

# WORCESTER PUBLIC SCHOOLS

## Worcester, Massachusetts



*Worcester Landmarks  
Luarana Nyman, Grade 11  
Burncoat High School  
AP Art History Student*

## ANNUAL BUDGET FISCAL YEAR 2016

**Melinda J. Boone, Ed.D.**  
**Superintendent of Schools**

Worcester Public Schools  
20 Irving Street  
Worcester, Massachusetts 01609  
[www.worcesterschools.org](http://www.worcesterschools.org)



# **WORCESTER PUBLIC SCHOOLS**

## **Worcester, Massachusetts**



## **Fiscal Year 2016**

### **Annual Budget**

#### **Recommended Budget**

Melinda J. Boone, Ed.D.  
Superintendent of Schools

#### **School Committee Members**

Mayor Joseph M. Petty, Chairperson  
Dianna L. Biancheria  
John L. Foley  
John Monfredo  
Tracy O'Connell Novick  
Brian A. O'Connell  
Hilda Ramirez

Worcester Public Schools  
Administrative Budget Committee:

Dr. Melinda J. Boone, Superintendent

Mr. Brian E. Allen, Chief Financial and Operations Officer  
Ms. Sara Consalvo, Budget Director

Dr. Marco Rodrigues, Chief Academic Officer  
Dr. David Perda, Chief Research and Accountability Officer  
Dr. Helen A. Friel, Assistant to the Superintendent / Clerk to the School Committee  
Ms. Stacey Luster, Human Resources Manager  
Dr. Mary Meade-Montague, Quadrant Manager  
Dr. Dolores Gribouski, Quadrant Manager  
Ms. Kay C. Seale, Manager of Special Education and Intervention Services  
Dr. Bertha Elena Rojas, Manager of English Language Learners and Supplemental Services  
Mr. Albert Ganem, Manager of Staff Development  
Mr. Gregory Bares, Manager of Grant Resources  
Mr. John Hennessey, Director of Transportation  
Mr. Mark Brophy, Director of Instructional Support Personnel

**Special Recognition**

We would like to especially thank the artist, Luarana Nyman, from the Burncoat Magnet Program, graduating in 2016. She is a student in the AP Art History Class. The piece represents a collage of icons of Worcester, ranging from historical buildings to well-known statues. In the background are Union Station, Bancroft Tower, Mechanics Hall, and other key architectural sites. In the foreground, walking over Elm Park's cast-iron bridge, are Worcester's Sailor Girl, Liberty from the Civil War monument in the Common, Major Taylor, and one of the Medieval Knights from the Worcester Art Museum.

The following section dividers are also from the AP Art History course. During this year, students are introduced to iconic architectural structures and the relationship between form and function. The images reflect a consideration of notable historical influences seen in the structures around the Worcester community. Students were asked to capture a significant architectural structure in Worcester that has observable cultural, religious, or historical elements of influence from the structures that were studied in the AP Art History class.



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SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL

This Meritorious Budget Award is presented to

# WORCESTER PUBLIC SCHOOLS

For excellence in the preparation and issuance of its school entity's budget  
for the Fiscal Year 2014-2015.

The budget adheres to the principles and standards  
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, reading 'Terrie S. Simmons'.

Terrie S. Simmons, RSBA, CSBO  
President

A handwritten signature in black ink, reading 'John D. Musso'.

John D. Musso, CAE, RSBA  
Executive Director



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## WORCESTER PUBLIC SCHOOLS

### Worcester, Massachusetts



Dr. John E. Durkin Administration Building  
20 Irving Street  
Worcester, Massachusetts 01609

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The Worcester Public Schools Compact, introduced in December 2009, makes a commitment to the community to “deliver on high expectations and outstanding results for all students”. To deliver on this promise, the district continues to use a zero-based budget approach in order to allocate new dollars and restructure other areas in order to support student achievement and prepare students for college and career readiness.

A tremendous amount of work increasing resources to instructional areas has resulted in student performance gains and we are poised for continued student growth in the years to come. The FY16 budget has been built using the district’s **Seven Point Financial Plan for Advancing Student Achievement and Program Sustainability**. This plan is based upon strong financial discipline, collaborative budget planning, and realignment of resources resulting in a student-centered spending plan intended to achieve our student performance breakthrough. Our budget reflects our work of aligning resources in this manner and our schools are showing the results.

The FY16 budget reflects growth in revenue resulting entirely from both a total enrollment increase and demographic changes of students. During the past year, the enrollment has increased by nearly 600 Pre-K to Grade 12 students, and within the total enrollment, an 834 English Language Learner student enrollment increase and 776 Low Income student enrollment increase. New revenue has been added directly into classrooms to address class size, course selection, and student required needs. Funds continue to be used in the budget to address cost increases greater than inflation growth, such as health insurance, retirement assessments, special education tuition, and student transportation.

We also continued the collaborative approach with schools in developing the spending recommendations for the entire district. On-going discussions with the City Council’s Education Committee continues our shared understanding of the Worcester Public Schools’ funding formula, operating and capital budget needs, and a shared belief that education is the most important economic development element of the city’s sustained growth.



Students, parents, business leaders, School Committee members and interested citizens also had opportunities throughout the year to discuss budget priorities of the Worcester Public Schools.

The priorities that emerged from this process were:

- High quality teaching & learning
- Reasonable class sizes
- Elective course offerings
- 21<sup>st</sup> Century technology and professional development
- 21<sup>st</sup> Century expectations

The FY16 budget is aligned with these priorities. The funding recommendation reflects no loss of programs or services to students, including reasonable class size, preservation of all course offerings, including Advanced Placement courses at secondary levels, and increased student supports in the areas of special education and English language learners. The budget preserves high school and middle school athletic programs without fees for students and continues providing technology spending for classroom instruction. We will preserve the instructional assistants in kindergarten classrooms as restored in the FY16 House of Representatives Budget. The FY16 budget recommendations continue with strategies for cost-savings, restructuring of positions and programs, increasing our internal capacity to provide services, and reduction of contracted services. With these savings, we were able to reallocate resources to preserve and expand core service delivery to students and to meet state and federal compliance requirements.

I appreciate the working relationship with City Manager Edward Augustus on the development of this budget. This budget reflects the City's required increase as well as additional funds to address student transportation cost increases. The City Manager is also reducing the city's indirect charge on grants from 3% to 2.5% for FY16; restoring approximately \$165,000 into grant programs and services.

I am also grateful to our State Legislators for the continued full funding of the foundation budget formula and increases to other state funds for education. I appreciate the active participation of building principals, staff, parents, and students in the advocacy of funding for the Worcester Public Schools. I look forward to our budget deliberations with the City Council and School Committee.

Worcester is a city that values education and prides itself in the accomplishments of our students and schools. My main goal is to have Worcester Public Schools be the preferred educational opportunity for parents in the city. Together we are accomplishing this. Thank you to all that support the Worcester Public Schools.



Melinda J Boone, Ed.D.  
Superintendent



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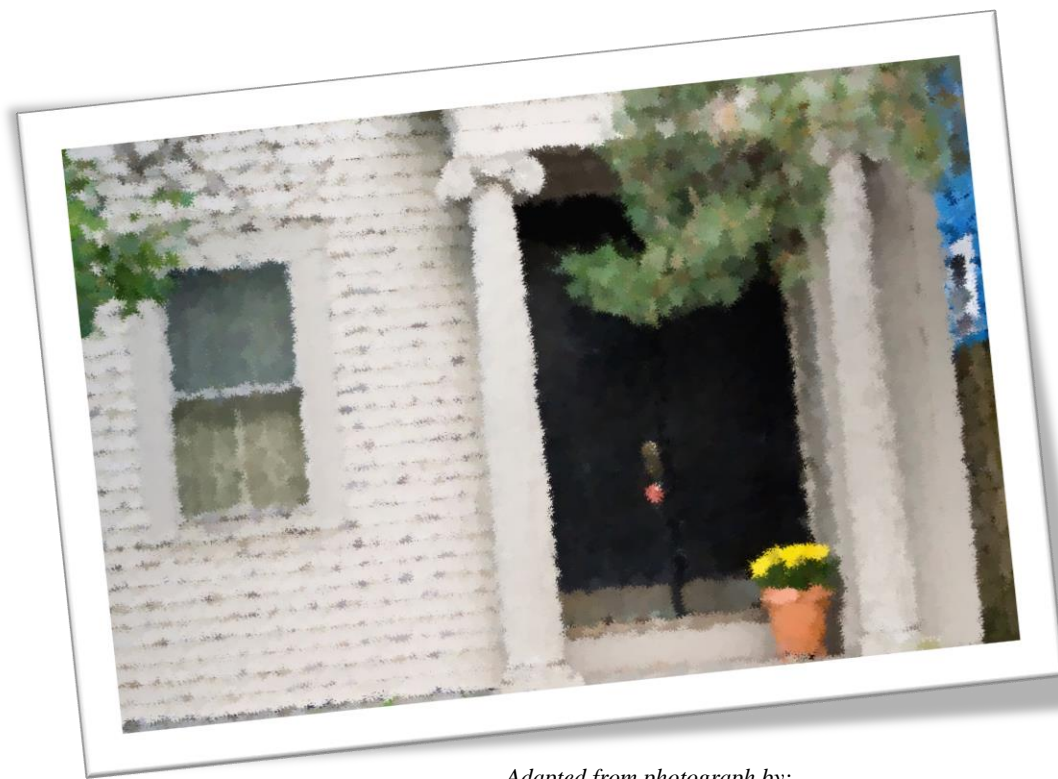
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# Introductory Section



*Adapted from photograph by:  
Name of Student: Le Nguyen  
School: Worcester Technical High School  
Year of Graduation: 2016*

## School Committee Members



Mayor Joseph M. Petty, Chairperson



Dianna L. Biancheria



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## Understanding the Annual Budget Process

**T**he fiscal year for the Worcester Public Schools begins on July 1 and ends on June 30 each year. The annual budget process for the Worcester Public Schools generally begins in October for the fiscal year for the following year beginning on July 1. In October, the district submits student enrollment data to the state for purposes of determining the state's foundation budget for the upcoming school/fiscal year. The state's foundation budget is a formula entirely determined by the number of students enrolled in the district as of October 1 of the previous year and this per pupil funding formula is differentiated based upon the student's grade or program with additional funding based on socio-economic status.

Using these enrollment counts to determine total revenue, the district also prepares projected expenses for the upcoming year based on known or estimated contractual increases for salaries, contracted services, or other costs. Using the revenue and expenditure estimates, the district's Administration prepares a preliminary budget and presents this information to the School Committee in January each year.

Subsequently, in late January, the Governor releases his/her state budget recommendations for the upcoming year, including the funding for each school district based upon the foundation budget. In the first year of a new Governor, such as in 2015, an additional month is provided for the Governor to submit his/her budget. The state budget includes the total level of educational state aid for each community as well as the amount that each community must minimally contribute from local funding sources to education based upon the state's Education Reform Act of 1993. Nearly 70% of the Worcester Public Schools' funding for the foundation budget comes from state aid.

As part of the budget development process, the Administration meets with parents, students, and local business leaders to keep them informed about the budget and solicit feedback about their priorities and budget concerns.

Using these budget recommendations, the district begins meetings with school and district administrators using a "zero-based budget approach"; a budget building method where each school/department begins the annual budget at zero and adds the cost of essential programs up to an established funding limit based upon resource allocation parameters established by the district. Each year the process begins again at zero prompting close scrutiny and prioritization of costs annually.

In April of each year, the Massachusetts House of Representatives releases their version of the upcoming state budget recommendations. In order to present a budget to the School Committee in a timely manner, and because the House of Representatives budget is the most recent version available, the Administration prepares funding allocation recommendations based on these revenue estimates.

The City Manager of the City of Worcester is responsible for recommending the total general fund allocation for the Worcester Public Schools to the City Council. The City Council appropriates the total general fund of the Worcester Public Schools as part of the overall city budget. Over 87%



of the Worcester Public Schools' funding comes from the general fund budget. The general fund represents the Chapter 70 state aid and the amount from local funding sources (property taxes, other local revenue, and unrestricted state aid). The total spending by the Worcester Public Schools represents approximately 28.4% of the city's base revenue (when Chapter 70 state aid is excluded). Applying this to the local property tax rate, the 2014-15 residential tax rate of \$20.07 per \$1,000 valuation equates to \$5.71 for the Worcester Public Schools.

Based upon the total recommended amount from the City Manager, the Superintendent prepares the annual budget recommendation for the School Committee. The recommended budget is submitted each year in May to allow time for review and citizen feedback. The School Committee and Administration generally will hold a public feedback session prior to the formal budget hearings by the School Committee. Also in May, the Massachusetts Senate will release their state budget recommendations. Subsequently, the House and Senate reconcile any budget differences and forward a final state budget to the Governor for approval or veto.

The School Committee annually holds two formal budget hearings; on the first and third Thursday in June, beginning at 4:00pm in the Esther Howland Chamber at City Hall. At the conclusion of the second budget hearing date, the School Committee typically adopts a fiscal year budget based on state budget information. Any revised budget actions are taken, typically during the summer, based on any changes in the final state budget.

### **About This Document**

**T**his document presents the FY16 budget for the Worcester Public Schools. It serves as a guide to help administrators, elected officials, the general public and other interested parties understand the district's programs, services, goals, and finances in the 2015-2016 school year (July 1, 2015 to June 30, 2016). The following three components are included in this budget document:

***Policy Management:*** The budget defines the executive direction and provides strategic goals for the Worcester Public Schools.

***Financial Planning:*** The budget is a financial planning tool that allocates resources based upon strategic analysis of student achievement, enrollment, mandated services, high quality teaching and learning, and community values. It is a comprehensive document that reflects all sources of revenue and explains the purposes for which these funds will be used.

***Effective Communication:*** The budget document is a communication device designed to inform citizens of major budgetary decisions and of issues facing the district. The document provides transparency by detailing the decision making process. Budgets are one of the most important methods that governments use to communicate their priorities and activities to the public.



## Budget Document Format

The fiscal year 2016 budget document of the Worcester Public Schools continues to be aligned with the format of the Association of School Business Officials International (ASBO) Meritorious Budget Award (MBA) format and is divided into five sections: (1) Introduction, (2) Organizational, (3) Financial (including Line Item Budget and Location Based Budget), (4) Informational, and (5) Appendices. The Worcester Public Schools have been recipients of the ASBO MBA in 2014 and 2015.

The beginning of the budget presents the budget message of the Superintendent. This statement contains the priorities and plans for the upcoming fiscal year, as well as accomplishments of the budget process.


The **Introduction** section gives readers an introduction to the fiscal year 2016 budget document. This section contains the Executive Summary which is a high level synopsis that highlights the major points contained in the document.

The **Organizational** section provides an overview of the Worcester Public Schools organization. This section is critical to understanding why the budget is built the way it is. It includes an introduction to Worcester Public Schools, the district's organizational chart, mission statement and goals, and budgeting process. It also highlights the district's budgetary management and controls.

The **Financial** section provides details of the funding structure, appropriations, and anticipated revenues. The section also provides information relative to the district's planned capital spending. Within the Financial Section, the *Line Item Budget* provides the School Committee's appropriation level of detail of the Worcester Public Schools budget. The section provides prior year spending, the current year budget and expected expenditure, and the recommended budget total. In addition, narrative explanation is included for each account and sub-grouping. For salary accounts, multi-year position history is also included. The *Location Based Budget* is included to provide the salary and non-salary cost of each school or operating location within the district. This section provides position level detail and all non-salary expenditures. This information is provided for the current fiscal year as well as the recommended budget level for FY16.

The **Informational** section includes important statistical data to provide an understanding of the district's performance as well as budget, staffing, and historical and projected enrollment information.

The **Appendices** provide supporting information. This section includes a glossary of budget terms; school staffing allocation formula; explanation of services provided by city departments; historical and projected city compliance with minimum required spending levels, a guide on understanding the foundation budget, Chapter 70, and local contribution; and a description of the impact of the education budget on local revenue and taxes.



Budget Information  
available at  
[worcesterschools.org](http://worcesterschools.org)



## Executive Summary

The fiscal year 2016 budget represents total spending for the Worcester Public Schools from all sources of \$369,184,365, a \$12.5 million or 3.5% increase from the FY15 adopted budget level of \$356,646,381. Within this amount, the total general fund budget that has been recommended by the City Manager is \$318,793,113 which represents an increase of \$14.0 million, or 4.6% from the FY15 School Committee's adopted budget of \$304,751,850. The budget increase represents a \$10.9 million increase in Chapter 70 state aid, \$2.6 million increase in city contribution, and \$0.9 million increase in charter school reimbursements. The charter school tuition assessment will increase by \$504,621, but the school choice tuition assessments and state special education tuition assessment will decrease \$124,620 and \$13,041, respectively. These tuition assessments are deducted from the total general fund revenue. Federal grants are expected to be reduced \$1.1 million, state grants are reduced \$0.2 million, other special revenue is expected to be reduced \$0.5 million, and school nutrition is expected to increase \$0.2 million from the FY15 budgeted spending level.

The budget reflects the loss of federal grants funds such as Race to the Top and School Redesign that have been used to support Level 4 schools and innovation schools.

### **Mission & Vision Statements, Strategic Goals, Theory of Action, and District Focus:**

The district's mission statement is to provide learners with a quality education in a safe and healthy environment. As a district, we believe that all students can achieve at high levels as they prepare to become productive citizens in our changing technological world. As a district, we are committed to supporting students, parents, educators, and citizens in their pursuit of learning.

The district is guided by the following strategic goals:

- Ensure that all students achieve high standards through high quality teaching and learning
- Enhance the quality of all personnel by providing and supporting high quality professional development
- Ensure that all students have the best opportunity to learn by providing support to achieve excellence and accountability in all schools
- Create communication structures and a community infrastructure that supports learning

The district operates with the following Theory of Action: "If all Worcester Public Schools' personnel provide or support high quality teaching and learning, then all Worcester Public Schools' students will continuously achieve higher performance levels, thus closing the achievement gap". This is achieved with the following focus:

All personnel of the Worcester Public Schools will align efforts to have all students show growth in their ability to read fluently, to comprehend deeply, to think critically, and to respond effectively. This will be accomplished through the implementation of rigorous, evidence-based instructional practices and a standards-based curriculum across all content areas. Multiple measures including formative and standardized assessments will be used to monitor our progress, to refine our practice, and to improve our capacity to ensure all students reach and exceed grade level expectations and graduate college and career ready.



The district's vision statement holds the district accountable to reductions in the proficiency gap for students by: increasing student performance gains in English Language Arts, Mathematics, and Science, Technology and Engineering; increasing the district graduation rate; decreasing the dropout rate; and preparing all students to be college and career ready.

### **District Priorities**

The FY16 budget continues to reflect district priorities that have emerged through input from the School Committee, students, parents, staff, business leaders, community and civic leaders, and interested citizens. Budget recommendations are based on the following five district priorities:

- Deliver high quality teaching & learning
- Provide reasonable class sizes
- Increase secondary elective course offerings
- Implement 21<sup>st</sup> Century technology and professional development
- Maintain 21<sup>st</sup> Century expectations

### **District Goals:**

- 100% of students guaranteed a rigorous curriculum resulting in measurable gains in student learning
  - Focus on the percent of students proficient in reading, ELA, and math
  - Focus on the percent of students successfully completing high school coursework that prepares graduates for college and career readiness
- Increase student academic achievement through instructional strategies resulting in high levels of student performance
- Implement and monitor strategies to ensure welcoming, safe and secure learning environments in all Worcester Public Schools
- Strengthen communication through strategies to transfer information on effective practices and needs among all stakeholders

### **FY16 Budget Process**

The above-listed district priorities and the use of a zero-based budget approach guide the shaping of the budget. The budget recommendations are aligned to the best extent possible with high quality teaching and learning, community values, and compliance requirements with the resources available.

Between January and June of each year, the Administration works collaboratively with building principals and instructional leadership teams to develop resource allocation needs for schools. These data-driven, needs-based assessments identified more than \$13.4 million in additional personnel requests and several millions in instructional material and technology needs greater than existing resources allow.

This process allows the Administration to develop long term resource allocation strategies and allows individual site councils and instructional leadership teams to create templates for future





school-based accountability and resource planning. This process will continue in future years to fully engage each school community in the budget decision-making process.

Concurrently, the Administration has made numerous budget presentations and solicited valuable input from the School Committee, parent groups, the Superintendent's high school student advisory group, local business leader roundtables, civic and community leaders, and concerned citizens. The recommendations and priorities identified by these groups are included in this budget within the available resources. Student groups have asked to maintain rigorous classes and athletic programs. Parent groups have asked that we prioritize small class size ratios and maintain course offerings. Business leaders have asked that we strengthen efforts around college and career readiness skills. Civic and community leaders have asked for support in wrap around, social-emotional, and supplemental support programs. Concerned citizens have asked that we seek spending reforms and use tax dollars wisely.

The School Committee holds two public budget hearings in June, possibly makes changes to the budget recommended by the Superintendent, and adopts a final budget for the upcoming year.

**This budget accomplishes the following:**

- ⊕ Achieves all aspects of the district's **Seven Point Financial Plan for Advancing Student Achievement and Program Sustainability**. The plan is the district's financial compass and guiding document for 1) continued long term budget planning, 2) continued annual budget review, 3) continued transparent budget process, 4) continued quarterly financial reporting, 5) the development of supplemental and sustainable programs, 6) the creation of a cap on administrative spending, and 7) identifying targets for new revenue.
- ⊕ No reduction of positions and no loss of programs or services for students.
- ⊕ Increases 10 Elementary classroom teachers. Maintains overall reasonable elementary class sizes. The average elementary class size next year is projected to be 22.5. Elementary enrollment is projected to increase, resulting in a 0.5 student average class size increase from current levels. The foundation budget is built upon an average elementary class size of 22.0 students.

With an anticipated increase in student enrollment and teachers, the following are the projected elementary class sizes for next year:

Class Size Range	Number of Classrooms
Less than 23 students	295
23-26 students	240
27-30 students	48
31 or more students	<u>0</u>
Total	583



- ⊕ Increases 11 High School and Middle School teacher positions to reflect enrollment increases, contractual teacher-student loads, and expanded course offerings. Included in this increase is a Career & Technical Education teacher, which will support creating a Digital Media course offering between Burncoat Middle and High Schools as part of the Arts Quadrant Magnet funded through the general fund. Also, one health-science and one computer science position are added at North High School funded through the Federal Perkins Grant.
- ⊕ Continues restructuring of Special Education services through strengthening internal capacity to deliver high quality instruction. The budget reflects the addition of 2 BCBA teacher positions and sixteen (16) Instructional Assistant positions to support autism services. This increase (costing approximately \$700,000) results in a reduction of third party services by nearly \$800,000, a net savings in the budget of approximately \$100,000.
- ⊕ Increases 11 Special Education and 14 English Language Learner teacher positions and 5 ESL Tutor positions to provide necessary and required services to students.
- ⊕ Increases 2 teachers to expand the dual language programs into the fifth grade at Roosevelt Elementary and Chandler Magnet Schools.
- ⊕ Provides a 50% increase in school safety equipment and repairs line item, from \$50,000 to \$75,000
- ⊕ Adds one School Nurse position (to be added to North High School).
- ⊕ Fully funds the arts consultant programs at Burncoat Middle and High Schools, an increase of \$10,000 and eliminates the need for fundraising for core academic programs.
- ⊕ Increases School Librarian at Burncoat Elementary from half-time to fulltime. Also, full funding of the Elm Park Community School turnaround plan through anticipated School Redesign Grant and Title 1 funding. Funding includes expanded learning opportunities for students (90 minutes per day), daily common planning time and additional professional learning for school faculty, full-time School Librarian and Wrap-Around Coordinator.
- ⊕ Increases the number of school adjustment counselors by three positions to address student needs within the district. Of these three positions, one will coordinate the district's multi-tiered systems of supports, special education student support, and student 504 accommodation plans. Another position will coordinate the district's homeless education and community outreach.
- ⊕ Uses \$425,643 in district operating and capital budget funds to leverage \$5.1 million in E-Rate funding. In addition to normal telephone service, the WPS has submitted E-Rate funding requests to accomplish the following:
  - Replace all the network switches at schools. The network switches are the backbone of the network and allows the network to function. Some of the switches are up to 15 years old in these schools.



- Add wireless access points to every classroom and common area in 27 schools with modern wireless switches in schools currently with no or limited wireless access points. Next year, all of the remaining schools will also have replaced and expanded wireless access points.
  - The FY16 budget will specifically increase district internet connections from 600MB to 2GB, and increase internet connection at all elementary schools from a 10MB connection to a 100MB, and all middle and high schools from 100MB to 1GB.
  - Provide for districtwide fiber connection to replace switched Ethernet.
- ⊕ Restores three custodial positions that were reduced in the FY15 budget to meet contractual minimum staffing levels
  - ⊕ Adds two school-based administrative positions: an additional non-teaching assistant principal at Quinsigamond Elementary School (enrollment of approximately 800 students) and converts the lead teacher position at Claremont Academy to an Assistant Principal for more effective instructional leadership. The budget also provides a fulltime Guidance Counselor Liaison position and creates a Translation Coordinator position in order to restore the Foreign Language Liaison to fully address curriculum responsibilities.
  - ⊕ Fully funds the first full year of the Elementary Math textbook program.
  - ⊕ Continues funding of existing athletics programs with no student fees for participation.

The budget reflects the continued support of student achievement and college and career readiness skills within available resources.

### **FY16 Revenue Changes:**

- ⊕ **Chapter 70 State Aid:** Due to the large enrollment increase, most of the FY16 budget increase is funded through Chapter 70 State Aid. The state's Chapter 70 increase of \$10.9 million is the largest increase since FY12 and reflects the following:
  - Nearly 600 Pre-K to Grade 12 student increase
  - 834 English Language Learner student enrollment increase
  - 776 Low Income student enrollment increase

Total Chapter 70 State Aid increases from \$220,569,583 (including the amounts for charter schools and school choice tuition offset) to \$231,438,724, a 4.9% increase.

The state's Foundation Budget, the education funding formula, is driven entirely by student enrollment and inflation factor. The revenue increase is attributed to the enrollment changes within the district.

- ⊕ **City Minimum Contribution:** The City's required contribution of \$98,029,783 increases \$1.6 million over the FY15 level of \$96,374,700 based on the state's funding formula. The City will also provide an additional \$1.0 million that will be used to address student



transportation cost increases (non-net school spending category). The total City contribution of \$112,291,573 reflects both the state's required spending as well as amounts for items not counted by state regulation in the compliance requirement for local spending (transportation, crossing guards, building rentals, adult education). The FY16 budget reflects an increase of \$2.6 million over the FY15 level of \$109,636,490.

In addition, the City Manager is lowering the indirect charge (for city administrative services) from 3% to 2.5% for FY16 with acknowledgement to continue to work with the Worcester Public Schools to capture the appropriate level of charges for city administrative services for grants received by the WPS. The estimated savings as a result of this change will provide \$165,078 back for programming within the individual grants such as:

Title 1:	\$52,421
IDEA:	\$36,486
Head Start:	\$29,725
Title IIA:	\$ 9,198
ELT Grant:	\$ 6,565
Title III:	\$ 6,500
All Other Grants:	\$24,182

- ⊕ **Phase-Out of Federal Race to the Top (Carry-Over Funds) and School Redesign Grants:** The budget reflects a phase-out of two remaining grants funded through federal American Reinvestment and Recovery Act (ARRA) funds. These funds have been used primarily to support Level 4 and innovation schools. All services provided to the Level 4 schools are sustained through Title 1 funding of the district, including the Wrap-Around Coordinator positions. These positions are included in the Burncoat Prep's Level 4 turnaround plans with the state and the positions are included in the approved Level 4 exit assurance plans for Union Hill School and Chandler Elementary. The Elm Park turnaround plan also includes a new Wrap-Around Coordinator position to be funded through Title 1 as well. Through the use of Title I funds, the Wrap-Around Coordinator positions at Chandler Magnet, Goddard School of Science and Technology, Woodland Academy, and Sullivan Middle School are funded next year.
- ⊕ **State Special Education Reimbursement:** The state budget likely funds the Circuit Breaker reimbursement at the full 75%, but based on reimbursement eligibility the budget reflects a slight reduction (\$83,345 or -2.4%) from the amount included in the FY15 budget.
- ⊕ **Charter School Reimbursement:** At the time of publication both the Governor's and House Ways and Means' budgets level fund the Charter Aid program at \$76,860,000. This funding covers 100 per cent of the Facilities Tuition and only 43 per cent of the Increased Tuition program. At this level of reimbursement, the Worcester Public Schools is underfunded \$1.1 million (with statewide underfunding totaling \$56.6 million).



## **FY16 Cost Increases:**

- ⊕ **New Position Increases:** A total of 93 new positions are included in the budget reflecting student enrollment increases and to address the needs of students and schools.

Of this increase, 65 are teacher positions; 11 added during FY15 after the budget hearings to address class size and 54 proposed for the FY16 budget. The new positions are added in the following areas:

- 14 ESL Teachers (to address compliance needs of ELL enrollment)
- 11 Special Education Positions; including 2 BCBA positions to reduce contracted services
- 11 Secondary Positions
- 10 Elementary Positions
- 3 School Adjustment Counselors / Child Study Positions
- 2 Dual Language Teachers to Expand to 5<sup>th</sup> Grade at Roosevelt Elementary and Chandler Magnet
- 1 Non-Teaching Assistant Principal at Quinsigamond Elementary based on total enrollment.
- 1 Guidance Liaison position
- 1 Librarian for Elm Park (as part of Turnaround Plan)

A net increase of 10 Instructional Assistant positions. This year, there will be 20 new Special Education positions, 18 positions to be ABA positions and two additional to support compliance requirements. During FY15, 11 ESL Instructional Assistant positions were converted to Full Time Tutors in accordance with their new collective bargaining agreement; these Instructional Assistant positions were reduced. One school safety IA for North High, added during FY15, is continued in FY16.

An increase of 12 Educational Support positions: 2 Speech Language Pathologist Assistants and 10 ESL Tutors (5 new in FY16 and 5 added during FY15 to address student needs).

An increase of three building custodians, restored from FY15 reductions, to meet contractual minimum staffing levels. An increase of two School Nutrition staff, funded through the School Nutrition Budget, to support program operations. An increase of one school nurse position.

- ⊕ **Negotiated Contractual Salary Increases:** The budget reflects the negotiated or approved salary increases for all employees, equal to 2%, to be applied during the fiscal year. The total cost of these increases are \$4.7 million.
- ⊕ **Student Transportation:** The budget reflects the new contracted rates for student transportation as well as the necessity to increase the number of special education vehicles for out-of-district transportation services (\$300,000). Overall, the transportation budget (WPS and contracted services) is budgeted to increase approximately \$1 million over the FY15 budget level.





- ⊕ **Health Insurance and Retirement Assessments:** The health insurance premium rates will increase between 3.5% and 6.0% for groups that are unsettled with new plan design rates and rates will decrease up to 2.4% for those employee groups that have settled with the new plan design rates. The Worcester Public Schools could save more than \$2 million in health insurance costs if all employee groups were to move to the higher deductibles and office copay proposal. Also, the WPS share of the City of Worcester contributory retirement system's normal retirement costs and pension obligation for qualifying retirees and beneficiaries will increase \$654,000 million based on assessment detail provided by the City Auditor.
- ⊕ **Special Education Tuition:** The increase in special education tuition, totaling nearly \$700,000, is attributed to the phase-out of the use of accumulated fund balance for member districts of the Central Massachusetts Special Education Collaborative for FY15.
- ⊕ **Building Utilities:** Due to estimated and actual rates for the supply and delivery of natural gas and electricity, related estimated usage, as well as winter reliability and customer service charges results; estimated building utility costs are expected to increase \$170,000 next year.

### **Strategies to Balance the Budget**

For the sixth consecutive year, the district has used a zero-based budget approach to develop the adopted budget. As a result of this process, the district has been able to identify the following savings that have allowed for preservation of teacher and instructional support positions to the best extent possible:

- ⊕ **Expand Internal Capacity for Special Education Programs:** During FY13, began with developing internal capacity for delivery special education and related services by hiring and training teachers and instructional assistant staff for Applied Behavior Analysis (ABA) for work with students with Autism. This reduced the use of more expensive third party contracted vendors. The FY14 budget reflected the addition of 5 teacher positions as Board Certified Behavior Analyst (BCBA) and 16 ABA instructional assistants. The FY15 budget reflected the addition of 55 ABA instructional assistants. The FY16 budget reflects the addition of 2 teacher BCBA positions and 16 ABA instructional assistants, resulting in an overall savings of \$100,000 between contracted services and in-district staff providing these services to students.
- ⊕ **Negotiated Transportation Rate Increase:** The initial bid for student transportation services was significantly higher than the final accepted rate. Through negotiations with the lowest bidder, the Administration was able to provide \$739,000 cost reduction next year and \$3.2 million reduction over the five-year contract duration.
- ⊕ **Non-Represented Employees and Retiree Health Insurance Change:** All non-represented employees and retirees on conventional health insurance plans will migrate to new plan design effective July 2015. These changes provide for no increase or savings in



employee premium rates while increasing deductible and co-payments and will provide \$448,000 in savings to the budget. If all represented employee groups migrated to this new plan design would provide an additional \$1.7 million in savings that could be reallocated within the WPS budget.

- ⊕ **Special Education Tuition Savings:** The out-of-district tuition account reflects a reduction of \$700,000 in non-collaborative tuition assessments, primarily due to students that have aged out of service during the 2015-16 school year.
- ⊕ **Unemployment Compensation Reduction:** Due to no loss of positions within the budget, it is expected that \$139,000 will be saved in unemployment compensation for budgetary reasons.
- ⊕ **Gasoline Price Reduction:** Favorable gasoline prices provide \$62,500 in savings next year.
- ⊕ **Full Implementation of Energy Management Services:** The phase-out of contracted energy management services to in-district personnel will provide \$34,000 in savings within the budget. Overall, the use of in-district staff for this service provided \$106,327 in savings.
- ⊕ **Rubbish Tipping Fees:** The city's recent contract with Wheelabrator for rubbish tipping fees will provide \$38,000 in savings next year.

### **Areas of Future Budget Watch:**

The following are areas that need close attention and may result in significant budget impact in future years:

- ⊕ **Elementary Classroom Space:** The enrollment of the Worcester Public Schools continues to exceed the enrollment just prior to the closing of eight schools, four schools in 2004 and four schools in 2007. There are several schools with large class sizes and overcrowding based on available space. The new Nelson Place School is expected to be completed in 2017 and will provide 100 additional seats beyond current enrollment at the school. Additional space may be needed through new construction, conversion of existing buildings, rental of space, or student re-assignment.
- ⊕ **High School Enrollment:** The district's 6,915 grade 9-12 enrollment is at the highest level since 2007. It is projected that the district's elementary enrollment increase will extend into the high school level in future years.
- ⊕ **Student Enrollment:** Although student enrollment K-12 is projected, under Massachusetts School Building Authority estimates, to increase over the next three years, it is not expected to increase at the same rate as the previous several years. Since the majority of funds to the Worcester Public Schools is based on student enrollment, overall



revenue growth will increase at a lower rate than previous years. This will require the on-going reallocation of existing resources in order to meet student needs.

- ⊕ **Technology Support, Maintenance, and Training:** The district maintains more than 7,500 computers throughout the district. In recent years, the district has added interactive whiteboard technology, digital document cameras, and tablet technology. These devices will require proper school-based support, maintenance, and training.
- ⊕ **Cost Center Exceeding Inflation:** Employee Benefit costs continue to exceed the foundation budget allocation and inflation growth. This cost center continues to reduce education services for students.

### **Areas of Current Study for Future Budget Stabilization and Savings:**

The Administration is working on the following areas for future opportunities for budget stabilization or budget savings:

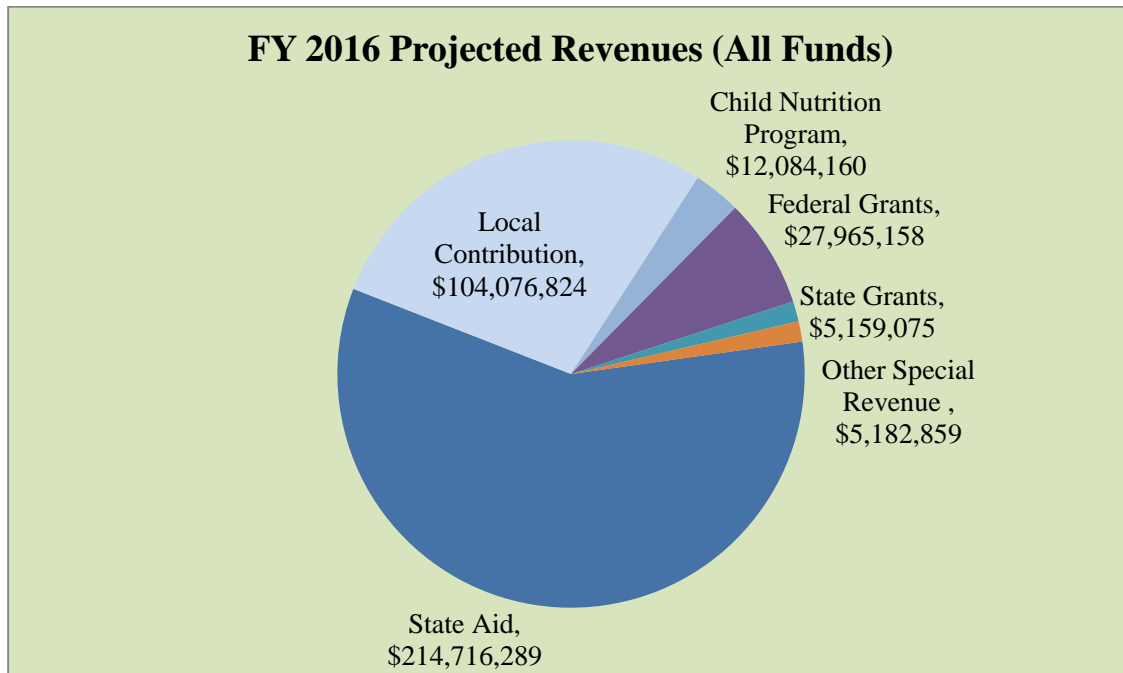
- ⊕ **Health Insurance:** The City and Schools proposed alternative plan designs to reduce premium costs to include: an increase to the current deductible levels from \$250 (Individual Plan) and \$750 (Family Plan) to \$500 and \$1,000 respectively; a small increase to the third tier prescription drug co-pay from \$45 to \$50; and to require mandatory mail order for maintenance prescription drugs. It is only through consistent, incremental changes to plan design that we can drive consumer choices to lower-cost options and reduce premiums. Non-Represented Employees and Retirees on the conventional health insurance plans will migrate to these plans in July 2015 providing \$448,094 in savings. If all represented employee groups moved to these new rates there would be an additional \$1.7 million in savings that could be used within the budget.
- ⊕ **School-Based Print Solutions:** Each school is currently responsible for using their student allotment to pay for copier leases or maintenance costs within their building. The Administration recognizes the significant impact that this has on the school budget and is exploring further opportunities to provide savings or budget relief to schools.
- ⊕ **ESCO/Energy Savings:** Over the next several years, as the projects relating to the contract with Honeywell International are completed, long term energy savings are anticipated.
- ⊕ **Student Transportation:** The Administration will explore the feasibility of directly providing all in-district student transportation services beginning in 2020. The analysis and recommendation will be forwarded to the School Committee in advance of the next student transportation contract period.

Further, the current capital equipment budget funding level is insufficient to provide a reliable replacement cycle for special education buses. With 35 buses and 1-3 vehicle replacement funding per year, the Administration will need to explore the lease of vehicles through the operating budget in the near future.



## Financial Overview:

The chart below summarizes the total projected FY 2016 revenues from all funds:



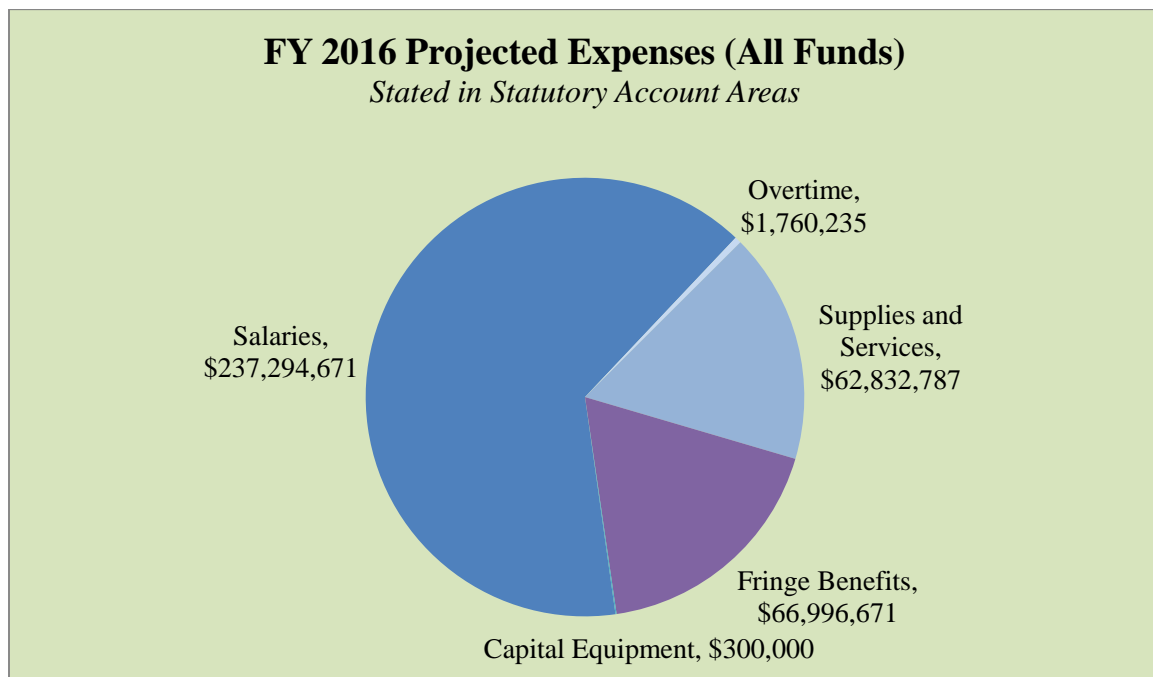
Source:	FY2016	
State Aid*	\$214,716,289	58.2%
Local Contribution*	\$104,076,824	28.2%
Federal Grants	\$27,965,158	7.6%
Child Nutrition	\$12,084,160	3.3%
State Grants	\$5,159,075	1.4%
Other Special Revenue Funds:	\$5,182,859	1.4%
<b>Total :</b>	<b>\$369,184,365</b>	<b>100.0%</b>

\*WPS funds only. Amounts reduced by charter school and school choice tuition offsets.  
Total of these two items equals the WPS FY16 general fund budget.

There are two main categories of funds available to the district, the general fund and various special revenue funds. The general fund primarily consists of Chapter 70 State Aid and the City's Local Contribution. Special revenue funds primarily consist of Entitlement/Allocation and Competitive state and federal grants, the Child Nutrition revolving fund, and other special revenue funds. Totaling all funds, the district's budget is \$369,184,365.



The chart below summarizes the total projected FY 2016 expenditures from all funds:



Cost Account	FY2016	
Salaries (91000)	\$237,294,671	64.3%
Supplies & Services (92000)	\$62,832,787	17.0%
Capital (93000)	\$300,000	0.1%
Fringe Benefits (96000)	\$66,996,671	18.1%
Overtime (97000)	\$1,760,235	0.5%
<b>Total Spending:</b>	<b>\$369,184,365</b>	<b>100.0%</b>

Overall expenditures can be broken into three major categories. The majority of the district's expenditures (64.8%) are salaries and overtime, which include employee salaries and stipends. With fringe benefits, 82.9 % of the budget reflects employee costs. Another major category is supplies and services (17.0%), which include the supplies allocated to schools and contracted services purchased by the district, special education tuition, and all maintenance services, among the largest cost centers. Capital equipment purchases represent 0.1% of the spending and mostly include technology purchases.



**Summary of Revenue and Expenditures**  
**Sources of Revenue and MA DESE Chart of Account Expenditure Format\***  
**FY15 Adopted to FY16 Recommended Budget (All Funds)**

	<b>FY15 Adopted</b>	<b>FY16 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Revenues:</b>				
State Aid**	\$203,398,962	\$214,716,289	\$11,317,327	5.6%
Local Contribution**	\$101,352,888	\$104,076,824	\$2,723,936	2.7%
Federal Grants	\$29,042,869	\$27,965,158	-\$1,077,711	-3.7%
Child Nutrition Programs	\$11,837,495	\$12,084,160	\$246,665	2.1%
State Grants	\$5,337,847	\$5,159,075	-\$178,772	-3.3%
Other Special Revenue	\$5,676,319	\$5,182,859	-\$493,460	-8.7%
<b>Total Revenues</b>	<b>\$356,646,381</b>	<b>\$369,184,365</b>	<b>\$12,537,985</b>	<b>3.5%</b>
<b>Expenditures:</b>				
Administration (1000)	\$5,120,572	\$5,700,454	\$579,882	11.3%
Instruction (2000)	\$201,173,651	\$209,519,466	\$8,345,816	4.1%
Other School Services (3000)	\$41,454,151	\$42,814,175	\$1,360,023	3.3%
Operations & Maintenance (4000)	\$21,233,234	\$22,091,885	\$858,651	4.0%
Fixed Charges (5000)	\$67,281,089	\$68,354,593	\$1,073,504	1.6%
Community Services (6000)	\$793,822	\$508,737	-\$285,085	-35.9%
Fixed Assets (7000)	\$419,561	\$421,951	\$2,390	0.6%
Debt Service (8000)	\$0	\$0	\$0	0.0%
Tuition Programs (9000)	\$19,170,301	\$19,773,105	\$602,804	3.1%
<b>Total Expenditures</b>	<b>\$356,646,381</b>	<b>\$369,184,365</b>	<b>\$12,537,985</b>	<b>3.5%</b>

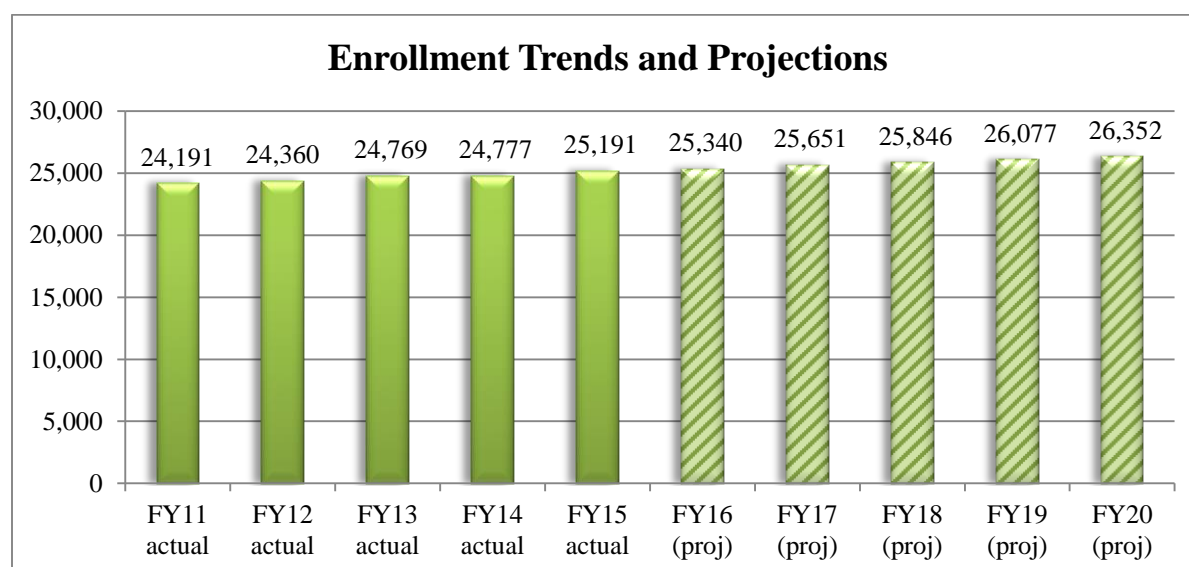
\* Expenditures presented in DESE chart of account format. The categories of this format are described in more detail in Appendix B.

\*\* WPS funds only. Amounts reduced by charter school and school choice tuition offsets. The total of these two items equals the WPS FY16 general fund budget.



## Enrollment Trends and Projections

The Worcester Public Schools receives most of the district funds based entirely on enrollment and demographic categories. The district also uses enrollment data for school-based staffing assignments each year. The following is a summary of the district's overall enrollment from FY11 through the projected levels in FY20.



The district is expected to see continued growth in enrollment (+4.6%) over the next five years. Overall, students in all grade groupings (K-6, 7-8, and 9-12) are expected to increase over the next five years.

For the 2013-2014 school year, Worcester continues with a high percentage (98.5%) of core academic classes taught by highly qualified teachers. Student demographics continue to change with 35% of students (6,980) categorized as English Language Learners, an increase of 107% from FY04 (3,379); the number of students considered low income (18,757) is currently 75%, an increase of 24% during this same period (15,142). The percent of students scoring proficient or above in mathematics has increased 2% over the past five years and a 5% increase in English language arts proficiency during the same period. There has been a 98% increase in the number of students taking Advanced Placement tests between 2009 and 2014 with a 57% increase in the number of qualifying scores of 3 or above. In 2014, for the sixth consecutive year, the four-year graduation rate of high school students in the Worcester Public Schools increased.

## Student Performance Data:

In February 2012, Massachusetts received a waiver of certain aspects of the federal No Child Left Behind law. Through the waiver, we have unified state and federal requirements, allowing us to tailor our accountability and assistance system to better meet the needs of our local school districts and focus supports for the state's lowest performing schools and districts.

Massachusetts has replaced the No Child Left Behind (NCLB) goal of 100 percent of students reaching proficiency by the 2013-14 school year with the goal of reducing proficiency gaps by half by the end of the 2016-17 school year.





The proficiency gap is the distance between a group's current proficiency level and 100 percent proficiency. We will measure the progress of districts and schools for all students and up to 11 student subgroups, including a new “high needs” subgroup.

All Massachusetts schools and districts with sufficient data are classified into one of five accountability and assistance levels, with those meeting their gap-narrowing goals in Level 1 and the lowest performing in Level 5:

Commendation Schools	High achieving, high growth, gap narrowing schools. Commendation Schools are a subset of Level 1
Level 1	Meeting gap narrowing goals (for all and high needs students)
Level 2	Not meeting gap narrowing goals (for all and/or high needs students)
Level 3	Lowest performing 20% of schools (Including lowest performing subgroups)
Level 4	Lowest performing schools (subset of Level 3)
Level 5	Chronically underperforming schools (subset of Level 4)

The district uses student performance data for the allocation of financial and staffing resources to schools. Appendix A describes how general staffing allocations are made at elementary, middle and high school levels. However, the allocation of additional staff and resources at schools follows these basic parameters:

- Schools designated by the state as “Level 4”, those schools determined by the Massachusetts Department of Elementary and Secondary Education (DESE) to be the lowest performing schools in the state based on an analysis of four-year trends in achievement, go through a redesign process. Level 4 schools receive intensive staff development and expanded learning opportunities in accordance with state and federal requirements. Additional local funds (general fund and/or special revenue) are used to fund the redesign plan as identified by the school’s stakeholder planning process.
- State law requires DESE to annually classify the lowest 20 percent of schools into Level 3 (a subset of these schools may be eligible for classification as Level 4 or Level 5). A school is placed in Level 3 if any of its subgroups scores are among the lowest performing subgroups in the state. For these schools, the district uses local general and special revenue funds to provide additional supports to the school in a coordinated attempt to move the school to Level 2 or Level 1 status. Some of the resources that are used are intervention tutors that are part time licensed teachers who work in small group settings with students to strengthen literacy and numeracy proficiency. In addition, through the use of federal Title 1 schools, schools in Level 3 status use specific student performance data at their school to design appropriate responses to the interventions using Supplemental Education Services funds provided in the grant. Options that have been used by the school include additional intervention tutors during the school day to afterschool intensive academic programs. These plans are reviewed annually and the schools’ response to the student performance is adjusted as needed.
- Schools determined to be Level 2 or Level 1, schools not in the lowest 20% of schools, have flexibility through the district’s resource allocation meetings between the building



principal and the Chief Academic Officer, the school's Quadrant Manager, the Manager of Special Education, the Manager of Staff Development, the Manager of English Language Learners, and the Chief Financial and Operations Officer, to reallocate existing resources to reflect the needs of the school based on student needs and the school's accountability plan. Each school's accountability plan highlights are listed in the location based section of the budget.

Along with enrollment projections, the Worcester Public Schools also projects future resource allocation needs based upon student performance. Budget projections are critical to the proper long-term fiscal planning of the district.

**Summary of School Level Status (2014 Data):**

	Elementary	Middle Schools	High Schools	Total
Level 1	7	0	1	8
Level 2	10	1	1	12
Level 3	14	3	5	22
Level 4	2	0	0	2
Total	33	4	7	44

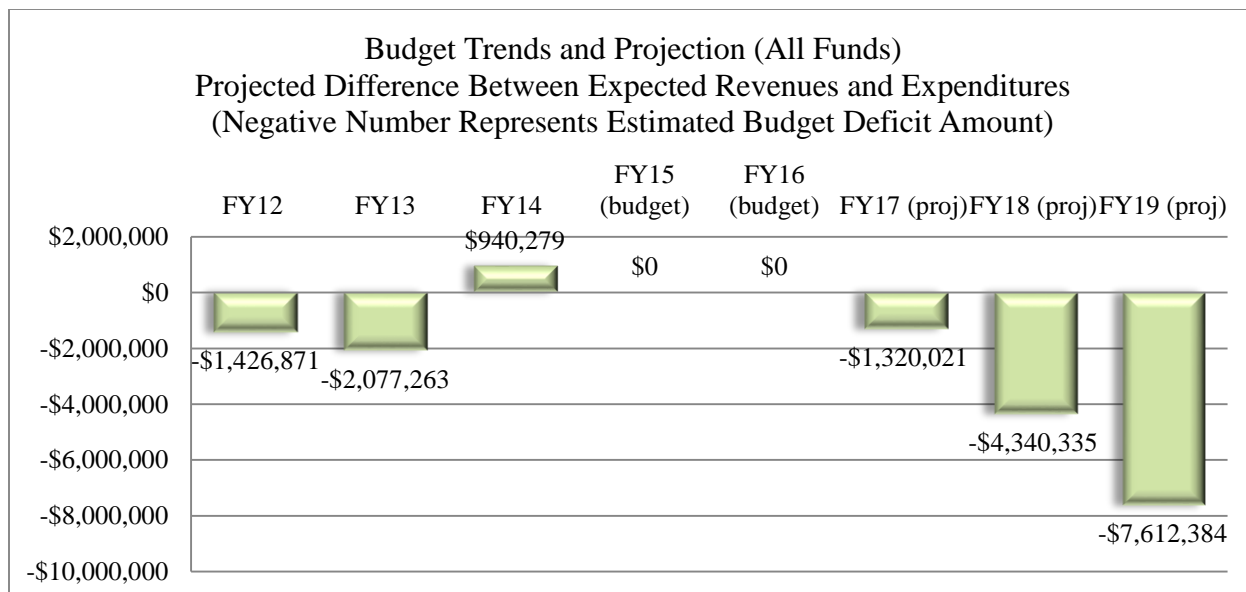


## Budget Trends and Projections: (All Funds)

### Dollar Amounts Expressed in Thousands

	Actual			Adopted Budget	Proposed Budget	Projected		
<b>Revenues:</b>	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
State Aid	\$186,149	\$194,265	\$202,739	\$203,399	\$214,716	\$220,084	\$225,586	\$231,226
Local Contribution	\$86,938	\$91,102	\$96,307	\$101,353	\$104,077	\$105,638	\$107,223	\$108,831
Federal Grants	\$38,764	\$31,943	\$30,645	\$29,043	\$27,965	\$27,937	\$27,909	\$27,881
Child Nutrition	\$11,618	\$10,042	\$13,714	\$11,837	\$12,084	\$12,447	\$12,820	\$13,205
State Grants	\$5,895	\$6,364	\$6,092	\$5,338	\$5,159	\$5,133	\$5,108	\$5,082
Other Special Rev.	\$5,140	\$6,165	\$5,333	\$5,676	\$5,183	\$5,206	\$5,222	\$5,237
<b>Total Revenues</b>	\$334,505	\$339,882	\$354,830	\$356,646	\$369,184	\$376,446	\$383,868	\$391,462
<b>Expenditures:</b>								
Administration	\$4,928	\$4,845	\$4,801	\$5,121	\$5,700	\$5,843	\$5,989	\$6,139
Instruction	\$198,188	\$213,663	\$213,307	\$201,174	\$209,519	\$214,757	\$220,126	\$225,630
Other School Servs.	\$30,773	\$20,973	\$33,243	\$41,454	\$42,814	\$44,313	\$45,864	\$47,469
Operations & Maint.	\$19,715	\$20,853	\$20,935	\$21,233	\$22,092	\$20,446	\$20,346	\$20,346
Fixed Charges	\$59,646	\$62,431	\$62,424	\$67,281	\$68,355	\$71,089	\$73,932	\$76,890
Community Services	\$533	\$563	\$339	\$794	\$509	\$521	\$534	\$548
Fixed Assets	\$275	\$285	\$386	\$420	\$422	\$430	\$439	\$448
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	\$21,873	\$18,346	\$18,455	\$19,170	\$19,773	\$20,366	\$20,977	\$21,607
<b>Total Expenditures</b>	\$335,932	\$341,959	\$353,890	\$356,646	\$369,184	\$377,766	\$388,208	\$399,075
Difference	-\$1,427	-\$2,077	\$940	\$0	\$0	-\$1,320	-\$4,340	-\$7,612





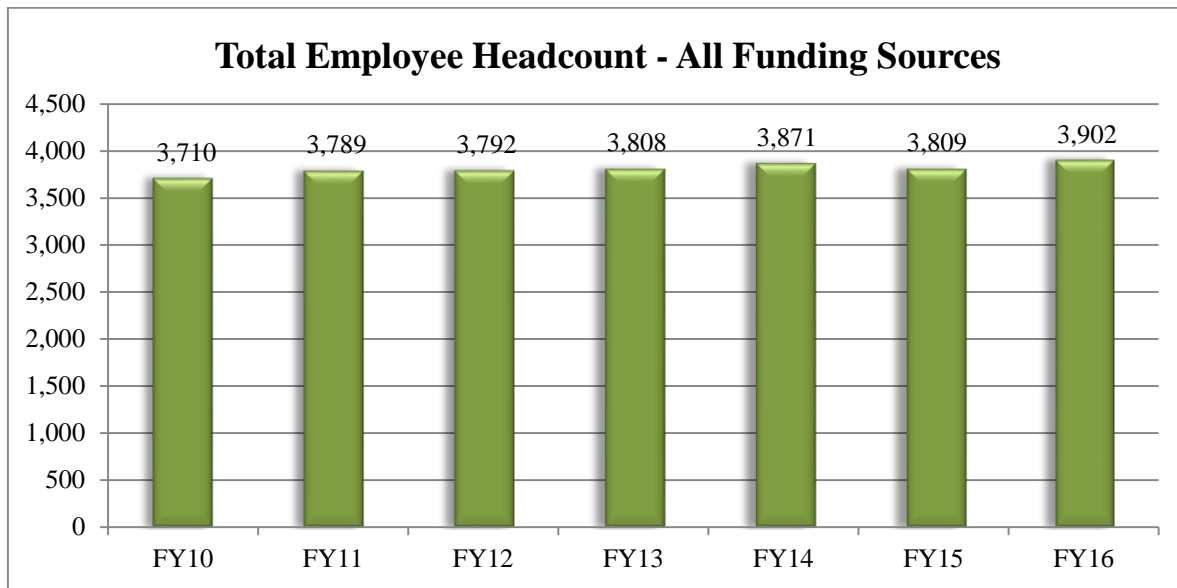
General fund revenue is expected to grow over the next three years based on continued enrollment growth, demographic changes, and anticipated inflation growth as measured by the national price deflator index for state and local government purchases. The enrollment is expected to increase during the next five years. Federal grant revenue is expected to slightly decline based on recent trends of overall funding to Massachusetts. The forecast does not assume any further reductions based upon sequestration or other federal budget cuts in FY17 or later. State grants are projected to be fairly level funded, with slight decreases based on previous state budget trends. Nutrition funds are expected to increase annually based on student participation rates and federal reimbursement rates. Finally, other special revenue is mostly dependent on school choice revenue and special education reimbursement from the state. School choice revenue is predicted to return to FY13 levels in FY16 and circuit breaker is expected to remain fairly level through the next three years. Overall, total revenues are expected to increase 6.0% between FY16 and FY19, or about 2.0% per year.

All expenditure line items are projected to increase based upon (a) new positions to reflect student enrollment, (b) contractual increases for employees or services, and (c) increases to certain cost centers based on recent history and expected utilization of services. The cost drivers that continue to exceed budget growth are health insurance, tuition, and student transportation. These areas are projected to continue to create budget challenges in the future.

These predictions show expenditures exceeding revenues in each of the next three years, with the most challenging deficits in FY18 and FY19. The administration will continue with zero-based budgeting as well as advocacy for increased revenue in order to prepare each student for college and career readiness upon graduation beginning at the pre-school level.

As funding levels and operational needs of the district change, so do the staffing levels. As the following graph and table show, the total number of employees has decreased this past year as a result of flat enrollment and low inflation factor for the state's education funding formula.





**Worcester Public Schools  
Employee Headcount FY10-FY16  
(All Funding Sources)**

All Positions	FY10	FY11	FY12	FY13	FY14	FY15	FY16	Change from FY15	
District Administrators	27	27	26	26	25	23	23	0	0.0%
School Administrators	77	77	78	78	78	79	79	0	0.0%
Teachers	2011	2,013	2,038	2,079	2,136	2,093	2,158	65	3.1%
Instructional Assistants	501	519	524	537	551	591	601	10	1.9%
Bus Monitors	35	35	35	35	39	39	39	0	0.0%
Crossing Guards	104	104	104	104	106	106	106	0	0.0%
Educational Support	143	123	123	117	112	76	88	12	10.3%
Custodial Services	151	150	151	153	153	150	153	3	2.0%
Maintenance Services	42	40	32	32	31	33	33	0	0.0%
Full Year Clerical	85	74	67	69	70	63	63	0	0.0%
School Year Clerical	80	71	70	71	70	68	68	0	0.0%
School Nurses	45	45	45	51	54	54	55	1	2.0%
District Support	48	48	48	48	52	50	50	0	0.0%
Bus Drivers	37	37	38	38	42	42	42	0	0.0%
Child Nutrition	219	233	238	227	227	228	230	2	0.9%
Head Start	107	194	177	145	126	114	114	0	0.0%
<b>Totals</b>	<b>3,712</b>	<b>3,790</b>	<b>3,794</b>	<b>3,810</b>	<b>3,872</b>	<b>3,809</b>	<b>3,902</b>	<b>93</b>	<b>2.4%</b>



## **Conclusion**

The FY16 budget of the Worcester Public Schools reflects the allocation of resources based on priorities of the School Committee, parents, business leaders, civic and community members, building principals, staff, students, and interested citizens. Resources have been allocated to provide high quality teaching and learning, to address programs that this community values, and to meet compliance requirements established by state and federal law.

The budget of the Worcester Public Schools continues to demonstrate sound financial practices, through a zero-based budget approach, resulting in the savings of millions of dollars that have been allocated to support instruction aimed at college and career readiness.





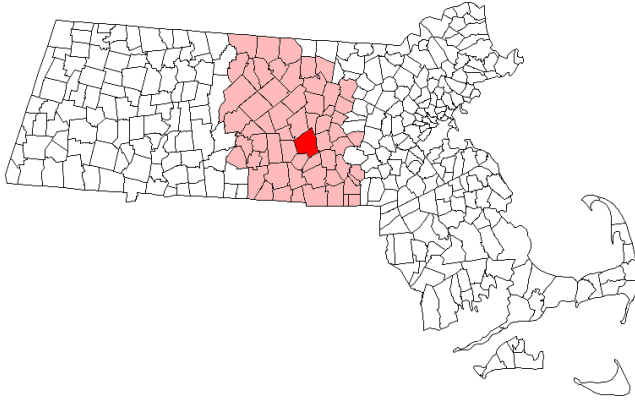


*Adapted from photograph by:  
Name of Student: Jordan Tyler P. Miller  
School: Worcester Technical High School  
Year of Graduation: 2016*

# Organizational Section

## Introduction to the Worcester Public Schools

**W**orcester, Massachusetts is in Central Massachusetts, located 39 miles west of Boston, MA, 37 miles north of Providence, RI, 39 miles east of Springfield, MA, and 35 miles southwest of Lowell, MA.



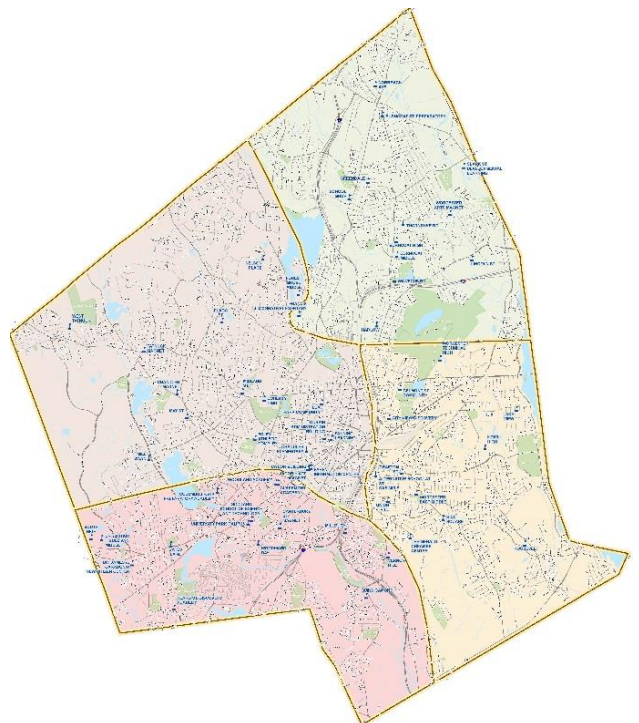
Worcester is surrounded by the following towns: Auburn, Grafton, Millbury, Shrewsbury, West Boylston, Holden, Paxton, and Leicester.

Worcester was first settled in 1674, named and resettled in 1684, and permanently settled in 1713. Worcester was incorporated as a town in 1722 and as a city in 1848.

Worcester's first known school opened in the spring of 1726 and was in the home of schoolmaster Jonas Rice near what is today Rice Square. Worcester's first schoolhouse was built in 1738 at the north end of Main Street. Worcester's most famous schoolmaster, John Adams, taught in this building from 1755-58 while he studied law. While by most accounts, Adams was not a distinguished teacher, he went on to explicitly include education among the responsibilities of the state when he later wrote the Massachusetts Constitution. An 1823 report on the conditions of public schooling in Worcester led to state passage of school governance laws, creating school committees and authorizing local taxation to support schools. Worcester has historically been a leader in progressive education, making secondary education coeducational in 1845, desegregating its public schools in 1848, electing women to its school board in 1868, and creating among the first vocational programs in the country in Boys Trade, founded by Milton Higgins on 1911.

Worcester was incorporated as a city in 1848, there were nine “infant schools,” six “primary” schools, three “English” or “grammar” schools, and Classical High School and English High School. Today, Worcester has thirty-three elementary schools, four middle schools (two with grade 7-8 and two with grade 6-8 options), four comprehensive high schools, one technical high school, two grade 7-12 schools, and several alternative education options. State law allows resident students to attend independently operated charter schools or other school districts through school choice.

In 2015, there are over 28,055 K-12 students attending a public school within the City of Worcester, and of that, over 23,700 of the students, or about 84.5%, attend the Worcester Public Schools.



The district provides Pre-Kindergarten through Grade 12 in 44 schools and 5 alternative pathway programs. With approximately 3,901 employees, including 2,157 teachers, the district maintains a 98.5% *Highly Qualified* teacher rate in core academic subjects taught (compared to the state average of 95.5%).

Additionally, the City provides per pupil funding to primarily two charter schools that collectively enroll approximately 2,025 students, and to other neighboring school districts that collectively enroll about 466 students who reside in Worcester but attend schools in other districts under the School Choice Program.

The student population demographics in Worcester includes 66% minority, and the first language of about 35% of the district's students is one of more than 90 languages other than English. Poverty is common in urban school districts, and in Worcester about 75% of the student body is classified as low income. Over five million school meals are served annually which equates to 10,200 breakfasts and 15,800 lunches daily. Approximately 11,000 students are provided transportation to and from school daily with 191 buses traveling over 10,000 miles per day.

<b>School Name</b>	<b>Grades Served</b>	<b>10/1/14 Enrollment</b>
<b>High Schools:</b>		
Burncoat High School	9-12	988
Doherty Memorial High School	9-12	1,428
North High School	9-12	1,341
South High School	9-12	1,305
Worcester Technical High School	9-12	1,405
Claremont Academy	7-12	497
University Park Campus School	7-12	244
<b>Total High School</b>		<b>7,208</b>
<b>Middle Schools:</b>		
Burncoat Middle School	7-8	582
Forest Grove Middle School	7-8	931
Worcester East Middle School	6-8*	787
Sullivan Middle School	6-8*	849
<b>Total Middle Schools</b>		<b>3149</b>
<b>Burncoat Quadrant Elementary Schools:</b>		
Burncoat Street Preparatory School	K-6	218
Clark Street School	PreK-6	289
Lincoln Street School	PreK-6	276
Norrback Avenue School	PreK-6	584
Worcester Arts Magnet	PreK-6	404
Thorndyke Road School	K-6	362
Wawecus Road School	K-6	152



McGrath Elementary School	PreK-6	<u>291</u>
<b>Total Burncoat Quadrant Elementary Schools</b>		<b>2,576</b>
Doherty Quadrant Elementary Schools:		
Chandler Elementary School	K-6	456
Flagg Street School	K-6	413
Jacob Hiatt Magnet School	PreK-6	457
May Street School	K-6	329
Midland Street School	K-6	243
Nelson Place School	PreK-6	486
Tatnuck Magnet School	K-6	413
West Tatnuck Elementary School	PreK-6	356
Chandler Magnet School	PreK-6	473
Elm Park Community School	PreK-6	<u>490</u>
<b>Total Doherty Quadrant Elementary Schools</b>		<b>4,116</b>
North Quadrant Elementary Schools:		
City View Discovery School	PreK-6	521
Grafton Street School	PreK-6	384
Lake View School	K-6	289
Rice Square School	K-6	428
Roosevelt Elementary School	PreK-6	675
Union Hill School	PreK-6	449
Belmont Street Community School	PreK-6	<u>548</u>
<b>Total North Quadrant Elementary Schools</b>		<b>3,294</b>
South Quadrant Elementary Schools:		
Canterbury Street Magnet School	PreK-6	377
Columbus Park Preparatory Academy	PreK-6	459
Goddard School	PreK-6	484
Gates Lane School	PreK-6	681
Heard Street School	K-6	285
Quinsigamond Elementary School	PreK-6	795
Vernon Hill School	PreK-6	549
Woodland Academy	PreK-6	<u>611</u>
<b>Total South Quadrant Elementary Schools</b>		<b>4,241</b>
<b>Head Start</b>	PreK	607
<b>Total Enrollment</b>		<b>25,191</b>

\* Worcester East Middle and Sullivan Middle School have innovation academies that include 6<sup>th</sup> grade students.



## **Administrative Organization**

### **School Committee**

**W**orcester Public Schools, a department of the municipal government of the City of Worcester, is governed by a School Committee, which is comprised of the Mayor as chairman and six members elected directly by the public. Article 4 of the City of Worcester Home Rule Charter establishes the composition, term of office, and powers of the School Committee. The high schools select a non-voting student representative to attend meetings and serve as an ex-officio member of the School Committee. The School Committee is responsible for creating the district's policies and goals as well as evaluating the effectiveness of their implementation. In order to make sure that their goals are achieved, the Committee is also empowered with hiring a Superintendent to implement the policies and with adopting an annual budget that will align with the goals.

The School Committee has four standing sub-committees which meet to discuss the details of various issues and report back to the full committee for official action. The four standing sub-committees are: (1) Finance and Operations, (2) Teaching, Learning, and Student Supports, (3) Governance and Employee Issues, and (4) Accountability and Student Achievement.

School Committee members are elected at the same time for two-year terms and all are selected on an at-large basis. The 2014-2015 term School Committee members are: Mayor Joseph Petty, Dianna Biancheria, John Foley, John Monfredo, Tracy O'Connell Novick, Brian O'Connell, and Hilda Ramirez.

### **Superintendent**

Hired by the School Committee, the Superintendent is responsible for managing the daily operations of the district, as well as implementing the policies adopted by the School Committee. Functioning similarly to a corporate chief executive officer, the Superintendent is the district's chief executive, with the day-to-day decision making authority, accountable to the board.

### **Superintendent's Leadership Structure**

The Superintendent has structured the organization into four divisions: Teaching, Learning, and Student Supports; Finance and Operations; Human Resources; and Research and Accountability. The division leaders report directly to the Superintendent, as does the Assistant to the Superintendent/Clerk to the School Committee.

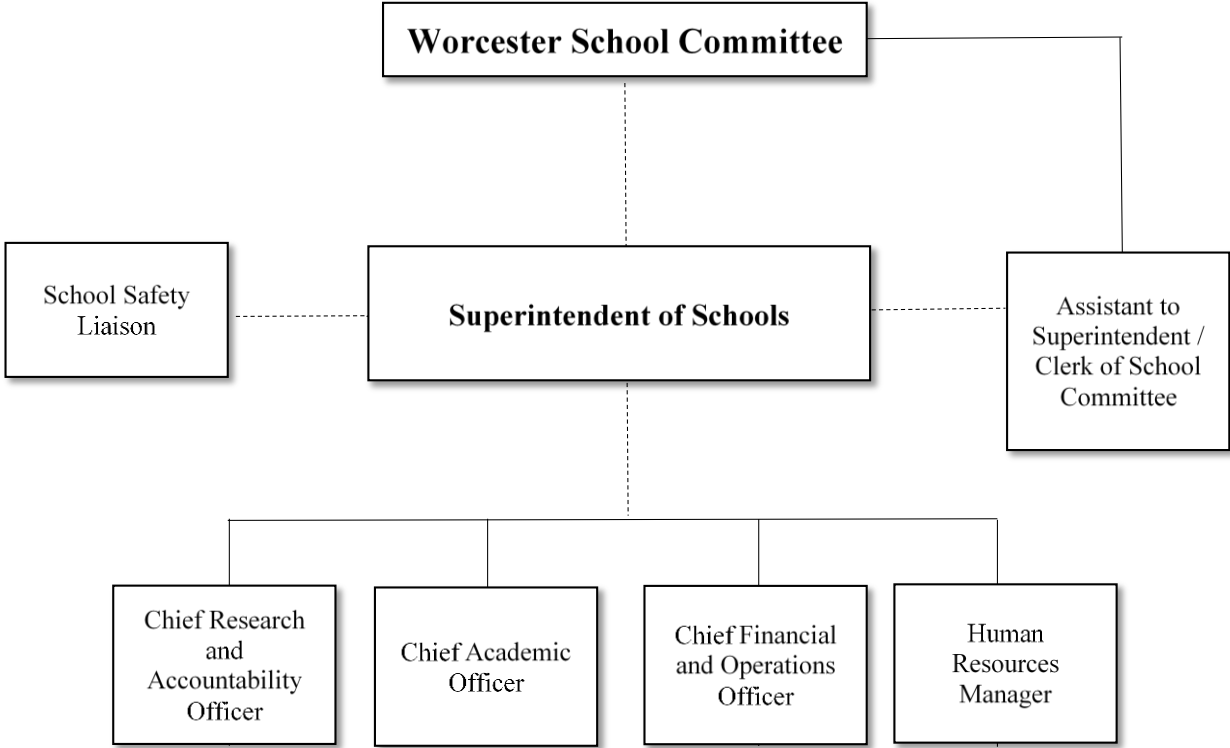
### **Senior Leadership Team – The L.E.A.P. Team**

In 2009, the Superintendent established a leadership team, known as the L.E.A.P. team, consisting of senior-level department heads that can develop, consult, examine data, and address district-wide initiatives without regard to division lines of responsibility. The group meets monthly and includes several building principals. The L.E.A.P. Team has the following guiding principle: As a team, we will provide **L**eadership to our staff and our schools; we will help **E**ducate students as well as educate ourselves to be a better team; we will **A**ccelerate our improvements, re-thinking even successful programs that do not lead to large gains; As a team, we will **P**erform at our highest levels to focus on student achievement. Our work will be measurable and we will be accountable for that work.

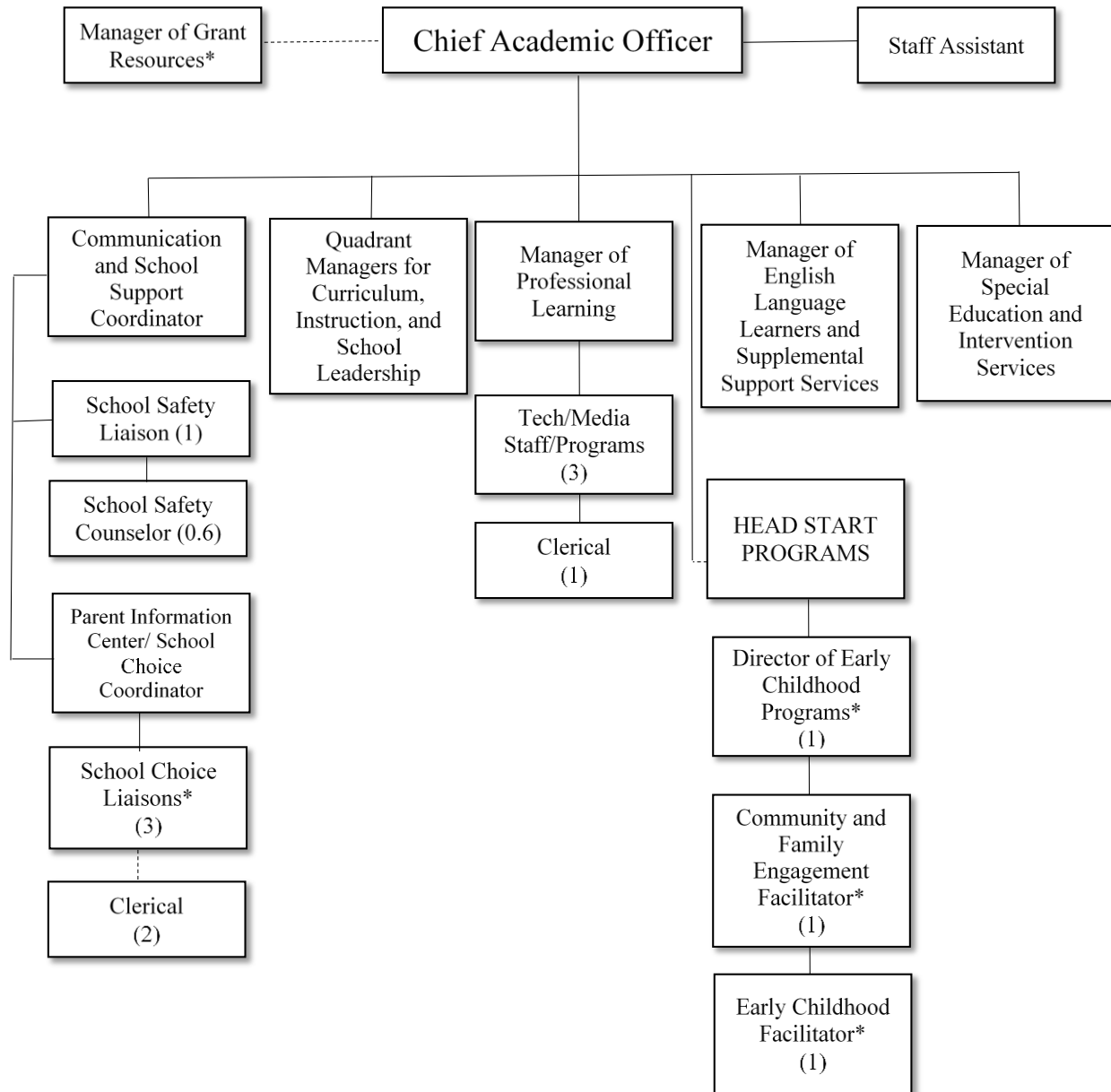




# Worcester Public Schools Organizational Chart

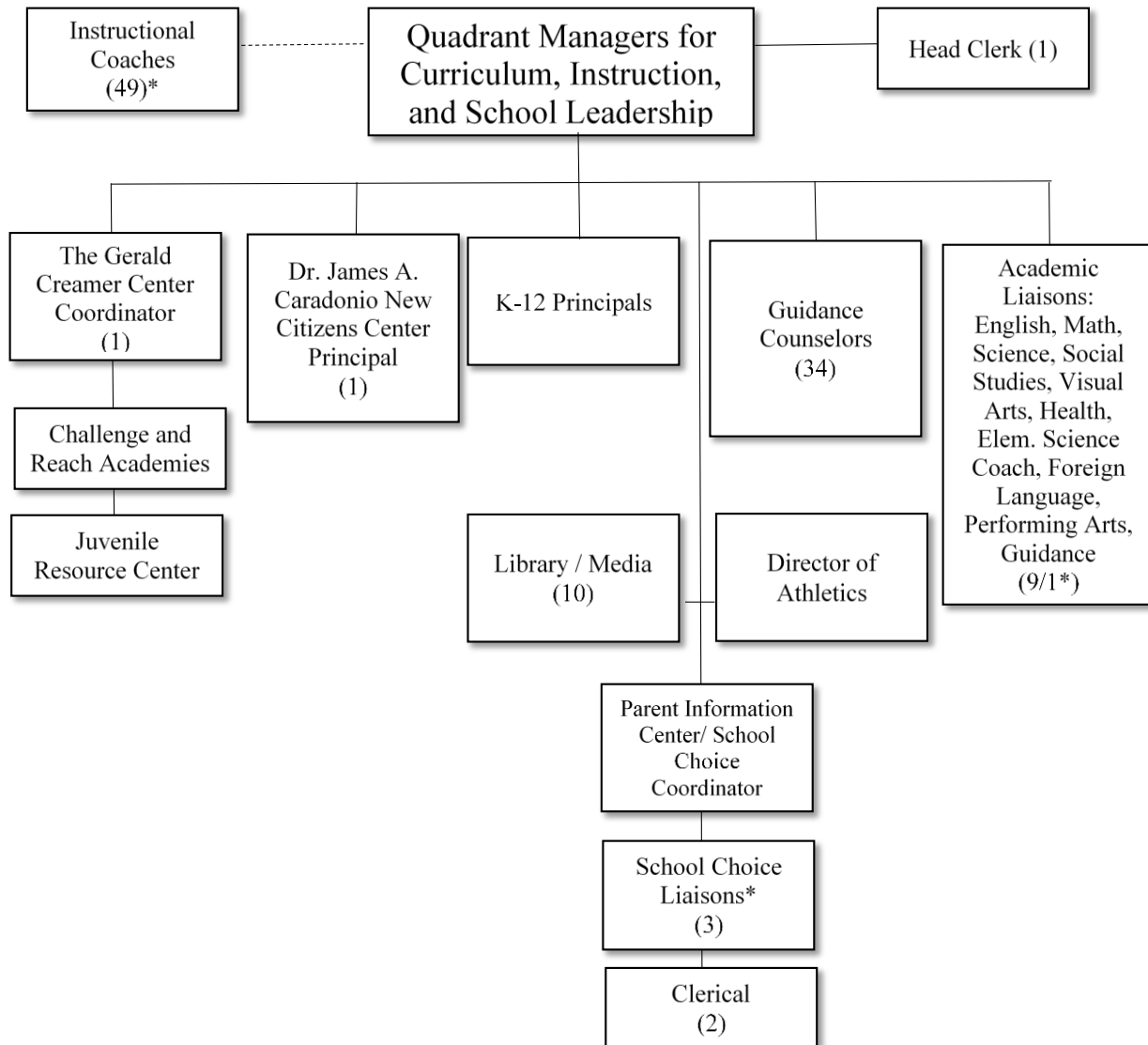






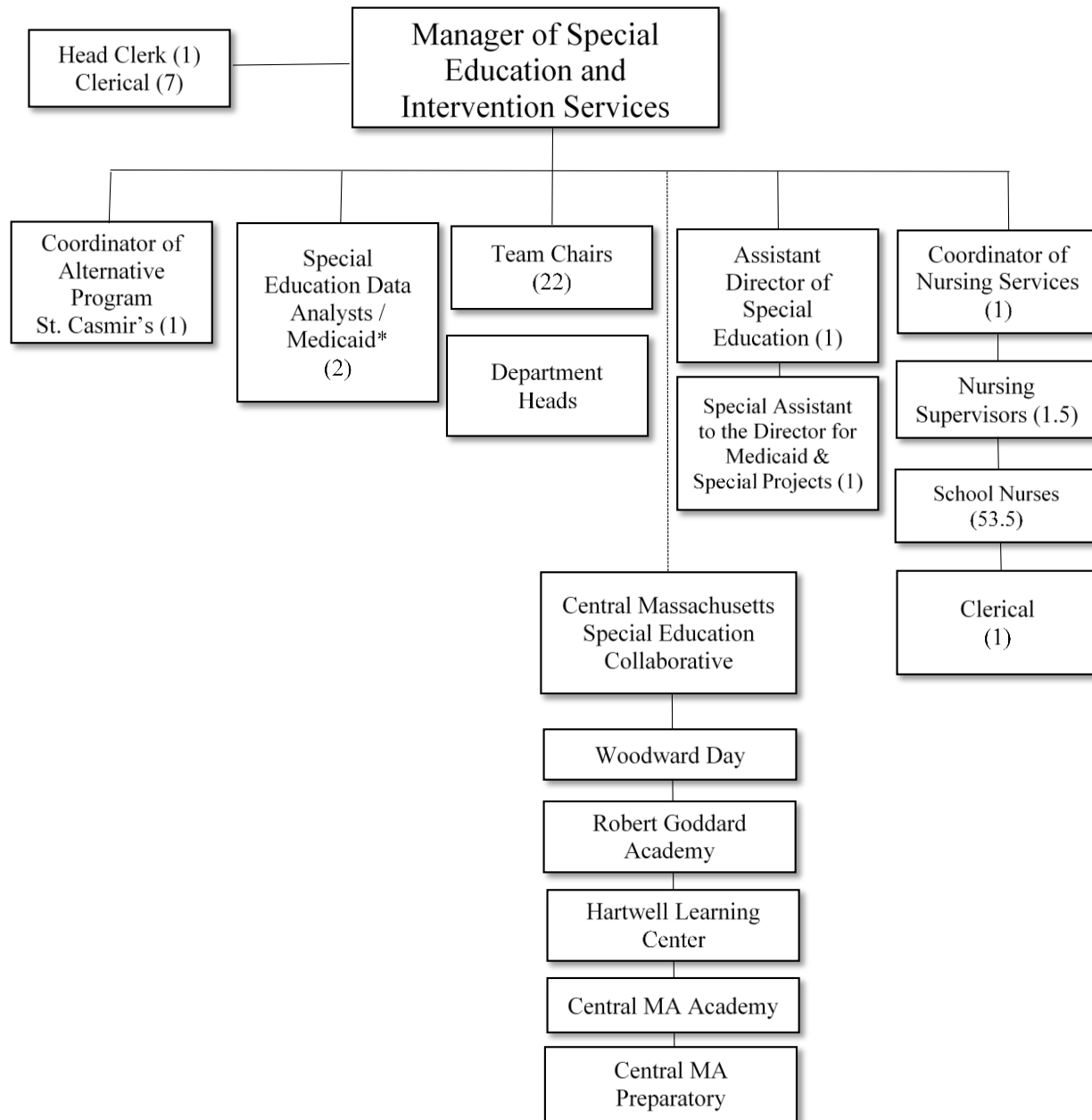
*\* Indicates Grant or Other Non-General Fund Sources*





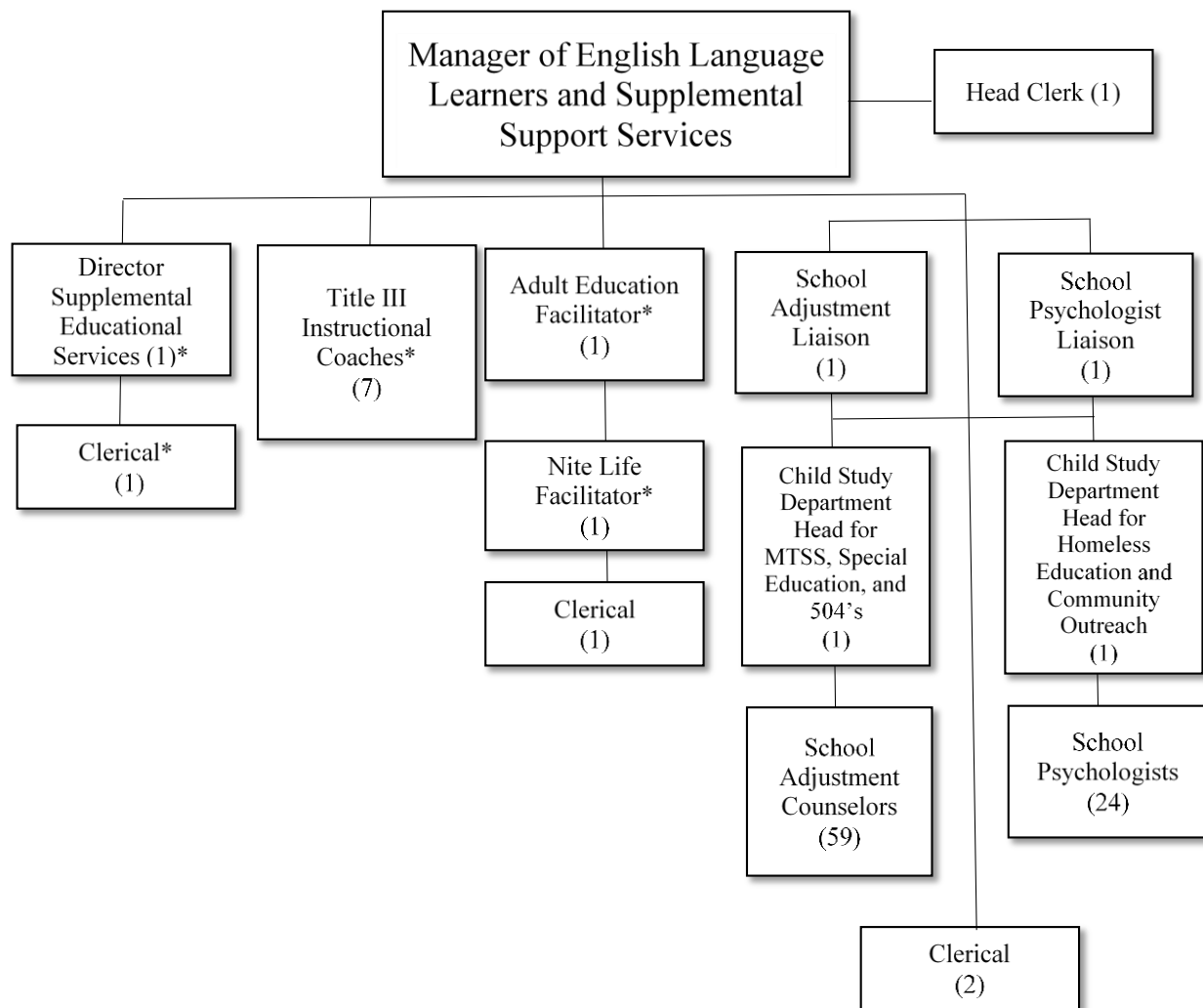
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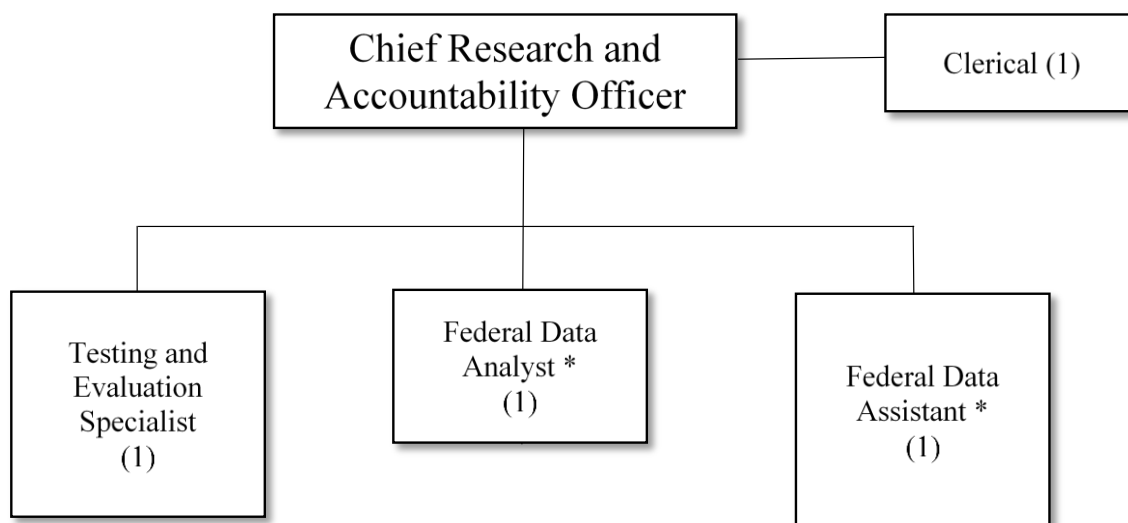
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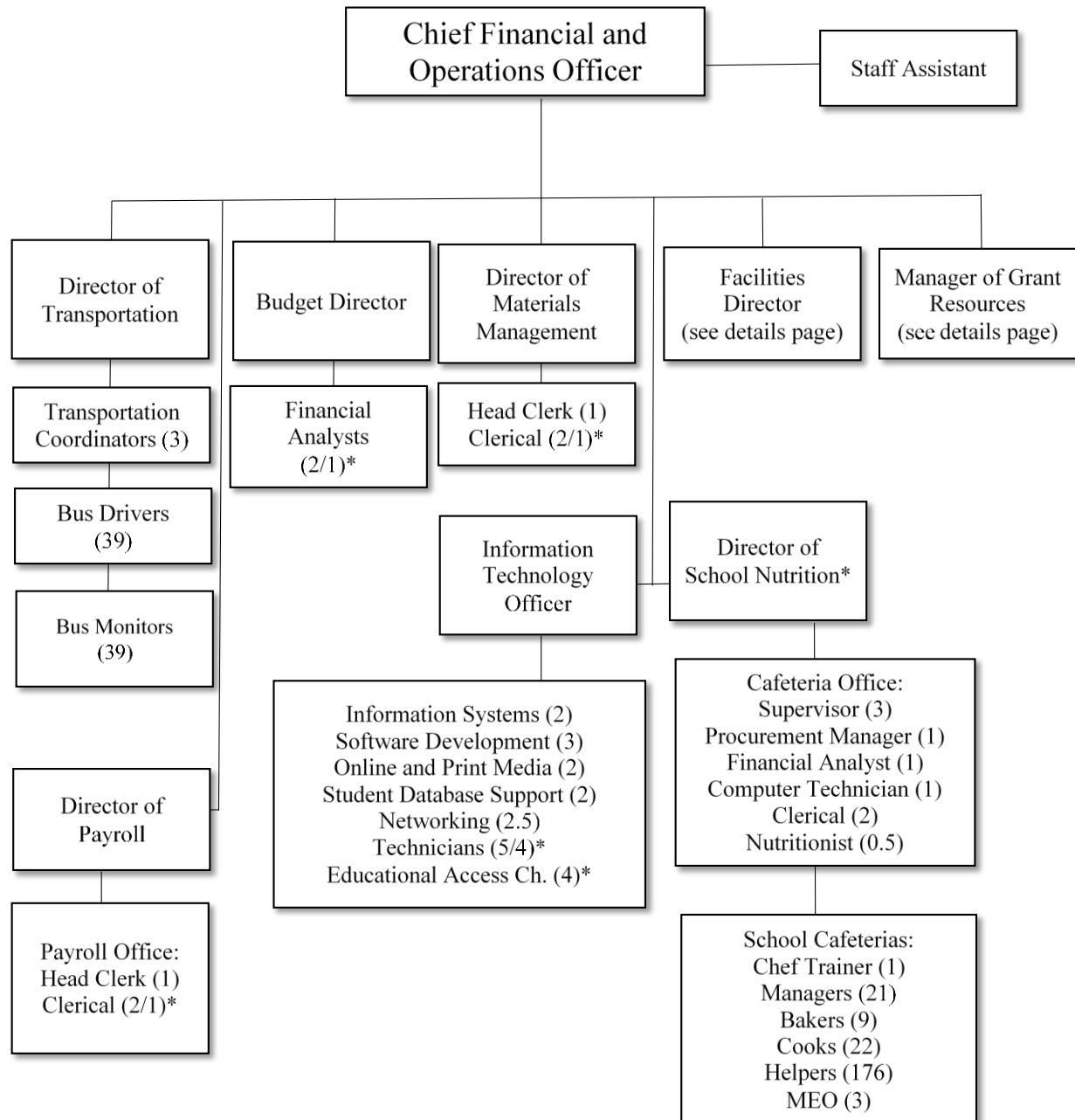
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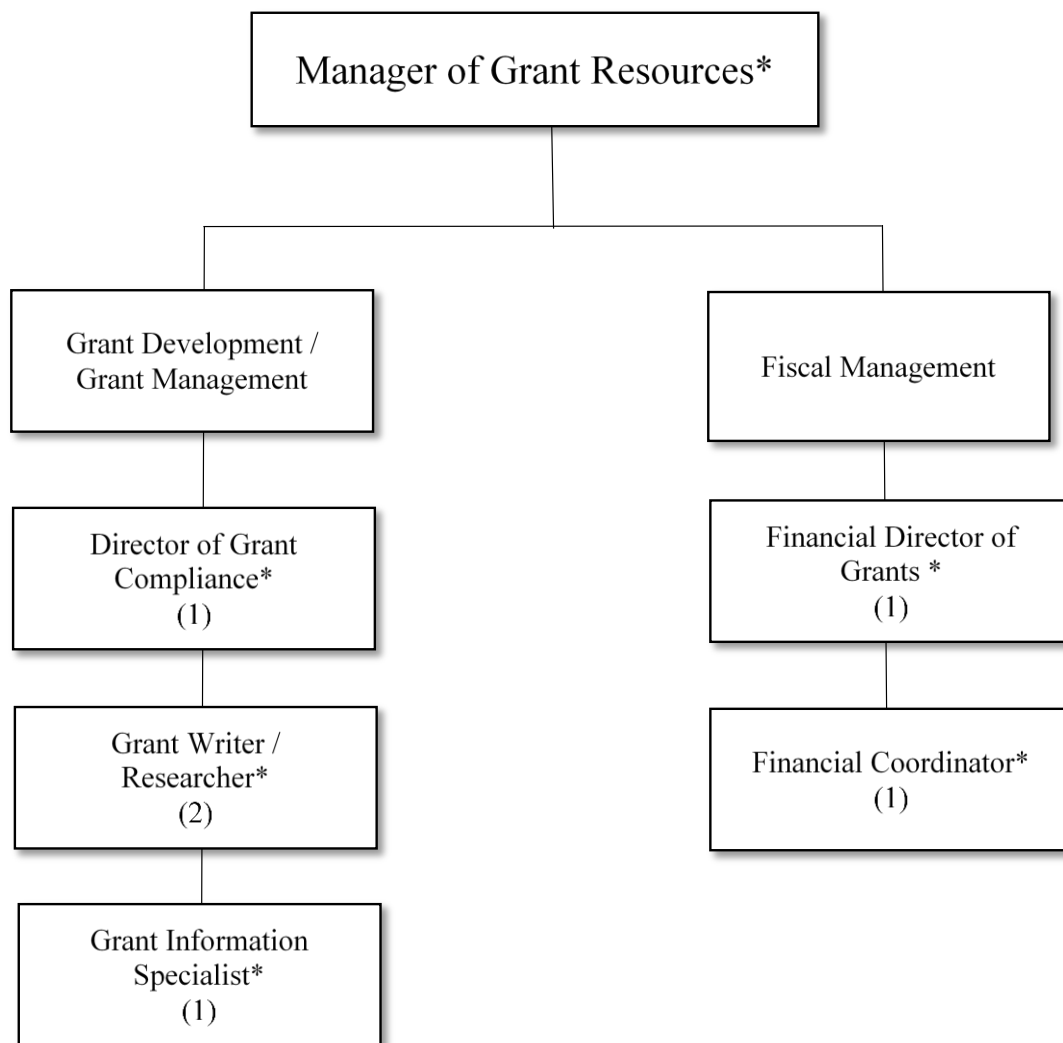




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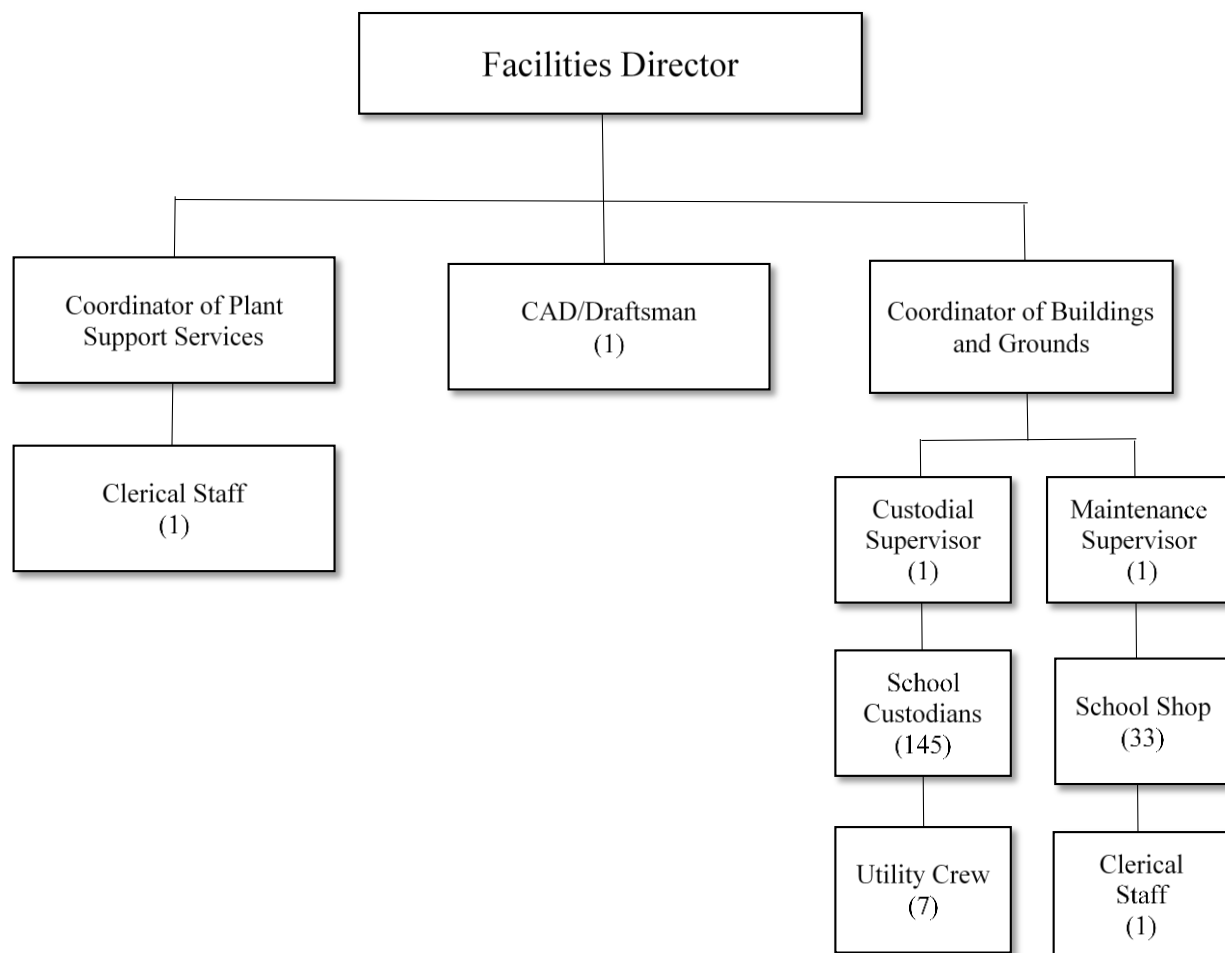


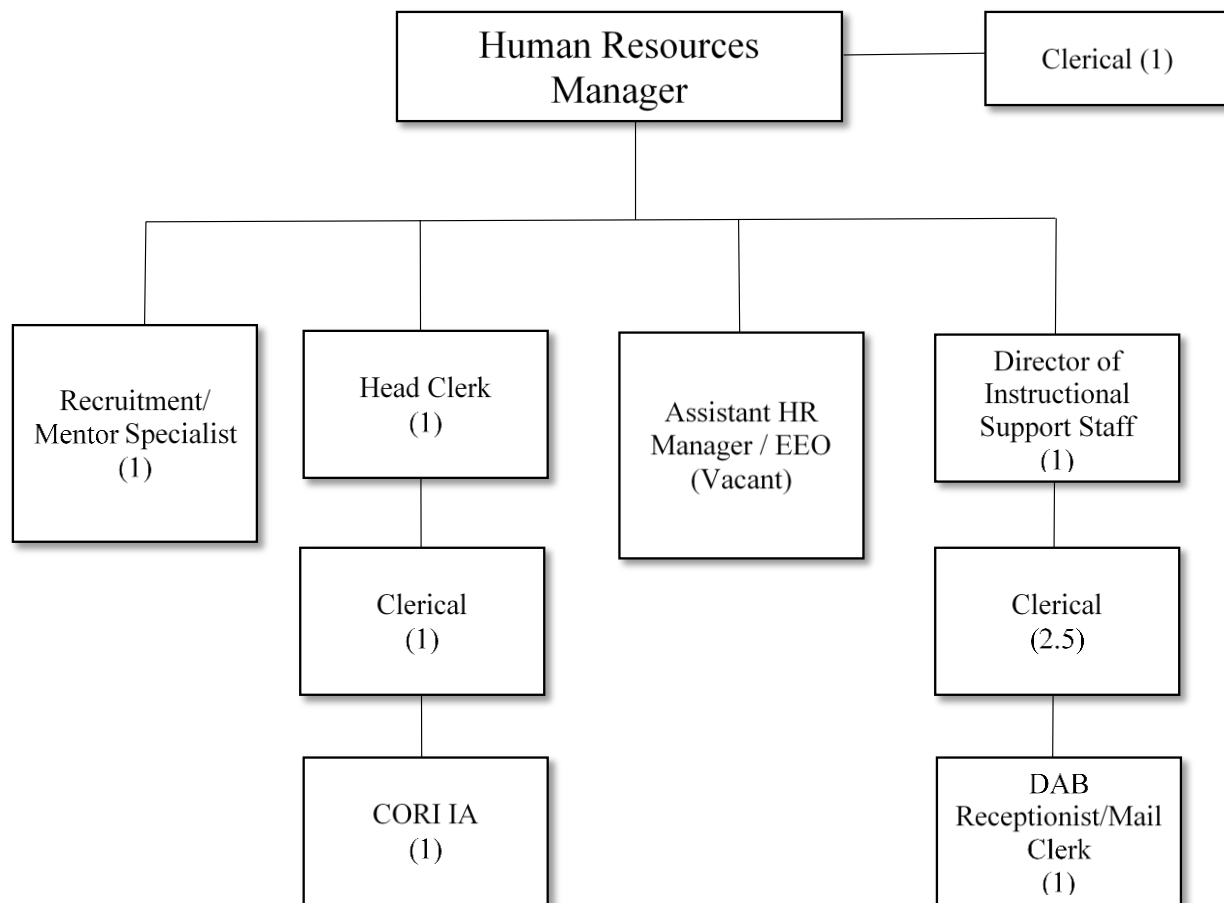




*\* Indicates Grant or Other Non-General Fund Sources*









## **Worcester Public Schools**

### **Mission Statement:**

The Worcester Public Schools provides learners with a quality education in a safe and healthy environment. We believe that all students can achieve at high levels as they prepare to become productive citizens in our changing technological world. We are committed to supporting students, parents, educators, and citizens in their pursuit of learning.

### **District Vision Statement:**

#### ***The WPS COMPACT***

##### **Delivering on High Expectations and Outstanding Results for All Students**

100 percent of students will be guaranteed a rigorous core curriculum resulting in measurable gains in student learning

##### **Milestones for College and Career Readiness**

- ⊕ A 50 percent reduction in the proficiency gap in English Language Arts, Mathematics and Science & Technology/Engineering by 2016-17
  - In ELA, a CPI of 88.1 by 2016-17
  - In Mathematics, a CPI of 83.7 by 2016-17
  - In Science & Technology/Engineering, a CPI of 80.8 by 2016-17
- ⊕ Increase the WPS graduation rate to 90 percent over 4 years or 95 percent over 5 years by 2016-17
- ⊕ A 50 percent reduction in the annual dropout rate to 1.9 percent by 2016-17
- ⊕ 100 percent of graduates will successfully complete high school coursework that prepares them for both college and career



## **WORCESTER PUBLIC SCHOOLS THEORY OF ACTION**

If all Worcester Public Schools' personnel provide or support high quality teaching and learning, then all Worcester Public Schools' students will continuously achieve higher performance levels, thus closing the achievement gap.

“Delivering on High Expectations and Outstanding Results for All Students”

## **STRATEGIC PLAN GOALS**

### **Strategic Goal I**

*Ensure that all students achieve high standards through high quality teaching and learning*

### **Strategic Goal II**

*Enhance the quality of all personnel by providing and supporting high quality professional development*

### **Strategic Goal III**

*Ensure that all students have the best opportunity to learn by providing support to achieve excellence and accountability in all schools*

### **Strategic Goal IV**

*Create communication structures and a community infrastructure that supports learning*

## **District Focus Statement**

All personnel of the Worcester Public Schools will align efforts to have all students show growth in their ability to read fluently, to comprehend deeply, to think critically, and to respond effectively. This will be accomplished through the implementation of rigorous, evidence-based instructional practices and a standards-based curriculum across all content areas. Multiple measures including formative and standardized assessments will be used to monitor our progress, to refine our practice, and to improve our capacity to ensure all students reach and exceed grade level expectations and graduate college and career ready.





## WORCESTER PUBLIC SCHOOLS SEVEN POINT FINANCIAL PLAN FOR ADVANCING STUDENT ACHIEVEMENT AND PROGRAM SUSTAINABILITY

The district Administration has developed the “WPS Compass” that defines the district’s instructional focus. The WPS Compass is the district’s instructional guiding document around our promise to the community on delivery on high expectations and outstanding results for all students, our student achievement improvement strategy, and a framework of high quality teaching and learning. Using this instructional compass as the model, the district Administration has developed and the School Committee adopted in 2014 the following **Seven Point Financial Plan for Advancing Student Achievement and Program Sustainability** for the Worcester Public Schools. These following seven points become our financial compass and guiding document for the allocation of resources and budget planning:

1. **Long Term Budget Planning:** The annual budget document will continue to conform to the Meritorious Budget Award criteria of the Association of School Business Officials, International. Included in the budget document will be three years of actual student enrollment and five years of projected student enrollment (in total and by school) as well as a five year history and projection on revenues and expenditures. This will allow the general public an opportunity to look at enrollment and spending trends as well as provide the community with budget trends that eliminate any budget status surprises when done only on an annual basis. The long term budget planning also allows for the strategic allocation of resources over a multi-year period.

**Achievement:** The district received the Meritorious Budget Award in 2015 for the second consecutive year. This FY16 Budget reflects the criteria for excellence in school budget presentation, setting a high standard for transparent budget development. Further, the recommendations in the budget reflect long term enrollment, spending, and capital planning.

2. **Annual Budget Review:** The district will continue to utilize a “Zero-Based” budget development process. This budget building technique starts with each department, school, and division budget at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins at zero again prompting close scrutiny and prioritization of costs. This process allows the district to meet the existing and emerging needs of students and allows the district to reallocate resources accordingly in a very timely manner.

**Achievement:** For the sixth consecutive year the district has utilized a “Zero-Based” budget development process. The FY16 Budget recommendations, increases spending in certain areas and cost savings in others, have been based on close scrutiny and prioritization of costs.

3. **Transparent Budget Process:** The budget process and method of instructional funding allocation will continue to be included in the annual budget document. This allows all readers to understand how staff is assigned to schools based on enrollment and student needs. The transparency ensures fairness in funding across the city while recognizing differentiated funding for schools based on their particular needs. The budget will continue to show budgeted expenses



in detail by school or location. The Administration will make frequent budget presentations and updates to the School Committee and community throughout the budget planning and development phase in order to solicit input and priorities from as many stakeholders as possible.

**Achievement:** The Administration provided budget presentations to a variety of stakeholders prior to release of the budget document, including the School Committee, State Legislative Delegation, and City Wide Parent Planning Advisory Committee (CPPAC). Budget priorities were developed and submitted by the School Committee and CPPAC. This budget document provides explanation of all revenue sources and spending for the district, including prior year actuals, current budgeted amounts, proposed spending level, and three year projected amounts. The staffing resource allocation guidelines used by building principals is included in this document. The calculation of the compliance with state spending level requirements is also included. Detailed spending by location is included as additional budget transparency information.

**4. Quarterly Financial Reporting:** The on-going public review of current year spending and expenditure trends is an important component of the transparent budget process. On a quarterly basis, the Administration will present to the School Committee's Subcommittee on Finance and Operations, a detailed review of the current year budget and recommended adjustments in order to end each fiscal year balanced within the appropriation set by the Worcester City Council. The quarterly budget review occurs at televised meetings and the financial reports are available to the public through the district's website.

**Achievement:** The Standing Committee on Finance and Operations continued to meet during 2014-15 fiscal year on a quarterly basis to provide a publicly televised review of current year spending and operating budget transfers and will continue this practice.

**5. Supplemental & Sustainable Programs:** The district will predominantly utilize state and federal grant funds to provide supplemental academic support to students, as well as high quality staff development opportunities. Any new programs or initiatives developed, supported, or otherwise funded by the district will include a multiyear budget as well as a stated source of funding to ensure program sustainability in future years.

**Achievement:** New grant funds submitted by the district, such as the School Redesign Grant for Elm Park Community School, includes multi-year cost projections. All new grant funds are considered as it relates to future impact on the district's budget prior to submittal and acceptance.

**6. Cap Administrative Spending:** The state's education funding formula calculates a "foundation budget" (a minimum spending level) for school districts using a differentiated per pupil amount based upon student grade or program and provides additional funds for low income and English language learners. The per pupil formula is comprised of allocations for an adequate level of teachers, professional development, instructional equipment, guidance and student support, operations and maintenance, employee benefits, special education tuition, instructional leadership, and administration. This funding formula indicates that 4% of the district's operating budget is allocated to District Administration. The district will continue to demonstrate a commitment of placing as many dollars of the budget for direct instructional services but the budget must also realistically recognize that important administrative functions are needed to lead,





manage, and operate one of the largest school districts in the Commonwealth and one of the largest employers in the city. As a result, a spending cap of no more than **1.5%** of the district's foundation budget will be allocated on Administration (in accordance with DESE chart of account format) from the School Committee's general fund budget. The district will spend 63% less on district administration than the funding received for administration by the state's funding formula.

**Achievement:** The spending on Administration (as defined by the DESE chart of accounts) from the general fund budget in the FY16 budget remains below the self-imposed administrative spending cap by more than \$150,000.

7. **Target on New Revenues:** All new revenues from the School Committee's general fund appropriation will be earmarked for instructional, student or school support and services, school safety, building maintenance, student transportation cost areas, except to address increases in health insurance, retirement assessments, unemployment, workers compensation, or other areas for statutory compliance. All other new spending will only be achieved through the reallocation of existing funds or cost savings identified through operational or programmatic efficiencies.

**Achievement:** The FY16 general fund budget is recommended to increase \$14.0 million over the adopted FY15 budget amount.

Within the spending recommendation the budget includes:

Negotiated Contractual Salary Increases:	\$4,677,400
Contractual Transportation Increase	\$1,056,500
Retirement Assessment Increase	\$ 695,100
Health Insurance Increase	\$ 604,000
Special Education Tuition	\$ 686,200
Building Utilities	<u>\$ 170,000</u>
	\$7,889,200
54 New Teacher and School Based Administrative Positions	\$4,110,000
22 New Instructional Assistant & Support Positions	\$ 770,000
1 New School Nurse Position	\$ 50,000
3 School-Based Custodial Positions	\$ 133,000
Moved Athletics from Phased-Out School Choice with No Loss of Service	\$ 616,500
New Elementary Mathematics Textbook Purchase	\$ 322,300
Instructional Materials Increases	<u>\$ 170,000</u>
New Programs and Services:	\$6,171,800
<b>Total Spending Increase</b>	<b><u>\$14,061,000</u></b>



**Annual Budget Development Process:**

The annual budgeting process of the Worcester Public Schools is the mechanism by which the district's priorities are formulated and resources allocated. By strategically aligning goals with financial and human resources, the district is making a direct commitment to attaining those goals. During this process, the district's strategic priorities and financial plan for the year are formalized and approved by the School Committee.

The budget process continues to evolve each year through increasing budget transparency and organization-wide collaboration. These changes will greatly improve the district's ability to allocate resources in a manner to improve student achievement.

**FY 2016 Highlights:**

***Zero-Based-Budgeting:*** For the sixth consecutive year, the district has used a zero-based budget approach to develop the recommended budget that is submitted to the School Committee for consideration. A zero-based budget approach is very much a "bottom-up" process that requires each building principal to be actively engaged in the budget process. For each budget cycle, all programs start at a base of zero and are funded based on enrollment and program needs and justification. The staffing levels for next year are based solely on the future (enrollment and programs) and do not build upon staffing that already exists at the school. It allows a budget to be built on agreed upon district goals rather than history of resource allocation.

As a result of this process, the district has been able to identify millions of dollars in cost savings that have allowed for preservation of teacher and instructional support positions during this period, including savings on utilities, transportation, and special education services.

***School Resource Allocation Meetings:*** All building principals are engaged in the budget process through a collaborative approach that allocates resources to align with district goals and each school's needs. Through the budget process, the Administration has developed budget recommendations made to support schools based on actual available resources and on conversations with individual building principals about funding priorities that align with district goals and meet the school's needs.

***Community Engagement:*** Students, parents, business leaders, and interested citizens had opportunities to meet with the Superintendent and her leadership team to discuss priorities within the budget. This input has been used to develop the recommendations contained in this budget document.

***Public Hearings:*** The Finance and Operations Committee of the School Committee has begun frequent joint meetings this year with the City Council's Education Committee to develop a shared understanding of the funding needs for the Worcester Public Schools. In addition, the Administration and School Committee annually hold public hearings on the proposed budget to gather feedback and suggestions from parents, community members, and interested parties.



### **The Three Biggest Budget Factors in FY16:**

- ⊕ **Student Enrollment Increase Drives Revenue Increase:** Due to the large enrollment increase, most of the FY16 budget increase is funded through Chapter 70 State Aid. The state's Chapter 70 increase of \$10.9 million is the largest increase since FY12 and reflects the following:
  - Nearly 600 Pre-K to Grade 12 students
  - 834 English Language Learner student enrollment increase
  - 776 Low Income student enrollment increase

Total Chapter 70 State Aid increases from \$220,569,583 (including the amounts for charter schools and school choice tuition offset) to \$231,438,724, a 4.9% increase.

The state's Foundation Budget, the education funding formula, is driven entirely by student enrollment and inflation factor. The revenue increase is attributed to the enrollment changes within the district.

- ⊕ **Phase-Out of Federal Race to the Top (Carry-Over Funds) and School Redesign Grants:** The budget reflects a phase-out of two remaining grants funded through federal American Reinvestment and Recovery Act (ARRA) funds. These funds have been used primarily to support Level 4 and innovation schools. All services provided to the Level 4 schools are sustained through of Title 1 funding of the district, including the Wrap-Around Coordinator positions. These positions are included in the Burncoat Prep's Level 4 turnaround plans with the state and the positions are included in the approved Level 4 exit assurance plans for Union Hill School and Chandler Elementary. The Elm Park turnaround plan also includes a new Wrap-Around Coordinator position to be funded through Title 1 as well. Through the use Title I funds, the Wrap-Around Coordinator positions at Chandler Magnet, Goddard School of Science and Technology, Woodland Academy, and Sullivan Middle School are funded next year.
- ⊕ **Non-Represented Employees and Retiree Health Insurance Change:** All non-represented employees and retirees on conventional health insurance plans will migrate to new plan design effective July 2015. These changes provide for no increase or savings in employee premium rates while increasing deductible and co-payments and will provide \$448,000 in savings to the budget. If all represented employee groups migrated to this new plan design, an additional \$1.7 million in savings could be reallocated within the WPS budget.

