

# Budget Presentations to School Committee

December and January



# Budget Presentation

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## 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 transparency and detail not typically provided about programming and costs**



# Upcoming Budget Presentations

*Schedule as of 12/5/2019 - Agendas and meeting dates are subject to change*

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



# Grants: Federal, State, Local

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School Committee  
Meeting

12/5/2019



# Agenda

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- ✓ Fiduciary Responsibility
- ✓ Types of Grants
- ✓ Grant Procedures
- ✓ Considerations for FY 21

Resources/ Additional info: <http://tiny.cc/30pahz>



# 1. Fiduciary Responsibility

School Committee Role



# School Committees

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## Fiduciary responsibility to their constituents that

- ✓ includes a “Duty of Care,” a “Duty of Loyalty,”
- ✓ ensure that district finances are sufficiently transparent so as to protect the public interest,
- ✓ confirm the appointment of the school business official, approve warrants for payment, and set the budget and cost centers for managing the annual financial plan



# School Committees

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Since the school committee acts as a board and not as independent individuals, fiscal questions should be directed at the appropriate time to the appropriate person – usually the superintendent or the superintendent's designee.





Chapter 43, Section 53A: Grants  
and gifts; acceptance and  
expenditure.

# Grants and Gifts - Acceptance & Expenditure.

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- ✓ “Any grant or gift given for educational purposes may expend said funds for the purposes of such grant or gift with the approval of the school committee”
- ✓ “Any grant, subvention or subsidy for educational purposes received by an officer or department of a city, town or school district from the federal government may be expended by the school committee”



## 2. Types of Grants - FY 20

What grants does PSB receive?



# Federal Grants

Grants	Anticipated Award	Assumption	FY20 Projected Balance/(Deficit)
Title I	\$434,715	Level Funded	\$0
Title IIA	\$115,974	Salaries move grant into deficit	(\$17,343)
Title III	\$117,197	Level Funded	\$0
Title IV	\$30,853	Level Funded	\$0
Perkins	\$61,168	Level Funded	\$0
Individuals with Disabilities Education Act (IDEA)	\$2,114,396	Salaries move grant into deficit	(\$152,436)

Federal Grant Expenditure Cycle is October 1 through September 30  
(and up to 27 months)



# State Grants

Grants	Anticipated Award	Assumption	FY20 Projected Balance/(Deficit)
Coordinated Family & Community Engagement (CFCE)	\$125,850	Level Funded	\$0
Early Childhood Special Education	\$33,028	Level Funded	\$11,758
Inclusive Preschool Learning Environments (IPLE)	\$45,000	Cut from \$62,68 in FY20	(\$32,338)
Metropolitan Council for Educational Opportunity (METCO)	\$1,605,301	Salaries move grant in to deficit	(\$72,707)
Enhanced School Health Services (ESHS)	\$0	Most likely phased out and replaced	(\$106,600)
Comprehensive School Health Services	\$100,000	New - \$400,000 total through FY23	\$0

Federal Grant Expenditure Cycle is July 1 through June 30 (fiscal year)



# Local Grants

Grants	Anticipated Award	Assumption	FY20 Projected Balance/(Deficit)
Brookline Education Foundation (BEF)	\$273,361	Accepted on 4/14	\$0
Boston University Consortium	\$5,000	Varies in scope, based on teacher submittal	\$0
Brookline Innovation Fund	\$186,806	Current-year salaries escalated	\$0
Kraft Family Foundation Opportunity Fund	\$0	Original grant award carried forward	\$41,000

Donor restricts expenditure cycle



# Donation Accounts

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Baker School Gift Account	Pierce School Gift Account
Coolidge Corner School Gift Account	Runkle School Gift Account
Driscoll School Gift Account	Brookline High School Gift Account
Heath School Gift Account	BHS Community Assistance Gift Account
Lawrence School Gift Account	Brookline Early Education Program (BEEP) Gift Account
Lincoln School Gift Account	

Donor restricts expenditure cycle



# 3. Grant Procedures

What is the grant cycle?





# Grants Management - An Ongoing Issue

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- ✓ Grant includes staff positions
- ✓ Staff aren't made aware their positions are grant funded
- ✓ Staff costs on grant increase annually
- ✓ Grant does not increase or it declines; Less of the other work the grant is paying for can be funded (PD, materials, etc)
- ✓ The other work continues and the increase in staff cost is taken on by the operating budget; or
- ✓ Grant ends and we move the staff member to the operating budget instead of ending the position(s)



# Insufficient Grants Management has Led to Ongoing Budget Shortfalls

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- ✓ Grants are not increasing to keep pace with personnel costs (lane, step, COLA);
- ✓ Total personnel costs (staff and subs) not being charged to grants
- ✓ Supplanting is not allowed. Staff can only be moved off grants if employee has changed assignment and no longer providing work supporting the grant.
- ✓ Expectation has been for Operating Budget to make up deficits in personnel in October when grant amounts were known.



