

# Section III: Program 1000: Education

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This section includes detailed information about the FY2023 Operating Budget & Financing Plan for education. It includes:

- 1100 Lexington Public Schools III-2
- 1200 Minuteman Regional High School III-18

## BUDGET OVERVIEW

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January 4, 2022

Dear School Committee Members, Elected Officials, and Residents of Lexington:

The school budget development process is a 400-hour yearlong endeavor that involves many. Our dedicated Finance Office staff holds countless meetings with program leaders and administrators to inform the process, thoroughly analyzing and refining the draft until the budget reflects the needs of our students and not necessarily the district-wide wants. We take our commitment to our students and Lexington taxpayers seriously, and I am grateful for the diligent and thoughtful efforts of many. My thanks and appreciation goes to the Assistant Superintendent for Finance and Operations and to all who contribute to this effort, including our talented student artists!

Each year we listen closely to community feedback in an effort to make the budget document more user-friendly. One such suggestion was to incorporate an easily accessible high-level overview of the budget. Here are some highlights of the Lexington Public Schools FY 2023 Recommended Budget for those interested:

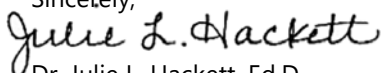
- As the pandemic evolves, it is important to know that the recommended budget is predicated on a full, pre-COVID return to teaching and learning, similar to the FY 2022 budget.
- The LPS allocation is \$128.25 million, representing a 4.38% increase from the previous year.
- For many years the total number of positions substantially increased each year. The proposed budget includes an overall decrease of 1.3 FTEs (full time equivalents), reflecting our commitment to a consolidation of positions and departments where and when appropriate.
- We have successfully negotiated collective bargaining agreements with the Tech Unit. Currently, we are in negotiations with Unit C and the SEIU, and we will begin bargaining with the LEA-Unit A and the ALA. This proposed budget accounts for all anticipated increases.
- Personnel costs are the greatest factor in a school budget with the majority of resources dedicated to salaries (83%) and the remainder dedicated to non-salary expenses (17%).
- In addition to the school budget, LPS annually receives approximately \$4 million in grants to further support the needs of our students. We carefully manage these funds, ensuring that we receive the maximum benefits to which we are entitled.

Budget development during a pandemic hasn't been easy for anyone. Labor shortages strained supply chains and volatile enrollment projections further complicate matters. Nationwide, school enrollment plummeted by nearly three million in 2020. The U.S. Census Bureau indicates that this is the most significant enrollment decrease in more than two decades. As of October 1st, LPS has approximately 312 fewer PK–5 students than projected. Unfortunately, Lexington High School—the one school where we could use the most relief from enrollment pressures—experienced virtually no decline, and the overcrowding in grades 9–12 persists. School districts in surrounding communities with similar demographics experienced even sharper enrollment declines.

Slowly, we are beginning to see our enrollment numbers stabilize, but how many students will return is one of many unknowns. Aldous Huxley said, "There are things known and things unknown, and in between are the doors of perception," which perfectly captures the pandemic budget development dilemma. Facts and figures alone are no longer adequate, and we have learned to trust our instincts and rely on our best guesses to develop appropriate staffing models to meet the needs of the nearly 7,000 students we serve.

Setting aside these challenges, I am incredibly thankful for your continued support. LPS is an outstanding school system filled with amazing students, staff and school community members who make "joy in learning" a daily priority. Many unknowns will continue to test our thinking and challenge our resolve as we enter into a new year, but there is no obstacle too great when it comes to our school community's commitment to our children.

Sincerely,



Dr. Julie L. Hackett, Ed.D.  
Lexington Public Schools  
Superintendent of Schools

## The Strategic Plan of the Lexington Public Schools, 2019–2029

### **Mission Statement**

Joy in learning; curiosity in life;  
and compassion in all we do.

### **Our Core Values**

- We all Belong
- Use Your Mind
- Be Curious & Have Fun
- Care for Yourself & Others
- Do Your Part
- Be Courageous
- Embrace Your Revolutionary Spirit
- You are Enough

### **Vision Statement**

- Diversity, Equity, Inclusion
- Redefining Success
- Students as Active Agents
- Authentic Learning Experiences
- Community Partnership

### **Strategic Goals**

- Goal 1: Address and Narrow Equity Gaps—Identify, address, and narrow equity gaps in student opportunities, experiences, and achievement, ensuring the meaningful inclusion and integration of every member of our school community.
- Goal 2: Redefine Success—Transform our practices, systems, and structures to reflect a broader definition of success for our students, staff, and schools, including new measures of student achievement that extend beyond academics to include the knowledge, skills, and attributes students need to be prepared for the future and content in life.
- Goal 3: Cultivate Student Agency—Cultivate student agency and a sense of self-efficacy by ensuring that all our Pre-K–12 students' educational experiences place them at the center of their learning; consistently revisit our curriculum, instruction, assessment, and professional learning practices to (1) ensure relevancy and student voice; (2) to teach students to set their own meaningful goals; (3) to value productive struggle as they work toward them; and (4) to reflect and monitor their progress toward attaining those goals.
- Goal 4: Innovate for Sustainable Change—Refine and improve our school- and district-wide practices, systems, and structures related to managing innovation and promoting lasting change. We will develop clear decision-making structures and communication methods to prevent initiative overload and enable us to more consistently scale up promising practices.

The complete Strategic Plan document can be found here: <https://bit.ly/33jADU5>.

## Organizational Structure

The Education Reform Act of 1993 determined that the School Committee's charge is (1) to select and/or terminate the Superintendent; (2) to review and approve the budget; and (3) to establish educational goals and/or policies for the district consistent with the requirements of law and statewide goals and standards established by the Department of Elementary and Secondary Education.

