

### Lincoln Public Schools

<b>FY '17 Actual</b>	<b>FY '18 Budget</b>	<b>FY '19 Proposed</b>
<b>\$10,751,020</b>	<b>\$11,176,203</b>	<b>\$11,455,608</b>

#### General Information

The Lincoln Public School Committee operates the Lincoln Public Schools Preschool to Grade 8 programs on the Lincoln Campus on Ballfield Road and at the Hanscom Primary School and Hanscom Middle School located on Hanscom Air Force Base. The Committee's overarching goal is to maintain and improve educational programming and school facilities within the fiscal constraints established by the Lincoln Finance Committee and the contract with the Department of Defense to operate the Hanscom schools.

The FY '19 budget for the operation of the Lincoln School is a budget request representing an increase of 2.5%, within the growth guideline established by the Finance Committee. The budget is also supported by approximately \$1.16 million in grants, fees and reimbursements. This level of support will provide the resources needed to maintain the existing program and make modest improvements in supports for students and teachers. The School Committee continues to operate the schools at Hanscom under a contract with the Department of Defense. This contract is beneficial to the district and provides funding for half the cost of central office operations, curriculum and instructional leadership and professional development. The value of the contract is between \$65 million and \$76 million over five years, depending upon enrollment.

At the 2015 Town Meeting, an allocation of \$750,000 was approved to fund an MSBA feasibility study if invited into the MSBA process. In December 2016, the Town received notification that the Lincoln School was not invited into the eligibility process. The 2017 Town Meeting approved a warrant article to reappropriate the funds allocated in 2015 to conduct a Lincoln-only funded feasibility study to start a school project. The School Building Committee started work last summer to develop options to be presented for Town consideration at a special Town Meeting on June 9, 2018 and will give an update on progress to date at the regular 2018 Town Meeting.

The School Committee and administration continue to work with the Department of Defense on a design and construction program for a new Primary School for Hanscom. The federal government will fund the entire project. The total project cost for the Hanscom Middle School was approximately \$34 million and can serve 310 students in 85,000 square feet of new educational space. Construction was completed in April 2016. The construction contract for the replacement Hanscom Primary School to serve 450 was awarded last summer, and is currently under construction. The new Primary School is projected to cost \$42 million for the 80,000 square feet of new educational space to be constructed on the current Primary School footprint

and will be connected directly to the new Middle School when completed in the summer of 2019.

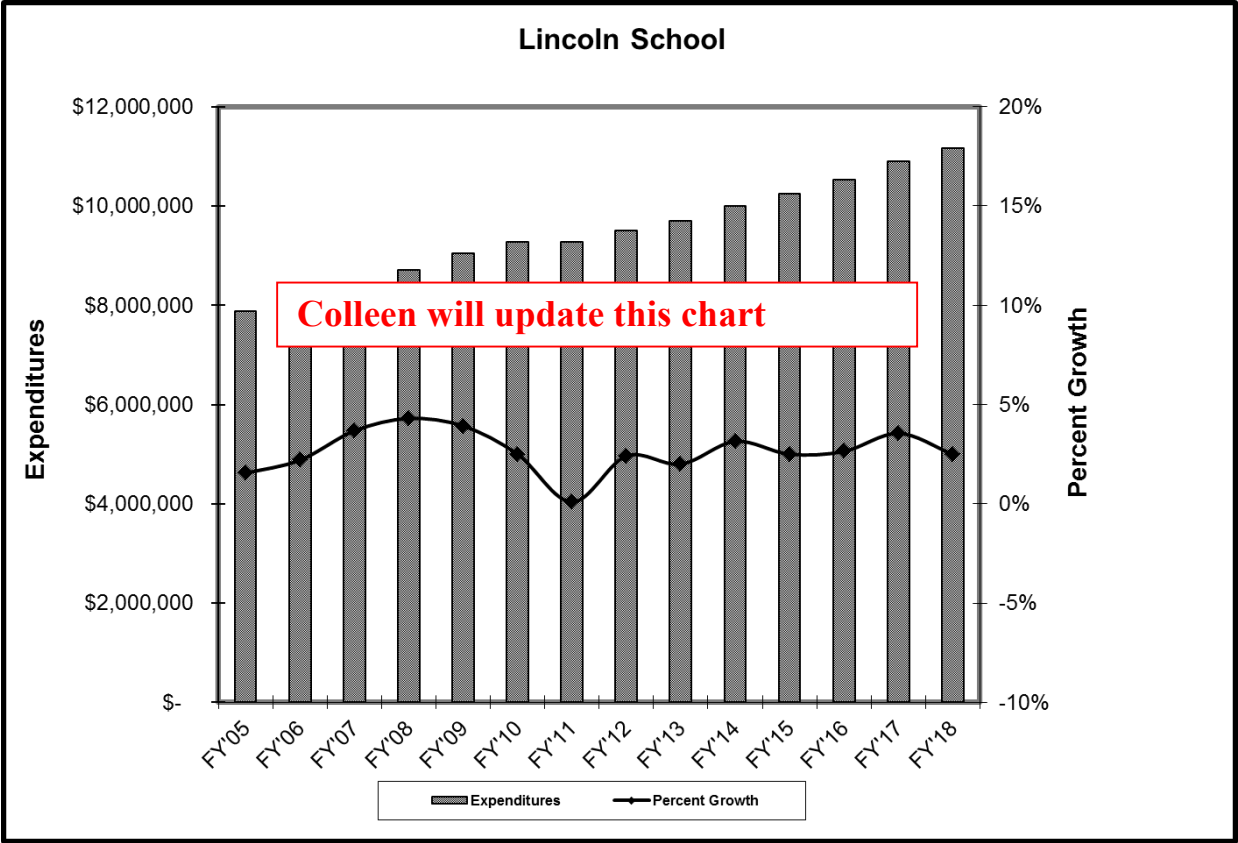
The School Committee requested funds for several capital warrant initiatives in recognition of the need for continued maintenance and repair of the current Lincoln School, pending the outcome of the ongoing building project discussions. Cash capital in the amount of \$75,000 is recommended for continued preventive maintenance and classroom rehabilitation. These funds support routine maintenance for several smaller projects each year. Maintenance projects will be needed until a revitalization project is underway.

