

# School Committee

February 1, 2018

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# Agenda

1. Mission and Superintendent Goals
2. Revenue Outlook
3. Proposed Budget
4. Structural Deficits & Projected Need for Additional Revenue
5. Closing the Structural Deficit - Cuts Under Consideration

# 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.

# Budget Overview: FY 2018 to FY 2019

	<b>FY 2018</b>	<b>FY 2019</b> <i>Request</i>	<b>Change</b> <b>(FY 18 to FY 19)</b>
<b>Revenue</b> <b>(Town Tax Levy and Offsets)</b>	\$ 108,888,719	\$ 111,371,511	\$ 2,482,792
<b>Budget</b>	\$ 108,888,719	\$ 115,122,149	\$ 6,233,430
<b>Gap</b>	\$ <b>0</b>	\$ <b>(3,750,638)</b>	\$ <b>(3,750,638)</b>

# Revenue Outlook



# Revenue Growth: FY 2016 to FY 2019

	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b> <i>(available)</i>
<b>Revenue</b>	\$ 89,814,815	\$ 98,882,707	\$ 104,696,542	\$ 108,888,719	\$ 111,371,511
<b>Growth from previous year (\$)</b>	\$ 3,676,882	\$ 9,067,892	\$ 5,813,835	\$ 4,144,746	\$ 2,482,792
<b>Growth from previous year (%)</b>	4.27%	10.10%	5.88%	3.96%	2.28%

# Revenue Projection: FY 2018 to FY 2021

Revenue Sources	FY 2018	FY 2019	FY 2020	FY 2021
Base Levy/Appropriation - Schools	\$ 101,025,886	\$ 104,758,343	\$ 108,277,430	\$ 111,601,843
Base Levy/Appropriation - Public Bldgs			\$200,000	\$275,000
Town School Partnership Revenue	\$3,732,457	\$ 3,719,087	\$ 3,399,413	\$ 3,634,633
School Revenue Offsets	\$4,130,376	\$ 2,894,081	\$ 2,915,588	\$ 2,937,740
<b>Total Appropriation + Revenue Offsets</b>	<b>\$ 108,888,719</b>	<b>\$ 111,371,511</b>	<b>\$ 114,792,431</b>	<b>\$ 118,449,216</b>
		\$ 2,482,792	\$ 3,420,920	\$ 3,656,785
		2.28%	3.07%	3.19%



# Revenue: FY 2018 & FY 2019

	<u><b>FY 2018</b></u>	<u><b>FY 2019</b></u>	<u><b>Variance</b></u>
General Fund Appropriation	\$ 104,758,343	\$ 108,477,430	\$ 3,719,087
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
<b>Total Budget (% increase)</b>	<b>\$ 108,888,719</b>	<b>\$ 111,371,511</b>	<b>\$ 2,482,792 2.28%</b>

# Lower than Expected Revenue for FY 2019

<b>Revenue</b>	<b>\$ Increase</b>	<b>% Increase</b>
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	3.6%
Actual Increase in School Revenue in FY 2019 <i>(from town's Tax Levy revenue)</i>	\$ 3,719,087	
Decrease in actual revenue due to lower state reimbursement for special education costs (Circuit Breaker)	\$ (1,236,295)	
<b>Actual FY 2019 Revenue increase</b>	<b>\$ 2,482,792</b>	<b>2.28%</b>

# Proposed Budget



## School Budget - Historical Comparison: FY 2015 to FY 2019

	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b> <i>Request</i>
<b>Personnel</b>	\$ 77,329,710	\$ 84,464,778	\$ 89,459,092	\$ 94,296,072	\$ 99,258,963
<b>Services</b>	\$ 8,377,347	\$ 9,500,643	\$ 10,155,678	\$ 10,511,974	\$ 10,606,860
<b>Supplies</b>	\$ 2,247,409	\$ 2,325,338	\$ 2,224,870	\$ 2,052,027	\$ 2,949,312
<b>Other</b>	\$ 373,132	\$ 1,276,557	\$ 1,572,010	\$ 1,023,580	\$ 1,101,948
<b>Capital</b>	\$ 1,060,199	\$ 1,315,391	\$ 1,284,891	\$ 1,005,066	\$ 1,005,066
<b>Total (% increase)</b>	<b>\$ 89,387,796</b> (4.27%)	<b>\$ 98,882,707</b> (10.10%)	<b>\$ 104,696,542</b> (5.88%)	<b>\$ 108,888,719</b> (4.00%)	<b>\$ 114,922,149</b> (5.54%)

