



Lincoln

Public Schools

Office of the Superintendent

FY 2023 Preliminary Budget

Rebecca McFall, Superintendent

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Mary Emmons, Administrator for Student Services

Overview & Structure of the Preliminary Budget

Vision of the Lincoln Public Schools

The Lincoln Public Schools seek to unite our communities in challenging and equipping our students to acquire essential skills and knowledge, think creatively and independently, exhibit academic excellence, appreciate and respect diversity, display creativity, value reflection, and demonstrate social and emotional competencies.

Core Values

- *Excellence and Innovation in Teaching and Learning*
- *Respect for Every Individual*
- *Collaboration and Community*

Overview & Structure of the Preliminary Budget

Strategic Objectives of the Lincoln Public Schools

- ***Educator Growth and Innovation:*** *Educators demonstrate continual growth, professional collaboration, innovation, and risk-taking built on a shared vision of effective teaching and practices, and equity for all students*
- ***Curriculum:*** *Curriculum is engaging, provides high cognitive demand, and supports the creative, social and emotional development, and academic growth of all students*
- ***Instruction:*** *Instruction is student centered and focused on the engagement, achievement, and social and emotional development of all learners*
- ***Equity and Culture:*** *Educators and students work together to build a school culture that values, respects and responds to students' identities, and develops the social and emotional well-being of all students*

Overview & Structure of the Preliminary Budget

LPS District AIDE Stance

Our district is working towards achieving the following outcomes:

- Ensuring a positive, inclusive educational experience for all students on both campuses*
- Assisting faculty and staff to be culturally competent and aware of their own privileges and biases*
- Assisting teachers in their classrooms to develop and maintain a safe and welcoming atmosphere and to use culturally relevant materials and culturally responsive teaching methods for all students*
- Co-creating and defining a school and learning culture where faculty and staff embrace and are accountable for creating a fully equitable, inclusive, and antiracist school environment where all can achieve*
- Partnering with and supporting families to help their children achieve success in an inclusive, integrated, antiracist district*

Overview & Structure of the Preliminary Budget

Budget Guidelines for FY23

- Maintain class sizes
- Ensure that improvement initiatives, if presented, are aligned with the District's strategic objectives and priorities.
- Maintain sufficient resources to sustain curriculum development initiatives.
- Provide high quality professional development and mentoring for new teachers and administrators.
- Carefully consider our role as stewards of Town and federal facilities, plan for sensible restorative and preventative maintenance, and consider historical spending patterns and current facilities assessments to develop maintenance budgets.
- Comply with the criteria set forth in the contract to operate Hanscom schools and maintain comparability to the Lincoln program.

Overview & Structure of the Preliminary Budget

Internal Budget Review Outcomes

- SBM budgets: Per-pupil allowance unchanged
- Central Office budgets reviewed and adjusted
- Special Education Out-of-District Projected for anticipated Placements only
- Reviewed Revolving Fund balances, Revenue projections, and short and long term use of funds
- Hanscom/Lincoln Campus split funding proportion used: 50/50
- Most Expense lines are level funded with the exception of Utilities, Tuition, Transportation, and other contractual changes.

Overview & Structure of the Preliminary Budget

December 2, School Committee Meeting

- Revenue Assumptions
- Budget Plan
 - Proposed Total Operating Expenditures
 - Personnel Update
 - Improvement Initiatives
- Enrollment Projection

December 16, School Committee Meeting

- Expense Budgets
 - Utilities, Tuition, Transportation
- Question Responses from Committee & Others



Revenue Assumptions

Revenue Assumptions

- *Lincoln Finance Committee guideline of +2.5% over prior year Town Meeting Appropriation*
\$12,655,921
- *Hanscom revenue based on FY23 price set by latest DoDEA contract.*
\$17,138,568
- *Reimbursement Programs (Circuit Breaker, Medicaid, E-rate)*
\$772,891
- *Grant revenues projected at level funding*
\$1,038,012
- *User fees remain the same in FY23 as in FY21*
\$577,580

