

# Budget Update

School Committee Meeting  
January 27, 2022

# Strategic Priorities Related to Improvement Initiatives

## AIDE Action Plan

- **Family Connections and Community Engagement**
  - All families identify how they prefer communication from faculty and staff
  - Clarify expectations and provide guidance for faculty about how often and about what they should communicate with families
  - Quarterly sessions with families of color and district leadership to intentionally hear about families' ongoing lived experiences in the district
  - Develop collaborative relationships with community partners in supporting district efforts to create equitable conditions for students in their extended day activities; identify targeted areas within AIDE to collaborate on in the coming years
  - School-based accountability/ tracking system set in place to ensure that faculty are making positive connections with families
  - Continue strengthening relationships with community partners and take action on targeted areas
- **Planning for an AIDE Administrator**
  - Assess our needs and work with school and town DEI groups to identify potential paths toward creating a unique role for an AIDE administrator
- **Plan for recruitment, hiring, and retention of faculty, staff, and admin of color**
  - Review and refine hiring practices; After Action Review (AAR) of 2021-22 hires
  - Participate in DESE Teacher Diversification PLC; use the PLC to define diversity in recruitment and hiring and craft a long-term plan including an approach and set of shared resources for spring 2022 hiring
  - Set specific goals and targets to fill a certain amount of vacancies over the course of the next 5 years with faculty and staff of color in each school
  - Quarterly sessions with faculty and staff of color, principals, and superintendents to intentionally hear about ongoing lived experiences in the district

# Strategic Priorities Related to Improvement Initiatives

## District Strategic Priorities

- **AIDE and Deeper Learning**
  - Outcomes: Faculty see a very clear connection between Deeper Learning and AIDE
  - We are creating a system of differentiated learning experiences to be used in perpetuity for faculty, administrators, and staff, including consistent annual training for new employees to ensure that all faculty and staff have common language, experiences, and understanding around AIDE
  - Faculty take ownership and leadership of their individual AIDE growth through affinity and book & action groups
  - Agree on set of aligned P-8 standards for SEL and AIDE
  - Accelerate and monitor student learning
- **Hiring, Recruitment, and Retention of Faculty, Administrators, and Staff of Color**
  - Outcomes: A recruitment plan is developed; the hiring process is revised to value applicants of color and to ensure equity of opportunity for candidates of color; a set of components are in place to support our current faculty and staff of color that directly lead to more faculty and staff of color being hired and staying in the district
    - Listening Sessions
    - Teacher Diversity Professional Learning Community
    - AC conducts an After Action Review (AAR) of hiring process and results from last spring/summer

# Faculty Residency - AIDE and Deeper Learning Coach

## FY23 AIDE/Deeper Learning Focus

- Directly coach teachers to achieve more AIDE-centered, Deeper Learning in their classrooms.
- Work with teachers on planning high quality Deeper Learning experiences
- Provide coaching and feedback to peers in a non-evaluative setting
- Model Deeper Learning and culturally responsive pedagogy
- Support ongoing professional development and resource-creation

ARPA Funding, \$71,999 built into FY23 budget

# Community Engagement and Communications Specialist

This role will help the district improve our engagement with families, in particular, and the community in general.

- Provide tools, training, and support for teachers and administrators
- Improved communication through multiple modalities, including social media channels
- Support communications in the midst of crises
- Oversee translation and interpreter needs and ensure that district and school communications are accessible to all families
- School and district weekly newsletters
- Survey development, management, and analysis; focus group facilitation
- Development of a family helpline
- Parent and employee training and support communications that may include video development and photography
- Develop district branding and communications that share the stories of great learning and achievement in our schools
- Strengthen relationships with community partners such as MA Audubon, DeCordova, HAFB, Lincoln Outreach, WIDE, IDEA, Parks and Recreation, LEAP, Magic Garden

\$71,999 (ARPA Swap)

# Human Resources Manager

## District Areas of Need:

- Recruitment and hiring with a focus on increasing the diversity of our workforce
- Employee onboarding
- Ongoing professional training for employees in the areas of Title IX, Harassment, Discrimination, OSHA, Food Services, Professional Conduct
- Mandated Training development and tracking
- Organize and oversee processes and timelines of internal investigations
- Development and maintenance of employee, student, and family handbooks
- Support collective bargaining processes
- Employee evaluation processes and other contractual processes
- Substitute hiring
- Exit interviews
- Oversee Freedom of Information Act (FOIA) and other records requests
- Collection and analysis of district data related to hiring and retention, enrollment, and staffing

\$80,000

# District AIDE Administrator

- District level administrator
- Works in partnership with all district administrators to develop and carry out the Strategic Priorities related to AIDE
- Works with administrative team to recruit and hire a diverse workforce
- Carries out ongoing needs assessment to inform the district of areas for growth and progress made
- Develops, manages, and analyzes data to help the district understand the experiences of and outcomes for all students, families, and staff
- Monitors and reports on the outcomes and impact of strategic work for students, families, and employees
- Develops and implements ongoing professional development in the district
- Serves as a community liaison to Town and HAFB community groups and leadership
- Works with outside agencies and consultants to support the continual growth of the district including MA Audubon, DeCordova, HAFB, Lincoln Outreach, WIDE, IDEA, Parks and Recreation, LEAP, Magic Garden

\$120,000

# Personnel to Support Strategic Priorities

<b>Priority Area</b>	<b>Position</b>	<b>Funding</b>
AIDE and Deeper Learning	Faculty Residency Position (AIDE and Deeper Learning Coach for year 1)	ARPA funding for one year, FY23, operating budget in subsequent years
Family connections and community engagement	Community Engagement and Communications Specialist Position	Operating budget initiated in FY23
Planning for an AIDE Administrator	AIDE Administrator Position	Operating budget in future years
Plan for recruitment, hiring, and retention of faculty, staff, and admin of color	Human Resources Manager Position (TDPLC Team, Administrator Team)	Operating budget in future years

