



**EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT**  
JOHN W. MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES  
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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 Financial Policies and Procedures Review.

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 FINANCIAL POLICIES AND PROCEDURES REVIEW 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 Town, in partnership with the District, will pursue a Community Compact Best Practices Grant to fund a review and documentation of any existing formal and informal District financial policies and procedures. It is understood the Center Team will use School Committee policies codified in Sections D Fiscal Management and J Student Activities as the baseline of the review and recommend additional policies accordingly. Separately, the Center Team will evaluate and update the financial portions of the District’s existing Operations Manual based upon current and best practice standards. The result of this engagement will be a package of financial management policies and procedures which represents best practices in municipal finance while reflecting the District’s needs and preferences.

## 2. Project Deliverables

The deliverables will be as follows:

1. *Comprehensive package of financial management policies and*
2. *Financial procedures manual*

## 3. Workplan

In order to complete the noted deliverables, the project team will follow the workplan outlined below:

### **Step 1: Convene a financial policies and procedures working group**

The Collins Center project team will convene a working group that will be tasked with reviewing, drafting, and recommending a package of financial policies and procedures to the School Committee for consideration. The working group *may* include the Superintendent, Administrator for Business and Finance, Town Accountant, Treasurer/Collector, representative(s) from the School Committee, Finance Committee, and/or others. The composition of the working group will be determined through conversations with the District’s project lead.

### **Step 2: Review and document existing financial policies and procedures**

The project team will review the District’s existing written financial policies and procedures, if any, and interview District staff as needed to document any unwritten policies and procedures. These policies and procedures will be compared with best practices identified by the Center. The project team will discuss any recommended changes with the working group.

### **Step 3: Develop financial policies and procedures package**

The project team will draft any new policies and procedures as discussed and then facilitate a series of virtual meetings with the working group to review and edit the drafts. Below is a **sample list** of topics. The final list will be developed in conjunction with the District.

- General Fund Budget
  - Balanced Budget
  - Submission of Budget and Budget Message
  - Revenue and Expenditure Forecast
  - Position Control/Vacancies
- Enterprise Fund
  - Self Sufficiency and Rates
- Reserve Fund/Fund Balance
  - Stabilization Funds
- Capital Improvement Planning
  - Capital Budget
  - Capital Financing
  - Capital Improvement Planning Process
- Grant Management
  - Grant Administration
  - Impact on Operating Budget
  - Impact on CIP and Debt Management
- User Fees
  - Fees and Charges
- Use of One Time Revenue
  - Use of One Time Revenue
- Unfunded Liabilities
  - Pensions/Retirement
  - Other Post-Employment Benefits (OPEB)
- Risk Management
  - Risk Management Program
- Accounting/Auditing/Financial Reporting
  - Annual Audit
  - Comprehensive Annual Financial Report
- Procurement and Purchasing
  - Procurement and Purchasing Policy
- Operations
  - Monthly Reporting
  - Cash Collections
  - Reconciling Cash and Receivables
  - Cash Flow Forecasting and Budgeting
  - Disbursements
  - Employee Reimbursements
  - Anti-Fraud

- Revenue Processing
- Tailings
- Year-End Closing
- Aging Accounts Receivables

#### **Step 4: Deliver final proposed financial policies and procedures**

The project team will deliver a final package of proposed financial policies and procedures for consideration. If requested, the project team will attend a virtual public meeting to make a presentation of the policies and procedures.

#### **Step 5: TBD – Possible presentation of recommendations to School Committee**

If requested by the District, the project team will present a summary of recommendations to the School Committee.

## **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 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 Lincoln Public Schools prior to finalizing the agreement. To facilitate completion of work according to the timeline, 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 or upon award of a Community Compact Grant, whichever is later.

| <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: Convene Working Group</b>  | <b>XXXX</b>    |                |                |                |                |                |
| <b>Step 2: Review &amp; Document Existing Policies / Procedures</b>               | <b>XXXX</b>    | <b>XXXX</b>    | <b>XXXX</b>    |                |                |                |
| <b>Step 3: Develop Policies &amp; Procedures Package</b>                          |                |                |                | <b>XXXX</b>    | <b>XXXX</b>    |                |
| <b>Step 4: Transmit Policies &amp; Procedures Package</b>                         |                |                |                |                |                | <b>XXXX</b>    |
| <b>Step 5: TBD – Possible Presentation of Recommendations to School Committee</b> |                |                |                |                |                | <b>XXXX</b>    |

## **6. Fee for Services**

The Collins Center will provide the scope of services presented in this proposal for an all-inclusive fee of \$25,000. The Center will invoice the Lincoln Public Schools for \$12,500 after Step 2 and the remaining \$12,500 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 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 |