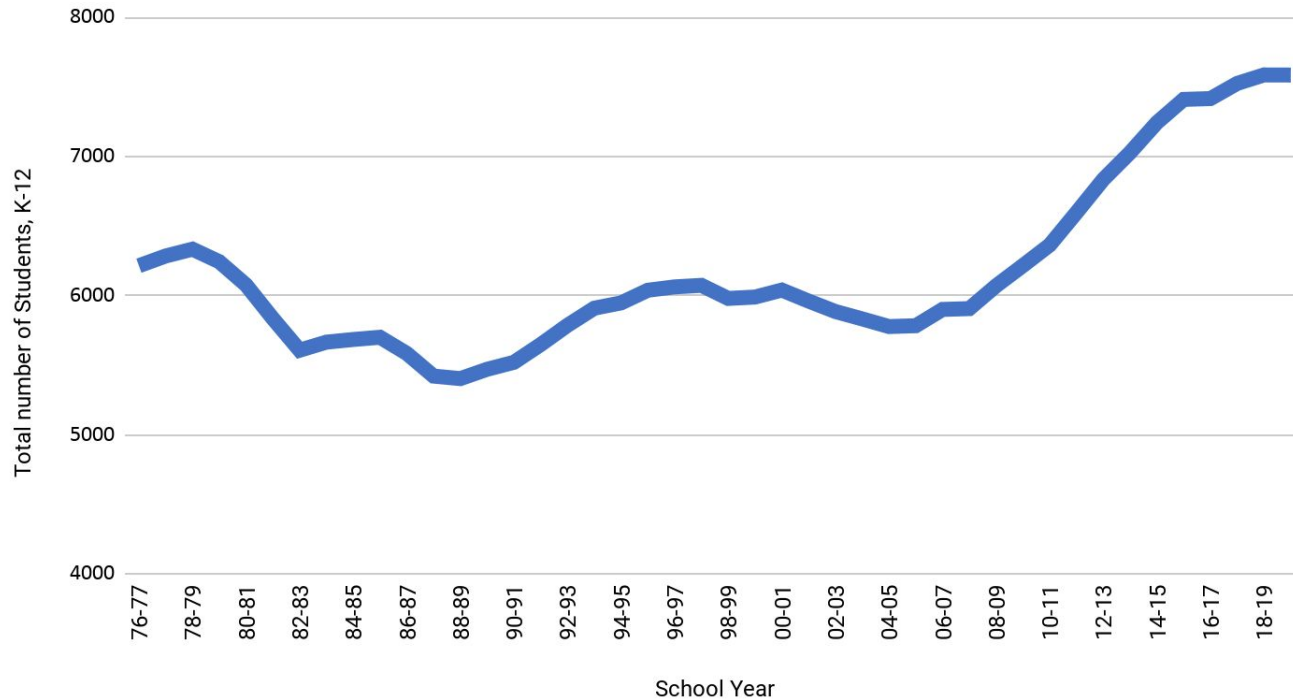
Agenda

1. Understanding the 2015 and 2018 Operating Overrides
2. Additions of PSB Staff since FY 2016



Our Primary Challenge

Public Schools of Brookline, Total K-12 Enrollment



Driving Forces behind the 2015 Operational Override

- **Enrollment rapidly increased** throughout the past ten years since FY 2006.
- **No operational overrides** between FY 2008 and FY 2016 during the bulk of the enrollment increases.
- **Override planned to “make up” for lack of increases** in specialists, student support in guidance, counseling, English language education

[Source: 2014 Override Study Committee Report](#)



Objectives of the 2015 Operational Override

Focus on providing “catch-ups” and “enhancements” to PSB:

- **Catch-Up:** Staffing areas and programs that had fallen behind since start of enrollment growth.
 - Guidance counselors, psychologists, nurses, PTs, OTs, EL.
 - Limited number of additional positions in central office
 - Special education and learning supports
- **Enhancements:** Increase staffing in high priority areas to improve teaching and learning supports
 - Literacy specialists and coaches, math specialists, ECS and newly-created positions.
 - Improve access and address inequities in technology and media across schools