# A Grant Managed Well

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- ✓ DESE Kindergarten Grant
  - Grant Cut in July after FY 2017 began without notice
  - SC voted to retain employees for one year and discuss future of support as part of the FY 18 budget development process; Approved reallocation of funds toward these personnel costs
  - SC received Kindergarten Paraprofessionals efficacy review and report from BEEP/K Principal and Elementary Principals for FY 18 Budget.
  - SC voted to to fund Kindergarten Paraprofessionals permanently in FY 18 operating budget and going forward



# Grants Management - An Ongoing Issue

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## Actual Example from FY 19 and FY 20

- ✓ Intent of grant is to provide training, support, and PD across all schools
- ✓ Grant has been funding two staff members at one school; provide support to specific students at one school; individuals who have become a part of the community; this type of support is not provided at any other school
- ✓ Because of staff costs on grant increase other schools are not benefitting from support grant is intended to provide
- ✓ PSB Coordinator aims to reduce staff positions in order so more schools and more students can benefit from the grant funding
- ✓ People activate and advocate in support of staff
- ✓ Decision made to move staff to operating budget causing unplanned and ongoing increase in operating budget



# Staffing Budget

**FY20 Budget ATM**  
As published 4/2019

	Grants	
	FTE	\$
BEU Unit A	14.14	\$1,354,308
BEU Unit B	1.20	\$137,488
BEU Paraprofessionals	43.04	\$1,404,303
AFSME Secretaries	3.00	\$172,409
Non-Aligned	9.53	\$302,735
Non-Aligned Stipends		\$25,150
	70.92	\$3,396,393

**FY20 Projected ATM**  
1st Qtr Projection

	Grants	
	FTE	\$
	15.25	\$1,472,616
	1.20	\$138,471
	47.96	\$2,104,046
	3.00	\$172,409
	9.53	\$302,735
		\$25,150
	76.94	\$4,215,427

**FY20 Balance ATM**  
1st Quarter Net Change

	Grants	
	FTE	\$
	1.10	\$118,308
		\$983
	4.92	\$699,743
	6.02	\$819,034

BEU Unit A  
BEU Unit B  
BEU Paraprofessionals  
AFSME Secretaries  
Non-Aligned  
Non-Aligned Stipends

Staffing reconciliation to the operating budget and to the grant budgets presented 4/2019 is now underway. . The Net Change problem needs to be addressed in July before the school year begins and people begin work.



# 4. Considerations for FY 21

What financial challenges does PSB face?



# Grant Revenue Shortfall Expected Again in FY21

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- ✓ Grants are not increasing to keep pace with personnel increases (lane, step, cola); supplanting not allowed to move staff off grants unless for a lower cost employee.
- ✓ Expectation has been for Operating budget to make up deficits in personnel in October when grant amounts were known.
- ✓ Not all personnel costs are charged to grants.
- ✓ School Committee budget is no longer flexible enough to absorb grant shortfalls



# Improved Grants Management in FY21

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- ✓ Grants must submit their budget by November 1 and be considered along with Operating Budget
- ✓ Personnel or Expense shortfalls must be submitted for consideration to be moved to the Operating Budget as part of annual budget development process
- ✓ School Committee will accept grants based on the budget submitted as part of the budget development process and budget vote
- ✓ Grant reconciliations are completed and reported every quarter





# Improved Grant Cycle Overview

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- ✓ Budget Development in advance of application - November 1
  - Personnel
  - Contracted Services
  - Supplies, Materials, & Other Expenses
- ✓ Application based on SC acceptance- June through August
- ✓ Award - July through October
- ✓ Reconcile Award to Budget - August and November
- ✓ Expenditure Cycle & Quarterly Financial Reporting
- ✓ Final Financial Report (end of expenditure cycle)
- ✓ Audit of Federal Grants



# Substitutes



# Substitute Coverage

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- ❖ We provide substitutes for classroom teachers and 1 to 1 paraprofessionals

## *Types of absences include:*

- ✓ **O Days** = Teacher-directed professional development requests, including BEF grants
- ✓ **A Days** (personal days) = Unit A staff get four A days per school year; typically, not all A days are used by staff
- ✓ **Sick Days** = 12 sick days per year for Unit A and Unit B members
- ✓ **Professional Days** = district-directed professional development release days; done within district or outside of district
- ✓ **Benchmark Assessments** - Unlike most districts, Brookline provides substitutes for classroom teachers so they can do the BAS literacy assessment with their students outside of class



# Substitutes Needed SY16-17 to SY18-19

Year	A Days	Sick Days	O Days	Professional Days	BAS	Total Substitutes Needed	% of Sub Requests Unfilled
SY 16-17	1589	4906	145	1745	300	8,685	20%
SY 17-18	1847	5821	136	2177	300	10,281	18.5%
SY 18-19	2095	6367	156	2141	300	11,059	29%

- This chart does not include long-term leaves (medical, family, etc.).
- Subs are currently paid \$103.22/day up to their 60th assignment, and \$109.54/day thereafter. Most of our subs are paid at the higher rate because they have been in the district for a while.
- While the above chart includes all of the absences, the sub expense is lower because each day we can have up to 30% of our sub requests unfilled.
- We now pay paraprofessionals \$31 per day and \$15 for a half day when there is a substitute in their classroom



# Substitute Costs

Year	Original Budget	Actual Expenditures	Ending Balance
FY 2017 (SY16-17)	\$910,123	\$1,701,319	(\$791,196)
FY 2018 (SY17-18)	\$1,007,576	\$1,966,935	(\$959,359)
FY 2019 (SY18-19)	\$899,897	\$1,408,858	(\$508,961)
FY 2020 (SY19-20)	\$917,895	\$1,580,906*	(\$663,011)

## Better Management of Substitute Costs

- More accurate budgeting so budget reflects actual costs
- Consider fewer professional release days
- Ensure that we budget for and charge substitutes to grants when a grant requires them (e.g. offsite PD is in grant so substitutes are needed)
- Not appropriate or realistic to attempt to reduce A Days or Sick Days

\* FY 2020 expenditures are anticipated based on prior history

