



Lincoln

Public Schools

Office of the Superintendent

FY 2024 Preliminary Budget

January 12, 2023

Rebecca McFall, Superintendent

Jessica Rose, Assistant Superintendent

Mary Ellen Normen, Administrator for Business and Finance

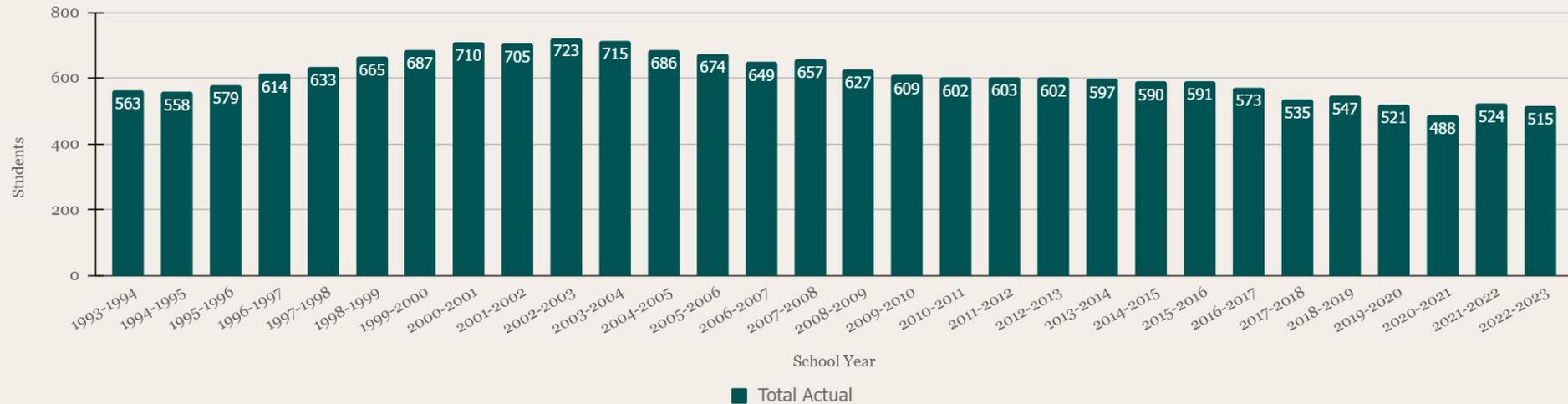
Robert Ford, Director of Educational Operations and Technology