### School Committee Members

Kathleen Lenihan, Chair	Term Expires: 2024
Eileen Jay, Vice Chair	Term Expires: 2022
Deepika Sawhney	Term Expires: 2024
Scott Bokun	Term Expires: 2022
Sara Cuthbertson, Clerk	Term Expires: 2023

## Budget Development

### Budget Process

Annually, the administration develops its capital and operating budgets, which begin July 1 and end June 30. This highly collaborative and public process engages the School Committee, the Select Board, the Appropriation Committee, the Capital Expenditures Committee, municipal and school staff, and citizens. The employees of the Finance Office are responsible for coordinating, developing, and monitoring the annual budget process. Each year, the School Committee develops its annual goals, budget guidelines, and budget calendar. These provide the administration with the roadmap to develop the recommended annual budget. The Superintendent is tasked with developing a budget that advances the district in concert with the outlined policy objectives. The School Committee is responsible for reviewing and approving the budget for incorporation within the complete Town budget.

### Major Steps in FY 2023 Budget Development:

**Summer:** School Committee and Superintendent establish Collective Goals.

**Early Fall:** School Committee approves annual budget guidelines and calendar.

**Fall:** Staff develop budget recommendations.

**Late Fall/Early Winter:** All departments meet with the Assistant Superintendent for Finance and Operations to review existing staffing levels, review budget priorities, and discuss anticipated budget requests. During this time, a series of working summit meetings including the School Committee, the Select Board, the Appropriation Committee, and the Capital Expenditures Committee are conducted to discuss the current financial health of the Town, along with any budgetary issues, and provide policy guidance to the municipal and school staff in finalizing budget recommendations. The Superintendent, in consultation with the Assistant Superintendent for Finance and Operations and the School Department's Administrative Council, reviews budget requests and makes recommendations for all school programs to the School Committee. The School Committee takes the recommendations of the Superintendent and after public hearings on the Superintendent's Budget Recommendations, makes final budget decisions consistent with their collective goals.

**Early Spring:** Before Town Meeting members discuss financial articles, the approved budget of the School Committee is distributed to Town Meeting members and the finance committees; it also is available to citizens at the Library and the Town Manager's Office. In addition, the budget documents are publicly available on the Lexington Public Schools website: <https://bit.ly/31jCHKK>.

**Spring:** The Annual Town Meeting begins in March with meetings held on weekday evenings. Town Meeting debates and adopts the School Department budget as part of the complete Town budget. Town Meeting has authority over the total appropriation of school department funds, but line-item authority and spending priorities are the purview of the School Committee.

## **Budget Guidelines**

On September 28, 2021, the School Committee voted the FY 2023 Budget Guidelines and requested that the Superintendent present a level-service budget that attempts to address the eleven highlighted areas. These guidelines serve as the basis for the Superintendent's Recommended Budget in FY 2023. For purposes of clarification, a level-service budget is defined as an allocation of the funds necessary to replicate the current level of services provided, accommodating changes in enrollment, all legal requirements, including current collective bargaining requirements, and special education laws. The FY 2023 budget guidelines are as follows:

In order to provide for the educational needs of Lexington students, the Superintendent of Schools will develop a fiscal year 2023 budget that will:

1. Ensure the safety, security, and social-emotional well-being of our students, and continue the Town's joint effort on mental health.
2. Ensure all legal and contractual mandates are met.
3. Ensure professional staffing guidelines will be met and class sizes will remain within the established guidelines, to the extent possible given space and personnel limitations.
4. Identify efficiencies and cost-saving measures that do not compromise the educational program.
5. Include sufficient operating and capital funds to:
  - a) continue the current level of services;
  - b) be responsive to projected enrollment changes and corresponding needs, including those related to staffing, instructional supplies, and facilities;
  - c) move the district forward in meeting the increasing technological demands in various educational settings; and
  - d) implement a master capital plan to expand school capacity and meet changing enrollment.
6. Maintain capital assets in order to support the instructional program, protect the physical assets of the Town of Lexington, and ensure the health and safety of our students and staff.
7. Identify funds and strategies to implement diversity, equity, and inclusion efforts and to increase the cultural proficiency of our school community.

8. Identify funds and strategies to implement world language programs at the elementary level, including scheduling, phasing, staffing, and curricula materials that promote a comprehensive and sustainable program.
9. Identify funds and strategies to continue to leverage and support social and emotional learning efforts throughout the district.
10. Continue to explore possible alternatives and improvements to school programs at all levels, the scope and sequence of science classes at the secondary level, and continue the research and implementation of graduation requirements.
11. Identify costs, impacts, and an implementation plan associated with potential reintroduction of remote learning and hybrid learning models related to any significant resurgence of COVID-19 health crisis.
12. Identify funds and/or strategies necessary to implement the multi-year comprehensive Lexington Public Schools Strategic Plan for the district, to include equity and master planning.

## Budget Calendar

Each year, the Superintendent presents a budget calendar to the School Committee. This calendar outlines the timing of events and guides the budget development process. This timeline can be found below:

### **2021**

September 14	School Committee Reviews Proposed LPS Technology Capital Budget Request
September 21	Google Form link distributed for FY 2023 staffing and expense budget requests. FY 2023; Google Form requests for staffing and expenses are due to the Assistant Superintendent for Finance and Operations at the date of individual budget meetings
September 22	Fall Fiscal Guidelines Summit
September 28	School Committee reviews FY 2023 budget calendar and FY 2023 budget guidelines
October 12 (tentative)	School Committee approves FY 2023 budget calendar and FY 2023 budget guidelines
October 1-4	FY 2023–2027 IT capital budget submitted to Town of Lexington
October 1–October 15	Review capital proposals: Superintendent, Director of Public Facilities, and Assistant Superintendent for Finance and Operations
October 1–October 15	Superintendent, Director of Public Facilities, and Assistant Superintendent for Finance and Operations discuss project requests with administrators
October 14	Summit I: Financial Indicators; 5–Year Forecast; Initial Revenue Projection; LPS to present enrollment figures and other relevant updates