Objectives of the 2015 Operating Override

- **Maintain small class sizes**
 - Average class size had already increased by 1.5 students since 2008.
 - [Intention was to return to levels of staffing/operation seen in 2006.](#)
- Maintain student-staff ratio in concordance with overall enrollment growth and increased participation in PSB programs.
- Additional personnel and operating costs for anticipated capital projects (Upper Devotion @ Old Lincoln))



What the FY 2015 Override did

- Added 159 FTE over a three year period (FY2016-FY2018).
- Developed ratios for adding teachers in addition to classroom teachers. With each classroom teacher, add 0.6 FTE to for art, music, PE, health, WL, and EL
- Override plan developed based on projected enrollment report from B-Space Process (2013) and the “expand-in-place” strategy voted by School Committee.



Driving Forces behind the 2018 Operational Override

- **Enrollment has continued to increase** since the 2015 Override Study.
- **Maintain programing and developments** resulted from previous override.
 - E.g. desired ratios of students to teachers, nurses, and other educational staff.
- **Address projected deficit (\$6.2m) in FY 2019 budget** resulting from salary adjustments (\$3.5m), enrollment growth (\$1.2m), service costs (\$350k), and critical new investments (\$1.1m).

Assuming existing policies continue, PSB would be unable to continue educating its enrolled student population without additional revenue.

[Source: 2017 Override Study Committee Report to the Select Board](#)



What the Override Planned

2018:

- Staffing and costs to support enrollment increases and expansion of Brookline High School (12.6 FTE).
- A limited number of critical new investments to support the Superintendent's goal of creating equitable outcomes and opportunities at PSB.
- Maintenance of contractual obligations in collective bargaining agreements and mandated services.



Impact of Enrollment Growth on Personnel

- More classroom teachers to maintain small class sizes.
- Increase in student support staff to maintain ratios agreed upon in last override including:
 - Nurses, guidance counselors, and administrators to provide essential social, emotional, and academic support;
 - English Learner Education (ELE) teachers to support ongoing increase in English Language Learners;
 - Specialists including health, wellness, art, music, and world languages.



From the Override Study Committee (2017):

“Brookline is experiencing a long-term mismatch between expenses and revenue. The School budget pressure that Brookline has experienced in recent memory is a symptom of a larger problem that Brookline, and similarly positioned Massachusetts cities and towns, needs to respond to holistically.

In brief, the expenses necessary to operate local government are increasing faster than combined tax and non-tax revenue.”



Overview of Growth FY05 - FY20

	FY 2005	FY 2010	FY 2015	FY 2019	FY2020	Change FY05 - FY15	Change FY15 - FY20
PK-12 Enrollment	5,984	6,472	7,508	7,855	7,857	+1,524	+349
# of Employees (FTE)	868.3	938.3	1061.5	1277.8	1299.1	+193.2	+237.6
Operating Budget (General Fund)	\$55,828,665	\$72,072,892	\$90,630,150	\$110,756,679	\$119,841,548	+\$34,801,485	+\$29,211,398



Positions Added Since FY 2016 (SY 15-16)

	Teachers - Unit A	Para-professionals	School Based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added since FY 2015
FY 2016	50.7	7.1	2.4	4.6	5.4	4.0	74.2
FY 2017	32.2	22.5	0.0	0.0	1.0	0.0	55.7
FY 2018	23.8	11.9	1.0	0.0	-2.0	-1.0	33.7
FY 2019	14.5	16.7	2.0	2.0	3.5	1.0	39.7
FY 2020	16.0	15.3	2.0	1.0	0.0	0.0	34.3
Total	137.2	73.5	7.4	7.6	7.9	4.0	237.6

Yellow Indicates School-Based Personnel.