Lisa Berard, Administrator for Student Services

ENROLLMENT - Lincoln 30 Year Actuals

Lincoln Enrollment History

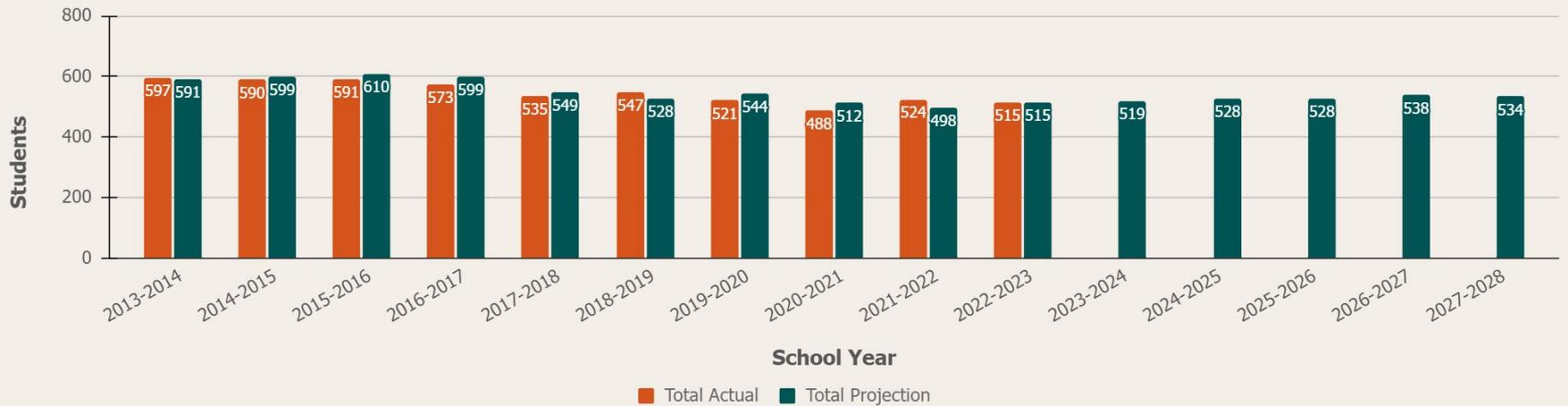
30 Year Total Actual Enrollment History



ENROLLMENT - Lincoln Actual vs Projected

Lincoln School Enrollment History

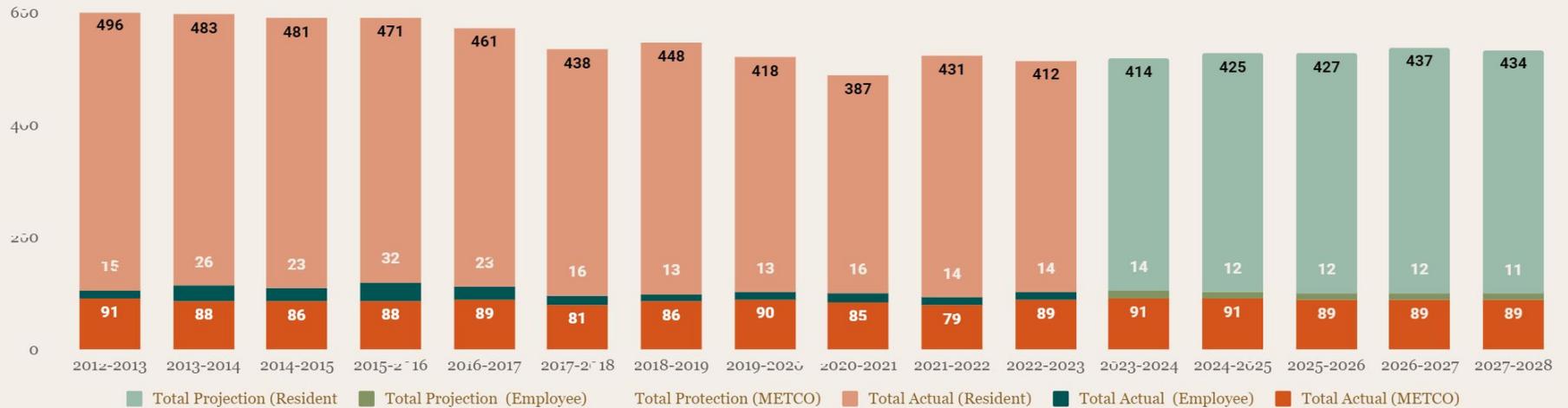
ACTUAL VS PROJECTION - 10 Year History



ENROLLMENT - Lincoln by Student Group

Lincoln School Enrollment History

Actual & Projection by Student Category



What were the changes in Staffing?

10 - Year Look Back (Lincoln & Hanscom Staff)	FY14 FTE	FY23 FTE	FTE Change
Total Administration	13.1	13.7	0.6
Classroom Instruction	91.6	86.2	-5.4
Instructional Support	55.8	61.9	6.1
Support Staff	103.4	105.5	2.1
TOTAL	263.8	267.2	3.4

Faculty FTE - 10 Year Change History

Reflects NET changes only (for instance a 2nd grade teacher moving to 3rd due to enrollment is not reflected)

