

PUBLIC SCHOOLS of
BROOKLINE



PSB Update and FY23 Budget

Advisory Committee
April 5, 2022

Presentation Agenda

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

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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)
Melissa Sousa (new) , Payroll Specialist	13 years experience in 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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Budget Process Timeline

P
S
B

January

PSB submits preliminary budget based on district needs and requests

Budget: \$130,619,874

February

Mandated budget hearing (2/3), preliminary vote (2/10)

February-May

PSB refines budget (including book 1.1-eta 4/5), based on discussions at finance subcommittee, full School Committee, Advisory Committee, Select Board, public forums, etc.

Budget (3/24): \$128,098,883

Early May

School Committee votes final budget.

June

Further refinement (if needed)

N
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N
P
S
B

now

December

Town of Brookline submits preliminary School Budget Recommendation based on FY23 projections.

Budget: \$124,022,929

January

Governor's budget is presented.

Late January

Updated LEA based on revised town projections.

Budget: \$124,817,362

Mid February

Updated GIC

No budget change

March-May

MA Government approves final state budget and allocation to Brookline.

Mid-May

Town Meeting votes final LEA.

July

FY2023 begins.



Active Budget Reconciliation and Adjustment

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**

More on Drivers

- Immediate needs identified through Entry Plan
- Need for pandemic recovery
- Enrollment uncertainty
- Structural deficit

More on Drivers

- Immediate needs identified through Entry Plan
- Need for pandemic recovery
- Enrollment uncertainty
- Structural deficit

Full report of findings at
https://www.brookline.k12.ma.us/cms/lib/MA01907509/Centricity/Domain/62/Entry%20Plan%20Findings_SC%20Presentation_3.10.22.pdf

PUBLIC SCHOOLS of
BROOKLINE

Superintendent Entry Plan Report of Findings

March 10, 2022



Superintendent Landscape: *A look at Brookline*

Public Schools of Brookline: Superintendents

Last Name	First Name	Start Date	End Date	Years of Service	Comments
Guillory, Jr.	Linus J.	July 1, 2021			
Marini	Vincent	July 1, 2020	June 30, 2021	1	Interim
Lummis	Benjamin	August 19, 2019	June 30, 2020	1	Interim
Gittens	Nicole	August 12, 2019	August 18, 2019		Acting
Boff	Andrew	July 1, 2016	August 9, 2019	3	
Connelly	Joseph	November 1, 2015	June 30, 2016	1	Interim
Lupini	William	July 1, 2004	October 31, 2015	11	
Silverman	Richard	August 1, 2001	June 30, 2004	3	
Rowe	Peter	July 1, 2001	July 31, 2001		Acting
Walsh	James	July 1, 1988	June 30, 2001	13	
Sheridan	William	July 1, 1987	June 30, 1988	1	Acting
Slater	Charles	July 1, 1982	June 30, 1987	5	
Sperber	Robert	July 1, 1964	June 30, 1982	18	
Caverly	Ernest	July 1, 1931	Jan. 30, 1964	33	
Gallagher	Oscar	Oct. 1, 1919	June 30, 1931	12	
Aldrich	George	Sept. 1, 1900	Sept. 19, 1919	19	
Dutton	Samuel	Sept. 1, 1890	Aug. 1, 1900	10	
Daniels	D.H.	Sept. 1, 1882	Aug. 1, 1890	8	
Reid	William T.	Sept. 1, 1872	1874	2	

20 superintendents in 150 years
~seven superintendents in the last six years~*



Strategic Leadership

Why?

Why are we doing this? Why are we doing it this way?

What?

Are we doing the right thing? How do we know?

How?

How does it connect to other things we are doing to have maximum impact?

A photograph of children in a classroom stacking red plastic cups. The scene is dimly lit with a blue overlay. In the background, there are bookshelves filled with books and a table with various supplies. A child in the foreground is wearing a blue t-shirt with the word 'ERMAN' visible. Another child is wearing a light blue shirt with 'SANTANA' on it. The text 'What is an Entry Plan?' is overlaid in large white font, followed by 'Expanded Form' and 'Supt + Senior Team' in a smaller white font.

What is an Entry Plan?

*Expanded Form
Supt + Senior Team*

An entry plan allows incoming administrators the opportunity to learn about the district, values, goals, aspirations, and challenges.

In other words, it is a process by which I am able to learn about the strengths and challenges of our system.