*FY 2023 Superintendent's Recommended Budget*

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October 18	Senior Management Team presents project list for potential American Rescue Plan Act (ARPA Grant)
October 18–October 29	SPED budget staffing meetings (with Assistant Superintendent for Finance and Operations, Assistant Director of Finance, Director of Special Education, ETS, and building principals)
October 22	Submittal of Town (Municipal & School) FY 2023–2027 Capital Requests to Capital Expenditure Committee (CEC) and Community Preservation Committee (CPC)
November 1–November 19	Budget Review: Central Office and department staff meet at assigned times with Assistant Superintendent for Finance and Operations and Assistant Director of Finance
TBD	Recommended FY 2023–2027 capital budget requests approved by the School Committee (School Department and Public Facilities)
November 8–November 18	Fall Special Town Meeting
November 30	Town Manager begin FY 2023 Budget Hearings
December 2	Summit II: Final Revenue Allocation Model
December 18 (tentative)	Superintendent finalizes FY 2023 budget recommendation
December 24–December 31	School Vacation Week
December 29	Budget distributed to School Committee and posted to website
<b><u>2022</u></b>	
January 3	Superintendent's Budget Presentation to LPS staff
January 4	School Committee Meeting: Superintendent's Budget Presentation
January 10 (tentative)	Town Manager Submittal of Preliminary Operating and Capital Budget to Board of Selectmen (White Book)
January 13	Summit III: White Book
January 18	Public hearing: School Committee Public Hearing and discussion of the Superintendent's Recommended FY 2023 Budget: Location: TBD
January 24	Public Hearing: Superintendent's Recommended FY 2023 Budget: Location: Selectmen's Meeting Room
February 8	School Committee FY 2023 budget discussions, consideration of community feedback on FY 2023 Operating Budget (including fees) and FY 2023–2027 Capital Budget



February 10	Summit IV (if needed)
February 14 (tentative)	Select Board vote to approve FY 2023 Recommended Operating Budget and FY 2023–2027 Capital Improvement Plan (CIP)
February 21 (tentative)	2022 Annual Town Meeting School Committee Fiscal Year 2023 Recommended Operating Budget document finalized (TMMA)
February 22	School Committee adopts FY 2023 Operating Budget (including fees) and FY 2023–2027 Capital Budget
March 7 (tentative)	Distribution of FY 2023 Recommended Operating and Capital Budget to TMMA, Town Manager, Senior Management Team, Appropriation Committee, Capital Expenditures Committee, Select Board, School Committee, Central Office, and Principals
March TBD	Annual Town Meeting (Mondays and Wednesdays until completed; Town Meeting does not meet during April school vacation week)
March TBD	Budget presentation to Town Meeting by the Town Manager and Superintendent
April 25	Notification of budget approvals; Employee Action Forms sent to Human Resources
June 1	School Operating Budget opens for entry of supply and services requisitions

*Approved by School Committee 9/28/2021*

## **Revenue Allocation Process**

The Town of Lexington has established a collaborative budget development process that is conducted through a series of budget summit meetings. These budget summit meetings begin in October and end in February. These meetings include the School Committee, the Select Board, the Appropriation Committee, and the Capital Expenditures Committee. Topics covered at these meetings include:

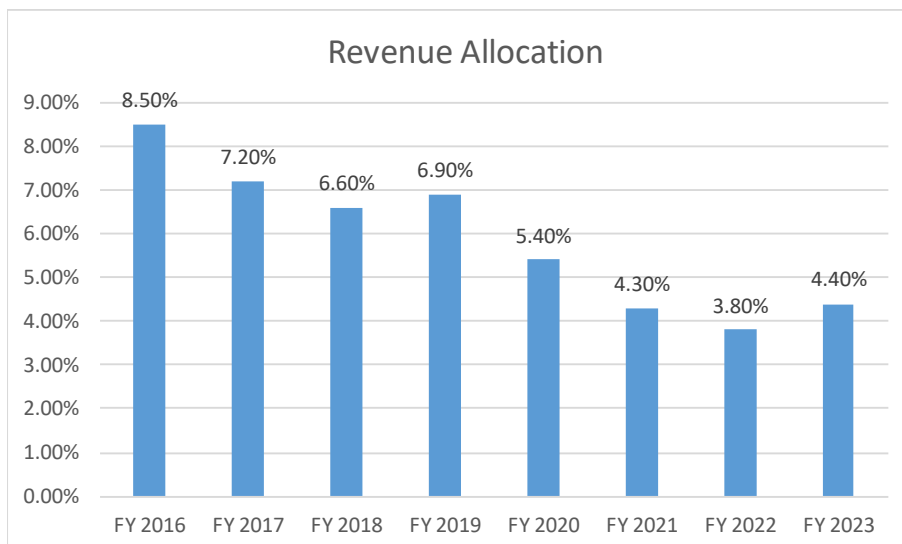
- Summit I: Financial Indicators; 5-Year Forecast; Initial Revenue Projection
- Summit II: FY 2023 Revenue Allocation Model
- Summit III: FY 2023 White Book Review
- Summit IV: FY 2023 Brown Book Preview

The Revenue Allocation Model, first presented at Summit II on December 2, 2021, provides for a projected 4.4% increase over the School Department's FY 2022 budget, the detail of which is broken out in the table that follows:

**FY 2023 Revenue Allocation Model**

<b>\$258,921</b>		<b>Projected FY 2023 Revenue</b>			
		<b>Shared</b>	<b>Municipal</b>	<b>School</b>	
(1)	\$ (123,377)	\$ -	\$ -	\$ (123,377)	FY 2022 School Budget
(2)	\$ (43,510)	\$ -	\$ (43,510)	\$ -	FY 2022 Municipal Budget - Community Center Support
(3)	\$ 778	\$ -	\$ 278	\$ 500	Remove One-time Funding Due to Pandemic
(4)	\$ (3,506)	\$ (3,506)	\$ -	\$ -	FY 2023 Minuteman
(5)	\$ (8,159)	\$ (8,159)	\$ -	\$ -	FY 2023 Contributory Retirement
(6)	\$ (17)	\$ (17)	\$ -	\$ -	FY 2023 Non-Contributory Retirement
(7)	\$ (32,723)	\$ (32,723)	\$ -	\$ -	FY 2023 Benefits
(8)	\$ (200)	\$ (200)	\$ -	\$ -	FY 2023 Unemployment
(9)	\$ (625)	\$ (625)	\$ -	\$ -	FY 2023 Workers' Comp
(10)	\$ (895)	\$ (895)	\$ -	\$ -	FY 2023 Property and Liability Insurance
(11)	\$ (200)	\$ (200)	\$ -	\$ -	FY 2023 Uninsured Losses
(12)	\$ (390)	\$ (390)	\$ -	\$ -	FY 2023 Solar Production Payment
(13)	\$ (8,543)	\$ (8,543)	\$ -	\$ -	FY 2023 Debt Service
(14)	\$ -	\$ -	\$ -	\$ -	Pay Down Principal for Land Purchases
(15)	\$ (750)	\$ (750)	\$ -	\$ -	FY 2023 Reserve Fund
(16)	\$ (12,642)	\$ (12,642)	\$ -	\$ -	FY 2023 Facilities Department Budget
(17)	\$ (44)	\$ (44)	\$ -	\$ -	Facilities PIRs
		\$ (500)	\$ -	\$ -	Set-Aside for as yet to be identified needs
		\$ (200)	\$ -	\$ -	Unanticipated Current Fiscal Year Needs
		TBD	\$ -	\$ -	Debt Service Mitigation
		\$ (700)	\$ -	\$ -	Transition Free Cash out of Operating Budget - 3rd of 5 years
		\$ (57)	\$ -	\$ -	Tax Levy Dedicated to Capital Stabilization Fund
(18)	\$ (16,848)	\$ (5,245)	\$ -	\$ -	Capital Stabilization Fund
		\$ (5,312)	\$ -	\$ -	Cash Capital
		\$ (1,930)	\$ -	\$ -	OPEB
		\$ (2,670)	\$ -	\$ -	Street Improvement Program
		\$ (220)	\$ -	\$ -	Building Envelope Program
		\$ (15)	\$ -	\$ -	Senior Tax Work-Off Program
(19)	\$ (251,651)	\$ (85,542)	\$ (43,232)	\$ (122,877)	Base Budget - Used for Allocation
			26.0%	74.0%	Percentage - Municipal and School Only
(20)	\$ 7,269	\$ -	\$ 1,892	\$ 5,377	Incremental Revenue
			4.4%	4.4%	Percent of Current Budget

**Revenue Allocation History & Trends:** Below is the growth factor approved during the last eight budget cycles:



**Recommended Budget and Summary of Significant Budget Changes**

Funding Sources	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 107,667,945	\$ 113,222,275	\$ 118,318,895	\$ 122,633,481	\$ 128,009,947	\$ 5,376,466	4.38%
Fees & Charges	\$ 443,500	\$ 331,482	\$ 88,500	\$ 243,500	\$ 244,500	\$ 1,000	0.30%
Special Education Stabilization Fund				\$ 500,000	\$ -		
Total 1100 Lexington Public Schools	\$ 108,111,445	\$ 113,553,757	\$ 118,407,395	\$ 123,376,981	\$ 128,254,447	\$ 5,377,466	4.36%

Appropriation Summary	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget Recommended	Dollar Increase	Percent Increase
Salary and Wages	\$ 90,271,520	\$ 94,593,795	\$ 96,807,462	\$ 102,654,658	\$ 106,450,152	\$ 3,795,494	3.70%
Expenses	\$ 16,832,878	\$ 15,015,367	\$ 18,464,904	\$ 20,222,323	\$ 21,804,295	\$ 1,581,972	7.82%
Total	\$ 107,104,398	\$ 109,609,162	\$ 115,272,366	\$ 122,876,981	\$ 128,254,447	\$ 5,377,466	4.38%
Special Education Stabilization Fund				\$ 500,000			
Total 1100 Lexington Public Schools	\$ 107,104,398	\$ 109,609,162	\$ 115,272,366	\$ 123,376,981	\$ 128,254,447	\$ 5,377,466	

\* Amounts shown are general fund only and does not reflect spending supported by Labbb Credit,Circuit Breaker Funds, Revolving Funds, or local/state/federal grant funds

Transfer to Unclassified (Health, Medicare, Workers Comp) \$0.00 0.00 FTE

**Total Recommended \$ 128,254,447 \$ 5,377,466**

**Unallocated from Revenue Allocation Model \$ -**

The School Department was allocated a Revenue increase of \$5,377,466 (4.36% increase) for FY 2023 through the Revenue Allocation Model adopted at Summit II. The School Department will not be requesting a \$500,000 allocation out of the Special Education Stabilization Fund for FY 2023, as it had in the development of the FY 2022 budget. These funds should not be needed in FY 2022 due to sound fiscal management.

For FY 2023 the salaries and wages line is increased by \$3,795,494 (or 3.70%) to support existing position cost of living adjustment increases, lane changes, and step increases. Salaries and wages comprise 83.00% of the School Department budget. The expense line is recommended to increase by 1,581,972 (or 7.82%) over the FY 2022 appropriation.

**Negotiated Salary Increases**

The FY 2023 budget includes funding for estimated wage increases for all collective bargaining units and non-union positions, including both step increases and cost of living adjustments (COLA). The current status of collective bargaining agreements, corresponding expiration dates, and negotiated adjustments is listed below:

Bargaining Unit	Contract Term	Negotiated Increases
LEA: Unit A	09/01/2019 – 08/31/2022	Effective Sept. 1, 2019: 2.25% Effective Sept. 1, 2020: 2.25% Effective Sept. 1, 2021: 3%
LEA: Unit C	09/01/2018 – 08/31/2021	Pending; prior contract was 2% year to year
LEA: Unit D	07/01/2019 – 06/30/2023	Effective July 1, 2020: 2.25%

		Effective July 1, 2021: 2.5%; Effective July 1, 2022: 2.75%
LEA: Tech	07/01/2021 – 06/30/2024	Effective July 1, 2021: 2.25% Effective July 1, 2022: 2.5% Effective July 1, 2023: 1.5% (with modifications to steps)
ALA: Administrators	07/01/2019 – 06/30/2022	Effective Sept. 1, 2019: 2.25% Effective Sept. 1, 2020: 2.25% Effective Sept. 1, 2021: 3%

