



THE PUBLIC SCHOOLS OF BROOKLINE
 BROOKLINE, MASSACHUSETTS 02445
 PHONE 617-730-2431 FAX 617-730-2108
www.brookline.k12.ma.us

To: School Committee
 Jim Marini, Interim Superintendent
 From: Mary Ellen Normen, Deputy Superintendent for Administration and Finance
 Re: **FY 21 Budget Update (DRAFT)**
 Date: October 15, 2020

The FY 21 Operating Budget is currently estimated to experience a projected deficit of approximately \$4.2M due to the implementation of COVID-19 distancing requirements from the Department of Elementary and Secondary Education and the opening of the Remote Learning Academy.

FY21 Operating Budget Only
 (Includes Benefits)

		Budget Voted by Town Meeting	Unanticipated Costs due to COVID	Efforts to Mitigate Unanticipated Costs	Outstanding Costs Required for Remote Learning, RLA, & Hybrid	Additional Identified & Unfunded Needs yet to be implemented (pro-rated as appropriate)	Total Identified Needs
51	Salaries* Does not include benefits	\$ 105,221,815	\$ 5,458,000	\$ (1,900,000)	\$ 3,353,000	\$ 765,000	\$ 4,118,000
52	Contracted Services	\$ 9,758,338	\$ 90,000		\$ 90,000	\$ 65,000	\$ 155,000
53	Supplies	\$ 1,737,101	\$ 60,000		\$ 60,000	\$ 30,000	\$ 90,000
55	Other Charges	\$ 1,065,096					
56	Utilities	\$ 7,350					
5A	Equipment	\$ 1,209,290	\$ 25,000		\$ 25,000	\$ 150,000	\$ 175,000
		\$ 118,998,990	\$ 5,633,000	\$ (1,900,000)	\$ 3,528,000	\$ 1,010,000	\$ 4,538,000
		Town Benefit Account Funding Estimate			\$ 675,000	\$ 75,000	\$ 750,000
		Town Meeting Budget Request			\$ 4,203,000	\$ 1,085,000	\$ 5,288,000

- This table only reflects Town Meeting Appropriation. Tuition Revolving and Circuit Breaker are assumed to be 100% expended.

FY 21 Operating Budget¹: In late June, in order to balance the PSB budget to the revenue available, the General Education budget was reduced by \$4,372,000 as outlined below. The net result was a 1.34% increase year over year to the PSB Operating Budget. Prior years were in the range of 5%-6% increase.

Reduction in resources for base level services

- \$745.5K Central Office, District-wide Leaders, and Expenditures (6.0 FTE)
- \$455K in stipends (Intramurals, Athletics, Clubs/Activities, some teaching expenses)

¹ <https://www.brookline.k12.ma.us/Page/108>

(DRAFT)

-
- \$2,221,50 for Cost of Living Increases for BEU, Units A, Unit B, Paraprofessionals, and Non-Aligned. AFSCME contracts were settled and end June 30, 2021. AFSCME received their cost of living adjustment for FY 21.
 - \$650k in Contracted Services (\$500k in General Education and \$150K Student Services)
 - \$300K in Other Expenses (travel, mileage, food/catering)
 - \$25,000 in Equipment

Reopening in a Pandemic²: FY 20 and FY 21 have seen an unprecedented service interruption resulting from the impact of COVID-19 pandemic. The Operating and Special Revenue Fund budgets suffered in a variety of areas. However, additional supports have been made available to backfill resources to specifically address COVID-19 impacts for reopening schools and municipal facilities. The categories of expenses in which funds are focused are support for General Education in Teaching and Learning and Building alterations and safety mitigation. Special Education and Student Services supports are also being supported with focused supports for students.

State and Federal funds have been made available for a significant amount of operational types of expenses. We have received to date \$3,383,215 in State and Federal funds for:

- Personal Protection Equipment (PPE),
- Cleaning supplies and custodial services, (Rental of Facilities, Technology distribution and supports)
- Tents,
- HEPA filters, and
- HVAC work.
- Food Service food and packaging expenses
- Technology
 - supporting families with no internet access,
 - a parent/student help desk support
- Special Education IEP supports and student centered services.

