



# LINCOLN PUBLIC SCHOOLS

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ADMINISTRATOR FOR BUSINESS AND FINANCE

March 19, 2012

To: Lincoln School Committee  
Michael F. Brandmeyer, Superintendent of Schools  
From: Buckner Creel, Administrator for Business and Finances  
Subject: Proposed FY13 Budget Adjustments

Background. The Superintendent presented the FY13 Preliminary Budget on November 10, 2011. That budget proposal presented this year's program at next year's projected cost, and included improvement initiatives. During subsequent meetings, the School Committee discussed the budget proposals and shaped funding priorities, which resulted in changes to the budgets. At its meeting on February 2, 2012, the School Committee approved the FY13 Lincoln budget in the amount of \$9,703,367, but deferred the approval of the FY13 Hanscom budget until an award decision for the Hanscom contract was made by DODEA.

The Hanscom contract was awarded on February 29, 2012. The administrative team has reviewed the enrollment projections, events on both campuses which occurred subsequent to the preparation of the Preliminary Budget and the implications of the Hanscom price structure, and has proposed a number of changes to the both the Lincoln and Hanscom FY13 budget for School Committee consideration. On March 29, the Superintendent will ask the School Committee to review the proposed changes and, if comfortable with the proposed adjustments, vote the FY13 Hanscom Budget and adjustments to the Lincoln Budget. If the School Committee requires additional information or time the vote can be scheduled for the April 12<sup>th</sup> SC meeting.

## **FY13 Lincoln Budget**

Background. The need to make adjustments to several budget lines has arisen since the Lincoln budget was approved in February. All adjustments are within the total budget currently approved by the School Committee and proposed for Town Meeting.

The FY13 budget proposal includes operating three summer camps: a Math Camp and a K-2 Achievement Camp, both of which were continuations of successful programs from last year, and a 5-6 Achievement Camp, approved as an improvement initiative for FY13. In preparing implementation plans, several matters became apparent: the demand for "seats" in the camps was higher than projected, and the initiative estimates and the budget amounts for the camps were lower than actual requirements. In response, the administration proposes offering an additional section in the Math Camp and the K-2 Achievement Camp. One of the additional sections would be funded through the METCO grant, and the second additional section would be funded through other budget adjustments totalling \$5,520.

During recent discussions, the administrators reached the conclusion that we should increase math leadership on both campuses. The decision by Massachusetts to adopt the National Common Core standards in math requires the district to review and revise

math program instruction and assessment at all levels. On the Lincoln campus, this increase in leadership requires adding 0.1 FTE of math content specialist at \$9,200.

We want to make visible the district's commitment to home and hospital tutoring support by adding a budget line of \$500.

Finally, the process of reviewing the budget revealed several areas which could be adjusted, for a total of \$15,220.

Summary.

Budget additions \$15,220:

- Additional 0.1 FTE math content specialist \$ 9,200
- Adjust summer camp budget & include additional section \$ 5,520
- Add home hospital budget \$ 500

Budget reductions \$15,220:

- Decrease advertising budget \$ 2,000
- Decrease VHS funding \$ 2,000
- Various personnel salary adjustments \$11,720

**FY13 Hanscom Budget**

Background. The Preliminary Budget was prepared based on a projected enrollment in the 550-599 band, and the target budget amount was set to \$11,104,870. During the budget review in preparation for responding to the Hanscom solicitation, the following improvement initiatives totalling \$72,637 were deferred:

- HPS Portable Sound Systems \$ 13,464
- HMS 0.5 FTE Technology Integrations Specialist \$ 28,363
- HMS Transition Specialist / Academic Coach \$ 28,363
- HMS Portable Sound Systems \$ 2,448

The process to prepare a response to the Hanscom solicitation resulted in a series of 35 prices representing separate budgets for seven enrollment bands for each of the five potential contract years. The prices were based on the current program, as presented in the Preliminary Budget and adjusted to meet the needs of expected future changes and increased enrollment at the various bands. A strong driver in creating the solicitation budgets was the desire to produce a competitive price structure.

At the same time, assessment of the student enrollment at both Hanscom schools changed, particularly after we received the solicitation from DODEA with the Preschool program requirements. This resulted in increasing Preschool staffing levels, and adding an additional 1.0 FTE regular education teacher to the Band 3 solicitation budget. These additions when combined with other adjustments resulted in a Band 3 solicitation budget of \$10,957,330, a reduction of \$147,540 from the Preliminary Budget. Over one-half of this amount, \$75,107, came from facilities project and maintenance accounts in the Buildings and Grounds section, in recognition of the reduced requirements for the next few years as the Hanscom Middle School building is replaced. The balance came from reducing the Personnel Control account.