### **Areas of Future Budget Watch:**

The following are areas that need close attention and may result in significant budget impact in future years:

- ⊕ **Elementary Classroom Space:** The enrollment of the Worcester Public Schools continues to exceed the enrollment just prior to the closing of eight schools, four schools in 2004 and



four schools in 2007. There are several schools with large class sizes and overcrowding based on available space. The new Nelson Place School is expected to be completed in 2017 and will provide 100 additional seats beyond current enrollment at the school. Additional space may be needed through new construction, conversion of existing buildings, rental of space, or student re-assignment.

- ⊕ **High School Enrollment:** The district's 6,915 grade 9-12 enrollment is at the highest level since 2007. It is projected that the district's elementary enrollment increase will extend into the high school level in future years.
- ⊕ **Student Enrollment:** Although the Massachusetts School Building Authority estimates student enrollments in Grades K-12 to increase over the next three years, it is not expected to increase at the same rate as this past year. Since the majority of funds to the Worcester Public Schools is based on student enrollment, overall revenue growth will increase at a lower rate than previous years. This will require the on-going reallocation of existing resources in order to meet student needs.
- ⊕ **Technology Support, Maintenance, and Training:** The district maintains more than 7,500 computers throughout the district. In recent years, the district has added interactive whiteboard technology, digital document cameras, and tablet technology. These devices will require proper school-based support, maintenance, and training.
- ⊕ **Cost Center Exceeding Inflation:** As Health Insurance and Retirement Assessments costs continue to exceed the foundation budget inflation growth will continue to reduce education services for students.

### **Areas of Current Study for Future Budget Stabilization and Savings:**

The Administration is working on the following areas for future opportunities for budget stabilization or budget savings:

- ⊕ **Health Insurance:** The City and Schools proposed alternative plan designs to reduce premium costs to include: an increase to the current deductible levels from \$250 (Individual Plan) and \$750 (Family Plan) to \$500 and \$1,000 respectively; a small increase to the third tier prescription drug co-pay from \$45 to \$50; and to require mandatory mail order for maintenance prescription drugs. It is only through consistent, incremental changes to plan design that we can drive consumer choices to lower-cost options and reduce premiums. Non-Represented Employees and Retirees on the conventional health insurance plans will migrate to these plans in July 2015 providing \$448,094 in savings. If all represented employee groups moved to these new rates there would be an additional \$1.7 million in savings that could be used within the budget.
- ⊕ **School-Based Print Solutions:** Each school is currently responsible for using their student allotment to pay for copier leases or maintenance costs within their building. The Administration recognizes the significant impact that this has on the school budget and is exploring further opportunities to provide savings or budget relief to schools.



- ⊕ **ESCO/Energy Savings:** Over the next several years, as the projects relating to the contract with Honeywell International are completed, long term energy savings are anticipated.
- ⊕ **In-District Operated Transportation:** The Administration will explore the feasibility of directly providing all in-district student transportation services beginning in 2020. The analysis and recommendation will be forwarded to the School Committee in advance of the next student transportation contract period.

### **Budget Planning Phase**

The planning and strategy stage of budget development is critical to the overall budget process. Without proper planning and strategic vision, the operating budget will lack the efficiency and effectiveness needed to make the decisions on investing the district's limited resources.

Starting in October, the Finance and Operations Division creates a budget calendar, listing activities and key dates necessary to developing the budget. The budget calendar is an essential part of the budgeting process, as it communicates the overall timeline as well as critical deadlines needed to meet the budget submittal to the School Committee.

Subsequently, the district's leadership team begins to meet in January to formulate priorities and goals for the coming year as well as identify major opportunities and challenges facing the district. The objectives identified during these meetings chart the path where the district is headed.

Finally, projections and assumptions crucial to the budgeting process are developed. These include program changes, contract increases, enrollment projections, and anticipated funding levels and are used to compile a preliminary budget projection. This gives Administration an early look at potential challenges to be faced in the coming months.

### **Budget Development Phase**

The budget development phase is the alignment of the Worcester Compact with the resources necessary to attain them. During this phase, departments submit their staffing and funding requests through the Superintendent's budget committee using a zero-based budget approach. Departments are required to provide specific data that supports the level of staffing or resources needed for each area. Concurrently, building principals develop staffing and other financial resource needs for their schools and submit them to the Quadrant Managers, Manager of Special Education and Intervention Services, the Manager of ELL and Supplemental Services, and Finance and Operations.

As the Budget Office compiles departmental and school-based requests, along with other district-wide costs and forecasted revenues, a budget projection that specifically identifies the district's budget status is formed. The district's budget committee, using the expected available resources, then develops budget recommendations that will have the greatest impact on student learning allowing for college and career ready skills.



**Budget Adoption Phase**

After the operating budget is balanced, the Superintendent's recommended budget is submitted to the School Committee for consideration. The School Committee typically convenes two public budget sessions in June to review, amend, and ultimately adopt the fiscal year budget.

During this time, any changes to the state budget or other revenue amounts from original recommendations occur, or if the district's expenditure assumptions change, the Administration makes necessary adjustments to the proposed spending plan.



## Operating Budget Calendar

### October through December

- Initial budget planning estimates are determined using current enrollment and cost-center data and allocation planning meetings are held.
- School Committee's Standing Committee on Finance and Operations begins to hold joint meetings with City Council's Education Committee.

### January

- Superintendent convenes administrative level budget meetings.
- School-based resource allocation meetings are held with building principals.
- Superintendent and City Manager begin to discuss preliminary budget estimates for Worcester Public Schools.

### February

- Superintendent meets with high school student advisory group to discuss student budget priorities.
- Superintendent meets with district administrators and building principals to discuss resource allocation needs.

### March

- Announcement and analysis of the Governor's annual proposed budget.
- Initial estimates for annual budget are provided to Worcester School Committee.
- Administration presents budget estimates to Citywide Parent Planning Advisory Committee.
- Superintendent presents preliminary budget estimates to local business roundtable.

Due to timing, the budget submitted to the School Committee is usually based on information from the House of Representatives.

### April

- House of Representatives releases preliminary budget.
- Community input session is held by the Finance and Operations Subcommittee.

### May

- Budget balanced and document is finalized early in the month.
- Submission of a balanced budget and document to School Committee.
- Senate releases preliminary budget.
- City Council Hearings on City departmental budgets.

### June

- School Committee deliberates and adopts the annual budget.
- Changes to budget appropriation applied based on the State's final adopted budget.
- Communication is sent to all departments regarding their approved annual budget.

### July

- Final budgets are entered into the City's fund account financial system.





## **Capital Budget Development Process**

In recent years, the City of Worcester has developed a Five Point Financial Plan that includes an inflation adjusted borrowing cap annually as a way to stabilize City finances and manage long term debt costs. From this annual authorization, funds are provided to the Worcester Public Schools for capital investment or replacement, as well as funding for building renovations or repairs.

The Worcester Public Schools is organized as a department of the City and as a result, does not have the statutory authority to issue its own debt. All capital expenditures requiring debt service are required to be authorized by the City Manager and the City Council.

The physical plant of the School Department's buildings are managed and maintained by the Facilities Department. The Facilities Department develops the building renovation projects for review by the School Committee. Major renovation or repair projects, or projects specifically addressing windows, roofs, or boilers, may be submitted to the Massachusetts School Building Authority (MSBA) for partial funding. Worcester qualifies to receive up to 80% of project costs paid through the MSBA.

### **Planning Phase**

Planning for building renovation and repair allocation occurs each year through the Facilities Department. Using a building systems inventory and condition report, the Facilities Department prioritizes projects for greatest need.

The City's annual Capital Investment Program typically provides \$3 million annually for school renovation projects. During the past fifteen years, the history of projects has concentrated on boiler replacements and other essential building upgrades, such as roof replacements, window replacements, high school science lab installations, environmental compliance projects, renovation of Foley Stadium, among other projects.

With regards to Capital Equipment, the Information Technology Department provides a plan to support classroom technology and district network infrastructure aligned to the district's three year technology plan. The Transportation and Facilities Departments submit plans for the annual replacement of vehicles within their respective departments.

### **Budget Development Phase**

The Superintendent's budget committee reviews the plan for each request. Once approved, the project list is forwarded to the City Manager.

### **Adoption Phase**

The School Administration submits the Capital Improvement Plan for the Worcester Public Schools to the City Manager within the allocation provided by the City Manager annually. The Worcester Public Schools spending plan is included as part of the City's Capital Improvement Plan and voted as part of the overall budget process.



## Capital Budget Calendar

### October through December:

- Facilities Department analyzes building systems (windows, roofs, boilers) for consideration for submission to Massachusetts School Building Authority (MSBA) under Accelerated Repair Program.

### January/February:

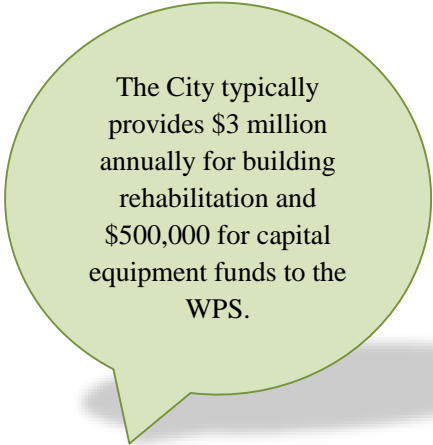
- Administration submits recommended projects to School Committee for authorization in order to be submitted to the MSBA.
- School Committee forwards MSBA authorization to City Manager and City Council for approval.
- Capital Improvement plans are developed by Facilities Department, Information Technology Department, and Transportation Department. Facilities Department works with other departments (school principals, school safety, and program managers) as needed to develop recommendations.

### May:

- Proposed plan is submitted to City's Budget Office.

### June:

- City Manager submits proposed Capital Improvement Plan to City Council to be voted on as part of the overall budget process.



The City typically provides \$3 million annually for building rehabilitation and \$500,000 for capital equipment funds to the WPS.

## Budget Policy and Administration

The Worcester Public Schools' budget development and administration process is defined by a number of policies, regulations, and statutes. These guidelines and mandates include Massachusetts General Law (MGL), state regulations, City of Worcester Ordinance, and Uniform Massachusetts Accounting System (UMAS) accounting structure.

### Organization and Authority

Worcester Public Schools is statutorily organized as a department of the City of Worcester. Because it is not an independent entity, the district does not have the legal authority to levy taxes, issue bonds, or incur debt. For this reason, the district receives most of its revenue through the City's general fund. In addition, the district is required to follow the City's policies regarding budget administration and fiscal management.

Article 4 of the City of Worcester Home Rule Charter and MGL, Chapter 43, Section 31, identifies that "the school committee shall consist of the mayor, who shall be the chairman, and six members elected at large." Section 32 of the MGL Chapter 43 authorizes the School Committee to appoint a Superintendent of Schools.

Section 33 of MGL Chapter 43 provides the duties and powers of the School Committee, including "shall have control of all school buildings and grounds connected therewith and shall make all



reasonable rules and regulations, consistent with law, for the management of the public schools of the city and for conducting the business of the committee.”

## **Budget Development**

Article 5 of the City of Worcester Home Rule Charter and MGL Chapter 44, Section 32 governs the municipal budget process. According to the Home Rule Charter, the “City Manager is required to submit to the City Council an annual budget which shall be a statement of the amounts recommended by him/her for proposed expenditures of the city for the next fiscal year. The annual budget shall be classified and designated so as to show separately with respect to each city agency or undertaking for which an appropriation is recommended, to include a recommendation for the Worcester Public Schools.” In accordance with state law, the City Manager is required to submit an annual budget to the City Council within one hundred and seventy days after the annual organization of the city government. The annual budget shall be classified and designated so as to show separately with respect to each department an appropriation is recommended:

- Ordinary maintenance, which shall also include debt and interest charges matured and maturing during the next fiscal year, and shall be subdivided as follows:
  - Salaries and wages of officers, officials and employees other than laborers or persons performing the duties of laborers; and
- Ordinary maintenance not included under (a); and
- Proposed expenditures for capital equipment with an estimated cost that exceeds one thousand dollars.

The City Council may, by majority vote, make appropriations for the purposes recommended and may reduce or reject any amount recommended in the annual budget, but except on recommendation of the City Manager, shall not increase any amount in or the total of the annual budget, nor add thereto any amount for a purpose not included therein, except as provided in section 33 of chapter 44 of the MGL.

MGL Chapter 71, Section 34 requires that “every city and town shall annually provide an amount of money sufficient for the support of the public schools as required by this chapter, provided however, that no city or town shall be required to provide more money for the support of the public schools than is appropriated by vote of the legislative body of the city or town. In acting on appropriations for educational costs, the city or town appropriating body shall vote on the total amount of the appropriations requested and shall not allocate appropriations among accounts or place any restriction on such appropriations. The superintendent of schools in any city or town may address the local appropriating authority prior to any action on the school budget as recommended by the school committee notwithstanding his place of residence. The city or town appropriating body may make nonbinding monetary recommendations to increase or decrease certain items allocating such appropriations.”

“The vote of the legislative body of a city or town shall establish the total appropriation for the support of the public schools, but may not limit the authority of the school committee to determine expenditures within the total appropriation.”



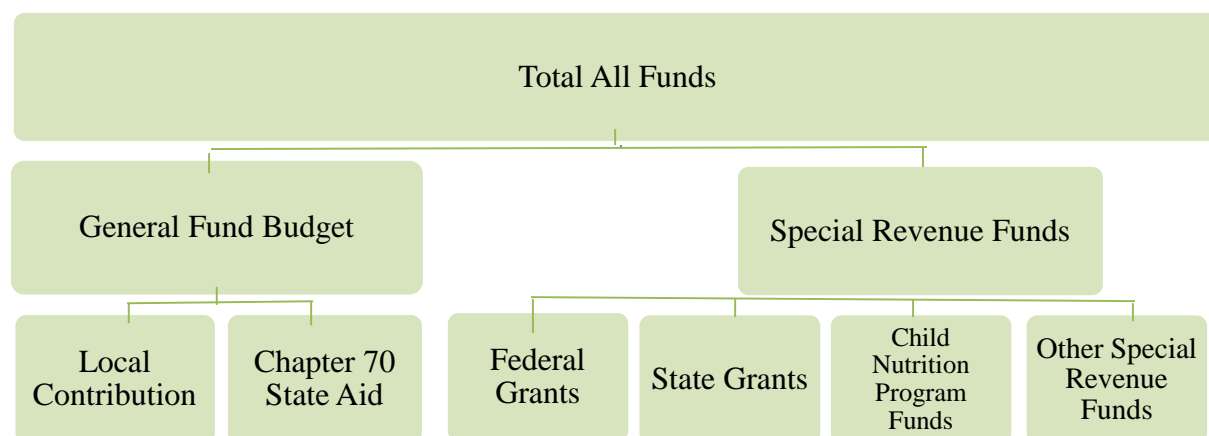
Once the City Manager recommends an amount for the Worcester Public Schools, the Superintendent prepares a recommended budget that is submitted to the Worcester School Committee no later than the Friday before the first Thursday in June in order for the School Committee to hold budget hearings open to the public.

MGL Chapter 71, Section 38N requires each school committee in Massachusetts to “hold a public hearing on its proposed annual budget not less than seven days after publication of a notice thereof in a newspaper having general circulation in such city, town or district. Prior to such public hearing said committee shall make available to the public at least one copy of said proposed budget for a time period of not less than forty-eight hours either at the office of the superintendent of schools or at a place so designated by said committee. At the time and place so advertised or at any time or place to which such hearing may from time to time be adjourned all interested persons shall be given an opportunity to be heard for or against the whole or any part of the proposed budget. Such hearing shall be conducted by a quorum of the school committee. For the purposes of this section a quorum shall consist of a majority of the members of said school committee.”

The School Committee typically holds two public budget hearings: the first and third Thursdays in June (with the fiscal year beginning on July 1<sup>st</sup>).

During the budget hearings, the School Committee reviews the recommended budget as presented by the Superintendent and approves line items or makes adjustments to the recommendations, subject to majority vote of the Committee.

### Budget Organization: Pyramid of Funds



### Revenue Section

The **General Fund Budget** consists of funding derived through State Aid, charter school reimbursement and local revenue sources to comprise the general operating budget of the Worcester Public Schools. The general fund budget is recommended by the City Manager and approved by the City Council. The Superintendent develops a budget based on the amount recommended by the City Manager and the School Committee approves the individual line items.



The ***Special Revenue Section*** consists of state and federal grants, school nutrition program, athletics receipts, school choice revenue, building use and other school based revolving funds, donation accounts, and trust funds.

Federal and state grants are provided to the Worcester Public Schools on an entitlement, continuation, or competitive basis. Grant dollars are generally more restrictive than the general fund and spending must comply with the purpose of the grant. In general, grant dollars are intended to provide supplemental programs to the school district. The School Committee approves all grant budgets based on a recommendation from the Superintendent.

The Child Nutrition Program Fund supports the breakfast, lunch, and snack program of the Worcester Public Schools. The revenue of the Child Nutrition budget is derived entirely from federal reimbursement from the USDA, a state reimbursement allocation, and through paid meals. The Child Nutrition budget is fully self-funded for all expenses, including salaries, food costs, other supplies and services, and employee health insurance. The School Committee approves all fees collected through the School Nutrition Program and the annual budget.

***Other Special Revenue Fund*** programs consist of School Choice Revenue (payments from the state to provide funds by allowing non-resident students to attend the school district on a space available basis), Special Education Reimbursement (a state reimbursement program, also called the “Circuit Breaker” program, for certain high cost special education students), Adult Education & GED (a tuition based academic and enrichment program offered during evening hours), Athletics (revenue collected from gate receipts and concession sales in support of athletic programs), and school-based programs (certain school-based programs, such as a restaurant, cosmetology salon, automotive repair programs, and building use that charge fees to users for the operation of the program).

### **Expenditure Section:**

Massachusetts school districts are required to report all expenditures by the following functional categories:

**Administration (1000):** Activities which have as their purpose the general direction, execution, and control of the affairs of the school district that are system wide and not confined to one school, subject, or narrow phase of school activity. Includes all costs associated with School Committee, District Administration, and all Finance and Administrative Services.

**Instruction (2000):** Instructional activities involving the teaching of students, supervising of staff, developing and utilizing curriculum materials and related services. Instructional services directly attributable to schools must be reported on a school basis, while district-wide services, such as supervisory may be reported on a district-wide basis. Includes all costs with district-wide academic leadership, school building leadership, teaching services, professional development for teachers, support staff and school councils, instructional materials and equipment, and psychological services.



**Other School Services (3000):** Activities that support school operations other than instructional services. Includes all costs associated with attendance and parent liaison services, health services, student transportation (to and from school), food services, athletic services, other student activities, and school security.

**Operations & Maintenance (4000):** Housekeeping activities relating to the physical plant and maintenance activities for grounds, buildings and equipment. Expenditures classified as a 4000 expenditure *must not exceed* the per project dollar limit for extraordinary maintenance or for non-instructional equipment. Includes all costs associated with custodial services, heating of buildings, utility services, maintenance of grounds, maintenance of buildings, extraordinary maintenance, and networking & telecommunications.

**Fixed Charges (5000):** Retirement and insurance programs, rental of land and buildings, debt service for current loans, and other recurring items, which are not generally provided for under another function. Includes all costs associated with employee retirements, employee separation costs, insurance programs, rental/lease of equipment, debt service, and other items of a recurrent nature for school purposes.

**Community Services (6000):** Services provided by the school district for the community as a whole, or some segment of the community. Includes all costs associated with civic activities, recreation services, health services to non-public schools, and transportation to non-public schools.

**Fixed Assets (7000):** Acquisition of land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or acquisition of initial or additional *non-instructional* equipment exceeding the \$5,000 unit cost and \$100,000 extraordinary maintenance cost as defined in 603 CMR 10.00. Costs corresponding to revenue received as a lump sum or progress payment revenue receipt from MSBA whether or not outstanding BANs exist. Costs directly related to a school construction project supported through local appropriation.

**Debt Service (8000):** Retirement of debt and payment of interest and other debt costs.

**Tuition Programs (9000):** Transfers of payments to other school districts or to non-public schools for services provided to students residing in the sending city or town.

In addition, in accordance with Massachusetts General Laws, Chapter 55, Section 32, and the City of Worcester's Home Rule Charter, the annual budget shall be classified and designated so as to show separately:

- Salary and Wages
- Ordinary Maintenance
- Capital Equipment

This classification within the document is described as the **Statutory Account Areas**.





Finally, the Worcester School Committee appropriates these statutory account areas through functional spending areas. The salary accounts consist of:

500-91110 Administration Salaries	500-91121 Administrative Clerical Salaries
500-91111 Teacher Salaries	500-91122 School Clerical Salaries
500-91112 School Committee Salaries	500-91123 Non-Instructional Support
500-91114 Day by Day Substitutes	540-91124 School Crossing Guards
500-91115 Instructional Assistants	500-91133 School Nurse Salaries
500-91116 Athletic Coaches	500-91134 Educational Support
540-91117 Transportation Salaries	540-97201 Transportation Overtime
500-91118 Supplemental Program Salaries	500-97203 Custodian Overtime
500-91119 Custodian Salaries	500-97204 Maintenance Services Overtime
500-91120 Maintenance Service Salaries	500-97205 Clerical and Support Overtime

And ordinary maintenance accounts of:

540103-92000 Transportation	500138-92000 In-State Travel
500105-92000 Out-of-State Travel	500141-92000 Vehicle Maintenance
500122-92000 Athletics	500146-92000 Building Utilities
500125-92000 Other Insurance Programs	500152-92000 Facilities Department OM
500129-96000 Workers Compensation	500-92204 Instructional Supplies & Materials
500130-92000 Personal Services	500101-96000 Retirement
500132-92000 Special Education Tuition	500123-96000 Health Insurance
500133-92000 Printing and Postage	500137-96000 Unemployment Comp.
500136-92000 Misc. Education OM	

Account detail by these spending areas are included in this budget book and are used by the School Committee to establish spending for the fiscal year.

### **Budget Management and Controls**

Worcester Public Schools currently maintains budgetary and position control systems, which help to manage the use of financial and human resources effectively. The financial system fully integrates all budgeting and accounting functions, and a separate human resource database provides position level detail and functions within the district. Because the district's financial system is integrated with the City, it is a fully auditable system; it allows for maximum transparency and control of the district's resources. All financial transactions made by the Worcester Public Schools are reviewed and authorized by the City Auditor prior to payment.

**Transfers:** Revisions to the adopted budget may be made throughout the year. To transfer funds, department managers must submit a "Budget Request" form to the Superintendent specifying the need and including supplemental supporting data. The request is then reviewed and approved by the Superintendent. School Committee approval may be necessary if the funding request would adjust the fiscal year line item budget adopted by the School Committee. Upon final authorization by the School Committee, the City Auditor processes the transfer of funds to the appropriate accounts.





**Monitoring:** Each department manager is responsible for the budget (salaries and non-salaries) of their respective department. All payroll timesheets and purchase order requisitions must first be reviewed and approved by the department or school level in order to be processed. Additional levels of approval may be necessary based upon district procedures for spending. Upon receipt in the Finance Office, funding levels are verified and processed for payment. Again, all spending is subsequently reviewed and approved by the City Auditor prior to payment.

Throughout the fiscal year, the Budget Office reviews and monitors every expenditure and revenue account to ensure a balanced budget and proper accounting. The School Committee's standing committee on Finance and Operations meets quarterly to review the budget status of the Worcester Public Schools. A quarterly report summarizing the approved budget, approved transfers, expenditures by line item, and projected balances by account is provided to the School Committee. A narrative report explaining projected or actual variances within accounts are provided by the Administration, as well as any recommended financial transfers. After the quarterly report is reviewed by this committee, the report is provided at the next full School Committee meeting. All financial transfers are approved by majority vote of the full School Committee.

Additionally, the Worcester Public Schools annually is subject to the following audits by independent certified public accountants:

**Annual Audit:** As a department of the City of Worcester, all aspects of the financial operation of the Worcester Public Schools are subject to an annual review by external auditors. This review is conducted in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States. This audit considers the City's internal control over financial reporting. As part of this review, the auditors generally make recommendations for strengthening internal controls and operating efficiency.

**GASB 34:** As a department of the City of Worcester, the revenue and expenditures of the Worcester Public Schools are part of these governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.

**Federal Grant Audits:** Since Worcester spends \$500,000 or more per year in federal grant awards, federal grants received by the Worcester Public Schools are subject to the Single Audit Act; a federal law that establishes audit guidelines of the various federal agencies from which grants have been received.

**Student Activity Account Agreed upon Procedures:** The Worcester Public Schools annually engages the services of an independent auditor to evaluate the systems of internal controls and compliance with the Massachusetts Student Activity Law (Massachusetts General Law [MGL] Chapter 71, Section 47) related to the department's student activity funds.



**End of Year Financial Compliance Report:** Every Massachusetts school district is required to, within nine months of the close of its fiscal year, arrange for and undergo an independent audit of its financial records, to include using the Department of Elementary & Secondary Education Compliance Supplement, and submit the report of this audit to the Massachusetts Department of Elementary & Secondary Education (DESE). Each city, town and regional school district is required to submit an End-of-Year Financial Report (EOYR) to the DESE on or before September 30 of each year. The EOYR must be consistent with Department Regulations and Guidelines. The EOYR consists of several schedules as follows:

- Schedule 1 Revenue and Expenditure Summary
- Schedule 3 Instructional Services by School
- Schedule 4 Special Education Expenditures by Placement
- Schedule 7 Pupil Transportation
- Schedule 19 Annual School Budget

**Various Other Audits and Reviews:** On various other occasions, the financial records of the Worcester Public Schools are audited by federal or state entities related to particular programs or funding sources received by the district. Recent examples of these audits include: school nutrition, federal stimulus funds, E-Rate reimbursement, and Medicaid funds. The district routinely is engaged in program audits by state and federal agencies as well.

**Accountability:** Per Massachusetts General Law, all departments are legally responsible for not exceeding their budgetary appropriation. The Worcester Public Schools maintains a balanced budget throughout the year within this statutory requirement.

### **Basis of Budgeting**

Worcester Public Schools' general fund operating budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP), with the exception of encumbrances, which are considered expenditures in the period the commitment is made. The district's budgetary and accounting systems are organized and operated on a "fund" basis, which is the basic procedure for recording revenues and liabilities in governmental financial reporting. The operations of each fund are budgeted independently. All governmental funds are accounted for using the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when measurable and available to pay current liabilities. Expenditures are recognized when the liability is incurred.

Worcester Public Schools' general ledger chart of accounts follows the format and numbering of the City's chart of accounts which is defined by the Massachusetts Department of Revenue under the Uniform Massachusetts Accounting System (UMAS) structure. The UMAS account structure was most recently updated in August 2007 and is applicable to all political subdivisions in the Commonwealth.



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*Adapted from a photograph by:  
Name of Student: Joseph Appiah  
School: South High School  
Year of Graduation: 2016*

# Financial Section

## FY16 Budget Overview

The fiscal year 2016 budget represents total spending for the Worcester Public Schools from all sources of \$369,184,365, a \$13.7 million or 3.5% increase from the FY15 adopted budget level of \$356,646,381. Within this amount, the total general fund budget that has been recommended by the City Manager is \$318,793,113 which represents an increase of \$14.0 million, or 4.6% from the FY15 School Committee's adopted budget of \$304,751,850. The budget increase represents a \$10.9 million increase in Chapter 70 state aid, \$2.6 million increase in city contribution, and \$0.9 million increase in charter school reimbursements. The charter school tuition assessment will increase by \$504,621, but the school choice tuition assessments and state special education tuition assessment will decrease by \$124,620 and \$13,041, respectively. These tuition assessments are deducted from the total general fund revenue. Federal grants are expected to be reduced \$1.1 million, state grants are reduced \$0.2 million, other special revenue is expected to be reduced \$0.5 million, and school nutrition is expected to increase \$0.2 million from the FY15 budgeted spending level.

The budget reflects the loss of federal grants funds such as Race to the Top and School Redesign that have been used to support Level 4 schools and innovation schools.

The FY16 budget can best be characterized by the following themes: significant enrollment increases from the previous year, low inflation and the continued increase of certain cost centers greater than both revenue growth and the inflation rate. The enrollment increased for the seventh consecutive year, increasing nearly 600 PreK-12 students from the previous year. Overall, the district enrollment has increased by 2,311 students, or 10.1%, since FY07 and the current enrollment is at the highest level since FY03. The Bureau of Economic Affairs Price Deflator Index for State and Local Governments is used by the Commonwealth to change the annual foundation budget rates for the state's education funding formula. The increase of 1.5% from the previous year is the fourth lowest increase since FY98 and well below the 18 year average of 2.6%. Finally, health insurance, retirement assessments, student transportation, and special education continue to increase in the FY16 budget at rates much higher than the rest of the budget.

Due to the large enrollment increase, most of the FY16 budget increase is funded through Chapter 70 State Aid. The state's Chapter 70 increase of \$10.9 million is the largest increase since FY12 and reflects the following:

- Nearly 600 Pre-K to Grade 12 student increase
- 834 English Language Learner student enrollment increase
- 776 Low Income student enrollment increase
- City contribution meets/exceeds target contribution under state's aggregate wealth formula.

Overall, the City's required contribution increases under the state funding formula is based on the municipal revenue growth factor - the annual increase in city revenues for property taxes, general government state aid, and local receipts. The total required increase in FY16 is \$1,655,083.



While the FY16 budget includes a large increase in revenue, there are many unmet challenges within the budget due to the underfunding of the state's foundation budget. The Administration estimates that the foundation budget underfunds Employee Benefits and Fixed Charges by \$35 million and Out-of-District Special Education Tuition by \$15 million. The district spends at or near the foundation budget each year. This \$50 million in underfunding of these two areas must come from the other areas of the foundation budget: classroom teachers, professional development, instructional materials and technology, guidance support, and operations and maintenance. These areas remain significantly underfunded.

The budget is balanced based on the Administration's **Seven Point Financial Plan for Advancing Student Achievement and Sustaining Programs**.

After compiling estimated revenue numbers from the Governor's version of the Massachusetts' budget, along with the district's expenditure forecasts, the Administration projected a budget deficit for FY16, based on district needs and available revenues, totaling \$2.1 million based on the same level of service at the current year. The budget presentations also identified the need for an additional \$16.1 million to address new positions and instructional materials needs. Since the Governor's budget was announced, the House Ways and Means Committee has released updated budget numbers. The FY16 budget reflects growth in instructional positions, as well as the deferment of certain new programs and positions, as well as strategic cost savings and reductions in order to be balanced.

The FY16 budget includes more than \$19.5 million of cost increases and \$5.5 million of budget savings and cost reductions in order to be a balanced budget reflecting a \$14.0 million budget increase over the FY15 levels. The summary of the cost increases are as follows:

<u>Cost Increases:</u>	<u>in millions</u>
New Positions	\$5.6
Employee Cost of Living Increases	\$5.0
Fringe Benefits Cost Increases	\$1.3
Contractual Increases	\$3.9
Existing/New Program Cost Increases	<u>\$3.7</u>
Total Cost Increases:	\$19.5

In order to present a balanced budget, there are a number of cost savings and budget reductions that have been included in the budget. In summary, these items include:

<u>Area of Savings/Reduction</u>	<u>(in millions)</u>
Position Reallocation	\$0.7
Program Reductions	\$0.9
Program Savings	<u>\$3.9</u>
Total Savings:	\$5.5

The Administration's budget committee worked to present a balanced budget in a manner that preserved instructional programs and classroom teacher positions. With the majority of the district's money allocated to instructional positions or contractually and legally mandated





expenditures, the district once again used a zero-based budget approach that enabled a budget that reflects new instructional positions and absorbs reductions in instructional grant-funded programs with minimal impact on core and supplemental instructional programs.


With proper fiscal management and budget review, using the district's **Seven Point Financial Plan for Advancing Student Achievement and Program Sustainability**, the district was able to solve the deficit and invest in new initiatives. Student enrollment growth and demographic changes continue to drive the budget decisions. Within this budget allocation, the Worcester Public Schools are making investments that are critical to continuous improvements and closing the achievement gap.

The FY16 budget of the Worcester Public Schools reflects the allocation of resources based on priorities of the School Committee, parents, business leaders, civic and community members, building principals, staff, students and interested citizens. Resources have been allocated to provide high quality teaching and learning, address programs that this community values, and meet compliance requirements established by state and federal law.

The budget of the Worcester Public Schools continues to demonstrate sound financial practices, through a zero-based approach, resulting in the savings of millions of dollars that have been allocated to support instruction aimed at college and career readiness.

### **Funding Sources:**

The **General Fund Budget** consists of funding derived through State Aid, charter school reimbursement and local revenue sources to comprise the general operating budget of the Worcester Public Schools. The general fund budget is recommended by the City Manager and approved by the City Council. The Superintendent develops a budget based on the amount recommended by the City Manager and the School Committee approves the individual line items.



Budget Updates &  
Information  
available at  
[worcesterschools.org](http://worcesterschools.org).

The **Grants Funds** consist mostly of federal and state grants that are provided to the Worcester Public Schools on an entitlement, continuation, or competitive basis. Grant dollars are generally more restrictive than the general fund and spending must comply with the purpose of the grant. In general, grant dollars are intended to provide supplemental programs to the school district. The School Committee approves all grant budgets based on a recommendation from the Superintendent.

The **Child Nutrition Program Fund** supports the breakfast, lunch, and snack program of the Worcester Public Schools. The revenue of the Child Nutrition budget is derived entirely from federal reimbursement from the USDA, a state reimbursement allocation, and through paid meals. The Child Nutrition budget is fully self-funded for all expenses, including salaries, food costs, other supplies and services, and employee health insurance. The School Committee approves all fees collected through the School Nutrition Program and the annual budget.





**Other Special Revenue Fund** programs consist of School Choice Revenue (payments from the state to provide funds by allowing non-resident students to attend the school district on a space available basis), Special Education Reimbursement (a state reimbursement program, also called the “Circuit Breaker” program, for certain high cost special education students), Adult Education & GED (a tuition based academic and enrichment program offered during evening hours), Athletics (revenue collected from gate receipts and concession sales in support of athletic programs), and school-based programs (certain school-based programs, such as a restaurant, cosmetology salon, automotive repair programs, and building use that charge fees to users for the operation of the program).

### **Expenditure Section:**

Massachusetts school districts are required to report all expenditures by the following functional categories:

**Administration (1000):** Activities which have as their purpose the general direction, execution, and control of the affairs of the school district that are system wide and not confined to one school, subject, or narrow phase of school activity. Includes all costs associated with School Committee, District Administration, and all Finance and Administrative Services.

**Instruction (2000):** Instructional activities involving the teaching of students, supervising of staff, developing and utilizing curriculum materials and related services. Instructional services directly attributable to schools must be reported on a school basis, while district-wide services, such as supervisory may be reported on a district-wide basis. Includes all costs with district-wide academic leadership, school building leadership, teaching services, professional development for teachers, support staff and school councils, instructional materials and equipment, and psychological services.

**Other School Services (3000):** Activities that support school operations other than instructional services. Includes all costs associated with attendance and parent liaison services, health services, student transportation (to and from school), food services, athletic services, other student activities, and school security.

**Operations & Maintenance (4000):** Housekeeping activities relating to the physical plant and maintenance activities for grounds, buildings and equipment. Expenditures classified as a 4000 expenditure *must not exceed* the per project dollar limit for extraordinary maintenance or for non-instructional equipment. Includes all costs associated with custodial services, heating of buildings, utility services, maintenance of grounds, maintenance of buildings, extraordinary maintenance, and networking & telecommunications.

**Fixed Charges (5000):** Retirement and insurance programs, rental of land and buildings, debt service for current loans, and other recurring items, which are not generally provided for under another function. Includes all costs associated with employee retirements, employee separation costs, insurance programs, rental/lease of equipment, debt service, and other items of a recurrent nature for school purposes.



**Community Services (6000):** Services provided by the school district for the community as a whole, or some segment of the community. Includes all costs associated with civic activities, recreation services, health services to non-public schools, and transportation to non-public schools.

**Fixed Assets (7000):** Acquisition of land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or acquisition of initial or additional *non-instructional* equipment exceeding the \$5,000 unit cost and \$100,000 extraordinary maintenance cost as defined in 603 CMR 10.00. Costs corresponding to revenue received as a lump sum or progress payment revenue receipt from MSBA whether or not outstanding BANs exist. Costs directly related to a school construction project supported through local appropriation.

**Debt Service (8000):** Retirement of debt and payment of interest and other debt costs.

**Tuition Programs (9000):** Transfers of payments to other school districts or to non-public schools for services provided to students residing in the sending city or town.

In addition, in accordance with Massachusetts General Laws, Chapter 55, Section 32, and the City of Worcester's Home Rule Charter, the annual budget shall be classified and designated so as to show separately:

- Salary and Wages
- Ordinary Maintenance
- Capital Equipment

This classification within the document is described as the **Statutory Account Areas**.

Finally, the Worcester School Committee appropriates these statutory account areas through functional spending areas. The salary accounts consist of:

500-91110 Administration Salaries	500-91121 Administrative Clerical Salaries
500-91111 Teacher Salaries	500-91122 School Clerical Salaries
500-91112 School Committee Salaries	500-91123 Non-Instructional Support
500-91114 Day by Day Substitutes	540-91124 School Crossing Guards
500-91115 Instructional Assistants	500-91133 School Nurse Salaries
500-91116 Athletic Coaches	500-91134 Educational Support
540-91117 Transportation Salaries	540-97201 Transportation Overtime
500-91118 Supplemental Program Salaries	500-97203 Custodian Overtime
500-91119 Custodian Salaries	500-97204 Maintenance Services Overtime
500-91120 Maintenance Service Salaries	500-97205 Clerical and Support Overtime



And ordinary maintenance accounts of:

540103-92000 Transportation	500138-92000 In-State Travel
500105-92000 Out-of-State Travel	500141-92000 Vehicle Maintenance
500122-92000 Athletics	500146-92000 Building Utilities
500125-92000 Other Insurance Programs	500152-92000 Facilities Department OM
500129-96000 Workers Compensation	500-92204 Instructional Supplies & Materials
500130-92000 Personal Services	500101-96000 Retirement
500132-92000 Special Education Tuition	500123-96000 Health Insurance
500133-92000 Printing and Postage	500137-96000 Unemployment Comp.
500136-92000 Misc. Education OM	

Account detail by these spending areas are included in this budget book and are used by the School Committee to establish spending for the fiscal year.



## Budget Assumptions

Budgeting is a planning process and no plan can anticipate unknown factors. This budget includes provisions for factors that could be reasonably anticipated. With the exception of the factors below and any new initiatives described otherwise in this budget document, all other costs or revenues were budgeted based on providing an equal level of services as the previous year.

### The FY16 budget assumptions are:

- ⊕ The level of Chapter 70 funding is based on the amounts contained in both the Governor's and House of Representatives (Ways and Means) budgets. City Contribution is estimated on the state's required level of contribution based and \$1 million to address non-net school spending increases (for student transportation).
- ⊕ State and Federal grant funding is assumed to be level funded until allocations by the Massachusetts Department of Education is known. Head Start funding from the federal Office of Head Start is based on the 2015-2016 award allocation.
- ⊕ SPED Circuit Breaker is assumed to be fully funded at 75% based upon the House of Representatives budget.
- ⊕ Charter school reimbursement is assumed to be funded at 43% based upon estimates in both the FY16 Governor's and House of Representatives proposed state budget.
- ⊕ School choice revenue is estimated at \$375,000 and this total has been incorporated as a funding offset to the athletic program.
- ⊕ Charter school and school choice tuition assessments are estimated based on the amounts included in the House of Representatives budget. An amount has been reserved to address annual differences in the final state budget for charter school tuition assessments and reimbursements.



## Summary of Revenues and Expenditures (All Funds)

	FY12	FY13	FY14	FY15	FY16
	Actual	Actual	Actual	Adopted	Budget
<b>Revenues:</b>					
State Education Aid*	\$186,149,291	\$194,264,517	\$202,738,622	\$203,398,962	\$214,716,289
Local Contribution**	\$86,937,920	\$91,102,295	\$96,307,232	\$101,352,888	\$104,076,824
Federal Grants	\$38,764,465	\$31,943,215	\$30,645,346	\$29,042,869	\$27,965,158
Nutrition Program	\$11,618,441	\$10,042,134	\$13,714,060	\$11,837,495	\$12,084,160
State Grants	\$5,894,514	\$6,363,997	\$6,091,911	\$5,337,847	\$5,159,075
Other Special Revenue	\$5,140,400	\$6,165,440	\$5,333,120	\$5,676,319	\$5,182,859
<b>Total Revenues</b>	<b>\$334,505,031</b>	<b>\$339,881,598</b>	<b>\$354,830,291</b>	<b>\$356,646,381</b>	<b>\$369,184,365</b>
<b>Expenditures:</b>					
Administration (1000)	\$4,928,165	\$4,845,095	\$4,801,332	\$5,120,572	\$5,700,454
Instruction (2000)	\$198,188,337	\$213,663,249	\$213,307,095	\$201,173,651	\$209,519,466
Other School Services (3000)	\$30,773,408	\$20,972,825	\$33,242,845	\$41,454,151	\$42,814,175
Operations & Maint. (4000)	\$19,715,477	\$20,853,260	\$20,934,688	\$21,233,234	\$22,091,885
Fixed Charges (5000)	\$59,645,611	\$62,430,520	\$62,424,446	\$67,281,089	\$68,354,593
Community Services (6000)	\$532,594	\$563,006	\$338,510	\$793,822	\$508,737
Fixed Assets (7000)	\$274,979	\$285,363	\$386,402	\$419,561	\$421,951
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$21,873,330	\$18,345,543	\$18,454,694	\$19,170,301	\$19,773,105
<b>Total Expenditures</b>	<b>\$335,931,902</b>	<b>\$341,958,861</b>	<b>\$353,890,012</b>	<b>\$356,646,381</b>	<b>\$369,184,365</b>
<b>Difference</b>	<b>-\$1,426,871</b>	<b>-\$2,077,263</b>	<b>\$940,279</b>	<b>\$0</b>	<b>\$0</b>

\* Includes Chapter 70 State Aid and Charter School Reimbursement. Amount represents WPS share only (does not include allocation for charter schools or school choice tuition assessments)

\*\* Amount represents WPS share only (does not include allocation for charter schools or school choice tuition assessments)



## Revenue and Expenditure Overview (All Funds)

By presenting the district finances with all funding sources included, it is possible to attain the overall fiscal picture of the district because the full scope of services provided are readily known, rather than being shown from disparate sources. There are two main categories of funds available to the district, the general and special revenue funds.

The **General fund** is the main budgetary fund for the district; it is appropriated annually by the City Council and the School Committee determines the individual line item budget to support the operations of the district with few restrictions. All general fund revenues must be spent in the fiscal year that they are appropriated. Any unexpended general fund revenue at the close of any fiscal year reverts to the City's general fund in accordance with Massachusetts General Laws.

**Special revenue funds** are monies that by law are allowed to be accounted for separately from the general funds. Most special revenues are designated for specific purposes and their use is restricted to those purposes. Special Revenue funds consist of the following: state and federal grants, child nutrition program revolving fund, and other revolving funds that have been authorized under state statute and/or City Council authority. In the case of grants, funds must be expended within the allowable time period of the grant or in accordance with state or federal laws. Revolving funds are generally allowed to carry unexpended revenue from one fiscal year to another provided that the funds are spent for the purposes for which the revolving fund has been established.

### Revenue from All Funds:

The operation of the Worcester Public Schools relies on multiple revenue sources including federal, state, local and private monies to fund the district's operations.

Developing a budget is both guided and confined by estimates of revenue and expenditures for the fiscal year. Building a budget based on estimates is accompanied by a certain degree of risk because estimates are assumptions, and therefore there is no guarantee that they will occur as planned.

Gaps between revenues and expenditures are associated with many factors including the reduction of available revenue. Funding for most grant programs, including the largest programs like Title I and IDEA are not usually known at the time the budget is submitted to the School Committee. Changes in student enrollment, not just in the Worcester Public Schools but all throughout Massachusetts, can have an adverse effect on revenue because Chapter 70 local aid and state and federal grants are based on enrollment.



### FY16 SUMMARY OF REVENUES (ALL FUNDS)

	<i>General Fund</i>	<i>Special Revenue Funds</i>			
<b>Funding Source</b>		<b>Grants</b>	<b>Nutrition</b>	<b>Other Special Revenue</b>	<b>Total</b>
Local Funds*	\$104,076,824	\$0	\$0	\$0	<b>\$104,076,824</b>
State Funds*	\$214,716,289	\$5,159,075	\$161,564	\$3,747,806	<b>\$223,784,734</b>
Federal Funds	\$0	\$27,965,158	\$11,396,096	\$0	<b>\$39,361,254</b>
Other	\$0	\$0	\$526,500	\$1,435,053	<b>\$1,961,553</b>
<b>Total</b>	<b>\$318,793,113</b>	<b>\$33,124,233</b>	<b>\$12,084,160</b>	<b>\$5,182,859</b>	<b>\$369,184,365</b>

\*Amount represents WPS share only (does not include allocation for charter schools or school choice tuition assessments)

### FY16 SUMMARY OF EXPENDITURES (ALL FUNDS)

*Stated in DESE Chart of Account Format*

		<i>Special Revenue Funds</i>			
<b>Funding Source</b>	<b>General Fund</b>	<b>Grants</b>	<b>Nutrition</b>	<b>Other Special Revenue</b>	<b>Total</b>
Administration (1000)	\$4,788,119	\$813,403	\$98,932	\$0	\$5,700,454
Instruction (2000)	\$192,051,385	\$17,014,597	\$0	\$453,484	\$209,519,466
Other School Services (3000)	\$23,684,030	\$8,478,752	\$9,890,853	\$760,540	\$42,814,175
Operations & Maint. (4000)	\$20,890,443	\$914,150	\$200,000	\$87,292	\$22,091,885
Fixed Charges (5000)	\$60,556,886	\$5,903,332	\$1,894,375	\$0	\$68,354,593
Community Services (6000)	\$0	\$0	\$0	\$508,737	\$508,737
Fixed Assets (7000)	\$421,951	\$0	\$0	\$0	\$421,951
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$16,400,299	\$0	\$0	\$3,372,806	\$19,773,105
<b>Total Expenditures</b>	<b>\$318,793,113</b>	<b>\$33,124,234</b>	<b>\$12,084,160</b>	<b>\$5,182,859</b>	<b>\$369,184,365</b>





### Revenue Overview (All Funds)

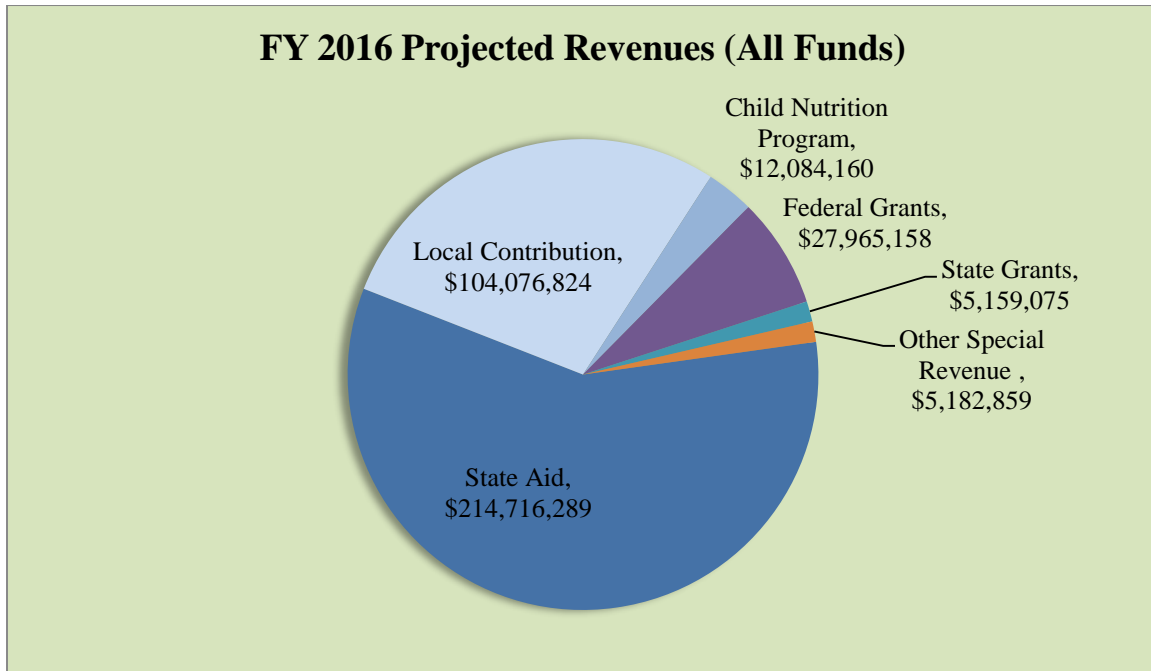
Have you ever wondered where the district's revenue comes from and how the funds are spent? The chart below depicts the breakdown of the revenue and expenditures into \$1 investments.



### Expenditures Overview (All Funds)



The following pages describe each expenditure category by each funding source in greater detail. The chart below summarizes the total projected FY 201 revenues from all funds:



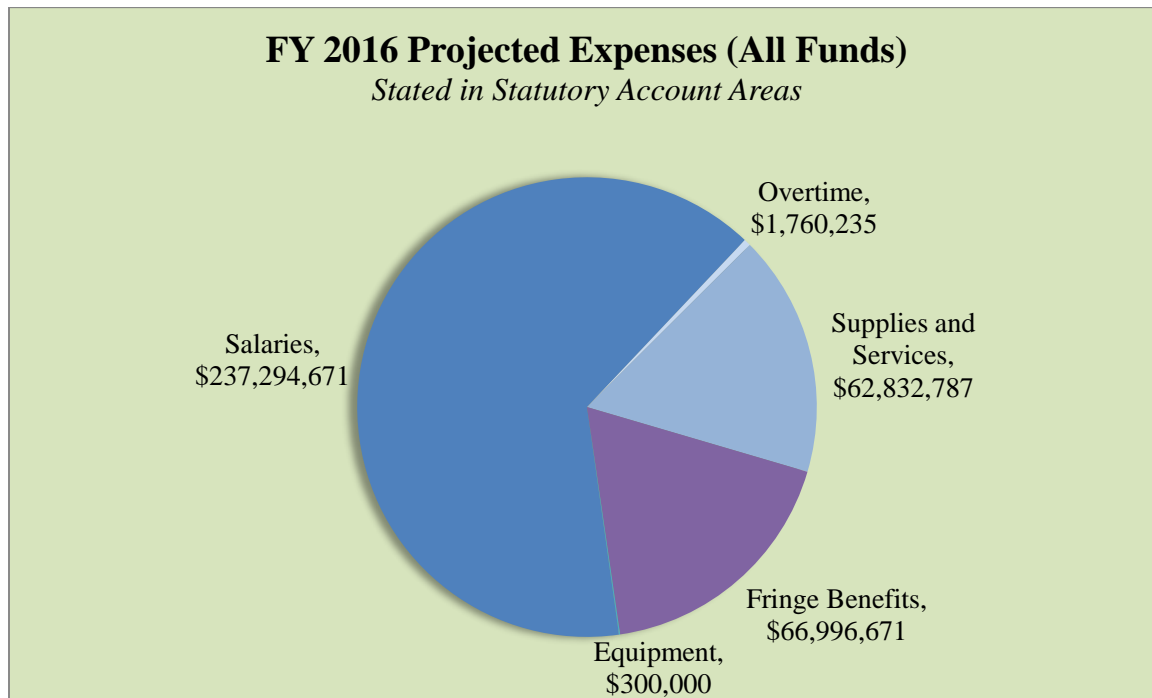
Source:	FY2016	
State Aid*	\$214,716,289	58.2%
Local Contribution*	\$104,076,824	28.2%
Federal Grants	\$27,965,158	7.6%
Child Nutrition	\$12,084,160	3.3%
State Grants	\$5,159,075	1.4%
Other Special Revenue Funds:	\$5,182,859	1.4%
<b>Total :</b>		<b>\$369,184,365 100.0%</b>

\* Chapter 70 State Aid and Charter School Reimbursement. WPS funds only.  
 Amounts reduced by charter school and school choice tuition offsets.  
 Total of these two items equals the WPS FY16 general fund budget.

**The following pages describe each revenue source in greater detail.**



The chart below summarizes the total projected FY 2016 expenditures from all funds:



Cost Account	FY2016	
Salaries (91000)	\$237,294,671	64.3%
Supplies & Services (92000)	\$62,832,787	17.0%
Equipment (93000)	\$300,000	0.1%
Fringe Benefits (96000)	\$66,996,671	18.1%
Overtime (97000)	\$1,760,235	0.5%
<b>Total Spending:</b>	<b><u>\$369,184,365</u></b>	<b><u>100.0%</u></b>

The following pages describe expenditures in greater detail.



## General Fund

### General Fund Budget

Local Contribution

Chapter 70 State Aid

	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Budget</b>
<b>Revenues:</b>					
State Education Aid*	\$186,149,291	\$194,264,517	\$202,738,622	\$203,398,962	\$214,716,289
Local Contribution**	\$86,937,920	\$91,306,186	\$96,307,232	\$101,352,888	\$104,076,824
<b>Total Revenues</b>	\$273,087,211	\$285,570,703	\$299,045,854	\$304,751,850	\$318,793,113
<b>Expenditures:</b>					
Administration (1000)	\$3,805,733	\$3,890,750	\$3,890,750	\$4,234,036	\$4,788,119
Instruction (2000)	\$158,477,593	\$180,622,830	\$181,882,831	\$182,753,687	\$192,051,385
Other School Services (3000)	\$20,481,508	\$10,089,907	\$22,204,019	\$21,820,283	\$23,684,030
Operations & Maint. (4000)	\$19,281,492	\$20,455,290	\$20,455,290	\$20,423,618	\$20,890,443
Fixed Charges (5000)	\$50,959,319	\$54,894,301	\$54,894,301	\$59,386,545	\$60,556,886
Community Services (6000)	\$0	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$274,979	\$285,363	\$386,402	\$419,561	\$421,951
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$19,803,863	\$15,332,261	\$15,332,261	\$15,714,120	\$16,400,299
<b>Total Expenditures</b>	\$273,084,487	\$285,570,702	\$299,045,854	\$304,751,850	\$318,793,113
<b>Difference</b>	<u>\$2,724</u>	<u>\$1</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

\* Includes Chapter 70 State Aid and Charter School Reimbursement. Amount represents WPS share only (does not include allocation for charter schools or school choice tuition assessments)

\*\* Amount represents WPS share only (does not include allocation for charter schools or school choice tuition assessments)

The general fund budget contains the day-to-day costs of providing Pre-School through Grade 12 and adult educational programs within the Worcester Public Schools. The general fund budget is established annually through the recommendation of the City Manager to the City Council. The City Council sets the total overall general fund spending for the Worcester Public Schools. The Worcester School Committee reviews and approves the individual line item detail of the budget.

Although there are mandates and minimum requirements as to how the funds can be used, the general fund is for the most part unrestricted and used to support the goals and initiatives valued by the district.

In Worcester, the general fund budget consists mostly of Chapter 70 state aid and the remainder is funded through city contribution and state charter school reimbursement. The minimum level of spending for education in a community is governed through state law (MGL Chapter 70).



## Calculation of General Fund Budget

<u>Revenue:</u>	<u>FY15 Adopted</u>	<u>FY16 Recommended</u>	<u>\$ Change</u>
<b>Chapter 70 State Aid &amp; Reimbursement:</b>			
Chapter 70 State Aid (Total)	\$220,569,583	\$231,438,724	\$10,869,141
Charter School Reimbursement	<u>\$1,787,786</u>	<u>\$2,671,785</u>	<u>\$883,999</u>
<b>Total Chapter 70 State Aid &amp; Reimbursement</b>	<b>\$222,357,369</b>	<b>\$234,110,509</b>	<b>\$11,753,140</b>
<b>City Contribution</b>			
Amount towards Required Spending	\$98,090,118	\$99,745,201	\$1,655,083
Amount for Non-Net School Spending Items	\$11,546,372	\$12,546,372	\$1,000,000
Add. Contribution - FY94 Medicaid Agreement	\$0	\$0	\$0
Add. Contribution - FY09 Medicaid Agreement	\$0	\$0	\$0
Add. Contribution - FY10 INET Agreement	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total City Contribution</b>	<b>\$109,636,490</b>	<b>\$112,291,573</b>	<b>\$2,655,083</b>
<b>Total General Fund Revenues</b>	<b>\$331,993,859</b>	<b>\$346,402,082</b>	<b>\$14,408,223</b>
<b>Less Tuition Assessments:</b>			
Charter School Tuition Assessment	\$24,314,870	\$24,819,491	\$504,621
School Choice Tuition Assessment	\$2,766,438	\$2,641,818	-\$124,620
Special Education Revenue Offset	<u>\$160,701</u>	<u>\$147,660</u>	<u>-\$13,041</u>
<b>Total Tuition Assessments</b>	<b>\$27,242,009</b>	<b>\$27,608,969</b>	<b>\$366,960</b>
<b>TOTAL GENERAL FUND REVENUE:</b>	<b>\$304,751,850</b>	<b>\$318,793,113</b>	<b>\$14,041,263</b>

### How to Calculate the Worcester Public Schools General Fund Budget:

#### To determine the WPS General Fund Budget:

- Chapter 70 State Aid
- + Charter School Reimbursement
- + Total City Contribution
- Less Charter School and School Choice Tuition Assessment
- = **General Fund Budget Total**



## Foundation Budget

The Education Reform Act establishes a minimum level of spending for each community based on the student enrollment with differentiated levels of funding for specific enrollment categories. This establishes a “foundation budget” for each community.

### FY16 Foundation Budget Calculation

Enrollment Category <sup>1</sup>	Per Pupil Rate	Foundation Enrollment <sup>2</sup>	Total Foundation Amount
Pre-School	\$ 3,639.43	761	\$ 2,769,606
Kindergarten (Half Day)	\$ 3,639.43	-	\$ -
Kindergarten (Full Day)	\$ 7,278.92	1,250	\$ 9,098,650
Elementary (Grades 1-5)	\$ 7,322.68	6,711	\$ 49,142,505
Middle School (Grades 6-8)	\$ 6,942.38	4,128	\$ 28,658,145
High School	\$ 8,656.64	4,411	\$ 38,184,439
ELL Pre-K	\$ 4,651.62	642	\$ 2,986,340
ELL K-12	\$ 9,303.15	8,331	\$ 77,504,543
Vocational	\$ 13,199.96	1,919	\$ 25,330,723
Special Education In-District <sup>3</sup>	\$ 25,332.42	1,022	\$ 25,889,733
Special Education Out-of-District <sup>4</sup>	\$ 26,461.47	248	\$ 6,562,445
Low Income Elementary <sup>5</sup>	\$ 3,473.60	12,251	\$ 42,555,074
Low Income Other <sup>5</sup>	\$ 2,808.96	7,400	\$ 20,786,304
<b>TOTAL<sup>6</sup></b>		27,452	\$ 329,468,507

The state determines the amount of the foundation budget to be funded through local tax revenue based on the community’s property and income wealth. The difference between the foundation budget and the community’s required level of spending is funded through Chapter 70 aid.

<sup>1</sup> Enrollment Category Note: Students are placed in the appropriate category that provides the highest per pupil rate for that student.

<sup>2</sup> Foundation Enrollment: Includes resident students attending Worcester Public Schools, charter schools, or other school districts through school choice.

<sup>3</sup> Special Education In-District: Foundation Budget calculation assumes 3.75% of enrollment for in-district special education total. This amount is not based on actual number of special education students.

<sup>4</sup> Special Education Out-of-District: Foundation Budget calculation assumes 1% of enrollment for out-of-district special education total. This amount is not based on actual number of special education students.

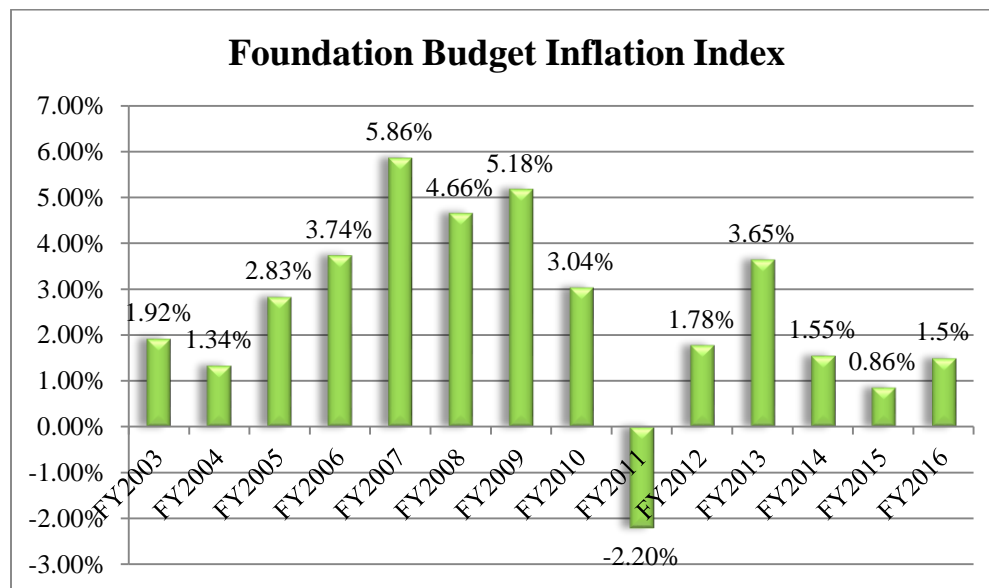
<sup>5</sup> Low Income Students: Incremental funding applied to student enrollment category

<sup>6</sup> The Total Foundation Enrollment is the sum of the number of students in the Full Day Kindergarten, Elementary, Middle School, High School, ELL K-12, Vocational, and one half of the students in Pre-School, Half Day Kindergarten, and ELL Pre-K.



Each year, the state re-calculates the community's foundation budget based on enrollment changes and the inflation index. Based on recent information, the Worcester Public Schools expects to see enrollment increases at all levels over the next several years. The total foundation budget growth for Worcester between FY15 and FY16 is \$14.6 million. Of this increase, \$9.9 million is attributable to foundation budget growth (student enrollment and demographic change) and \$4.7 million is attributed to the inflation factor used annually.

The inflation factor used to determine the annual change in the foundation budget is the Implicit Price Deflators for Gross Domestic Product, State and Local Government purchases.

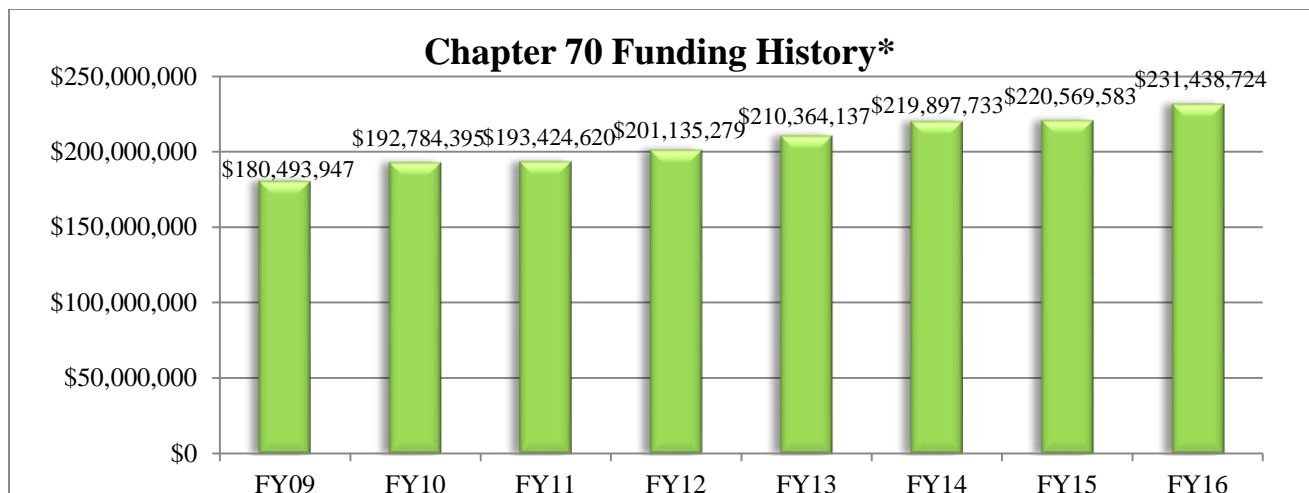


### Chapter 70 State Aid:

From the foundation budget, the state calculates the amount to be funded from Chapter 70 aid and the local required contribution. Chapter 70 State Aid represents the largest source of funding for the Worcester Public Schools, representing 67% of the general fund budget. For FY16, based on House of Representatives budget, the total Chapter 70 State Aid is \$231,438,724, an increase of \$10,869,141 over the FY15 level of \$220,569,583.







\*Total State Aid received by the City (including amounts allocated to charter school and school choice tuition).

### State Charter School Reimbursement

The state provides reimbursement of certain charter school costs to the sending district each year. Chapter 46 of the Acts of 1997 and the Act Relative to the Achievement Gap (2010) provides reimbursement of increases in the tuition assessment to the sending district on a five-year declining basis. The reimbursement amount equals 100 percent of the increase in the year in which the increase occurs and 25 percent in the following four years.

The state's charter school reimbursement is expected to be \$2.7 million in FY16 based upon the level of funding provided in the House of Representatives budget. This reimbursement level is based on projected charter school enrollments each year, but it is only funded at a projected 63% of the full funding level.

In 2005, the Worcester Public Schools successfully worked with state leaders to change the funding formula for charter schools. One of these changes was for the state to provide full reimbursement for the portion of the tuition assessment associated with facilities and capital improvements. Chapter 352 of the Acts of 2004 changed the charter school tuition assessment and the reimbursement for facilities.

The estimated reimbursement at \$2.7 million is the combined Chapter 46 and Chapter 352 reimbursement amounts. The amount will fluctuate during the year based upon quarterly adjustments of charter school enrollment.

### City Contribution Base Funding and Growth Factor Amount

Under the Education Reform funding formula, the City's required contribution for education is determined by the community's ability to pay based on property and income wealth. This amount is increased each year using an inflation index called the "Municipal Revenue Growth Factor" (MRGF). Simply stated, the additional revenue that the city receives from local and non-education state revenue each year results in an increase in the required level of municipal spending on education. In addition, the City's contribution must also increase by any amounts to cover certain items of the budget that are not included in the foundation budget, such as student transportation,



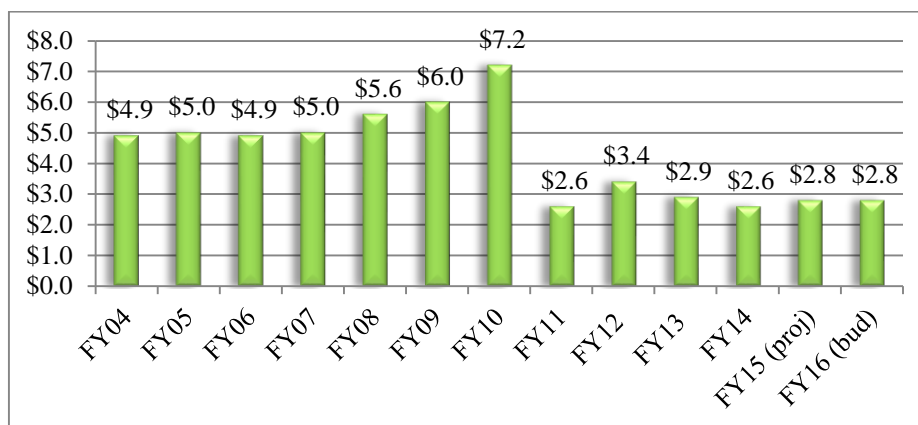
crossing guards, building rentals, adult education, certain civic activities, and extraordinary maintenance.

Based upon the revenue estimates contained in the approved City Manager's budget, the city contribution will increase \$2,655,083 in FY16, primarily based on local revenue growth and the City's commitment to reduce the existing gap in prior year in required spending levels.

### Additional City Contribution

The City's contribution previously (prior to 2011) provided \$530,000 to the Worcester Public Schools for the administrative cost for the collection of Medicaid revenue from the federal government. The following chart depicts the amount (\$ in millions) of Medicaid revenue collected annually by the Worcester Public Schools for services provided to eligible students and deposited into the City's general fund to fund municipal operations:

**Medicaid Collections (\$ in millions)**



Since FY94, the Worcester Public Schools has collected nearly \$80 million in Medicaid revenue. In accordance with Massachusetts General Laws (Chapter 44, Section 53), all revenue collected by the Worcester Public Schools for this purpose is treated as a general fund receipt. Recent changes to the Medicaid reimbursement programs provide funding on a fee-for-service basis rather than the previous "bundled rate" method. The state continues to review the fee-for-service rate and adjustments to these amounts may occur sometime in the future.

In addition, the City's contribution previously (prior to 2011) provided \$130,000 in additional city funds for the Worcester Public Schools to migrate from Charter Communications for internet service to a switched Ethernet platform. The City will receive additional funds from Charter Communications (in lieu of providing the internet service for the City and WPS) that will be used to fund this new expenditure.



## Revenue Offsets

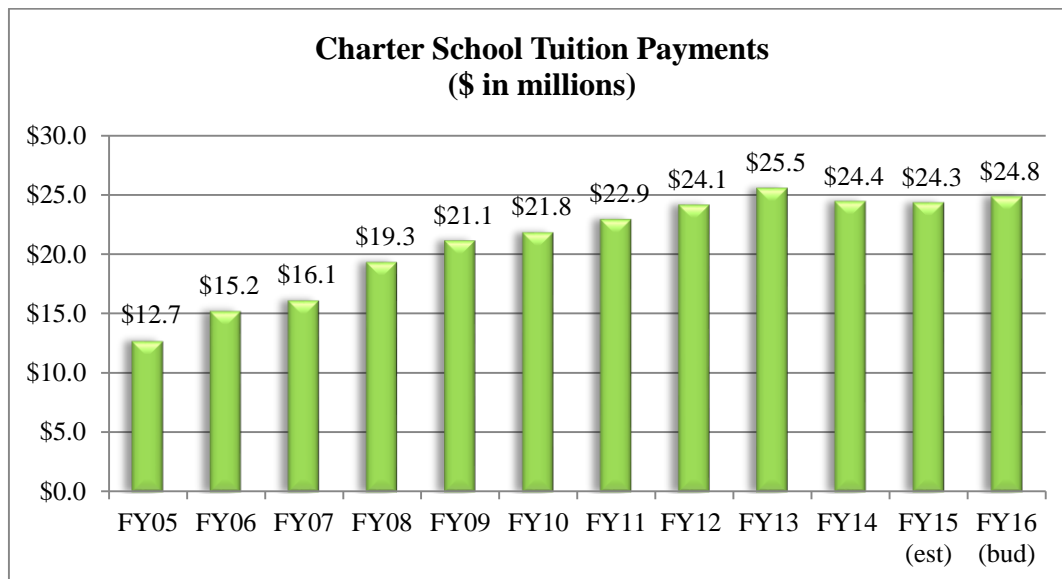
Under state law, students may attend other school districts through the School Choice program and students may also attend charter schools, which are independent public schools that accept students in accordance with state law.

The enrollment in FY16 foundation budget is based upon the enrollment of the WPS as of October 1, 2014. The total enrollment used by the state to calculate the district's foundation budget is 27,452 students. These enrollments also include all students from Worcester attending charter schools or other school districts through school choice. Therefore, in order to calculate the general fund budget for the Worcester Public Schools, the tuition assessment for charter schools and school choice must be deducted from the total Chapter 70 state aid and local contribution amount.

### Charter School Tuition Assessments

The FY16 Charter School Tuition Assessment is \$24.8 million. The total amount projected for tuition assessment reflects an increase of \$504,621 over the FY15 amount based on pre-enrollment reports provided to the Massachusetts Department of Elementary and Secondary Education.

The following is a chart of the charter school tuition assessment since FY05:



The tuition formula provides a differentiated funding based upon student grade level or program plus an additional assessment for a community's spending above the minimum requirement and a charter school facilities payment (to be 100% reimbursed by the Commonwealth). The tuition formula is:

$$\begin{aligned} & (\text{Foundation budget rate per student} + \text{Amount above minimum spending per student} + \text{state-} \\ & \quad \text{wide average facilities payment per student}) \times \text{total enrollment from sending district} \\ & = \textbf{Tuition Assessment} \end{aligned}$$



The foundation budget rate is adjusted annually through the inflation index. In addition, the formula recognizes those communities that spend beyond the minimum level and allocates an equivalent per pupil amount to the charter schools. Finally, the formula allocates the amount districts spend on capital facilities improvements and provides the charter schools with the state-wide per pupil amount. These three variables provide the per pupil tuition for charter schools. This amount multiplied by the total enrollment equals the annual charter school tuition assessment.

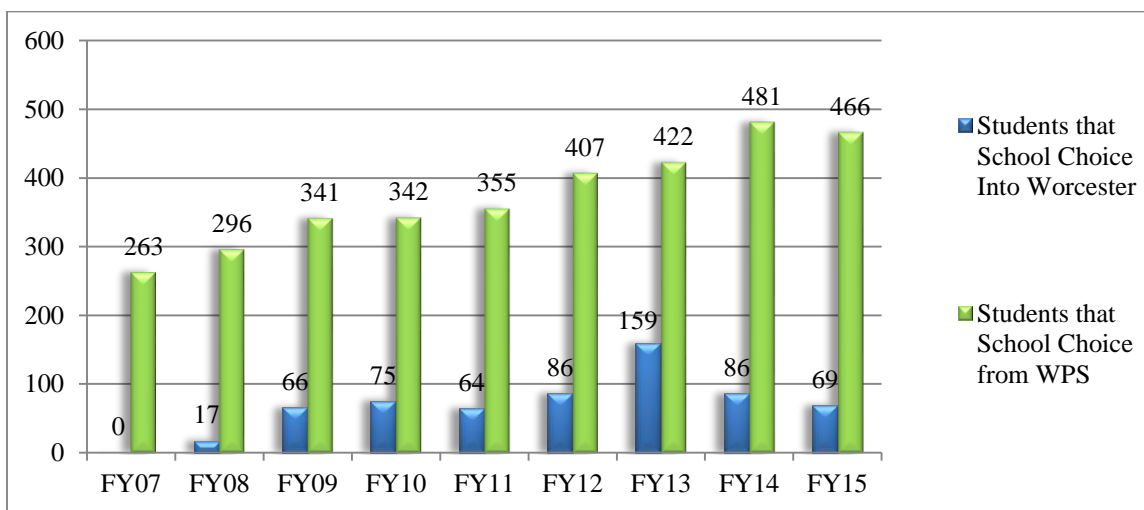
### School Choice Tuition Assessments

The tuition assessment to other school districts for students that participate in school choice is \$2.6 million in FY16, estimated to decrease \$124,620 from the FY15 amount.

Unlike the charter school tuition assessment, the school choice formula recognizes that the removal of one student does not remove the per pupil foundation budget amount in costs. The school choice formula is capped at \$5,000 per student (with additional increments for students with individualized education plans).

The graph below depicts the students from other districts choosing to attend Worcester Public Schools and the number of Worcester students that attend other school districts through school choice. Worcester began accepting school choice students in FY08.

**School Choice Program  
Number of Students Participating By Year**



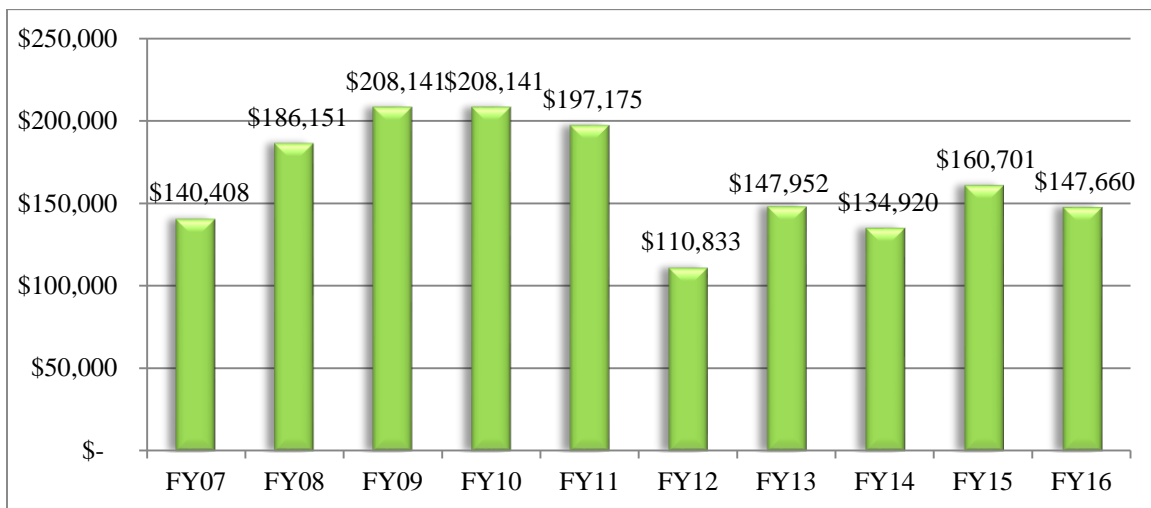
### Special Education Tuition Assessment

The Commonwealth of Massachusetts reduces state aid to districts in order to partially reimburse the state for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the state. Current year charges are for pupils served in the prior school year.



The graph below depicts the tuition assessment to the Worcester Public Schools since FY07.

### Special Education Tuition Assessment



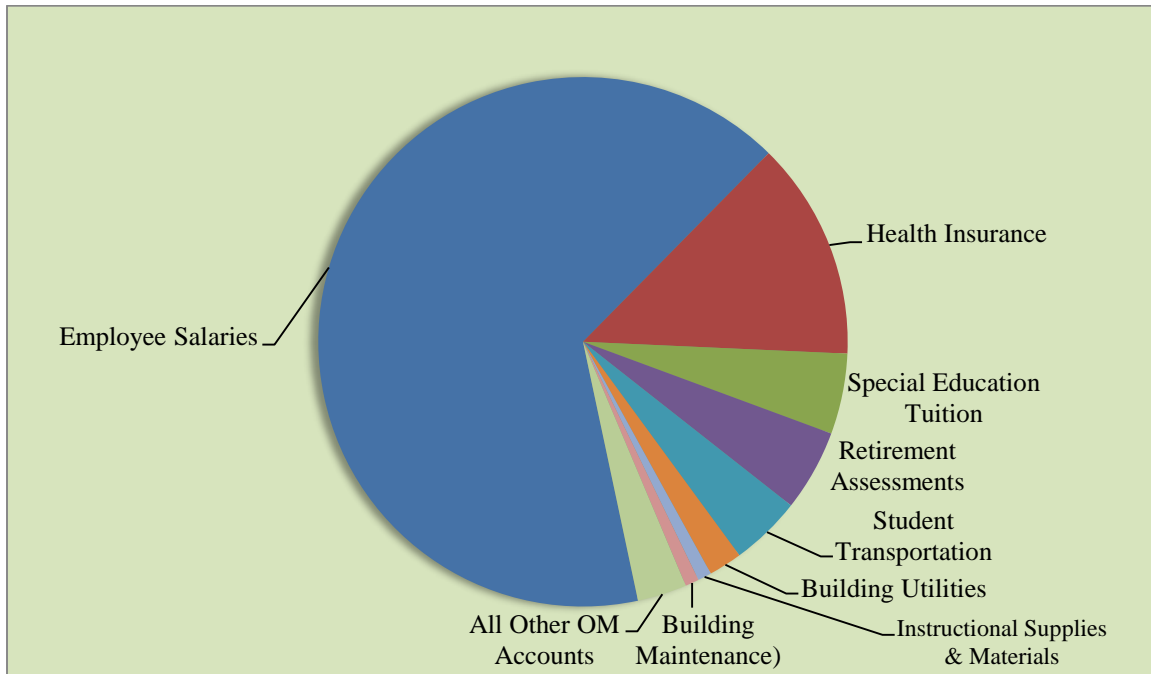
Overall, the FY16 budget reflects total revenue offset of charter school, school choice, and special education tuition assessments of \$27,608,969, representing a \$366,960, or 1.3% increase from the previous year.



## FY16 General Fund Expenditures

Below is how the general operating budget is distributed among the major cost centers for FY16:

### Stated In School Committee Chart of Account Summary Format



General Fund Expenditures	FY16 Budget	% of Budget
Employee Salaries	\$209,481,929	65.7%
Health Insurance	\$42,517,179	13.3%
Special Education Tuition	\$15,695,619	4.9%
Retirement Assessments	\$15,848,677	5.0%
Student Transportation	\$13,807,942	4.3%
Building Utilities	\$6,502,341	2.0%
Instructional Supplies & Materials	\$2,664,950	0.8%
Building Maintenance	\$2,664,950	0.8%
All Other OM Accounts	\$9,609,526	3.0%
Total General Fund Expenditures	\$318,793,113	100%

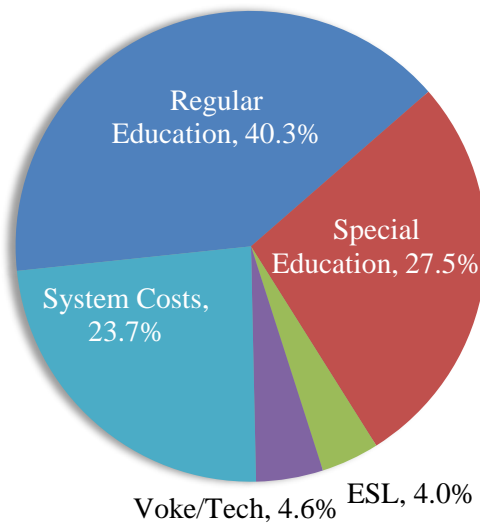
The general fund budget is comprised of 84.0% salary, health insurance, and employee retirement costs, 4.9% for special education tuition, 4.3% on student transportation, 2.0% on building utilities, 0.9% each on instructional supplies and building maintenance, and the remaining 3.0% for all other cost centers of the budget (including athletics, staff development, special education contracted services, workers compensation, unemployment compensation, environmental management, and other non-salary expenses). Other than the salaries for positions, there is little room within the budget for discretionary spending.



### General Fund Costs by Program Area

	<u>Regular</u>	<u>Special Ed</u>	<u>ESL</u>	<u>Voke/Tech</u>	<u>Systemwide</u>	<u>Total</u>
Salaries	\$99,073,348	\$52,558,154	\$10,635,668	\$11,420,088	\$35,794,672	\$209,481,929
Non-Salaries	\$29,410,046	\$35,027,483	\$2,174,902	\$3,090,985	\$39,607,768	\$109,311,184
Total	\$128,483,394	\$87,585,637	\$12,810,570	\$14,511,072	\$75,402,440	\$318,793,113

### General Fund Costs by Program Area



The FY16 budget allocates 40.3% of spending on direct instructional programs not classified as special education, ESL, or vocational/technical programs. Nearly 27.5% of the budget is allocated on special education programs, while nearly 4.0% of the budget is spent on ESL and 4.6% on vocational/technical programs. Nearly 23.7% of the budget is spent on cost centers that impact all four of these areas and/or supports all students (health insurance, retirement assessments, building maintenance, building utilities, building principals, and environmental management, among others.)





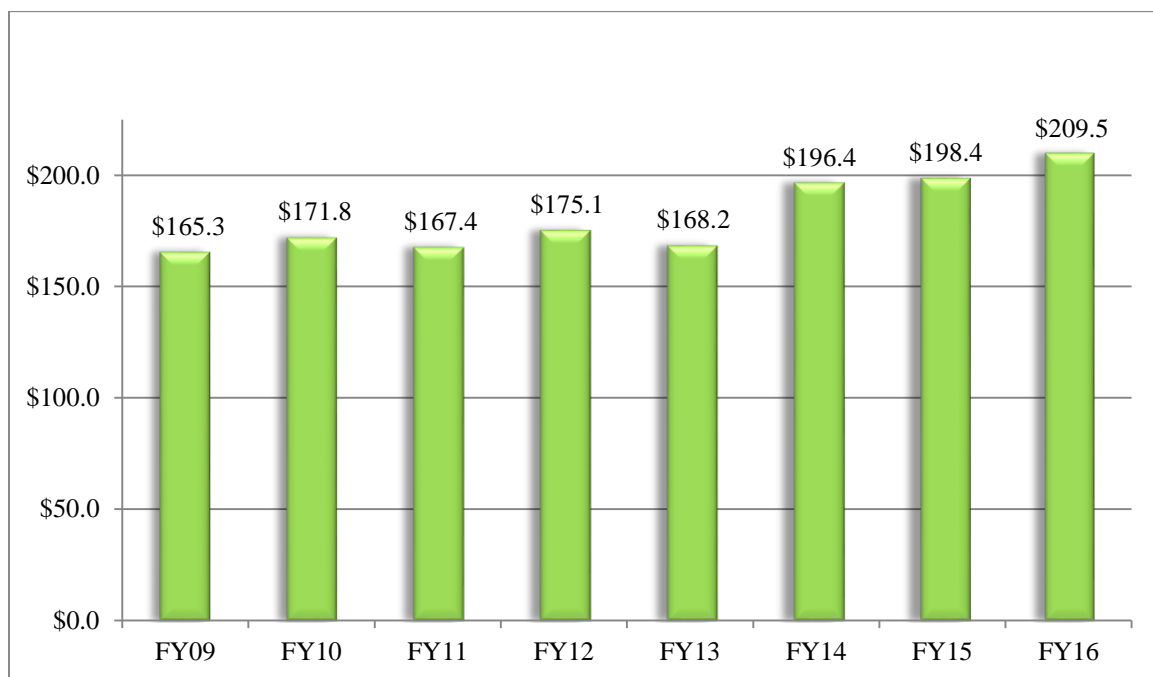
Another way to examine the spending of the Worcester Public Schools is in the following major School Committee line item categories: Salaries, Health Insurance, Special Education Tuition, Retirement Assessments, Student Transportation, Building Utilities, Instructional Supplies and Materials, Building Maintenance, and other non-salary cost centers. These categories are major forces driving the district's budget. As described below, each of these areas impact the budget differently each year depending on the variables that influence the account.

### Employee Salaries

FY15 Adopted	FY16 Budget	\$ Change	% Change
\$198,389,444	\$209,481,929	\$11,092,485	5.6%

Approximately 87% of the Worcester Public Schools workforce is covered by a collective bargaining agreement. The majority of the general fund budget, over 65%, is for employee compensation, reflecting the fact that providing education is a very labor intensive enterprise. The chart below depicts projected employee salaries for next fiscal year alongside historical trends.

### Employee Salaries (\$ in millions)



Overall, the general fund budget for employee salaries will increase an additional 5.6% reflecting the addition of instructional positions to address services to students, and previously established employee contractual increases (annual step increases, changes in longevity payments, degree changes, etc. for eligible employees).

Other than contractual salary payments, the following is a summary of changes to staffing and personnel allocations included in the FY16 budget:

At 3,902 employees, the WPS is the City's third largest employer.

<u>Account Number</u>	<u>Account Name</u>	<u>Description of Change</u>
91110	Administration	No change in number of positions for FY16. The Lead Teacher at Claremont Academy has been converted to an Assistant Principal position.
91111	Teacher Salaries	<p>A total of 65 teacher position increase from the previous year; 11 added during FY15 after the budget hearings to address class size and 54 proposed for the FY16 budget. The new positions are added in the following areas:</p> <ul style="list-style-type: none"> <li>• 14 ESL Teachers (to address compliance needs of ELL enrollment)</li> <li>• 11 Special Education Positions; including 2 BCBA positions to reduced contracted services</li> <li>• 11 Secondary Positions</li> <li>• 10 Elementary Positions</li> <li>• 3 School Adjustment Counselors / Child Study Positions</li> <li>• 2 Dual Language Teachers to Expand to 5th Grade at Roosevelt Elementary and Chandler Magnet</li> <li>• 1 Non-Teaching Assistant Principal at Quinsigamond Elementary based on total enrollment.</li> <li>• 1 Guidance Liaison position</li> <li>• 1 Librarian for Elm Park (as part of Turnaround Plan)</li> </ul>
91112	School Committee	The account is recommended to be level funded.
91114	Day-by-Day Substitutes	The account is recommended to be level funded.



91115	Instructional Assistants	Continues restructuring of Special Education services through strengthening internal capacity to deliver high quality instruction. The budget reflects the addition of sixteen (16) ABA Instructional Assistant positions to support autism services. The account also reflects the transfer of Kindergarten and Pre-School Instructional Assistants from Title I and Quality Kindergarten Grant. The account also continues funding of a school safety position that was added at North High during FY15.
91116	Athletic Coaches' Salaries	The account is restored to the General Fund after a one-time use of School Choice funds. The budget reflects level service from the FY15 approved budget.
91117	Transportation Salaries	The account is level-staffed and represents contractual salary increases.
91118	Supplemental Programs	All programs are level funded. Funding for the Gerald Creamer Center Evening Program, Credit Recovery Program, and Returnee Program have been increased by the new teacher contractual hourly rate. Funding for the afterschool drop-off center has increased based on actual program needs.
91119	Custodian Salaries	The account reflects three positions that were reduced during FY15 due to budget reductions and equivalent teacher reductions and to maintain contractual minimum staffing levels.
91120	Maintenance Services	The account is level-staffed and represents contractual salary increases.
91121	Administrative Clerical	The account is level-staffed and represents contractual salary increases.
91122	School Clerical	The account is level-staffed and represents contractual salary increases.
91123	Non-Instructional Support	The account is level-staffed and represents contractual salary increases.
91124	Crossing Guards	The account reflects the same staffing levels as FY15.
91133	School Nurses	The account reflects an increase of one Nurse position to be assigned at North High next year.



91134	Educational Support	The account reflects an increase of 5 ESL Tutor positions and 2 Speech Language Assistant positions to reflect required student services.
97201	Transportation Overtime	The account reflects a 2% increase over the FY15 budget amount.
97203	Custodial Overtime	The account reflects a 2% increase over the FY15 budget amount.
97204	Maintenance Overtime	The account reflects a 2% increase over the FY15 budget amount.
97205	Support Overtime	This account reflects a 5% increase based on actual usage.

#### **500123-96000 Health Insurance (Active and Retired Employees)**

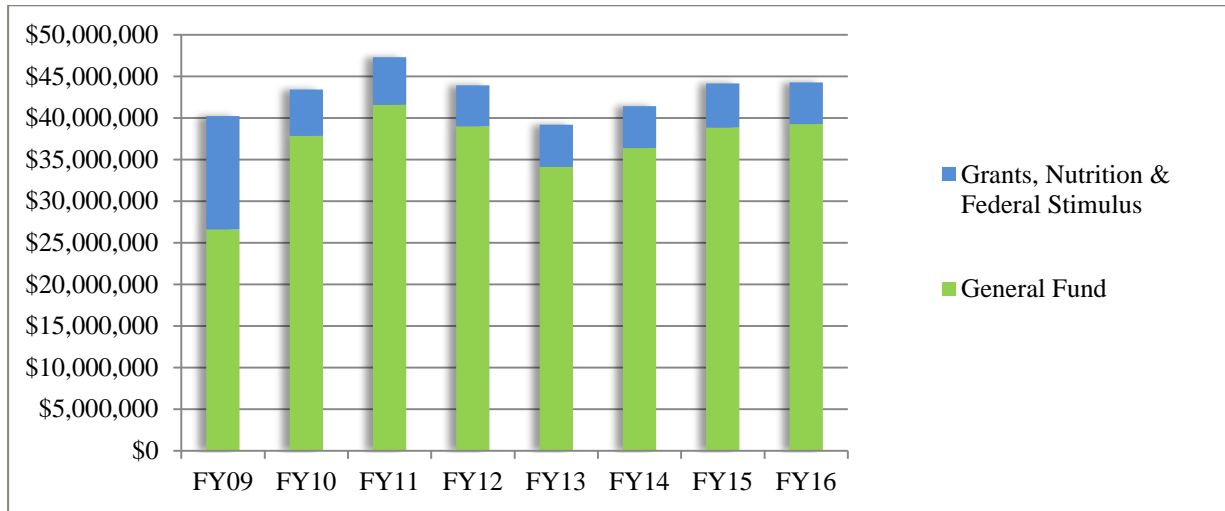
FY15 Adopted	FY16 Budget	\$ Change	% Change
\$41,912,351	\$42,517,179	\$604,828	1.4%

Under collective bargaining agreements, individual employment contracts, or City Manager actions for non-represented employees and retirees, the Worcester Public Schools covers 75% of the cost of employee healthcare premiums. The health insurance premium rates will increase between 3.5% and 6.0% for groups that are unsettled with new plan design rates and rates will decrease up to 2.4% for those employee groups that have settled with the new plan design rates. The Worcester Public Schools could save more than \$2 million in health insurance costs if all employee groups were to move to the higher deductibles and office copay proposal.

In addition to changes in premium rates, growth of this account is also impacted by any personnel changes such as: an increase in the number of retirees; an increase or decrease in staff due to enrollment changes and program adjustments; and other expected fluctuations. The chart below shows a history of health insurance spending by funding source:



### Health Insurance Spending by Funding Source



Enrollment is comprised of active employees, retirees, and surviving spouses; these categories are estimated to total approximately 5,583 members during FY16 (2,680 active employees and 2,903 retired employees). In addition, the Health Insurance account provides required funding for federal Medicare payments. Public Law 99-272 requires that all state and local employees hired after April 1, 1986 be covered by the Medicare system. This amount represents the employer's contribution of a matching 1.45% of gross wages for these individuals. This amount grows in direct proportion to the growth in the number and the wages of these employees. In addition, the account provides funding for the City's 50% matching share of a \$5,000 basic life insurance option available to all employees, including retirees (\$6.05 per employee per month). Funding will provide for the approximately 2,150 employees participating in this benefit.

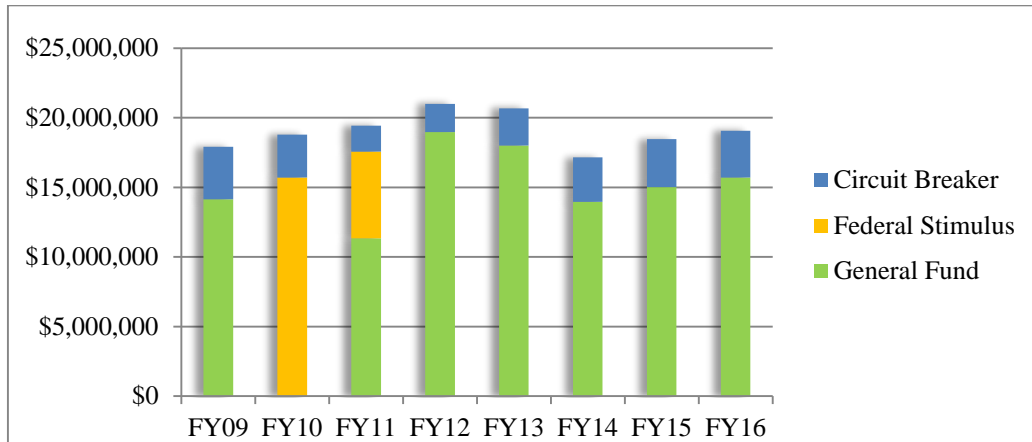
#### 500132-92000 Special Education Tuition

FY15 Adopted	FY16 Budget	\$ Change	% Change
\$15,009,440	\$15,695,919	\$686,479	4.6%

Federal (Individuals with Disabilities Education Act, IDEA) and state (603 CMR Section 28.00) special education laws and regulations require that a full continuum of services be available to meet the needs of students with disabilities. The tuition account supports placement of students in more restrictive settings (state approved special education day and residential programs) when an evaluation team determines that this is the most appropriate placement to meet the educational needs of a child. This account funds the out-of-district tuition for approximately 415 students annually. The increase in this account reflects the estimated tuition costs for students attending schools through out-of-district placements. This account is augmented by state special education reimbursement funding. The following is the total spending on special education tuition from all funding sources:



### Special Education Tuition by Funding Source



The special education reimbursement ("Circuit Breaker") program was enacted in 2000 (St. 2000, c.159, s.171) and first implemented in FY04. The program reimburses school districts for high cost special needs students. School districts are eligible for reimbursements for students whose programs cost is greater than four times the statewide foundation budget. By law, districts are reimbursed for 75% of the costs above four times statewide foundation, subject to appropriation.



The following is the level of Circuit Breaker reimbursement since the funding began in FY04:

<b>Fiscal Year</b>	<b>Reimbursement</b>	<b>Change from Previous Year</b>
FY04	\$2,734,380	
FY05	\$5,843,679	\$3,109,299
FY06	\$3,809,711	-\$2,033,968
FY07	\$3,615,051	-\$194,660
FY08	\$3,635,568	\$20,517
FY09	\$3,072,610	-\$562,958
FY10	\$1,865,334	-\$1,207,276
FY11	\$1,605,000	-\$260,334
FY12	\$2,005,000	\$400,000
FY13	\$2,668,732	\$663,732
FY14	\$3,188,995	\$520,263
FY15	\$3,456,151	\$267,156
FY16	\$3,372,806	-\$83,345
<b>Total</b>	<b>\$40,873,017</b>	

The FY16 budget for special education tuition is \$18.9 million with \$3.37 million in state special education reimbursement (so-called "Circuit Breaker"). The Circuit Breaker funding is based on the state budget and the number of claims submitted by districts.

The table below shows the number of students having costs that qualified for Circuit Breaker reimbursement and the level of reimbursement provided in the state budget (statutory amount is 75% but is subject to actual appropriation by State Legislature).

<b>Fiscal Year</b>	<b>% of Reimbursement</b>	<b># of Students</b>
FY07	75%	169
FY08	75%	192
FY09	72%	170
FY10	40%	186
FY11	35%	181
FY12	65%	141
FY13	70%	156
FY14	75%	151
FY15	72%	145





**500101-96000 Retirement Assessments**

FY15 Adopted	FY16 Budget	\$ Change	% Change
\$15,153,592	\$15,848,677	\$695,085	4.6%

This account funds the Public Schools' share of the City of Worcester contributory retirement system's pension obligation for qualifying retirees and beneficiaries in accordance with the requirements of the Public Employees Retirement Administration Commission (PERAC). The pension obligation is based on a funding schedule established under Ch. 32, sec. 22D of Massachusetts General Laws requiring that municipalities fully fund their retirement system's accrued actuarial liability by June 30, 2038. The Worcester Retirement System is scheduled to be fully funded by 2032. Additionally, a portion of costs included in this account is based on the actual payroll costs for individuals receiving pension benefits whose service began prior to 1939 (non-contributory). This portion amounts to \$100,000 of this account's recommended total. In addition, supplemental contractual pension related costs for certain employees of the Laborers' International Union of North America are included in this account. Federal and State grants provide funding to cover the retirement obligations of employees paid with grant funds. The increase in this account reflects an increase in the assessment to fund the WPS portion of the Worcester Retirement System, as well as contractual increases to the Custodial and Secretarial Pension Funds.

**Retirement Assessment Detail**

Contributory Retirement Assessment	Annualized Salaries (non-MTRS employees)	% of City Total
<b>Worcester Public Schools</b>	\$44,957,470	29.06%
<b>All other departments</b>	\$154,715,775	70.94%

Total contributory amount to be raised:	\$37,371,620
Worcester Public Schools share (29.06%):	\$10,859,484
Less Reimbursement from Grant Sources:	<u>-\$814,392</u>
Total Contributory Pension Payment:	\$10,045,092
Pension Obligation Bonds	\$4,834,723
Non-Contributory Pension	\$100,000
Early Retirement Incentive 2002	\$352,181
Early Retirement Incentive 2010	\$105,649
Custodial Pension Fund	\$349,365
Educational Secretaries Pension Fund:	<u>\$61,667</u>
Total General Fund Budget	\$15,848,677



### 500103-92000 Student Transportation

FY15 Adopted	FY16 Budget	\$ Change	% Change
\$12,839,450	\$13,807,942	\$968,492	7.5%

The transportation of regular education students is provided through a contracted vendor (using 96 buses in FY16). The transportation of special education students is provided through a combination of contracted services and WPS vehicles and employees. In FY16, 65 contracted buses and 37 WPS buses provide in-district special education transportation. In addition, approximately 25 vehicles are used to transport special education students to out-of-district placements. Within this vehicle allocation, transportation services are provided to private and charter schools through our contracted vendor in accordance with state regulations. Approximately 11,000 students are transported by the Transportation Department.

FY16 represents the first year of a five-year contract with one vendor to provide both regular and special education transportation services.

The increase in this account reflects an increase of two vans for in-district transitions program, contractual price increases, out-of-city special education costs, and homeless student transportation.

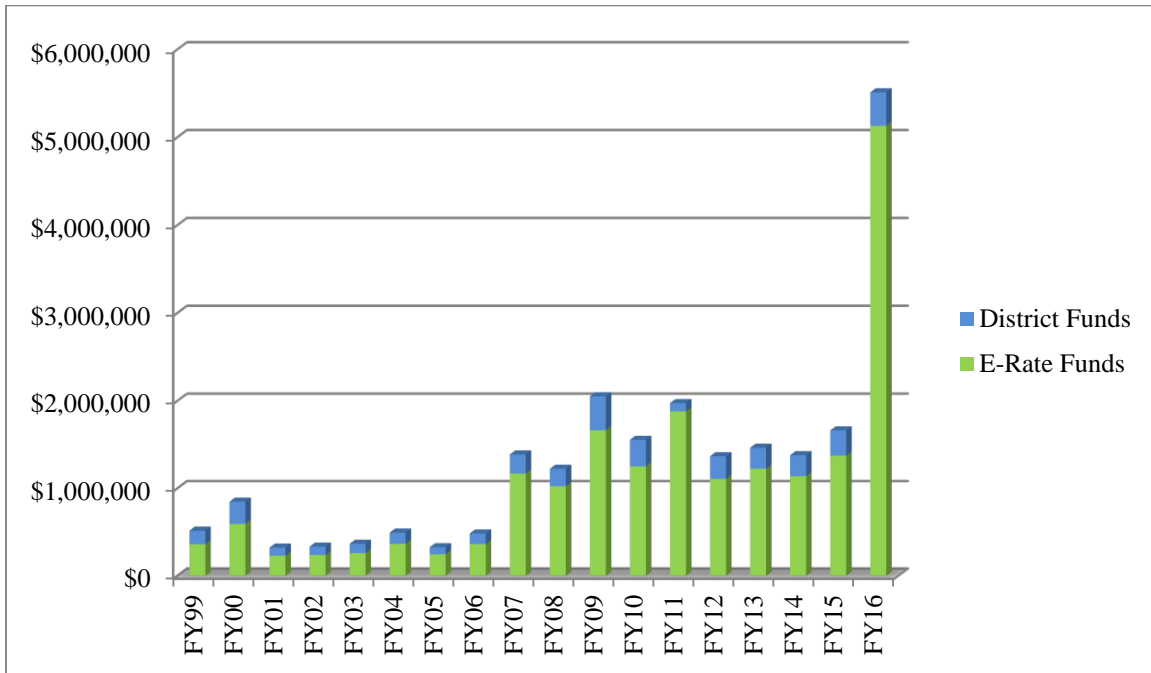
### 500146-92000 Building Utilities

FY15 Adopted	FY16 Budget	\$ Change	% Change
\$6,332,665	\$6,497,166	\$164,501	2.6%

The FY16 budget reflects a \$124,820 increase in expected electricity costs based on contracted supply rates, delivery charges, and annual usage of 24 million kWh. Natural gas is expected to increase \$39,720 based on anticipated contract prices for supply and delivery using 2.1 million therms. Energy Management will decrease \$34,060 as the district has fully phased-out of contracted vendors for this service. Telephone and Internet Data Service will increase by \$39,196 as the FCC phases-out funding for telephone services over the next several years. This account relies on the use of federal E-Rate reimbursement to provide telephone, internet service, and internal connections to schools. E-Rate funding has provided the district with 70-90% discount on these items since FY98 as follows:



## E-Rate Funding



In FY16, the budget uses \$425,643 in district operating and capital budget funds to leverage \$5.1 million in E-Rate funding. In addition to normal telephone service, the WPS has submitted E-Rate funding requests to accomplish the following:

- Replace all the network switches at schools. The network switches are the backbone of the network and allows the network to function. Some of the switches are up to 15 years old in these schools.
- Add wireless access points to every classroom and common area in 27 schools with modern wireless switches in schools currently with no or limited wireless access points. Next year, all of the remaining schools will also have replaced and expanded wireless access points.
- The FY16 budget will specifically increase district internet connections from 600MB to 2GB, and increase internet connection at all elementary schools from a 10MB connection to a 100MB, and all middle and high schools from 100MB to 1GB.
- Provide for districtwide fiber connection to replace switched Ethernet.



### 500-92204 Instructional Supplies & Materials

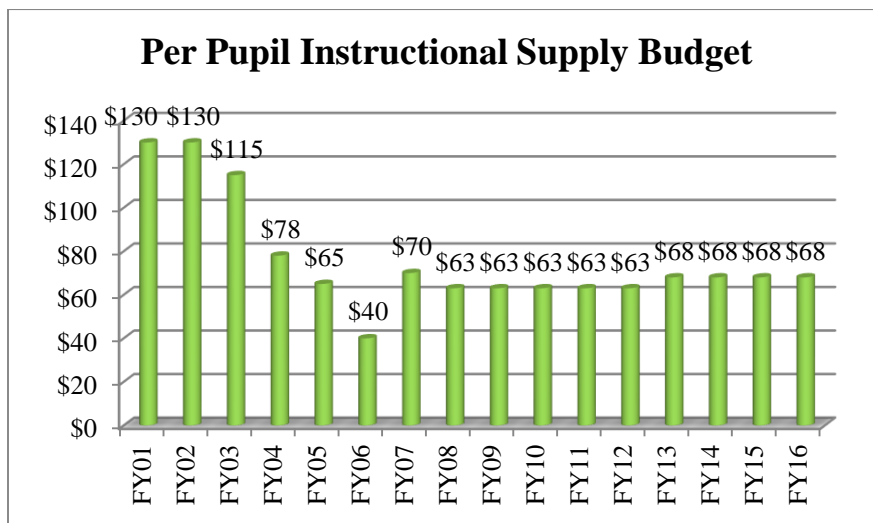
FY15 Adopted	FY16 Budget	\$ Change	% Change
\$2,757,252	\$3,248,386	\$491,134	17.8%

This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY16 budget maintains \$68 per pupil for instructional supplies and materials since FY13. Schools use these funds to implement their School Accountability Plan.

The increase in this account reflects:

Elementary Math Textbooks	\$322,281
Student Enrollment:	\$ 75,853
Special Education Classroom Supplies	\$ 50,000
Child Study Testing Materials	\$ 43,000
Total	\$491,134

The following chart illustrates the amount (excluding non-recurring funds) that has been allocated per pupil since FY01:



### 500152-92000 Building Maintenance (Supplies and Materials)

FY15 Adopted	FY16 Budget	\$ Change	% Change
\$2,702,991	\$2,670,125	(\$32,866)	- 1.2%

The amount provided for the maintenance and repair of school buildings is \$2.7 million in FY16. The account provides funding for all building repairs, custodial and building supplies, and rubbish removal at all school locations. The decrease in the account reflects the contracted rate for rubbish removal (tipping fees).



**All Other OM Accounts:** This line item includes the following accounts:

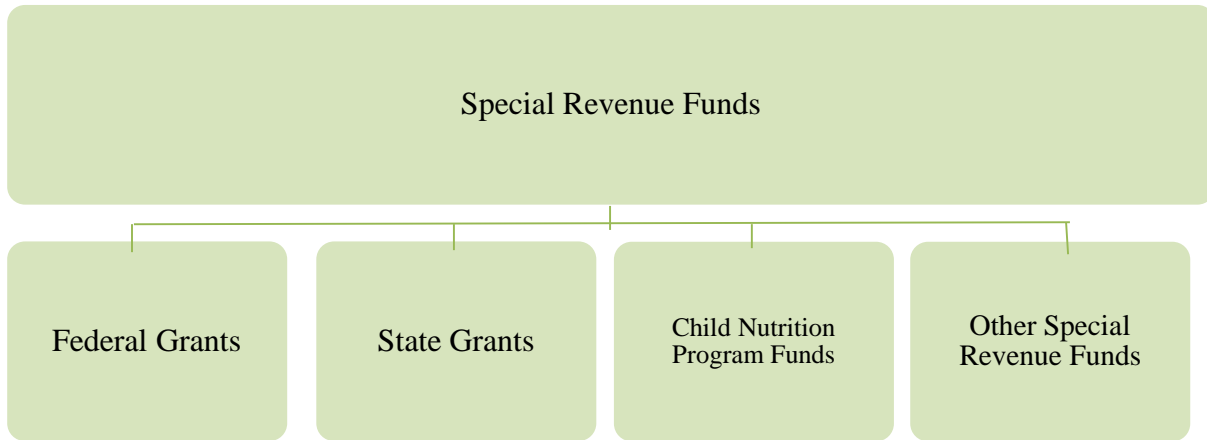
500105-92000	Out-of-State Travel	\$ 5,000
500122-92000	Athletics OM*	\$ 92,434
500125-92000	Insurance	\$ 53,538
500129-92000	Workers Compensation	\$ 1,352,305
500130-92000	Personal Services	\$ 2,842,008
500133-92000	Printing & Postage	\$ 207,531
500136-92000	Miscellaneous OM	\$ 3,675,765
500137-96000	Unemployment Compensation	\$ 186,058
500138-92000	In-State Travel (Mileage)	\$ 62,500
500141-92000	Vehicle Maintenance	\$ 548,952
	Total	\$ 9,026,091

*\* Additional amount funded through use of School Choice Revolving Fund.*

The specific explanation of each of these accounts can be found within the FY16 line item budget section that follows.



## **Special Revenue Funds**



Special revenue funds are monies received by the Worcester Public Schools that Massachusetts General Law allows to be accounted for separately from the general fund. Each special revenue fund established by the district is referenced under a section of the law and restricted to a specific purpose.

Grants from federal and state agencies comprise the largest source of special revenue funds available to the district. These monies are generally for targeted programs and usually carry many restrictions and reporting requirements. The remaining special revenue funds are revolving funds, which are established to fund ongoing programs with program revenues. These funds include the Circuit Breaker fund and food services program as well as other district programs.



**Special Revenue Funds  
Revenue and Expenditure Summary  
FY12-FY16**

	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Budget</b>
<b>Revenues:</b>					
Federal Grants	\$38,764,465	\$31,943,215	\$30,645,346	\$29,042,869	\$27,965,158
Nutrition Program	\$11,618,441	\$10,042,134	\$13,714,060	\$11,837,495	\$12,084,160
State Grants	\$5,894,514	\$6,363,997	\$6,091,911	\$5,337,847	\$5,159,075
Other Special Revenue	\$5,140,400	\$6,165,440	\$5,333,120	\$5,676,319	\$5,182,859
<b>Total Revenues</b>	\$61,417,820	\$54,514,786	\$55,784,437	\$51,894,531	\$50,391,252
<b>Expenditures:</b>					
Administration (1000)	\$1,122,432	\$1,039,362	\$910,582	\$902,107	\$912,335
Instruction (2000)	\$39,710,744	\$33,040,419	\$31,424,264	\$18,267,410	\$17,468,081
Other School Services (3000)	\$10,291,900	\$10,797,901	\$11,038,826	\$19,673,469	\$19,130,145
Operations & Maint. (4000)	\$433,985	\$397,970	\$479,398	\$933,999	\$1,201,442
Fixed Charges (5000)	\$8,686,292	\$7,536,219	\$7,530,145	\$7,867,543	\$7,797,707
Community Services (6000)	\$532,594	\$563,006	\$338,510	\$793,822	\$508,737
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$2,069,467	\$3,013,282	\$3,122,433	\$3,456,181	\$3,372,806
<b>Total Expenditures</b>	\$62,847,415	\$56,388,159	\$54,844,158	\$51,894,531	\$50,391,253
Difference	-\$1,429,595	-\$1,873,373	\$940,279	\$0	\$0

The following pages are details of major sources of the district's special revenue funds.





## Special Revenue: Federal Grants

(sorted in descending order of FY16 Budget Amount)

The federal grants support various instructional and instructional support positions and focus on early childhood education, supplemental reading programs, professional development, supplemental education services, academic tutoring, and support to meet students' individual education plans.

	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Award</b>	<b>FY16 Budget</b>
<b>Federal Grant Revenue:</b>					
Title I	\$10,883,689	\$9,106,045	\$9,936,986	\$10,484,297	\$10,484,297
IDEA	\$7,467,096	\$7,625,194	\$7,320,074	\$7,297,200	\$7,297,200
Head Start	\$6,093,000	\$6,142,748	\$5,482,964	\$5,988,994	\$5,945,064
Title IIA	\$1,814,064	\$1,777,543	\$1,845,701	\$1,839,530	\$1,839,530
Title III	\$1,279,267	\$1,288,194	\$1,119,365	\$1,300,005	\$1,300,005
Perkins	\$426,124	\$474,528	\$382,115	\$485,765	\$485,765
Preschool - Special Education	\$263,736	\$316,244	\$214,792	\$291,659	\$291,659
21st Century Continuation	\$1,120,831	\$414,967	\$0	\$114,088	\$114,088
Special Ed. Program Develop	\$87,500	\$146,281	\$101,318	\$97,950	\$97,950
McKinney Vento	\$66,561	\$63,326	\$54,880	\$60,000	\$60,000
Special Education MA Urban	\$38,870	\$38,900	\$38,900	\$38,900	\$38,900
Early Childhood Special Ed.	\$0	\$51,904	\$0	\$10,700	\$10,700
ARRA Race to the Top	\$2,053,056	\$2,089,447	\$2,031,472	\$612,066	\$0
School Redesign Burncoat	\$0	\$417,660	\$404,602	\$421,715	\$0
School Redesign	\$1,042,987	\$896,792	\$883,516	\$0	\$0
ELL Teacher Residency	\$100,000	\$200,000	\$200,000	\$0	\$0
Innovation Schools	\$13,256	\$9,570	\$150,000	\$0	\$0
21st Century	\$35,661	\$0	\$114,088	\$0	\$0
Wraparound	\$112,000	\$112,000	\$112,000	\$0	\$0
21st Century Exemplary	\$757,644	\$217,345	\$77,337	\$0	\$0
RTTT - Evaluator Tech. Ed.	\$0	\$0	\$75,000	\$0	\$0
Suppl Support for at Risk	\$6,222	\$68,644	\$48,565	\$0	\$0
ARRA STEM Early College HS	\$17,133	\$29,050	\$40,704	\$0	\$0
ARRA Innovation Implem.	\$129,713	\$0	\$5,500	\$0	\$0
Special Education Transition	\$0	\$0	\$5,467	\$0	\$0
School Achievement MOU	\$36,208	\$143,490	\$0	\$0	\$0
Teaching American History	\$457,675	\$76,708	\$0	\$0	\$0
ARRA Ed Jobs	\$3,644,729	\$67,460	\$0	\$0	\$0
Advanced Placement	\$434,440	\$48,675	\$0	\$0	\$0
School Academic Achieve.	\$18,720	\$38,280	\$0	\$0	\$0



Federal Programs Continued	FY12	FY13	FY14	FY15	FY16
	Actual	Actual	Actual	Award	Budget
Tiered Systems of Support	\$7,000	\$22,303	\$0	\$0	\$0
Title I School Improvement	\$8,498	\$19,413	\$0	\$0	\$0
ARRA Title IID, PD	\$41,834	\$18,979	\$0	\$0	\$0
Pre-AP Special Support	\$0	\$15,990	\$0	\$0	\$0
Math & Special Ed. Leadership	\$5,000	\$5,536	\$0	\$0	\$0
ARRA Special Ed. Early Child.	\$130,485	\$0	\$0	\$0	\$0
Supporting Literacy Initiatives	\$60,000	\$0	\$0	\$0	\$0
Citizen and Integration Grant	\$45,937	\$0	\$0	\$0	\$0
ARRA Title IID	\$33,802	\$0	\$0	\$0	\$0
ARRA McKinney Vento	\$14,591	\$0	\$0	\$0	\$0
Nutrition Equipment Assistance	\$9,284	\$0	\$0	\$0	\$0
Closing the Early Literacy Gap	<u>\$7,853</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total Federal Grants</b>	\$38,764,465	\$31,943,215	\$30,645,346	\$29,042,869	\$27,965,158
<b>Expenditures:</b>					
Administration (1000)	\$888,201	\$731,416	\$573,729	\$629,174	\$634,474
Instruction (2000)	\$33,099,267	\$27,277,180	\$25,119,559	\$15,536,401	\$14,873,372
Other School Services (3000)	\$0	\$0	\$0	\$6,981,760	\$6,414,680
Operations & Maint. (4000)	\$0	\$0	\$0	\$415,634	\$685,785
Fixed Charges (5000)	\$6,212,365	\$5,277,584	\$5,221,382	\$5,479,900	\$5,356,847
Community Services (6000)	\$0	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total Expenditures</b>	\$40,199,833	\$33,286,180	\$30,914,670	\$29,042,869	\$27,965,158
Difference	-\$1,435,368	-\$1,342,965	-\$269,324	\$0	\$0

### FY16 Federal Grants Budget:

#### Title I: \$10,484,297

The No Child Left Behind Act of 2001 (NCLB) mandates that all programs established through the NCLB (e.g., Title II, Title III, Title IV, Title V), the Individuals with Disabilities Education Act, Carl D. Perkins Vocational and Technical Act of 1998, the McKinney-Vento Homeless Act, and other Acts as appropriate, must be coordinated with the Title I program. In addition, NCLB requires that the district coordinates services for children with limited English proficiency, children with disabilities, migratory children, neglected or delinquent youth, and homeless children.

This Act embodies four principles: stronger accountability for results, expanded flexibility and local control, expanded options for parents, and an emphasis on teaching methods that have been



proven to work. It redefines the federal role in K-12 education to help improve the academic achievement of all students.

The Worcester Public Schools identifies thirty (30) schools as school-wide program sites. This model funds a comprehensive school plan to upgrade all of the instruction within a Title I school. All students are eligible to participate in each aspect of the school-wide program, as appropriate. At the same time, the statute also requires schools to particularly address the needs of low-achieving children and those at risk of not meeting the state student academic achievement standards. Each school completes a comprehensive needs assessment to help them determine the scientifically based school wide reform strategies that best meet the needs of the students in a particular building. Title I funds support direct services to students, program implementation, professional development, and parental involvement activities.

This grant funds 35 Focused Instructional Coaches; 4 Pre-School Teachers, 14 Instructional Assistants for preschool programs; several instructional support staff positions, Wrap Around Coordinators, expanded learning time, staff development, common planning time at Level 4 schools, and other district support positions. Additionally, the grant also funds in-school, afterschool and summer programs for Supplemental Education Services. The FY16 budget reflects the reallocation of 6 teacher positions and 20 Instructional Assistants to the general fund.

Title I provides schools with extra resources to help improve instruction in high-poverty schools and ensures that all children have the same opportunity to meet challenging state academic standards. School communities implement research-based instruction and aligned materials at their sites. Parental involvement and empowerment are keys to the No Child Left Behind legislation. The NCLB mandated parental involvement set-aside is used to fund a portion of Parent Information Center staff (coordinator and three (3) school choice liaisons) in order to ensure that parents make informed school choice decisions.

**IDEA – Special Education Entitlement: \$7,297,200**

The federal entitlement grant program provides funds to ensure that eligible students with disabilities receive a free and appropriate public education that includes special education and related services designed to meet their individual needs. These federal special education funds are provided to school districts to assist them in delivering appropriate special education services for eligible students.

The majority of this grant supports salaries and benefits for 188 instructional assistants, 5.1 grant administrative and program support positions. These positions assist students with disabilities in accessing the general education curriculum in order to receive Free and Appropriate Public Education (FAPE) in the least restrictive environment. The grant also provides funds for nursing services for students with complex medical needs who require constant monitoring by medically trained staff in the school and on the school bus; consultants/evaluators to meet the requirement that "special education programs and services are evaluated regularly to determine effectiveness;" translators and interpreters to meet the federal and state requirements that all communication with parents be provided in the language of the home; substitute teachers and stipends for planning time and professional development activities that take place after school; community and vocational instruction for high school students with intellectual disabilities. IDEA funds are used to purchase



technology and augmentative communication devices, specialized equipment for students with physical disabilities, and supplies for students with significant emotional and behavioral disabilities. Supplies and materials for related services such as, speech, language occupational and physical therapies are partially funded through this grant. Miscellaneous items include student transportation, non-instructional supplies, and maintenance/repairs of equipment. The FY16 budget reflects the reduction and reallocation of 5 Instructional Assistant positions to the general fund budget.