Lincoln	FY	Hanscom
Added: 0.5 EL Added: 0.2 Special Education Added: 0.2 World Language Reduced: 1.0 Classroom Teacher	14-15	Added: 0.1 5-8 World Language Added: 0.2 6-8 Science Added: 0.1 1-4 Science enrichment Added: 0.1 Art Added: 0.2 K-3 Wellness Added: 0.2 Speech and Language Reduced: 1.0 K-3 Classroom
Reduced: 1.2 Classroom Teachers	15-16	Added: 1.0 K-3 Classroom Added: 1.0 BCBA Added: 0.2 Psychologist Reduced: 0.5 Classroom Teachers Reduced: 1.2 Preschool
Reduced: 0.1 Wellness	16-17	Reduced: 2.0 Classroom Teachers Added: 1.0 Preschool Added: 0.1 Social Worker Reduced: 0.2 Wellness Reduced: 0.1 World Language Reduced: 0.2 Math Specialist
Added: 0.05 Wellness (CPI) Added: 0.05 Teacher - Deaf/Hearing	17-18	Added: 0.05 Wellness (CPI) Added: 0.05 Teacher - Deaf/Hearing Added: 1.0 EL Added: 1.0 4th Grade Reduced: .9 Preschool Reduced: .5 Literacy Specialist
Added: 1.0 School Psychologist	18-19	Added: .3 Literacy Specialist
Reduced: 1.0 Classroom Teacher	19-20	Added: 2.0 6-8 ELA and Math Added: 0.3 5-8 Art Added: 1.5 Special Education Added: 1.0 Special Education (Transitional Learning Center) Reduced: 0.7 Classroom Teachers
<i>None</i>	20-21	Added: 1.0 6-8 Science Added: 0.7 Classroom teachers Added: 0.5 Preschool
Reduced: 0.8 6-8 Social Studies Teacher	21-22	Reallocated: 1.0 Teacher from 4th to 6-8 Added: 1.0 Classroom Teacher
Added: 0.2 Psychologist Added: 0.5 Faculty Resident Added: 1.0 Special Education Reduced: 0.2 6-8 ELA Teacher Reduced: 0.2 K-4 Art Teacher	22-23	Added: 0.5 Faculty Resident Reduced: 1.0 Preschool Reduced: 2.0 Classroom Teachers

Revenue Assumptions



Revenue Assumptions

- *Lincoln Finance Committee guideline of +2.5% over prior year Town Meeting Appropriation* \$12,972,319
- *Medicaid Appropriation* \$ 82,800
- *Total Town Meeting* \$13,055,119

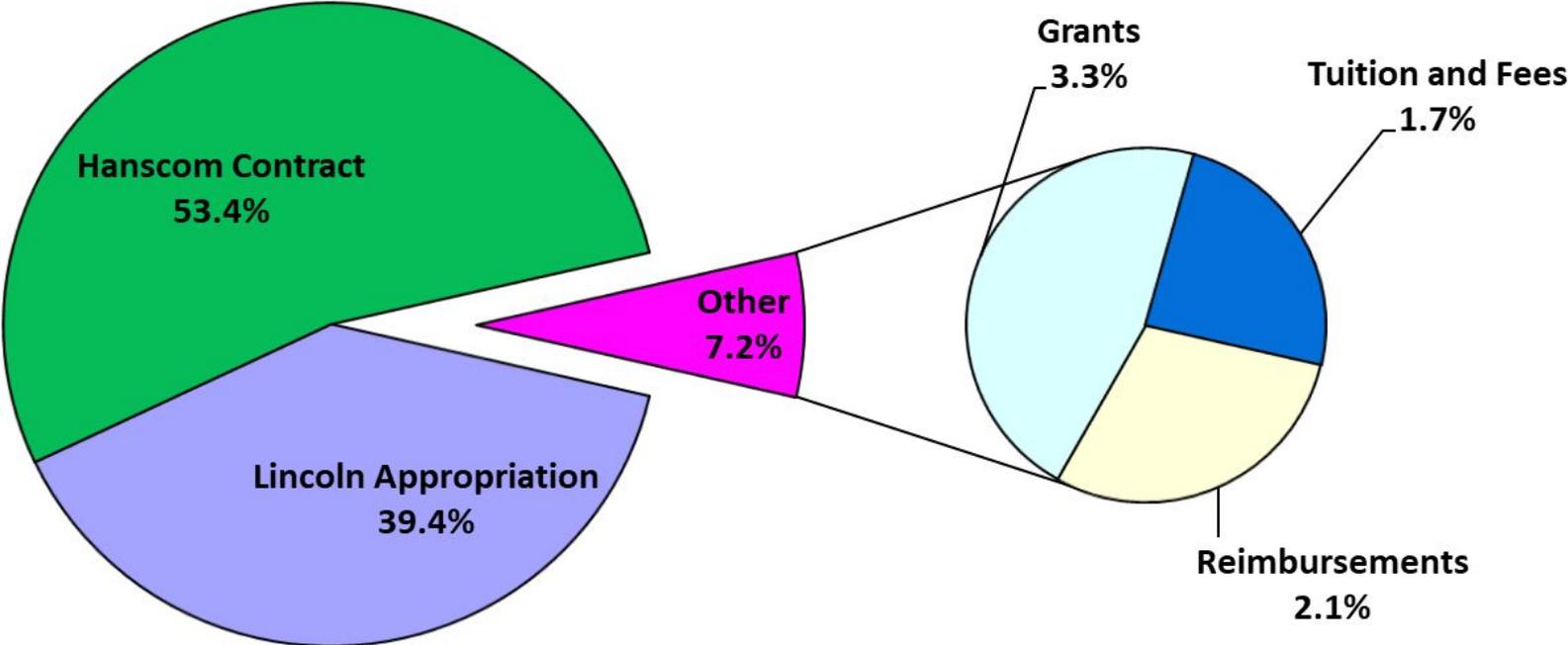
- *Hanscom revenue based on FY24 price set by latest DoDEA contract.* \$17,722,644
- *Reimbursement Programs (Circuit Breaker & E-rate)* **\$704,998**