This will aid in the development of a strategic plan.

Components of an Entry Plan

Information Gathering

What are the stories the PSB community and its stakeholders are telling me?

What are the stories that the data we have on our district tell?

What are the stories I am getting in my own observations?

Analysis and Recommendations

Based on what I have seen, what themes and patterns have emerged?

What norms, cultures, and values do we want to maintain; what do we want to change?

Strategy and Implementation

How can various aspects of PSB work together so that meaningful and sustainable change can occur?

Sources of Information

What I've Seen

Observations Within and Outside of our Schools

30+ official school visits conducted.

30+ "drop-ins" visits.

What I've heard

Formal and Informal Interviews

100+ meetings involving
430+ individuals within the community.

What I've Counted

Analysis of District Data

Ongoing review of District artifacts, existing policies and bargaining contracts

Timeline

Pre-Phase 1: Process

(Feb 2021 - June 2021)

**Phase 2: Review
and Reflection**

(September 2021 -
February 2022)

**Phase 4: Strategic
Plan Development
Launch**

(August 2022 -
December 2022)

**Phase 1:
Process**

(July 2021 - August
2021)

**Phase 3:
Conclusions
and Sharing**

(March 2022 - June
2022)

Immediate needs identified through entry plan discussions (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

Retained positions

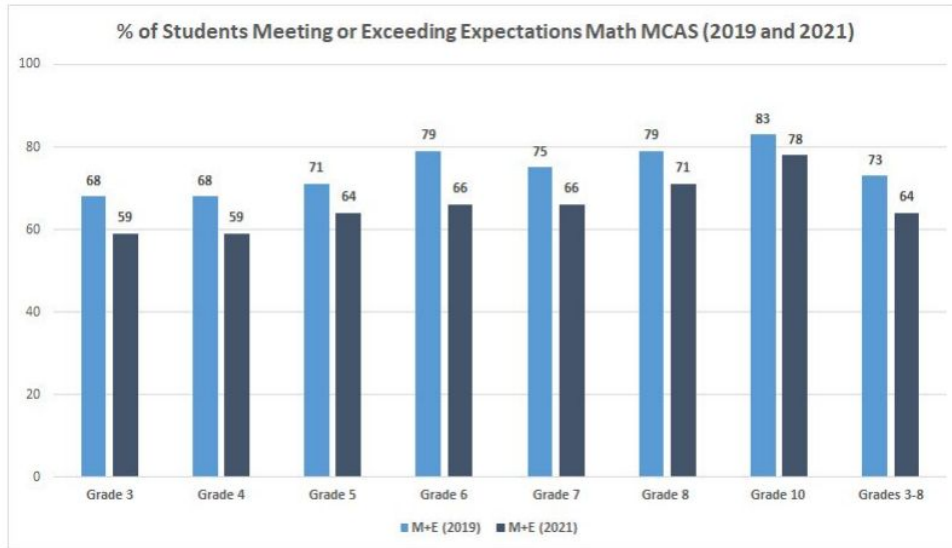
Department	Position	FTE	Amount
Schools	K-8 Paraprofessionals	11.0	\$330,000.00
<p>The academic and social needs of our students have grown as a result of the interruptions caused by the pandemic. Additionally, ensuring that our students have a solid footing as they advance through lower-elementary is critical to our continued success as a district.</p>			
Office of English Learner Education	Assistant Program Director	1.0	\$80,000.00
<p>DESE holds each district in the Commonwealth responsible for adhering to guidelines and laws related to Identification, Assessment, Placement, and Reclassification of English Language Learners. An additional staff member at the district level would enable us to provide timely, resourceful, and meaningful supports as well as adhere to all state and federal requirements.</p>			
Office of Educational Equity	Equity Manager	1.0	\$80,000.00
<p>An additional staff person is needed to lead professional growth and school culture efforts, while also specializing in wide-ranging student support connected to identity. Further, the role supports the Office of Educational Equity's work with every other Senior Team division to ensure equitable processes and outcomes district-wide</p>			

More on Drivers

- Immediate needs identified through Entry Plan
- Need for pandemic recovery
- Enrollment uncertainty
- Structural deficit

