

# **WORCESTER PUBLIC SCHOOLS**

## **Worcester, Massachusetts**



## **Fiscal Year 2017**

### **Annual Budget**

#### **Recommended Budget**

Maureen F. Binienda  
Superintendent of Schools

#### **School Committee Members**

Mayor Joseph M. Petty, Chairperson  
Dianna L. Biancheria  
Donna M. Colorio  
John L. Foley  
Molly O. McCullough  
John Monfredo  
Brian A. O'Connell

Worcester Public Schools  
Administrative Budget Committee:



Ms. Maureen F. Binienda, 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  
Ms. Jennifer Boulais, Chief Human Resources Officer  
Dr. Mary Meade-Montague, Quadrant Manager  
Dr. Sally Maloney, Acting 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 Professional Learning

**Special Recognition**

The following section dividers are students from the Burncoat Magnet Visual Arts Program. These students continue to collaborate and create by pushing boundaries of imagination and ingenuity. The artwork included were featured in the Burncoat Magnet Arts Show in March 2016 at Worcester City Hall. The show displayed artwork exploring multiple mediums, with the artists interpreting the many manifestations of the color Blue.



ASSOCIATION OF  
SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL

This Meritorious Budget Award is presented to

# WORCESTER PUBLIC SCHOOLS

For excellence in the preparation and issuance of its budget  
for the Fiscal Year 2015-2016.

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



A handwritten signature in black ink, reading 'Brenda Burkett'. The signature is written in a cursive style with a horizontal line underneath.

Brenda R. Burkett, CPA, CSBA, SFO  
President

A handwritten signature in black ink, reading 'John D. Musso'. The signature is written in a cursive style with a horizontal line underneath.

John D. Musso, CAE, RSBA  
Executive Director

The Meritorious Budget Award (MBA) recognizes school districts that demonstrate excellence in school budget presentation, setting a high standard for transparent budget development.



2014



2015



2016

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**WORCESTER PUBLIC SCHOOLS**  
**Worcester, Massachusetts**



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

The Worcester Public Schools is underfunded in the current foundation budget formula in the areas of health insurance, special education, and the skipped inflation adjustment in 2010. The district enrollment is relatively flat from the previous year causing no foundation budget growth due to enrollment. The foundation budget inflation factor is negative for only the second time in twenty-four years causing no increases in Chapter 70 foundation aid. The Governor's and House of Representative's proposed budgets provide additional funding for a change in the definition of low income and economically disadvantaged resulting in the total of the district's Chapter 70 aid increase of \$3.8 million.

The City Manager provides funding in excess of the local contribution requirement and is further reducing the indirect charge on grants for the second time. Based on the state's funding formula, the city's contribution could have decreased this year by \$676,570, but the City Manager has committed to fund the Worcester Public School above the minimum required spending and will provide an additional \$500,000 in FY17. The City's contribution in FY17 will exceed the minimum required contribution by \$1.8 million. Further, the City Manager has proposed to further reduce the city charge on grants from 2.5% to 2%, providing savings within state and federal grants totaling \$175,000. I appreciate the City Manager's continued commitment to provide these essential resources to the Worcester Public Schools.

Given uncertainty as to student enrollment and demographics, the state's foundation budget inflation factor, fixed cost increases, additional contractual and compliance spending demands, it is likely that a reallocation, deduction and deferred spending on positions and non-salary items will be necessary in order to have a balanced budget. This means that some areas of the budget will see increases while other parts of the budget will see a reduction of teachers, other positions and non-salary spending.

The Administration has developed and the School Committee has adopted a Seven Point Financial Plan for Advancing Student Achievement and Program Sustainability. This Plan is a

financial compass for our (1) continued long term planning, (2) continued annual budget review, (3) continued 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.

The Worcester Public Schools is committed to delivering on high expectations and outstanding results for all students. With 83% of Worcester resident school-aged students already attending the Worcester Public Schools, the district is committed to increasing the number of families that choose the City's preferred educational opportunity. Strong financial discipline, collaborative budget planning, and the alignment of resources will result in a student-centered financial plan that will support student achievement and prepare students for college and career readiness. We will work together to achieve this goal.

Maureen F. Binienda  
Superintendent

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# Introductory Section



*“Warrior Flame”  
Isabella Masiello  
Burncoat Middle School*

## School Committee Members (Term: 2016-2018)



Mayor Joseph M. Petty, Chairperson



Dianna L. Biancheria



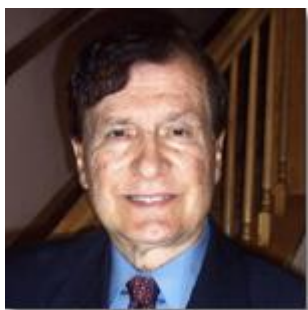
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## Understanding the Annual Budget Process

The 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. 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 86% 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 27.88% of the city's base revenue (when Chapter 70 state aid and charter school tuition assessments are excluded). Applying this to the local property tax rate, the 2014-15 residential tax rate of \$20.61 per \$1,000 valuation equates to \$5.72 for the Worcester Public Schools. The median residential tax bill, based on a single-family home assessed at \$172,000, is \$3,547 for the current year; approximately \$942.00 of this tax bill will go to fund 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 4:00 p.m. 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 FY17 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 for the 2016-2017 school year (July 1, 2016 to June 30, 2017). 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 2017 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 for three consecutive years in 2014, 2015 and 2016.

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 2017 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 FY17.

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 2017 budget represents total spending for the Worcester Public Schools from all sources of \$377,118,333, a \$6.4 million or 1.7% increase from the FY16 adopted budget level of \$370,683,387. Within this amount, the total general fund budget that has been recommended by the City Manager is \$322,895,803 which represents an increase of \$4.6 million, or 1.4% from the FY16 School Committee's adopted budget of \$318,291,993. The budget increase represents a \$3.8 million increase in Chapter 70 state aid and charter school reimbursement, \$0.5 million increase in city contribution, and \$0.3 million total reduction in charter school tuition, school choice and state special education assessments. Federal grants are assumed to be level funded with actual award known later in the budget process; the FY17 budget reflects the addition of a three-year School Redesign Grant for Elm Park Community School that was awarded during FY16. Most state grants are assumed to be level funded based on initial funding included in the House of Representatives budget, except for the phase-out of the Financial Literacy and Literacy Partnership Grants. Within the state and federal grants, the City Manager has proposed to further reduce the city charge on grants from 2.5% to 2%, providing savings within grants totaling \$175,000. Other special revenue is expected to be reduced \$0.3 million, mostly due to a reduction in state circuit breaker reimbursement and adult education revenues. Finally, the school nutrition funding is expected to increase \$1.8 million from the FY16 budgeted spending level due to participation in the USDA's Community Eligibility Program.

### **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, graduate college and are 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 FY17 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 four district priorities:

- Deliver high quality teaching & learning
- Expand Advanced Placement and Career & Technical Programs at high schools
- Provide reasonable class sizes
- Provide safe and secure learning environments

### **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

### **FY17 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 \$14.5 million in additional personnel requests and instructional material and technology needs greater than current levels of service.



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.
- ⊕ Maintains existing programs and services with reallocations from existing resources to preserve elementary class size and secondary course offerings.
- ⊕ Restructures administrative positions in order to provide improved service to schools. The budget eliminates the two Quadrant Manager positions and creates three Managers of Instruction and School Leadership (two positions to supervise elementary schools and one position to supervise secondary schools) and creates a Manager of Curriculum and Learning position. This restructuring provides an overall cost savings of \$47,000 through the elimination of the Communication & School Support Coordinator, the Family & Community Outreach Coordinator, and the Creamer Evening Program Assistant Principal positions.
- ⊕ Reallocates Elementary classroom teachers in order to maintain 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 based on positions assigned for next year:

Class Size Range	Number of Classrooms
Less than 23 students	289
23-26 students	217
27-30 students	69
31 or more students	<u>3</u>
Total	578

- ⊕ Maintains current level of ESL teachers and increases one Transitional Bilingual Education teacher (TBE) based on student enrollment and service needs.
- ⊕ Increases two teachers to expand the dual language programs into the sixth grade at Roosevelt Elementary and Chandler Magnet Schools.
- ⊕ Maintains current spending for instructional materials, school safety, and instructional technology.
- ⊕ Maintains full funding for the arts consultant programs at Burncoat Middle and High Schools and maintains all existing athletic programs without fees for students.
- ⊕ Uses \$645,000 in district operating and capital budget funds to leverage \$3.7 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 18 schools with modern wireless switches in schools currently with no or limited wireless access points. This will complete the two-year E-rate project that brings dense building wide high speed wireless to all of the district's schools.
  - The FY17 budget will specifically increase district internet connections from 2Gbps to 5Gbps.
  - The district will increase wide area network speeds from 100Mbps/1Gbps to 10Gbps at all locations by switching to fiber that has now been installed across the entire city of Worcester. Business and universities in Worcester will be able to benefit from this infrastructure that now blankets the city.

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



## **FY17 Revenue Changes:**

- ⊕ **Chapter 70 State Aid:** The state's Foundation Budget, the education funding formula, is driven entirely by student enrollment and inflation factor. The annual revenue change is attributed to the enrollment changes within the district and adjustments in the inflation factor.

Due to relatively flat enrollment, and negative inflation rate used on the foundation budget per pupil rates, the FY17 budget increase is attributed to a one-time adjustment on the state's conversion from low-income students to a new "economically disadvantaged" definition. The state's Chapter 70 increase of \$3.8 million is mostly attributed to this change for Worcester. Overall, the 24,959 student enrollment for Worcester from the previous year changed as follows:

- 134 student reduction in Pre-school enrollment
- 86 student reduction in Kindergarten through Grade 6 enrollment
- 16 student reduction in Grades 7 and 8 enrollment
- 7 student increase in Grades 9-12 enrollment

Within this total enrollment there was a 616 student increase in the number of English Language Learner students.

In addition, the state's change from low-income students (students that qualify for free or reduced price school meals through a state direct certification process and other students that qualify through a meal application and verification process) to a new economically disadvantaged definition (only counting students that participate in certain state benefit programs) resulted in a reduction of 3,575 low-income students. However, the state also adjusted the per pupil rate for the new category (economically disadvantaged) and resulted in the one-time \$3.1 million increase in funding.

Total Chapter 70 State Aid increases from \$231,540,738 (including the amounts for charter schools and school choice tuition offset) to \$235,339,093, a 1.6% increase.

- ⊕ **City Contribution:** The City's contribution of \$112,791,003 increases \$0.5 million over the FY16 level of \$112,291,573. The total City contribution 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 city's contribution will exceed the FY17 minimum spending requirement by \$1.84 million and at this spending level, the city will completely eliminate the carryover required spending deficiency.
- ⊕ **Indirect Charge on Grants:** The City Manager has also proposed to further reduce the city charge on grants from 2.5% to 2%, providing savings within state and federal grants totaling \$175,000.



- ⊕ **Federal Grants:** Federal grants are assumed to be level funded pending actual award amounts that are known later in the budget process. The only change between FY16 and FY17 is the addition of a three-year School Redesign Grant to support the turnaround plan for Elm Park Community School.
- ⊕ **School Nutrition Revenue:** During FY16, the district adopted the USDA Community Eligibility Program, allowing all students to participate in breakfast, lunch, and snack programs at no cost to the students. This allows the district to collect full federal reimbursement for all meals and increase meal participation among students. The budget reflects a 14.6% expected growth in revenue as a result of participation in this program.
- ⊕ **State Grants:** The budget assumes level funding of all state grant programs, including the Quality Kindergarten Grant and the Extended Learning Time grants for City View Discovery School and Jacob Hiatt Magnet School.
- ⊕ **State Special Education Reimbursement:** The state budget likely funds the Circuit Breaker reimbursement at the full 75%, but based on reimbursement eligibility of students, the budget reflects a reduction (-\$407,762 or -12.1%) from the amount included in the FY16 budget.
- ⊕ **Charter School Reimbursement:** The recommended budget uses the House Ways and Means' budget level to fund the Charter Reimbursement at \$85.5 million. This funding covers 100% of the Facilities Tuition and only 36% of the Increased Tuition program. At this level of reimbursement, the Worcester Public Schools is underfunded \$0.63 million (with statewide underfunding totaling \$49.0 million).

### **FY17 Cost Increases:**

- ⊕ **Health Insurance and Retirement Assessments:** The health insurance premium rates will increase between 2.8% and 4.9% for groups that have adopted the recent plan design changes (currently non-represented employees and retirees) and increases of 5.3% to 7.4% for employee groups that have not yet accepted the recent plan design changes totaling \$2.3 million. 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 \$900,000 based on assessment detail provided by the City Auditor.
- ⊕ **Student Transportation:** The budget reflects contracted rates for student transportation as well as the necessity to increase the number of special education vehicles for in-district transportation services (\$271,000). Overall, the student transportation budget for contracted services is budgeted to increase approximately \$582,000 over the FY16 budget level.
- ⊕ **Special Education Tuition:** The increase in special education tuition, totaling nearly \$920,000, is attributed to increases associated with the Central Massachusetts Special Education Collaborative (\$648,700), decrease in expected state reimbursement for special education students ("Circuit Breaker")(-\$407,762), while also realizing expected overall savings in other out-of-district placements (-\$136,500).



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

For the seventh 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:

- ⊕ **Position Reductions:** Reduces 9 high school and middle school positions based on student enrollments without reducing course offerings at any of the secondary schools. The budget also reduces three pre-school classrooms due to multi-year enrollment declines. Finally, the budget reduces four Special Education positions and reallocates other positions based on student needs within the district.
- ⊕ **Gasoline Price Reduction and Solar Credits:** Favorable gasoline prices provide a 15% reduction in the current budget representing an additional \$44,000 in savings next year, totaling more than \$100,000 savings in the past two years. In addition, it is expected that when fully operational this year, the district's solar arrays will save 2.0 million kilowatts in electricity cost for the upcoming year. The district will save the cost of delivery (\$0.0689 per kilowatt) totaling \$133,000. The cost of electricity supply will be paid to the City of Worcester to fund the debt service on the solar arrays and equipment.
- ⊕ **Contracted Transportation Compliance:** The budget includes an additional Transportation Coordinator position with a primary objective to provide contract compliance for the student transportation services as well as providing coverage to reduce overtime for existing coordinator positions. It is expected that this additional position will provide \$200,000 in transportation savings for the FY17 budget.
- ⊕ **Deferred Spending:** In order to present a balanced budget, it is necessary to defer much of the spending increases that were requested by building principals and program administrators during the zero-based budget resource allocation process.

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

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

- ⊕ **School Safety Consultant Recommendations:** School safety consultants hired by the district during 2015-2016 identified areas for consideration at 15 schools. These common findings can be grouped into the following categories: 1. Training and Practices, 2. Supplies and Maintenance, and 3. Capital Equipment Purchases. The district's school safety advisory committee continues to prioritize actions and identify funding to be implemented. These recommendations will take several years for full implementation.



- ⊕ **Elementary Classroom Space:** Several elementary schools continue to experience large class sizes and overcrowding based on available space. The district is renting eight classrooms to accommodate Chandler Elementary School students. Woodland Academy and Canterbury Street School also have seen large enrollment increases. 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 and Middle School Student Enrollment:** High school enrollment is projected to increase by 5.7% and middle school enrollment is expected to increase 7.0% over the next five years. North High, opened in 2011, has an enrollment of 1,300 students that already exceeds the original design of the building. A replacement or renovated South High School will be built in the next 3-5 years with a slightly increased enrollment capacity. The district has identified the renovation or replacement of Doherty Memorial High School and Burncoat High School as the next priority projects for consideration for funding by the Massachusetts School Building Authority. Forest Grove Middle School has a current enrollment at its highest level since 2003 with 983 students.
- ⊕ **Foundation Budget Review Commission Recommendations:** The state's Foundation Budget Review Commission provided recommendations around adjustments to the state's foundation budget formula. These areas of recommendations include funding for the areas of employee benefits, special education, low-income students, and English language learners. Implementation of these recommendations would likely significantly increase Chapter 70 state funding to Worcester.
- ⊕ **English Language Learners:** New state guidance on student language proficiency levels will likely result in a significant reduction in the number of ESL students during the 2016-17 school year; with a corresponding reduction in foundation budget funding for FY18.
- ⊕ **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, training, and appropriate funding for replacement.
- ⊕ **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:

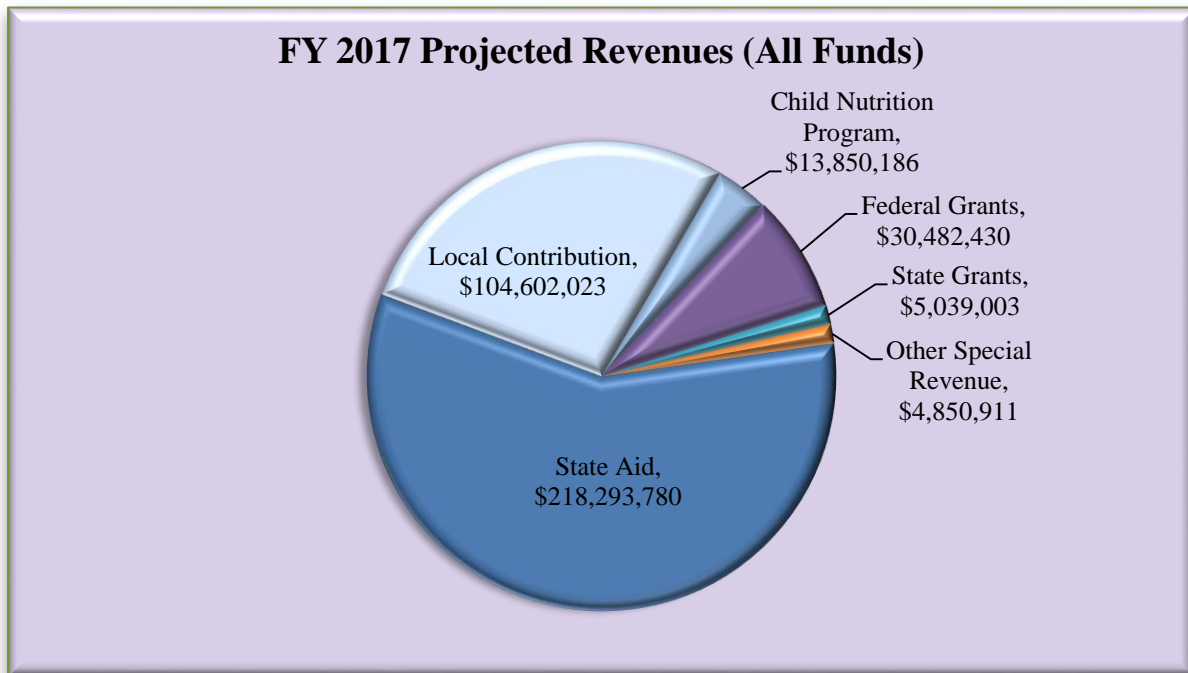
- ⊕ **Health Insurance:** The City and Schools proposed alternative plan designs to reduce premium costs to include: an increase to the current deductible levels from \$250 (Individual Plan) and \$750 (Family Plan) to \$500 and \$1,000 respectively; a small increase to the third tier prescription drug 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 \$448,000 in savings. If all represented employee groups moved to these new rates there would be an additional \$2.7 million in savings that could be used within the budget.
- ⊕ **Special Education Services:** The Administration continues to explore opportunities of reducing third party contracted services and developing internal capacity where improved service and cost savings are achieved. This has been done successfully in recent years through developing ABA and BCBA for autism services with district employees.
- ⊕ **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 2017 revenues from all funds:



### Source:

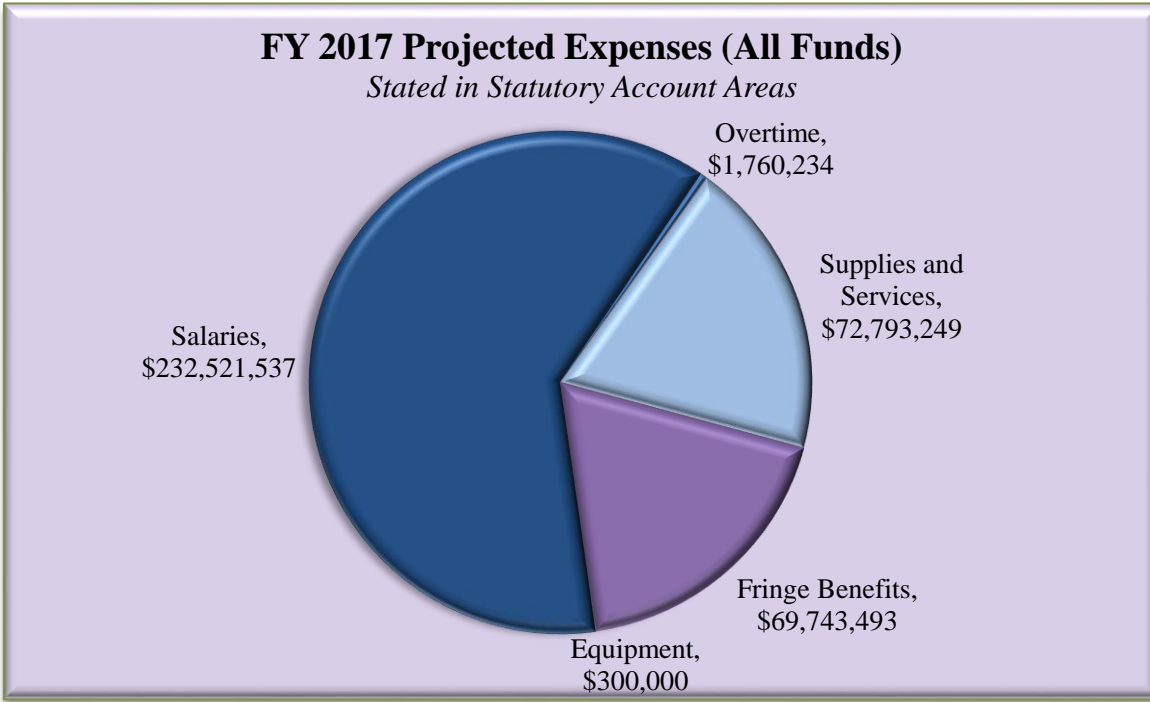
	FY2017	
State Aid*	\$218,293,780	57.9%
Local Contribution*	\$104,602,023	27.7%
Federal Grants	\$30,482,430	8.1%
Child Nutrition	\$13,850,186	3.7%
State Grants	\$5,039,003	1.3%
Other Special Revenue Funds:	\$4,850,911	1.3%
<b>Total :</b>	<b>\$377,118,333</b>	<b>100.0%</b>

\*WPS funds only. Amounts reduced by charter school and school choice tuition offsets.  
Total of these two items equals the WPS FY17 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. Totalling all funds, the district's budget is \$377,118,333.



The chart below summarizes the total projected FY 2017 expenditures from all funds:



Cost Account	FY2017	
Salaries (91000)	\$232,521,357	61.7%
Supplies & Services (92000)	\$72,793,249	19.3%
Equipment (93000)	\$300,000	0.1%
Fringe Benefits (96000)	\$69,743,493	18.5%
Overtime (97000)	\$1,760,234	0.5%
<b>Total Spending:</b>	<b>\$377,118,333</b>	<b>100.0%</b>

Overall expenditures can be broken into three major categories. The majority of the district's expenditures (62.2%) are salaries and overtime, which include employee salaries and stipends. With fringe benefits, 80.7 % of the budget reflects employee costs. Another major category is supplies and services (19.3%), 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\***  
**FY16 Adopted to FY17 Budget (All Funds)**

	<b>FY16 Adopted</b>	<b>FY17 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Revenues:</b>				
State Aid**	\$214,330,192	\$218,293,780	\$3,963,588	1.8%
Local Contribution**	\$103,961,801	\$104,602,023	\$640,222	0.6%
Federal Grants	\$30,040,714	\$30,482,430	\$441,716	1.5%
Child Nutrition Programs	\$12,084,160	\$13,850,186	\$1,766,026	14.6%
State Grants	\$5,083,661	\$5,039,003	-\$44,658	-0.9%
Other Special Revenue	\$5,182,859	\$4,850,911	-\$331,948	-6.4%
<b>Total Revenues</b>	<b>\$370,683,387</b>	<b>\$377,118,333</b>	<b>\$6,434,946</b>	<b>1.7%</b>
<b>Expenditures:</b>				
Administration (1000)	\$5,702,857	\$5,681,658	-\$21,199	-0.4%
Instruction (2000)	\$209,995,114	\$209,486,427	-\$508,687	-0.2%
Other School Services (3000)	\$45,320,007	\$48,294,283	\$2,974,276	6.6%
Operations & Maintenance (4000)	\$21,570,386	\$21,921,248	\$350,862	1.6%
Fixed Charges (5000)	\$67,391,230	\$70,396,113	\$3,004,883	4.5%
Community Services (6000)	\$508,737	\$445,033	-\$63,704	-12.5%
Fixed Assets (7000)	\$421,951	\$538,374	\$116,423	27.6%
Debt Service (8000)	\$0	\$0	\$0	0.0%
Tuition Programs (9000)	\$19,773,105	\$20,355,197	\$582,092	2.9%
<b>Total Expenditures</b>	<b>\$370,683,387</b>	<b>\$377,118,333</b>	<b>\$6,434,946</b>	<b>1.7%</b>

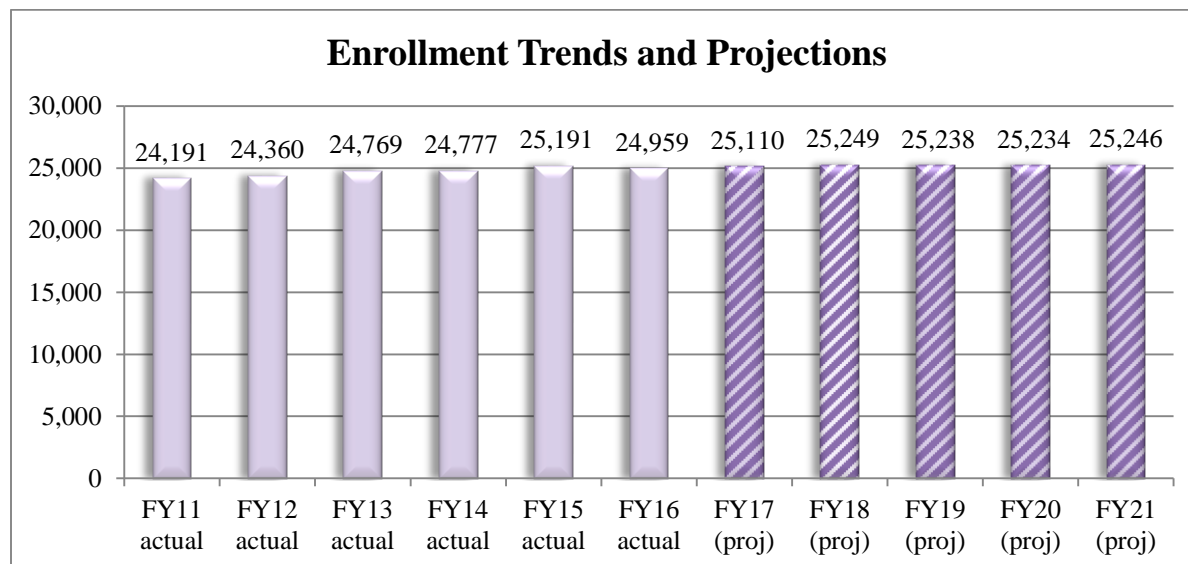
\* Expenditures presented in DESE chart of account format. The categories of this format are described in more detail in Appendix B.

\*\* WPS funds only. Amounts reduced by charter school and school choice tuition offsets. The total of these two items equals the WPS FY17 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 FY21.



The district is expected to see relatively flat enrollment growth (+0.6%) over the next five years. Overall, students in K-6 are expected to decrease 3.6%, while grades 7-8, and 9-12 are expected to increase over the next five years by 7.0% and 5.7% respectively.

Student demographics continue to change with 38% of students (9,629) categorized as English Language Learners, an increase of 265% from FY06 (3,627); the number of students considered economically disadvantaged is currently 52%, compared to the state average of 27.4%. There has been a 93% increase in the number of students taking Advanced Placement tests between 2010 and 2015 with a 25% increase in the number of qualifying scores of 3 or above. In 2015, for the seventh consecutive year, the four-year graduation rate of high school students in the Worcester Public Schools increased and the annual drop-out rate of 1.7% was lower than the state average.

## 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:

Level 1	Meeting gap narrowing goals (for all and high needs students)
Commendation Schools	High achieving, high growth, gap narrowing schools. Commendation Schools are a subset of Level 1
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 Manager of Instruction and School



Leadership, 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 (2015 Data):**

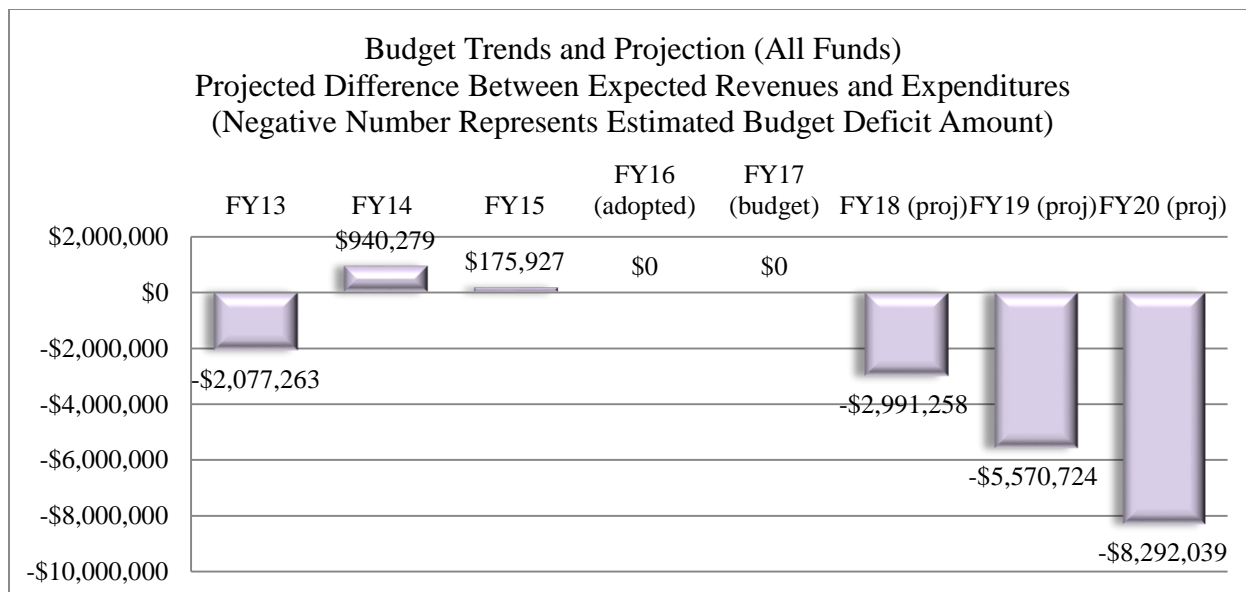
<b>Accountability Level</b>	Elementary	Middle Schools	High Schools	Total
Level 1	10	0	1	11
Level 2	8	1	1	10
Level 3	14	3	5	22
Level 4	1	0	0	1
Total	33	4	7	44



**Budget Trends and Projections: (All Funds)**  
**Dollar Amounts Expressed in Thousands**

	Actual			Adopted Budget	Proposed Budget	Projected		
<b>Revenues:</b>	FY13	FY14	FY15	FY16	FY17	FY18	FY18	FY20
State Aid	\$194,265	\$202,739	\$203,399	\$214,330	\$218,294	\$221,568	\$227,107	\$232,785
Local Contribution	\$91,102	\$96,307	\$101,353	\$103,962	\$104,602	\$106,171	\$107,764	\$109,380
Federal Grants	\$31,943	\$30,645	\$29,677	\$30,041	\$30,482	\$30,452	\$30,421	\$30,391
Child Nutrition	\$10,042	\$13,714	\$11,831	\$12,084	\$13,850	\$14,266	\$14,694	\$15,134
State Grants	\$6,364	\$6,092	\$5,178	\$5,084	\$5,039	\$5,014	\$4,989	\$4,964
Other Special Rev.	\$6,165	\$5,333	\$5,409	\$5,183	\$4,851	\$4,873	\$4,887	\$4,902
<b>Total Revenues</b>	\$339,882	\$354,830	\$356,847	\$370,683	\$377,118	\$382,343	\$389,862	\$397,557
<b>Expenditures:</b>								
Administration	\$4,845	\$4,801	\$4,692	\$5,703	\$5,682	\$5,795	\$5,911	\$6,029
Instruction	\$213,663	\$213,307	\$206,031	\$209,995	\$209,486	\$213,676	\$217,950	\$222,309
Other School Servs.	\$20,973	\$33,243	\$39,070	\$45,320	\$48,294	\$49,985	\$51,734	\$53,545
Operations & Maint.	\$20,853	\$20,935	\$20,736	\$21,570	\$21,921	\$20,346	\$20,346	\$20,346
Fixed Charges	\$62,431	\$62,424	\$66,042	\$67,391	\$70,396	\$73,564	\$76,874	\$80,334
Community Services	\$563	\$339	\$625	\$509	\$445	\$454	\$463	\$472
Fixed Assets	\$285	\$386	\$406	\$422	\$538	\$549	\$560	\$571
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	\$18,346	\$18,455	\$19,068	\$19,773	\$20,355	\$20,966	\$21,595	\$22,243
<b>Total Expenditures</b>	\$341,959	\$353,890	\$356,671	\$370,683	\$377,118	\$385,335	\$395,433	\$405,849
Difference	-\$2,077	\$940	\$176	\$0	\$0	-\$2,991	-\$5,571	-\$8,292





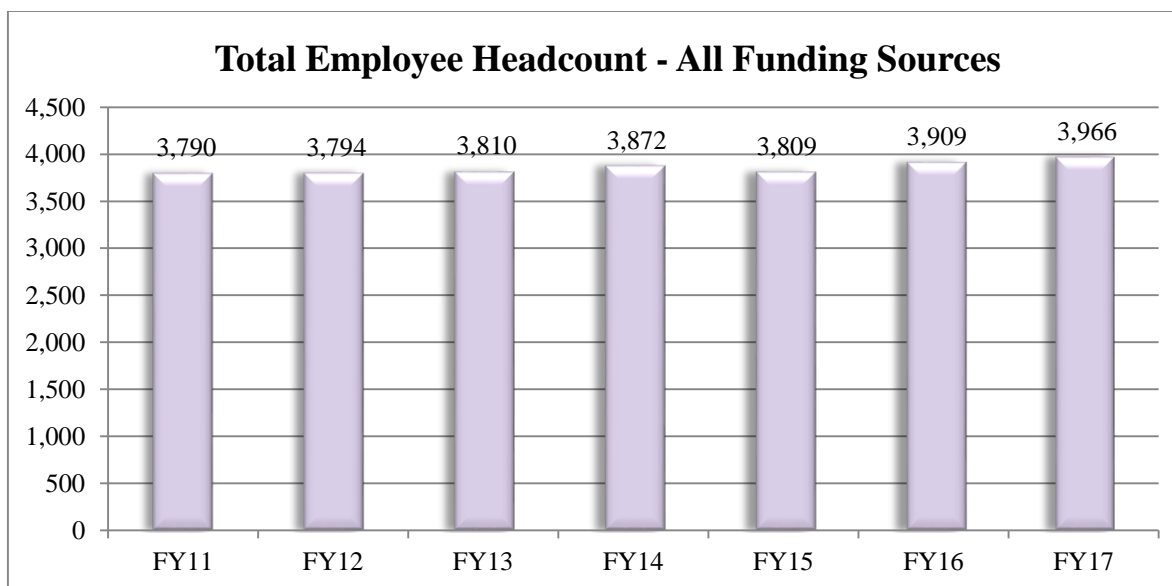
General fund revenue is expected to grow over the next three years based on enrollment and demographic changes, and anticipated inflation growth as measured by the national price deflator index for state and local government purchases. The overall enrollment is expected to be relatively flat over the 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 under the Community Eligibility Program. Finally, other special revenue is mostly dependent on school choice revenue and special education reimbursement from the state. School choice revenue is predicted to remain constant and circuit breaker is expected to remain fairly level through the next three years. Overall, total revenues are expected to increase 5.4% between FY17 and FY20, or about 1.8% per year.