Central Administration changes and consolidations. Due to staffing turnover, the Deputy Superintendent for the Office of Teaching and Learning was not filled. The Director of Professional Development was given a new Role as a Senior Director of Curriculum and Instruction (still includes the Professional Development duties). The Senior Director of Equity is on an unpaid leave for the first six months of the fiscal year. The Senior Director of Programs has included serving as Principal of the Remote Learning Academy to her responsibilities. The Director of Data Management was upgraded to Senior Director of Strategy and Performance and the K-12 Wellness Coordinator was returned

The FY 21 budget eliminated 6.0 FTE from Central Administration

- SR Director of Teaching and Learning.
- Special Assistant for Strategy and Performance
- Special Education Director
- Data Analyst Position
- K-12 Coordinator for Wellness: *This position was eliminated from the budget but was filled, for this year, through funding realized from the reorganization identified above.*
- Consolidate Math & ECS Curriculum Coordinators: *The merge did not occur. ECS Coordinator role is vacant and not being performed. The ECS teachers were redeployed as part of consolidations (4.0), The .2 Secretary is on loan to Food Service.*

² [FY 21 Outside Funding Memo](#)

The second biggest threat to the operating budget was the opening of the Remote Learning Academy (RLA). The movement of approximately 700 students from our K-8 buildings to the RLA was essentially opening a 9th elementary school in less than a month's time. The Principal (Sr. Director of Programs) along with a consulting Principal are leading the establishment and start up of this brand new school. Staffing challenges included transferring PSB teachers to positions in the RLA and reassigning qualified licensed teachers to backfill positions left open. Identifying and hiring teachers to fill new positions needed in the RLA or to fill open positions in the other schools. all of this needed to happen in short order and in addition to the normal opening of the preK-8 schools. The staffing needs are still being finalized even though school has been open since September 16.

Opening the RLA, Remote Plus, and in October converting to a Hybrid model has resulted in a very large number of changes in staffing assignments and new hires, each of which needs to be tracked and entered/updated in the management system. . Through negotiations with the xxxx union, we assigned 24 layed-off Food Service employees into new program roles as paras to provide needed supervision of students in our schools. . This is an unknown funding deficit for a number of reasons. Chief among them are: reimbursement for free meals does not cover our total meal costs, federal grants have not been finalized and personnel funded by those grants by contract language will need to be paid by the Operating Budget if the grants are not increased.

To mitigate the deficit which helps get us to the midpoint of our projection of \$5.6M, the Leadership Team has reassigned approximately 20 positions in the system (literacy and math coaches, paras with license assigned to teach classes, combined classes and moved teachers to other grade levels, etc.). In addition, new personnel were hired only where needed. We also reallocated the substitute account designated for Professional Development substitutes to provide funding for needed positions (\$400k). This produced cost avoidance of \$1,900,000. We are continuing to review the positions that are vacant due to turnover and making a determination if they will need to be filled or can remain unfilled for the balance of the school year.

Stipends for extracurricular activities are under review. Intramurals K-12 are unfunded for this year and will remain so. Athletics is funded up to 75% of their prior year costs as part of the Operating Budget and we are awaiting final determination of MIAA on the sports and ability to have athletic programs operate in a low risk manner. Fees are being collected and will be used to offset the program budget. All other clubs, activities, performing arts programs are funded at 75% of prior year levels.

Unfunded COVID-19 Opening Expenses: Provided below is a High/Medium/Low Estimate on where the district is with implementing the opening of school under the distance learning requirements from the Department of Elementary and Secondary Education and the opening of the Remote Learning Academy. We have a current estimated range of 20 to 55 unfunded FTEs. Currently efforts are underway to leave vacancies open and unfilled, to consolidate grade level sections to not require the backfilling of teachers who are on leave of absence or are transferred to the Remote Learning Academy.

Recent clarification of the CARES and CvRF grants has resulted in \$150,000 of Rental of Facilities custodial expenses that are no longer available after December 31, 2020. CARES, ESSER, CvRF funds all must be expended by December 31, leaving us with fiscal exposure for the last half of the fiscal year.

The impact of Covid-19 on schools and the broader society continues to be a significant challenge. Remote learning is now part of every school system and the safety requirements of social distance means fewer students are able to be in a classroom. In order to support teachers and students in this new learning environment, there is a need for senior level positions that will oversee the development and delivery of pedagogy, curriculum and

student learning outcomes supported by the appropriate hardware and professional development. Specifically, In addition to filling the now open Deputy Superintendent of Teaching and Learning position, There is a need for the following positions: Sr Director of Remote Learning: Provide direct support on remote teaching, using new and emerging technology, managing student learning when students are quarantined, supporting principals in overseeing remote learning.