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

MCAS: significant drops at every point



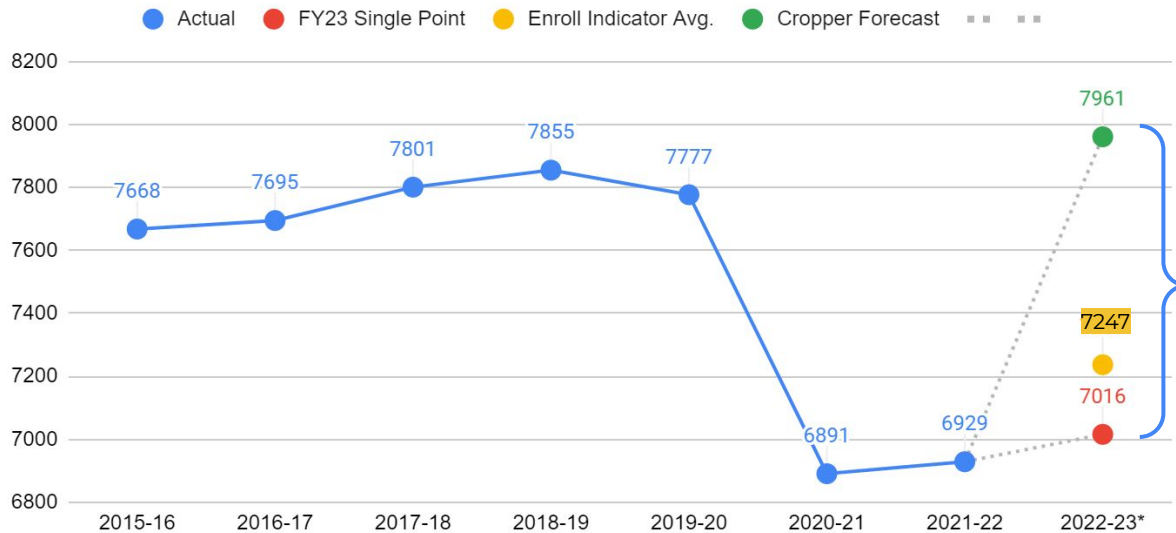
- **MCAS achievement level gaps disproportionately increased in almost all subgroups**
 - students of color
 - students with disabilities
 - English language learners
 - economically disadvantaged students
- **Mental health continues to impact learning for all**

More on Drivers

- Immediate needs identified through Entry Plan
- Need for pandemic recovery
- Enrollment uncertainty
- Structural deficit

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:

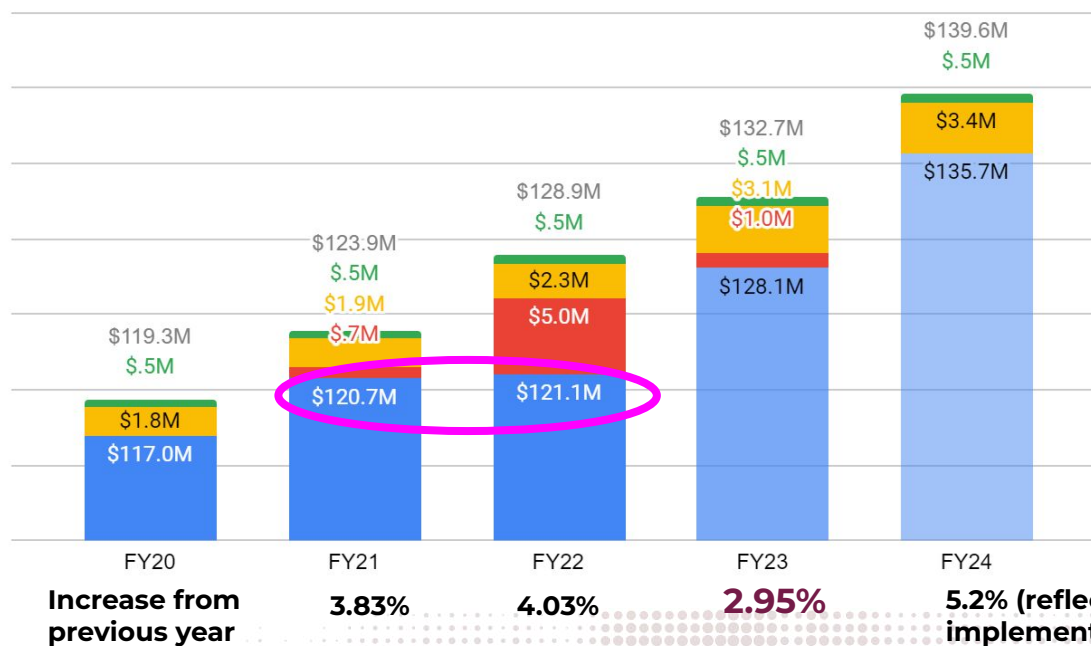
- Reduced ability to manage enrollment uncertainty (PSB's greatest risk)
- Reduced capacity for pandemic recovery (class size average returns to pre-pandemic)
- Adjustments cannot be managed solely by attrition