All expenditure line items are projected to increase based upon (a) 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 FY19 and FY20. 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 FY11-FY17  
(All Funding Sources)**

All Positions	FY11	FY12	FY13	FY14	FY15	FY16	FY17	Change from FY16	
District Administrators	27	26	26	25	23	23	24	1	3.8%
School Administrators	77	78	78	78	79	79	79	0	0.0%
Teachers	2,013	2,038	2,079	2,136	2,093	2,158	2,161	3	0.1%
Instructional Assistants	519	524	537	551	591	601	599	-2	-0.4%
Bus Monitors	35	35	35	39	39	39	39	0	0.0%
Crossing Guards	104	104	104	106	106	106	106	0	0.0%
Educational Support	123	123	117	112	76	88	87	-1	-0.7%
Custodial Services	150	151	153	153	150	153	153	0	0.0%
Maintenance Services	40	32	32	31	33	33	33	0	0.0%
Full Year Clerical	74	67	69	70	63	63	63	0	0.0%
School Year Clerical	71	70	71	70	68	68	68	0	0.0%
School Nurses	45	45	51	54	54	55	55	0	0.0%
District Support	48	48	48	52	50	50	50	0	0.0%
Bus Drivers	37	38	38	42	42	42	43	1	2.6%
Child Nutrition	233	238	227	227	228	230	285	55	24.2%
Head Start	194	177	145	126	114	121	121	0	0.0%
<b>Totals</b>	<b>3,790</b>	<b>3,794</b>	<b>3,810</b>	<b>3,872</b>	<b>3,809</b>	<b>3,909</b>	<b>3,966</b>	<b>57.2</b>	<b>1.5%</b>

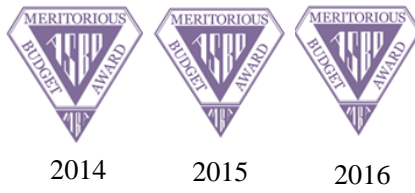


## **Conclusion**

The FY17 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.



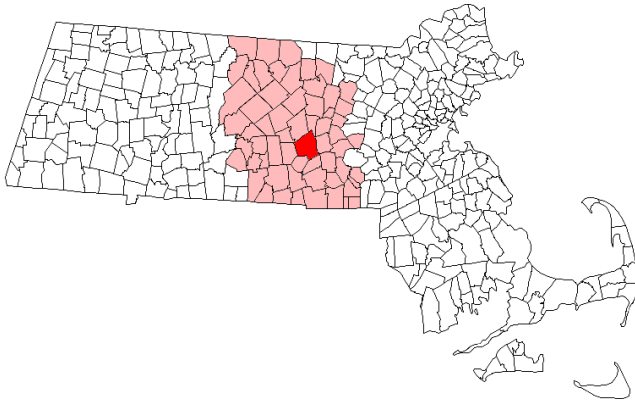




*"The Storm of Blue"*  
*Mia Davis*  
*Worcester Arts Magnet School*

## 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.

As of January 1, 2016, there were over 28,401 school-aged children (K-12) residing in the City of Worcester, and of that, over 23,630 of the students, or about 83.2%, attend the Worcester Public Schools. When including pre-school students, the district enrollment in 2015-2016 is 24,959 students within 44 schools and 5 alternative pathway programs. With approximately 3,966 employees, including 2,161 teachers, the district is the third largest school district in the Commonwealth (behind Boston and Springfield, with 53,530 and 25,479 students respectively) and the third largest employer in the City of Worcester (behind UMass Memorial Health Care and UMass Medical School, with 12,906 and 4,400 employees respectively).



Additionally, the City provides per pupil funding to primarily two charter schools that collectively enroll approximately 2,055 students, and to other neighboring school districts that collectively enroll about 472 students who reside in Worcester but attend schools in other districts under the School Choice Program.

The student population demographics in Worcester includes 67.5% minority, and the first language of about 38% 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 52% of the student body is classified as economically disadvantaged (students participation in one or more state administered programs, such as Supplemental Nutrition Assistance, Transitional Assistance for Families with Dependent Children, the Department of Children and Families' foster care program, and MassHealth program). Over 5.3 million school meals are served annually which equates to 10,000 breakfasts and 17,700 lunches daily. Approximately 12,000 students, including charter school, parochial school, and private school 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>10/1/15 Enrollment</b>
<b>High Schools:</b>		
Burncoat High School	9-12	1015
Doherty Memorial High School	9-12	1467
North High School	9-12	1290
South High School	9-12	1309
Worcester Technical High School	9-12	1359
Claremont Academy	7-12	501
University Park Campus School	7-12	<u>250</u>
<b>Total High School</b>		<b>7,191</b>
<b>Middle Schools:</b>		
Burncoat Middle School	7-8	531
Forest Grove Middle School	7-8	983
Worcester East Middle School	6-8*	787
Sullivan Middle School	6-8*	<u>852</u>
<b>Total Middle Schools</b>		<b>3,153</b>
<b>Burncoat Quadrant Elementary Schools:</b>		
Burncoat Street Preparatory School	K-6	227
Clark Street School	K-6	247
Lincoln Street School	PreK-6	261
Norrback Avenue School	PreK-6	577
Worcester Arts Magnet	PreK-6	405
Thorndyke Road School	K-6	362
Wawecus Road School	K-6	145
McGrath Elementary School	PreK-6	<u>290</u>
<b>Total Burncoat Quadrant Elementary Schools</b>		<b>2,514</b>



<b>Doherty Quadrant Elementary Schools:</b>		
Chandler Elementary School	K-6	500
Flagg Street School	K-6	413
Jacob Hiatt Magnet School	PreK-6	448
May Street School	K-6	331
Midland Street School	K-6	229
Nelson Place School	K-6	469
Tatnuck Magnet School	K-6	382
West Tatnuck Elementary School	PreK-6	343
Chandler Magnet School	PreK-6	484
Elm Park Community School	PreK-6	<u>466</u>
<b>Total Doherty Quadrant Elementary Schools</b>		<b>4,065</b>
<b>North Quadrant Elementary Schools:</b>		
City View Discovery School	PreK-6	492
Grafton Street School	PreK-6	365
Lake View School	K-6	290
Rice Square School	K-6	422
Roosevelt Elementary School	PreK-6	642
Union Hill School	PreK-6	489
Belmont Street Community School	PreK-6	<u>583</u>
<b>Total North Quadrant Elementary Schools</b>		<b>3,283</b>
<b>South Quadrant Elementary Schools:</b>		
Canterbury Street Magnet School	PreK-6	370
Columbus Park Preparatory Academy	PreK-6	454
Goddard School	PreK-6	488
Gates Lane School	PreK-6	645
Heard Street School	K-6	298
Quinsigamond Elementary School	PreK-6	772
Vernon Hill School	PreK-6	525
Woodland Academy	PreK-6	<u>631</u>
<b>Total South Quadrant Elementary Schools</b>		<b>4,183</b>
<b>Head Start</b>	PreK	570
<b>Total Enrollment</b>		<b>24,959</b>

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

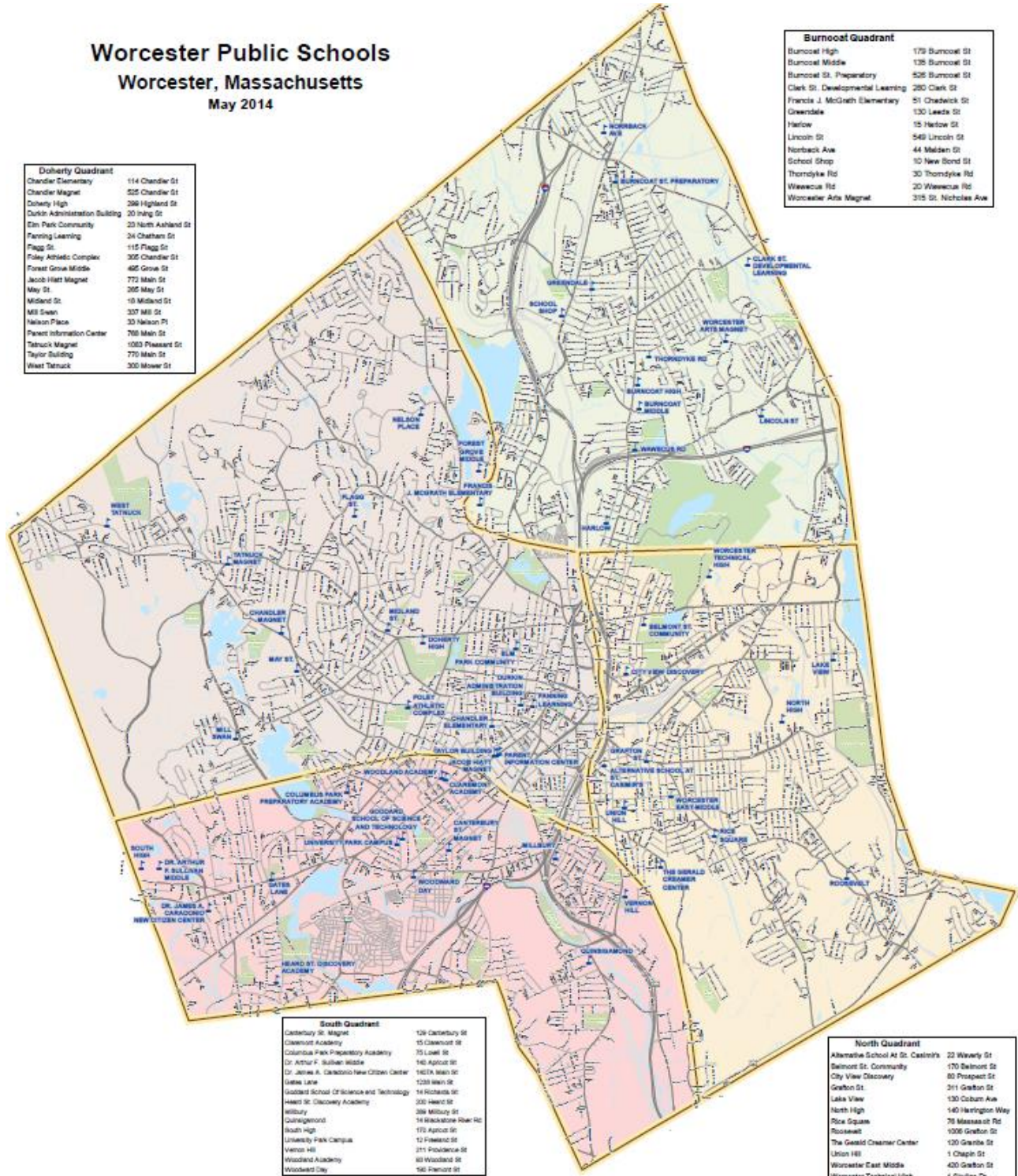


# Worcester Public Schools Area Map

## Worcester Public Schools Worcester, Massachusetts May 2014

Doherty Quadrant	
Chandler Elementary	114 Chandler St
Chandler Magnet	525 Chandler St
Coherty High	296 Highland St
Cumkin Administration Building	20 Irving St
Elm Park Community	20 North Ashland St
Planning Learning	24 Chatham St
Flagg St	115 Flagg St
Foley Athletic Complex	305 Chandler St
Forest Grove Middle	465 Grove St
Jacob Hart Magnet	772 Main St
May St	265 May St
Midland St	15 Midland St
Mill Swan	337 Mill St
Nelson Place	33 Nelson Pl
Parent Information Center	766 Main St
Tatnuck Magnet	1083 Pleasant St
Taylor Building	770 Main St
West Tatnuck	300 Mower St

Burncoat Quadrant	
Burncoat High	179 Burncoat St
Burncoat Middle	135 Burncoat St
Burncoat St. Preparatory	525 Burncoat St
Clark St. Developmental Learning	280 Clark St
Francis J. McGrath Elementary	51 Chadwick St
Greendale	130 Leeds St
Harlow	15 Harlow St
Lincoln St	549 Lincoln St
Northback Ave	44 Malden St
School Shop	10 New Bond St
Thordyke Rd	30 Thordyke Rd
Worcester Rd	30 Worcester Rd
Worcester Arts Magnet	315 St. Nicholas Ave



South Quadrant	
Cathedral St. Magnet	129 Cathedral St
Clement Academy	15 Clement St
Columbus Park Preparatory Academy	75 Lowell St
Dr. Arthur F. Sullivan Middle	140 Appleton St
Dr. James A. Caradocso New Citizen Center	1407A Main St
Gilman Lane	1233 Main St
Goodland School Of Science and Technology	14 Goodland St
Hart St. Discovery Academy	300 Hart St
Military	289 Military St
Gurageford	14 Blackstone River Rd
South High	151 Appleton St
University Park Campus	12 Pinewood St
Vermont Hill	211 Providence St
Woodland Academy	80 Woodland St
Woodland City	150 Francis St

North Quadrant	
Alternative School At St. Cecilia's	23 Waverly St
Belmont St. Community	170 Belmont St
City View Discovery	80 Prospect St
Grafton St.	311 Grafton St
Lake View	130 Grafton Ave
North High	140 Harrington Way
Rice Square	75 Massachusetts Rd
Rosewell	1006 Grafton St
The Gerald Creamer Center	130 Granite St
Union Hill	1 Chapin St
Worcester East Middle	400 Grafton St
Worcester Technical High	1 Skyline Dr

**WORCESTER**  
Regional Information System

Scale: 1 inch = 1,250 feet

Produced by:  
City of Worcester  
Department of Administration & Finance  
Technical Services Division  
Geographic Information System Section  
Worcester, Massachusetts

## 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 2016-2017 term School Committee members are: Mayor Joseph Petty, Dianna Biancheria, Donna M. Colorio, John Foley, Molly O. McCullough, John Monfredo, and Brian O'Connell.

### 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

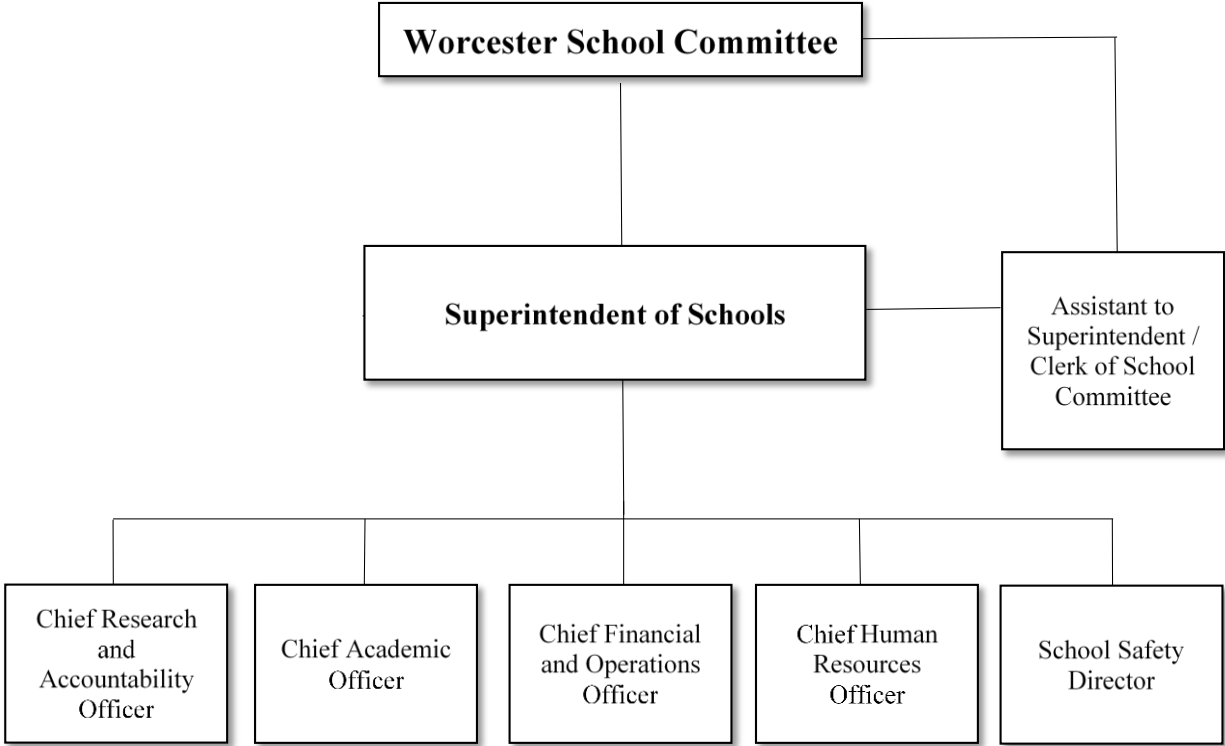
The Superintendent has structured the organization into four divisions: Teaching, Learning, and Student Supports; Finance and Operations; Human Resources; and Research and Accountability. The division leaders report directly to the Superintendent, as does the Assistant to the Superintendent/Clerk to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

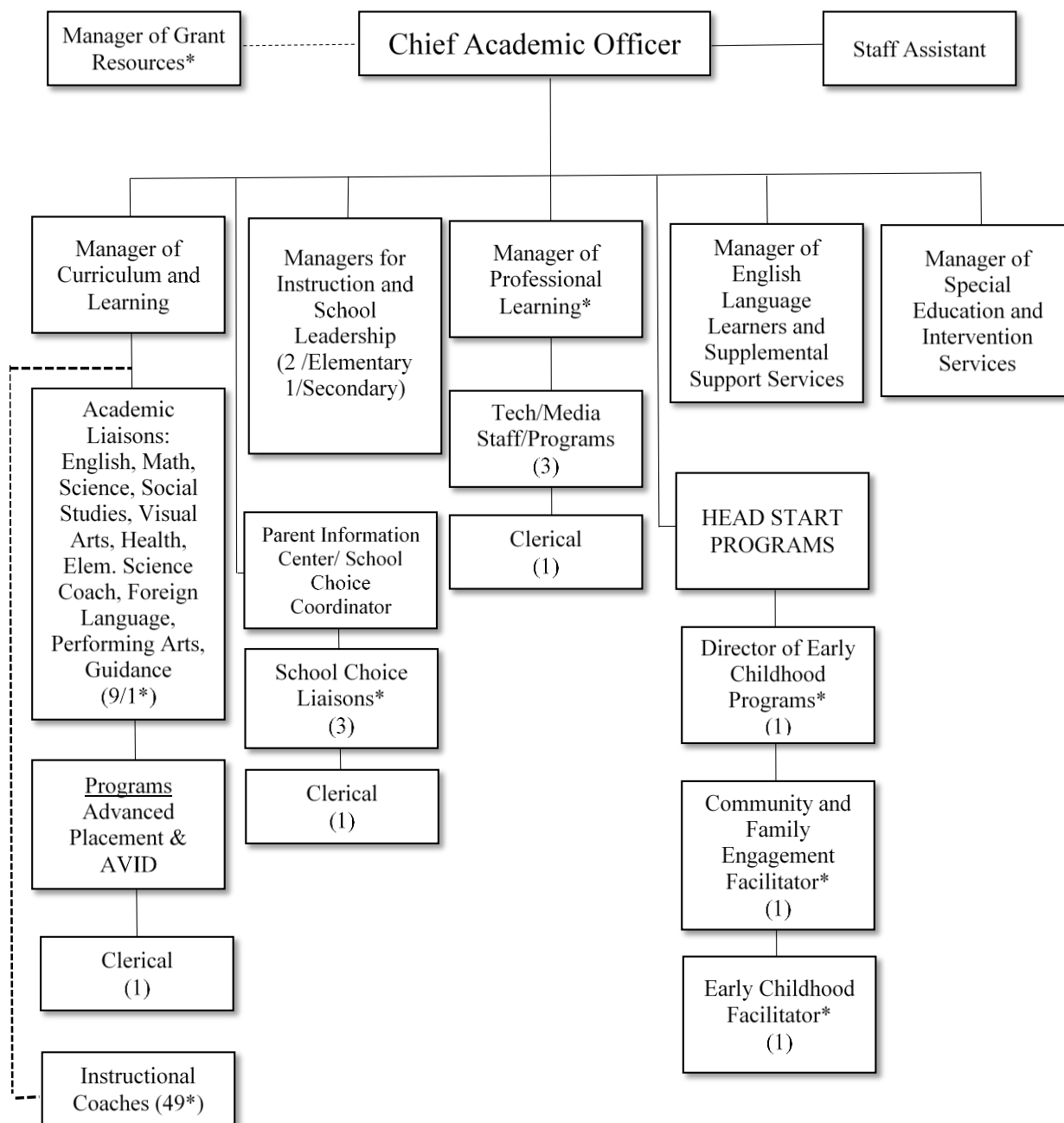
### Senior Leadership Team – The L.E.A.P. Team

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.



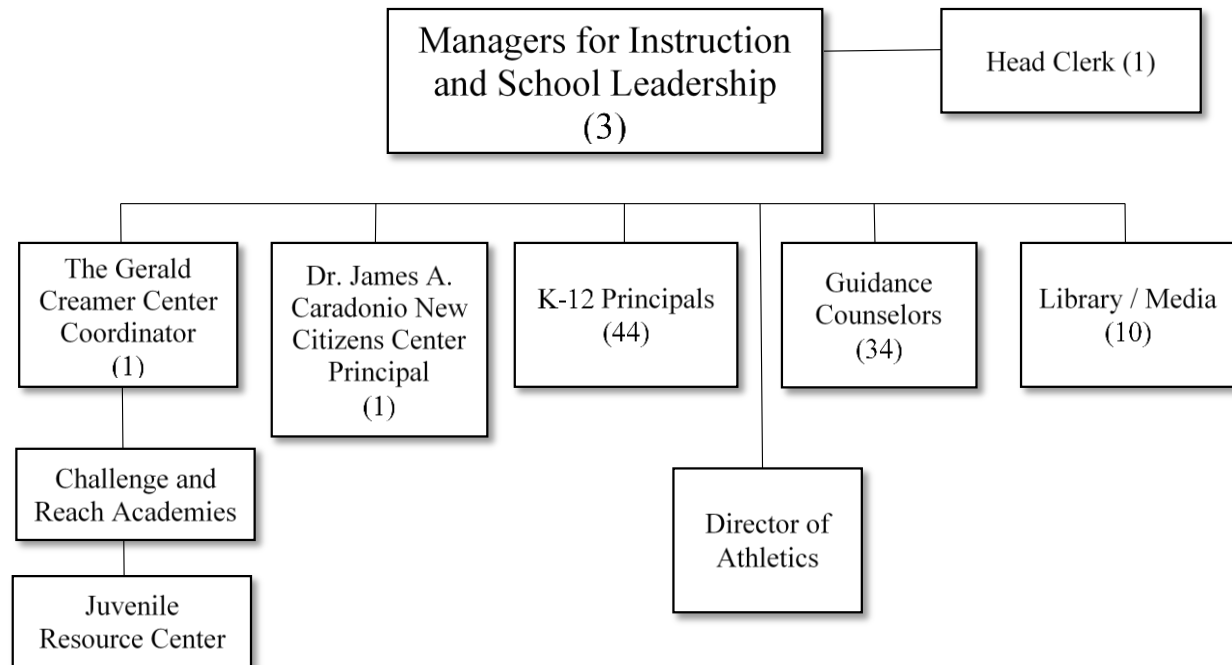
Worcester Public Schools  
Organizational Chart