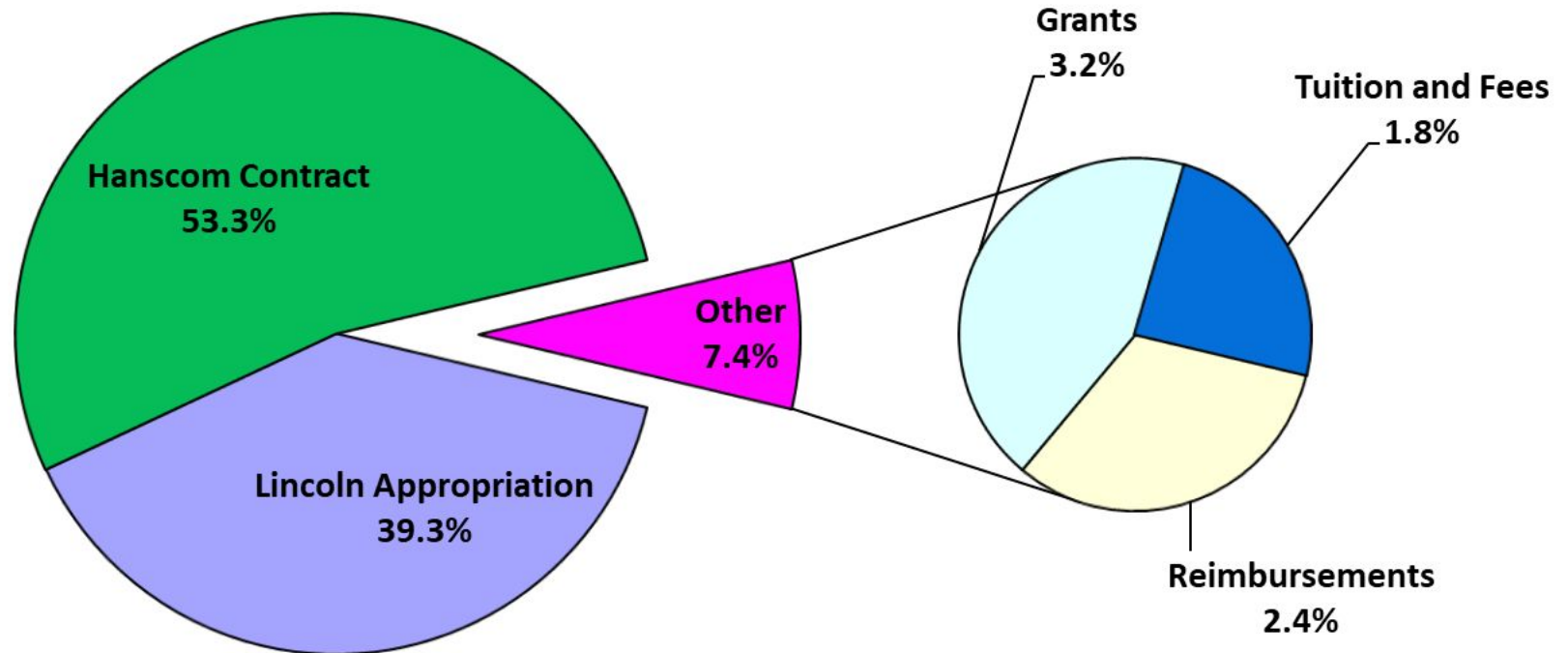
Circuit Breaker Update

- 4 years fully funded program by the Legislature,
- Transportation now an eligible expense, and
- Funds offset Out of District Tuitions

Claim Year	Reimb Year	Eligible Students Claimed	Total Eligible Expenses	Foundation	Net Claim	Average Claim Rate per Student	% Change in Net Claim (\$)	Total Adjusted Reimb	% Reimb
FY21	FY22	25	\$2,267,004	\$1,261,008	\$1,007,988	\$40,319.52	69.96%	\$755,991	75.00%
FY20	FY21	22	\$1,656,806	\$1,063,744	\$593,062	\$26,957.36	-7.24%	\$444,797	75.00%
FY19	FY20	28	\$1,921,539	\$1,282,176	\$639,363	\$22,834.39	-13.81%	\$479,521	75.00%
FY18	FY19	23	\$1,756,241	\$1,014,438	\$741,803	\$32,252.30	16.02%	\$556,352	75.00%

Total Operating Budget Revenue

FY23 Total Operating Budget -- Revenues



Total Estimated Revenue

\$32,182,972

Total Operating Budget Revenue

Sources of Revenues	Amount	% of Total	Change FY22 - > FY23
Lincoln Town Appropriations	\$12,655,921	39.32%	\$294,382
Hanscom Contract	\$17,138,568	53.25%	\$551,232
Other Revenue:			
Reimbursement Programs	\$772,891	2.40%	\$340,715
Grants	\$1,038,012	3.23%	\$67,003
Tuition and Fees	\$577,580	1.79%	\$95,480
Total	\$32,182,972	100%	\$1,348,812

