



**EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT**  
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Mary Ellen Normen  
Lincoln Public Schools, Administrator for Business and Finance  
1 Ballfield Road  
Lincoln, MA 01773

07/10/2023

Dear Ms. Normen:

The Edward J. Collins, Jr. Center for Public Management is pleased to present this proposal to Lincoln Public Schools for a Study of the Hanscom School Contract.

The Center was established in 2008 in the McCormack Graduate School of Policy and Global Studies to further the public service mission of the University of Massachusetts Boston. The Center provides technical assistance to municipalities, school districts, regional governments, and state agencies on all aspects of public management.

The Center is a Massachusetts state government entity. Consequently, the laws of the Commonwealth do not require the school district and the University to engage in a statutory procurement process before executing a contract.

Please review the proposal that follows and let us know if you have any questions. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink that reads "Sarah Concannon".

Sarah Concannon  
Director of Municipal Services  
Edward J. Collins, Jr. Center for Public Management  
McCormack Graduate School of Policy and Global Studies  
UMass Boston

# PROPOSAL FOR A STUDY OF THE HANSCOM SCHOOL CONTRACT TO LINCOLN PUBLIC SCHOOLS

## 1. Overview

The Lincoln Public Schools (District) includes three separate facilities, serving grades preschool through 8, totaling 1,007 students in fiscal year 2023. The District has a unique contractual relationship with Hanscom Air Force Base operating both a primary and middle school under the governance of the Lincoln School Committee, though the buildings remain property of the Federal Government.

Facility	Grades Served	SY22-23 Enrollment
Hanscom Middle School	4-8	224
Hanscom Primary School	PK-3	239
Lincoln School	PK-8	544
<b>Total Enrollment</b>	<b>PK-12</b>	<b>1,007</b>

The District seeks assistance from the Center to study the current Hanscom School Contract ending FY2025 as well as the associated revolving fund specifically considering; the implementation of the current contract, documenting the past and present budgeting and calculation methodologies, summarizing historical revenue and expenditures (3 years), projecting revenue and expenditures (2 years) through the contract end date, and making recommendations on the financial structure and sustainability of the fund. It is the Center’s understanding that the study will help inform negotiations for a subsequent contract with the US Department of Defense Education Activity (DoDEA) as well as offer recommendations to achieve a 100% annual reimbursement status for Hanscom operations through documented calculation methods.

## 2. Project Deliverables

The study would include:

1. *A written report detailing;*
  - a. *Current contract implementation practices,*
  - b. *Past and present budgeting and calculation methodologies,*
  - c. *Summary of historical revenue and expenditure activity (3 years)*
  - d. *Summary projections of future revenue and expenditure activity (2 years)*
  - e. *Findings and recommendations on the financial structure and sustainability of the fund.*

## 3. Workplan

In order to complete the noted deliverable, the Project Team has anticipated the following workplan:

### **Step 1: Hold Initial Meeting**

The Project Team will meet with the Administrator for Business and Finance, to review the internal communications plan, project goals, and work plan.

1. Organize project logistics:
  - a. Discuss project goals, work plan, and timeline
  - b. Define reporting and communication expectations
2. Identify primary points of contact for:
  - a. Financial information
  - b. Policy information
3. Review data request and designate responsible parties
4. Discuss interview logistics

## **Step 2: Request & Analyze Data & Information**

As discussed during Step 1, the Project Team will request from the previously defined responsible parties various data and documents to facilitate its work, including but not limited to:

1. Governance documents, policies, and procedures
2. Hansom School Contract – 2 most recent
3. Audit management letters if reference to the Hanscom School Contract is noted
4. Any internal forms or documents used for the implementation and administration of the Hanscom School Contract
5. Historical revenue and expenditure data (Excel) – FY2021/2022/2023
6. Any financial reports beginning FY2021 related to the Hanscom School Contract
7. A list of key staff who engages with administration of the Hanscom School Contract

## **Step 3: Interviews with Key Staff (TBD)**

The Project Team and the Administrator for Business and Finance will work together to jointly identify the representatives to be interviewed, if any. The Project Team will interview key staff to understand their general procedures as they relate to the Hanscom School Contract administration, as well as to solicit ideas and suggestions for improvements to the processes and procedures.