More on Drivers

- Immediate needs identified through Entry Plan
- Need for pandemic recovery
- Enrollment uncertainty
- Structural deficit

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**

FY23 CIP request

Funded/Partially Funded Requests	FY23 Amount Requested/Funded
Leases	\$1,827,048 / same
Furniture Upgrades	\$160K / \$25K
BHS Mounted Projection Replacement (mislabeled Public Address System Replacement)	\$340K; initially was for \$670K inclusive of PA system.

Unfunded Requests (resubmitted to ARP)	FY23 Request
Update PSB Facilities Master Plan	\$250K
Upgrade HVAC Equipment for indoor air quality improvement	\$1,475,000
Study and renovate Baldwin Elementary School	\$9,075,000 (75K for study)
Design and renovate 3 K-8 School Playgrounds (Baker, Heath, Lincoln)	\$9,650,000
Clear capital items that are under deferred maintenance	\$18,000,000

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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)

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AC Questions from March 31, 2022

- Staffing trends over time
- Classroom size by grade band
- MCAS declines comparison
- Hancock Village construction impacts
- Private school shift
- Pre-K and other forecasting
- Building maintenance
- Cost per student

Staffing trends over time

Year	FTE	Notes
19-20 (Pre- pandemic)	1378.4	DESE actual educator data; does not include some categories, e.g. custodial
20-21	1348.2	
21-22	1299.4	
22-23 (Projected)	1270.77 (92% of pre-pandemic)	Approximate

- PSB A&F staff preparing detailed staffing tables going forward (see example next slide)
- Detailed staff tracking made possible through prior-year payroll manager position in A&F office

Source prior years: <https://profiles.doe.mass.edu/profiles/teacher.aspx?orgcode=00460000&orgtypecode=5&leftNavId=817&>