# Public Buildings Division - Allocations FY18-FY19

<b>Public Building Department Budget</b>	<b>FY 2018 <i>Appropriation</i></b>	<b>FY 2019 <i>Request</i></b>
<b>Personnel</b>		
<b>Services</b>		\$ 150,000
<b>Supplies</b>		\$ 50,000
<b>Other</b>		
<b>Capital</b>		
<b>Total</b>	\$ -	\$ 200,000
		\$ 200,000

# Total Request Comparison: FY 2018 to FY 2019

	<b>FY 2018</b>	<b>FY 2019</b> <i>Request</i>	<b>Change</b> <b>(FY 18 to FY 19)</b>
<b>Personnel</b>	\$ 94,296,072	\$ 99,258,963	\$ 4,962,891
<b>Services</b>	\$ 10,511,974	\$ 10,756,860	\$ 244,886
<b>Supplies</b>	\$ 2,052,027	\$ 2,999,312	\$ 947,285
<b>Other</b>	\$ 1,023,580	\$ 1,101,948	\$ 78,368
<b>Capital</b>	\$ 1,005,066	\$ 1,005,066	\$ 0
<b>Total (% increase)</b>	<b>\$ 108,888,719</b> (4.00%)	<b>\$ 115,122,149</b> (5.72%)	<b>\$ 6,233,430</b>

# Budget Request

FY 2019 Request is a **\$6,233,430**  
5.72% increase over FY18

FY18 Budget:	\$108,888,719
Change in Expenses:	\$ 6,233,430

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FY 19 Budget Request:	\$115,122,149
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## Budget Request - Personnel (base)

\$3.5 million (56%) 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
<hr/>	
Increase needed to pay for contractual salary obligations	\$3,717,074
Reclassifications & Consolidations	<u>\$ (210,183)</u>
FY 19 Budget Request:	\$ 3,506,891
	56% of \$6.2 million increase



# Budget Request - Personnel (enrollment growth)

\$1.25 million (20%) 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  
20% of \$6.2 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

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**Service Contracts and Funding  
for Policy Changes**

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

# Budget Request - Critical New Investments

\$ 1,591,718 (26%) 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)

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**Critical New Investments**

\$1,591,718

26% of \$6.2 million increase

# Superintendent's Request - Summary

	<b>Proposed Increase</b>
<ul style="list-style-type: none"> <li>Our contractual obligations for salary increases for existing staff (steps, lanes, and COLA)</li> </ul>	\$ 3,506,891
<ul style="list-style-type: none"> <li>Increase in school-based staff to address continued enrollment growth, maintain class size, and existing student support (guidance, nursing, English language learning)</li> </ul>	\$ 1,256,121
<ul style="list-style-type: none"> <li>Increases in School Service Contracts and our Financial Assistance Policy</li> </ul>	\$ 531,386
<ul style="list-style-type: none"> <li>Critical New Investments - Equity, Student Support, Supplies, Transportation</li> </ul>	\$ \$1,591,718
<ul style="list-style-type: none"> <li>Supply and Contractual Services Reductions</li> </ul>	\$ (652,686)
<b>Total Budget Additions</b>	<b>\$6,233,430</b>

# Structural Deficits & Projected Need for Additional Revenue

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# Structural Deficit

	<b>Budget</b>	<b>FY 19 Deficit</b>
Actual FY 2019 Revenue increase	\$ 2,482,792	
<b>Budget Additions</b>		
a. Supply and Contractual Services Reductions	\$ (652,686)	\$ 3,135,478
b. Our contractual obligations for salary increases for existing staff (steps, lanes, and COLA)	\$ 3,506,891	\$ (371,413)
c. Increases in School Service Contracts and our Financial Assistance Policy	\$ 531,386	\$ (902,799)
d. Increase in school-based staff to address continued enrollment growth ( <i>maintaining staffing ratios and class size</i> )	\$ 1,256,121	\$ (2,158,920)
e. Critical New Investments - Equity, Supplies,	\$ 1,591,718	\$ (3,750,638)
<b>Total Budget Additions and Budget Deficit for FY 2019</b>	<b>\$ 6,233,430</b>	<b>\$ 3,750,638</b>