## **Step 4: Develop Draft Report**

The Project Team will create a draft report for review and feedback that will document the methodology, findings, and recommendations. The principal components of the report will include:

1. Executive Summary
2. Current Practices
3. Budgeting and Calculation Methodologies
4. Historical Revenue and Expenditures
5. Revenue and Expenditure Projections
6. Findings and Recommendations: Financial Structure and Sustainability
7. Conclusion

Feedback from the Administrator for Business and Finance will be incorporated into the report as appropriate.

## **Step 5: Develop & Submit Final Report**

The Project Team will finalize and transmit the final document in electronic format to the Administrator for Business and Finance. The final report will be comprehensive, and all relevant data, analyses, and supplemental research will be included in either the body of the report or in appendices.

## **4. Responsibilities**

### **Responsibilities of the Center**

The Center Project Team will act at all times in an attentive, ethical, and responsible manner. The Center will assign a project manager, who will serve as the primary point of contact for the duration of the project. The project manager shall be available to the Lincoln Public Schools to discuss any issues or challenges.

Throughout the course of the project, the project manager shall facilitate completion of work according to the agreed-upon timeline and communicate with the client project liaison to discuss and resolve any issues with the timeline and to consider proposed modifications to the timeline.

Please note that the Collins Center does not provide legal services or accounting services.

### **Responsibilities of Lincoln Public Schools**

Lincoln Public Schools will identify a project liaison to the Center for the duration of the work. The project liaison will have responsibility for communicating the nature and value of the project to employees and managers and for managing logistics throughout the project (e.g., scheduling meetings, identifying meeting space, etc.).

Lincoln Public Schools shall agree to provide necessary access to its employees, records, and agreed-upon data, and to respond to requests for information, comment, and scheduling in a timely manner.

Lincoln Public Schools will stand behind the accuracy and completeness of data provided to the Center for work on the project. In the event that there are questions or concerns about data accuracy or completeness, these will be made known to the project team when the data are provided.

The project timeline will be determined in conjunction with the Lincoln Public Schools prior to finalizing the agreement. To facilitate completion of work according to the timeline, the Lincoln Public Schools will provide timely response to requests. This shall include but not be limited to: provision of documents and data, access to employees, officials and/or facilities, feedback on Center work products, etc. The project team will work to schedule the initial project meeting upon receipt of any preliminary documents and data requested.

The project liaison will work with the Center project manager to discuss and resolve any issues with the timeline and to consider any proposed modifications to the timeline.

For all steps in the workplan, delays in the schedule not caused by the Center, requests for expansion of scope, or other significant unforeseen developments may lead to a renegotiation of scope, timeline, cost, or all three.

## **5. Timeline**

Below is the preliminary proposed project timeline. Please note, the earliest a Center Team could be available to begin the project would be September 2023.

<b>Event</b>	<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4</b>	<b>Month 5</b>	<b>Month 6</b>
<b>Step 1: Initial Meeting</b>	X					
<b>Step 2: Request &amp; Analyze Data</b>	X	X	X	X		
<b>Step 3: Interview Key Staff (TBD)</b>		X	X			
<b>Step 4: Develop Draft Report</b>				X	X	
<b>Step 5: Finalize &amp; Submit Report</b>						X

## **6. Fee for Services**

The Collins Center will provide the scope of services presented in this proposal for an all-inclusive fee of \$23,000.00. The Center will invoice Lincoln Public Schools for \$11,500 after Step 3 and the remaining \$11,500.00 upon completion of the work.

The Center is available to provide additional professional services beyond the scope of this project on an hourly cost basis through June 30, 2024, at the rates noted in the table below.

Any proposed scope expansion shall be discussed with the project manager. The team may be available to provide additional professional services beyond the scope for a fixed-fee or on an hourly cost basis. Standard rates are:

<b>Position</b>	<b>Hourly Rate</b>
Director of Municipal Services	\$135
Public Services Manager	\$125
Management Analyst	\$75
Associate	\$125
Senior Associate	\$155
Graphic Designer	\$100