Current budget proposals. The current enrollment of 559 at the Hanscom Schools puts us in Band 3, 550-599 students, but it seems prudent to make plans for a budget under the Band 2 price, in case the enrollment dips below 550. Both Band 2 and Band 3 prices are substantially below the Preliminary Budget from last November. Additionally, our understanding of the demographics of the enrollment at the Hanscom Schools has changed slightly from the solicitation period, requiring some adjustments in the staffing models. The administrators identified changes required to meet the current needs for each of the two scenarios, which are discussed below.

Budget for Band 3, 550-599 students.

The contract price for Band 3 is \$10,957,330. The original post-award Band 3 budget proposal was \$10,985,692, which created an initial gap of \$28,362. During subsequent discussions the gap grew to \$70,170 for the reasons discussed below. To meet the Band 3 price, the administration proposes several changes.

As described earlier and for the same reasons, the administrators reached the conclusion that we should increase district-wide math leadership. On the Hanscom campus, this increase in leadership requires adding 0.1 FTE of math content specialist at \$8,400.

The Preschool enrollment on the Hanscom campus continues to increase, and the post-award Band 3 budget includes an additional 0.5 FTE teacher and a 1.0 FTE instructional assistant beyond that originally envisioned in the solicitation budget, at a cost of \$44,629. The one-to-one technology pilot has pointed out the need for continued support for technology integration, which adds \$15,000 to the budget, and we want to make visible the district’s commitment to home and hospital tutoring support by adding a budget line of \$500.

To fund these changes, the process of reviewing the budget revealed several areas which could be adjusted, for a total reduction of \$70,170.

Band 3 Summary.

Budget additions \$70,170:

- Additional 0.5 FTE Preschool teacher \$28,362
- Additional Preschool instructional assistant \$16,267
- Additional technology integration support \$15,000
- Additional 0.1 FTE math content specialist \$ 8,400
- Add to Personnel Control Account \$ 1,641
- Add home hospital budget \$ 500

Budget reductions \$70,170:

- Reduce utilities budget \$ 27,000
- Adjust Preschool Director FTE at 0.9 instead of 1.0 \$ 17,170
- Decrease HMS DDMS Improvement Initiative \$ 10,000
- Adjust SBM budgets \$ 10,000
- Reduce Professional Development \$ 2,000
- Decrease VHS funds (program remains intact) \$ 2,000
- Decrease advertising budget \$ 2,000

Budget for Band 2, 500-549 students.

The contract price for Band 2 is \$10,725,348, a reduction of \$379,522 from the Preliminary Budget. The original post-award Band 2 budget proposal was \$10,826,430, which created an initial gap of \$101,082. During subsequent discussions the gap grew to \$141,521 for the reasons discussed below. To meet the Band 2 price, the administration proposes several changes.

All of the additions and reductions made in the Band 3 review process were first applied to the Band 2 gap. Initially the post-award Band 2 budget proposal included an additional 1.0 FTE regular education teacher and a 1.0 FTE Preschool instructional assistant not included in the solicitation budget. In subsequent discussions, the administrators decided against increasing the teacher allocation by 1.0 FTE, anticipating that the class size policy would potentially require opening only one new section at the Band 2 enrollment, and that the additional 1.0 FTE teacher already included in the Preliminary Budget would be sufficient. The additional reductions taken are listed below.

Band 2 Summary.

Budget additions \$141,521:

• Additional 0.5 FTE Preschool teacher	\$ 28,362
• Additional Preschool instructional assistant	\$ 16,267
• Additional technology integration support	\$ 15,000
• Additional 0.1 FTE math content specialist	\$ 8,400
• Add home hospital budget	\$ 500
• Increase teacher allocation by 1.0 FTE	\$ 56,725
• Additional Preschool instructional assistant	\$ 16,267

Budget reductions \$141,521:

• Reduce utilities budget	\$ 27,000
• Adjust Preschool Director FTE at 0.9 instead of 1.0	\$ 17,170
• Decrease HMS DDMS Improvement Initiative	\$ 10,000
• Adjust SBM budgets	\$ 10,000
• Reduce Professional Development	\$ 2,000
• Decrease VHS funds (program remains intact)	\$ 2,000
• Decrease advertising budget	\$ 2,000
• Eliminate HMS Operation Eagle Eye Summer Initiative	\$ 4,000
• Reduce teacher allocation by 1.0 FTE	\$ 56,725
• Reduce HPS document cameras initiative	\$ 4,326
• Reduce Preschool field trip budget	\$ 2,250
• Reduce budget for new classroom set-up	\$ 2,050
• Reduce conference registration budget	\$ 2,000

**Recommendations.**

The administration recommends that the School Committee VOTE to approve the adjustments proposed for the FY13 Lincoln Budget.

The administration recommends that the School Committee VOTE to approve the FY13 Hanscom Budget at the FY13 Band 3 price of \$10,957,330, incorporating the adjustments presented at the March 29, 2012 meeting.