Budget Plan



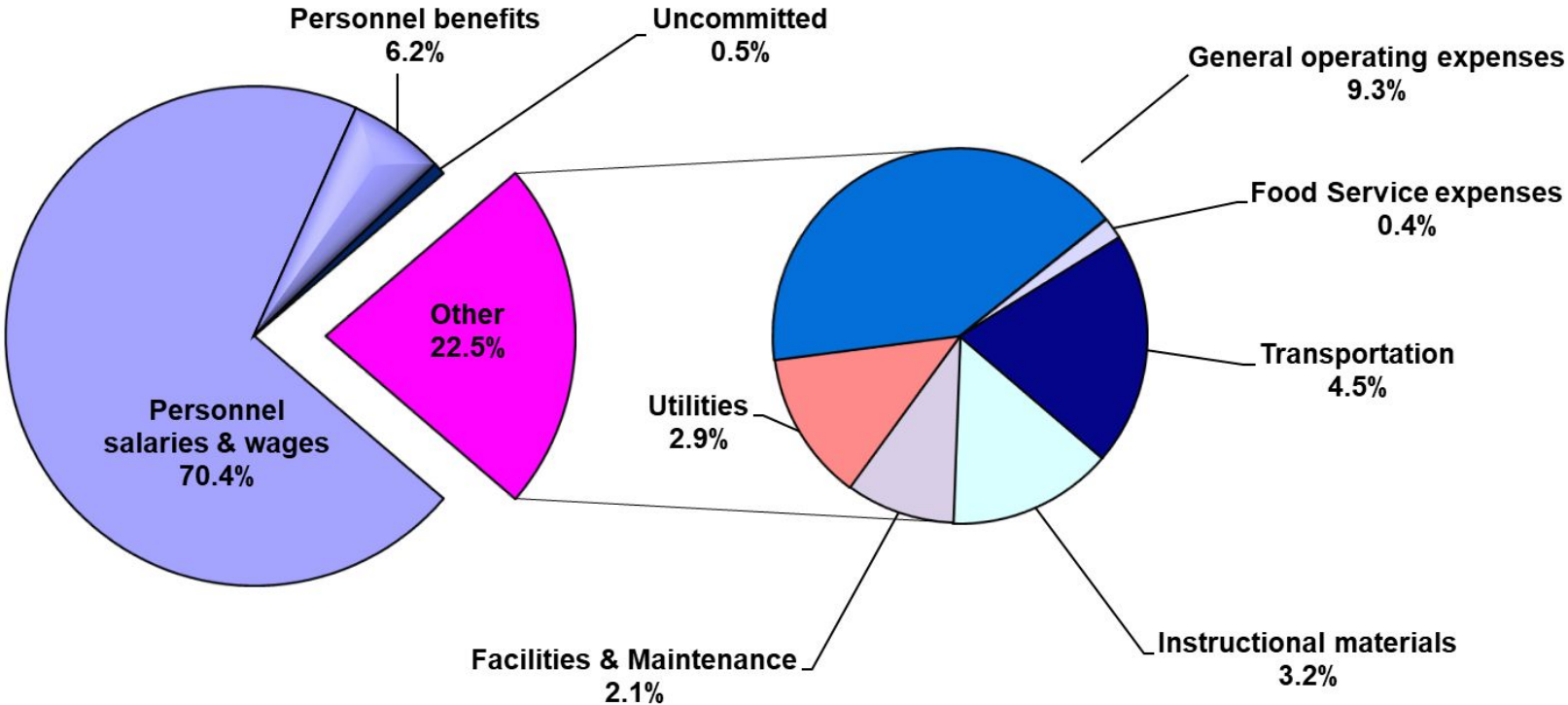
FY 23 Budget Request: Lincoln Schools

Base Budget	\$12,504,704
Improvement Initiatives	\$151,217
Total Proposal	\$ 12,665,921
FY23 FinCom Guidance (+2.5%)	\$ 12,665,921
Budget gap	\$0

FY 23 Budget Request: Hanscom Schools

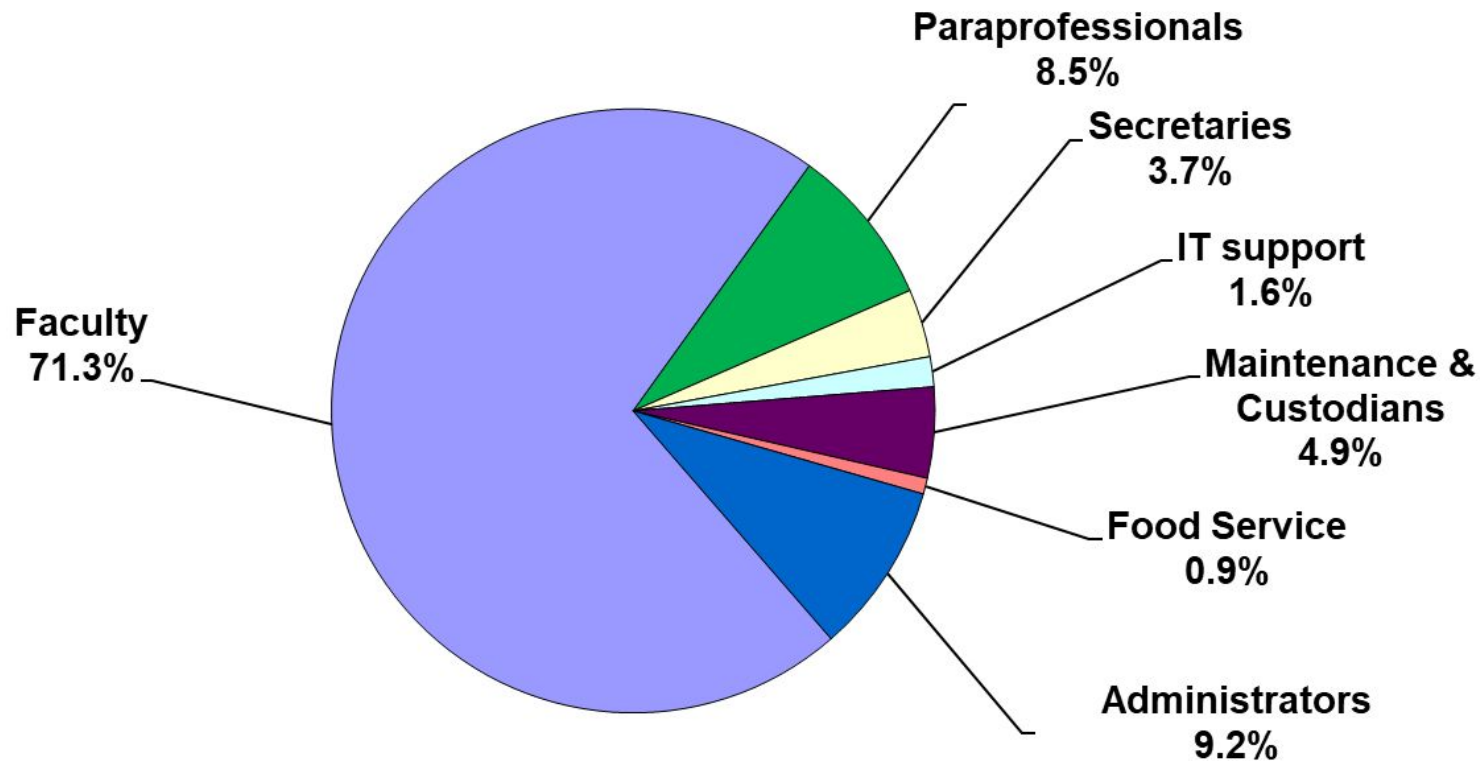
Base Budget	\$16,939,575
Improvement Initiatives	\$198,993
Total Proposal	\$17,138,568
FY23 proposal – contract price* includes \$200,000 GASB 45*	\$17,138,568
Additional required for FY23	\$ 0