### **Head Start:**

**\$5,945,064**

Head Start is a comprehensive preschool program, which serves 649 children from age three to kindergarten entrance age in the City of Worcester. Eligibility is based on income guidelines established by the federal government each year.

The Head Start Program's overall responsibility is to establish a supportive learning environment for children and families. The federal government mandates that Head Start programs promote school readiness through cognitive, language, social and emotional development. The 2007 Head Start reauthorization requires programs to implement standards of learning in early literacy, language, science, social studies and numeracy to ensure all children enter school with a solid foundation for lifelong learning.

The Head Start program is also mandated by the federal government to provide supplemental services. Head Start empowers families to identify individual strengths, challenges, interests and helps them acquire the resources to solve problems and connect with community resources. Head Start support staff consists of a family service advocate, nurse, hygienists, and nutritionist that work together as a team to provide a continuum of care, education, and services that allow stable uninterrupted support. Head Start fosters the role of parents/guardians as the primary educators of their children and works in partnership with families to actively engage them in the educational process.

The grant will fund 113.5 staff members. There are currently three (3) Head Start Schools located within the district: Greendale School, Millbury Street School, and Mill Swan School.

### **Title IIA – Improving Educator Quality:**

**\$1,839,530**

The Title IIA grant program is funded to increase student achievement through comprehensive district initiatives that focus on the preparation, training, recruitment, and retention of highly qualified educators. These initiatives should be aligned with Massachusetts' reform efforts and should help districts meet the NCLB goals and requirements for highly qualified teachers and high-quality professional development. The ultimate goal of this grant is to improve the overall effectiveness of all educators, including administrators, within the district.

This grant provides funding support for the following activities:

- ⊕ 14 Focused Instructional Coach positions at all secondary and non-Title I elementary schools
- ⊕ Training and implementation of the district's high quality teaching and learning framework
- ⊕ Professional development materials



**Title III:****\$1,300,005**

Title III provides federal funding for meeting the educational needs of English Language Learners and is administered by the Massachusetts State Department of Education. The goal of all Title III programs in Worcester Public Schools is to develop the English reading, writing, speaking, and listening skills of all English Language Learners (ELLs) and to prepare these students to be successful in mainstream academic classes taught in English.

Worcester Public Schools uses Title III funds to support English language development instruction and instruction in the Spanish Transitional Bilingual program and to provide professional development to content teachers who have ELLs in their classes. The Title III grant will fund seven (7) ELL Coaching positions during FY16, as well as provide afterschool programs to students.

**Perkins:****\$485,765**

The Carl D. Perkins Applied Technology and Vocational Education Act provides administrative leadership and direction, support in the form of equipment, tutoring, after-school programs, student transportation and professional development for our high schools and alternative programs in career and vocational-technical education. Programs and initiatives are focused on special populations including special education, LEP and non-traditional student populations. In the areas of professional development; teachers, administrators and staff attend important training conferences under the act including the Massachusetts Association of Vocational Administrators, and the Association of Career and Technical Education. Perkins supports tutoring for SPED and ELL students, after school programs in mathematics and science as well as the Grade 9 Jump Start Program. Another major goal of the Carl Perkins legislation is to foster the integration of vocational-technical and academic curricula. This focus is critical to the development of relevant programs that demonstrate the high academic levels needed to complete the tasks in today's high performance workplace. Career awareness programs are provided for all students to ensure that each and every student has fair and equitable access to each career and technical program that is available. Perkins provides funding to purchase equipment that will consistently upgrade programs in order for students and teachers to develop skills using the most current technology connected to industry standards. Presently, funding supports programs at Worcester Technical High School, the "Engineering Academy" at Doherty High School, the "Health Science Academy" at North High School and the Diesel Mechanic program at South High School.

The FY16 budget will maintain one Diesel Mechanic Instructor at South High and increase two "Health Science Academy" positions at North High School. Two positions located at Doherty High School have been transferred to the general fund for FY16. Funding also support .50 of the Director of Technical Education.

**Pre-School – Special Education****\$291,659**

The Early Childhood Special Education Allocation funds preschool teachers' salaries in half-day integrated classrooms. Three, four, and five year olds with a range of disabilities including PDD/Autism, Behavior/Emotional Disorders, neurological and physical disabilities are enrolled in classrooms, along with typically developing children. The grant enables staff to collaborate with Worcester's three Early Intervention Programs, UMASS, Pernet, and MSPCC. The grant encourages families to participate in their child's school program throughout the year by



volunteering in the classroom, sharing their particular expertise, participating in conferences and attending annual reviews. The district's Early Childhood Department works with individual schools to help develop their own school-based parent education and participation programs.

### **21<sup>st</sup> Century Continuation**

**\$114,088**

The purpose of the federally funded 21st Century Community Learning Centers Grant is to support Community Learning Centers that operate during out-of-school hours and provide students with academic enrichment opportunities, along with other activities designed to complement students' regular academic programs. Community Learning Centers may also offer literacy and related educational development to families of these students along with a community partner to enhance their academics. Sullivan Middle School was funded at \$114,088 for the 2014-2015 school year. The grant is anticipated to be level funded for the 2015-2016 school year.

### **Special Education Program Development**

**\$97,950**

The purpose of the Special Education Program Improvement grant is to fund professional development activities, aligned with the Massachusetts Standards for Professional Development that will advance the knowledge, skills, and capacity of educators to meet the diverse needs of students with disabilities, ages three through 21, in order to support improved educational results and functional outcomes for these students. The grant is anticipated to be level funded for the 2015-2016 school year.

### **McKinney Vento**

**\$60,000**

The purpose of these federal funds is to support McKinney-Vento Homeless Education programs that ensure homeless students enroll in school and attend school while having the opportunity to succeed. The grant funds support Head Start home visits as well as outreach and case management for homeless students. Additional funds are used for the purchase of textbooks and instructional materials needed to support students. The grant became competitive for FY15 and is anticipated to be level funded for FY16.

### **Special Education - Massachusetts Urban**

**\$38,900**

The Worcester Public Schools acts as the fiscal agent for funds received on behalf of the eleven urban districts in the state of Massachusetts. The funds cover the annual cost of the Massachusetts Urban Project to deliver leadership development and technical assistance training to the administrators of special education in urban districts.

### **Early Childhood Special Education Program**

**\$10,700**

The purpose of this federal grant program is to support school district activities to ensure that eligible children with disabilities, ages 3-5, receive a free and appropriate public education that includes special education and related services designed to meet their individual needs provided in natural/least restrictive environments. This grant is intended to further district-level early childhood special education practices that align with priorities identified by the Department of Elementary and Secondary Education and the Department of Early Education and Care (EEC). The grant is anticipated to be level funded for the 2015-16 school year.





**ARRA Race to the Top****\$0**

Race to the Top was a multi-year grant program funded by the American Recovery and Reinvestment Act (ARRA) of 2009. The effective date of the grant was November 2010 through June 2014. The district agreed to participate in several projects as part of the allotted funds of \$6,933,298. This included implementing the statewide educator evaluation framework, aligning curriculum to the Massachusetts Curriculum Frameworks, using data and results from school surveys for decision making and change, creating near real-time access to data in the Educator Data Warehouse by implementing the Schools Interoperability Framework (SIF), developing and implementing a plan to increase the percentage of high school graduates completing state's graduation requirements, developing and implementing a STEM-focused Early College High School, participating on the Advisory Committee to develop online formative and interim assessments, using ESE-identified providers to address essential conditions and implementing a wraparound zone. Funds supported the Wraparound Zone Administrator and seven school based Wraparound Zone Coordinators. Contractual items included MA Insight Teacher Training and substitute teachers. Professional Development supported the district's contracts with Focus on Results and Houghton Mifflin Harcourt, which provided the implementation and materials of the Pinpoint System. Funds located in the afterschool programs and staff development line items supported team meetings, professional development, as well as the increased learning time for teachers located at Chandler Elementary and Union Hill School. The 2014-2015 school year was the last year of funding. All remaining costs associated with this grant have been transferred to Title I in FY16.

**School Redesign – Burncoat Prep****\$0**

The purpose of this federal grant program was to provide funding to implement School Redesign Plans that were built on one of four federally defined school intervention models: Turnaround, Restart, Transformation, or Closure at the state's persistently lowest-achieving schools. The School Redesign Grant (SRG) was competitive and awarded to Burncoat Street Elementary School to implement changes outlined in their school turnaround model. SRG was a three year grant and had an availability period of September 2012 through August 2015. Over the three year period, Burncoat Elementary received a total of \$1,265,145. The funds from the SRG grant were used to extend the school day and provide partial funding for the lead teacher's salary. The 2014-2015 school year was the last year of funding. All costs associated with the school redesign plan have been transferred to Title I in FY16.

**The following grants were not funded in FY15 or FY16:**

The 21<sup>st</sup> Century Exemplary, School Redesign, ELL Teacher Residency, Innovation Schools, and Special Education Transition.





**Special Revenue: State Grants:**  
(sorted in descending order of FY16 Budget Amount)

	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Award</b>	<b>FY16 Budget</b>
<b>State Grant Revenues:</b>					
Expanded Learning Time	\$1,298,700	\$1,414,512	\$1,356,008	\$1,313,000	\$1,313,000
Quality Kindergarten	\$961,034	\$987,154	\$974,034	\$739,680	\$739,680
Inclusive Preschool	\$688,625	\$677,523	\$611,867	\$698,707	\$698,707
Coordinated Family & Community	\$636,858	\$674,208	\$662,010	\$619,000	\$619,000
Adult Education	\$450,789	\$444,862	\$444,862	\$444,862	\$444,862
Head Start Supplemental	\$381,099	\$407,548	\$413,342	\$413,342	\$413,342
Fresh Fruits & Vegetables	\$338,360	\$326,481	\$333,649	\$333,300	\$333,300
Essential School Health	\$210,740	\$273,248	\$272,451	\$210,740	\$210,740
Universal Pre-K	\$320,020	\$227,495	\$198,189	\$135,406	\$135,406
Academic Support (FC 632)	\$138,443	\$138,545	\$168,894	\$125,235	\$125,235
Academic Support (FC 596)	\$48,189	\$87,696	\$78,061	\$75,000	\$75,000
Literacy Partnership	\$45,911	\$82,638	\$20,735	\$24,658	\$24,658
Financial Literacy Program	\$0	\$20,000	\$18,075	\$20,000	\$20,000
GED Test Centers	\$6,850	\$6,881	\$6,210	\$6,146	\$6,146
Academic Support (FC 597)	\$85,000	\$76,233	\$90,000	\$94,292	\$0
Academic Support (FC 625)	\$109,432	\$114,928	\$117,514	\$84,479	\$0
Gateway Cities	\$0	\$27,066	\$107,746	\$0	\$0
MA Kindergarten Entry Assessment	\$0	\$95,716	\$98,491	\$0	\$0
MA Commission for the Blind	\$31,075	\$29,689	\$30,294	\$0	\$0
RTTT - Early Learning Challenge	\$0	\$16,076	\$25,234	\$0	\$0
Mass Graduation	\$0	\$0	\$12,877	\$0	\$0
Next Generation Learning	\$37,850	\$101,885	\$12,000	\$0	\$0
SHINE Initiative	\$0	\$0	\$10,000	\$0	\$0
Alternative Education Programs	\$0	\$0	\$10,000	\$0	\$0
Supporting Family Literacy	\$0	\$5,000	\$5,668	\$0	\$0
STARS Residency, Jacob Hiatt	\$0	\$0	\$5,000	\$0	\$0
Occupational Support	\$7,912	\$4,600	\$4,800	\$0	\$0
STARS Residency, Elm Park	\$0	\$0	\$3,900	\$0	\$0
Supplementary State Support	\$0	\$75,000	\$0	\$0	\$0
Special Education Dual Enrollment	\$6,710	\$25,206	\$0	\$0	\$0
Safe Environments	\$3,692	\$8,349	\$0	\$0	\$0
21st Century Regional Network	\$0	\$8,240	\$0	\$0	\$0
Collaborative Partnerships	\$19,056	\$4,832	\$0	\$0	\$0
High School Graduation Initiative	\$45,000	\$2,386	\$0	\$0	\$0

Continued Next Page



State Grants Continued	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Budget
Segmentation Study, Phase III	\$12,000	\$0	\$0	\$0	\$0
Connecting Activities	\$6,170	\$0	\$0	\$0	\$0
STARS Residency, WAMS	\$5,000	\$0	\$0	\$0	\$0
Adult Career Pathways	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total State Grants</b>	\$5,894,514	\$6,363,997	\$6,091,911	\$5,337,847	\$5,159,075
<b>Expenditures:</b>					
Administration (1000)	\$141,945	\$214,720	\$241,763	\$175,941	\$178,929
Instruction (2000)	\$5,642,642	\$5,382,548	\$5,482,257	\$2,269,972	\$2,141,224
Other School Services (3000)	\$0	\$0	\$0	\$2,130,301	\$2,064,072
Operations & Maint. (4000)	\$0	\$0	\$0	\$228,365	\$228,365
Fixed Charges (5000)	\$705,265	\$453,697	\$582,326	\$533,268	\$546,485
Community Services (6000)	\$0	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total Expenditures</b>	\$6,489,852	\$6,050,965	\$6,306,346	\$5,337,847	\$5,159,075
Difference	-\$595,338	\$313,032	-\$214,435	\$0	\$0

### FY16 State Grants Budget

#### Expanded Learning Time

**\$1,313,000**

This state-funded grant program provides financial assistance to local school districts with schools that have approved Expanded Learning Time (ELT) implementation plans. All participating schools must increase the amount of time in their schedules so that they operate at least 300 hours longer than the average for students in other schools within the district. Jacob Hiatt and City View schools currently have approved Expanded Learning Time programs. In the 2014-2015 school year each school received \$603,200 and \$709,800 respectively. The funding amount is calculated based on student count. The goal of the program is to provide more instructional opportunities in mathematics, literacy, science, and other core subjects to support student achievement; integrate enrichment opportunities into student learning; and provide adults with increased opportunities to plan and participate in professional development activities. The FY16 grant is anticipated to be level funded.

#### Quality Full Day Kindergarten:

**\$739,680**

The purpose of this state funded grant program is to support high quality educational programs for children in full-day kindergarten classrooms by improving the quality of curriculum and instruction, assessment, and classroom environment. The grant also provides an opportunity for the continuity of curriculum and instruction across preschool, kindergarten, and grades one through three. It is also used for the development of other programmatic components of kindergarten such as enhancing the quality of inclusive full-day classrooms to meet the needs of all children, including those with disabilities. In February 2015, State budget cuts were



implemented reducing the FY15 budget from \$946,300 to \$739,680. This was a 22% reduction and required the elimination of 15 staff at .50 FTE, along with grant support. The FY16 budget is level funded at this lower rate and is expected to cover 50% of the cost of 43 Instructional Assistants, the full time equivalent (positions) of 21 positions.

### **Inclusive Pre-School Learning Environment**

**\$698,707**

Inclusive Preschool Learning Environments funds are designated by the State and are designed to support inclusive high quality learning environments for preschool children with disabilities in a mixed delivery system. All applicants must meet the standards/definition of Inclusive Preschool Learning Environments. The grant supports inclusive preschool learning environments serving preschool-age children with and without disabilities in high quality, inclusive early education and care settings. All full time positions are allowable at 80% of salaries. The other 20% of salaries comes from the Head Start grant.

### **Coordinated Family and Community Engagement**

**\$619,000**

The Coordinated Family and Community Engagement (CFCE) grant is a consolidated application that includes the former Massachusetts Family Network, Community Partnership for Children and Parent Child Home Program/Joint Family Support programs. The grant provides comprehensive support for children and their families from infancy through elementary school. The grant is designed to build a collaborative system of comprehensive services that include the public schools, Head Start, Early Care & Education providers and community based agencies within Worcester.

The Worcester Public Schools serves as the lead agency for this community-based grant. The district's role is to ensure fiscal accountability of funds provided through the grant, prepare the grant and any necessary amendments, organize and manage the delivery of comprehensive services, build collaborations and partnerships, and respond to any queries from the Department of Early Education and Care. An early childhood governing council consisting of various stakeholders including parents who work closely with the Coordinated Family and Community Engagement Coordinator ensures compliance with the goals and priorities of the CFCE grant. The council helps facilitate connections between public and private sectors that include businesses, community, higher education, foundations, libraries, and hospitals. The grant supports community wide activities that increase the knowledge and accessibility to high quality early education and care programs, collaboration, home visits, family education, engagement and literacy. Parent education and early literacy support are provided through the Parent Child Home Program visits and the Raising a Reader literacy model.

The grant helps the community strengthen school readiness skills by supporting young children and their families. The grant provides families with opportunities to attend playgroups and literacy activities, inquire about programs and access family events, special needs information and other programs. These opportunities help to develop a systematic communication and collaboration between all stakeholders in the community. All activities of the grant are aligned to the Department of Early Education and Care's Strategic Plan, focusing on family engagement, early literacy and school readiness. The grant was cut by 7% in February 2015 due to State budget cuts. The FY16 budget is level funded at this lower rate.



**Adult Education****\$444,862**

The purpose of this grant program is to establish free access for undereducated and limited English proficient adults to highly effective Adult Basic Education (ABE) services. Priorities are to support programs and/or collaborations that:

- Provide instructional and support services based on the needs that have been identified through a community planning partnership or other documented planning process
- Provide high quality services that are effective in assisting adults in critical thinking and achieving their goals as family members, workers, community members, and life-long learners
- Successfully transition under-educated and limited English proficient adults to higher education and good jobs that provide a living wage and opportunities for advancement
- Serve the students most in need of literacy and English communication skills
- Integrate ABE instructional services with other workforce development services
- Implement highly effective teaching methods based on research and evidence based practice

**Head Start Supplemental****\$413,342**

These state awarded funds are intended to enhance program capacity to serve Head Start children. Other uses of these funds include the increase of professional development opportunities available to staff, enhancement of program quality by continuing to require Head Start (HS) and Early Head Start (EHS) center-based and family child care programs to participate in QRIS, and provide non-federal matching funds for the Head Start program. The grant was cut by 11% in February 2015 due to State budget cuts. The FY16 budget is level funded at this lower rate.

**Fresh Fruits and Vegetables****\$333,300**

The Food, Conservation and Energy Act of 2008 authorized funding for a program that offers free fruits and vegetables to students during the school day. This program must start the distribution of fruits and vegetables at the beginning of the school year and make them available until the end of the school year. The purpose of the program is to increase and expand both fruit and vegetable consumption in elementary schools above and beyond the reimbursable meal program. Participation is offered to individual schools where 50% or more of the student enrollment are eligible for free or reduced meals. During the 2014-2015 school year the following schools participated in the program: Belmont Street, Burncoat Preparatory, Canterbury Street, Chandler Elementary, Chandler Magnet, City View, Columbus Park, Elm Park, Goodard School, Grafton Street, Lincoln Street, Union Hill, Vernon Hill, and Woodland Academy.

**Essential School Health****\$210,740**

The purpose of the Essential School Health grant is to continue to establish the infrastructure of providing all school-age children access to a school health service program. It is designed to be linked with community partners and also offers a range of prevention, assessment, referral and treatment services for healthy weight, substance abuse, tobacco and mental health. The FY16 grant is anticipated to be level funded.

**Universal Pre-Kindergarten****\$135,406**

The Universal Pre-Kindergarten (UPK) Grant supports and enhances the quality of services for children in UPK classrooms, especially for children with high needs, as well as promoting school readiness. This is a renewal grant; only agencies and programs that have received UPK funding



in FY13 were eligible to apply. The program must be EEC licensed and meet a minimum of level three QRIS program status. The UPK program runs at the following Head Start sites: Greendale, Mill Swan, and Millbury. The FY16 grant is anticipated to be level funded.

**Academic Support – School Year** **\$125,235**

The goal of this state funded grant program is to enhance academic support services for high school students who scored in the Warning/Failing or Needs Improvement levels on their most recent MCAS in English Language Arts or Mathematics, as well as incoming ninth graders who scored in the Warning/Failing or Needs Improvement levels on their recent MCAS in English Language or are new to the district with a history of additional academic support needed. Students in grades 11 and 12 who have already scored in the failing level are invited to attend. These grant services are intended to supplement existing funded local, state, and federal programs. Funding priority is given to districts with a high percentage of students who have not yet met the Competency Determination required for high school graduation.

**Academic Support – Work & Learning – School Year** **\$75,000**

The goal of this state funded competitive grant program is to provide engaging and integrated instruction in English language arts (ELA), mathematics, science, and technology/engineering through work and learning programs for students in the classes of 2003-2017 who have not yet passed (scored in needs improvement or higher) the 10th grade MCAS tests or retests in English language arts, mathematics, and/or science and technology/engineering to complete the state required competency determination for high school graduation. These services supplement currently funded local, state, and federal programs.

**Literacy Partnership** **\$24,658**

The purpose of the state-funded Literacy Partnerships grant program is to support alignment of curriculum, instruction, assessment, professional development, and literacy planning with the 2011 Massachusetts Curriculum Framework for English Language Arts and Literacy. This grant program supports implementation of district standards and indicators of: Leadership and Governance, Curriculum and Instruction, Assessment, Human Resources and Professional Learning.

**Financial Literacy Program** **\$20,000**

The purpose of this state-funded Financial Literacy Pilot Program continuation grant is to support the ten districts in Gateway municipalities implement financial literacy high school course programs that engage high school students in developing personal financial knowledge and skills for college and career readiness. Specifically, this second-year implementation grant is to conduct the course and related program activities developed in the first year of the pilot program. This is the third implementation year in the development of a three year pilot program for ten school districts on financial literacy education. Subsequent years will be pending availability of funds.

**GED Test Centers** **\$6,146**

This state-funded grant program is designed to assist in the day-to-day operation of High School Equivalency Assessment Centers including, but not limited to, test administration, test costs, scanning/scoring tests, special needs, and issuing required documents for the examinee and the state High School Equivalency Assessment Office at the Department of Elementary and Secondary



Education. Worcester Public Schools is an approved test center. The FY16 grant is anticipated to be level funded.

**Academic Support – Work & Learning – Summer** **\$0**

The goal of this state funded competitive grant program is to provide engaging and integrated instruction in English language arts (ELA), mathematics, science, and technology/engineering through work and learning programs for students in the Classes of 2003-2017 who have not yet passed (scored in needs improvement or higher) the 10th grade MCAS tests or retests in English language arts, mathematics, and/or science and technology/engineering to complete the state required Competency Determination for high school graduation. State budget reductions eliminated this grant for summer 2015.

**Academic Support – Summer** **\$0**

The goal of this state funded grant program was to enhance academic support services during summer programs for high school students who scored in the Warning/Failing or Needs Improvement levels on most recent MCAS in English language arts or mathematics, as well as incoming ninth graders who scored in the Warning/Failing or Needs Improvement levels on recent MCAS in English language or were new to the district with a history of additional academic support needed. These grant services were intended to supplement existing funded local, state, and federal programs. Funding priority was given to districts with a high percentage of students who have not yet met the competency determination required for high school graduation. State budget reductions eliminated this grant for summer 2015.





### **Special Revenue Fund: School Nutrition Program:**

	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Adopted</b>	<b>FY16 Budget</b>
<b>Revenues:</b>					
Federal Reimbursement	\$10,480,797	\$9,022,582	\$12,668,656	\$10,850,562	\$11,073,827
Food Sales	\$574,560	\$504,839	\$446,684	\$503,100	\$526,500
Severe Need Breakfast	\$212,279	\$206,243	\$174,427	\$162,269	\$162,269
Universal Breakfast	\$172,676	\$189,553	\$195,999	\$160,000	\$160,000
State Reimbursement	\$178,130	\$118,917	\$228,294	\$161,564	\$161,564
<b>Total Revenues</b>	<b>\$11,618,441</b>	<b>\$10,042,134</b>	<b>\$13,714,060</b>	<b>\$11,837,495</b>	<b>\$12,084,160</b>
<b>Expenditures:</b>					
Administration (1000)	\$92,286	\$93,226	\$95,090	\$96,992	\$98,932
Instruction (2000)	\$0	\$0	\$0	\$0	\$0
Other School Services (3000)	\$9,768,706	\$9,311,121	\$10,660,599	\$9,686,128	\$9,890,853
Operations & Maint. (4000)	\$291,105	\$181,078	\$199,264	\$200,000	\$200,000
Fixed Charges (5000)	\$1,768,662	\$1,795,785	\$1,726,437	\$1,854,375	\$1,894,375
Community Services (6000)	\$0	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$11,920,760</b>	<b>\$11,381,210</b>	<b>\$12,681,389</b>	<b>\$11,837,495</b>	<b>\$12,084,160</b>
Difference	-\$302,319	-\$1,339,076	\$1,032,671	\$0	\$0

#### **Revenue Summary**

The Child Nutrition program budget is a \$12.1 million program that is primarily funded through cash sales and reimbursements from the US Department of Agriculture for meals served to students eligible for free and reduced-price lunches. FY16 total revenue is based on the average of daily meals, breakfasts and snacks served from September 2014 through April 2015. The program serves almost five million meals annually to the students of Worcester Public Schools. Approximately 15,800 lunches, 10,400 breakfasts, 1,000 adult and "a la carte" meals, and 1,000 afternoon snacks are prepared on a daily basis. The majority of these meals qualify for federal and state reimbursements.

The FY16 federal and state reimbursements rates will remain level funded at this time. The FY16 budget also reflects an increase of five cents for the school lunch price from \$1.75 to \$1.80. This is a result of the Healthy, Hunger-Free Kids Act of 2010: Equity in School Lunch Pricing. The price of paid meals will need to increase annually until price equity is achieved. Also, included with the Hunger-Free Kids Act of 2010, an additional six cents per lunch reimbursement that became available to districts during FY14. Worcester Public Schools also receives a Fresh Fruit & Vegetable Grant that funds an additional nine helper positions and provides fourteen schools within the district, direct access to fruits and vegetables during the school day. During the 2013-2014 school year, there was an expansion of the

The Child  
Nutrition  
Department serves  
5.0 million meals  
annually.





"breakfast in the classroom" project at seven elementary schools, allowing for a greater extension of breakfast to students that wouldn't normally visit the cafeteria upon entrance in the morning. This program has significantly increased breakfast participation rates.

### **Expenditure Summary**

The Nutrition Department's FY16 recommended budget continues to be fully self-funded, including the cost of active and retired employee health insurance. The budget is planned to successfully balance with operating expenditures and no local appropriation from the general fund will be required.

The Department remains committed to maintaining the current meals-per-labor hour average of 14.3 for the 2015-2016 school year and will continue to strive to reach the attainable goal of 15 MPLH. The average meals-per-labor hour productivity rate was 12 when the plan was approved by the School Committee in 2004. Also, the electronic payment system that was introduced during FY12 has provided a convenient pre-payment option to parents who wish to pay for school lunch using a checking account or credit card. The system also allows parents to view transactions to stay connected with their child's daily schedule. The parent portal developed by the district was able to be transitioned to the new point-of-sale software and hardware that was implemented during the 2013-2014 school year. The department is in the second year of a three year lease cycle for all POS units located in the schools across the district.



## Special Revenue: Other Special Revenue Funds

	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Budget</b>
<b>Revenues:</b>					
Special Education Reimburse.	\$2,811,891	\$3,372,433	\$3,456,151	\$3,456,151	\$3,372,806
School Choice Revolving	\$492,857	\$1,076,739	\$360,273	\$500,000	\$375,000
Adult Ed & GED Revenue	\$367,913	\$283,762	\$230,495	\$335,610	\$230,495
Athletics & Foley Stadium	\$84,136	\$105,970	\$90,139	\$95,280	\$95,280
WTHS Program Revenue	\$237,289	\$175,414	\$202,098	\$131,036	\$131,036
Building Use & Program Income	\$884,919	\$829,456	\$730,850	\$700,000	\$700,000
Educational Access Channel	\$261,395	\$321,666	\$263,114	\$458,242	\$278,242
<b>Total Revenues</b>	<b>\$5,140,400</b>	<b>\$6,165,440</b>	<b>\$5,333,120</b>	<b>\$5,676,319</b>	<b>\$5,182,859</b>
<b>Expenditures:</b>					
Administration (1000)	\$0	\$0	\$0	\$0	\$0
Instruction (2000)	\$968,835	\$380,691	\$822,448	\$461,036	\$453,484
Other School Services (3000)	\$523,194	\$1,486,780	\$378,228	\$875,280	\$760,540
Operations & Maint. (4000)	\$142,879	\$216,892	\$280,134	\$90,000	\$87,292
Fixed Charges (5000)	\$0	\$9,153	\$0	\$0	\$0
Community Services (6000)	\$532,594	\$563,006	\$811,933	\$793,822	\$508,737
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$2,069,467	\$3,013,282	\$3,122,433	\$3,456,181	\$3,372,806
<b>Total Expenditures</b>	<b>\$4,236,970</b>	<b>\$5,669,804</b>	<b>\$5,415,176</b>	<b>\$5,676,319</b>	<b>\$5,182,859</b>
Difference	\$903,430	\$495,636	-\$82,056	\$0	\$0

Revolving funds are established to dedicate a specific source of revenue generated from fees and charges to offset expenses associated with the cost of providing the goods or services. The Worcester Public Schools relies on the revolving funds of their Athletics department and of educational programs like Worcester Technical High School's vocational programs and Adult Education fee-for-service activities. These programs generate revenue through admission, registration fees, or sale of services which help fund the cost associated with the operation of the program. Additionally, state statute allows revenue collected for non-resident students attending a Worcester school under school choice to deposit the funds in a revolving fund and be used to support programs of the school district.

Revolving funds are a key part to the operation of the district as they help to offset some of the costs to operate these programs.



## Capital Improvement Plan

The Worcester Public Schools fiscal year 2016 Capital Improvement Plan (CIP) includes \$3 million of annual building rehabilitation projects and \$500,000 of annual capital equipment purchases. The City Manager recommends a capital budget allocation for the entire city, including for the Worcester Public Schools. Capital Improvement Plan equipment and projects are paid through borrowed funds. Debt payments for these projects are included in the City of Worcester's budget and is not part of the budget of the Worcester Public Schools. Actual annual debt payments made for Worcester Public Schools projects are reported in the district End of Year Financial Report submitted to the Massachusetts Department of Elementary and Secondary Education.

The complete facilities report is available at [worcesterschools.org](http://worcesterschools.org).

### PREVIOUS RENOVATION PROJECTS

During the past eighteen years, the history of projects has concentrated on boiler replacements and other essential building upgrades. During this period many schools have been converted to natural gas except for the following:

- Harlow Street, Foley Stadium, and Alternative School (leased facility)

In addition to boiler replacements, other building renovation projects completed through these city investments included:

- **Roof Replacements** at Heard Street, South High, Nelson Place, Wawecus, Chandler Elementary, West Tatnuck, May Street, Union Hill, Creamer Center, Grafton Street, Fanning, McGrath, and Foley Stadium.
- **Window Replacements** at Vernon Hill, Heard Street, Lake View, Chandler Magnet, May Street, New Citizen's Center, Tatnuck Magnet, Columbus Park, and Worcester Arts Magnet.



Vernon Hill Windows



Heard Street Windows

- **Installed New Science Labs** at South High, Burncoat High, and Worcester East Middle.





- **Conversion** of South High School from Electricity to Natural Gas.



South High Old Rooftop Units



South High New Rooftop Units (2007)

- **HVAC Replacements** at Doherty High, Burncoat High, Goddard, Chandler Magnet, Rice Square, New Citizen's Center, Jacob Hiatt, Columbus Park, and Heard Street.
- **Complete Renovation** of Foley Stadium (stadium, field, track, and parking lot).



Foley Stadium (Before Renovation)



Foley Stadium after Renovation (2007)



- **FOG (Fats, Oil, and Grease) Compliance:** Fifteen schools completed; three schools remain to be completed.
- **Underground Storage Tank Removals** (17 sites)
- **Various Chimney Repairs**

### SUMMER 2011-2012 MODERNIZATION PROJECTS

In 2011, the City provided the WPS with a one-time \$3 million additional allocation for building modernization projects. The WPS utilized this funding, along with the annual allocation for building renovation funds to undertake interior and exterior repairs at the following ten (10) schools:

**Doherty Memorial High School:** Included new science labs, restroom renovations, new flooring, locker replacement, painting, re-finished gym floor, and some paving.



Restroom Renovation



Flooring Renovation

**Burncoat High School:** Included restroom renovations, painting, and locker replacement.



Old Lockers



New Lockers



**South High Community School:** Included restroom renovations, classroom floor restoration (from carpet to polished concrete), and new security system.



Refurbished floor and new carpet



Restroom Renovation

**Worcester East Middle School:** Included classrooms being refinished, cafeteria floor refinished, painting, parking lot paving, and restroom renovations



Classroom during renovation



Classroom after renovation

**Union Hill School:** Included classrooms and hallways being refinished, restroom renovations, and painting.



Front entrance flooring renovation



Restroom renovation

**Chandler Elementary School:** Included classrooms being refinished, new flooring, painting, and restroom renovations.



Classroom renovation



Restroom renovation

**Flagg Street School:** Included new flooring, painting, and restroom renovations.



Flooring before renovation



Flooring after renovation





**Clark Street School:** Included new flooring in classrooms and hallways, new cabinetry in classrooms, locker replacement, restroom renovations, and parking lot paving.



New flooring and classroom casework



New lockers and flooring

**Goddard School:** Included new flooring, painting, and restroom renovations



Restroom renovation



Restroom renovation

**Tatnuck Magnet School:** New flooring in classrooms and hallways, restroom renovations, and painting.

## 2013-2014 PROJECTS

In 2013-2014, the following city funded projects were completed:

- **Snow Guard Installations:** Norrback Avenue, Worcester Technical High, Lincoln Street, and Foley Stadium
- **Kitchen Cooler Replacement** at Roosevelt Elementary
- **Grease Trap Replacements:** Canterbury Street, Sullivan Middle, and Vernon Hill School
- **Entry Way and Ceiling Renovation:** Columbus Park
- **Modular Units Renovation:** Burncoat Prep
- **Basement Room Renovations:** Elm Park



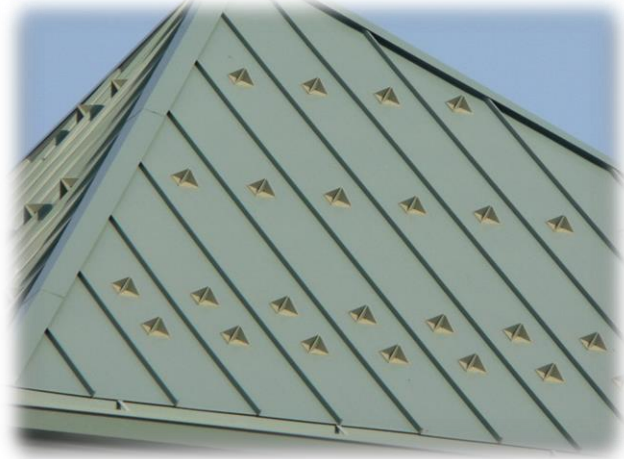
Burncoat Prep Modular Renovations



Foley Stadium Snow Guards



Roosevelt Cooler Replacement



Norrback Ave. Snow Guards



## BUILDING RENOVATION AND MODERNIZATION PROJECTS THROUGH ENERGY SAVINGS PROJECTS

In June 2011, the City executed a \$26.6 million agreement with Honeywell International Inc. to implement comprehensive energy conservation and building modernization program across 92 City-owned buildings including the Worcester Public Schools. Over 60 percent, or approximately \$16 million, of these improvements were made to Worcester Public School facilities.

These efforts to install energy efficiency upgrades and renewable energy technology were guaranteed to cut the City's annual utility energy and operating costs by more than \$1.4 million per year for the next 20 years, reduce municipal carbon dioxide emissions by more than 6,000 tons annually and create hundreds of jobs. Funded through a twenty-year performance contract, these savings, which are guaranteed by Honeywell, will be used to pay for the majority of improvements and upgrades to these buildings.

The payback on some of these critically important upgrades was not sufficient enough to cover 100% of associated debt service costs; therefore funding was allocated through the City's Capital Improvement Plan to finance the remaining cost. Energy efficiency related grant funds were used to finance the project, as well.

Honeywell conducted a complete audit of all City and WPS facilities and began the work to design engineer and implement a range of City-approved energy conservation measures. Projects were selected based on their return on investment and the facility's need.

Some of the highlighted projects included:

1. **Replaced Boiler and Chiller Units** at:  
Woodland/Claremont Academies  
Norrback Avenue School  
Quinsigamond Elementary  
Roosevelt Elementary
2. **Replaced Boiler Projects** at Union Hill  
and Worcester Arts Magnet
3. **Solar Photovoltaic Systems** at WTHS, Sullivan Middle, and North High, and
4. **Small Wind Turbine** at WTHS  
**New Roof** at Jacob Hiatt School
5. **Solar Photovoltaic Systems** *are in process* at Burncoat High/Burncoat Middle, South High, Forest Grove Middle, Belmont, Norrback Roosevelt, Elm Park, Chandler Magnet, and North High School (additional)



Union Hill Boiler before replacement

Through the ESCo program, most schools have received some or all of the following improvements to reduce energy cost and save money for the district:

- Building Controls and Automation
- Occupancy Sensor
- Building Infiltration
- Water Conservation
- Refrigeration Upgrades
- Boiler Controls
- Steam Trap Replacement
- Attic Insulation

These ESCo projects are in addition to computer power management and lighting upgrades that the WPS has already undertaken resulting in more than \$200,000 in annual electricity savings.

### **MSBA REPLACEMENT OR MAJOR RENOVATIONS PLAN**

In prior years, the Massachusetts School Building Authority (MSBA) invited the following projects for funding consideration:

#### **2012**

- Nelson Place School\* – Major Renovation or Replacement Project
- Chandler Magnet School – Accelerated Repair Project – Window Replacement
- Jacob Hiatt Magnet – Accelerated Repair Project – Boiler Replacement
- Lake View School – Accelerated Repair Project – Window Replacement
- May Street School – Accelerated Repair Project – Window Replacement
- New Citizens Center – Accelerated Repair Project – Window Replacement
- New Citizens Center – Accelerated Repair Project – Boiler Replacement

#### **2013**

- Columbus Park School – Accelerated Repair Program – Window Replacement
- Columbus Park School – Accelerated Repair Program – Boiler Replacement
- Tatnuck Magnet School – Accelerated Repair Program – Window Replacement
- Worcester East Middle School – Accelerated Repair Program – Boiler Replacement
- Worcester Arts Magnet School - Accelerated Repair Program – Window Replacement

#### **2014**

- South High Community School\*\* – Major Renovation or Replacement Project
- Clark Street School – Accelerated Repair Program – Window Replacement
- Goddard School of Science and Technology – Accelerated Repair Program – Window Replacement
- Union Hill School – Accelerated Repair Program – Window Replacement
- West Tatnuck Elementary School - Accelerated Repair Program – Window Replacement





## 2015

The Worcester School Committee and Worcester City Council authorized the Administration of the Worcester Public Schools to submit the following schools to the Massachusetts School Building Authority (MSBA) for Accelerated Repair Program consideration:

1. Flagg Street School (windows replacement project)
2. Francis J. McGrath Elementary School (windows replacement project)
3. Grafton Street Elementary School (windows and boiler replacement projects)
4. Jacob Hiatt Magnet Elementary School (windows replacement project)

Also, the following schools were authorized to be submitted to the Massachusetts School Building Authority (MSBA) for major renovation or replacement:

1. Burncoat High School
2. Doherty Memorial High School
3. Worcester East Middle School

\* On June 6, 2012, the district was invited by the Massachusetts School Building Authority Board of Directors to advance the Nelson Place School for major renovation or replacement to the Eligibility Period. Subsequently, the school has completed a feasibility study and has approved the design of a new school. Construction will begin in summer 2015 with completion scheduled for the 2017-2018 school year.

### Nelson Place Main Entrance Schematic Design



\*\* On January 14, 2015, the district was invited by the Massachusetts School Building Authority Board of Directors to advance the South High Community School for major renovation or replacement to the Eligibility Period.

## FIVE YEAR BUILDING REHABILITATION PLAN

School	Submittal Year	Boiler Replacement	Window Replacement	Roof Replacement
Chandler Elementary	2016		✓	
Wawecus Road	2016		✓	
Belmont Street	2016		✓	
Gerald Creamer Center	2016	✓	✓	✓
Midland Street	2017			✓
Vernon Hill	2017	✓		✓
Thorndyke Road (rear)	2017		✓	
Lake View	2017			✓
Rice Square	2017		✓	✓
Elm Park	2018	✓	✓	
Sullivan Middle	2018	✓		
Lincoln Street	2018	✓		
Tatnuck Magnet	2019			✓
New Citizen's Center	2019			✓
University Park Campus	2019			✓
McGrath Elementary	2019			✓
Worcester Arts Magnet	2019			✓
Gates Lane	2020	✓		✓
Burncoat Middle	2020	✓		
Clark Street	2020	✓		✓
City View	2020	✓		
Union Hill	2020			✓

Plan is subject to change based on the actual number of projects accepted into MSBA Accelerated Repair Program each year.



The following pages describe the MSBA process and the proposed projects.

### **MSBA Statements of Interest Overview:**

A separate Statement of Interest must be submitted for each existing school for which the city, town, or regional school district may have an interest in applying to the MSBA for a grant. The SOI requires the city, town, or regional school district to: (1) identify the priority category(s) (set forth below) for which it is expressing interest, (2) provide a brief description of the facility deficiencies that the District believes it has and how those deficiencies align with the eight statutory priorities, and (3) provide any readily-available supporting documentation.

Pursuant to M.G.L. c. 70B, § 8, the MSBA shall consider applications for school construction and renovation projects in accordance with the priorities listed below. A district may designate as many categories as may apply to that particular school facility.

1. Replacement or renovation of a building which is structurally unsound or otherwise in a condition seriously jeopardizing the health and safety of school children, where no alternative exists, as determined in the judgment of the Authority;
2. Elimination of existing severe overcrowding, as determined in the judgment of the Authority;
3. Prevention of the loss of accreditation, as determined in the judgment of the Authority;
4. Prevention of severe overcrowding expected to result from increased enrollments, which must be substantiated, as determined in the judgment of the Authority;
5. Replacement, renovation or modernization of school facility systems, such as roofs, windows, boilers, heating and ventilation systems, to increase energy conservation and decrease energy related costs in a school facility, as determined in the judgment of the Authority;
6. Short term enrollment growth, as determined in the judgment of the Authority;
7. Replacement of or addition to obsolete buildings in order to provide a full range of programs consistent with state and approved local requirements, as determined in the judgment of the Authority; and
8. Transition from court-ordered and approved racial balance school districts to walk-to, so-called, or other school districts, as determined in the judgment of the Authority.

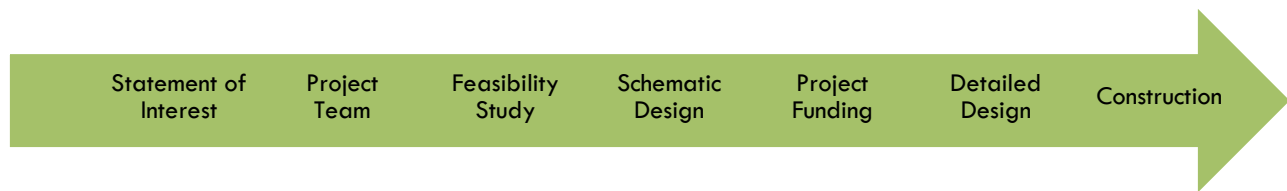
### **MSBA Process Overview:**

1. **Identify the Problem:** Local community identifies deficiencies in school facilities through the Statement of Interest process
2. **Validate the Problem:** MSBA and local community work together to validate deficiencies identified
3. **Evaluation of potential solutions:** MSBA and local community work in collaboration to identify potential solutions
4. **Confirm the solution:** MSBA and local community agree on solution and appropriate course of action
5. **Implement the agreed upon solution:** MSBA and local community continue collaboration through design and construction





## MSBA Process:



The Statement of Interest phase is the initial step to inform the MSBA of perceived deficiencies within a school facility. Cost identification and financial solutions are not needed at this phase of the MSBA process. The MSBA will evaluate the submission of each community and invite those to advance to project team formation and feasibility study phase.

## Proposed FY16 Capital Equipment Budget

The Fiscal Year 2016 Capital Equipment Budget for the Worcester Public Schools continues prior year commitments to fund instructional technology, special education transportation vehicle replacements, and facilities maintenance equipment. In most instances, capital assets are replacing equipment that has reached the end of its useful life.

### FY16 Capital Improvement Budget:

For FY16, the Capital Improvement Budget for the Worcester Public Schools is \$3,500,000. Within this amount, \$500,000 is allocated for capital equipment and \$3,000,000 is allocated for building renovation projects. These projects and equipment purchases are included in the City's overall capital spending plan of approximately \$18 million.

The Administration has proposed the following for FY16 capital equipment purchases:

Technology Infrastructure Directly at School Buildings	\$315,000
Special education School Buses (1 Replacement & Radio Equipment)	\$120,000
Facilities Department (School and District Equipment)	<u>\$ 65,000</u>
Total	\$500,000

### Technology Plan:

The current student-to-computer ratio reported to DESE is 3.5 to 1. The district exceeds the state's 5:1 ratio in every school. Overall, the district maintains 7,500 computers in the district. The operating budget includes the costs associated with a computer lease agreement that goes through January 2019. In recent years, the district has also made significant investments in other school-based technologies, such as:

- 1,000 iPads
- 400 Document Cameras
- Wireless Access in Schools



150 interactive whiteboards

The total expected cost of the technology infrastructure replacement and expanded capabilities will cost \$1.8 million with \$315,000 coming from the capital budget and the remainder from federal E-Rate funds. This project will include the replacement of all network switches; some of them are up to fifteen years old with limited liability. In addition, add wireless access points to every classroom and common area in the following schools with modern wireless switches:

1. Burncoat Middle	10. Hiatt Magnet	19. Roosevelt Elementary
2. Chandler Elem at YMCA	11. Lake View	20. Tatnuck Magnet
3. Chandler Magnet	12. May Street	21. Thorndyke Road
4. Clark Street	13. McGrath Elementary	22. UPCS
5. Doherty High	14. Midland Street	23. St. Casimir's Alternative
6. Flagg Street	15. New Citizens Center	24. Wawecus Road
7. Forest Grove	16. Norrback Ave	25. West Tatnuck
8. Gates Lane	17. North High	26. Worcester Arts Magnet
9. Heard Street	18. Rice Square	27. WTHS

### Five Year Capital Budget Plan

Year	Technology	Transportation	Facilities	Total
2015-2016	\$315,000	\$120,000	\$65,000	\$500,000
2016-2017	\$315,000	\$120,000	\$65,000	\$500,000
2017-2018	\$200,000	\$240,000	\$60,000	\$500,000
2018-2019	\$200,000	\$240,000	\$60,000	\$500,000
2019-2020	<u>\$200,000</u>	<u>\$240,000</u>	<u>\$60,000</u>	<u>\$500,000</u>
Total	\$1,230,000	\$960,000	\$310,000	\$2,500,000

**Technology Plan:** Support the 7,500 computers in the district, as well as instructional iPads, document cameras, interactive whiteboards, and district's network infrastructure and hardware.

**Transportation:** Provide for two replacement vehicles in 2015-2016 and 2016-2017 and four vehicle replacement in years 2017-2018, 2018-2019, and 2019-2020.

**Facilities:** Replacement of equipment and vehicles to support cleaning, maintenance, snow removal, and grounds equipment within the district.



### Special Education School Buses

The annual capital equipment allocation provides for the replacement of one (1) special education bus and upgraded radios for existing fleet to comply with City of Worcester radio system upgrade. As indicated through the following inventory, school buses have a replacement cycle of up to 14 years and 200,000 miles. The following is the current inventory of special education school buses owned by the Worcester Public Schools:

<u>Year</u>	<u>ID</u>	<u>Mileage</u>	<u>Condition</u>	<u>Year</u>	<u>ID</u>	<u>Mileage</u>	<u>Condition</u>
2002	9-003	193,199	Fair	2009	9-025	107,248	Good
2002	9-005	186,698	Fair	2009	9-060	37,669	Good
2003	9-054	196,325	Fair	2010	9-064	115,922	Good
2003	9-018	194,756	Fair	2010	9-063	89,757	Good
2003	9-049	188,851	Fair	2010	9-062	78,103	Good
2004	9-044	192,660	Fair	2011	9-017	64,216	Excellent
2004	9-053	182,903	Good	2011	9-026	82,656	Good
2004	9-046	174,336	Good	2011	9-041	78,575	Good
2005	9-047	203,044	Fair	2012	9-067	64,523	Good
2005	9-050	199,488	Fair	2012	9-068	60,140	Good
2006	9-028	159,103	Fair	2012	9-069	58,478	Good
2006	9-020	142,920	Fair	2014	9-072	19,989	Excellent
2006	9-035	150,410	Fair	2014	9-009	21,357	Excellent
2006	9-030	129,711	Fair	2014	9-055	22,516	Excellent
2006	9-021	164,062	Good	2014	9-071	22,594	Excellent
2006	9-034	153,841	Good	2014	9-073	20,492	Excellent
2007	9-057	142,009	Good	2014	9-010	20,915	Excellent
2007	9-045	127,539	Good	1998	9-013	186,046	Not in Service
2007	9-029	123,905	Good	2000	9-043	160,197	Not in Service
2008	9-039	130,129	Good	2004	9-002	192,000	Not in Service
2008	9-058	124,360	Good	1999	9-022	185,216	Not in Service



### Facilities Department Vehicles

The annual capital equipment allocation provides for approximately \$65,000 of school and district maintenance equipment and replacement interoperability radios to comply with City of Worcester radio system upgrade. The following is the current inventory of Facilities Department vehicles owned by the Worcester Public Schools:

<u>Year</u>	<u>ID</u>	<u>Vehicle</u>	<u>Mileage</u>	<u>Condition</u>
1991	16-009	Pickup Truck	51,822	Fair
1997	16-007	Pickup Truck	58,223	Fair
1999	9-118	Box Truck	74,009	Fair
1999	9-033	Dump Truck	61,770	Fair
1999	9-099	Dump Truck	85,941	Fair
1999	9-110	Dump Truck	21,062	Poor
2001	9-011	Pickup Truck	105,954	Fair
2001	9-040	Pickup Truck	44,900	Fair
2004	9-117	Pickup Truck	44,751	Good
2004	9-006	Pickup Truck	82,902	Fair
2005	9-007	Pickup Truck	50,186	Good
2005	9-008	Pickup Truck	82,377	Fair
2006	9-056	Delivery Van	48,691	Good
2006	9-019	Pickup Truck	38,160	Good
2006	9-027	Pickup Truck	31,947	Fair
2007	9-004	Pickup Truck	28,638	Fair
2008	9-038	Rack Body Truck	24,238	Excellent
2009	9-023	Pickup Truck	23,642	Excellent
2010	9-061	Delivery Van	70,201	Excellent
2013	9-070	Pickup Truck	18,909	Excellent
2014	9-037	Dump Truck	6,971	Excellent

#### Site Specific Vehicles:

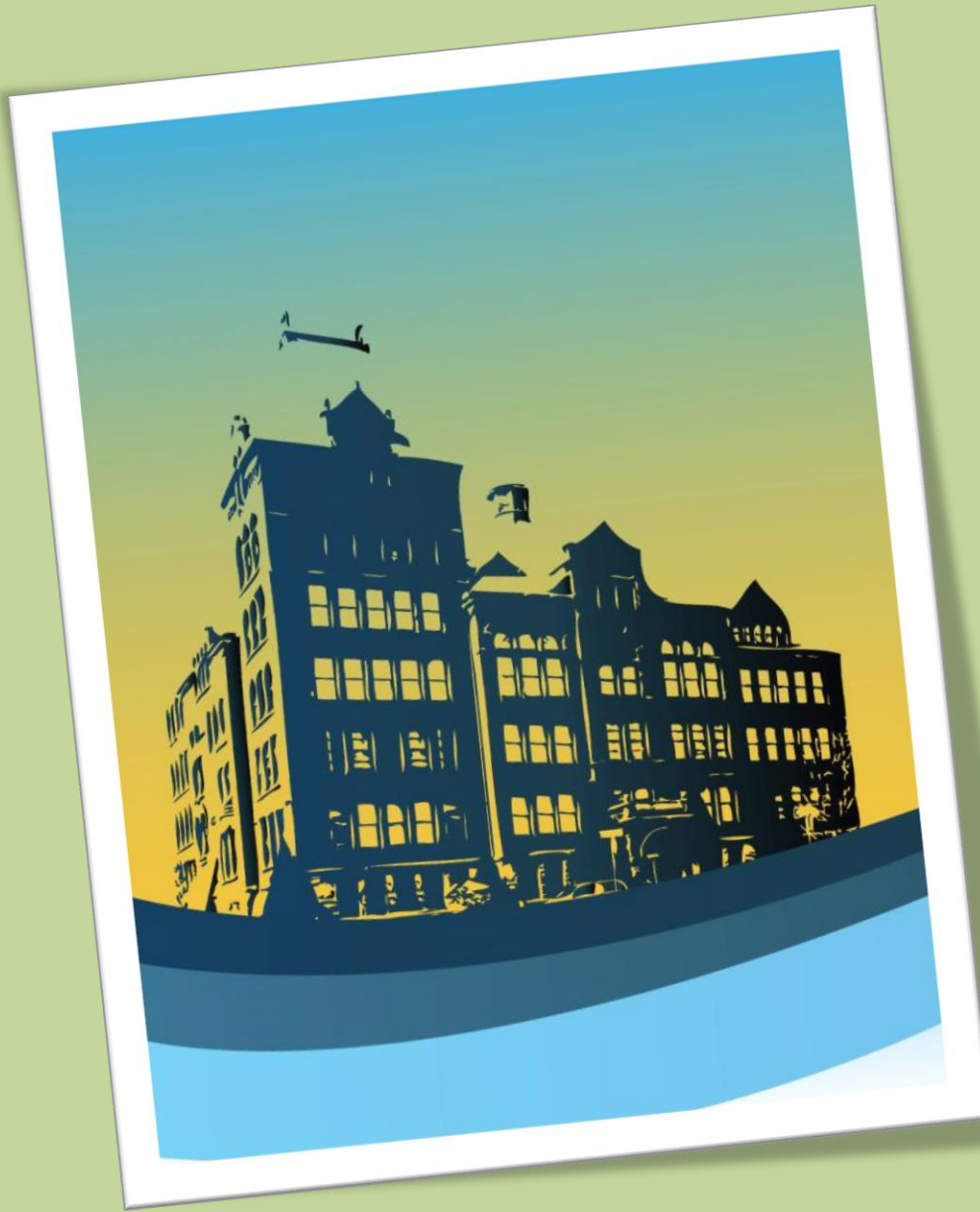
2014	9-505	Bobcat/Foley Stadium	110 Hours	Excellent
2011	9-504	Kubota/North High	133 Hours	Excellent
2007	9-503	Kubota/Foley Stadium	670 Hours	Good
2006	9-502	Bobcat/WTHS	648 Hours	Good
2006	9-109	Pickup Truck/WTHS	130,094	Fair
1998	9-119	Case Backhoe/Utility	2,730 Hours	Poor
1996	9-501	New Holland/Utility	2,900 Hours	Fair
1987	9-500	Bobcat/Utility	2,072 Hours	Poor

The account also funds all district lawn mowers, snow blowers, string trimmers, and other facilities and maintenance equipment.



INSERT BUDGET SUMMARY PAGE HERE





## **Fiscal Year 2015-2016 Recommended Line Item Budget**



# BUDGET SUMMARY BY ACCOUNT

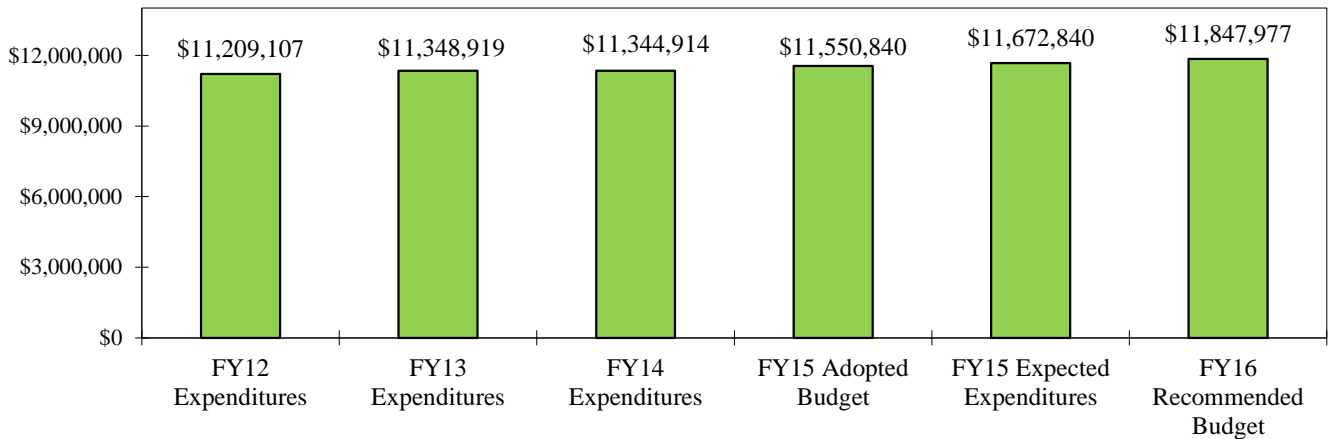
## FY16 to FY15

<u>Account</u>	<u>Account Title</u>	<u>FY15 Adopted</u>	<u>FY16 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
500-91110	Administration Salaries	\$11,550,840	\$11,847,977	\$297,137	2.6%
500-91111	Teacher Salaries	\$149,802,163	\$157,271,088	\$7,468,925	5.0%
500-91112	School Committee Salaries	\$87,000	\$87,000	\$0	0.0%
500-91114	Day by Day Substitutes Salaries	\$871,200	\$871,200	\$0	0.0%
500-91115	Instructional Assistants Salaries	\$9,060,471	\$10,399,903	\$1,339,432	14.8%
500-91116	Athletic Coach Salaries	\$0	\$524,362	\$524,362	100.0%
540-91117	Transportation Salaries	\$2,596,983	\$2,675,672	\$78,689	3.0%
500-91118	Supplemental Program Salaries	\$1,366,375	\$1,379,683	\$13,308	1.0%
500-91119	Custodial Salaries	\$6,415,975	\$6,664,307	\$248,332	3.9%
500-91120	Maintenance Services Salaries	\$2,019,880	\$2,060,151	\$40,271	2.0%
500-91121	Administrative Clerical Salaries	\$3,077,577	\$3,158,078	\$80,501	2.6%
500-91122	School Clerical Salaries	\$2,055,344	\$2,090,585	\$35,241	1.7%
500-91123	Non-Instructional Support Salaries	\$1,791,108	\$1,853,047	\$61,939	3.5%
540-91124	Crossing Guard Salaries	\$529,948	\$543,346	\$13,399	2.5%
500-91133	School Nurses Salaries	\$3,476,323	\$3,752,868	\$276,545	8.0%
500-91134	Educational Support Salaries	\$1,984,105	\$2,562,428	\$578,323	29.1%
540-97201	Transportation Overtime	\$464,447	\$473,736	\$9,289	2.0%
500-97203	Custodian Overtime	\$1,026,338	\$1,046,865	\$20,526	2.0%
500-97204	Maintenance Services Overtime	\$147,840	\$150,797	\$2,957	2.0%
500-97205	Support Overtime	<u>\$65,527</u>	<u>\$68,837</u>	<u>\$3,310</u>	<u>5.1%</u>
Salary Total		\$198,389,444	\$209,481,929	\$11,092,486	5.6%
500101-96000	Retirement	\$15,153,592	\$15,848,677	\$695,085	4.6%
540103-92000	Transportation	\$12,839,450	\$13,807,942	\$968,492	7.5%
500105-92000	Out-Of-State Travel	\$5,000	\$5,000	\$0	0.0%
500122-92000	Athletics Ordinary Maintenance	\$0	\$92,434	\$92,434	100.0%
500123-96000	Health Insurance	\$41,912,351	\$42,517,179	\$604,829	1.4%
500125-92000	Other Insurance Programs	\$57,358	\$53,538	-\$3,820	-6.7%
500129-92000	Workers Compensation	\$1,352,305	\$1,352,305	\$0	0.0%
500130-92000	Personal Services	\$3,423,506	\$2,842,008	-\$581,498	-17.0%
500132-92000	Special Education Tuition	\$15,009,440	\$15,695,619	\$686,179	4.6%
500133-92000	Printing & Postage	\$207,531	\$207,531	\$0	0.0%
500-92204	Instructional Materials	\$2,757,252	\$3,248,386	\$491,134	17.8%
500136-92000	Miscellaneous Education OM	\$3,606,981	\$3,675,765	\$68,783	1.9%
500137-96000	Unemployment Compensation	\$325,209	\$186,058	-\$139,151	-42.8%
500138-92000	In-State Travel	\$62,500	\$62,500	\$0	0.0%
500141-92000	Vehicle Maintenance	\$614,277	\$548,952	-\$65,325	-10.6%
500146-92000	Building Utilities	\$6,332,665	\$6,497,166	\$164,501	2.6%
500152-92000	Facilities Department OM	<u>\$2,702,991</u>	<u>\$2,670,125</u>	<u>-\$32,866</u>	<u>-1.2%</u>
Non-Salary Total		\$106,812,467	\$109,311,184	\$2,498,778	2.8%
<b>WPS General Fund</b>		<b>\$305,201,911</b>	<b>\$318,793,113</b>	<b>\$14,041,265</b>	<b>4.6%</b>
Grant Programs		\$34,380,716	\$33,124,233	-\$1,256,483	-3.7%
Child Nutrition Program		\$11,837,495	\$12,084,160	\$246,665	2.1%
Other Special Revenue		<u>\$5,676,319</u>	<u>\$5,182,859</u>	<u>-\$493,460</u>	<u>-8.7%</u>
<b>Total All Sources</b>		<b>\$354,419,633</b>	<b>\$369,184,365</b>	<b>\$12,537,987</b>	<b>3.5%</b>



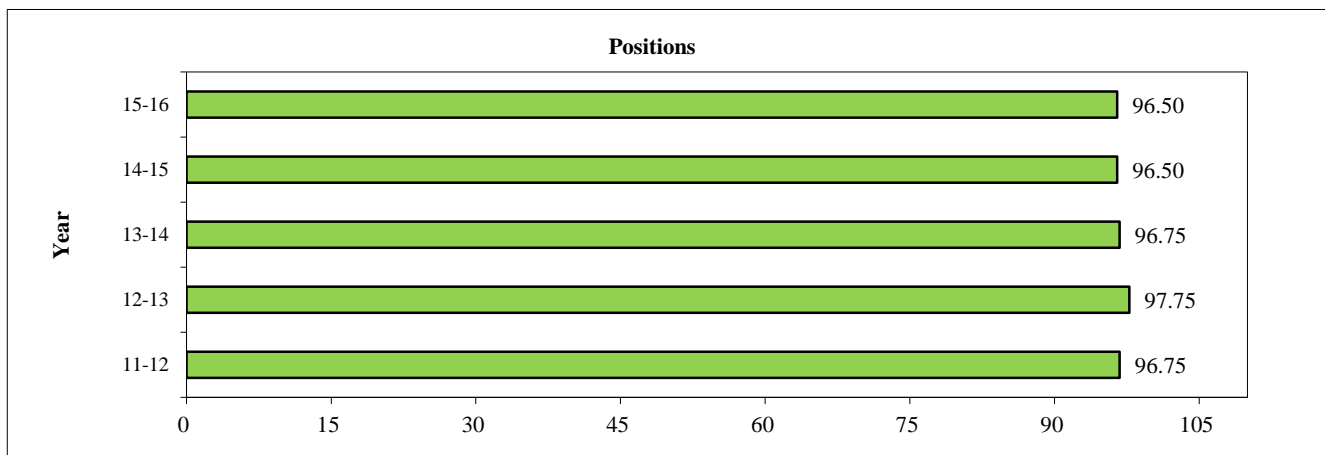
**ADMINISTRATION SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$11,550,840	\$11,672,840	\$11,847,977	3%
<b>GRANT SOURCES</b>	\$577,773	\$577,773	\$587,245	2%
<b>TOTAL ADMINISTRATION</b>	\$12,128,613	\$12,250,613	\$12,435,222	3%



The Superintendent serves as the Chief Executive Officer of the Worcester Public Schools and provides the vision and direction necessary to ensure that students attending the Worcester Public Schools are challenged to reach their highest potential. Responsibilities include: Providing leadership for the district's educational programs, long-range strategic and short-range operational plans, hiring personnel, ensuring an effective evaluation performance review for personnel, developing, recommending for approval and administering the district's annual financial budget, and articulating the goals and accomplishments of the district to the citizenry of Worcester.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. System Supervision (10)	\$1,380,090	\$1,347,337	\$1,418,657	3%
(2000) B. Teaching and Learning Division (8)	\$1,126,425	\$1,141,533	\$1,104,649	-2%
(2000) C. School-Based Supervision (78.5)	\$9,044,324	\$9,183,970	\$9,324,670	3%
<b>TOTAL</b>	<b>\$11,550,840</b>	<b>\$11,672,840</b>	<b>\$11,847,977</b>	<b>3%</b>

**POSITION HISTORY**

**ADMINISTRATION SALARIES**

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) A. System Supervision (10)	\$1,380,090	\$1,347,337	\$1,418,657	3%

The System Supervision represents how the Superintendent has structured her team to operate the school system. This structure provides for the organization of instruction, as well as the management of personnel, finance and operations. The Superintendent and 9 other Central Administration staff within this section work closely with the School Committee, state and federal education agencies, the 44 schools' personnel, alternative site educators, business and university partners, and other interested citizens to coordinate activities that maximize the opportunities for, and develop the potential of our students. In addition to the Superintendent, the positions in this section are: Chief Financial and Operations Officer, Chief Research and Accountability Officer, Assistant to the Superintendent/Clerk to the School Committee, Human Resources Manager, Director of Instructional Support, Information Technology Officer, Transportation Director, Facilities Director, and Budget Director.

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. Teaching and Learning Division (8)	\$1,126,425	\$1,141,533	\$1,104,649	-2%

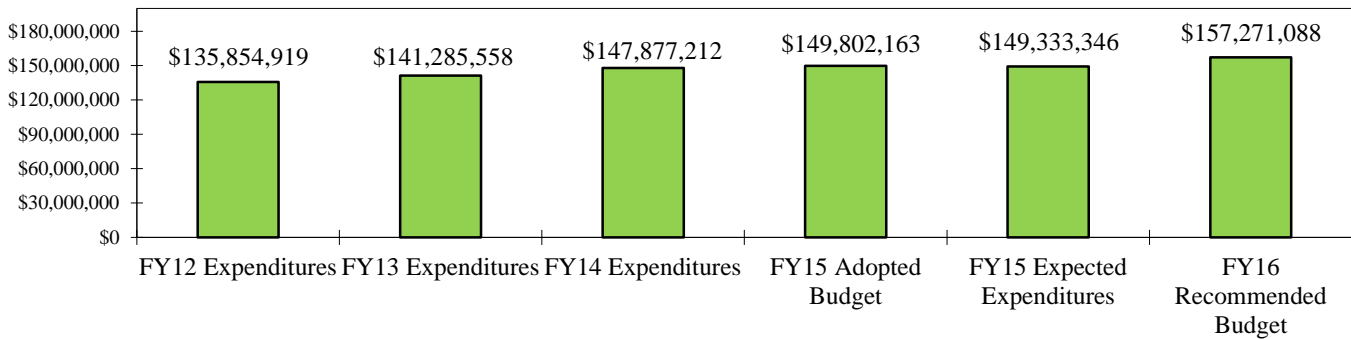
The Education Division oversees, supports and coordinates activities for developing and implementing programs and services including instructional leadership, strategic planning, curriculum and staff development. The Chief Academic Officer (CAO) reports to the Superintendent and supervises two Quadrant Managers, as well as three staff and support managers. The staff and support managers are the Manager of Professional Learning (grant funded), the Manager of English Language Learners and Supplemental Support, and the Manager of Special Education. This account also funds the Athletic Director and Assistant Director of Special Education. The following positions are funded through grants: School Choice Coordinator (.5 Grant and .5 General Fund, located at Parent Information Center), Manager of Grant Resources, and Director of Supplemental Service Programs. The decrease in this account represents the restructuring of the Coordinator of Counseling, Psychology and Community Outreach upon vacancy in FY15.

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. School-Based Supervision (78.5)	\$9,044,324	\$9,183,970	\$9,324,670	3%

The School-Based positions are 44 building principals, 31 secondary assistant principals, 3 alternative program coordinators, and .5 Director of Technical Education. School leaders are responsible for fulfilling the Worcester Compact by delivering on high expectations and outstanding results for every student. Continuous improvement of a school relies upon the school leader developing and implementing the school accountability plan, using formative and summative data effectively, and building capacity among all of the instructional staff. Effective planning and deep implementation of effective instruction that leads to high levels of student achievement and college and career readiness for every student. The Director of Technical Education is also funded at .5 through the Perkins Grant.

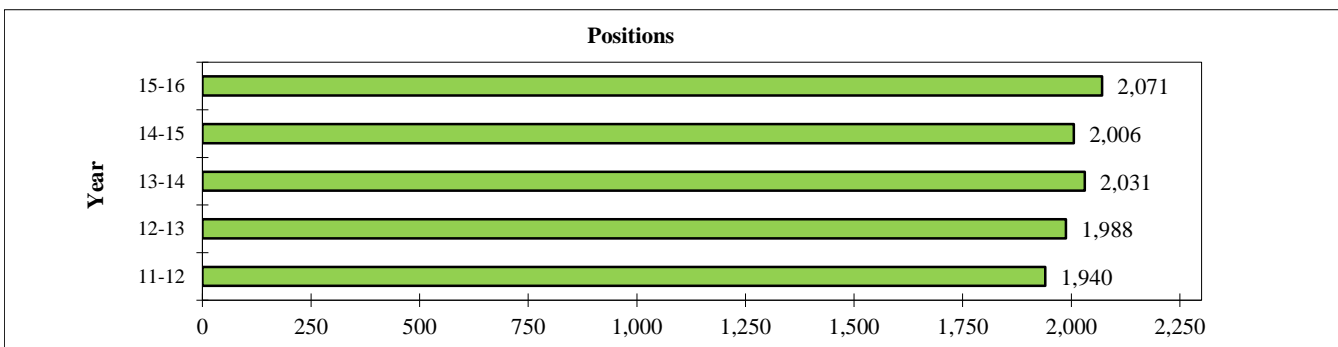
**TEACHER SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$149,802,163	\$149,333,346	\$157,271,088	5%
<b>GRANT SOURCES</b>	\$7,447,071	\$7,447,071	\$7,491,463	1%
<b>TOTAL TEACHERS</b>	\$157,249,234	\$156,780,417	\$164,762,551	5%



This account provides for the teaching requirements of the Worcester Public Schools. The teaching staff is responsible for ensuring that all students achieve college and career readiness skills. The account includes all school-based and itinerant staff. The account is staffed with 2,071 positions for the FY16 budget compared to 2,013 in the final FY15 budget. The account is supplemented by 87 teaching positions from various grant sources. More detail about individual disciplines is included on the following pages.

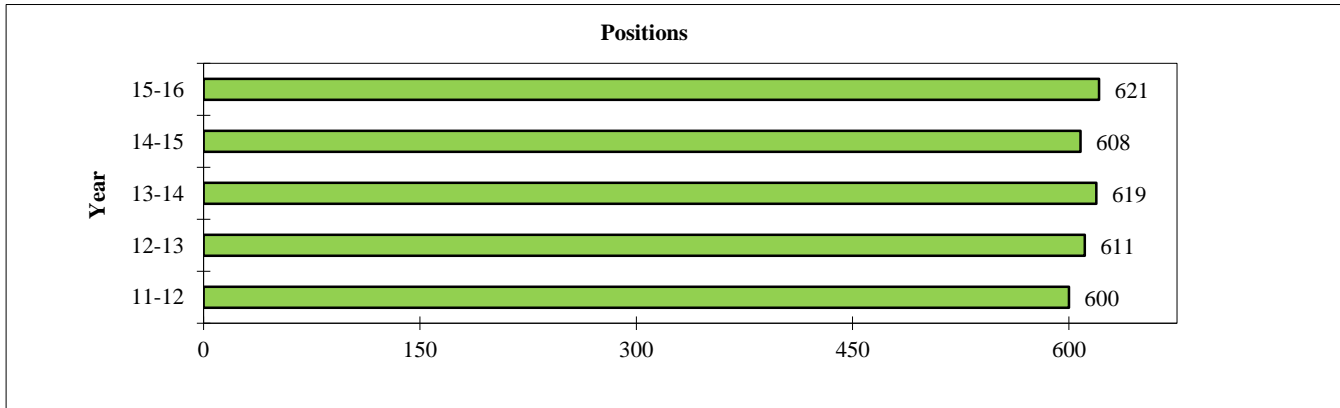
	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) A. Elementary Teachers (621)	\$45,656,100	\$45,272,837	\$47,169,933	3%
(2000) B. Secondary Teachers (659)	\$49,196,476	\$47,916,234	\$50,033,550	2%
(2000) C. Elementary Art & Music (56)	\$4,130,439	\$4,169,867	\$4,253,649	3%
(2000) D. Elementary PE & Health (35)	\$2,581,524	\$2,606,167	\$2,658,531	3%
(2000) E. Student Support Services (123)	\$8,482,151	\$8,712,043	\$9,320,049	10%
(2000) F. Special Education (448)	\$32,084,658	\$32,390,928	\$34,036,790	6%
(2000) G. English Language Learners (126)	\$7,523,299	\$8,041,885	\$9,570,711	27%
(2000) H. District-Wide Support (3)	\$147,516	\$223,386	\$227,874	54%
<b>TOTAL</b>	<b>\$149,802,163</b>	<b>\$149,333,346</b>	<b>\$157,271,088</b>	<b>5%</b>

**POSITION HISTORY**

**500-91111**
**TEACHER SALARIES**

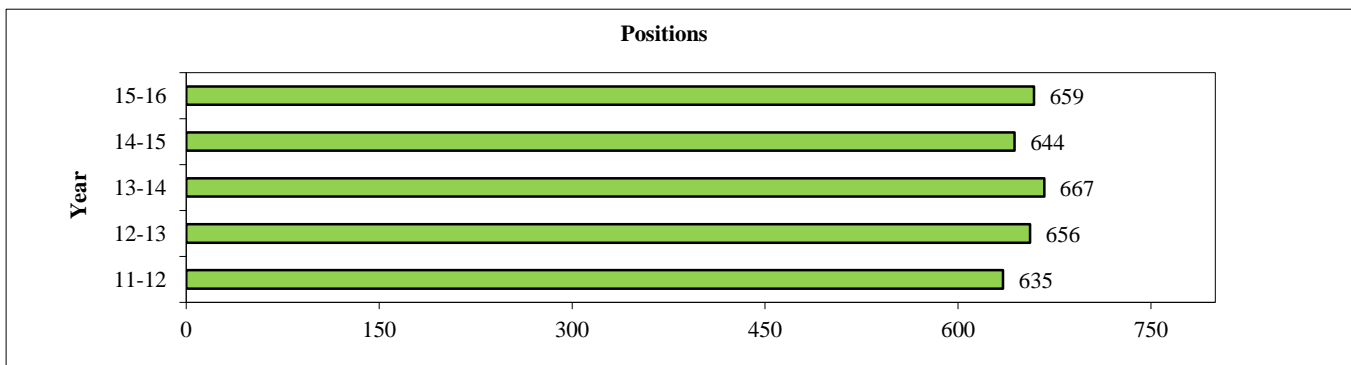
	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) A. Elementary Teachers (621)	\$45,656,100	\$45,272,837	\$47,169,933	3%

The elementary component of the 500-91111 account provides the teaching staff for all of our elementary schools. The FY16 budget includes 10 new positions to address the increasing enrollment across the district, and 1 new Non-Teaching Assistant Principal. Two additional positions were added during FY15 to address class sizes. Grant sources provide an additional 55 teaching positions for the elementary grades. The average pupil/teacher ratio with this allocation of resources is estimated to be approximately 22.5 students per teacher.

**POSITION HISTORY - ELEMENTARY**


	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) B. Secondary Teachers (659)	\$49,196,476	\$47,916,234	\$50,033,550	2%

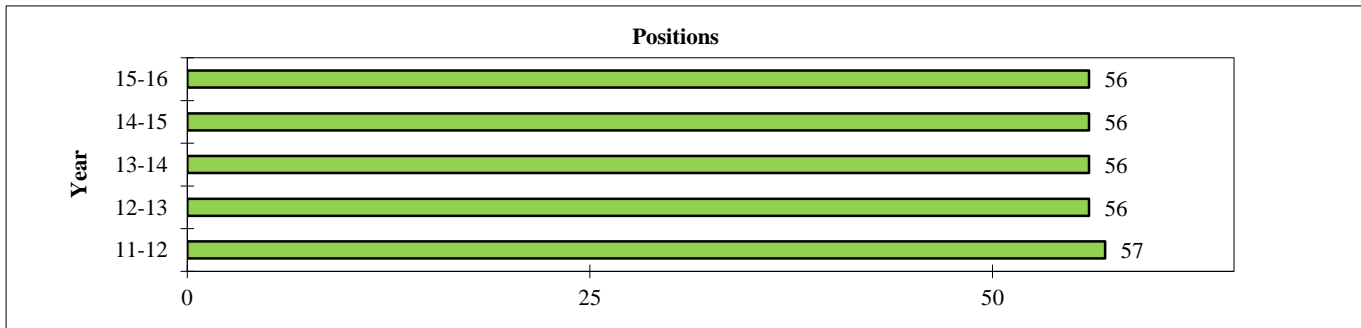
The secondary school teaching component is made up of various contract disciplines that provide instruction to students in the middle and high schools. The recommended staffing is based on projections of student course selections and may need revisions as actual selections become known. The FY16 budget includes 11 new secondary teaching positions to address class size, contractual limits and district graduation requirements. The FY16 budget also includes 4 positions that were added during FY15 for class size purposes after the budget was approved. Staffing levels follow the district's resource allocation guidelines resulting in an average pupil-teacher ratio for all core academic classes of approximately 22 students per core academic class. An additional 20 teaching positions for the secondary grades are supported through grant funds.

**POSITION HISTORY - SECONDARY**


**TEACHER SALARIES**

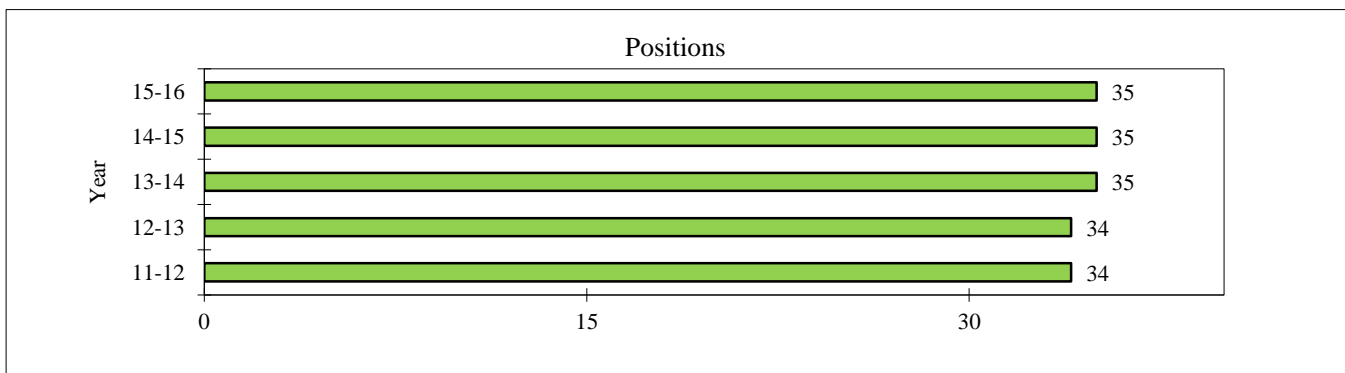
	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) C. Elementary Art & Music (56)	\$4,130,439	\$4,169,867	\$4,253,649	3%

This account includes all elementary, itinerant and liaison staffing for the Art and Music programs for the primary grades. The FY16 budget recommends 56 positions and represents the same level of staffing from FY15.

**POSITION HISTORY - ELEMENTARY ART & MUSIC**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) D. Elementary PE & Health (35)	\$2,581,524	\$2,606,167	\$2,658,531	3%

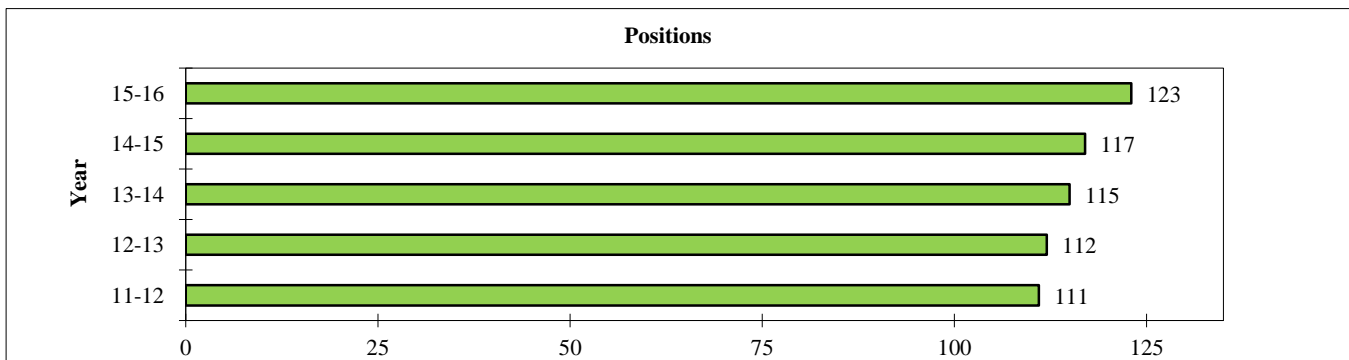
This account includes all elementary, itinerant and liaison staffing for the Physical Education and Health & Safety programs for the primary grades. The FY16 budget recommends 35 positions and represents the same level of staffing from FY15.

**POSITION HISTORY - ELEMENTARY PE AND HEALTH**

**TEACHER SALARIES**

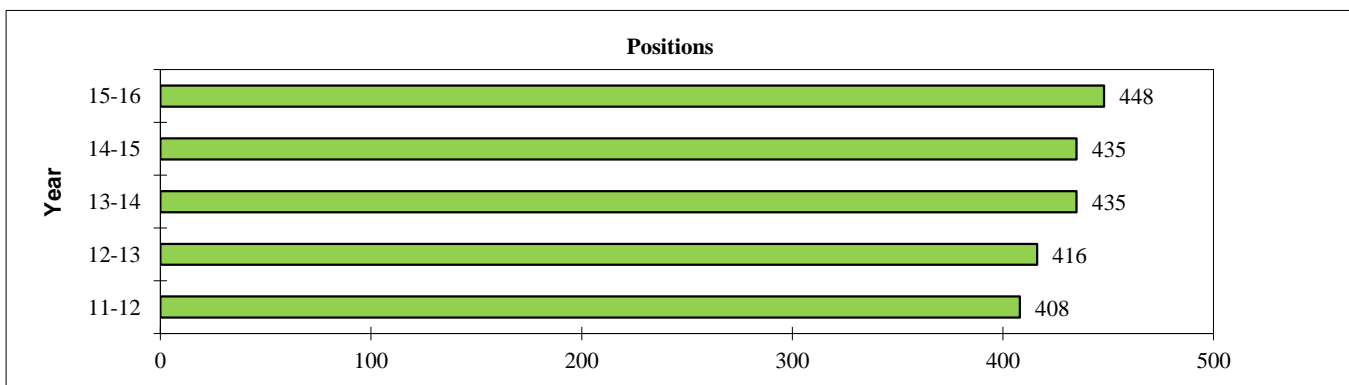
	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) E. Student Support Services (123)	\$8,482,151	\$8,712,043	\$9,320,049	10%

The Student Support Department consists of 28 School Psychologists, 61 School Adjustment Counselors and 34 Guidance Counselors. The FY16 budget reflects the increase of 3 school adjustment counselor positions to address student needs within the district. Of these positions, one will coordinate the district's multi-tiered systems of supports, special education student support and student 504 accommodation plans, as well as one position to coordinate the district's homeless education and community outreach. During FY15, two full time equivalents (FTE) were added to the budget. The FY16 budget also includes one guidance liaison position.

**POSITION HISTORY - STUDENT SUPPORT SERVICES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) F. Special Education (448)	\$32,084,658	\$32,390,928	\$34,036,790	6%

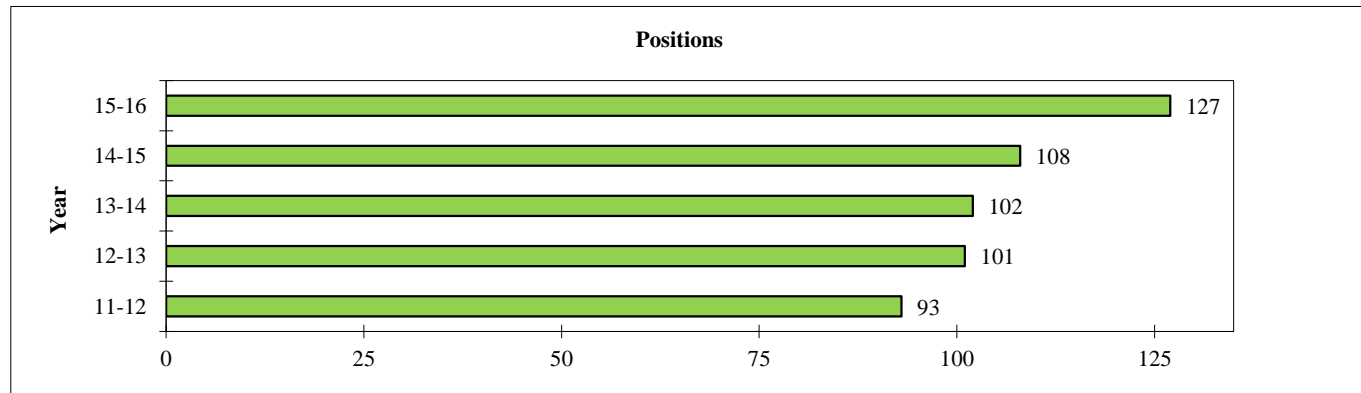
The Special Education Department provides a continuum of specialized instruction and related services for students with disabilities that have an Individual Education Plan. Services are also provided to students with disabilities who have Section 504 Accommodation Plans. The FY16 budget recommends an increase of 13 positions, totaling 448 special education positions. An additional 5 teaching positions are supported through grant funds.

**POSITION HISTORY - SPECIAL EDUCATION**

**TEACHER SALARIES**

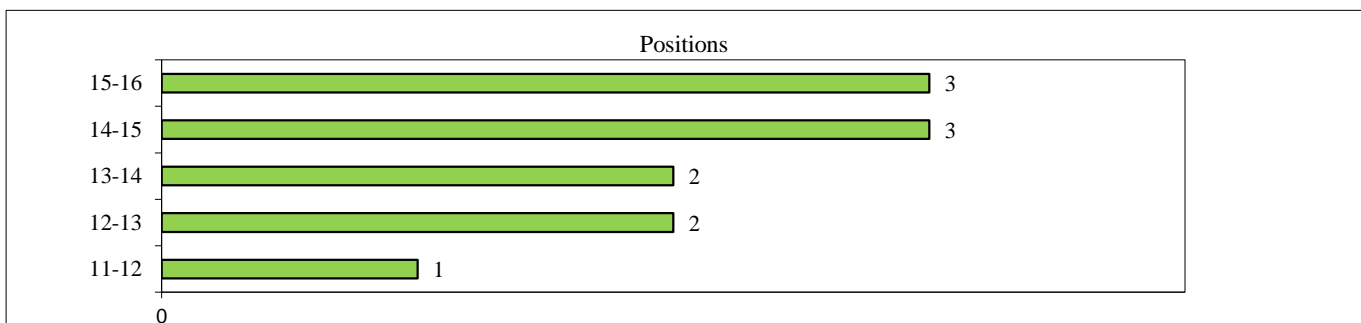
	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) G. English Language Learners (126)	\$7,523,299	\$8,041,885	\$9,570,711	27%

English-as-a-Second-Language (ESL) teachers provide the English language development instruction portion of the Sheltered English Immersion Program for English Language Learners, in accordance with each student's English proficiency level. The FY16 budget includes the addition of 16 positions due to the increased enrollment of English language learner students. The FY16 budget also includes 3 positions that were added during FY15. Positions are annually reallocated based upon changes to the level of service for students at individual schools. Also, included in this line item are dual language teachers and transitional bilingual education teachers. Bilingual education teachers work with Spanish-home speakers whose parents requested a bilingual program. In the secondary program, teachers provide content instruction in Spanish as students acquire English. In the elementary program, teachers provide literacy instruction in both Spanish and English to assist children to learn to read in English more quickly and successfully. An additional 7 positions are supported through grant funds.

**POSITION HISTORY - ENGLISH LANGUAGE LEARNERS**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) H. District-Wide Support (3)	\$147,516	\$223,386	\$227,874	54%

The Technology Integration Specialist positions support all teachers throughout the district with professional development on the use of technologies and integrating technology into the curriculum. These positions support the district in remaining up to date with the new and emerging technologies, as well as online course development and facilitation around teaching and learning. The FY16 budget recommends 3 positions and represents the same level of staffing from FY15.

**POSITION HISTORY - DISTRICT-WIDE SUPPORT**



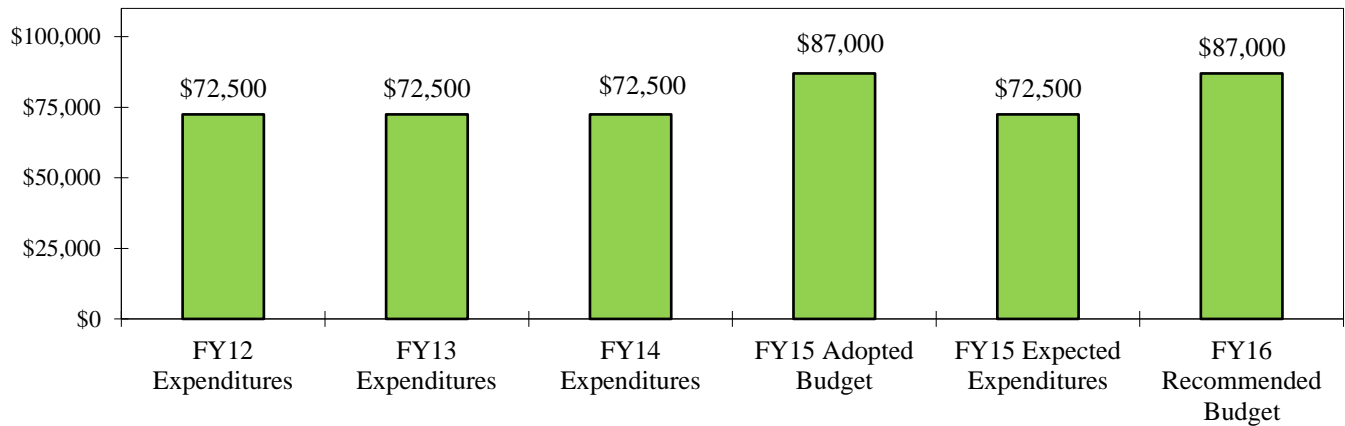
Teacher Position History  
Selected Years

Discipline	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	Diff
Elementary	518	531	546	600	611	619	608	621	13
English/Reading/Literacy	131.5	126.5	115	114	114	112	104	104	0
Mathematics	102	110	106	106	108	108	106	107	1
Science	89	89.5	90	88.5	96	99	91	94	3
History & Social Sciences	93	93	87	87.5	89.5	91.5	93	94	1
World Languages	37.5	36.5	36	36	37	42	41	46	5
Business & Technology	7	4	4	5	5	7	8	9	1
Art	40	40	42	40.4	42	44	44	44	0
Music	44.9	45	47.4	43.8	43.8	42.8	44	45	1
Family & Consumer Sciences	5	3	1	1	1	2	2	2	0
Physical Education	42	43.6	46	45.6	47.4	50.4	51	53	1
Occupational Arts	13	14	11	11	11	9	7	7	0
Health & Safety	16	16.5	17	19	19.3	20.3	18	18	0
Bilingual	31	30	14	13	13	13	0	0	0
ESL	53	55	76	80	88	89	108	126	18
Special Education	393	400.2	397.2	408.3	416.2	435.3	435	448	13
Guidance	35	32	33	32	32.2	33.2	33	34	1
Psych. & Adj. Couns.	67	71	76	79.3	80.3	82.3	86	89	3
Instructional Media	8	9.5	10	10	10	10	10	10	0
Student Support Positions	10	11	7	6	6	7	4	4	0
MCAS	5	5	5	6	6	6	6	6	0
Facilitators (HS)	6	7	8	3	0.3	0	0	0	0
Dance	1	1	1	1.1	1	1	1	1	0
Theatre	2	2	2	2	2	2	3	3	0
Television	1	1	1	1	1	1	1	1	0
JROTC	3	3	3	3	3	3	3	3	0
Vocational or Technical	76	78	81	78	81	79	78	80	2
AVID	0	0	0	0	0	4.5	9	9	0
Credit Recovery Lab	0	0	0	0	0	2	0	0	0
Reading Intervention Lab	0	0	0	0	0	3	0	0	0
Technology Intergration	1	1	1	1	2	2	3	3	0
Miscellaneous	13	14	13	18.5	21	11.2	9	10	1
Total	1,844	1,873	1,877	1,940	1,988	2,032	2,006	2,071	64

All counts represent comparisons from one budget document to the next

**SCHOOL COMMITTEE SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$87,000	\$72,500	\$87,000	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL SCHOOL COMMITTEE</b>	\$87,000	\$72,500	\$87,000	0%

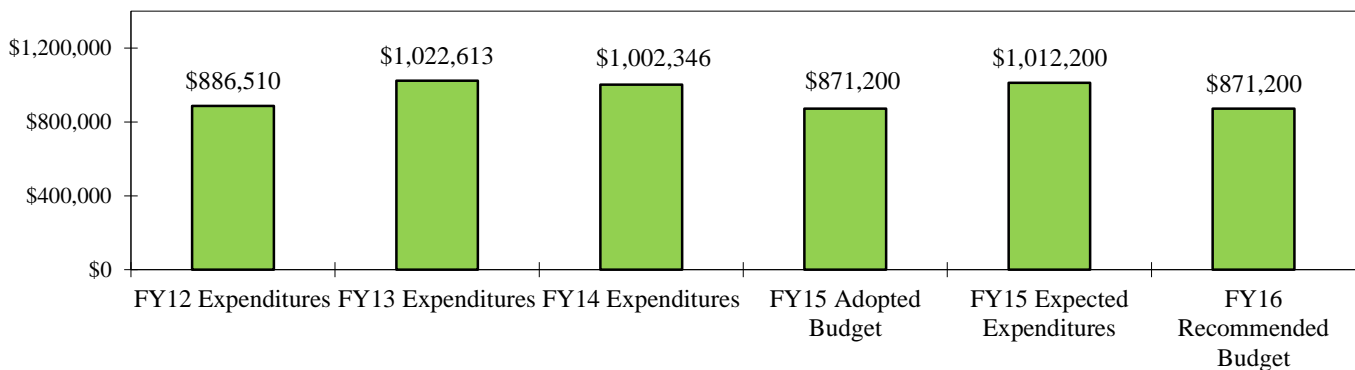


This account provides the salaries for the six elected members of the Worcester School Committee. The salary of the Worcester School Committee is established under Article IV, Section 4 of the Worcester Home Rule Charter as determined by a salary ordinance approved by the Worcester City Council. The salary of the Mayor is funded from the municipal budget.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. School Committee Salaries	\$87,000	\$72,500	\$87,000	0%
<b>TOTAL</b>	\$87,000	\$72,500	\$87,000	0%

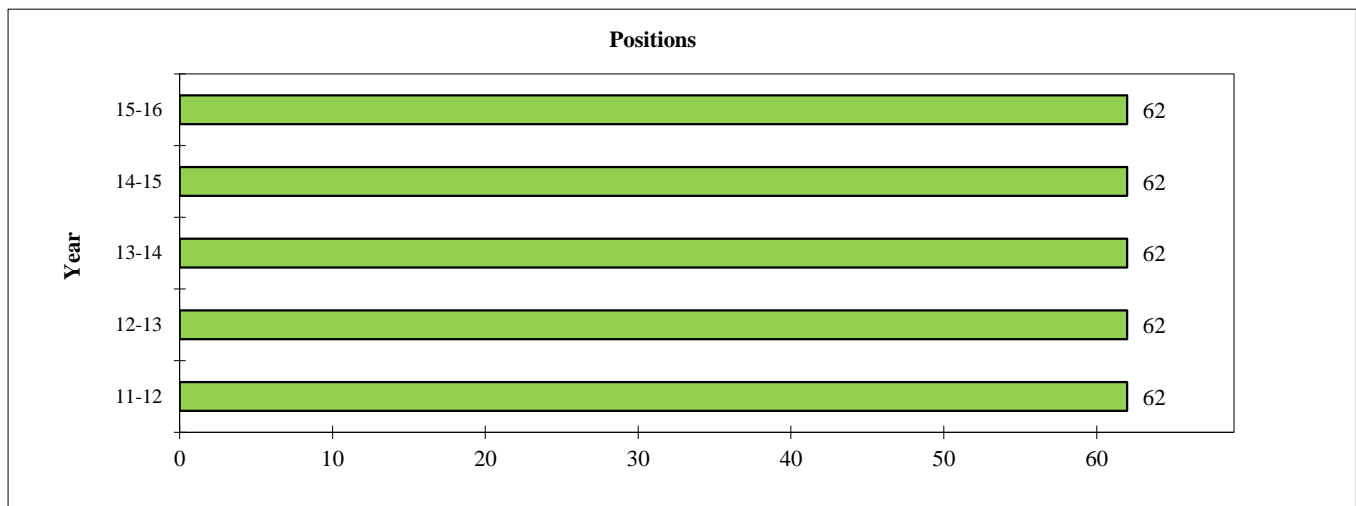
**DAY BY DAY SUBSTITUTE SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$871,200	\$1,012,200	\$871,200	0%
<b>GRANT SOURCES</b>	\$100,000	\$100,000	\$10,750	-89%
<b>TOTAL DAY BY DAY SUBSTITUTES</b>	\$971,200	\$1,112,200	\$881,950	-9%



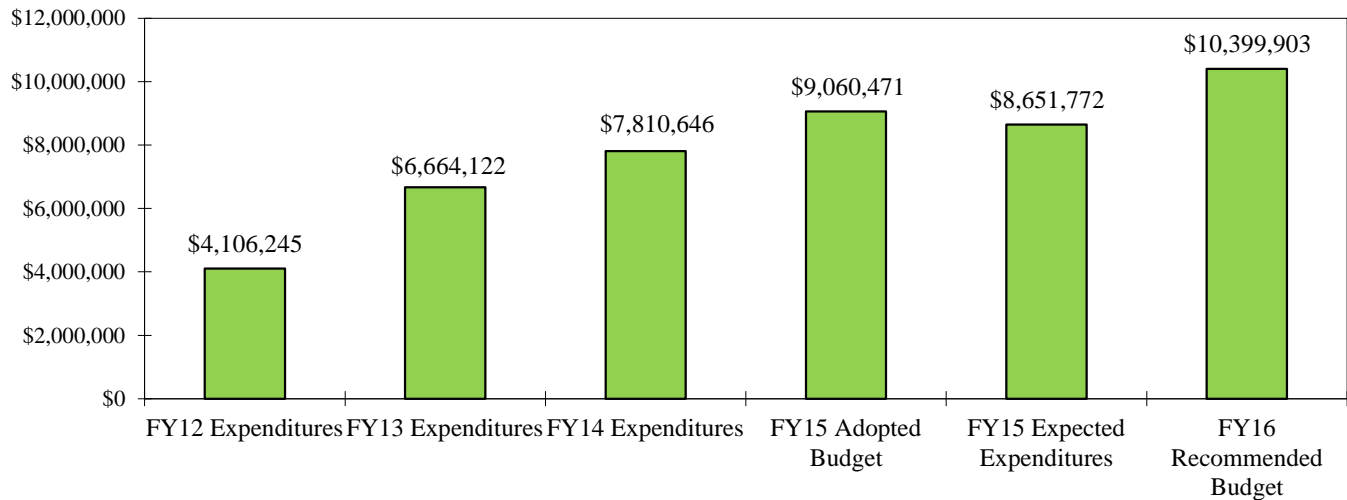
This account provides funding for daily substitute coverage of instructional staff absent for reasons of short-term illness, personal days, and bereavement. Funding is also provided for various systemwide purposes requiring classroom substitutes. This recommendation will provide funding for 62 substitutes per day. The daily substitute rate is \$70 per day. The account is recommended to be level funded in FY16.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) A. Day-By-Day Substitutes	\$781,200	\$877,705	\$781,200	0%
(2000) B. Contractual Classroom Coverage	\$90,000	\$134,495	\$90,000	0%
<b>TOTAL</b>	<b>\$871,200</b>	<b>\$1,012,200</b>	<b>\$871,200</b>	<b>0%</b>

**POSITION HISTORY**

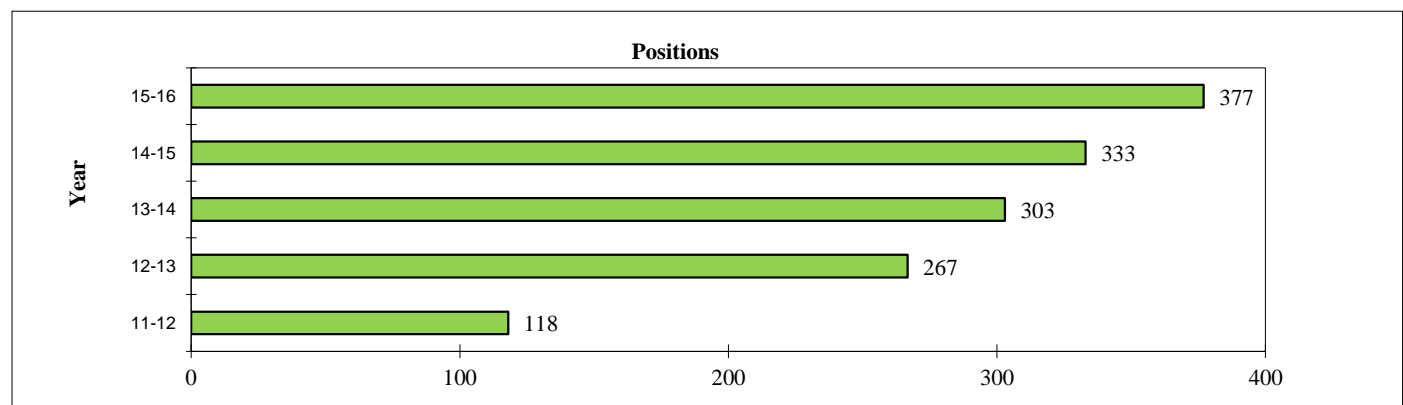
**INSTRUCTIONAL ASSISTANT SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$9,060,471	\$8,651,772	\$10,399,903	15%
<b>GRANT SOURCES</b>	\$7,009,133	\$7,009,133	\$6,303,169	-10%
<b>TOTAL INSTRUCTIONAL ASSISTANTS</b>	\$16,069,604	\$15,660,905	\$16,703,072	4%



This account funds 377 general fund instructional assistants (IA) in the following areas: Special Education, English Language Learners, Preschool, Kindergarten, Bilingual Office Aides, and other specialized areas. State and federal grants fund 224 additional IA positions in the areas of Special Education (188), Kindergarten (21), Preschool (14) and Office Support (1). The detail of the increases are explained in the discipline sections of the next page.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) A. Special Education (286)	\$7,022,209	\$6,759,796	\$7,836,199	12%
(2000) B. English Language Learners (4)	\$407,046	\$108,544	\$109,252	-73%
(2000) C. Preschool (14)	\$286,776	\$265,172	\$387,458	35%
(2000) D. Kindergarten (42)	\$393,425	\$618,326	\$1,090,227	177%
(2000) E. Other (31)	\$951,016	\$899,934	\$976,767	3%
<b>TOTAL</b>	<b>\$9,060,471</b>	<b>\$8,651,772</b>	<b>\$10,399,903</b>	<b>15%</b>

**POSITION HISTORY**

**INSTRUCTIONAL ASSISTANT SALARIES**

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) A. Special Education (286)	\$7,022,209	\$6,759,796	\$7,836,199	12%

Special Education regulations mandate pupil/teacher/assistant ratios in special education classrooms. Special Education instructional assistants work with regular and special education teachers to implement the students' Individual Education Plans and to assist regular education students. The FY16 budget reflects 20 additional positions to the general fund budget; 18 new ABA positions that will continue to reduce necessary third party vendors for autism services, and 2 new IAs to support life skills. Also, the number of city funded instructional assistants are complemented by 188 positions that are paid for by the federal Individuals with Disabilities in Education Act (IDEA) grant.

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. English Language Learners (4)	\$407,046	\$108,544	\$109,252	-73%

This account provides 4 English Language Learner instructional assistants that support the individual schools in which they are located. All positions in this account are funded through the general fund. The FY16 budget reflects a reduction of 11 positions, which have been restructured in FY15 through collective bargaining to fund full-time ESL tutor positions.

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. Preschool (14)	\$286,776	\$265,172	\$387,458	35%

Fourteen positions are funded through the general fund budget and 14 positions are funded through the Title I grant. Due to grant restructuring, three positions have been transferred to the general fund for FY16.

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) D. Kindergarten (42)	\$393,425	\$618,326	\$1,090,227	177%

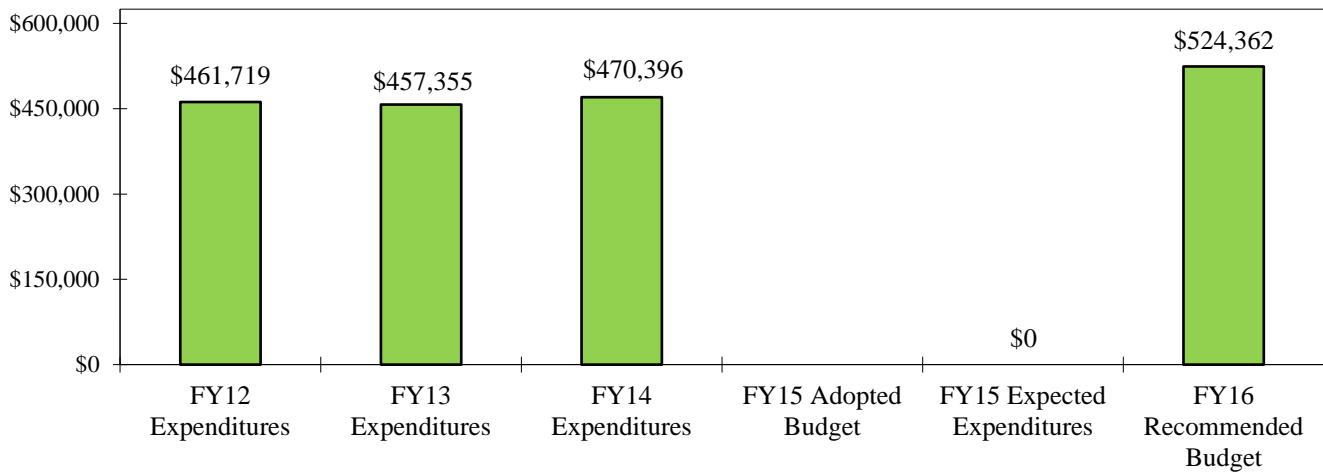
Kindergarten instructional assistants are assigned to many kindergarten classrooms throughout the district. There are a total of 63 kindergarten instructional assistant positions; 21 of these positions are funded through State's Quality Kindergarten Grant reduced from 36 due to State budget reductions. Title I will no longer fund kindergarten instructional assistants, 17 positions have been transferred to the general fund for FY16.

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) E. Other (31)	\$951,016	\$899,934	\$976,767	3%

These positions assist students, parents and teachers in several areas: 15 bilingual office aides for schools, 2 supporting Challenge and Reach Academies, 11 classroom assistants for teachers with disabilities, 2 school safety (including the new position at North High school added during FY15), 1 assistant for the processing of CORI checks in the Human Resource Department, and 1 Special Education office support staff which is grant funded. This line item includes the additional funding for instructional assistants expanded learning time located at schools with State approved Level 4 Turnaround or Exit Assurance Plans.

**ATHLETIC COACH SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$0	\$0	\$524,362	100%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL ATHLETIC SALARIES</b>	\$0	\$0	\$524,362	100%



This salary account provides for the 160 part-time coaches that service students in all middle and high school athletic programs. Both boys and girls have an equal opportunity to participate in these after-school programs. Unlike many other districts, Worcester Public Schools does not charge fees to participate in athletic programs. The FY15 budget utilized school choice revenue to support athletic programs. Funding for this account has been restored to the general fund for FY16. The following are the different athletic programs offered by the Worcester Public Schools:

Fall: Football, Soccer, Field Hockey, Crew, Cross Country, Volleyball, and Golf  
 Winter: Basketball, Track, Hockey, Swimming, and Wrestling  
 Spring: Baseball, Softball, Tennis, Outdoor Track, Crew, Lacrosse, Volleyball, and Golf

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Fall Sports (High School)	\$191,497	\$196,858	\$199,905	4%
(3000) B. Winter Sports (High School)	\$117,951	\$117,306	\$120,913	3%
(3000) C. Spring Sports (High School)	\$141,148	\$141,148	\$140,361	-1%
(3000) D. Middle School Programs	\$26,095	\$26,368	\$26,617	2%
(3000) E. Athletic Liaisons	\$18,541	\$18,541	\$18,541	0%
(3000) F. Cheerleader Teams	\$17,672	\$15,346	\$18,025	2%
G. School Choice Funding	-\$512,903	-\$515,567	\$0	-100%
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$524,362</b>	<b>100%</b>

**ATHLETIC COACH SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>(3000) A. Fall Sports (High School)</b>	\$191,497	\$196,858	\$199,905	4%
Varsity Football (5)	\$25,301	\$24,851	\$25,435	1%
JV Football (15)	\$43,719	\$43,269	\$44,850	3%
Varsity Soccer (8)	\$27,776	\$27,526	\$28,332	2%
JV Soccer (8)	\$19,249	\$19,249	\$19,388	1%
Varsity Field Hockey (4)	\$12,258	\$14,008	\$14,104	15%
JV Field Hockey (4)	\$9,685	\$9,685	\$9,757	1%
Cross Country (6)	\$16,498	\$16,498	\$16,831	2%
Crew (4)	\$13,907	\$13,907	\$14,309	3%
Volleyball - Fall (6)	\$11,120	\$14,231	\$17,077	54%
JV Volleyball (3)	\$9,807	\$7,211	\$7,378	-25%
Golf (3)	\$7,176	\$7,330	\$7,444	4%

This account supports 66 fall sports teams within the district's high schools. Both boys and girls have an equal opportunity to participate in these sports.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>(3000) B. Winter Sports (High School)</b>	\$117,951	\$117,306	\$120,913	3%
Varsity Basketball (12)	\$51,613	\$51,363	\$53,138	3%
JV Basketball (12)	\$34,103	\$33,928	\$34,399	1%
Indoor Track (5)	\$13,809	\$13,659	\$14,087	2%
Hockey (1)	\$4,342	\$4,222	\$4,428	2%
Asst Hockey (1)	\$2,730	\$2,830	\$2,909	7%
Swimming (2)	\$8,113	\$7,863	\$8,400	4%
Wrestling (1)	\$3,241	\$3,441	\$3,552	10%

This account supports 34 winter sports teams within the district's high schools. Both boys and girls have an equal opportunity to participate in these sports.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>(3000) C. Spring Sports (High School)</b>	\$141,148	\$141,148	\$140,361	-1%
Varsity Baseball (5)	\$17,844	\$17,844	\$18,201	2%
JV Baseball (5)	\$12,124	\$12,124	\$12,241	1%
Varsity Softball (5)	\$17,602	\$17,602	\$18,325	4%
JV Softball (5)	\$12,369	\$12,369	\$12,241	-1%
Tennis (8)	\$19,664	\$19,664	\$20,129	2%
Outdoor Track (6)	\$18,080	\$18,080	\$18,564	3%
Crew (4)	\$13,907	\$13,907	\$14,309	3%
Lacrosse (2)	\$6,617	\$6,617	\$6,873	4%
JV Lacrosse (2)	\$4,540	\$4,540	\$4,755	5%
Volleyball - Spring (6)	\$20,927	\$20,927	\$17,201	-18%
Golf (1)	\$2,474	\$2,474	\$2,523	2%



**500-91116****ATHLETIC COACH SALARIES**

This account supports 49 spring sports teams within the district's high schools. Both boys and girls have an equal opportunity to participate in these sports.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>(3000) D. Middle School Programs</b>	\$26,095	\$26,368	\$26,617	2%

This account supports the intramural programs, providing afterschool activities at all middle schools. Both boys and girls have an equal opportunity to participate in these sports.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>(3000) E. Athletic Liaisons</b>	\$18,541	\$18,541	\$18,541	0%

An athletic liaison is located at each high school to support the Athletic Department with supervision and direction to coaching staff, as well as coordinating games and overseeing events.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>(3000) F. Cheerleader Teams</b>	\$17,672	\$15,346	\$18,025	2%

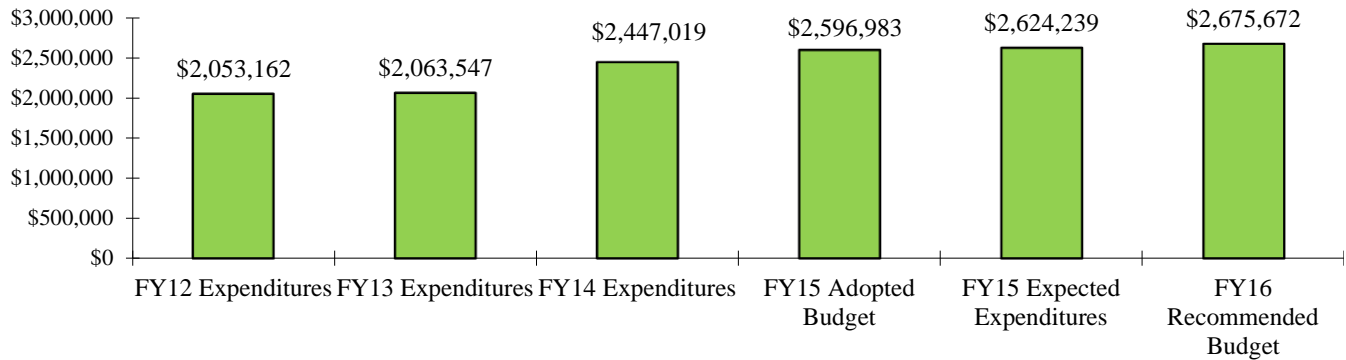
The account provides four cheerleading teams at Doherty, North, South, and Worcester Technical High Schools.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>G. School Choice Funding</b>	-\$512,903	-\$515,567	\$0	-100%

The district utilized revenue collected through the state's School Choice program to fully fund the athletics program in FY15. This account has been restored to the general fund for FY16.

**TRANSPORTATION SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,596,983	\$2,624,239	\$2,675,672	3%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL TRANSPORTATION SALARIES</b>	\$2,596,983	\$2,624,239	\$2,675,672	3%



This account provides for all of the district's transportation salaries including coordinators, bus drivers and bus monitors. Detail for each line item is provided below.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Coordinators (3)	\$179,359	\$180,256	\$181,673	1%
(3000) B. Special Education Drivers (39)	\$1,502,648	\$1,531,788	\$1,534,898	2%
(3000) C. Special Education Bus Monitors (39)	\$914,976	\$912,196	\$959,102	5%
<b>TOTAL</b>	<b>\$2,596,983</b>	<b>\$2,624,239</b>	<b>\$2,675,672</b>	<b>3%</b>

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Coordinators (3)	\$179,359	\$180,256	\$181,673	1%

This account includes a coordinator and an assistant coordinator that provide supervision, backup to drivers and are involved with the entire transportation system, including coordinating operations with the district's outside contractor, Durham School Services. An additional assistant coordinator position provides customer service support to schools and families, as well as school bus routing assistance to the Director of Transportation. This line item also includes additional clerical coverage for the peak demand of August and September.

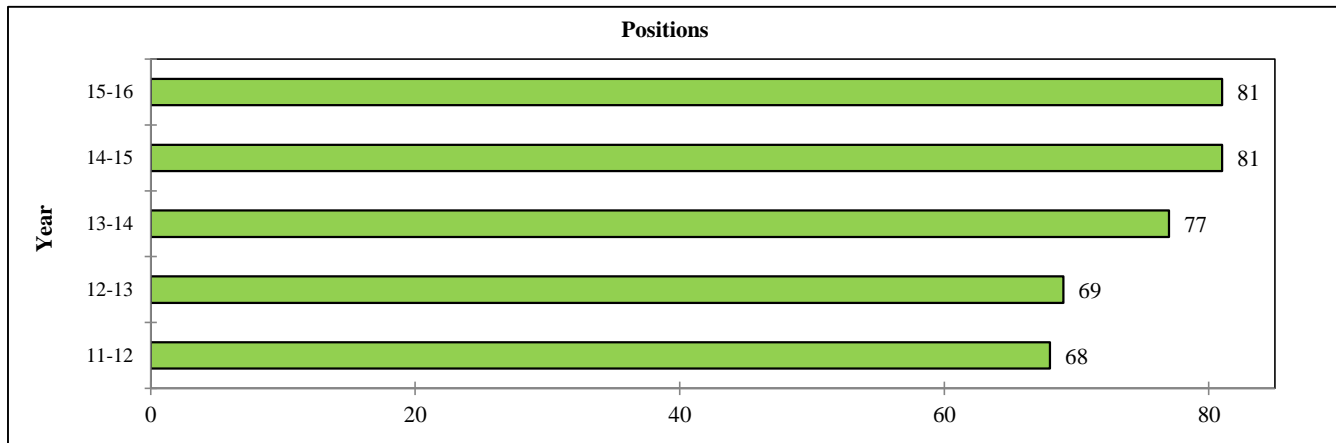
**TRANSPORTATION SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Special Education Drivers (39)	\$1,502,648	\$1,531,788	\$1,534,898	2%

The Special Education Drivers line item consists of 39 drivers that are employees of the Worcester Public Schools and drive buses that are owned by the district. They transport approximately 54% of special needs students who are bused to school each day.

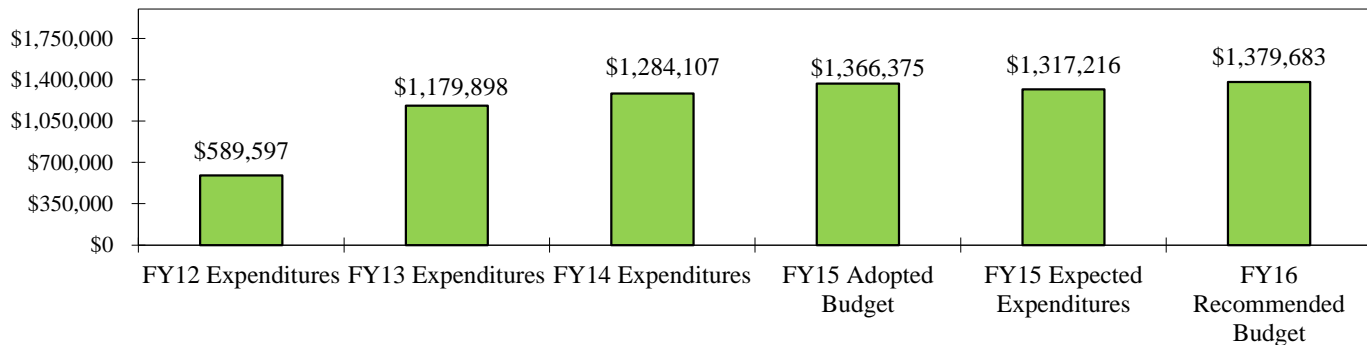
	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Special Education Bus Monitors (39)	\$914,976	\$912,196	\$959,102	5%

This account provides funding for 39 bus monitors who are assigned to buses transporting special needs students (approx. 850). All Special Education buses are assigned a bus monitor. The increase is due to the changes of the most recently approved collective bargaining agreement.