Positions Added, FY 2016

	Teachers - Unit A	Para-professionals	School-based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added in FY 2016
FY 2016	50.7	7.1	2.4	4.6	5.4	4.0	74.2

Highlights:

- 11.4 FTE specifically allocated for Upper Devotion transition.
- Added following positions in central office:
 - Data Systems and Applications Manager (Staff)
 - Planning Specialist (Staff)
 - Steps to Success Advisors (Staff)
 - Adult and Community Education Coordinator (Staff)
 - Special Assistant for Strategy and Planning (Leader)
 - Senior Director of Teaching and Learning x2 (Leader)
 - Director of Special Education - Autism and Inclusion Programming (Leader)



Positions Added, FY 2017

	Teachers - Unit A	Para- professionals	School-based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added in FY 2017
FY 2017	32.2	22.5	0.0	0.0	1.0	0.0	55.7

Highlights:

- Majority of personnel additions (64%) dedicated to growth of Special Education and other PSB programs.
- 7.5 FTE for BHS Staff (5.0 Classroom Teachers, 2.5 Paraprofessionals)
- 12.0 FTE for PK-8 Classroom Teachers
- Added Data Reporting and Analysis Manager (Central Office - Staff)



Positions Added, FY 2018

	Teachers - Unit A	Para- professionals	School-based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added in FY 2018
FY 2018	23.8	11.9	1.0	0.0	-2.0	-1.0	33.7

Highlights:

- 7.0 FTE BHS Classroom Teachers, 6.4 FTE Elementary Classroom teachers and Specialists, 4.0 Special Education Staff
- Consolidated Office of Enrollment specialist who registers families with Community Engagement Specialist who manages all social media and e-newsletters, helps to organize all public processes (e.g. building projects, school renaming)
- Eliminated Senior Director of Teaching and Learning for 9-12 and Data Reporting and Analysis Manager



Positions Added, FY 2019

	Teachers - Unit A	Para- professionals	School-based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added in FY 2019
FY 2019	14.5	16.7	2.0	2.0	3.5	1.0	39.7

Highlights:

- Additional teachers needed for ongoing enrollment growth - 7.0 at PK-8 and 3.0 at BHS
- Added following positions in central office:
 - Budget Analyst / Payroll Manager (Staff)
 - Human Resources Generalist (Staff)
 - English Learner Education Secretaries (Staff)
 - Project Manager - Operations and Special projects (Staff)
 - Senior Director of Educational Equity (Leader)



Positions Added, FY 2020

	Teachers - Unit A	Para- professionals	School-based Educational Leaders	Custodians and Secretaries	Central Office - Staff	Central Office - Leaders	Total FTE Added in FY 2020
FY 2020	16.0	15.3	2.0	1.0	0.0	0.0	34.3

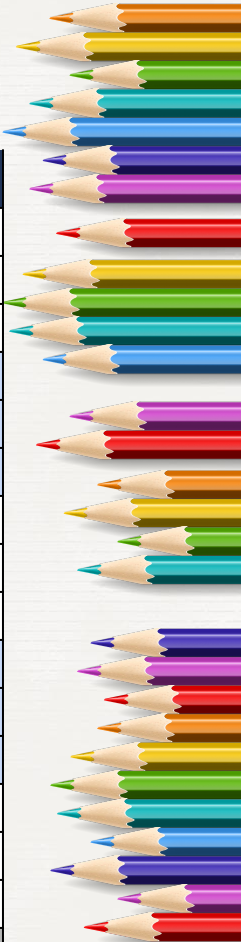
Highlights:

- Added 3.0 of PK-8 Teachers and 7.0 BHS Teachers
- School based educational leaders include:
 - Vice Principal at Pierce
 - Associate Dean of Students at BHS