Proposed Total Operating Expenditures



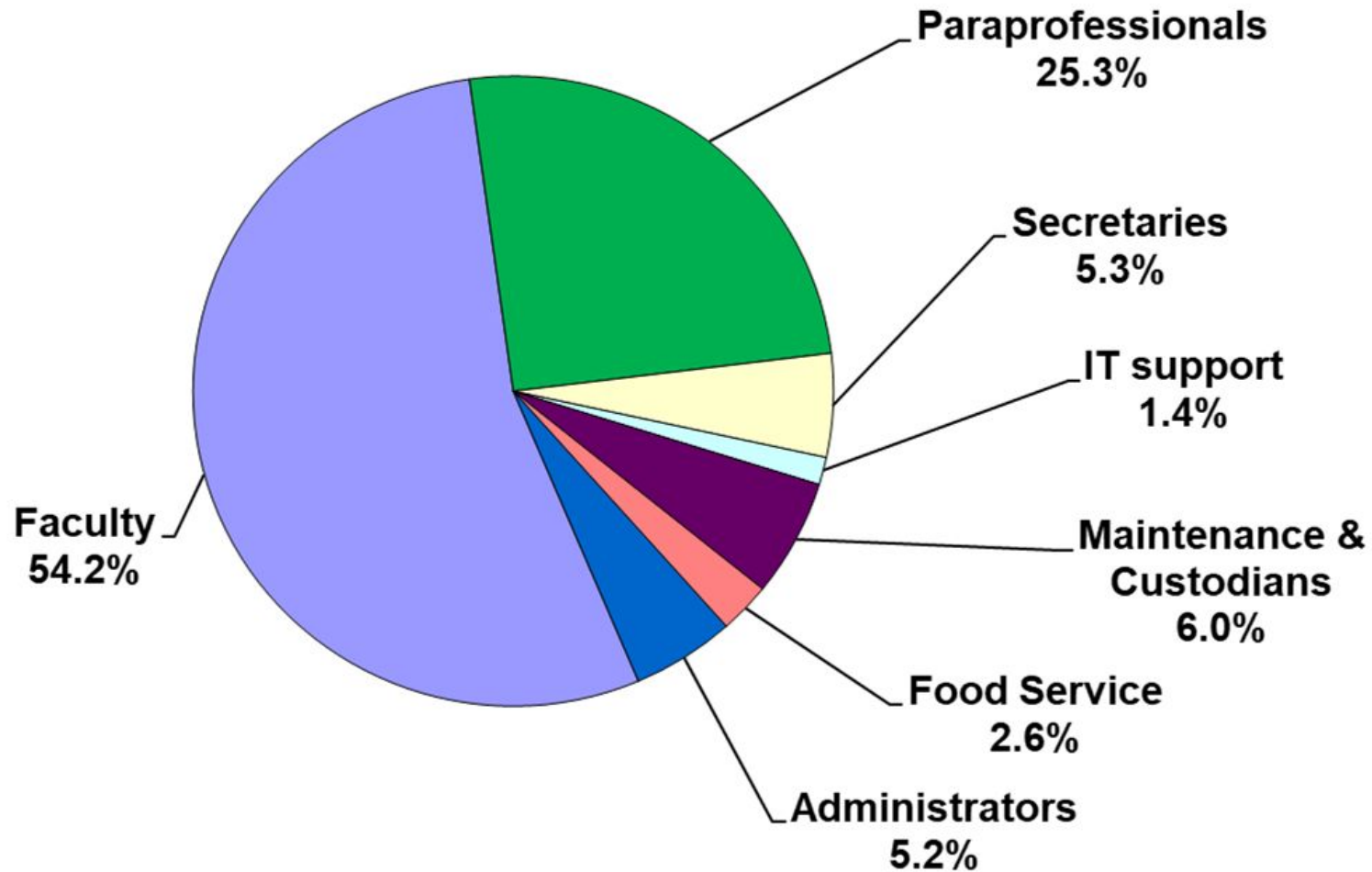
Total Estimated Budget
\$32,182,972

Personnel Allocations by Budget \$



Personnel Budget
\$23,178,709

Personnel Allocations by FTE



Personnel Update & Improvement Initiatives

PreK-8 Classroom Teachers

- Hanscom Schools
 - Maintain 15 HPS Classroom Teachers
 - Maintain 18 HMS Classroom Teachers
- Lincoln School
 - Maintain 17 K-4 Classroom Teachers
 - Maintain 13.8 5-8 Classroom Teachers
- Preschool –
 - Maintain 5 HPreK
 - Maintain 2 LPreK



