

FY 19 Budget Presentation School Committee

January 18, 2018

A series of horizontal lines in teal and white colors, extending from the left edge of the slide towards the right, positioned below the date.

Budget Presentation

1. Mission and Goals
2. Revenue Outlook
3. Budget Request
4. Structural Deficit
5. Closing the Structural Deficit
 - Long Term Solutions
 - Creating a Balanced, Non-Override Budget for FY 2019

Mission of the Public Schools of Brookline

Our mission is 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.

Superintendent's Goal

Ensure exceptional and equitable outcomes for all learners by:

- Effectively supporting principals;
- Organizing the work of District offices in support of student learning and teaching; and
- Addressing those areas that have the greatest impact on student social and emotional growth and academic achievement.

Revenue Outlook



Revenue Growth: FY 2016 to FY 2019

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 <i>(available)</i>
Revenue	\$ 89,814,815	\$ 98,882,707	\$ 104,696,542	\$ 108,841,288	\$ 110,093,481
Growth from previous year (\$)	\$ 3,676,882	\$ 9,067,892	\$ 5,813,835	\$ 4,144,746	\$ 1,252,193
Growth from previous year (%)	4.27%	10.10%	5.88%	3.96%	1.15%

Revenue: FY 2018 & FY 2019

	<u>FY 2018</u>	<u>FY 2019</u>	<u>Variance</u>
General Fund Appropriation	\$ 104,851,238	\$ 107,199,400	\$ 2,348,162
Tuition and Fees	\$ 696,016	\$ 696,016	\$ 0
Rental of PSB Facilities	\$ 225,000	\$ 0	(\$ 225,000)
Circuit Breaker Funding	\$ 2,700,000	\$ 1,688,705	(\$ 1,011,295)
Revolving Fund Reimbursement	\$ 150,680	\$ 150,680	\$ 0
Other Revenue	\$ 358,680	\$ 358,680	\$ 0
Transfer to Voc Tech (Tuition and Transport.)	\$ 92,895	\$ 0	\$ 92,895
Total Budget (% increase)	\$ 108,888,719	\$ 110,093,481	\$ 1,204,762 (1.11%)

Expected Revenue vs. Actual Revenue

Typical annual increase in Town Tax Levy Revenue		3.6%
Expected FY 2019 increase in school revenue <i>(based on typical 3.6% annual increase in town's Tax Levy Revenue)</i>	\$ 3,774,645	
Actual Increase in School Revenue in FY 2019 <i>(from town's Tax Levy revenue)</i>	\$ 2,348,162	2.24%
Decrease in anticipated school department share of expected Tax Levy Revenue <i>(due to lower than expected growth in town and specific developments not coming on line - e.g. 2 Brookline Place)</i>	\$ 1,426,483	

Proposed Budget



Budget Request FY 2019

	FY2019 <i>Request</i>
Personnel	\$ 5,041,258
Services	\$ 389,886
Supplies	\$ 677,285
Other	\$ 0
Capital	\$ 0
Total	\$ 114,997,148

Budget Comparison: FY 2015 to FY 2019

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 <i>Request</i>
Personnel	\$ 77,329,710	\$ 84,464,778	\$ 89,459,092	\$ 94,296,072	\$ 99,337,330
Services	\$ 8,377,347	\$ 9,500,643	\$ 10,155,678	\$ 10,511,974	\$ 10,854,429
Supplies	\$ 2,247,409	\$ 2,325,338	\$ 2,224,870	\$ 2,052,027	\$ 2,729,312
Other	\$ 373,132	\$ 1,276,557	\$ 1,572,010	\$ 1,023,580	\$ 1,023,580
Capital	\$ 1,060,199	\$ 1,315,391	\$ 1,284,891	\$ 1,005,066	\$ 1,005,066
Total (% increase)	\$ 89,387,796 (4.27%)	\$ 98,882,707 (10.10%)	\$ 104,696,542 (5.88%)	\$ 108,888,719 (4.00%)	\$114,997,148 (5.61%)

Budget Request

FY 2019 Request is a **\$6,108,430** or 5.61% increase over FY18

FY18 Budget:	\$108,888,719
Change in Expenses:	\$ 6,108,430

FY 19 Budget Request:	\$114,997,149
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Budget Request - Personnel (base)

\$3.5 million (57%) of the proposed FY 2019 budget increase pays for the contractually obligated salary increases of the staff we have now.