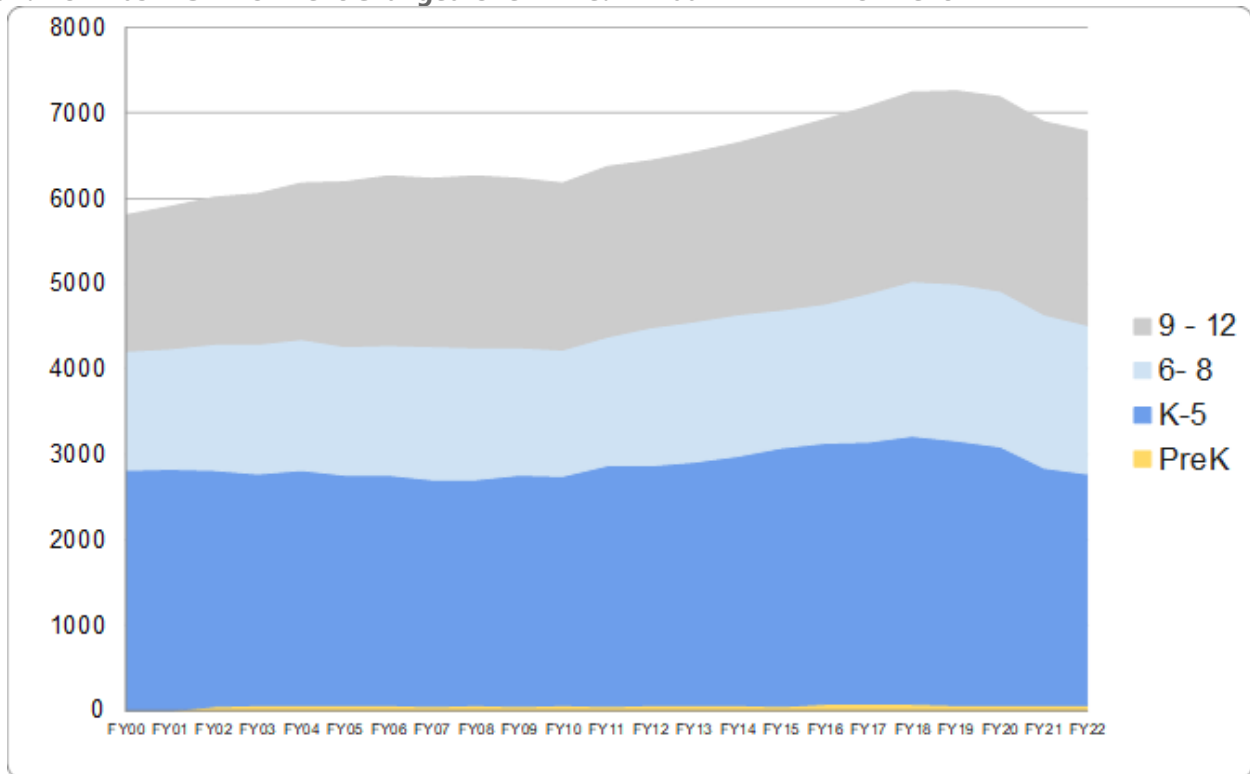
## Enrollment Fluctuation and Changing Operational Conditions Due to the Pandemic

At the time of this report’s publication LPS and our community were still experiencing the impacts of the global COVID-19 pandemic. In March 2020, conditions required LPS and other schools across the Commonwealth to switch to remote instruction for all students. During the 2020–2021 school year, LPS implemented full-time remote learning for families who opted to continue with this learning model (referred to as the Remote Learning Academy or RLA), a week in / week remote Hybrid learning model, and full-time in-person learning for our most vulnerable learners. As described in the *LPS FY 2022 LPS Superintendent's Recommended Budget*, this combination of learning models, along with the broader impact of the COVID-19 pandemic, affected staffing, increased expenses for supplies and materials, and affected other operations, such as bus transportation, food services, technology, and curriculum design and delivery.

Shifting our focus to the 2021–2022 school year and beyond, distribution of Coronavirus vaccines is continuing. As of May 13, people aged 12 and older who live, work, or study in Massachusetts were able to get vaccinated against COVID-19. As of October 25, 2021, 89.1% of this age group was fully vaccinated. On October 29, 2021, similar approval was granted for those ages 5 to 11. LPS also implemented a staff vaccination requirement (with approved religious or medical exemptions). While this is very much welcomed news and has allowed for a return to more typical school operations, LPS continues to experience the impacts of the pandemic and are planning in a somewhat uncertain environment.

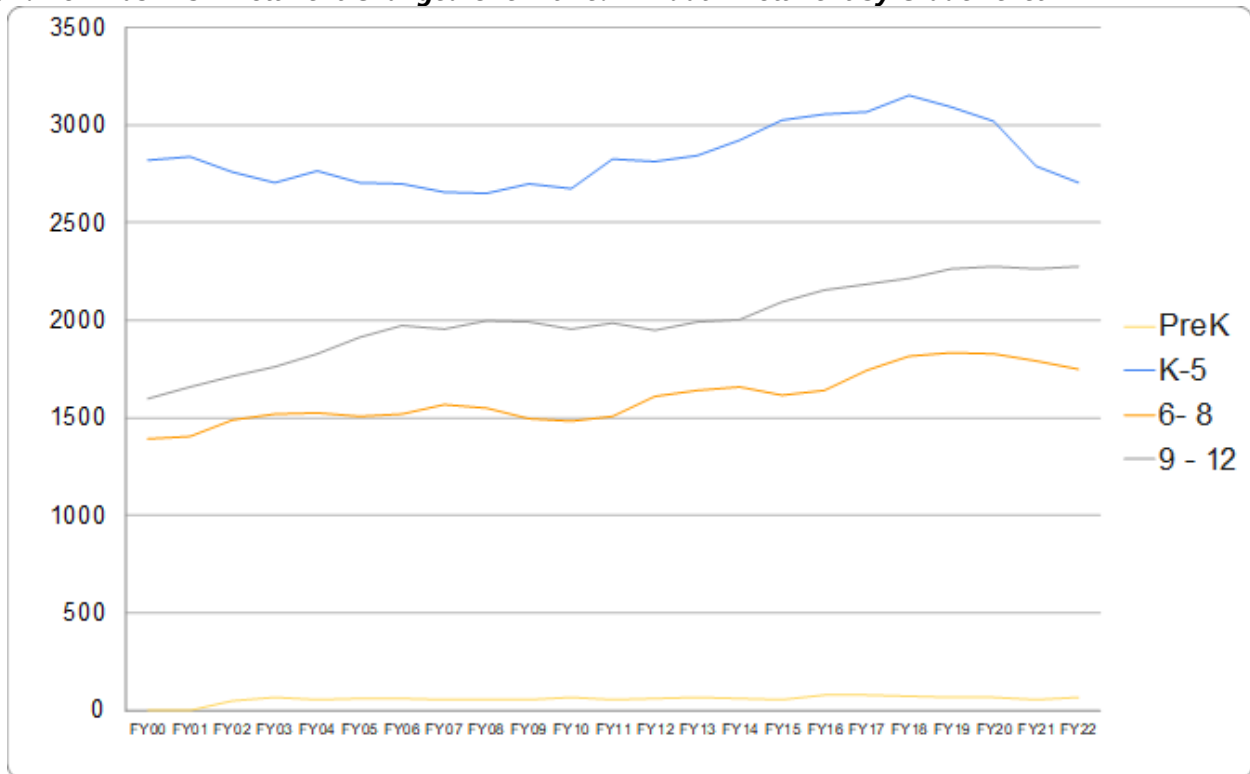
Like many school systems across the Commonwealth, LPS experienced a significant drop in enrollment in FY 2021. In 2019–2020, corresponding with the timing of the pandemic, K to 12 enrollment declined by 278 students, a significant deviation from the prior trend. This decline has continued into 2020–2021 (-121 students K to 12 from the previous year).