Sr Director of Curriculum and Instruction: Provide direct support to teachers, curriculum coordinators, and principals to keep curriculum current and relevant. Ensure that Brookline has a well coordinated curriculum with appropriate curriculum documents describing standards and expectations for each grade level. Support teachers in developing instructional strategies that support curricular initiatives (project based, portfolios, etc.)

Director of Professional Development: Work with teachers coordinators, and principals to identify system PD needs. Organize, plan, and oversee its implementation.

Director of Programs: Oversees and Supervises, METCO, English Language Education, Brookline Adult and Community Education, Steps to Success, Title I, Title III, Brookline Education Foundation Grants, and all general education grants and activities. The position is responsible for grants management in the district.

Identified Needs

Program Level	Net New FTE	Cost	High Estimate	Net New FTE	Current Estimate	Net New FTE	Low Estimate	Notes
Remote Learning Academy	12	\$90,000	\$1,080,000	9	\$810,000	9	\$810,000	
Remote Learning Academy Consulting Principal	0.5	\$150,000	\$75,000	0.5	\$75,000			
Remote Learning Academy - Specialists	6	\$90,000	\$540,000	6	\$540,000			
Remote Learning Academy - admin support*	1	\$78,000	\$78,000	1	\$78,000	1	\$78,000	
Materials and Technology Distribution for RLA			\$200,000		\$200,000		\$200,000	
K-8 Remote Plus - K Teachers	10	\$90,000	\$900,000	4	\$360,000	4	\$360,000	Unfunded
K-8 Remote Plus - K Paraprofessional	10	\$40,000	\$400,000	5	\$200,000	5	\$200,000	
Specialists	10	\$90,000	\$900,000	5	\$450,000			
Special Education	3	\$90,000	\$270,000	4	\$360,000			
Backfiling Remote Learning Academy Teachers	6	\$90,000	\$540,000	6	\$540,000	0	\$0	
BHS	12	\$90,000	\$1,080,000	1	\$90,000	1	\$90,000	
Custodial Services not Covered by State/Federal Funds	2.5			2.5	\$150,000			
Senior Director of Remote Learning	1	\$150,000	\$150,000					
Grant Management and Professional Development Mgr	1	\$80,000	\$90,000					
Help Desk	6	\$70,000	\$420,000	2	\$150,000			
Technology Supports (OWLS, Computers, peripherals)			\$215,000					
Athletics, Clubs/Activities			\$235,000		\$235,000			
Family First ACT			\$200,000		\$200,000			
Total Request (includes benefit costs)	81		\$7,373,000	46	\$4,438,000	20	\$1,738,000	
Benefits Estimate (\$15k for all except Admin) Transfer			\$1,200,000		\$675,000		\$285,000	

Out of this List of Identified needs the district needs another \$1,085,000 for the following:

Salaries: Custodians from Rental of Facilities Account (2nd Half of the year), 6 additional Help Desk personnel (75%), Senior Director of Remote Learning (.75), Grants Management and Professional Development Coordinator (50%), return of Athletics, Clubs/Activities, and substitutes to assist professional development in Remote Learning.

Contracted Services: \$65k for annual software license increases for user accounts.

Supplies: \$30K Professional Development support materials for programs

Equipment: \$150K 150 OWLS (75 BHS, 75 K-8). District is looking to purchase 200 for the year.

Projection for Q2: School Committee must make a final request to Special Town Meeting for balancing the PSB budget. Once we have finalized all of the transfers, vacancies, leaves of absence, and other personnel changes, we will have a more precise budget deficit. In addition, by mid-Q2, all state and federal grant funds will be known and with that will be the known deficit exposure we have with those grants as well what will need to be added to the budget request from Special Town Meeting. The most significant unknown at this time is the Circuit Breaker reimbursement. As of a DESE’s most recent briefing, we have been advised to go back to level funding of FY 20 even though we have had projections of between \$400k - \$800K as potential increase due to increased eligible expenses for reimbursement.

Also needing to get underway are collective bargaining negotiations for BEU and AFSCME. We are currently negotiating an MOU with the BEU for returning to work and health and safety. We have been negotiating with AFSCME on return to work from furlough along with BESA and Food Service reductions and layoffs due to revenue shortfalls in BA&CE and Food Service Program.

BEU				AFSCME			
Unit A	– Through	August 31, 2019		Food Service	– Through	June 30, 2021	
Unit B	– Through	August 31, 2019		Custodial	– Through	June 30, 2021	
Paraprofessionals	– Through	August 31, 2019		BESA	– Through	June 30, 2021	