FY18 Budget - existing staff:	\$ 94,296,072
FY19 Budget with step and lane increases of existing staff:	\$ 97,802,963

Increase needed to pay for contractual salary obligations	\$3,717,074
Reclassifications & Consolidations	<u>\$ (210,183)</u>
FY 19 Budget Request:	\$ 3,506,891
	57% of \$6.1 million increase

Budget Request - Personnel (enrollment growth)

\$1.25 million (21%) of the proposed FY 2019 budget increase pays for the school staff needed to maintain class size and services to keep up with continued enrollment growth.

Includes:

- 10 FTE classroom teachers
- Nurse, Guidance Counselors, ELL teacher
- Lawrence Vice Principal and BHS administrator
- Secretarial staff

Increase needed to pay for staff to address ongoing enrollment increases:

\$ 1,256,121
21% of \$6.1 million increase

Budget Request - Service Contracts and Policy

In addition to our growth in personnel:

\$531,386 (9%) of the proposed FY 2019 budget request funds increases in service contracts to support students and for costs associated with revised School Committee policies

Includes:

- Transportation for regular and special education students
- Funding for the financial assistance policy
- 504 services and supports

**Service Contracts and Funding
for Policy Changes**

\$ 531,386
9% of \$6.1 million increase

Budget Request - Critical New Investments

\$ 1,466,718 (24%) of the proposed FY 2019 budget increase funds limited number of targeted investments to address ongoing inequities in opportunity and achievement, classroom supplies, and transportation for high school students

Includes:

- Classroom supplies
- Intervention support for struggling learners
- Administrator and staff to support equity professional development and restorative justice practices
- Transportation for BHS students from South Brookline
- Transportation for BHS student-athletes to practice and games
- Public Buildings (partial funding of request)

Critical New Investments

\$ 1,466,718

24% of \$6.1 million increase

Superintendent's Request - Summary

	Proposed Increase	% of Proposed Increase
<ul style="list-style-type: none"> • Our contractual obligations for salary increases for existing staff (steps, lanes, and COLA) 	\$ 3,506,891	57%
<ul style="list-style-type: none"> • Increase in school-based staff to address continued enrollment growth 	\$ 1,256,121	21%
<ul style="list-style-type: none"> • Increases in School Service Contracts and our Financial Assistance Policy 	\$ 531,386	9%
<ul style="list-style-type: none"> • Critical New Investments - Equity, Supplies, Transportation 	\$ \$1,466,718	24%
<ul style="list-style-type: none"> • Supply and Contractual Services Reductions 	\$ (652,686)	(10%)
Total Budget Additions	\$6,108,430	

Structural Deficits



Lower than Expected Revenue

Revenue	\$ Increase	% Increase
Expected FY2019 increase in school revenue <i>(based on typical 3.6% annual increase in town's Tax Levy Revenue)</i>	\$ 3,774,645	3.6%
Actual Increase in School Revenue in FY2019 <i>(from town's Tax Levy revenue)</i>	\$ 2,348,162	2.24%
Decrease in actual revenue due to lower state reimbursement for special education costs (Circuit Breaker)	(\$1,143,400)	
Actual FY2019 Revenue increase	\$ 1,204,762	1.15%

Structural Deficit

Lower revenue combined with contractual obligations and keeping up with enrollment growth creates a structural deficit

Base Budget	\$2,854,205
Increases to address continued enrollment growth	\$1,787,507
Total Structural Increases in Budget	\$4,641,712
FY 2019 Increase in Revenue	\$ 1,204,762
FY 2019 Structural Deficit	\$(3,436,950)

The structural deficit is \$3.43 million of the \$6.1 million request

Structural Deficits Going Forward

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Projected Available Revenue	\$ 110,093,481	\$ 113,492,894	\$ 117,127,527	\$ 119,824,634	\$ 121,066,800
Revenue Growth	1.11%	3.09%	3.20%	2.30%	1.04%
Projected Budget	\$ 114,997,149	\$ 121,654,171	\$ 128,145,234	\$ 135,130,414	\$ 140,842,065
Expense Growth	5.61%	5.79%	5.34%	5.45%	4.23%