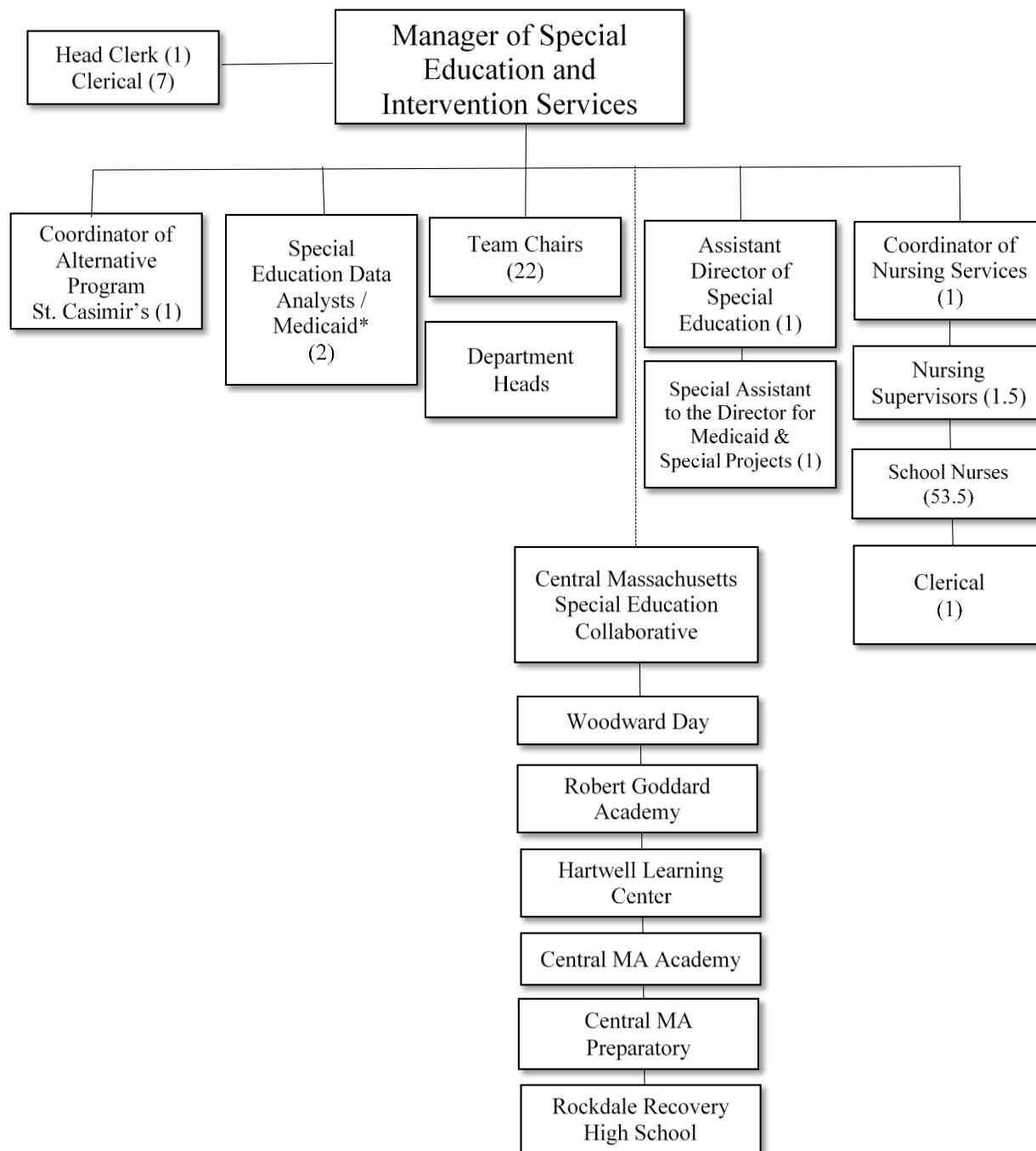




*\* Indicates Grant or Other Non-General Fund Sources*

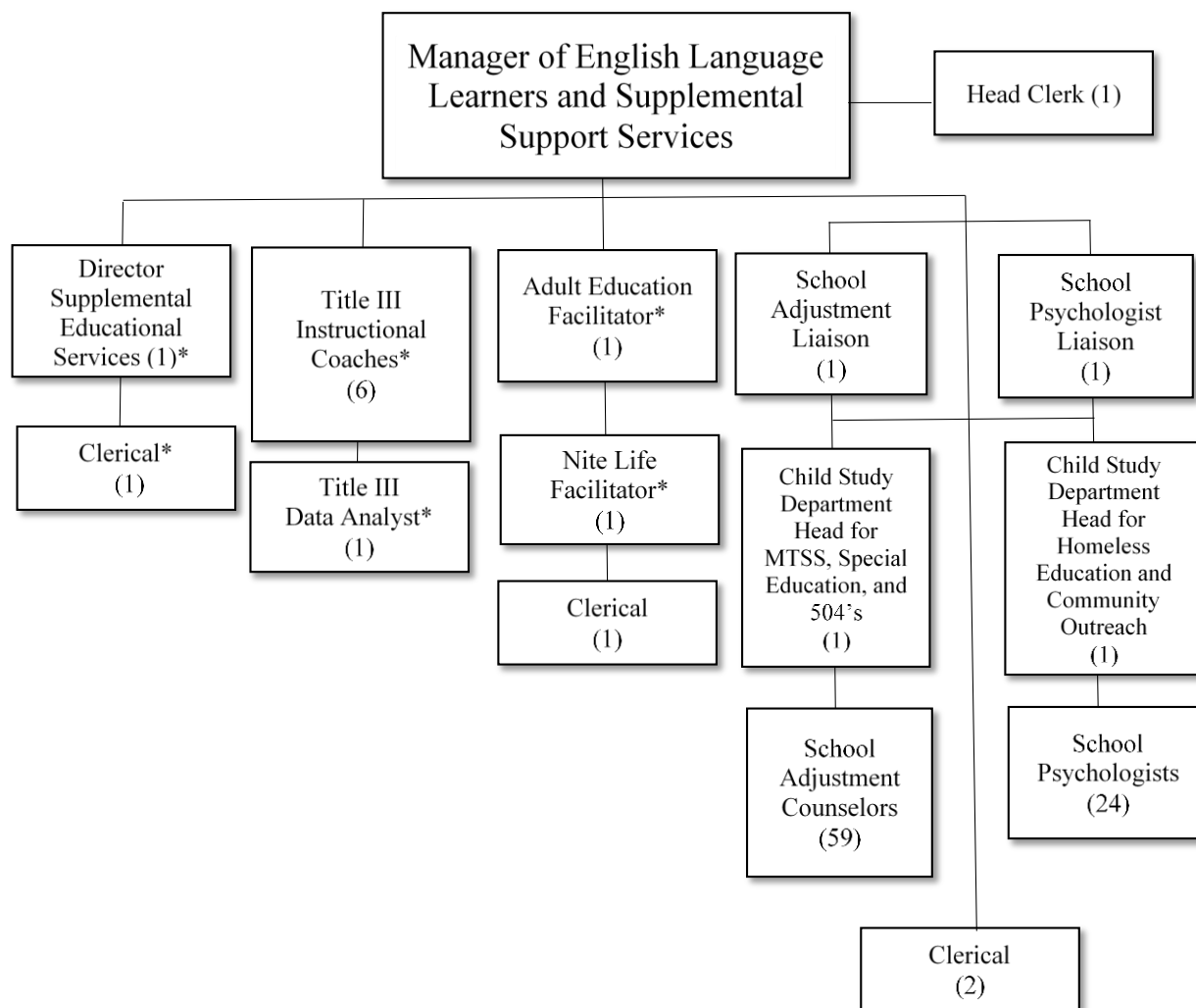






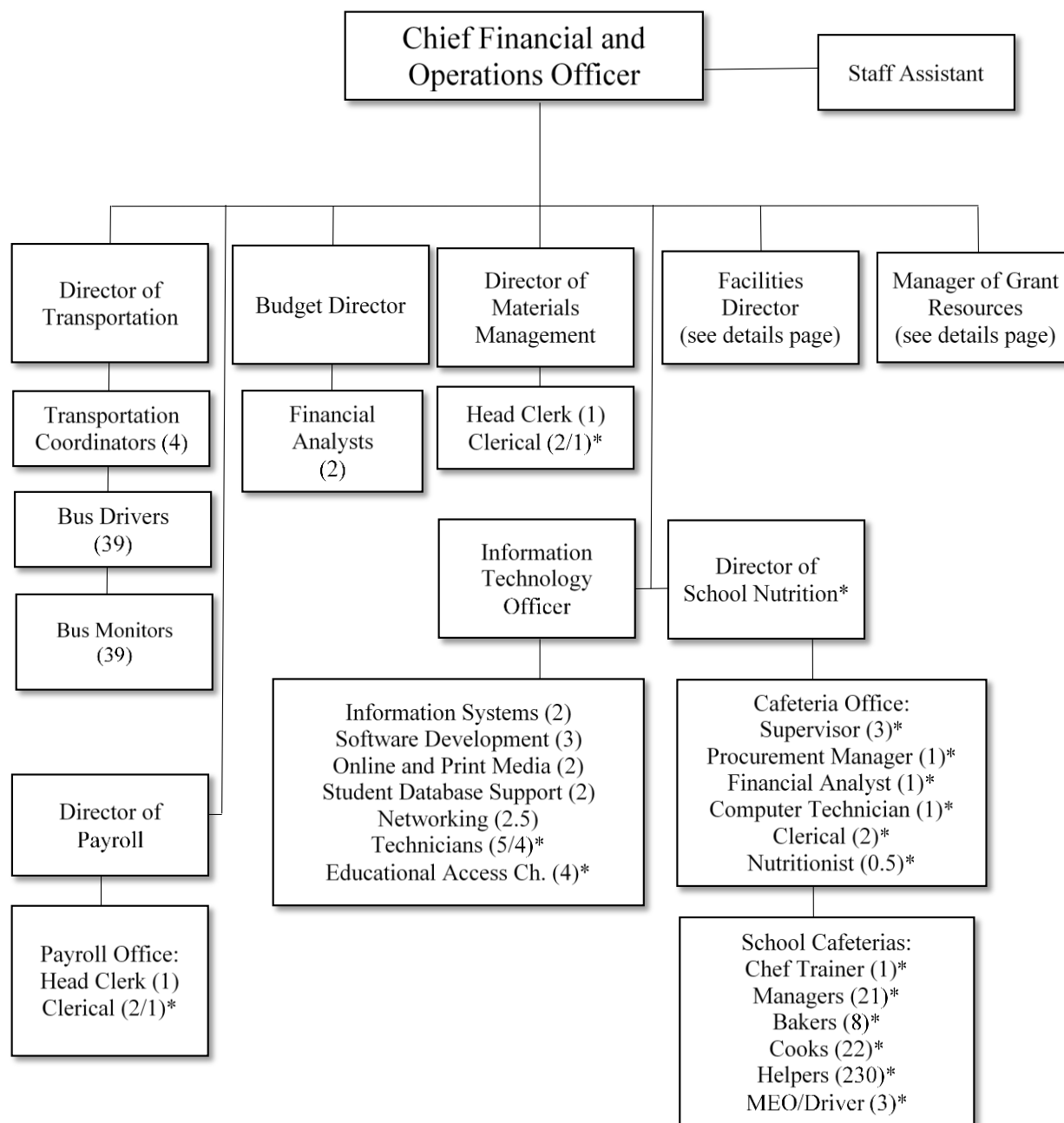
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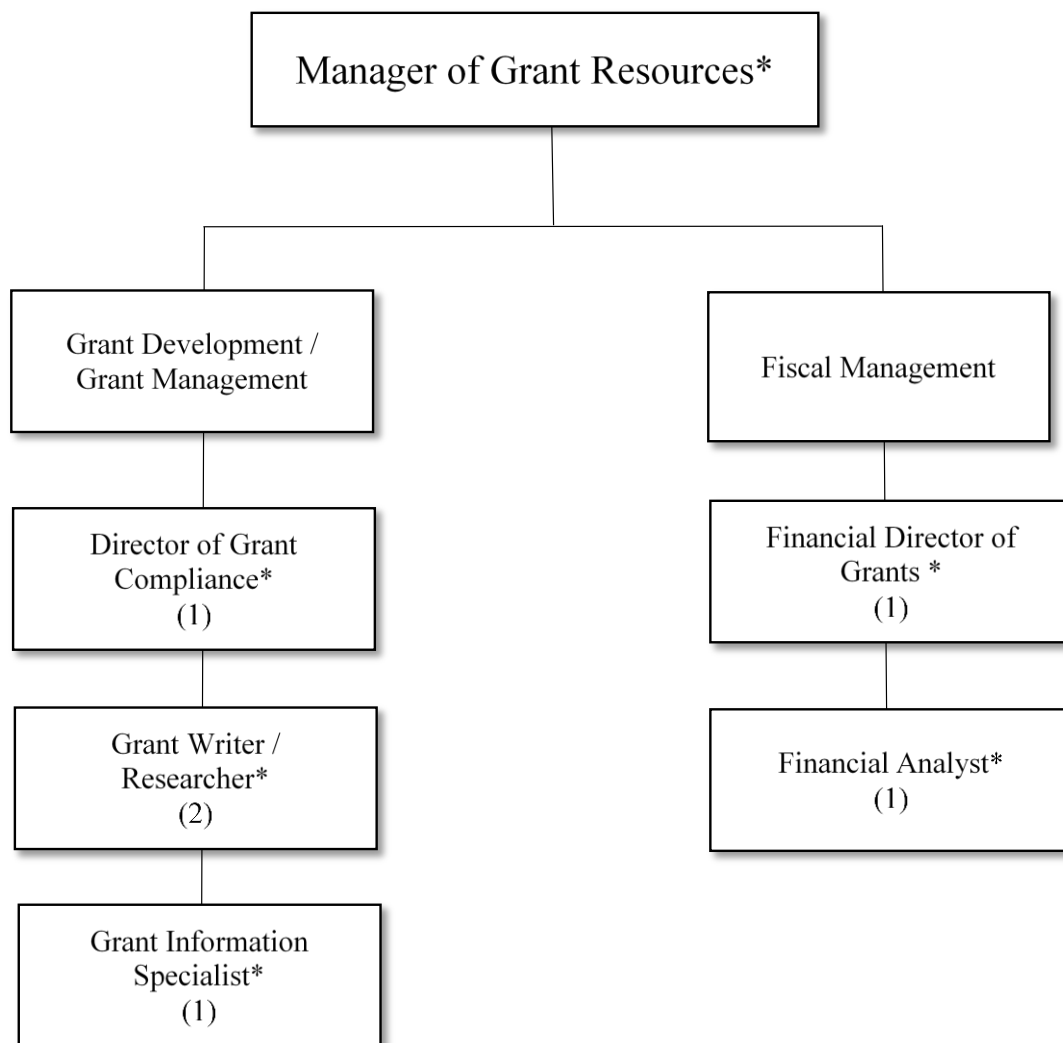
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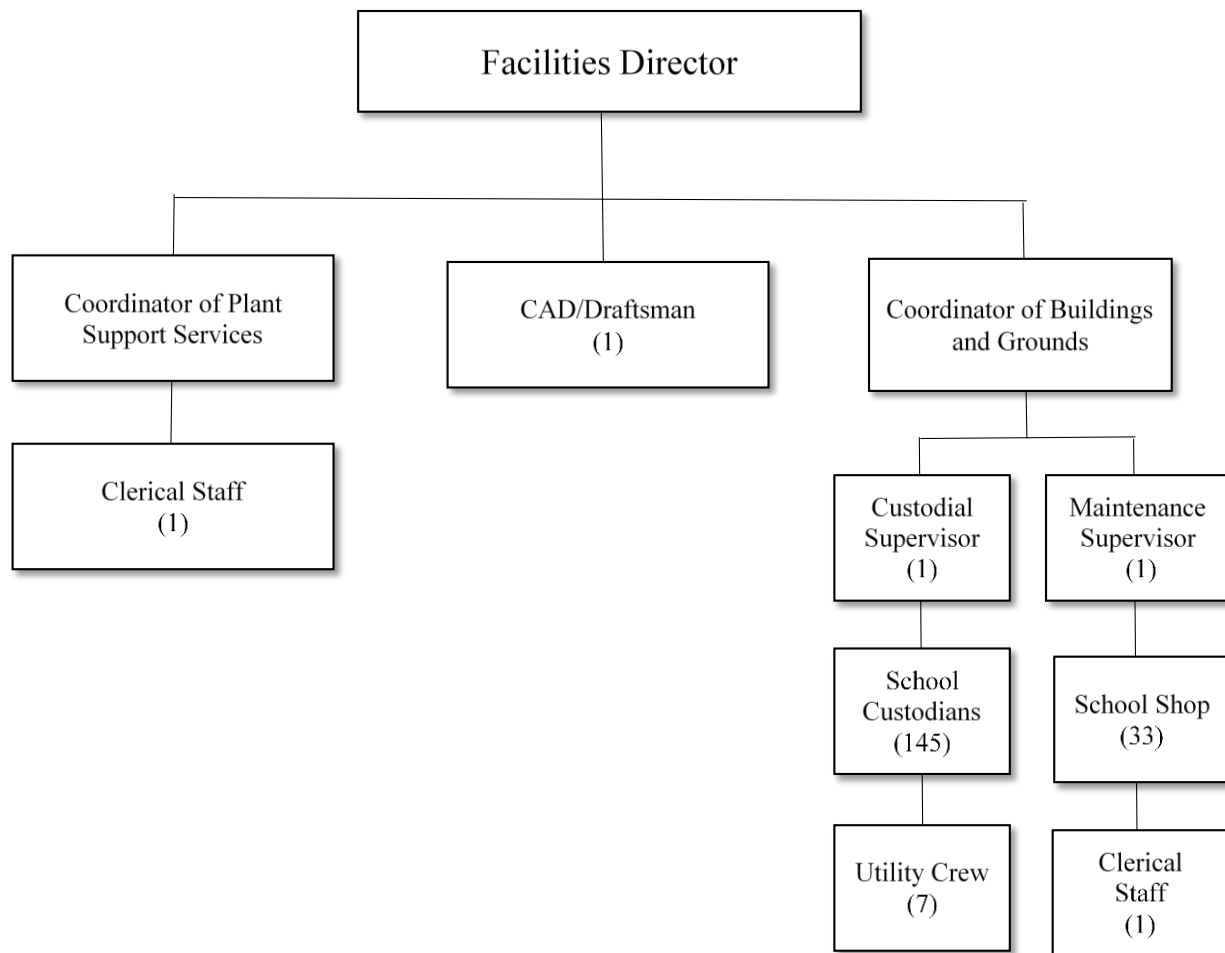
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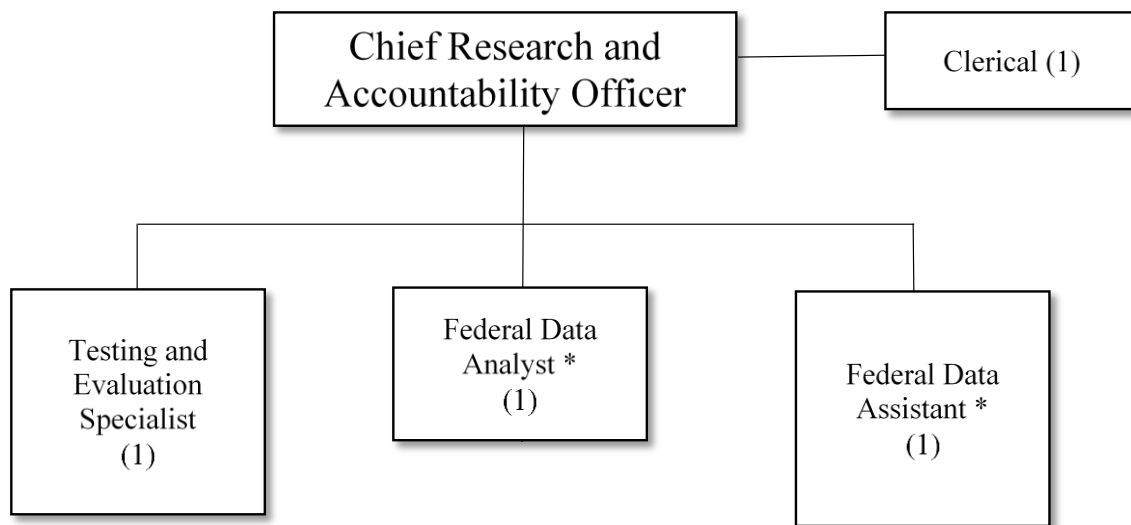




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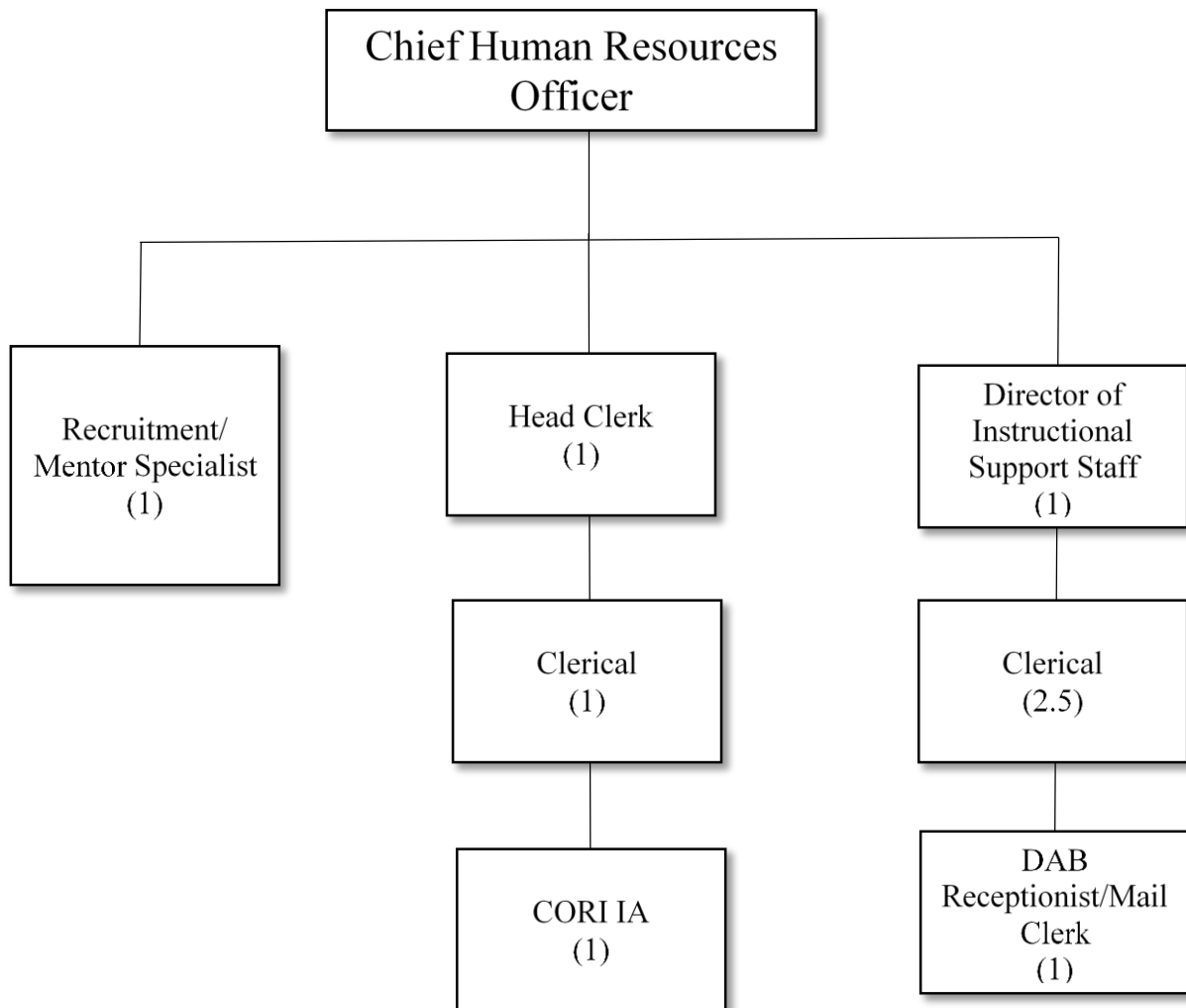






*\* Indicates Grant or Other Non-General Fund Sources*







## **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, graduate college, and are career ready.



## **District Goals**

### **Student Learning**

Worcester Public Schools will achieve a 2% reduction in the proficiency gap in English Language Arts as evidenced by MCAS Scores and CPI Ratings.

Worcester Public Schools will achieve a 2.7% reduction in the proficiency gap in Mathematics as evidenced by MCAS Scores and CPI Ratings.

### **District Improvement**

The Superintendent will review and revise, as appropriate, the Worcester Public Schools Comprehensive Accountability System to ensure alignment with current district improvement targets and practices.

The Worcester Public Schools attendance rate will improve 1% from 95% to 96% as targeted in our RTTT Wraparound goals.

## **State Standards for the Evaluation of Superintendents**

### **Standard I: Instructional Leadership**

1. Curriculum: Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes.
2. Instruction: Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.
3. Assessment: Ensures that all principals and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning.
4. Evaluation: Provides effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.
5. Data-Informed Decision Making: Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.

### **Standard II: Management & Operations**

1. Environment: Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, and emotional and social needs.
2. Human Resources Management and Development: Implements a cohesive approach to recruitment, hiring, induction, development, and career growth that promotes high-quality and effective practice.
3. Scheduling and Management Information Systems: Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff.



4. **Laws, Ethics, and Policies:** Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines.
5. **Fiscal Systems:** Develops a budget that supports the district's vision, mission, and goals; allocates and manages expenditures consistent with district-and-school-level goals and available resources.

### **Standard III: Family and Community Engagement**

1. **Engagement:** Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district and community.
2. **Sharing Responsibility:** Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community.
3. **Communication:** Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance.
4. **Family Concerns:** Addresses family and community concerns in an equitable, effective, and efficient manner.

### **Standard IV: Professional Culture**

1. **Commitment to High Standards:** Fosters a shared commitment to high standards of service, teaching and learning with high expectations for achievement for all.
2. **Cultural Proficiency:** Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.
3. **Communications:** Demonstrates strong interpersonal, written and verbal communication skills.
4. **Continuous Learning:** Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices and theory to continuously adapt practice and achieve improved results. Models these behaviors in the administrator's own practice.
5. **Shared Vision:** Continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.
6. **Managing Conflict:** Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.





## 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 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 2016 for the third consecutive year. This FY17 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 seventh consecutive year the district has utilized a “Zero-Based” budget development process. The FY17 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), and the Education Committee of the City Council. 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 the 2015-16 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 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 FY17 foundation budget allocation for Administration is \$13,159,605. The spending on Administration (as defined by the DESE chart of accounts) from the general fund budget in the FY17 budget is \$4,766,526 and remains below the self-imposed administrative spending cap of 1.5% of total foundation budget spending by more than \$222,330.

**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 FY17 general fund budget is recommended to increase \$4.6 million over the adopted FY16 budget amount.

Within the spending recommendation the budget includes:

Health Insurance Increase	\$2,289,574
Special Education Tuition and Contracted Services	\$1,876,338
Retirement Assessment Increase	\$ 943,936
Additional Teacher Positions (10)	\$ 737,000
Student Transportation Increase	\$ 470,338
School Nurse Salaries and Substitute Coverage	\$ 290,907
Unemployment Compensation	\$ 132,168
Building Rentals	\$ 114,147
All Other Cost Centers	<u>\$ 331,365</u>
Total Cost Increases	\$7,185,773

To Balance the spending increase, the following budget reductions are taken:

Position Vacancy and Attrition	\$ 979,046
Reduction of 10 Secondary Positions	\$ 663,336
Reduction of 6 Special Education positions	\$ 442,224
Reduction of Legal and Settlement Assessments	\$ 250,000
Reduction of 3 Pre-School Instructional Assistant Positions	\$ 91,227
Building Utilities and Vehicle Gasoline Savings	<u>\$ 156,130</u>
Total Reductions and Savings	\$2,581,963

Total Spending Increase	<u>\$4,603,810</u>
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### **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 2017 Highlights:**

***Zero-Based-Budgeting:*** For the seventh 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 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 FY17:**

- ⊕ **Student Enrollment & Inflation Rates Drives Revenue:** 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. Due to relatively flat enrollment and negative inflation rate used on the foundation budget per pupil rates, the FY17 budget increase is attributed to a one-time adjustment on the state's conversion from low-income students to a new "economically disadvantaged" definition. The state's Chapter 70 increase of \$3.8 million is mostly attributed to this change for Worcester.

Overall, the 24,959 student enrollment for Worcester from the previous year changed as follows:

- 134 student reduction in Pre-school enrollment
- 86 student reduction in Kindergarten through Grade 6 enrollment
- 16 student reduction in Grades 7 and 8 enrollment
- 7 student increase in Grades 9-12 enrollment

Within this total enrollment there was a 616 student increase in the number of English Language Learner students.

In addition, the state's change from low-income students (students that qualify for free or reduced price school meals through a state direct certification process and other students that qualify through a meal application and verification process) to a new economically disadvantaged definition (only counting students that qualify for certain state benefit programs) resulted in a reduction of 3,575 low-income students. However, the state also adjusted the per pupil rate for the new category (economically disadvantaged) and resulted in the one-time \$3.1 million increase in funding.

Total Chapter 70 State Aid increases from \$231,540,738 (including the amounts for charter schools and school choice tuition offset) to \$235,339,093, a 1.6% increase.

- ⊕ **Certain Costs Exceeding Inflation:** The total general fund budget increase of \$4.6 million is entirely offset by \$2.3 million increase in health insurance costs, \$0.9 million increase in city retirement assessments, \$0.9 million increase in special education tuition costs, and \$0.6 million increase in contracted student transportation costs. These cost increases do not allow for increased spending on direct instructional areas within the budget.
- ⊕ **Unsettled Health Insurance Changes:** All non-represented employees and retirees, along with most city-side employees, on conventional health insurance plans migrated to new plan design effective July 2015. These changes provided for no increase or savings in employee premium rates while increasing deductible and co-payments and provided \$448,000 in savings to the FY16 budget. If all represented employee groups migrated to



this new plan design, an additional \$2.7 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:

- ⊕ **School Safety Consultant Recommendations:** School safety consultants hired by the district during 2015-2016 identified areas for consideration at 15 schools. These common findings can be grouped into the following categories: 1. Training and Practices, 2. Supplies and Maintenance, and 3. Capital Equipment Purchases. The district's school safety advisory committee continues to prioritize actions and identify funding to be implemented. These recommendations will take several years for full implementation.
- ⊕ **Elementary Classroom Space:** Several elementary schools continue to experience large class sizes and overcrowding based on available space. The district is renting eight classrooms to accommodate Chandler Elementary School students. Woodland Academy and Canterbury Street School also have seen large enrollment increases. 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 and Middle School Student Enrollment:** High school enrollment is projected to increase by 5.7% and middle school enrollment is expected to increase by 7.0% over the next five years. North High, opened in 2011, has an enrollment of 1,300 students that already exceeds the original design of the building. A replacement or renovated South High School will be built in the next 3-5 years with a slightly increased enrollment capacity. The district has identified the renovation or replacement of Doherty Memorial High School and Burncoat High School as the next priority projects for consideration for funding by the Massachusetts School Building Authority. Forest Grove Middle School has a current enrollment at its highest level since 2003 with 983 students.
- ⊕ **Foundation Budget Review Commission Recommendations:** The state's Foundation Budget Review Commission provided recommendations around adjustments to the state's foundation budget formula. These areas of recommendations include funding for the areas of employee benefits, special education, low-income students, and English language learners. Implementation of these recommendations would likely significantly increase Chapter 70 state funding to Worcester.
- ⊕ **English Language Learners:** New state guidance on student language proficiency levels will likely result in a significant reduction in the number of ESL students during 2016-17 school year; with a corresponding reduction in foundation budget funding for FY18.
- ⊕ **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, training, and appropriate funding for replacement.

- ⊕ **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 migrated to these plans in July 2015, providing \$448,000 in savings. If all represented employee groups moved to these new rates there would be an additional \$2.7 million in savings that could be used within the budget.
- ⊕ **Special Education Services:** The Administration continues to explore opportunities of reducing third party contracted services and developing internal capacity where improved service and cost savings are achieved. This has been done successfully in recent years through developing ABA and BCBA for autism services with district employees.
- ⊕ **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.



**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 typically 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 to discuss preliminary budget estimates for Worcester Public Schools.
- ⊕ Announcement and analysis of the Governor's annual proposed budget.

### 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.
- ⊕ Initial estimates for annual budget are provided to Worcester School Committee.

### March

- ⊕ Administration presents budget estimates to Citywide Parent Planning Advisory Committee.
- ⊕ Superintendent presents preliminary budget estimates to local business roundtable.

### April

- ⊕ House of Representatives releases preliminary budget and used as basis of budget recommendations to School Committee.

### May

- ⊕ Budget balanced and document is finalized early in the month.
- ⊕ Submission of a balanced budget and document to School Committee.
- ⊕ Community input session is held by the Finance and Operations Subcommittee.
- ⊕ Senate releases preliminary budget.
- ⊕ City Council Hearings on City departmental budgets.

### June - July

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

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



## 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.
- ⊕ Administration submits any proposed and approved Accelerated Repair Projects to MSBA
- ⊕ 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.

### April:

- ⊕ Administration submits major building projects (major renovation or replacement) to MSBA under “core project” program.

### 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.”

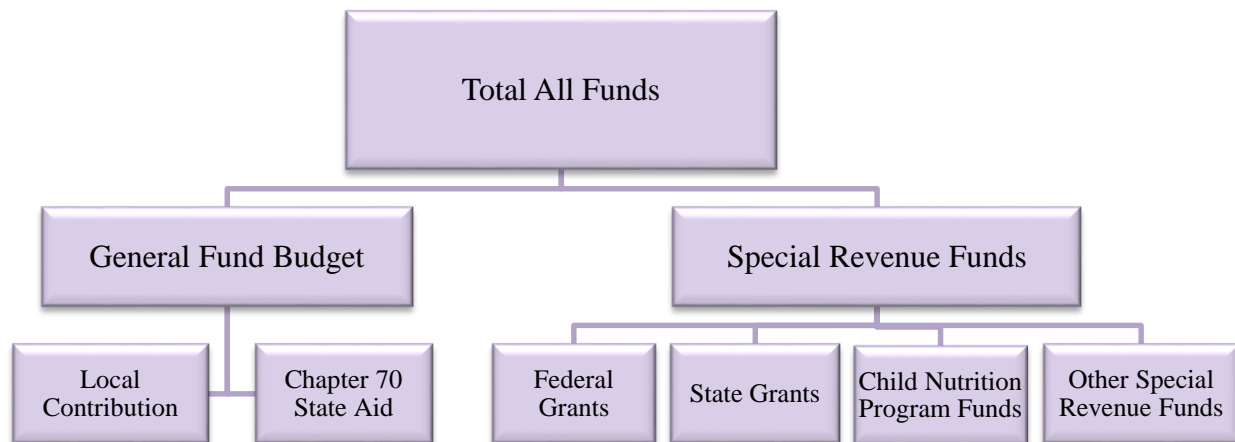
Once the City Manager recommends an amount for the Worcester Public Schools, the Superintendent prepares a recommended budget that is submitted to the Worcester School Committee no later than the Friday before the first Thursday in June in order for the School Committee to hold budget hearings open to 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 Service Overtime
500-91120 Maintenance Service Salaries	500-97205 Clerical and Support Overtime

And ordinary maintenance accounts of:

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

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**

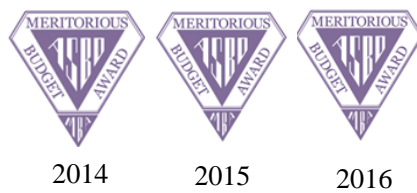
Worcester Public Schools' general fund operating budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP), with the exception of encumbrances, which are considered expenditures in the period the commitment is made. The district's budgetary and accounting systems are organized 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.

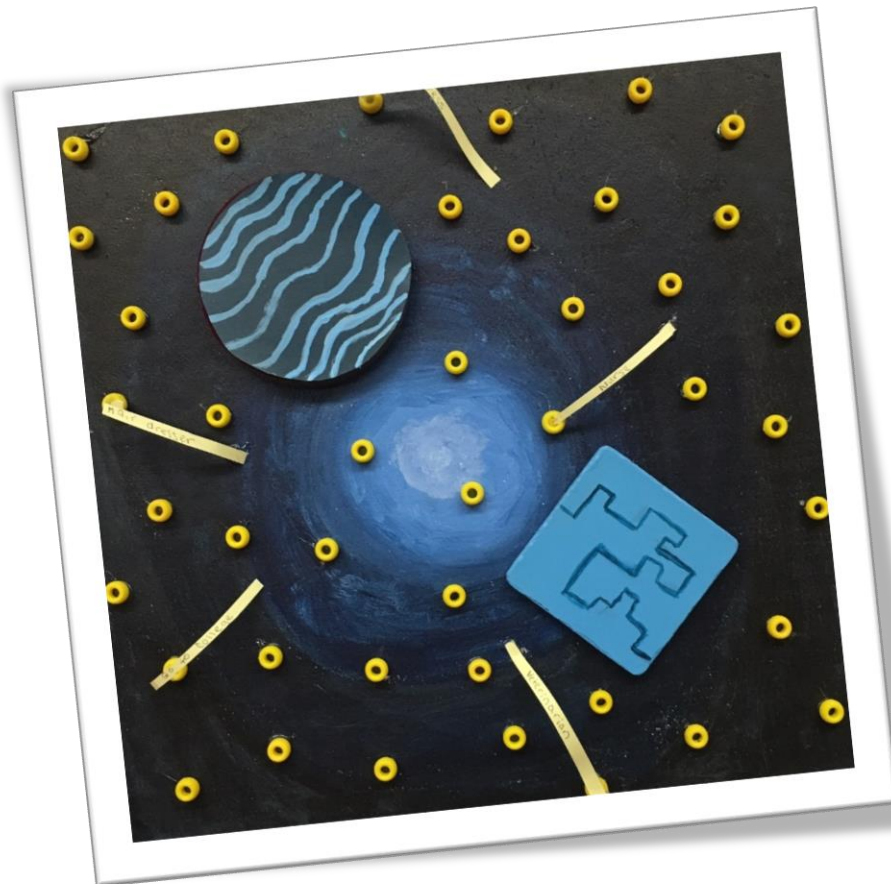
Worcester Public Schools' general ledger chart of accounts follows the format and numbering of



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.







*"Infinite Line"*  
Jazlynn Medero  
Burncoat Middle School

## FY17 Budget Overview

The fiscal year 2017 budget represents total spending for the Worcester Public Schools from all sources of \$377,118,333, a \$6.4 million or 1.7% increase from the FY16 adopted budget level of \$370,683,387. Within this amount, the total general fund budget that has been recommended by the City Manager is \$322,895,803 which represents an increase of \$4.6 million, or 1.4% from the FY16 School Committee's adopted budget of \$318,291,993. The budget increase represents a \$3.8 million increase in Chapter 70 state aid and charter school reimbursement, \$0.5 million increase in city contribution, and \$0.3 million total reduction in charter school tuition, school choice and state special education assessments. Federal grants are assumed to be level funded with actual award known later in the budget process; the FY17 budget reflects the addition of a three-year School Redesign Grant for Elm Park Community School that was awarded during FY16. Most state grants are assumed to be level funded based on initial funding included in the House of Representatives budget, except for the phase-out of the Financial Literacy and Literacy Partnership Grants. Within the state and federal grants, the City Manager has proposed to further reduce the city charge on grants from 2.5% to 2%, providing savings within grants totaling \$175,000. Other special revenue is expected to be reduced \$0.3 million, mostly due to a reduction in state circuit breaker reimbursement and adult education revenues. Finally, the school nutrition funding is expected to increase \$1.8 million from the FY16 budgeted spending level due to participation in the USDA's Community Eligibility Program.