### **Key Issues**

- Lincoln School K – 8 enrollment for the 2018-2019 school year is projected to decrease slightly to 536, compared to 544 students enrolled on October 1, 2017. The number of classroom sections will remain constant at 30 sections, and the number of sections at each grade will adjust to match the size of each cohort moving through the school. The Lincoln School will continue to enroll students from Boston through the METCO program, and the projected enrollment of METCO students is 91.
- Personnel costs continue to represent over 80% of the Lincoln School's operating costs. The School Committee is in negotiations with the union representing the custodians, and completed negotiations with the union representing the faculty, and remains confident that it will be possible to advance this year's program into next year and stay within the proposed budget.
- Two major initiatives related to the educational program are included in the FY '18 budget request. The first supports some significant professional and curriculum development in the areas of literacy and social-emotional learning. The second initiative will increase available support to students by adding a full-time psychologist. The district continues to work on refining the systems for standards-based teaching, assessing and reporting established for grades kindergarten through eighth grade.

### **Warrant Articles**

- Article 8, District-wide Safety/Security Radio System: \$39,104
- Article 8, Instructional Technology-Display & Audio, Phase 2: \$36,361
- Article 13, Annual classroom rehabilitation and preventive maintenance program: \$75,000
- Article 20, Transfer Medicaid reimbursements into budget: \$37,000



**Portion of report below not updated**

**Annual Town Report, FY 2017  
Lincoln Public Schools  
Executive Summary**

**I. Initiatives**

Lincoln has a high-achieving K-8 school and a lot to be proud of. The administration of the Lincoln Public Schools, with the support of the School Committee, continues to work to improve the quality of the Lincoln education. Over the past year, this effort has had several key areas of focus, including:

**Collaboration**

The District is continuing to support and encourage the use of collaborative practices by faculty. Effective teams can reduce teacher isolation, can fuel academic and professional growth, and will lead to a more complete understanding of the individual needs of each student. The number of collaborative projects has increased across both campuses, with promising results in both the elementary and middle schools. As a result of faculty collaboration, students undertake projects that integrate several areas of the curriculum, they are taking ownership of their learning through civic engagement and through self-assessment and reporting opportunities, and they are spending increased time learning through authentic experiences outside of the classroom.

The District provides support for this work through professional development with experts in the area of project-based learning, by providing compensation for curriculum development, and by providing opportunities for visits to other schools and to academic conferences.

### **Innovation**

In collaboration with the Lincoln School Foundation, the District is working to create a culture and structures that support innovation and risk-taking to improve student engagement and learning. This effort includes the provision of funding for new approaches to instruction, and the creation of forums for sharing innovative practices with colleagues.

### **Technology**

As digital technology becomes increasingly important in education, both as a tool and as a subject, the District is working to implement a nuanced integration of technology into instruction, with an effort to differentiate the areas in which technology substitutes for previous tools and methods, where it augments, where it allows for a significant redesign of instructional tasks, and where it allows for the creation of whole new ways of learning. The District also places an emphasis on teaching students to be safe and discerning users of technology.

The District is also working to improve the systems that teachers use to record and retrieve student data. A more effective system, which we hope to have in place by the beginning of the 2017-18 school year, will create data-entry efficiencies for teachers and will allow for more effective differentiation of instruction.

## **II. Outcomes**

The administrative team has identified a set of Key Yearly Measures, in-district measures of proficiency in English and Math for all grades, that will provide crucial information about performance and growth with greater validity and immediate applicability than the state standardized tests. Once the District is confident that the assessments are being applied with consistency, then we will start to publish the aggregate results as one set of measures of the effectiveness of our initiatives.

Students at the Lincoln Public Schools continue to take the annual MCAS exams, while the students at many of the neighboring districts have taken a different statewide exam (PARCC). So we can compare the MCAS results from the spring of 2016 with previous years at Lincoln, but our ability to compare Lincoln's results with those of the neighboring districts is very limited.