**POSITION HISTORY**

**SUPPLEMENTAL PROGRAM SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,366,375	\$1,317,216	\$1,379,683	1%
<b>GRANT SOURCES</b>	\$4,004,828	\$4,004,828	\$3,454,908	-14%
<b>TOTAL SUPPLEMENTAL PROGRAMS</b>	\$5,371,203	\$5,322,044	\$4,834,591	-10%



The various programs funded by this account are explained on the following pages.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(6000) A. Adult Education (540-91118)	\$95,585	\$95,585	\$95,585	0%
(2000) B. Special Education Summer School	\$501,680	\$437,046	\$466,788	-7%
(3000) C. Translation Coordinator	\$68,000	\$82,528	\$68,000	0%
(3000) D. Clark Master's Program	\$0	\$0	\$0	0%
(3000) E. Community Schools	\$0	\$0	\$0	0%
(3000) F. Worcester Police Services	\$120,000	\$120,000	\$120,000	0%
(3000) G. Student Afterschool Drop-Off Center	\$35,000	\$51,619	\$50,000	43%
(2000) H. Advanced Placement Program	\$121,000	\$121,000	\$121,000	0%
(2000) I. Gerald Creamer Center Evening Program	\$107,800	\$105,677	\$136,300	26%
(2000) J. Gerald Creamer Center Credit Recovery Program	\$97,660	\$94,447	\$98,860	1%
(2000) K. Gerald Creamer Center Returnee Program	\$74,400	\$71,277	\$77,900	5%
(2000) L. St. Casimir Clinical Program	\$18,000	\$18,000	\$18,000	0%
(3000) M. Library Processing	\$17,170	\$9,207	\$17,170	0%
(2000) N. AVID Programs	\$60,080	\$60,080	\$60,080	0%
(3000) O. Music Enrichment Program	\$15,500	\$15,500	\$15,500	0%
(3000) P. Summer and Evening Guidance Services	\$9,500	\$9,500	\$9,500	0%
(2000) Q. High School Attendance Buy Back Program	\$25,000	\$25,750	\$25,000	0%
<b>TOTAL</b>	<b>\$1,366,375</b>	<b>\$1,317,216</b>	<b>\$1,379,683</b>	<b>1%</b>

**SUPPLEMENTAL PROGRAM SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(6000) A. Adult Education (540-91118)	\$95,585	\$95,585	\$95,585	0%

Teachers/counselors provide English as a Second Language, basic literacy and GED services to undereducated adults. The state provides approximately \$444,862 to the program and the Worcester Public Schools' contribution provides mandated matching funds. This local contribution is used solely to defray the cost of teachers' salaries. The account is level funded in FY16.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Special Education Summer School	\$501,680	\$437,046	\$466,788	-7%

Some students with disabilities require extended year programs which provide academic, therapeutic and social activities to maintain the skills mastered during the school year, and to prevent substantial regression. Most of these students have significant disabilities, including multiple handicaps, autism, developmental delays, emotional disabilities, visual impairment or hearing impairment. Many students with disabilities are included in the regular education summer school programs with appropriate support. The decrease in the account reflects costs of actual summer 2015 schedule.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Translation Coordinator	\$68,000	\$82,528	\$68,000	0%

This account provides funding that allows for various school documents and notifications for parental information to be translated in a variety of different languages. This includes many mandated documents such as student individual education plans, student policies & procedures manual, and various systemwide and school-based notices. Additionally, language translations are required for Office of Civil Rights compliance. While providing coordination and compliance for the support of translations in accordance with the Department of Justice settlement agreement, this position has been restructured to provide internal translation of documents in order to reduce the need for third party vendors.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Clark Master's Program	\$0	\$0	\$0	0%

A stipend is provided to the Clark University Masters' Degree candidates who are trained in the South Quadrant Professional Development Schools every year. Due to the budget reductions in FY15, the funding for this account was eliminated.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Community Schools	\$0	\$0	\$0	0%

The Community Schools Program operated at the following sites in FY14: Clark Street, Canterbury Street, Elm Park, and Quinsigamond for after-school and evening use by community groups offering educational, social, and recreational programs to both youth and adults. This account supported the part-time school site coordinator and staff. Due to the budget reductions in FY15, the funding for this account was eliminated.

**SUPPLEMENTAL PROGRAM SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Worcester Police Services	\$120,000	\$120,000	\$120,000	0%

The Worcester Public Schools has reimbursed the Worcester Police Department for a number of years to fund the School Liaison Services unit. These officers are responsible for everyday availability to our schools and administration for mediations, intervention, investigations and arrests. The district has funded this line item at the same rate since FY94.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Student Afterschool Drop-Off Center	\$35,000	\$51,619	\$50,000	43%

This funding supports the student afterschool drop-off center operated and the increase reflects actual spending. The new location will be determined prior to the 2015-2016 school year.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. Advanced Placement Program	\$121,000	\$121,000	\$121,000	0%

This account will provide funding to expand the district's Advanced Placement Program with a focus on access and equity through support to teachers and students. The funding will provide students with individual and small group tutoring after school, Saturdays and during vacations. Teachers are able to attend College Board and MMSI Pre-AP and AP training throughout the school year and summers, participate in vertical teaming grades 6-12, as well as district professional development to strengthen programs. This funding also includes the support of an AP Coordinator at each high school.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) I. Gerald Creamer Center Evening Program	\$107,800	\$105,677	\$136,300	26%

The Gerald Creamer Center Evening Program is designed to provide a flexible schedule that allows students who are unable to attend school during the day to obtain their high school diploma. The timeframe of this program enables the students to hold a job, meet family obligations, and obtain their high school diploma simultaneously. The increase reflects the new contractual hourly rate for teaching staff, as well as an additional World Language teacher.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) J. Gerald Creamer Center Credit Recovery Program	\$97,660	\$94,447	\$98,860	1%

The Gerald Creamer Center Evening Program provides the opportunity for over-age and under-credited students to receive targeted literacy and math support in small groups with focused instruction. Students have the ability to participate in the credit recovery process through an adaptive technology program. The increase reflects the new contractual hourly rate for teaching staff.

**SUPPLEMENTAL PROGRAM SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) K. Gerald Creamer Center Returnee Program	\$74,400	\$71,277	\$77,900	5%

The Gerald Creamer Returnee Program is designed to give out-of-school youth an opportunity to return to the classroom and earn their high school diploma. It also serves students who are identified as at-risk in their home schools. The GCC Program has open enrollment and provides a block schedule for students. The increase reflects the new contractual hourly rate for teaching staff.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) L. St. Casimir Clinical Program	\$18,000	\$18,000	\$18,000	0%

This funding provides clinical services in an effort to support student achievement and provide needed services in the least restrictive setting at the St. Casimir's special education program. These additional services provide opportunities within the school setting, reducing the need for out of district placements. Funding is used to support mental health initiatives and additional behavioral strategies for students involved in the court system and/or students who are experiencing significant challenges. Often students at St. Casimir's have experienced many challenges which have resulted in a reduced number of credits. This funding also provides opportunities for students to attain those credits through a buy-back system, thus enabling them the ability to graduate.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) M. Library Processing	\$17,170	\$9,207	\$17,170	0%

This program was established to provide elementary schools centralized support in order to catalog and process new books for check-out by students.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) N. AVID Programs	\$60,080	\$60,080	\$60,080	0%

AVID is a sixth through twelfth grade system to prepare students for four-year college eligibility. This funding supports the monthly team meetings for the innovative teachers and site coordinators within each individual school to prepare curriculum and activities to engage students. During the 2013-2014 school year, AVID expanded to grade 6 in four elementary schools to support students' transition to middle school and their college and career readiness.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) O. Music Enrichment Program	\$15,500	\$15,500	\$15,500	0%

This program provides district-wide instrumental lessons for students through afterschool programs.



**SUPPLEMENTAL PROGRAM SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) P. Summer and Evening Guidance Services	\$9,500	\$9,500	\$9,500	0%

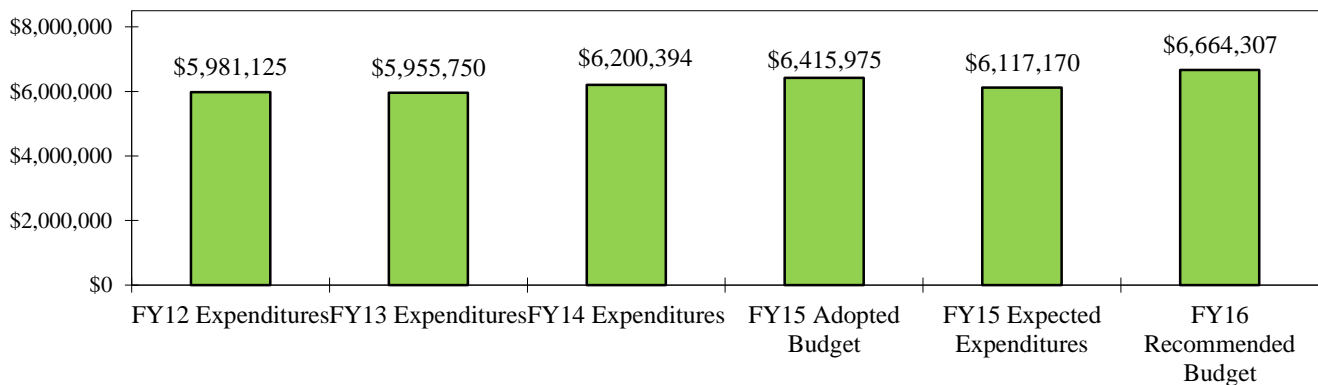
This funding allows for the secondary schools to provide students and parents access to the buildings in order to select and/or modify course schedules prior to school opening. This enables additional coverage for guidance counselors to assist with any questions or concerns with curriculum and college-career readiness.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) Q. High School Attendance Buy Back Program	\$25,000	\$25,750	\$25,000	0%

High school students are eligible to voluntarily participate in this program to make up credits due to excessive absences during regular session days. This instruction takes place on Saturday mornings.

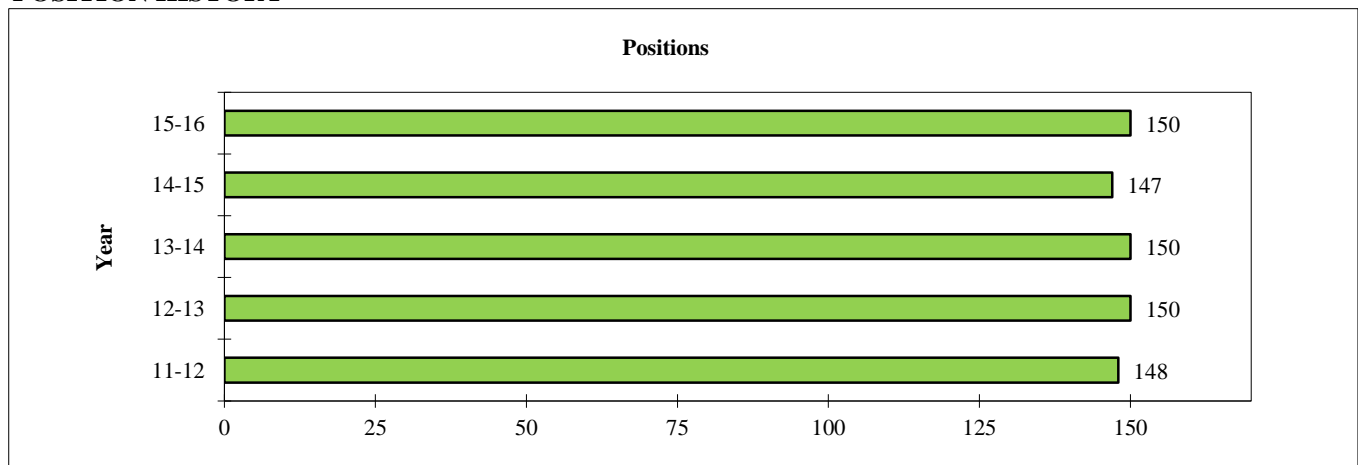
**CUSTODIAL SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$6,415,975	\$6,117,170	\$6,664,307	4%
<b>GRANT SOURCES</b>	\$270,386	\$270,386	\$270,367	0%
<b>TOTAL CUSTODIANS</b>	\$6,686,361	\$6,387,556	\$6,934,674	4%



This account funds the salaries of the custodians who service all school facilities. It also includes the salaries for the Utility Crew and the Custodial Supervisor.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(4000) A. Building Custodians (142)	\$6,002,348	\$5,696,637	\$6,232,961	4%
(4000) B. Utility Crew (7)	\$341,677	\$348,510	\$357,268	5%
(4000) C. Custodial Supervisor (1)	\$71,951	\$72,023	\$74,078	3%
<b>TOTAL</b>	<b>\$6,415,975</b>	<b>\$6,117,170</b>	<b>\$6,664,307</b>	<b>4%</b>

**POSITION HISTORY**

**CUSTODIAL SALARIES**

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) A. Building Custodians (142)	\$6,002,348	\$5,696,637	\$6,232,961	4%

This account funds the salaries of 142 custodians assigned to school buildings and other public school facilities within the district. The Head Start program provides funding for the custodians which are assigned to those locations. Three positions from this account reduced in FY15 are restored to meet contractual minimum staffing levels.

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) B. Utility Crew (7)	\$341,677	\$348,510	\$357,268	5%

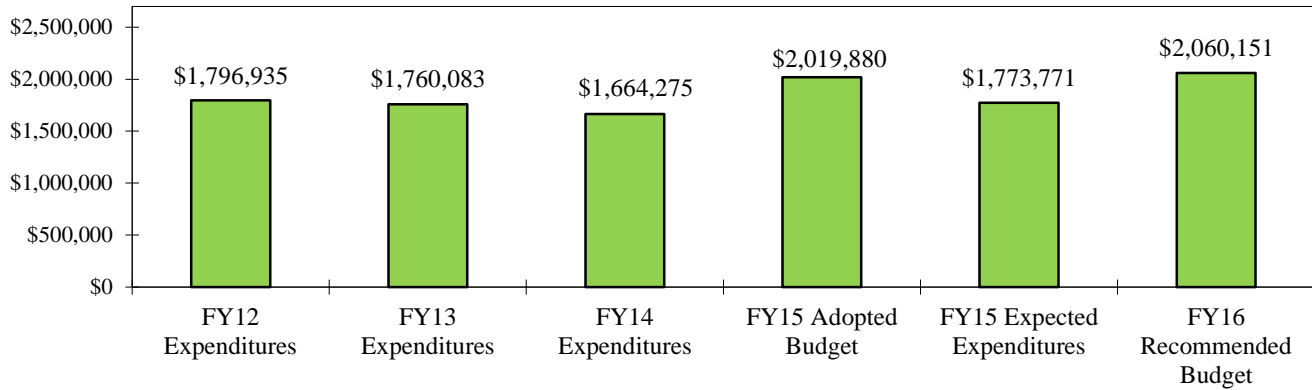
This account funds the salaries of 7 custodians assigned to the Utility Crew. These custodians maintain the athletic facilities (i.e. Foley Stadium, Burncoat Complex, and North High etc.) as well as maintaining the lawns of larger school sites. During the winter season this group performs all snow removal, sanding and salting operations throughout the district. The repairs and maintenance to all snow blowers in the system are performed by this staff. Additionally, these custodians move furniture within the system and provide coverage of single custodial buildings during absences.

			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) C. Custodial Supervisor (1)	\$71,951	\$72,023	\$74,078	3%

This position is primarily assigned to supervise second shift operations, training of custodians, and overseeing building cleanliness tasks for the district.

**MAINTENANCE SERVICE SALARIES**

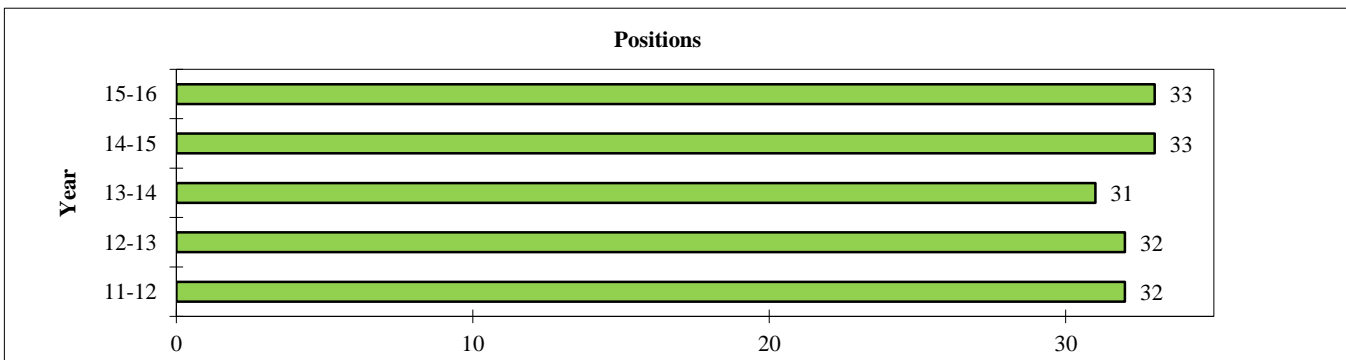
	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,019,880	\$1,773,771	\$2,060,151	2%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL MAINTENANCE SERVICES</b>	\$2,019,880	\$1,773,771	\$2,060,151	2%



This account funds the salaries of 33 maintenance service staff members to support the building maintenance and repair of the district's facilities. The account funds the salaries of the following maintenance service personnel:

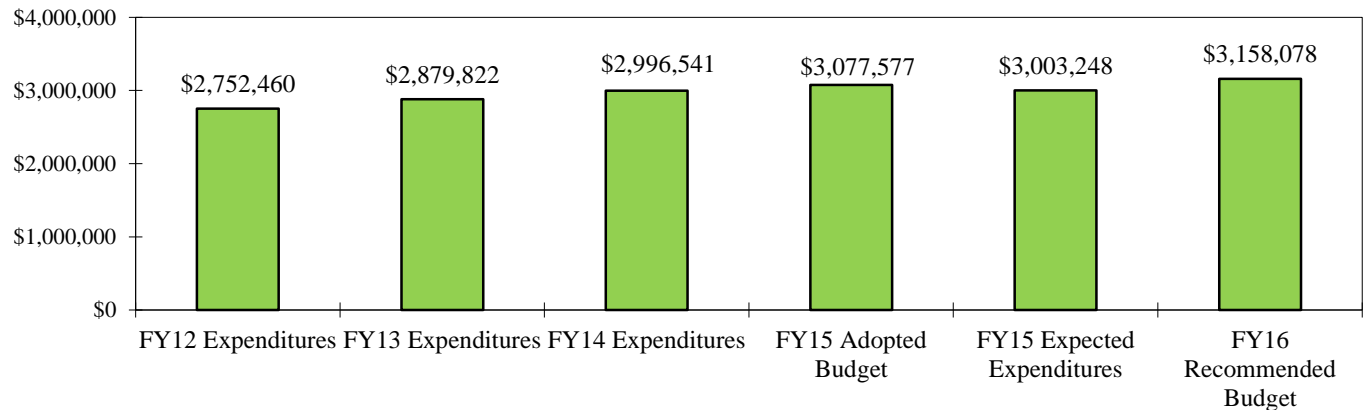
Coordinator Building & Grounds	1	Electricians	5
Maintenance Supervisor	1	Locksmith	1
Carpenters	7	Plumbers	4
Steamfitters/HVAC	8	CAD/Draftsman	1
Glaziers	2	Storekeeper	1
		Energy Management	2
		<b>Total</b>	<b>33</b>

	Present Budget	Expected Expenditure	Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Services	\$2,019,880	\$1,773,771	\$2,060,151	2%
<b>TOTAL</b>	\$2,019,880	\$1,773,771	\$2,060,151	2%

**POSITION HISTORY**

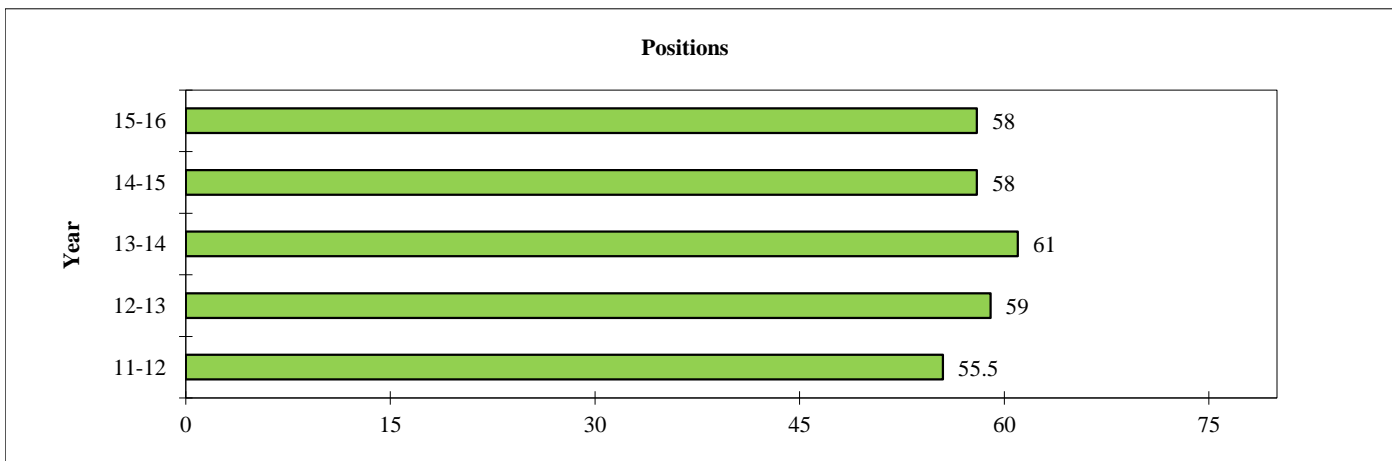
**ADMINISTRATIVE CLERICAL SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,077,577	\$3,003,248	\$3,158,078	3%
<b>GRANT SOURCES</b>	\$240,107	\$240,107	\$244,909	2%
<b>TOTAL ADMINISTRATIVE CLERICAL</b>	\$3,317,684	\$3,243,355	\$3,402,987	3%



This account provides funding for 58 positions including 20 that are assigned to the secondary schools. The remaining 38 positions provide various services to the Central Administration and systemwide efforts: 3.5 System Administration, 19 Education Division, 5.5 Human Resources Division, 10 Finance and Operations Division.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (3.5)	\$207,971	\$211,436	\$221,082	6%
(2000) B. Teaching and Learning Division (39)	\$2,061,972	\$2,005,641	\$2,108,668	2%
(1000) C. Human Resources Division (5.5)	\$286,312	\$289,512	\$301,131	5%
(1000) D. Finance & Operations Division (10)	\$521,322	\$496,659	\$527,197	1%
<b>TOTAL</b>	<b>\$3,077,577</b>	<b>\$3,003,248</b>	<b>\$3,158,078</b>	<b>3%</b>

**POSITION HISTORY**

**ADMINISTRATIVE CLERICAL SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (3.5)	\$207,971	\$211,436	\$221,082	6%

One and one-half positions are located in the Office of the Superintendent and two are located in the School Committee Office. These personnel are responsible for the day-to-day work that supports the district's administration.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) B. Teaching and Learning Division (39)	\$2,061,972	\$2,005,641	\$2,108,668	2%

The areas served are as follows: 1 Chief Academic Officer, 2 Quadrant Managers, 2 Child Study (Includes systemwide efforts in the areas of Guidance, School Adjustment Counselors and School Psychologists); 7 Special Education (responsibilities include preparation of documents and record keeping relating to Individual Education Plans and other requirements of Chapter 766, including Medicaid reimbursement); 1 Parent Information Center; 1 English Language Learners (preparation of all reports required for the implementation of ESL services); 1 School Safety; 1 Athletics, Health and Physical Education; 1 School Nurse; 20 Secondary Schools; and 1 Chief Research and Accountability Office. This account provides for 10 Head Clerks and 11 Data Entry Clerks at the secondary schools. Grant funds support 4 positions for Adult Ed, Office of Professional Learning, Special Education and Supplemental Services.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) C. Human Resources Division (5.5)	\$286,312	\$289,512	\$301,131	5%

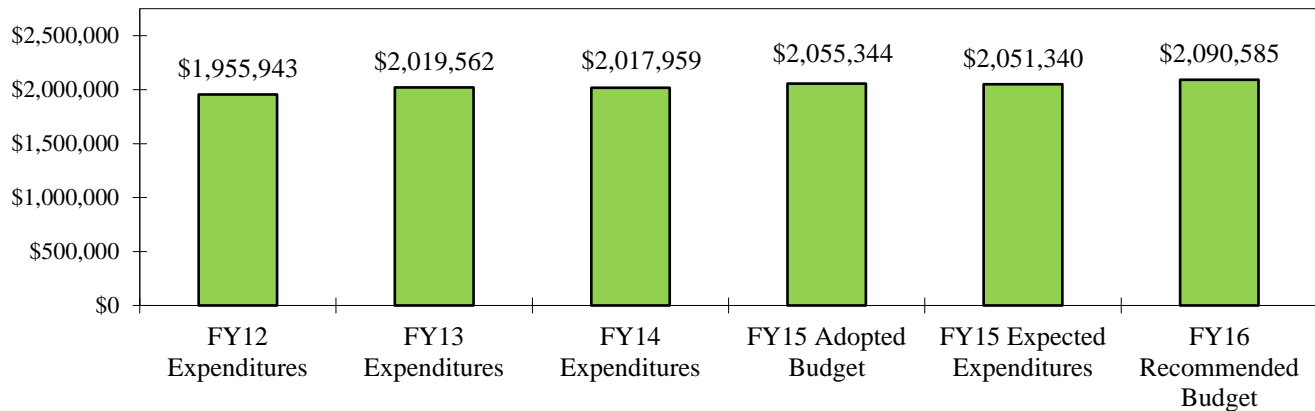
The 5.5 positions are involved in providing administrative assistance in the areas of employee hiring/transfers/terminations; employee record keeping, including staff attendance data; civil service; substitute teachers; affirmative action; collective bargaining; reception and mail room service.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) D. Finance & Operations Division (10)	\$521,322	\$496,659	\$527,197	1%

The positions within Finance and Operations provide support services in the areas of 3 Payroll, 3 Materials Management, 3 Facilities Department, and 1 Finance and Operations Administration. Two additional positions are funded by various grants to provide financial clerical support for 1 Payroll and 1 Materials Management.

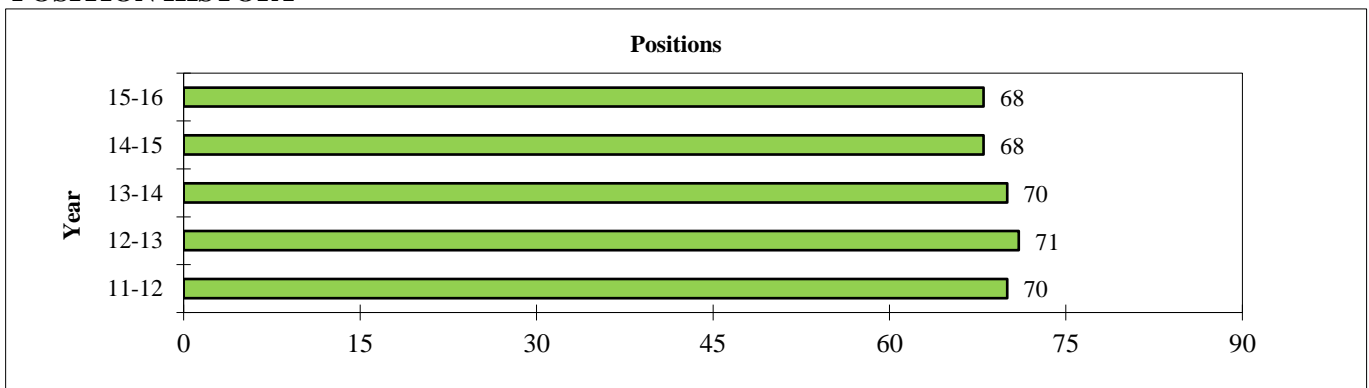
**SCHOOL CLERICAL SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,055,344	\$2,051,340	\$2,090,585	2%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL SCHOOL CLERICAL</b>	\$2,055,344	\$2,051,340	\$2,090,585	2%



This account provides for secretarial coverage at the elementary (41 positions) and secondary (27 positions) schools and represents those clerical staff who primarily work the school-year schedule. The budget includes funds to provide additional clerical coverage to elementary schools from the period prior to the opening of school and the period immediately following the close of the school year. The account also provides for substitute funding to ensure school office coverage during absences.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (41)	\$1,157,803	\$1,095,445	\$1,176,415	2%
(2000) B. Secondary School Clerks (27)	\$831,541	\$830,247	\$848,170	2%
(2000) C. Substitute Coverage	\$66,000	\$125,648	\$66,000	0%
<b>TOTAL</b>	<b>\$2,055,344</b>	<b>\$2,051,340</b>	<b>\$2,090,585</b>	<b>2%</b>

**POSITION HISTORY**



**SCHOOL CLERICAL SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (41)	\$1,157,803	\$1,095,445	\$1,176,415	2%

There are 33 school clerks assigned to the elementary schools in order to provide full-time clerical coverage. In addition, the following seven schools are provided with an additional school clerical position: Chandler Magnet, City View, Gates Lane, Goddard, Norrback, Quinsigamond, and Roosevelt. The following two schools are provided with a half additional secretarial position: Belmont & Elm Park. The general fund budget also provides funding for school clerical extended day coverage at schools with state approved Level 4 Turnaround or Exit Assurance Plans.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Secondary School Clerks (27)	\$831,541	\$830,247	\$848,170	2%

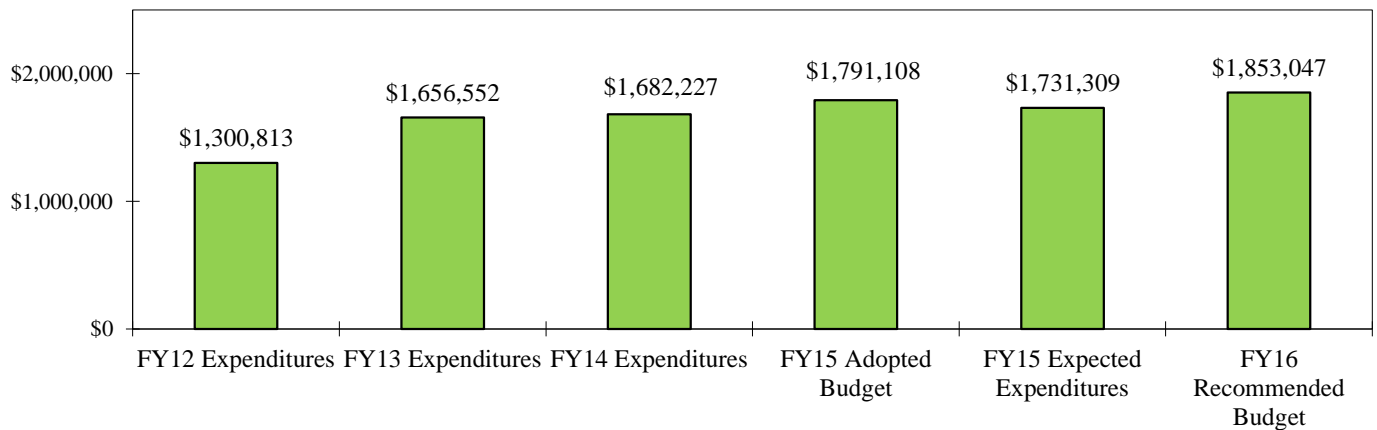
There are 27 school clerks assigned to the eight secondary schools, the Technical High, University Park School, Creamer Center, Alternative School, Challenge and Reach Academies, and the New Citizen's Center. This budget reflects a work year which consists of the school year plus the week before the opening of schools and the week after the close of schools. Clerical coverage at the secondary schools is supplemented with 52-week secretarial personnel from the 500-91121 (Administrative Clerical) account.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Substitute Coverage	\$66,000	\$125,648	\$66,000	0%

This account includes additional funding for substitute secretarial coverage for reasons of short-term illnesses and leave of absences. These funds also provide any needed coverage at the individual schools for sporadic increased workflow, including the days prior to school opening in August and days after school closes in June.

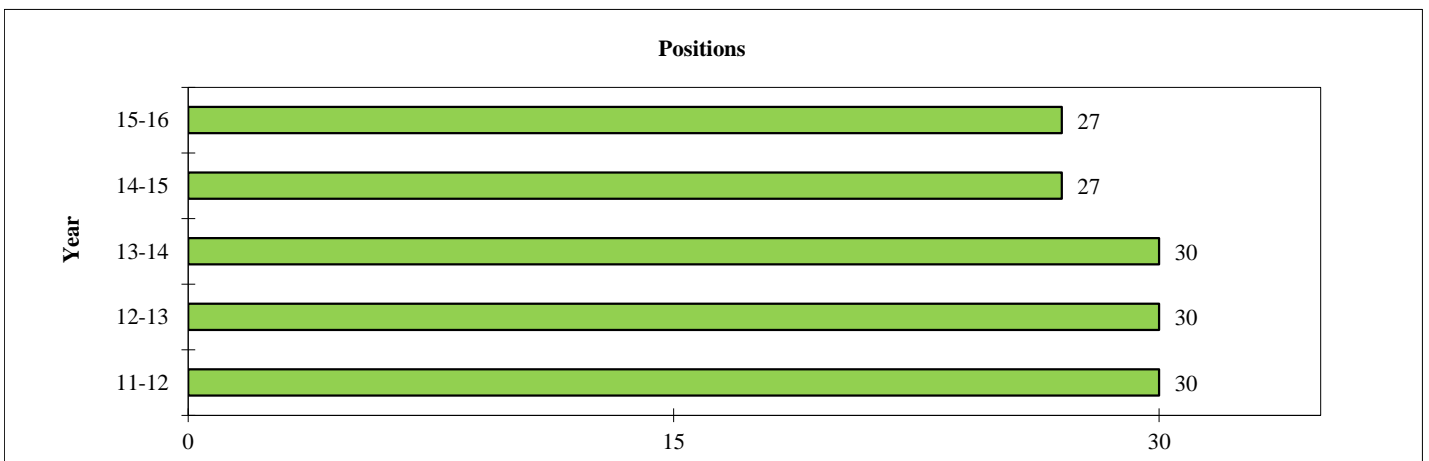
**NON INSTRUCTIONAL SUPPORT SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,791,108	\$1,731,309	\$1,853,047	3%
<b>GRANT SOURCES</b>	\$1,362,638	\$1,362,638	\$1,376,300	1%
<b>TOTAL NON INSTRUCTIONAL SUPPORT</b>	\$3,153,746	\$3,093,947	\$3,229,347	2%



This account provides for various support services to the school system as detailed on the following pages.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Financial Support Staff (4)	\$288,241	\$276,118	\$305,268	6%
(4000) B. Information Systems (15)	\$1,011,009	\$963,428	\$1,071,068	6%
(3000) C. District Support (3)	\$312,049	\$316,176	\$296,986	-5%
(3000) D. Community & Family Outreach Coordinator (1)	\$82,277	\$82,224	\$84,327	2%
(3000) E. Parent Liaisons (4)	\$97,532	\$93,363	\$95,399	-2%
<b>TOTAL</b>	<b>\$1,791,108</b>	<b>\$1,731,309</b>	<b>\$1,853,047</b>	<b>3%</b>

**POSITION HISTORY**

**NON INSTRUCTIONAL SUPPORT SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Financial Support Staff (4)	\$288,241	\$276,118	\$305,268	6%

The Director of Material Requirements, Director of Payroll, and Financial Analysts are Finance Division employees primarily responsible for managing the payroll, benefit programs, materials ordering, payables, budgeting, financial accounting, and reporting functions for the district. In addition, there are 4 positions funded by grants that provide financial support and oversight to grant programs, as well as 3 positions that support grant writing and development.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Information Systems (15)	\$1,011,009	\$963,428	\$1,071,068	6%

The Information System department provides system wide support in various media and technology initiatives. In total, the technology infrastructure for the Worcester Public Schools consists of 54 networked sites, 7,500 computers, over 700 iPads, nearly 100 servers, 4,000 email accounts, internally maintained human resources and student database systems, 3rd party nursing, transportation, and school nutrition database systems, an employee portal with electronic paystubs, parent portal with attendance and a lunch payment system, a modernized television station, and an up to date website with communication social media tools such as Facebook and Twitter. An additional 11.5 positions, including three interns, are supported through various grants. Channel 11 funds four positions through educational access cable revenues provided by the City. One grant funded position was added during FY15 to support technology programs in the Nursing Department and Head Start Program.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. District Support (3)	\$312,049	\$316,176	\$296,986	-5%

The Testing and Evaluation Specialist is responsible for managing all aspects of the district's testing program including test administration, security, analysis and reporting. This position works with the Chief Research and Accountability Officer and other district staff in conducting studies that evaluate the effectiveness of instructional programs used in the district and for determining the relationship between program implementation and student outcomes. The School Safety Liaison is responsible for coordinating activities at all levels to promote a safer school environment. Another component of the job is to reach out to the community, police, DYS and other agencies to work on programs that benefit our students. The position of Staffing and Mentoring Coordinator in Human Resources is responsible for hiring and retaining quality teachers for the district. Grants and Special Revenue Funds provide support for the following positions: one Data Analyst for the Office of Research and Accountability, one Data Assistant position for the Office of Research and Accountability, two Data Analysts for Special Education for IEP development, as well as Medicaid and Circuit Breaker revenue collection, and two Resource Development Specialists for the Office of Staff Development. The Night Life/Community Schools Facilitator is funded through Night Life revolving fund revenue.

**NON INSTRUCTIONAL SUPPORT SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Community & Family Outreach Coordinator (1)	\$82,277	\$82,224	\$84,327	2%

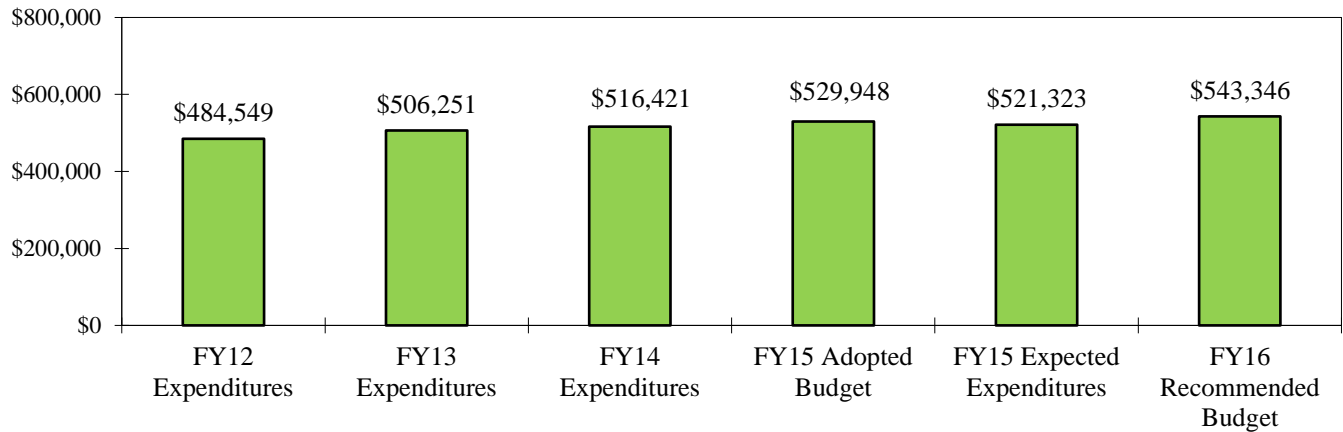
The coordinator develops and administers all aspects of the "School Volunteer" and "Community Service" programs. This position also organizes staff and coordinates activities of youth community service programs in high schools serving over 3,300 students. Recent state mandates require all volunteers to receive CORI clearance.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Parent Liaisons (4)	\$97,532	\$93,363	\$95,399	-2%

These positions are responsible for coordinating outreach efforts to have parents more involved in the education of their children. Monthly parent workshops and home visits are included in the responsibilities of these positions. Three full-year parent liaison positions are assigned to the Parent Information Center (PIC) and are partially funded through Title I, one school year employee is located in the English Language Learner Department. The PIC continues to service the registration of all students Pre-K through Grade 12. The decrease in this line is based on actual expenditures.

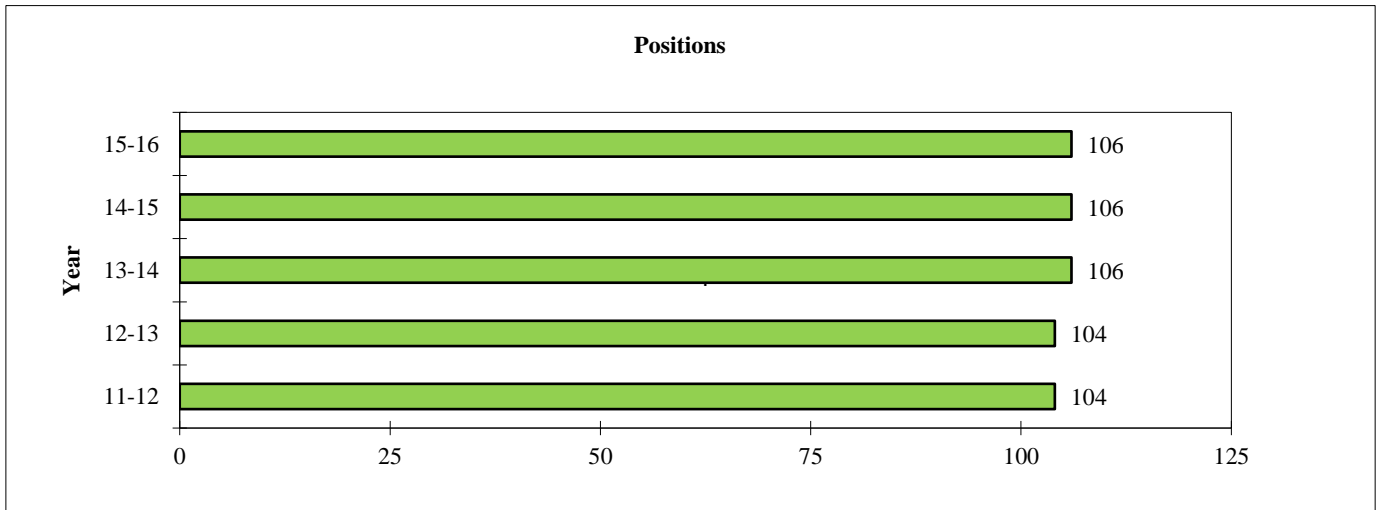
**CROSSING GUARD SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$529,948	\$521,323	\$543,346	3%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL CROSSING GUARDS</b>	\$529,948	\$521,323	\$543,346	3%



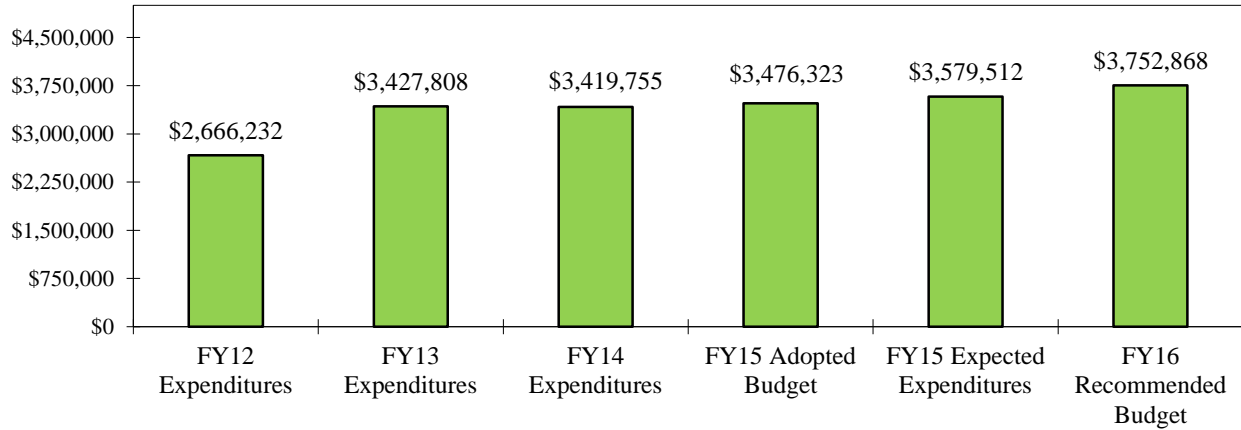
This account funds 106 part-time crossing guards at various locations throughout the city. Crossing guards are assigned to designated crosswalks and bus stops having large numbers of students. Substitute crossing guards are available to provide coverage for daily absences in order to maintain the safety of students.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(5000) A. Crossing Guards	\$529,948	\$521,323	\$543,346	3%
<b>TOTAL</b>	\$529,948	\$521,323	\$543,346	3%

**POSITION HISTORY**

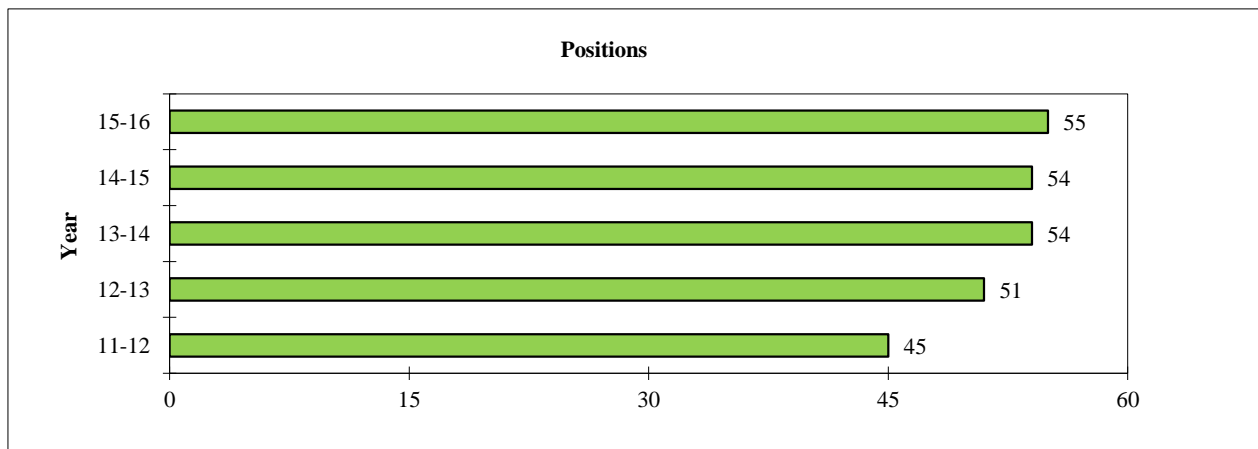
**SCHOOL NURSE SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,476,323	\$3,579,512	\$3,752,868	8%
<b>GRANT SOURCES</b>	\$92,000	\$64,000	\$64,000	-30%
<b>TOTAL SCHOOL NURSES</b>	\$3,568,323	\$3,643,512	\$3,816,868	7%



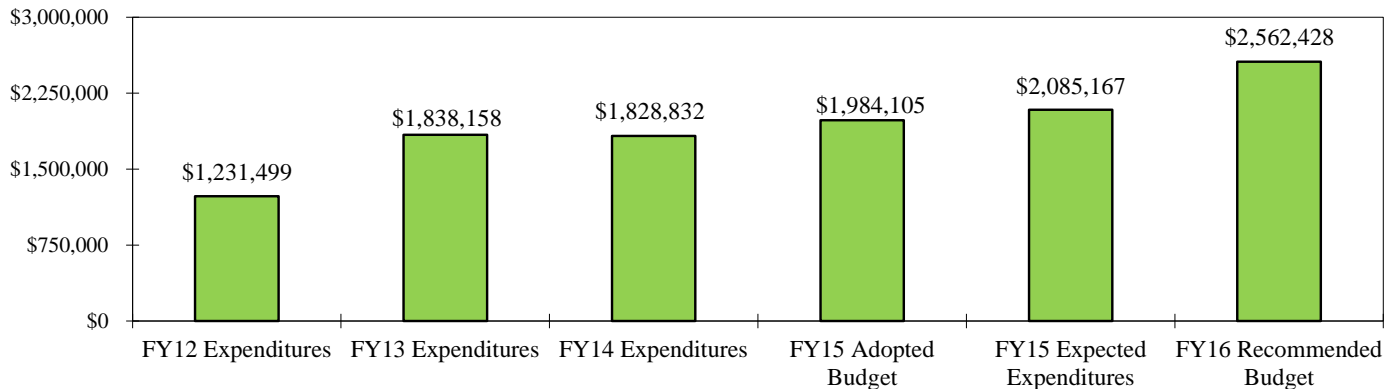
This account provides school nursing services to all of the district's students in the Worcester Public Schools which are delivered by 52.5 nurses. The FY16 budget increases the FTE count by one nursing position, as well as the salary restructure from the most recent collective bargaining agreement. In addition, the account includes a Nurse Coordinator and 1.5 Nurse Supervisors. The Nurse Coordinator and Nurse Supervisors monitor and support the delivery of service at each site including the individual medical needs of identified students, collaborate between community based health clinics, and adhere to all state public health requirements, as well as the coordination of staff development opportunities for all nursing staff.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. School Nurses	\$3,476,323	\$3,579,512	\$3,752,868	8%
<b>TOTAL</b>	\$3,476,323	\$3,579,512	\$3,752,868	8%

**POSITION HISTORY**

**EDUCATIONAL SUPPORT SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,984,105	\$2,085,167	\$2,562,428	29%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL EDUCATIONAL SUPPORT</b>	\$1,984,105	\$2,085,167	\$2,562,428	29%



The various programs funded by this account are explained on the following pages.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (25)	\$305,289	\$421,795	\$749,401	145%
(3000) B. English Proficiency Level Tester (3)	\$44,808	\$35,277	\$45,767	2%
(3000) C. Therapy Assistants (16.8)	\$710,470	\$682,027	\$727,172	2%
(2000) D. Interpreters & Speech Assistants (7)	\$271,248	\$274,760	\$383,293	41%
(2000) E. Tutors - Literacy (36)	\$652,291	\$671,308	\$656,795	1%
<b>TOTAL</b>	<b>\$1,984,105</b>	<b>\$2,085,167</b>	<b>\$2,562,428</b>	<b>29.1%</b>

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (25)	\$305,289	\$421,795	\$749,401	145%

English Language Learner tutors provide academic support by using the students' native language to clarify academic concepts. These system wide tutors are fluent in Albanian, Polish, Portuguese, and other languages. Title VI and the Equal Education Opportunity Act mandate that instruction must be made comprehensible for English Language Learners. Positions are reallocated annually based on needs of students throughout the district. This account has been restructured in FY15 through collective bargaining to include 17 full time and 8 part time positions to support the needs of the students.



**EDUCATIONAL SUPPORT SALARIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. English Proficiency Level Tester (3)	\$44,808	\$35,277	\$45,767	2%

The three testers evaluate and identify the language dominance of students entering the school system. This information is used to determine EPL codes, ensuring that students are placed in the appropriate program. Determination of EPL codes is both a state and federal mandate. There are approximately 4,000 students tested each year.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Therapy Assistants (16.8)	\$710,470	\$682,027	\$727,172	2%

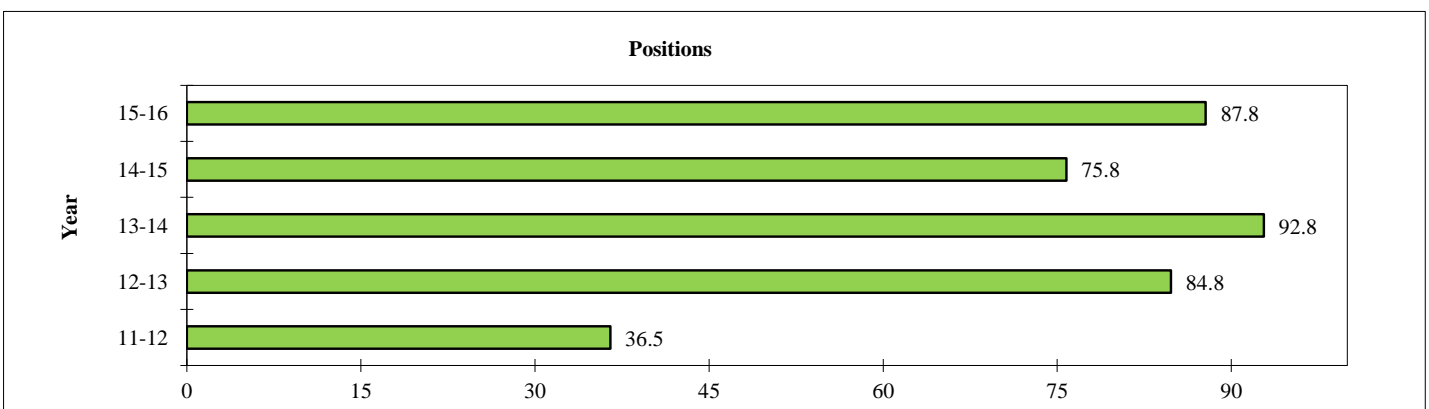
Certified Occupational Therapy and Physical Therapy assistants provide services to students with disabilities under the supervision of the Registered Occupational and Physical Therapists. Vision assistants work under the supervision of a licensed Teacher of the Visually Impaired.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Interpreters & Speech Assistants (7)	\$271,248	\$274,760	\$383,293	41%

Interpreters support deaf or hard-of-hearing students, staff and parents in all settings where the primary mode of communication is oral. This service is provided in preschool, elementary and secondary settings. The FY16 budget includes two additional Speech Assistants to support the increased need of students requiring services.

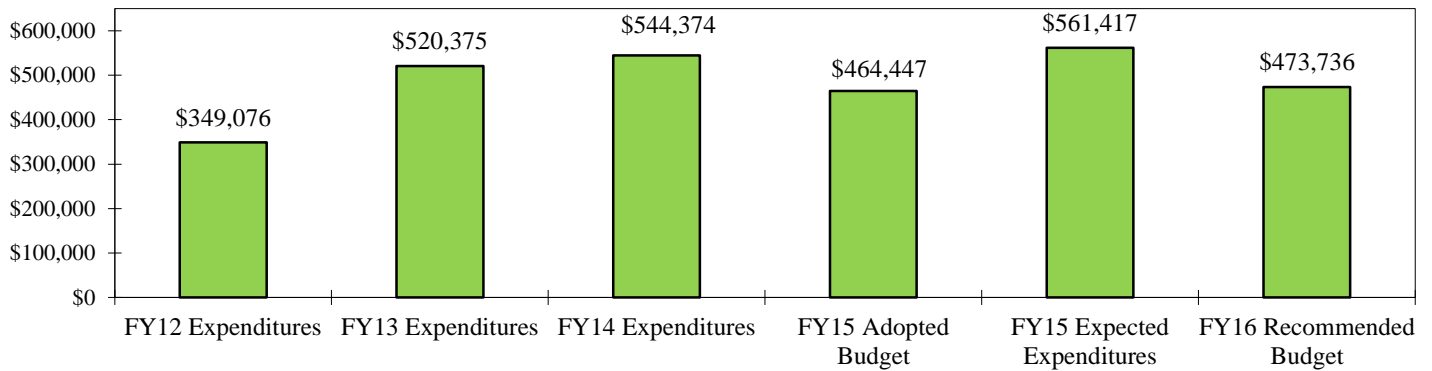
	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Tutors - Literacy (36)	\$652,291	\$671,308	\$656,795	1%

Tutors of the Worcester Public Schools are generally licensed teachers that work a reduced schedule. The 36 elementary literacy tutors work with the classroom teachers to improve the academic performance of students, with special emphasis on literacy improvement, and they reduce the adult-student ratios.



**TRANSPORTATION SALARIES OT**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$464,447	\$561,417	\$473,736	2%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL TRANSPORTATION SALARIES OT</b>	\$464,447	\$561,417	\$473,736	2%

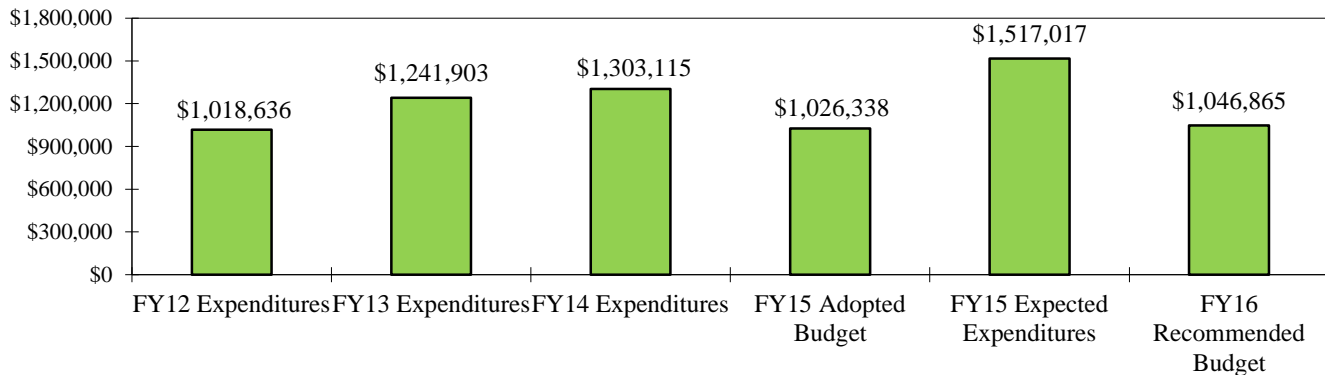


This account provides funding for the special education drivers and monitors that are employed by the district to transport approximately 54% of special needs pupils who are bused to school each day. This funding is specific to cover routes during daily absences, as well as necessary short term leaves.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(3000) A. Special Education Drivers Overtime	\$313,895	\$358,090	\$320,173	2%
(3000) B. Special Education Bus Monitors Overtime	\$150,552	\$203,327	\$153,563	2%
<b>TOTAL</b>	<b>\$464,447</b>	<b>\$561,417</b>	<b>\$473,736</b>	<b>2%</b>

**CUSTODIAL OVERTIME SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,026,338	\$1,517,017	\$1,046,865	2%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL CUSTODIAL OVERTIME</b>	\$1,026,338	\$1,517,017	\$1,046,865	2%

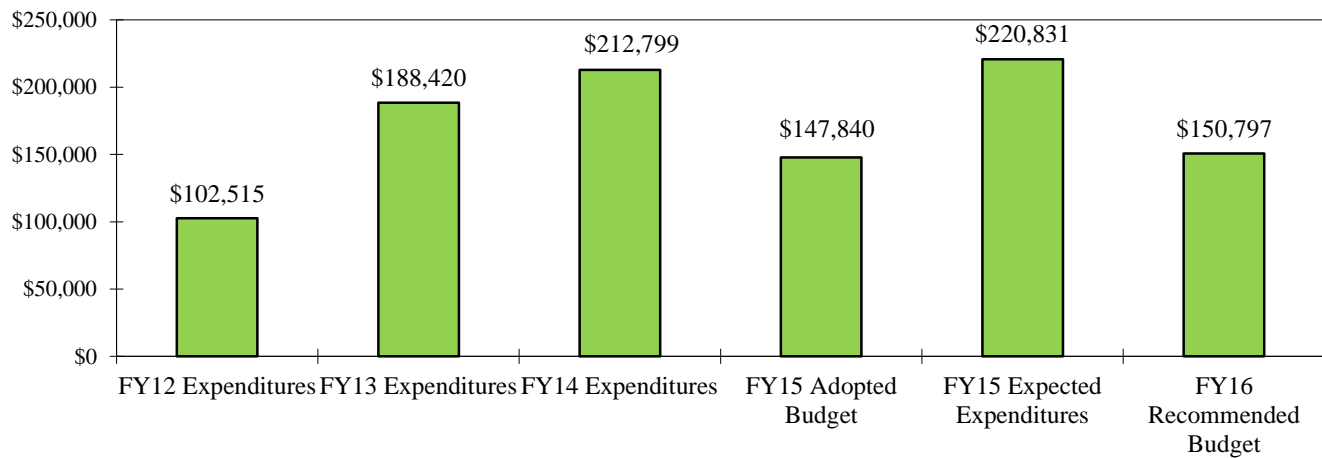


This account provides funding for custodial overtime, manpower, special events, evening and weekend activities and sports events. It also provides other building needs requiring overtime, such as emergencies, building checks, weekend cold weather checks, snow removal, and other coverage. It also provides the funds for any necessary overtime building coverage needed for major rehabilitation projects.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(4000) A. Custodial Overtime	\$1,026,338	\$1,517,017	\$1,046,865	2%
<b>TOTAL</b>	\$1,026,338	\$1,517,017	\$1,046,865	2%

**MAINTENANCE OVERTIME SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$147,840	\$220,831	\$150,797	2%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL MAINTENANCE OVERTIME</b>	\$147,840	\$220,831	\$150,797	2%

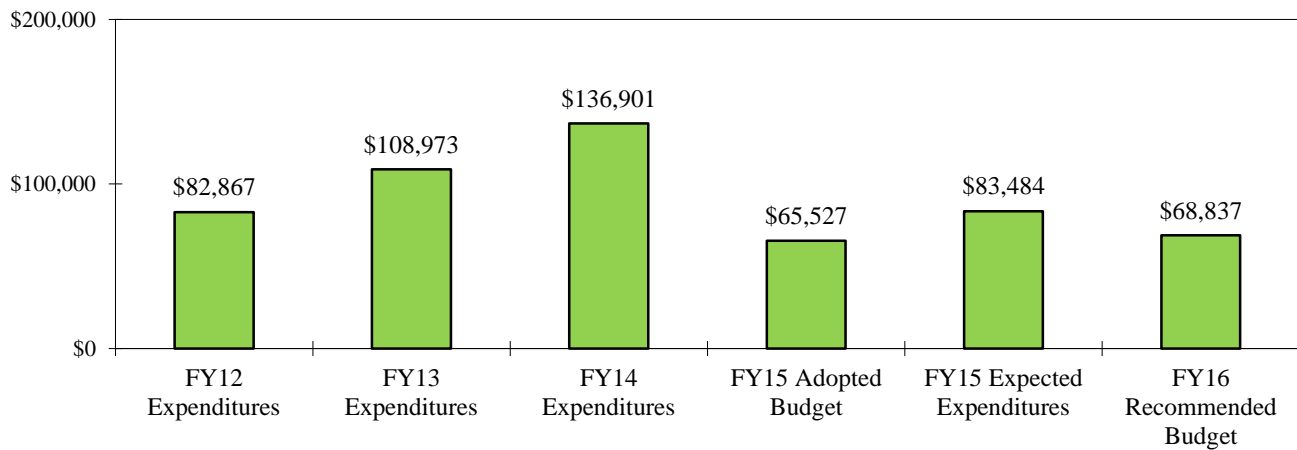


This account provides funds for all maintenance service overtime needed to make repairs caused by building emergencies or other services needed outside of the normal workday, i.e., boiler failures, broken pipes, snow removal, fires, electrical problems, and broken windows. It also provides the funds for overtime needed for major rehabilitation projects.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Overtime	\$147,840	\$220,831	\$150,797	2%
<b>TOTAL</b>	\$147,840	\$220,831	\$150,797	2%

**SUPPORT OVERTIME SALARIES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$65,527	\$83,484	\$68,837	5%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL SUPPORT OVERTIME</b>	\$65,527	\$83,484	\$68,837	5%

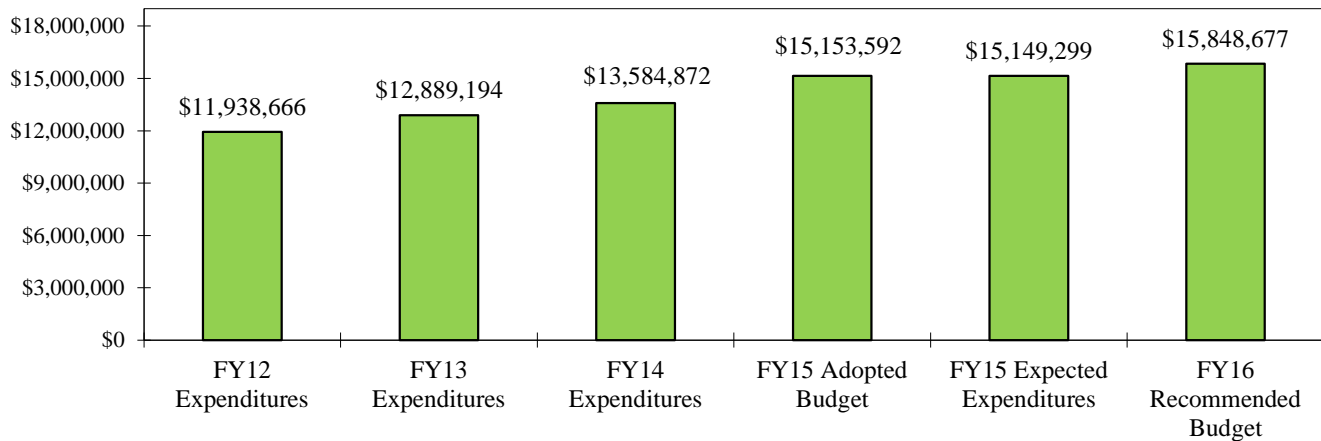


This account provides funding for overtime for approximately sixty employees including technical, secretarial, and clerical staff. The overtime in this account provides funds to meet the peak time demands for additional hours, especially at the start of the school year.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Clerical/Support	\$65,527	\$83,484	\$68,837	5%
<b>TOTAL</b>	\$65,527	\$83,484	\$68,837	5%

**RETIREMENT**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$15,153,592	\$15,149,299	\$15,848,677	5%
<b>GRANT SOURCES</b>	\$814,392	\$814,392	\$814,392	0%
<b>TOTAL RETIREMENT</b>	\$15,967,984	\$15,963,691	\$16,663,069	4%

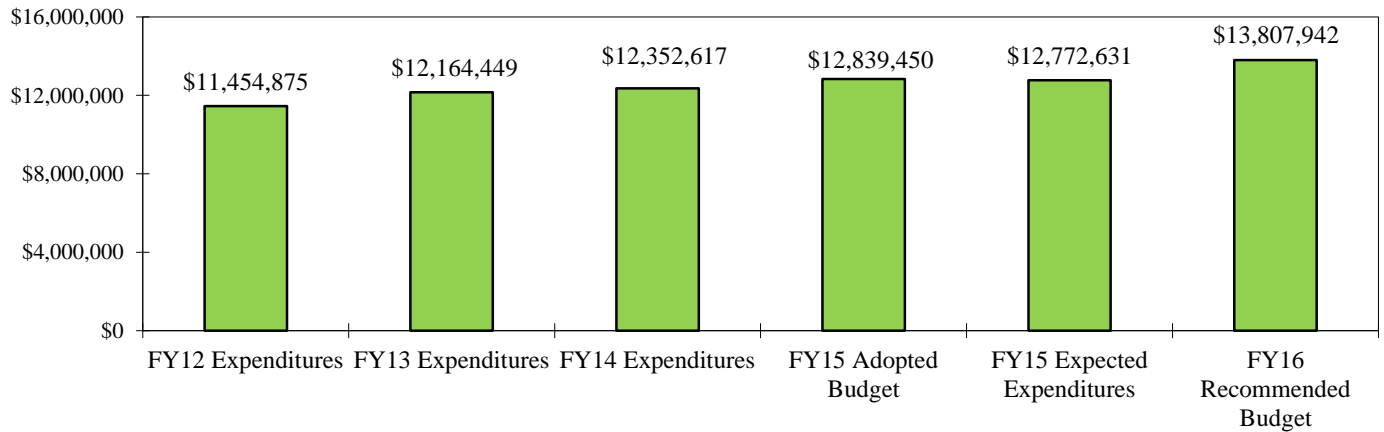


This account funds the Public Schools' share of the City of Worcester contributory retirement system's pension obligation for qualifying retirees and beneficiaries in accordance with the requirements of the Public Employees Retirement Administration Commission (PERAC). The pension obligation is based on a funding schedule established under Ch. 32, sec. 22D of Massachusetts General Laws requiring that municipalities fully fund their retirement system's accrued actuarial liability by June 30, 2038. The Worcester Retirement System is scheduled to be fully funded by 2032. Additionally, a portion of costs included in this account is based on the actual payroll costs for individuals receiving pension benefits whose service began prior to 1939 (non-contributory). This portion amounts to \$100,000 of this account's recommended total. In addition, supplemental contractual pension related costs for certain employees of the Laborers' International Union of North America are included in this account. Federal and State grants provide funding to cover the retirement obligations of employees paid with grant funds. The increase in this account reflects an increase in the assessment to fund the WPS portion of the Worcester Retirement System, as well as contractual increases to the Custodial and Secretarial Pension Fund.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Retirement System Assessment	\$9,495,345	\$9,495,345	\$10,045,092	6%
(5000) B. Pension Obligation Bonds	\$4,730,525	\$4,730,525	\$4,834,724	2%
(5000) C. Non-Contributory Pensions	\$100,000	\$96,436	\$100,000	0%
(5000) D. City Early Retirement Incentive 2002	\$352,181	\$352,181	\$352,181	0%
(5000) E. City Early Retirement Incentive 2010	\$105,649	\$105,649	\$105,649	0%
(5000) F. Educational Secretaries Pension Fund	\$55,396	\$55,369	\$61,667	11%
(5000) G. Building Custodians Pension Fund	\$314,496	\$313,794	\$349,365	11%
<b>TOTAL</b>	<b>\$15,153,592</b>	<b>\$15,149,299</b>	<b>\$15,848,677</b>	<b>5%</b>

**TRANSPORTATION**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$12,839,450	\$12,772,631	\$13,807,942	8%
<b>GRANT SOURCES</b>	\$60,000	\$60,000	\$60,000	0%
<b>TOTAL TRANSPORTATION</b>	\$12,899,450	\$12,832,631	\$13,867,942	8%



This account provides contracted transportation services for the Worcester Public Schools. Durham School Services is both the Regular Education and Special Education transportation provider and FY16 is the first year of a new five year contract for transportation services. The WRTA also provides some services in this account. In addition, services are provided to private and charter schools through our contracted vendor in accordance with state regulations. Approximately 11,000 students are transported by the Transportation Department. Funds are also recommended to provide mandated transportation services to homeless students under the McKinney-Vento Homeless Assistance Act. The Federal McKinney-Vento law requires, but does not fund, these mandated transportation services. State reimbursement for this program is deposited to the city's general fund.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(3000) A. Regular Transportation	\$6,078,310	\$6,064,901	\$6,717,975	11%
(3000) B. Special Education	\$6,336,140	\$6,248,914	\$6,664,967	5%
(3000) C. Mandated McKinney-Vento	\$425,000	\$458,816	\$425,000	0%
<b>TOTAL</b>	<b>\$12,839,450</b>	<b>\$12,772,631</b>	<b>\$13,807,942</b>	<b>8%</b>



**TRANSPORTATION**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>(3000) A. Regular Transportation</b>	\$6,078,310	\$6,064,901	\$6,717,975	11%

In accordance with state laws and regulations and school committee policy, as well as safety issues for students, the school district provides regular transportation services to approximately 6,500 students (K-12) who attend Worcester Public Schools, private schools, parochial schools and charter schools. The number of buses is recommended to remain at 96 buses. Regular transportation also includes a contractual fuel adjustment, as well as final exam buses for the high school students and a reimbursement from Head Start for student transportation. Additional funds are included to accommodate charter school year schedules, WRTA services for students, and mandated Out-of-District vocational transportation. The increase in this account reflects the negotiated bid price for FY16.

**Regular Transportation**

96 buses (\$379.65 per day)(180 days)	\$5,877,893	\$5,844,755	\$6,498,352	11%
WRTA	\$103,410	\$125,950	\$135,000	31%
Charter Schools - Additional Days	\$74,507	\$71,120	\$83,523	12%
Ch74 Out-of-District Transportation	\$22,500	\$23,076	\$1,100	-95%
<b>(3000) A. Regular Transportation</b>	<b>\$6,078,310</b>	<b>\$6,064,901</b>	<b>\$6,717,975</b>	<b>11%</b>

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>(3000) B. Special Education</b>	\$6,336,140	\$6,248,914	\$6,664,967	5%

Special Education transportation services are provided as specified in student's IEPs (Individual Education Plans). This includes transportation to Worcester Public Schools and those schools outside the city that are required by the IEP. The out of city transportation fluctuates according to student placements. The recommendation is for 31 in-city mid-size buses (FY15 Budget included 38 buses) at a daily contracted rate of \$502.70 for 180 days. In addition, 20 wheelchair vehicles will be needed at a daily cost of \$528.03 for 180 days. During FY15, the district began using appropriately sized vehicles for the Transitions Special Education program. The FY16 budget includes 14 Transition Program (12 vehicles were utilized during FY15) vehicles at a rate lower than mid-size bus contract rate. Also, the Special Education summer school program has been able to consolidate routes and reduce the amount of buses needed for service.

**In City - Special Education**

20 Wheelchair (\$528.03 per day)(180 days)	\$1,769,940	\$1,769,940	\$1,900,908	7%
4 Mid Day Preschool wheelchair (\$140.03)(180 days)	\$93,874	\$93,874	\$100,822	7%
31 Mid Size buses (\$502.74 per day)(180 days)	\$3,201,804	\$2,605,225	\$2,805,289	-12%
14 Transition Program Vehicles	\$0	\$270,000	\$340,200	100%
Special Education Summer School	\$292,681	\$241,294	\$245,459	-16%
<b>(3000) B. In City - Special Education</b>	<b>\$5,358,299</b>	<b>\$4,980,333</b>	<b>\$5,392,678</b>	<b>1%</b>

**Out of City - Special Education**

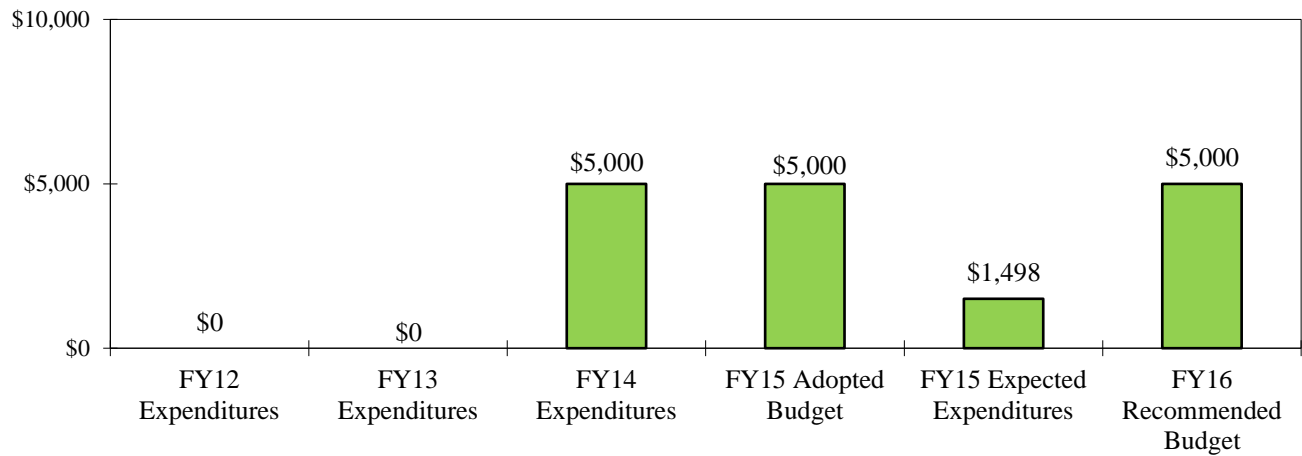
<b>(3000) B. Out of City - Special Education</b>	<b>\$977,842</b>	<b>\$1,268,581</b>	<b>\$1,272,289</b>	<b>30%</b>
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	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>(3000) C. Mandated McKinney-Vento</b>	<b>\$425,000</b>	<b>\$458,816</b>	<b>\$425,000</b>	<b>0%</b>

The McKinney-Vento Homeless Assistance Act requires that school districts provide all students experiencing homelessness with transportation to and from their school of origin in order to maintain educational stability to enhance students' academic and social growth. This requirement is an unfunded mandate. During FY13, the state began a reimbursement of this program, however all funds received are deposited into the city's general fund. The district utilizes the same vendors that provide out-of-district special education transportation.

**OUT OF STATE TRAVEL**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$5,000	\$1,498	\$5,000	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL OUT OF STATE TRAVEL</b>	\$5,000	\$1,498	\$5,000	0%

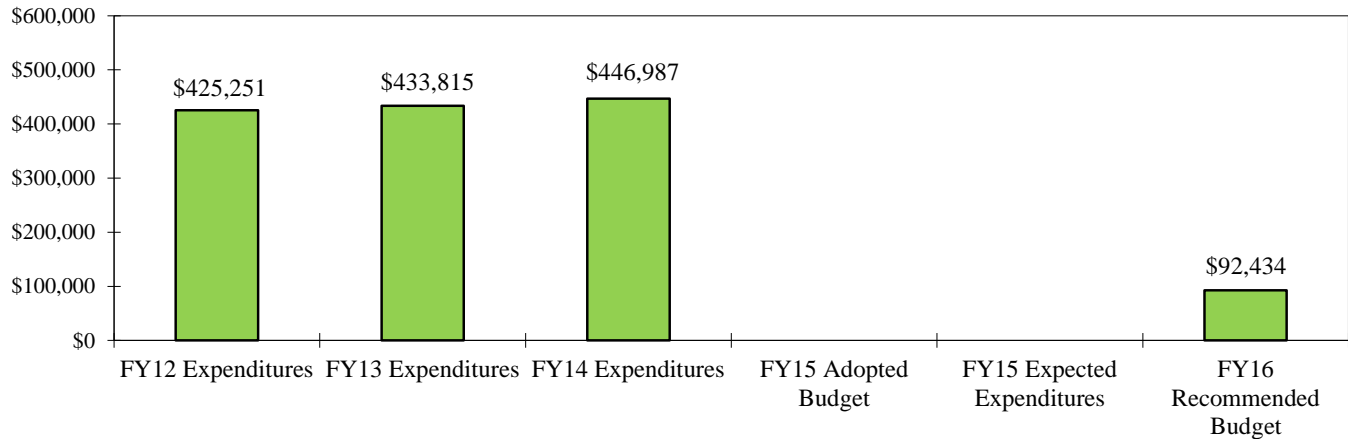


This account provides out of state travel expenses for personnel recruitment which implements the WPS recruitment plan and achieving equal employment opportunity goals. Expenses include air fare, lodgings and meals. Other grant programs fund limited expenses for required out of state travel directly through the specified grant.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Personnel Office	\$5,000	\$1,498	\$5,000	0%
<b>TOTAL</b>	\$5,000	\$1,498	\$5,000	0%

**ATHLETIC ORDINARY MAINTENANCE**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$0	\$0	\$92,434	100%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL ATHLETICS</b>	\$0	\$0	\$92,434	100%



This account supports students in all athletic programs. This ordinary maintenance budget is responsible for athletic and medical supplies, game officials, police, emergency medical technicians, ticket personnel, maintenance and repair of equipment, ice-time rental for hockey and insurance needs. The FY15 budget used school choice revenue to support all athletic programs. The FY16 athletic ordinary maintenance budget is recommended to be partially funded by school choice revenue.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries ▪ Officials	\$197,097	\$197,097	\$197,097	0%
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$46,888	\$42,056	\$46,988	0%
(3000) C. Maintenance/Repair Equip.	\$22,231	\$22,743	\$22,231	0%
(3000) D. Supplies	\$86,756	\$86,756	\$86,756	0%
(3000) E. Rental	\$24,600	\$25,000	\$25,000	2%
(3000) F. Athletic Transportation	\$175,850	\$179,367	\$184,642	5%
(3000) G. Estimated Gate Receipts	(\$92,280)	(\$87,114)	(\$92,280)	0%
(3000) H. Other Athletic Revenue	(\$3,000)	(\$6,000)	(\$3,000)	0%
(3000) I. School Choice Funding	(\$458,142)	(\$459,905)	(\$375,000)	-18%
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$92,434</b>	<b>100%</b>

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries ▪ Officials	\$197,097	\$197,097	\$197,097	0%

This account provides salaries for ticket managers, ticket sellers, ticket takers, clock operators, game officials, police coverage and medical technicians.

**500122-92000****ATHLETIC ORDINARY MAINTENANCE**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$46,888	\$42,056	\$46,988	0%

This account provides dues and membership to the MIAA (Massachusetts Interscholastic Athletic Association), District E Athletic Directors Association, the State Athletic Directors Association, and Colonial League dues. This account also provides insurance coverage for all sports participants including cheerleaders.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Maintenance/Repair Equip.	\$22,231	\$22,743	\$22,231	0%

This account provides reconditioning and repair of athletic equipment.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Supplies	\$86,756	\$86,756	\$86,756	0%

This account is for all athletic supplies and uniforms. This account is supplemented with proceeds collected through events at the Commerce Bank Field at Foley Stadium.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Rental	\$24,600	\$25,000	\$25,000	2%

This account provides ice time for varsity and junior varsity hockey programs, as well as the pool located at the Boys and Girls Club.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Athletic Transportation	\$175,850	\$179,367	\$184,642	5%

This account provides out-of-city transportation to the athletic teams as well as certain in-city transportation to Commerce Bank Field at Foley Stadium and other school locations. The in-city transportation is for events that occur immediately after school to reduce the requirement of using student athletes transporting other students to athletic events. The increase in this account reflects the proposed rate increases of transportation services.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Estimated Gate Receipts	(\$92,280)	(\$87,114)	(\$92,280)	0%

This line item is the estimated gate revenues from football, soccer, field hockey, and basketball. The current ticket price for athletic games for students and senior citizens is \$4.00 and \$6.00 for adults per game. Weather conditions for the Fall season (outdoor sports) can significantly influence the total revenue collected.

**500122-92000****ATHLETIC ORDINARY MAINTENANCE**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) H. Other Athletic Revenue	(\$3,000)	(\$6,000)	(\$3,000)	0%

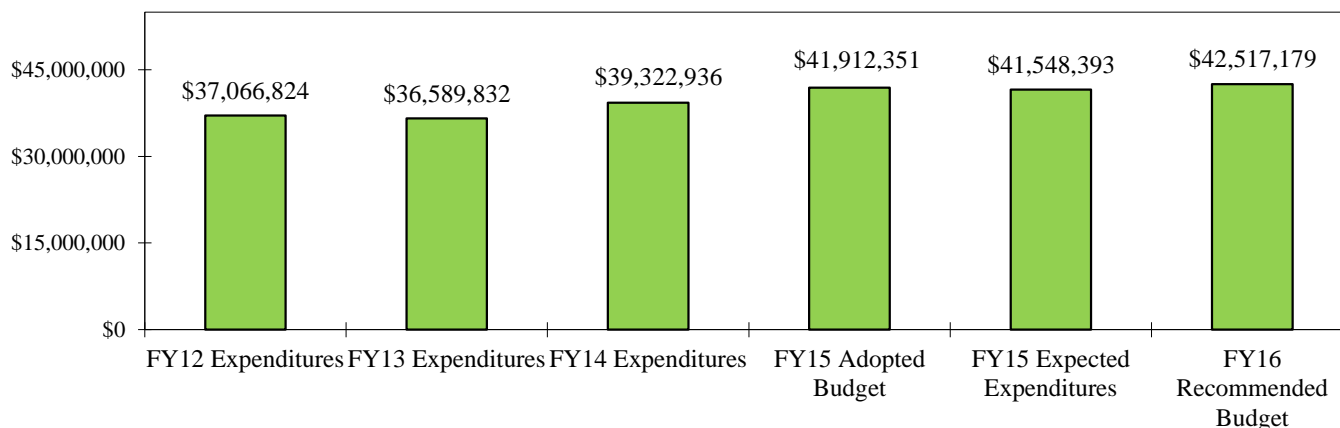
Proceeds generated through concession stand revenue at Commerce Bank Field at Foley Stadium are used to support the purchase of athletic supplies and equipment.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. School Choice Funding	(\$458,142)	(\$459,905)	(\$375,000)	-18%

The district will utilize revenue collected through the state's School Choice program to partially fund the athletics programs in FY16.

**HEALTH INSURANCE**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$41,912,351	\$41,548,393	\$42,517,179	1%
<b>GRANT SOURCES</b>	\$3,855,596	\$3,855,596	\$3,703,257	-4%
<b>TOTAL HEALTH INSURANCE</b>	\$45,767,947	\$45,403,989	\$46,220,436	1%



This account funds the employer's share of the premium costs for the health insurance plans available to active and retired public school employees. Also charged to this account are the employer's share of life insurance and Medicare insurance costs. Federal and state grants provide funding to cover the health insurance requirements of employees paid for with grant funds.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$38,862,351	\$38,330,180	\$39,267,179	1%
(5000) B. Life Insurance	\$150,000	\$153,349	\$150,000	0%
(5000) C. Federal Medicare	\$2,900,000	\$3,064,864	\$3,100,000	7%
<b>TOTAL</b>	<b>\$41,912,351</b>	<b>\$41,548,393</b>	<b>\$42,517,179</b>	<b>1%</b>

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$38,862,351	\$38,330,180	\$39,267,179	1%

The recommended budget is based on the premium rates which will become effective July 1, 2015. This account reflects an increase in premium rates of 3.5% for Blue Cross Blue Shield plans, and 3.5% for City of Worcester Advantage and Direct Plans through Fallon. The district's non-represented and retired employees will be changed to updated plans that incorporate design changes that reduce the premium rates by 5.7%. Enrollment is comprised of active employees, retirees, and surviving spouses; these categories are estimated to total approximately 5,583 members during FY16 (2,680 active employees and 2,903 retired employees).

**HEALTH INSURANCE**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(5000) B. Life Insurance	\$150,000	\$153,349	\$150,000	0%

This amount represents the employer's 50% share of a \$5,000 basic life insurance option available to all employees, including retirees (\$6.05 per employee per month). Funding will provide for the approximately 2,150 employees participating in this benefit.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(5000) C. Federal Medicare	\$2,900,000	\$3,064,864	\$3,100,000	7%

Public Law 99-272 requires that all state and local employees hired after April 1, 1986 be covered by the Medicare system. This amount represents the employer's contribution of a matching 1.45% of gross wages for these individuals. They will be eligible for the Medicare-hospital insurance portion of the Social Security system. This amount grows in direct proportion to the growth in the number and the wages of these employees.

**Health Insurance Enrollment Detail****Active Employees**

<u>Total City Annual Cost for Health Insurance - Status Quo</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Blue Care Elect Preferred (PPO)	\$19,985	\$7,834	9
BCBS Network Blue New England	\$19,279	\$7,457	610
City of Worcester Direct (HMO)	\$12,209	\$4,805	399
City of Worcester Advantage (HMO)	\$14,902	\$6,002	<u>1,469</u>
Total Active Enrollments			2,487

**Active Employees**

<u>Total City Annual Cost for Health Insurance - New Plan Design</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Blue Care Elect Preferred (PPO)	\$19,101	\$7,387	1
BCBS Network Blue New England	\$18,180	\$7,032	41
City of Worcester Direct (HMO)	\$11,513	\$4,531	46
City of Worcester Advantage (HMO)	\$14,053	\$5,660	<u>105</u>
Total Active Enrollments			193

**Retired Employees**

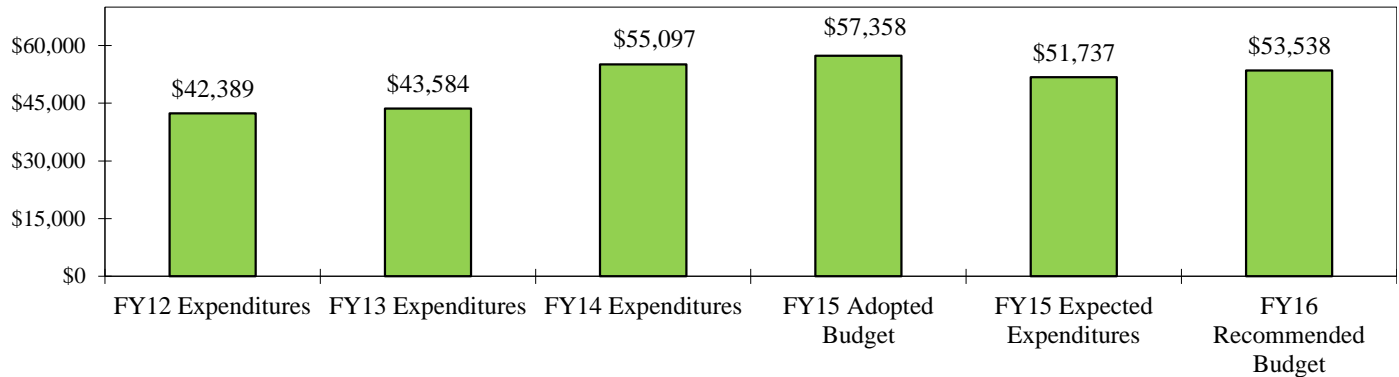
<u>Total City Annual Cost for Health Insurance - New Plan Design</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Blue Care Elect Preferred (PPO)	\$19,101	\$7,387	42
BCBS Network Blue New England	\$18,180	\$7,032	257
City of Worcester Direct (HMO)	\$11,513	\$4,531	63
City of Worcester Advantage (HMO)	\$14,053	\$5,660	259

**Retired Employees**

<u>Total City Annual Cost for Health Insurance - Medicare Supplemental</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Medex II	\$5,544	\$2,772	1,493
Tufts Complement	\$5,256	\$2,628	436
Fallon Premier (HMO)	\$5,382	\$2,691	86
Tufts Preferred Prime (HMO)	\$4,518	\$2,259	<u>267</u>
Total Retiree Enrollments			2,903

**OTHER INSURANCE PROGRAMS**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$57,358	\$51,737	\$53,538	-7%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL OTHER INSURANCE PROGRAMS</b>	\$57,358	\$51,737	\$53,538	-7%



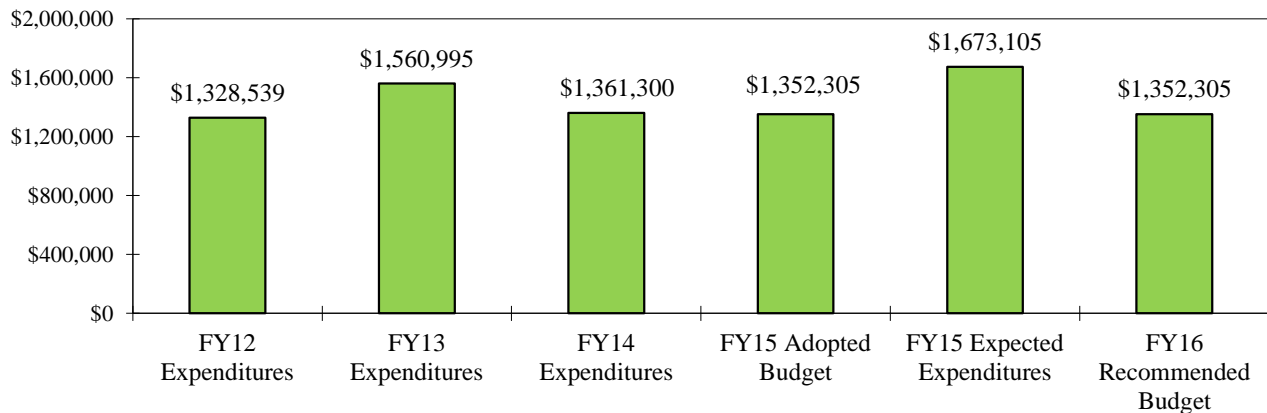
Prior to FY03, this account funded the cost of insurance premiums chargeable to the Worcester Public Schools for comprehensive physical property damage coverage for buildings, contents, and boilers. The city decided to self-insure for building insurance since FY03 and continues to do so and the WPS self-insured for boiler insurance between FY07-FY10. In FY11, the WPS began boiler insurance coverage in order to maintain proper annual inspections. It is recommended that this insurance coverage continue through the FY16 budget. The WPS is required to purchase building insurance for the rental property at St. Casimir's (\$15,050). In addition, this budget provides annual funds to cover Worcester Technical High School student accident insurance (\$1,320) and athletic employees (\$1,801). The student activity and athletic bonding insurance maintain three year cycles.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Building Insurance	\$15,374	\$15,050	\$15,050	-2%
(5000) B. Building Boiler Insurance	\$38,403	\$35,367	\$35,367	-8%
(5000) C. Other Insurance Programs	\$3,581	\$1,320	\$3,121	-13%
<b>TOTAL</b>	<b>\$57,358</b>	<b>\$51,737</b>	<b>\$53,538</b>	<b>-7%</b>



**WORKERS COMPENSATION**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,352,305	\$1,673,105	\$1,352,305	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL WORKERS COMPENSATION</b>	\$1,352,305	\$1,673,105	\$1,352,305	0%

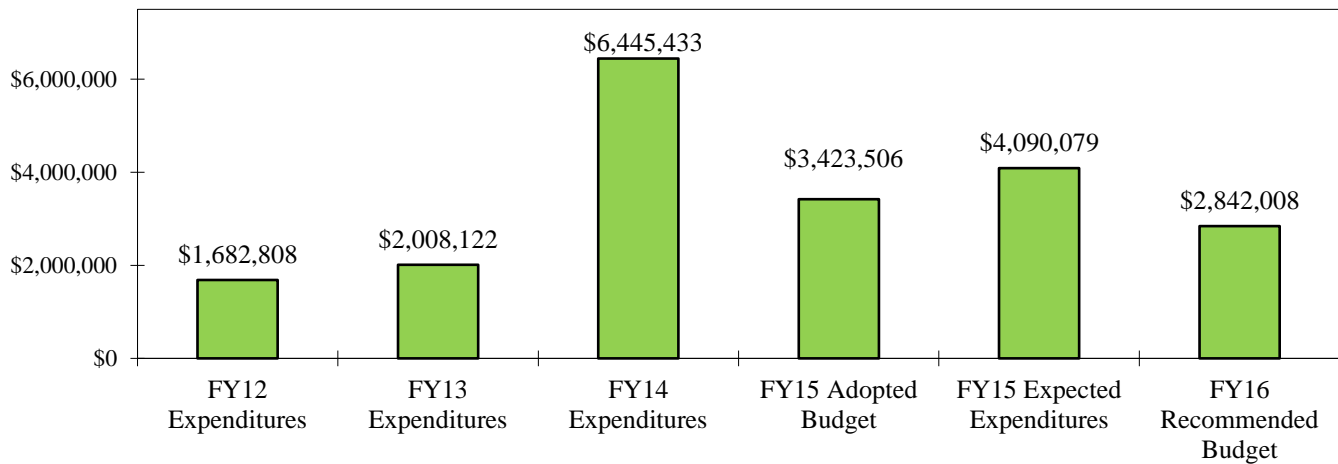


This account provides assistance to employees and/or their spouses when the employee has been injured on the job. Expenditures include the service costs of physicians, hospitals, and prescriptions as well as the payment of wages during periods of disability when employees are unable to return to work. Charges to this account also include payments to employees who have retired due to injuries sustained while performing their duties for the Worcester Public Schools. The City of Worcester uses a third-party administrator for the workers' compensation administration. This option allows for a professional team of insurance, risk management, and medical professionals to coordinate and evaluate the cases quickly and comprehensively, resulting in faster assessment and medical treatment, accurate and timely reporting, and increased monitoring. The account is recommended to be level funded in FY16.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Active Salaries (91000)	\$686,300	\$760,887	\$686,300	0%
(5000) B. Inactive Salaries (91000)	\$200,000	\$250,375	\$200,000	0%
(5000) C. Management Contract (92000)	\$52,305	\$52,305	\$52,305	0%
(5000) D. Cost Containment Charges (92000)	\$20,000	\$38,008	\$20,000	0%
(5000) E. Medical Bills (96000)	\$393,700	\$571,530	\$393,700	0%
<b>Total</b>	<b>\$1,352,305</b>	<b>\$1,673,105</b>	<b>\$1,352,305</b>	<b>0%</b>

**500130-92000; 500130-96000**
**PERSONAL SERVICES**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,423,506	\$4,090,079	\$2,842,008	-17%
<b>GRANT SOURCES</b>	\$733,369	\$733,369	\$729,621	-1%
<b>TOTAL PERSONAL SERVICES</b>	\$4,156,875	\$4,823,448	\$3,571,629	-14%



This account provides for acquiring various services throughout the Worcester Public Schools as follows:

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) A. Staff Development	\$165,500	\$145,500	\$165,500	0%
(1000) B. Legal Consultation & Settlements	\$156,000	\$409,185	\$531,000	240%
(3000) C. Physician Consultation & Nurses Services	\$20,000	\$20,000	\$20,000	0%
(2000) D. Special Education Services	\$2,065,035	\$2,351,846	\$1,265,035	-39%
(3000) E. Graduation Expenses	\$43,700	\$43,700	\$43,700	0%
(1000) F. Human Resources Automated Services	\$75,000	\$73,894	\$79,400	6%
(2000) G. Collaborations	\$90,000	\$65,000	\$40,000	-56%
(2000) H. NEASC Evaluations	\$0	\$0	\$15,000	0%
(3000) I. Security Guards	\$116,258	\$116,258	\$116,258	0%
(1000) J. Employee Assistance Program (96000)	\$24,283	\$24,283	\$24,283	0%
(2000) K. Mentoring Program	\$30,000	\$30,000	\$30,000	0%
(1000) L. Contractual Employee Reimbursement	\$31,500	\$31,500	\$31,500	0%
(2000) M. Arts Consultants	\$119,000	\$119,000	\$129,000	8%
(3000) N. Translation	\$195,000	\$385,285	\$195,000	0%
(9000) O. Tuition (Non Special Education)	\$167,229	\$149,628	\$31,331	-81%
(2000) P. Advanced Placement Program	\$125,000	\$125,000	\$125,000	0%
<b>TOTAL</b>	<b>\$3,423,506</b>	<b>\$4,090,079</b>	<b>\$2,842,008</b>	<b>-17%</b>

**500130-92000; 500130-96000****PERSONAL SERVICES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Staff Development	\$165,500	\$145,500	\$165,500	0%

This account funds all the expenses related to curriculum and staff/professional development for the district. Staff Development monies support the on-going workshops for all employees in the Worcester Public Schools, both instructional and non-instructional. The account is recommended to be level funded in FY16.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. Legal Consultation & Settlements	\$156,000	\$409,185	\$531,000	240%

This account represents the costs associated with outside legal consultation dealing primarily in areas of labor relations, including contract negotiations/administration and grievance/arbitrations. In addition, this account provides funding for special education legal services that may be required when there is a difference of opinion about the most appropriate program and parents exercise their right to initiate the appeals process mandated under MGL Chapter 766. The district also seeks legal consultation on a variety of issues during the course of the year (i.e. discipline, procedural issues). In addition, all costs associated with third party arbitrations are funded through this account. The FY16 budget reflects negotiated and anticipated settlement agreements.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Physician Consultation & Nurses Services	\$20,000	\$20,000	\$20,000	0%

The FY16 budget reflects funding for the contract with UMass Memorial for physician consulting services whenever required by the school nurses (\$20,000).

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Special Education Services	\$2,065,035	\$2,351,846	\$1,265,035	-39%

This account funds a variety of services provided for special education students including independent evaluations, contracted specialized medical and educational services, contracted home and hospital instruction, and translation/interpreter services. The district continues to reduce its reliance on certain third party special education providers by hiring and training staff to perform specialized services in a cost effective manner. The decrease in this account represents the continued expansion of the district's internal capacity. Additional funding (\$198,000) is used from the federal IDEA grant to offset these costs.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Graduation Expenses	\$43,700	\$43,700	\$43,700	0%

These funds are required to pay for the costs of high school and middle school graduations, including the rental of the Worcester DCU Center, police coverage, as well as the rental of sound systems, chairs, and staging equipment when necessary.

**500130-92000; 500130-96000****PERSONAL SERVICES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) F. Human Resources Automated Services	\$75,000	\$73,894	\$79,400	6%

This account funds the automated substitute placement system and a national on-line application program. The on-line substitute placement system (through Frontline Placement Technologies) is \$20,213, the on-line employment application process (through SchoolSpring, Inc.) is \$10,100 and the electronic educator evaluation program (through Teachpoint) is \$43,500.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Collaborations	\$90,000	\$65,000	\$40,000	-56%

This account provides funds for the collaboration between the WPS and the UMass Medical Pipeline for health career opportunities for all schools (K-12) in the North Quadrant (\$40,000). The district's portion of the collaboration with the Children's Friend Society was discontinued during FY15.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. NEASC Evaluations	\$0	\$0	\$15,000	0%

The Worcester Technical High School is scheduled for their accreditation site visit by the New England Association of Schools and Colleges (NEASC) during FY16.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. Security Guards	\$116,258	\$116,258	\$116,258	0%

This funding provides for the security guards stationed at the South/Sullivan complex, Doherty, North, Worcester Technical High, Gerald Creamer Center, Jacob Hiatt and the Fanning Building. These guards are outside of the school buildings and their primary responsibility is to monitor those individuals who enter onto school property, ensuring that the individuals are authorized visitors. This line item is recommended to be level funded in FY16.

**500130-92000; 500130-96000****PERSONAL SERVICES**

	FY16			
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) J. Employee Assistance Program (96000)	\$24,283	\$24,283	\$24,283	0%

This account provides for an Employee Assistance Program through contracted services. The Employee Assistance Program is administered by a third party to provide up to two free counseling sessions for each employee, and members of their immediate family, to promote their emotional and financial well-being. Additionally, employees exhibiting problematic behavior in the workplace are referred by administration to assure their fitness for continued service.

	FY16			
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) K. Mentoring Program	\$30,000	\$30,000	\$30,000	0%

The FY16 budget provides funds for the contractual teacher mentoring program.

	FY16			
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) L. Contractual Employee Reimbursement	\$31,500	\$31,500	\$31,500	0%

This account provides funding required by collective bargaining agreements with the EAW Vocational Teachers, School Nurses, and Instructional Assistants to provide for certain levels of tuition reimbursement. This account also funds reimbursement for bus drivers' CDL renewals through the Registry of Motor Vehicles and annual license renewals through the Department of Public Utilities.

	FY16			
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) M. Arts Consultants	\$119,000	\$119,000	\$129,000	8%

This account pays for consultants in dance, theater, vocal music, and instrumental music. The consultants work with groups of students and also give private lessons. Students involved are at the Worcester Arts Magnet School and the arts magnet program at Burncoat Middle and High School. The increase in this account will provide full-year core programming without external fundraising at Burncoat Middle and High Schools.

	FY16			
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) N. Translation	\$195,000	\$385,285	\$195,000	0%

This account pays for expenses related to both contracted interpretive services and translation of WPS forms and documents.

**500130-92000; 500130-96000****PERSONAL SERVICES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) O. Tuition (Non Special Education)	\$167,229	\$149,628	\$31,331	-81%

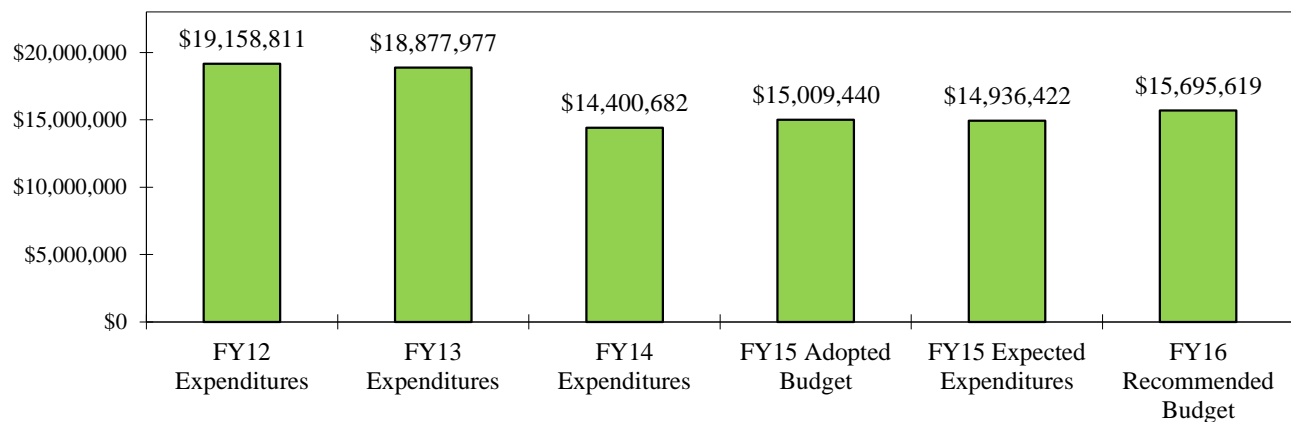
This account provides funding for DESE required tuition payment for one out-of-district Chapter 74 vocational students, one student (\$14,416) will be graduating in June of 2016 and one student recently graduated in June of 2015. This account also includes the payment to Quinsigamond Community College for the Gateway to College program (\$16,915). The Gateway to College Program is calculated based upon student's participation in the program.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) P. Advanced Placement Program	\$125,000	\$125,000	\$125,000	0%

This account provides funds for the continued expansion of the Advanced Placement Program. This account provides for additional AP textbooks for new courses and added sections as well as technology and ongoing PD materials. These funds also support materials for each school's AP clubs and AP family awareness nights in the elementary and middle schools. Also, this account funds student transportation throughout the year to authentic learning experiences such as visits to the UMASS Biology labs and Saturday sessions. This line item is recommended to be level funded in FY16.

**SPECIAL EDUCATION TUITION**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$15,009,440	\$14,936,422	\$15,695,619	5%
<b>GRANT SOURCES</b>	\$3,456,151	\$3,456,151	\$3,372,806	-2%
<b>TOTAL SPECIAL EDUCATION TUITION</b>	\$18,465,591	\$18,392,573	\$19,068,425	3%

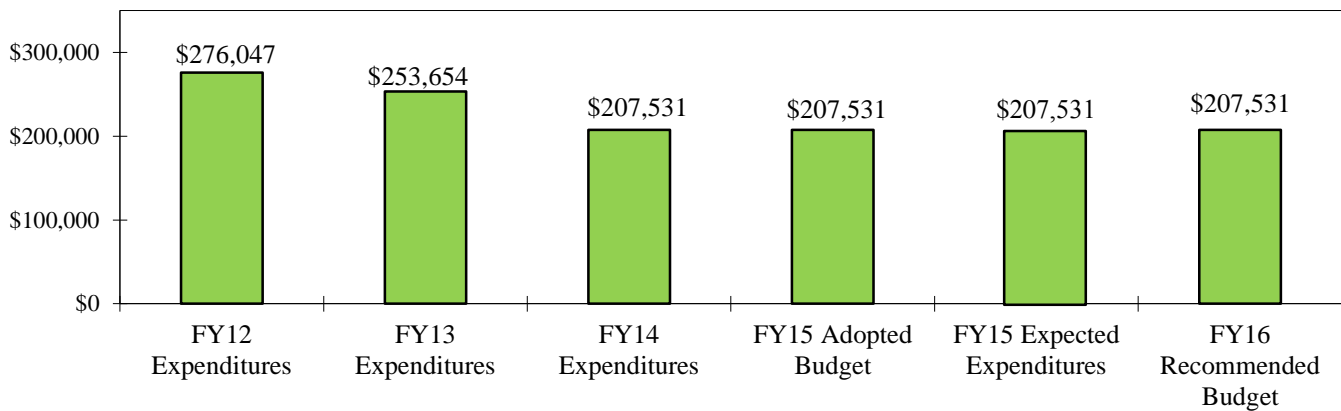


Federal (Individuals with Disabilities Education Act, IDEA) and state (603 CMR Section 28.00) special education laws and regulations require that a full continuum of services be available to meet the needs of students with disabilities. The tuition account supports placement of students in more restrictive settings (state approved special education day and residential programs) when a special education team determines that this is the most appropriate placement to meet the educational needs of a child. This account funds the out-of-district tuition for approximately 415 students annually. The account is supplemented with \$3.37 million in special education reimbursement from the state through so-called "circuit breaker" funding. This reimbursement amount is expected to be fully funded in the state budget. The increase in this account is associated with the Central Massachusetts Special Education Collaborative.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Special Education Tuition	\$15,009,440	\$14,936,422	\$15,695,619	5%
<b>TOTAL</b>	\$15,009,440	\$14,936,422	\$15,695,619	5%

**PRINTING & POSTAGE**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$207,531	\$207,531	\$207,531	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL PRINTING &amp; POSTAGE</b>	\$207,531	\$207,531	\$207,531	0%



Expenditures charged to this account provide funding for the costs of paper and other supplies consumed in the production of the entire system's printing requirements. The costs of postage for mailing requirements is also included in this account.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$105,000	\$105,000	\$105,000	0%
(1000) B. Printing Supplies - Districtwide	\$102,531	\$102,531	\$102,531	0%
<b>TOTAL</b>	\$207,531	\$207,531	\$207,531	0%

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$105,000	\$105,000	\$105,000	0%

The account funds the cost of stamps issued to the building principals for school mailings as well as costs of postage for mailings processed through the central mailroom. Approximately 200,000 pieces of first class mail are processed annually through the central mailroom which includes, but is not limited to interim and final report cards, Human Resources' correspondence to staff and teaching candidates, Medicaid inquiries with return postage, purchase orders, transportation notification of route assignments to certain students, student transfer materials, and pupils' cumulative records. Cost-effective bulk mail rates are used when possible and the district participates in a postage savings program. This program has been expanded to reduce postage rates depending on weight, as well as the envelop size.

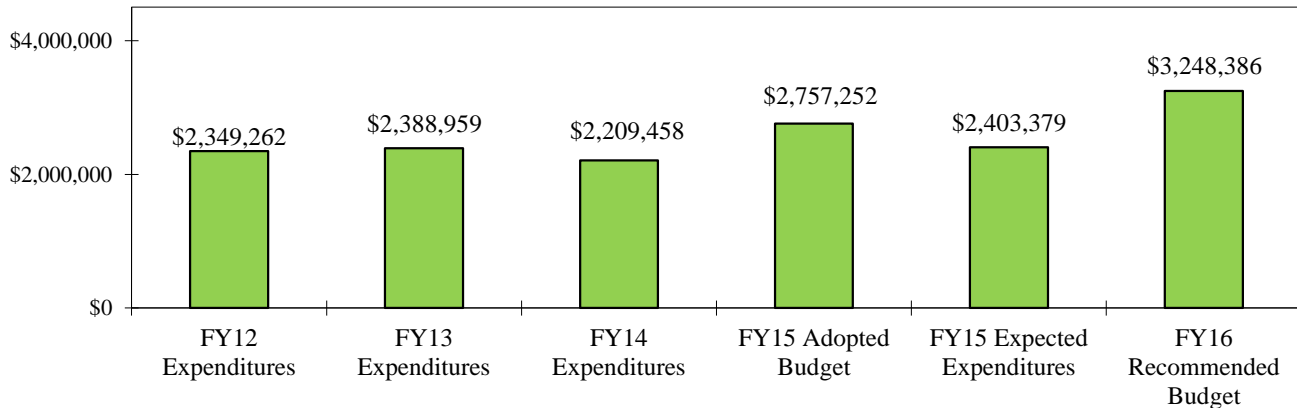


			FY16	
	FY15 Adopted	FY15 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) B. Printing Supplies - Districtwide	\$102,531	\$102,531	\$102,531	0%

During FY15, the Digital Document Center (DDC) was created at the Durkin Administration Building to reduce district and school printing costs. Print jobs are submitted electronically and delivered back to school locations via courier within two business days. This has reduced the need for printing supplies at the school level. This account provides the Digital Document Center with paper, toner, envelopes and other various items to produce approximately 1,500 school and district orders annually.

**INSTRUCTIONAL MATERIALS**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,757,252	\$2,403,379	\$3,248,386	18%
<b>GRANT SOURCES</b>	\$815,532	\$815,532	\$641,520	-21%
<b>TOTAL INSTRUCTIONAL MATERIALS</b>	\$3,572,784	\$3,218,911	\$3,889,906	9%



This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY16 budget provides \$68 per pupil for instructional supplies and materials, representing the same allocation as the FY15 budget. Schools use these funds to implement their School's Accountability Plan. The budget continues funding of \$1 per pupil for elementary recess supplies.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Instructional Materials	\$2,134,624	\$1,936,724	\$2,532,758	19%
(2000) B. Education Division Supplies	\$215,020	\$59,047	\$265,020	23%
(2000) C. Student Support Services	\$40,000	\$40,000	\$83,000	108%
(2000) D. Testing & Value Added Assessment	\$17,608	\$17,608	\$17,608	0%
(2000) E. Non-Recurring Textbook Purchases	\$350,000	\$350,000	\$350,000	0%
<b>TOTAL</b>	<b>\$2,757,252</b>	<b>\$2,403,379</b>	<b>\$3,248,386</b>	<b>18%</b>

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Instructional Materials	\$2,134,624	\$1,936,724	\$2,532,758	19%

School related supplies include the per pupil allocation. It is recommended to fund \$68 per pupil as the allocation for school improvement purposes, capital improvement needs and approved technology plan needs. The disbursement of these funds will support the school improvement plans. This account reflects the same level of per pupil funding as the FY15 budget, however includes the recently approved elementary math textbooks.

**INSTRUCTIONAL MATERIALS**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Education Division Supplies	\$215,020	\$59,047	\$265,020	23%

Certain system-wide instructional materials are provided for in this account. Areas such as Special Education (\$70,000), ELL (\$16,250), Physical Education (\$1,250), Occupational Education (\$25,000), Curriculum Development (\$122,520), Superintendent (\$20,000) and Chief Academic Officer (\$10,000). IDEA, a Federal Special Education grant, provides additional funds for Special Education requirements. The increase will fund equipment and supplies for added Special Education classrooms.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Student Support Services	\$40,000	\$40,000	\$83,000	108%

Funds from this account provide for both consumable and non-consumable materials for Special Education Itinerants, School Adjustment Counselors/Elementary Guidance Counselors, and School Psychologists use with students. The account also supports the supply needs of the Pupil Personnel and Special Education Offices, and augments Secondary Guidance Program needs for technology software and assessment reports. This increase represents costs associated with student testing materials.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Testing & Value Added Assessment	\$17,608	\$17,608	\$17,608	0%

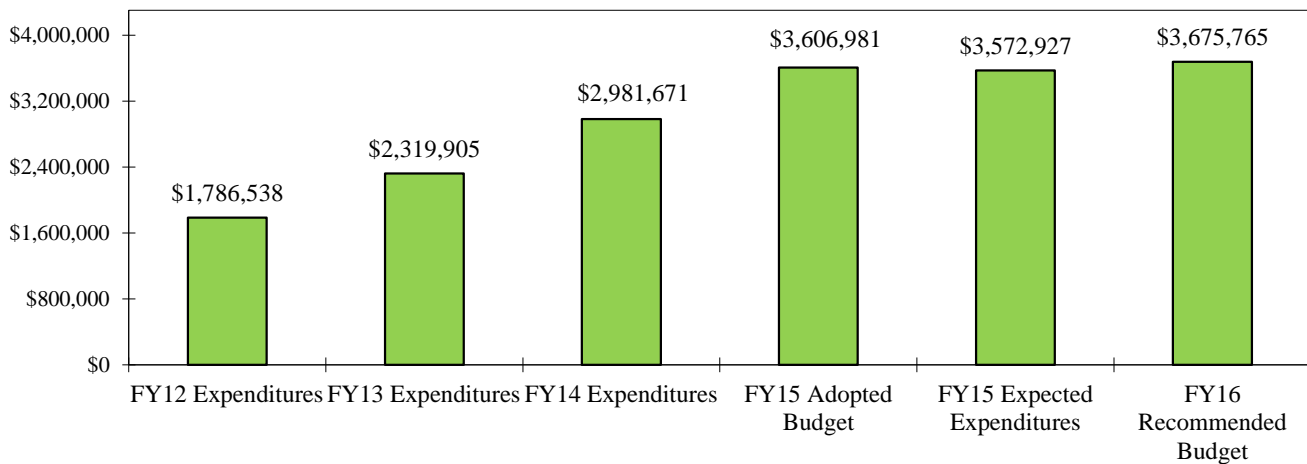
Funds from this account provide for both consumable and non-consumable standardized test materials and training. Teachers will continue to use Measures of Academic Progress (MAP) value-added tests as diagnostic tools in order to prepare WPS students for the annual MCAS exams.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Non-Recurring Textbook Purchases	\$350,000	\$350,000	\$350,000	0%

This budget reflects the anticipated increase in charter school tuition assessment that will result from the final state assessment in July. Historically, the charter school tuition assessments included in the House of Representative's budget are lower than the final assessment determined in July. The Administration would utilize these funds for instructional purposes during the summer months should funds become available after the final assessments are known.

**500136-92000; 500136-93000; 540136-92000**
**MISCELLANEOUS EDUCATIONAL OM**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,606,981	\$3,572,927	\$3,675,765	2%
<b>GRANT SOURCES</b>	\$260,657	\$260,657	\$227,000	-13%
<b>TOTAL MISCELLANEOUS EDUCATIONAL OM</b>	\$3,867,638	\$3,833,584	\$3,902,765	1%



Funds assigned to this account are used to provide indirect support to instructional programs as follows:

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$375,309	\$401,437	\$411,422	10%
(1000) B. Employee Recruitment/Advertising	\$31,600	\$34,798	\$31,600	0%
(1000) C. Dues and Memberships	\$42,531	\$43,606	\$45,512	7%
(1000) D. Moving Expenses	\$10,000	\$10,000	\$10,000	0%
(2000) E. Alternative Program	\$704,680	\$704,680	\$704,680	0%
(7000) F. Building and Parking Lot Rentals (540136-92000)	\$419,561	\$411,909	\$421,951	1%
(4000) G. Maintenance and Repair of Equipment	\$27,000	\$27,000	\$27,000	0%
(2000) H. Instructional Technology	\$1,226,700	\$1,206,700	\$1,226,700	0%
(2000) I. Instructional Technology Equipment (93000)	\$250,000	\$250,000	\$250,000	0%
(1000) J. Food, Meetings, Receptions	\$8,000	\$8,000	\$8,000	0%
(1000) K. Office Supplies	\$23,500	\$24,734	\$23,500	0%
(2000) L. Copier Leases and Maintenance	\$33,000	\$47,365	\$33,000	0%
(4000) M. Environmental Management Systems	\$350,000	\$295,298	\$350,000	0%
(3000) N. School Nurses Medical Supplies	\$27,000	\$27,000	\$27,000	0%
(3000) O. School Safety Equipment	\$50,000	\$50,000	\$75,000	50%
(1000) P. Audit Fees	\$21,700	\$24,000	\$24,000	11%
(3000) Q. Worcester Future Teachers	\$6,400	\$6,400	\$6,400	0%
<b>TOTAL</b>	<b>\$3,606,981</b>	<b>\$3,572,927</b>	<b>\$3,675,765</b>	<b>2%</b>

**MISCELLANEOUS EDUCATIONAL OM**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$375,309	\$401,437	\$411,422	10%

This account funds fees and licenses related to educational programs including AVID licenses (\$51,200); credit recovery software for North High School, Creamer Center and Challenge & Reach Academies (\$71,494); Virtual High School (\$30,000); and PSAT (\$25,658); Measures of Academic Progress (\$169,000) and DIBELS (\$64,070). The increase line item reflects anticipated costs for these programs in FY16.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. Employee Recruitment/Advertising	\$31,600	\$34,798	\$31,600	0%

These expenditures are associated with the recruitment of administrators, teachers, support staff and building principals. This amount includes advertising in minority-oriented publications to help meet the district's affirmative action hiring goals.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) C. Dues and Memberships	\$42,531	\$43,606	\$45,512	7%

These expenditures fund the costs of annual dues for staff participation in professional associations. Their purpose is to provide information and access to activities and trends taking place in current educational practice, research, and development. New England Association of Schools and Colleges (\$22,845); Massachusetts Association of School Committees (\$7,655); Massachusetts Association of Superintendents (\$6,000); N.E. School Development Council (\$4,625); Massachusetts Association of School Business Officials (\$2,122); HACU Hispanic Membership (\$1,575); Human Resource Management Associates (\$325); Society for Human Resource Management (\$180); MASPA (\$185). The increase in this account represents anticipated costs for FY16.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) D. Moving Expenses	\$10,000	\$10,000	\$10,000	0%

This account funds the cost of using outside contractors for moving furniture and equipment between buildings or in the event larger items are donated to the district and need to be delivered to a specific location.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Alternative Program	\$704,680	\$704,680	\$704,680	0%

Since the Woodward Day School Satellite Program began in October 1995, alternative education services have been provided to regular education students who received long-term suspensions from the WPS. The program maintains a safe environment in which appropriate levels of academic instruction and support necessary to accommodate the individual educational need of a diverse population are provided. The staff works closely with the WPS home school staff to ensure the curriculum a particular student is participating in is similar to that being offered by the home school. Additionally, this program, in cooperation with the Worcester Youth Guidance Center, offers a variety of treatment services including individual counseling, mediation and family counseling. The funding is needed for students receiving services at the program due to Mass. General Law, Ch. 71, S37H1/2 regarding the principals' authority to expel or suspend students charged with or convicted of a felony. The FY16 cost represents the assessment for Worcester as part of the Central Massachusetts Special Education Collaborative.