	FY22				FY23			
	LEA		All Funds		LEA		All Funds	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
TOTAL	1,260.50	\$105,082,963	1,386.92	\$112,541,308	1,280.30	\$113,752,984	1,404.92	\$122,214,473
Student-Facing Educators	1,118.01	\$92,165,932	1,209.81	\$97,774,443	1,135.44	\$100,164,932	1,217.14	\$106,597,955
Classroom	416.16	\$37,089,443	430.41	\$38,941,940	401.49	\$38,786,568	438.46	\$41,432,843
- preK	12.10	\$1,103,583	23.15	\$1,981,983	7.65	\$695,380	26.52	\$1,832,736
- K-5 Professional	171.20	\$14,959,005	171.20	\$15,572,390	165.10	\$16,464,117	170.10	\$16,953,925
- K-5 Paraprofessional	66.01	\$2,821,959	66.01	\$2,821,959	54.04	\$2,347,557	61.44	\$2,687,135
- ELA								
- ELA -- 6-8	16.20	\$1,502,041	16.20	\$1,502,041	16.20	\$2,121,138	16.20	\$2,121,138
- ELA -- 9-12	21.50	\$2,164,810	21.50	\$2,164,810	21.50	\$2,183,014	21.50	\$2,183,014
- Science								
- Science -- 6-8	15.80	\$1,476,295	15.80	\$1,476,295	18.40	\$1,823,776	18.40	\$1,823,776
- Science -- 9-12	24.00	\$2,348,829	24.00	\$2,348,829	23.00	\$2,419,553	23.00	\$2,419,553
- SS								
- SS -- 6-8	16.20	\$1,559,838	16.20	\$1,559,838	17.90	\$1,788,854	17.90	\$1,788,854
- SS -- 9-12	19.00	\$1,880,254	19.00	\$1,880,254	19.80	\$2,044,380	19.80	\$2,044,380
Math								
- Math -- 6-8	20.90	\$2,024,640	20.90	\$2,024,640	19.40	\$1,848,594	19.40	\$1,848,594
- Math -- 9-12	21.40	\$2,180,856	21.40	\$2,180,856	21.40	\$2,203,174	21.40	\$2,203,174
- Advisory /Teacher Specialist Regular Education								
- Advisory /Teacher Specialist Regular Education -- 6-8	7.40	\$796,088	7.40	\$796,088	5.40	\$687,796	7.55	\$869,109
- Advisory /Teacher Specialist Regular Education -- 9-12	4.45	\$445,367	7.65	\$769,184	11.70	\$1,107,390	15.25	\$1,446,362
- non FTE (Includes Stipends, ALL SUBS - LEVEL FUND)		\$1,825,880		\$1,862,775	0.00	\$1,051,845	0.00	\$1,211,093
Specialty	206.84	\$18,274,457	213.84	\$19,379,303	185.30	\$19,185,828	189.26	\$19,859,870
- K-12 Library Services	14.10	\$1,458,236	14.10	\$1,458,236	13.00	\$1,435,097	13.00	\$1,435,097
- K-12 Visual Arts	16.74	\$1,549,703	16.74	\$1,549,703	15.20	\$1,391,366	15.20	\$1,391,366
- K-12 Performing Arts/Music	27.09	\$2,493,261	27.09	\$2,493,261	23.25	\$2,381,894	23.25	\$2,381,894
- K-12 World Language	48.02	\$4,095,549	48.02	\$4,095,549	47.30	\$4,604,044	47.30	\$4,604,044
- K-12 Educational Technology and Information Sciences	10.60	\$1,057,148	10.60	\$1,057,148	10.40	\$1,133,243	10.40	\$1,133,243
- K-12 Wellness (PE, Health)	30.04	\$2,609,458	30.04	\$2,609,458	29.80	\$2,770,444	29.80	\$2,770,444
- K-12 Athletics	3.00	\$267,494	3.00	\$268,310	4.00	\$355,780	4.00	\$355,780
- K-12 English Language Education	28.00	\$2,744,665	28.00	\$2,744,665	25.40	\$2,574,624	25.40	\$2,574,624
- 9-12 Continuing and Technical Education	5.55	\$535,634	5.55	\$535,634	6.25	\$593,912	6.25	\$593,912
- Other specialty GenEd programs (e.g. SWS - see notes)	23.70	\$1,463,308	30.70	\$2,567,338	10.70	\$1,945,424	14.66	\$2,619,440