In 2016, 79% of the 8<sup>th</sup> grade students at the Lincoln School scored Proficient or Advanced on the Science and Technology MCAS, up from 71% in 2015, and above the statewide average of 41%. On the Mathematics MCAS, 87% of the Lincoln 8<sup>th</sup> graders scored Proficient or Advanced in 2016, up from 81% in 2015, and above the 2015 statewide average of 60%. In the ELA portion of the MCAS tests, 98% of the 2016 8<sup>th</sup> graders in Lincoln scored Proficient or Advanced, down slightly from the 100% who received top scores in 2015 (60 out of 61 students in 2016, compared to 52 of 52 in 2015).

## **Special Education**

The Lincoln Public Schools District acts in accordance with state and federal laws related to special education. The Individuals with Disabilities Education Act (IDEA) of 2004 requires the provision of a free and appropriate public education (FAPE) in the least restrictive environment for all children with disabilities. While IDEA is the legal standard, the District values the philosophical tenet of educating students in the least restrictive environment to the extent possible to meet their individual needs. Inclusive schools provide children with disabilities a diverse and stimulating environment for learning and provide increased opportunities for social interactions, increased achievement of IEP goals, and enhanced skill acquisition and generalization.

An indicator of the District's success in this regard is that, in the 2014-2015 school year, 92.2% of the LPS students in Special Education were in full-inclusion programs, which means that they spent 80% or more of the school day in general education classrooms. The District takes great pride in the skilled professionals, administrative leadership and programmatic supports that make this level of full-inclusion possible. The average full-inclusion rate for the six neighboring towns was 72.5%, ranging from 59% in Bedford to 87% in Wayland.

## **III. District Profile**

### **Enrollment**

On October 1, 2016, there were 577 students in grades K through 8 on the Lincoln campus, including 89 Boston-resident students enrolled through the METCO program, 23 children of non-resident employees, and 4 students enrolled through the CASE collaborative. An additional 5 Lincoln students are enrolled in special-needs programs outside the District. The 2016 enrollment is 20 lower than the 2015 enrollment, and 5 more than the 2014 enrollment. The District also has 524 children in grades K through 8 on the Hanscom campus, and 117 children in pre-schools (57 on the Lincoln campus and 60 at Hanscom).

### **Staffing**

In the 2015-2016 school year, the District (Lincoln and Hanscom) had 117.5 full-time equivalent teachers, down from 121.4 the previous year, and the student-teacher ratio rose slightly from 10.2 to 10.4. In 2014-2015 (the most recent year for which the DESE has compiled the data), the average teacher salary at the Lincoln Public Schools was \$86,451, up from \$82,249 the previous year (a 5.1% increase). Among the six neighboring districts, the average teacher salary was \$85,889, and among the four nearby towns with comparable populations and comparable levels of commercial activity (Carlisle, Cohasset, Dover and Sherborn), the average teacher salary was \$92,433.

### **Class Size**

In 2015-2016, the average class size in the District was 15.8, up slightly from the previous year. The six neighboring communities had an average class size of 17.4, ranging from 14.5 in Bedford to 21.5 in Sudbury. Among the comparably small districts, the average class size was 19.5.

### **Per-pupil Expenditure**

The residents of Lincoln provide support to the public school district in line with our commitment to educational outcomes. In 2014-15, the per-pupil expenditure (PPE) for the District was \$20,982, a 5.1% increase over the previous year. Among the neighboring districts, the average PPE was \$18,109 (a 4.5% increase from the previous year), ranging from \$14,710 in Sudbury to \$22,768 in Weston. Among the comparable small districts, the average PPE was \$19,196.

Another fiscal measure is total annual education spending per resident (which includes not just LPS, but also the town contributions to Lincoln-Sudbury High School and Minuteman). In 2015, Lincoln's education spending per resident was \$1,988, which is a decrease from 2013 (\$2,097), and is markedly lower than in the neighboring towns, where the education spending per resident ranged from \$2,637 in Lexington to \$3,197 in Weston. (The per-capita education spending is even higher in Carlisle, Dover and Sherborn.)

### **IV. Challenges**

At the 2017 Town Meeting, the residents of Lincoln will be deciding whether to proceed with the planning for a comprehensive renovation program of the Lincoln school. The effort to find a solution that serves the educational program and constitutes a valuable investment of town resources will require a significant dedication of time and energy by the town and by the LPS administration. At the same time, the school administration will be managing the construction of a new primary school on the Hanscom campus (fully funded by the Department of Defense), and the town will be planning for a community center.

Meanwhile, the basic educational challenges continue: how to support effective collaboration among teachers, how to increase student engagement, how to maintain the high quality of service for the increasing population of children with special needs, how to encourage innovation in instruction, how to make the most of the new technologies. We are thankful for the partnership with the District Administration, the Lincoln Teachers Association, the Lincoln School Foundation, and the PTO in facing these challenges and are confident regarding our collective ability to address them fruitfully for the benefit of our children, our families and the town overall.

**We welcome your feedback. For more information on the Lincoln schools, including our budget, Annual report to town meeting, complete MCAS report, visit [Lincnet.org](http://Lincnet.org) and [DESE](http://DESE).**