**500136-92000; 500136-93000; 540136-92000****MISCELLANEOUS EDUCATIONAL OM**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(7000) F. Building and Parking Lot Rentals (540136-92000)	\$419,561	\$411,909	\$421,951	1%

This account funds the rental of space for the special education alternative program at St. Casimir's (\$55,363), the special education bus lot on Freemont Street for the WPS owned vehicles (\$184,330), use of gymnasium and parking lot at the YMCA for the Jacob Hiatt Magnet School (\$46,812), parking lot rental of Chatham Street (\$25,728), parking lot rental of Richard Street (\$7,000), rental of parking spaces for Gates Lane School (\$12,600), and the rental of classroom space for Chandler Elementary School to alleviate severe overcrowding (\$90,117).

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) G. Maintenance and Repair of Equipment	\$27,000	\$27,000	\$27,000	0%

These funds provide for maintaining equipment assets in safe and serviceable condition. Included is the annual inspection and repair as necessary of the gymnasium equipment inventory as well as the equipment operated by all other departments including, but not limited to, technology, industrial arts, occupational arts, special education, as well as printing and photocopying equipment. Transportation equipment maintenance costs are not included here; they are reflected in a separate account (540141-92000).

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. Instructional Technology	\$1,226,700	\$1,206,700	\$1,226,700	0%

The technology budget is used to maintain, upgrade, and supplement the existing educational and administrative technology. This includes computer hardware, printers, network routers and switches, software, web services, other applicable technologies and for all 7,500 computers in the district. FY16 will be the second year of the five-year lease cycle. This account also provides for the purchase of component parts, tools, and test equipment used by the computer and repair technicians to maintain the inventory of equipment.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) I. Instructional Technology Equipment (93000)	\$250,000	\$250,000	\$250,000	0%

The technology budget is used to maintain, upgrade, and supplement the existing educational and administrative technology. This includes computer hardware, printers, network routers and switches, software, web services, and all other applicable technologies for costs greater than \$1,000 per unit.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) J. Food, Meetings, Reception	\$8,000	\$8,000	\$8,000	0%

Expenditures cover meal costs when they are determined to be appropriate in light of attendance, time, or location circumstances. They are associated with required meetings after normal working hours that extend into the evening as well as activities such as staff development, recruiting, and interview panels.

**MISCELLANEOUS EDUCATIONAL OM**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) K. Office Supplies	\$23,500	\$24,734	\$23,500	0%

Purchases charged to this account are made from competitively bid contracts for furnishing supplies used in the current office environment, such as computer paper, photocopier, and facsimile machine supplies as well as general supplies including envelopes, labels, binders, and so on. Also, this account is responsible for the costs of annual reports and newsletter supplies and photographs as well as award presentation supplies.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) L. Copier Leases and Maintenance	\$33,000	\$47,365	\$33,000	0%

This account funds the leases and annual maintenance for copiers at DAB.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) M. Environmental Management Systems	\$350,000	\$295,298	\$350,000	0%

This account provides funds for consulting and evaluation services related to an Environmental Management System (EMS), as initiated through in a consent agreement between the Worcester Public Schools, the Attorney General, and the State Department of Environmental Protection. The EMS was created to develop written standard operating procedures to manage environmental issues throughout the district. The issues include, but are not limited to, asbestos, hazardous materials, hazardous waste, chemical safety, and incident response. Pollution prevention and toxic use reduction will be incorporated into each segment. The system will include district wide inspections of targeted areas and extensive training on environmental best practices and procedures. The system will also develop an EMS manual that includes written standardized operating procedures and guidelines to address the required elements of the consent order.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) N. School Nurses Medical Supplies	\$27,000	\$27,000	\$27,000	0%

Funds assigned to this account are used to provide direct care and assessment to the students in each school. They represent the costs of necessary screenings and health care administered by the school nurses.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) O. School Safety Equipment	\$50,000	\$50,000	\$75,000	50%

Funds assigned to this account provide the purchases of equipment vital to the safety of our students and improved school security: walkie talkies, surveillance cameras, monitors, window and door locks, and door alarms. The increase in this account represents the need for upgraded equipment.

**500136-92000; 500136-93000; 540136-92000****MISCELLANEOUS EDUCATIONAL OM**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) P. Audit Fees	\$21,700	\$24,000	\$24,000	11%

This account funds the cost of the annual audit of the End of Year Pupil and Financial Report, as well as the student activity audit. The increase represents actual expenditures.

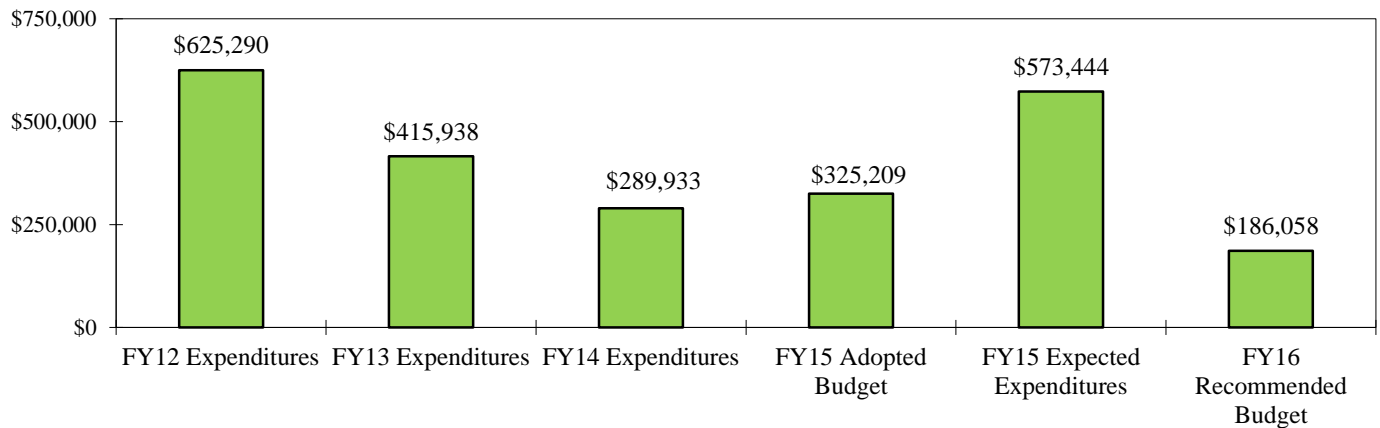
	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) Q. Worcester Future Teachers	\$6,400	\$6,400	\$6,400	0%

This funding supports the Worcester Future Teachers Academy (WFTA). The goals of the WFTA are to prepare and encourage at-risk minority and low income students to excel academically in secondary school, enroll in institutions of higher education and consider careers in education.



**UNEMPLOYMENT COMPENSATION**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$325,209	\$573,444	\$186,058	-43%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL UNEMPLOYMENT COMPENSATION</b>	\$325,209	\$573,444	\$186,058	-43%

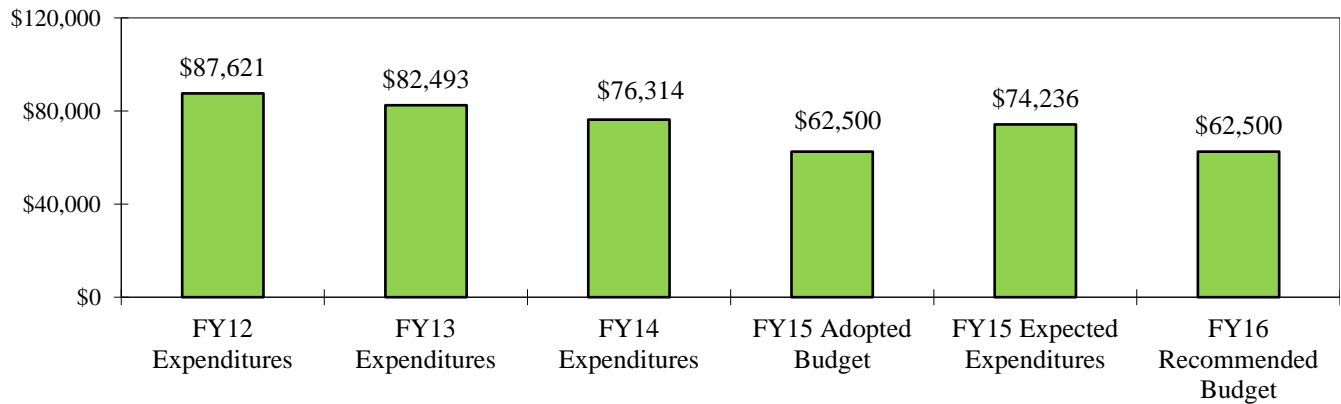


This account provides funding to cover unemployment costs as determined by the Massachusetts Division of Employment and Training. These costs include those associated with dismissal of employees who are not performing in a satisfactory manner, the non-renewal of employees who have not complied with the system's certification guidelines, and those eligible for benefits as a result of layoffs. The school system is required to reimburse the state on a dollar-for-dollar basis for the specific amounts of each employment claim that is approved. The reduction in this line item is due to projected costs for the upcoming year.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Unemployment Compensation	\$325,209	\$573,444	\$186,058	-43%
<b>TOTAL</b>	\$325,209	\$573,444	\$186,058	-43%

**IN STATE TRAVEL**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$62,500	\$74,236	\$62,500	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL IN STATE TRAVEL</b>	\$62,500	\$74,236	\$62,500	0%

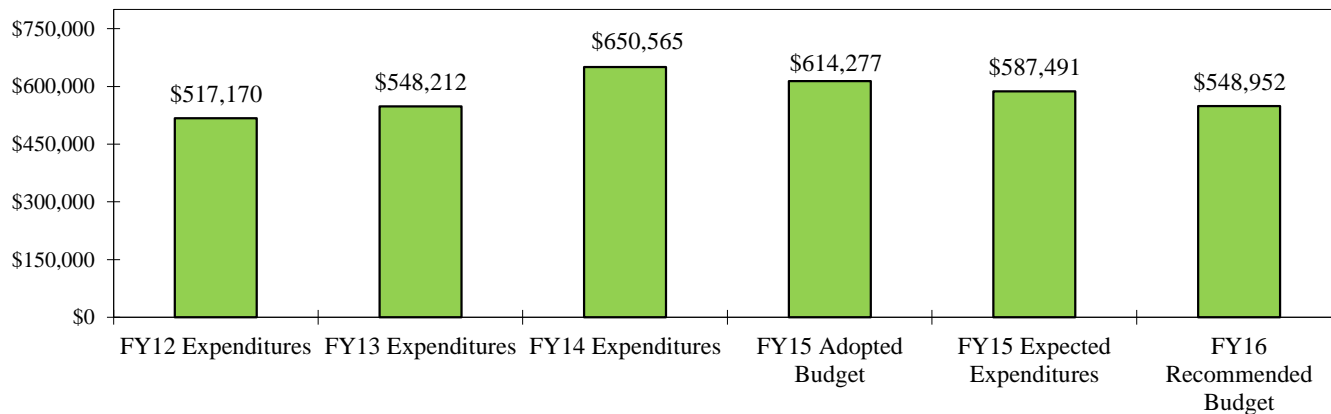


This account provides for reimbursement of \$0.575 per mile, in accordance with the January 1, 2015 standard rate of the I.R.S., to employees for travel expenses incurred using personal vehicles in the performance of their assigned duties. Reimbursable costs include tolls and parking expenses when attending conferences as well as travel required between buildings during normal duty hours. Federal and state grants provide funding to cover the in-state travel requirements of all employees paid for with grant funds.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. In State Travel	\$62,500	\$74,236	\$62,500	0%
<b>TOTAL</b>	\$62,500	\$74,236	\$62,500	0%

**VEHICLE MAINTENANCE**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$614,277	\$587,491	\$548,952	-11%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL VEHICLE MAINTENANCE</b>	\$614,277	\$587,491	\$548,952	-11%



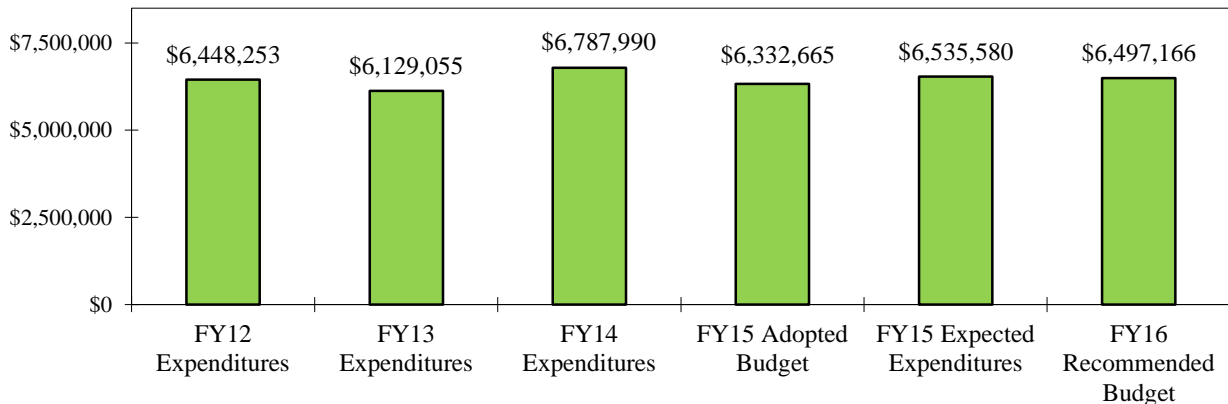
This account funds the fuel and maintenance on all school department vehicles. In addition, the cost of gasoline for lawnmowers, snow blowers, trimmers, etc., is funded from this account. The decrease in this account reflects the contract price of gasoline purchased through the City of Worcester.

Area	Vehicles
Special Education	44
Facilities Department	11
Utility Crew	7
School Vans	2
Warehouse	1
Vocational	1
<b>Total</b>	<b>66</b>

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(4000) A. Fuel & Maintenance - Transportation (540141-92000)	\$516,011	\$497,611	\$453,487	-12%
(4000) B. Fuel & Maintenance - Facilities	\$98,266	\$89,880	\$95,465	-3%
<b>TOTAL</b>	<b>\$614,277</b>	<b>\$587,491</b>	<b>\$548,952</b>	<b>-11%</b>

**BUILDING UTILITIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$6,332,665	\$6,535,580	\$6,497,166	3%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL BUILDING UTILITIES</b>	\$6,332,665	\$6,535,580	\$6,497,166	3%



This account provides funding for the cost of utilities (oil, natural gas, electricity) to all Worcester Public School buildings. Energy saving measures and computerized energy management systems continue to be implemented in the buildings in order to help control the costs in this account.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$2,456,440	\$2,562,168	\$2,496,160	2%
(4000) B. Electricity	\$3,330,207	\$3,430,710	\$3,455,027	4%
(4000) C. #2 Fuel Oil	\$75,900	\$75,900	\$75,900	0%
(4000) D. Energy Manangement	\$39,235	\$43,619	\$0	-100%
(4000) E. Telephone and Data Service	\$430,883	\$423,183	\$470,079	9%
<b>TOTAL</b>	<b>\$6,332,665</b>	<b>\$6,535,580</b>	<b>\$6,497,166</b>	<b>3%</b>

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$2,456,440	\$2,562,168	\$2,496,160	2%

This account provides the funding for the cost of natural gas, which is used in the heating of the majority of the district's buildings. Currently, natural gas is the most affordable heating option offered and is also one of the "cleaner" choices available. The FY16 budget is based on an estimated approximate price of \$1.11 per therm (inclusive of supply and delivery) and the current contract for supply is effective through October of 2015 (FY16). The FY16 anticipated usage is approximately 2.1 million therms.

**500146-92000**
**BUILDING UTILITIES**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Electricity	\$3,330,207	\$3,430,710	\$3,455,027	4%

This account provides the funding for the cost of electricity throughout the district's facilities and related equipment. The new contract began March 1, 2014 and is effective through February 29, 2016. Using data usage at each location, this projection is based upon 24 million kWh that are used in the district annually. The current price is approximately fifteen cents per kilowatt and is inclusive of both the supply and delivery rates.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) C. #2 Fuel Oil	\$75,900	\$75,900	\$75,900	0%

This account provides funding for the cost of #2 fuel oil that is utilized in only three remaining sites (St. Casimir's, Foley Stadium, Harlow Street) within the district. The FY16 budget assumes an average cost of oil to be approximately \$3.30 per gallon (same rate assumed for FY15). The following is a historical perspective of this account:

<u>Fiscal Year</u>	<u>Gallons</u>	<u>Schools</u>	<u>Avg Price</u>	<u>Fiscal Year</u>	<u>Gallons</u>	<u>Schools</u>	<u>Avg Price</u>
FY15	30,120	3	\$2.11	FY13	55,500	5	\$3.20
FY14	25,750	3	\$3.30	FY12	65,280	5	\$3.23

	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Energy Manangement	\$39,235	\$43,619	\$0	-100%

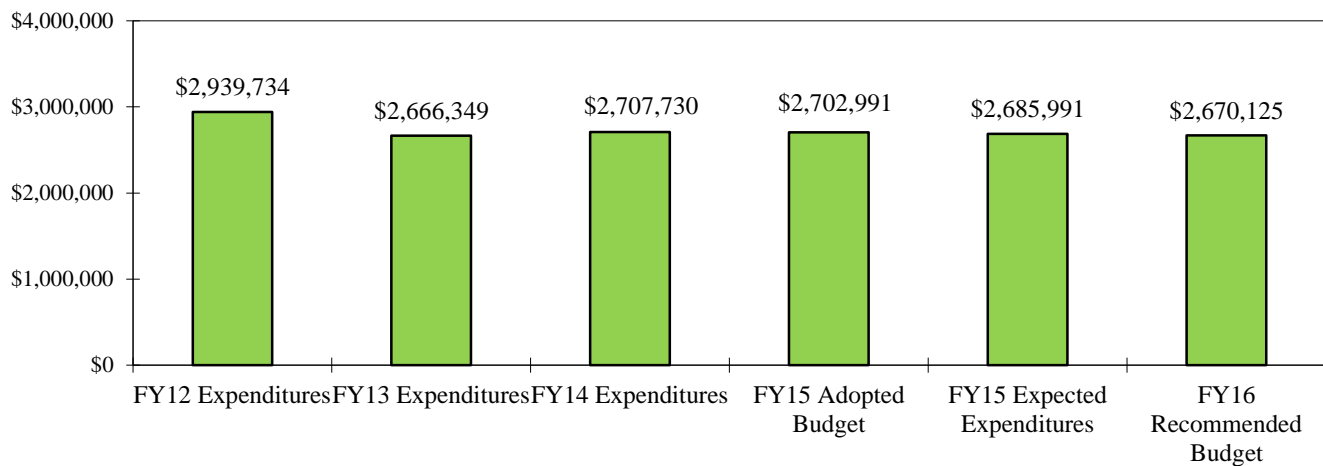
The decrease in this account represents the transfer of energy management services to district staff instead of utilizing third party services. The remaining funding for the utility tracking program has been transferred to account 500152-92000.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) E. Telephone and Data Service	\$430,883	\$423,183	\$470,079	9%

This account provides funds for the cost of telephone service (Centrex, long distance, fire alarm circuits, cellular) for the district. Also included are costs associated with data service, internet access and the Connect-Ed school-to-home communication system. The cost for Connect-Ed service remains at \$3.00 per pupil in FY16. The increase to this account represents necessary upgrades to the district's internet connectivity, as well as the changes with E-Rate reimbursements.

**FACILITIES ORDINARY MAINTENANCE**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,702,991	\$2,685,991	\$2,670,125	-1%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL FACILITIES OM</b>	\$2,702,991	\$2,685,991	\$2,670,125	-1%



The account provides funding for the entire range of expenses managed by the Facilities division. This includes trash removal, repair of buildings by outside contractors, building repairs by WPS staff, construction and custodial supplies, as well as other miscellaneous expenses. With the exception of trash removal, this account remains level funded for FY16.

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(4000) A. Trash Removal	\$476,041	\$459,041	\$438,000	-9%
(4000) B. Building Repair	\$1,269,350	\$1,269,350	\$1,269,350	0%
(4000) C. Construction Supplies	\$602,100	\$602,100	\$602,100	0%
(4000) D. Custodial Supplies	\$337,500	\$337,500	\$337,500	0%
(4000) E. Miscellaneous Facilities	\$18,000	\$18,000	\$23,175	22%
<b>TOTAL</b>	<b>\$2,702,991</b>	<b>\$2,685,991</b>	<b>\$2,670,125</b>	<b>-1%</b>

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(4000) A. Trash Removal	\$476,041	\$459,041	\$438,000	-9%

This account provides funding for the removal, disposal and recycling of trash throughout the district. The reduction in this account reflects the city's FY16 contracted rates.

**FACILITIES ORDINARY MAINTENANCE**

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Building Repair	\$1,269,350	\$1,269,350	\$1,269,350	0%

This account provides for the repair of buildings, (roofs, masonry, heating systems, plumbing, electrical, etc.) as well as the repair of elevators, fire extinguishers, sprinkler systems, emergency generators, fire alarm systems, security systems, intercoms, and clock and bell systems that are performed by outside contractors.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) C. Construction Supplies	\$602,100	\$602,100	\$602,100	0%

This account provides funding for the purchase of all supplies used for the construction and maintenance (i.e., painting, masonry, lumber/carpentry, hardware, heating, plumbing, and glazing supplies) by the Facilities staff to maintain buildings. It also provides funds in order to purchase tools and supplies used by the utility crew.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Custodial Supplies	\$337,500	\$337,500	\$337,500	0%

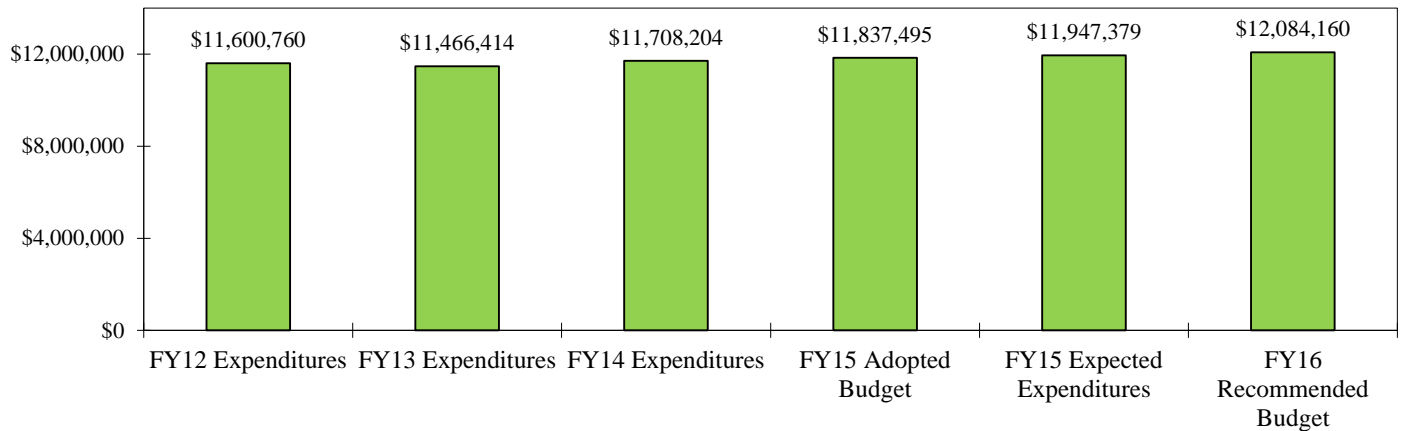
This account provides funds for the purchase of cleaning supplies (i.e., soap, disinfectant cleaners, floor stripper, sealer and wax, carpet shampoo, mops, brooms, paper towels, toilet tissue, cleaning rags, protective clothing and small equipment used for yard maintenance, etc.) to be used by the custodial staff.

	FY16			
	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) E. Miscellaneous Facilities	\$18,000	\$18,000	\$23,175	22%

This account provides funding for the purchase of office supplies, web-based computer software to facilitate work-order requests, rental of equipment, as well as other miscellaneous expenses required by the Facilities division. The increase is the funding for the district's utility tracking program that was previously located in 500146-92000.

**CHILD NUTRITION PROGRAM**

	FY15 Adopted Budget	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>CHILD NUTRITION PROGRAM</b>	\$11,837,495	\$11,862,379	\$12,084,160	2%



The Nutrition Department's FY16 recommended budget is based on the average of daily meals, breakfasts and snacks served from September 2014 through April 2015. The program serves almost five million meals annually to the students of Worcester Public Schools. Approximately 15,800 lunches, 10,400 breakfasts, 1,000 adult and "a la carte" meals, and 1,000 afternoon snacks are prepared on a daily basis. The majority of these meals qualify for federal and state reimbursements. The funding from the federal and state reimbursements, along with the revenue generated from food sales is planned to successfully balance with operating expenditures and no local appropriation from the general fund will be required.

The FY16 state reimbursements rates will remain level funded at this time, federal rates are estimated to increase by two cents for both the breakfast and lunch reimbursements. The FY16 budget also reflects an increase of five cents for the school lunch price from \$1.75 to \$1.80. This is a result of the Healthy, Hunger-Free Kids Act of 2010: Equity in School Lunch Pricing. The price of paid meals will need to increase annually until price equity is achieved. Also, included with the Hunger-Free Kids Act of 2010, an additional six cents per lunch reimbursement that became available to districts during FY14. Worcester Public Schools also receives a Fresh Fruit & Vegetable Grant that funds an additional nine helper positions and provides fourteen schools within the district, direct access to fruits and vegetables during the school day. During the 2013-2014 school year, there was an expansion of "breakfast in the classroom" at seven elementary schools, allowing for a greater extension of breakfast to students that wouldn't normally visit the cafeteria upon entrance in the morning. This has increased breakfast participation rates.

The Department remains committed to maintaining the current meals-per-labor hour average of 14.3 for the 2015-2016 school year and will continue to strive to reach the attainable goal of 15 MPLH. The average meals-per-labor hour productivity rate was 12 when the plan was approved by the School Committee in 2004. Also, the electronic payment system that was introduced during FY12 has provided a convenient pre-payment option to parents who wish to pay for school lunch using a checking account or credit card. The system also allows parents to view transactions to stay connected with their child's daily schedule. The parent portal developed by the district was able to be transitioned to the new point-of-sale software and hardware that was implemented during the 2013-2014 school year. The department is in the second year of a three year lease cycle for all POS units located in the schools across the district.



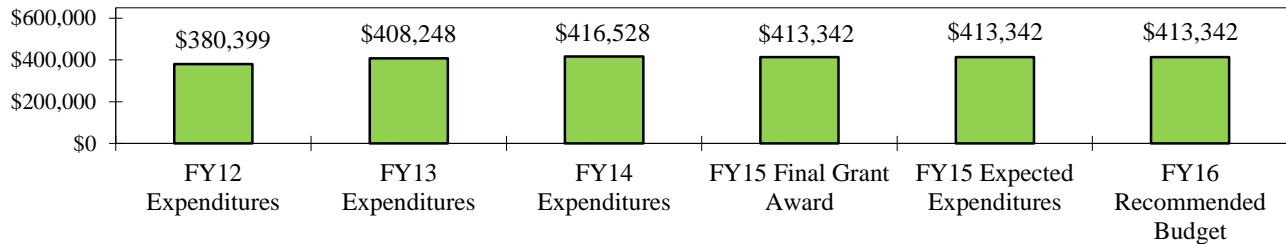
**CHILD NUTRITION PROGRAM**

	FY15 Adopted Budget	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Administrators (Directors & Supervisors)	\$261,280	\$263,893	\$266,801	2%
(3000) B. School Based Managers	\$705,693	\$833,578	\$757,101	4%
(3000) C. Trainer Chef	\$45,000	\$17,780	\$66,294	47%
(3000) D. Cooks & Bakers	\$840,200	\$848,601	\$868,878	3%
(3000) E. Permanent Kitchen Helpers	\$1,881,921	\$1,947,310	\$1,920,739	2%
(3000) F. Other Support Staff & Contractual Payments	\$759,177	\$802,240	\$829,969	9%
(3000) G. Summer Feeding Program	\$197,000	\$224,079	\$204,740	4%
(3000) H. Food Supplies	\$4,926,216	\$4,660,611	\$4,975,272	1%
(4000) I. Maintenance and Repair	\$200,000	\$191,808	\$175,000	-13%
(3000) J. Leases and Rentals	\$145,000	\$164,494	\$145,000	0%
(3000) K. Other Supplies (Paper & Misc.)	\$346,825	\$399,970	\$321,825	-7%
(4000) L. Equipment	\$75,000	\$55,274	\$50,000	-33%
(5000) M. Fringe Benefits	\$1,454,183	\$1,452,741	\$1,502,541	3%
<b>TOTAL</b>	<b>\$11,837,495</b>	<b>\$11,862,379</b>	<b>\$12,084,160</b>	<b>2%</b>

<b>POSITION HISTORY</b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
Administrators	4	4	4	4
Managers	20	20	20	21
Trainer Chef	0	0	1	1
Cooks & Bakers	31	31	31	32
Permanent Kitchen Helpers	165	165	165	165
MEO Drivers	3	3	3	3
Support Staff	4	4	4	4.5
<b>Total</b>	<b>227</b>	<b>227</b>	<b>228</b>	<b>230.5</b>

**HEAD START SUPPLEMENTAL**

	FY16			
	FY15 Final Grant Award	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>HEAD START SUPPLEMENTAL</b>	\$413,342	\$413,342	\$413,342	0%



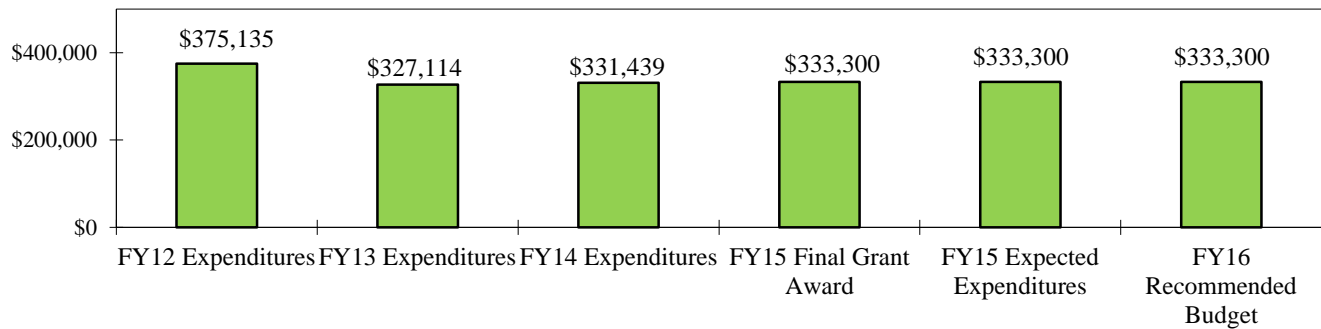
These state awarded funds are intended to enhance program capacity to serve Head Start children. Other uses of funds include the increase of professional development opportunities available to staff, enhancement of program quality by requiring Head Start (HS) and Early Head Start (EHS) center-based and family child care programs to participate in QRIS, and provide non-federal matching funds for the Head Start program. The grant was cut by 11% in February 2015 due to State budget cuts. The FY16 budget is level funded at this lower rate.

	FY16			
	FY15 Final Grant Award	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev	\$409,209	\$409,209	\$409,209	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$4,133	\$4,133	\$4,133	0%
<b>TOTAL</b>	<b>\$413,342</b>	<b>\$413,342</b>	<b>\$413,342</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

**FRESH FRUITS AND VEGETABLES**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>FRESH FRUITS AND VEGETABLES</b>	\$333,300	\$333,300	\$333,300	0%



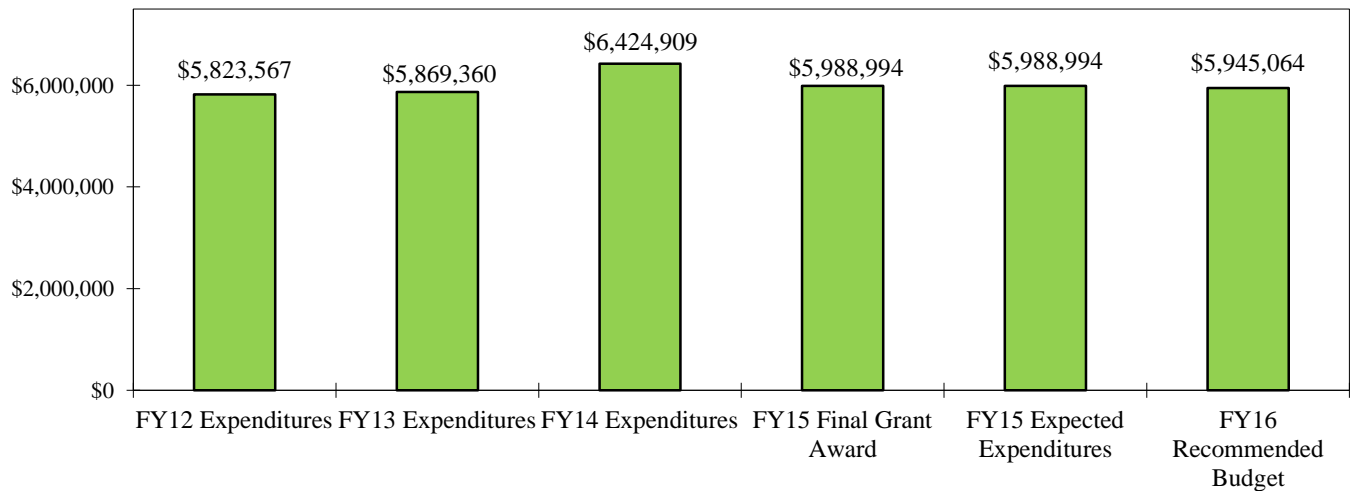
The Food, Conservation and Energy Act of 2008 authorized funding for a program that offers free fruits and vegetables to students during the school day. The program begins distribution of fruits and vegetables at the start of the school year and makes them available through the end of the school year. The purpose of the program is to increase and expand both fruit and vegetable consumption in elementary schools above and beyond the reimbursable meal program. Participation is offered to individual schools where 50% or more of the student enrollment are eligible for free or reduced meals. During the 2014-2015 school year the following schools participated in the program: Belmont Street, Burncoat Preparatory, Canterbury Street, Chandler Elementary, Chandler Magnet, City View, Columbus Park, Elm Park, Goodard School, Grafton Street, Lincoln Street, Union Hill, Vernon Hill, and Woodland Academy.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$101,605	\$101,605	\$101,605	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(3000) J. Non-Instructional Supplies & Materials	\$228,365	\$228,365	\$228,365	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$3,330	\$3,330	\$3,330	0%
<b>TOTAL</b>	<b>\$333,300</b>	<b>\$333,300</b>	<b>\$333,300</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	9.00	9.00
<b>TOTAL</b>	<b>9.00</b>	<b>9.00</b>

**HEAD START**

			FY16	
	FY15 Final	FY15 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
<b>HEAD START</b>	\$5,988,994	\$5,988,994	\$5,945,064	-1%



Head Start is a comprehensive preschool program, serving approximately 649 children ranging from three years to kindergarten entrance age. Eligibility is based on income guidelines established annually by the federal government. Currently, there are three Head Start locations within the district: Greendale School, Millbury Street School, and Mill Swan School. Worcester Public Schools was awarded the competitive five year grant that commenced on July 1, 2014 and will run through April 30, 2019.

The primary responsibility of the Head Start Program is to establish a supportive learning environment for children and families. The federal government mandates that Head Start programs promote school readiness through cognitive, language, social and emotional development. The 2007 Head Start reauthorization requires programs to implement standards of learning in early literacy, language, science, social studies and numeracy to ensure all children will enter school with a solid foundation for lifelong learning. The Head Start Program is also mandated by the federal government to provide supplemental services. Head Start empowers families to identify individual strengths, challenges, interests and helps them solve problems and connect with community resources.

Head Start support staff consists of Family Service Advocates, Nurses, Disabilities/Mental Health Staff, Hygienists, and Nutritionists that work together as a team to provide a continuum of care, education and services that allow stable uninterrupted support. Head Start fosters the role of parents/guardians as the primary educators of their children and works in partnership with families to actively engage them in the educational process.

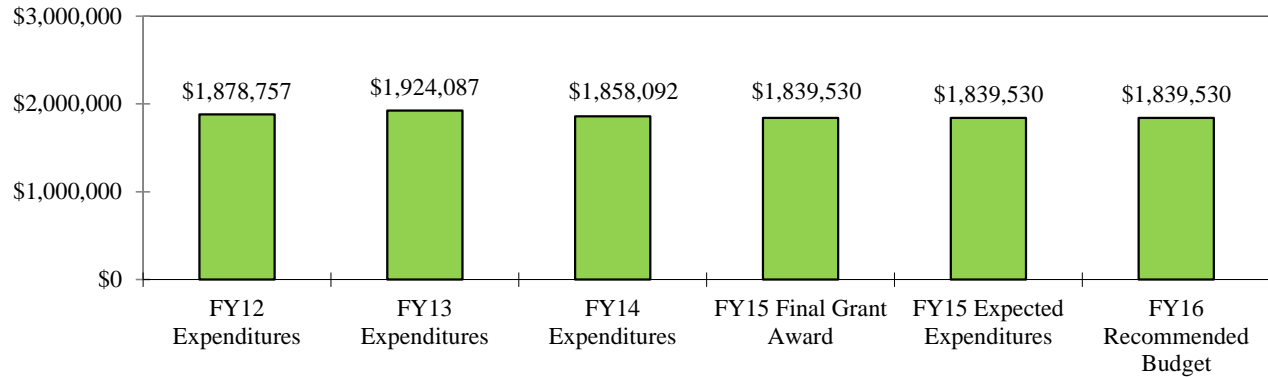
**HEAD START**

	FY15 Final	FY15 Expected	FY16 Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
(1000) A. Administration	\$103,182	\$103,182	\$106,883	4%
(2000) B. Teachers	\$576,956	\$576,956	\$594,800	3%
(2000) C. Instructional Assistants	\$860,277	\$860,277	\$886,884	3%
(4000) D. Custodial Salaries	\$270,386	\$270,386	\$270,367	0%
(3000) E. Transportation Salaries	\$12,026	\$12,026	\$12,398	3%
(3000) F. Clerical Salaries	\$283,884	\$283,884	\$292,664	3%
(3000) G. Family & Community Partner Personnel	\$433,014	\$433,014	\$446,406	3%
(3000) H. Other Staff Salaries	\$1,121,374	\$1,121,374	\$1,156,056	3%
(3000) I. After School Programs & Staff Dev.	\$8,500	\$8,500	\$9,500	12%
(3000) J. Grant & Program Support	\$85,960	\$85,960	\$88,619	3%
(5000) K. MTRS Assessment	\$0	\$0	\$0	0%
(5000) L. Health, Retirement & Unemployment	\$1,622,335	\$1,622,335	\$1,480,360	-9%
(3000) M. Contractual Services	\$56,405	\$56,405	\$63,755	13%
(1000) N. Legal & Accounting Services	\$5,500	\$5,500	\$5,500	0%
(5000) O. Health & Disability Services	\$4,167	\$4,167	\$4,000	-4%
(3000) P. Food Service	\$52,200	\$52,200	\$43,500	-17%
(3000) Q. Child Transportation	\$60,000	\$60,000	\$60,000	0%
(4000) R. Maintenance and Repair	\$135,048	\$135,048	\$112,540	-17%
(4000) S. Utilities/Telephone	\$10,200	\$10,200	\$8,500	-17%
(1000) T. Office Supplies	\$38,880	\$38,880	\$32,400	-17%
(3000) U. Child and Family Services Supplies	\$18,600	\$18,600	\$15,500	-17%
(3000) V. Food Service Supplies	\$18,096	\$18,096	\$15,080	-17%
(3000) W. Other Supplies	\$15,000	\$15,000	\$15,000	0%
(3000) X. Nutrition and Parent Services	\$5,000	\$5,000	\$5,000	0%
(5000) Y. Building & Child Liability Insurance	\$20,500	\$20,500	\$20,500	0%
(3000) Z. Local Travel	\$19,375	\$19,375	\$20,500	6%
(5000) AA. City Indirect Assessment	\$152,129	\$152,129	\$178,352	17%
<b>TOTAL</b>	<b>\$5,988,994</b>	<b>\$5,988,994</b>	<b>\$5,945,064</b>	<b>-1%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administration	1.00	1.00
Teachers	14.50	14.50
Instructional Assistants	43.00	43.00
Educational Support	49.50	49.50
Grant & Program Support	5.50	5.50
<b>TOTAL</b>	<b>113.50</b>	<b>113.50</b>

**TITLE II TEACHER QUALITY**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>TITLE II TEACHER QUALITY</b>	\$1,839,530	\$1,839,530	\$1,839,530	0%



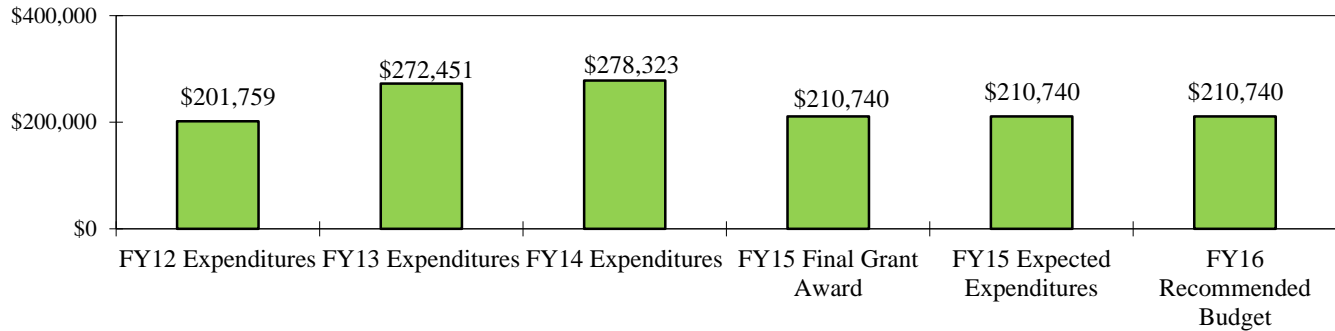
The goal of the Title IIA Teacher Quality Grant is to increase academic achievement by improving teacher quality. Key findings in the district's most recent professional development survey shows an increased need for strengthening core instruction with an emphasis on writing and reading comprehension. The district has committed to providing and training an instructional coach located at every school to help support high quality instruction in every classroom. Additionally, after school professional development services are available for teachers. The needs assessment and programming planning are designed through analyzing both the School Accountability Plans and the PD Standards Assessment Inventory (SAI). By examining various data, all schools identify an instructional focus and professional development which is then delivered to Instructional Leadership Teams and Focused Instructional Coaches on a monthly basis to address the needs of students. The funding provides fourteen Instructional Coach positions to all secondary and non-Title I elementary schools, as well as the funding for the Manager of Professional Learning.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$141,555	\$141,555	\$142,995	1%
(2000) B. Instructional Coaches	\$1,154,700	\$1,154,700	\$1,177,794	2%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$155,145	\$155,145	\$158,248	2%
(5000) G. MTRS Assessment	\$116,663	\$116,663	\$118,871	2%
(5000) H. Health & Retirement	\$148,034	\$148,034	\$130,017	-12%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$33,881	\$33,881	\$24,053	-29%
(3000) K. Miscellaneous ED OM	\$2,000	\$2,000	\$0	0%
(5000) L. Non-Public School Allocation	\$69,157	\$69,157	\$69,157	0%
(5000) M. City Indirect Assessment	\$18,395	\$18,395	\$18,395	0%
<b>TOTAL</b>	<b>\$1,839,530</b>	<b>\$1,839,530</b>	<b>\$1,839,530</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators	1.05	1.05
Instructional Coaches	14.00	14.00
Instructional Assistants		
Educational Support		
Grant & Program Support	2.50	2.50
<b>TOTAL</b>	<b>17.55</b>	<b>17.55</b>

**ESSENTIAL SCHOOL HEALTH**

	FY15 Final Grand Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>ESSENTIAL SCHOOL HEALTH</b>	\$210,740	\$210,740	\$210,740	0%



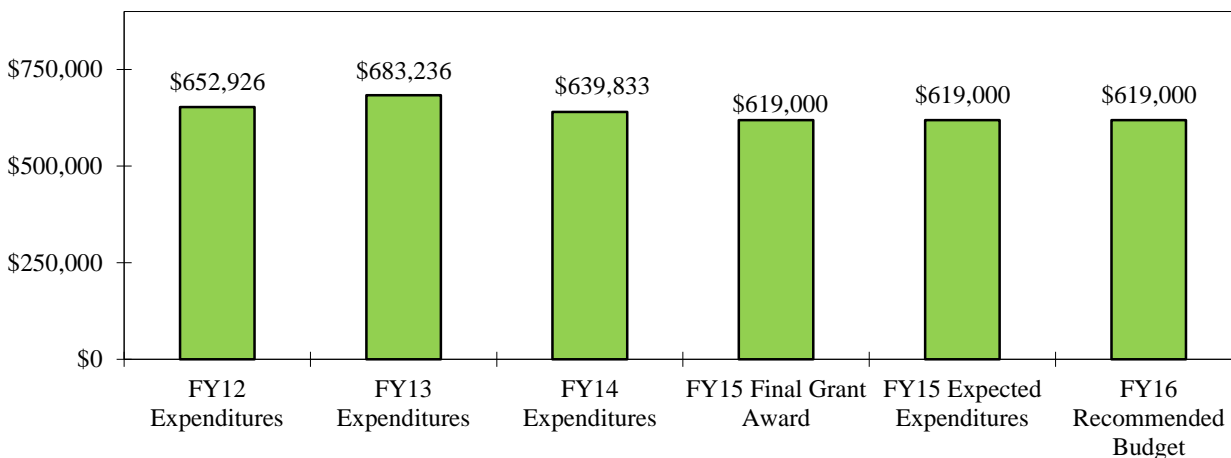
The purpose of the Essential School Health grant is to continue to establish the infrastructure of providing all school-age children access to a school health service program. It is designed to be linked with community partners and also offers a range of prevention, assessment, referral and treatment services for healthy weight, substance abuse, tobacco and mental health. The FY16 grant is anticipated to be level funded.

	FY15 Final Grand Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$15,000	\$15,000	\$15,000	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$93,000	\$93,000	\$93,000	0%
(3000) F. Grant & Program Support	\$28,000	\$28,000	\$28,000	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$17,220	\$17,220	\$17,220	0%
(3000) J. Non-Instructional Supplies & Materials	\$38,218	\$38,218	\$38,218	0%
(3000) K. Miscellaneous ED OM	\$5,000	\$5,000	\$5,000	0%
(5000) L. Non-Public School Allocation	\$11,480	\$11,480	\$11,480	0%
(5000) M. City Indirect Assessment	\$2,822	\$2,822	\$2,822	0%
<b>TOTAL</b>	<b>\$210,740</b>	<b>\$210,740</b>	<b>\$210,740</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators	0.20	0.20
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.50	0.50
<b>TOTAL</b>	<b>0.70</b>	<b>0.70</b>

**COORDINATED FAMILY AND  
COMMUNITY ENGAGEMENT**

	FY15 FY15 Final Grand Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>COORDINATED FAMILY AND COMMUNITY ENGAGEMENT</b>	\$619,000	\$619,000	\$619,000	0%



The Coordinated Family and Community Engagement (CFCE) grant is a consolidated application that includes the former Massachusetts Family Network, Community Partnership for Children and Parent Child Home Program/Joint Family Support programs. The grant provides comprehensive support for children and their families from infancy through elementary school. The grant is designed to build a collaborative system of comprehensive services that include the public schools, Head Start, Early Care & Education providers and community based agencies within Worcester.

The Worcester Public Schools serves as the lead agency for this community-based grant. The district's role is to ensure fiscal accountability of funds provided through the grant, prepare the grant and any necessary amendments, organize and manage the delivery of comprehensive services, build collaborations and partnerships, and respond to any queries from the Department of Early Education and Care. An early childhood governing council consisting of various stakeholders including parents who work closely with the Coordinated Family and Community Engagement Coordinator ensures compliance with the goals and priorities of the CFCE grant. The council helps facilitate connections between public and private sectors that include businesses, community, higher education, foundations, libraries, and hospitals. The grant supports community wide activities that increase the knowledge and accessibility to high quality early education and care programs, collaboration, home visits, family education, engagement and literacy. Parent education and early literacy support are provided through the Parent Child Home Program visits and the Raising a Reader literacy model.

The grant helps the community strengthen school readiness skills by supporting young children and their families. The grant provides families with opportunities to attend playgroups and literacy activities, inquire about programs and access family events, special needs information and other programs. These opportunities help to develop a systematic communication and collaboration between all stakeholders in the community. All activities of the grant are aligned to the Department of Early Education and Care's Strategic Plan, focusing on family engagement, early literacy and school readiness. The grant was cut by 7% in February 2015 due to State budget cuts. The FY16 budget is level funded at this lower rate.



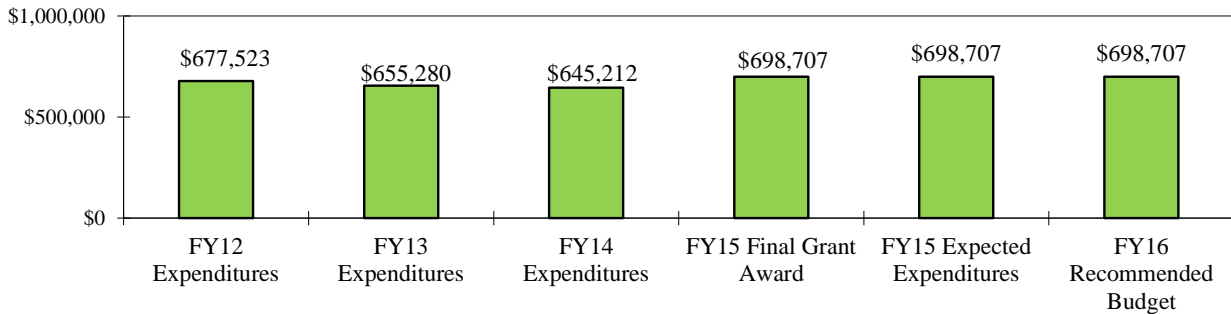
**COORDINATED FAMILY AND  
COMMUNITY ENGAGEMENT**

	FY15 Final Grand Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$79,780	\$79,780	\$81,375	2%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$289,700	\$289,700	\$284,200	-2%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$25,666	\$25,666	\$25,666	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$71,015	\$71,015	\$74,920	5%
(3000) I. Contractual Services	\$36,300	\$36,300	\$36,300	0%
(2000) J. Instructional Supplies & Materials	\$49,349	\$49,349	\$54,649	11%
(3000) K. Miscellaneous ED OM	\$61,000	\$61,000	\$55,700	-9%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$6,190	\$6,190	\$6,190	0%
<b>TOTAL</b>	<b>\$619,000</b>	<b>\$619,000</b>	<b>\$619,000</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators	1.00	1.00
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support	8.20	8.20
Grant & Program Support		
<b>TOTAL</b>	<b>9.20</b>	<b>9.20</b>

**INCLUSIVE PRESCHOOL LEARNING  
ENVIRONMENTS**

	FY15 FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>INCLUSIVE PRESCHOOL LEARNING ENVIRONMENTS</b>	\$698,707	\$698,707	\$698,707	0%



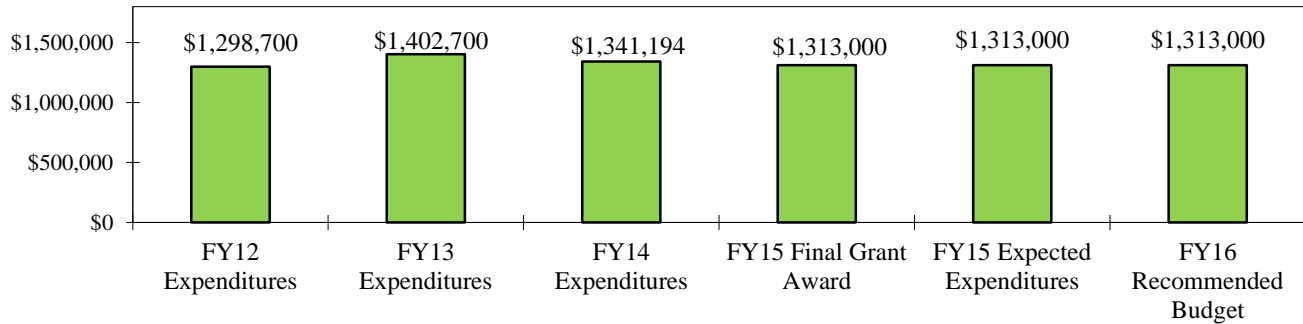
Inclusive Preschool Learning Environments funds are designated by the state and designed to support inclusive high quality learning environments for preschool children with disabilities in a mixed delivery system. All applicants must meet the standards/definition of Inclusive Preschool Learning Environments. The grant supports inclusive preschool learning environments serving preschool-age children with and without disabilities in high quality, inclusive early education and care settings. All full time positions are allowable at 80% of salaries. The other 20% of salaries comes from the Head Start grant.

	FY15 FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$177,748	\$177,748	\$181,303	2%
(2000) C. Instructional Assistants	\$252,968	\$252,968	\$258,027	2%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$267,991	\$267,991	\$259,377	-3%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$0	\$0	\$0	0%
<b>TOTAL</b>	<b>\$698,707</b>	<b>\$698,707</b>	<b>\$698,707</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers	8.80	8.80
Instructional Assistants	12.80	12.80
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>21.60</b>	<b>21.60</b>

**EXPANDED LEARNING TIME**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>EXPANDED LEARNING TIME</b>	\$1,313,000	\$1,313,000	\$1,313,000	0%



This state funded grant program provides financial assistance to local school districts with schools that have approved Expanded Learning Time (ELT) implementation plans. All participating schools must increase the amount of time in their schedules so that they operate at least 300 hours longer than the average in other schools within the district. Jacob Hiatt and City View schools currently have approved Expanded Learning Time programs. In the 2014-2015 school year each school received \$603,200 and \$709,800 respectively. The funding amount is calculated based on student count. The goal of the program is to provide more instructional opportunities in mathematics, literacy, science, and other core subjects to support student achievement; integrate enrichment opportunities into student learning; and provide adults with increased opportunities to plan and participate in professional development activities. The FY16 grant is anticipated to be level funded.

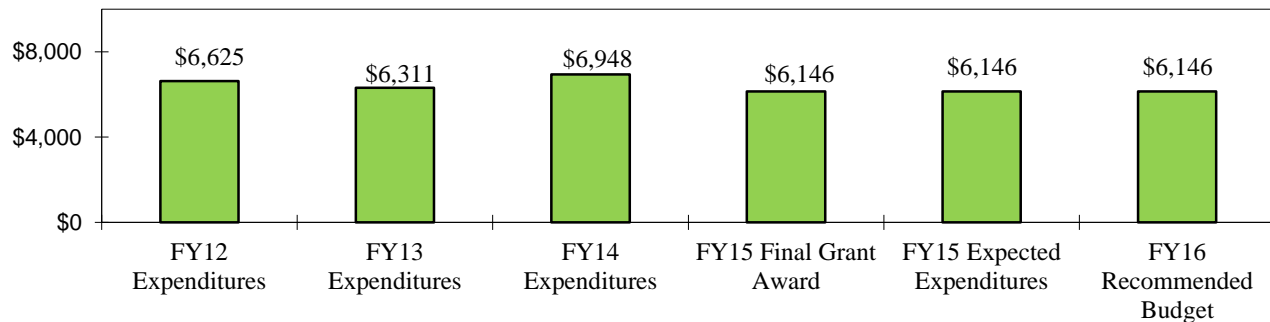
	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$11,500	\$11,500	\$11,500	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Dx D Substitutes	\$5,000	\$5,000	\$5,000	0%
(3000) E. After School Programs & Staff Dev.	\$1,116,187	\$1,116,187	\$1,138,510	2%
(3000) F. Grant & Program Support	\$47,200	\$47,200	\$48,144	2%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$11,000	\$11,000	\$11,385	4%
(3000) I. Contractual Services	\$35,535	\$35,535	\$40,000	13%
(2000) J. Instructional Supplies & Materials	\$72,448	\$72,448	\$44,331	-39%
(3000) K. Miscellaneous ED OM	\$1,000	\$1,000	\$1,000	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$13,130	\$13,130	\$13,130	0%
<b>TOTAL</b>	<b>\$1,313,000</b>	<b>\$1,313,000</b>	<b>\$1,313,000</b>	<b>0%</b>

**POSITION HISTORY**

	2014-15	2015-16
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	1.00	1.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>

**GED TEST CENTERS**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>GED TEST CENTERS</b>	\$6,146	\$6,146	\$6,146	0%



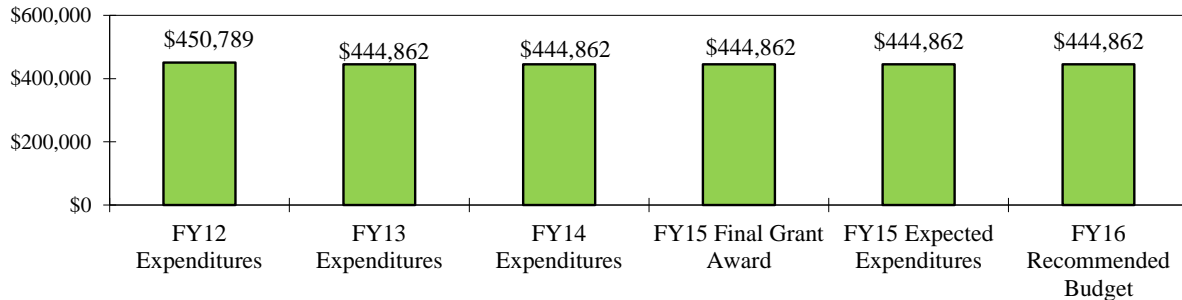
This state funded grant program is designed to assist in the day-to-day operation of High School Equivalency Assessment Centers including, but not limited to, test administration, test costs, scanning/scoring tests, special needs, and issuing required documents for the examinee and the state High School Equivalency Assessment Office at the Department of Elementary and Secondary Education. Worcester Public Schools is an approved test center. The FY16 grant is anticipated to be level funded.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$3,235	\$3,235	\$3,235	0%
(3000) K. Miscellaneous ED OM	\$2,850	\$2,850	\$2,850	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$61	\$61	\$61	0%
<b>TOTAL</b>	<b>\$6,146</b>	<b>\$6,146</b>	<b>\$6,146</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

**ADULT EDUCATION**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>ADULT EDUCATION</b>	\$444,862	\$444,862	\$444,862	0%



The purpose of this grant program is to establish free access for undereducated and limited English proficient adults to highly effective Adult Basic Education (ABE) services.

**Priorities are to support programs and/or collaborations that:**

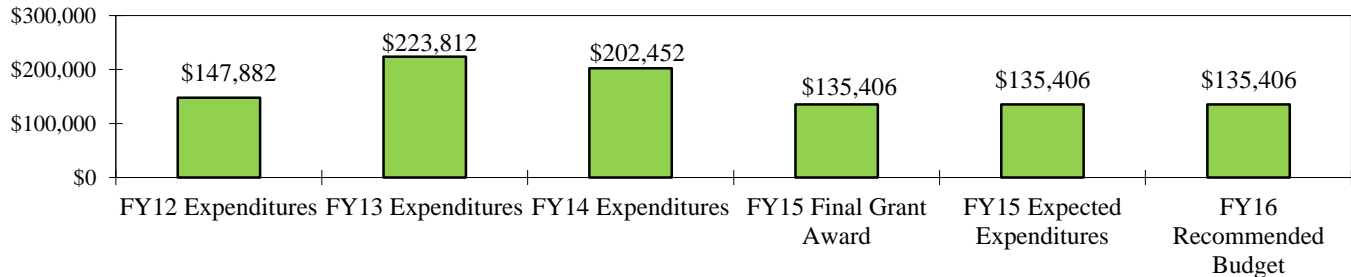
- Provide instructional and support services based on the needs that have been identified through a community planning partnership or other documented planning process
- Provide high quality services that are effective in assisting adults in critical thinking and achieving their goals as family members, workers, community members, and life-long learners
- Successfully transition undereducated and limited English proficient adults to higher education and good jobs that provide a living wage and opportunities for advancement
- Serve the students most in need of literacy and English communication skills
- Integrate ABE instructional services with other workforce development services
- Implement highly effective teaching methods based on research and evidence based practice

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$69,661	\$69,661	\$71,054	2%
(2000) B. Teachers	\$316,132	\$316,132	\$316,132	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$32,381	\$32,381	\$33,029	2%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$10,725	\$10,725	\$11,100	4%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$8,595	\$8,595	\$7,095	-17%
(3000) K. Miscellaneous ED OM	\$2,919	\$2,919	\$2,003	-31%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$4,449	\$4,449	\$4,449	0%
<b>TOTAL</b>	<b>\$444,862</b>	<b>\$444,862</b>	<b>\$444,862</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators	1.00	1.00
Teachers	8.35	8.35
Instructional Assistants		
Educational Support		
Grant & Program Support	0.63	0.63
<b>TOTAL</b>	<b>9.98</b>	<b>9.98</b>

**UNIVERSAL PRE-KINDERGARTEN**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>UNIVERSAL PRE-KINDERGARTEN</b>	\$135,406	\$135,406	\$135,406	0%



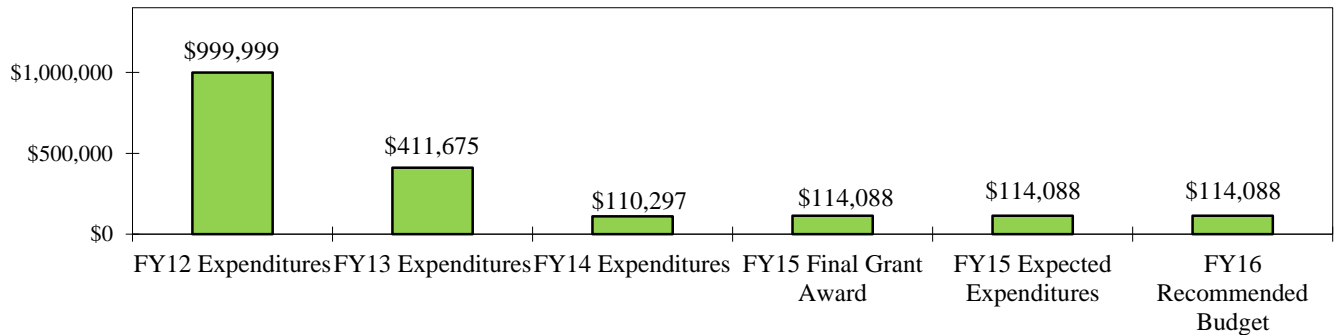
The Universal Pre-Kindergarten (UPK) grant supports and enhances the quality of services for children in UPK classrooms, especially for children with high needs, as well as promoting school readiness. This is a renewal grant; only agencies and programs that have received UPK funding in FY13 are eligible to apply. The program must be EEC licensed and meet a minimum of level three QRIS program status. The UPK program runs at the following Head Start sites: Greendale, Mill Swan, Millbury. The FY16 grant is anticipated to be level funded.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$75,146	\$75,146	\$75,146	0%
(2000) C. Instructional Assistants	\$58,906	\$58,906	\$58,906	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$1,354	\$1,354	\$1,354	0%
<b>TOTAL</b>	<b>\$135,406</b>	<b>\$135,406</b>	<b>\$135,406</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers	2.59	2.59
Instructional Assistants	2.34	2.34
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>4.93</b>	<b>4.93</b>

**21st CENTURY CONTINUATION**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>21st CENTURY CONTINUATION</b>	\$114,088	\$114,088	\$114,088	0%



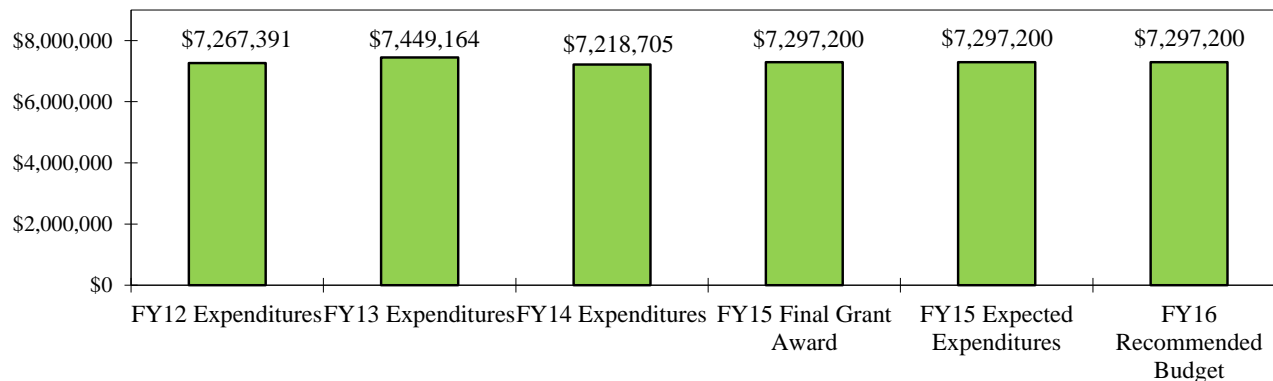
The purpose of the federally funded 21st Century Community Learning Centers grant is to support Community Learning Centers that operate during out-of-school hours and provide students with academic enrichment opportunities, along with other activities designed to complement students' regular academic programs. Community Learning Centers may also offer literacy and related educational development to families of these students along with a community partner to enhance their academics. Sullivan Middle School was funded at \$114,088 for the 2014-2015 school year. The grant is anticipated to be level funded for the 2015-2016 school year.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$64,301	\$64,301	\$64,301	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$20,000	\$20,000	\$20,000	0%
(2000) J. Instructional Supplies & Materials	\$14,511	\$14,511	\$14,511	0%
(3000) K. Miscellaneous ED OM	\$14,136	\$14,136	\$14,136	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$1,140	\$1,140	\$1,140	0%
<b>TOTAL</b>	<b>\$114,088</b>	<b>\$114,088</b>	<b>\$114,088</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

**IDEA**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>IDEA</b>	\$7,297,200	\$7,297,200	\$7,297,200	0%



The majority of the IDEA Special Education Entitlement grant, supports salaries and benefits for 188 instructional assistants, grant and program support positions. Instructional assistants support students with disabilities in accessing the general education curriculum in order to receive Free and Appropriate Public Education (FAPE) in the least restrictive environment. The contractual services funding includes nursing services for students with complex medical needs who require constant monitoring by medically trained staff in the schools and also on the buses. funds are also used to purchase technology and augmentative communication devices, specialized equipment for students with physical disabilities and supplies for students with significant emotional and behavioral disabilities. The FY16 grant is anticipated to be level funded.

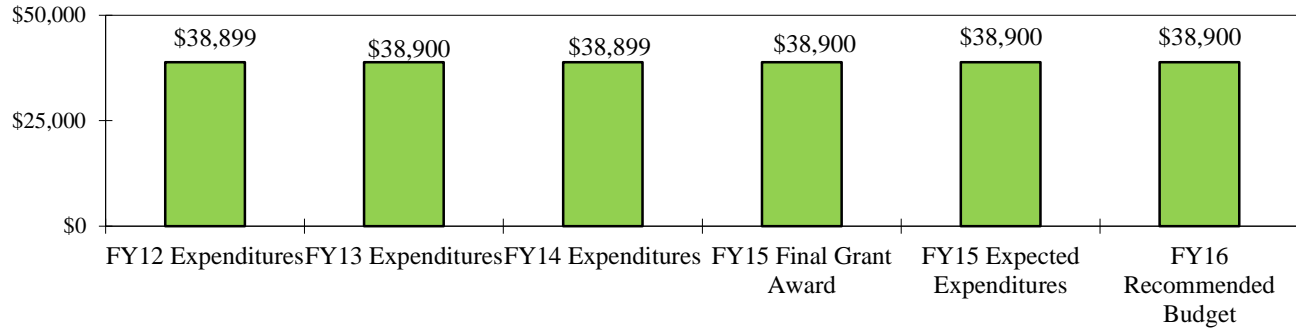
	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$99,037	\$99,037	\$101,019	2%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$5,101,250	\$5,101,250	\$5,128,750	1%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$274,845	\$274,845	\$283,999	3%
(5000) G. MTRS Assessment	\$8,913	\$8,913	\$9,092	2%
(5000) H. Health & Retirement	\$1,249,375	\$1,249,375	\$1,293,103	4%
(3000) I. Contractual Services	\$270,870	\$270,870	\$270,870	0%
(2000) J. Instructional Supplies & Materials	\$200,000	\$200,000	\$117,495	-41%
(3000) K. Miscellaneous ED OM	\$19,900	\$19,900	\$19,900	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$73,010	\$73,010	\$72,972	0%
<b>TOTAL</b>	<b>\$7,297,200</b>	<b>\$7,297,200</b>	<b>\$7,297,200</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators	1.00	1.00
Teachers ▪ Instructional Coaches		
Instructional Assistants	193.00	188.00
Educational Support		
Grant & Program Support	4.10	4.10
<b>TOTAL</b>	<b>198.10</b>	<b>193.10</b>



**SPED MA URBAN**

			FY16	
	FY15 Final	FY15 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
<b>SPED MA URBAN</b>	\$38,900	\$38,900	\$38,900	0%



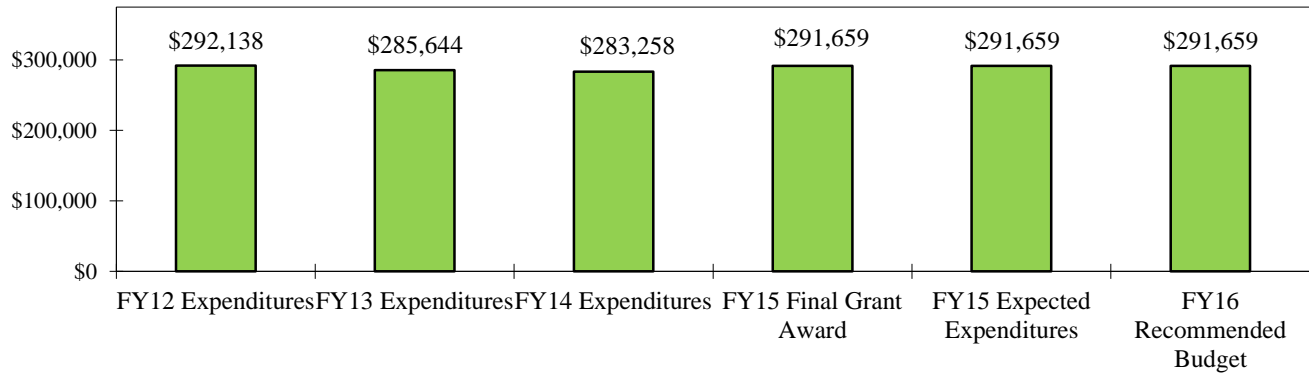
The Worcester Public Schools acts as the fiscal agent for funds received on behalf of the eleven urban districts in the state of Massachusetts. The funds cover the annual cost of the Massachusetts Urban Project to deliver leadership development and technical assistance training to the administrators of special education in urban districts.

			FY16	
	FY15 Final	FY15 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$38,511	\$38,511	\$38,511	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$389	\$389	\$389	0%
<b>TOTAL</b>	<b>\$38,900</b>	<b>\$38,900</b>	<b>\$38,900</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

**PRESCHOOL - SPECIAL EDUCATION**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>PRESCHOOL - SPECIAL EDUCATION</b>	\$291,659	\$291,659	\$291,659	0%



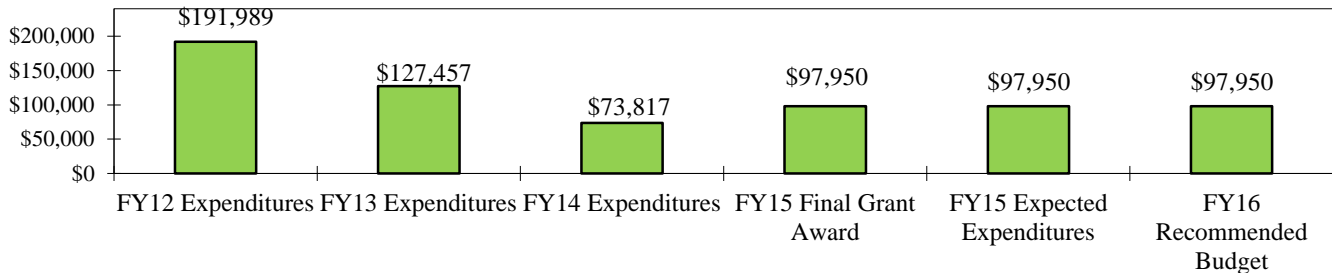
The Early Childhood Special Education Allocation funds preschool teachers' salaries in half-day integrated classrooms. Three, four, and five year olds with a range of disabilities including PDD/Autism, Behavior/Emotional Disorders, neurological and physical disabilities are enrolled in mixed delivery system classrooms that includes children with disabilities and without. The grant enables staff to collaborate with Worcester's three Early Intervention Programs, UMASS, Pernet, and MSPCC. The grant encourages families to participate in their child's school program throughout the year by volunteering in the classroom, sharing their particular expertise, participating in conferences and attending annual reviews. The district's Early Childhood Department works with individual schools to help develop their own school-based parent education and participation programs.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$264,083	\$264,083	\$264,083	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$23,767	\$23,767	\$23,767	0%
(5000) H. Health & Retirement	\$893	\$893	\$893	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$2,916	\$2,916	\$2,916	0%
<b>TOTAL</b>	<b>\$291,659</b>	<b>\$291,659</b>	<b>\$291,659</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers	3.90	3.75
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>3.90</b>	<b>3.75</b>

**SPED PROGRAM DEVELOPMENT**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>SPED PROGRAM DEVELOPMENT</b>	\$97,950	\$97,950	\$97,950	0%



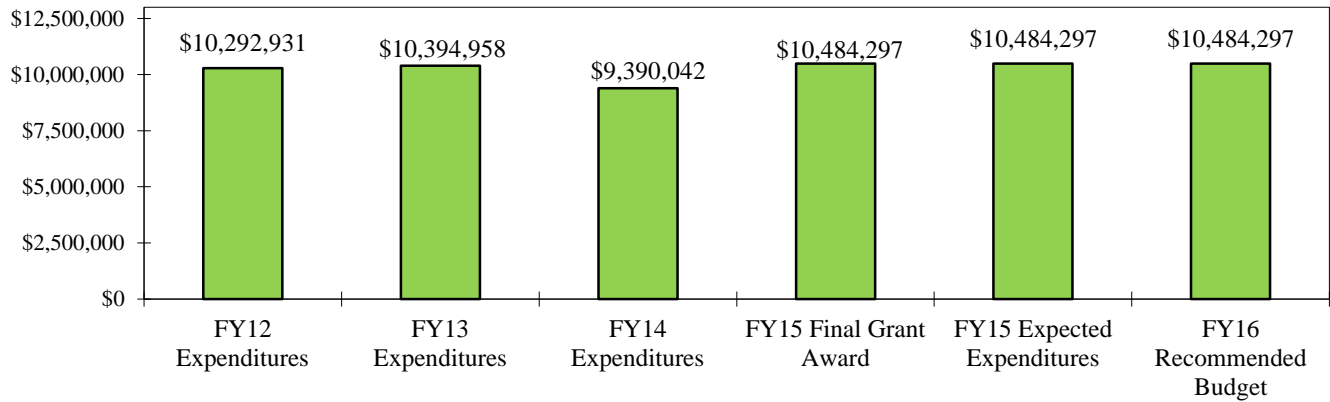
The purpose of the Special Education Program Improvement grant is to fund professional development activities, aligned with the Massachusetts Standards for Professional Development, that will advance the knowledge, skills, and capacity of educators to meet the diverse needs of students with disabilities, ages three through twenty-one, in order to support improved educational results and functional outcomes for these students. Indirect costs are not allowable in this grant.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. DxD Substitutes	\$5,750	\$5,750	\$5,750	0%
(3000) E. After School Programs & Staff Dev.	\$10,950	\$10,950	\$10,950	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$36,250	\$36,250	\$36,250	0%
(2000) J. Instructional Supplies & Materials	\$45,000	\$45,000	\$45,000	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$0	\$0	\$0	0%
<b>TOTAL</b>	<b>\$97,950</b>	<b>\$97,950</b>	<b>\$97,950</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

**TITLE I**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>TITLE I</b>	\$10,484,297	\$10,484,297	\$10,484,297	0%



The No Child Left Behind Act of 2001 (NCLB) mandates that all programs established through the NCLB (e.g., Title II, Title III, Title IV, Title V), the Individuals with Disabilities Education Act, Carl D. Perkins Vocational and Technical Act of 1998, the McKinney-Vento Homeless Act, and other acts as appropriate, must be coordinated with the Title I program. Each district's Title I program must coordinate and integrate Title I services with other services especially those provided by Even Start, Head Start, Reading First, Early Reading First, and other preschool programs. This coordination must include plans for the transition of participating students from such programs into the elementary school program. In addition, NCLB requires that the district coordinates services for children with limited English proficiency, children with disabilities, migratory children, neglected or delinquent youth, and homeless children. The district identifies thirty locations as school wide program sites. All students are eligible to participate in each aspect of the school wide program, as appropriate. At the same time, the statute also requires schools to particularly address the needs of low-achieving children and those at risk of not meeting the state student academic achievement standards. Each school completes a comprehensive needs assessment to help them determine the scientifically based school wide reform strategies that best meet the needs of the students in a particular building. Title I funds support direct services to students, program implementation, professional development, and parental involvement activities. The funding provides schools with extra resources to help improve instruction in high-poverty schools and ensure that all children have the same opportunity to meet challenging state academic standards. The FY16 Title I funding has been significantly restructured to incorporate the services of the funding sources that have been phased-out (RTTT, SRG). The following have been added to this funding source: All additional stipends for the increased learning time at schools with State approved Level 4 Turnaround or Exit Assurance Plans, required professional development hours, four wraparound coordinators, required School Works consulting services, and several Level 4 instructional positions that were previously funded through either Race to the Top or the School Redesign Grant. Six Preschool teachers, as well as twenty instructional assistants have been moved to the general fund. The instructional supply and material line item has been reduced to accommodate these changes.

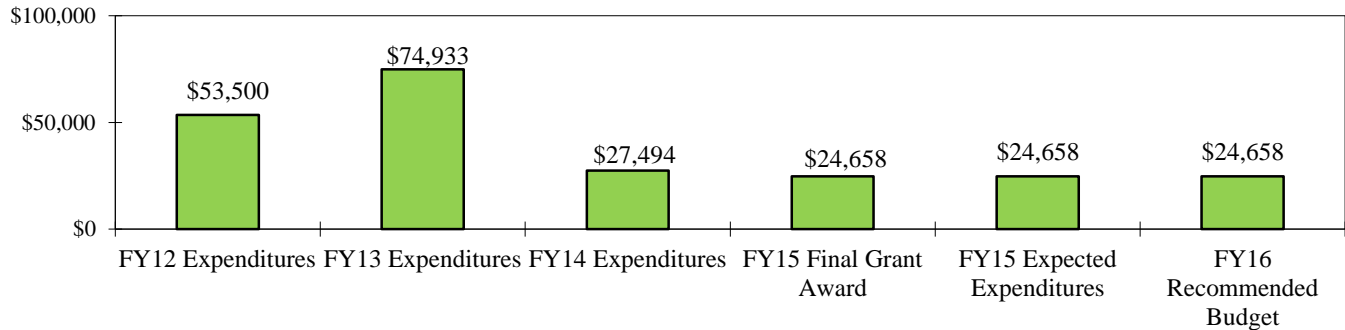
**TITLE I**

			FY16	
	FY15 Final	FY15 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$232,845	\$232,845	\$237,502	2%
(2000) B. Teachers ▪ Preschool	\$750,700	\$750,700	\$282,570	-62%
(2000) C. Teachers ▪ Other	\$533,353	\$533,353	\$1,208,632	127%
(2000) D. Teachers ▪ Instructional Coaches	\$2,864,117	\$2,864,117	\$2,921,308	2%
(3000) E. Wraparound Coordinators	\$151,450	\$151,450	\$472,459	212%
(2000) F. Instructional Assistants	\$989,000	\$989,000	\$238,337	-76%
(3000) G. After School Programs & Staff Dev.	\$959,759	\$959,759	\$1,292,286	35%
(3000) H. Grant & Program Support	\$996,612	\$996,612	\$1,009,914	1%
(5000) I. MTRS Assessment	\$391,771	\$391,771	\$361,981	-8%
(5000) J. Health & Retirement	\$1,241,730	\$1,241,730	\$1,068,517	-14%
(3000) K. Contractual Services	\$63,000	\$63,000	\$104,500	66%
(2000) L. Supplemental Educational Services	\$775,434	\$775,434	\$775,434	0%
(5000) M. Neglected or Delinquent Children	\$122,654	\$122,654	\$122,654	0%
(2000) N. Instructional Supplies & Material	\$243,157	\$243,157	\$219,488	-10%
(3000) O. Misc. Educational Support O.M.	\$5,000	\$5,000	\$5,000	0%
(5000) P. Non-Public School Allocation	\$58,872	\$58,872	\$58,872	0%
(5000) Q. City Indirect Assessment	\$104,843	\$104,843	\$104,843	0%
<b>TOTAL</b>	<b>\$10,484,297</b>	<b>\$10,484,297</b>	<b>\$10,484,297</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators	1.95	1.95
Teachers ▪ Preschool	10.00	4.00
Teachers ▪ Other	8.30	9.50
Teachers ▪ Instructional Coaches	35.00	35.00
Wraparound Coordinators	2.00	6.00
Instructional Assistants	34.00	14.00
Educational Support	0.00	0.00
Grant & Program Support	19.29	19.29
<b>TOTAL</b>	<b>110.54</b>	<b>89.74</b>

**LITERACY PARTNERSHIP**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>LITERACY PARTNERSHIP</b>	\$24,658	\$24,658	\$24,658	0%



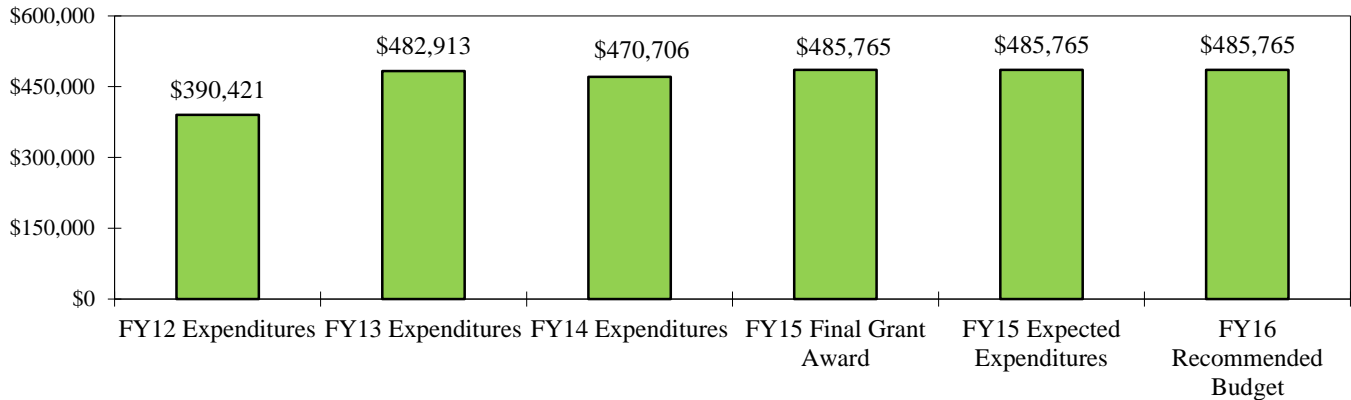
The purpose of the state-funded Literacy Partnerships grant program is to support the alignment of curriculum, instruction, assessment, professional development, and literacy planning with the 2011 Massachusetts Curriculum Framework for English Language Arts and Literacy. This grant program supports implementation of district standards and indicators of: Leadership and Governance, Curriculum and Instruction, Assessment, Human Resources and Professional Learning.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$2,665	\$2,665	\$2,665	0%
(3000) F. Grant & Program Support	\$1,425	\$1,425	\$1,425	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$16,125	\$16,125	\$16,125	0%
(2000) J. Instructional Supplies & Materials	\$2,495	\$2,495	\$2,495	0%
(3000) K. Miscellaneous ED OM	\$1,680	\$1,680	\$1,680	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$268	\$268	\$268	0%
<b>TOTAL</b>	<b>\$24,658</b>	<b>\$24,658</b>	<b>\$24,658</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2013-14</b>	<b>2014-15</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.02	0.02
<b>TOTAL</b>	<b>0.02</b>	<b>0.02</b>

**PERKINS**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>PERKINS</b>	\$485,765	\$485,765	\$485,765	0%



The Carl D. Perkins Applied Technology and Vocational Education Act provides administrative leadership and direction, support in the form of equipment, tutoring, after-school programs, student transportation and professional development for our high schools and alternative programs in career and vocational-technical education. Programs and initiatives are focused on special populations including special education, LEP and non-traditional student populations. In the areas of professional development; teachers, administrators and staff attend important training conferences under the act including the Massachusetts Association of Vocational Administrators, and the Association of Career and Technical Education. Perkins supports tutoring for SPED and ELL students, after school programs in mathematics and science as well as the Grade 9 Jump Start Program. Another major goal of the Carl Perkins legislation is to foster the integration of vocational-technical and academic curricula. This focus is critical to the development of relevant programs that demonstrate the high academic levels needed to complete the tasks in today's high performance workplace. Career awareness programs are provided for all students to ensure that each and every student has fair and equitable access to each career and technical program that is available. Perkins provides funding to purchase equipment that will consistently upgrade programs in order for students and teachers to develop skills using the most current technology connected to industry standards. Presently, funding supports programs at Worcester Technical High School, the "Engineering Academy" at Doherty High School, the "Health Science Academy" at North High School and the Diesel Mechanic program at South High School. The FY16 budget will maintain one Diesel Mechanic Instructor at South High and increase two "Health Science Academy" positions at North High School. Two positions located at Doherty High School have been transferred to the general fund for FY16. Funding also support .50 of the Director of Technical Education.

**PERKINS**

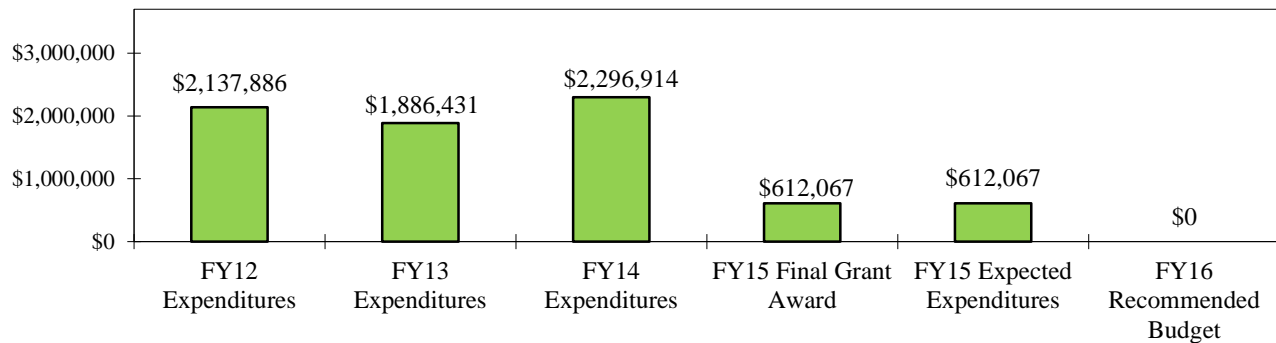
	FY15 Final	FY15 Expected	FY16 Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$250,000	\$250,000	\$256,163	2%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$40,160	\$40,160	\$40,160	0%
(3000) F. Grant & Program Support	\$26,090	\$26,090	\$26,090	0%
(5000) G. MTRS Assessment	\$22,500	\$22,500	\$23,055	2%
(5000) H. Health & Retirement	\$48,380	\$48,380	\$50,073	3%
(3000) I. Contractual Services	\$13,508	\$13,508	\$13,508	0%
(2000) J. Instructional Supplies & Materials	\$35,425	\$35,425	\$31,425	-11%
(3000) K. Miscellaneous ED OM	\$44,844	\$44,844	\$40,433	-10%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$4,858	\$4,858	\$4,858	0%
<b>TOTAL</b>	<b>\$485,765</b>	<b>\$485,765</b>	<b>\$485,765</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers	3.40	3.40
Instructional Assistants		
Educational Support		
Grant & Program Support	0.50	0.50
<b>TOTAL</b>	<b>3.90</b>	<b>3.90</b>



**ARRA RACE TO THE TOP**

	FY16			
	FY15 Final Grant Award	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>ARRA RACE TO THE TOP</b>	\$612,067	\$612,067	\$0	-100%



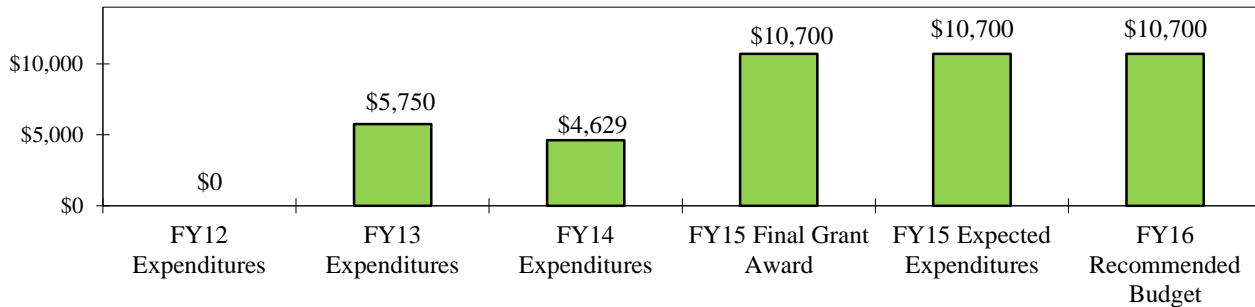
Race To The Top was a multi-year grant program funded by the American Recovery and Reinvestment Act (ARRA) of 2009. The effective date of the grant was November 2010 through June 2014. The district agreed to participate in several projects as part of the allotted \$6,933,298 in funding. This included implementing the statewide educator evaluation framework, aligning curriculum to the Massachusetts Curriculum Frameworks, using data and results from school surveys for decision making and change, creating near real-time access to data in the Educator Data Warehouse by implementing the Schools Interoperability Framework (SIF), developing and implementing a plan to increase the percentage of high school graduates completing MassCore, developing and implementing a STEM-focused Early College High School, participating on the Advisory Committee to develop online formative and interim assessments, using ESE-identified providers to address essential conditions and implementing a wraparound zone. Funds supported the Wraparound Zone Administrator and seven school based Wraparound Zone Coordinators. Contractual items included MA Insight Teacher Training and substitute teachers. Professional Development supported the district's contracts with Focus on Results and Houghton Mifflin Harcourt, which provided the implementation and materials of the Pinpoint System. Funds located in the afterschool programs and staff development line items supported team meetings, professional development, as well as the increased learning time for teachers located at Chandler Elementary and Union Hill School. The 2014-2015 school year was the last year of funding. All remaining costs associated with this grant have been transferred to Title I in FY16.

	FY16			
	FY15 Final Grant Award	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(3000) B. Wrap Around Coordinators	\$107,721	\$107,721	\$0	-100%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. DxD Substitutes	\$89,250	\$89,250	\$0	-100%
(3000) E. After School Programs & Staff Dev.	\$395,475	\$395,475	\$0	-100%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$13,500	\$13,500	\$0	-100%
(3000) J. Focus on Results Consultants	\$0	\$0	\$0	0%
(3000) K. Houghton Mifflin-Pinpoint System	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$6,121	\$6,121	\$0	-100%
<b>TOTAL</b>	<b>\$612,067</b>	<b>\$612,067</b>	<b>\$0</b>	<b>-100%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Wrap Around Coordinators	3.00	0.00
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>3.00</b>	<b>0.00</b>

**EARLY CHILDHOOD SPED PROGRAM**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>EARLY CHILDHOOD SPED PROGRAM</b>	\$10,700	\$10,700	\$10,700	0%



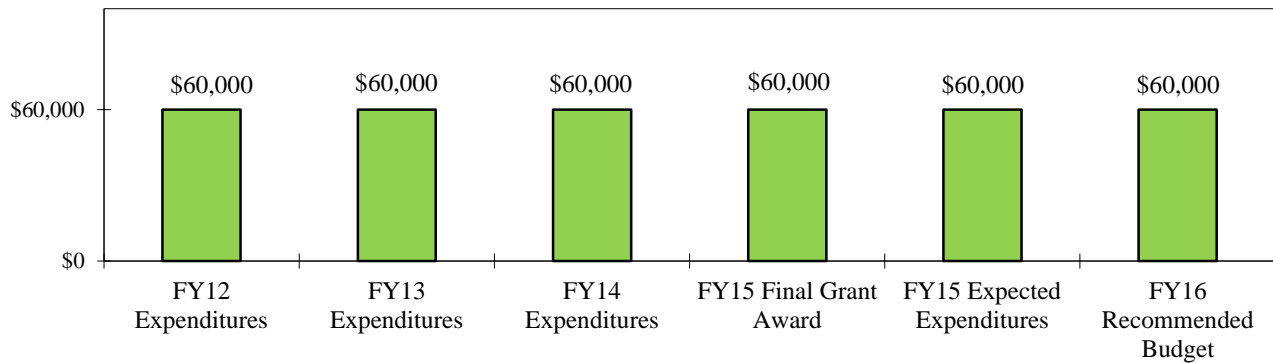
The purpose of this federal grant program is to support school district activities to ensure that eligible children with disabilities, ages 3-5, receive a free and appropriate public education that includes special education and related services designed to meet their individual needs provided in natural/least restrictive environments. This grant is intended to further district-level early childhood special education practices that align with priorities identified by the Department of Elementary and Secondary Education and the Department of Early Education and Care (EEC). Indirect costs are not allowable in this grant.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$4,200	\$4,200	\$4,200	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$1,500	\$1,500	\$1,500	0%
(2000) J. Instructional Supplies & Materials	\$5,000	\$5,000	\$5,000	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$0	\$0	\$0	0%
<b>TOTAL</b>	<b>\$10,700</b>	<b>\$10,700</b>	<b>\$10,700</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

**MCKINNEY VENTO**

	FY16			
	FY15 Final Grant Award	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>MCKINNEY VENTO</b>	\$60,000	\$60,000	\$60,000	0%



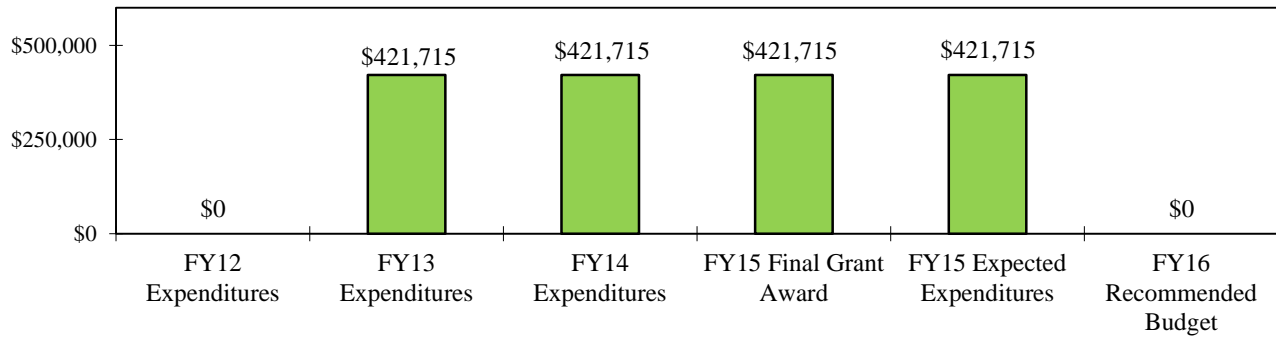
The purpose of these federal funds is to support McKinney-Vento Homeless Education programs that ensure homeless students enroll in school and attend school while having the opportunity to succeed. The grant funds support Head Start home visits as well as outreach and case management for homeless students. Additional funds are used for the purchase of textbooks and instructional materials needed to support students. The grant became competitive for FY15 and is anticipated to be level funded for FY16.

	FY16			
	FY15 Final Grant Award	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$8,175	\$8,175	\$8,175	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$17,810	\$17,810	\$17,810	0%
(3000) F. Grant & Program Support	\$6,735	\$6,735	\$6,735	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$4,600	\$4,600	\$4,761	3%
(3000) I. Contractual Services	\$3,600	\$3,600	\$3,600	0%
(2000) J. Instructional Supplies & Materials	\$12,700	\$12,700	\$12,700	0%
(3000) K. Miscellaneous ED OM	\$5,780	\$5,780	\$5,619	-3%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$600	\$600	\$600	0%
<b>TOTAL</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators	0.07	0.07
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.15	0.15
<b>TOTAL</b>	<b>0.22</b>	<b>0.22</b>

**SCHOOL REDESIGN - BURNCOAT PREP**

	FY16			
	FY15 Final Grant Award	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>SCHOOL REDESIGN - BURNCOAT PREP</b>	\$421,715	\$421,715	\$0	-100%



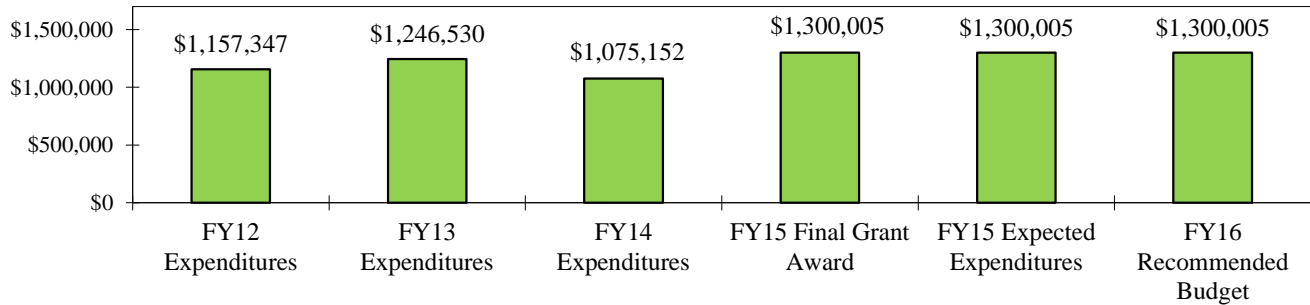
The purpose of this federal grant program was to provide funding to implement School Redesign Plans that were built on one of four federally defined school intervention models: Turnaround, Restart, Transformation, or Closure at the state's persistently lowest-achieving schools. The School Redesign Grant (SRG) was competitive and awarded to Burncoat Street Elementary School to implement changes outlined in their school turnaround model. SRG was a three year grant and had an availability period of September 2012 through August 2015. Over the three year period, Burncoat Elementary received a total of \$1,265,145. The funds from the SRG grant were used to extend the school day and provide partial funding for the lead teacher's salary. The 2014-2015 school year was the last year of funding. All costs associated with the school redesign plan have been transferred to Title I in FY16.

	FY16			
	FY15 Final Grant Award	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$20,083	\$20,083	\$0	-100%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$371,295	\$371,295	\$0	-100%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$1,807	\$1,807	\$0	-100%
(5000) H. Health & Retirement	\$2,813	\$2,813	\$0	-100%
(3000) I. Contractual Services	\$21,500	\$21,500	\$0	-100%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$4,217	\$4,217	\$0	-100%
<b>TOTAL</b>	<b>\$421,715</b>	<b>\$421,715</b>	<b>\$0</b>	<b>-100%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers	0.25	0.00
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.25</b>	<b>0.00</b>

**TITLE III**

			FY16	
	FY15 Final	FY15 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
<b>TITLE III</b>	\$1,300,005	\$1,300,005	\$1,300,005	0%



Title III provides federal funding for meeting the educational needs of English Language Learners (ELL) and is administered by the Massachusetts State Department of Education. Over one third of Worcester Public Schools (WPS) students are ELL and almost half of the students have a first language other than English. The goal of the district's Title III programming is to accelerate the development of the English reading, writing, speaking and listening skills of ELL students, enhance their academic achievement and support the district's graduation improvement efforts towards maximizing college and career readiness for ELL students. The success of Title III programs is measured by the Annual Measures of Achievement Objectives (AMAO) Report. The AMAO Report considers ELL student performance on the Assessing Comprehension and Communication in English State-to-State (ACCESS) for ELL language proficiency exam, and on the Massachusetts Comprehensive Assessment System (MCAS). The district uses Title III funds to support ongoing professional development for ELL teachers, reinforcing high quality teaching and learning for all students. In addition, these grant funds support community organizations that specialize in promoting the adaptation of newcomer students and their families, including a large population of refugee students. The funds also provide supplemental programs, both after school and during the summer to extend learning for ELL students and broaden their access to experience based learning. The FY16 grant maintains the funding of seven ELL Instructional Coaching positions.

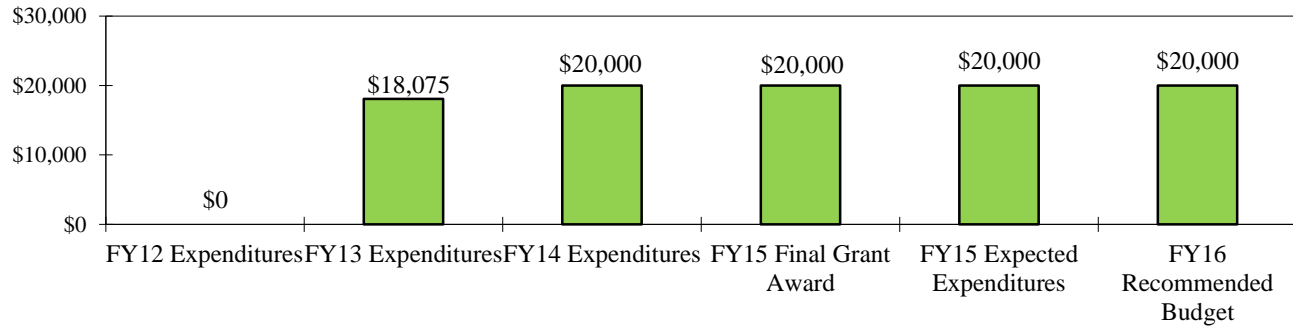
			FY16	
	FY15 Final	FY15 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Instructional Coaches	\$568,550	\$568,550	\$585,873	3%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$219,985	\$219,985	\$219,985	0%
(3000) F. Grant & Program Support	\$13,000	\$13,000	\$13,000	0%
(5000) G. MTRS Assessment	\$51,170	\$51,170	\$52,729	3%
(5000) H. Health & Retirement	\$90,300	\$90,300	\$93,461	4%
(3000) I. Contractual Services	\$160,000	\$160,000	\$152,957	-4%
(2000) J. Instructional Supplies & Materials	\$97,000	\$97,000	\$89,500	-8%
(3000) K. Miscellaneous ED OM	\$87,000	\$87,000	\$79,500	-9%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$13,000	\$13,000	\$13,000	0%
<b>TOTAL</b>	<b>\$1,300,005</b>	<b>\$1,300,005</b>	<b>\$1,300,005</b>	<b>0%</b>

**TITLE III**

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Instructional Coaches	7.00	7.00
Instructional Assistants		
Educational Support		
Grant & Program Support	0.25	0.25
<b>TOTAL</b>	<b>7.25</b>	<b>7.25</b>

**FINANCIAL LITERACY PROGRAM**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>FINANCIAL LITERACY PROGRAM</b>	\$20,000	\$20,000	\$20,000	0%



The purpose of this state funded Financial Literacy Pilot Program continuation grant is to support the ten districts in Gateway municipalities implement financial literacy programs that engage high school students in developing personal financial knowledge and skills for college and career readiness. This is the third implementation year in the development of a three year pilot program for ten school districts on financial literacy education. Subsequent years will be pending availability of funds.

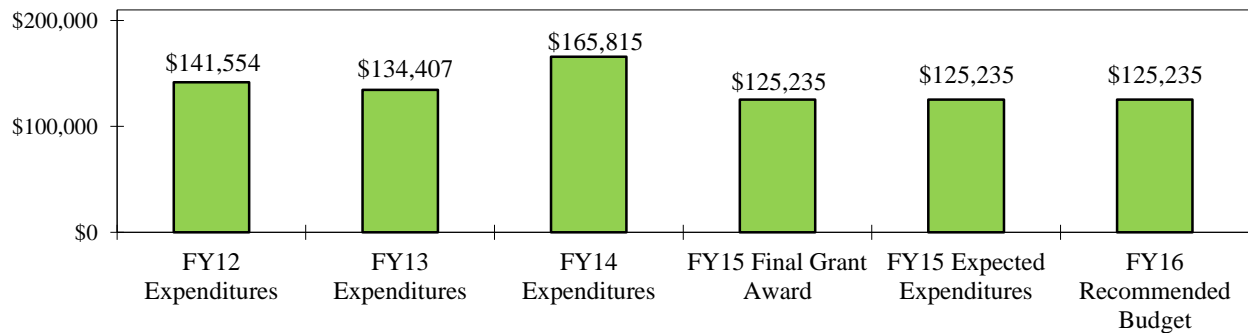
	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$5,775	\$5,775	\$5,775	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$2,060	\$2,060	\$2,060	0%
(2000) J. Instructional Supplies & Materials	\$9,465	\$9,465	\$9,465	0%
(3000) K. Miscellaneous ED OM	\$2,500	\$2,500	\$2,500	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$200	\$200	\$200	0%
<b>TOTAL</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>



**ACADEMIC SUPPORT - SCHOOL YEAR**

	FY15 FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>ACADEMIC SUPPORT - SCHOOL YEAR</b>	\$125,235	\$125,235	\$125,235	0%



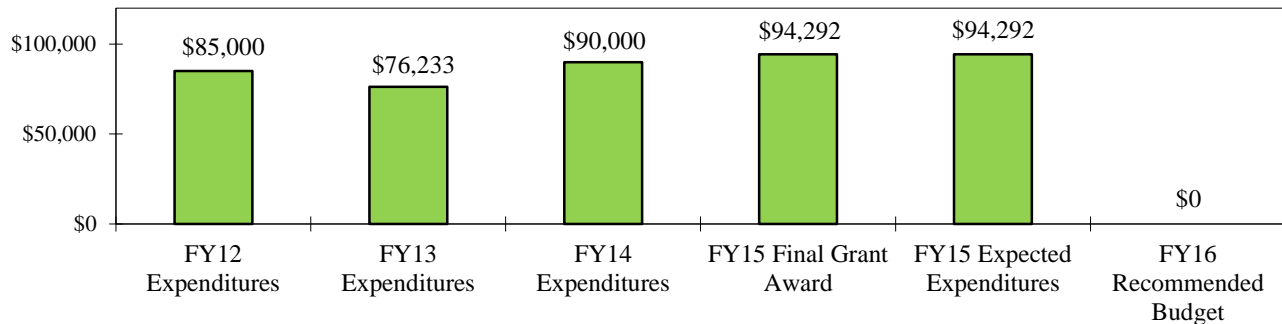
The goal of this state funded grant program is to enhance academic support services for high school students who scored in the Warning/Failing or Needs Improvement levels on their most recent MCAS in English Language Arts or Mathematics, as well as incoming ninth graders who scored in the Warning/Failing or Needs Improvement levels on their recent MCAS in English Language or are new to the district with a history of additional academic support needed. Students in grades 11 and 12 who have already scored in the failing level are invited to attend. These grant services are intended to supplement existing funded local, state, and federal programs. Funding priority is given to districts with a high percentage of students who have not yet met the Competency Determination required for high school graduation.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$95,000	\$95,000	\$95,000	0%
(3000) F. Grant & Program Support	\$9,000	\$9,000	\$9,000	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$2,700	\$2,700	\$2,795	4%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$13,282	\$13,282	\$13,188	-1%
(3000) K. Miscellaneous ED OM	\$4,000	\$4,000	\$4,000	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$1,253	\$1,253	\$1,253	0%
<b>TOTAL</b>	<b>\$125,235</b>	<b>\$125,235</b>	<b>\$125,235</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.18	0.18
<b>TOTAL</b>	<b>0.18</b>	<b>0.18</b>

**ACADEMIC SUPPORT-WORK &  
LEARNING-SUMMER**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>ACADEMIC SUPPORT-WORK &amp; LEARNING-SUMMER</b>	\$94,292	\$94,292	\$0	-100%



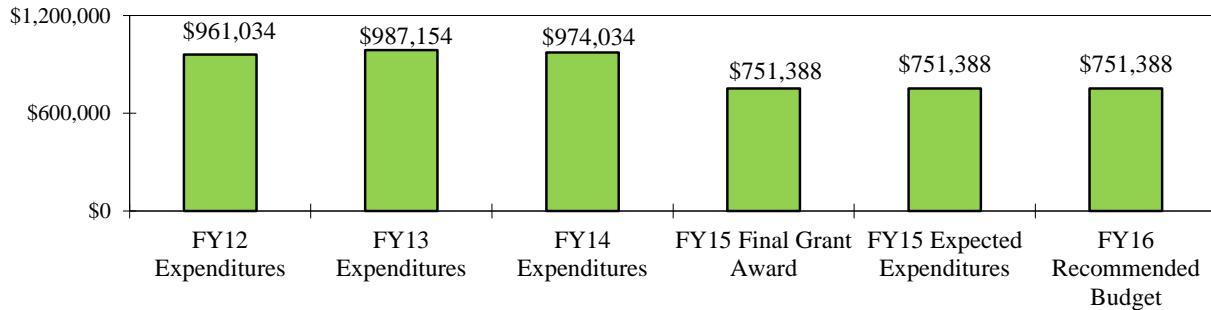
The goal of this state funded competitive grant program was to provide engaging and integrated instruction in English language arts (ELA), mathematics, science, and technology/engineering through work and learning programs for students in the Classes of 2003-2017 who had not yet passed (scored in needs improvement or higher) the 10th grade MCAS tests or retests in English language arts, mathematics, and/or science and technology/engineering to complete the state required Competency Determination for high school graduation. State budget reductions eliminated this grant for summer 2015.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$58,120	\$58,120	\$0	-100%
(3000) F. Grant & Program Support	\$6,227	\$6,227	\$0	-100%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$2,055	\$2,055	\$0	-100%
(3000) I. Contractual Services	\$7,670	\$7,670	\$0	-100%
(2000) J. Instructional Supplies & Materials	\$1,000	\$1,000	\$0	-100%
(3000) K. Miscellaneous ED OM	\$18,277	\$18,277	\$0	-100%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$943	\$943	\$0	-100%
<b>TOTAL</b>	<b>\$94,292</b>	<b>\$94,292</b>	<b>\$0</b>	<b>-100%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.10	0.00
<b>TOTAL</b>	<b>0.10</b>	<b>0.00</b>

**QUALITY KINDERGARTEN**

	FY15 FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>QUALITY KINDERGARTEN</b>	\$751,388	\$751,388	\$751,388	0%



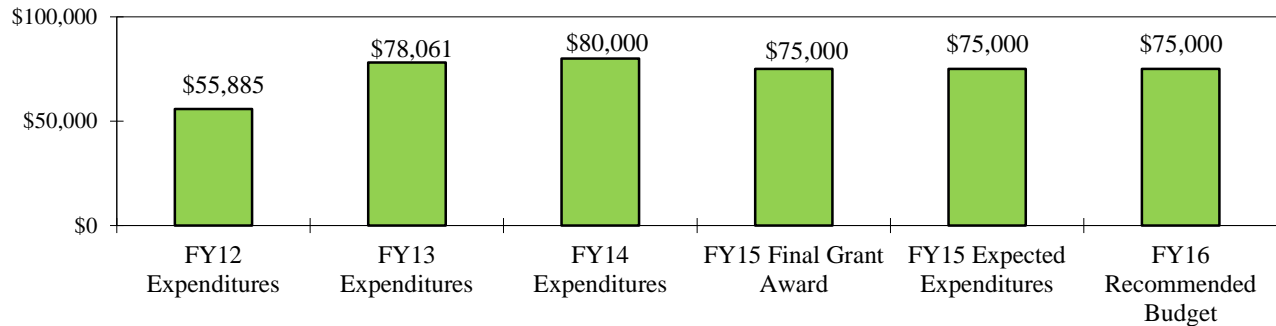
The purpose of this state funded grant program is to support high quality educational programs for children in full-day kindergarten classrooms by improving the quality of curriculum and instruction, assessment, and classroom environment. The grant also provides an opportunity for the continuity of curriculum and instruction across preschool, kindergarten, and grades one through three. It is also used for the development of other programmatic components of kindergarten such as enhancing the quality of inclusive full-day classrooms to meet the needs of all children, including those with disabilities. In February 2015, state budget cuts were implemented reducing the FY15 budget from \$946,300 to \$751,388. This was a 22% reduction and required the transfer of 15 staff at .50 FTE, along with grant support to the general fund. The FY16 budget is level funded at this lower rate and is expected to cover 50% of the cost of 43 Instructional Assistants, the full time equivalent (positions) of 21 positions.

	FY15 FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$607,009	\$607,009	\$619,149	2%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$2,470	\$2,470	\$2,470	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$107,307	\$107,307	\$111,063	4%
(3000) I. Contractual Services	\$5,320	\$5,320	\$5,320	0%
(2000) J. Instructional Supplies & Materials	\$21,768	\$21,768	\$5,872	-73%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$7,514	\$7,514	\$7,514	0%
<b>TOTAL</b>	<b>\$751,388</b>	<b>\$751,388</b>	<b>\$751,388</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants	21.00	21.00
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>21.00</b>	<b>21.00</b>

**ACADEMIC SUPPORT-WORK & LEARNING-  
SCHOOL YEAR**

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
<b>ACADEMIC SUPPORT-WORK &amp; LEARNING- SCHOOL YEAR</b>	\$75,000	\$75,000	\$75,000	0%



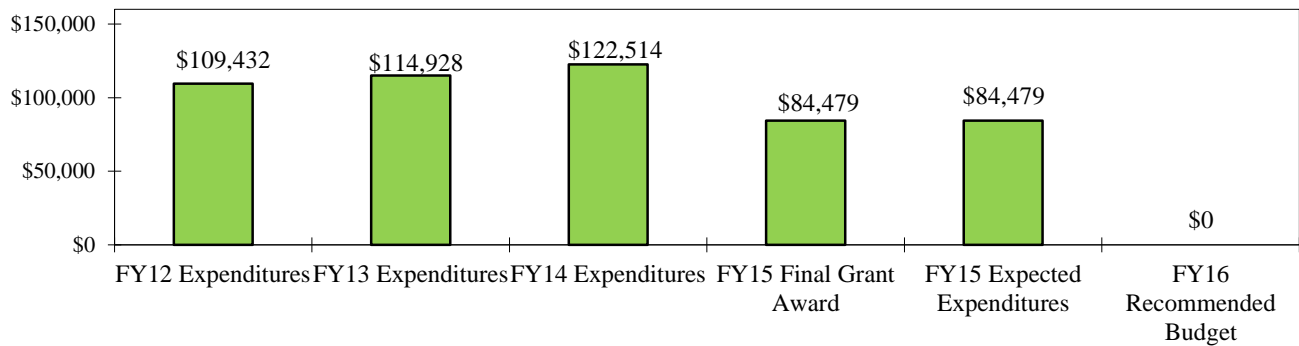
The goal of this state funded competitive grant program is to provide engaging and integrated instruction in English language arts (ELA), mathematics, science, and technology/engineering through work and learning programs for students in the classes of 2003-2017 who have not yet passed (scored in needs improvement or higher) the 10th grade MCAS tests or retests in English language arts, mathematics, and/or science and technology/engineering to complete the state required competency determination for high school graduation. These services supplement currently funded local, state, and federal programs.

	FY15 Final Grant Award	FY15 Expected Expenditures	FY16 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$58,587	\$58,587	\$58,587	0%
(3000) F. Grant & Program Support	\$3,625	\$3,625	\$3,625	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$1,000	\$1,000	\$1,035	3%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$6,038	\$6,038	\$6,003	-1%
(3000) K. Miscellaneous ED OM	\$5,000	\$5,000	\$5,000	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$750	\$750	\$750	0%
<b>TOTAL</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.07	0.07
<b>TOTAL</b>	<b>0.07</b>	<b>0.07</b>

**ACADEMIC SUPPORT - SUMMER**

	FY16			
	FY15 Final Grant Award	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>ACADEMIC SUPPORT - SUMMER</b>	\$84,479	\$84,479	\$0	-100%



The goal of this state funded grant program was to enhance academic support services during summer programs for high school students who scored in the Warning/Failing or Needs Improvement levels on most recent MCAS in English language arts or mathematics, as well as incoming ninth graders who scored in the Warning/Failing or Needs Improvement levels on recent MCAS in English language or were new to the district with a history of additional academic support needed. These grant services were intended to supplement existing funded local, state, and federal programs. Funding priority was given to districts with a high percentage of students who have not yet met the competency determination required for high school graduation. State budget reductions eliminated this grant for summer 2015.

	FY16			
	FY15 Final Grant Award	FY15 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$79,880	\$79,880	\$0	-100%
(3000) F. Grant & Program Support	\$2,460	\$2,460	\$0	-100%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$725	\$725	\$0	-100%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$553	\$553	\$0	-100%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$861	\$861	\$0	-100%
<b>TOTAL</b>	<b>\$84,479</b>	<b>\$84,479</b>	<b>\$0</b>	<b>-100%</b>

<b>POSITION HISTORY</b>	<b>2014-15</b>	<b>2015-16</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.05	0.00
<b>TOTAL</b>	<b>0.05</b>	<b>0.00</b>

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## **Fiscal Year 2015-2016 Recommended Location-Based Budget**



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# Burncoat High School

179 Burncoat Street  
Worcester, MA 01606  
(508) 799-3300

**Principal: William Foley**

## Quick Facts

Quadrant	Burncoat
Grades	9-12
Year Built	1964
Square Footage	144,388
Enrollment	1,000
Graduation Rates	75.0%
Student Attendance	91.7%

## Instructional Focus

Burncoat High School will continue to implement a formal communication system as a means to transfer information on effective practices and needs. All faculty will participate on a regular basis in professional development activities targeted toward the school's Instructional Focus and the school-wide Best Practices. All students will experience a rigor-based curriculum taught through instructional strategies meant to improve reading comprehension as measured by MAPS, MCAS, PSAT, ACT, ACCESS, and AP scores as well as other formative assessments.