- *Grant revenues projected at level funding* \$1,099,080
- *User fees remain the same in FY24 as in FY21* \$577,580

- **Total Revenue for the district:** **\$33,159,421**

Total Operating Budget Revenue

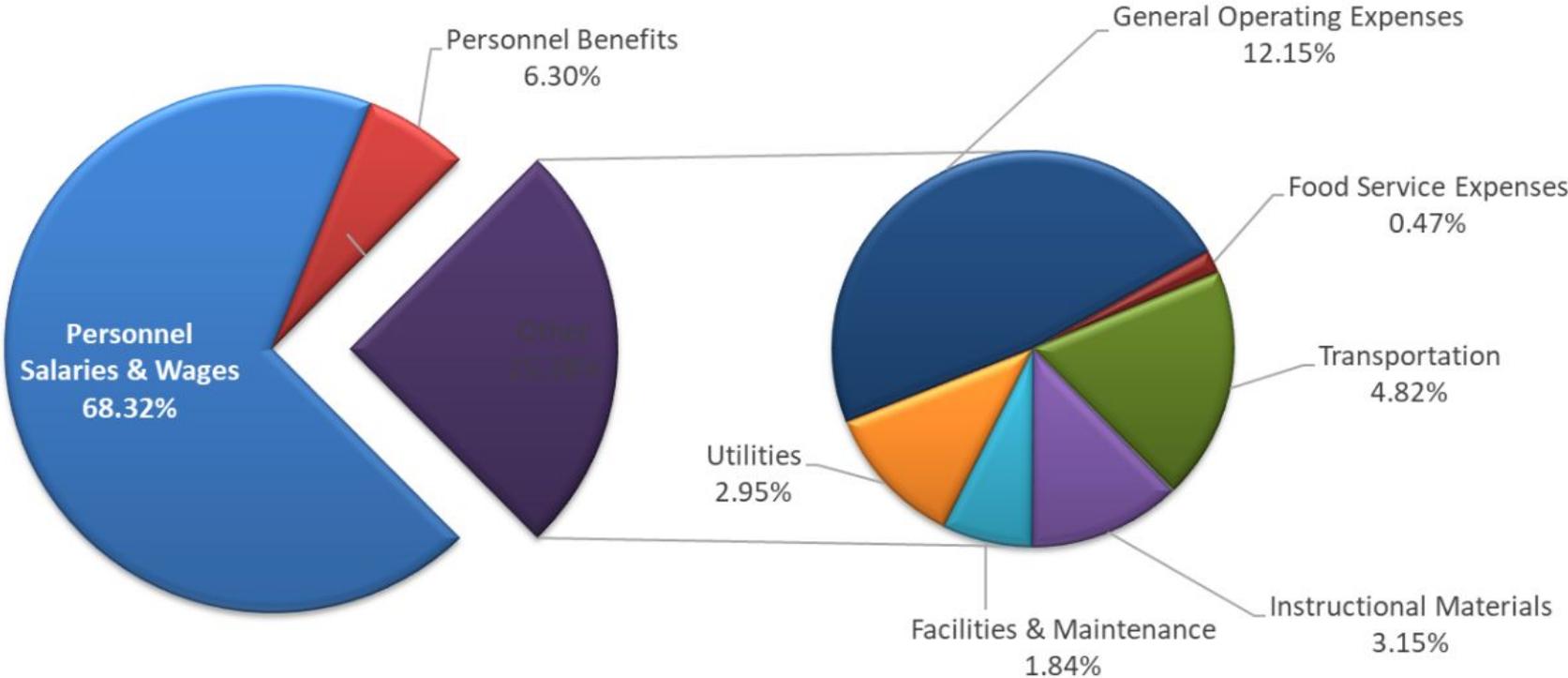
FY24 Total Operating Budget -- Revenues



Total Estimated Revenue

\$33,159,421

Preliminary Budget Expenditures



Total Estimated Budget
\$33,175,227

Two Budget Gaps

Base Budget



Improvement Initiatives



FY 24 Budget Request:

Base Budget - LINCOLN	\$ 13,106,194
FY24 FinCom Guidance (+2.5%) + Medicaid	\$ 13,055,119
Budget Gap	\$ 51,075

Base Budget - HANSCOM	\$ 17,792,882
FY24 proposal – contract price* includes \$200,000 GASB 45*	\$17,722,644
Budget Gap	\$ 70,238

Bridging the Base Budget Gaps

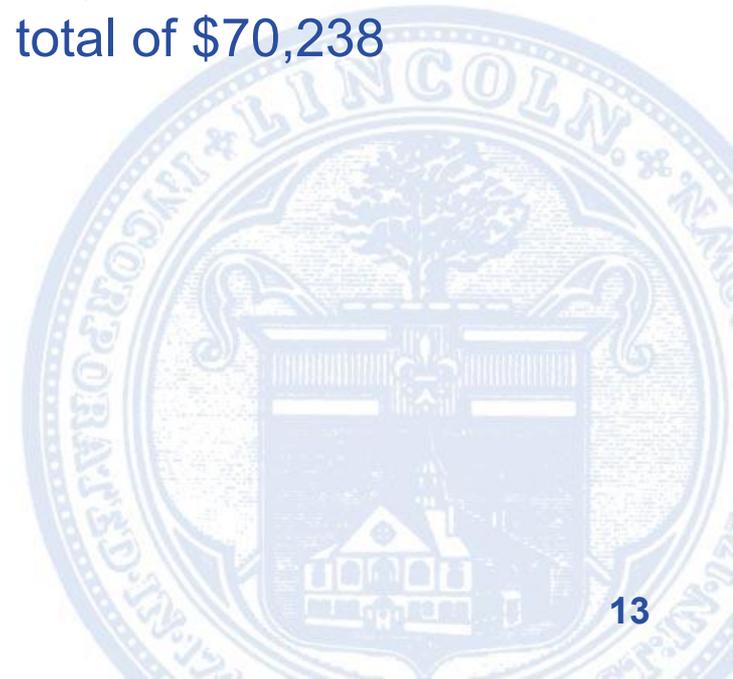
Recommendation

Lincoln

- Reduce Personnel Control Account by \$51,075, increases risk

Hanscom

- Reduce Personnel Control Account by \$51,075, increases risk
- Reduce ESP Budget Lines by \$19,163 for a total of \$70,238



Improvement Initiatives - DEC 15

Administration Prioritized Requests:

- **Instructional Coaching (re)Launch \$316,103:**
\$75,000 (H) **\$241,103 (L)**
- Adjustment Counselor/Social Worker/BCBA **\$45,000 (L)**
- Human Resources/Payroll Manager Role Update
\$4,500 (H) **\$4,500 (L)**
- School Psychologist Internship \$5,000 (H) **\$5,000 (L)**
- Composting - Lincoln School **\$5,700 (L)**

School Committee Requests:

- Transportation - Expansion of Free Yellow Bus **\$267,500 (L)**
- Review of Administrative Positions \$7,500(H) **\$7,500 (L)**
- Universal Free Lunch \$300,000: \$150,000 (H) **\$150,000 (L)**
- Third Lincoln Preschool Classroom **\$140,000 (L)**