Closing the Structural Deficit

- Long Term Solutions
- Short Term Cuts

How do we close a \$4.9 million gap (net)

- Long Term - must develop solutions to reduce deficit year over year
- All cuts impact students, staff, and families to varying degrees
- Need to determine those cuts which limit impact on our ability to provide high quality education and continue to execute on district and school priorities
- Aiming to make cuts that are the least painful

Cuts to Achieve a Balanced Budget

Cuts to School-based Staff:

Eliminate from the budget request

\$819,878

Positions eliminated

20

Impact:

- Reduces ability to support teachers in strengthening instruction to support all learners in literacy and math
- Reduces paraprofessional support in classrooms
- Reduces teachers in several schools
- Cuts vacant Digital Learning Specialist

Cuts to Achieve a Balanced Budget

Cuts to Critical New Investments:

Eliminate from the budget request

\$ 1,206,475

Positions eliminated

2.5

Impact:

- Eliminates funding for increasing targeted support and interventions
- Limits our ability to respond to serious disciplinary infractions
- Eliminates proposed transportation services for BHS students who live in South Brookline and for student athletes
- Negatively affects our ability to manage large capital projects
- Eliminates new funding for supplies for every classroom and continues practice of relying on parents and PTOs funding basic supplies and materials for our classrooms

Cuts to Achieve a Balanced Budget

Cuts to Student Services:

Eliminate from the budget request

\$ 465,777

Positions eliminated

5.6

Impact:

- Reduction of OT staffing; limiting opportunities for general education student support and intervention
- Psychologist caseloads increase
- Realignment of caseload for BCBAs to focus more exclusively on students with IEPs resulting in less BCBA support for general education students; decreases intervention support
- Administrative workload increases for current BESA staff in OSS

Cuts to Achieve a Balanced Budget

Cuts to School, Teacher, and Family Support:

Eliminate from the budget request

\$441,405

Positions eliminated

3.0

Impact:

- Reduces professional development release time for teachers
- Limits ability to coordinate curriculum, do program reviews, and effectively roll-out any curriculum or program changes
- Limits capacity to provide equitable opportunities and outcomes and a guaranteed curriculum for all students
- Limits district outreach to families to emergency messaging
- Reduces ability of central office to support families with registration, outreach, communications and access to student records
- Transfers administrative tasks to others, increasing workload
- Reduces ability of central office to respond to growing requests for student learning data and reports from teachers, principals, schools, and school committee members

Cuts to Achieve a Balanced Budget

Cuts to Technology:

Eliminate from the budget request

\$275,000

Positions eliminated

Impact:

- Postpones \$275,000 in technology purchases (pre-purchased)
- Maintains reduction in supplies introduced in FY2018

Cuts to Achieve a Balanced Budget

Additional Cuts:

Eliminate from the budget request

\$293,033

Positions eliminated

0

Impact:

- Savings related to turnover and transition
- Transfers from Town Benefit Appropriation

FY19 Budget Request - Total Over Allocation

Net Base Personnel Cost Increase	\$ 3,064,388
Enrollment Personnel Cost Increase	\$ 1,747,397
Service Contracts and Policy Increase	\$ 531,386
Critical New Investments	\$ 1,076,475
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Total Add w/o Revenue Offset	\$ 6,419,646
Revenue Offset	(\$ 1,204,762)
Net FY19 Request	\$ 5,214,884

FY19 Budget Request Items; Core Personnel

Increased Personnel Cost Increases/offsets:

Increased Personnel Costs	\$3,717,074
Building Services Offset:	(\$18,690)
Tuition Reduction Offset:	(\$522,000)
<u>Benefit Reserve Set to \$0:</u>	<u>(\$111,996)</u>

Net Personnel Cost Increase	\$3,064,388
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FY19 Budget Request Items - Core Personnel