## Student Demographics

Low Income	65.4%
Special Education	25.9%
English Language Learners	22.1%
African American	19.2%
Asian	4.6%
Hispanic	39.2%
Native American	0.4%
White	33.6%
Multi-Race, Non-Hispanic	3.0%

## School Accountability Plan

- 100% of our students will show improvement in Mathematics as demonstrated by the administration of the MCAS. Our goal is to have 68% of our students score in the Advanced or Proficient range on the MCAS Math exam. This would be an increase of 10% from the 2014 results. In addition, we will increase the median SGP from 42 to 50.
- 100% of our students will show improvement in Biology as demonstrated by the administration of the MCAS Biology exam. Our goal is to have 50% of our students score within the Advanced or Proficient range.
- Burncoat High School will develop and maintain systems and protocols that will ensure a welcoming, safe, and secure environment in which teaching and learning can occur in an unimpeded manner resulting in a high degree of time-on-task, and a corresponding increase in student achievement. It is our goal to improve student attendance to an overall rate of 93% and to decrease the number of suspensions by 10%.
- Burncoat High School will foster high levels of family and community engagement by communicating with 100% of our students' families. Increased and continuous school-to-home communication will result in improved academic achievement for all students. Our goal is to improve the promotion rate of 9th graders to 90% and to lower our drop-out rate to 1.5%.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	75.0%
■ All Grades - Math	58.0%
Student Growth Percentile	
■ ELA	40.0%
■ Mathematics	42.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Burncoat High School</b>					
\$128,690		1.0 Principal	1.0	\$131,810	
\$333,603		3.0 Assistant Principal	3.0	\$349,128	
<b>\$462,293</b>		<b>4.0 Total</b>	<b>4.0</b>	<b>\$480,937</b>	
		<b>Teacher</b>			
\$561,094		8.0 English/Reading/Literacy	7.0	\$518,147	
\$631,230		9.0 Math	8.0	\$592,168	
\$210,410		3.0 English Language Learner	3.0	\$222,063	
\$561,094		8.0 History & Social Sciences	8.0	\$592,168	
\$350,684		5.0 World Language	6.0	\$444,126	
\$561,094		8.0 Science	7.0	\$518,147	
\$140,273		2.0 Physical Education	2.0	\$148,042	
\$70,137		1.0 Health & Safety	1.0	\$74,021	
\$210,410		3.0 Art	3.0	\$222,063	
\$168,328		2.4 Music	2.4	\$177,650	
\$70,137		1.0 Business & Technology	1.5	\$111,032	
\$70,137		1.0 Occupational Arts	1.0	\$74,021	
\$70,137	\$70,137	2.0 JROTC	2.0	\$74,021	\$74,021
\$70,137		1.0 Librarians	1.0	\$74,021	
\$35,068		0.5 Dance	0.5	\$37,011	
\$70,137		1.0 Theater	1.0	\$74,021	
\$280,547		4.0 Guidance	4.0	\$296,084	
\$56,109		0.8 Psychologists	0.8	\$59,217	
\$98,191		1.4 School Adjustment Counselor	2.0	\$148,042	
\$70,137		1.0 MCAS	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 AVID	1.0	\$74,021	
\$1,052,051		15.0 Special Education	15.0	\$1,110,315	
<b>\$5,477,678</b>	<b>\$140,273</b>	<b>80.1 Teacher Total</b>	<b>79.2</b>	<b>\$5,714,421</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
\$80,125	\$293,792	14.0 Special Education	16.0	\$225,249	\$225,249
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
\$26,708		1.0 Security	1.0	\$28,156	
<b>\$133,542</b>	<b>\$293,792</b>	<b>16.0 Instructional Assistants Total</b>	<b>18.0</b>	<b>\$281,561</b>	<b>\$225,249</b>
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$194,321		4.5 Custodian	4.5	\$201,786	
\$106,428		2.0 Administrative Clerical	2.0	\$110,454	
\$94,725		3.0 School Clerical	3.0	\$93,286	
<b>\$455,667</b>		<b>10.5 Total</b>	<b>10.5</b>	<b>\$471,187</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$31,797	1.0 Bakers	1.0		\$27,152
	\$61,674	5.0 Cafeteria Helpers	5.0		\$58,204
	<b>\$162,647</b>	<b>8.0 School Nutrition Total</b>	<b>8.0</b>		<b>\$150,364</b>
<b>\$6,529,181</b>	<b>\$596,713</b>	<b>118.6 Burncoat High School Total Salaries</b>	<b>119.7</b>	<b>\$6,948,107</b>	<b>\$523,655</b>
	<b>2014-2015</b>	<b>Burncoat High School Budget</b>		<b>2015-2016</b>	
\$6,529,181		Total Salaries		\$6,948,107	
\$523,814		500103-92000 Student Transportation		\$554,686	
\$29,750		500130-92000 Arts Consultants (Burncoat Quadrant)		\$32,250	
\$7,283		500130-92000 Graduation Expenses		\$7,283	
\$52,886		500146-92000 Electricity		\$54,763	
\$164,605		500146-92000 Natural Gas		\$162,818	
\$22,297		500152-92000 Rubbish Removal		\$21,290	
\$53,583		500-92204 Instructional Materials		\$57,304	
\$7,383,399		<b>Burncoat High School Total Budget</b>		<b>\$7,838,502</b>	



# Claremont Academy

15 Claremont Street  
Worcester, MA 01610  
(508) 799-3077

**Principal: Ricci Hall**

## Quick Facts

Quadrant	South
Grades	7-12
Year Built	1999
Square Footage	64,861
Enrollment	497
Graduation Rates	90.5%
Student Attendance	93.8%

## Instructional Focus

Claremont Academy students will learn to read, write, speak, and problem solve for college and career readiness by collaborating and working individually to analyze, synthesize, interpret, evaluate, and apply knowledge.

## Student Demographics

Low Income	88.6%
Special Education	14.7%
English Language Learners	41.2%
African American	15.1%
Asian	7.0%
Hispanic	66.8%
Native American	0.0%
White	9.3%
Multi-Race, Non-Hispanic	1.8%

## School Accountability Plan

- 100% of students will show improvement in Mathematics as indicated on the administration of the MCAS Math exam. In addition, the percentage of students with disabilities scoring Proficient or above will increase in Math from 7% to 15%, thus helping to achieve a target score of 46.4. Overall, our goal is to have 35% of students reach Proficiency or above.
- 100% of students will show improvement in Reading and Writing as indicated on the administration of the MCAS. We will increase the percentage of students scoring Proficient or above from 51% to 67%. In addition, we want to increase the percentage of students with disabilities scoring Proficient or above from 3% to 14%, thus helping us reach our target goal of 63.9.
- 100% of students will show growth as evidenced by increased scores on the MCAS Science exam. At least 10% of students who scored in the Warning level will increase their score. Our overall goal is to have at least 25% at or above Proficiency in Science.
- The end of year suspension rate will drop by 5% for all students as measured by baseline data. There will be 10% fewer in-house suspensions for all students in the aggregate. In addition, there will be a decrease of 5% in the percentage of students suspended over 10 days.

## MCAS Testing

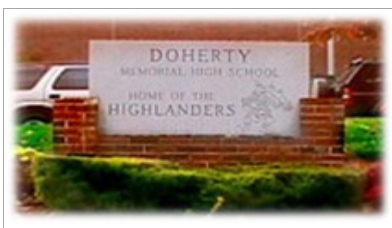
% of Proficient or Above

- All Grades - ELA 51.0%
- All Grades - Math 17.0%

Student Growth Percentile

- ELA 44.0%
- Mathematics 26.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Claremont Academy</b>					
\$133,806		1.0 Principal	1.0	\$139,764	
\$78,726		1.0 Assistant Principal	1.0	\$77,377	
<b>\$212,533</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$217,142</b>	
		<b>Teacher</b>			
\$280,547	\$70,137	5.0 English/Reading/Literacy	5.0	\$296,084	\$74,021
\$350,684		5.0 Math	5.0	\$370,105	
\$210,410		3.0 English Language Learner	3.0	\$222,063	
\$350,684		5.0 History & Social Sciences	5.0	\$370,105	
\$210,410		3.0 World Language	3.0	\$222,063	
\$350,684		5.0 Science	5.0	\$370,105	
\$49,096		0.7 Physical Education	0.7	\$51,815	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$70,137		1.0 Art	1.0	\$74,021	
\$70,137		1.0 Music	1.0	\$74,021	
\$70,137		1.0 Occupational Arts	1.0	\$74,021	
\$70,137		1.0 Librarians	1.0	\$74,021	
\$70,137		1.0 Guidance	1.0	\$74,021	
\$42,082		0.6 Psychologists	0.6	\$44,413	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
\$35,068		0.5 MCAS	0.5	\$37,011	
	\$35,068	0.5 Instructional Coach	0.5		\$37,011
\$420,820		6.0 Special Education	7.0	\$518,147	
\$70,137	\$70,137	2.0 Other	1.0		\$74,021
<b>\$2,805,469</b>	<b>\$175,342</b>	<b>42.5 Teacher Total</b>	<b>42.5</b>	<b>\$2,960,840</b>	<b>\$185,053</b>
		<b>Instructional Assistants</b>			
\$80,125		3.0 Special Education	4.0	\$56,312	\$56,312
		Bilingual Office Assistant	0.5	\$14,078	
<b>\$80,125</b>		<b>3.0 Instructional Assistants Total</b>	<b>4.5</b>	<b>\$70,390</b>	<b>\$56,312</b>
\$5,000		1.0 Crossing Guard	1.0	\$5,095	
\$30,097		0.5 School Nurse	0.5	\$32,830	
\$86,365		2.0 Custodian	2.0	\$89,683	
\$52,695		1.0 Administrative Clerical	1.0	\$55,099	
\$28,100		1.0 School Clerical	1.0	\$30,356	
<b>\$202,256</b>		<b>5.5 Total</b>	<b>5.5</b>	<b>\$213,064</b>	
		<b>School Nutrition</b>			
	\$19,245	0.5 Manager	0.5		\$18,928
	\$15,343	0.5 Cooks	0.5		\$13,576
	\$31,797	1.0 Bakers	1.0		\$27,152
	\$45,000	1.0 Chef Trainer	1.0		\$66,294
	\$74,009	6.0 Cafeteria Helpers	6.0		\$69,845
	<b>\$185,394</b>	<b>9.0 School Nutrition Total</b>	<b>9.0</b>		<b>\$195,795</b>
<b>\$3,300,383</b>	<b>\$360,736</b>	<b>62.0 Claremont Academy Total Salaries</b>	<b>63.5</b>	<b>\$3,461,436</b>	<b>\$437,160</b>
<b>2014-2015</b>	<b>Claremont Academy Budget</b>	<b>2015-2016</b>			
\$3,300,383	Total Salaries	\$3,461,436			
\$65,477	500103-92000 Student Transportation	\$69,336			
\$7,283	500130-92000 Graduation Expenses	\$7,283			
\$73,807	500146-92000 Electricity	\$76,427			
\$51,241	500146-92000 Natural Gas	\$51,413			
\$8,360	500-91000 AVID Fees	\$8,360			
\$23,532	500-92204 Instructional Materials	\$28,826			
\$3,530,083	<b>Claremont Academy Total Budget</b>	<b>\$3,703,081</b>			



# Doherty Memorial High School

299 Highland Street  
Worcester, MA 01609  
(508) 799-3270

**Principal: Sally Maloney**

## Quick Facts

Quadrant	Doherty
Grades	9-12
Year Built	1966
Square Footage	168,126
Enrollment	1,442
Graduation Rates	82.5%
Student Attendance	93.3%

## Instructional Focus

Doherty Memorial High School is implementing a school-wide effort to demonstrate measurable growth in students' ability to read critically and respond thoughtfully in writing as evidenced by progress on external measures, such as the MCAS and the PSAT, and internal measures, such as the MAP and other common assessments.

## Student Demographics

Low Income	58.8%
Special Education	15.7%
English Language Learners	19.6%
African American	16.1%
Asian	9.0%
Hispanic	29.1%
Native American	0.3%
White	43.0%
Multi-Race, Non-Hispanic	2.4%

## School Accountability Plan

- All students will show growth in their ability to read critically and respond thoughtfully in writing. All students will show improvement in English as evidenced by the administration of the MCAS exam. The Student Growth Percentile will increase from 42 to 51.
- All students will show growth in their mathematical skills. Students will show improvement in Math as evidenced by the administration of the MCAS exam. The percent of students scoring Proficient or higher will increase by 3% from 72% to 75%.
- All students will show growth in Science as evidenced by the administration of the MCAS exam. The percent of students scoring Proficient or higher will increase by 4% from 62% to 66%.
- We will increase both our external outreach efforts to families and community members to foster a welcoming atmosphere and internal efforts to create a safe and secure environment for students, families and community members as evidenced by the school climate survey data when available and by internal records.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 85.0%
- All Grades - Math 72.0%

Student Growth Percentile

- ELA 42.0%
- Mathematics 50.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Doherty Memorial High School</b>					
\$127,874		1.0 Principal	1.0	\$130,974	
\$461,693		4.0 Assistant Principal	4.0	\$472,955	
<b>\$589,567</b>		<b>5.0 Total</b>	<b>5.0</b>	<b>\$603,929</b>	
		<b>Teacher</b>			
\$771,504		11.0 English/Reading/Literacy	11.0	\$814,231	
\$981,914		14.0 Math	15.0	\$1,110,315	
\$210,410		3.0 English Language Learner	3.0	\$222,063	
\$911,777		13.0 History & Social Sciences	13.0	\$962,273	
\$631,230		9.0 World Language	9.0	\$666,189	
\$911,777		13.0 Science	13.0	\$962,273	
\$210,410		3.0 Physical Education	3.0	\$222,063	
\$70,137		1.0 Health & Safety	1.0	\$74,021	
\$140,273		2.0 Art	2.0	\$148,042	
\$70,137		1.0 Music	1.0	\$74,021	
\$70,137		1.0 Business & Technology	1.0	\$74,021	
\$210,410	\$70,137	4.0 Chapter 74	4.0	\$222,063	\$74,021
\$70,137		1.0 Librarians	1.0	\$74,021	
\$70,137		1.0 Theater	1.0	\$74,021	
\$350,684		5.0 Guidance	5.0	\$370,105	
\$56,109		0.8 Psychologists	0.6	\$44,413	
\$98,191		1.4 School Adjustment Counselor	2.0	\$148,042	
\$70,137		1.0 Student Support Instructor	1.0	\$74,021	
\$70,137		1.0 MCAS	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 AVID	1.0	\$74,021	
\$70,137		1.0 Credit Recovery Lab			
\$841,641		12.0 Special Education	12.0	\$888,252	
<b>\$6,957,563</b>	<b>\$140,273</b>	<b>101.2 Teacher Total</b>	<b>101.6</b>	<b>\$7,372,492</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
\$160,250	\$80,125	9.0 Special Education	8.0	\$112,625	\$112,625
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$186,958</b>	<b>\$80,125</b>	<b>10.0 Instructional Assistants Total</b>	<b>9.0</b>	<b>\$140,781</b>	<b>\$112,625</b>
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$259,094		6.0 Custodian	6.0	\$269,049	
\$111,000		2.0 Administrative Clerical	2.0	\$102,811	
\$117,445		4.0 School Clerical	4.0	\$121,663	
<b>\$547,734</b>		<b>13.0 Total</b>	<b>13.0</b>	<b>\$559,183</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$31,797	1.0 Bakers	1.0		\$27,152
	\$98,679	8.0 Cafeteria Helpers	8.0		\$93,127
	<b>\$199,652</b>	<b>11.0 School Nutrition Total</b>	<b>11.0</b>		<b>\$185,287</b>
<b>\$8,281,823</b>	<b>\$420,050</b>	<b>140.2 Doherty Memorial High School Total Salaries</b>	<b>139.6</b>	<b>\$8,676,383</b>	<b>\$445,953</b>
	<b>2014-2015</b>	<b>Doherty Memorial High School Budget</b>		<b>2015-2016</b>	
\$8,281,823		Total Salaries		\$8,676,383	
\$240,081		500103-92000 Student Transportation		\$254,231	
\$7,283		500130-92000 Graduation Expenses		\$7,283	
\$19,376		500130-92000 Security Guards		\$19,376	
\$132,878		500146-92000 Electricity		\$137,594	
\$98,095		500146-92000 Natural Gas		\$98,376	
\$12,854		500152-92000 Rubbish Removal		\$11,697	
\$109,506		500-92204 Instructional Materials		\$127,475	
\$8,901,897		<b>Doherty Memorial High School Total Budget</b>		<b>\$9,332,416</b>	



# North High School

140 Harrington Way  
Worcester, MA 01604  
(508) 799-3370

**Principal: Lisa Dyer**

## Quick Facts

Quadrant	North
Grades	9-12
Year Built	2011
Square Footage	190,000
Enrollment	1,361
Graduation Rates	71.0%
Student Attendance	90.3%

## Instructional Focus

North High Students will be strategic readers, writers, and problem solvers.

## Student Demographics

Low Income	82.2%
Special Education	25.3%
English Language Learners	31.6%
African American	18.9%
Asian	7.9%
Hispanic	45.1%
Native American	0.5%
White	25.6%
Multi-Race, Non-Hispanic	2.0%

## School Accountability Plan

- North High will increase graduation rate by 10%.
- Students will demonstrate increased achievement as measured by the MCAS. No less than 80% of students will score Proficient or Advanced in ELA. No less than 75% of students will score Proficient or Advanced in Mathematics. No less than 65% of students will pass the Science exam.
- North High will provide 100% of students with a safe, orderly, and welcoming environment.
- North High will convene monthly meetings with our MA GRAD Coalition partners.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 68.0%
- All Grades - Math 40.0%

Student Growth Percentile

- ELA 37.0%
- Mathematics 36.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>North High School</b>					
\$125,079		1.0 Principal	1.0	\$132,131	
\$444,278		4.0 Assistant Principal	4.0	\$451,980	
<b>\$569,357</b>		<b>5.0 Total</b>	<b>5.0</b>	<b>\$584,111</b>	
		<b>Teacher</b>			
\$631,230		9.0 English/Reading/Literacy	10.0	\$740,210	
\$771,504		11.0 Math	11.0	\$814,231	
\$350,684		5.0 English Language Learner	5.0	\$370,105	
\$701,367		10.0 History & Social Sciences	11.0	\$814,231	
\$490,957		7.0 World Language	7.0	\$518,147	
\$701,367		10.0 Science	10.0	\$740,210	
\$140,273		2.0 Physical Education	2.0	\$148,042	
\$210,410		3.0 Health & Safety	3.0	\$222,063	
\$70,137		1.0 Art	1.0	\$74,021	
\$70,137		1.0 Music	2.0	\$148,042	
\$140,273		2.0 Business & Technology	2.0	\$148,042	
\$210,410	\$70,137	4.0 Chapter 74	6.0	\$370,105	\$74,021
\$70,137	\$70,137	2.0 JROTC	2.0	\$74,021	\$74,021
\$70,137		1.0 Librarians	1.0	\$74,021	
\$280,547		4.0 Guidance	4.0	\$296,084	
\$56,109		0.8 Psychologists	0.8	\$59,217	
\$168,328		2.4 School Adjustment Counselor	2.4	\$177,650	
\$70,137		1.0 MCAS	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$1,262,461		18.0 Special Education	21.0	\$1,554,441	
\$70,137		1.0 Other	2.0	\$148,042	
<b>\$6,536,742</b>	<b>\$210,410</b>	<b>96.2 Teacher Total</b>	<b>105.2</b>	<b>\$7,564,946</b>	<b>\$222,063</b>
		<b>Instructional Assistants</b>			
\$133,542	\$160,250	11.0 Special Education	17.0	\$253,405	\$225,249
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
\$26,708		1.0 Security	1.0	\$28,156	
<b>\$186,958</b>	<b>\$160,250</b>	<b>13.0 Instructional Assistants Total</b>	<b>19.0</b>	<b>\$309,717</b>	<b>\$225,249</b>
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$302,277		7.0 Custodian	7.0	\$313,890	
\$104,127		2.0 Administrative Clerical	2.0	\$109,313	
\$95,846		3.0 School Clerical	3.0	\$83,729	
<b>\$562,444</b>		<b>13.0 Total</b>	<b>13.0</b>	<b>\$572,592</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	2.0		\$75,710
	\$61,371	2.0 Cooks	2.0		\$54,305
	\$63,595	2.0 Bakers	2.0		\$54,305
	\$68,571	2.0 MEO	2.0		\$67,947
	\$172,688	14.0 Cafeteria Helpers	14.0		\$162,972
	<b>\$404,715</b>	<b>21.0 School Nutrition Total</b>	<b>22.0</b>		<b>\$415,239</b>
<b>\$7,855,502</b>	<b>\$775,375</b>	<b>148.2 North High School Total Salaries</b>	<b>164.2</b>	<b>\$9,031,367</b>	<b>\$862,551</b>
	<b>2014-2015</b>	<b>North High School Budget</b>		<b>2015-2016</b>	
\$7,855,502		Total Salaries		\$9,031,367	
\$436,512		500103-92000 Student Transportation		\$462,239	
\$7,283		500130-92000 Graduation Expenses		\$7,283	
\$19,376		500130-92000 Security Guards		\$19,376	
\$40,000		500130-92000 Worcester Pipeline		\$40,000	
\$23,831		500136-92000 Educational Fees and Licences		\$23,831	
\$214,784		500146-92000 Electricity		\$222,407	
\$86,250		500146-92000 Natural Gas		\$86,985	
\$15,214		500152-92000 Rubbish Removal		\$14,845	
\$75,153		500-92204 Instructional Materials		\$95,987	
\$8,773,906		<b>North High School Total Budget</b>		<b>\$10,004,321</b>	





# South High School

170 Apricot Street  
Worcester, MA 01603  
(508) 799-3325

**Principal: Maureen Binienda**

## Quick Facts

Quadrant	South
Grades	9-12
Year Built	1978
Square Footage	246,000
Enrollment	1,323
Graduation Rates	71.2%
Student Attendance	90.8%

## Instructional Focus

Convey written information accurately, clearly and logically.

## Student Demographics

Low Income	83.1%
Special Education	22.8%
English Language Learners	30.2%
African American	17.4%
Asian	14.4%
Hispanic	43.3%
Native American	0.3%
White	22.6%
Multi-Race, Non-Hispanic	2.0%

## School Accountability Plan

- Our long term goal is to halve the Math proficiency gap by 2017. We will meet the state target for 2016 annual student growth of 51 or higher. We will achieve a 2016 CPI target of 79.0 for all students, and achieve a 2015 CPI of 57 for students with disabilities and a SGP of 50.0.
- Our goal in ELA is to achieve the 2016 CPI of 89.45 for all students and meet the 2016 state target for annual student growth of 51 or higher. We will achieve a CPI of 77.95 for students with disabilities and a SGP of 51.
- Our long term goal is to halve the Science proficiency gap by 2017. We will meet the state target of 78.3 for 2016 annual student growth and to achieve a CPI of 67.3 for ELL students and 58.5 for students with disabilities.
- Our long term goal is to decrease our dropout rate from 4.8% to 2.5% by 2017 and meet the state target for 2015.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 76.0%
- All Grades - Math 56.0%

Student Growth Percentile

- ELA 61.0%
- Mathematics 54.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>South High Community School</b>					
\$128,874		1.0 Principal	1.0	\$131,974	
\$413,178		4.0 Assistant Principal	4.0	\$441,153	
<b>\$542,052</b>		<b>5.0 Total</b>	<b>5.0</b>	<b>\$573,127</b>	
		<b>Teacher</b>			
\$771,504		11.0 English/Reading/Literacy	11.0	\$814,231	
\$771,504		11.0 Math	11.0	\$814,231	
\$350,684		5.0 English Language Learner	5.0	\$370,105	
\$701,367		10.0 History & Social Sciences	10.0	\$740,210	
\$490,957		7.0 World Language	8.0	\$592,168	
\$701,367		10.0 Science	11.0	\$814,231	
\$280,547		4.0 Physical Education	4.0	\$296,084	
\$140,273		2.0 Art	2.0	\$148,042	
\$140,273		2.0 Music	2.0	\$148,042	
\$210,410		3.0 Occupational Arts/Consumer Science	3.0	\$222,063	
\$70,137		1.0 Chapter 74	1.0	\$74,021	
\$70,137	\$70,137	2.0 JROTC	2.0	\$74,021	\$74,021
\$70,137		1.0 Librarians	1.0	\$74,021	
\$70,137		1.0 TV	1.0	\$74,021	
\$350,684		5.0 Guidance	5.0	\$370,105	
\$42,082		0.6 Psychologists	0.6	\$44,413	
\$112,219		1.6 School Adjustment Counselor	2.0	\$148,042	
\$70,137		1.0 Student Support Instructor	1.0	\$74,021	
\$70,137		1.0 MCAS	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$1,543,008		22.0 Special Education	22.0	\$1,628,462	
		Other	1.0	\$74,021	
<b>\$7,027,700</b>	<b>\$140,273</b>	<b>102.2 Teacher Total</b>	<b>105.6</b>	<b>\$7,668,576</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
	\$26,708	1.0 Preschool	1.0	\$28,156	
\$293,792	\$347,209	24.0 Special Education	26.0	\$450,498	\$281,561
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$320,500</b>	<b>\$373,917</b>	<b>26.0 Instructional Assistants Total</b>	<b>28.0</b>	<b>\$506,810</b>	<b>\$281,561</b>
\$120,389		2.0 School Nurse	2.0	\$131,321	
\$259,094		6.0 Custodian	6.0	\$269,049	
\$107,626		2.0 Administrative Clerical	2.0	\$109,763	
\$88,911		3.0 School Clerical	3.0	\$91,142	
<b>\$576,020</b>		<b>13.0 Total</b>	<b>13.0</b>	<b>\$601,275</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$31,797	1.0 Bakers	1.0		\$27,152
	\$111,014	9.0 Cafeteria Helpers	9.0		\$104,768
	<b>\$211,987</b>	<b>12.0 School Nutrition Total</b>	<b>12.0</b>		<b>\$196,928</b>
<b>\$8,466,272</b>	<b>\$726,177</b>	<b>158.2 South High Community School Total Salaries</b>	<b>163.6</b>	<b>\$9,349,788</b>	<b>\$626,531</b>
	<b>2014-2015</b>	<b>South High Community School Budget</b>		<b>2015-2016</b>	
\$8,466,272		Total Salaries		\$9,349,788	
\$982,152		500103-92000 Student Transportation		\$1,040,037	
\$7,283		500130-92000 Graduation Expenses		\$7,283	
\$19,376		500130-92000 Security Guards		\$19,376	
\$236,735		500146-92000 Electricity		\$245,137	
\$31,597		500146-92000 Natural Gas		\$31,545	
\$12,314		500152-92000 Rubbish Removal		\$11,706	
\$67,363		500-92204 Instructional Materials		\$75,690	
\$9,823,092		<b>South High Community School Total Budget</b>		\$10,780,563	



# University Park Campus School

12 Freeland Street  
Worcester, MA 01603  
(508) 799-3591

**Principal: Daniel St. Louis**

## Quick Facts

Quadrant	South
Grades	7-12
Year Built	1885
Square Footage	18,984
Enrollment	244
Graduation Rates	100.0%
Student Attendance	96.4%

## Instructional Focus

University Park Campus School will focus on teaching students to read, write, and think analytically and critically, to ensure that all students are college ready.

## Student Demographics

Low Income	82.2%
Special Education	9.0%
English Language Learners	20.5%
African American	7.8%
Asian	20.9%
Hispanic	52.5%
Native American	0.4%
White	16.0%
Multi-Race, Non-Hispanic	2.5%

## School Accountability Plan

- Middle school proficiency in Math will increase for all students. The median SGP for the cohort of 7th grade moving to 8th grade will increase from 33% to 50% in the Spring 2015 Math PARCC administration.
- The percentage of students in the 7th grade cohort moving to 8th grade achieving Advanced or Proficient on ELA MCAS will go up from 57% to 70% in the 2015 administration of the PARCC ELA exam.
- All 7th and 8th grade students will show growth in Science. The percentage of middle school students achieving Advanced and Proficient scores on the Science and Engineering MCAS exam will rise from 24% to 35% in 2015.
- The number of AP qualifying scores in the Social Science classes, AP Human Geography, AP United States History, and AP United States Government and Politics will double to 22% in the 2015 administration of the exams.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 74.0%
- All Grades - Math 60.0%

Student Growth Percentile

- ELA 53.0%
- Mathematics 45.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>University Park Campus School</b>					
\$95,411		1.0 Principal	1.0	\$102,302	
<b>\$95,411</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$102,302</b>	
		<b>Teacher</b>			
\$210,410		3.0 English/Reading/Literacy	3.0	\$222,063	
\$140,273		2.0 Math	2.0	\$148,042	
\$210,410		3.0 History & Social Sciences	3.0	\$222,063	
\$140,273		2.0 World Language	2.0	\$148,042	
\$210,410		3.0 Science	3.0	\$222,063	
\$70,137		1.0 Physical Education	0.4	\$29,608	
\$21,041		0.3 Health & Safety	0.3	\$22,206	
\$84,164		1.2 Art	1.2	\$88,825	
\$14,027		0.2 Music	0.2	\$14,804	
\$70,137		1.0 Guidance	1.0	\$74,021	
\$14,027		0.2 Psychologists			
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
\$35,068		0.5 MCAS	0.5	\$37,011	
	\$35,068	0.5 Instructional Coach	0.5		\$37,011
\$70,137		1.0 Special Education	1.0	\$74,021	
\$70,137		1.0 Other	1.0	\$74,021	
<b>\$1,430,789</b>	<b>\$35,068</b>	<b>20.9 Teacher Total</b>	<b>20.1</b>	<b>\$1,450,812</b>	<b>\$37,011</b>
		<b>Instructional Assistants</b>			
		Special Education	1.0	\$28,156	
		<b>Instructional Assistants Total</b>	<b>1.0</b>	<b>\$28,156</b>	
\$18,703		1.0 English Language Tutor	0.5	\$14,988	
\$30,097		0.5 School Nurse	0.5	\$32,830	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$26,556		1.0 School Clerical	1.0	\$28,249	
<b>\$118,538</b>		<b>3.5 Total</b>	<b>3.0</b>	<b>\$120,909</b>	
		<b>School Nutrition</b>			
		Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$43,021</b>	<b>2.0 School Nutrition Total</b>	<b>3.0</b>		<b>\$76,648</b>
<b>\$1,644,738</b>	<b>\$78,089</b>	<b>27.4 University Park Campus School Total Salaries</b>	<b>28.1</b>	<b>\$1,702,179</b>	<b>\$113,659</b>
	<b>2014-2015</b>	<b>University Park Campus School Budget</b>		<b>2015-2016</b>	
\$1,644,738		Total Salaries		\$1,702,179	
\$21,826		500103-92000 Student Transportation		\$23,112	
\$14,164		500146-92000 Electricity		\$14,666	
\$17,897		500146-92000 Natural Gas		\$18,023	
\$7,208		500152-92000 Rubbish Removal		\$6,560	
\$12,190		500-92204 Instructional Materials		\$14,152	
\$1,718,022		<b>University Park Campus School Total Budget</b>		\$1,778,692	



# Worcester Technical High School

One Skyline Drive  
Worcester, MA 01605  
(508) 799-1940

**Principal:** Principal Selection In Process

## Quick Facts

Quadrant	North
Grades	9-12
Year Built	2006
Square Footage	400,000
Enrollment	1,404
Graduation Rates	96.8%
Student Attendance	95.8%

## Instructional Focus

A school-wide effort to have all WTHS students show measurable growth in their ability to write expertly across the curriculum for a variety of audiences through the implementation of a school-wide writing process as measured by MCAS (open response and long composition) and school wide writing portfolio rubrics and assessments (mid-terms, finals, common assessment, technical journaling and evident practice of close reading strategies)

## Student Demographics

Low Income	64.7%
Special Education	15.2%
English Language Learners	11.3%
African American	13.1%
Asian	6.7%
Hispanic	36.3%
Native American	0.4%
White	40.8%
Multi-Race, Non-Hispanic	2.8%

## School Accountability Plan

- 94% of students will score at or above Proficient level on the 2015 ELA MCAS.
- 85% of students will score at or above the Proficient level on the 2015 Mathematics MCAS.
- 70% of grade 9 students will score Proficient or higher on the 2015 Biology MCAS.
- 100% of students will participate in a rigorous safety review and pass a written and performance safety test to ensure proper use of equipment and handling of materials. This will be completed in technical areas as well as science laboratories. Laboratory safety will be reviewed at each monthly department meeting.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 92.0%
- All Grades - Math 76.0%

Student Growth Percentile

- ELA 59.0%
- Mathematics 60.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Worcester Technical High School</b>					
\$132,099		1.0 Principal	1.0	\$125,000	
\$435,461		4.0 Assistant Principal	4.0	\$426,225	
\$52,707	\$52,707	1.0 Director - Technical Education	1.0	\$53,599	\$53,599
<b>\$620,267</b>	<b>\$52,707</b>	<b>6.0 Total</b>	<b>6.0</b>	<b>\$604,824</b>	<b>\$53,599</b>
		<b>Teacher</b>			
\$841,641		12.0 English/Reading/Literacy	12.0	\$888,252	
\$841,641		12.0 Math	12.0	\$888,252	
		English Language Learner	1.0	\$74,021	
\$631,230		9.0 History & Social Sciences	9.0	\$666,189	
\$631,230		9.0 Science	9.0	\$666,189	
\$140,273		2.0 Physical Education	3.0	\$222,063	
\$70,137		1.0 Health & Safety	1.0	\$74,021	
\$5,049,844		72.0 Chapter 74	72.0	\$5,329,512	
\$70,137		1.0 Librarians	1.0	\$74,021	
\$280,547		4.0 Guidance	4.0	\$296,084	
\$42,082		0.6 Psychologists	0.4	\$29,608	
\$98,191		1.4 School Adjustment Counselor	1.6	\$118,434	
\$70,137		1.0 Student Support Instructor	1.0	\$74,021	
\$70,137		1.0 MCAS	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 AVID	1.0	\$74,021	
\$771,504		11.0 Special Education	11.0	\$814,231	
\$70,137		1.0 Other	1.0	\$74,021	
<b>\$9,749,004</b>	<b>\$70,137</b>	<b>140.0 Teacher Total</b>	<b>142.0</b>	<b>\$10,436,961</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
	\$26,708	1.0 Preschool	1.0	\$28,156	
\$80,125	\$133,542	8.0 Special Education	7.0	\$84,468	\$112,625
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$106,833</b>	<b>\$160,250</b>	<b>10.0 Instructional Assistants Total</b>	<b>9.0</b>	<b>\$140,781</b>	<b>\$112,625</b>
\$18,703		1.0 English Language Tutor			
\$14,999		3.0 Crossing Guard	3.0	\$15,286	
\$120,389		2.0 School Nurse	2.0	\$131,321	
\$388,641		9.0 Custodian	9.0	\$403,573	
\$167,643		3.0 Administrative Clerical	3.0	\$172,335	
\$91,454		3.0 School Clerical	3.0	\$93,859	
<b>\$801,829</b>		<b>21.0 Total</b>	<b>20.0</b>	<b>\$816,374</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$111,014	9.0 Cafeteria Helpers	9.0		\$104,768
	<b>\$180,189</b>	<b>11.0 School Nutrition Total</b>	<b>11.0</b>		<b>\$169,775</b>
<b>\$11,277,933</b>	<b>\$463,283</b>	<b>188.0 Worcester Technical High School Total Salaries</b>	<b>188.0</b>	<b>\$11,998,939</b>	<b>\$410,020</b>
	<b>2014-2015</b>	<b>Worcester Technical High School Budget</b>		<b>2015-2016</b>	
\$11,277,933		Total Salaries		\$11,998,939	
\$654,768		500103-92000 Student Transportation		\$693,358	
\$7,283		500130-92000 Graduation Expenses		\$7,283	
\$19,376		500130-92000 Security Guards		\$19,376	
\$591,311		500146-92000 Electricity		\$612,297	
\$210,976		500146-92000 Natural Gas		\$208,944	
\$41,086		500152-92000 Rubbish Removal		\$38,389	
\$255,952		500-92204 Instructional Materials		\$265,256	
\$13,058,685		<b>Worcester Technical High School Total Budget</b>		\$13,843,842	



# Burncoat Middle School

135 Burncoat Street  
Worcester, MA 01606  
(508) 799-3390

**Principal: Lisa Houlihan**

## Quick Facts

Quadrant	Burncoat
Grades	7-8
Year Built	1952
Square Footage	147,296
Enrollment	582
Graduation Rates	N/A
Student Attendance	95.1%

## Instructional Focus

All BMS students will be able to identify the basic facts and main ideas in text and use them as the basis for interpretation. Students will also be able to write with a clear focus, coherent organization and sufficient detail.

## Student Demographics

Low Income	73.4%
Special Education	26.1%
English Language Learners	29.4%
African American	17.4%
Asian	4.0%
Hispanic	38.0%
Native American	0.5%
White	37.3%
Multi-Race, Non-Hispanic	2.9%

## School Accountability Plan

- All students will show improvement in written expression and reading comprehension as demonstrated by a 4.75 improvement in CPI. Our SGP will be 50% or higher and our goal is to have no less than 70% Proficient or above as evidenced by PARCC in 2015.
- All of our students will show improvement as demonstrated by the administration of the Mathematics PARCC. Our SGP will be 50% or higher and our goal is to have no less than 50% Proficient or above in 2015 as evidenced by an 11.75 growth in CPI.
- All of our students will show improvement in Science and Technology as demonstrated by the administration of the MCAS. Our 2015 CPI will have a minimum growth of 6.3 to allow for a score no less than 72.4.
- All students will participate in PBIS activities. This is measured by the number of students who have earned Gotcha's and are able to participate in the incentive programs. Our goal is to identify the targeted behavior and reinforce PBIS expectations.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 60.0%
- All Grades - Math 30.0%

Student Growth Percentile

- ELA 41.0%
- Mathematics 34.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Burncoat Middle School</b>					
\$128,553		1.0 Principal	1.0	\$131,694	
\$228,987		2.0 Assistant Principal	2.0	\$234,562	
<b>\$357,540</b>		<b>3.0 Total</b>	<b>3.0</b>	<b>\$366,256</b>	
		<b>Teacher</b>			
\$490,957		7.0 English/Reading/Literacy	7.0	\$518,147	
\$350,684		5.0 Math	6.0	\$444,126	
\$140,273		2.0 English Language Learner	2.0	\$148,042	
\$350,684		5.0 History & Social Sciences	5.0	\$370,105	
\$140,273		2.0 World Language	2.0	\$148,042	
\$350,684		5.0 Science	5.0	\$370,105	
\$70,137		1.0 Physical Education	1.0	\$74,021	
\$70,137		1.0 Health & Safety	1.0	\$74,021	
\$140,273		2.0 Art	2.0	\$148,042	
\$105,205		1.5 Music	1.5	\$111,032	
		Business & Technology	0.5	\$37,011	
\$70,137		1.0 Librarians	1.0	\$74,021	
\$35,068		0.5 Dance	0.5	\$37,011	
\$70,137		1.0 Theater	1.0	\$74,021	
\$140,273		2.0 Guidance	2.0	\$148,042	
\$42,082		0.6 Psychologists	0.6	\$44,413	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
\$70,137		1.0 Student Support Instructor			
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 AVID	1.0	\$74,021	
\$701,367		10.0 Special Education	10.0	\$740,210	
<b>\$3,478,781</b>	<b>\$70,137</b>	<b>50.6 Teacher Total</b>	<b>51.1</b>	<b>\$3,708,452</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$213,667		8.0 Special Education	15.0	\$197,093	\$225,249
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$240,375</b>		<b>9.0 Instructional Assistants Total</b>	<b>16.0</b>	<b>\$225,249</b>	<b>\$225,249</b>
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$194,321		4.5 Custodian	4.5	\$201,786	
\$103,413		2.0 Administrative Clerical	2.0	\$105,473	
\$31,375		1.0 School Clerical	1.0	\$31,998	
<b>\$389,303</b>		<b>8.5 Total</b>	<b>8.5</b>	<b>\$404,918</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$31,797	1.0 Bakers	1.0		\$27,152
	\$37,005	3.0 Cafeteria Helpers	3.0		\$34,923
	<b>\$137,977</b>	<b>6.0 School Nutrition Total</b>	<b>6.0</b>		<b>\$127,082</b>
<b>\$4,466,000</b>	<b>\$208,114</b>	<b>77.1 Burncoat Middle School Total Salaries</b>	<b>84.6</b>	<b>\$4,704,875</b>	<b>\$426,352</b>
	<b>2014-2015</b>	<b>Burncoat Middle School Budget</b>		<b>2015-2016</b>	
\$4,466,000		Total Salaries		\$4,704,875	
\$523,814		500103-92000 Student Transportation		\$554,686	
\$65,450		500130-92000 Arts Consultants (Burncoat Quadrant)		\$70,950	
\$47,730		500146-92000 Electricity		\$49,424	
\$86,804		500146-92000 Natural Gas		\$86,023	
\$15,035		500152-92000 Rubbish Removal		\$14,182	
\$30,316		500-92204 Instructional Materials		\$33,756	
\$5,235,149		<b>Burncoat Middle School Total Budget</b>		<b>\$5,513,896</b>	





# Arthur Sullivan Middle School

140 Apricot Street  
Worcester, MA 01603  
(508) 799-3350

**Principal: Dr. Josephine Robertson**

## Quick Facts

Quadrant	South
Grades	7-8
Year Built	1992
Square Footage	167,000
Enrollment	848
Graduation Rates	N/A
Student Attendance	93.3%

## Instructional Focus

School wide efforts will assure all Sullivan Middle School students show measurable growth in their ability to read, write and orally respond in all disciplines through an agreed upon set of common teaching practices. Student growth will be measured by MCAS and MAP testing and common school-wide assessment.

## Student Demographics

Low Income	83.4%
Special Education	20.9%
English Language Learners	32.4%
African American	17.0%
Asian	13.2%
Hispanic	38.9%
Native American	0.4%
White	25.9%
Multi-Race, Non-Hispanic	4.6%

## School Accountability Plan

- 100% of our students will show improvement in ELA as demonstrated by the administration of the MCAS. 10% of students in the Warning category will move to the Needs Improvement level. The remaining 90% will show growth within their performance level or to the next level. Our goal is to have at least 56% at Proficient or above in 7th grade and at least 63% at Proficient or above in 8th grade and narrow our proficiency gap to bring our CPI to 85 points.
- 100% of our students will show improvement in Math as demonstrated by the administration of the MCAS. 10% of students in the Warning category will move to the Needs Improvement level. The remaining 90% will show growth within their performance level or to the next level. Students will obtain a SGP of 50. Our goal is to have at least 40% at Proficient or above and narrow our proficiency gap to bring our CPI to 69.0 points.
- Effective implementation of the SMS Social Competency System will result in improved ability to identify and address student needs, improve the school's climate and culture, and improve the school's physical safety. 100% of our community members will agree that they belong to a safe, secure, and academically challenging learning environment. 100% of our staff will be involved in identifying and addressing the needs of all students.
- 100% of SMS families will participate in a partnership with SMS staff to improve student outcomes in the areas of academic achievement and social competency. 100% of SMS community partners will formalize their commitment to SMS and continue to address the Tier 1, 2 and 3 needs of our students and families.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	57.0%
■ All Grades - Math	27.0%
Student Growth Percentile	
■ ELA	49.0%
■ Mathematics	26.5%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Dr. Arthur F. Sullivan Middle School</b>					
\$113,942		1.0 Principal	1.0	\$133,914	
\$340,347		3.0 Assistant Principal	3.0	\$313,849	
<b>\$454,289</b>		<b>4.0 Total</b>	<b>4.0</b>	<b>\$447,763</b>	
		<b>Teacher</b>			
\$771,504		11.0 English/Reading/Literacy	11.0	\$814,231	
\$841,641		12.0 Math	12.0	\$888,252	
\$210,410		3.0 English Language Learner	4.0	\$296,084	
\$631,230		9.0 History & Social Sciences	9.0	\$666,189	
\$210,410		3.0 World Language	3.0	\$222,063	
\$561,094		8.0 Science	8.0	\$592,168	
\$140,273		2.0 Physical Education	2.0	\$148,042	
\$70,137		1.0 Health & Safety	1.0	\$74,021	
\$70,137		1.0 Art	1.0	\$74,021	
\$140,273		2.0 Music	2.0	\$148,042	
\$70,137		1.0 Librarians	1.0	\$74,021	
\$140,273		2.0 Guidance	2.0	\$148,042	
\$56,109		0.8 Psychologists	0.8	\$59,217	
\$98,191		1.4 School Adjustment Counselor	1.4	\$103,629	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 AVID	1.0	\$74,021	
\$1,122,188		16.0 Special Education	17.0	\$1,258,357	
	\$70,137	1.0 Wrap Around Zone Coordinator	1.0	\$74,021	
<b>\$5,204,145</b>	<b>\$140,273</b>	<b>76.2 Teacher Total</b>	<b>78.2</b>	<b>\$5,714,421</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$186,958	\$160,250	13.0 Special Education	10.0	\$140,781	\$140,781
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$213,667</b>	<b>\$160,250</b>	<b>14.0 Instructional Assistants Total</b>	<b>11.0</b>	<b>\$168,937</b>	<b>\$140,781</b>
\$5,000		1.0 Crossing Guard	1.0	\$5,095	
\$120,389		2.0 School Nurse	2.0	\$131,321	
\$215,912		5.0 Custodian	5.0	\$224,207	
\$106,597		2.0 Administrative Clerical	3.0	\$145,547	
\$42,484		1.5 School Clerical	1.0	\$30,544	
<b>\$490,381</b>		<b>11.5 Total</b>	<b>12.0</b>	<b>\$536,714</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$31,797	1.0 Bakers	1.0		\$27,152
	\$98,679	8.0 Cafeteria Helpers	8.0		\$93,127
	<b>\$199,652</b>	<b>11.0 School Nutrition Total</b>	<b>11.0</b>		<b>\$185,287</b>
<b>\$6,362,482</b>	<b>\$500,175</b>	<b>116.7 Dr. Arthur F. Sullivan Middle School Total Salaries</b>	<b>116.2</b>	<b>\$6,867,835</b>	<b>\$400,088</b>
	<b>2014-2015</b>	<b>Dr. Arthur F. Sullivan Middle School Budget</b>		<b>2015-2016</b>	
\$6,362,482		Total Salaries		\$6,867,835	
\$654,768		500103-92000 Student Transportation		\$693,358	
\$19,376		500130-92000 Security Guards		\$19,376	
\$236,735		500146-92000 Electricity		\$245,137	
\$58,019		500146-92000 Natural Gas		\$57,622	
\$17,663		500152-92000 Rubbish Removal		\$16,073	
\$48,800		500-92204 Instructional Materials		\$59,034	
\$7,397,842		<b>Dr. Arthur F. Sullivan Middle School Total Budget</b>		<b>\$7,958,436</b>	



# Forest Grove Middle School

495 Grove Street  
Worcester, MA 01605  
(508) 799-3420

**Principal: Mark Williams**

## Quick Facts

Quadrant	Doherty
Grades	7-8
Year Built	2001
Square Footage	198,713
Enrollment	931
Graduation Rates	N/A
Student Attendance	95.1%

## Instructional Focus

The Instructional Focus of Forest Grove Middle School is to implement an inclusive, school wide program to develop the skills of our students in the area of reading comprehension to a minimum level of Proficiency and an optimal level of Advanced.

## Student Demographics

Low Income	58.3%
Special Education	20.0%
English Language Learners	20.9%
African American	11.4%
Asian	5.4%
Hispanic	27.0%
Native American	0.0%
White	50.5%
Multi-Race, Non-Hispanic	5.8%

## School Accountability Plan

- 100% of students will show academic gains as measured by the English Language Arts grade-level common pre/post tests and through the administration of the PARCC. 100% of students will demonstrate improvement from the start of the year pre-test to the end of the year post-test.
- 100% of students will show academic gains as measured by the Mathematics grade-level common pre/post-test and through the administration of the PARCC. 100% of students will demonstrate improvement from start of the year pre-test to the end of the year post-test.
- Our long term goal is to halve the proficiency gap by 2017. Our goal is to achieve a CPI of 77.2 in 2015 as demonstrated by the Science and Technology MCAS.
- 100% of students will demonstrate knowledge of acceptable behavior through their behavior actions. We will decrease the number of office referrals by 6% in order to increase instructional time for students.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 70.0%
- All Grades - Math 46.0%

Student Growth Percentile

- ELA 60.0%
- Mathematics 54.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Forest Grove Middle School</b>					
\$132,792		1.0 Principal	1.0	\$135,975	
\$218,785		2.0 Assistant Principal	2.0	\$230,984	
<b>\$351,577</b>		<b>3.0 Total</b>	<b>3.0</b>	<b>\$366,960</b>	
		<b>Teacher</b>			
\$771,504		11.0 English/Reading/Literacy	11.0	\$814,231	
\$701,367		10.0 Math	10.0	\$740,210	
\$140,273		2.0 English Language Learner	2.0	\$148,042	
\$561,094		8.0 History & Social Sciences	8.0	\$592,168	
\$210,410		3.0 World Language	3.0	\$222,063	
\$561,094		8.0 Science	8.0	\$592,168	
\$201,012		2.9 Physical Education	2.1	\$155,444	
\$70,137		1.0 Health & Safety	1.0	\$74,021	
\$70,137		1.0 Art	1.0	\$74,021	
\$70,137		1.0 Music	1.0	\$74,021	
\$70,137		1.0 Business & Technology	1.0	\$74,021	
\$70,137		1.0 Occupational Arts	1.0	\$74,021	
\$70,137		1.0 Librarians	1.0	\$74,021	
\$140,273		2.0 Guidance	2.0	\$148,042	
\$42,082		0.6 Psychologists	0.6	\$44,413	
\$98,191		1.4 School Adjustment Counselor	1.4	\$103,629	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 AVID	1.0	\$74,021	
\$981,914		14.0 Special Education	14.0	\$1,036,294	
<b>\$4,900,172</b>	<b>\$70,137</b>	<b>70.9 Teacher Total</b>	<b>70.1</b>	<b>\$5,114,851</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$213,667	\$213,667	16.0 Special Education	18.0	\$309,717	\$197,093
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$240,375</b>	<b>\$213,667</b>	<b>17.0 Instructional Assistants Total</b>	<b>19.0</b>	<b>\$337,874</b>	<b>\$197,093</b>
\$120,389		2.0 School Nurse	2.0	\$131,321	
\$215,912		5.0 Custodian	5.0	\$224,207	
\$105,769		2.0 Administrative Clerical	2.0	\$109,348	
\$40,829		1.5 School Clerical	2.0	\$55,034	
<b>\$482,899</b>		<b>10.5 Total</b>	<b>11.0</b>	<b>\$519,910</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$31,797	1.0 Bakers	1.0		\$27,152
	\$74,009	6.0 Cafeteria Helpers	6.0		\$69,845
	<b>\$174,982</b>	<b>9.0 School Nutrition Total</b>	<b>9.0</b>		<b>\$162,005</b>
<b>\$5,975,023</b>	<b>\$458,786</b>	<b>110.4 Forest Grove Middle School Total Salaries</b>	<b>112.1</b>	<b>\$6,339,594</b>	<b>\$433,119</b>
	<b>2014-2015</b>	<b>Forest Grove Middle School Budget</b>		<b>2015-2016</b>	
\$5,975,023		Total Salaries		\$6,339,594	
\$698,419		500103-92000 Student Transportation		\$739,582	
\$131,976		500146-92000 Electricity		\$136,660	
\$74,786		500146-92000 Natural Gas		\$75,170	
\$12,314		500152-92000 Rubbish Removal		\$11,206	
\$8,360		500-91000 AVID Fees		\$8,360	
\$51,039		500-92204 Instructional Materials		\$53,998	
\$6,951,917		<b>Forest Grove Middle School Total Budget</b>		<b>\$7,364,570</b>	



# Worcester East Middle School

420 Grafton Street  
Worcester, MA 01604  
(508) 799-3430

**Principal: Dr. Rose Dawkins**

## Quick Facts

Quadrant	North
Grades	7-8
Year Built	1924
Square Footage	155,392
Enrollment	788
Graduation Rates	N/A
Student Attendance	94.1%

## Instructional Focus

Students will show growth in their ability to read fluently, comprehend deeply, think critically and respond effectively as measured by frequent formative classroom assessments, common assessments, MCAS and MAP results.

## Student Demographics

Low Income	87.1%
Special Education	21.1%
English Language Learners	38.3%
African American	20.8%
Asian	7.2%
Hispanic	47.3%
Native American	0.3%
White	19.8%
Multi-Race, Non-Hispanic	4.6%

## School Accountability Plan

- 100% of our students will show improvement in reading comprehension and writing skills as demonstrated by MCAS. Our goal for SGP is 60 and our CPI target goal is 84.0 for all students in ELA.
- 100% of our students will show improvement in Math as demonstrated by MCAS. Our goal for SGP is 55 and our CPI target goal is 65.1 for all students in Mathematics.
- 100% of our students will show improvement in Science as demonstrated by MCAS. Our CPI target goal is 60.0 for all students in Science.
- 100% of our students and staff will be trained and implement the expectations of PBIS. We will decrease the number of office referrals by 10% by school wide implementation of PBIS strategies.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 58.0%
- All Grades - Math 26.0%

Student Growth Percentile

- ELA 58.0%
- Mathematics 48.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Worcester East Middle School</b>					
\$136,860		1.0 Principal	1.0	\$140,174	
\$219,059		2.0 Assistant Principal	2.0	\$224,425	
<b>\$355,919</b>		<b>3.0 Total</b>	<b>3.0</b>	<b>\$364,599</b>	
		<b>Teacher</b>			
\$701,367		10.0 English/Reading/Literacy	10.0	\$740,210	
\$490,957		7.0 Math	8.0	\$592,168	
\$140,273		2.0 English Language Learner	3.0	\$222,063	
\$490,957		7.0 History & Social Sciences	7.0	\$518,147	
\$70,137		1.0 World Language	1.0	\$74,021	
\$631,230		9.0 Science	9.0	\$666,189	
\$140,273		2.0 Physical Education	2.0	\$148,042	
\$70,137		1.0 Health & Safety	1.0	\$74,021	
\$140,273		2.0 Art	2.0	\$148,042	
\$140,273		2.0 Music	2.0	\$148,042	
\$70,137		1.0 Business & Technology	1.0	\$74,021	
\$70,137		1.0 Librarians	1.0	\$74,021	
\$140,273		2.0 Guidance	2.0	\$148,042	
\$42,082		0.6 Psychologists	0.6	\$44,413	
\$98,191		1.4 School Adjustment Counselor	1.4	\$103,629	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 AVID	1.0	\$74,021	
\$701,367		10.0 Special Education	11.0	\$814,231	
<b>\$4,208,203</b>	<b>\$70,137</b>	<b>61.0 Teacher Total</b>	<b>64.0</b>	<b>\$4,663,323</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$53,417	\$80,125	5.0 Special Education	6.0	\$84,468	\$84,468
<b>\$53,417</b>	<b>\$80,125</b>	<b>5.0 Instructional Assistants Total</b>	<b>6.0</b>	<b>\$84,468</b>	<b>\$84,468</b>
\$120,389		2.0 School Nurse	2.0	\$131,321	
\$172,729		4.0 Custodian	4.0	\$179,366	
\$104,140		2.0 Administrative Clerical	2.0	\$106,877	
\$32,081		1.0 School Clerical	1.0	\$32,718	
<b>\$429,339</b>		<b>9.0 Total</b>	<b>9.0</b>	<b>\$450,281</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$98,679	8.0 Cafeteria Helpers	8.0		\$93,127
	<b>\$167,854</b>	<b>10.0 School Nutrition Total</b>	<b>10.0</b>		<b>\$158,134</b>
<b>\$5,046,878</b>	<b>\$318,116</b>	<b>88.0 Worcester East Middle School Total Salaries</b>	<b>92.0</b>	<b>\$5,562,671</b>	<b>\$316,624</b>
	<b>2014-2015</b>	<b>Worcester East Middle School Budget</b>		<b>2015-2016</b>	
\$5,046,878		Total Salaries		\$5,562,671	
\$218,256		500103-92000 Student Transportation		\$231,119	
\$65,537		500146-92000 Electricity		\$67,863	
\$133,681		500146-92000 Natural Gas		\$133,797	
\$13,469		500152-92000 Rubbish Removal		\$12,257	
\$8,360		500-91000 AVID Fees		\$8,360	
\$37,206		500-92204 Instructional Materials		\$45,646	
\$5,523,387		<b>Worcester East Middle School Total Budget</b>		<b>\$6,061,714</b>	



# Belmont Street Community School

170 Belmont Street  
Worcester, MA 01605  
(508) 799-3588

**Principal: Dr. Susan Hodgkins**

## Quick Facts

Quadrant	North
Grades	Pre-K to 6
Year Built	1971
Square Footage	92,988
Enrollment	548
Graduation Rates	N/A
Student Attendance	94.7%

## Instructional Focus

Belmont Street Community School will improve reading comprehension through the use of Reciprocal Teaching Strategies, including writing about reading tools, read-alouds and shared, and guided reading at all grade levels. Through the implementation of these reading and writing strategies and tools, students will show measurable growth in their ability to read and comprehend at or above grade level. This will be measured through MAP, MCAS, Benchmark Assessment, ACCESS, and formative assessments.

## Student Demographics

Low Income	91.8%
Special Education	13.1%
English Language Learners	54.9%
African American	21.7%
Asian	8.6%
Hispanic	45.3%
Native American	0.4%
White	20.6%
Multi-Race, Non-Hispanic	3.5%

## School Accountability Plan

- Our long-term goal is to halve the proficiency gap by 2017 and demonstrate typical or higher annual student growth. Our goal for 2015 is to achieve a CPI of 76.7 in ELA and a median SGP of 51 or higher.
- Our long-term goal is to halve the proficiency gap by 2017 and demonstrate typical or higher annual student growth. Our goal for 2015 is to achieve a CPI of 75.4 in Mathematics and a median SGP of 51 or higher.
- Our long-term goal is to halve the proficiency gap by 2017 and demonstrate typical or higher annual student growth. Our goal for 2015 is to achieve a CPI of 63.0 in Science and a median SGP of 51 or higher.
- 100% of students will demonstrate improvement in positive, on-task behavior and decision making to stay engaged in classroom learning.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 36.0%
- All Grades - Math 39.0%

Student Growth Percentile

- ELA 61.0%
- Mathematics 55.5%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Belmont Street Community School</b>					
\$122,487		1.0 Principal	1.0	\$125,432	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$201,915</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$208,744</b>	
		<b>Teacher</b>			
\$1,543,008		22.0 Elementary	22.0	\$1,628,462	
\$280,547		4.0 English Language Learner	4.0	\$296,084	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$63,123		0.9 Physical Education	0.8	\$59,217	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$63,123		0.9 Art	0.9	\$66,619	
\$63,123		0.9 Music	0.9	\$66,619	
\$42,082		0.6 Psychologists	0.6	\$44,413	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137	\$70,137	2.0 Special Education	2.0	\$74,021	\$74,021
\$70,137		1.0 Intervention Teacher	1.0		
<b>\$2,349,580</b>	<b>\$140,273</b>	<b>35.5 Teacher Total</b>	<b>35.4</b>	<b>\$2,398,280</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
\$26,708		1.0 English Language Learner			
	\$26,708	1.0 Preschool	1.0		\$28,156
\$53,417		2.0 Special Education	3.0	\$28,156	\$56,312
\$26,708		1.0 ADA - Instructional Assistants	1.0	\$28,156	
<b>\$106,833</b>	<b>\$26,708</b>	<b>5.0 Instructional Assistants Total</b>	<b>5.0</b>	<b>\$56,312</b>	<b>\$84,468</b>
		<b>Others</b>			
\$151,138		3.5 Custodian	3.5	\$156,945	
<b>\$151,138</b>		<b>3.5 Others Total</b>	<b>3.5</b>	<b>\$156,945</b>	
		English Language Tutor	1.0	\$29,976	
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$40,778		1.5 School Clerical	2.0	\$54,325	
<b>\$110,971</b>		<b>4.5 Total</b>	<b>6.0</b>	<b>\$160,152</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$49,339	4.0 Cafeteria Helpers	4.0		\$46,563
	<b>\$118,515</b>	<b>6.0 School Nutrition Total</b>	<b>6.0</b>		<b>\$111,571</b>
<b>\$2,920,438</b>	<b>\$285,497</b>	<b>56.5 Belmont Street Community School Total Salaries</b>	<b>57.9</b>	<b>\$2,980,434</b>	<b>\$344,081</b>
	<b>2014-2015</b>	<b>Belmont Street Community School Budget</b>		<b>2015-2016</b>	
\$2,920,438		Total Salaries		\$2,980,434	
\$87,302		500103-92000 Student Transportation		\$92,448	
\$87,768		500146-92000 Electricity		\$90,883	
\$36,610		500146-92000 Natural Gas		\$36,493	
\$11,437		500152-92000 Rubbish Removal		\$10,408	
\$29,160		500-92204 Instructional Materials		\$32,332	
\$3,172,716		<b>Belmont Street Community School Total Budget</b>		\$3,242,998	





# Burncoat Street Preparatory School

526 Burncoat Street  
Worcester, MA 01606  
(508) 799-3537

**Principal: Deborah Catamero**

## Quick Facts

Quadrant	Burncoat
Grades	K-6
Year Built	1916
Square Footage	28,255
Enrollment	218
Graduation Rates	N/A
Student Attendance	94.6%

## Instructional Focus

Comprehension is Power.

## Student Demographics

Low Income	91.5%
Special Education	20.2%
English Language Learners	48.6%
African American	17.4%
Asian	0.9%
Hispanic	57.3%
Native American	0.0%
White	20.6%
Multi-Race, Non-Hispanic	3.7%

## School Accountability Plan

- 100% of our students will show improvement or maintain achievement in Reading as demonstrated by the administration of the MCAS. Our goal for 2015 is to achieve a CPI of 66.2 in ELA. Our goal is to increase proficiency by 4.9% from the previous year in Reading by June of 2015. Our long term goal is to halve the proficiency gap by 2017.
- 100% of our students will show improvement or maintain achievement in Math as demonstrated by the administration of the MCAS. Our goal for 2015 is to achieve a CPI of 65.0 in Math. Our goal is to increase proficiency by 5.3% from the previous year in Math by June of 2015. Our long term goal is to halve the proficiency gap by 2017.
- 100% of our students will show improvement in Science as demonstrated by the administration of MCAS. No less than 50% of students will show growth to the next performance level. The remaining 50% will show growth within their performance level. Our goal is to have 25% at Proficiency in Science by June 2015.
- 100% of our students will be provided a welcoming, safe and secure school. 100% of our students will successfully participate in our PBIS universal school initiatives. 9.2 % of the students will also be provided with extra support through our check and connect system, support by the STEP Clinician, STEP FIC, and an internal behavior management system.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	27.0%
■ All Grades - Math	29.0%
Student Growth Percentile	
■ ELA	50.0%
■ Mathematics	58.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Burncoat Street Preparatory School</b>					
\$116,812		1.0 Principal	1.0	\$121,937	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$196,239</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$205,249</b>	
		<b>Teacher</b>			
\$631,230		9.0 Elementary	10.0	\$740,210	
\$70,137		1.0 English Language Learner	1.0	\$74,021	
\$42,082		0.6 Physical Education	0.4	\$29,608	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$28,055		0.4 Art	0.4	\$29,608	
\$42,082		0.6 Music	0.6	\$44,413	
	\$35,068	0.5 Librarians	0.5		\$37,011
\$14,027		0.2 Psychologists			
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$280,547		4.0 Special Education	4.0	\$296,084	
	\$70,137	1.0 Wrap Around Zone Coordinator	1.0		\$74,021
	\$70,137	1.0 Lead Teacher	1.0		\$74,021
	\$297,000	Level 4 Stipends - Teachers			\$297,000
<b>\$1,185,311</b>	<b>\$542,479</b>	<b>20.4 Teacher Total</b>	<b>21.0</b>	<b>\$1,295,368</b>	<b>\$556,074</b>
		<b>Instructional Assistants</b>			
\$53,417	\$53,417	4.0 Special Education	7.0	\$112,625	\$84,468
\$52,010		Level 4 Stipends - IAs		\$53,050	
<b>\$105,427</b>	<b>\$53,417</b>	<b>4.0 Instructional Assistants Total</b>	<b>7.0</b>	<b>\$165,675</b>	<b>\$84,468</b>
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$7,750	\$4,400	Level 4/ELT Stipends -Nurses		\$7,750	\$4,400
\$43,182		1.0 Custodian	1.0	\$44,841	
\$31,519		1.0 School Clerical	1.0	\$34,254	
<b>\$152,645</b>	<b>\$4,400</b>	<b>5.0 Total</b>	<b>5.0</b>	<b>\$162,697</b>	<b>\$4,400</b>
		<b>School Nutrition</b>			
	\$24,670	2.0 Cafeteria Helpers	2.0		\$23,282
	<b>\$24,670</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$23,282</b>
<b>\$1,639,622</b>	<b>\$624,965</b>	<b>33.4 Burncoat Street Preparatory School Total Salaries</b>	<b>37.0</b>	<b>\$1,828,988</b>	<b>\$668,224</b>
	<b>2014-2015</b>	<b>Burncoat Street Preparatory School Budget</b>		<b>2015-2016</b>	
\$1,639,622		Total Salaries		\$1,828,988	
\$109,128		500103-92000 Student Transportation		\$115,560	
\$14,313		500146-92000 Electricity		\$14,821	
\$26,818		500146-92000 Natural Gas		\$26,828	
\$3,441		500152-92000 Rubbish Removal		\$3,131	
\$13,838		500-92204 Instructional Materials		\$17,222	
\$1,807,160		<b>Burncoat Street Preparatory School Total Budget</b>		\$2,006,550	



# Canterbury Street Magnet School

129 Canterbury Street  
Worcester, MA 01603  
(508) 799-3484

**Principal: Mary Seale**

## Quick Facts

Quadrant	South
Grades	Pre-K to 6
Year Built	1987
Square Footage	51,638
Enrollment	377
Graduation Rates	N/A
Student Attendance	94.0%

## Instructional Focus

The entire Canterbury Street School staff will make a coordinated effort to help students develop and apply strategies and skills needed to comprehend both oral and written text. This will be accomplished through the use of a small set of common teaching strategies in reading comprehension. We will measure the results by MAP, MCAS, DIBELS and Fountas-Pinnell Benchmark testing.

## Student Demographics

Low Income	89.1%
Special Education	21.8%
English Language Learners	56.2%
African American	14.9%
Asian	15.1%
Hispanic	49.6%
Native American	0.5%
White	18.0%
Multi-Race, Non-Hispanic	1.9%

## School Accountability Plan

- 100% of our students will demonstrate growth in Reading Comprehension as measured by the MCAS and Fountas and Pinnell Benchmark Assessment System. Our median SGP will increase from 62% to 70% as measured by MCAS. Our students reading at or above grade level will increase from 40% to 70% as measured by Fountas and Pinnell Benchmark Assessment System.
- 100% of our students will demonstrate growth in Mathematics as measured by the MCAS and unit pre/post assessments. Our median SGP will increase from 50.5% to 70% as measured by MCAS.
- 100% of our students will show growth in Science as shown by the administration of grade level pre and post assessments. Additionally, we will increase our CPI in Science for all Students to at least 66.0 which will put us on a trajectory to reach our 6-year-goal of 76.4 by 2017.
- 100% of the students will be provided a welcoming, safe and secure school. No less than 80% of students will participate in our PBIS universal school activities. The remaining 20% will be provided with extra support through our check and connect program, ESSIP, partnership with DCF and probation officers and Wrap Around efforts provided by our targeted team lead by our SAC and administration.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	31.0%
■ All Grades - Math	30.0%
Student Growth Percentile	
■ ELA	62.0%
■ Mathematics	50.5%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Canterbury Street Magnet School</b>					
\$105,825		1.0 Principal	1.0	\$113,114	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$185,252</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$196,426</b>	
		<b>Teacher</b>			
\$1,052,051		15.0 Elementary	16.0	\$1,184,336	
\$140,273		2.0 English Language Learner	2.0	\$148,042	
\$35,068		0.5 Physical Education	0.7	\$51,815	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$49,096		0.7 Art	0.7	\$51,815	
\$49,096		0.7 Music	0.7	\$51,815	
\$28,055		0.4 Psychologists			
\$42,082		0.6 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$350,684		5.0 Special Education	5.0	\$370,105	
<b>\$1,760,432</b>	<b>\$70,137</b>	<b>26.1 Teacher Total</b>	<b>27.3</b>	<b>\$1,946,752</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
	\$26,708	1.0 Preschool	1.0		\$28,156
\$26,708	\$133,542	6.0 Special Education	7.0	\$112,625	\$84,468
<b>\$26,708</b>	<b>\$160,250</b>	<b>7.0 Instructional Assistants Total</b>	<b>8.0</b>	<b>\$112,625</b>	<b>\$112,625</b>
		English Language Tutor	1.0	\$29,976	
\$29,997		6.0 Crossing Guard	6.0	\$30,572	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$107,956		2.5 Custodian	2.5	\$112,104	
\$30,556		1.0 School Clerical	1.0	\$31,163	
<b>\$228,703</b>		<b>10.5 Total</b>	<b>11.5</b>	<b>\$269,475</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$61,674	5.0 Cafeteria Helpers	5.0		\$58,204
	<b>\$130,850</b>	<b>7.0 School Nutrition Total</b>	<b>7.0</b>		<b>\$123,212</b>
<b>\$2,201,096</b>	<b>\$361,237</b>	<b>52.6 Canterbury Street Magnet School Total Salaries</b>	<b>55.8</b>	<b>\$2,525,277</b>	<b>\$309,857</b>
	<b>2014-2015</b>	<b>Canterbury Street Magnet School Budget</b>		<b>2015-2016</b>	
\$2,201,096		Total Salaries		\$2,525,277	
\$109,128		500103-92000 Student Transportation		\$115,560	
\$47,054		500146-92000 Electricity		\$48,724	
\$36,814		500146-92000 Natural Gas		\$36,694	
\$9,052		500152-92000 Rubbish Removal		\$8,237	
\$18,144		500-92204 Instructional Materials		\$22,243	
\$2,421,288		<b>Canterbury Street Magnet School Total Budget</b>		<b>\$2,756,735</b>	



# Chandler Elementary Community School

114 Chandler Street  
Worcester, MA 01609  
(508) 799-3572

**Principal: Jessica Boss**

## Quick Facts

Quadrant	Doherty
Grades	K-6
Year Built	1977
Square Footage	37,671
Enrollment	457
Graduation Rates	N/A
Student Attendance	95.0%

## Instructional Focus

Chandler Elementary School is building a community of readers, writers, and thinkers through the implementation of our best practices and as evidenced by progress on external measures, such as MCAS, MEPA and DIBELS and on internal measures such as MAP and other common assessments.

## Student Demographics

Low Income	93.2%
Special Education	12.0%
English Language Learners	63.2%
African American	13.6%
Asian	9.0%
Hispanic	58.6%
Native American	0.0%
White	16.0%
Multi-Race, Non-Hispanic	2.8%

## School Accountability Plan

- 100% of students will show improvement in Reading and Writing as demonstrated by the ELA MCAS. At least 50% of students will show growth to the next performance level. The remaining 50% will show growth within their performance level. Our goal is to have 40% or higher Proficiency with a school wide SGP of at least 60.
- 100% of students will show improvement in Mathematics as demonstrated by the Math MCAS. At least 50% of students will show growth to the next performance level. The remaining 50% will show growth within their performance level. Our goal is to have 45% or higher Proficiency with a school wide SGP of at least 60.
- 100% of our students will demonstrate improvement in Science as evidenced by the administration of Science, Technology and Engineering MCAS. Our goal is to have 35% of our students score Proficient or higher on the MCAS.
- 100% of students and staff will be afforded a welcoming, safe, and secure school. At least 80% of students will understand and participate in the PBIS program. The remaining 20% will be provided with extra support in the forms of Check and Connect, SSP, and Attendance Meetings.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	33.0%
■ All Grades - Math	38.0%
Student Growth Percentile	
■ ELA	58.0%
■ Mathematics	54.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Chandler Elementary School</b>					
\$134,878		1.0 Principal	1.0	\$132,949	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$214,306</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$216,261</b>	
		<b>Teacher</b>			
\$1,332,598		19.0 Elementary	20.0	\$1,480,420	
\$280,547		4.0 English Language Learner	4.0	\$296,084	
\$42,082		0.6 Physical Education	0.9	\$66,619	
\$35,068		0.5 Health & Safety	0.5	\$37,011	
\$49,096		0.7 Art	0.7	\$51,815	
\$21,041		0.3 Music	0.3	\$22,206	
	\$35,068	0.5 Librarians	0.5		\$37,011
(\$42,082)	\$70,137	0.4 Psychologists	0.4	\$29,608	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$140,273		2.0 Special Education	2.0	\$148,042	
	\$70,137	1.0 Wrap Around Zone Coordinator	1.0		\$74,021
	\$70,137	1.0 Lead Teacher	1.0		\$74,021
	\$371,250	Level 4 Stipends - Teachers			\$371,250
<b>\$1,928,760</b>	<b>\$686,865</b>	<b>32.0 Teacher Total</b>	<b>33.3</b>	<b>\$2,205,826</b>	<b>\$630,324</b>
		<b>Instructional Assistants</b>			
\$26,708		1.0 English Language Learner			
	\$26,708	1.0 Special Education	2.0	\$28,156	\$28,156
\$44,566		Level 4 Stipends - IAs		\$45,457	
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$97,983</b>	<b>\$26,708</b>	<b>3.0 Instructional Assistants Total</b>	<b>3.0</b>	<b>\$101,770</b>	<b>\$28,156</b>
		English Language Tutor	1.0	\$29,976	
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$7,750	\$4,400	Level 4/ELT Stipends -Nurses		\$7,750	\$4,400
\$86,365		2.0 Custodian	2.0	\$89,683	
\$28,132		1.0 School Clerical	1.0	\$30,072	
<b>\$192,440</b>	<b>\$4,400</b>	<b>6.0 Total</b>	<b>7.0</b>	<b>\$233,332</b>	<b>\$4,400</b>
		<b>School Nutrition</b>			
	\$37,005	3.0 Cafeteria Helpers	3.0		\$34,923
	<b>\$37,005</b>	<b>3.0 School Nutrition Total</b>	<b>3.0</b>		<b>\$34,923</b>
<b>\$2,433,488</b>	<b>\$754,978</b>	<b>46.0 Chandler Elementary School Total Salaries</b>	<b>48.3</b>	<b>\$2,757,189</b>	<b>\$697,802</b>
<b>2014-2015</b>	<b>Chandler Elementary School Budget</b>	<b>2015-2016</b>			
\$2,433,488	Total Salaries	\$2,757,189			
\$65,477	500103-92000 Student Transportation	\$69,336			
\$90,117	500136-92000 Building or Parking Lot Rentals	\$90,117			
\$37,801	500146-92000 Electricity	\$39,143			
\$22,003	500146-92000 Natural Gas	\$22,076			
\$5,836	500152-92000 Rubbish Removal	\$5,311			
\$31,006	500-92204 Instructional Materials	\$36,024			
\$2,685,728	<b>Chandler Elementary School Total Budget</b>	\$3,019,195			



# Chandler Magnet School

525 Chandler Street  
Worcester, MA 01602  
(508) 799-3452

**Principal: Ivonne Perez**

## Quick Facts

Quadrant	Doherty
Grades	Pre-K to 6
Year Built	1953
Square Footage	102,000
Enrollment	473
Graduation Rates	N/A
Student Attendance	95.7%

## Instructional Focus

The Chandler Magnet School faculty and staff will build background knowledge (BBK) and increase vocabulary development to help students make connections across the curriculum.

## Student Demographics

Low Income	87.0%
Special Education	14.0%
English Language Learners	73.4%
African American	4.2%
Asian	5.5%
Hispanic	72.7%
Native American	0.0%
White	14.6%
Multi-Race, Non-Hispanic	3.0%

## School Accountability Plan

- 100% of our students will show growth in English Language Arts as evidenced by the PARCC 2015 assessment.
- 100% of our students will show growth in Math as evidenced by the PARCC 2015 assessment.
- 100% of our 5th grade students will show growth in Science Engineering and Technology as evidenced by the MCAS 2015 assessment.
- 100% of our students and staff will participate in PBIS. Our goal is to have at least 80% of our students and staff on the Universal level, 15% or less as part of the targeted level and 5% or less included in the intense targeted population.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 17.0%
- All Grades - Math 11.0%

Student Growth Percentile

- ELA 61.0%
- Mathematics 55.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Chandler Magnet School</b>					
\$136,306		1.0 Principal	1.0	\$142,264	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$215,734</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$225,576</b>	
		<b>Teacher</b>			
\$911,777		13.0 Elementary	13.0	\$962,273	
\$1,052,051		15.0 English Language Learner	15.0	\$1,110,315	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$49,096		0.7 Physical Education	0.9	\$66,619	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$70,137		1.0 Art	1.0	\$74,021	
\$70,137		1.0 Music	1.0	\$74,021	
\$70,137		1.0 Psychologists	1.0	\$74,021	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$420,820		6.0 Special Education	6.0	\$444,126	
	\$70,137	1.0 Wrap Around Zone Coordinator	1.0		\$74,021
<b>\$2,798,455</b>	<b>\$140,273</b>	<b>41.9 Teacher Total</b>	<b>42.1</b>	<b>\$2,968,242</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
\$53,417		2.0 English Language Learner	1.0	\$28,156	
	\$26,708	1.0 Preschool	1.0		\$28,156
\$80,125	\$106,833	7.0 Special Education	5.0	\$84,468	\$56,312
\$26,708		1.0 ADA - Instructional Assistants	1.0	\$28,156	
<b>\$160,250</b>	<b>\$133,542</b>	<b>11.0 Instructional Assistants Total</b>	<b>8.0</b>	<b>\$140,781</b>	<b>\$84,468</b>
		English Language Tutor	1.0	\$29,976	
\$5,000		1.0 Crossing Guard	1.0	\$5,095	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$151,138		3.5 Custodian	3.5	\$156,945	
\$24,952		1.0 School Clerical	1.0	\$26,534	
<b>\$241,285</b>		<b>6.5 Total</b>	<b>7.5</b>	<b>\$284,211</b>	
		<b>School Nutrition</b>			
	\$37,005	3.0 Cafeteria Helpers	3.0		\$34,923
	<b>\$37,005</b>	<b>3.0 School Nutrition Total</b>	<b>3.0</b>		<b>\$34,923</b>
<b>\$3,415,724</b>	<b>\$310,820</b>	<b>64.4 Chandler Magnet School Total Salaries</b>	<b>62.6</b>	<b>\$3,618,810</b>	<b>\$267,433</b>
	<b>2014-2015</b>	<b>Chandler Magnet School Budget</b>		<b>2015-2016</b>	
\$3,415,724		Total Salaries		\$3,618,810	
\$414,686		500103-92000 Student Transportation		\$439,127	
\$75,388		500146-92000 Electricity		\$78,063	
\$77,006		500146-92000 Natural Gas		\$76,362	
\$11,075		500152-92000 Rubbish Removal		\$10,079	
\$23,760		500-92204 Instructional Materials		\$27,907	
\$4,017,640		<b>Chandler Magnet School Total Budget</b>		<b>\$4,250,347</b>	





# City View Discovery School

80 Prospect Street  
Worcester, MA 01605  
(508) 799-3670

**Principal: Yeu Kue**

## Quick Facts

Quadrant	North
Grades	Pre-K to 6
Year Built	1991
Square Footage	70,000
Enrollment	521
Graduation Rates	N/A
Student Attendance	94.4%

## Instructional Focus

All students in City View Discovery School will show measurable growth in comprehension skills through the implementation of quality core instruction across all content areas.

## Student Demographics

Low Income	92.5%
Special Education	20.0%
English Language Learners	43.2%
African American	10.4%
Asian	3.3%
Hispanic	51.8%
Native American	0.0%
White	28.6%
Multi-Race, Non-Hispanic	6.0%

## School Accountability Plan

- 100% of our students will show growth through balanced literacy to increase and improve written communication and reading comprehension to ensure that all students are college and career ready. In 2014 we received 88 Cumulative PPI Points. It is our goal to increase our PPI points by 6 each year, working towards an overall growth of 12 points by 2017.
- 100% of our students will show growth in mathematical problem solving to ensure college and career readiness. Our goal is to increase our PPI by 6 points, moving towards 100 by 2017.
- 100% of our students will show growth in Science to ensure college and career readiness. In 2014 we received 88 Cumulative PPI Points. It is our goal to increase our PPI points by 4.5 each year, working towards an overall growth of 12 points by 2017.
- 100% of our students will achieve academic gains through school-wide implementation of Positive Behavior Interventions and Support (PBIS).

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 42.0%
- All Grades - Math 37.0%

Student Growth Percentile

- ELA 60.5%
- Mathematics 49.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>City View Discovery School</b>					
\$116,539		1.0 Principal	1.0	\$112,952	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$195,967</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$196,264</b>	
		<b>Teacher</b>			
\$1,472,871		21.0 Elementary	21.0	\$1,554,441	
\$210,410		3.0 English Language Learner	3.0	\$222,063	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$65,438		0.9 Physical Education	0.8	\$59,217	
\$21,041		0.3 Health & Safety	0.3	\$22,206	
\$70,137		1.0 Art	1.0	\$74,021	
\$84,164		1.2 Music	1.2	\$88,825	
\$42,082		0.6 Psychologists	0.6	\$44,413	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$140,273	2.0 Instructional Coach	2.0		\$148,042
\$420,820		6.0 Special Education	6.0	\$444,126	
<b>\$2,527,237</b>	<b>\$140,273</b>	<b>38.0 Teacher Total</b>	<b>37.9</b>	<b>\$2,657,354</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
	\$26,708	1.0 Preschool	1.0		\$28,156
\$133,542		5.0 Special Education	5.0	\$84,468	\$56,312
\$26,708		1.0 ADA - Instructional Assistants	1.0	\$28,156	
<b>\$160,250</b>	<b>\$26,708</b>	<b>7.0 Instructional Assistants Total</b>	<b>7.0</b>	<b>\$112,625</b>	<b>\$84,468</b>
\$19,998		4.0 Crossing Guard	4.0	\$20,382	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$7,750	\$4,400	Level 4/ELT Stipends -Nurses		\$7,750	\$4,400
\$129,547		3.0 Custodian	3.0	\$134,524	
\$66,109		2.0 School Clerical	2.0	\$57,503	
<b>\$283,599</b>	<b>\$4,400</b>	<b>10.0 Total</b>	<b>10.0</b>	<b>\$285,819</b>	<b>\$4,400</b>
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$86,344	7.0 Cafeteria Helpers	7.0		\$81,486
	<b>\$155,519</b>	<b>9.0 School Nutrition Total</b>	<b>9.0</b>		<b>\$146,493</b>
<b>\$3,167,052</b>	<b>\$326,901</b>	<b>66.0 City View Discovery School Total Salaries</b>	<b>65.9</b>	<b>\$3,252,061</b>	<b>\$383,404</b>
	<b>2014-2015</b>	<b>City View Discovery School Budget</b>		<b>2015-2016</b>	
\$3,167,052		Total Salaries		\$3,252,061	
\$327,384		500103-92000 Student Transportation		\$346,679	
\$57,507		500146-92000 Electricity		\$59,548	
\$32,568		500146-92000 Natural Gas		\$32,753	
\$10,561		500152-92000 Rubbish Removal		\$9,610	
\$29,808		500-92204 Instructional Materials		\$30,739	
\$3,624,880		<b>City View Discovery School Total Budget</b>		\$3,731,391	



# Clark Street Developmental Learning School

280 Clark Street  
Worcester, MA 01605  
(508) 799-3545

**Principal: Dr. Patricia McCullough**

## Quick Facts

Quadrant	Burncoat
Grades	Pre-K to 6
Year Built	1953
Square Footage	38,250
Enrollment	289
Graduation Rates	N/A
Student Attendance	94.4%

## Instructional Focus

A coordinated school/community effort to foster a culture of high expectations increasing student growth by; reading strategically to respond orally and in writing across the curriculum through a common set of teaching strategies as measured by school, district and state assessments.

## Student Demographics

Low Income	75.5%
Special Education	21.5%
English Language Learners	42.9%
African American	14.2%
Asian	3.1%
Hispanic	45.3%
Native American	0.3%
White	32.5%
Multi-Race, Non-Hispanic	4.5%

## School Accountability Plan

- All teachers will use a balanced approach to literacy to ensure that 100% of our students show improvement in Reading Comprehension as demonstrated by the administration of the PARCC and Benchmark Assessment. No less than 10% of students will show growth to the next performance level. The remaining 90% will show growth within their performance level.
- 100% of our students will show improvements in Mathematics as demonstrated by the administration of the Math PARCC and MAP test. No less than 10% of students will show growth to the next performance level. The remaining 90% will show growth within their performance level.
- 100% of our students will show improvements in Science as demonstrated by the administration of the MCAS Science, Technology and Engineering exam. No less than 10% of students will show growth to the next performance level. The remaining 90% will show growth within their performance level.
- 100% of students will actively demonstrate an understanding of and work toward compliance with the building norms. 95% of all students will consistently follow building norms for a safe, respectful learning climate on a daily basis. All others will demonstrate measureable improvement quarterly.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	36.0%
■ All Grades - Math	32.0%
Student Growth Percentile	
■ ELA	46.0%
■ Mathematics	39.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Clark Street Developmental Learning School</b>					
\$126,150		1.0 Principal	1.0	\$129,168	
<b>\$126,150</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$129,168</b>	
		<b>Teacher</b>			
\$981,914		14.0 Elementary	13.0	\$962,273	
\$70,137		1.0 English Language Learner	1.0	\$74,021	
\$42,082		0.6 Physical Education	0.5	\$37,011	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$42,082		0.6 Art	0.6	\$44,413	
\$63,123		0.9 Music	0.9	\$66,619	
\$21,041		0.3 Psychologists			
\$42,082		0.6 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$140,273		2.0 Special Education	3.0	\$222,063	
<b>\$1,409,748</b>	<b>\$70,137</b>	<b>21.1 Teacher Total</b>	<b>21.1</b>	<b>\$1,487,822</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
	\$26,708	1.0 Preschool	1.0	\$28,156	
\$26,708	\$53,417	3.0 Special Education	3.0	\$28,156	\$56,312
<b>\$26,708</b>	<b>\$80,125</b>	<b>4.0 Instructional Assistants Total</b>	<b>4.0</b>	<b>\$56,312</b>	<b>\$56,312</b>
\$14,999		3.0 Crossing Guard	3.0	\$15,286	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$86,365		2.0 Custodian	2.0	\$89,683	
\$28,311		1.0 School Clerical	1.0	\$28,873	
<b>\$189,869</b>		<b>7.0 Total</b>	<b>7.0</b>	<b>\$199,503</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,752,475</b>	<b>\$162,597</b>	<b>34.1 Clark Street Developmental Learning School Total Salaries</b>	<b>34.1</b>	<b>\$1,872,804</b>	<b>\$141,974</b>
<b>2014-2015</b>	<b>Clark Street Developmental Learning School Budget</b>	<b>2015-2016</b>			
\$1,752,475	Total Salaries	\$1,872,804			
\$109,128	500103-92000 Student Transportation	\$115,560			
\$29,669	500146-92000 Electricity	\$30,722			
\$39,217	500146-92000 Natural Gas	\$39,066			
\$10,178	500152-92000 Rubbish Removal	\$9,262			
\$17,172	500-92204 Instructional Materials	\$17,051			
\$1,957,840	<b>Clark Street Developmental Learning School Total Budget</b>	<b>\$2,084,465</b>			



# Columbus Park Preparatory Academy

75 Lovell Street  
Worcester, MA 01603  
(508) 799-3490

**Principal: Siobhan Dennis**

## Quick Facts

Quadrant	South
Grades	Pre-K to 6
Year Built	1922
Square Footage	27,918
Enrollment	459
Graduation Rates	N/A
Student Attendance	93.8%

## Instructional Focus

Columbus Park's school-wide focus is to ensure that all students show measurable growth in their ability to read with understanding at grade level and beyond. This will be achieved through the implementation of a consistent set of school-wide standard based teaching practices as measured by formative and summative assessments such as MAP, DIBELS, DRA, and MCAS.

## Student Demographics

Low Income	86.4%
Special Education	20.7%
English Language Learners	49.2%
African American	14.2%
Asian	8.5%
Hispanic	46.8%
Native American	0.2%
White	24.2%
Multi-Race, Non-Hispanic	6.1%

## School Accountability Plan

- 100% of our students will show improvement in Reading and Writing as demonstrated by the administration of the PARCC assessment. The school-wide CPI target will increase from 84.5 with respect to proficiency gap narrowing. There will be an increase in the school wide proficiency rate from the 63% in 2015. The school-wide median SGP will be at or above the state target of 51%.
- 100% of our students will show improvement in Math as demonstrated by the administration of the PARCC assessment. The school-wide CPI target will increase from 79.9 with respect to proficiency gap narrowing. There will be an increase in the proficiency rate of 57% based on the 2015 MCAS results. The school-wide median SGP will be at or above the state target of 51%.
- 100% of our students will be provided a welcoming, safe and secure school. No less than 80% of students will successfully participate in our PBIS universal school initiatives. The remaining 20% will be provided with extra support through our check and connect, ESSIP, SSP process.
- We will increase the number of stakeholders participating in school wide initiatives in order to support community engagement, communication and community partnerships.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	64.0%
■ All Grades - Math	57.0%
Student Growth Percentile	
■ ELA	72.0%
■ Mathematics	71.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Columbus Park Preparatory Academy School</b>					
\$115,789		1.0 Principal	1.0	\$112,205	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$195,217</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$195,517</b>	
		<b>Teacher</b>			
\$1,192,324		17.0 Elementary	18.0	\$1,332,378	
\$140,273		2.0 English Language Learner	2.0	\$148,042	
\$46,711		0.7 Physical Education	0.7	\$51,815	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$56,109		0.8 Art	0.8	\$59,217	
\$56,109		0.8 Music	0.8	\$59,217	
\$28,055		0.4 Psychologists	0.4	\$29,608	
\$42,082		0.6 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$420,820		6.0 Special Education	6.0	\$444,126	
<b>\$1,989,498</b>	<b>\$70,137</b>	<b>29.4 Teacher Total</b>	<b>30.8</b>	<b>\$2,205,826</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$26,708		1.0 English Language Learner			
	\$26,708	1.0 Preschool	1.0	\$28,156	
\$106,833	\$26,708	5.0 Special Education	4.0	\$56,312	\$56,312
\$26,708		ADA - Instructional Assistants	1.0	\$28,156	
<b>\$160,250</b>	<b>\$53,417</b>	<b>7.0 Instructional Assistants Total</b>	<b>6.0</b>	<b>\$112,625</b>	<b>\$56,312</b>
		English Language Tutor	1.0	\$29,976	
\$19,998		4.0 Crossing Guard	4.0	\$20,382	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$86,365		2.0 Custodian	2.0	\$89,683	
\$27,601		1.0 School Clerical	1.0	\$28,873	
<b>\$194,159</b>		<b>8.0 Total</b>	<b>9.0</b>	<b>\$234,574</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$2,539,124</b>	<b>\$135,888</b>	<b>47.4 Columbus Park Preparatory Academy School Total Salaries</b>	<b>48.8</b>	<b>\$2,748,542</b>	<b>\$141,974</b>
<b>2014-2015</b>	<b>Columbus Park Preparatory Academy School Budget</b>	<b>2015-2016</b>			
\$2,539,124	Total Salaries	\$2,748,542			
\$152,779	500103-92000 Student Transportation	\$161,784			
\$31,225	500146-92000 Electricity	\$32,333			
\$65,279	500146-92000 Natural Gas	\$65,287			
\$8,739	500152-92000 Rubbish Removal	\$7,953			
\$25,110	500-92204 Instructional Materials	\$27,081			
\$2,822,256	<b>Columbus Park Preparatory Academy School Total Budget</b>	<b>\$3,042,979</b>			



# Elm Park Community School

23 N. Ashland Street  
Worcester, MA 01609  
(508) 799-3568

**Principal: Joany Santa**

## Quick Facts

Quadrant	Doherty
Grades	Pre-K to 6
Year Built	1971
Square Footage	66,651
Enrollment	488
Graduation Rates	N/A
Student Attendance	94.0%

## Instructional Focus

Elm Park Community School's focus on writing is a collaborative effort to improve students' understanding of text with the ability to summarize and retell verbally and in writing effectively across all curriculum areas. Through the implementation of a common set of school wide strategies, student achievement will be measured using formal and informal assessments.

## Student Demographics

Low Income	88.0%
Special Education	23.6%
English Language Learners	56.1%
African American	14.8%
Asian	5.1%
Hispanic	48.6%
Native American	0.2%
White	25.8%
Multi-Race, Non-Hispanic	5.5%

## School Accountability Plan

- 100% of students will show improvement in ELA as measured by the administration of the PARCC. No less than 45% of students will show growth to the next performance level. The remaining 55% will show growth within their performance level. Our goal is to have no less than 40% of our students at Proficient by Spring 2016.
- 100% of students will show improvements in Math as measured by the administration of the MCAS. No less than 40% of students will show growth to the next performance level. The remaining 60% will show growth within their performance level. Our goal is to have no less than 40% at Proficient by Spring 2016.
- 100% of grade 5 students will show improvement in Science as measured by the administration of the MCAS. No less than 45% of students will show growth to the next performance level. The remaining 55% will show growth within their performance level. Our goal is to have no less than 40% of our students at Proficient by Spring 2016.
- 100% of Elm Park Community School students will be provided with a welcoming, safe, and secure environment. At least 85% of our students will successfully participate in our PBIS universal initiatives. The remaining 15% of our students will be provided with extra support through our targeted interventions.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	22.0%
■ All Grades - Math	14.0%
Student Growth Percentile	
■ ELA	36.0%
■ Mathematics	23.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Elm Park Community School</b>					
\$117,060		1.0 Principal	1.0	\$122,108	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$196,487</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$205,420</b>	
		<b>Teacher</b>			
\$1,402,734		20.0 Elementary	20.0	\$1,480,420	
\$280,547		4.0 English Language Learner	4.0	\$296,084	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$70,137		1.0 Physical Education	0.8	\$59,217	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$63,123		0.9 Art	0.9	\$66,619	
\$63,123		0.9 Music	0.9	\$66,619	
		Librarians	1.0		\$74,021
\$28,055		0.4 Psychologists	0.4	\$29,608	
\$140,273		2.0 School Adjustment Counselor	2.0	\$148,042	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$490,957		7.0 Special Education	7.0	\$518,147	
		Wrap Around Zone Coordinator	1.0		\$74,021
		Lead Teacher	1.0		\$74,021
<b>\$2,623,113</b>	<b>\$70,137</b>	<b>38.4 Teacher Total</b>	<b>41.2</b>	<b>\$2,753,581</b>	<b>\$296,084</b>
		<b>Instructional Assistants</b>			
\$26,708		1.0 English Language Learner			
	\$26,708	1.0 Preschool	1.0		\$28,156
\$53,417	\$160,250	8.0 Special Education	8.0	\$112,625	\$112,625
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$106,833</b>	<b>\$186,958</b>	<b>11.0 Instructional Assistants Total</b>	<b>10.0</b>	<b>\$140,781</b>	<b>\$140,781</b>
		English Language Tutor	1.0	\$29,976	
\$24,998		5.0 Crossing Guard	5.0	\$25,477	
\$60,194		1.0 School Nurse	1.0	\$65,660	
		Level 4/ELT Stipends -Nurses		\$12,150	
\$129,547		3.0 Custodian	3.0	\$134,524	
\$36,141		1.5 School Clerical	1.0	\$30,175	
<b>\$250,880</b>		<b>10.5 Total</b>	<b>11.0</b>	<b>\$297,963</b>	
		<b>School Nutrition</b>			
	\$24,670	2.0 Cafeteria Helpers	2.0		\$23,282
	<b>\$24,670</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$23,282</b>
<b>\$3,177,314</b>	<b>\$281,765</b>	<b>63.9 Elm Park Community School Total Salaries</b>	<b>66.2</b>	<b>\$3,397,745</b>	<b>\$460,146</b>
	<b>2014-2015</b>	<b>Elm Park Community School Budget</b>		<b>2015-2016</b>	
\$3,177,314		Total Salaries		\$3,397,745	
\$152,779		500103-92000 Student Transportation		\$161,784	
\$55,991		500146-92000 Electricity		\$57,979	
\$61,052		500146-92000 Natural Gas		\$61,816	
\$13,101		500152-92000 Rubbish Removal		\$11,922	
\$26,514		500-92204 Instructional Materials		\$28,910	
\$3,486,752		<b>Elm Park Community School Total Budget</b>		\$3,720,155	





# Flagg Street School

115 Flagg Street  
Worcester, MA 01602  
(508) 799-3522

**Principal: Mary Labuski**

## Quick Facts

Quadrant	Doherty
Grades	K-6
Year Built	1953
Square Footage	43,617
Enrollment	413
Graduation Rates	N/A
Student Attendance	96.9%

## Instructional Focus

100% of students at Flagg Street School will show measurable growth in their ability to answer open response questions across the curriculum and express themselves in written form as measured through a school wide writing program. This will be accomplished by implementation of a school wide writing program and Professional Development.

## Student Demographics

Low Income	24.3%
Special Education	6.5%
English Language Learners	17.2%
African American	6.1%
Asian	4.8%
Hispanic	12.3%
Native American	0.0%
White	72.4%
Multi-Race, Non-Hispanic	4.4%

## School Accountability Plan

- 100% of our students will show measurable improvement in their performance in the literacy domains of reading, writing, speaking and listening as measured by achievement on formative and summative assessments. We will increase SGP for all students from 53.0 to 60.0 or above and narrow the proficiency gap for low income students from CPI of 77.9 to 80.0.
- 100% of our students will show measurable improvement in their performance in all Mathematics domains as measured by achievement on formative and summative assessments. We will increase SGP for all students from 53.0 to 60.0 or above and narrow the proficiency gap for low income students from CPI of 77.9 to 83.0. We will narrow the proficiency gap for high needs students from CPI of 74.7 to 80.0 and narrow the proficiency gap for ELL and Former ELL students from CPI of 78.8 to 83.0.
- 100% of our students will show measurable improvement in their performance in Science, Technology and Engineering domains as measured by achievement on formative and summative assessments. We will increase the percent of students scoring Proficient or above from 55% to 65% and maintain or improve on target performance for gap narrowing with 2014 CPI of 84.0 (+6.1).
- 100% of students will participate in school safety programs and demonstrate positive behaviors as linked to grade level expectations, thus providing a welcoming, safe and secure environment for students.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	73.0%
■ All Grades - Math	65.0%
Student Growth Percentile	
■ ELA	53.0%
■ Mathematics	47.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Flagg Street School</b>					
\$122,306		1.0 Principal	1.0	\$114,280	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$201,734</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$197,592</b>	
		<b>Teacher</b>			
\$1,332,598		19.0 Elementary	19.0	\$1,406,399	
		English Language Learner	1.0	\$74,021	
\$60,738		0.9 Physical Education	0.8	\$59,217	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$56,109		0.8 Art	0.8	\$59,217	
\$56,109		0.8 Music	0.8	\$59,217	
\$28,055		0.4 Psychologists	1.0	\$74,021	
\$35,068		0.5 School Adjustment Counselor			
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 Special Education	2.0	\$148,042	
<b>\$1,652,842</b>	<b>\$70,137</b>	<b>24.6 Teacher Total</b>	<b>26.6</b>	<b>\$1,894,938</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$53,417	\$26,708	3.0 Special Education	2.0	\$28,156	\$28,156
<b>\$53,417</b>	<b>\$26,708</b>	<b>3.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$28,156</b>	<b>\$28,156</b>
\$18,703		1.0 English Language Tutor	1.0	\$29,976	
\$7,499		1.5 Crossing Guard	1.5	\$7,643	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$86,365		2.0 Custodian	2.0	\$89,683	
\$29,063		1.0 School Clerical	1.0	\$29,640	
<b>\$201,825</b>		<b>6.5 Total</b>	<b>6.5</b>	<b>\$222,603</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$2,109,818</b>	<b>\$109,180</b>	<b>37.1 Flagg Street School Total Salaries</b>	<b>38.1</b>	<b>\$2,343,289</b>	<b>\$113,818</b>
	<b>2014-2015</b>	<b>Flagg Street School Budget</b>		<b>2015-2016</b>	
\$2,109,818		Total Salaries		\$2,343,289	
\$109,128		500103-92000 Student Transportation		\$115,560	
\$20,839		500146-92000 Electricity		\$21,579	
\$56,371		500146-92000 Natural Gas		\$55,995	
\$5,230		500152-92000 Rubbish Removal		\$4,759	
\$22,410		500-92204 Instructional Materials		\$24,367	
\$2,323,796		<b>Flagg Street School Total Budget</b>		<b>\$2,565,549</b>	



# Francis J. McGrath School

493 Grove Street  
Worcester, MA 01605  
(508) 799-3584

**Principal: Paula Severin**

## Quick Facts

Quadrant	Burncoat
Grades	Pre-K to 6
Year Built	1977
Square Footage	35,845
Enrollment	291
Graduation Rates	N/A
Student Attendance	94.2%

## Instructional Focus

Francis J. McGrath's school-wide focus is to ensure that all students show growth in their ability to read fluently, comprehend deeply, think critically, and respond effectively. This will be achieved through implementation of consistent instructional practices and a standards-based curriculum as measured by formative and summative assessments.

## Student Demographics

Low Income	74.6%
Special Education	17.2%
English Language Learners	36.1%
African American	22.7%
Asian	5.8%
Hispanic	29.6%
Native American	0.7%
White	37.5%
Multi-Race, Non-Hispanic	3.8%

## School Accountability Plan

- 100% of our students will show growth in Reading as demonstrated by either the administration of MCAS, DIBELS, BAS, and formative assessments with no less than 70% of our Needs Improvement and Warning students showing growth to the next performance level and the remaining 30% showing growth within their performance level or beyond.
- 100% of our students will show improvement in Mathematics as demonstrated by the administration of MCAS and internal assessments with no less than 80% of our Needs Improvement and Warning students showing growth to the next performance level and the remaining 20% showing growth within their performance level or beyond.
- 100% of students will show growth in understanding and applying scientific inquiry skills. The percentage of our students in Proficient and Advanced will increase to no less than 35% and the percentage of students in Needs Improvement and Warning will decrease.
- 100% of our students will be provided a safe, welcoming learning environment. Office referrals will be decreased by 25%.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	45.0%
■ All Grades - Math	42.0%
Student Growth Percentile	
■ ELA	66.0%
■ Mathematics	62.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Francis J. McGrath Elementary School</b>					
\$118,071		1.0 Principal	1.0	\$126,878	
<b>\$118,071</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$126,878</b>	
		<b>Teacher</b>			
\$771,504		11.0 Elementary	12.0	\$888,252	
\$70,137		1.0 English Language Learner	1.0	\$74,021	
\$140,273		2.0 Preschool	2.0	\$148,042	
\$28,055		0.4 Physical Education	0.4	\$29,608	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$35,068		0.5 Art	0.5	\$37,011	
\$14,027		0.2 Music	0.2	\$14,804	
\$14,027		0.2 Psychologists	1.0	\$74,021	
\$28,055		0.4 School Adjustment Counselor			
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$140,273		2.0 Special Education	2.0	\$148,042	
<b>\$1,248,434</b>	<b>\$70,137</b>	<b>18.8 Teacher Total</b>	<b>20.2</b>	<b>\$1,421,203</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
	\$53,417	2.0 Preschool	2.0	\$28,156	\$28,156
\$53,417	\$26,708	3.0 Special Education	3.0	\$28,156	\$56,312
<b>\$53,417</b>	<b>\$80,125</b>	<b>5.0 Instructional Assistants Total</b>	<b>5.0</b>	<b>\$56,312</b>	<b>\$84,468</b>
\$14,999		3.0 Crossing Guard	3.0	\$15,286	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$64,774		1.5 Custodian	1.5	\$67,262	
\$28,592		1.0 School Clerical	1.0	\$29,160	
<b>\$168,559</b>		<b>6.5 Total</b>	<b>6.5</b>	<b>\$177,368</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,588,480</b>	<b>\$162,597</b>	<b>32.3 Francis J. McGrath Elementary School Total Salaries</b>	<b>33.7</b>	<b>\$1,781,761</b>	<b>\$170,130</b>
	<b>2014-2015</b>	<b>Francis J. Mcgrath Elementary School Budget</b>		<b>2015-2016</b>	
\$1,588,480		Total Salaries		\$1,781,761	
\$87,302		500103-92000 Student Transportation		\$92,448	
\$37,485		500146-92000 Electricity		\$38,816	
\$19,149		500146-92000 Natural Gas		\$19,259	
\$5,590		500152-92000 Rubbish Removal		\$5,087	
\$15,390		500-92204 Instructional Materials		\$17,169	
\$1,753,396		<b>Francis J. Mcgrath Elementary School Total Budget</b>		\$1,954,539	



# Gates Lane of International Studies

1238 Main Street  
Worcester, MA 01603  
(508) 799-3488

**Principal:** Ann Swenson

## Quick Facts

Quadrant	South
Grades	Pre-K to 6
Year Built	1996
Square Footage	96,000
Enrollment	681
Graduation Rates	N/A
Student Attendance	94.8%

## Instructional Focus

Gates Lane is focusing on a coordinated school-wide effort to have all Gates Lane students read, comprehend and respond thoughtfully, both orally and in writing. This will be achieved through a consistent and systematic set of standards-based, school wide best teaching practices. Students' progress will be measured by formative assessments (student work, MAP testing and BAS) and the summative assessment of MCAS.

## Student Demographics

Low Income	72.8%
Special Education	34.1%
English Language Learners	33.5%
African American	14.4%
Asian	14.5%
Hispanic	33.8%
Native American	0.0%
White	32.2%
Multi-Race, Non-Hispanic	5.1%

## School Accountability Plan

- Gates Lane will increase our ELA CPI by 14.9 points to 86.1 while increasing our SGP from 49.5 to 55. We will decrease the number of students in the Warning category by 10% and increase the number of students in the Proficient category by 10%.
- Gates Lane will increase our Math CPI by 13.1 points to 83.1 while increasing our Math SGP from 44 to 51. We will decrease the number of students in the Warning category by 10% and increase the number of students in the Proficient category by 10%.
- Gates Lane will increase our Science CPI by 3.6 points to 80. We will decrease the number of students in the Warning category by 10% and increase the number of students in the Proficient category by 10%.
- Gates Lane will decrease the number of Office Discipline Referrals by 10%, thereby, increasing the number of students that participate in monthly PBIS events by 10%.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	40.0%
■ All Grades - Math	33.0%
Student Growth Percentile	
■ ELA	49.5%
■ Mathematics	44.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Gates Lane School of International Studies</b>					
\$130,379		1.0 Principal	1.0	\$133,497	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$209,807</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$216,809</b>	
		<b>Teacher</b>			
\$1,543,008		22.0 Elementary	22.0	\$1,628,462	
\$70,137		1.0 English Language Learner	2.0	\$148,042	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$86,479		1.2 Physical Education	1.2	\$88,825	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$84,164		1.2 Art	1.2	\$88,825	
\$84,164		1.2 Music	1.2	\$88,825	
\$56,109		0.8 Psychologists	0.8	\$59,217	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$140,273	2.0 Instructional Coach	2.0		\$148,042
\$1,122,188	\$70,137	17.0 Special Education	17.0	\$1,184,336	\$74,021
<b>\$3,200,549</b>	<b>\$210,410</b>	<b>48.6 Teacher Total</b>	<b>49.6</b>	<b>\$3,449,379</b>	<b>\$222,063</b>
		<b>Instructional Assistants</b>			
	\$53,417	2.0 Preschool	2.0	\$28,156	\$28,156
\$854,667	\$614,292	55.0 Special Education	58.0	\$788,372	\$844,684
<b>\$854,667</b>	<b>\$667,709</b>	<b>57.0 Instructional Assistants Total</b>	<b>60.0</b>	<b>\$816,528</b>	<b>\$872,840</b>
		English Language Tutor	1.0	\$29,976	
\$14,999		3.0 Crossing Guard	3.0	\$15,286	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$172,729		4.0 Custodian	4.0	\$179,366	
\$58,366		2.0 School Clerical	2.0	\$54,964	
<b>\$306,288</b>		<b>10.0 Total</b>	<b>11.0</b>	<b>\$345,252</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$49,339	4.0 Cafeteria Helpers	4.0		\$46,563
	<b>\$118,515</b>	<b>6.0 School Nutrition Total</b>	<b>6.0</b>		<b>\$111,571</b>
<b>\$4,571,311</b>	<b>\$996,634</b>	<b>123.6 Gates Lane School of International Studies Total Salaries</b>	<b>128.6</b>	<b>\$4,827,967</b>	<b>\$1,206,474</b>
<b>2014-2015</b>	<b>Gates Lane School Of International Studies Budget</b>				<b>2015-2016</b>
\$4,571,311	Total Salaries				\$4,827,967
\$458,337	500103-92000 Student Transportation				\$485,351
\$18,979	500136-92000 Building or Parking Lot Rentals				\$12,600
\$67,228	500146-92000 Electricity				\$69,614
\$53,342	500146-92000 Natural Gas				\$53,006
\$12,649	500152-92000 Rubbish Removal				\$11,511
\$35,424	500-92204 Instructional Materials				\$40,179
\$5,217,271	<b>Gates Lane School Of International Studies Total Budget</b>				<b>\$5,500,227</b>



# Goddard Science and Technology

14 Richard Street  
Worcester, MA 01603  
(508) 799-3594

**Principal:** Principal Selection In Process

## Quick Facts

Quadrant	South
Grades	Pre-K to 6
Year Built	1900
Square Footage	119,972
Enrollment	484
Graduation Rates	N/A
Student Attendance	94.4%

## Instructional Focus

All students will read, comprehend and respond thoughtfully (orally and in writing) through a set of school-wide best teaching practices as measured by common assessments, student work, MAP, Fountas and Pinnell Benchmark Assessment System, Access and MCAS.

## Student Demographics

Low Income	93.1%
Special Education	20.2%
English Language Learners	59.1%
African American	9.5%
Asian	13.4%
Hispanic	56.8%
Native American	0.6%
White	14.9%
Multi-Race, Non-Hispanic	4.8%

## School Accountability Plan

- 100% of Goddard students will demonstrate growth in English Language Arts as measured by DIBELS, Fountas & Pinnell Benchmark Assessment System and MCAS. Our CPI will increase by 7.9 points in order to make progress towards our district goal of reducing the proficiency gap by 50%.
- 100% of Goddard students will demonstrate growth in Math as measured by the MCAS and common grade level assessments. Our CPI will increase by 11.9 points in order to make progress towards our district goal of reducing the proficiency gap by 50%.
- 100% of Goddard students will demonstrate growth in Science, Technology and Engineering as measured by state determined standardized assessments. Our CPI will increase by 10 points in order to make progress towards our goal of 75 by 2016.
- 100% of Goddard students will be provided with a welcoming, safe, and secure school in which to learn and grow. 75% of students will follow Goddard's Guiding Principles, by earning over 30 punches per month.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	23.0%
■ All Grades - Math	20.0%
Student Growth Percentile	
■ ELA	57.5%
■ Mathematics	52.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Goddard School of Science &amp; Technology</b>					
\$111,765		1.0 Principal	1.0	\$120,157	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$191,193</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$203,469</b>	
		<b>Teacher</b>			
\$1,402,734		20.0 Elementary	18.0	\$1,332,378	
\$280,547		4.0 English Language Learner	4.0	\$296,084	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$86,479		1.2 Physical Education	1.1	\$81,423	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$70,137		1.0 Art	1.0	\$74,021	
\$84,164		1.2 Music	1.2	\$88,825	
\$42,082		0.6 Psychologists	0.6	\$44,413	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$490,957		7.0 Special Education	7.0	\$518,147	
	\$70,137	1.0 Wrap Around Zone Coordinator	1.0		\$74,021
<b>\$2,611,401</b>	<b>\$140,273</b>	<b>39.2 Teacher Total</b>	<b>37.1</b>	<b>\$2,598,137</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
\$26,708		1.0 English Language Learner			
	\$53,417	2.0 Preschool	2.0	\$28,156	\$28,156
	\$186,958	7.0 Special Education	6.0	\$84,468	\$84,468
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$53,417</b>	<b>\$240,375</b>	<b>11.0 Instructional Assistants Total</b>	<b>9.0</b>	<b>\$140,781</b>	<b>\$112,625</b>
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$172,729		4.0 Custodian	4.0	\$179,366	
\$48,594		2.0 School Clerical	2.0	\$51,792	
<b>\$291,517</b>		<b>9.0 Total</b>	<b>9.0</b>	<b>\$307,009</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$74,009	6.0 Cafeteria Helpers	6.0		\$69,845
	<b>\$143,185</b>	<b>8.0 School Nutrition Total</b>	<b>8.0</b>		<b>\$134,853</b>
<b>\$3,147,527</b>	<b>\$523,833</b>	<b>69.2 Goddard School of Science &amp; Technology Total Salaries</b>	<b>65.1</b>	<b>\$3,249,396</b>	<b>\$395,519</b>
	<b>2014-2015</b>	<b>Goddard School Of Science &amp; Technology Budget</b>		<b>2015-2016</b>	
\$3,147,527		Total Salaries		\$3,249,396	
\$174,605		500103-92000 Student Transportation		\$184,895	
\$7,000		500136-92000 Building or Parking Lot Rentals		\$7,000	
\$48,553		500146-92000 Electricity		\$50,276	
\$88,406		500146-92000 Natural Gas		\$87,608	
\$6,849		500152-92000 Rubbish Removal		\$6,232	
\$28,512		500-92204 Instructional Materials		\$28,556	
\$3,501,451		<b>Goddard School Of Science &amp; Technology Total Budget</b>		<b>\$3,613,963</b>	





# Grafton Street School

311 Grafton Street  
Worcester, MA 01604  
(508) 799-3478

**Principal: Joanna Cackett**

## Quick Facts

Quadrant	North
Grades	Pre-K to 6
Year Built	1879
Square Footage	41,065
Enrollment	384
Graduation Rates	N/A
Student Attendance	94.7%

## Instructional Focus

Reading is MAGIC-Making Academic Gains in Comprehension!

## Student Demographics

Low Income	90.2%
Special Education	16.1%
English Language Learners	44.5%
African American	12.5%
Asian	8.6%
Hispanic	40.6%
Native American	0.0%
White	32.6%
Multi-Race, Non-Hispanic	5.7%

## School Accountability Plan

- In the areas of ELA, all students will show improvement in their Reading Comprehension as measured by the Benchmark Assessment System. In grades K-2, 80% of students will reach their grade level benchmark by Spring of 2016. In grades 3-6, students who are not at their grade level benchmark as of Fall of 2015, will close the gap by 50% or more by Spring of 2016.
- In the areas of Mathematics, all students will show measurable progress in all areas of mathematics instructions.
- In the areas of Science, all students will show progress toward narrowing our achievement gap by meeting our target goal of 40% Advanced or Proficient in Science.
- 100% of our students will be provided a welcoming, safe and secure school. No less than 80% of students will successfully participate in our PBIS universal school initiatives. The remaining 20% will be provided with extra support.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 30.0%
- All Grades - Math 14.0%

Student Growth Percentile

- ELA 58.0%
- Mathematics 45.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Grafton Street School</b>					
\$103,637		1.0 Principal	1.0	\$111,672	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$183,064</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$194,984</b>	
		<b>Teacher</b>			
\$1,262,461		18.0 Elementary	17.0	\$1,258,357	
\$140,273		2.0 English Language Learner	2.0	\$148,042	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$49,096		0.7 Physical Education	0.7	\$51,815	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$42,082		0.6 Art	0.6	\$44,413	
\$63,123		0.9 Music	0.9	\$66,619	
\$28,055		0.4 Psychologists	0.4	\$29,608	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$140,273		2.0 Special Education	2.0	\$148,042	
<b>\$1,872,650</b>	<b>\$70,137</b>	<b>27.7 Teacher Total</b>	<b>26.7</b>	<b>\$1,902,340</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
	\$26,708	1.0 Preschool	1.0		\$28,156
\$26,708	\$26,708	2.0 Special Education	2.0	\$28,156	\$28,156
<b>\$26,708</b>	<b>\$53,417</b>	<b>3.0 Instructional Assistants Total</b>	<b>3.0</b>	<b>\$28,156</b>	<b>\$56,312</b>
\$19,998		4.0 Crossing Guard	4.0	\$20,382	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$86,365		2.0 Custodian	2.0	\$89,683	
\$29,788		1.0 School Clerical	1.0	\$24,804	
<b>\$196,345</b>		<b>8.0 Total</b>	<b>8.0</b>	<b>\$200,529</b>	
		<b>School Nutrition</b>			
	\$24,670	2.0 Cafeteria Helpers	2.0		\$23,282
	<b>\$24,670</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$23,282</b>
<b>\$2,278,768</b>	<b>\$148,223</b>	<b>42.7 Grafton Street School Total Salaries</b>	<b>41.7</b>	<b>\$2,326,008</b>	<b>\$153,615</b>
	<b>2014-2015</b>	<b>Grafton Street School Budget</b>		<b>2015-2016</b>	
\$2,278,768		Total Salaries		\$2,326,008	
\$43,651		500103-92000 Student Transportation		\$46,224	
\$17,081		500146-92000 Electricity		\$17,687	
\$52,081		500146-92000 Natural Gas		\$52,122	
\$7,703		500152-92000 Rubbish Removal		\$7,010	
\$19,710		500-92204 Instructional Materials		\$22,656	
\$2,418,995		<b>Grafton Street School Total Budget</b>		\$2,471,707	



# Heard Street Discovery Academy

200 Heard Street  
Worcester, MA 01603  
(508) 799-3525

**Principal: Thomas Brindisi**

## Quick Facts

Quadrant	South
Grades	K-6
Year Built	1932
Square Footage	23,800
Enrollment	285
Graduation Rates	N/A
Student Attendance	97.0%

## Instructional Focus

All staff and students will engage in a coordinated whole school effort to ensure that every student will become a highly effective reader, writer, and thinker in all core subjects everyday. The students will show growth in their ability to think critically and communicate their understanding in a clear and coherent manner across all content areas. This will be measured by formative and summative assessments, DIBELS, BAS, MCAS and MAP data, preparing students to be college and career ready.

## Student Demographics

Low Income	55.6%
Special Education	9.5%
English Language Learners	20.4%
African American	11.2%
Asian	11.6%
Hispanic	17.5%
Native American	0.4%
White	54.7%
Multi-Race, Non-Hispanic	4.6%

## School Accountability Plan

- As measured on the 2015 ELA MCAS, 20% of students will move out of the Warning level; 20% of students will move from Needs Improvement to Proficient; 20% of students will move from Proficient to Advanced. We will move our average SGP in ELA from 54 to 75 for all students on the 2015 MCAS Test.
- The Student Growth Percentile for all students in Mathematics will increase from 50 (below target) to 60 (above target) with specific focus on students who scored in the Warning performance level (9%) as indicated on the MCAS.
- The percentage of students scoring Proficient or Advanced in Science will increase from 72% to 75% as measured by the Grade 5 2015 MCAS as well as grade level unit assessments, formative assessments and project-based, experiment rubrics.
- 100% of all students and their families will be afforded the opportunities to participate and be provided a safe, welcoming, and secure school environment. All students and families will successfully participate in our Assertive Discipline program, where no less than 95% will avoid even one discipline referral.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 60.0%
- All Grades - Math 66.0%

Student Growth Percentile

- ELA 54.0%
- Mathematics 57.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Heard Street Discovery Academy School</b>					
\$117,573		1.0 Principal	1.0	\$120,413	
<b>\$117,573</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$120,413</b>	
		<b>Teacher</b>			
\$981,914		14.0 Elementary	14.0	\$1,036,294	
\$28,055		0.4 Physical Education	0.5	\$37,011	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$42,082		0.6 Art	0.6	\$44,413	
\$49,096		0.7 Music	0.7	\$51,815	
\$28,055		0.4 Psychologists	1.0	\$74,021	
\$28,055		0.4 School Adjustment Counselor			
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 Special Education	1.0	\$74,021	
<b>\$1,234,406</b>	<b>\$70,137</b>	<b>18.6 Teacher Total</b>	<b>18.9</b>	<b>\$1,324,976</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$26,708	\$26,708	2.0 Special Education	2.0	\$28,156	\$28,156
<b>\$26,708</b>	<b>\$26,708</b>	<b>2.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$28,156</b>	<b>\$28,156</b>
\$18,703		1.0 English Language Tutor	0.5	\$14,988	
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$23,691		1.0 School Clerical	1.0	\$25,329	
<b>\$155,770</b>		<b>6.0 Total</b>	<b>5.5</b>	<b>\$161,010</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,534,458</b>	<b>\$109,180</b>	<b>28.6 Heard Street Discovery Academy School Total Salaries</b>	<b>28.4</b>	<b>\$1,634,555</b>	<b>\$113,818</b>
	<b>2014-2015</b>	<b>Heard Street Discovery Academy School Budget</b>		<b>2015-2016</b>	
\$1,534,458		Total Salaries		\$1,634,555	
\$65,477		500103-92000 Student Transportation		\$69,336	
\$19,396		500146-92000 Electricity		\$20,084	
\$18,896		500146-92000 Natural Gas		\$19,009	
\$5,859		500152-92000 Rubbish Removal		\$5,332	
\$14,850		500-92204 Instructional Materials		\$16,815	
\$1,658,935		<b>Heard Street Discovery Academy School Total Budget</b>		\$1,765,131	



# Jacob Hiatt Magnet School

772 Main Street  
Worcester, MA 01601  
(508) 799-3601

**Principal: Patricia Jordan**

## Quick Facts

Quadrant	Doherty
Grades	Pre-K to 6
Year Built	1990
Square Footage	52,000
Enrollment	457
Graduation Rates	N/A
Student Attendance	95.6%

## Instructional Focus

All Jacob Hiatt Magnet School students will demonstrate an understanding of concepts by responding accurately and completely in all disciplines, using details and relevant information for support. Teachers will implement reading, writing, speaking, listening and problem solving strategies to support our instructional focus. Success will be measured by student performance on standardized tests and school performance-based assessments.