Potential Impacts & Budget Uncertainty

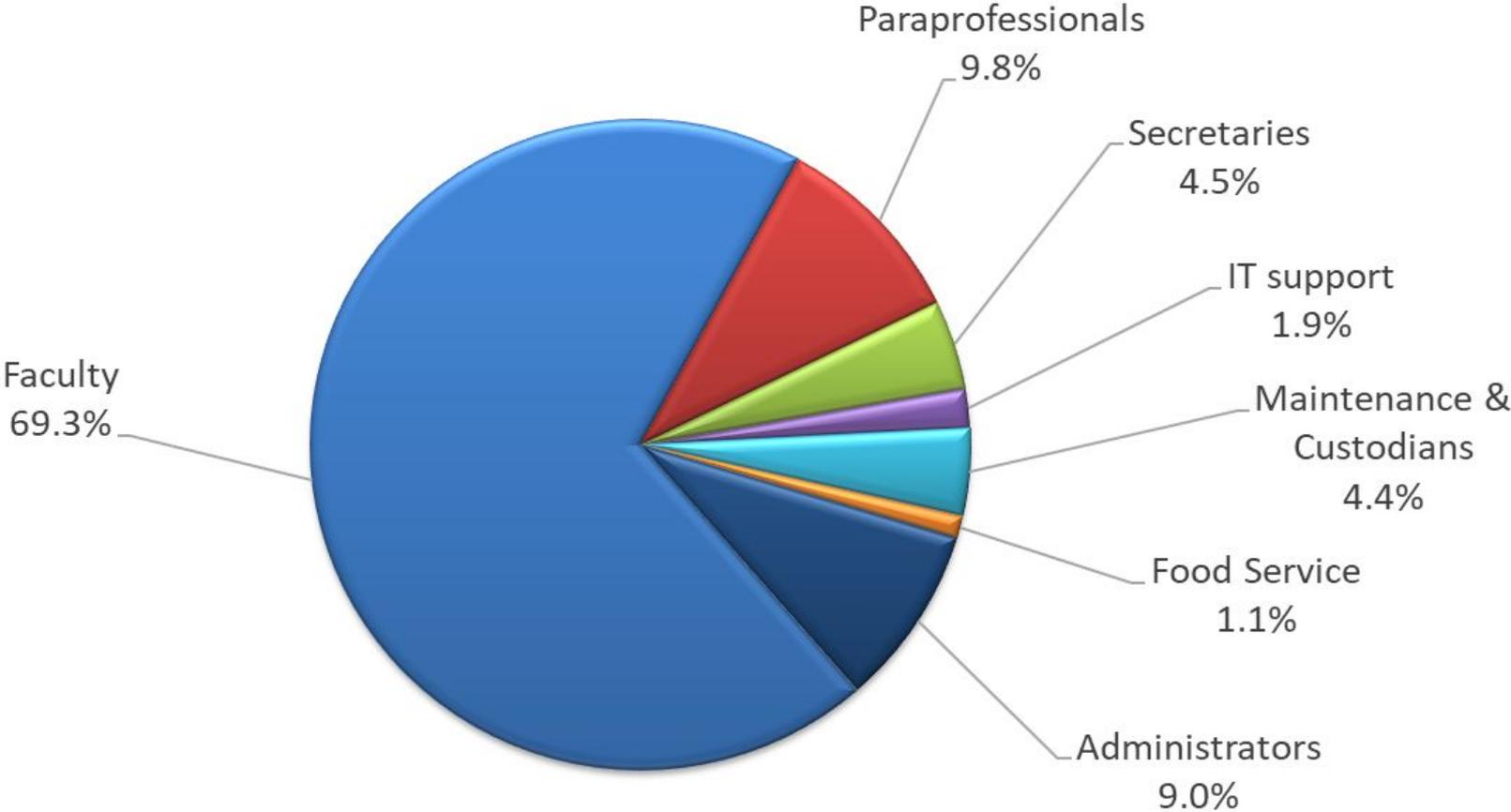
- **Personnel**

- Collective bargaining agreements for Faculty - 1% COLA = ~\$72,000
 - Final increase not yet known

- **Expenses**

- Special Education Out-of District Expenses
 - Private School Tuitions are expected to increase 14% according to MA Operational Services Division (OSD)
 - We will know our final CASE Tuition assessments in March.
 - Transportation is now known (Dec 14) and no change was required
 - The impact of the 14% increase results in ~\$70,000 in cost within the total Special Education Tuition budget (\$512,126 w/o circuit breaker).
- Utilities & Facilities Operations +~\$45,150
 - Lincoln School is all-electric in FY23, before the solar project comes on-line part-way through FY24
 - Continue HVAC adjustments for COVID operations and unknown ongoing supports
- Transportation: New Bus Contract for FY 24-FY27 out for bid