The FY17 budget can best be characterized by the following themes: flat enrollment from the previous year, negative inflation and the continued increase of certain cost centers greater than both revenue growth and the inflation rate. While the enrollment was relatively flat from the previous year, overall, the district enrollment has increased by 2,079 students, or 9%, since FY07 and the current enrollment remains higher than in FY03 when the district had eight more schools to accommodate students. 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 decrease of 0.22% from the previous year is the second lowest rate since FY94 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 FY17 budget at rates much higher than the rest of the budget.

Overall, the 24,959 student enrollment for Worcester from the previous year changed as follows:

- 134 student reduction in Pre-school enrollment
- 86 student reduction in Kindergarten through Grade 6 enrollment
- 16 student reduction in Grades 7 and 8 enrollment
- 7 student increase in Grades 9-12 enrollment

Within this total enrollment there was a 616 student increase in the number of English Language Learner students.

The City's contribution of \$112,791,003 increases \$0.5 million over the FY16 level of \$112,291,573. The total City contribution 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 city's contribution will exceed the FY17 minimum spending requirement by \$1.84 million and at this spending level, the city will completely eliminate the carryover required spending deficiency.

The FY17 budget includes a slight increase in revenue, yet 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 \$29.1 million and Special Education costs by \$29.8 million. The district spends at or near the foundation budget each year. This \$59 million in underfunding of these two areas must come from the other areas of the foundation budget, such as:

- 660 fewer classroom teachers,
- \$3.1 million less on professional development,
- \$9.3 million less on instructional materials and technology, and
- \$11.2 million less on operations and maintenance.

This district continues to advocate for the state to adopt the findings and recommendations of the Foundation Budget Review Commission and adjust the areas of the funding formula that are 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 funding needs identified by school and district leadership, the Administration projected a gap between available resources funding needs, totaling \$6.4 million based on the same level of service at the current year. The budget presentations also identified the need for an additional \$14.5 million to address new positions and instructional materials needs. Since the Governor's budget was announced, the House Ways and Means Committee has released similar budget numbers. The FY17 budget reflects reallocation of existing resources to fund instructional positions, as well as the deferment of most new programs and position requests, as well as strategic cost savings and reductions in order to be balanced.

The FY17 budget includes more than \$7.2 million of cost increases and \$2.6 million of budget savings and cost reductions in order to be a balanced budget reflecting a \$4.6 million budget increase over the FY16 levels. The summary of the cost increases are as follows:

<u>Cost Increases:</u>	<u>in millions</u>
Health Insurance	\$2.3
Special Education Tuition & Contracted Service	\$1.9
Retirement Assessment	\$0.9
Additional 10 Teacher Positions	\$0.7
Student Transportation	\$0.5
School Nurses Salaries and Substitute Coverage	\$0.3
All Other Cost Centers	<u>\$0.6</u>
Total General Fund Budget Increase	\$7.2



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 Reductions	\$1.2
Position Vacancy and Attrition Savings	\$0.9
Program Savings	<u>\$0.5</u>
Total Savings:	\$2.6

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 FY17 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:

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

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 FY17 budget assumptions are:

- ⊕ The level of Chapter 70 funding is based on the amounts contained in both the Governor's and House of Representatives budgets. City Contribution is based on the amount that was included in the City Manager's FY17 Five Point Financial Plan on February 9, 2016.
- ⊕ 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 actual budget 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 36% based upon estimates in both the FY17 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)

	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Budget</b>
<b>Revenues:</b>					
State Education Aid*	\$194,264,517	\$202,738,622	\$203,398,962	\$214,330,192	\$218,293,780
Local Contribution**	\$91,102,295	\$96,307,232	\$101,352,888	\$103,961,801	\$104,602,023
Federal Grants	\$31,943,215	\$30,645,346	\$29,677,191	\$30,040,714	\$30,482,430
Nutrition Program	\$10,042,134	\$13,714,060	\$11,830,642	\$12,084,160	\$13,850,186
State Grants	\$6,363,997	\$6,091,911	\$5,178,453	\$5,083,661	\$5,039,003
Other Special Revenue	\$6,165,440	\$5,333,120	\$5,408,965	\$5,182,859	\$4,850,911
<b>Total Revenues</b>	\$339,881,598	\$354,830,291	\$356,847,101	\$370,683,387	\$377,118,333
<b>Expenditures:</b>					
Administration (1000)	\$4,845,095	\$4,801,332	\$4,692,473	\$5,702,857	\$5,681,658
Instruction (2000)	\$213,663,249	\$213,307,095	\$206,031,287	\$209,995,114	\$209,486,427
Other School Services (3000)	\$20,972,825	\$33,242,845	\$39,070,308	\$45,320,007	\$48,294,283
Operations & Maint. (4000)	\$20,853,260	\$20,934,688	\$20,736,001	\$21,570,386	\$21,921,248
Fixed Charges (5000)	\$62,430,520	\$62,424,446	\$66,042,041	\$67,391,230	\$70,396,113
Community Services (6000)	\$563,006	\$338,510	\$624,568	\$508,737	\$445,033
Fixed Assets (7000)	\$285,363	\$386,402	\$406,287	\$421,951	\$538,374
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$18,345,543	\$18,454,694	\$19,068,209	\$19,773,105	\$20,355,197
<b>Total Expenditures</b>	\$341,958,861	\$353,890,012	\$356,671,174	\$370,683,387	\$377,118,333
Difference	-\$2,077,263	\$940,279	\$175,927	\$0	\$0

\* 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.



### FY17 SUMMARY OF REVENUES (ALL FUNDS)

Funding Source	General Fund	Special Revenue Funds			Total
		Grants	Nutrition	Other Special Revenue	
Local Funds*	\$104,602,023	\$0	\$0	\$0	\$104,602,023
State Funds*	\$218,293,780	\$5,039,003	\$367,645	\$2,965,043	\$226,665,471
Federal Funds	\$0	\$30,482,431	\$13,412,540	\$0	\$43,894,971
Other	\$0	\$0	\$70,000	\$1,885,868	\$1,955,868
<b>Total</b>	<b>\$322,895,803</b>	<b>\$35,521,434</b>	<b>\$13,850,185</b>	<b>\$4,850,911</b>	<b>\$377,118,333</b>

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

### FY17 SUMMARY OF EXPENDITURES (ALL FUNDS)

*Stated in DESE Chart of Account Format*

Funding Source	General Fund	Special Revenue Funds			Total
		Grants	Nutrition	Other Special Revenue	
Administration (1000)	\$4,766,526	\$815,806	\$99,326	\$0	\$5,681,658
Instruction (2000)	\$190,623,760	\$17,979,405	\$0	\$883,262	\$209,486,427
Other School Services (3000)	\$24,454,100	\$11,389,654	\$11,980,249	\$470,280	\$48,294,283
Operations & Maint. (4000)	\$21,241,305	\$392,651	\$200,000	\$87,292	\$21,921,248
Fixed Charges (5000)	\$63,881,585	\$4,943,918	\$1,570,610	\$0	\$70,396,113
Community Services (6000)	\$0	\$0	\$0	\$445,033	\$445,033
Fixed Assets (7000)	\$538,374	\$0	\$0	\$0	\$538,374
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$17,390,153	\$0	\$0	\$2,965,044	\$20,355,197
<b>Total Expenditures</b>	<b>\$322,895,803</b>	<b>\$35,521,434</b>	<b>\$13,850,185</b>	<b>\$4,850,911</b>	<b>\$377,118,333</b>



## Revenue Overview (All Funds)

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



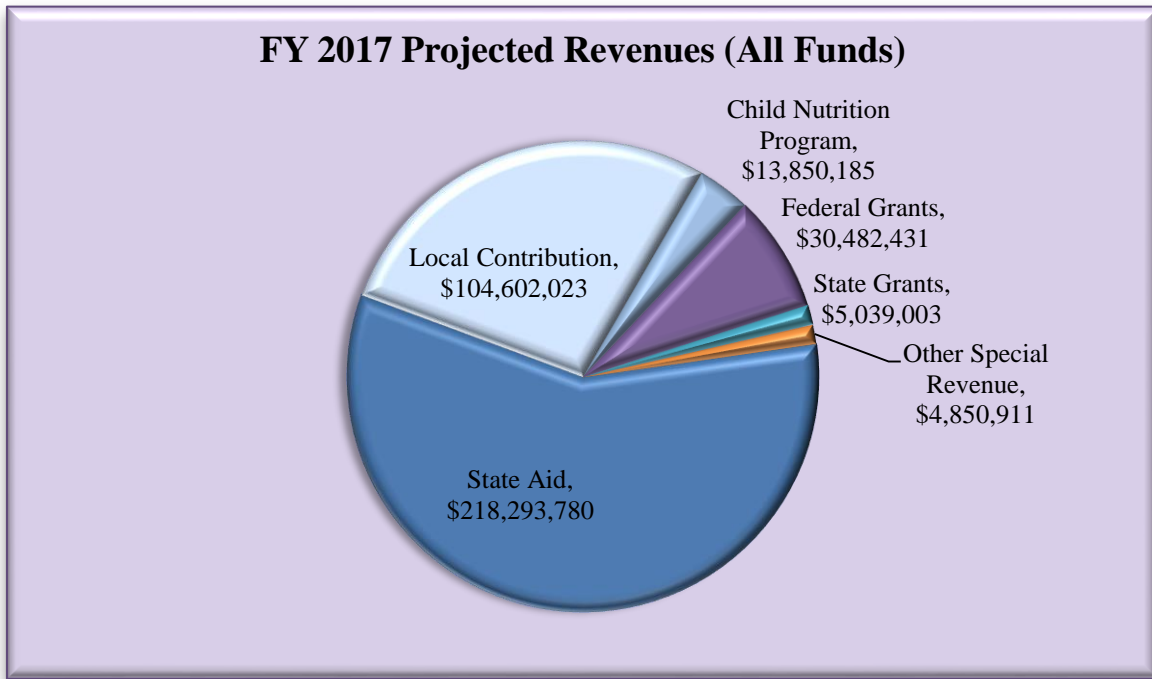
## Expenditures Overview (All Funds)



The following pages describe each expenditure category by each funding source in greater detail.



The chart below summarizes the total projected FY 2017 revenues from all funds:



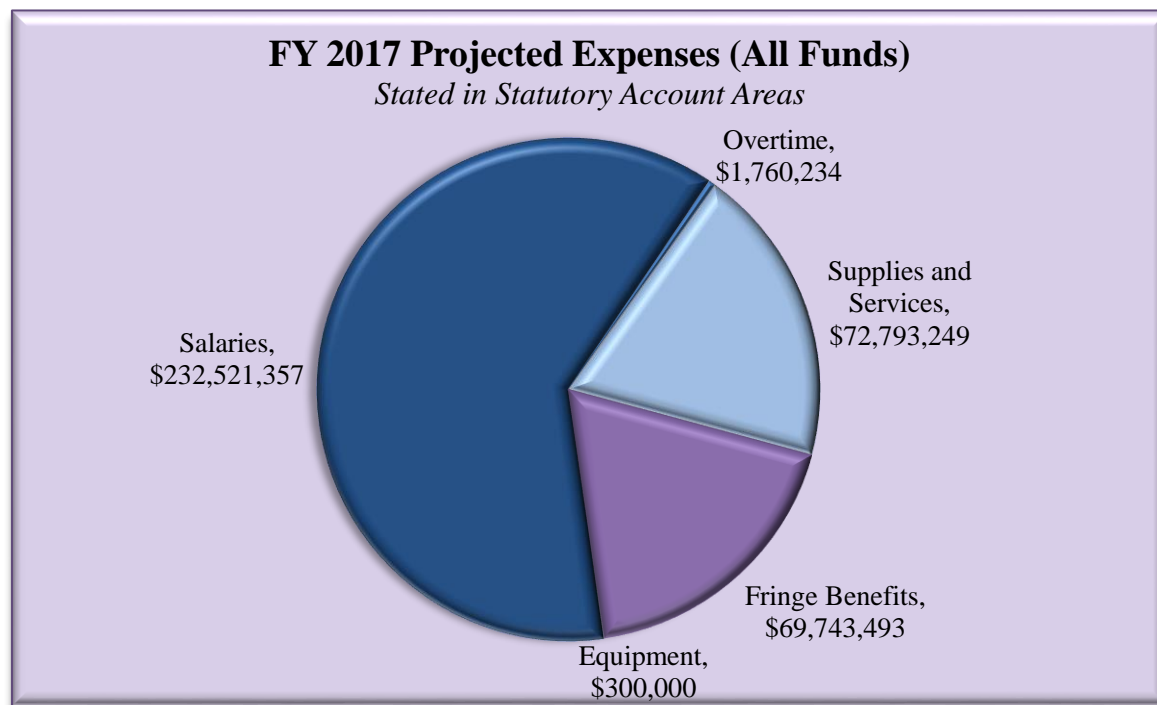
Source:	FY2017	
State Aid*	\$218,293,780	57.9%
Local Contribution*	\$104,602,023	27.7%
Federal Grants	\$30,482,431	8.1%
Child Nutrition	\$13,850,185	3.7%
State Grants	\$5,039,003	1.3%
Other Special Revenue Funds:	\$4,850,911	1.3%
<b>Total :</b>		<b>\$377,118,333 100.0%</b>

\* 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 FY17 general fund budget.

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



The chart below summarizes the total projected FY 2017 expenditures from all funds:

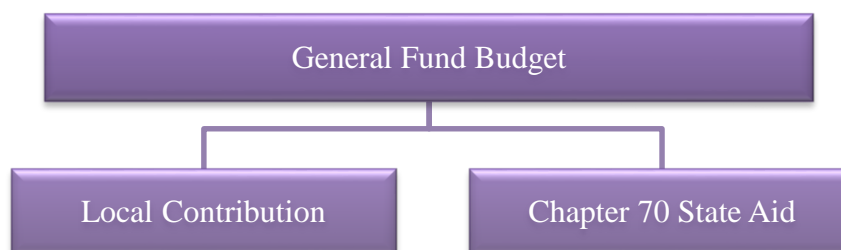


Cost Account	FY2017	
Salaries (91000)	\$232,521,357	61.7%
Supplies & Services (92000)	\$72,793,249	19.3%
Equipment (93000)	\$300,000	0.0%
Fringe Benefits (96000)	\$69,743,493	18.5%
Overtime (97000)	\$1,760,234	0.5%
<b>Total Spending:</b>	<b>\$377,118,333</b>	<b>100.00%</b>

The following pages describe expenditures in greater detail.



## General Fund



	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Budget</b>
<b>Revenues:</b>					
State Education Aid*	\$194,264,517	\$202,738,622	\$203,398,962	\$214,330,192	\$218,293,780
Local Contribution**	\$91,306,186	\$96,307,232	\$101,352,888	\$103,961,801	\$104,602,023
<b>Total Revenues</b>	<b>\$285,570,703</b>	<b>\$299,045,854</b>	<b>\$304,751,850</b>	<b>\$318,291,993</b>	<b>\$322,895,803</b>
<b>Expenditures:</b>					
Administration (1000)	\$3,890,750	\$3,890,750	\$3,937,366	\$4,788,119	\$4,766,526
Instruction (2000)	\$180,622,830	\$181,882,831	\$182,761,060	\$191,550,265	\$190,623,760
Other School Services (3000)	\$10,089,907	\$22,204,019	\$23,275,216	\$23,684,030	\$24,454,100
Operations & Maint. (4000)	\$20,455,290	\$20,455,290	\$20,154,196	\$20,890,443	\$21,241,305
Fixed Charges (5000)	\$54,894,301	\$54,894,301	\$58,605,628	\$60,556,886	\$63,881,585
Community Services (6000)	\$0	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$285,363	\$386,402	\$406,287	\$421,951	\$538,374
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$15,332,261	\$15,332,261	\$15,612,028	\$16,400,299	\$17,390,153
<b>Total Expenditures</b>	<b>\$285,570,702</b>	<b>\$299,045,854</b>	<b>\$304,751,781</b>	<b>\$318,291,993</b>	<b>\$322,895,803</b>
<b>Difference</b>	<b>\$1</b>	<b>\$0</b>	<b>\$69</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)

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>FY16 Actual</u>	<u>FY17 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
<b>Chapter 70 State Aid &amp; Reimbursement:</b>				
Chapter 70 State Aid (Total)	\$231,540,738	\$235,339,093	\$3,798,355	1.6%
Charter School Reimbursement	<u>\$2,125,538</u>	<u>\$2,179,528</u>	<u>\$53,990</u>	<u>2.5%</u>
<b>Total Chapter 70 State Aid &amp; Reimbursement</b>	<b>\$233,666,276</b>	<b>\$237,518,621</b>	<b>\$3,852,345</b>	<b>1.6%</b>
<b>City Contribution</b>				
Amount towards Required Spending	\$99,745,201	\$100,244,631	\$499,430	0.5%
Amount for Non-Net School Spending Items	\$12,546,372	\$12,546,372	\$0	0.0%
<b>City Contribution</b>	<b><u>\$112,291,573</u></b>	<b><u>\$112,791,003</u></b>	<b><u>\$499,430</u></b>	<b><u>0.4%</u></b>
<b>Total General Fund Revenues</b>	<b>\$345,957,849</b>	<b>\$350,309,624</b>	<b>\$4,351,775</b>	<b>1.3%</b>
<b>Less Tuition Assessments:</b>				
Charter School Tuition Assessment	\$24,866,852	\$24,579,722	-\$287,130	-1.2%
School Choice Tuition Assessment	\$2,651,386	\$2,686,481	\$35,095	1.3%
Special Education Revenue Offset	<u>\$147,618</u>	<u>\$147,618</u>	<u>\$0</u>	<u>0.0%</u>
<b>Total Tuition Assessments</b>	<b><u>\$27,665,856</u></b>	<b><u>\$27,413,821</u></b>	<b><u>-\$252,035</u></b>	<b><u>-0.9%</u></b>
<b>TOTAL GENERAL FUND REVENUE:</b>	<b>\$318,291,993</b>	<b>\$322,895,803</b>	<b>\$4,603,810</b>	<b>1.4%</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.

### FY17 Foundation Budget Calculation

Enrollment Category <sup>1</sup>	Per Pupil Rate	Foundation Enrollment <sup>2</sup>	Total Foundation Amount
Pre-School	\$ 3,631.44	470	\$ 1,706,777
Kindergarten (Half Day)	\$ 3,631.44	2	\$ 7,263
Kindergarten (Full Day)	\$ 7,262.92	997	\$ 7,241,131
Elementary (Grades 1-5)	\$ 7,306.58	6,508	\$ 47,551,223
Middle School (Grades 6-8)	\$ 6,927.11	4,053	\$ 28,075,577
High School	\$ 8,637.59	4,373	\$ 37,772,181
ELL Pre-K	\$ 4,641.40	797	\$ 3,699,196
ELL K-12	\$ 9,282.69	8,947	\$ 83,052,227
Vocational	\$ 13,170.92	1,868	\$ 24,603,279
Special Education In-District <sup>3</sup>	\$ 25,276.68	1,022	\$ 25,832,767
Special Education Out-of-District <sup>4</sup>	\$ 26,403.26	249	\$ 6,574,412
Economically Disadvantaged <sup>5</sup>	\$ 4,135.00	16,076	\$ 66,474,260
<b>TOTAL<sup>6</sup></b>		<b>27,381</b>	<b>\$ 332,590,292</b>

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.

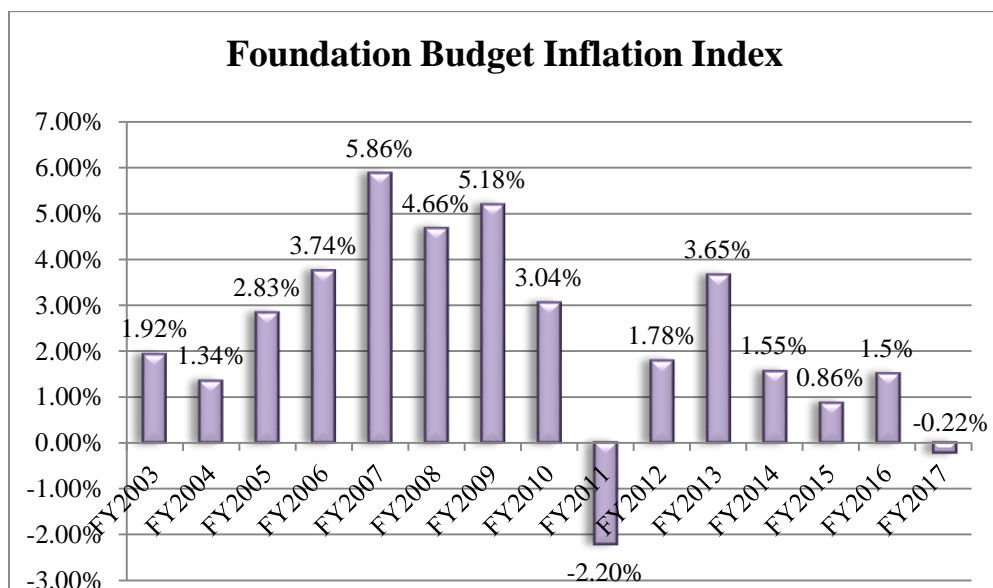
<sup>5</sup> Economically Disadvantaged Students: Incremental funding applied to student enrollment category

<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 FY16 and FY17 is \$3.1 million. The increase is attributable to the state's one-time change in definition of low-income to economically disadvantaged students. Many districts, including Worcester, are participating in the federal Community Eligibility Program allowing all students to participate in the Child Nutrition Program at no cost regardless of family income. As a result, Worcester, and these other communities, no longer collect meal applications from students to determine eligibility for the meal programs. In response, the state is changing the low-income student enrollment total to a new category, called Economically Disadvantaged, which is a capture of students that qualify for other state benefit programs. Worcester's student enrollment change from low-income to economically disadvantaged students did not fall as dramatically as most other communities, and as a result of the new per pupil allocation, the district will see an increase in funding for this category for FY17.

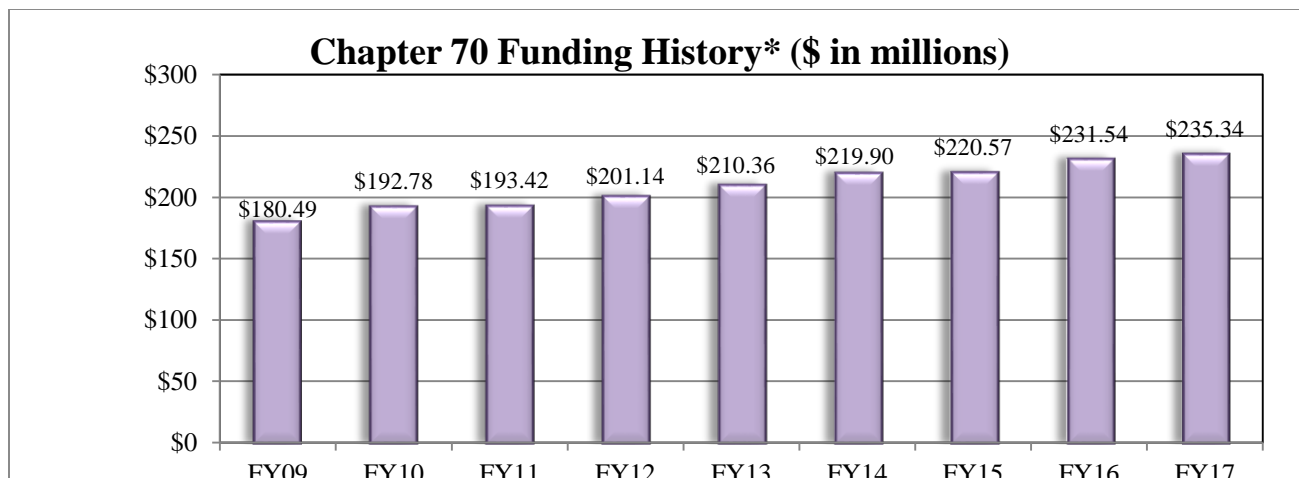
The inflation factor used to determine the annual change in the foundation budget is the Implicit Price Deflators for Gross Domestic Product, State and Local Government purchases.



### 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 FY17, based on House of Representatives budget, the total Chapter 70 State Aid is \$235,339,093, an increase of \$2,798,255 over the FY16 level of \$231,540,738.





\*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 \$2.2 million in FY17 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 36% of the full funding level (excluding facilities reimbursement).

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 \$2.2 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.

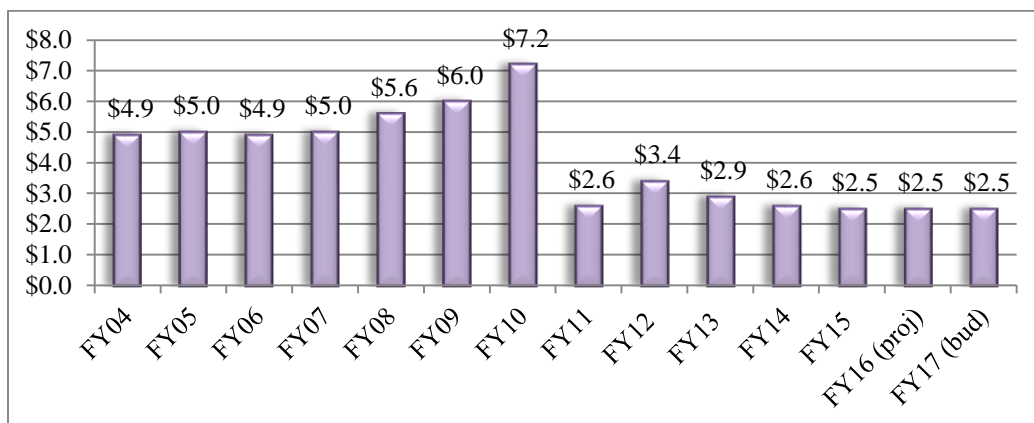


Based upon the revenue estimates contained in the City Manager's Five Point Financial Plan on February 9, 2016, the city contribution will increase \$0.5 million in FY17. The city's contribution will exceed the FY17 minimum spending requirement by \$1.84 million and at this spending level, the city will completely eliminate the carryover required spending deficiency.

### Additional City Contribution

The City's contribution provides funding for 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.

## Revenue Offsets

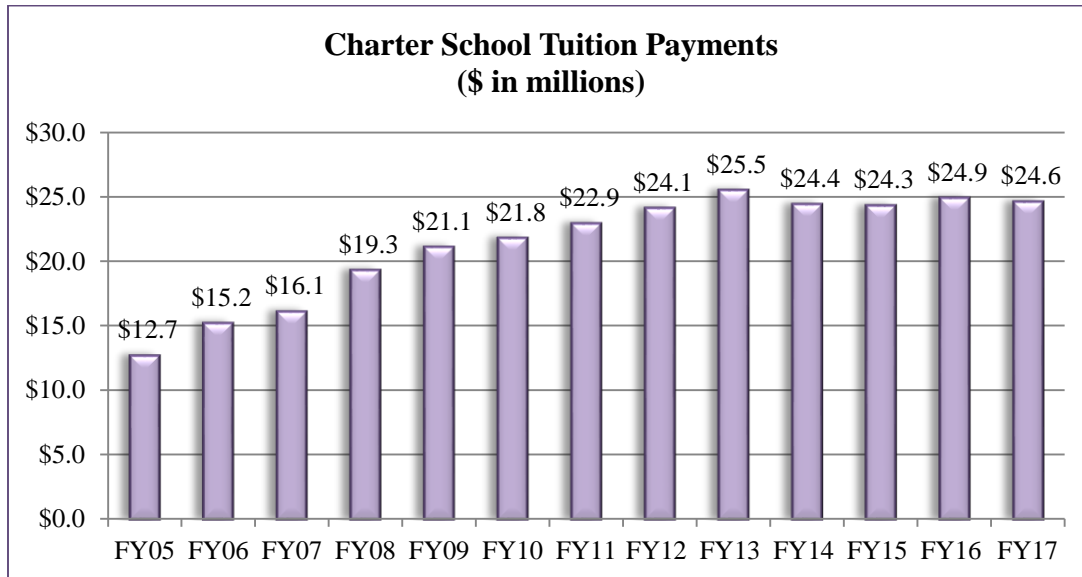
Under state law (Massachusetts General Law Chapter 76, Section 12B), resident students may attend other school districts in the Commonwealth through the state's School Choice program and students may also attend charter schools, which are independent public schools that accept students in accordance with state law.

The enrollment in FY17 foundation budget is based upon the enrollment of the WPS as of October 1, 2015. The total enrollment used by the state to calculate the district's foundation budget is 27,381 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 FY17 Charter School Tuition Assessment is \$24.6 million. The total amount projected for tuition assessment reflects a decrease of \$287,130 from the FY16 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:

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



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.

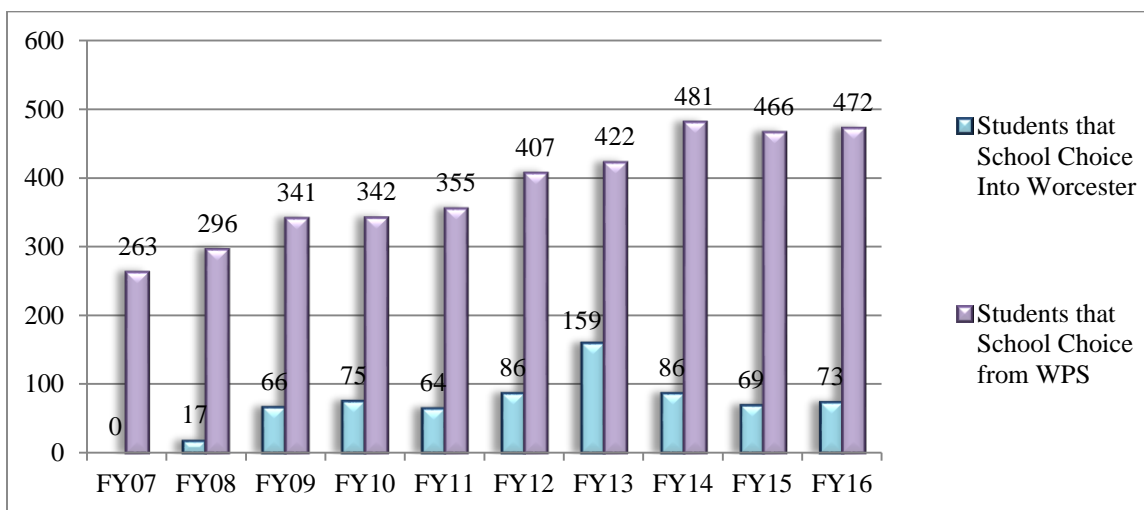
### School Choice Tuition Assessments

The tuition assessment to other school districts for students that participate in school choice is \$2.7 million in FY17, estimated to increase \$35,095 from the FY16 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**



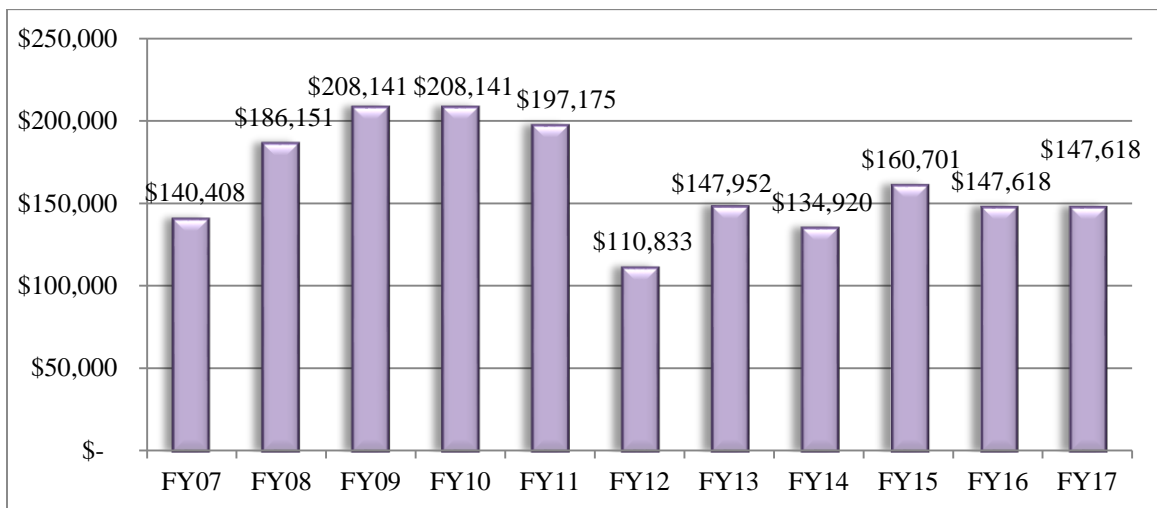
### Special Education Tuition Assessment

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



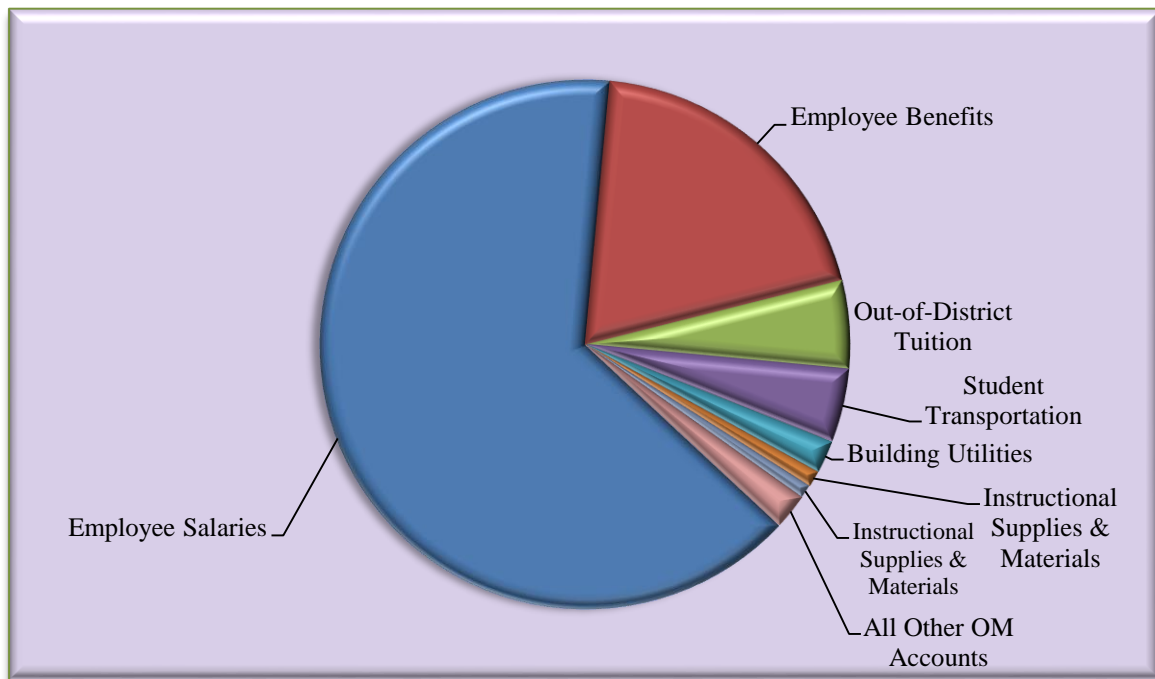
Overall, the FY17 budget reflects total revenue offset of charter school, school choice, and special education tuition assessments of \$27,413,821, representing a \$252,035, or 0.9% decrease from the previous year.