Classroom Staff; 10.0 FTE Enrollment Growth	\$680,000
Nurse/Guidance/ELL/Other 3.0 FTE Sustains Ratios	\$204,000
Administration 2.0 FTE; Maintains 1:250 Ratio Lawrence/BHS	\$240,000
BESA for BHS Expansion	\$ 60,000
Equity Leadership 2.0 FTE	\$190,000
Restorative Practice 2.0 FTE	\$130,000
Benefit Reserve	\$243,397

Subtotal

\$1,747,397

FY19 Budget Request Items - Core Expenses

Base Expense Budget Increase (Contracts/Supplies/Materials)	\$ 0
Transportation; in-district SWD expenses	\$234,826
Transportation; general-ed contract increase	\$ 53,560
Financial Assistance Policy	\$175,000
504 Services/Supports	\$ 68,000

Subtotal

\$531,386

FY19 Budget Request Items - Critical New Investments

BHS Transportation	\$150,000
BHS Athletics Transportation	\$130,500
Response to Intervention Practices	\$100,000
Public Buildings Division	\$ 75,000
Supplies and Materials; \$125/student	\$620,975

Subtotal

\$1,076,475

Budget Request

Revenue Allocation: \$ 110,093,481

Budget Request: \$ 115,308,365

Budget Variance
to Available Revenue: (\$ 5,214,884)

Overview of Potential Cuts to Reach Balanced Budget

Critical New Investments:	\$1,076,475
Teaching and Learning:	\$1,035,000
Student Services:	\$648,571
Operational Expenses:	\$1,000,000
School Based Positions Expenses:	\$486,000

Cuts to Achieve a Balanced Budget

Total of Above Reductions: \$4,246,046

Remaining Deficit: **\$968,838**

Budget Allocation - *New Revenues and Offsets*

FY 19 Allocation is a net \$1,204,762 increase over FY18

FY19 Additional Revenue Increase:	\$2,348,162
Change in Revenue Offsets:	(\$1,143,400)
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FY 19 Net Revenue Increase:	\$1,204,762

FY2019 Budget - Overview of Current Budget Proposal

Personnel:

\$ 3,717,074

- Unit A
- Unit B
- Unit C
- Unaligned

Revenue Growth: FY 2016 to FY 2019

	FY2015	FY2016	FY2017	FY2018	FY2019 <i>(proposed)</i>
Revenue	\$ 89,814,815	\$ 98,882,707	\$ 104,696,542	\$ 108,841,288	\$ 110,093,481
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Growth from previous year (%)	4.27%	10.10%	5.88%	3.96%	1.15%

Cuts to Achieve a Balanced Budget

Critical New Investments:

Eliminate from the budget request

\$1,076,475

BHS Transportation	\$150,000
BHS Athletics Transportation	\$130,500
Response to Intervention Practices	\$100,000
Public Buildings Division	\$75,000
Supplies and Materials; \$125/student	\$620,975

Cuts to Achieve a Balanced Budget

Teaching and Learning:

\$1,035,000

Instructional Coaches - District Wide	\$333,000
Funds for Professional Development	\$100,000
Reduce School Based Literacy Coaches (3.5)	\$238,000
Literacy Collaborative PD Funds	\$77,000
Senior Director of Teaching and Learning	\$137,000
Defund Lesley University Intern Program	\$80,000
Eliminate 1.0 Digital Learning Specialist	\$70,000

Cuts to Achieve a Balanced Budget

Student Services:

\$648,571

Eliminate 2.0 FTE Student Services	\$173,000
Elimination of START	\$177,268
Consolidate BEEP and OSA Registration	\$87,000
Eliminate 2.0 BCBA	\$171,303
Eliminate .6 Admin Assistant	\$ 40,000

Cuts to Achieve a Balanced Budget

Operational Expenses:

\$1,000,000

Maintain FY18 Supply Reduction:	\$151,000
Increase Turnover/Salary Differential	\$125,000
Transfer from Town Benefit Appropriation	\$209,000
Pre-purchase technology	\$275,000
Defer by 1 year 2.0 new BESA positions	\$120,000
Eliminate positions in Strat/Performance	\$120,000

Cuts to Achieve a Balanced Budget

School Based Positions Expenses:

\$486,000

3.0 Teaching FTE	\$236,000
10.0 paraprofessional	\$250,000