## Student Demographics

Low Income	75.5%
Special Education	10.7%
English Language Learners	36.8%
African American	22.8%
Asian	3.5%
Hispanic	50.5%
Native American	0.0%
White	15.5%
Multi-Race, Non-Hispanic	7.7%

## School Accountability Plan

- All students will make strong continual progress toward Proficiency and Excellence in English Language Arts and Mathematics as measured by MCAS. By spring 2015, our ELA SGP will increase by 4 points from 56 to an SGP of 60. Our Math SGP will increase by 14 points from 36 to an SGP of 50. Our PPI for all students will increase by 24 points from 51 to 75.
- Our scores on internal assessments will increase as follows: the percent of students reaching end-of-year target RIT score in ELA will increase by 5 percentage points from 79% to 84% and the percent of students reaching end-of-year target RIT score in Mathematics will increase by 5 percentage points from 87% to 92%.
- All students will participate in our school-wide positive behavior program, R.O.C.K.S. (Respect, Organization, Courtesy, Kindness, Self-control) which ensures a safe and secure learning environment.
- All families and community partners will be contacted regarding opportunities to engage with our school to strengthen our instructional focus and best practices.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	54.0%
■ All Grades - Math	45.0%
Student Growth Percentile	
■ ELA	56.0%
■ Mathematics	36.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Jacob Hiatt Magnet School</b>					
\$104,398		1.0 Principal	1.0	\$118,881	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$183,825</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$202,193</b>	
		<b>Teacher</b>			
\$1,332,598		19.0 Elementary	20.0	\$1,480,420	
		English Language Learner	1.0	\$74,021	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$56,109		0.8 Physical Education	0.7	\$51,815	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$56,109		0.8 Art	0.8	\$59,217	
\$77,150		1.1 Music	1.1	\$81,423	
\$42,082		0.6 Psychologists	1.0	\$74,021	
\$42,082		0.6 School Adjustment Counselor			
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$210,410		3.0 Special Education	3.0	\$222,063	
<b>\$1,900,705</b>	<b>\$70,137</b>	<b>28.1 Teacher Total</b>	<b>29.8</b>	<b>\$2,131,805</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
	\$53,417	2.0 Preschool	2.0	\$28,156	\$28,156
\$53,417		2.0 Special Education	2.0	\$28,156	\$28,156
<b>\$53,417</b>	<b>\$53,417</b>	<b>4.0 Instructional Assistants Total</b>	<b>4.0</b>	<b>\$56,312</b>	<b>\$56,312</b>
\$18,703		1.0 English Language Tutor	1.0	\$29,976	
\$5,000		1.0 Crossing Guard	1.0	\$5,095	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$7,750	\$4,400	Level 4/ELT Stipends -Nurses		\$7,750	\$4,400
\$129,547		3.0 Custodian	3.0	\$134,524	
\$38,595		1.0 School Clerical	1.0	\$32,173	
<b>\$259,789</b>	<b>\$4,400</b>	<b>7.0 Total</b>	<b>7.0</b>	<b>\$275,180</b>	<b>\$4,400</b>
		<b>School Nutrition</b>			
	\$37,005	3.0 Cafeteria Helpers	3.0		\$34,923
	<b>\$37,005</b>	<b>3.0 School Nutrition Total</b>	<b>3.0</b>		<b>\$34,923</b>
<b>\$2,397,737</b>	<b>\$164,958</b>	<b>44.1 Jacob Hiatt Magnet School Total Salaries</b>	<b>45.8</b>	<b>\$2,665,489</b>	<b>\$169,656</b>
	<b>2014-2015</b>	<b>Jacob Hiatt Magnet School Budget</b>		<b>2015-2016</b>	
\$2,397,737		Total Salaries		\$2,665,489	
\$240,081		500103-92000 Student Transportation		\$254,231	
\$46,812		500136-92000 Building or Parking Lot Rentals		\$46,812	
\$71,898		500146-92000 Electricity		\$74,449	
\$24,739		500146-92000 Natural Gas		\$24,776	
\$8,782		500152-92000 Rubbish Removal		\$7,992	
\$24,894		500-92204 Instructional Materials		\$26,963	
\$2,814,943		<b>Jacob Hiatt Magnet School Total Budget</b>		<b>\$3,100,713</b>	



# Lake View School

133 Coburn Avenue  
Worcester, MA 01604  
(508) 799-3536

**Principal: Margaret Bondar**

## Quick Facts

Quadrant	North
Grades	K-6
Year Built	1922
Square Footage	27,918
Enrollment	289
Graduation Rates	N/A
Student Attendance	96.5%

## Instructional Focus

100% of our students will show improvement in Reading as demonstrated by the administration of MCAS. In 2014, we will increase our gap-narrowing CPI points in all student categories by 3 points in ELA.

## Student Demographics

Low Income	65.8%
Special Education	8.0%
English Language Learners	36.0%
African American	12.8%
Asian	10.4%
Hispanic	16.6%
Native American	0.3%
White	55.4%
Multi-Race, Non-Hispanic	4.5%

## School Accountability Plan

- 100% of our students will show improvement in Reading as demonstrated by the administration of PARCC. In 2015, we will increase our gap-narrowing CPI points in all student categories by 3 points in ELA.
- 100% of our students will show improvement in Mathematics as demonstrated by the administration of PARCC. In 2015, we will increase our gap-narrowing CPI points in all student categories by 8 points.
- 100% of our students will show improvement in Science as demonstrated by the administration of PARCC. In 2015, we will increase our CPI points in all student categories by 5 points.
- Lake View School will articulate and teach proper school behavior by utilizing a consistent, school-wide assertive discipline plan consisting of rules, consequences, and positive rewards for students. 100% of teachers and faculty will adhere to the school-wide assertive discipline plan, make rules and consequences visible to students, and create a positive reward system in all classrooms.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 65.0%
- All Grades - Math 50.0%

Student Growth Percentile

- ELA 53.0%
- Mathematics 38.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Lake View School</b>					
\$125,659		1.0 Principal	1.0	\$128,700	
<b>\$125,659</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$128,700</b>	
		<b>Teacher</b>			
\$981,914		14.0 Elementary	14.0	\$1,036,294	
\$70,137		1.0 English Language Learner	1.0	\$74,021	
\$35,068		0.5 Physical Education	0.5	\$37,011	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$28,055		0.4 Art	0.4	\$29,608	
\$49,096		0.7 Music	0.7	\$51,815	
\$14,027		0.2 Psychologists			
\$28,055		0.4 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 Special Education	1.0	\$74,021	
<b>\$1,290,516</b>	<b>\$70,137</b>	<b>19.4 Teacher Total</b>	<b>19.8</b>	<b>\$1,391,595</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
	\$26,708	1.0 Special Education	1.0	\$28,156	
	<b>\$26,708</b>	<b>1.0 Instructional Assistants Total</b>	<b>1.0</b>	<b>\$28,156</b>	
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$31,547		1.0 School Clerical	1.0	\$32,173	
<b>\$144,923</b>		<b>5.0 Total</b>	<b>5.0</b>	<b>\$152,866</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,561,097</b>	<b>\$109,180</b>	<b>27.4 Lake View School Total Salaries</b>	<b>27.8</b>	<b>\$1,701,316</b>	<b>\$85,662</b>
	<b>2014-2015</b>	<b>Lake View School Budget</b>		<b>2015-2016</b>	
\$1,561,097		Total Salaries		\$1,701,316	
\$87,302		500103-92000 Student Transportation		\$92,448	
\$9,110		500146-92000 Electricity		\$9,434	
\$22,515		500146-92000 Natural Gas		\$23,081	
\$3,441		500152-92000 Rubbish Removal		\$3,131	
\$15,984		500-92204 Instructional Materials		\$17,051	
\$1,699,449		<b>Lake View School Total Budget</b>		<b>\$1,846,461</b>	





# Lincoln Street School

549 Lincoln Street  
Worcester, MA 01605  
(508) 799-3504

**Principal: Martha Dewar**

## Quick Facts

Quadrant	Burncoat
Grades	Pre-K to 6
Year Built	1929
Square Footage	25,766
Enrollment	276
Graduation Rates	N/A
Student Attendance	94.6%

## Instructional Focus

The Instructional Focus of Lincoln Street School is to strengthen Reading Comprehension for every student.

## Student Demographics

Low Income	87.2%
Special Education	17.8%
English Language Learners	50.0%
African American	21.4%
Asian	3.3%
Hispanic	55.1%
Native American	0.4%
White	16.3%
Multi-Race, Non-Hispanic	3.6%

## School Accountability Plan

- 100% of our students will make growth in fluency, accuracy and comprehension as measured by Fountas and Pinnell Benchmark Assessment System (BAS). Students in grades 2-6 will grow at least 3 levels as measured by BAS. Students in grade 1 will grow at least 6 levels as measured by BAS. Students in kindergarten will grow at least 4 levels as measured by BAS.
- 100% of all students will show growth in Mathematics as demonstrated by the administration of PARCC. To accomplish this goal, 60% of all students will demonstrate mastery in the grade level common core standards in grades K-6. The median SGP for all students will be 55% or higher.
- 100% of all students will show improvement within the area of Science, Technology and Engineering. We will increase the number of students in the Advanced and Proficient category by 12% and reduce the number of students in the Needs Improvement and Warning category by 15%.
- 100 % of staff will fully implement PBIS and 90 % of students will consistently meet behavioral expectations. Of the remaining 10%, additional interventions will be implemented to support students' behaviors.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	30.0%
■ All Grades - Math	35.0%
Student Growth Percentile	
■ ELA	38.5%
■ Mathematics	52.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Lincoln Street School</b>					
\$116,488		1.0 Principal	1.0	\$105,645	
<b>\$116,488</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$105,645</b>	
		<b>Teacher</b>			
\$841,641		12.0 Elementary	13.0	\$962,273	
\$70,137		1.0 English Language Learner	1.0	\$74,021	
\$28,055		0.4 Physical Education	0.5	\$37,011	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$42,082		0.6 Art	0.6	\$44,413	
\$42,082		0.6 Music	0.6	\$44,413	
\$21,041		0.3 Psychologists			
\$42,082		0.6 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$210,410		3.0 Special Education	3.0	\$222,063	
<b>\$1,304,543</b>	<b>\$70,137</b>	<b>19.6 Teacher Total</b>	<b>20.8</b>	<b>\$1,465,616</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
	\$26,708	1.0 Preschool	1.0		\$28,156
\$26,708	\$26,708	2.0 Special Education	1.0	\$28,156	
<b>\$26,708</b>	<b>\$53,417</b>	<b>3.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$28,156</b>	<b>\$28,156</b>
\$14,999		3.0 Crossing Guard	3.0	\$15,286	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$24,665		1.0 School Clerical	1.0	\$26,340	
<b>\$143,041</b>		<b>6.0 Total</b>	<b>6.0</b>	<b>\$152,128</b>	
		<b>School Nutrition</b>			
	\$24,670	2.0 Cafeteria Helpers	2.0		\$23,282
	<b>\$24,670</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$23,282</b>
<b>\$1,590,780</b>	<b>\$148,223</b>	<b>31.6 Lincoln Street School Total Salaries</b>	<b>31.8</b>	<b>\$1,751,545</b>	<b>\$125,459</b>
	<b>2014-2015</b>	<b>Lincoln Street School Budget</b>		<b>2015-2016</b>	
\$1,590,780		Total Salaries		\$1,751,545	
\$87,302		500103-92000 Student Transportation		\$92,448	
\$18,641		500146-92000 Electricity		\$19,303	
\$16,931		500146-92000 Natural Gas		\$17,071	
\$5,230		500152-92000 Rubbish Removal		\$4,759	
\$14,364		500-92204 Instructional Materials		\$16,284	
\$1,733,249		<b>Lincoln Street School Total Budget</b>		\$1,901,409	



# May Street School

265 May Street  
Worcester, MA 01602  
(508) 799-3520

**Principal: Luke Robert**

## Quick Facts

Quadrant	Doherty
Grades	K-6
Year Built	1927
Square Footage	35,912
Enrollment	329
Graduation Rates	N/A
Student Attendance	96.8%

## Instructional Focus

Our school wide focus is writing to demonstrate comprehension of fiction and non fiction literature/text within an interdisciplinary approach with an emphasis on open response writing. This will be achieved through consistent and systematic use of a set of school wide best practices. Our Focus will be measured by school wide writing assessments in addition to varied formative and summative assessments at each grade level.

## Student Demographics

Low Income	52.1%
Special Education	9.1%
English Language Learners	28.6%
African American	10.6%
Asian	8.2%
Hispanic	19.1%
Native American	0.0%
White	54.4%
Multi-Race, Non-Hispanic	7.6%

## School Accountability Plan

- 100% of our students will show growth in Reading as demonstrated by the administration of the PARCC assessment and the Fountas and Pinnell Benchmark Assessment. Our goal is for our overall school growth to be in the 60th percentile.
- 100% of our students will show improvement in Math as demonstrated by the administration of PARCC and Unit Assessments. Our goal is to have a growth aggregate in the 60th percentile.
- 100% of our students will show improvement in Science as demonstrated by the administration of MCAS. Our goal is to increase our Advanced and Proficient levels to 60%.
- May Street School will use the Assertive Discipline Model and elements of PBIS aligned with the leadership and social development expectations outlined on the Worcester Public Schools report card to maintain a welcoming, safe and secure school for 100% of our school community members.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 54.0%
- All Grades - Math 55.0%

Student Growth Percentile

- ELA 54.5%
- Mathematics 60.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>May Street School</b>					
\$118,420		1.0 Principal	1.0	\$121,303	
<b>\$118,420</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$121,303</b>	
		<b>Teacher</b>			
\$981,914		14.0 Elementary	14.0	\$1,036,294	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$32,684		0.5 Physical Education	0.5	\$37,011	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$42,082		0.6 Art	0.6	\$44,413	
\$49,096		0.7 Music	0.7	\$51,815	
\$28,055		0.4 Psychologists			
\$42,082		0.6 School Adjustment Counselor	0.6	\$44,413	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 Special Education	2.0	\$148,042	
<b>\$1,323,199</b>	<b>\$70,137</b>	<b>19.9 Teacher Total</b>	<b>20.5</b>	<b>\$1,443,410</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$26,708	\$26,708	2.0 Special Education	2.0	\$28,156	\$28,156
<b>\$26,708</b>	<b>\$26,708</b>	<b>2.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$28,156</b>	<b>\$28,156</b>
\$18,703		1.0 English Language Tutor	0.5	\$14,988	
\$14,999		3.0 Crossing Guard	3.0	\$15,286	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$64,774		1.5 Custodian	1.5	\$67,262	
\$30,556		1.0 School Clerical	1.0	\$31,163	
<b>\$189,226</b>		<b>7.5 Total</b>	<b>7.0</b>	<b>\$194,359</b>	
		<b>School Nutrition</b>			
	\$24,670	2.0 Cafeteria Helpers	2.0		\$23,282
	<b>\$24,670</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$23,282</b>
<b>\$1,657,554</b>	<b>\$121,515</b>	<b>32.4 May Street School Total Salaries</b>	<b>32.5</b>	<b>\$1,787,228</b>	<b>\$125,459</b>
	<b>2014-2015</b>	<b>May Street School Budget</b>		<b>2015-2016</b>	
\$1,657,554		Total Salaries		\$1,787,228	
\$65,477		500103-92000 Student Transportation		\$69,336	
\$11,287		500146-92000 Electricity		\$11,688	
\$28,473		500146-92000 Natural Gas		\$28,461	
\$3,441		500152-92000 Rubbish Removal		\$3,131	
\$16,956		500-92204 Instructional Materials		\$19,411	
\$1,783,188		<b>May Street School Total Budget</b>		<b>\$1,919,256</b>	



# Midland Street School

18 Midland Street  
Worcester, MA 01602  
(508) 799-3548

**Principal: Michele Lodowsky**

## Quick Facts

Quadrant	Doherty
Grades	K-6
Year Built	1896
Square Footage	22,113
Enrollment	244
Graduation Rates	N/A
Student Attendance	96.4%

## Instructional Focus

Our school wide focus is to have Midland Street School students show measurable growth in their ability to read and write with understanding at grade level. This will be achieved through the use of a common set of school wide instructional strategies in reading and writing as measured by formative and summative assessments.

## Student Demographics

Low Income	42.4%
Special Education	9.8%
English Language Learners	22.1%
African American	6.1%
Asian	8.2%
Hispanic	12.7%
Native American	0.0%
White	63.9%
Multi-Race, Non-Hispanic	9.0%

## School Accountability Plan

- 100% of our students will show improvement in Reading and ELA as demonstrated by the administration of formal and informal assessments. Our long term goal is to halve the proficiency gap by 2017. Our goal for 2015 is to achieve a CPI of 87.1 in ELA as measured by the administration of MCAS.
- 100% of our students will show improvement in Mathematics as demonstrated by the administration of formal and informal assessments. Our long term goal is to halve the proficiency gap by 2017. Our goal for 2015 is to achieve a CPI of 88.3 in Mathematics as measured by the administration of MCAS.
- 100% of our students will show improvement in Science, Engineering and Technology as demonstrated by the administration of formal and informal assessments. Our long term goal is to halve the proficiency gap by 2017. Our goal for 2015 is to achieve a CPI of 74.7 in Science, Technology and Engineering as measured by the administration of MCAS.
- 100% of our students will participate in school safety drills and be able to demonstrate positive, safe behaviors during school.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 71.0%
- All Grades - Math 56.0%

Student Growth Percentile

- ELA 66.0%
- Mathematics 36.5%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Midland Street School</b>					
\$108,616		1.0 Principal	1.0	\$116,230	
<b>\$108,616</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$116,230</b>	
		<b>Teacher</b>			
\$911,777		13.0 Elementary	12.0	\$888,252	
\$28,055		0.4 Physical Education	0.5	\$37,011	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$35,068		0.5 Art	0.5	\$37,011	
\$35,068		0.5 Music	0.5	\$37,011	
\$14,027		0.2 Psychologists			
\$28,055		0.4 School Adjustment Counselor	0.6	\$44,413	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 Special Education	1.0	\$74,021	
<b>\$1,136,215</b>	<b>\$70,137</b>	<b>17.2 Teacher Total</b>	<b>16.3</b>	<b>\$1,132,521</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$26,708	\$53,417	3.0 Special Education	3.0	\$28,156	\$56,312
<b>\$26,708</b>	<b>\$53,417</b>	<b>3.0 Instructional Assistants Total</b>	<b>3.0</b>	<b>\$28,156</b>	<b>\$56,312</b>
\$18,703		1.0 English Language Tutor	1.0	\$29,976	
\$14,999		3.0 Crossing Guard	3.0	\$15,286	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$31,547		1.0 School Clerical	1.0	\$32,173	
<b>\$168,625</b>		<b>7.0 Total</b>	<b>7.0</b>	<b>\$187,937</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,440,164</b>	<b>\$135,888</b>	<b>29.2 Midland Street School Total Salaries</b>	<b>28.3</b>	<b>\$1,464,845</b>	<b>\$141,974</b>
	<b>2014-2015</b>	<b>Midland Street School Budget</b>		<b>2015-2016</b>	
\$1,440,164		Total Salaries		\$1,464,845	
\$21,826		500103-92000 Student Transportation		\$23,112	
\$8,984		500146-92000 Electricity		\$9,303	
\$23,347		500146-92000 Natural Gas		\$23,403	
\$2,991		500152-92000 Rubbish Removal		\$2,722	
\$12,744		500-92204 Instructional Materials		\$14,337	
\$1,510,057		<b>Midland Street School Total Budget</b>		<b>\$1,537,722</b>	



# Nelson Place School

35 Nelson Place  
Worcester, MA 01605  
(508) 799-3506

**Principal: Monica Poitras**

## Quick Facts

Quadrant	Doherty
Grades	Pre-K to 6
Year Built	1927
Square Footage	44,963
Enrollment	486
Graduation Rates	N/A
Student Attendance	96.6%

## Instructional Focus

All students will increase and use new vocabulary, read to understand, and share our understanding of what we have read.

## Student Demographics

Low Income	33.3%
Special Education	20.8%
English Language Learners	14.4%
African American	8.8%
Asian	6.4%
Hispanic	12.1%
Native American	0.0%
White	66.9%
Multi-Race, Non-Hispanic	5.8%

## School Accountability Plan

- Analysis of MCAS 2014 ELA data revealed 60 % of our students scored Advanced or Proficient. Our goal is to have no less than 70% of our students score Proficient or higher in ELA as demonstrated by the administration of MCAS in 2015.
- Analysis of MCAS data revealed 62% of our students scored Advanced or Proficient of the Math MCAS in 2014. 72% of our students will score Proficient or above in 2015.
- Analysis of MCAS 2014 data revealed that 47% of our students in grade five scored Advanced or Proficient in Science Technology and Engineering. In grade 5, our goal is to increase the percentage of students performing at Proficiency or Above in Science and Technology MCAS by no less than 10%.
- 100% of students will demonstrate an increase in on-task behavior and positive decision-making.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 60.0%
- All Grades - Math 62.0%

Student Growth Percentile

- ELA 55.0%
- Mathematics 50.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Nelson Place School</b>					
\$105,807		1.0 Principal	1.0	\$114,019	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$185,235</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$197,331</b>	
		<b>Teacher</b>			
\$1,402,734		20.0 Elementary	20.0	\$1,480,420	
\$65,438		0.9 Physical Education	0.9	\$66,619	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$56,109		0.8 Art	0.8	\$59,217	
\$70,137		1.0 Music	1.0	\$74,021	
\$28,055		0.4 Psychologists	0.4	\$29,608	
\$42,082		0.6 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$420,820	\$70,137	7.0 Special Education	6.0	\$370,105	\$74,021
<b>\$2,099,403</b>	<b>\$140,273</b>	<b>31.9 Teacher Total</b>	<b>31.3</b>	<b>\$2,168,815</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
\$480,750	\$106,833	22.0 Special Education	30.0	\$422,342	\$422,342
<b>\$480,750</b>	<b>\$106,833</b>	<b>22.0 Instructional Assistants Total</b>	<b>30.0</b>	<b>\$422,342</b>	<b>\$422,342</b>
\$18,703		1.0 English Language Tutor	1.0	\$29,976	
\$5,000		1.0 Crossing Guard	1.0	\$5,095	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$86,365		2.0 Custodian	2.0	\$89,683	
\$26,498		1.0 School Clerical	1.0	\$28,644	
<b>\$196,760</b>		<b>6.0 Total</b>	<b>6.0</b>	<b>\$219,059</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$2,962,148</b>	<b>\$259,442</b>	<b>62.9 Nelson Place School Total Salaries</b>	<b>70.3</b>	<b>\$3,007,547</b>	<b>\$582,025</b>
	<b>2014-2015</b>	<b>Nelson Place School Budget</b>		<b>2015-2016</b>	
\$2,962,148		Total Salaries		\$3,007,547	
\$283,733		500103-92000 Student Transportation		\$300,455	
\$20,411		500146-92000 Electricity		\$21,135	
\$49,816		500146-92000 Natural Gas		\$49,526	
\$9,774		500152-92000 Rubbish Removal		\$8,894	
\$26,460		500-92204 Instructional Materials		\$28,674	
\$3,352,341		<b>Nelson Place School Total Budget</b>		<b>\$3,416,231</b>	





# Norrback Avenue School

44 Malden Street  
Worcester, MA 01606  
(508) 799-3500

**Principal: Dr. Karrie Allen**

## Quick Facts

Quadrant	Burncoat
Grades	Pre-K to 6
Year Built	1999
Square Footage	113,500
Enrollment	584
Graduation Rates	N/A
Student Attendance	96.1%

## Instructional Focus

Norrback Avenue School's focus on literacy is a school-wide, collaborative effort to improve our students' ability to read, understand, and discuss a wide range of literacy genres. Best practices will be developed through the implementation of Wilson Foundations, the Benchmark Assessment System, and the Reading Workshop Model. Alignment with the English Language Arts and Literacy Curriculum will ensure student improvement as measured by State and District assessments.

## Student Demographics

Low Income	53.0%
Special Education	19.5%
English Language Learners	27.2%
African American	16.8%
Asian	4.6%
Hispanic	23.5%
Native American	0.0%
White	50.2%
Multi-Race, Non-Hispanic	5.0%

## School Accountability Plan

- In grades 3 to 6, our goal is to increase the percentage of students performing at Proficiency or above in Math by no less than 10% (58 % of our students will perform at Proficiency or above) as demonstrated by the administration of the MCAS. In grade 3 to 6, all subgroups will reach "on target" levels as defined by PPI.
- In grades K to 2, 80% of our students will meet benchmark as demonstrated by the administration of the DIBELS and BAS. In grades 3 to 6, our goal is to increase the percentage of students performing at Proficiency or above in ELA MCAS by no less than 10%. (In grades 3-6, 60% of our students will perform at Proficiency or above). In grades 3 to 6, all subgroups will reach "on target" levels as defined by PPI.
- In grade 5, our goal is to increase the percentage of students performing at Proficiency or above in Science and Technology MCAS by no less than 10%. (In grades 3-6, 58% of our students will perform at Proficiency or above). In grade 5, all subgroups will reach "on target" levels as defined by PPI.
- As measured by first quarter attendance records, we will decrease the number of unexcused absences per quarter by half for targeted students.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	49.0%
■ All Grades - Math	47.0%
Student Growth Percentile	
■ ELA	65.0%
■ Mathematics	68.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Norrbäck Avenue School</b>					
\$137,507		1.0 Principal	1.0	\$140,804	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$216,935</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$224,116</b>	
		<b>Teacher</b>			
\$1,543,008		22.0 Elementary	22.0	\$1,628,462	
\$140,273		2.0 English Language Learner	2.0	\$148,042	
\$140,273		2.0 Preschool	2.0	\$148,042	
\$84,164		1.2 Physical Education	1.0	\$74,021	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$70,137		1.0 Art	1.0	\$74,021	
\$98,191		1.4 Music	1.4	\$103,629	
\$28,055		0.4 Psychologists	0.4	\$29,608	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$420,820		6.0 Special Education	6.0	\$444,126	
<b>\$2,609,086</b>	<b>\$70,137</b>	<b>38.2 Teacher Total</b>	<b>38.0</b>	<b>\$2,738,777</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
	\$53,417	2.0 Preschool	2.0	\$28,156	\$28,156
\$133,542	\$186,958	12.0 Special Education	13.0	\$225,249	\$140,781
\$26,708		1.0 ADA - Instructional Assistants	1.0	\$28,156	
<b>\$160,250</b>	<b>\$240,375</b>	<b>15.0 Instructional Assistants Total</b>	<b>16.0</b>	<b>\$281,561</b>	<b>\$168,937</b>
\$19,998		4.0 Crossing Guard	4.0	\$20,382	
\$120,389		2.0 School Nurse	2.0	\$131,321	
\$151,138		3.5 Custodian	3.5	\$156,945	
\$56,329		2.0 School Clerical	2.0	\$58,651	
<b>\$347,854</b>		<b>11.5 Total</b>	<b>11.5</b>	<b>\$367,299</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$37,005	3.0 Cafeteria Helpers	3.0		\$34,923
	<b>\$106,180</b>	<b>5.0 School Nutrition Total</b>	<b>5.0</b>		<b>\$99,930</b>
<b>\$3,334,126</b>	<b>\$416,692</b>	<b>71.7 Norrbäck Avenue School Total Salaries</b>	<b>72.5</b>	<b>\$3,611,753</b>	<b>\$342,888</b>
	<b>2014-2015</b>	<b>Norrbäck Avenue School Budget</b>		<b>2015-2016</b>	
\$3,334,126		Total Salaries		\$3,611,753	
\$414,686		500103-92000 Student Transportation		\$439,127	
\$88,304		500146-92000 Electricity		\$91,438	
\$45,707		500146-92000 Natural Gas		\$45,471	
\$7,815		500152-92000 Rubbish Removal		\$7,112	
\$30,834		500-92204 Instructional Materials		\$34,456	
\$3,921,472		<b>Norrbäck Avenue School Total Budget</b>		<b>\$4,229,356</b>	



# Quinsigamond Community School

14 Blackstone River Road  
Worcester, MA 01607  
(508) 799-3502

**Principal: Margaret Doyle**

## Quick Facts

Quadrant	South
Grades	Pre-K to 6
Year Built	1998
Square Footage	141,847
Enrollment	795
Graduation Rates	N/A
Student Attendance	95.1%

## Instructional Focus

All students at Quinsigamond School will show measurable growth in their ability to read, comprehend and utilize knowledge gained from reading across all curriculum areas. A consistent set of research based strategies including Guided Reading, Reciprocal Teaching, Fluency, Daily Five/Cafe and Being a Writer will be utilized. Formative and summative assessments including DIBELS, Benchmark Assessment, MAP, MCAS and ACCESS will be analyzed to monitor students' ongoing progress.

## Student Demographics

Low Income	83.8%
Special Education	17.4%
English Language Learners	44.0%
African American	13.3%
Asian	8.2%
Hispanic	38.6%
Native American	0.0%
White	34.6%
Multi-Race, Non-Hispanic	5.3%

## School Accountability Plan

- Quinsigamond will demonstrate progress toward narrowing our proficiency gap by meeting our target goal of 74.3 in ELA. We plan to meet our growth target of 51.
- Quinsigamond will demonstrate progress toward narrowing our proficiency gap by meeting our target goal of 66.63 in Math. We plan to meet our growth target of 51.
- Quinsigamond will demonstrate progress toward narrowing our proficiency gap by meeting our target goal of 67.8 in Science.
- 100% of families will have the opportunity to participate in school-wide activities that promote community, connectedness and safety for all members. Activities include Parent EXPO, Quinsig Cubs and student led conferences. We will increase our number of opportunities for our students to be actively engaged in leadership roles.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	32.0%
■ All Grades - Math	27.0%
Student Growth Percentile	
■ ELA	34.5%
■ Mathematics	33.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Quinsigamond Elementary School</b>					
\$123,926		1.0 Principal	1.0	\$132,420	
\$79,428		1.0 Assistant Principal	2.0	\$166,624	
<b>\$203,353</b>		<b>2.0 Total</b>	<b>3.0</b>	<b>\$299,044</b>	
		<b>Teacher</b>			
\$2,033,965		29.0 Elementary	29.0	\$2,146,609	
\$280,547		4.0 English Language Learner	4.0	\$296,084	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$18,656		0.3 Physical Education	1.2	\$88,825	
\$21,041		0.3 Health & Safety	0.3	\$22,206	
\$21,041		0.3 Art	0.3	\$22,206	
\$84,164		1.2 Music	1.2	\$88,825	
\$42,082		0.6 Psychologists	0.6	\$44,413	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$140,273	2.0 Instructional Coach	2.0		\$148,042
\$350,684		5.0 Special Education	5.0	\$370,105	
<b>\$2,992,453</b>	<b>\$140,273</b>	<b>44.7 Teacher Total</b>	<b>45.6</b>	<b>\$3,227,316</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
\$26,708		1.0 English Language Learner			
	\$26,708	1.0 Preschool	1.0		\$28,156
\$133,542	\$213,667	13.0 Special Education	11.0	\$168,937	\$140,781
\$26,708		ADA - Instructional Assistants	1.0	\$28,156	
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$213,667</b>	<b>\$240,375</b>	<b>16.0 Instructional Assistants Total</b>	<b>14.0</b>	<b>\$225,249</b>	<b>\$168,937</b>
		English Language Tutor	1.0	\$29,976	
\$14,999		3.0 Crossing Guard	3.0	\$15,286	
\$120,389		2.0 School Nurse	2.0	\$131,321	
\$237,503		5.5 Custodian	4.5	\$201,786	
\$50,062		2.0 School Clerical	2.0	\$55,321	
<b>\$422,953</b>		<b>12.5 Total</b>	<b>12.5</b>	<b>\$433,690</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$61,674	5.0 Cafeteria Helpers	5.0		\$58,204
	<b>\$130,850</b>	<b>7.0 School Nutrition Total</b>	<b>7.0</b>		<b>\$123,212</b>
<b>\$3,832,426</b>	<b>\$511,498</b>	<b>82.2 Quinsigamond Elementary School Total Salaries</b>	<b>82.1</b>	<b>\$4,185,299</b>	<b>\$440,190</b>
	<b>2014-2015</b>	<b>Quinsigamond Elementary School Budget</b>		<b>2015-2016</b>	
\$3,832,426		Total Salaries		\$4,185,299	
\$480,163		500103-92000 Student Transportation		\$508,463	
\$117,846		500146-92000 Electricity		\$122,028	
\$32,251		500146-92000 Natural Gas		\$32,190	
\$13,395		500152-92000 Rubbish Removal		\$12,689	
\$40,932		500-92204 Instructional Materials		\$46,905	
\$4,517,012		<b>Quinsigamond Elementary School Total Budget</b>		\$4,907,573	



# Rice Square School

76 Massasoit Road  
Worcester, MA 01604  
(508) 799-3556

**Principal: Caprice Kopka**

## Quick Facts

Quadrant	North
Grades	K-6
Year Built	1914
Square Footage	36,000
Enrollment	428
Graduation Rates	N/A
Student Attendance	94.0%

## Instructional Focus

All students at Rice Square school will read and comprehend text and express themselves thoughtfully both orally and in writing.

## Student Demographics

Low Income	79.2%
Special Education	11.9%
English Language Learners	35.7%
African American	17.3%
Asian	5.8%
Hispanic	36.7%
Native American	0.0%
White	34.1%
Multi-Race, Non-Hispanic	6.1%

## School Accountability Plan

- 100% of our students will show improvement in Reading as demonstrated by the administration of the MCAS. We will increase ELA CPI from 62.4 to 80.5. We will increase from 28% to 60% of students averaging 2 or above on ELA open response items and increase from 25% to 50% of students scoring Proficient or above in ELA.
- 100% of our students will show improvement in Math as demonstrated by the administration of the MCAS. We will increase Math CPI from 56.1 to 76.2. We will increase from 46% to 60% of students averaging 2 or above on Math open response items and increase from 27% to 50% of students scoring Proficient or above in Math.
- 100% of our students will show improvement in Science as demonstrated by the administration of the MCAS. We will increase Science CPI from 51.5 to 74.3. We will increase from 14% to 60% of students averaging 2 or above on Science open response items and increase from 12% to 50% of students scoring Proficient or above in Science.
- 100% of our students will be provided a welcoming, safe and secure school. No less than 90% of students will successfully participate in our PBIS universal school initiatives. The remaining 10% of students will be provided targeted supports.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	25.0%
■ All Grades - Math	27.0%
Student Growth Percentile	
■ ELA	45.0%
■ Mathematics	51.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Rice Square School</b>					
\$113,201		1.0 Principal	1.0	\$98,159	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$192,629</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$181,471</b>	
		<b>Teacher</b>			
\$1,402,734		20.0 Elementary	20.0	\$1,480,420	
\$140,273		2.0 English Language Learner	2.0	\$148,042	
\$52,813		0.8 Physical Education	0.9	\$66,619	
\$7,014		0.1 Health & Safety	0.2	\$14,804	
\$56,109		0.8 Art	0.8	\$59,217	
\$63,123		0.9 Music	0.9	\$66,619	
\$28,055		0.4 Psychologists	0.4	\$29,608	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$140,273		2.0 Special Education	2.0	\$148,042	
<b>\$1,960,532</b>	<b>\$70,137</b>	<b>29.0 Teacher Total</b>	<b>29.2</b>	<b>\$2,087,392</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$26,708	\$53,417	3.0 Special Education	2.0	\$28,156	\$28,156
\$53,417		1.0 ADA - Instructional Assistants	1.0	\$28,156	
<b>\$80,125</b>	<b>\$53,417</b>	<b>4.0 Instructional Assistants Total</b>	<b>3.0</b>	<b>\$56,312</b>	<b>\$28,156</b>
\$22,498		4.5 Crossing Guard	4.5	\$22,929	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$86,365		2.0 Custodian	2.0	\$89,683	
\$24,665		1.0 School Clerical	1.0	\$26,340	
<b>\$193,722</b>		<b>8.5 Total</b>	<b>8.5</b>	<b>\$204,613</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$2,427,008</b>	<b>\$135,888</b>	<b>44.5 Rice Square School Total Salaries</b>	<b>43.7</b>	<b>\$2,529,788</b>	<b>\$113,818</b>
	<b>2014-2015</b>	<b>Rice Square School Budget</b>		<b>2015-2016</b>	
\$2,427,008		Total Salaries		\$2,529,788	
\$109,128		500103-92000 Student Transportation		\$115,560	
\$29,461		500146-92000 Electricity		\$30,506	
\$31,553		500146-92000 Natural Gas		\$31,501	
\$7,029		500152-92000 Rubbish Removal		\$6,396	
\$20,790		500-92204 Instructional Materials		\$25,252	
\$2,624,968		<b>Rice Square School Total Budget</b>		<b>\$2,739,003</b>	



# Roosevelt School

1006 Grafton Street  
Worcester, MA 01604  
(508) 799-3482

**Principal: Ellen Kelley**

## Quick Facts

Quadrant	North
Grades	Pre-K to 6
Year Built	2001
Square Footage	120,656
Enrollment	675
Graduation Rates	N/A
Student Attendance	95.6%

## Instructional Focus

Roosevelt will have coordinated whole-school efforts to have all Roosevelt students show growth in their ability to read and comprehend various genres through the implementation of a common, consistent, set of school-wide teaching strategies. Growth in student learning will be measured by DIBELS, DRA, MAP, MEPA, and MCAS. Roosevelt students know that it is important to understand what we read.

## Student Demographics

Low Income	56.0%
Special Education	17.2%
English Language Learners	31.0%
African American	14.2%
Asian	5.0%
Hispanic	30.4%
Native American	0.0%
White	45.6%
Multi-Race, Non-Hispanic	4.7%

## School Accountability Plan

- 100% of our students will show growth in SGP in ELA as demonstrated by the administration of MCAS. The median SGP for the aggregate will fall between 55 and 65. Our goal is to increase our CPI by 5.1 points resulting in a CPI of 80 in ELA MCAS in 2015.
- 100% of our students will show growth in SGP in Math as demonstrated on the MCAS. The median SGP for our aggregate will fall between the 51 and 59 goal band. Our goal is to increase our CPI by 6.4 points resulting in a CPI of 77.
- Our goal is to increase CPI by 6.0 points resulting in a CPI of 75.0 in Science MCAS in 2015.
- 100% of our staff will be trained in the new state regulations concerning out of school suspensions. 80% of our students will participate in school wide interventions while the remaining 20% will be provided extra support to ensure minimum instructional time loss.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 50.0%
- All Grades - Math 41.0%

Student Growth Percentile

- ELA 54.0%
- Mathematics 46.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Roosevelt Elementary School</b>					
\$120,620		1.0 Principal	1.0	\$123,485	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$200,048</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$206,797</b>	
		<b>Teacher</b>			
\$1,472,871		21.0 Elementary	21.0	\$1,554,441	
\$490,957		7.0 English Language Learner	8.0	\$592,168	
\$140,273		2.0 Preschool	2.0	\$148,042	
\$100,506		1.4 Physical Education	1.2	\$88,825	
\$21,041		0.3 Health & Safety	0.3	\$22,206	
\$84,164		1.2 Art	1.2	\$88,825	
\$112,219		1.6 Music	1.6	\$118,434	
\$56,109		0.8 Psychologists	0.6	\$44,413	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$140,273	2.0 Instructional Coach	2.0		\$148,042
\$561,094		8.0 Special Education	8.0	\$592,168	
<b>\$3,109,371</b>	<b>\$140,273</b>	<b>46.3 Teacher Total</b>	<b>46.9</b>	<b>\$3,323,543</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
\$26,708		1.0 English Language Learner	1.0	\$28,156	
	\$53,417	2.0 Preschool	2.0	\$56,312	
\$267,084	\$80,125	13.0 Special Education	21.0	\$309,717	\$281,561
\$26,708		1.0 Bilingual Office Assistant	1.0	\$28,156	
<b>\$320,500</b>	<b>\$133,542</b>	<b>17.0 Instructional Assistants Total</b>	<b>25.0</b>	<b>\$422,342</b>	<b>\$281,561</b>
\$19,998		4.0 Crossing Guard	4.0	\$20,382	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$194,321		4.5 Custodian	4.5	\$201,786	
\$60,236		2.0 School Clerical	2.0	\$61,432	
<b>\$334,749</b>		<b>11.5 Total</b>	<b>11.5</b>	<b>\$349,260</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$49,339	4.0 Cafeteria Helpers	4.0		\$46,563
	<b>\$118,515</b>	<b>6.0 School Nutrition Total</b>	<b>6.0</b>		<b>\$111,571</b>
<b>\$3,964,668</b>	<b>\$392,330</b>	<b>82.8 Roosevelt Elementary School Total Salaries</b>	<b>91.4</b>	<b>\$4,301,942</b>	<b>\$541,174</b>
	<b>2014-2015</b>	<b>Roosevelt Elementary School Budget</b>		<b>2015-2016</b>	
\$3,964,668		Total Salaries		\$4,301,942	
\$523,814		500103-92000 Student Transportation		\$554,686	
\$52,157		500146-92000 Electricity		\$54,008	
\$73,801		500146-92000 Natural Gas		\$73,199	
\$10,201		500152-92000 Rubbish Removal		\$9,283	
\$36,774		500-92204 Instructional Materials		\$39,825	
\$4,661,416		<b>Roosevelt Elementary School Total Budget</b>		<b>\$5,032,943</b>	





# Tatnuck Magnet School

1083 Pleasant Street  
Worcester, MA 01602  
(508) 799-3554

**Principal: Erin Dobson**

## Quick Facts

Quadrant	Doherty
Grades	K-6
Year Built	1922
Square Footage	42,384
Enrollment	413
Graduation Rates	N/A
Student Attendance	95.9%

## Instructional Focus

The Tatnuck Magnet staff will focus on a school wide effort to have all of our students demonstrate measurable growth in number sense through the implementation of a common set of school wide teaching strategies. Students' growth will be measured through ongoing collaborative analysis of results from informal and formal assessments, MAP and MCAS data.

## Student Demographics

Low Income	62.0%
Special Education	16.2%
English Language Learners	31.5%
African American	19.4%
Asian	5.3%
Hispanic	24.7%
Native American	0.2%
White	44.1%
Multi-Race, Non-Hispanic	6.3%

## School Accountability Plan

- 100% of our students will show growth in SGP in ELA as demonstrated by the administration of MCAS. No less than 50% of students will reach the SGP band of 51-59 or higher. The remaining 50% will increase their SGP. Our goal is to increase our cumulative CPI by 3.53 points resulting in a CPI of 84.63 in ELA MCAS in 2015.
- 100% of our students will show growth in SGP in Mathematics as demonstrated by the administration of MCAS. No less than 50% of students will reach the SGP band of 51-59 or higher. The remaining 50% will increase their SGP. Our goal is to increase our cumulative CPI by 5.7 points resulting in a CPI of 79.9 in Math MCAS in 2015.
- Our goal is to increase the percentage of students performing at Proficiency or above by no less than 5% as demonstrated by the administration of the Science and Technology MCAS. All subgroups will maintain "on target" levels as defined by PPI. Our goal is to increase our CPI by .8 points resulting in a CPI of 86.9 in Science MCAS in 2015.
- The percentage of students who show appropriate school behaviors will increase from 85% to 95% through the reinforcement of the universal expected behaviors as measured by Office Discipline Referrals.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	51.0%
■ All Grades - Math	42.0%
Student Growth Percentile	
■ ELA	57.5%
■ Mathematics	46.5%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Tatnuck Magnet School</b>					
\$107,022		1.0 Principal	1.0	\$114,150	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$186,450</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$197,462</b>	
		<b>Teacher</b>			
\$1,332,598		19.0 Elementary	17.0	\$1,258,357	
\$70,137		1.0 English Language Learner	1.0	\$74,021	
\$60,738		0.9 Physical Education	0.8	\$59,217	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$56,109		0.8 Art	0.8	\$59,217	
\$70,137		1.0 Music	1.0	\$74,021	
\$28,055		0.4 Psychologists	1.0	\$74,021	
\$42,082		0.6 School Adjustment Counselor			
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$280,547		4.0 Special Education	4.0	\$296,084	
<b>\$1,954,430</b>	<b>\$70,137</b>	<b>28.9 Teacher Total</b>	<b>26.8</b>	<b>\$1,909,742</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$133,542	\$26,708	6.0 Special Education	6.0	\$84,468	\$84,468
<b>\$133,542</b>	<b>\$26,708</b>	<b>6.0 Instructional Assistants Total</b>	<b>6.0</b>	<b>\$84,468</b>	<b>\$84,468</b>
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$86,365		2.0 Custodian	2.0	\$89,683	
\$24,554		1.0 School Clerical	1.0	\$25,581	
<b>\$181,112</b>		<b>6.0 Total</b>	<b>6.0</b>	<b>\$191,115</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$2,455,533</b>	<b>\$109,180</b>	<b>43.9 Tatnuck Magnet School Total Salaries</b>	<b>41.8</b>	<b>\$2,382,787</b>	<b>\$170,130</b>
	<b>2014-2015</b>	<b>Tatnuck Magnet School Budget</b>		<b>2015-2016</b>	
\$2,455,533		Total Salaries		\$2,382,787	
\$174,605		500103-92000 Student Transportation		\$184,895	
\$19,960		500146-92000 Electricity		\$20,668	
\$67,422		500146-92000 Natural Gas		\$66,903	
\$9,639		500152-92000 Rubbish Removal		\$8,771	
\$23,976		500-92204 Instructional Materials		\$24,367	
\$2,751,135		<b>Tatnuck Magnet School Total Budget</b>		<b>\$2,688,392</b>	



# Thorndyke Road School

20 Thorndyke Road  
Worcester, MA 01606  
(508) 799-3550

**Principal: Kathleen Lee**

## Quick Facts

Quadrant	Burncoat
Grades	K-6
Year Built	1927
Square Footage	43,425
Enrollment	362
Graduation Rates	N/A
Student Attendance	96.2%

## Instructional Focus

As a result of instruction, driven by Common Core standards, using consistent school wide best practices, students will demonstrate measurable growth on standardized assessments throughout all grades.

## Student Demographics

Low Income	46.7%
Special Education	8.0%
English Language Learners	23.2%
African American	5.8%
Asian	2.8%
Hispanic	26.2%
Native American	0.0%
White	60.8%
Multi-Race, Non-Hispanic	4.4%

## School Accountability Plan

- 100% of our students will show improvement in ELA as demonstrated by administration of PARCC. Our goal for 2015 is to achieve a CPI of 83.0 in ELA. By June 2015, 75% of our students in K-6 will exceed or meet the benchmark as measured by BAS.
- 100% of our students will show improvement in Mathematics as demonstrated by the administration of PARCC. Our goal for 2015 is to achieve a CPI of 80.0 in Math, and a median SGP of 68 or higher. Our goal is to have no less than 70% Proficient at each grade level and for all students to individually exceed an SGP of 60% in 2015.
- 100% of our students will show growth within the area of Science, Technology and Engineering. We will increase the number of students performing in Advanced or Proficient category by 25% in the aggregate and reduce the number of students in the Needs Improvement or Warning category by 25% in the aggregate. We will increase the CPI to 80.
- 100% of our students will demonstrate and understand and actively participate in a behavior expectation and anti bullying program with 95% of students consistently meeting building expectations. Of the remaining 5%, additional interventions will be implemented to support student behaviors.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	52.0%
■ All Grades - Math	49.0%
Student Growth Percentile	
■ ELA	52.5%
■ Mathematics	62.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Thorndyke Road School</b>					
\$102,913		1.0 Principal	1.0	\$110,108	
<b>\$102,913</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$110,108</b>	
		<b>Teacher</b>			
\$1,052,051		15.0 Elementary	15.0	\$1,110,315	
\$70,137		1.0 English Language Learner	1.0	\$74,021	
\$42,082		0.6 Physical Education	0.5	\$37,011	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$35,068		0.5 Art	0.5	\$37,011	
\$56,109		0.8 Music	0.8	\$59,217	
\$14,027		0.2 Psychologists			
\$42,082		0.6 School Adjustment Counselor	1.0	\$74,021	
\$70,137	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 Special Education	1.0	\$74,021	
<b>\$1,388,707</b>	<b>\$70,137</b>	<b>20.8 Teacher Total</b>	<b>20.9</b>	<b>\$1,473,018</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$53,417		2.0 Special Education	2.0	\$28,156	\$28,156
<b>\$53,417</b>		<b>2.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$28,156</b>	<b>\$28,156</b>
\$34,997		7.0 Crossing Guard	7.0	\$35,668	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$28,311		1.0 School Clerical	1.0	\$28,873	
<b>\$166,685</b>		<b>10.0 Total</b>	<b>10.0</b>	<b>\$175,043</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,711,721</b>	<b>\$82,472</b>	<b>34.8 Thorndyke Road School Total Salaries</b>	<b>34.9</b>	<b>\$1,786,325</b>	<b>\$113,818</b>
<b>2014-2015</b>	<b>Thorndyke Road School Budget</b>	<b>2015-2016</b>			
\$1,711,721	Total Salaries	\$1,786,325			
\$65,477	500103-92000 Student Transportation	\$69,336			
\$15,548	500146-92000 Electricity	\$16,099			
\$26,115	500146-92000 Natural Gas	\$26,135			
\$4,037	500152-92000 Rubbish Removal	\$3,674			
\$17,928	500-92204 Instructional Materials	\$21,358			
\$1,840,826	<b>Thorndyke Road School Total Budget</b>	<b>\$1,922,926</b>			



# Union Hill School

One Chapin Street  
Worcester, MA 01604  
(508) 799-3600

**Principal: Marie Morse**

## Quick Facts

Quadrant	North
Grades	Pre-K to 6
Year Built	1922
Square Footage	43,216
Enrollment	449
Graduation Rates	N/A
Student Attendance	93.8%

## Instructional Focus

Union Hill will focus on a coordinated whole school effort to have ALL Union Hill students show growth in their ability to think, create and design while engaged in a thoughtful, rigorous and challenging curriculum. Staff will implement a common and consistent set of school-wide teaching strategies. Growth in student learning will be measured by multiple measures; DIBELS, MAP, BAS, and MCAS.

## Student Demographics

Low Income	97.4%
Special Education	18.0%
English Language Learners	43.7%
African American	12.5%
Asian	4.0%
Hispanic	56.1%
Native American	0.2%
White	20.9%
Multi-Race, Non-Hispanic	6.2%

## School Accountability Plan

- 100% of our students will show improvement in Reading and Writing as demonstrated by the administration of the MCAS. We will decrease all students scoring Warning to less than 10% and decrease the percentage of ELL students in the Needs Improvement category from 46% to 30%. We will increase school-wide Proficiency for all students from 42% to 60% by June 2015.
- 100% of our students will show improvement in Mathematics as demonstrated by the administration of MCAS by June 2015. We will decrease students scoring Warning to less than 13% and decrease the percentage of ELL students in the Needs Improvement category to less than 20%. We will increase school-wide Proficiency from 50% to 60% by June 2015.
- 100% of our students will show improvement in Science as demonstrated by the administration of MCAS. No less than 50% of students will show growth to the next performance level. The remaining 50% will show growth within their performance level. We will decrease students scoring Warning to less than 20% and decrease the ELL students in the Needs Improvement category by 20%. Our goal is to have 45% at Proficiency in Science by June 2015.
- 100% of our students will be provided a welcoming, safe and secure school. We will decrease suspension rates by 10%. No less than 90% of students will successfully complete the school year without a direct office referral. The remaining 10% will be provided with extra support through the full implementation of the 365Z program, Check and Connect, Wrap-Around services and ESSIP efforts.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	42.0%
■ All Grades - Math	50.0%
Student Growth Percentile	
■ ELA	58.0%
■ Mathematics	52.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Union Hill School</b>					
\$134,300		1.0 Principal	1.0	\$137,536	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$213,728</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$220,848</b>	
		<b>Teacher</b>			
\$1,332,598		19.0 Elementary	20.0	\$1,480,420	
\$140,273		2.0 English Language Learner	2.0	\$148,042	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$56,109		0.8 Physical Education	0.6	\$44,413	
\$70,137		1.0 Health & Safety	1.0	\$185,053	
\$63,123		0.9 Art	0.9	\$66,619	
\$56,109		0.8 Music	0.8	\$59,217	
	\$35,068	0.5 Librarians	0.5		\$37,011
\$28,055		0.4 Psychologists	0.4	\$29,608	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$420,820		6.0 Special Education	6.0	\$444,126	
	\$70,137	1.0 Wrap Around Zone Coordinator	1.0		\$74,021
	\$70,137	1.0 Lead Teacher	1.0		\$74,021
	\$379,823	Level 4 Stipends - Teachers			\$363,825
<b>\$2,307,498</b>	<b>\$625,301</b>	<b>36.4 Teacher Total</b>	<b>37.2</b>	<b>\$2,605,539</b>	<b>\$622,899</b>
		<b>Instructional Assistants</b>			
\$80,125	\$80,125	6.0 Special Education	7.0	\$112,625	\$84,468
\$30,938		Level 4 Stipends - IAs		\$31,557	
<b>\$111,063</b>	<b>\$80,125</b>	<b>6.0 Instructional Assistants Total</b>	<b>7.0</b>	<b>\$144,181</b>	<b>\$84,468</b>
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$7,750	\$4,400	Level 4/ELT Stipends -Nurses		\$7,750	\$4,400
\$86,365		2.0 Custodian	2.0	\$89,683	
\$35,845		1.0 School Clerical	1.0	\$36,558	
<b>\$200,153</b>	<b>\$4,400</b>	<b>6.0 Total</b>	<b>6.0</b>	<b>\$209,842</b>	<b>\$4,400</b>
		<b>School Nutrition</b>			
	\$24,670	2.0 Cafeteria Helpers	2.0		\$23,282
	<b>\$24,670</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$23,282</b>
<b>\$2,832,443</b>	<b>\$734,496</b>	<b>52.4 Union Hill School Total Salaries</b>	<b>54.2</b>	<b>\$3,180,411</b>	<b>\$735,049</b>
	<b>2014-2015</b>	<b>Union Hill School Budget</b>		<b>2015-2016</b>	
\$2,832,443		Total Salaries		\$3,180,411	
\$65,477		500103-92000 Student Transportation		\$69,336	
\$21,583		500146-92000 Electricity		\$22,349	
\$34,716		500146-92000 Natural Gas		\$59,455	
\$8,806		500152-92000 Rubbish Removal		\$8,013	
\$34,558		500-92204 Instructional Materials		\$35,471	
\$2,997,582		<b>Union Hill School Total Budget</b>		\$3,375,035	



# Vernon Hill School

211 Providence Street  
Worcester, MA 01604  
(508) 799-3630

**Principal: Carenza Jackson**

## Quick Facts

Quadrant	South
Grades	Pre-K to 6
Year Built	1931
Square Footage	83,060
Enrollment	549
Graduation Rates	N/A
Student Attendance	95.1%

## Instructional Focus

Vernon Hill School is implementing a school-wide effort to demonstrate measurable growth for every student in reading comprehension through the implementation of a common set of teaching strategies across all grade levels, and content areas as measured by MAP, DIBELS, Benchmark Assessments, and MCAS.

## Student Demographics

Low Income	91.2%
Special Education	19.7%
English Language Learners	42.8%
African American	21.1%
Asian	3.3%
Hispanic	41.9%
Native American	0.2%
White	28.6%
Multi-Race, Non-Hispanic	4.9%

## School Accountability Plan

- We will increase students scoring Proficient or above to at least 40% in ELA and decrease students scoring Warning in ELA to less than 15%. We will increase SGP to at least 60 and achieve a CPI of at least 79.
- We will increase students scoring Proficient or above to at least 40% in Math and decrease students scoring Warning to less than 15%. We will increase SGP to at least 65 and achieve a CPI of at least 74.
- 100% of students will demonstrate an understanding of identified school values and behavioral expectations by setting. All students will actively participate in monitoring and assessing their behaviors in all areas.
- 100% of families will support the school's instructional focus. At least 80% of families will attend or participate in at least one school event (KYSN, parent-teacher conferences, PTO meetings, academic family nights and school-wide celebrations).

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 34.0%
- All Grades - Math 43.0%

Student Growth Percentile

- ELA 49.0%
- Mathematics 61.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Vernon Hill School</b>					
\$109,580		1.0 Principal	1.0	\$107,101	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$189,008</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$190,413</b>	
		<b>Teacher</b>			
\$1,402,734		20.0 Elementary	20.0	\$1,480,420	
\$210,410		3.0 English Language Learner	3.0	\$222,063	
\$210,410		3.0 Preschool	3.0	\$222,063	
\$42,082		0.6 Physical Education	0.8	\$59,217	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$56,109		0.8 Art	0.8	\$59,217	
\$63,123		0.9 Music	0.9	\$66,619	
\$28,055		0.4 Psychologists	0.4	\$29,608	
\$42,082		0.6 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$210,410		3.0 Special Education	5.0	\$370,105	
<b>\$2,272,430</b>	<b>\$70,137</b>	<b>33.4 Teacher Total</b>	<b>36.0</b>	<b>\$2,590,735</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$26,708		1.0 English Language Learner			
	\$26,708	1.0 Preschool	1.0	\$28,156	
\$80,125	\$26,708	4.0 Special Education	12.0	\$197,093	\$140,781
<b>\$106,833</b>	<b>\$53,417</b>	<b>6.0 Instructional Assistants Total</b>	<b>13.0</b>	<b>\$225,249</b>	<b>\$140,781</b>
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$129,547		3.0 Custodian	3.0	\$134,524	
\$30,054		1.0 School Clerical	1.0	\$24,804	
<b>\$229,795</b>		<b>7.0 Total</b>	<b>7.0</b>	<b>\$235,180</b>	
		<b>School Nutrition</b>			
	\$38,490	1.0 Manager	1.0		\$37,855
	\$30,686	1.0 Cooks	1.0		\$27,152
	\$49,339	4.0 Cafeteria Helpers	4.0		\$46,563
	<b>\$118,515</b>	<b>6.0 School Nutrition Total</b>	<b>6.0</b>		<b>\$111,571</b>
<b>\$2,798,066</b>	<b>\$242,068</b>	<b>54.4 Vernon Hill School Total Salaries</b>	<b>64.0</b>	<b>\$3,241,577</b>	<b>\$326,372</b>
	<b>2014-2015</b>	<b>Vernon Hill School Budget</b>		<b>2015-2016</b>	
\$2,798,066		Total Salaries		\$3,241,577	
\$109,128		500103-92000 Student Transportation		\$115,560	
\$34,809		500146-92000 Electricity		\$36,044	
\$45,071		500146-92000 Natural Gas		\$44,843	
\$11,617		500152-92000 Rubbish Removal		\$10,875	
\$25,380		500-92204 Instructional Materials		\$32,391	
\$3,024,070		<b>Vernon Hill School Total Budget</b>		<b>\$3,481,289</b>	





# Wawecus Road School

20 Wawecus Street  
Worcester, MA 01605  
(508) 799-3527

**Principal: Joanna Loftus**

## Quick Facts

Quadrant	Burncoat
Grades	K-6
Year Built	1963
Square Footage	22,974
Enrollment	152
Graduation Rates	N/A
Student Attendance	95.4%

## Instructional Focus

Wawecus Road School will participate in a school-wide coordinated effort to prepare our students to be college and career ready. Students will demonstrate through reading, writing and speaking measurable growth in their ability to read fluently, comprehend deeply, think critically and respond effectively. This will be achieved by relentlessly implementing our 5 best practices, continuing the 6 Traits writing model with fidelity, developing rubrics and correcting student work. Students' progress will be frequently measured by rubrics, formative and summative assessments, and the teachers' collection of portfolio artifacts.

## Student Demographics

Low Income	73.3%
Special Education	23.0%
English Language Learners	30.9%
African American	13.8%
Asian	3.9%
Hispanic	38.8%
Native American	0.0%
White	36.8%
Multi-Race, Non-Hispanic	6.6%

## School Accountability Plan

- Wawecus' long term goal is to halve the proficiency gap by 2017 and demonstrate typical or higher annual student growth (median SGP of 51 or higher). Our goal for 2015 is to achieve a CPI of 86.0 in ELA, 84.0 in Math, 86.0 in Science and a median of SGP of 60 or higher.
- 100% of the students will be provided with a welcoming, safe, and secure environment to be developed in a positive manner. We will decrease suspensions from 11% to 9% and increase the number of students attending PBIS celebrations from 95% to 100% for 3 out of the 4 quarters.
- Wawecus Road will increase opportunities for engagement of families and community members in supporting students' achievement from 25% to 50%.
- 100% of our families will receive communication updates weekly. Updates will focus on best practices. Wawecus educators will increase the amount of two-way communication channels with Wawecus families from 30% to 70% .

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	33.0%
■ All Grades - Math	30.0%
Student Growth Percentile	
■ ELA	38.0%
■ Mathematics	60.5%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Wawecus Road School</b>					
\$107,177		1.0 Principal	1.0	\$114,667	
<b>\$107,177</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$114,667</b>	
		<b>Teacher</b>			
\$490,957		7.0 Elementary	7.0	\$518,147	
\$7,014		0.1 Physical Education	0.4	\$29,608	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$21,041		0.3 Art	0.3	\$22,206	
\$42,082		0.6 Music	0.6	\$44,413	
\$28,055		0.4 Psychologists			
\$28,055		0.4 School Adjustment Counselor	0.6	\$44,413	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$210,410		3.0 Special Education	3.0	\$222,063	
<b>\$834,627</b>	<b>\$70,137</b>	<b>12.9 Teacher Total</b>	<b>13.0</b>	<b>\$888,252</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$80,125	\$26,708	4.0 Special Education	4.0	\$56,312	\$56,312
\$26,708		1.0 ADA - Instructional Assistants	1.0	\$28,156	
<b>\$106,833</b>	<b>\$26,708</b>	<b>5.0 Instructional Assistants Total</b>	<b>5.0</b>	<b>\$84,468</b>	<b>\$56,312</b>
\$18,703		1.0 English Language Tutor	1.0	\$29,976	
\$19,998		4.0 Crossing Guard	4.0	\$20,382	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$28,592		1.0 School Clerical	1.0	\$29,160	
<b>\$170,670</b>		<b>8.0 Total</b>	<b>8.0</b>	<b>\$190,019</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,219,307</b>	<b>\$109,180</b>	<b>27.9 Wawecus Road School Total Salaries</b>	<b>28.0</b>	<b>\$1,277,407</b>	<b>\$141,974</b>
	<b>2014-2015</b>	<b>Wawecus Road School Budget</b>		<b>2015-2016</b>	
\$1,219,307		Total Salaries		\$1,277,407	
\$152,779		500103-92000 Student Transportation		\$161,784	
\$15,807		500146-92000 Electricity		\$16,368	
\$14,283		500146-92000 Natural Gas		\$14,457	
\$3,441		500152-92000 Rubbish Removal		\$3,131	
\$8,802		500-92204 Instructional Materials		\$8,968	
\$1,414,419		<b>Wawecus Road School Total Budget</b>		<b>\$1,482,114</b>	



# West Tatnuck School

300 Mower Street  
Worcester, MA 01602  
(508) 799-3596

**Principal: Steve Soldi**

## Quick Facts

Quadrant	Doherty
Grades	Pre-K to 6
Year Built	1961
Square Footage	37,544
Enrollment	355
Graduation Rates	N/A
Student Attendance	95.5%

## Instructional Focus

West Tatnuck teachers will implement the Instructional Model for open-ended response type questions for all students. This includes specific grade strategies on how to read carefully, think deeply about the information, gather evidence, and how to write a clear, detailed response.

## Student Demographics

Low Income	33.1%
Special Education	19.2%
English Language Learners	19.4%
African American	7.0%
Asian	5.6%
Hispanic	12.4%
Native American	0.0%
White	67.9%
Multi-Race, Non-Hispanic	7.0%

## School Accountability Plan

- 100% of our students will show improvement in Math as demonstrated by the administration of MCAS. 80% of students will show growth by scoring a minimum of 60 on their SGP. The remaining 20% will show growth by increasing their SGP by 6 to 8 points. Our goal is to have no less than 80% Proficient or above in 2015.
- 10% of our students will show improvement in ELA as demonstrated by the administration of MCAS. 80% of students will show growth by scoring a minimum of 60 on their SGP. The remaining 20% will show growth by increasing their SGP by 6 to 8 points. Our goal is to have no less than 80% Proficient or above in 2015.
- All students will show improvements in Science achievement from fall 2015 until June 2016 as evidenced through a cold instructional write to science informational text. 80% of students in grade levels (K-6) will achieve a 3 or 4 in an open-response prompt by June of 2015. In addition, our goal is to have 70% of all 5th graders achieve Proficient or above in the Spring 2016 Science and Technology MCAS.
- 100% of our students will participate in school safety practice drills and be able to demonstrate acceptable positive behaviors during school.

## MCAS Testing

% of Proficient or Above

- All Grades - ELA 85.0%
- All Grades - Math 80.0%

Student Growth Percentile

- ELA 83.0%
- Mathematics 67.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>West Tatnuck School</b>					
\$118,073		1.0 Principal	1.0	\$120,913	
<b>\$118,073</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$120,913</b>	
		<b>Teacher</b>			
\$981,914		14.0 Elementary	14.0	\$1,036,294	
\$50,919		0.7 Physical Education	0.5	\$37,011	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$42,082		0.6 Art	0.6	\$44,413	
\$42,082		0.6 Music	0.6	\$44,413	
\$28,055		0.4 Psychologists	1.0	\$74,021	
\$42,082		0.6 School Adjustment Counselor			
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$280,547		4.0 Special Education	4.0	\$296,084	
<b>\$1,474,695</b>	<b>\$70,137</b>	<b>22.0 Teacher Total</b>	<b>21.8</b>	<b>\$1,539,637</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
\$26,708		1.0 Preschool	1.0	\$28,156	
\$213,667	\$133,542	13.0 Special Education	11.0	\$168,937	\$140,781
<b>\$240,375</b>	<b>\$133,542</b>	<b>14.0 Instructional Assistants Total</b>	<b>12.0</b>	<b>\$197,093</b>	<b>\$140,781</b>
\$18,703		1.0 English Language Tutor	0.5	\$14,988	
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$23,646		1.0 School Clerical	1.0	\$25,244	
<b>\$155,725</b>		<b>6.0 Total</b>	<b>5.5</b>	<b>\$160,925</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,988,868</b>	<b>\$216,013</b>	<b>44.0 West Tatnuck School Total Salaries</b>	<b>41.3</b>	<b>\$2,018,567</b>	<b>\$226,442</b>
	<b>2014-2015</b>	<b>West Tatnuck School Budget</b>		<b>2015-2016</b>	
\$1,988,868		Total Salaries		\$2,018,567	
\$436,512		500103-92000 Student Transportation		\$462,239	
\$17,807		500146-92000 Electricity		\$18,439	
\$29,968		500146-92000 Natural Gas		\$29,937	
\$7,433		500152-92000 Rubbish Removal		\$6,764	
\$19,116		500-92204 Instructional Materials		\$21,004	
\$2,499,704		<b>West Tatnuck School Total Budget</b>		<b>\$2,556,950</b>	



# Woodland Academy

93 Woodland Street  
Worcester, MA 01610  
(508) 799-3557

**Principal: Patricia Padilla**

## Quick Facts

Quadrant	South
Grades	Pre-K to 6
Year Built	1999
Square Footage	71,127
Enrollment	613
Graduation Rates	N/A
Student Attendance	95.6%

## Instructional Focus

Woodland Academy's school-wide commitment is to ensure that all students show measurable growth in their ability to read with understanding and respond in writing at grade level. This will be achieved through the implementation of a common set of standards based teaching practices as measured by formative and summative assessments such as rubric-scored Reading Response Journal open responses, BAS, MAP, ACCESS and MCAS.

## Student Demographics

Low Income	97.3%
Special Education	13.4%
English Language Learners	71.6%
African American	10.3%
Asian	8.6%
Hispanic	70.1%
Native American	0.2%
White	8.0%
Multi-Race, Non-Hispanic	2.8%

## School Accountability Plan

- 100% of students will show improvement in their ability to explain their comprehension of text in writing. Progress towards this goal will be measured by assigning on-demand performance assessment reading response prompts. These will be scored using an analytic rubric. This goal will be assessed quarterly in all grades. 70% of students will increase their baseline (fall) score by 4 or more points by June of 2015.
- 100% of students will show improvement in Math as measured by the standards-based unit assessments.
- 100% of students will show growth in the Science and Technology Evaluation Strand using observations, data and information as evidence to support a claim or present an argument. This goal will be measured by on-demand performance assessment prompts and accompanying analytic rubrics. 50% of students will score Proficient or above and the remaining 50% will increase their score by 10%.
- 100% of students will maximize time on learning resulting in a reduction in office referrals to fewer than 65 per month. 100% of teachers will use a formal, visual or routine-based behavior management system based on Woodland Academy's Core Values.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	21.0%
■ All Grades - Math	22.0%
Student Growth Percentile	
■ ELA	47.0%
■ Mathematics	52.0%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Woodland Academy School</b>					
\$113,694		1.0 Principal	1.0	\$118,292	
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$193,121</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$201,604</b>	
		<b>Teacher</b>			
\$1,683,281		24.0 Elementary	25.0	\$1,850,525	
\$350,684		5.0 English Language Learner	5.0	\$370,105	
\$56,109		0.8 Physical Education	0.9	\$66,619	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$56,109		0.8 Art	0.8	\$59,217	
\$56,109		0.8 Music	0.8	\$59,217	
\$42,082		0.6 Psychologists	0.6	\$44,413	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$140,273		2.0 Special Education	2.0	\$148,042	
	\$70,137	1.0 Wrap Around Zone Coordinator	1.0		\$74,021
<b>\$2,468,813</b>	<b>\$140,273</b>	<b>37.2 Teacher Total</b>	<b>38.3</b>	<b>\$2,686,962</b>	<b>\$148,042</b>
		<b>Instructional Assistants</b>			
\$26,708		1.0 English Language Learner			
	\$26,708	1.0 Preschool	1.0		\$28,156
	\$106,833	4.0 Special Education	5.0	\$84,468	\$56,312
\$26,708		1.0 Bilingual Office Assistant	0.5	\$14,078	
<b>\$53,417</b>	<b>\$133,542</b>	<b>7.0 Instructional Assistants Total</b>	<b>6.5</b>	<b>\$98,546</b>	<b>\$84,468</b>
		English Language Tutor	1.0	\$29,976	
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$30,097		0.5 School Nurse	0.5	\$32,830	
\$129,547		3.0 Custodian	3.0	\$134,524	
\$24,665		1.0 School Clerical	1.0	\$26,340	
<b>\$194,309</b>		<b>6.5 Total</b>	<b>7.5</b>	<b>\$233,861</b>	
		<b>School Nutrition</b>			
	\$19,245	0.5 Manager	0.5		\$18,928
	\$15,343	0.5 Cooks	0.5		\$13,576
	\$74,009	6.0 Cafeteria Helpers	6.0		\$69,845
	<b>\$108,597</b>	<b>7.0 School Nutrition Total</b>	<b>7.0</b>		<b>\$102,349</b>
<b>\$2,909,660</b>	<b>\$382,412</b>	<b>59.7 Woodland Academy School Total Salaries</b>	<b>61.3</b>	<b>\$3,220,974</b>	<b>\$334,859</b>
	<b>2014-2015</b>	<b>Woodland Academy School Budget</b>		<b>2015-2016</b>	
\$2,909,660		Total Salaries		\$3,220,974	
\$65,477		500103-92000 Student Transportation		\$69,336	
\$73,807		500146-92000 Electricity		\$76,427	
\$51,241		500146-92000 Natural Gas		\$51,413	
\$12,685		500152-92000 Rubbish Removal		\$11,543	
\$29,862		500-92204 Instructional Materials		\$36,049	
\$3,142,731		<b>Woodland Academy School Total Budget</b>		<b>\$3,465,742</b>	



# Worcester Arts Magnet School

315 St. Nicholas Avenue  
Worcester, MA 01608  
(508) 799-3575

**Principal: Dr. Susan O'Neil**

## Quick Facts

Quadrant	Burncoat
Grades	Pre-K to 6
Year Built	1961
Square Footage	56,657
Enrollment	404
Graduation Rates	N/A
Student Attendance	96.9%

## Instructional Focus

Worcester Arts Magnet will undertake a school-wide effort to increase students' critical thinking skills through the implementation of a common set of teaching strategies at all grade levels, across disciplines, as measured by students' writing to Open Response Questions on Mathematics and ELA MCAS questions.

## Student Demographics

Low Income	35.7%
Special Education	8.4%
English Language Learners	16.6%
African American	12.9%
Asian	4.2%
Hispanic	21.5%
Native American	0.2%
White	53.0%
Multi-Race, Non-Hispanic	8.2%

## School Accountability Plan

- 100% of our students will show improvements in Mathematics as demonstrated by the administration of the PARCC. The SGP for grades 4 to 6 will exceed 60%. No less than 85% of our students grades 3 to 6 will be Proficient. The remaining 15% will show above moderate growth within their performance level. Our goal is to have no less than 80% Proficient at each grade level and for all students to individually approach or exceed a SGP of 60%.
- 100% of our students will show improvements in Reading as demonstrated by the administration of the PARCC. The SGP for grades 4 to 6 will exceed 60%. No less than 85% of our students grades 3 to 6 will be proficient. The remaining 15% will show above moderate growth within their performance level. Our goal is to have no less than 80% Proficient at each grade level and for all students to individually approach or exceed a SGP of 60%.
- 100% of our students will show improvements in Science as demonstrated by the administration of the Science MCAS. No less than 70% of grade 5 students will score Proficient or above.
- 100% of students will actively demonstrate an understanding of and work toward compliance with the building norms. 97% of all students will consistently follow building norms for a safe, respectful learning climate on a daily basis. All others will demonstrate measureable improvement quarterly.

## MCAS Testing

% of Proficient or Above	
■ All Grades - ELA	85.0%
■ All Grades - Math	81.0%
Student Growth Percentile	
■ ELA	61.0%
■ Mathematics	52.5%

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Worcester Arts Magnet School</b>					
\$133,254		1.0 Principal	1.0	\$136,427	
<b>\$133,254</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$136,427</b>	
		<b>Teacher</b>			
\$1,192,324		17.0 Elementary	17.0	\$1,258,357	
\$70,137		1.0 Preschool	1.0	\$74,021	
\$42,082		0.6 Physical Education	0.6	\$44,413	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$77,150		1.1 Art	1.1	\$81,423	
\$91,178		1.3 Music	1.3	\$96,227	
\$70,137		1.0 Theater	1.0	\$74,021	
\$28,055		0.4 Psychologists	1.0	\$74,021	
\$35,068		0.5 School Adjustment Counselor			
	\$70,137	1.0 Instructional Coach	1.0		\$74,021
\$70,137		1.0 Special Education	1.0	\$74,021	
<b>\$1,683,281</b>	<b>\$70,137</b>	<b>25.0 Teacher Total</b>	<b>25.1</b>	<b>\$1,783,906</b>	<b>\$74,021</b>
		<b>Instructional Assistants</b>			
	\$26,708	1.0 Preschool	1.0	\$28,156	
\$53,417	\$26,708	3.0 Special Education	2.0	\$28,156	\$28,156
<b>\$53,417</b>	<b>\$53,417</b>	<b>4.0 Instructional Assistants Total</b>	<b>3.0</b>	<b>\$56,312</b>	<b>\$28,156</b>
\$18,703		1.0 English Language Tutor	1.0	\$29,976	
\$9,999		2.0 Crossing Guard	2.0	\$10,191	
\$60,194		1.0 School Nurse	1.0	\$65,660	
\$86,365		2.0 Custodian	2.0	\$89,683	
\$29,788		1.0 School Clerical	1.0	\$30,849	
<b>\$205,049</b>		<b>7.0 Total</b>	<b>7.0</b>	<b>\$226,359</b>	
		<b>School Nutrition</b>			
	\$24,670	2.0 Cafeteria Helpers	2.0		\$23,282
	<b>\$24,670</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$23,282</b>
<b>\$2,075,001</b>	<b>\$148,223</b>	<b>39.0 Worcester Arts Magnet School Total Salaries</b>	<b>38.1</b>	<b>\$2,203,005</b>	<b>\$125,459</b>
	<b>2014-2015</b>	<b>Worcester Arts Magnet School Budget</b>		<b>2015-2016</b>	
	\$2,075,001	Total Salaries		\$2,203,005	
	\$174,605	500103-92000 Student Transportation		\$184,895	
	\$23,800	500130-92000 Arts Consultants (Burncoat Quadrant)		\$25,800	
	\$24,586	500146-92000 Electricity		\$25,459	
	\$40,250	500146-92000 Natural Gas		\$42,532	
	\$7,703	500152-92000 Rubbish Removal		\$7,010	
	\$20,952	500-92204 Instructional Materials		\$23,836	
	\$2,366,897	<b>Worcester Arts Magnet School Total Budget</b>		\$2,512,538	



2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Alternative School @ St. Casimir's</b>					
\$128,879		1.0 Coordinator - Alternative Education Program	1.0	\$130,834	
<b>\$128,879</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$130,834</b>	
		<b>Teacher</b>			
\$70,137		1.0 Math	1.0	\$74,021	
\$35,068		0.5 English Language Learner	1.0	\$74,021	
\$35,068		0.5 Physical Education	0.5	\$37,011	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$28,055		0.4 Art	0.4	\$29,608	
\$14,027		0.2 Music	0.2	\$14,804	
\$210,410		3.0 Occupational Arts	3.0	\$222,063	
\$14,027		0.2 Librarians	0.2	\$14,804	
\$14,027		0.2 Guidance	0.2	\$14,804	
\$210,410		3.0 School Adjustment Counselor	3.0	\$222,063	
\$561,094		8.0 Special Education	8.0	\$592,168	
<b>\$1,206,352</b>		<b>17.2 Teacher Total</b>	<b>17.7</b>	<b>\$1,310,172</b>	
		<b>Instructional Assistants</b>			
\$66,771	\$80,125	5.5 Special Education	6.0	\$84,468	\$84,468
<b>\$66,771</b>	<b>\$80,125</b>	<b>5.5 Instructional Assistants Total</b>	<b>6.0</b>	<b>\$84,468</b>	<b>\$84,468</b>
\$18,703		1.0 English Language Tutor			
\$30,097		0.5 School Nurse	0.5	\$32,830	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$31,871		1.0 School Clerical	1.0	\$32,492	
<b>\$123,853</b>		<b>3.5 Total</b>	<b>2.5</b>	<b>\$110,163</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,525,855</b>	<b>\$92,460</b>	<b>28.2 Alternative School @ St. Casimir's Total Salaries</b>	<b>28.2</b>	<b>\$1,635,637</b>	<b>\$96,109</b>
<b>2014-2015</b>	<b>Alternative School @ St. Casimir's Budget</b>			<b>2015-2016</b>	
\$1,525,855		Total Salaries		\$1,635,637	
\$109,128		500103-92000 Student Transportation		\$115,560	
\$54,331		500136-92000 Building or Parking Lot Rentals		\$55,363	
\$7,995		500146-92000 Electricity		\$8,279	
\$21,450		500146-92000 Heating Oil		\$21,450	
\$4,970		500152-92000 Rubbish Removal		\$4,523	
\$18,000		500-91000 St. Casimir's After school		\$18,000	
\$5,580		500-92204 Instructional Materials		\$5,580	
<b>\$1,747,309</b>		<b>Alternative School @ St. Casimir's Total Budget</b>		<b>\$1,864,392</b>	

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>New Citizens Center</b>					
\$103,229		1.0 Principal	1.0	\$105,917	
<b>\$103,229</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$105,917</b>	
		<b>Teacher</b>			
\$631,230		9.0 English Language Learner	11.0	\$814,231	
\$14,027		0.2 Physical Education	0.2	\$14,804	
\$14,027		0.2 Health & Safety	0.2	\$14,804	
\$21,041		0.3 Art	0.3	\$22,206	
\$14,027		0.2 Music	0.2	\$14,804	
\$14,027		0.2 Psychologists	0.2	\$14,804	
\$63,123		0.9 School Adjustment Counselor	0.9	\$66,619	
<b>\$771,504</b>		<b>11.0 Teacher Total</b>	<b>13.0</b>	<b>\$962,273</b>	
		<b>Instructional Assistants</b>			
\$53,417		2.0 English Language Learner			
<b>\$53,417</b>		<b>2.0 Instructional Assistants Total</b>			
		English Language Tutor	1.0	\$29,976	
\$30,097		0.5 School Nurse	0.5	\$32,830	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$33,070		1.0 School Clerical	1.0	\$33,727	
<b>\$106,350</b>		<b>2.5 Total</b>	<b>3.5</b>	<b>\$141,375</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,034,500</b>	<b>\$12,335</b>	<b>17.5 New Citizens Center Total Salaries</b>	<b>18.5</b>	<b>\$1,209,566</b>	<b>\$11,641</b>
	<b>2014-2015</b>	<b>New Citizens Center Budget</b>		<b>2015-2016</b>	
\$1,034,500		Total Salaries		\$1,209,566	
\$130,954		500103-92000 Student Transportation		\$138,672	
\$13,181		500146-92000 Electricity		\$13,649	
\$13,800		500146-92000 Natural Gas		\$13,980	
\$3,441		500152-92000 Rubbish Removal		\$3,131	
\$5,800		500-92204 Instructional Materials		\$5,800	
\$1,201,675		<b>New Citizens Center Total Budget</b>		<b>\$1,384,797</b>	

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>The Gerald Creamer Center</b>					
\$136,731		1.0 Coordinator - Alternative Education Program	1.0	\$138,608	
\$116,725		1.0 Assistant Principal	1.0	\$119,748	
<b>\$253,456</b>		<b>2.0 Total Teacher</b>	<b>2.0</b>	<b>\$258,356</b>	
\$210,410		3.0 English/Reading/Literacy	3.0	\$222,063	
\$280,547		4.0 Math	4.0	\$296,084	
\$210,410		3.0 History & Social Sciences	3.0	\$222,063	
		World Language	0.5	\$37,011	
\$140,273		2.0 Science	2.0	\$148,042	
\$28,055		0.4 Physical Education	0.4	\$29,608	
\$28,055		0.4 Health & Safety	0.4	\$29,608	
\$14,027		0.2 Art	0.2	\$14,804	
\$140,273		2.0 Business & Technology	2.0	\$148,042	
\$28,055		0.4 Guidance	0.4	\$29,608	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
\$70,137		1.0 Other	1.0	\$74,021	
<b>\$1,220,379</b>		<b>17.4 Teacher Total</b>	<b>17.9</b>	<b>\$1,324,976</b>	
\$18,703		1.0 English Language Tutor			
\$30,097		0.5 School Nurse	0.5	\$32,830	
\$43,182		1.0 Custodian	1.0	\$44,841	
\$45,985		1.0 School Clerical	1.0	\$47,360	
<b>\$137,968</b>		<b>3.5 Total School Nutrition</b>	<b>2.5</b>	<b>\$125,032</b>	
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,611,803</b>	<b>\$12,335</b>	<b>23.9 The Gerald Creamer Center Total Salaries</b>	<b>23.4</b>	<b>\$1,708,364</b>	<b>\$11,641</b>
<b>2014-2015</b>	<b>The Gerald Creamer Center Budget</b>	<b>2015-2016</b>			
\$1,611,803	Total Salaries	\$1,708,364			
\$152,779	500103-92000 Student Transportation	\$161,784			
\$19,376	500130-92000 Security Guards	\$19,376			
\$23,831	500136-92000 Educational Fees and Licences	\$23,831			
\$14,938	500146-92000 Electricity	\$15,468			
\$22,591	500146-92000 Natural Gas	\$22,656			
\$7,253	500152-92000 Rubbish Removal	\$6,601			
\$107,800	500-91000 Creamer Center Evening Program	\$136,300			
\$74,400	500-91000 Creamer Center Returnee Program	\$77,900			
\$97,660	500-91000 Credit Recovery Program	\$98,860			
\$20,925	500-92204 Instructional Materials	\$20,925			
\$2,153,356	<b>The Gerald Creamer Center Total Budget</b>	<b>\$2,292,065</b>			

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Challenge and Reach Academies</b>					
\$116,725		1.0 Assistant Principal	1.0	\$119,748	
<b>\$116,725</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$119,748</b>	
		<b>Teacher</b>			
\$140,273		2.0 English/Reading/Literacy	2.0	\$148,042	
\$140,273		2.0 Math	2.0	\$148,042	
\$35,068		0.5 English Language Learner	0.5	\$37,011	
\$140,273		2.0 History & Social Sciences	2.0	\$148,042	
		World Language	0.5	\$37,011	
\$140,273		2.0 Science	2.0	\$148,042	
\$56,109		0.8 Physical Education	0.9	\$66,619	
\$56,109		0.8 Health & Safety	0.8	\$59,217	
\$28,055		0.4 Art	0.4	\$29,608	
\$28,055		0.4 Guidance	0.4	\$29,608	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
<b>\$834,627</b>		<b>11.9 Teacher Total</b>	<b>12.5</b>	<b>\$925,263</b>	
		<b>Instructional Assistants</b>			
\$53,417		2.0 Other	2.0	\$56,312	
<b>\$53,417</b>		<b>2.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$56,312</b>	
\$30,097		0.5 School Nurse	0.5	\$32,830	
\$30,310		1.0 School Clerical	1.0	\$30,899	
<b>\$60,407</b>		<b>1.5 Total</b>	<b>1.5</b>	<b>\$63,730</b>	
		<b>School Nutrition</b>			
	\$12,335	1.0 Cafeteria Helpers	1.0		\$11,641
	<b>\$12,335</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,641</b>
<b>\$1,065,175</b>	<b>\$12,335</b>	<b>17.4 Challenge and Reach Academies Total Salaries</b>	<b>18.0</b>	<b>\$1,165,053</b>	<b>\$11,641</b>
	<b>2014-2015</b>	<b>Challenge and Reach Academies Budget</b>		<b>2015-2016</b>	
\$1,065,175		Total Salaries		\$1,165,053	
\$23,831		500136-92000 Educational Fees and Licences		\$23,831	
\$10,000		500-92204 Instructional Materials		\$10,000	
\$1,099,007		<b>Challenge and Reach Academies Total Budget</b>		\$1,198,884	

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Chandler Magnet Academic Center for Transition</b>					
\$79,428		1.0 Assistant Principal	1.0	\$83,312	
<b>\$79,428</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$83,312</b>	
		<b>Teacher</b>			
\$49,096		0.7 Physical Education	0.2	\$14,804	
\$7,014		0.1 Health & Safety	0.1	\$7,402	
\$14,027		0.2 Art	0.2	\$14,804	
\$14,027		0.2 Psychologists	0.2	\$14,804	
\$70,137		1.0 School Adjustment Counselor	1.0	\$74,021	
\$561,094		8.0 Special Education	8.0	\$592,168	
<b>\$715,395</b>		<b>10.2 Teacher Total</b>	<b>9.7</b>	<b>\$718,004</b>	
		<b>Instructional Assistants</b>			
	\$347,209	13.0 Special Education	13.0	\$225,249	\$140,781
	<b>\$347,209</b>	<b>13.0 Instructional Assistants Total</b>	<b>13.0</b>	<b>\$225,249</b>	<b>\$140,781</b>
\$24,952		1.0 School Clerical	1.0	\$26,534	
<b>\$24,952</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$26,534</b>	
<b>\$819,775</b>	<b>\$347,209</b>	<b>25.2 Chandler Magnet Academic Center for Transition Total Sal</b>	<b>24.7</b>	<b>\$1,053,098</b>	<b>\$140,781</b>
	<b>2014-2015</b>	<b>Chandler Magnet Academic Center for Transition Budget</b>		<b>2015-2016</b>	
\$819,775		Total Salaries		\$1,053,098	
\$4,080		500-92204 Instructional Materials		\$4,080	
\$823,855		<b>Chandler Magnet Academic Center for Transition Total Budget</b>		\$1,057,178	

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Durkin Administration Building</b>					
<b>Office of the Superintendent</b>					
\$191,017		1.0 Superintendent	1.0	\$194,837	
\$83,996		1.5 Administrative Clerical	1.5	\$86,446	
<b>\$275,013</b>		<b>2.5 Office of the Superintendent Total</b>	<b>2.5</b>	<b>\$281,283</b>	
<b>School Committee Office</b>					
\$141,184		1.0 Assistant to Superintendent/ Clerk to School Committee	1.0	\$144,570	
\$123,975		2.0 Administrative Clerical	2.0	\$134,635	
<b>\$265,160</b>		<b>3.0 School Committee Office Total</b>	<b>3.0</b>	<b>\$279,205</b>	
<b>Office of the Chief Academic Officer</b>					
\$151,186		1.0 Chief Academic Officer	1.0	\$154,818	
\$62,520		1.0 Administrative Clerical	1.0	\$66,670	
<b>\$213,706</b>		<b>2.0 Office of the Chief Academic Officer Total</b>	<b>2.0</b>	<b>\$221,487</b>	
<b>Quadrant Manager and Curriculum Office</b>					
\$293,085		2.0 Quadrant Manager	2.0	\$300,107	
\$113,699		1.0 School Communications and Support Coordinator	1.0	\$116,456	
\$70,137		1.0 Coordinator - Interpretation/Translation	1.0	\$68,000	
\$117,320		2.0 Administrative Clerical	2.0	\$119,786	
<b>\$594,240</b>		<b>6.0 Quadrant Manager and Curriculum Office Total</b>	<b>6.0</b>	<b>\$604,349</b>	
<b>Office of Professional Learning</b>					
	\$135,783	1.0 Manager of Professional Learning	1.0		\$136,361
\$73,157		1.0 Liaison - AVID Program	1.0	\$77,041	
	\$35,040	1.0 Specialist - Community Resources	1.0		\$35,838
	\$40,854	1.0 Administrative Clerical	1.0		\$42,769
<b>\$73,157</b>	<b>\$211,676</b>	<b>4.0 Office of Professional Learning Total</b>	<b>4.0</b>	<b>\$77,041</b>	<b>\$214,968</b>
<b>Office of Research, Evaluation, Assessments, and Accountability</b>					
\$127,426		1.0 Chief Accountability Officer	1.0	\$130,409	
\$99,086		1.0 Director - Testing and Assessment	1.0	\$77,013	
	\$26,708	1.0 Instructional Assistant - Other	1.0		\$28,156
	\$75,931	1.0 Federal Data Analyst	1.0		\$80,654
\$57,307		1.0 Administrative Clerical	1.0	\$58,440	
<b>\$283,819</b>	<b>\$102,639</b>	<b>5.0 Office of Research, Evaluation, Assessments, and Account</b>	<b>5.0</b>	<b>\$265,861</b>	<b>\$108,810</b>
<b>Special Education Administration</b>					
\$141,500		1.0 Director - Special Education	1.0	\$145,383	
\$105,137		1.0 Assistant Director - Special Education	1.0	\$112,463	
	\$110,175	1.0 Assistant Director - Special Education/Medicaid	1.0		\$102,579
	\$149,390	2.0 Data Analyst - Special Education	2.0		\$156,086
\$374,674		8.0 Administrative Clerical	8.0	\$331,126	\$47,304
<b>\$621,310</b>	<b>\$259,565</b>	<b>13.0 Special Education Administration Total</b>	<b>13.0</b>	<b>\$588,972</b>	<b>\$305,969</b>
<b>Office of ELL and Supplemental Support</b>					
\$117,047		1.0 Manager of ELL and Supplemental Support	1.0	\$126,206	
	\$113,067	1.0 Director of Supplemental Educational Services	1.0		\$115,714
\$33,148		1.0 Parent Liaison			
\$61,461	\$37,081	2.0 Administrative Clerical	2.0	\$62,691	\$38,920
<b>\$211,655</b>	<b>\$150,148</b>	<b>5.0 Office of ELL and Supplemental Support Total</b>	<b>4.0</b>	<b>\$188,897</b>	<b>\$154,634</b>
<b>Human Resources Department</b>					
\$139,270		1.0 Manager - Human Resources	1.0	\$142,634	
\$117,402		1.0 Director of Instructional Support Staff	1.0	\$120,244	
\$105,014		1.0 Coordinator - Staff, Mentoring, and Recruitment	1.0	\$109,699	
\$26,708		1.0 Instructional Assistant - CORI	1.0	\$28,156	
\$286,312		5.5 Administrative Clerical	5.5	\$301,131	
<b>\$674,707</b>		<b>9.5 Human Resources Department Total</b>	<b>9.5</b>	<b>\$701,865</b>	
<b>Finance Division</b>					
\$155,709		1.0 Chief Financial and Operations Officer	1.0	\$159,460	
\$119,490		1.0 Budget Director	1.0	\$126,519	
\$104,455	\$64,924	3.0 Financial Analyst	3.0	\$112,478	\$68,829
\$60,960		1.0 Administrative Clerical	1.0	\$66,670	
<b>\$440,614</b>	<b>\$64,924</b>	<b>6.0 Finance Division Total</b>	<b>6.0</b>	<b>\$465,127</b>	<b>\$68,829</b>
<b>Grants Management</b>					
	\$122,155	1.0 Manager - Grants Resources	1.0		\$125,013
\$93,645		1.0 Director - Grant Compliance	1.0		\$96,216
\$93,645		1.0 Director - Grant Finance	1.0		\$96,216
\$53,874		1.0 Grant Information Specialist	1.0		\$57,556
\$133,771		2.0 Grant Writer/Researcher	2.0		\$146,758
\$60,452		1.0 Financial Coordinator	1.0		\$62,120
<b>\$557,543</b>		<b>7.0 Grants Management Total</b>	<b>7.0</b>		<b>\$583,880</b>

		<b>Total</b>			
		<b>Information Technology Administration</b>			
\$130,387		1.0	Information Technology Officer	1.0	\$133,556
<b>\$130,387</b>		<b>1.0</b>	<b>Information Technology Administration Total</b>	<b>1.0</b>	<b>\$133,556</b>
		<b>Data Team</b>			
\$51,939		1.0	Software Quality Assurance Analyst	1.0	\$53,373
	\$58,504	1.0	Web Application/Analyst	1.0	\$62,375
\$50,370		1.0	Online Media Specialist	1.0	\$54,944
\$105,598		1.0	Senior Systems Analyst	1.0	\$109,511
\$45,404	\$45,404	1.0	Senior Software Developer	1.0	\$50,380
<b>\$253,311</b>	<b>\$103,908</b>	<b>5.0</b>	<b>Data Team Total</b>	<b>5.0</b>	<b>\$268,209</b>
		<b>Help Desk</b>			
\$75,200		1.0	Technology Support Specialist	2.0	\$63,755
\$54,454		1.0	Media Application Specialist	1.0	\$60,124
<b>\$129,654</b>		<b>2.0</b>	<b>Help Desk Total</b>	<b>3.0</b>	<b>\$123,880</b>
		<b>Materials Management Department</b>			
\$93,645		1.0	Director - Materials Management	1.0	\$96,216
\$147,001	\$54,323	4.0	Account Clerical	4.0	\$165,681
<b>\$240,647</b>	<b>\$54,323</b>	<b>5.0</b>	<b>Materials Management Department Total</b>	<b>5.0</b>	<b>\$261,897</b>
		<b>Payroll Office</b>			
\$90,141		1.0	Director - Employee Compensation	1.0	\$96,574
\$163,590		3.0	Account Clerical	3.0	\$169,532
<b>\$253,731</b>		<b>4.0</b>	<b>Payroll Office Total</b>	<b>4.0</b>	<b>\$266,105</b>
		<b>Facilities Administration</b>			
\$118,322		1.0	Director of Facilities	1.0	\$123,220
\$64,290		1.0	Coordinator - Facilities	1.0	\$65,799
\$86,365		2.0	Custodian	2.0	\$89,683
\$49,692		1.0	Administrative Clerical	1.0	\$52,213
<b>\$318,669</b>		<b>5.0</b>	<b>Facilities Administration Total</b>	<b>5.0</b>	<b>\$330,915</b>
		<b>Student Transportation</b>			
\$117,031		1.0	Director - Transportation	1.0	\$120,359
\$54,496		1.0	Assistant Coordinator - Transportation	1.0	\$58,561
\$10,000			Administrative Clerical		\$10,000
<b>\$181,527</b>		<b>2.0</b>	<b>Student Transportation Total</b>	<b>2.0</b>	<b>\$188,920</b>
		<b>School Safety Administration</b>			
\$107,949		1.0	School Safety Liaison	1.0	\$110,274
\$77,150		1.7	School Adjustment Counselor	1.7	\$81,423
\$57,307		1.0	Administrative Clerical	1.0	\$58,440
<b>\$242,407</b>		<b>3.7</b>	<b>School Safety Administration Total</b>	<b>3.7</b>	<b>\$250,137</b>
		<b>School Nutrition</b>			
	\$96,895	1.0	School Nutrition Director	1.0	\$98,352
	\$164,385	3.0	School Nutrition Supervisors	3.0	\$168,449
	\$38,490	1.0	Food Procurement Manager	1.0	\$37,855
	\$41,307	1.0	Computer Technician	1.0	\$44,612
	\$34,285	1.0	MEO	1.0	\$33,974
	\$89,978	2.0	Clerical	2.0	\$91,778
			Nutritionist	0.5	\$27,708
	\$12,335	1.0	Cafeteria Helpers	1.0	\$11,641
	\$66,669	1.0	Financial Analyst	1.0	\$69,430
	<b>\$544,344</b>	<b>11.0</b>	<b>School Nutrition Total</b>	<b>11.5</b>	<b>\$583,799</b>
<b>\$5,403,714</b>	<b>\$2,049,070</b>	<b>101.7</b>	<b>Durkin Administration Building Total Salaries</b>	<b>102.2</b>	<b>\$5,497,707</b>
		<b>School Nutrition</b>			
	\$96,895	1.0	School Nutrition Director	1.0	\$98,352
	\$164,385	3.0	School Nutrition Supervisors	3.0	\$168,449
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	\$66,669	1.0	Financial Analyst	1.0	\$69,430
	<b>\$544,344</b>	<b>11.0</b>	<b>School Nutrition Total</b>	<b>11.5</b>	<b>\$583,799</b>
<b>\$5,403,714</b>	<b>\$2,049,070</b>	<b>101.7</b>	<b>Durkin Administration Building Total Salaries</b>	<b>102.2</b>	<b>\$5,497,707</b>
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	\$96,895	1.0	School Nutrition Director	1.0	\$98,352
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	\$12,335	1.0	Cafeteria Helpers	1.0	\$11,641
	\$66,669	1.0	Financial Analyst	1.0	\$69,430
	<b>\$544,344</b>	<b>11.0</b>	<b>School Nutrition Total</b>	<b>11.5</b>	<b>\$583,799</b>
<b>\$5,403,714</b>	<b>\$2,049,070</b>	<b>101.7</b>	<b>Durkin Administration Building Total Salaries</b>	<b>102.2</b>	<b>\$5,497,707&lt;/</b>

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Foley Stadium &amp; Athletics</b>					
<b>Department of Health and Physical Education</b>					
\$104,136		1.0 Athletic Director	1.0	\$106,574	
\$73,157		1.0 Physical Education and Health Liaison	1.0	\$77,041	
\$54,811		1.0 Administrative Clerical	1.0	\$55,910	
<b>\$232,104</b>		<b>3.0 Department of Health and Physical Education Total</b>	<b>3.0</b>	<b>\$239,525</b>	
<b>\$232,104</b>		<b>3.0 Foley Stadium &amp; Athletics Total Salaries</b>	<b>3.0</b>	<b>\$239,525</b>	
<b>2014-2015</b>			<b>2015-2016</b>		
	<b>Foley Stadium &amp; Athletics Budget</b>				
\$232,104	Total Salaries			\$239,525	
\$458,142	500122-92000 Athletic OM			\$467,434	
\$3,691	500146-92000 Electricity			\$58,177	
\$11,550	500146-92000 Heating Oil			\$11,550	
\$7,472	500146-92000 Natural Gas			\$7,734	
\$6,025	500152-92000 Rubbish Removal			\$5,483	
\$512,903	500-91000 Athletic Coaches Salaries			\$524,362	
\$1,231,887	<b>Foley Stadium &amp; Athletics Total Budget</b>			\$1,314,265	



2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Fanning Building</b>					
<b>Counseling, Psychology and Community Outreach</b>					
\$59,016		0.5 Coordinator - Counseling, Psychology and Community Outre			
\$100,238		2.0 Administrative Clerical	2.0	\$101,603	
<b>\$159,253</b>		<b>2.5 Counseling, Psychology and Community Outreach Total</b>	<b>2.0</b>	<b>\$101,603</b>	
<b>Adult Education</b>					
	\$93,431	1.0 Director - Adult Education/GED Program	1.0		\$95,741
	\$88,658	1.0 Coordinator - Nightlife	1.0		\$91,558
\$30,000	\$24,949	1.0 Administrative Clerical	1.0	\$30,000	\$26,760
<b>\$30,000</b>	<b>\$207,038</b>	<b>3.0 Adult Education Total</b>	<b>3.0</b>	<b>\$30,000</b>	<b>\$214,059</b>
\$86,365		2.0 Custodian	2.0	\$89,683	
<b>\$86,365</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$89,683</b>	
<b>\$275,618</b>	<b>\$207,038</b>	<b>7.5 Fanning Building Total Salaries</b>	<b>7.0</b>	<b>\$221,286</b>	<b>\$214,059</b>
<b>2014-2015 Fanning Building Budget</b>			<b>2015-2016</b>		
\$275,618		Total Salaries		\$221,286	
\$28,785		500146-92000 Electricity		\$29,807	
\$45,862		500146-92000 Natural Gas		\$45,624	
\$3,621		500152-92000 Rubbish Removal		\$3,295	
<b>\$353,886</b>		<b>Fanning Building Total Budget</b>		<b>\$300,012</b>	

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>James L. Garvey Parent Information Center</b>					
\$41,620	\$62,431	1.0 Coordinator - School Choice	1.0	\$42,642	\$63,963
\$82,277		1.0 Community & Family Outreach Coordinator	1.0	\$84,327	
	\$42,291	1.0 Coordinator - Parent/Family Connections	1.0		\$43,167
\$26,708		1.0 Instructional Assistant- ELL	1.0	\$28,156	
<b>\$150,605</b>	<b>\$104,722</b>	<b>4.0 Total</b>	<b>4.0</b>	<b>\$155,125</b>	<b>\$107,130</b>
		<b>Office of ELL and Supplemental Support</b>			
		English Language Learner	2.0	\$56,312	
		<b>Office of ELL and Supplemental Support Total</b>	<b>2.0</b>	<b>\$56,312</b>	
\$64,384	\$88,760	3.0 Parent Liaison	4.0	\$95,399	\$88,760
\$54,921		1.0 Administrative Clerical	1.0	\$56,760	
<b>\$119,306</b>	<b>\$88,760</b>	<b>4.0 Total</b>	<b>5.0</b>	<b>\$152,158</b>	<b>\$88,760</b>
<b>\$269,911</b>	<b>\$193,482</b>	<b>8.0 James L. Garvey Parent Information Center Total Salaries</b>	<b>11.0</b>	<b>\$363,595</b>	<b>\$195,890</b>
	<b>2014-2015</b>	<b>James L. Garvey Parent Information Center Budget</b>		<b>2015-2016</b>	
	\$269,911	Total Salaries		\$363,595	
	\$3,755	500146-92000 Electricity		\$3,888	
	\$5,981	500146-92000 Natural Gas		\$6,263	
	\$1,529	500152-92000 Rubbish Removal		\$1,391	
	\$281,176	<b>James L. Garvey Parent Information Center Total Budget</b>		\$375,138	

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Harlow Street</b>					
\$110,000		1.0 Director of Nurses	1.0	\$112,818	
\$138,461		1.5 Supervisor - School Nurse	1.5	\$148,635	
\$59,000	\$70,000	Nurse Substitute Coverage		\$59,000	\$42,000
<b>\$307,461</b>	<b>\$70,000</b>	<b>2.5 Total</b>	<b>2.5</b>	<b>\$320,453</b>	<b>\$42,000</b>
\$43,182		1.0 Custodian	1.0	\$44,841	
\$51,976		1.0 Administrative Clerical	1.0	\$54,328	
<b>\$95,158</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$99,169</b>	
<b>\$402,619</b>	<b>\$70,000</b>	<b>4.5 Harlow Street Total Salaries</b>	<b>4.5</b>	<b>\$419,622</b>	<b>\$42,000</b>
<b>2014-2015 Harlow Street Budget</b>			<b>2015-2016</b>		
\$402,619		Total Salaries		\$419,622	
\$9,740		500146-92000 Electricity		\$10,086	
\$42,900		500146-92000 Heating Oil		\$42,900	
\$2,248		500152-92000 Rubbish Removal		\$2,046	
\$457,508		<b>Harlow Street Total Budget</b>		\$474,654	

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Facilities Department</b>					
\$96,564		1.0 Coord Building & Grounds	1.0	\$98,539	
\$65,291		1.0 Maintenance Supervisor	1.0	\$67,109	
\$71,951		1.0 Custodial Supervisor	1.0	\$74,078	
\$66,412		1.0 CAD/Draftsman	1.0	\$67,772	
\$53,308		1.0 Storekeeper & Inventory	1.0	\$59,001	
\$237,155		4.0 Plumber	4.0	\$244,078	
\$60,081		1.0 Locksmith	1.0	\$61,508	
\$306,193		5.0 HVAC Technician	5.0	\$315,122	
\$284,576		5.0 Electrician	5.0	\$291,292	
\$405,241		7.0 Carpenter	7.0	\$408,024	
\$341,677		7.0 Utility Crew	7.0	\$357,268	
\$176,798		3.0 Steamfitter	3.0	\$182,012	
\$112,451		2.0 Glazier	2.0	\$115,148	
\$12,065		Emergency Stipend		\$12,065	
\$133,744		2.0 Energy Management	2.0	\$139,530	
	\$129,547	3.0 Custodian	4.0		\$179,366
\$35,789		1.0 Administrative Clerical	1.0	\$35,929	
<b>\$2,459,296</b>	<b>\$129,547</b>	<b>45.0 Total</b>	<b>46.0</b>	<b>\$2,528,474</b>	<b>\$179,366</b>
<b>\$2,459,296</b>	<b>\$129,547</b>	<b>45.0 Facilities Department Total Salaries</b>	<b>46.0</b>	<b>\$2,528,474</b>	<b>\$179,366</b>
<b>2014-2015</b>	<b>Facilities Department Budget</b>		<b>2015-2016</b>		
\$2,459,296		Total Salaries		\$2,528,474	
\$899		500152-92000 Rubbish Removal		\$818	
\$2,460,195		<b>Facilities Department Total Budget</b>		<b>\$2,529,292</b>	

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Bus Yard</b>					
<b>Student Transportation</b>					
\$57,824		1.0 Coordinator - Transportation	1.0	\$59,007	
\$55,057		1.0 Assistant Coordinator - Transportation	1.0	\$54,104	
\$1,502,648		39.0 Bus Driver	39.0	\$1,534,898	
\$914,976		39.0 Bus Monitor	39.0	\$959,102	
<b>\$2,530,505</b>		<b>80.0 Student Transportation Total</b>	<b>80.0</b>	<b>\$2,607,111</b>	
<b>\$2,530,505</b>		<b>80.0 Bus Yard Total Salaries</b>	<b>80.0</b>	<b>\$2,607,111</b>	
<b>2014-2015</b>	<b>Bus Yard Budget</b>	<b>2015-2016</b>			
\$2,530,505	Total Salaries	\$2,607,111			
\$176,594	500136-92000 Building or Parking Lot Rentals	\$184,330			
\$2,248	500152-92000 Rubbish Removal	\$2,046			
\$2,709,347	<b>Bus Yard Total Budget</b>	<b>\$2,793,487</b>			

2014-2015 Adopted Budget			2015-2016 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Systemwide</b>					
<b>Quadrant Manager and Curriculum Office</b>					
\$658,410		9.0 Curriculum Liaison	9.0	\$693,369	
<b>\$658,410</b>		<b>9.0 Quadrant Manager and Curriculum Office Total</b>	<b>9.0</b>	<b>\$693,369</b>	
<b>Office of Staff and Curriculum Development</b>					
\$210,410		3.0 Technology Integration Specialist (School-Based)	3.0	\$222,063	
<b>\$210,410</b>		<b>3.0 Office of Staff and Curriculum Development Total</b>	<b>3.0</b>	<b>\$222,063</b>	
<b>Office of ELL and Supplemental Support</b>					
\$126,206		2.0 Interpreter	2.0	\$129,167	
\$44,808		3.0 LAU Tester	3.0	\$46,267	
<b>\$171,014</b>		<b>5.0 Office of ELL and Supplemental Support Total</b>	<b>5.0</b>	<b>\$175,434</b>	
<b>Help Desk</b>					
\$282,525	\$160,589	8.0 Computer Technician	8.0	\$289,414	\$163,354
\$130,792		2.0 Student Database Trainer	2.0	\$143,481	
\$14,686	\$44,059	4.0 Interns	3.0		\$46,374
<b>\$428,003</b>	<b>\$204,648</b>	<b>14.0 Help Desk Total</b>	<b>13.0</b>	<b>\$432,895</b>	<b>\$209,728</b>
<b>Network Administration</b>					
\$82,079		1.0 Network Administrator	1.0	\$83,489	
\$62,216		1.0 Network Technician	1.0	\$63,408	
\$31,108		0.5 Software Systems Implementation Specialist	0.5	\$36,032	
<b>\$175,402</b>		<b>2.5 Network Administration Total</b>	<b>2.5</b>	<b>\$182,929</b>	
<b>Channel 11</b>					
	\$65,362	1.0 Television Producer	1.0		\$72,863
	\$80,004	3.0 Production Assistant	3.0		\$107,008
	<b>\$145,367</b>	<b>4.0 Channel 11 Total</b>	<b>4.0</b>		<b>\$179,870</b>
<b>Teacher</b>					
	\$420,820	6.0 English Language Learner	7.0		\$518,147
\$70,137		1.0 Science	1.0	\$74,021	
\$322,629		4.6 Psychologists	5.6	\$414,518	
\$757,477		10.8 School Adjustment Counselor	11.0	\$814,231	
	\$140,273	2.0 Instructional Coach	2.0		\$148,042
\$1,318,890		30.0 Long Term Substitutes	30.0	\$1,351,920	
\$280,547		4.0 Other	4.0	\$296,084	
<b>\$2,749,679</b>	<b>\$561,094</b>	<b>58.4 Teacher Total</b>	<b>60.6</b>	<b>\$2,950,774</b>	<b>\$666,189</b>
<b>Instructional Assistants</b>					
		Special Education	38.0	\$1,069,933	
		<b>Instructional Assistants Total</b>	<b>38.0</b>	<b>\$1,069,933</b>	
<b>Locations to be Assigned</b>					
		Elementary	8.0	\$592,168	
		English Language Learner	9.0	\$666,189	
\$37,406		2.0 English Language Tutor	7.0	\$209,832	
\$652,291		36.0 Literacy Tutor	36.0	\$666,087	
\$400,625	\$1,282,001	63.0 Instructional Assistants- Kindergarten	63.0	\$1,182,557	\$591,279
\$721,126	\$293,792	38.0 Special Education - IA	17.0	\$478,654	
\$1,543,008		22.0 Chairperson - Special Education	22.0	\$1,628,462	
\$2,875,606		41.0 Speech and Language Therapist	44.0	\$3,256,924	
\$2,174,238		31.0 Learning Disabilities	31.0	\$2,294,651	
\$1,262,461		18.0 Occupational and Physical Therapy	18.0	\$1,332,378	
		Custodian	3.0	\$134,524	
<b>\$9,666,761</b>	<b>\$1,575,793</b>	<b>251.0 Locations to be Assigned Total</b>	<b>258.0</b>	<b>\$12,442,427</b>	<b>\$591,279</b>
<b>Special Education</b>					
\$70,137		1.0 Assistive Technology Department Head	1.0	\$74,021	
\$210,410		3.0 Assistive Technology Specialist	3.0	\$222,063	
\$70,137		1.0 BCBA Department Head	1.0	\$74,021	
\$561,094		8.0 BCBA	10.0	\$740,210	
\$70,137		1.0 Behavior Management Department Head	1.0	\$74,021	
\$140,273		2.0 Behavioral Specialist	2.0	\$148,042	
\$70,137		1.0 Home and Hospital Department Head	1.0	\$74,021	
\$210,410		3.0 Home & Hospital	3.0	\$222,063	
\$70,137		1.0 Transitional Life Skills Department Head	1.0	\$74,021	
\$210,410		3.0 Transitional Life Skills	2.0	\$148,042	
\$70,137		1.0 Transitions Department Head	1.0	\$74,021	
\$561,094		8.0 Transitions	8.0	\$592,168	
\$70,137		1.0 Speech and Language Department Head	1.0	\$74,021	
\$70,137		1.0 Learning Disabilities Department Head	1.0	\$74,021	
\$70,137		1.0 ETC Department Head	1.0	\$74,021	
\$70,137		1.0 OT/PT Department Head	1.0	\$74,021	
\$140,273		2.0 TLC	1.0	\$74,021	
\$210,410		3.0 Alternative Support	3.0	\$222,063	

\$350,684	5.0 Vision/Deaf/Blind	5.0	\$370,105
\$710,470	16.8 COTA	16.8	\$744,908
\$145,041	3.0 Speech Assistant	5.0	\$254,126
\$30,097	0.5 School Nurse	0.5	\$32,830
<b>\$4,182,034</b>	<b>67.3 Special Education Total</b>	<b>69.3</b>	<b>\$4,510,851</b>
\$66,000	School Clerical Subsitute Coverage		\$66,000
<b>\$66,000</b>	<b>Total</b>		<b>\$66,000</b>

<b>\$18,307,715</b>	<b>\$2,486,902</b>	<b>414.2 Systemwide Total Salaries</b>	<b>462.4</b>	<b>\$22,746,675</b>	<b>\$1,647,066</b>
<b>2014-2015</b>	<b>Systemwide Budget</b>			<b>2015-2016</b>	
\$18,307,715	Total Salaries			\$22,746,675	
\$15,153,592	500101-96000 Retirement			\$15,848,677	
\$1,402,841	500103-92000 Student Transportation			\$1,697,289	
\$41,912,351	500123-96000 Health Insurance			\$42,517,179	
\$57,358	500125-92000 Other Insurance Programs			\$53,538	
\$1,352,305	500129-91000 Workers Compensation			\$1,352,305	
\$125,000	500130-92000 Advanced Placement Program			\$125,000	
\$22,594	500130-92000 Chapter 74 Out of District Tuition			\$0	
\$50,000	500130-92000 Children's Friend Society			\$0	
\$31,500	500130-92000 Contractual Tuition Reimbursement			\$31,500	
\$24,283	500130-92000 Employee Assistance Program			\$24,283	
\$156,000	500130-92000 Legal Consultation			\$531,000	
\$20,000	500130-92000 Physical Consultation & Nursing Services			\$20,000	
\$2,065,035	500130-92000 Special Education Personal & Medical Services			\$1,265,035	
\$165,500	500130-92000 Staff/Curriculum Development			\$165,500	
\$195,000	500130-92000 Translation			\$195,000	
\$14,635	500130-92000 Bay Path Technical High School			\$14,416	
\$130,000	500130-92000 Gateway to College (QCC)			\$16,915	
\$30,000	500130-92000 Mentoring Program			\$30,000	
\$15,459,501	500132-92000 Tuition			\$15,695,619	
\$207,531	500133-92000 Printing and Postage			\$207,531	
\$704,680	500136-92000 Alternative Program			\$704,680	
\$21,700	500136-92000 Audit Fees			\$24,000	
\$42,531	500136-92000 Dues and Memberships			\$45,512	
\$31,600	500136-92000 Employee Recruitment/Advertising			\$31,600	
\$350,000	500136-92000 Environmental Management Systems			\$350,000	
\$10,000	500136-92000 Freight & Trucking			\$10,000	
\$27,000	500136-92000 Maintenance & Repair Of Equipment			\$27,000	
\$27,000	500136-92000 School Nurse Supplies			\$27,000	
\$50,000	500136-92000 School Safety Equipment			\$75,000	
\$1,226,700	500136-92000 Technology Plan			\$1,226,700	
\$6,400	500136-92000 Worcester Future Teachers			\$6,400	
\$303,815	500136-92000 Educational Fees and Licences			\$339,928	
\$250,000	500136-93000 Technology Equipment			\$250,000	
\$325,209	500137-96000 Unemployment Compensation			\$186,058	
\$62,500	500138-92000 In-State Travel			\$62,500	
\$98,266	500141-92000 Vehicle Maintenance-Facilities			\$95,465	
\$516,011	500141-92000 Vehicle Maintenance-Transportation			\$453,487	
\$39,235	500146-92000 Energy Management			\$0	
\$430,883	500146-92000 Telephone			\$470,079	
\$2,226,950	500152-93000 Facilities OM			\$2,232,125	
\$121,000	500-91000 Advanced Placement Program			\$121,000	
\$35,000	500-91000 AVID Fees			\$35,000	
\$342,590	500-91000 Contractual Accumulated Leave Benefits			\$342,590	
\$1,146,463	500-91000 Contractual Advisor Stipends			\$1,148,627	
\$871,200	500-91000 DxD Substitutes			\$871,200	
\$852,435	500-91000 Miscellaneous Salaries			\$794,693	
\$87,000	500-91000 School Committee			\$87,000	
\$35,000	500-91000 Student Drop-Off Center			\$50,000	
\$1,060,518	500-92204 Instructional Materials			\$1,479,349	
\$1,026,338	500-97000 Custodians OT			\$1,046,865	
\$147,840	500-97000 School Plant OT			\$150,797	
\$65,527	500-97000 Support OT			\$68,837	
\$109,424,131	<b>Systemwide Total Budget</b>			\$115,350,953	



# Informational Section



*Adapted from photograph by:  
Name of Student: Le Nguyen  
School: Worcester Technical High School  
Year of Graduation: 2016*



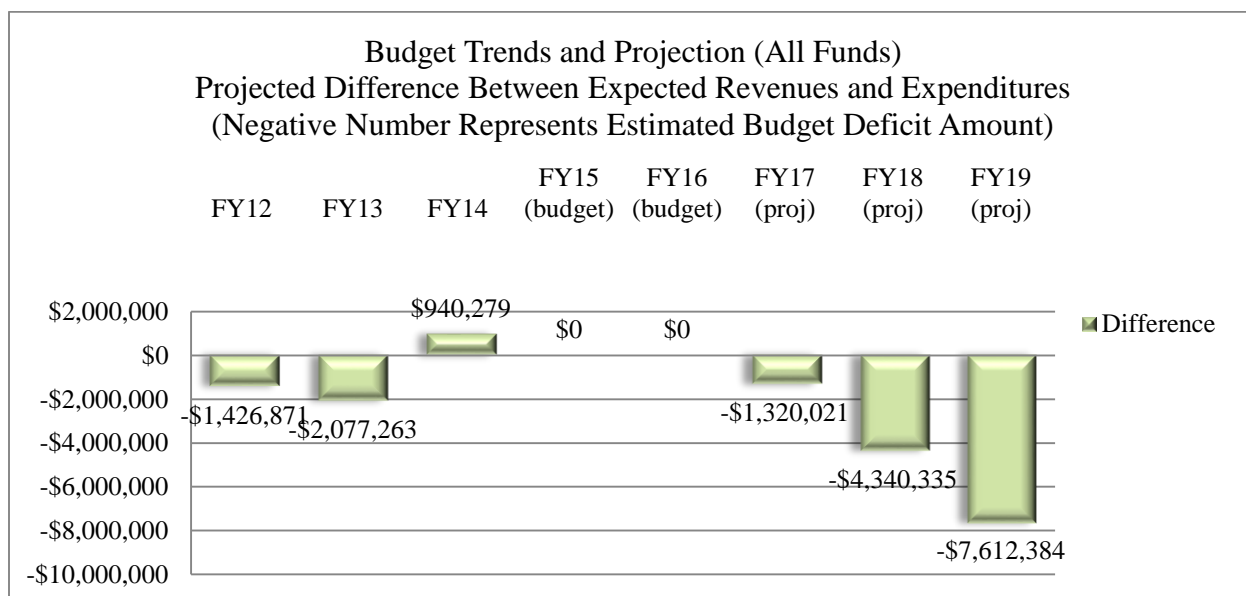
**Budget Trends and Projections  
(All Funds)**

**FY12-FY14 Actual Revenue and Expenditures  
FY15 Adopted Revenue and Expenditure Budget Amounts  
FY16 Proposed Revenue and Expenditure Budget Amounts  
FY17-FY19 Projected Revenue and Expenditure Amounts**

**Dollar Amounts Expressed in Thousands**

	Actual			Adopted Budget	Proposed Budget	Projected		
<b>Revenues:</b>	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
State Aid	\$186,149	\$194,265	\$202,739	\$203,399	\$214,716	\$220,084	\$225,586	\$231,226
Local Contribution	\$86,938	\$91,102	\$96,307	\$101,353	\$104,077	\$105,638	\$107,223	\$108,831
Federal Grants	\$38,764	\$31,943	\$30,645	\$29,043	\$27,965	\$27,937	\$27,909	\$27,881
Child Nutrition	\$11,618	\$10,042	\$13,714	\$11,837	\$12,084	\$12,447	\$12,820	\$13,205
State Grants	\$5,895	\$6,364	\$6,092	\$5,338	\$5,159	\$5,133	\$5,108	\$5,082
Other Special Rev.	\$5,140	\$6,165	\$5,333	\$5,676	\$5,183	\$5,206	\$5,222	\$5,237
<b>Total Revenues</b>	\$334,505	\$339,882	\$354,830	\$356,646	\$369,184	\$376,446	\$383,868	\$391,462
<b>Expenditures:</b>								
Administration	\$4,928	\$4,845	\$4,801	\$5,121	\$5,700	\$5,843	\$5,989	\$6,139
Instruction	\$198,188	\$213,663	\$213,307	\$201,174	\$209,519	\$214,757	\$220,126	\$225,630
Other School Servs.	\$30,773	\$20,973	\$33,243	\$41,454	\$42,814	\$44,313	\$45,864	\$47,469
Operations & Maint.	\$19,715	\$20,853	\$20,935	\$21,233	\$22,092	\$20,446	\$20,346	\$20,346
Fixed Charges	\$59,646	\$62,431	\$62,424	\$67,281	\$68,355	\$71,089	\$73,932	\$76,890
Community Services	\$533	\$563	\$339	\$794	\$509	\$521	\$534	\$548
Fixed Assets	\$275	\$285	\$386	\$420	\$422	\$430	\$439	\$448
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	\$21,873	\$18,346	\$18,455	\$19,170	\$19,773	\$20,366	\$20,977	\$21,607
<b>Total Expenditures</b>	\$335,932	\$341,959	\$353,890	\$356,646	\$369,184	\$377,766	\$388,208	\$399,075
Difference	-\$1,427	-\$2,077	\$940	\$0	\$0	-\$1,320	-\$4,340	-\$7,612





General fund revenue is expected to grow over the next three years based on continued enrollment growth, demographic changes, and anticipated inflation growth as measured by the national price deflator index for state and local government purchases. The enrollment is expected to increase during the next five years. Federal grant revenue is expected to slightly decline based on recent trends of overall funding to Massachusetts. The forecast does not assume any further reductions based upon sequestration or other federal budget cuts in FY17 or later. State grants are projected to be fairly level funded, with slight decreases based on previous state budget trends. Nutrition funds are expected to increase annually based on student participation rates and federal reimbursement rates. Finally, other special revenue is mostly dependent on school choice revenue and special education reimbursement from the state. School choice revenue is predicted to return to FY13 levels in FY16 and circuit breaker is expected to remain fairly level through the next three years. Overall, total revenues are expected to increase 6.0% between FY16 and FY19, or about 2.0% per year.