## FY17 General Fund Expenditures

Below is how the general operating budget is distributed among the major cost centers for FY17:

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



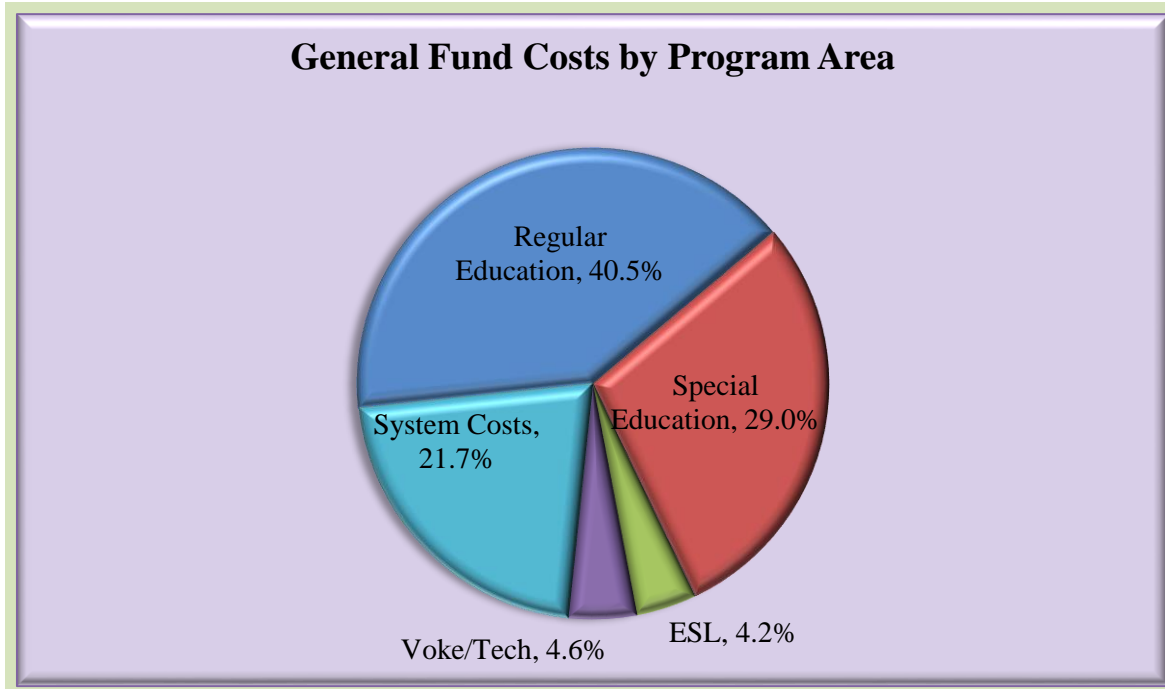
General Fund Expenditures	FY17 Budget	% of Budget
Employee Salaries	\$208,425,371	64.5%
Employee Benefit Programs	\$63,228,965	19.6%
Out-of-District Tuition	\$17,451,366	5.4%
Student Transportation	\$14,389,893	4.5%
Building Utilities	\$6,456,119	2.0%
Instructional Supplies & Materials	\$3,243,810	1.0%
Building Maintenance	\$2,695,925	0.8%
All Other OM Accounts	\$7,004,354	2.2%
<b>Total General Fund Expenditures</b>	<b>\$322,895,803</b>	<b>100%</b>

The general fund budget is comprised of 84.1% salary, and employee benefit programs (health insurance, employee retirement costs, workers compensation, and unemployment compensation), 5.4% for out-of-district tuition assessments (includes regular education, vocational programs, and special education), 4.5% on student transportation, 2.0% on building utilities, 1.0% on instructional supplies, 0.8% on building maintenance, and the remaining 2.2% for all other cost centers of the budget (including athletics, staff development, special education contracted services, 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	\$98,455,315	\$50,673,926	\$10,519,493	\$11,381,808	\$37,394,829	\$208,425,371
Non-Salaries	\$32,386,204	\$43,040,537	\$2,909,782	\$3,598,445	\$32,535,464	\$114,470,432
Total	\$130,841,519	\$93,714,463	\$13,429,275	\$14,980,253	\$69,930,293	\$322,895,803



The FY17 budget allocates 40.5% of spending on direct instructional programs not classified as special education, ESL, or vocational/technical programs. Nearly 29.0% of the budget is allocated on special education programs, while nearly 4.2% of the budget is spent on ESL and 4.6% on vocational/technical programs. Nearly 21.7% of the budget is spent on cost centers that impact all four of these areas and/or supports all students (building maintenance, building utilities, building principals, and environmental management, among others.)



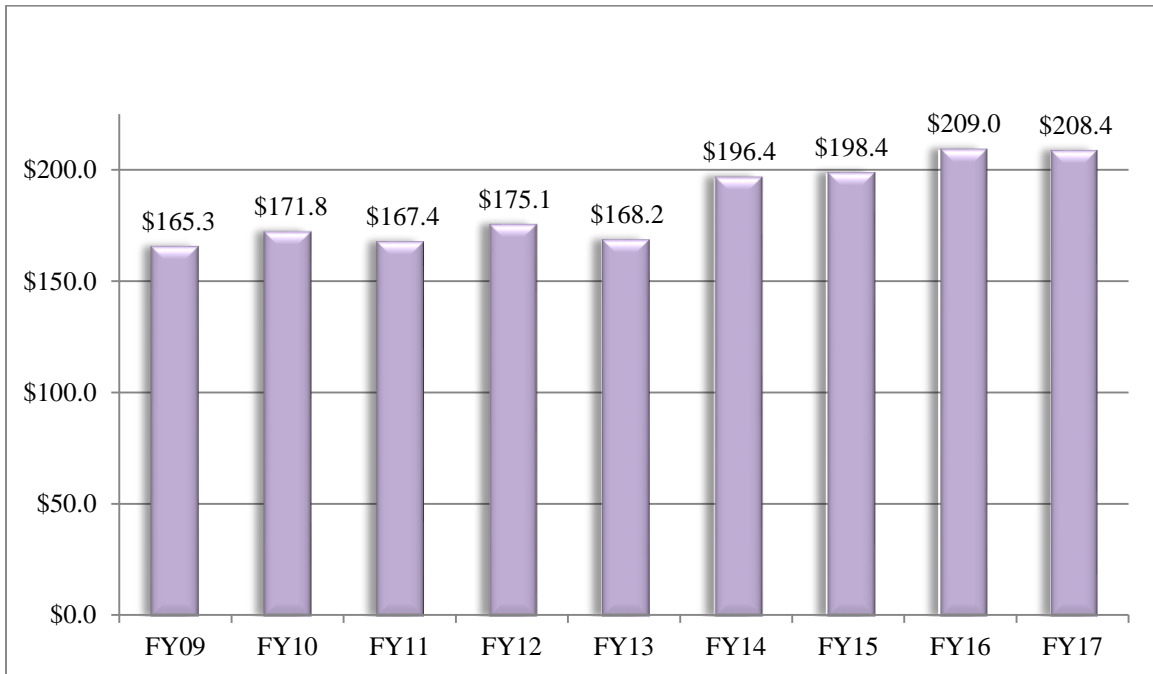
Another way to examine the spending of the Worcester Public Schools is in the following major School Committee line item categories: Salaries, Health Insurance, Special Education Tuition, Retirement Assessments, Student Transportation, Building Utilities, Instructional Supplies and Materials, Building 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

FY16 Adopted	FY17 Budget	\$ Change	% Change
\$208,980,809	\$208,425,370	-\$555,439	-0.3%

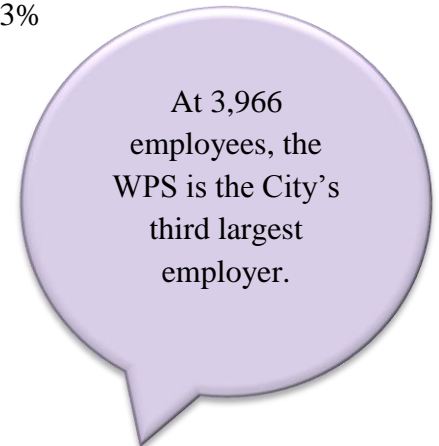
Approximately 87% of the Worcester Public Schools workforce is covered by a collective bargaining agreement. The majority of the general fund budget, over 65%, is for employee compensation, reflecting the fact that providing education is a very labor intensive enterprise. The chart below depicts projected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

**Employee Salaries**  
(\$ in millions)



Overall, the general fund budget for employee salaries will decrease 0.3% reflecting the reduction of instructional positions to balance the budget given flat revenue (enrollment and inflation) and other cost centers increasing greater than normal inflation.

Other than any contractual salary payments, the following is a summary of changes to staffing and personnel allocations included in the FY17 budget:



<u>Account Number</u>	<u>Account Name</u>	<u>Description of Change</u>
91110	Administration	The budget reflects the elimination of the two Quadrant Manager positions and creates three Managers of Instruction and School Leadership (2/elementary and 1/secondary) and creates a Manager of Curriculum and Learning position. These positions are cost neutral to the budget through the reduction of the School Communications and Support Coordinator position, the Creamer Evening Program Assistant Principal (and the Community & Family Outreach Coordinator position in Account 91123).
91111	Teacher Salaries	The budget recommendation reflects a three teacher increase from the FY16 adopted budget and reflects reallocation of positions based on student enrollment and program needs.
91112	School Committee	The account reflects the city ordinance level for School Committee pay.
91114	Day-by-Day Substitutes	The account is recommended to be level funded.
91115	Instructional Assistants	The budget reflects position reallocation and reductions in order to balance the FY17 budget. Included in this budget is a reduction of three pre-school positions and an increase of an ESL position. All other adjustments in this account reflect the transfer of funding between various grant funding sources (most occurring during FY16 after the adopted budget process; reflecting final grant awards).
91116	Athletic Coaches' Salaries	The budget reflects level service from the FY16 approved budget.



91117	Transportation Salaries	The account increases a contract compliance Coordinator position (funded through anticipated transportation contractual credits. Overall, the budget decreases due to vacant positions and attrition.
91118	Supplemental Programs	All programs are level funded. The partial cost of translation services was moved to Account 91123 (Non Instructional Salaries) and the teacher Mentoring Program was added to this account (from 500130-92000).
91119	Custodian Salaries	The account reflects level staffing.
91120	Maintenance Services	The account reflects level staffing.
91121	Administrative Clerical	The account is level-staffed and represents vacancy and attrition of positions.
91122	School Clerical	The account is level-staffed and the budget amount represents vacancy and attrition savings of positions.
91123	Non-Instructional Support	The account reflects the reduction of the Community & Family Outreach Coordinator position and the a change of funding source (no position change) for positions within the Information Systems Department.
91124	Crossing Guards	The account reflects the same staffing levels as FY16.
91133	School Nurses	The account reflects an increase in funding to reflect actual historical substitute nurse coverage.
91134	Educational Support	The account reflects a reallocation of an ESL tutor position (to ESL Instructional Assistant), and a therapy assistant position to a speech assistant position.
97201	Transportation Overtime	The account is level funded.
97203	Custodial Overtime	This account is level funded.
97204	Maintenance Overtime	This account is level funded.
97205	Support Overtime	This account is level funded.



## 500101-96000 Retirement Assessments

FY16 Adopted	FY17 Budget	\$ Change	% Change
\$15,848,677	\$16,751,681	\$903,004	5.7%

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 \$60,000 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>	\$46,968,952	29.9%
<b>All other departments</b>	\$110,006,739	70.1%

Total contributory amount to be raised:	\$38,816,031
Worcester Public Schools share (29.9%):	\$11,614,208
Less Reimbursement from Grant Sources:	<u>-\$814,392</u>
<b>Total Contributory Pension Payment:</b>	<b>\$10,799,816</b>

Pension Obligation Bonds	\$4,978,975
Non-Contributory Pension	\$60,000
Early Retirement Incentive 2002	\$351,589
Early Retirement Incentive 2010	\$105,308
Custodial Pension Fund	\$388,055
Educational Secretaries Pension Fund:	<u>\$67,938</u>
<b>Total General Fund Budget</b>	<b>\$16,751,681</b>



### 500103-92000 Student Transportation

FY16 Adopted	FY17 Budget	\$ Change	% Change
\$13,807,942	\$14,389,893	\$581,951	4.2%

The transportation of regular education students is provided through a contracted vendor (using 96 buses in FY17). The transportation of special education students is provided through a combination of contracted services and WPS vehicles and employees. In FY16, 68 contracted buses and 37 WPS buses provided 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 15,500 students (including private and charter schools) are transported by the Transportation Department.

FY17 represents the second 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 three in-district mid-size vehicles (with corresponding reduction in WPS provided transportation based on number of vehicles available due to condition), contractual price increases, and out-of-city special education costs.

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

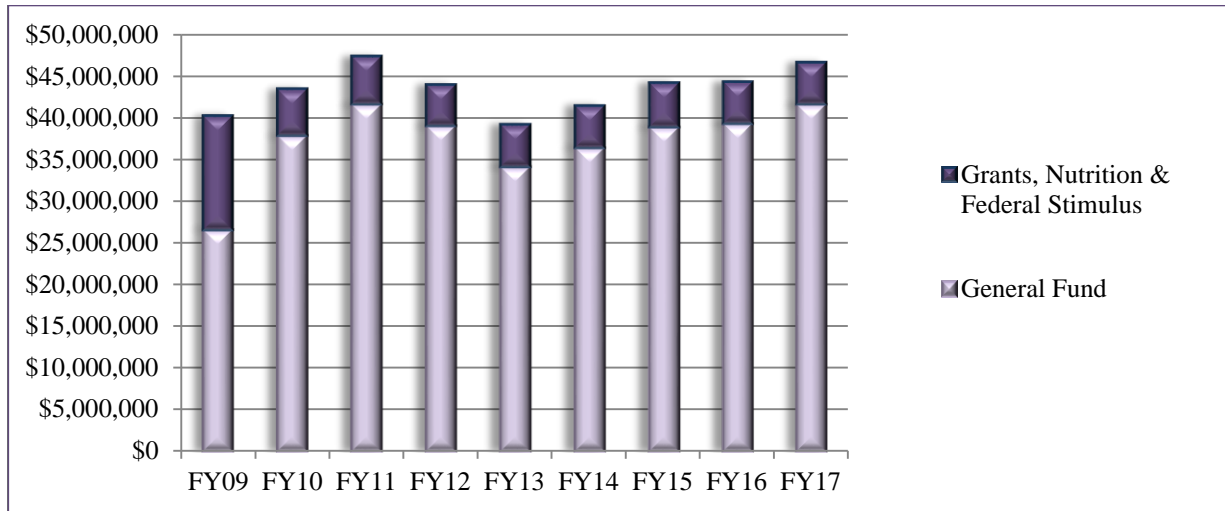
FY16 Adopted	FY17 Budget	\$ Change	% Change
\$42,517,179	\$44,806,753	\$2,289,574	5.4%

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 2.8% and 4.9% for groups that are settled with new plan design rates and rates will increase between 5.3% and 7.4% for those employee groups that have unsettled contracts with the new plan design rates. The Worcester Public Schools could save more than \$2.7 million in health insurance costs if all employee groups were to move to the higher deductibles and office co-pay 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 5,663 members during FY17 (2,716 active employees and 2,947 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 (\$6.48 per employee per month). Funding will provide for the approximately 1,900 employees participating in this benefit.

#### 500132-92000 Out of District Tuition

FY16 Adopted	FY17 Budget	\$ Change	% Change
\$15,695,919	\$17,451,366	\$1,755,447	11.2%

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 440 students annually.

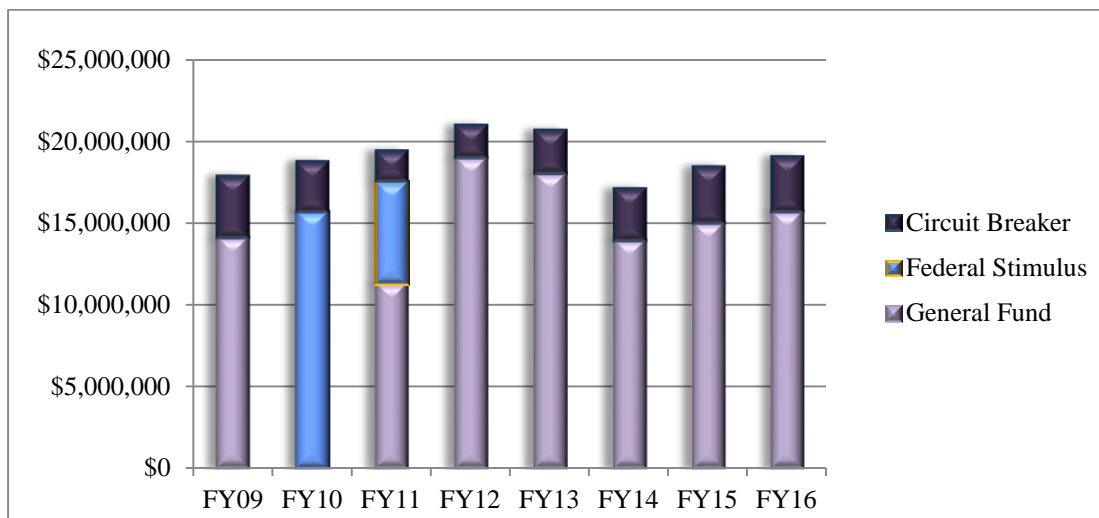
The account also funds Non-Special Education Tuition, the Gateway to College Program, Chapter 74 Vocational assessments, Rockdale Recovery High School, and Woodward Day program.

The increase in this account reflects the estimated tuition costs for students attending schools through out-of-district placements as well as the consolidation of all tuition assessments into one



account in FY17. 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:

Fiscal Year	Reimbursement	Change from Previous Year
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	\$3,444,755	-\$11,396
FY17	\$2,965,044	-\$479,711
<b>Total</b>	<b>\$43,910,010</b>	

The FY17 budget for special education tuition is \$19.6 million with \$2.965 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).

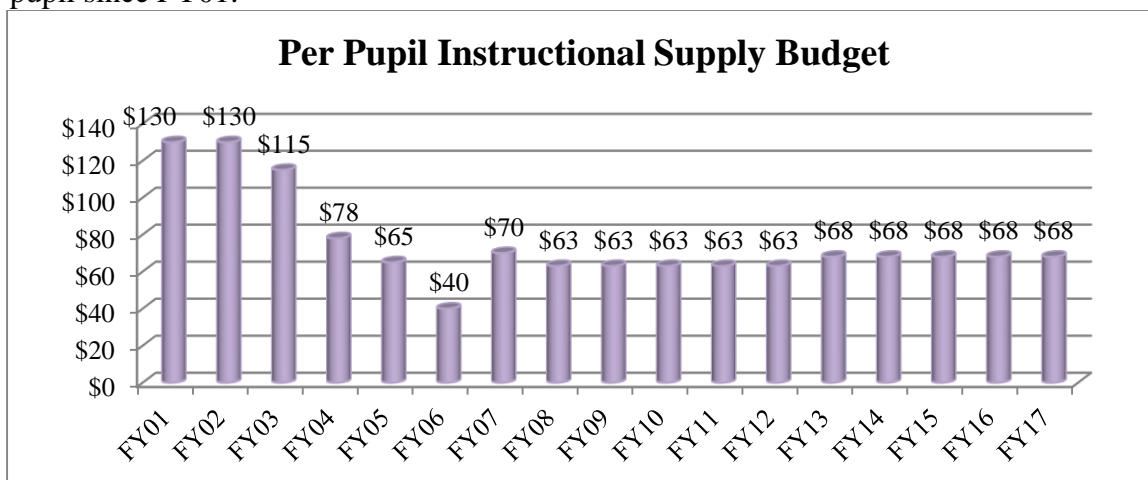
<b>Fiscal Year</b>	<b>% of Reimbursement</b>	<b># of Students</b>
FY07	75%	169
FY08	75%	192
FY09	72%	170
FY10	40%	186
FY11	35%	181
FY12	65%	141
FY13	70%	156
FY14	75%	151
FY15	73.5%	145
FY16	73%	129

#### 500-92204 Instructional Supplies & Materials

<b>FY16 Adopted</b>	<b>FY17 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
\$3,248,386	\$3,243,810	-\$4,576	-0.1%

This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY17 budget maintains \$68 per pupil for instructional supplies and materials since FY13. Schools use these funds to implement their School Accountability Plan. The decrease in this account reflects enrollment change:

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

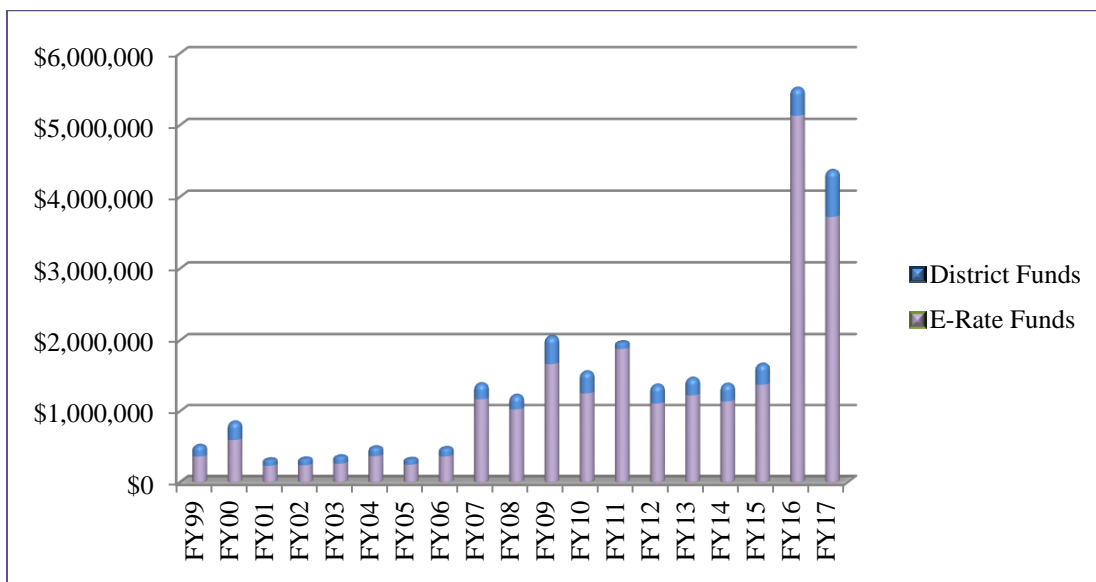


## 500146-92000 Building Utilities

FY16 Adopted	FY17 Budget	\$ Change	% Change
\$6,497,166	\$6,456,119	-\$41,047	-0.6%

The FY17 budget reflects a \$60,575 decrease in expected electricity costs based on contracted supply rates, delivery charges, and annual usage of 22 million kWh, with an additional expected kWh captured through the district's net metering program (solar arrays). Natural gas is expected to decrease \$22,304 based on anticipated contract prices for supply and delivery using 2.1 million therms. Fuel Oil is expected to decrease 40%, or \$30,000 based on a reduction in price. Fuel Oil is used only at Harlow Street, Foley Stadium, and the rental location for St. Casimir's Alternative Program. Telephone and Internet Data Service will increase by \$71,732 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 FY17, the budget uses \$645,000 in district operating and capital budget funds to leverage \$3.7 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 18 schools with modern wireless switches in schools currently with no or limited wireless access points. This will



complete the two year E-rate project that brings dense building wide high speed wireless to all of the district's schools.

- ⊕ The FY17 budget will specifically increase district internet connections from 2Gbps to 5Gbps
- ⊕ The district will increase wide area network speeds from 100Mbps/1Gbps to 10Gbps at all locations by switching to fiber that has now been installed across the entire city of Worcester. Business and universities in Worcester will be able to benefit from this infrastructure that now blankets the city.

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

FY16 Adopted	FY17 Budget	\$ Change	% Change
\$2,670,125	\$2,695,925	\$25,800	1.0%

The amount provided for the maintenance and repair of school buildings is \$2.7 million in FY17. The account provides funding for all building repairs, custodial and building supplies, and rubbish removal at all school locations. The increase in the account reflects the cost for rubbish removal.

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

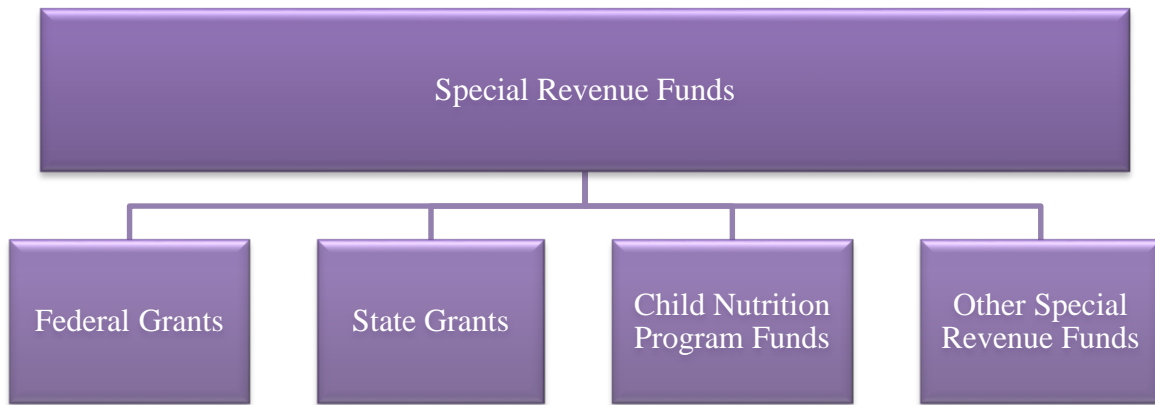
500105-92000	Out-of-State Travel	\$ 5,000
500122-92000	Athletics OM*	\$ 92,820
500125-92000	Insurance	\$ 53,491
500129-92000	Workers Compensation	\$ 1,352,305
500130-92000	Personal Services	\$ 2,932,305
500133-92000	Printing & Postage	\$ 224,595
500136-92000	Miscellaneous OM	\$ 3,109,542
500137-96000	Unemployment Compensation	\$ 318,226
500138-92000	In-State Travel (Mileage)	\$ 81,000
500141-92000	Vehicle Maintenance	\$ 505,601
	<b>Total</b>	<b>\$ 8,674,885</b>

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

The specific explanation of each of these accounts can be found within the FY17 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  
FY13-FY17**

	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Budget</b>
<b>Revenues:</b>					
Federal Grants	\$31,943,215	\$30,645,346	\$29,677,191	\$30,040,714	\$30,482,431
Nutrition Program	\$10,042,134	\$13,714,060	\$11,830,642	\$12,084,160	\$13,850,185
State Grants	\$6,363,997	\$6,091,911	\$5,178,453	\$5,083,661	\$5,039,003
Other Special Revenue	<u>\$6,165,440</u>	<u>\$5,333,120</u>	<u>\$5,408,965</u>	<u>\$5,182,859</u>	<u>\$4,850,911</u>
<b>Total Revenues</b>	\$54,514,786	\$55,784,437	\$52,095,251	\$52,391,394	\$54,222,530
<b>Expenditures:</b>					
Administration (1000)	\$1,039,362	\$910,582	\$755,107	\$914,738	\$915,132
Instruction (2000)	\$33,040,419	\$31,424,264	\$23,270,227	\$18,444,849	\$18,862,667
Other School Services (3000)	\$10,797,901	\$11,038,826	\$16,309,909	\$21,635,977	\$23,840,183
Operations & Maint. (4000)	\$397,970	\$479,398	\$66,988	\$679,943	\$679,943
Fixed Charges (5000)	\$7,536,219	\$7,530,145	\$7,436,413	\$6,834,344	\$6,514,528
Community Services (6000)	\$563,006	\$338,510	\$624,568	\$508,737	\$445,033
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	<u>\$3,013,282</u>	<u>\$3,122,433</u>	<u>\$3,456,181</u>	<u>\$3,372,806</u>	<u>\$2,965,044</u>
<b>Total Expenditures</b>	\$56,388,159	\$54,844,158	\$51,919,393	\$52,391,394	\$54,222,530
Difference	-\$1,873,373	\$940,279	\$175,858	\$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 FY17 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>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Award</b>	<b>FY17 Budget</b>
<b>Federal Grant Revenue:</b>					
Title I	\$9,106,045	\$9,936,986	\$10,426,009	\$12,381,636	\$12,381,636
IDEA	\$7,625,194	\$7,320,074	\$7,290,070	\$7,353,103	\$7,353,103
Head Start	\$6,142,748	\$5,482,964	\$7,001,724	\$5,945,064	\$5,945,064
Title IIA	\$1,777,543	\$1,845,701	\$1,742,080	\$1,859,767	\$1,859,767
Title III	\$1,288,194	\$1,119,365	\$1,103,338	\$1,395,841	\$1,395,841
Perkins	\$474,528	\$382,115	\$558,366	\$503,656	\$503,656
School Redesign Elm Park	\$0	\$0	\$0	\$0	\$441,717
Pre-school - Special Education	\$316,244	\$214,792	\$272,645	\$291,556	\$291,556
21st Century Continuation	\$414,967	\$0	\$0	\$104,036	\$104,036
Special Ed. Program Develop	\$146,281	\$101,318	\$83,881	\$102,934	\$102,934
McKinney-Vento	\$63,326	\$54,880	\$42,116	\$60,000	\$60,000
Special Education MA Urban	\$38,900	\$38,900	\$38,900	\$38,121	\$38,121
Early Childhood Special Ed.	\$51,904	\$0	\$12,829	\$5,000	\$5,000
ARRA Race to the Top	\$2,089,447	\$2,031,472	\$639,212	\$0	\$0
School Redesign Burncoat	\$417,660	\$404,602	\$433,208	\$0	\$0
21st Century Exemplary	\$217,345	\$77,337	\$32,813	\$0	\$0
School Redesign	\$896,792	\$883,516	\$0	\$0	\$0
ELL Teacher Residency	\$200,000	\$200,000	\$0	\$0	\$0
Innovation Schools	\$9,570	\$150,000	\$0	\$0	\$0
21st Century	\$0	\$114,088	\$0	\$0	\$0
Wraparound	\$112,000	\$112,000	\$0	\$0	\$0
RTTT - Evaluator Tech. Ed.	\$0	\$75,000	\$0	\$0	\$0
Suppl Support for at Risk	\$68,644	\$48,565	\$0	\$0	\$0
ARRA STEM Early College HS	\$29,050	\$40,704	\$0	\$0	\$0
ARRA Innovation Implem.	\$0	\$5,500	\$0	\$0	\$0
Special Education Transition	\$0	\$5,467	\$0	\$0	\$0
School Achievement MOU	\$143,490	\$0	\$0	\$0	\$0
Teaching American History	\$76,708	\$0	\$0	\$0	\$0



<b>Federal Grant Revenue Continued:</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Award</b>	<b>FY17 Budget</b>
ARRA Ed Jobs	\$67,460	\$0	\$0	\$0	\$0
Advanced Placement	\$48,675	\$0	\$0	\$0	\$0
School Academic Achieve.	\$38,280	\$0	\$0	\$0	\$0
Tiered Systems of Support	\$22,303	\$0	\$0	\$0	\$0
Title I School Improvement	\$19,413	\$0	\$0	\$0	\$0
ARRA Title IID, PD	\$18,979	\$0	\$0	\$0	\$0
Pre-AP Special Support	\$15,990	\$0	\$0	\$0	\$0
Math & Special Ed. Leadership	<u>\$5,536</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total Federal Grants</b>	\$31,943,215	\$30,645,346	\$29,677,191	\$30,040,714	\$30,482,431

<b>Expenditures:</b>					
Administration (1000)	\$731,416	\$573,729	\$519,231	\$630,670	\$630,670
Instruction (2000)	\$27,277,180	\$25,119,559	\$19,135,445	\$16,060,539	\$16,060,539
Other School Services (3000)	\$0	\$0	\$3,510,473	\$8,410,869	\$8,848,169
Operations & Maint. (4000)	\$0	\$0	\$0	\$392,651	\$392,651
Fixed Charges (5000)	\$5,277,584	\$5,221,382	\$5,225,794	\$4,545,985	\$4,550,402
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>	\$33,286,180	\$30,914,670	\$28,390,943	\$30,040,714	\$30,482,431
Difference	-\$1,342,965)	-\$269,324	\$1,286,248	\$0	\$0

### **FY17 Federal Grants Budget:**

#### **Title I:**

**\$12,381,636**

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 34 Focused Instructional Coaches; 14 Pre-School Teachers, 14 Instructional Assistants for pre-school 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.