Improvement Initiatives

Personnel Adjustments based on Student Need

- Student Needs Based:
 - Psychologist 0.20 FTE
 - Special Education Tutor (additional hours)
- Grants: Title I & METCO
 - LPS Literacy Tutor (additional hours)
 - New Academic Tutor - LPS
 - Funding Plan for Transition
 - split using METCO & Title I
 - Fund HPS Literacy Tutor Hours from Hanscom budget

Improvement Initiatives

- Personnel

- Annual Faculty Residency (Year 1: AIDE & Deeper Learning Coach) - ARPA funding requested
- Curriculum Leadership Reorganization
- Building Systems and Energy Manager
- Communications and Community Engagement Specialist (ARPA swap)
- Program Coordinator (METCO) - extended year time
-

- Expenses

- Culturally Responsive Wellness Program (METCO Grant)
- Revised Reading and Writing Units of Study
- District AIDE/SEL Training (ESP, Custodian, Food Service, Secy, Subs)

Staffing FTE Changes

Category	FY22 Budget	FY23 Budget	Net Change
Administration	13.67	13.67	0.0

Staffing FTE Changes

Category	FY22 Budget	FY23 Budget	Net Change
Engineering FTE changed to Science			+.50
Classroom Teachers	90.10	90.60	+0.50

Category Includes: K-8 Classroom Teachers, PreSchool Teachers, Art, Music/Drama, PE/Health/Wellness, Science, Social Studies, English, Math, World Language

Staffing FTE Changes

Category	FY22 Budget	FY23 Budget	Net Change
Engineering FTE changed to Science- reclassification			(0.50)
Special Education Teachers (Student Need)			(0.40)
Psychologists (improvement initiative)			+0.20
Annual Faculty Residency (Year 1: AIDE & Deeper Learning Coach)			+1.00
Instructional Support Teachers	60.59	60.89	+0.30

Category Includes: Special Education Teachers, Literacy Specialists, Content Specialists, ELL, Librarians.

Staffing FTE Changes

Category	FY22 Budget	FY23 Budget	Net Change
Instructional Assistants - <i>contract alignment</i>			(2.80)
Special Education Tutors - <i>contract alignment</i>			+0.44
General Education Tutors - <i>Bus Monitor/X-Guard/ Literacy Tutor/K-4 Academic Tutor</i>			+1.72
Preschool Assistants - <i>contract alignment</i>			(1.57)
Preschool Tutors - <i>contract alignment</i>			+1.56
Maintenance Staff - <i>Improvement Initiative (Bldg Sys)</i>			+1.00
Custodians - <i>Return of LS Vacant Position</i>			+1.00
Support Staff	107.35	108.7	1.35

Staffing by FTE

Category	FY22 Budget	FY23 Budget	Net Change
Total	271.71	273.86	+2.15

Potential Impacts & Budget Uncertainty

- **Personnel**

- Collective bargaining agreements for Secretaries and Custodians
- Enrollment Projections
 - Lincoln School Kindergarten & grade 1
 - Hanscom Schools

- **Expenses**

- Special Education Out-of District Expenses
 - We currently do not know our final CASE assessments and transportation costs.
- Utilities & Facilities Operations
 - Lincoln School opening K-4 wing, will be all-electric in FY23, before the solar project comes on-line
 - Continue HVAC adjustments for COVID operations and unknown ongoing supports

Enrollment Update



Enrollment Projections

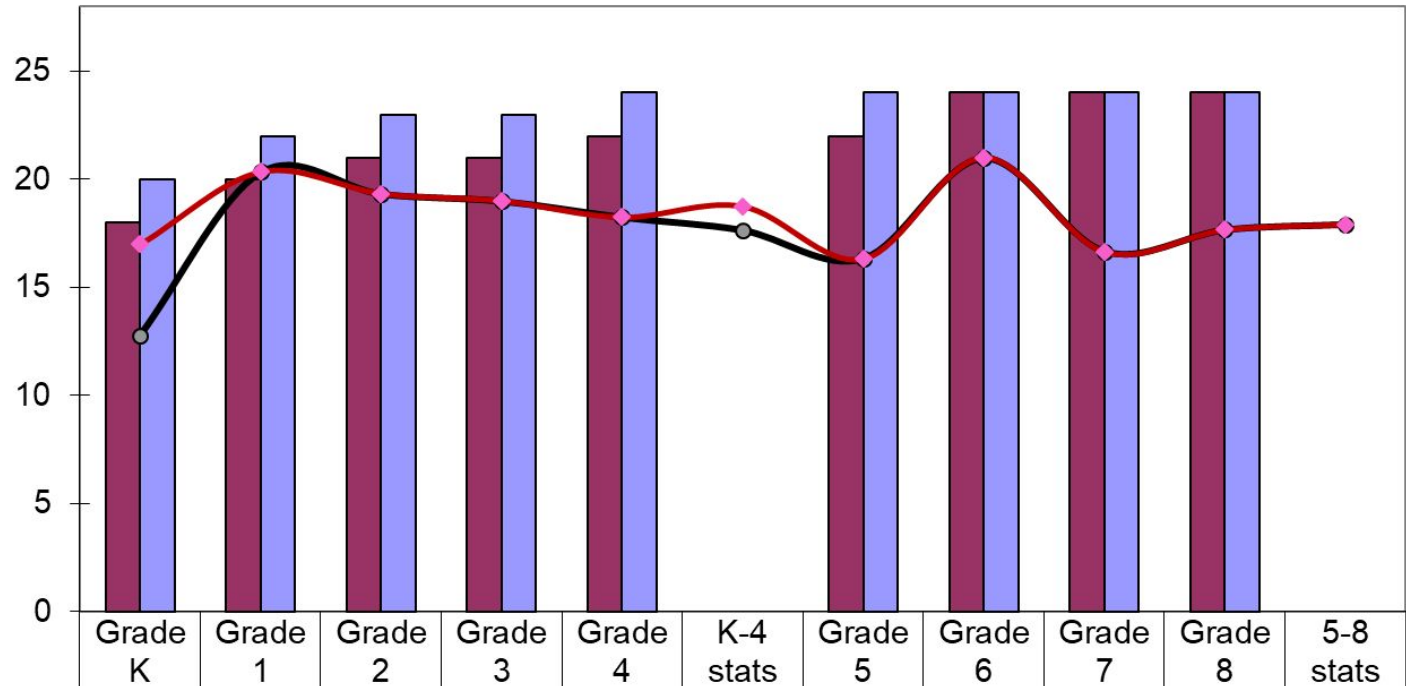
- Projections based on October 1 enrollment using five-year cohort survival factor
- Kindergarten & Grade 1 enrollment – uncertain
- Lincoln and Hanscom sections projected according to the Class Size Policy