Personnel Allocations by Budget \$



Personnel Budget
\$22,912,568

Above Guidance Request

- +1% for Contract negotiations
- Instructional Coaching
- Adjustment Counselor/Social Worker/BCBA



Teacher Contract: Comps

Summary	BA Step 1		Masters Step 6		Masters +30 Step 9		Masters + 45 Step 9		MA+45 or Top Step		Top Col/Step	
	FY23 Rank	FY23 Salary Table	FY23 Rank	FY23 Salary Table	FY23 Rank	FY23 Salary Table	FY23 Rank	FY23 Salary Table	FY23 Rank	FY23 Salary Table	FY23 Rank	FY23 Salary Table
Bedford	6	51,721	6	70,305	4	86,827	2	88,259	N/A		7	105,832
Belmont	2	54,268	3	72,190	6	84,526	4	86,838	4	114,968	5	118,046
Carlisle	1	59,518	1	79,526	1	96,660	N/A		N/A		3	125,974
Concord	3	54,265	2	77,247	2	91,349	1	93,594	1	125,257	1	131,450
Lincoln	7	49,320	7	65,559	7	77,795	5	79,007	3	115,719	6	115,719
Lincoln-Sudbury	4	53,897	4	70,823	6	84,516	3	87,051	2	123,119	2	126,793
Sudbury	5	53,834	5	70,633	5	84,409	N/A		N/A		4	118,943

Instructional Coaching

Goals

- Strengthen core classroom teaching and learning by connecting data→planning→instruction→feedback and next steps so that all kids get what they need to succeed (including both support and challenge/extension)
- Bring the Portrait of a Learner to life for students and staff and meld AIDE, SEL, and Deeper Learning throughout all parts of the day
- Bolster student outcomes (in all aspects -- AIDE, SEL, DL) and support teachers in strengthening their practice, school systems, and our impact on students

Instructional Coaching

Our old structure

	Literacy	Math	Science	6-8 + P-8 Specials
District	<i>District-wide Content Specialist (.5)</i>	<i>District-wide Content Specialist (.3)</i>	<i>District-wide Content Specialist (.5) (+ .5 Sci Enrich Teaching)</i>	N/A
Hanscom	1.0 K-5 Coach 1.0 HPS Interventionist 1.0 HMS Interventionist Tutor	1.0 Interventionist 1.0 Interventionist Tutor		N/A
Lincoln	.5 K-2 Coach + .5 K-2 Interventionist .8 3-5 Interventionist .5 3-5 Coach (+.5 CS) Tutor	1.0 Interventionist 0.3 intervention + 0.3 Coaching (+.3 CS) 0.7 Interventionist + 6-8 support and coaching		N/A

Instructional Coaching

Our current structure

	Literacy	Math	Science	6-8 + P-8 Specials
District	<i>District-wide Content Specialist (1.0)</i>	<i>District-wide Content Specialist (0.9)</i>	<i>District-wide Content Specialist (.5) (+ .5 Sci Enrich Teaching)</i>	N/A
Hanscom	1.0 K-5 Coach 1.0 K-5 Interventionist 1.0 K-5 Interventionist Tutor	1.0 K-3 Interventionist 1.0 4-5 Interventionist + some 6-8 coaching Tutor		N/A
Lincoln	1.0 K-5 Interventionist .8 K-5 Interventionist Tutor	1.0 K-3 Interventionist 0.7 4-5 Interventionist + some 6-8 coaching		N/A

Instructional Coaching

Our future structure

	K-2	3-5	6-8
Content Specialists	<i>District-wide Content Specialist (1.0)</i> <i>District-wide Content Specialist (0.9)</i> <i>District-wide Content Specialist (.5) (+ .5</i> <i>Sci Enrich Teaching)</i>		
Math and Literacy Interventionists & Tutors	2.0 K-5 Literacy Interventionists on each campus 1.0 K-5 Math Interventionist on each campus 1 Tutor on each campus		
Instructional Coaches	1.0 Instructional Coach per campus	1.0 Instructional Coach per campus	1.0 Instructional Coach per campus

Special Education - Foundations

The **Adjustment Counselor/Social Worker/BCBA** would allow the Foundations program to