# Projected Revenue

Revenue Sources	FY 2018	FY 2019	FY 2020	FY 2021
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		\$ 2,482,792	\$ 3,420,920	\$ 3,656,785
		2.28%	3.07%	3.19%

# Structural Deficits Going Forward

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Projected Available Revenue</b>	\$ 111,371,511	\$114,792,431	\$118,449,216
Revenue Growth	2.28%	3.07%	3.19%
Projected Budget	\$ 115,122,149	\$122,253,381	\$128,994,634
Expense Growth	5.72%	6.19%	5.51%
Projected Deficit with no Override	\$(3,750,638)	\$(3,750,638) <u>\$(3,710,313)</u> \$(7,460,950)	\$(3,750,638) \$(3,710,313) <u>\$(3,084,468)</u> \$(10,545,418)



# Closing the Structural Deficit

- Reductions under Consideration Due to Lower Revenue

## How do we close a \$3.75 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 provide professional development and to support teachers in strengthening instruction in literacy and math by eliminating three instructional coaching positions
- Reduces paraprofessional support in classrooms, limiting paraprofessional supports available for general-education students;
- Increases ratios of adults to students, resulting in less individual attention for students
- Reduces teachers in several schools, increasing ratios of students to adults resulting in less individual attention for students

# Cuts to Achieve a Balanced Budget

## Cuts to Critical New Investments:

Eliminate from the budget request

**\$ 1,206,475**

Positions eliminated

**2.5**

## Impact:

- Limits our ability to respond to conflict and disciplinary infractions through restorative principles
- Eliminates proposed transportation services for BHS students who live in South Brookline and for student athletes.
- Continues practice of not providing transportation to off-campus practice locations
- Eliminates funding for increasing targeted support and interventions
- Negatively affects ability to manage large capital projects
- Eliminates new funding for basic supplies classrooms and continues practice of relying on parents and PTOs funding basic supplies 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:

- Reduces student support in the areas of nursing, behavior, mental health, and occupational therapy
- Reduces support for general education students and decreases intervention for struggling students
- Loss of programming to support fragile adolescents (6-8) upon reentry from out of district evaluation and hospital settings.

# 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 for teachers limiting ability to improve instruction and develop teachers year to year
- Limits ability to coordinate curriculum, do program reviews, and effectively roll-out curriculum or program changes; impacts the implementation of math program review recommendations
- Limits capacity to provide equitable opportunities and a guaranteed curriculum for all students
- Reduces ability of schools to support families with registration, outreach, communications; increases response time to family requests
- Reduces ability of school department to respond to growing requests for student learning data that supports intervention, enrichment and student achievement

# 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
- Eliminates vacant Digital Learning Specialist limiting introduction, implementation and support for teachers on digital learning tools

# Cuts to Achieve a Balanced Budget

## Additional Cuts:

Eliminate from the budget request	<b>\$418,033</b>
Positions eliminated	<b>0</b>

## Impact:

- Savings related to turnover and transition
- Transfers from Town Benefit Appropriation
- Reduce Public Buildings Division request from \$200,000 to \$75,000



# Explanation of Budget Vote Motions:

1. The School Committee votes the following budget of \$114,922,149 for Fiscal Year 2019.
2. The School Committee approves the revenue request to Town Meeting of \$108,402,430 for fiscal year 2019.
3. The School Committee requests \$10,545,418 in additional revenue to fund the FY 2019 – FY 2021 Operating Budget Projection.
4. The School Committee approves the use of \$2,894,081 in special revenue fund revenues, as outlined for FY 2019.

# Steps and Timeline from here

February 8	<ul style="list-style-type: none"> <li>● Override Study Committee finalizes their report (began meeting in November)</li> </ul>
February 14	<ul style="list-style-type: none"> <li>● Superintendent determines final recommendations to make to School Committee to balance the non-override budget</li> </ul>
February 15	<ul style="list-style-type: none"> <li>● Public Hearing on budget</li> <li>● School Committee votes on available revenue budget - February 15</li> <li>● School Committee votes on request for additional revenue - February 15</li> </ul>
By March 15	<ul style="list-style-type: none"> <li>● School Committee finalizes and votes on reductions needed to balance the available revenue/non-override budget</li> <li>● Select Board votes on whether to place operating override on May 8th ballot (includes the amount of funding to be requested)</li> </ul>
By March 30	<ul style="list-style-type: none"> <li>● Superintendent makes final recommendations on what will be included in override budget based on the funding approved by Select Board for operating override budget</li> </ul>