FY 2023 Projected Class Size to School Committee Policy Lincoln School

School Committee Policy
Formula Applied

Average Class Size

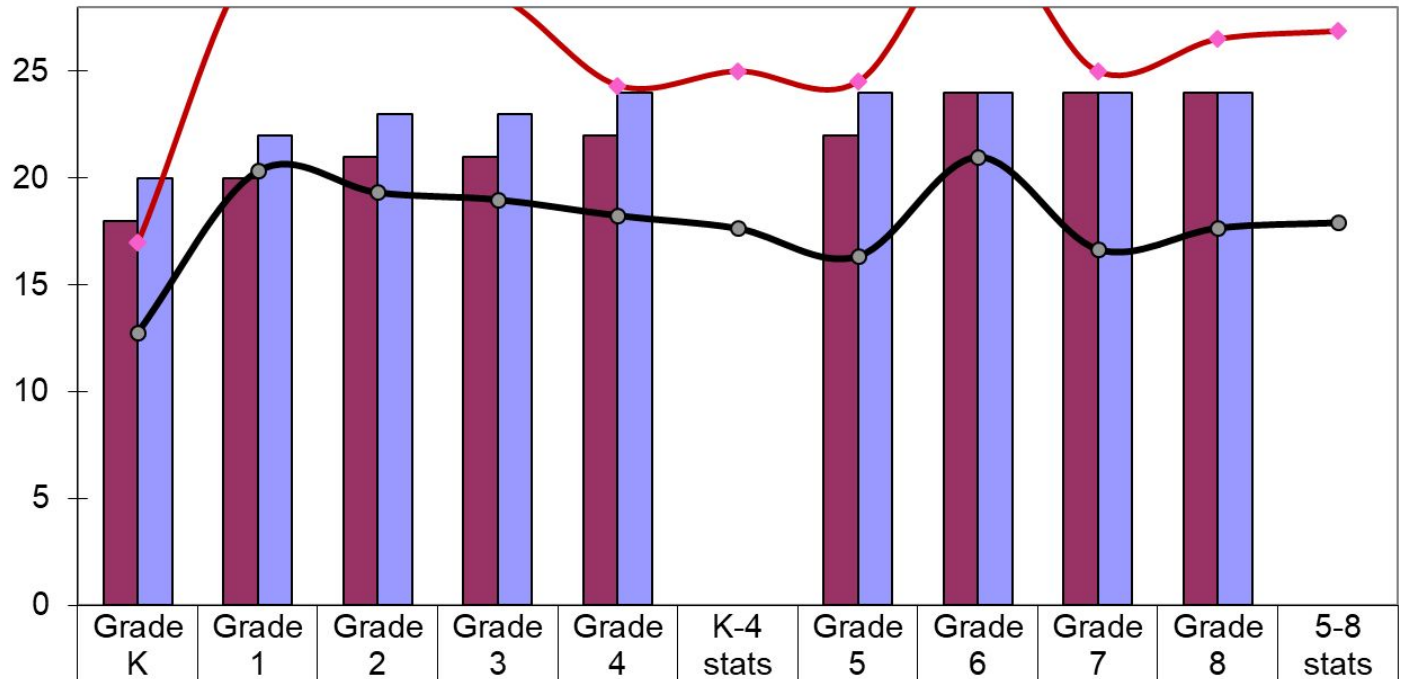


Recommended	18	20	21	21	22		22	24	24	24	
Maximum	20	22	23	23	24		24	24	24	24	
Projected Enrollment	51	61	58	57	73	300	49	63	50	53	215
Projected Sections	4	3	3	3	4	17	3	3	3	3	12
Projected Avg. Class Size	12.8	20.3	19.3	19.0	18.3	17.6	16.3	21.0	16.7	17.7	17.9
Policy Formula Applied	3	3	3	3	4	16	3	3	3	3	12
Alternate Avg. Class Size	17.0	20.3	19.3	19.0	18.3	18.8	16.3	21.0	16.7	17.7	17.9