**Fig. 1: How has LPS Enrollment Changed Over Time? Annual PK - 12 Enrollment**



As with historical enrollments, it is critically important to note that enrollment changes continue to vary across grade levels. Variation in enrollment, as well as variation in staffing models, student schedules, programs, facilities and other operational details, must be taken into account while planning and can be more critical than changes in overall enrollment. While enrollment has declined at the elementary and middle school level during the last few years, enrollment has remained stable at the high school level (See Fig 2).

**Fig. 2: How has LPS Enrollment Changed Over Time? Annual Enrollment by Grade Level**



The majority of the decline from the last two years comes from the elementary level (-317 K to 5 students out of -399 total) and occurred in FY 2021 (-278 students FY 2020 to FY 2021, -88 students FY 2021 to FY 2022). Elementary enrollment had been declining prior to the pandemic and was previously projected to continue to decline slightly until leveling out or beginning to increase again around 2022–2023. However, the decline that occurred during FY 2021 and again in FY 2022 was much larger than expected.

In contrast, high school enrollment has remained relatively stable during this time and continues to be well over the building's planned operating capacity for large core spaces, such as the cafeteria and other spaces (2,273 as of October 1, 2021 with spaces designed for a capacity of 1,850). Current high school enrollment would need to decline by approximately 425 students for the core spaces to be within the planned operating capacity.

In 2020–2021 a portion of the decline in elementary enrollment was the consequence of lower than typical kindergarten enrollments (See Table 3), a similar pattern observed in other communities. As of October 1, 2020, Lexington enrolled 309 kindergarten students (compared to 382 to 414 students during the previous years). Although K enrollment had been declining prior to this year, the decline of 73 students in kindergarten was much sharper than recently experienced. This year's K enrollment (343) is higher than 2020–2021, but is still lower than pre-pandemic levels. As larger cohorts graduate from the system and these smaller than typical cohorts replace them, the net impact is an overall decline in enrollment.

**Table 3: How does Enrollment Vary by Grade? (FY 2019 to FY 2022)**

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	1 year change
PK	78	71	69	68	57	67	10
K	414	412	401	382	309	343	34
1	493	493	467	453	408	364	-44
2	503	526	509	507	480	441	-39
3	556	535	552	538	507	494	-13
4	577	590	560	563	532	519	-13
5	523	594	605	576	554	541	-13
6	608	568	619	615	567	552	-15
7	598	630	574	625	601	591	-10
8	537	615	640	588	625	605	-20
9	552	530	598	607	550	576	26
10	555	576	542	591	599	547	-52
11	557	554	572	526	582	583	1
12	521	552	551	551	530	567	37
<b>K - 5</b>	<b>3066</b>	<b>3150</b>	<b>3094</b>	<b>3019</b>	<b>2790</b>	<b>2702</b>	<b>-88</b>
<b>6 - 8</b>	<b>1743</b>	<b>1813</b>	<b>1833</b>	<b>1828</b>	<b>1793</b>	<b>1748</b>	<b>-45</b>
<b>9 - 12</b>	<b>2185</b>	<b>2212</b>	<b>2263</b>	<b>2275</b>	<b>2261</b>	<b>2273</b>	<b>12</b>
<b>K- 12</b>	<b>6994</b>	<b>7175</b>	<b>7190</b>	<b>7122</b>	<b>6844</b>	<b>6723</b>	<b>-121</b>

Prior to the pandemic, beginning with transition from 8th to 9th grade, it had been typical to have some decline in cohort size as cohorts reached the high school grades. This is due to the combined effect of more students transferring to other schools (see Table 4 for further detail) and also fewer new students entering the system than in other grades.

During the last two years there has been an increase in students enrolled in other grades transferring from LPS. Last year's review of enrollment data from October 1, 2020 found an increase in the number of students transferring to other public schools in Massachusetts, transferring to private schools in Massachusetts, transferring to schools out of state or switching to homeschooling (See Table 4). The largest increase was in the number transferring to in-state private schools (an increase of 112 students from the prior year). Transfers to an out-of-state school or transfers to an in-state public school are more likely to coincide with a residential move out of the Town of Lexington. Private school transfers could also include a residential move, but not always.

A review of transfer reasons from October 2021 (FY 2022) finds a similar level of students transferring to other in-state public schools as last year (FY 2020: 50 students; FY 2021: 93 students; FY 2022: 90 students), both higher than pre-pandemic levels. The number of students transferring to in-state private schools is lower than last year, but still significantly higher than pre-pandemic levels (FY 2020: 45 students FY 2021: 157 students, FY 2022: 135 students.).