- provide necessary behavioral supports and integrate a clinical presence which will enhance the therapeutic milieu in the program
- allow for consultation with a SAC/ SW/ BCBA to be embedded into specialized programming and throughout the Lincoln school building in various settings as needed for direct service and consultation
- facilitate and work with teachers to specialize instruction across developmental levels on social and emotional learning skills

Budget Menu - LINCOLN - Revision

Scenarios to Reach 2 1/2% Budget	Guideline	Above Guideline	Request Withdrawn
Lincoln Schools Only	Preliminary Budget (2 1/2%)	Improvement Initiatives	Improvement Initiatives
Base Budget	\$ 13,106,194	\$ 13,055,119	\$ 13,106,194
1% For Negotiations		\$ 72,000	\$ 72,000
Instructional Coaching (re)Launch \$366,103: \$266,103 (L)		\$ 266,103	\$ 266,103
Adjustment Counselor/Social Worker/BCBA \$45,000 (L)		\$ 45,000	\$ 45,000
Human Resources/Payroll Manager Role Update			\$ 4,500
School Psychologist Internship \$5,000 (H) \$5,000 (L)			\$ 5,000
Composting - Lincoln School \$5,700 (L)			\$ 5,700
Possible Base Budget Reductions from \$\$ identified	\$ (51,075)		
Total Proposal	\$ 13,055,119	\$ 13,438,222	\$ 13,504,497
% Increase over FYt23 Budget	3.04%	6.06%	6.58%
FY23 FinCom Guidance (+2.5%)			
Medicaid TM Article			
FY 24 Lincoln Schools Budget	\$13,055,119	\$13,055,119	\$13,055,119
Additional required for FY24	\$0	-\$383,103	-\$449,378

Budget Menu - HANSCOM - Revision

Scenarios to Reach Fixed Contract	Guideline	Above Guideline	Request Withdrawn
Hanscom Schools Only	Preliminary Budget to Contract	Improvement Initiatives	Improvement Initiatives
Base Budget	\$17,792,882	\$17,722,644	\$17,722,644
1% For Negotiations		\$ 72,000	\$ 72,000
Instructional Coaching (re)Launch \$341,103: \$100,000 (H)		\$ 100,000	\$ 100,000
Adjustment Counselor/Social Worker/BCBA (L)			
Human Resources/Payroll Manager Role Update \$4, 500 (H)			\$ 4,500
School Psychologist Internship \$5,000 (H)			\$ 5,000
Composting - Lincoln School (L)			
Possible Base Budget Reductions from \$\$ identified	\$ (70,238)		
Total Proposal	\$ 17,722,644	\$ 17,894,644	\$ 17,904,144
% Increase over FYt23 Budget	3.41%	4.41%	4.47%
FY24 Fixed Contract	\$ 17,722,644	\$ 17,722,644	\$ 17,722,644
Reserve and Budget Expansion			
FY 24 Hanscom Schools Budget	\$17,722,644	\$17,722,644	\$17,722,644
Additional required for FY24	\$0	-\$172,000	-\$181,500

Budget Menu Summary - Revision

Scenarios to Reach 2 1/2% Budget	Guideline	Above Guideline
Lincoln Schools Only	Preliminary Budget (2 1/2%)	Improvement Initiatives
Total Proposal	\$ 13,055,119	\$ 13,438,222
	3.04%	6.06%
FY 24 Lincoln Schools Budget	\$13,055,119	\$13,055,119
Additional required for FY24	\$0	-\$383,103
Scenarios to Reach Fixed Contract	Guideline	Above Guideline
Hanscom Schools Only	Preliminary Budget to Contract	Improvement Initiatives
Total Proposal	\$ 17,722,644	\$ 17,964,882
	3.41%	4.82%
FY 24 Hanscom Schools Budget	\$17,722,644	\$17,722,644
Additional required for FY24	\$0	-\$242,238

FY24 Budget Development Process

December 1	• Presentation of Preliminary Budget – Central Office & Administrative Team
December 13	• Finance Committee: 1st Joint Budget Meeting
December 15	• Budget Discussion: Expenses, Response to Questions
January 12	• Budget Hearing and 1 st Reading of Final Budget
 January 23	• Finance Committee: 2nd Joint Budget Meeting
January 26	• Budget Discussion and vote
March 25 [T]	• Lincoln Town Meeting

QUESTIONS?