FY 2023 Projected Class Size to School Committee Policy Lincoln School

One Less
Section Per
Grade

Average Class Size



Recommended	18	20	21	21	22		22	24	24	24	
Maximum	20	22	23	23	24		24	24	24	24	
Projected Enrollment	51	61	58	57	73	300	49	63	50	53	215
Projected Sections	4	3	3	3	4	17	3	3	3	3	12
Projected Avg. Class Size	12.8	20.3	19.3	19.0	18.3	17.6	16.3	21.0	16.7	17.7	17.9
Alternate Sections	3	2	2	2	3	12	2	2	2	2	8
Alternate Avg. Class Size	17.0	30.5	29.0	28.5	24.3	25.0	24.5	31.5	25.0	26.5	26.9

Enrollment History – Lincoln

Enrollment History - Lincoln School		Kindergarten	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Total
FY14	Lincoln	61	60	59	58	59	50	53	46	61	507
	METCO	8	13	11	5	12	11	10	7	11	88
	October 1 report Total	69	73	70	63	71	61	63	53	72	595
FY15	Lincoln	57	63	58	58	55	57	56	55	45	504
	METCO	8	12	13	10	5	12	10	9	7	86
	October 1 report Total	65	75	71	68	60	69	66	64	52	590
FY16	Lincoln	43	56	61	57	59	57	55	62	53	503
	METCO	8	12	12	12	9	5	12	10	8	88
	October 1 report Total	51	68	73	69	68	62	67	72	61	591
FY17	Lincoln	53	41	55	58	48	60	56	51	62	484
	METCO	10	10	11	11	12	9	5	11	10	89
	October 1 report Total	63	51	66	69	60	69	61	62	72	573
FY18	Lincoln	33	56	39	54	58	44	47	58	50	439
	METCO	7	14	11	11	8	9	6	5	10	81
	October 1 report Total	40	70	50	65	66	53	53	63	60	520
FY19	Lincoln	59	37	57	41	52	54	47	57	57	461
	METCO	13	14	13	10	11	6	8	6	5	86
	October 1 report Total	72	51	70	51	63	60	55	63	62	547
FY20	Lincoln	41	61	38	57	42	47	52	41	52	431
	METCO	9	16	15	12	8	11	6	7	6	90
	October 1 report Total	50	77	53	69	50	58	58	48	58	521
FY21	Lincoln	38	42	55	41	52	38	50	61	36	413
	METCO	2	10	19	13	12	8	9	5	7	85
	October 1 report Total	40	52	74	54	64	46	59	66	43	498
FY22	Lincoln	46	50	47	58	42	50	44	49	59	445
	METCO	5	7	9	17	11	11	7	7	5	79
	October 1 report Total	51	57	56	75	53	61	51	56	64	524
FY23 Projections based on 5 year ratio	Lincoln	46	56	51	48	56	38	52	43	46	436
	METCO	5	5	7	9	17	11	11	7	7	79
	Total	51	61	58	57	73	49	63	50	53	515
METCO = prior year number advanced, Lincoln = prior year number * 5-year factor											