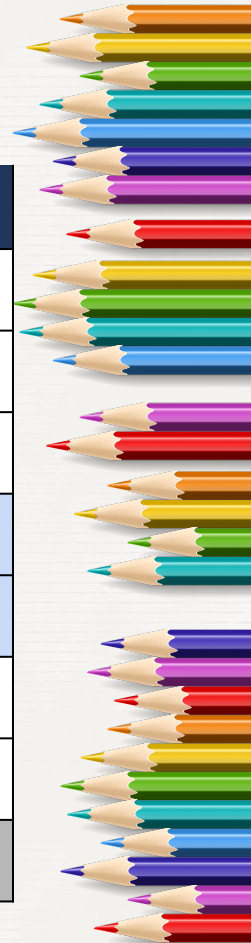
Positions Added, School-Based Staff FY 2016 - FY2020

		FTE Added
FY 2016	Teachers - Unit A	50.7
	Paraprofessionals	7.1
	Custodians and Secretaries	4.6
FY 2017	Teachers - Unit A	32.2
	Paraprofessionals	22.5
	Custodians and Secretaries	0.0
FY 2018	Teachers - Unit A	23.8
	Paraprofessionals	11.9
	Custodians and Secretaries	0.0
FY 2019	Teachers - Unit A	14.5
	Paraprofessionals	16.7
	Custodians and Secretaries	2.0
FY 2020	Teachers - Unit A	16.0
	Paraprofessionals	15.3
	Custodians and Secretaries	2.0
	Total Positions Added	219.3



Positions Added, School-Based Leaders FY 2016-2020

		FTE Added
FY 2016	VP at Upper Devotion (now at Coolidge Corner)	1.0
	ECS Coordinator expanded from 0.6 to 1.0	0.4
	Digital Learning Specialist	1.0
FY 2019	VP at Lawrence	1.0
	Dean of Student Support Systems (BHS)	1.0
FY 2020	VP at Pierce	1.0
	Associate Dean of Students (BHS)	1.0
	Total Positions Added	7.4



Positions Added, Central Office Staff FY 2016-2020

		FTE Added
FY 2016	Data Systems and Applications Manager	1.0
	Community Engagement Specialist	1.0
	Steps to Success Advisors	3.0
	Adult and Community Education Coordinator	0.4
FY 2017	Data Reporting and Analysis Manager	1.0
FY 2018	Eliminated Data Reporting and Analysis Manager (Budgeted but never filled)	-1.0
	Consolidated Community Engagement Specialist and Registration and Enrollment Specialist into 1.0 FTE	-1.0
FY 2019	Budget Analyst / Payroll Manager (*unfunded until FY 2019)	1.0
	Human Resources Generalist	1.0
	English Language Learners Secretaries	0.5
	Project Manager Operations and Special Projects (Tech Plan)	1.0
	Total Positions Added	7.9
	Annual Cost of Positions Added FY 16 - FY 20	\$564,054



Positions Added, Central Office Leaders FY 2016-2020

		FTE Added
FY 2016	Special Assistant for Strategy and Planning	1.0
	Senior Directors of Teaching and Learning (PK-8 and 9-12)	2.0
	Director of Special Education - Autism and Inclusion Programming	1.0
FY 2018	Eliminated Senior Director of Teaching and Learning, 9-12 (Position Never Filled)	-1.0
FY 2019	Senior Director of Educational Equity	1.0
	Total Positions Added	4.0
	Annual Cost of Positions Added FY 16 - FY 20	\$564,731



Budget Impact of Central Office Additions - FY2015 - FY2020

	FY 2015	FY2020	Change FY15 - FY20	FY20 Budget (Annual Cost)
PK-12 Enrollment	7,508	7,857	+349	
# of Employees (FTE)	1061.5	1299.1	+237.6	
# of Central Office Staff and Leader Additions			+12.9	+\$1,128,784
Operating Budget (General Fund)	\$90,630,150	\$119,841,548	+\$29,211,398	



FY2015 - FY2020

	FY 2005	FY 2010	FY 2015	FY 2019	FY2020	Change FY05 - FY15	Change FY15 - FY20
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