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:**

**\$7,353,103**

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 and 5.3 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.

**Head Start: \$5,945,064**

Head Start is a comprehensive pre-school program, which serves 570 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 121 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: \$1,859,767**

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:****\$1,395,841**

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 six (6) ELL Coaching positions during FY17, as well as provide afterschool programs to students.

**Perkins:****\$503,656**

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 FY17 budget will maintain one Diesel Mechanic Instructor at South High and two "Health Science Academy" positions at North High School. Funding also support .50 of the Director of Technical Education.

**School Redesign – Elm Park Community School****\$441,717**

The purpose of this federal grant program is 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) is competitive and awarded to Elm Park Community School to implement changes outlined in their school turnaround model. SRG is a three year grant and has an availability period of September 2015 through August 2018. Over the three year period, Elm Park will receive a total of \$1,325,151. The funds from the SRG grant are used to extend the



school day and provide partial funding for the lead teacher's salary. All other costs associated with the school redesign plan are included in the Title I budget.

### **Pre-School – Special Education**

**\$291,556**

The Early Childhood Special Education Allocation funds pre-school 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**

**\$104,036**

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 \$104,036 for the 2015-2016 school year. The grant is anticipated to be level funded for the 2016-2017 school year.

### **Special Education Program Development**

**\$102,934**

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 2016-2017 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 FY17.

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

**\$38,121**

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****\$5,000**

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 2016-17 school year.

**Special Revenue: State Grants:**

(Sorted in descending order of FY17 Budget Amount)

	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Award</b>	<b>FY17 Budget</b>
<b>State Grant Revenues:</b>					
Expanded Learning Time	\$1,414,512	\$1,356,008	\$1,299,694	\$1,219,838	\$1,219,838
Quality Kindergarten	\$987,154	\$974,034	\$751,388	\$751,388	\$751,388
Inclusive Pre-school	\$677,523	\$611,867	\$698,707	\$698,707	\$698,707
Coordinated Family & Community	\$674,208	\$662,010	\$592,365	\$619,000	\$619,000
Adult Education	\$444,862	\$444,862	\$444,862	\$471,008	\$471,008
Head Start Supplemental	\$407,548	\$413,342	\$413,342	\$464,372	\$464,372
Fresh Fruits & Vegetables	\$326,481	\$333,649	\$319,522	\$333,300	\$333,300
Essential School Health	\$273,248	\$272,451	\$206,834	\$210,740	\$210,740
Universal Pre-K	\$227,495	\$198,189	\$78,987	\$135,000	\$135,000
Academic Support (FC 632)	\$138,545	\$168,894	\$71,904	\$80,000	\$80,000
Academic Support (FC 596)	\$87,696	\$78,061	\$75,000	\$49,500	\$49,500
GED Test Centers	\$6,881	\$6,210	\$6,086	\$6,150	\$6,150
Literacy Partnership	\$82,638	\$20,735	\$24,829	\$24,658	\$0
Financial Literacy Program	\$20,000	\$18,075	\$20,000	\$20,000	\$0
Academic Support (FC 597)	\$76,233	\$90,000	\$92,962	\$0	\$0
Academic Support (FC 625)	\$114,928	\$117,514	\$81,972	\$0	\$0
Gateway Cities	\$27,066	\$107,746	\$0	\$0	\$0
MA Kindergarten Entry Assessment	\$95,716	\$98,491	\$0	\$0	\$0
MA Commission for the Blind	\$29,689	\$30,294	\$0	\$0	\$0
RTTT - Early Learning Challenge	\$16,076	\$25,234	\$0	\$0	\$0
Mass Graduation	\$0	\$12,877	\$0	\$0	\$0
Next Generation Learning	\$101,885	\$12,000	\$0	\$0	\$0



<b>State Grant Revenue Continued:</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Award</b>	<b>FY17 Budget</b>
SHINE Initiative	\$0	\$10,000	\$0	\$0	\$0
Alternative Education Programs	\$0	\$10,000	\$0	\$0	\$0
Supporting Family Literacy	\$5,000	\$5,668	\$0	\$0	\$0
STARS Residency, Jacob Hiatt	\$0	\$5,000	\$0	\$0	\$0
Occupational Support	\$4,600	\$4,800	\$0	\$0	\$0
STARS Residency, Elm Park	\$0	\$3,900	\$0	\$0	\$0
Supplementary State Support	\$75,000	\$0	\$0	\$0	\$0
Special Education Dual Enrollment	\$25,206	\$0	\$0	\$0	\$0
Safe Environments	\$8,349	\$0	\$0	\$0	\$0
21st Century Regional Network	\$8,240	\$0	\$0	\$0	\$0
Collaborative Partnerships	\$4,832	\$0	\$0	\$0	\$0
High School Graduation Initiative	<u>\$2,386</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total State Grants</b>	\$6,363,997	\$6,091,911	\$5,178,453	\$5,083,661	\$5,039,003

<b>Expenditures:</b>					
Administration (1000)	\$214,720	\$241,763	\$136,435	\$185,136	\$185,136
Instruction (2000)	\$5,382,548	\$5,482,257	\$3,567,827	\$1,930,826	\$1,918,866
Other School Services (3000)	\$0	\$0	\$774,463	\$2,573,715	\$2,541,485
Operations & Maint. (4000)	\$0	\$0	\$0	\$0	\$0
Fixed Charges (5000)	\$453,697	\$582,326	\$602,898	\$393,984	\$393,516
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>	\$6,050,965	\$6,306,346	\$5,081,623	\$5,083,661	\$5,039,003
Difference	\$313,032	-\$214,435	\$96,830	\$0	\$0

## FY17 State Grants Budget

### Expanded Learning Time

**\$1,219,838**

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 2015-2016 school year each school received \$567,647 and \$652,191 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 FY17 grant is anticipated to be level funded.

#### **Quality Full-Day Kindergarten:**

**\$751,388**

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 pre-school, 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. The FY17 budget is level funded 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 Pre-school Learning Environments funds are designated by the State and are designed to support inclusive high quality learning environments for pre-school children with disabilities in a mixed delivery system. All applicants must meet the standards/definition of Inclusive Pre-school Learning Environments. The grant supports inclusive pre-school learning environments serving pre-school-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 FY17 budget is expected to be level funded.

### **Adult Education**

**\$471,008**

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**

**\$464,372**

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 FY17 budget is expected to be level funded.

### **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 2015-2016 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, Goddard 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 FY17 grant is anticipated to be level funded.

### **Universal Pre-Kindergarten**

**\$135,400**

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 FY17 grant is expected to be level funded.

### **Academic Support – School Year**

**\$80,000**

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 9<sup>th</sup> 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**

**\$49,500**

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 who have not yet passed (scored in needs improvement or higher) the 10<sup>th</sup> 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.

### **GED Test Centers**

**\$6,150**

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 FY17 grant is expected to be level funded.

### **Literacy Partnership**

**\$0**

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. This grant ended in FY16.



**Financial Literacy Program****\$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 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. FY16 was 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.



## Special Revenue Fund: School Nutrition Program:

	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Budget</b>
<b>Revenues:</b>					
Federal Reimbursement	\$9,022,582	\$12,668,656	\$10,872,845	\$11,073,827	\$13,090,270
Food Sales	\$504,839	\$446,684	\$442,951	\$526,500	\$70,000
Severe Need Breakfast	\$206,243	\$174,427	\$159,264	\$162,269	\$162,270
Universal Breakfast	\$189,553	\$195,999	\$178,642	\$160,000	\$160,000
State Reimbursement	<u>\$118,917</u>	<u>\$228,294</u>	<u>\$176,939</u>	<u>\$161,564</u>	<u>\$367,645</u>
<b>Total Revenues</b>	\$10,042,134	\$13,714,060	\$11,830,641	\$12,084,160	\$13,850,185
<b>Expenditures:</b>					
Administration (1000)	\$93,226	\$95,090	\$99,441	\$98,932	\$99,326
Instruction (2000)	\$0	\$0	\$0	\$0	\$0
Other School Services (3000)	\$9,311,121	\$10,660,599	\$10,187,910	\$9,890,853	\$11,980,249
Operations & Maint. (4000)	\$181,078	\$199,264	\$514,817	\$200,000	\$200,000
Fixed Charges (5000)	\$1,795,785	\$1,726,437	\$1,607,721	\$1,894,375	\$1,570,610
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>	\$11,381,210	\$12,681,389	\$12,409,889	\$12,084,160	\$13,850,185
Difference	-\$1,339,076	\$1,032,671	-\$579,248	\$0	\$0

### Revenue Summary

The Child Nutrition program budget is a \$13.85 million program that is primarily funded through reimbursements from the US Department of Agriculture for meals served to students. The district participates in the Community Eligibility Program, which enables all students to participate in the meal program at no charges regardless of family income levels. FY17 total revenue is based on the average of daily meals, breakfasts and snacks served from September 2015 through April 2016. The program serves almost 5.3 million meals annually to the students of Worcester Public Schools. Approximately 17,700 lunches, 10,000 breakfasts, 1,000 adult and "a la carte" meals, and 700 afternoon snacks are prepared on a daily basis.

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. The district also provides "breakfast in the classroom" opportunities currently at 22 elementary schools.

The Child Nutrition Department serves 5.3 million meals annually.

### Expenditure Summary

The Nutrition Department's FY17 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 15 for the 2016-2017 school year and will continue to align staffing to reach the attainable industry standard of 18 meals-per-labor-hour based on the program design. The average meals-per-labor hour productivity rate was 12 when a restructuring plan of the program was approved by the School Committee in 2004.



## Special Revenue: Other Special Revenue Funds

	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Budget</b>
<b>Revenues:</b>					
Special Education Reimburse.	\$3,372,433	\$3,456,151	\$3,444,755	\$3,372,806	\$2,965,043
School Choice Revolving	\$1,076,739	\$360,273	\$373,775	\$375,000	\$375,000
Adult Ed & GED Revenue	\$283,762	\$230,495	\$139,806	\$230,495	\$139,805
Athletics & Foley Stadium	\$105,970	\$90,139	\$80,114	\$95,280	\$95,280
WTHS Program Revenue	\$175,414	\$202,098	\$193,634	\$131,036	\$270,555
Building Use & Program Income	\$829,456	\$730,850	\$718,638	\$700,000	\$700,000
Educational Access Channel	\$321,666	\$263,114	\$458,243	\$278,242	\$305,228
<b>Total Revenues</b>	<b>\$6,165,440</b>	<b>\$5,333,120</b>	<b>\$5,408,965</b>	<b>\$5,182,859</b>	<b>\$4,850,911</b>
<b>Expenditures:</b>					
Administration (1000)	\$0	\$0	\$0	\$0	\$0
Instruction (2000)	\$380,691	\$822,448	\$566,955	\$453,484	\$883,262
Other School Services (3000)	\$1,486,780	\$378,228	\$1,322,246	\$760,540	\$470,280
Operations & Maint. (4000)	\$216,892	\$280,134	\$66,988	\$87,292	\$87,292
Fixed Charges (5000)	\$9,153	\$0	\$0	\$0	\$0
Community Services (6000)	\$563,006	\$811,933	\$624,568	\$508,737	\$445,033
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,013,282	\$3,122,433	\$3,456,181	\$3,372,806	\$2,965,044
<b>Total Expenditures</b>	<b>\$5,669,804</b>	<b>\$5,415,176</b>	<b>\$6,036,938</b>	<b>\$5,182,859</b>	<b>\$4,850,911</b>
Difference	\$495,636	-\$82,056	-\$627,973	\$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.



# **WORCESTER PUBLIC SCHOOLS**

## **Capital Improvement Plan**

### Nelson Place Main Entrance Schematic Design



*Opening September 2017*

The Worcester Public Schools fiscal year 2017 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 Renovation Report can be found at the following:  
<http://worcesterschools.org/facilities-management>*



## INVESTMENT IN BUILDING RENOVATION PROJECTS

During the past twenty 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 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



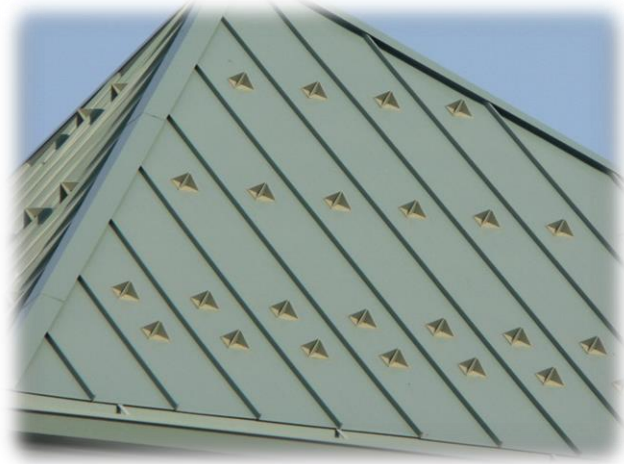
Burncoat Prep Modular Renovations



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 Burncoat High, North High (panels also included during new construction of building), Worcester Technical High, Forest Grove Middle, Sullivan Middle, Belmont Street, Chandler Magnet, Elm Park Community, Norrback Avenue, and Roosevelt Elementary.
4. **Small Wind Turbine** at WTHS
5. **New Roof** at Jacob Hiatt School



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 RENOVATION PLANS & ACCELERATED REPAIR PLANS**

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)

## **2016**

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. Belmont Elementary School (windows and boiler replacement projects)
2. Francis J. McGrath Elementary School (windows and boiler replacement projects)
3. Gerald Creamer Center (windows and boiler replacement projects)
4. Wawecus Road 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. Doherty Memorial High School (district's priority project)
2. Burncoat 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.

\*\* 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
Canterbury Street	2017	✓	✓	✓
Vernon Hill	2017	✓		✓
Sullivan Middle	2017	✓		
Lincoln Street	2017	✓	✓	✓
Elm Park Community	2018	✓	✓	
City View	2018	✓		✓
Rice Square	2018	✓	✓	
Thorndyke Road	2018		✓	
Tatnuck Magnet	2019	✓		✓
New Citizen's Center	2019			✓
University Park Campus	2019			✓
Burncoat Middle	2020	✓		
Flagg Street	2020	✓		✓
Worcester Arts Magnet	2020			✓
Gates Lane	2021	✓		✓
McGrath Elementary	2021	✓		✓
Union Hill	2021			✓

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.

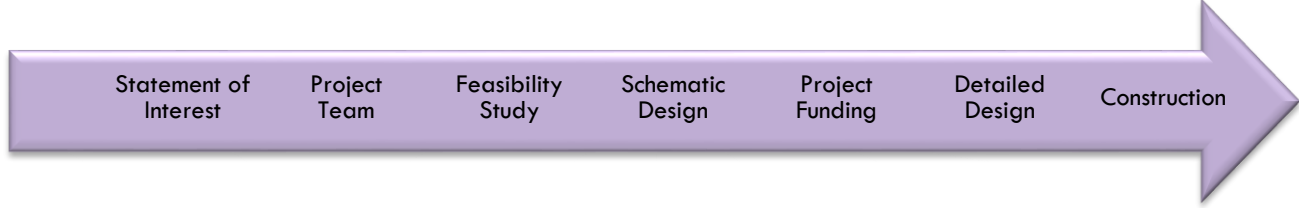
1. Replacement or renovation of a building which is structurally unsound or otherwise in a condition seriously jeopardizing the health and safety of school children, where no alternative exists, as determined in the judgment of the Authority
2. Elimination of existing severe overcrowding, as determined 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
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 FY17 Capital Equipment Budget

The Fiscal Year 2017 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.

#### FY17 Capital Improvement Budget:

For FY17, 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 FY17 capital equipment purchases:

Technology Infrastructure Directly at School Buildings	\$275,000
Special Education School Buses (3 Replacements)	\$160,000
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 \$3.5 million with \$645,000 coming from the operating budget and 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. Belmont Street	7. Columbus Park	13. Lincoln Street
2. Burncoat Elementary	8. Elm Park Community	14. Quinsigamond Elem.
3. Burncoat High	9. Fanning Learning Center	15. South High
4. Canterbury Street	10. Gerald Creamer Center	16. Sullivan Middle
5. Chandler Elementary	11. Goddard Elementary	17. Vernon Hill
6. City View	12. Grafton Street	18. Worcester East Middle

All of the remaining schools were added through the FY16 budget.

### Five Year Capital Budget Plan

Year	Technology	Transportation	Facilities	Total
2016-2017	\$275,000	\$160,000	\$65,000	\$500,000
2017-2018	\$275,000	\$160,000	\$65,000	\$500,000
2018-2019	\$275,000	\$160,000	\$65,000	\$500,000
2019-2020	\$275,000	\$160,000	\$65,000	\$500,000
2020-2021	\$275,000	\$160,000	\$65,000	\$500,000
Total	\$1,375,000	\$800,000	\$325,000	\$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 three replacement vehicles in each year.

Note: The district continues to analyze the lease of vehicles instead of purchasing three vehicles per year (14 year replacement cycle). Capital budget to be adjusted accordingly based on best determination and availability of funds.

**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>
2003	9-014	207,453	Fair	2010	9-062	65,012	Good
2003	9-018	206,789	Fair	2010	9-063	104,067	Good
2003	9-049	199,634	Fair	2010	9-064	130,402	Good
2003	9-054	208,295	Fair	2011	9-017	80,016	Excellent
2004	9-046	187,340	Good	2011	9-026	99,237	Good
2004	9-053	199,552	Good	2011	9-041	96,315	Good
2005	9-047	214,127	Fair	2012	9-067	80,830	Good
2005	9-050	213,123	Fair	2012	9-068	43,353	Good
2006	9-020	157,826	Fair	2012	9-069	74,513	Good
2006	9-021	178,272	Good	2014	9-009	39,092	Excellent
2006	9-028	173,035	Fair	2014	9-010	39,013	Excellent
2006	9-030	139,808	Fair	2014	9-055	41,512	Excellent
2006	9-034	168,229	Good	2014	9-071	39,411	Excellent
2006	9-035	159,680	Fair	2014	9-072	37,097	Excellent
2007	9-029	142,068	Good	2014	9-073	40,197	Excellent
2007	9-045	136,916	Good	1998	9-013	186,046	Not in Service
2007	9-057	151,046	Good	1999	9-022	185,216	Not in Service
2008	9-039	148,735	Good	2000	9-043	160,197	Not in Service
2008	9-058	138,249	Good	2002	9-003	193,199	Not in Service
2008	9-059	129,660	Good	2002	9-005	186,698	Not in Service
2009	9-025	124,051	Good	2004	9-002	192,000	Not in Service
2009	9-060	42,589	Good	2004	9-044	192,660	Not in Service



### Facilities Department Vehicles

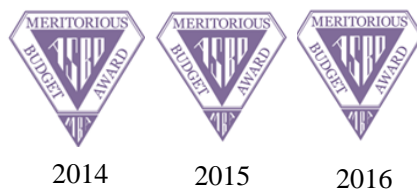
The annual capital equipment allocation provides for approximately \$65,000 of school and district maintenance equipment and replacement interoperability radios to comply with City of Worcester radio system upgrade. This account also funds district lawn mowers, snow blowers, string trimmers, and other facilities and maintenance equipment. 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	74,091	Fair
1999	9-033	Dump Truck	61,901	Fair
1999	9-099	Dump Truck	85,941	Poor
1999	9-110	Dump Truck	21,330	Fair
2001	9-011	Pickup Truck	109,060	Poor
2001	9-040	Pickup Truck	44,900	Fair
2004	9-117	Pickup Truck	48,090	Good
2004	9-006	Pickup Truck	89,629	Fair
2005	9-007	Pickup Truck	53,502	Good
2005	9-008	Pickup Truck	86,519	Fair
2006	9-056	Delivery Van	52,051	Good
2006	9-019	Pickup Truck	42,174	Good
2006	9-027	Pickup Truck	31,947	Fair
2007	9-004	Pickup Truck	28,638	Fair
2008	9-038	Rack Body Truck	27,762	Excellent
2009	9-023	Pickup Truck	26,546	Excellent
2010	9-061	Delivery Van	81,895	Excellent
2013	9-070	Pickup Truck	31,905	Excellent
2014	9-037	Dump Truck	12,133	Excellent
2016	9-016	Pickup Truck	2,395	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	707 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	2,73 Hours	Poor
1996	9-501	New Holland/Utility	2,900 Hours	Fair
1987	9-500	Bobcat/Utility	2,072 Hours	Poor







## **Fiscal Year 2016-2017 Recommended Line Item Budget**



# BUDGET SUMMARY BY ACCOUNT

FY16 to FY17

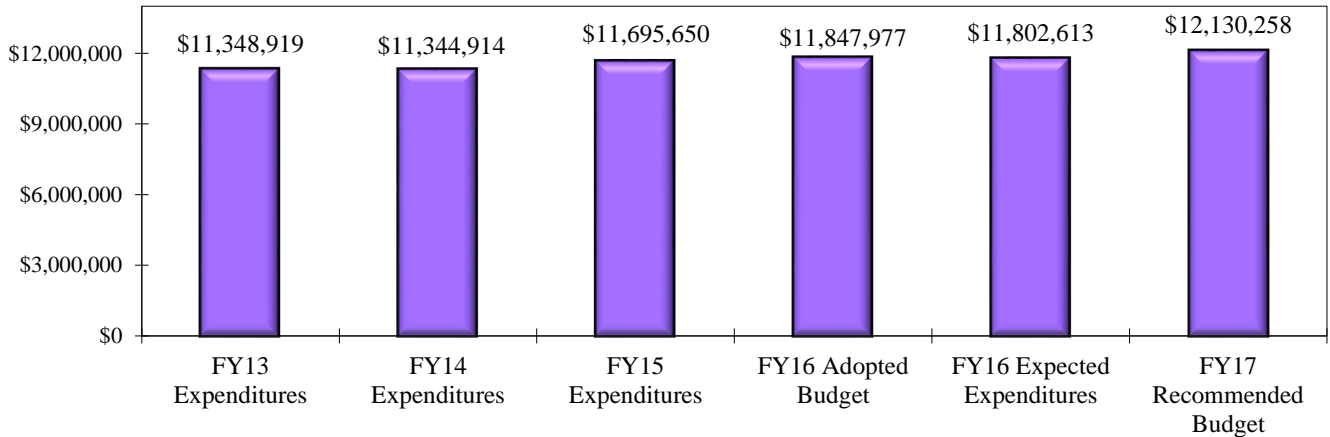
<u>Account</u>	<u>Account Title</u>	<u>FY16 Adopted</u>	<u>FY17 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
500-91110	Administration Salaries	\$11,847,977	\$12,130,258	\$282,281	2.4%
500-91111	Teacher Salaries	\$156,769,968	\$156,412,847	-\$357,121	-0.2%
500-91112	School Committee Salaries	\$87,000	\$89,445	\$2,445	2.8%
500-91114	Day by Day Substitutes Salaries	\$871,200	\$871,200	\$0	0.0%
500-91115	Instructional Assistants Salaries	\$10,399,903	\$9,621,974	-\$777,929	-7.5%
500-91116	Athletic Coach Salaries	\$524,362	\$524,427	\$65	100.0%
540-91117	Transportation Salaries	\$2,675,672	\$2,564,061	-\$111,611	-4.2%
500-91118	Supplemental Program Salaries	\$1,379,683	\$1,371,001	-\$8,682	-0.6%
500-91119	Custodial Salaries	\$6,664,307	\$6,668,155	\$3,848	0.1%
500-91120	Maintenance Services Salaries	\$2,060,151	\$2,060,730	\$579	0.0%
500-91121	Administrative Clerical Salaries	\$3,158,078	\$3,065,868	-\$92,210	-2.9%
500-91122	School Clerical Salaries	\$2,090,585	\$2,066,749	-\$23,835	-1.1%
500-91123	Non-Instructional Support Salaries	\$1,853,047	\$2,202,195	\$349,148	18.8%
540-91124	Crossing Guard Salaries	\$543,346	\$543,346	\$0	0.0%
500-91133	School Nurses Salaries	\$3,752,868	\$4,043,775	\$290,907	7.8%
500-91134	Educational Support Salaries	\$2,562,428	\$2,449,106	-\$113,322	-4.4%
540-97201	Transportation Overtime	\$473,736	\$473,736	\$0	0.0%
500-97203	Custodian Overtime	\$1,046,865	\$1,046,865	\$0	0.0%
500-97204	Maintenance Services Overtime	\$150,797	\$150,797	\$0	0.0%
500-97205	Support Overtime	\$68,837	\$68,837	\$0	0.0%
	Salary Total	\$208,980,809	\$208,425,372	-\$555,438	-0.3%
500101-96000	Retirement	\$15,848,677	\$16,751,681	\$903,004	5.7%
540103-92000	Transportation	\$13,807,942	\$14,389,893	\$581,951	4.2%
500105-92000	Out-Of-State Travel	\$5,000	\$5,000	\$0	0.0%
500122-92000	Athletics Ordinary Maintenance	\$92,434	\$92,820	\$386	100.0%
500123-96000	Health Insurance	\$42,517,179	\$44,806,753	\$2,289,574	5.4%
500125-92000	Other Insurance Programs	\$53,538	\$53,491	-\$47	-0.1%
500129-92000	Workers Compensation	\$1,352,305	\$1,352,305	\$0	0.0%
500130-92000	Personal Services	\$2,842,008	\$2,932,305	\$90,298	3.2%
500132-92000	Special Education Tuition	\$15,695,619	\$17,451,366	\$1,755,747	11.2%
500133-92000	Printing & Postage	\$207,531	\$224,595	\$17,064	8.2%
500-92204	Instructional Materials	\$3,248,386	\$3,243,810	-\$4,576	-0.1%
500136-92000	Miscellaneous Education OM	\$3,675,765	\$3,109,542	-\$566,223	-15.4%
500137-96000	Unemployment Compensation	\$186,058	\$318,226	\$132,168	71.0%
500138-92000	In-State Travel	\$62,500	\$81,000	\$18,500	29.6%
500141-92000	Vehicle Maintenance	\$548,952	\$505,601	-\$43,351	-7.9%
500146-92000	Building Utilities	\$6,497,166	\$6,456,119	-\$41,047	-0.6%
500152-92000	Facilities Department OM	\$2,670,125	\$2,695,925	\$25,800	1.0%
	Non-Salary Total	\$109,311,184	\$114,470,432	\$5,159,247	4.7%
	<b>WPS General Fund</b>	<b>\$318,291,993</b>	<b>\$322,895,803</b>	<b>\$4,603,810</b>	<b>1.4%</b>
	Grant Programs	\$35,124,375	\$35,521,434	\$397,059	1.1%
	Child Nutrition Program	\$12,084,160	\$13,850,185	\$1,766,025	14.6%
	Other Special Revenue	\$5,182,859	\$4,850,911	-\$331,948	-6.4%
	<b>Total All Sources</b>	<b>\$354,419,633</b>	<b>\$377,118,333</b>	<b>\$22,698,700</b>	<b>6.4%</b>



Delivering on High Expectations and Outstanding Results for All Students

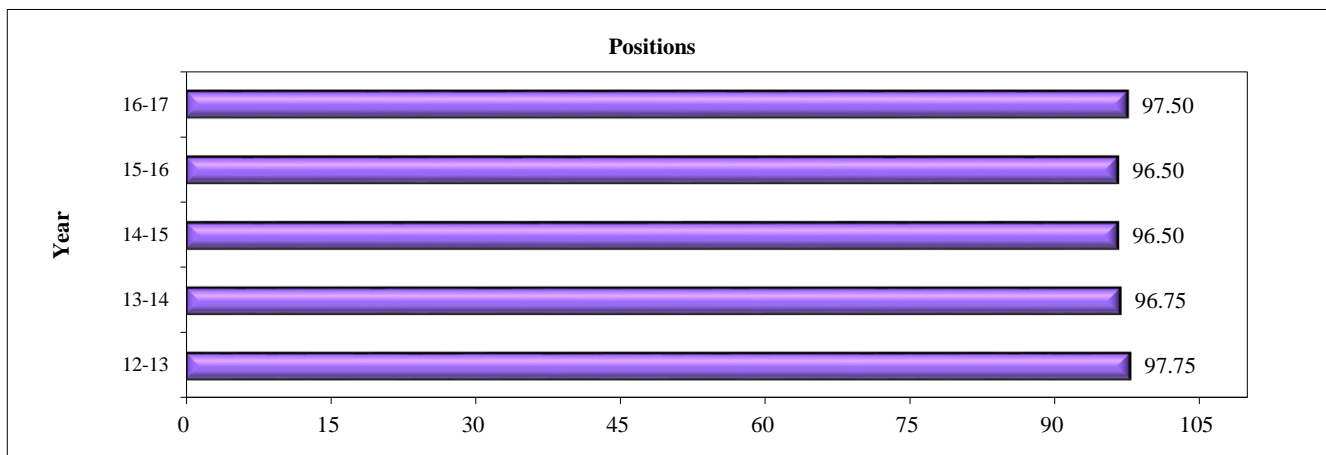
**ADMINISTRATION SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$11,847,977	\$11,802,613	\$12,130,258	2%
<b>GRANT SOURCES</b>	\$583,709	\$583,709	\$583,709	0%
<b>TOTAL ADMINISTRATION</b>	\$12,431,686	\$12,386,322	\$12,713,967	2%



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.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. System Supervision (10)	\$1,418,657	\$1,378,372	\$1,421,512	0%
(2000) B. Teaching and Learning Division (9)	\$1,104,649	\$1,047,656	\$1,270,625	15%
(2000) C. School-Based Supervision (78.5)	\$9,324,670	\$9,376,585	\$9,438,121	1%
<b>TOTAL</b>	<b>\$11,847,977</b>	<b>\$11,802,613</b>	<b>\$12,130,258</b>	<b>2%</b>

**POSITION HISTORY**

**ADMINISTRATION SALARIES**

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) A. System Supervision (10)	\$1,418,657	\$1,378,372	\$1,421,512	0%

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 nine other Central Administration staff within this section work closely with the School Committee, state and federal education agencies, the forty-four school 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, Chief Human Resources Officer, Director of Instructional Support, Information Technology Officer, Transportation Director, Facilities Director, and Budget Director.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. Teaching and Learning Division (9)	\$1,104,649	\$1,047,656	\$1,270,625	15%

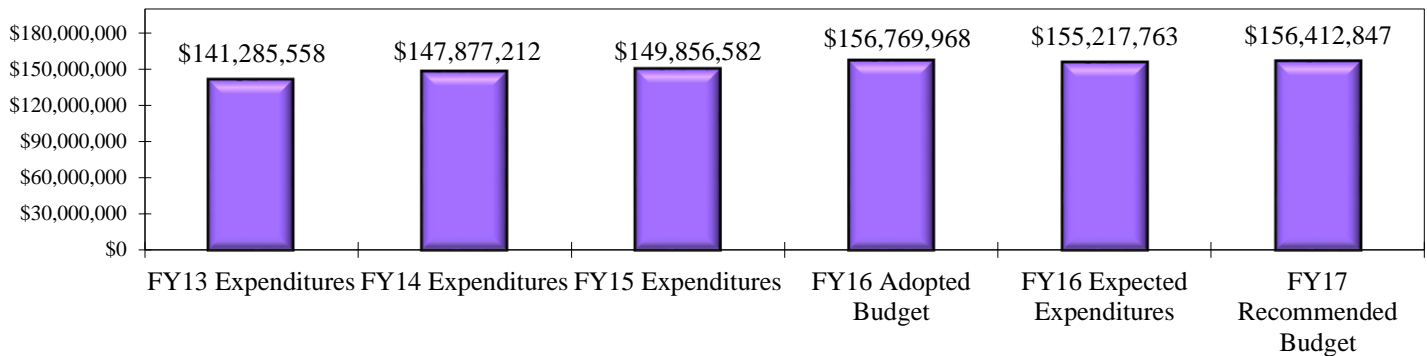
The Education Division oversees, supports and coordinates activities for developing and implementing programs and services including instructional leadership, strategic planning, curriculum and staff development. The Chief Academic Officer reports to the Superintendent and supervises three Manager's of Instruction & School Leadership (2 for Elementary & 1 for Secondary), 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 the Parent Information Center), Manager of Grant Resources, and Director of Supplemental Service Programs. The FY17 budget reflects the elimination of the two Quadrant Manager positions and School Communications and Support Coordinator and the creation of three Manager of Instruction & School Leadership, as well as a Manager of Curriculum & Learning.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. School-Based Supervision (78.5)	\$9,324,670	\$9,376,585	\$9,438,121	1%

The School-Based positions are forty-four building principals, thirty secondary assistant principals, three 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. This account reflects the addition of the Director of Advanced High School Academy added during FY16 and the reduction of one Secondary Assistant Principal position located at the Gerald Creamer Evening Program.