Finally, the number of students transferring to schools out-of-state has continued to increase (FY 2020: 104 students FY 2021: 136 students, FY 2022: 150 students).

**Table 4: LPS Transfer Reasons: October FY 2020 to FY 2022**

	Transferred — In state public			Transferred — In state private			Transferred — Out-of-State (public or private)			Transferred — Home-school			Combined Transfer Reasons		
	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22
K	3	5	5	0	7	0	3	5	9	0	0	0	6	17	14
1	2	11	5	2	11	6	5	5	7	0	5	2	9	32	20
2	4	3	9	1	10	4	11	12	12	0	2	2	16	27	27
3	3	9	13	2	17	5	4	8	15	0	1	2	9	35	35
4	2	10	5	2	12	11	4	12	11	1	4	1	9	38	28
5	5	6	5	1	10	13	11	20	6	0	0	0	17	36	24
6	6	3	6	6	20	19	10	13	22	0	0	0	22	36	47
7	6	10	6	2	13	6	5	18	13	0	2	1	13	43	26
8	3	22	22	3	21	40	6	13	9	0	0	0	12	56	71
9	8	5	6	14	14	13	19	16	19	0	0	0	41	35	38
10	1	5	3	8	10	11	13	7	12	0	1	0	22	23	26
11	2	3	4	3	8	4	7	6	13	0	0	0	12	17	21
12	5	1	1	1	4	3	6	1	2	0	0	0	12	6	6
<b>Total</b>	<b>50</b>	<b>93</b>	<b>90</b>	<b>45</b>	<b>157</b>	<b>135</b>	<b>104</b>	<b>136</b>	<b>150</b>	<b>1</b>	<b>15</b>	<b>8</b>	<b>200</b>	<b>401</b>	<b>383</b>

(Source: LPS SIMS, Grade is the student's grade as of the October reporting period)

Among those who continued to reside in Lexington, this was consistent with information gleaned from our [School Attending Children](#) data, which showed a small decrease in the percent of school aged children residing in Lexington enrolled in a Lexington public school. For the last ten years, just under 90% of Lexington children attend one of the local public schools, accounting for the majority of school aged children who reside in Lexington (Table 5). During the most recent year of complete data (2020–2021), this proportion decreased slightly to 86.8%. It appears a greater number of Lexington families opted for homeschool (0.3% in 2019–2020 to 0.7% in 2020–2021) or enrolled in an in-state private or parochial school (8.7% in 2019–2020 to 10% in 2020–2021).



**Table 5: How Many Lexington Children Attend a Lexington Public School (K-12)?**

Year	LPS (K-12)*	% LPS	Voc. Tech. Regional Schools	Collab. Schools	Charter Schools	Out-of-District Public Schools	Home Schooled	In State Private & Parochial Schools	Out-of- State Private & Parochial Schools	Total
2020-21	<b>6624</b>	<b>86.8</b>	70	40	5	29	54	762	46	7630
2019-20	<b>7077</b>	<b>88.8</b>	62	48	1	20	26	692	41	7967
2018-19	<b>6986</b>	<b>89.3</b>	54	47	2	22	27	653	29	7820
2017-18	<b>6982</b>	<b>89.4</b>	51	41	2	19	25	671	23	7814
2016-17	<b>6810</b>	<b>88.9</b>	49	39	1	23	23	677	35	7657
2015-16	<b>6617</b>	<b>88.6</b>	45	37	2	28	25	678	38	7470
2014-15	<b>6621</b>	<b>89.1</b>	40	38	2	15	37	653	27	7433
2013-14	<b>6384</b>	<b>88.4</b>	44	34	2	18	39	674	29	7224
2012-13	<b>6363</b>	<b>88.1</b>	53	32	3	21	33	681	33	7219
2011-12	<b>6545</b>	<b>88.4</b>	53	29	2	19	26	706	28	7408
2010-11	<b>6082</b>	<b>87.3</b>	58	24	0	18	35	715	32	6964
2009-10	<b>6015</b>	<b>89.0</b>	35	17	-	8	-	655	27	6757

(SOURCE: LPS School Attending Children Report)

\*The count for local public schools included in this chart does not include preschool students, state wards, foster care students, homeless students or students attending part time or evening classes. It also does not include students from another city or town, even if they are enrolled in our school system (e.g METCO students).

**Future LPS Enrollment**

Each year the district reviews new student enrollment based on October 1 and produces updated enrollment projections. These projections are offered as a planning tool, but not a definitive prediction of future enrollment. Projections are built on the assumption that historical data and enrollment patterns can offer clues about the future. However, if new variables not present or accounted for in historical data are introduced (i.e. a global pandemic) that have an impact on enrollment, enrollment projections based on this data are unlikely to hold.

**About LPS Projections:**

For the purposes of this budget, a version of the Cohort Survival Method was used, which is one of multiple models the district runs each year. In this version, future kindergarten enrollments are based on a non-linear regression that incorporates 40 years of historical kindergarten enrollments. Average grade-to-grade progression rates are then applied to the rest of the grades. See [LPS Annual Review of Enrollment](#) for more information.

Projections also include 90% confidence intervals, reflecting the inherent uncertainty associated with projections. Correct interpretation of intervals is that there is a 90% chance that the confidence interval contains the true value of future enrollment. It is recommended that plans based on projections consider this confidence interval and incorporate appropriate flexibility. LPS will continue to monitor enrollment very closely and strongly encourage those engaged in planning that considers multiple possible future scenarios when possible.

Updated enrollment projections and confidence intervals are summarized in Table 6. District-wide, Lexington's elementary enrollment is projected to decrease over the next three years. Two primary factors impacting future growth at this level are the size of the incoming kindergarten classes and the size of the outgoing upper elementary cohorts. The recent smaller size of kindergarten classes combined with comparatively larger elementary classes moving to middle school, even with continued cohort growth through elementary, results in lower elementary projections. Although the overall elementary projections for the next three years show an overall decrease, growth in enrollment can and will likely continue to vary across elementary schools and should be factored into decisions about staffing and resource allocation.