# Strategic Planning and Capacity for New Positions

## Priorities:

- Positive impact on outcomes for students and families
- Thoughtful holistic plan that takes all factors into consideration
  - School and district needs
  - Impact of adding positions in FY23 on subsequent personnel decisions
  - Fiscal capacity and responsibility
  - Potential impact of collective bargaining on future budgets
  - Anticipated budget pressures
  - How decisions for the FY23 budget impact our options for FY24 and subsequent years

# Budget Considerations

State and federal funding related to COVID has helped us for FY21 and FY22

We have had less school spending in FY21 and FY22 due to restrictions on activities, conference attendance, etc.

Increased Circuit Breaker funding allowed us to include Improvement Initiatives in our FY23 budgets

The decisions we make for the FY23 budget will have implications for FY24 and beyond

# Budgetary Impact/Solutions for HR Manager

- Assumption of \$15,000 salary savings due to potential turn over in ESP positions (Lincoln)
- Reduction in Personnel Control Account (Hanscom)
- Potential CASE transportation credits (unknown at this time)
- End of Year Pre-purchase of Special Education tuitions and transportation to create space in FY23 budget (potential amount is unknown at this time)
- Reduce innovation line in Superintendent's budget in Lincoln and Hanscom Budgets, \$15,000 in each budget
- Hanscom Reserve Fund transfer, as needed

	Total Projected Revenue				Lincoln				Hanscom		
Funding Source	FY24	FY25	FY26*		FY24	FY25	FY26		FY24	FY25	FY26
<b>Total Projected New Revenue (Estimated)</b>	<b>\$976,474</b>	<b>\$1,015,624</b>	<b>\$1,142,627</b>		<b>\$344,398</b>	<b>\$339,308</b>	<b>\$347,416</b>		<b>\$632,076</b>	<b>\$676,316</b>	<b>\$795,211</b>
<b>Scenario: Original Proposal: includes Negotiations Budget</b>	\$953,989	\$986,649	\$1,020,433		\$425,608	\$440,139	\$455,170		\$528,381	\$546,509	\$565,263
(Over)/Under Budget	<b>\$ 22,485</b>	<b>\$ 28,975</b>	<b>\$ 122,194</b>		<b>\$ (81,210)</b>	<b>\$ (100,831)</b>	<b>\$ (107,754)</b>		<b>\$ 103,695</b>	<b>\$ 129,807</b>	<b>\$ 229,948</b>
Funds Remaining for OOD Tuition, Transportation, Utilities, other	\$22,485	\$28,975	\$122,194		Budget Gap	Budget Gap	Budget Gap		\$103,695	\$129,807	\$229,948
<b>Scenario: All Positions includes Negotiations Budget</b>	\$ 1,158,989	\$ 1,196,774	\$ 1,235,811		\$ 528,108	\$ 545,202	\$ 562,859		\$ 630,881	\$ 651,572	\$ 672,952
(Over)/Under Budget	<b>\$ (182,515)</b>	<b>\$ (181,150)</b>	<b>\$ (93,185)</b>		<b>\$ (183,710)</b>	<b>\$ (205,894)</b>	<b>\$ (215,443)</b>		<b>\$ 1,195</b>	<b>\$ 24,744</b>	<b>\$ 122,259</b>
Funds Remaining for OOD Tuition, Transportation, Utilities, other	Budget Gap	Budget Gap	Budget Gap		Budget Gap	Budget Gap	Budget Gap		\$ 1,195	\$ 24,744	\$ 122,259

# FY23 Budget Request: Lincoln Schools

Base Budget	\$12,504,704
Improvement Initiatives	\$151,217
Total Proposal	\$ 12,655,921
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FY23 FinCom Guidance (+2.5%)	\$ 12,655,921
+ Medicaid TM Article	\$14,300
FY 23 Lincoln Schools Budget	\$12,670,221
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Additional required for FY23	\$0

# Proposed FY 23 Budget Detail - Lincoln

<b>Lincoln</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>Variance</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Preliminary</b>	
<b>Personnel</b>	\$8,948,960	\$8,965,065	\$9,220,233	\$9,695,543	\$10,053,110	\$357,567
<b>Supplies, Equipment &amp; Services</b>	\$2,362,173	\$2,641,703	\$2,595,652	\$2,665,996	\$2,617,111	-\$48,885
<b>Total Preliminary Budget</b>	\$11,311,133	\$11,606,768	\$11,815,885	\$12,361,539	\$12,670,221	\$308,682

# FY 23 Budget Request: Hanscom Schools

Base Budget	\$16,974,575
Improvement Initiatives	\$163,993
Total Proposal	\$17,138,568
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FY23 proposal – contract price* includes \$200,000 GASB 45*	\$17,138,568
Additional required for FY23	\$ 0

# Proposed FY 23 Budget Detail - Hanscom

<b>Hanscom</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Revised</b>	<b>FY23 Preliminary</b>	<b>Variance</b>
<b>Personnel</b>	\$10,985,192	\$11,574,778	\$11,524,055	\$12,157,394	\$12,989,483	\$832,089
<b>Supplies, Equipment &amp; Services</b>	\$4,789,006	\$3,922,088	\$3,282,477	\$4,429,942	\$4,149,085	-\$280,857
<b>Total Preliminary Budget</b>	\$15,774,198	\$15,496,866	\$14,806,532	\$16,587,336	\$17,138,568	\$551,232