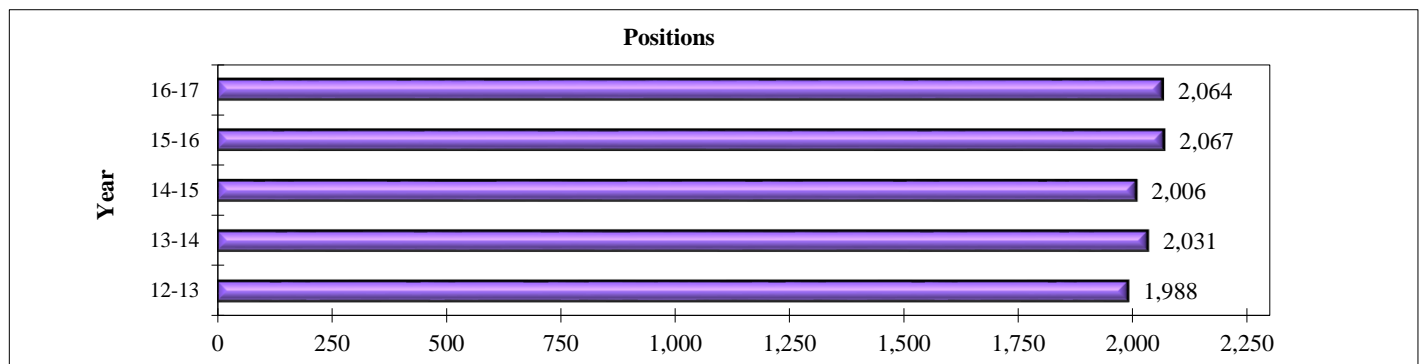
**TEACHER SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$156,769,968	\$155,217,763	\$156,412,847	0%
<b>GRANT SOURCES</b>	\$8,386,855	\$8,386,855	\$8,386,855	0%
<b>TOTAL TEACHERS</b>	\$165,156,823	\$163,604,618	\$164,799,702	0%



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 2,064 positions for the FY17 budget compared to 2,067 of the final FY16 budget. The account is supplemented by 102 teaching positions from various grant sources. More detail about individual disciplines is included on the following pages.

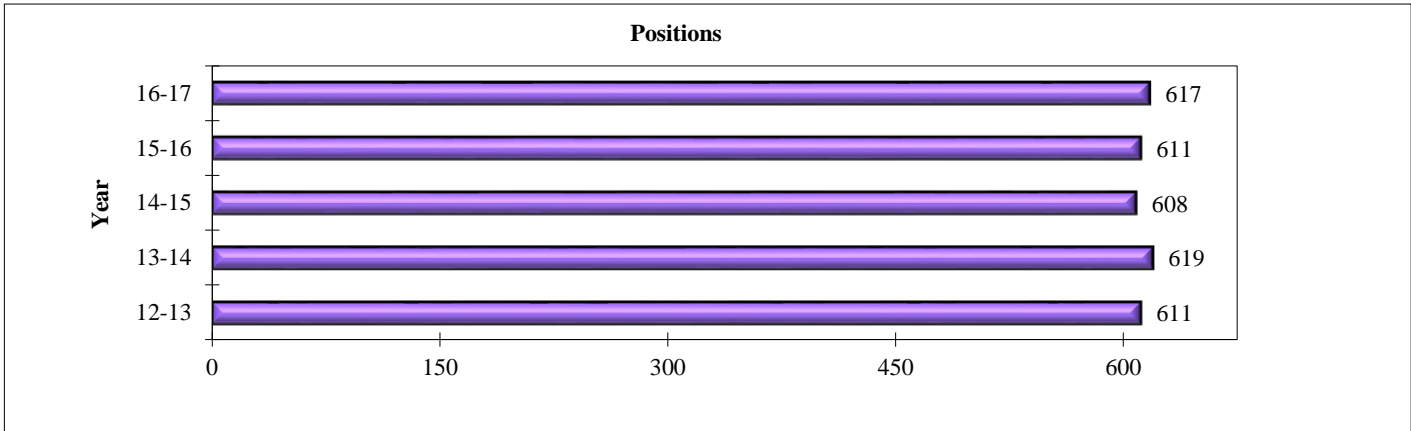
	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) A. Elementary Teachers (617)	\$47,169,933	\$45,873,103	\$46,757,135	-1%
(2000) B. Secondary Teachers (657)	\$50,033,550	\$49,979,909	\$49,788,392	0%
(2000) C. Elementary Art & Music (56)	\$4,253,649	\$4,204,409	\$4,243,759	0%
(2000) D. Elementary PE & Health (35)	\$2,658,531	\$2,627,755	\$2,652,350	0%
(2000) E. Student Support Services (124)	\$9,320,049	\$9,212,160	\$9,396,896	1%
(2000) F. Special Education (443)	\$34,036,790	\$33,635,270	\$33,571,168	-1%
(2000) G. English Language Learners (129)	\$9,570,711	\$9,459,920	\$9,775,803	2%
(2000) H. District-Wide Support (3)	\$227,874	\$225,236	\$227,344	0%
<b>TOTAL</b>	<b>\$156,769,968</b>	<b>\$155,217,763</b>	<b>\$156,412,847</b>	<b>0%</b>

**POSITION HISTORY**

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

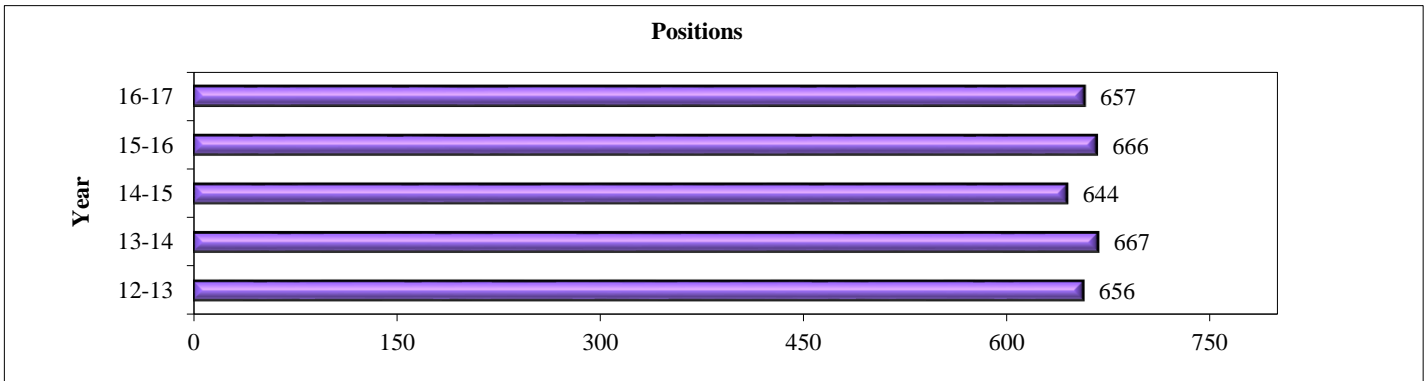
	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) A. Elementary Teachers (617)	\$47,169,933	\$45,873,103	\$46,757,135	-1%

The elementary component of the 500-91111 account provides the teaching staff for all of our elementary schools. The FY17 budget includes eleven positions to address increased classroom enrollments at the start of the school year. Grant sources provide an additional 64 teaching positions for the elementary grades, including 38 elementary instructional coaches. The average pupil/teacher ratio with this allocation of resources is estimated to be approximately 22.5 students per teacher.

**POSITION HISTORY - ELEMENTARY**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) B. Secondary Teachers (657)	\$50,033,550	\$49,979,909	\$49,788,392	0%

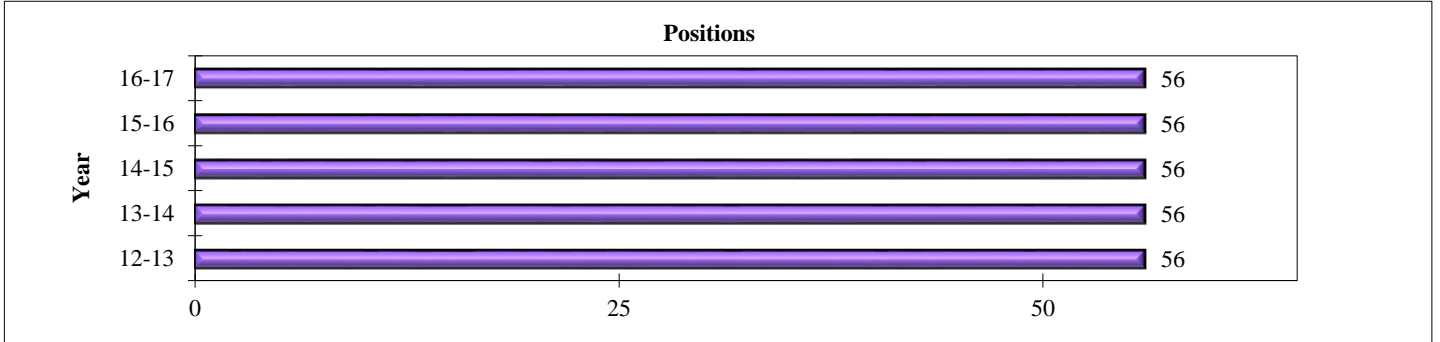
The secondary school teaching component is made up of various contract disciplines that provide instruction to students in the middle and high schools. The FY17 recommended staffing is based on a reallocation of staff to address enrollment projections and student course selections and may need revisions as actual selections become known. 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**

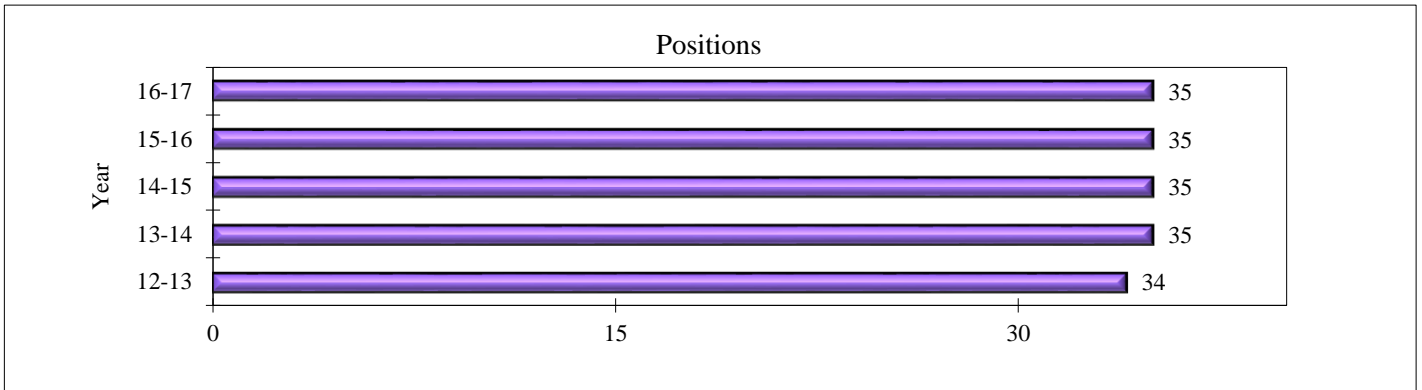
	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) C. Elementary Art & Music (56)	\$4,253,649	\$4,204,409	\$4,243,759	0%

This account includes all elementary, itinerant and liaison staffing for the Art and Music programs for the primary grades. The FY17 budget recommends 56 positions and represents the same level of staffing from FY16.

**POSITION HISTORY - ELEMENTARY ART & MUSIC**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) D. Elementary PE & Health (35)	\$2,658,531	\$2,627,755	\$2,652,350	0%

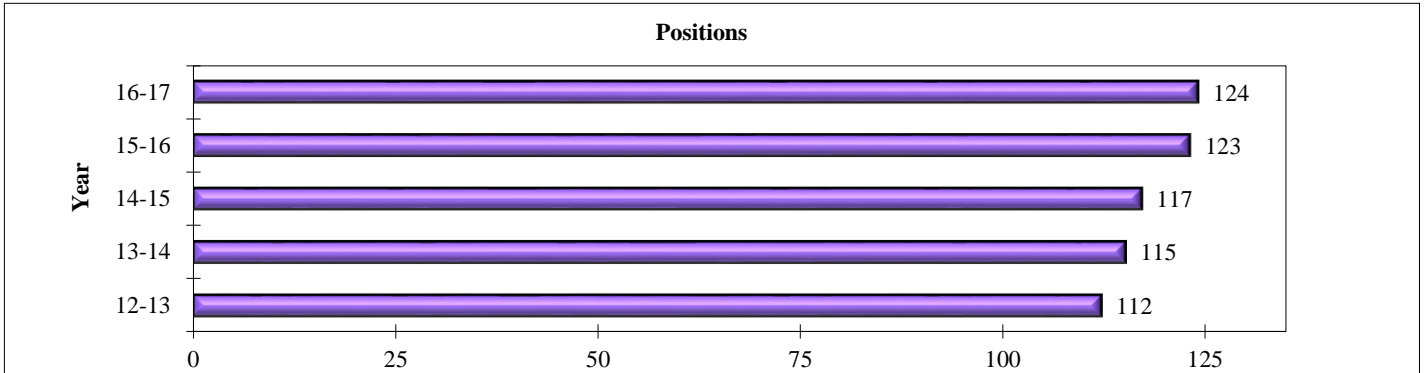
This account includes all elementary, itinerant and liaison staffing for the Physical Education and Health & Safety programs for the primary grades. The FY17 budget recommends 35 positions and represents the same level of staffing from FY16.

**POSITION HISTORY - ELEMENTARY PE AND HEALTH**

**TEACHER SALARIES**

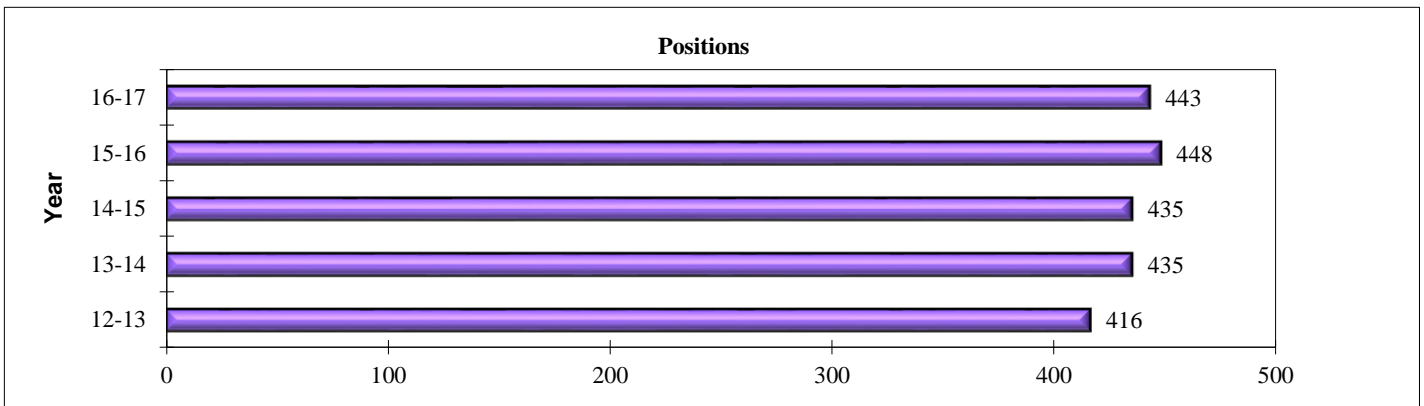
	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) E. Student Support Services (124)	\$9,320,049	\$9,212,160	\$9,396,896	1%

The Student Support Department consists of 26 School Psychologists, 64 School Adjustment Counselors and 34 Guidance Counselors. During FY16, one school adjustment counselor full time equivalent (FTE) was added to the budget.

**POSITION HISTORY - STUDENT SUPPORT SERVICES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) F. Special Education (443)	\$34,036,790	\$33,635,270	\$33,571,168	-1%

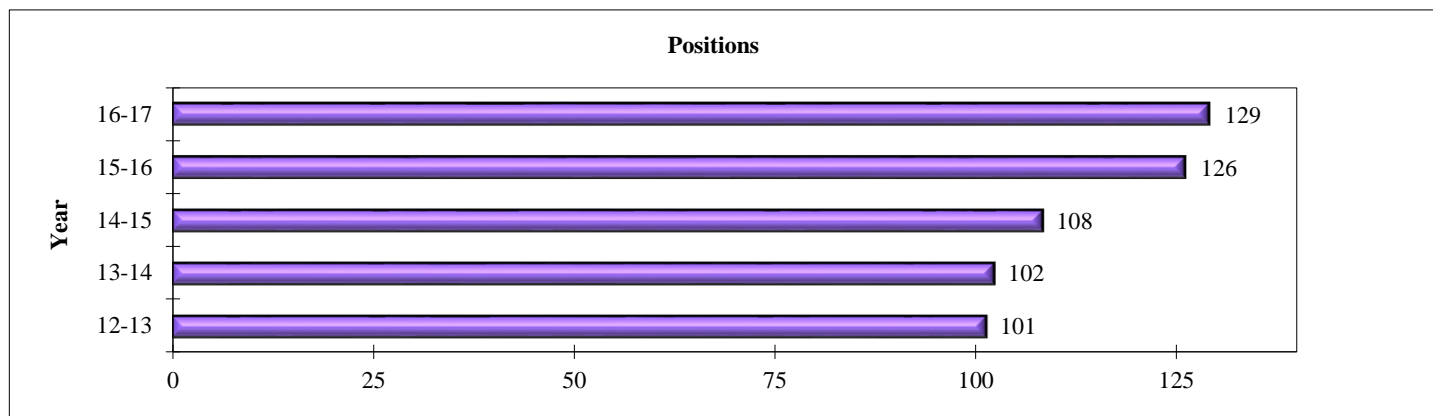
The Special Education Department provides a continuum of specialized instruction and related services for students with disabilities that have an Individual Education Plan. Services are also provided to students with disabilities who have Section 504 Accommodation Plans. The FY17 budget recommends a reduction of five positions which include reallocations of several preschool and STEP classrooms throughout the district, as well as the addition of one Deaf & Hard of Hearing teacher for the Young Voices Program. An additional five teaching positions are supported through grant funds.

**POSITION HISTORY - SPECIAL EDUCATION**

**TEACHER SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17	% Change From Present Budget
			Recommended Budget	
(2000) G. English Language Learners (129)	\$9,570,711	\$9,459,920	\$9,775,803	2%

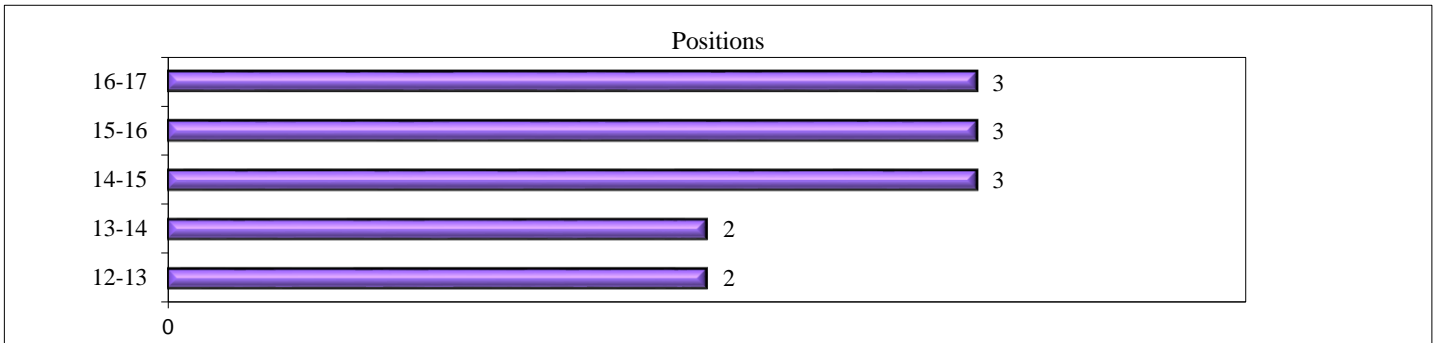
English-as-a-Second-Language (ESL) teachers provide the English language development instruction portion of the Sheltered English Immersion Program for English Language Learners, in accordance with each student's English proficiency level. Positions are annually reallocated based upon changes to the 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. The FY17 budget includes the addition of two teachers for Grade 6 at the locations that provide dual language programs (Chandler Magnet & Roosevelt), as well as one additional transitional bilingual education teacher to support increased enrollment. An additional six positions are supported through grant funds.

**POSITION HISTORY - ENGLISH LANGUAGE LEARNERS**

**TEACHER SALARIES**

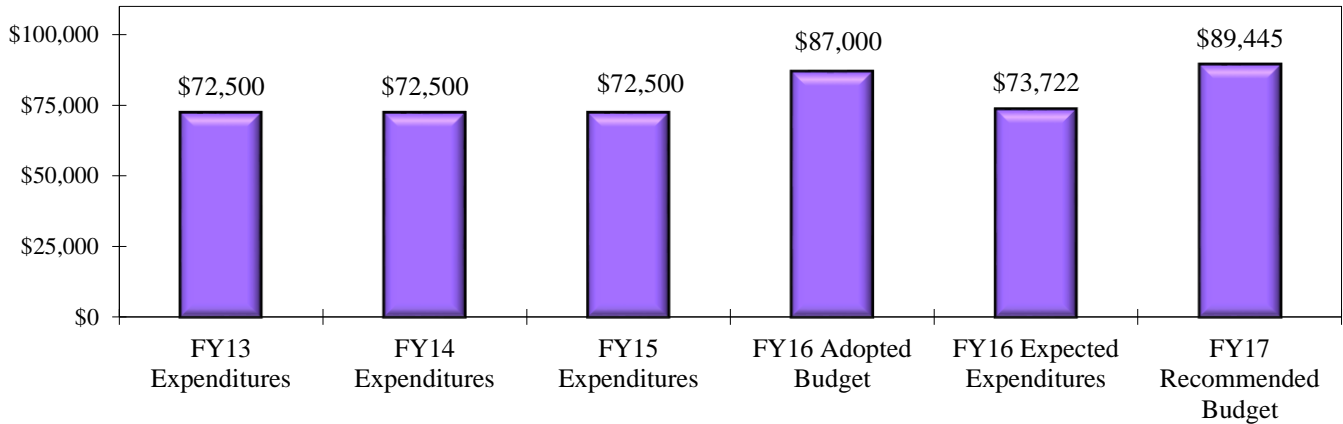
	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) H. District-Wide Support (3)	\$227,874	\$225,236	\$227,344	0%

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 FY17 budget recommends three positions and represents the same level of staffing from FY16.

**POSITION HISTORY - DISTRICT-WIDE SUPPORT**

**SCHOOL COMMITTEE SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$87,000	\$73,722	\$89,445	3%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL SCHOOL COMMITTEE</b>	\$87,000	\$73,722	\$89,445	3%

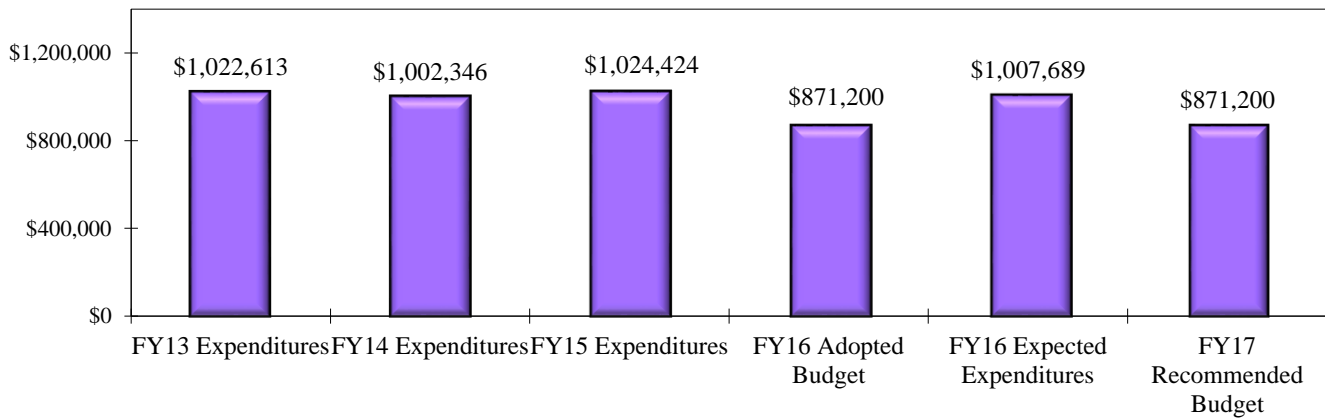


This account provides the salaries for the six elected members of the Worcester School Committee. The salary of the Worcester School Committee is established under Article IV, Section 4 of the Worcester Home Rule Charter as determined by a salary ordinance approved by the Worcester City Council. The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

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. School Committee Salaries	\$87,000	\$73,722	\$89,445	3%
<b>TOTAL</b>	\$87,000	\$73,722	\$89,445	3%

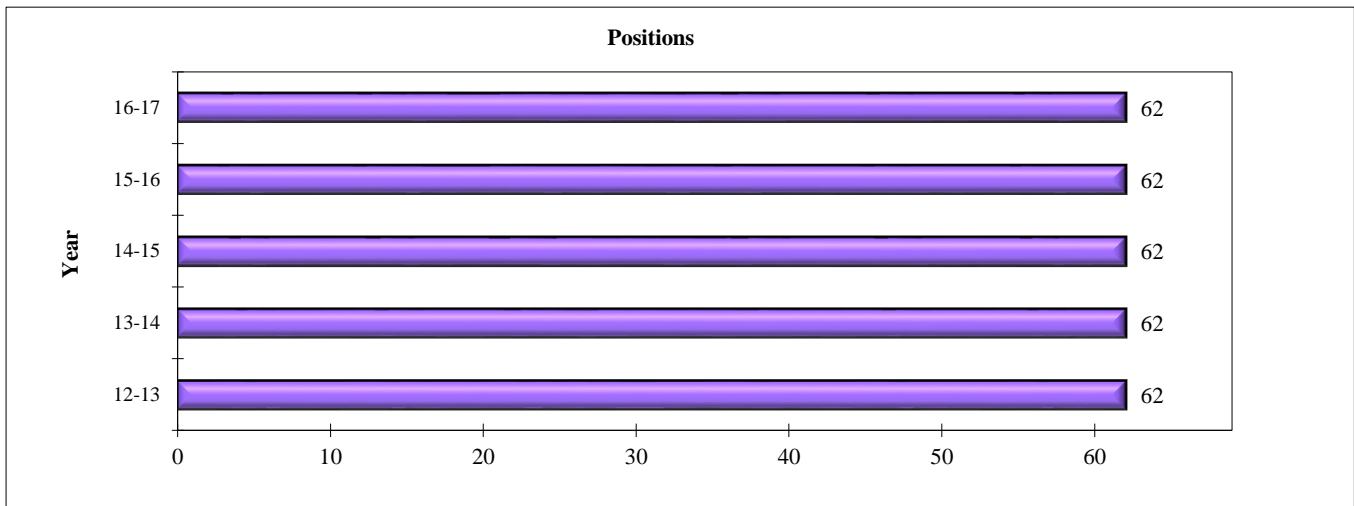
**DAY BY DAY SUBSTITUTE SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$871,200	\$1,007,689	\$871,200	0%
<b>GRANT SOURCES</b>	\$2,340	\$2,340	\$2,340	0%
<b>TOTAL DAY BY DAY SUBSTITUTES</b>	\$873,540	\$1,010,029	\$873,540	0%



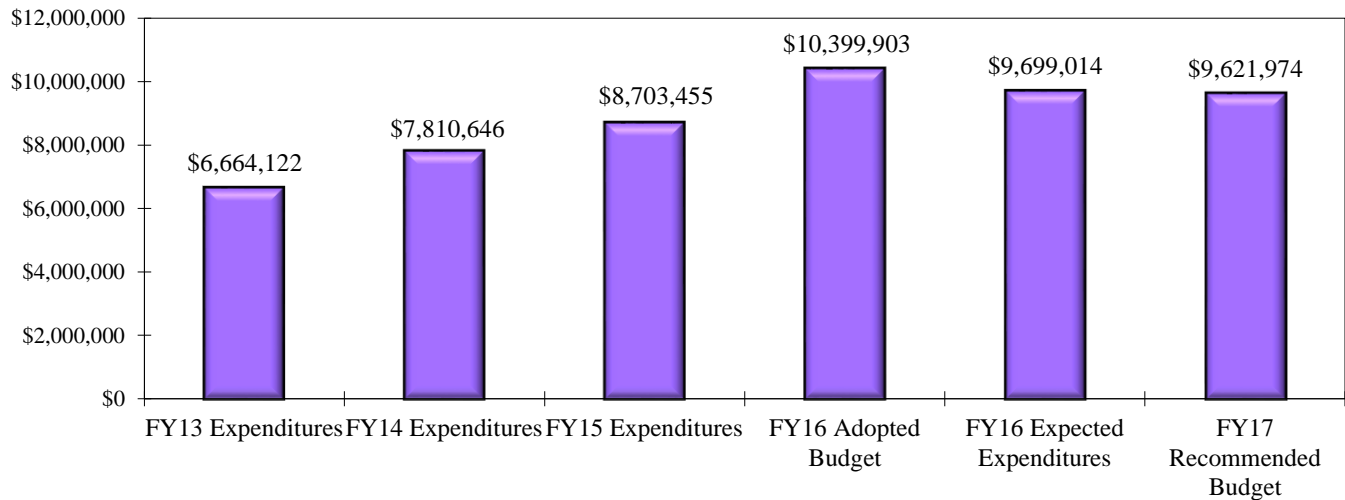
This account provides funding for daily substitute coverage of instructional staff absent for reasons of short-term illness, personal days, and bereavement. Funding is also provided for various systemwide purposes requiring classroom substitutes. This recommendation will provide funding for 62 substitutes per day. The daily substitute rate is \$70 per day. The account is recommended to be level funded in FY17 despite actual expenditure history.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) A. Day-By-Day Substitutes	\$781,200	\$836,099	\$781,200	0%
(2000) B. Contractual Classroom Coverage	\$90,000	\$171,590	\$90,000	0%
<b>TOTAL</b>	<b>\$871,200</b>	<b>\$1,007,689</b>	<b>\$871,200</b>	<b>0%</b>