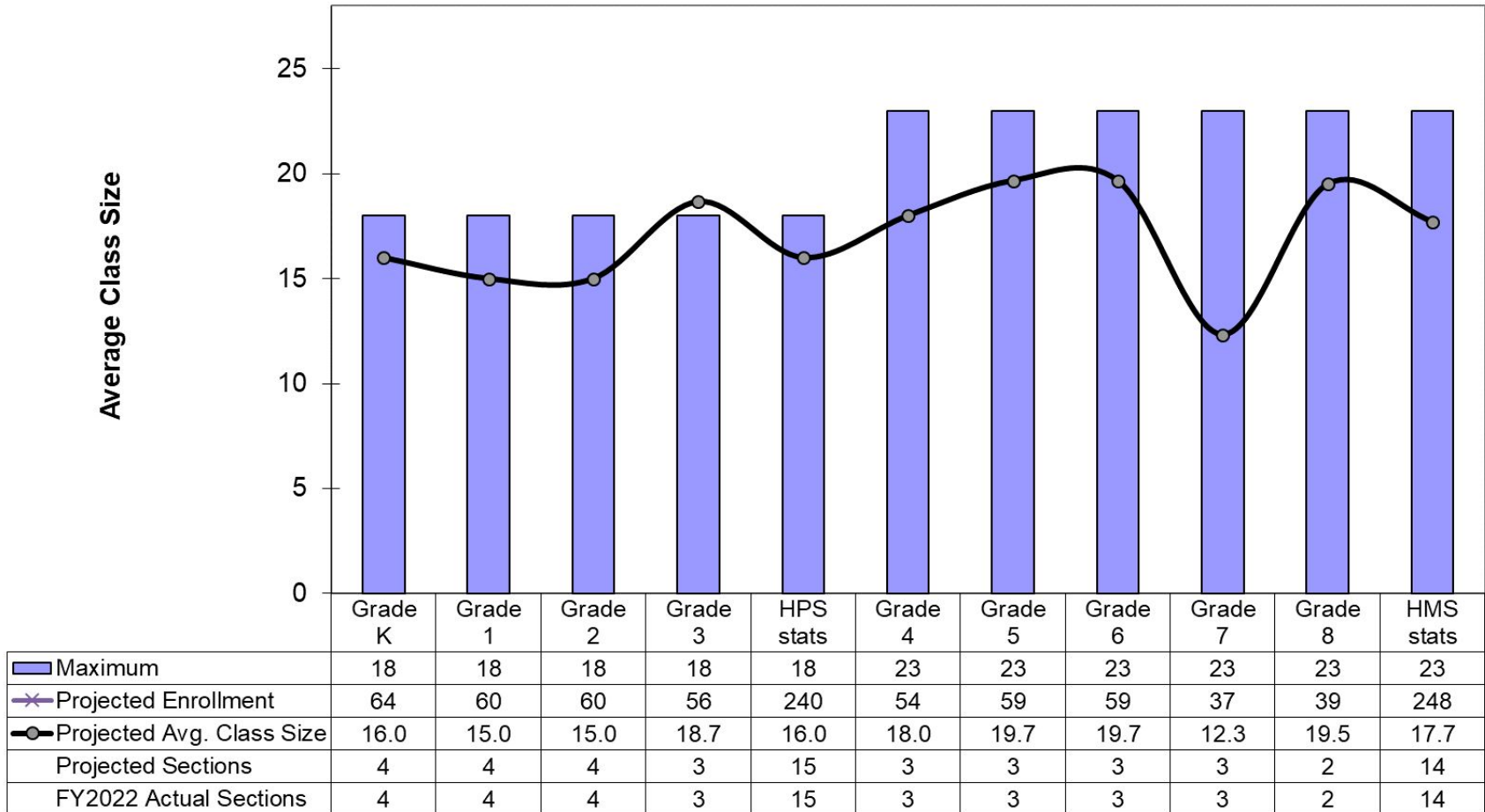
 Above recommended class size

Lincoln – FY23 Grade 3 Projection

Enrollment History - Lincoln School		Kindergarten	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Total
FY14	Lincoln	61	60	59	58	59	50	53	46	61	507
	METCO	8	13	11	5	12	11	10	7	11	88
	October 1 report Total	69	73	70	63	71	61	63	53	72	595
FY15	Lincoln	57	63	58	58	55	57	56	55	45	504
	METCO	8	12	13	10	5	12	10	9	7	86
	October 1 report Total	65	75	71	68	60	69	66	64	52	590
FY16	Lincoln	43	56	61	57	59	57	55	62	53	503
	METCO	8	12	12	12	9	5	12	10	8	88
	October 1 report Total	51	68	73	69	68	62	67	72	61	591
FY17	Lincoln	53	41	55	58	48	60	56	51	62	484
	METCO	10	10	11	11	12	9	5	11	10	89
	October 1 report Total	63	51	66	69	60	69	61	62	72	573
FY18	Lincoln	33	56	39	54	58	44	47	58	50	439
	METCO	7	14	11	11	8	9	6	5	10	81
	October 1 report Total	40	70	50	65	66	53	53	63	60	520
FY19	Lincoln	59	37	57	41	52	54	47	57	57	461
	METCO	13	14	13	10	11	6	8	6	5	86
	October 1 report Total	72	51	70	51	63	60	55	63	62	547
FY20	Lincoln	41	61	38	57	42	47	52	41	52	431
	METCO	9	16	15	12	8	11	6	7	6	90
	October 1 report Total	50	77	53	69	50	58	58	48	58	521
FY21	Lincoln	38	42	55	41	52	38	50	61	36	413
	METCO	2	10	19	13	12	8	9	5	7	85
	October 1 report Total	40	52	74	54	64	46	59	66	43	498
FY22	Lincoln	46	50	47	58	42	50	44	49	59	445
	METCO	5	7	9	17	11	11	7	7	5	79
	October 1 report Total	51	57	56	75	53	61	51	56	64	524
FY23 Projections based on 5 year ratio	Lincoln	46	56	51	48	56	38	52	43	46	436
	METCO	5	5	7	9	17	11	11	7	7	79
	Total	51	61	58	57	73	49	63	50	53	515
METCO = prior year number advanced, Lincoln = prior year number * 5-year factor											

Hanscom Schools

FY 2023 Projected Class Size to Contract Requirements Hanscom Schools



Closing Part I



FY23 Budget Request: Lincoln Schools

Base Budget	\$12,504,704
Improvement Initiatives	\$151,217
Total Proposal	\$ 12,665,921
FY23 FinCom Guidance (+2.5%)	\$ 12,665,921
+ Medicaid TM Article	\$14,300
FY 23 Lincoln Schools Budget	\$12,670,221
Additional required for FY23	\$0

FY23 Budget Request: Hanscom Schools

Base Budget	\$16,939,575
Improvement Initiatives	\$198,993
Total Proposal	\$17,138,568
FY23 proposal – contract price* includes \$200,000 GASB 45*	\$17,138,568
Additional required for FY23	\$ 0

Overview & Structure of the Preliminary Budget

December 2, School Committee Meeting

- Revenue Assumptions
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December 16, School Committee Meeting

- Expense Budgets
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- Question Responses from Committee & Others

FY23 Budget Development Process

December 2	• Presentation of Preliminary Budget – Central Office & Administrative Team
December 9	• Finance Committee: 1st Joint Budget Meeting
December 16	• Budget Discussion: Expenses, Response to Questions
January 13	• Budget Hearing and 1 st Reading of Final Budget
January 20 [T]	• Finance Committee: 2nd Joint Budget Meeting
January 27	• Budget Discussion and vote
March 27 [T]	• Lincoln Town Meeting

QUESTIONS?