All expenditure line items are projected to increase based upon (a) new positions to reflect student enrollment, (b) contractual increases for employees or services, and (c) increases to certain cost centers based on recent history and expected utilization of services. The cost drivers that continue to exceed budget growth are health insurance, tuition, and student transportation. These areas are projected to continue to create budget challenges in the future.

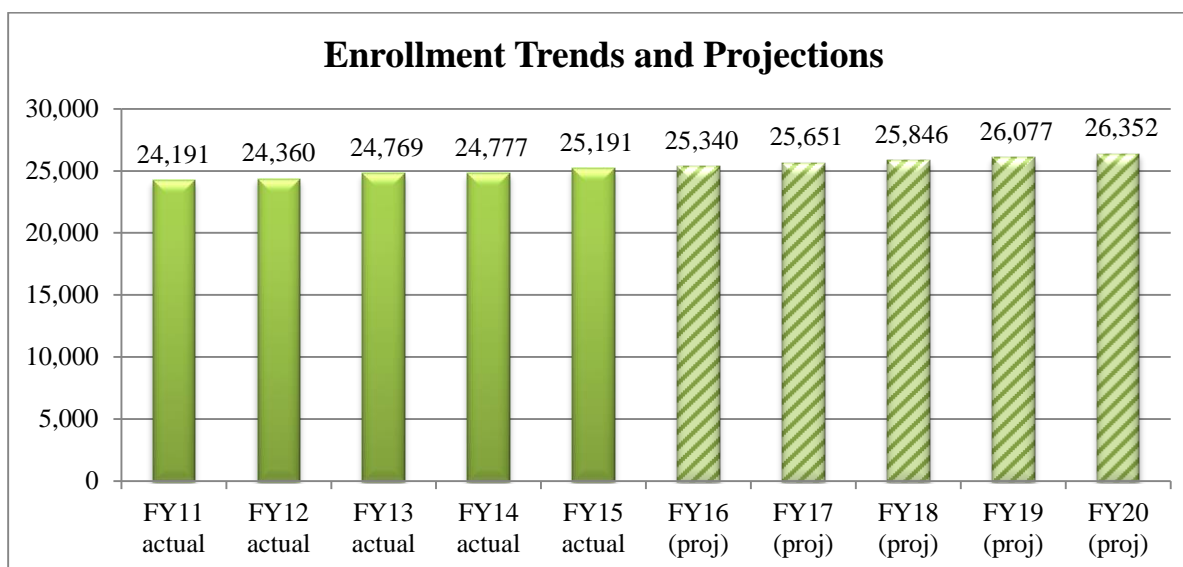
These predictions show expenditures exceeding revenues in each of the next three years, with the most challenging deficits in FY18 and FY19. The administration will continue with zero-based budgeting as well as advocacy for increased revenue in order to prepare each student for college and career readiness upon graduation beginning at the pre-school level.

As funding levels and operational needs of the district change, so do the staffing levels. As the following graph and table show, the total number of employees has decreased this past year as a result of flat enrollment and low inflation factor for the state's education funding formula.



## Student Enrollment: Trends, Projections and Characteristics

The enrollment of the Worcester Public Schools has been increasing over the last several years, primarily at the elementary level. The enrollment is projected to increase 4.6% over the next five years. Using recent enrollment trends and population analysis, the school district plans for staffing and space allocations based on these projections. Included below is the summary of the overall enrollment between FY11-FY15 and projected enrollments for FY16-FY20. On the following pages, these enrollments are calculated for individual schools.



**Elementary enrollment analysis:** The district uses a cohort survival method to forecast enrollment trends by grade level. The district also examines local birth rates to predict the entering kindergarten enrollments. The cohort survival method projects enrollments based upon the annual rate of change between grade levels and the number of births five years previous that become kindergarten students. With enough information, the method becomes a reasonable predictor of a school district enrollment trend over the next five years.

**Middle School enrollment analysis:** The district uses a cohort survival methodology to examine the transition of elementary school enrollment to the middle school level. The analysis considers factors for special programs and non-public school options. These enrollment estimates are used to determine staffing and space allocations for the district.

**High School enrollment analysis:** The district uses a cohort survival methodology to examine the transition of middle school enrollment to the high school level. The district examines enrollment at feeder middle schools and factors special programs (such as the district's Technical High School) in order to determine the incoming ninth grade class enrollment at each high school. These enrollment estimates are used to determine staffing and space allocations for the district.



Enrollment Trends and Projections by School:  
Elementary Schools

	Actual					Projected				
School Name	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20
<b>Burncoat Quadrant</b>										
Burncoat St Prep	217	215	189	187	218	220	220	219	218	217
Clark St	405	372	350	318	289	293	295	295	295	295
Lincoln St	244	258	256	266	276	278	278	277	276	275
Norrback Av	610	611	614	571	584	591	595	596	597	598
Worcester Arts Mag	367	354	375	388	404	408	409	409	409	409
Thorndyke Road	322	338	337	332	362	366	368	368	368	368
Wawecus Road	147	146	164	163	152	156	157	157	157	158
McGrath	262	268	275	285	291	292	293	292	291	290
<b>Doherty Quadrant</b>										
Chandler Elementary	378	350	402	419	456	460	461	461	461	461
Flagg St	470	473	433	415	413	418	421	420	419	418
Jacob Hiatt Mag	446	479	459	461	457	463	465	464	463	462
May St	303	324	313	314	329	332	333	333	333	333
Midland St	224	230	230	236	243	247	248	248	248	249
Nelson Place	467	490	502	490	486	493	495	495	495	495
Tatnuck Magnet	417	426	430	444	413	420	424	426	428	430
West Tatnuck	331	334	347	354	356	359	361	361	361	362
Chandler Magnet	460	452	417	440	473	481	485	486	487	488
Elm Park Community	497	495	495	491	490	494	496	497	498	499
<b>North Quadrant</b>										
City View	592	591	579	552	521	528	532	532	533	534
Grafton St	394	392	380	365	384	388	389	389	389	389
Lake View	296	300	316	296	289	291	293	293	293	293
Rice Square	455	426	406	385	428	434	436	435	434	433
Roosevelt	706	710	715	681	675	684	686	685	684	683
Union Hill	344	390	451	467	449	454	456	456	456	456
Belmont Street	488	471	523	540	548	552	554	555	556	557
<b>South Quadrant</b>										
Canterbury St Mag	323	376	357	336	377	380	382	381	380	381
Columbus Park Prep	404	387	416	465	459	463	464	464	464	464
Goddard School	586	597	598	528	484	490	493	494	495	496
Gates Lane	701	727	678	656	681	690	694	695	696	697
Heard St	271	273	267	275	285	288	290	290	290	290
Quinsigamond	693	692	741	758	795	805	807	807	808	809
Vernon Hill	450	448	465	470	549	554	558	559	560	561
Woodland Academy	491	509	523	553	611	612	613	613	614	615



Enrollment Trends and Projections by School:  
Secondary Schools & Head Start  
and Enrollment Totals

	Actual					Projected				
School Name	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20
<b>High Schools</b>										
Burncoat High	1,072	1,016	1,033	1,011	988	979	1,012	1,019	1,031	1,048
Doherty Memorial High	1,327	1,331	1,332	1,358	1,428	1,418	1,465	1,478	1,497	1,523
North High	1,149	1,193	1,265	1,329	1,341	1,331	1,373	1,385	1,404	1,429
South High	1,297	1,337	1,290	1,271	1,305	1,295	1,335	1,348	1,367	1,393
Worcester Technical High	1,400	1,366	1,355	1,362	1,405	1,396	1,437	1,458	1,486	1,521
Claremont Academy	394	399	438	444	497	501	509	520	533	547
University Park Campus	241	244	253	230	244	246	251	256	262	268
<b>Middle Schools</b>										
Burncoat Middle	580	570	563	572	582	587	590	610	630	651
Forest Grove	882	892	977	963	931	937	942	974	1,007	1,041
Worc East Middle	593	612	655	702	787	797	804	832	861	891
Sullivan Middle	794	776	902	880	849	858	864	894	925	957
Head Start	<u>701</u>	<u>720</u>	<u>703</u>	<u>754</u>	<u>607</u>	<u>611</u>	<u>618</u>	<u>620</u>	<u>618</u>	<u>618</u>
<b>Enrollment Totals</b>	24,191	24,360	24,769	24,777	25,191	25,340	25,651	25,846	26,077	26,352



## **Student Enrollment**

As of January 1, 2015, 28,055 school-aged children were residing in the City of Worcester (Massachusetts Department of Education, School Attending Children Report, 2015). As indicated in Table 1, 84.5% of these children were enrolled in the Worcester Public Schools in grades K-12. In addition, 5.4% of school-aged children were enrolled in private or parochial schools while 7.2% were enrolled in charter schools. Smaller proportions of students were enrolled at an educational collaborative, in an out-of-district public school, or home schooled.

An examination of this data shows that enrollment patterns vary by grade level. The proportion of city children attending school in the WPS is higher in the early grades suggesting that more parents may be considering school choice alternatives as their children move into middle and high school. For example, 88.7 percent of kindergarten students residing in the city attend the WPS compared to 84.6 percent of 6<sup>th</sup> graders. This rate drops to 80.9 percent for children in the 7<sup>th</sup> grade.

**Table 1: Percent of city students enrolled in various school types by grade, 2014-15**

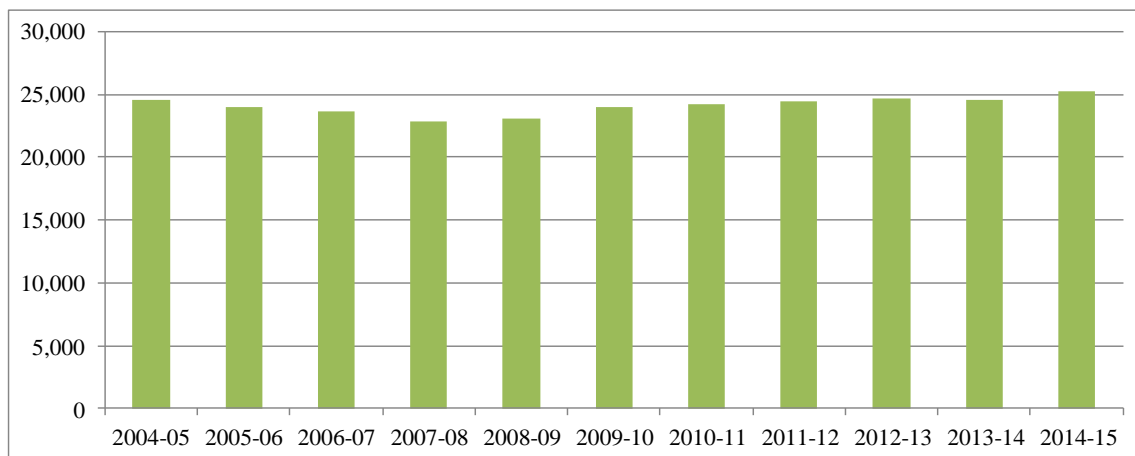
Grade	Worcester Public Schools	Charter Schools	Out-of-District Public Schools	Private & Parochial Schools	Total Number of Students
K	88.7	8.2	0.3	2.8	2,437
Gr. 1	87.1	8.5	0.5	3.2	2,457
Gr. 2	85.9	9.0	1.3	3.0	2,254
Gr. 3	86.7	8.8	1.2	2.4	2,279
Gr. 4	84.7	8.8	1.6	3.5	2,167
Gr. 5	85.3	9.3	1.4	2.6	2,033
Gr. 6	84.6	8.5	1.7	3.9	2,005
Gr. 7	80.9	8.3	1.9	7.1	2,082
Gr. 8	81.5	7.7	2.0	6.3	1,981
Gr. 9	82.9	4.0	1.2	9.4	2,344
Gr. 10	83.0	3.9	1.2	9.5	2,063
Gr. 11	83.3	4.2	1.2	9.3	2,028
Gr. 12	81.9	4.3	1.6	9.2	1,925
<b>Total</b>	<b>84.5</b>	<b>7.2</b>	<b>1.3</b>	<b>5.4</b>	<b>28,055</b>



## **Student Characteristics**

As of October 1 of the 2014-15 school year, 25,191 students were enrolled in the Worcester Public Schools. A comparison of enrollment figures from over a 10-year period shows that enrollment across the district has exceeded 25,000 after a period of decline.

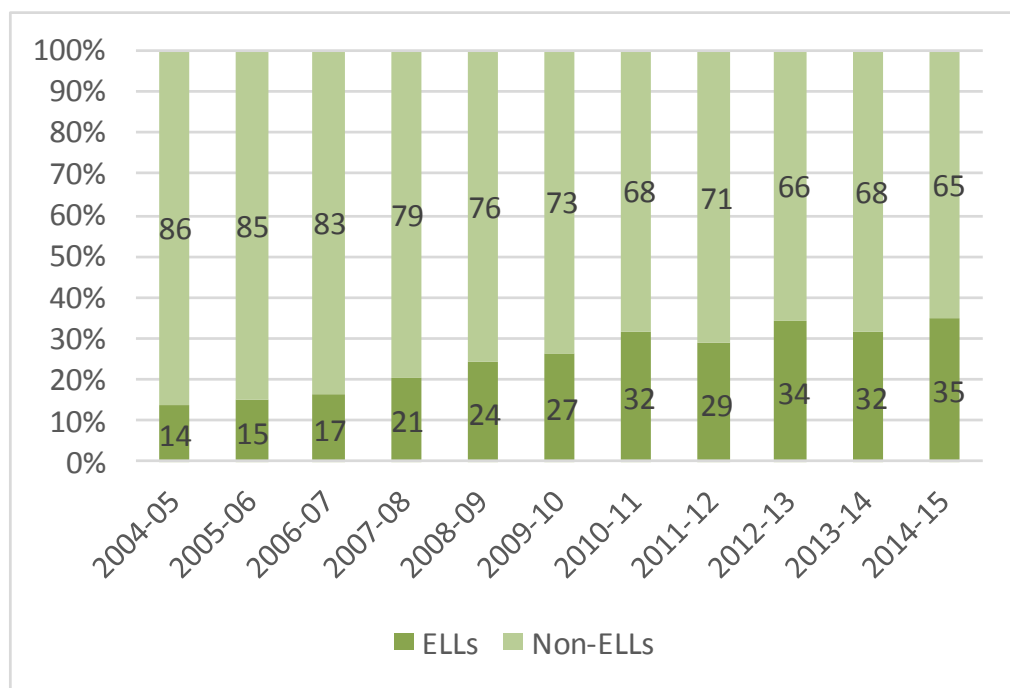
**Figure 1: Student enrollment in the Worcester Public Schools: 2004-05 to 2014-15**





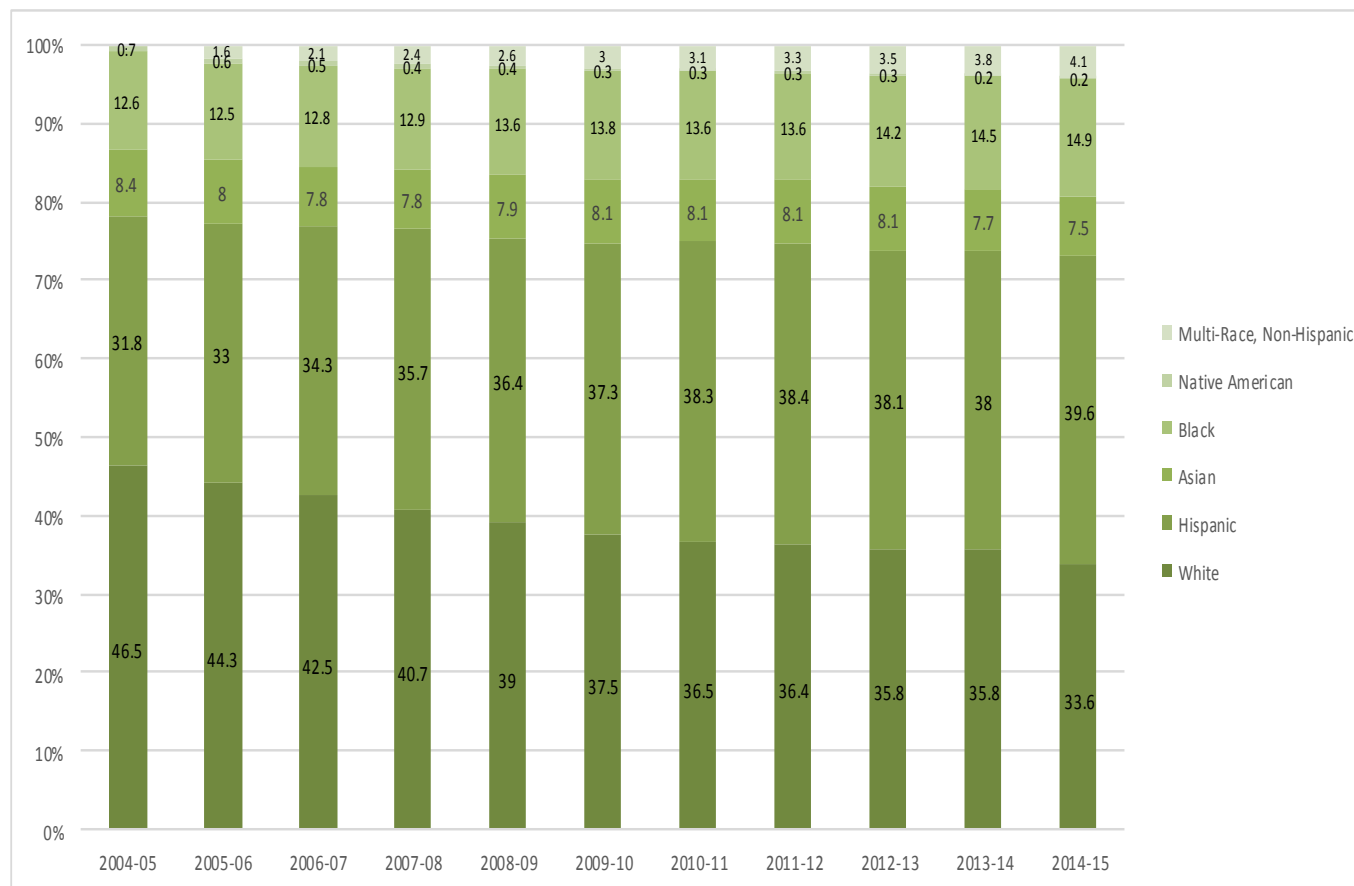
An examination of demographic data over time demonstrates that the profile of students attending the Worcester Public Schools has changed during the past decade. Figure 2 displays the proportion of enrollment in the Worcester Public Schools by the status of students as English Language Learners (ELL). A decade ago, only 14 percent of students were classified as ELL students. In 2014-15, 35 percent of students across the district are ELL students. In addition, there are seven schools in the district in which the majority of students are English Language Learners: Belmont Street Community School (55%), Canterbury Elementary School (56%), Chandler Elementary (63%), Chandler Magnet School (73%), Elm Park Community School (56%), Goddard School of Science and Technology (59%), and Woodland Academy (72%).

**Figure 2: Student enrollment in the Worcester Public Schools by student ELL status: 2004-05 to 2014-15**



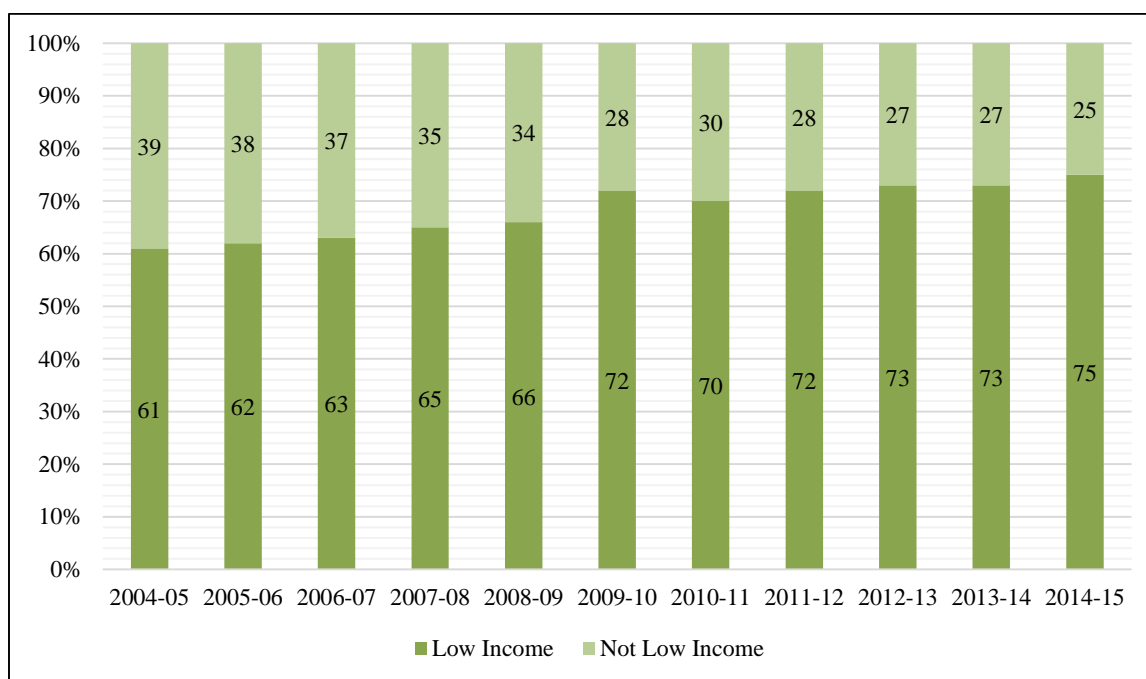
As indicated in Figure 3, in 2004-05, 47 percent of students in the WPS were White, 32 percent were Hispanic, 13 percent were Black, and 8 percent were Asian. In the 2014-15 school year, Hispanic students are now the majority at 40 percent while the proportion of students who are White has declined to 34 percent. The proportion of Black students increased only slightly to 15 percent during this period.

**Figure 3: Student enrollment in the Worcester Public Schools by race/ethnicity: 2004-05 to 2014-15**



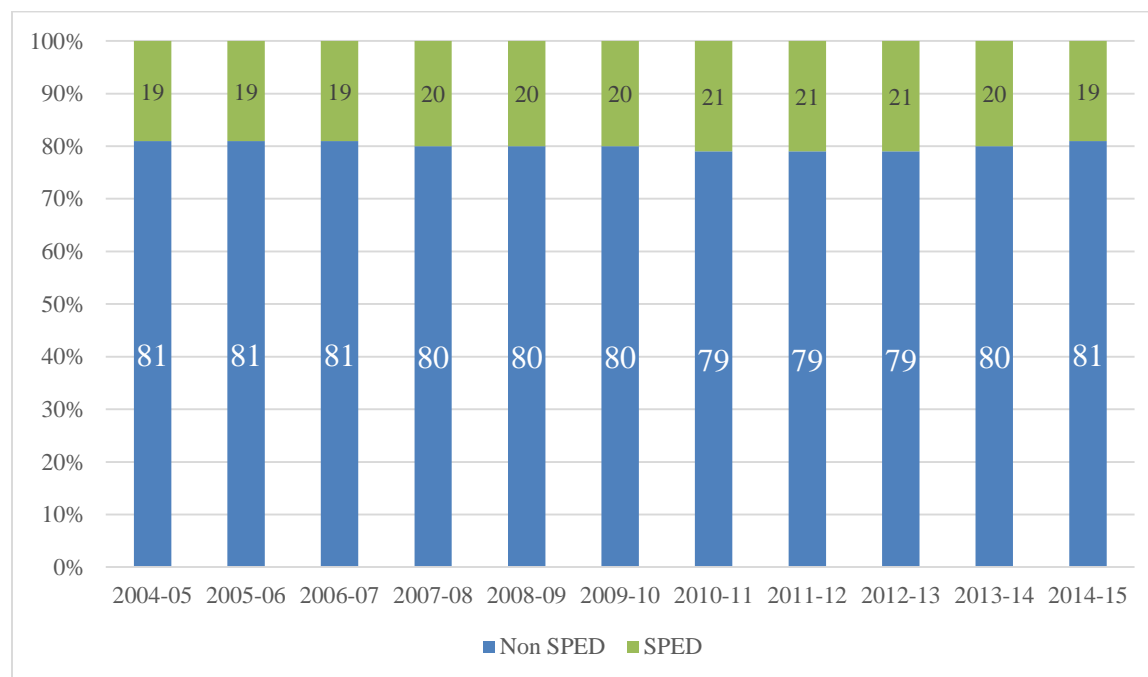
Students in the Worcester Public Schools are also increasingly challenged by poverty. Figure 4 displays the proportion of the WPS students who are low income students as measured by eligibility for free or reduced price lunch. The proportion of low income students has grown from 61 percent in 2004-05 to 75 percent in 2014-15.

**Figure 4: Student enrollment in the Worcester Public Schools by student low income status: 2004-05 to 2014-15**

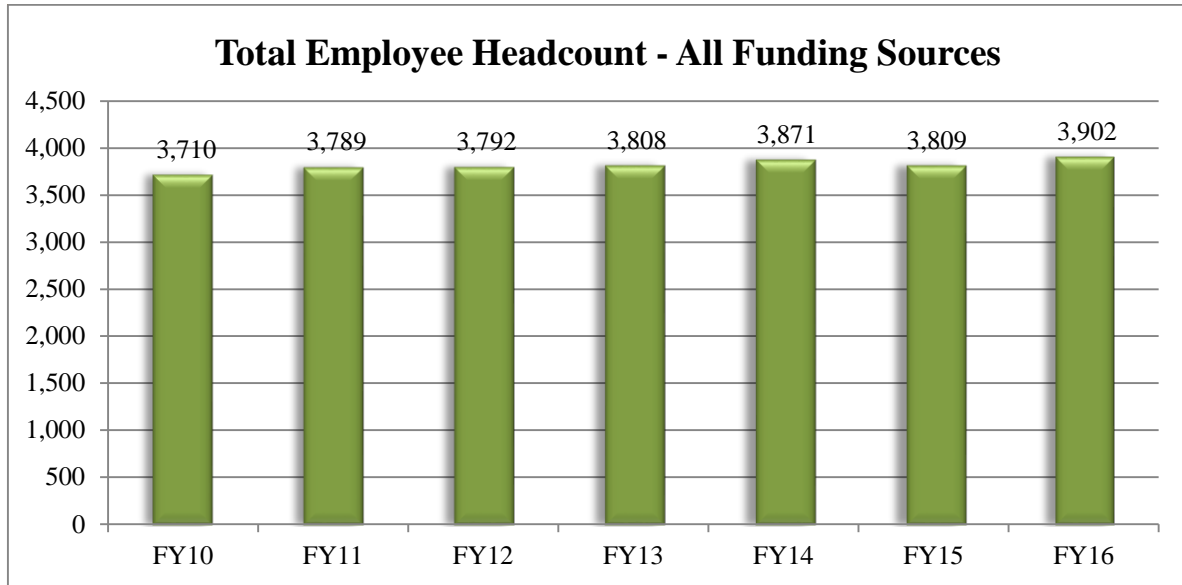


To a lesser extent, the proportion of Worcester Public Schools students receiving special education services has also changed over the past decade. As shown in Figure 5, the proportion of special education students in the district has increased over the past decade, but decreased in 2004-15 to 19 percent, as in 2004-05.

**Figure 5: Proportion of student enrollment by special education status, 2004-05 to 2014-15**



## Human Capital



**Worcester Public Schools  
Employee Headcount FY10-FY16  
(All Funding Sources)**

All Positions	FY10	FY11	FY12	FY13	FY14	FY15	FY16	Change from FY15	
District Administrators	27	27	26	26	25	23	23	0	0.0%
School Administrators	77	77	78	78	78	79	79	0	0.0%
Teachers	2011	2,013	2,038	2,079	2,136	2,093	2,158	65	3.1%
Instructional Assistants	501	519	524	537	551	591	601	10	1.9%
Bus Monitors	35	35	35	35	39	39	39	0	0.0%
Crossing Guards	104	104	104	104	106	106	106	0	0.0%
Educational Support	143	123	123	117	112	76	88	12	10.3%
Custodial Services	151	150	151	153	153	150	153	3	2.0%
Maintenance Services	42	40	32	32	31	33	33	0	0.0%
Full Year Clerical	85	74	67	69	70	63	63	0	0.0%
School Year Clerical	80	71	70	71	70	68	68	0	0.0%
School Nurses	45	45	45	51	54	54	55	1	2.0%
District Support	48	48	48	48	52	50	50	0	0.0%
Bus Drivers	37	37	38	38	42	42	42	0	0.0%
Child Nutrition	219	233	238	227	227	228	230	2	0.9%
Head Start	107	194	177	145	126	114	114	0	0.0%
<b>Totals</b>	<b>3,710</b>	<b>3,789</b>	<b>3,792</b>	<b>3,808</b>	<b>3,871</b>	<b>3,809</b>	<b>3,902</b>	<b>93</b>	<b>2.4%</b>



## Teachers and Administration

Salaries and personnel costs comprise a substantial portion of the budget for the Worcester Public Schools. In FY 2016, nearly \$164.8 million (44.6%), of the district's \$369.2 million budget is for teacher salaries. Another \$5.7 million (1.5%) is appropriated to district administration (using DESE chart of account method). Figures 6-10 provide some additional detail.

For 2015-16, there are 2,158 teaching positions planned in the district. As indicated in Figure 6, this is an increase of 145 teaching positions from 2010-11.

**Figure 6: Number of FTE teaching positions in the Worcester Public Schools: 2010 - 2015**

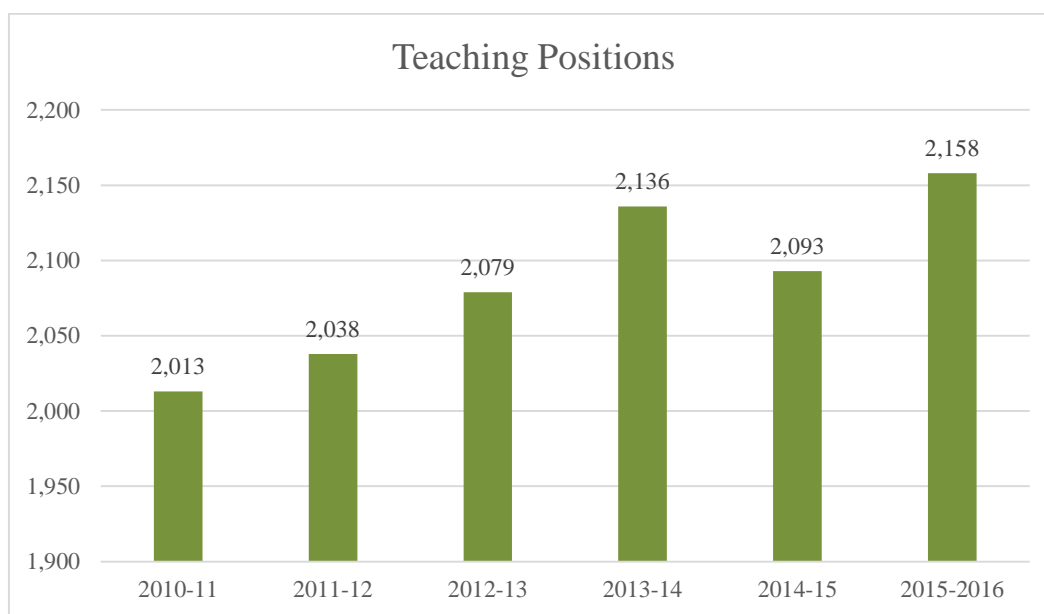


Table 2 shows the student to teacher ratio over seven years for the Worcester Public Schools compared to the state. Examined over time, the ratio has improved from 14.3 in 2008-09 to 13.8 in 2014-15.

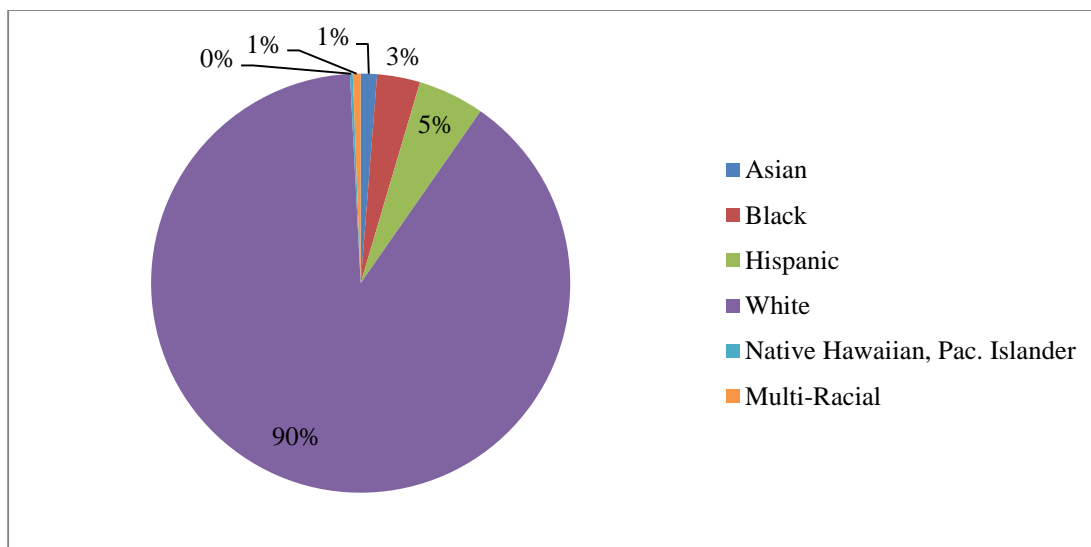


**Table 2: Student to teacher ratio in the Worcester Public Schools compared to statewide, FY 2008-2015**

<b>Student: Teacher Ratio</b>	<b>WPS</b>	<b>State</b>
2014-15	13.8 to 1	13.3 to 1
2013-14	17.4 to 1	13.6 to 1
2012-13	15.6 to 1	13.5 to 1
2011-12	15.1 to 1	13.9 to 1
2010-11	14.0 to 1	13.7 to 1
2009-10	14.1 to 1	13.6 to 1
2008-09	14.3 to 1	13.6 to 1

Compared to the racial breakdown of students in the WPS, a look at FY15 teachers in the WPS by race/ethnicity shows that teachers employed by the WPS look much different than students in their classrooms. Figure 7 displays teaching positions by race/ethnicity. As shown in the pie chart, only a small portion of teaching positions in the Worcester Public Schools are filled by non-white teachers.

**Figure 7. Full time equivalent teaching positions in the Worcester Public Schools by race/ethnicity, 2014-15 (shown as a percentage)**



Similarly, an examination of teaching positions by gender shows that the vast majority are filled by female teachers. Figure 8 displays the proportion of teaching positions by gender. In 2014-15, females filled nearly 75 percent of teaching positions compared to just over 25 percent for males.

**Figure 8: Full time equivalent teaching positions in the Worcester Public Schools by gender, 2014-15**

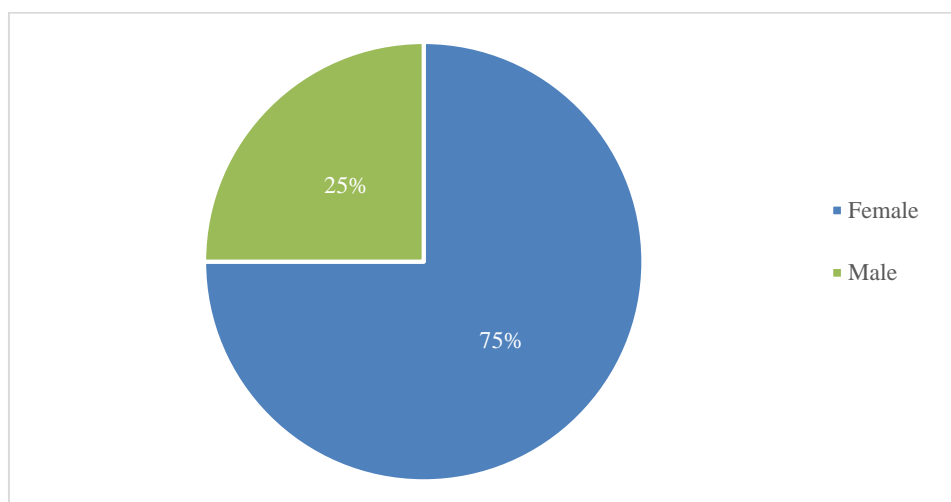


Table 3 shows the distribution of teachers in FY 2015 by age for the Worcester Public Schools compared to the state. This data shows that teacher positions in the WPS are less likely to be filled by younger teachers when viewed against statewide information. In the WPS, 15.5 percent of teachers are aged 32 or under compared to 21.5 percent across the state.

**Table 3: Distribution of full time equivalent teachers by age: Worcester Public Schools compared to statewide, 2014-15 (shown as a percentage of staff)**

Age Range	WPS	State
Under 26	2.7	5.6
26-32	12.8	15.9
33-40	18.1	18.3
41-48	25.4	20.6
49-56	21.9	21
57-64	16.1	15.8
Over 64	2.9	2.9



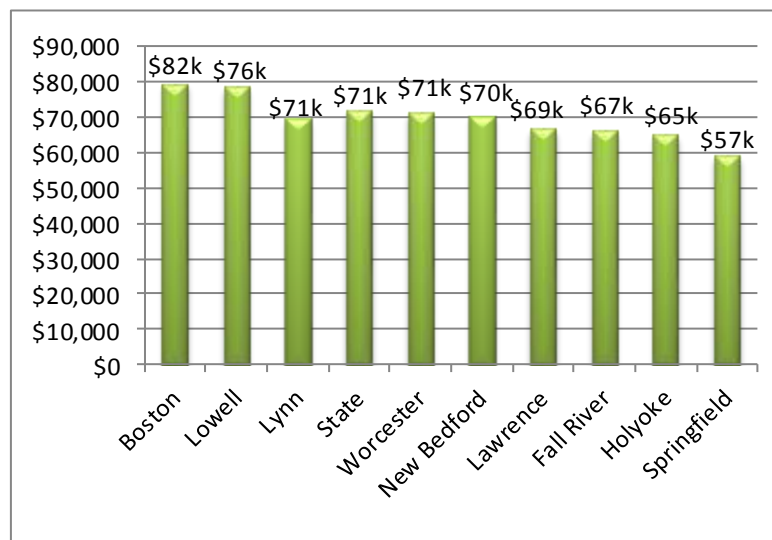
As shown in Table 4, teachers in the Worcester Public Schools had an average salary of \$71,074<sup>7</sup> compared to the statewide average of \$71,620 in FY 2013.

**Table 4: Average Teaching Salary in the Worcester Public Schools compared to statewide, 2007-08 – 2012-13**

Fiscal Year	WPS Average Teaching Salary <sup>7</sup>	State Average Teaching Salary
<b>2012-13</b>	\$71,074	\$71,620
<b>2011-12</b>	\$70,728	\$70,960
<b>2010-11</b>	\$67,393	\$70,340
<b>2009-10</b>	\$67,069	\$68,781
<b>2008-09</b>	\$66,511	\$67,572
<b>2007-08</b>	\$64,504	\$64,164

As indicated in Figure 9, an examination of 2012-13 average teaching salaries for other urban districts in Massachusetts shows that the average salaries of teachers in the Worcester Public Schools are in the middle of its urban peers.

**Figure 9: Average Teaching Salaries in Selected Urban Districts in Massachusetts, 2012-13<sup>7</sup>**



<sup>7</sup> Latest information available for comparable districts. Worcester average uses FY13 budget for teacher salaries divided by the teacher FTE for FY13. All other average salaries from DESE website.



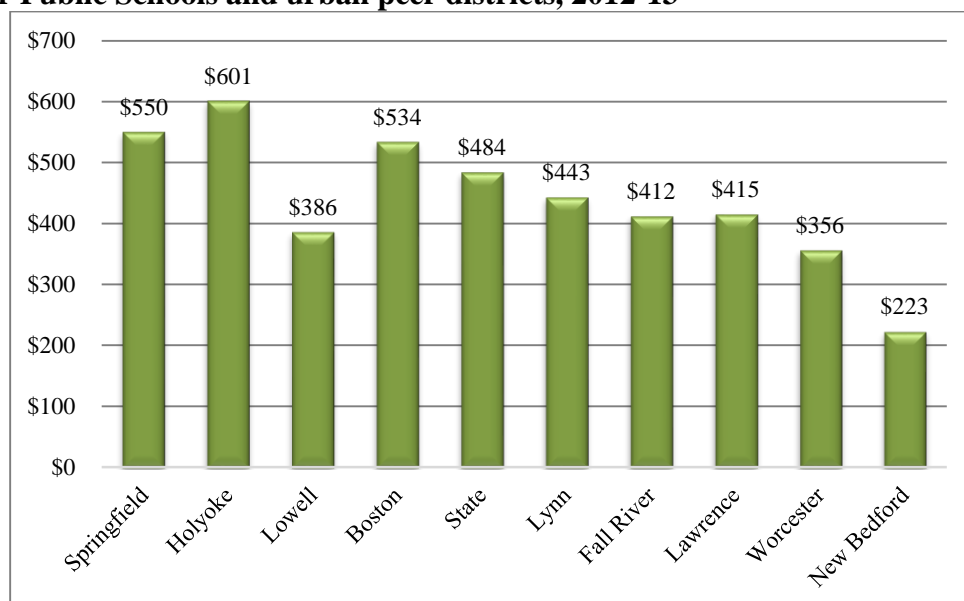
A comparison of data reported by school districts to the Massachusetts Department of Elementary and Secondary Education provides additional opportunity to assess the extent to which staffing and expenses associated with district administration differ from districts elsewhere in Massachusetts. However, there are limitations to these data. The varying organizational structures of school districts make it difficult to compare staffing numbers across school districts. While the DESE reports the number of FTE administrators by school district, it is not always clear how school districts classify employees into the different reporting categories. Furthermore, DESE reports salary data only as recently as 2012-13.

The analyses presented in Figures 10 and 11 utilize another way to examine the levels of administrative support provided in the Worcester Public Schools by comparing per pupil expenditures as a function of expenses associated with district administration. The figures display expenditures per pupil for two DESE budgetary categories: Administration and Instructional Leadership. The per pupil expenditure amounts for these categories allow for the comparison of funding that is appropriated to the budgets for different municipalities in Massachusetts.



Figure 10 contains per pupil expenditures for Administration<sup>9</sup> for the Worcester Public Schools compared to other urban districts in the Commonwealth and statewide. Of the nine urban districts, the Worcester Public Schools spends more per pupil (\$356/student) on Administration than only one other community, New Bedford. The Worcester Public Schools falls below the statewide average of \$484 per pupil as well as the per pupil expenditures of Holyoke, Lowell, Boston, Lynn, Lawrence, Springfield and Fall River.

**Figure 10: Comparison of per pupil expenditures on District Administration between the Worcester Public Schools and urban peer districts, 2012-13**

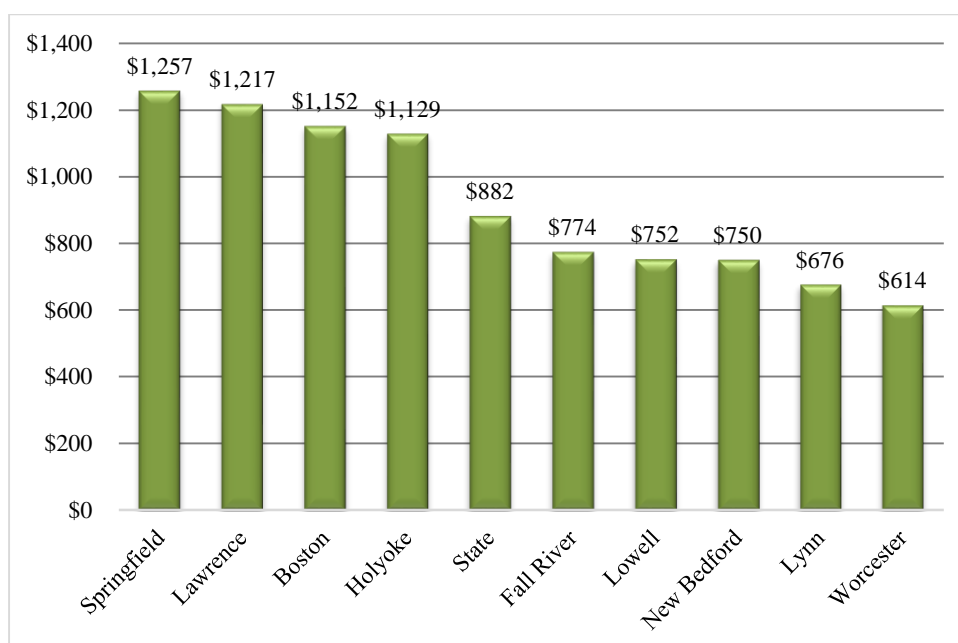


<sup>9</sup> The DESE Administration budgetary category includes the following sub-categories: School Committee; Superintendent; Assistant Superintendents; Other District-Wide Administration; Business and Finance; Human Resources and Benefits; Legal Service for School Committee, Legal Settlements, District-wide Information Management and Technology.



Similarly, Figure 11 displays the expenditures per pupil for expenses in the Instructional Leadership budgetary category.<sup>11</sup> Taken in the aggregate, the expenses in the various sub-categories for Instructional Leadership amount to \$614 per pupil in the Worcester Public Schools. The statewide average for FY 2013 statewide was \$882. Compared to the other urban districts in the Commonwealth, Worcester had the lowest per pupil expenditure in this category.

**Figure 11: Comparison of per pupil expenditures on Instructional Leadership between the Worcester Public Schools and urban peer districts, FY 2013**



<sup>11</sup> The DESE Instructional Leadership budgetary category includes the following sub-categories: Curriculum Directors (Supervisory); Department Heads (Non-Supervisory); School Leadership-Building; Curriculum Leaders/Department Heads-Building Level; Building Technology; Instructional Coordinators and Team Leaders.



## **Student Outcomes**

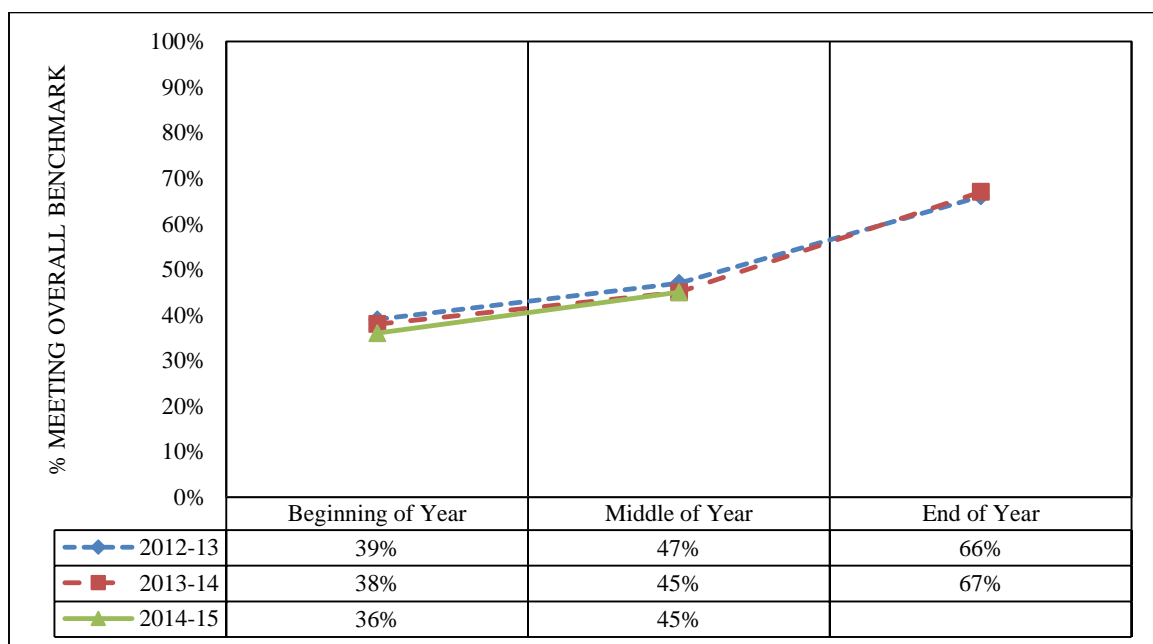
The purpose of this section is not to explicitly link budgetary recommendations to the various indicators reported but to provide the public and school committee with additional contextual information to inform deliberations on the FY16 budget.

### **Early Literary Skill Development**

Beginning in 2012-13, the district transitioned from DIBELS 6<sup>th</sup> Ed. to DIBELS Next. Like the previous version (DIBELS 6<sup>th</sup> Ed.), DIBELS Next consists of a set of procedures and measures for assessing the acquisition of early literacy skills. These short (one minute) fluency measures are used to regularly monitor student progress. However, there are important differences between the editions that impact data interpretation. Therefore results are not comparable across versions, limiting the ability to look at trends prior to 2012-13.

Figure 12 summarizes kindergarten performance with respect to important foundational reading skills based on end of year measures collected during 2014-15, 2013-14 and 2012-13. By the middle of 2014-15, 45% of kindergarteners had met expected literacy skill benchmarks. Compared with DIBELS Next data collected throughout 2013-14 and 2012-13, literacy development among kindergarteners is on track to be similar during 2014-15.

**Figure 12: 2012-13 through 2014-15 DIBELS Next: % Meeting Benchmark**

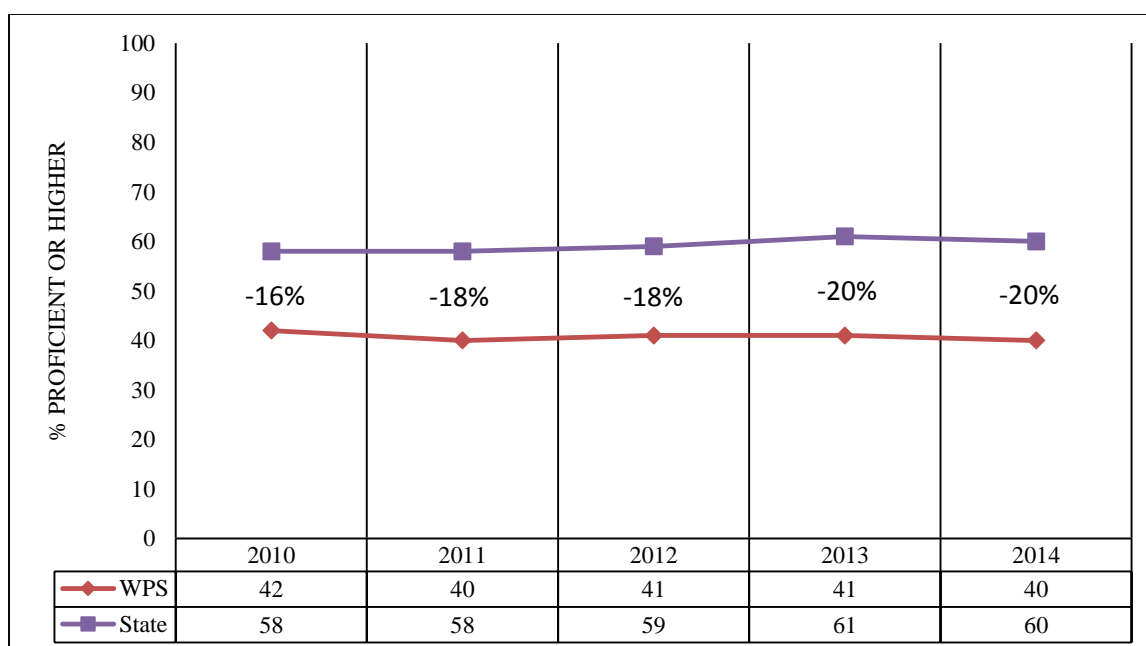


## Massachusetts Comprehensive Assessment System (MCAS)

The Massachusetts Comprehensive Assessment System (MCAS) is designed to meet the requirements of the Education Reform Act of 1993, which specifies that the testing program must test all public school students in Massachusetts. In accordance with the law, state assessments in English Language Arts (ELA) and mathematics are administered to students in grade 3 through 8 and in high school. These assessments measure performance based on the Massachusetts Curriculum Framework learning standards. With the adoption of the 2011 Massachusetts Curriculum Frameworks for Mathematics and English Language Arts and Literacy, the state has been in a process of transitioning the MCAS tests to reflect these new standards (see <http://www.doe.mass.edu/mcas/transition/> for more on this transition). Results are reported for individual students, schools, and districts according to four performance levels defined by the Board of Elementary and Secondary Education: Advanced, Proficient, Needs Improvement and Warning/Failing.

### MCAS Mathematics Proficiency

**Figure 14: MCAS Mathematics Proficiency across Grades: WPS vs. State, 2010-2014**



The percent of students scoring proficient or above in mathematics has remained relatively consistent, varying between 40% and 42% over the last 5 years. As of 2014, 40% of students in WPS scored at proficient or higher, a 2% decrease from 2010. With slight yearly fluctuations, the district-to-state gap has also been relatively steady (varying between -16 to -20 during the last 5 years).



**Table 5: MCAS Mathematics Proficiency by Grade, 2009-2014**

Grade	2009		2010		2011		2012		2013		2014		1 Year Change (2013-14)		2009-2014 Change	
	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State
<b>3</b>	40%	60%	47%	65%	45%	65%	41%	61%	43%	66%	46%	69%	3%	3%	6%	9%
<b>4</b>	31%	48%	34%	48%	29%	47%	33%	51%	31%	52%	30%	52%	-1%	0%	-1%	4%
<b>5</b>	36%	54%	39%	55%	42%	59%	37%	57%	43%	61%	38%	60%	-5%	-1%	2%	6%
<b>6</b>	43%	57%	47%	59%	42%	59%	46%	60%	45%	61%	45%	60%	0%	-1%	2%	3%
<b>7</b>	31%	49%	36%	53%	31%	51%	32%	51%	34%	52%	29%	50%	-5%	-2%	-2%	1%
<b>8</b>	28%	49%	35%	52%	34%	52%	34%	53%	33%	55%	30%	52%	-3%	-3%	2%	3%
<b>10</b>	57%	74%	57%	75%	59%	77%	63%	78%	62%	80%	58%	78%	-4%	-2%	1%	4%
<b>All</b>	38%	56%	42%	58%	40%	58%	41%	59%	41%	62%	40%	60%	-1%	-2%	2%	4%

Looking at results by grade, though the district continues to perform below the state average, WPS has shown improvement in mathematics in almost all MCAS grades over the last several years. 2009-2014 changes in student proficiency range from -1% in grade 4 to +6% in grade 3. Changes in proficiency levels are on par with changes observed at the state level in most grades. During the most recent year, the district saw the highest proficiency level in grade 10 (58%) and greatest annual gain in grade 3 (+3%).

**Table 6: MCAS Mathematics Proficiency by Subgroup, 2009-2014**

Grade	2009		2010		2011		2012		2013		2014		1 Year Change (2013-14)		2009-2014 Change	
	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State
<b>ELL</b>	19%	21%	26%	24%	24%	25%	20%	24%	21%	25%	20%	27%	-1%	2%	1%	6%
<b>Low Income</b>	29%	33%	33%	37%	32%	38%	32%	38%	34%	41%	31%	41%	-3%	0%	2%	8%
<b>SPED</b>	9%	20%	11%	21%	9%	22%	9%	21%	10%	22%	9%	23%	-1%	1%	0%	3%
<b>High Needs</b>	28%	32%	33%	36%	32%	37%	33%	37%	34%	40%	32%	40%	-2%	0%	4%	8%
<b>All</b>	38%	56%	42%	58%	40%	58%	41%	59%	41%	62%	40%	60%	-1%	-2%	2%	4%

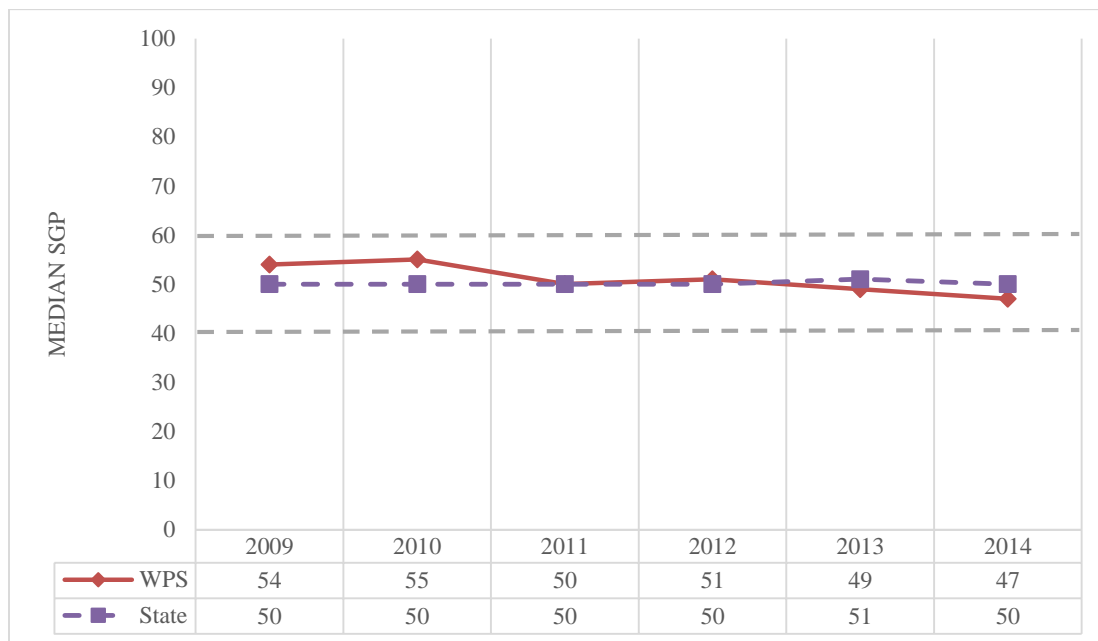
Mathematics proficiency levels for all selected subgroups in WPS have improved or remained unchanged (low income) since 2009, with gains ranging from 1% for students receiving ELL



services and 4% for the high needs<sup>13</sup> subgroup. However, these gains are consistently lower than gains observed at the state level for the same subgroups.

### *Yearly Student Growth on Mathematics MCAS*

**Figure 14: Median Student Growth Percentile (SGP) for Mathematics MCAS across Grades, 2009-2014**



Over the last 6 years, median yearly student growth across grades in mathematics has hovered around the state median and has been well within the range of typical growth (i.e. 40 to 60 SGP).

<sup>13</sup> A student is high needs if he or she is designated as either low income, or ELL, or former ELL, or a student with disabilities. A former ELL student is a student not currently an ELL, but had been at some point in the two previous academic years.





**Table 7: Median Student Growth Percentile (SGP) for Mathematics MCAS by Grade, 2009-2014**

	<i>WPS</i>						<i>State</i>					
<b>Grade</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>4</b>	50	51	42	47	50	42.5	50	49	50	50	54	50
<b>5</b>	54	55.5	51	49	53	49	50	50	50	50	54	50
<b>6</b>	63	65	55	56	57	59.5	50	50	50	50	50	50
<b>7</b>	47	47	45	48	41	42	50	50	50	50	46	50
<b>8</b>	50	57	51	51	42	38	50	51	50	50	50	50
<b>10</b>	56	58	55	53	49	49	50	50	50	50	51	50
<b>All</b>	54	55	50	51	49	47	50	50	50	50	51	50

Over the last 6 years, performance within most grades has also been within the range of typical growth (i.e. 40 to 60 SGP) though growth tended to be lower in grade 7 (with SGPs ranging from 41 to 48) and higher in grade 6 (with SGPs ranging from 55 to 65). This pattern continued during the most recent year.



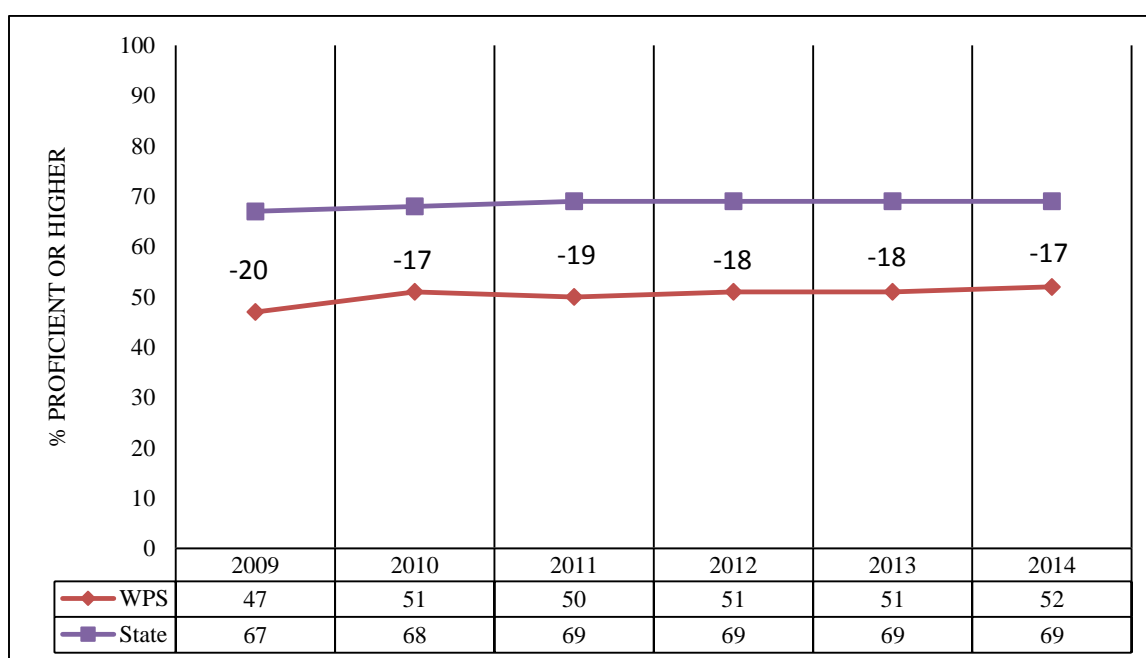
**Table 8: Median Student Growth Percentile (SGP) for Mathematics MCAS by Subgroup, 2009-2014**

	<i>WPS</i>						<i>State</i>					
	2009	2010	2011	2012	2013	2014	2009	2010	2011	2012	2013	2014
<b>ELL</b>	56	58	50	53	52	50	48	53	52	51	51	52
<b>Low Income</b>	52	54	48	49	48	45.5	44	47	46	45	46	47
<b>SPED</b>	44	44	38	41	44	41	43	43	43	43	42	43
<b>High Needs</b>	52	54	48	49	49	46	45	46	46	46	46	47
<b>All</b>	54	55	50	51	49	47	50	50	50	50	51	50

Yearly student growth has similarly been within the range of typical growth for low income WPS students (ranging from 45.5-54) and English language learners (ranging from 50-58) during the last six years. Growth among students receiving special education services over the last six years has varied from low to typical growth, with median SGPs ranging from 38 to 44. During the most recent year all subgroups performed within the range of typical growth (SGP between 40 and 60).

### MCAS English Language Arts (ELA) Proficiency

**Figure 15: MCAS ELA Proficiency across Grades: WPS vs. State, 2009-2014**



Like in mathematics, the percent of students scoring proficient or above in ELA has remained relatively consistent, varying between 47% and 52% over the last 6 years. Compared to student performance in 2009, the percent of WPS students scoring proficient or higher had increased by 5 percentage points by 2014. Though the district continues to perform below the state average, the district-to-state gap has decreased slightly.

**Table 9: MCAS ELA Proficiency by Grade, 2009-2014**

Grade	2009		2010		2011		2012		2013		2014		1 Year Change (2013-14)		2009-2014 Change	
	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State
<b>3</b>	35%	58%	45%	63%	39%	61%	41%	61%	34%	57%	37%	58%	3%	1%	2%	0%
<b>4</b>	31%	54%	37%	54%	34%	53%	39%	57%	35%	53%	35%	54%	0%	1%	4%	0%
<b>5</b>	42%	63%	44%	63%	46%	67%	43%	61%	50%	66%	46%	64%	-4%	-2%	4%	1%
<b>6</b>	48%	67%	57%	70%	52%	69%	51%	67%	52%	67%	57%	68%	5%	1%	9%	1%
<b>7</b>	51%	70%	53%	72%	54%	73%	53%	71%	53%	72%	55%	72%	2%	2%	4%	2%
<b>8</b>	60%	79%	61%	78%	61%	79%	61%	80%	59%	78%	61%	79%	2%	1%	1%	0%
<b>10</b>	67%	80%	63%	78%	68%	84%	76%	88%	80%	91%	77%	89%	-3%	-2%	10%	9%
<b>All</b>	47%	67%	51%	68%	50%	69%	51%	69%	51%	69%	52%	69%	1%	0%	5%	2%

Though the district continues to perform below the state average, WPS has shown improvement in ELA in all MCAS grades over the last six years. Six year performance gains are greater than the state in all 7 MCAS testing grades. The district had particularly large gains in the percent of students scoring proficient or higher in grades 6 (+9%) and 10 (+10%). The district has shown the least improvement in grades 3 and 8, where the 5 year change is +2% and +1%, respectively. During the most recent year, the district-state gap was largest in grades 3 (-21% difference between WPS and the state) and 4 (-19% difference between WPS and the state) and smallest in grade 6 (-11% difference between WPS and the state).



**Table 10: MCAS ELA Proficiency by Subgroup, 2009-2014**

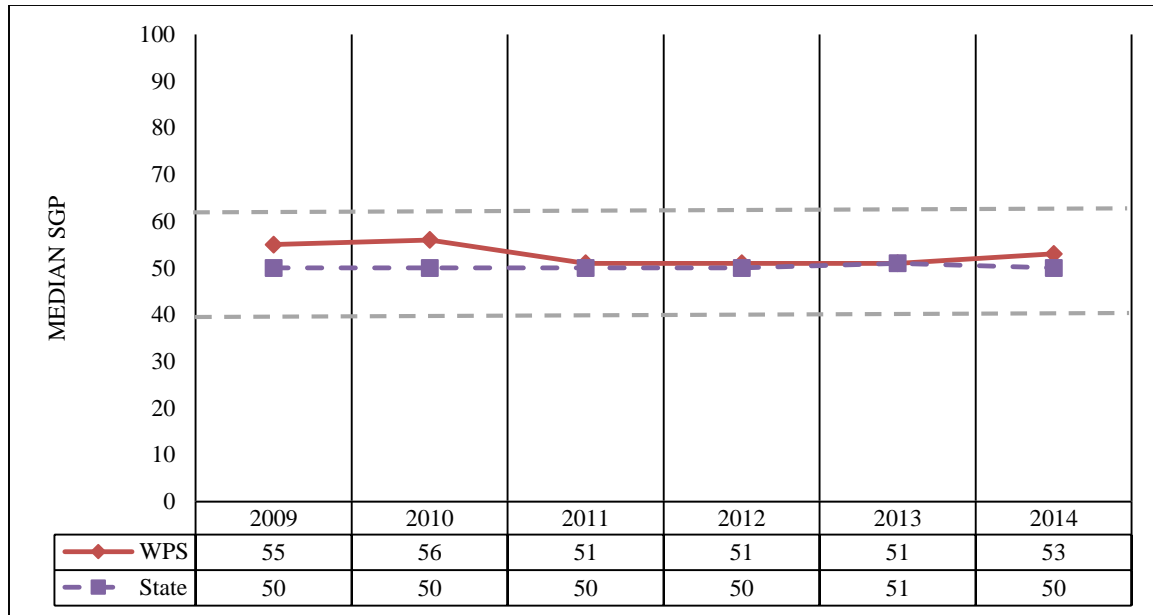
Grade	2009		2010		2011		2012		2013		2014		1 Year Change (2013-2014)		2009-2014 Change	
	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State	WPS	State
<b>ELL</b>	18%	19%	28%	22%	27%	23%	24%	23%	25%	21%	26%	23%	1%	2%	8%	4%
<b>Low Income</b>	38%	45%	43%	47%	42%	49%	43%	50%	44%	50%	45%	51%	1%	1%	7%	6%
<b>SPED</b>	13%	28%	16%	28%	14%	30%	15%	31%	15%	30%	16%	30%	1%	0%	3%	2%
<b>High Needs</b>	37%	44%	42%	45%	41%	48%	44%	48%	44%	48%	45%	50%	1%	2%	8%	6%
<b>All</b>	47%	67%	51%	68%	50%	69%	51%	69%	51%	69%	52%	69%	1%	0%	5%	2%

Despite generally upward performance trends, performance has recently plateaued among subgroups in WPS. As of the most recent year's data, English language learners continue to outperform their peers across the state (26% vs 23%). ELLs in WPS also had greater 6 year gains than those across the state (+8% vs +4%). Performance among low income students was lower in WPS when compared to their peers across the state in 2014 (45% vs. 51%), though 6 year gains were slightly higher (+7% vs. +6%). The district-state performance gap was largest among students receiving special education services (16% vs. 30% in 2014).



## Yearly Student Growth on ELA MCAS

**Figure 16: Median Student Growth Percentile (SGP) for ELA MCAS across Grades, 2009-2014**



Over the last 5 years, yearly student growth in ELA has hovered around the state median and has been within the range of typical growth (i.e. 40 to 60 SGP).



**Table 11: Median Student Growth Percentile (SGP) for ELA MCAS by Grade**

	<i>WPS</i>						<i>State</i>					
	2009	2010	2011	2012	2013	2014	2009	2010	2011	2012	2013	2014
<b>4</b>	48	49	45	51	48	49	50	50	51	50	49	49
<b>5</b>	54	55	48	51.5	57	54	50	50	50	50	52	50
<b>6</b>	57	64	56	55	56	64	50	50	50	50	52	50
<b>7</b>	53.5	55	53	53	49	51	50	50	50	50	48	50
<b>8</b>	59	54	52	48	45	50	50	50	50	50	50	50
<b>10</b>	61	54	53	50	57	47	50	50	50	50	57	50
<b>All</b>	55	56	51	51	51	53	50	50	50	50	51	50

In all grades, performance has also been within the range of typical growth (i.e. 40 to 60 SGP) over the last six years. Growth tended to be slightly lower in grade 4 from 2009 to 2011, but has been lowest in grades 4 and 8 during more recent years. Growth has been generally higher in grade 6 (with SGPs ranging from 55 to 64). During the most recent year, annual student growth was greatest in grades 5 and 6.

**Table 12: Median Student Growth Percentile (SGP) for ELA MCAS by Subgroup**

<b>Subgroup</b>	<i>WPS</i>						<i>State</i>					
	2009	2010	2011	2012	2013	2014	2009	2010	2011	2012	2013	2014
<b>ELL</b>	51	56	48	52	53	55	48	50	48	49	51	54
<b>Low Income</b>	53	54	50	50	51	52	45	46	46	45	47	47
<b>SPED</b>	40	44	35	40	43	43	40	41	42	43	43	43
<b>High Needs</b>	52	54	49	50	51	52	45	45	46	46	47	47
<b>All</b>	55	56	51	51	51	53	50	50	50	50	51	50

Yearly student growth has similarly been within the range of typical growth for low income students (ranging from 50-54), ELL (ranging from 48-56), and high needs subgroups (ranging from 49 to 54) over the last six years. Growth among students receiving special education services has varied from low to typical growth, with median SGPs ranging from 35 to 44. During the most recent year, median annual growth in ELA was higher than the state median for ELL, low income and high needs subgroups and equivalent for students receiving special education services.

### ***Advanced Placement: Performance & Participation***

An established nationally recognized program, Advanced Placement (AP) courses offer students the opportunity to undertake more complex and challenging college-level course work while still in high school. Currently, all seven public high schools in Worcester offer a variety of AP course options. This is consistent with the district's goal to have students successfully complete high school coursework that prepares them for both college and career.



Table 14 below displays trends in the performance of WPS students on Advanced Placement exams in the aggregate across subjects over the past six administrations. When examined over the last 6 years, the percent of students obtaining a qualifying score of 3 or above on the AP tests has declined from 43.9 percent in 2009 to 34.8 percent in 2014.

However, this decline should be interpreted in the context of the district's efforts to increase the level of access to Advanced Placement during this period. As observed in the total number of exams taken and number of test takers, participation in AP has steadily increased over the last six years. In 2014, 1,270 students across the district took at least one AP exam. This represents an 11.9 percent increase from the previous year's participation levels and an 104.2 percent increase over six years.

**Table 14: AP Exams: WPS Score Distribution by Year, 2009 – 2014**

		2009	2010	2011	2012	2013	2014
<b>1</b>	%	30.6%	31.8%	30.9%	35.9%	32.2%	35.3%
	#	320	376	449	607	582	732
<b>2</b>	%	25.5%	28.4%	29.1%	26.2%	29.7%	30.1%
	#	267	336	423	444	536	624
<b>3</b>	%	21.4%	21.4%	23.0%	21.6%	23.0%	18.7%
	#	224	253	334	365	415	387
<b>4</b>	%	15.1%	11.8%	11.0%	10.9%	9.5%	11.1%
	#	158	140	159	185	172	230
<b>5</b>	%	7.4%	6.7%	6.0%	5.4%	5.6%	5.1%
	#	78	79	87	92	101	105
<b>3 or above</b>	%	43.9%	39.9%	39.9%	37.9%	38.1%	34.8%
	#	460	472	580	642	688	722
<b>Total # of Exams</b>		1,047	1,184	1,452	1,693	1,806	2,071
<b>Total # of Test Takers</b>		622	720	885	1,067	1,135	1,270

## SAT Participation and Performance

The SAT is a paper-based standardized college entrance test generally administered to 11<sup>th</sup> and 12<sup>th</sup> graders to help colleges and universities identify students who could succeed at their institutions. Three scores in critical reading, mathematics, and writing are reported on a 200 to 800 point scale.



**Table 15: SAT Participation and Performance and Participation**

	2009	2010	2011	2012	2013	2014
<b># Test Takers</b>	805	824	953	857	907	875
<b>Average Critical Reading</b>	438	435	438	433	435	439
<b>Average Math</b>	444	446	451	456	458	459
<b>Average Writing</b>	432	427	426	426	430	431

Participation in the SAT among WPS students has fluctuated over the last 6 years with a dip in participation in 2012. With slight fluctuations, average reading and writing performance has generally been consistent over the last six years (with average scaled scores ranging from 433 to 439 and 426 to 432 respectively). In mathematics average performance has risen steadily and was at its highest in the most recent year, with an averaged scaled score of 459.

### **Graduation and Dropout**

District and statewide graduation and dropout rates can be found in Table 16. In 2014, for the sixth consecutive year, the four-year graduation rate of high school students in the Worcester Public Schools increased. Of the high school seniors attending school in Worcester in 2014, 79.2 percent graduated within four years. District-wide, the graduation rates have risen by 9.1 percent since 2009, increasing from 70.1 to 79.2 percent over this 6-year period. The four-year graduation rate statistic tracks a cohort of students from 9th grade through high school and represents the percentage of the cohort that has graduated within that period. Statewide, the percentage of students graduating within four years in 2014 was 86.1 percent, up slightly from 85.0 percent in 2013 and from 81.5 percent in 2009.

The annual dropout rate provides information about high school students and the rate at which students in grades 9-12 dropped out of school in a given year. The adjusted annual dropout rate for Worcester Public Schools decreased this year to 2.4 percent from 3.4 percent in 2013. Statewide, the dropout rate for 2014 was 2.0 percent, down from 2.5 percent in 2012. The district adjusted dropout rate is just 0.4 percentage points more the state dropout average.





**Table 16: Comparison of 4-year graduation and adjusted annual dropout rates between the Worcester Public Schools and statewide**

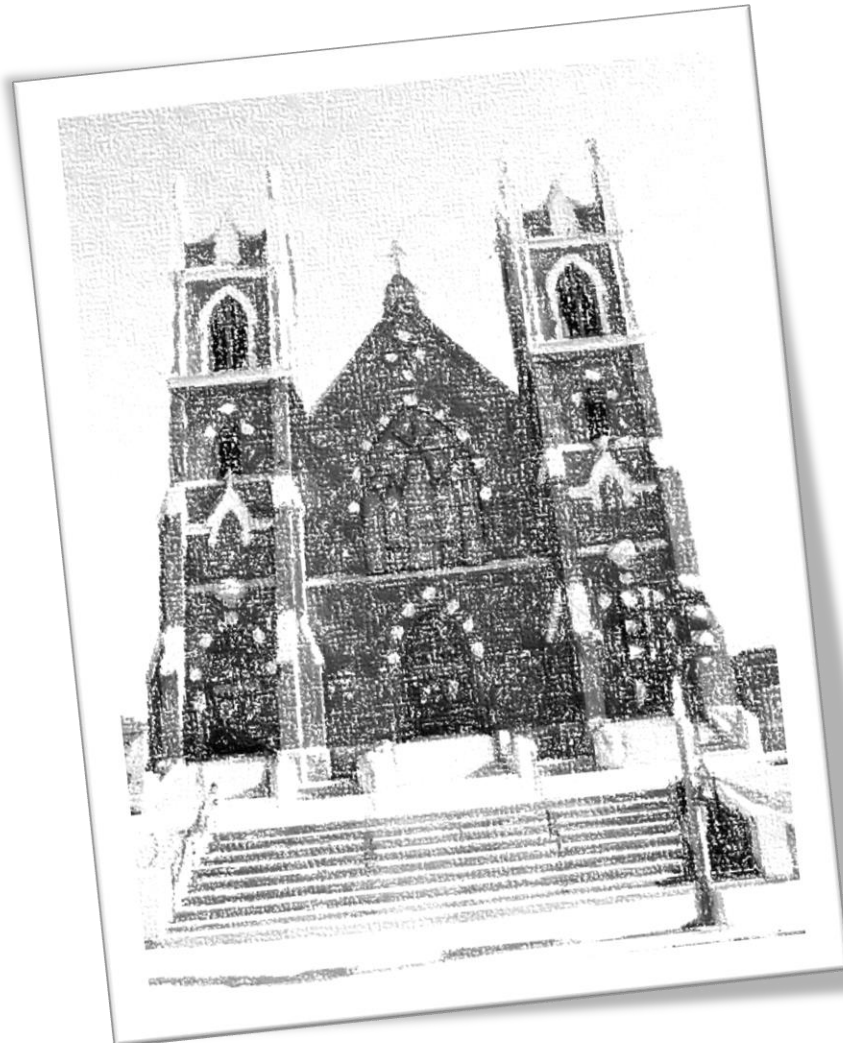
Year	4-year graduation rates		Annual dropout rates (adjusted)	
	<b>WPS</b>	<b>State</b>	<b>WPS</b>	<b>State</b>
<b>2014</b>	79.2	86.1	2.4	2.0
<b>2013</b>	73.4	85.0	3.4	2.2
<b>2012</b>	72.3	84.7	4.1	2.5
<b>2011</b>	72.0	83.4	3.7	2.7
<b>2010</b>	71.4	82.1	3.8	2.9
<b>2009</b>	70.1	81.5	5.1	2.9



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# Appendices



*Adapted from photograph by:  
Name of Student: David Leroy Judkins Jr.  
School: South High Community School  
Year of Graduation: 2016*



## **Appendix A: School Staffing Allocation Formulas**

The Worcester Public Schools use a zero-based budget approach to develop the recommended budget that is submitted to the School Committee for consideration. The district's budget process allows for all building principals to be fully engaged in the development of a collaborative budget that tightly allocates resources to align district goals with each school's needs.

A Zero-Based budget approach is very much a so-called "bottom-up" process that requires each building principal to be actively engaged in the budget process. For each budget cycle, all programs (positions and non-salary spending) start at a base of zero and are funded based on enrollment and program needs and justification. The staffing levels for next year are based solely on the future (enrollment and programs) and do not build upon staffing that already exists at the school. It allows a budget to be built on agreed upon district goals rather than history of resource allocation.

The following are the parameters used to develop a school's zero-based budget:

### **Elementary Schools Resource Allocation Information for FY16**

#### **Assistant Principal:**

- Schools with 400 or more pupils should have one non-teaching assistant principal.
- Schools with less than 400 pupils and a STEP Program should have one non-teaching assistant principal.
- Schools with less than 400 pupils should have a teaching assistant principal unless need is otherwise demonstrated through student data.

#### **Focused Instructional Coach:**

- All schools will have an instructional coach.

#### **Classroom Teachers:**

The following table provides the parameters of elementary teachers allocated based on grade level enrollment:

Enrollment (per grade)	Number of Teachers	Average Classroom Enrollment Range
Up to 27	1	Up to 27
28-50	2	14-25
51-75	3	17-25
76-100	4	19-25
Greater than 100	5 or as appropriate	



**Physical Education, Art and Music**

- All students Grades K – 6 must participate.
- One - 40 minute class per week
- 5 – 10 minutes between classes
- Single classes only, classes should never be combined for safety and instructional reasons
- Three – 40 minute preparation periods per week
- 30 minute duty free lunch daily
- All schools should offer at least one of the following:  
Chorus, Band or Ensemble group (music only)

**Health Education**

- Grades 4 – 6 (.5 year, once a week)
- Grades K-3 (between 5 – 10 classes, as schedule permits)
- 40 minute classes
- 5 minutes between classes
- Single classes only, classes should not be combined
- Classroom teacher stays in room (not a prep period) to reinforce lesson throughout week

**Middle Schools Resource Allocation Information for FY16****Assistant Principal:**

- All schools will have two non-teaching assistant principals unless need is otherwise demonstrated through student data.

**Instructional Coach:**

- All schools will have an instructional coach.

**Classroom Allocation:**

Step 1: Determine the number of teams/clusters based on enrollment:

Enrollment	Number of Teams
100	1
Up to 225	2
Up to 350	3
Up to 475	4
Up to 600	5
Up to 725	6
Up to 850	7
Up to 975	8

Step 2: Multiply the number of teams by 6 to give the total number of teachers for school, not including Special Education (see following), ESL/Bilingual (see following), Guidance, School



Adjustment, School Psychologist, Focused Instructional Coach (all middle schools assigned one FIC from grant funds), Librarian (all middle schools provided one librarian position), Student Support Instructor, or Fast For Word Teacher (assigned based on existence of program).

### **Physical Education**

- All students grades 7 & 8 must participate.
- 25 hours minimum per student each year
- 25 -30 students maximum per teacher per class

### **Art and Music**

- All schools must offer art and music.

### **Guidance:**

- The American School Counselor Association recommended caseload for guidance counselors is 250:1. As a district, we hope to move toward this ratio over the next few years as budget resources improve.

### **Health Education:**

- All students grades 7 & 8
- 25 – 30 students per class

## **High Schools Resource Allocation Information for FY16**

### **Assistant Principals**

- Schools with student enrollment of 1300 or more will have 4 assistant principals.
- Schools with student enrollment between 1000 – 1299 will have 3 assistant principals.
- Schools with student enrollment below 999 will have 2 assistant principals.

### **Instructional Coach**

- All schools will have an instructional coach.

### **Classroom Allocation**

Identify all courses that will be offered next year based on student needs. For the following disciplines, the number of academic sections needed is determined by the total enrollment divided by 25.

English/Reading	Foreign Language	Art
Math	Business	Music
Science	Home Economics	Television
Social Studies	Industrial Arts	Dance/Theater

The total number of sections within a content area divided by 5 will determine the number of teachers needed per academic area.



**Physical Education**

- Students are able to fulfill the requirement for PE in whole or in part through participation in traditional physical education courses or participation in on campus, team sports, or off campus PE options.
- All schools should offer the traditional PE courses as well as the PE options.
- The freshman classes of 2011-2012 and all subsequent classes will be required to participate in PE course work for each of their four high school years.
- Students are allowed to take only one (1) physical education course or PE equivalent course each year to earn their 4 year participation requirement.
- Examples of eligible school-sponsored activities include ROTC, cheerleading, Burncoat's dance program, and athletic sports.
- 25 -30 students maximum per teacher per class.

**Art and Music:**

All schools must offer art and music

**Guidance:**

- The American School Counselor Association recommended caseload for guidance counselors is 250:1. As a district, we hope to move toward this ratio over the next few years as budget resources improve.

**Health Education:**

- .5 credit needed to graduate
- Health Issues I and Health Issues II are two courses offered
- Scheduling recommendation: Schedule health 5 days a week for one semester opposite physical education
- 25 -30 students per class



**Special Education (All Levels as Applicable):**

Setting	Parameter	Additional Considerations
Preschool	½ day programs: 8 typically developing children 7 Sped children	
Inclusion/Resource	Calculation for Resource Room//Inclusion staffing needs: = ALL Special Education numbers - minus related services only - minus sub-separate programs (i.e. lifeskills)  48 Month Rule: DOB for <u>instructional groups</u> must NOT exceed 48 months	Numbers are considered for entire Special Education building population as well as for grade levels.  A teacher of record's caseload may exceed 48 months but the instructional groupings must not.  Other considerations: - School enrollment -Elementary level needs vs. Secondary level needs -IEP level of need
Sub-separate programs	Regulations/ratios: 8 students + 1 teacher 12-15 students + 1 teacher + 1 IA 16 students + 1 teacher + 2 IAs  48 Month Rule: Date of Birth for instructional groups must NOT exceed 48 months	The ratios are important for instructional groupings and may not reflect the teacher of record's caseload. Students move between teachers/classes.  Class size and staffing needs also consider the type of program.  A teacher of record's caseload may exceed 48 months but the instructional groupings must not.

**ESL Services:** for English language learners in grades 1-12

1. Language Acquisition Services should be provided by ESL staff and trained classroom teachers
2. Level 1-2 by ESL staff; 2.5 to full day ESL instruction (20-40 students per staff)
3. Levels 3 by ESL staff; 1-2 hours a day (50-80 students per full time staff 40-60 for tutors)
4. Levels 4-5 by trained classroom teachers; 2.5 hours of service per week

**Consideration:**

- Students will have a new proficiency level next year
- Services must be prioritized for students with less than 4 years in the country





**Appendix B:**  
**Massachusetts Department of Education Financial Chart of Accounts**

**Function Code 1000 - Administration**

School Committee (1110)  
Superintendent (1210)  
Assistant Superintendents (1220)  
Other District-Wide Administration (1230)  
Business and Finance (1410)  
Human Resources and Benefits (1420)  
Legal Service For School Committee (1430)  
Legal Settlements (1435)  
District-wide Information Management and Technology (1450)

**Function Code 2000 – Instructional Services**

Curriculum Directors (Supervisory) (2110)  
Department Heads (Non-Supervisory) (2120)  
School Leadership-Building (2210)  
Curriculum Leaders/Department Heads-Building Level (2220)  
Building Technology (2250)  
Teachers, Classroom (2305)  
Teachers, Specialists (2310)  
Instructional Coordinators and Team Leaders (2315)  
Medical/ Therapeutic Services (2320)  
Substitute Teachers (2325)  
Non-Clerical Para-professionals./Instructional Assistants (2330)  
Librarians and Media Center Directors (2340)  
Professional Development Leadership (2351)  
Teacher/Instructional Staff-Professional Days (2353)  
Substitutes for Instructional Staff at Prof. Development (2355)  
Prof. Development Stipends, Providers and Expenses (2357)  
Textbooks and Related Software/Media/Materials (2410)  
Other Instructional Materials (2415)  
Instructional Equipment (2420)  
General Supplies (2430)  
Other Instructional Services (2440)  
Classroom Instructional Technology (2451)  
Other Instructional Hardware (2453)  
Instructional Software (2455)  
Guidance Counselors and Adjustment Counselors (2710)  
Testing and Assessment (2720)  
Psychological Services (2800)



**Function Code 3000 – Other School Services**

Attendance and Parent Liaison Services (3100)  
Medical/Health Services (3200)  
Transportation Services (3300)  
Food Services (3400)  
Athletics (3510)  
Other Student Body Activities (3520)  
School Security (3600)

**Function Code 4000 – Operations and Maintenance of Plant**

Custodial Services (4110)  
Heating of Buildings (4120)  
Utility Services (4130)  
Maintenance of Grounds (4210)  
Maintenance of Buildings (4220)  
Building Security System (4225)  
Maintenance of Equipment (4230)  
Extraordinary Maintenance (4300)  
Networking and Telecommunications (4400)  
Technology Maintenance (4450)

**Function Code 5000 – Fixed Charges**

Employer Retirement Contributions (5100)  
Insurance for Active Employees (5200)  
Insurance for Retired School Employees (5250)  
Other Non-Employee Insurance (5260)  
Rental Lease of Equipment (5300)  
Rental Lease of Buildings (5350)  
Short Term Interest RAN's (5400)  
Short Term Interest BAN'S (5450)  
Other Fixed Charges (5500)  
School Crossing Guards (5550)  
Indirect Cost Transfers

**Function Code 6000 – Community Services**

Civic Activities and Community Services (6200)  
Recreation Services (6300)  
Health Services to Non-Public Schools (6800)  
Transportation To Non-Public Schools (6900)

**Function Code 7000 – Acquisition, Improvement and Replacement of Fixed Assets**

Purchase of Land & Buildings (7100, 7200)  
Equipment (7300, 7400)  
Capital Technology (7350)  
Motor Vehicles (7500, 7600)



**Function Code 8000 – Debt and Retirement and Service**

Debt Retirement/School Construction (8100)

Debt Service/School Construction (8200)

Debt Service/Educ. & Other (8400, 8600)

**Function Code 9000 – Programs with Other School Districts**

Tuition to Mass. Schools (9100)

School Choice Tuition (9110)

Tuition to Commonwealth Charter Schools (9120)

Tuition to Horace Mann Charter Schools (9120)

Tuition to Out-of-State Schools (9200)

Tuition to Non-Public Schools (9300)

Tuition to Collaboratives (9400)

Regional School Assessment (9500)



## **Appendix C: Understanding the Foundation Budget, Chapter 70, and Local Contribution**

Chapter 70 is the Massachusetts General Law that establishes the funding requirements for school districts within the Commonwealth. The law establishes a minimum funding requirement, or “foundation budget,” for each district that seeks to ensure an adequate education consistent with education reform standards. The foundation budget is a per pupil based formula, with differentiated amounts based on many factors including the district’s grades, programs and demographics, as follows:

<b>Student Demographic</b>	<b>FY16 Per Pupil Allotment</b>	<b>Comment</b>
Pre-School	\$ 3,639.43	
Kindergarten-Half	\$ 3,639.43	
Kindergarten-Full	\$ 7,278.92	
Elementary	\$ 7,322.68	Grades 1-5
Junior/Middle	\$ 6,942.38	Grades 6-8
High School	\$ 8,656.64	
Special Ed-In School	\$ 4,582.87	Not actual headcount: assumed at 3.75% of enrollment
Special Ed-Tuitioned Out	\$ 9,165.67	Not actual headcount: assumed at 1% of enrollment
Limited English PK	\$ 13,004.90	
Limited English K Half Time	\$ 24,958.05	
Limited English Full Time	\$ 26,070.41	
Vocational	\$ 3,422.27	
Low Income Elem	\$ 3,473.60	Increment funding to student grade above
Low Income Secondary	\$ 2,808.96	Increment funding to student grade above

Using the per pupil allocation, the FY16 foundation budget for the Worcester Public Schools is \$329.5 million.

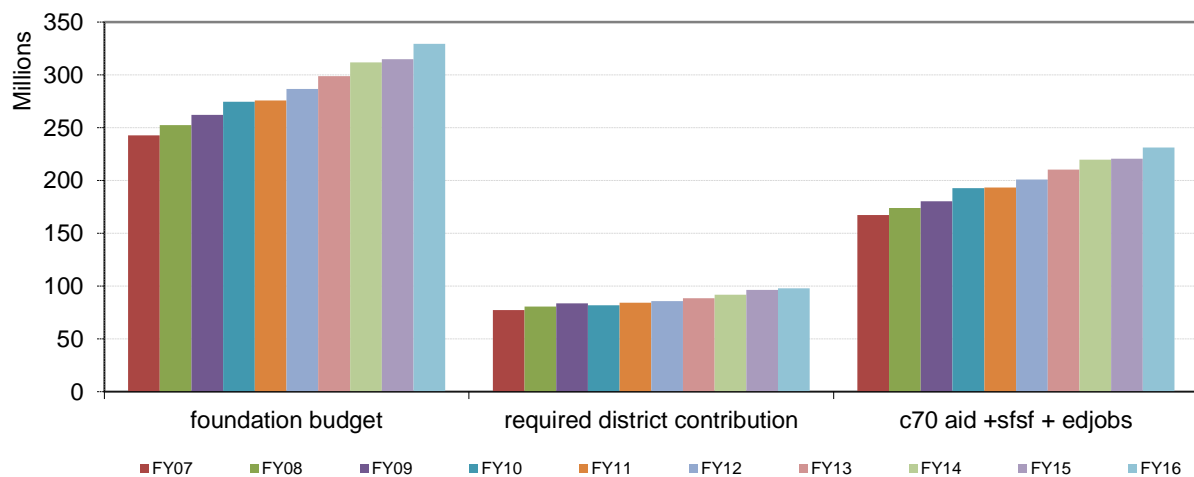
In order to reach the foundation level of spending, the law defines the level of the local required contribution and the amount of state aid needed. First, the state determines the community’s ability to pay through a local wealth measure (property and income). For FY 2016, the City’s calculated minimum local contribution amount is \$98.0 million. Then, the difference between the foundation budget and the City’s required contribution is made up through state funds, also known as “Chapter 70 Aid.” In FY 2016, this amount is \$231.4 million (including hold harmless and minimum aid funding from the state).



The following is the preliminary net school spending (NSS) requirement for FY 2016. Final numbers are determined upon approval of the State budget and submittal to the DESE for official calculation.

	FY15	FY16	Change	Pct Chg
Foundation budget	314,854,113	329,468,507	14,614,394	4.64%
Required district contribution	96,374,700	98,029,783	1,655,083	1.72%
Chapter 70 aid	220,569,583	231,438,724	10,869,141	4.93%
Required net school spending (NSS)	316,944,283	329,468,507	12,524,224	3.95%
Target state aid share of budget	69.46%	70.59%		
Chapter 70 aid % of foundation	70.05%	70.25%		
Required NSS % of foundation	100.66%	100.00%		

### Foundation Budget, Required district contribution, and State Aid FY07-FY16



## Determination of City Total Required Contribution FY16

### Effort Goal

1) 2014 equalized valuation	11,615,944,200
2) Property percentage	0.3808%
3) Local effort from property wealth	44,231,430
4) 2012 income	3,528,203,000
5) Income percentage	1.4930%
6) Local effort from income	52,676,203
7) Combined effort yield (row 3+ row 6)	96,907,634
8) Foundation budget FY16	329,468,507
9) Maximum local contribution (82.5% x row 8)	271,811,518
10) Target local contribution (lesser of row 7 or row 9)	96,907,634
11) Target <b>local</b> share (row 10 as % of row 8)	29.41%
12) Target <b>aid</b> share (100% minus row 11)	70.59%

### FY16 Increments Toward Goal

13) Required local contribution FY15	96,374,700
14) Municipal revenue growth factor (DOR)	2.67%
15) FY16 preliminary contribution (13 x 14)	98,947,904
16) Preliminary contribution percent of foundation (15/8)	30.03%

#### *If preliminary contribution is above the target share:*

17) Excess local effort (15 - 10)	2,040,270
18) 45% reduction toward target (17 x 45%)	918,122

**FY16 required local contribution (15 - 18), capped at 90%** **98,029,783**

#### **19) of foundation**

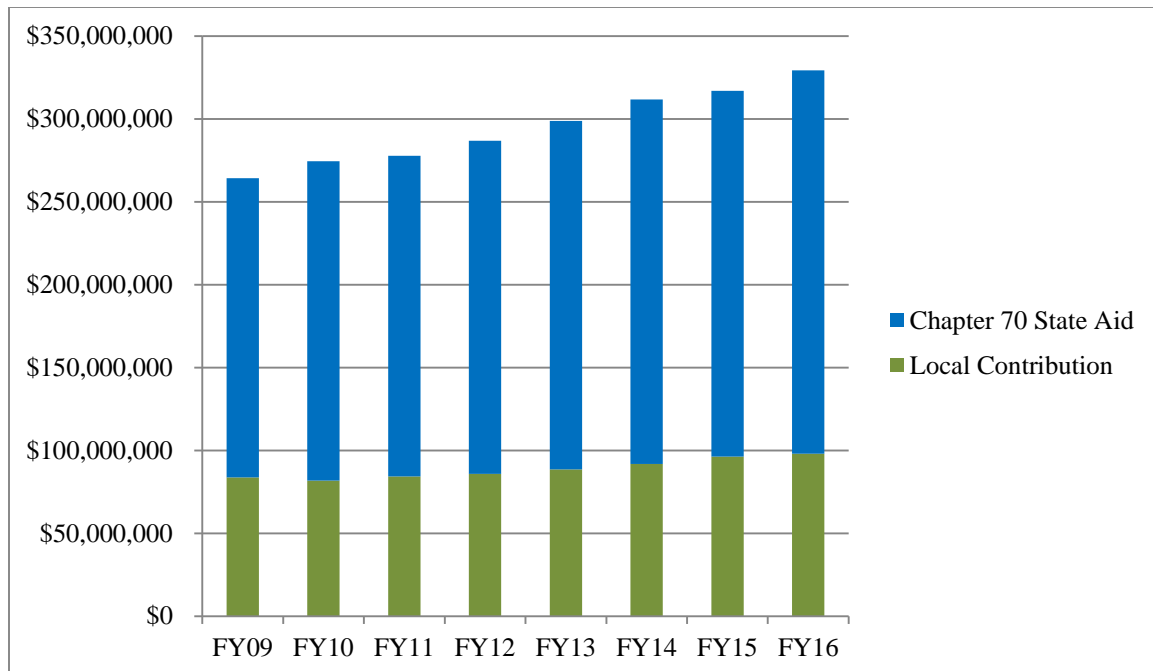
20) Contribution as percentage of foundation (19 / 8)	<b>29.75</b>
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#### *If preliminary contribution is below the target share:*

21) Shortfall from target local share (11 - 16)	
22) Added increment toward target (13 x 1% or 2%)*	
*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%	
23) Shortfall from target after adding increment (10 - 15 - 22)	
24) FY16 required local contribution (15 + 22)	
25) Contribution as percentage of foundation (24 / 8)	



Pictured below is a chart and table depicting revenue trends for both Chapter 70 state aid and the required local contribution from FY09-FY16:



Fiscal Year	Required Local Spending	Chapter 70 State Aid	Total Required Spending
<b>FY09</b>	\$83,762,339	\$180,493,947	\$264,256,286
<b>FY10</b>	\$81,810,677	\$192,784,395	\$274,595,072
<b>FY11</b>	\$84,305,903	\$193,424,620	\$277,730,523
<b>FY12</b>	\$85,772,826	\$201,135,279	\$286,908,105
<b>FY13</b>	\$88,586,175	\$210,364,137	\$298,950,312
<b>FY14</b>	\$91,934,732	\$219,897,733	\$311,832,465
<b>FY15</b>	\$96,374,700	\$220,569,583	\$319,944,283
<b>FY16</b>	\$98,029,783	\$231,438,724	\$329,468,507

There are a number of items contained within the school district budget that do not qualify towards the community's required spending level. In accordance with MGL Chapter 70, Section 6 and 603 CMR 10.06, spending on cost centers such as student transportation, crossing guards, building rentals, adult education programs, and extraordinary maintenance are not eligible towards a city's required spending amount. Therefore, in determining whether the City has complied with the state's educational funding formula, the state calculates a so-called "net school spending" amount. Required net school spending is the sum of Chapter 70 aid and the local contribution for eligible cost areas as determined by the Department of Elementary and Secondary Education (DESE).

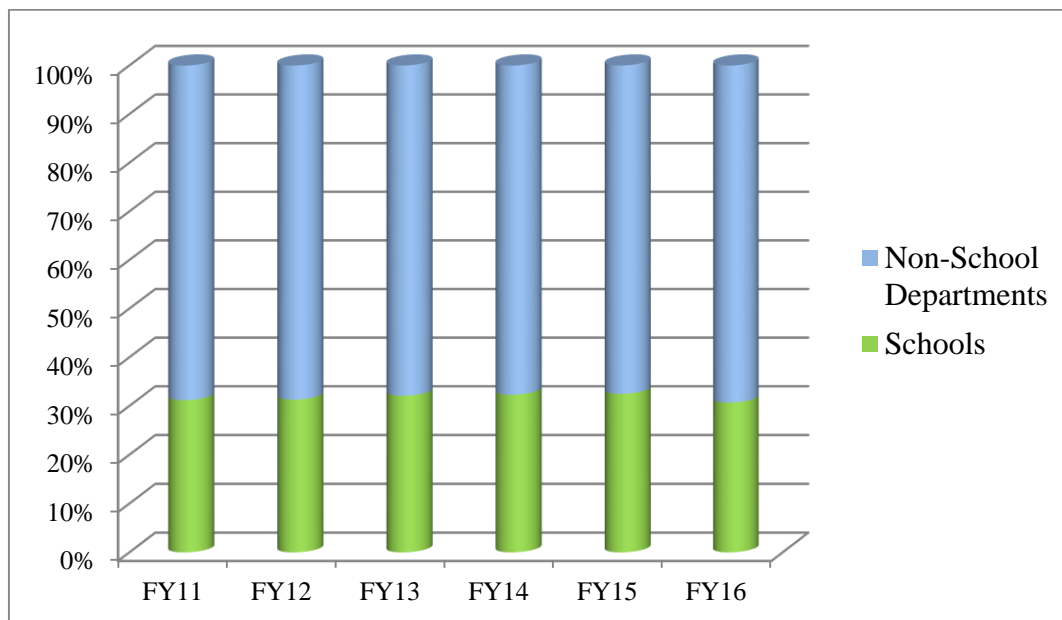


### Total City Spending on Education from City Revenues (Excludes State Education Aid)

	FY11	FY12	FY 13	FY14	FY15	FY16
Total City Base Revenue	\$293,564,768	\$303,197,428	\$308,619,307	\$320,206,812	\$336,143,262	\$365,500,000
Total Contribution to Education*	\$93,176,704	\$94,821,890	\$99,166,368	\$103,481,114	\$109,135,990	\$112,291,573
<b>Total City Revenue Contribution To Education*</b>	31.2%	31.3%	32.1%	32.3%	32.5%	30.7%

\* Includes payments to charter schools and school choice tuition assessments

### Percentage of City Spending on Education from City Revenues (Excludes State Education Aid)





## Appendix D: Local Contribution towards Required Spending Fiscal Years 2016 and 2015 Budget, Actual Spending for 2012-2014

	Actual 2012	Actual 2013	Actual 2014	Budget* 2015	Budget 2016
<b>Calculation of Required Contribution:</b>					
1 Foundation budget	286,908,105	298,950,312	311,832,465	316,944,283	329,468,507
Less:					
2 Chapter 70 aid	201,135,279	210,364,137	219,897,733	220,569,583	231,438,724
3 Required Contribution	85,772,826	\$ 88,586,175	91,934,732	96,374,700	98,029,783
<b>Calculation of Actual Contribution:</b>					
School expenditures:					
4 School budget	273,084,488	\$ 285,570,702	299,045,854	304,751,850	318,793,113
Add state charges:					
Charter schools	24,056,471	25,526,265	24,433,604	23,727,664	24,819,491
School Choice	2,177,845	2,291,731	2,684,637	2,705,102	2,641,818
Special Education	146,487	132,274	157,550	160,701	147,660
5 Total	299,465,291	313,520,972	326,321,645	331,345,317	346,402,082
Less School Local Aid:					
Chapter 70 aid	201,135,279	210,364,137	219,897,733	220,569,583	231,438,724
Charter school tuition reimbursement	3,508,122	3,810,686	2,668,126	1,804,969	2,671,785
6 Total School Local Aid	204,643,401	214,174,823	222,565,859	222,374,552	234,110,509
7 Actual contribution	94,821,890	99,346,149	103,755,786	108,970,765	112,291,573
8 Required contribution	85,772,826	88,586,175	91,934,732	96,374,700	98,029,783
9 Excess contribution	9,049,064	\$ 10,759,974	11,821,054	12,596,065	14,261,790
<b>Calculations of total excess contributions:</b>					
Excess contribution from above schedule	9,051,787	10,759,974	11,821,054	12,596,065	14,261,790
Additional contributions (city services):					
City Administration (1)	4,619,406	3,725,227	4,016,965	4,014,156	4,057,135
Police(1)	517,482	467,166	339,590	353,736	472,464
Water/Sewer	500,831	529,671	497,078	523,414	521,932
10 Total excess contributions	14,689,506	15,482,038	16,674,687	17,487,371	19,313,320
<b>School expenditures not eligible for net school spending:</b>					
Transportation	14,438,700	15,353,337	16,226,565	16,533,922	17,531,196
Crossing Guards	484,549	506,251	514,841	529,948	543,346
Equipment	116,247	11,360			
Building Rentals	274,979	285,363	386,402	419,561	421,951
Adult Education	95,115	95,358	63,134	143,218	95,585
Prior year unexpended encumbrances	335,230	122,890	146,442		
11 Total Non Educational Expenditures	15,744,820	16,374,559	17,337,384	17,626,649	18,592,078
12 Excess (deficient) contribution	(1,055,314)	(892,521)	(662,697)	(139,278)	721,242
13 Required Spending Shortfall Prior Year	(295,668)	(1,350,982)	(2,243,503)	(2,906,200)	(3,045,478)
14 Funding (Deficiency)	(1,350,982)	(2,243,503)	(2,906,200)	(3,045,478)	(2,324,236)

\* Y15 amounts are based on revised amounts per DESE website on 4/22/15. Amounts subject to change during year based on adjustments in charter school tuition assessment, charter school reimbursement, or school choice tuition assessment.



## **City of Worcester and Worcester Public Schools Agreement for Allowable Municipal Expenditures**

In accordance with 603 CMR 10.04, the Worcester Public Schools and City of Worcester have agreed to the following charges to be recorded as allowable municipal expenses for the purposes of determining the City's compliance with Chapter 70 Net School Spending for education:

**Administrative Services:** The City and Schools agree that all administrative services (limited to Auditing, Purchasing, Technical Services, City Treasurer, and Budget Office) will be assessed as an indirect municipal expenditure on an annual basis determined by the following calculation: Total cost of the department (salary and ordinary maintenance) multiplied by the ratio of the Worcester Public Schools' budget to the City's total budget.

**Educational Media and Library Services, Exclusive of Capital Outlay:** The City and Schools agree that all expenditures related to educational media and library services directly and solely for the Worcester Public Schools will be funded by the Worcester Public Schools, only as recommended by the Superintendent and approved by the Worcester School Committee. No municipal charges are expected to be used for this purpose unless otherwise provided in a separate agreement.

**Health Services:** The City and Schools agree that all health service expenditures for the Worcester Public Schools will be directly funded by the Worcester Public Schools, only as recommended by the Superintendent and approved by the Worcester School Committee. No municipal charges are expected for this purpose unless otherwise provided in a separate agreement.

**School Security Services:** The City and Schools agree that all Worcester Police Department services will be assessed to the Worcester Public Schools as an indirect municipal expense on an annual basis based on the actual salary and fringe benefit cost for time actually dedicated to the Worcester Public Schools, less any actual appropriation included in the budget of the Worcester Public Schools.

**Student Transportation Services:** The City and Schools agree that all student transportation services for students of the Worcester Public Schools (or students otherwise required by state statute) will be directly funded by the Worcester Public Schools, only as recommended by the Superintendent and approved by the Worcester School Committee. No municipal charges are expected to be used for this purpose unless otherwise provided in a separate agreement. Both City and Schools recognize that student transportation services do not qualify for net school spending purposes.

**Operation and Maintenance of School Facilities:** The City and Schools agree that only water and sewer utility expenses for the Worcester Public Schools will be assessed as an indirect municipal expense on an annual basis based on the actual usage as determined by the Department of Public Works. No additional municipal operations or facility maintenance expenses are expected to be provided unless otherwise provided in a separate agreement.

**Employee Benefits:** The City and Schools agree that all employee benefits related for all current and retired employees of the Worcester Public Schools will be directly funded by the Worcester Public Schools based upon actual charges incurred, or other eligible charges as agreed by the Superintendent of Schools and City Manager.

**Non-Employee Insurance:** The City and Schools agree that all non-employee insurance expenditures related to the Worcester Public Schools will be directly funded by the Worcester Public Schools, only



as recommended by the Superintendent and approved by the Worcester School Committee. No municipal charges are expected to be used for this purpose unless otherwise provided in a separate agreement.

**Instructional Expenditures:** The City and Schools agree that all instructional expenditures for the Worcester Public Schools will be directly funded by the Worcester Public Schools, only as recommended by the Superintendent and approved by the Worcester School Committee. No municipal charges are expected to be used for this purpose unless otherwise provided in a separate agreement.

**Rental/Lease of School Buildings and Non-Instructional Equipment:** The City and Schools agree that all Rental/Lease of School Buildings and Non-Instructional Equipment for the Worcester Public Schools will be directly funded by the Worcester Public Schools, only as recommended by the Superintendent and approved by the Worcester School Committee or unless otherwise provided in a separate agreement. Both City and Schools recognize the rental/lease of school buildings and non-instructional equipment may not be a qualifying expense for net school spending purposes.

**Interest on Borrowing for School District Purposes:** The City and Schools agree that interest on borrowing for the Worcester Public Schools will be assessed as an indirect municipal expense on an annual basis based on the actual expenditures. Both City and Schools acknowledge that interest on borrowing may not qualify for net school spending compliance.

**Other Recurrent School-Related Expenditures:** The City and Schools agree that there are no other recurrent school related expenditures provided by the City of Worcester unless otherwise provided in a separate agreement.

**Acquisition, Improvement and Replacement of School Sites, Buildings, Equipment, and Student Transportation Vehicles:** The City and Schools agree that actual cost or principal portion of any borrowing for the acquisition, improvement, and replacement of school sites, buildings, equipment, and student transportation vehicles for the Worcester Public Schools will be assessed as an indirect municipal expense on an annual basis based on the actual expenditures. Both City and Schools acknowledge that the actual cost or principal payments on borrowing do not qualify for net school spending compliance.

**Programs with Other Public and Private Schools and Educational Collaboratives:** The City and Schools agree that all expenditures related to programs with other public and private schools and educational collaboratives as required by state or federal statute will be directly funded by the Worcester Public Schools only as recommended by the Superintendent and approved by the Worcester School Committee.

No municipal charges are expected to be used for this purpose unless otherwise provided in a separate agreement.



## Appendix E: Impact of Education Budget on Local Revenue and Taxes

Based upon Department of Revenue and Department of Elementary and Secondary Education calculations, the City is required to contribute 30.54% of all local revenue sources (other than Chapter 70 State Education Aid) to the education (Worcester Public Schools and local charter schools) to meet the minimum spending levels. The City also provides additional funds for items that are not included in the state's funding formula for student transportation, crossing guards, building rentals, and adult education less allowable municipal expenses.

	Estimated FY 16
<b>TOTAL CITY BASE REVENUE (Not Including Educational State Aid)</b>	\$365,500,000
<b>Required Contribution to Education</b>	\$99,700,000
<b>City Funds Not Included in Required Spending</b>	<u>\$12,500,000</u>
<b>Total City Funding for Education</b>	\$112,200,000
<b>Total City Revenue Contribution to Education</b>	30.7%

Of these totals, it is important to highlight that costs for charter schools and students attending other school districts through the state's school choice are included in the required spending for education (both through local and state funds). In FY16, the Worcester Public Schools account for 92% of all education spending from local and state resources, while tuition assessments for charter schools and school choice equal 8.0%.

Revenue	Total City Revenue	Share for non-school municipal services	Share to WPS*	Share to charter/choice schools
Total Municipal Revenue	<b>\$365,500,000</b>	<b>\$253,208,427</b>	<b>\$104,076,824</b>	<b>\$8,214,749</b>

\* Excludes amount of city costs included in net school spending calculation but includes both the required contribution (direct on WPS) and the amount not eligible for net school spending areas.

### Impact of Education on the individual property tax rate (using FY15 Rates):

Tax Rate	Total Tax Rate Per \$1,000 valuation*	Share for non-school municipal services	Share to WPS	Share to charter/choice schools
<b>Residential</b>	\$20.07	\$13.90	\$5.71	\$0.45
<b>Commercial, Industrial, and Personal Property</b>	\$31.73	\$21.98	\$9.04	\$0.71



## Appendix F: Glossary of Selected Municipal and School Finance Terms

**Accounting System** – The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Appropriation** – An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See Encumbrance, Line-Item Transfer, Free Cash)

**Available Funds** – Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs. Examples of available funds include free cash, stabilization funds, overlay surplus, water surplus, and enterprise net assets unrestricted (formerly retained earnings).

**Budget** – A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Level Funded Budget, Performance Budget, Program Budget, Zero Based Budget)

**Budget Unit** – A board or department to which the municipality's legislative body appropriates funds.

**Capital Assets** – All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost.

**Capital Budget** – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should

identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended.

**Capital Improvements Program** – A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

**Chapter 70 School Aid** – Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.

**Cherry Sheet** – Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

**Cherry Sheet Assessments** – Estimates of annual charges to cover the cost of certain state and county programs.

**Cherry Sheet Offset Items** – Local aid that may be spent without appropriation in the budget, but which must be spent for specific municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants, and public libraries grants.

**Collective Bargaining** – The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.

**Cost of Living Adjustment (COLA)** – It is often used in municipal contracts that provide for annual or periodic increases in salaries and wages



for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, i.e., consumer price index (CPI).

**Deficit** – The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

**Education Reform Act of 1993** – State law that authorized the seven-year, Ch. 70 funding program for education and that established spending targets for school districts as a means to remedy educational inequities. Scheduled to end by FY00, the program has been extended, pending agreement on further reforms.

**Encumbrance** – A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.

**Estimated Receipts** – A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projections of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Expenditure** – An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Fiduciary Funds** – Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pensions (and other employee benefits) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

**Fiscal Year (FY)** – Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. Since

1976, the federal government fiscal year has begun on October 1 and ended September 30.

**Fixed Assets** – Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs** – Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Foundation Budget** – The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.

**Free Cash** (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.

**Fund** – An accounting entity with a self balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting** – Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized





according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**Fund Balance** – The difference between assets and liabilities reported in a governmental fund. Also known as fund equity.

**GASB 45** – This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund** – The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.

**Governing Body** – A board, committee, commission, or other executive or policymaking body including the school committee of a municipality.

**Governmental Accounting Standards Board (GASB)** – The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

**Governmental Funds** – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.

**Home Rule** – This refers to the power of municipalities to regulate their affairs by bylaw/ordinance or home-rule charter subject to certain limitations.

**House 1 or 1A** – Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except that a newly elected governor has eight weeks from the day he/she takes office to submit a budget. The budget is designated House 1 in the first year of

the two year legislative session and House 1A in the second year.

**Indirect Cost** – Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Legal Level of Budgetary Control** – The level at which a government's management may not reallocate resources without approval from the legislative body.

**Levy** – The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2½ provisions.

**Levy Ceiling** – A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion. (See Levy Limit)

**Levy Limit** – A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion. (See Levy Ceiling)

**Line-Item Budget** – A budget that separates spending into categories, or greater detail, such as



supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Line-Item Transfer** – The reallocation of a budget appropriation between two line-items within an expenditure category (e.g., salaries, expenses). Employed as a management tool, line-item transfer authority allows department heads to move money to where a need arises for a similar purpose and without altering the bottom line. Whether or not line item transfers are permitted depends on how the budget is presented (i.e., format) and what level of budget detail town meeting approves.

**Local Aid** – Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation.

**Local Receipts** – Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet. (See Estimated Receipts)

**Maintenance Budget** – A no-growth budget that continues appropriations for programs and services at their current year levels. The actual appropriation to maintain programs and services may still increase due to inflation or other factors.

**Massachusetts School Building Authority (MSBA)** – Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. Projects that received their first reimbursement payment prior to July 26, 2004 will continue to get annual state payments to offset the related annual debt service. Thereafter, cities, towns, and regional school districts will receive a lump sum amount representing the state's share of the eligible project costs.

**Minimum Required Local Contribution** – The minimum that a city or town must appropriate from property taxes and other local revenues for the support of schools (Education Reform Act of 1993).

**Municipal Revenue Growth Factor (MRGF)** – An estimate of the percentage change in a municipality's revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the levy limit, estimated new growth, the change in selected unrestricted state aid categories, and the change in selected unrestricted local receipts (Education Reform Act of 1993).

**Net School Spending (NSS)** – School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education (DOE). (See Education Reform Act of 1993)

**New Growth** – The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY14 is based on new construction, etc. that occurred between January and December 2012 (or July 2012 and June 2013 for accelerated new growth communities). In the fall of 2013, when new growth is being determined to set the FY14 levy limit, the FY13 tax rate is used in the calculation.

**Non-Recurring Revenue Source** – A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such





funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source)

**OPEB** (Other Postemployment Benefits) – Employees of state and local governments may be compensated in a variety of forms in exchange for their services. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the government ends. The most common type of these postemployment benefits is a pension. Postemployment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB. (See GASB 45)

**Operating Budget** – A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Override** – A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount.

**Payments in Lieu of Taxes** – An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

**Pension (and other employee benefits) Trust Funds** – A fiduciary fund type used to report resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, other postemployment benefit (OPEB) plans, or other employee benefit plans.

**Pension Cost** – A measure of the periodic cost of an employer's participation in a defined benefit pension plan.

**Personnel Costs** – The cost of salaries, wages and related employment benefits.

**Program** – A combination of activities to accomplish an end.

**Program Budget** – A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Proposition 2½** – A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.

**Purchased Services** – The cost of services that are provided by a vendor.

**Recurring Revenue Source** – A source of money used to support municipal expenditures, which by its nature can be relied upon, at some level, in future years. (See Non-recurring Revenue Source)

**Revenues** – All monies received by a governmental unit from any source.

**Revolving Fund** – Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E½ stipulates that each fund must be reauthorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.



**Sequestration** – Sequestration is a term used to describe the practice of using mandatory spending cuts in the federal budget if the cost of running the government exceeds either an arbitrary amount or the gross revenue it brings during the fiscal year. Simply put, sequestration is the employment of automatic, across-the-board spending cuts in the face of annual budget deficits.

**Special Revenue Fund** – Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

**Tax Rate** – The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Trust Fund** – In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by town meeting. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Unfunded Mandate** – A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or indirect costs to the body made responsible for its implementation.

**Unfunded OPEB Liability** – This is the difference between the value assigned to the benefits (other than retirement) already earned by a municipality's employees and the assets the local government will have on hand to meet these obligations. While there is no requirement in

Massachusetts to fund this liability, GASB 45 requires that the dollar value of the unfunded OPEB liability is determined every two years. (See GASB 45; OPEB)

**Unfunded Pension Liability** – Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is determined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future costs of living increases to pensioners.

**Uniform Municipal Accounting System (UMAS)** – UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting Principles (GAAP), offers increased consistency in reporting and record keeping, as well.

**User Charges/Fees** – A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Note that any increases in the fees must satisfy the three tests set forth in the so called *Emerson case*. (See *Emerson College v. Boston*, 391 Mass. 415 (1984))

**Zero Based Budget** – A budget building technique where each department begins at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins again at zero prompting close scrutiny and prioritization of costs annually.

Source: *Municipal Finance Glossary*, May 2008, Massachusetts Department of Revenue Division of Local Services