	FY22				FY23			
	LEA		All Funds		LEA		All Funds	
Student Services (LC teacher, PT, OT, SLP, BCBA, psych, nurses, guidance/SWs, SPED paras, etc)	441.21	\$30,972,443	511.76	\$33,623,611	484.25	\$34,449,158	520.42	\$36,890,078
- Student Services - preK					6.15	\$607,325	6.15	\$607,325
- Student Services - K-8	77.50	\$7,214,140	77.50	\$7,214,140	46.30	\$2,218,177	46.30	\$2,218,177
- Student Services - K-8 Paraprofessional	129.86	\$4,248,808	176.41	\$5,829,346	136.12	\$5,359,130	174.07	\$6,931,763
- Student Services - K-8 (LC teacher, PT, OT, SLP, BCBA, psych, nurses, guidance/SWs, etc)	121.60	\$11,315,924	126.90	\$11,901,138	150.03	\$14,857,719	147.25	\$15,655,574
- Student Services - 9-12	0.00	\$0	0.00	\$0	28.28	\$1,388,754	28.28	\$1,388,754
- Student Services - 9-12 Paraprofessional	40.72	\$1,490,223	52.12	\$1,895,833	28.08	\$1,173,951	28.08	\$1,173,951
- Student Services - 9-12 (LC teacher, PT, OT, SLP, BCBA, psych, nurses, guidance/SWs, etc)	61.40	\$5,629,960	68.70	\$5,709,767	75.50	\$7,401,590	76.50	\$7,472,022
- Student Services - Admin Support	5.53	\$379,588	5.53	\$379,588	5.86	\$418,244	5.86	\$418,244
- Student Services - Districtwide	4.60	\$693,800	4.60	\$693,800	7.93	\$858,733	7.93	\$858,733
- Student Services - non FTE (stipend)					0.00	\$165,536	0.00	\$165,536
Teaching and Learning (literacy/math specialists, edtech, etc)	53.80	\$5,829,589	53.80	\$5,829,589	64.40	\$7,743,378	69.00	\$8,415,164
- Teaching & Learning (curriculum coordinators)	8.90	\$1,205,768	8.90	\$1,205,768	16.40	\$2,117,793	17.40	\$2,205,865
- Teaching & Learning (literacy coaches)	29.30	\$3,138,457	29.30	\$3,138,457	27.00	\$3,035,003	30.60	\$3,443,196
- Teaching & Learning (Math Specialist)	12.60	\$1,270,588	12.60	\$1,270,588	18.00	\$1,923,280	18.00	\$1,923,280
- Teaching and Learning - Admin Support	3.00	\$214,777	3.00	\$214,777	3.00	\$235,683	3.00	\$235,683
- Teaching and Learning- non FTE (stipend)	0.00	\$0	0.00	\$0	0.00	\$431,619	0.00	\$607,140
Building-based/Staff Support Services	113.69	\$9,813,890	145.61	\$11,396,596	111.56	\$10,010,814	152.28	\$11,810,365
- Custodians	42.43	\$2,827,664	46.43	\$3,085,994	42.38	\$2,917,093	46.38	\$3,165,472
- Food Service	0.00	\$0	22.39	\$706,569	0.00	\$0	31.27	\$1,088,535
- IT Support	5.00	\$358,383	5.00	\$358,383	6.00	\$466,418	6.00	\$466,418
- Admin (Principals, VPs, Deans)	34.55	\$4,608,819	33.35	\$4,776,245	32.80	\$4,596,131	35.00	\$4,863,085
- Admin (Front office staff, Aides, etc)	31.72	\$2,019,024	38.44	\$2,469,405	30.39	\$2,031,173	33.64	\$2,226,855
Central Administration (anyone not primarily student facing/in a school)	28.80	\$3,103,141	31.50	\$3,370,269	33.30	\$3,577,238	35.50	\$3,806,153
- School Committee	1.00	\$90,459	1.00	\$90,459	1.00	\$91,409	1.00	\$91,409
- Superintendent Office	2.00	\$349,385	2.00	\$349,385	2.00	\$338,546	2.00	\$338,546
- Admin & Finance (including HR)	11.00	\$1,096,354	11.00	\$1,096,354	11.00	\$1,045,926	11.00	\$1,045,926
- Educational Equity	1.00	\$140,000	1.00	\$140,000	2.00	\$230,695	2.00	\$230,695
- Strategy & Performance	6.50	\$533,883	6.50	\$533,883	8.50	\$691,856	8.50	\$691,856
- Operations/Facilities Admin (incl. transportation)	3.30	\$328,117	6.00	\$595,245	3.80	\$407,973	6.00	\$636,888
- Student Services Admin	2.00	\$278,851	2.00	\$278,851	2.00	\$300,269	2.00	\$300,269
- Teaching & Learning Admin	2.00	\$286,092	2.00	\$286,092	3.00	\$470,564	3.00	\$470,564

Classroom sizes by grade band

- 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 average of 19 students for K-8, actual (Oct '21) K-2 17.5, 3-8 18.3
 - **+ 99 K-8 students since October!**
- **FY23 Staffing: return to pre-pandemic levels of 20.2 average, range 18-25**
 - **Differentiate by grade band as possible**

Elementary Schools	K	1	2	3	4	5	6	7	8
Baker	20 19 19 19	16 16 16 16	18 18 17 17	16 16 16 16	19 18 18 18	17 17 17 17	16 16 16 16	22 21 21 21	18 17 17 17
Driscoll	17 16	19 19 18	17 16 16	15 15 15	18 18 18	19 18 18	17 17 16	20 19 19	18 18 18
Heath	17 17 16	17 17 16	19 19 19	17 17 17	20 20 20	21 20 20	16 16 15	18 18 18	16 16 15
Lawrence	18 18 18 18	20 20 20 20	17 16 16 16	15 15 14 14	20 20 20 19	18 18 18 18	17 17 17 17	21 21 20 20	18 18 18 18
Lincoln	16 16 16	17 16 16	16 16 16	15 14 14	20 19 19	18 18 18	19 19 18	19 19 19	20 19 19
Pierce	19 19 18 18	16 16 16 15 15	19 18 18 18	19 19 19 18	21 20 20 20	18 17 17 17	20 19 19 19	19 19 19 19	20 20 20 19
Ruffin Ridley	21 21 20 20 20	20 20 19 19 19	18 18 18 17 17	18 18 17 17 17	17 16 16 16 16	18 18 18 18 18	21 21 21 20 20	21 21 21 21 21	22 22 22 21 21
Runkle	15 15 15	14 14 14	19 19 19	19 19 18	16 16 16	17 16 16	20 19 19	20 19 19	21 21 20