Overall middle school enrollment is also projected to decline into FY 2024 (an approximate decline of 50 students) and then level out the following year. Similar to patterns expected at the elementary, the larger outgoing middle school cohorts (currently 552, 591 & 605 in grades 6–8) are projected to be replaced by slightly smaller cohorts moving up from elementary in the next few years (e.g. in FY 2025, cohorts in grades 6–8 are projected to be about 544, 564 and 585). The overall result is a projected decline over the next three years.

The updated forecast for the high school level suggests enrollment will continue at current levels, with enrollments around 2,275 for the next three years.

**Table 6: What Is The LPS's Forecasted Enrollment?**

	Actual					Projected		
	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
<b>K - 5</b>	3150	3094	3019	2790	2702	2637	2570	2497
						+/-90	+/-130	+/-170
<b>6 to 8</b>	1813	1833	1828	1793	1748	1728	1701	1693
						+/-50	+/-55	+/-60
<b>9 -12</b>	2212	2263	2275	2261	2273	2272	2264	2275
						+/-55	+/-60	+/-65

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**Budget Overview:** The Regional High School subprogram budget is for the assessment levied by the Minuteman Regional Vocational Technical School District to support the operations of the School. Minuteman is a regional high school, located in Lexington and Lincoln, which provides technical and academic education for students in grades 9-12 from the Minuteman district, which includes 9 towns as of July 1, 2020, as well as out-of-district students.

Minuteman Tech’s programs include courses in Biotechnology, Environmental Science, Multi-media Engineering, Design and Visual Communication, Engineering and Robotics Automation, Cosmetology, Early Education and Teaching, Carpentry, Culinary Arts and Hospitality, Plumbing, Electrical, Health Occupations, Horticulture, Programming and Web Development, Automotive Technology, Welding and Metal Fabrication, Advanced manufacturing courses and a new Animal Science program, as well as four-year academic and college preparatory programs. In addition, adult students can pursue a variety of continuing education programs at Minuteman.

Lexington’s historical enrollment at Minuteman is shown in the table below as of October 1st of each year, the date that enrollments from school districts throughout the Commonwealth are reported to the Massachusetts Department of Elementary and Secondary Education.

	10/1/2016	10/1/2017	10/1/2018	10/1/2019	10/1/2020	10/1/2021
<b>High School Students</b>	54	53.5	52	62	71	68
<b>Post Graduate Students*</b>	1	1	1	4	—	—
<b>Total</b>	<b>55</b>	<b>54.5</b>	<b>53</b>	<b>66</b>	<b>71</b>	<b>68</b>

\*Beginning in FY2021, Minuteman began offering Minuteman Technical Institute (MTI) for post-secondary students. MTI students pay tuition directly to Minuteman; it had previously been included in the assessment. Two Lexington residents are enrolled in MTI in FY2022.

**Appropriated/Authorized Staffing:**

No Town staff are charged to this budget.

**Budget Recommendations**

The FY2023 recommended budget for the Minuteman Regional High School assessment is \$3,223,898, an increase \$93,860 or 3.00% from the FY2022 budget. This is a preliminary figure, as the district is still developing its FY2023 budget, which will be presented to the Minuteman School Committee on January 11, 2022.

Most of the increase is from debt service, much of which is from the new school building, which opened in September 2019. Overall, the assessment incorporates \$1,017,152 in debt service, an increase of \$89,260 or 9.6%. Since all debt for the new building has now been issued, Minuteman projects that future debt requirements will gradually reduce as debt is paid down.

The annual assessment is broken out as follows -

Category	FY2020	FY2021	FY2022	FY2023	\$ Change	% Change
Minimum Required Contribution	\$ 799,005	\$ 1,057,954	\$ 1,156,993	\$ 1,158,939	\$ 1,946	0.2%
Transportation Assessment	\$ 86,714	\$ 83,516	\$ 109,594	\$ 78,524	\$ (31,070)	(28.4)%
Remaining Operating Assessment	\$ 962,102	\$ 1,011,769	\$ 935,559	\$ 969,283	\$ 33,724	3.6%
Capital/Debt Service	\$ 618,510	\$ 709,909	\$ 927,892	\$ 1,017,152	\$ 89,260	9.6%
Post-Graduate	\$ 3,800	\$ —			\$ —	—%
<b>Total Assessment</b>	<b>\$ 2,470,131</b>	<b>\$ 2,863,147</b>	<b>\$ 3,130,038</b>	<b>\$ 3,223,898</b>	<b>\$ 93,860</b>	<b>3.0%</b>

\*Numbers may not add due to rounding.

## Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ 93,860	3.00%
<b>Total 1200 Minuteman</b>	<b>\$ 2,470,131</b>	<b>\$ 2,863,147</b>	<b>\$ 3,130,038</b>	<b>\$ 3,223,898</b>	<b>\$ 93,860</b>	<b>3.00%</b>

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Expenses	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ 93,860	3.00%
<b>Total 1200 Minuteman</b>	<b>\$ 2,470,131</b>	<b>\$ 2,863,147</b>	<b>\$ 3,130,038</b>	<b>\$ 3,223,898</b>	<b>\$ 93,860</b>	<b>3.00%</b>

Level-Service Requests	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Total 1200 Minuteman	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ 93,860	3.00%
<b>Total 1200 Minuteman</b>	<b>\$ 2,470,131</b>	<b>\$ 2,863,147</b>	<b>\$ 3,130,038</b>	<b>\$ 3,223,898</b>	<b>\$ 93,860</b>	<b>3.00%</b>

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Compensation</i>	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Contractual Services	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ 93,860	3.00%
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 2,470,131</i>	<i>\$ 2,863,147</i>	<i>\$ 3,130,038</i>	<i>\$ 3,223,898</i>	<i>\$ 93,860</i>	<i>3.00%</i>
<b>Total 1200 Minuteman</b>	<b>\$ 2,470,131</b>	<b>\$ 2,863,147</b>	<b>\$ 3,130,038</b>	<b>\$ 3,223,898</b>	<b>\$ 93,860</b>	<b>3.00%</b>