

# FY 19 Budget Presentation School Committee

January 18, 2018

2

## 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

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

## Revenue: FY 2018 & FY 2019

	<b>FY 2018</b>	<b>FY 2019</b>	<b>Variance</b>
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
<b>Total Budget (% increase)</b>	<b>\$ 108,888,719</b>	<b>\$ 110,093,481</b>	<b>\$ 1,204,762 (1.11%)</b>

## 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

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

## Budget 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 Request</b>
<b>Personnel</b>	\$ 77,329,710	\$ 84,464,778	\$ 89,459,092	\$ 94,296,072	\$ 99,337,330
<b>Services</b>	\$ 8,377,347	\$ 9,500,643	\$ 10,155,678	\$ 10,511,974	\$ 10,854,429
<b>Supplies</b>	\$ 2,247,409	\$ 2,325,338	\$ 2,224,870	\$ 2,052,027	\$ 2,729,312
<b>Other</b>	\$ 373,132	\$ 1,276,557	\$ 1,572,010	\$ 1,023,580	\$ 1,023,580
<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>\$114,997,148</b> (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

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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
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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

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**Service Contracts and Funding  
for Policy Changes**

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

## Budget Request - Critical New Investments

\$ 1,466,718 (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)

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**Critical New Investments**

\$ 1,466,718  
24% of \$6.1 million increase



## Superintendent's Request - Summary

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

## Structural Deficits

## Lower than Expected Revenue

<b>Revenue</b>	<b>\$ Increase</b>	<b>% Increase</b>
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)	
<b>Actual FY2019 Revenue increase</b>	<b>\$ 1,204,762</b>	<b>1.15%</b>

## 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
<b>FY 2019 Structural Deficit</b>	<b>\$(3,436,950)</b>

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

## Structural Deficits Going Forward

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
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	<b>\$ 1,206,475</b>
Positions eliminated	<b>2.5</b>

#### **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	<b>\$ 465,777</b>
Positions eliminated	<b>5.6</b>

#### **Impact:**

- Reduction of OT staffing; limiting opportunities for general education student support and intervention
- Psychologist caseloads increase
- Realignment of caseload for BCBA's 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	<b>\$ 3,064,388</b>
Enrollment Personnel Cost Increase	<b>\$ 1,747,397</b>
Service Contracts and Policy Increase	<b>\$ 531,386</b>
Critical New Investments	<b>\$ 1,076,475</b>
<b>Total Add w/o Revenue Offset</b>	<b>\$ 6,419,646</b>
<b>Revenue Offset</b>	<b>(\$ 1,204,762)</b>
<b>Net FY19 Request</b>	<b>\$ 5,214,884</b>



## 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	<b>\$3,064,388</b>
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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

<b>Subtotal</b>	<b>\$1,747,397</b>
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## 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
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<b>Subtotal</b>	<b>\$531,386</b>

## 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
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<b>Subtotal</b>	<b>\$1,076,475</b>

## 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:	<b>\$1,076,475</b>
Teaching and Learning:	<b>\$1,035,000</b>
Student Services:	<b>\$648,571</b>
Operational Expenses:	<b>\$1,000,000</b>
School Based Positions Expenses:	<b>\$486,000</b>

## Cuts to Achieve a Balanced Budget

Total of Above Reductions:	\$4,246,046
Remaining Deficit:	<b>\$968,838</b>

## 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

	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b> <i>(proposed)</i>
<b>Revenue</b>	\$ 89,814,815	\$ 98,882,707	\$ 104,696,542	\$ 108,841,288	\$ 110,093,481
<b>Growth from previous year (\$)</b>	\$ 3,676,882	\$ 9,067,892	\$ 5,813,835	\$ 4,144,746	\$1,252,193
<b>Growth from previous year (%)</b>	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