MCAS declines comparison: % students meeting or exceeding 2019 vs 2021

District	ELA decline (%)	Math decline (%)
Brookline	-4	-9
State	-6	-16
Acton-Boxborough	-5	-7
Arlington	0	-10
Belmont	0	-4
Boston	-4	-13
Cambridge	-3	-14
Lexington	-4	-10
Needham	-4	-11
Newton	-3	-13
Wellesley	-4	-13
Winchester	-8	-18

Brookline's declines in range of peer communities, not as severe as overall state declines

Hancock Village construction impacts

FY23 enrollment projection includes new housing developments to be occupied during the FY23 year as indicated by Town Planning Department

Address	Student Generation Ratio	Estimated Construction Completion
134 Babcock	9 students	May 2022
21 Crowninshield	7 students	January 2022
Hancock Village - Residences - Gerry Rd	- 90 students - 11 students	- October 2022 - May 2022

Home and Private School Shift

Year	Home School	In State Private/Parochial	Out of State Private/Parochial	Total	Change from Prior Year (#)	Total Students # (all residents)	% of Total Students
2017	22	1065	17	1104	+41	8083	13%
2018	24	1280	32	1336	+232	8354	15%
2019	22	1324	21	1367	+31	8467	16%
2020	17	1344	24	1385	+18	8448	16%
2021	80	1546	23	1649	+264	7840	20%
2022	54	1523	22	1599	-50	7835	19%

- 2021 was full pandemic year
- In State Private/Parochial (# and %) have increased from 2017 to 2021, decreased slightly in 2022.
- Breakdown of In State Private/Parochial 2022:
 - Grades K-5: 552
 - Grades 6-8: 432
 - Grades 9-12: 539

Source: DESE School Attending Report

- Based on January 1 of each year
- Excludes PK and SP populations

Pre-K and other forecasting

- Use of births to forecast K enrollment has been largely discredited due to population churn
- Alternative methods of pre-K forecasting have not yet been explored due to the pandemic and turnover in the Town Clerk's Office and PSB but it is very much on staff radar.
 - Latest census data: 3,033 people < age 5
- Ability to poll institutions of higher education for potential international students limited by staff bandwidth, and unclear what information they might have on family visas and/or intended municipality of residence
- Staff have evolved registration process to identify incoming K families earlier
 - Additional and updated outreach
 - Specialized BEEP information sessions and registration outreach
- Student churn: registration occurs year-round
 - +84 (net) K-12 students = +99 (net) K-8 students and -15 (net) 9-12 students

Building maintenance

- PSB share of Building department has nearly doubled from \$1.3M in FY17 to \$2.5M in FY22, with an FY23 request of \$3.3M (a one-year increase of more than 30 percent), as yet unfunded.
- Over \$12M in previously deferred schools maintenance projects that are not funded in the CIP. Deferred maintenance leads to increasing emergency repairs, which are funded from the school portion of the Building Department funding, potentially causing even greater increases in future fiscal years.
- **Need to address appropriate maintenance of buildings**
 - **Working with Charlie Simmons to understand issues and seeking to develop PSB capital plan (funds rejected for CIP, pending from ARP)**
- If enrollment stabilizes lower → opportunity to reduce leases/CIP pressure by moving BEEP and/or administration into owned buildings

Cost/student comparison

District	Total Expenditures per Pupil (FY20)
State	\$17,575
Winchester	\$15,271
Belmont	\$15,280
Arlington	\$15,629
Acton-Boxborough	\$17,298
Needham	\$19,193
Lexington	\$19,481
Newton	\$20,786
Brookline	\$21,256
Wellesley	\$21,516
Boston	\$24,021
Cambridge	\$31,146

Expenditures largely driven by educator compensation

- Salaries are 87% of budget, 95% of staff are unionized, 66% in teachers unit alone
- As of 2019-2020, the most recent school year with a settled contract, Brookline's teacher compensation is the highest among 9 suburban peer districts.
- Brookline's salaries are at or near the top in every category, and Brookline's health insurance contribution is the highest in this group of districts.

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