**POSITION HISTORY**

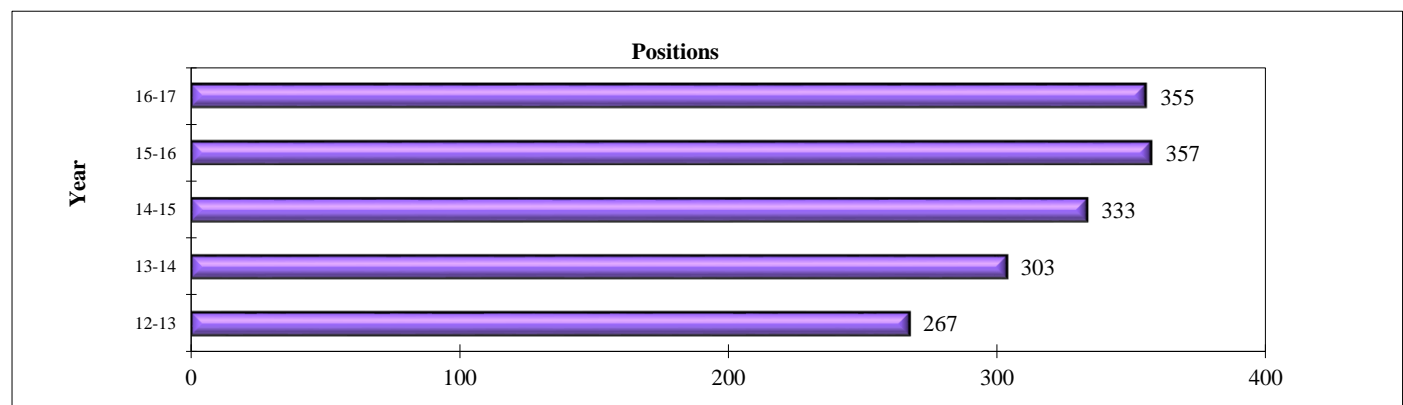
**INSTRUCTIONAL ASSISTANT SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$10,399,903	\$9,699,014	\$9,621,974	-7%
<b>GRANT SOURCES</b>	\$7,029,617	\$7,029,617	\$7,029,617	0%
<b>TOTAL INSTRUCTIONAL ASSISTANTS</b>	\$17,429,520	\$16,728,631	\$16,651,591	-4%



This account funds 355 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 243 additional IA positions in the areas of Special Education (188), Kindergarten (35), Preschool (20) and Office Support (1). The detail of the increases are explained in the discipline sections of the next page.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) A. Special Education (283)	\$7,836,199	\$7,595,463	\$7,768,640	-1%
(2000) B. English Language Learners (5)	\$109,252	\$110,124	\$136,565	25%
(2000) C. Preschool (8)	\$387,458	\$230,270	\$230,270	-41%
(2000) D. Kindergarten (28)	\$1,090,227	\$689,937	\$639,937	-41%
(2000) E. Other (31)	\$976,767	\$1,073,220	\$846,562	-13%
<b>TOTAL</b>	<b>\$10,399,903</b>	<b>\$9,699,014</b>	<b>\$9,621,974</b>	<b>-7%</b>

**POSITION HISTORY**

**INSTRUCTIONAL ASSISTANT SALARIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Special Education (283)	\$7,836,199	\$7,595,463	\$7,768,640	-1%

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 special education students. The FY17 budget reflects the reduction of three preschool classroom positions due to low enrollments. 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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. English Language Learners (5)	\$109,252	\$110,124	\$136,565	25%

This account provides five English Language Learner instructional assistants that support the Parent Information Center and the dual language programs at Roosevelt and Chandler Magnet. All positions in this line item are funded through the general fund. The FY17 budget reflects one additional position that has been reallocated as an ESL tutor position from account 500-91134.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Preschool (8)	\$387,458	\$230,270	\$230,270	-41%

Eight positions are funded through the general fund budget and twenty positions are funded through the Title I grant. The FY16 grant award was higher than anticipated allowing the district to restore grant funded positions for the 2015-2016 school year.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Kindergarten (28)	\$1,090,227	\$689,937	\$639,937	-41%

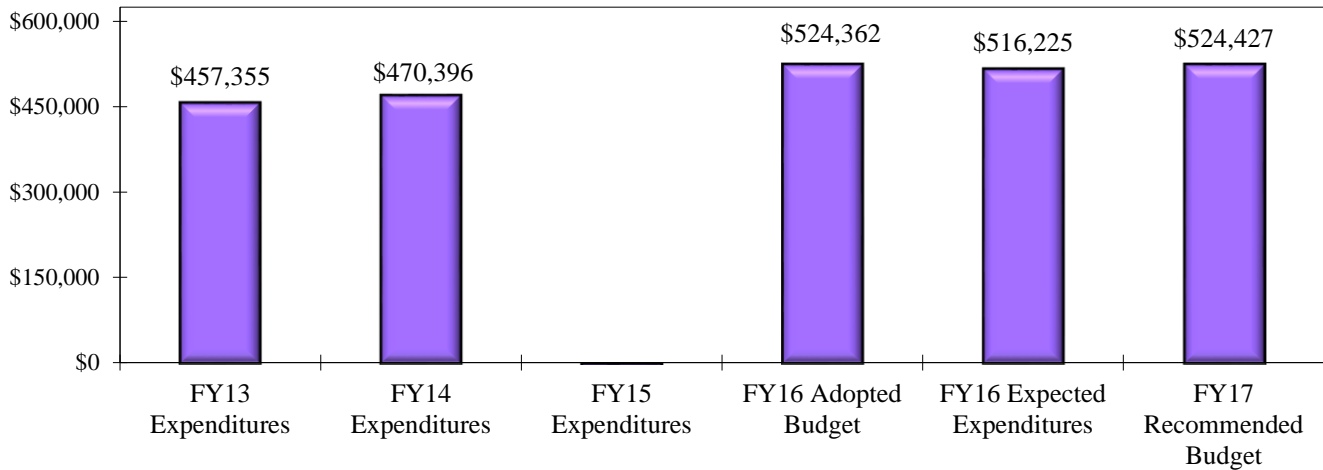
The district assigns a total of sixty-three kindergarten instructional assistant positions to many kindergarten classrooms throughout the district depending upon September enrollments. Twenty-eight positions are funded through the general fund, twenty-one positions are funded through State's Quality Kindergarten Grant and fourteen are funded through Title I. The FY16 grant award was higher than anticipated allowing the district to restore grant funded positions prior to the 2015-2016

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Other (31)	\$976,767	\$1,073,220	\$846,562	-13%

These positions assist students, parents and teachers in several areas: Fifteen bilingual office aides for schools, two supporting Challenge and Reach Academies, eleven classroom assistants for teachers with disabilities, two school safety (Burncoat & North High School), and one assistant for the processing of CORI checks in the Human Resource Department. The additional funding for instructional assistants expanded learning time located at schools with State approved Level 4 Turnaround or Exit Assurance Plans has been moved to Title I for FY17.

**ATHLETIC COACH SALARIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$524,362	\$516,225	\$524,427	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL ATHLETIC SALARIES</b>	\$524,362	\$516,225	\$524,427	0%



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 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

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Fall Sports (High School)	\$199,905	\$191,842	\$199,717	0%
(3000) B. Winter Sports (High School)	\$120,913	\$123,094	\$121,108	0%
(3000) C. Spring Sports (High School)	\$140,361	\$140,821	\$140,417	0%
(3000) D. Middle School Programs	\$26,617	\$26,149	\$26,617	0%
(3000) E. Athletic Liaisons	\$18,541	\$18,541	\$18,541	0%
(3000) F. Cheerleader Teams	\$18,025	\$15,778	\$18,027	0%
<b>TOTAL</b>	<b>\$524,362</b>	<b>\$516,225</b>	<b>\$524,427</b>	<b>0%</b>

**ATHLETIC COACH SALARIES**

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
<b>(3000) A. Fall Sports (High School)</b>	\$199,905	\$191,842	\$199,717	0%

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.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
<b>(3000) B. Winter Sports (High School)</b>	\$120,913	\$123,094	\$121,108	0%

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.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
<b>(3000) C. Spring Sports (High School)</b>	\$140,361	\$140,821	\$140,417	0%

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.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
<b>(3000) D. Middle School Programs</b>	\$26,617	\$26,149	\$26,617	0%

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.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
<b>(3000) E. Athletic Liaisons</b>	\$18,541	\$18,541	\$18,541	0%

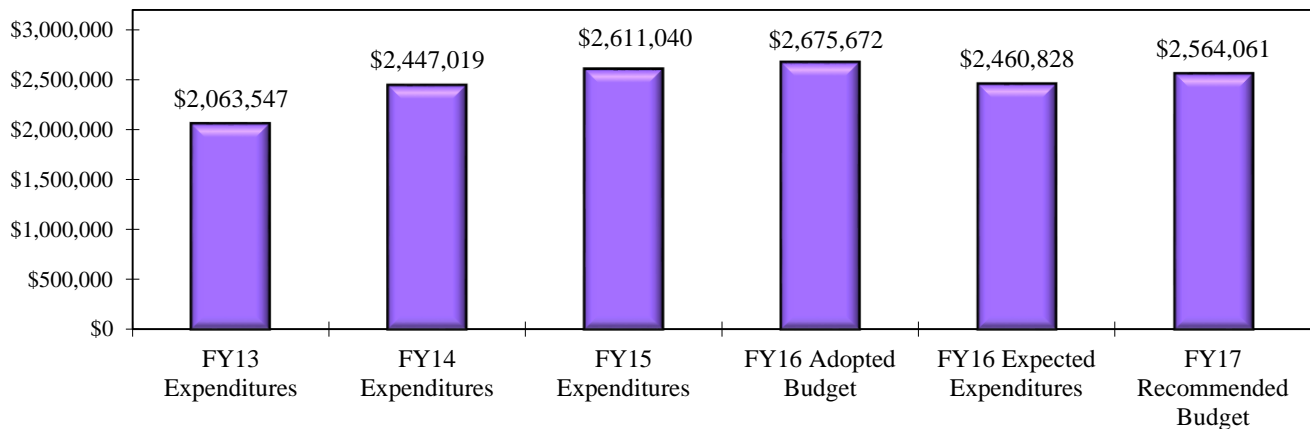
An athletic liaison is located at each high school to support the Athletic Department with supervision and direction to coaching staff, as well as coordinating games and overseeing events.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
<b>(3000) F. Cheerleader Teams</b>	\$18,025	\$15,778	\$18,027	0%

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

**TRANSPORTATION SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,675,672	\$2,460,828	\$2,564,061	-4%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL TRANSPORTATION SALARIES</b>	\$2,675,672	\$2,460,828	\$2,564,061	-4%



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.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Coordinators (4)	\$181,673	\$172,261	\$245,337	35%
(3000) B. Special Education Drivers (39)	\$1,534,898	\$1,306,368	\$1,419,815	-7%
(3000) C. Special Education Bus Monitors (39)	\$959,102	\$982,200	\$898,909	-6%
<b>TOTAL</b>	<b>\$2,675,672</b>	<b>\$2,460,828</b>	<b>\$2,564,061</b>	<b>-4%</b>

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Coordinators (4)	\$181,673	\$172,261	\$245,337	35%

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 assistant coordinator position provides customer service support to schools and families, as well as school bus routing assistance to the Director of Transportation. A coordinator has been added for contract compliance and safety programs for FY17 and will be funded through anticipated credits of the transportation contract. This line item also includes additional clerical coverage for the peak demand of August and September.

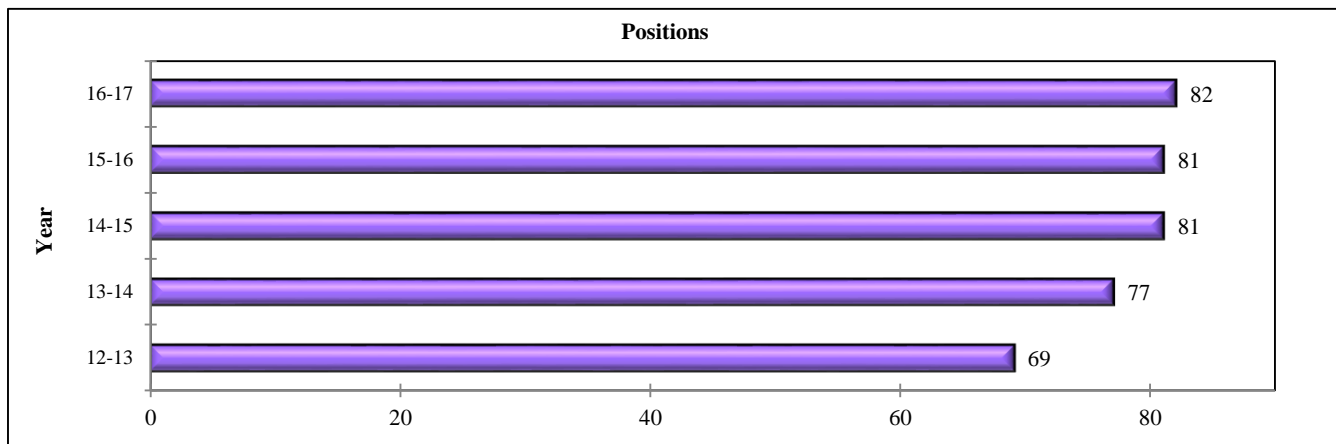
**TRANSPORTATION SALARIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Special Education Drivers (39)	\$1,534,898	\$1,306,368	\$1,419,815	-7%

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. This line item includes an additional vacancy factor to address the need to add three special education routes using contracted services due to the current condition of several vehicles in the district's fleet. These positions will remain vacant until new vehicles become available.

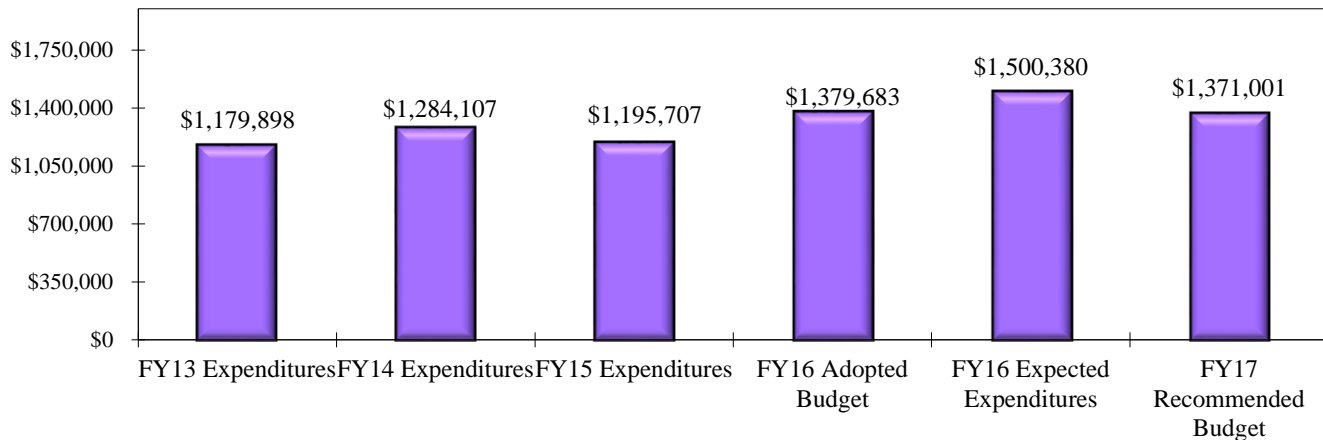
	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Special Education Bus Monitors (39)	\$959,102	\$982,200	\$898,909	-6%

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. This line item includes an additional vacancy factor to address the need to add three special education routes using contracted services due to the current condition of several vehicles in the district's fleet. These positions will remain vacant until new vehicles become available.

**POSITION HISTORY**

**500-91118; 540-91118**
**SUPPLEMENTAL PROGRAM SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,379,683	\$1,500,380	\$1,371,001	-1%
<b>GRANT SOURCES</b>	\$4,327,337	\$4,327,337	\$4,327,337	0%
<b>TOTAL SUPPLEMENTAL PROGRAMS</b>	\$5,707,020	\$5,827,717	\$5,698,338	0%



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

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 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	\$466,788	\$552,681	\$476,106	2%
(3000) C. Translation Services	\$68,000	\$136,610	\$20,000	-71%
(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	\$50,000	\$43,462	\$50,000	0%
(2000) H. Advanced Placement Program	\$121,000	\$116,679	\$121,000	0%
(2000) I. Gerald Creamer Center Programs	\$313,060	\$297,644	\$313,060	0%
(2000) J. St. Casimir's Clinical Program	\$18,000	\$18,000	\$18,000	0%
(3000) K. Library Processing	\$17,170	\$13,960	\$17,170	0%
(2000) L. AVID Programs	\$60,080	\$55,759	\$60,080	0%
(3000) M. Music Enrichment Program	\$15,500	\$15,500	\$15,500	0%
(3000) N. Summer and Evening Guidance Services	\$9,500	\$9,500	\$9,500	0%
(2000) O. High School Attendance Buy Back Program	\$25,000	\$25,000	\$25,000	0%
(2000) P. Mentoring Program	\$0	\$0	\$30,000	100%
<b>TOTAL</b>	<b>\$1,379,683</b>	<b>\$1,500,380</b>	<b>\$1,371,001</b>	<b>-1%</b>

**500-91118; 540-91118****SUPPLEMENTAL PROGRAM SALARIES**

	FY17			
	FY16 Adopted Budget	FY16 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 \$470,008 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 FY17.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Special Education Summer School	\$466,788	\$552,681	\$476,106	2%

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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Translation Services	\$68,000	\$136,610	\$20,000	-71%

This account provides funding that allows for various school documents and notifications for parental information to be translated in a variety of different languages by district employees who have been certified to translate. 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. The Translation Coordinator position has been moved to account 500-91123 for FY17.

	FY17			
	FY16 Adopted Budget	FY16 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 Master's 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.

	FY17			
	FY16 Adopted Budget	FY16 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**

	FY17			
	FY16 Adopted Budget	FY16 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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Student Afterschool Drop-Off Center	\$50,000	\$43,462	\$50,000	0%

This funding supports the student afterschool drop-off center located at the Fanning Building. If a parent or guardian is not present at an afternoon bus stop, the district transports them to a central location where they are properly supervised until pick up.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. Advanced Placement Program	\$121,000	\$116,679	\$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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) I. Gerald Creamer Center Programs	\$313,060	\$297,644	\$313,060	0%

The Gerald Creamer Center Programs are 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. Programs also include credit recovery for over-age students, as well as serving students that are identified as at-risk in their home schools.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) J. St. Casimir's 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.

**SUPPLEMENTAL PROGRAM SALARIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) K. Library Processing	\$17,170	\$13,960	\$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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) L. AVID Programs	\$60,080	\$55,759	\$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. AVID also provides support for students' transition to middle school and their college and career readiness.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) M. Music Enrichment Program	\$15,500	\$15,500	\$15,500	0%

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

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) N. 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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) O. High School Attendance Buy Back Program	\$25,000	\$25,000	\$25,000	0%

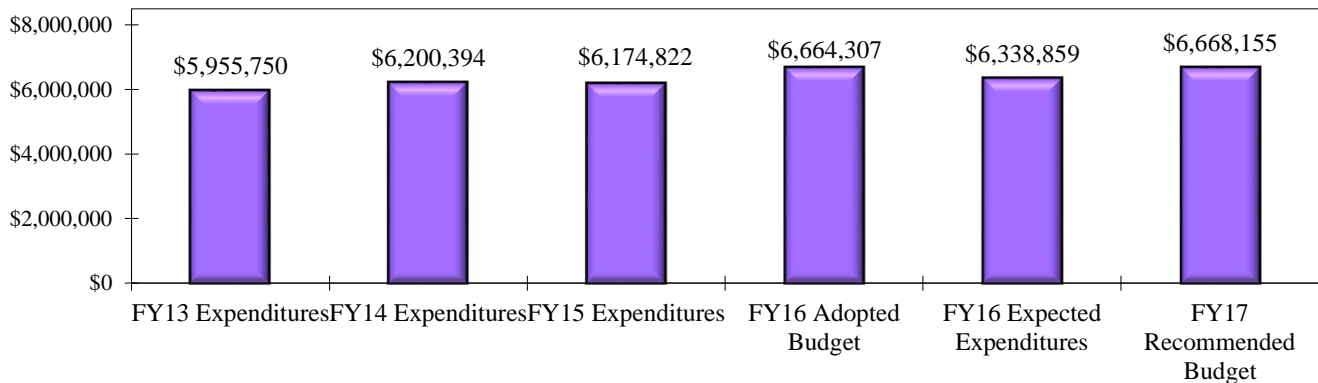
High school students are eligible to voluntarily participate in this program to make up credits due to excessive absences during regular session days. This instruction takes place on Saturday mornings.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) P. Mentoring Program	\$0	\$0	\$30,000	100%

This funding has been moved from 500130-92000 for the FY17 budget. The funds are to provide the contractual teacher mentoring program within the district.

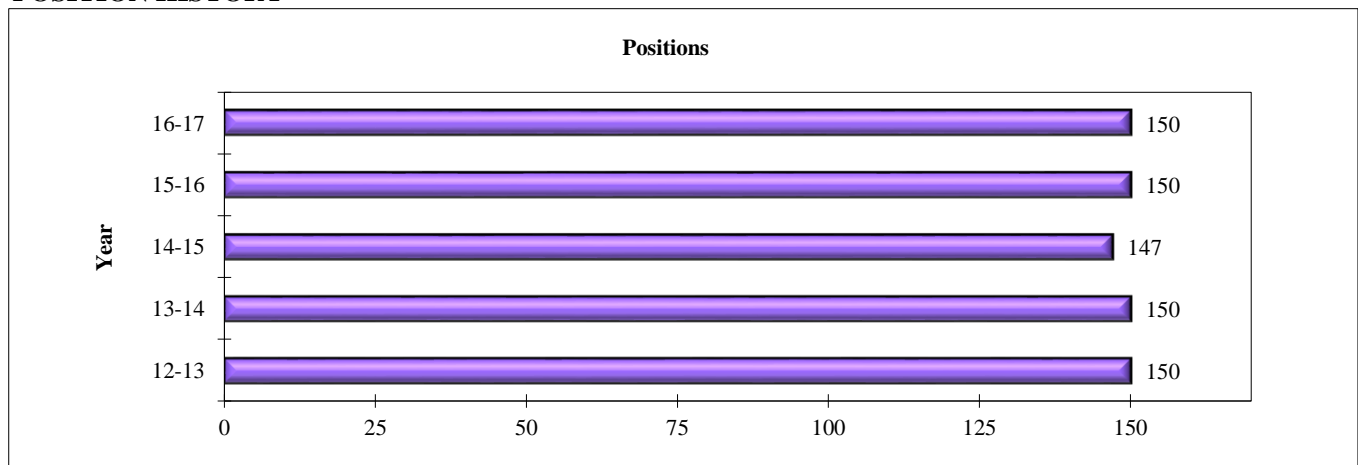
**CUSTODIAL SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$6,664,307	\$6,338,859	\$6,668,155	0%
<b>GRANT SOURCES</b>	\$270,367	\$270,367	\$270,367	0%
<b>TOTAL CUSTODIANS</b>	\$6,934,674	\$6,609,226	\$6,938,522	0%



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.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(4000) A. Building Custodians (142)	\$6,232,961	\$5,948,613	\$6,231,526	0%
(4000) B. Utility Crew (7)	\$357,268	\$311,186	\$356,170	0%
(4000) C. Custodial Supervisor (1)	\$74,078	\$79,060	\$80,460	9%
<b>TOTAL</b>	<b>\$6,664,307</b>	<b>\$6,338,859</b>	<b>\$6,668,155</b>	<b>0%</b>

**POSITION HISTORY**

**CUSTODIAL SALARIES**

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) A. Building Custodians (142)	\$6,232,961	\$5,948,613	\$6,231,526	0%

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.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) B. Utility Crew (7)	\$357,268	\$311,186	\$356,170	0%

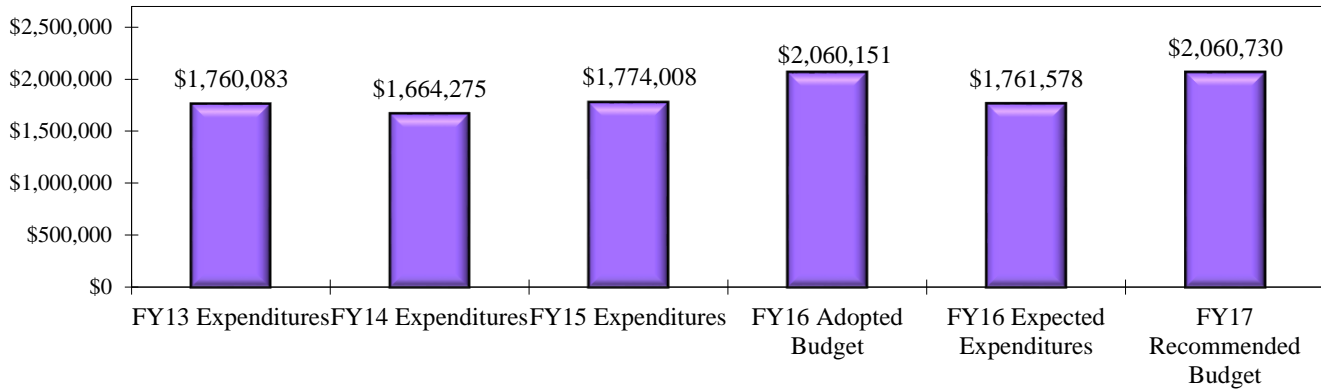
This account funds the salaries of 7 custodians assigned to the Utility Crew. These custodians maintain the athletic facilities (i.e. Foley Stadium, Burncoat Complex, and North High etc.) as well as maintaining the lawns of larger school sites. During the winter season this group performs all snow removal, 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.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) C. Custodial Supervisor (1)	\$74,078	\$79,060	\$80,460	9%

This position is primarily assigned to supervise second shift operations, training of custodians, and overseeing building cleanliness tasks for the district. The increase represents a prior increment not reflected.

**MAINTENANCE SERVICE SALARIES**

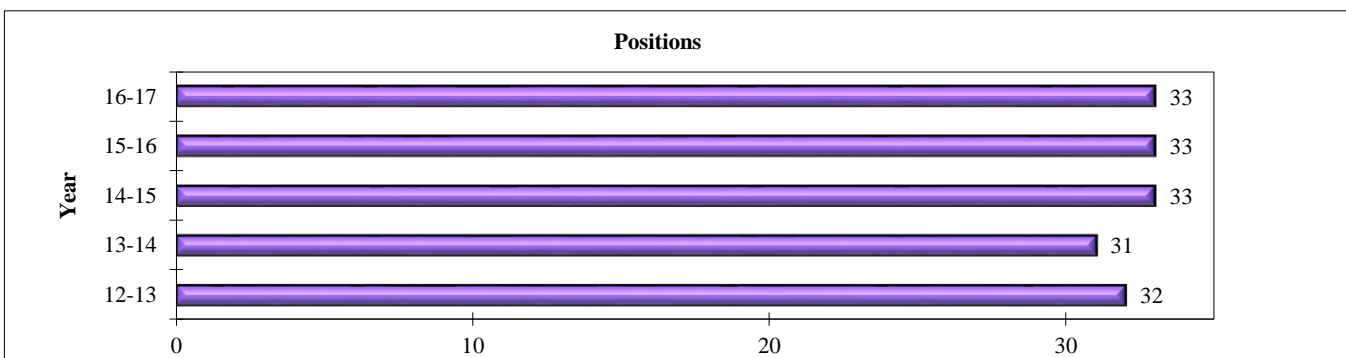
	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,060,151	\$1,761,578	\$2,060,730	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL MAINTENANCE SERVICES</b>	\$2,060,151	\$1,761,578	\$2,060,730	0%



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:

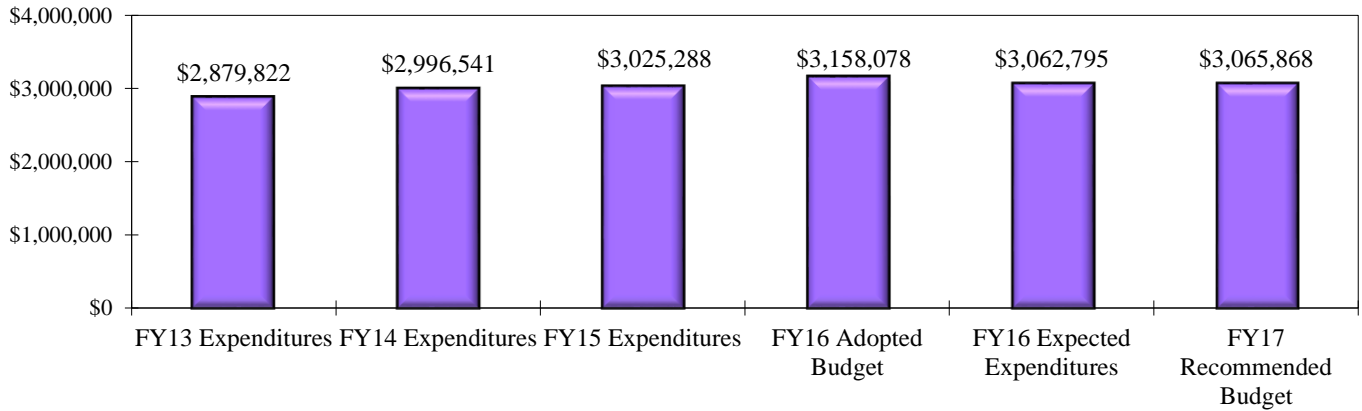
Coordinator Building & Grounds	1	Electricians	5
Maintenance Supervisor	1	Locksmith	1
Carpenters	7	Plumbers	4
Steamfitters/HVAC	8	CAD/Draftsman	1
Glaziers	2	Storekeeper	1
		Energy Management	2
		<b>Total</b>	<b>33</b>

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Services	\$2,060,151	\$1,761,578	\$2,060,730	0%
<b>TOTAL</b>	\$2,060,151	\$1,761,578	\$2,060,730	0%

**POSITION HISTORY**

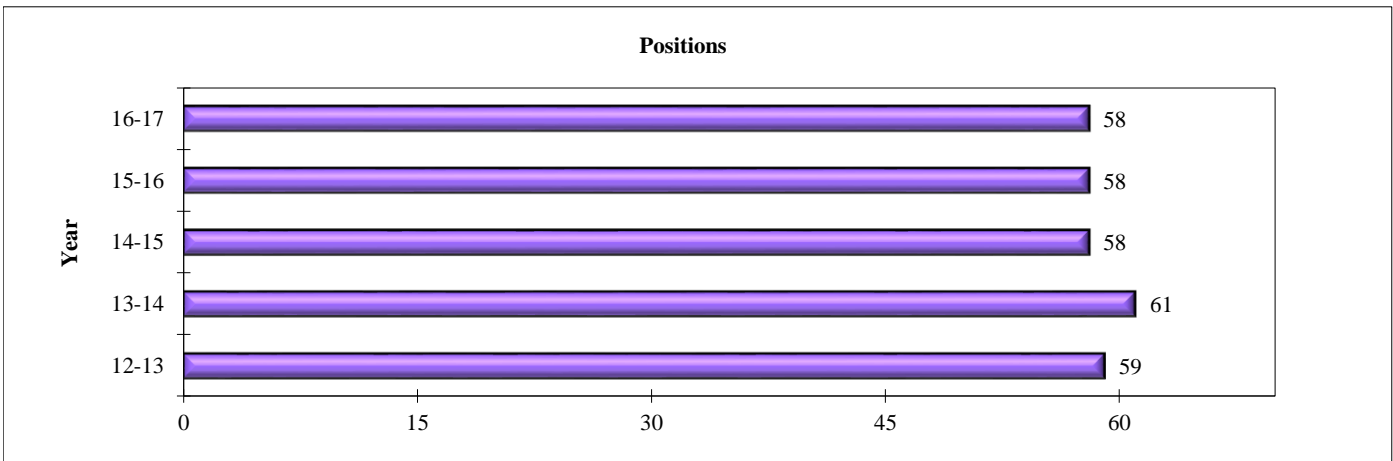
**ADMINISTRATIVE CLERICAL SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,158,078	\$3,062,795	\$3,065,868	-3%
<b>GRANT SOURCES</b>	\$305,185	\$305,185	\$305,185	0%
<b>TOTAL ADMINISTRATIVE CLERICAL</b>	\$3,463,263	\$3,367,980	\$3,371,053	-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.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (3.5)	\$221,082	\$231,524	\$232,214	5%
(2000) B. Teaching and Learning Division (39)	\$2,108,668	\$2,030,656	\$2,029,621	-4%
(1000) C. Human Resources Division (5.5)	\$301,131	\$284,228	\$290,029	-4%
(1000) D. Finance & Operations Division (10)	\$527,197	\$516,386	\$514,004	-3%
<b>TOTAL</b>	<b>\$3,158,077</b>	<b>\$3,062,795</b>	<b>\$3,065,868</b>	<b>-3%</b>

**POSITION HISTORY**

**ADMINISTRATIVE CLERICAL SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (3.5)	\$221,082	\$231,524	\$232,214	5%

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.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) B. Teaching and Learning Division (39)	\$2,108,668	\$2,030,656	\$2,029,621	-4%

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

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) C. Human Resources Division (5.5)	\$301,131	\$284,228	\$290,029	-4%

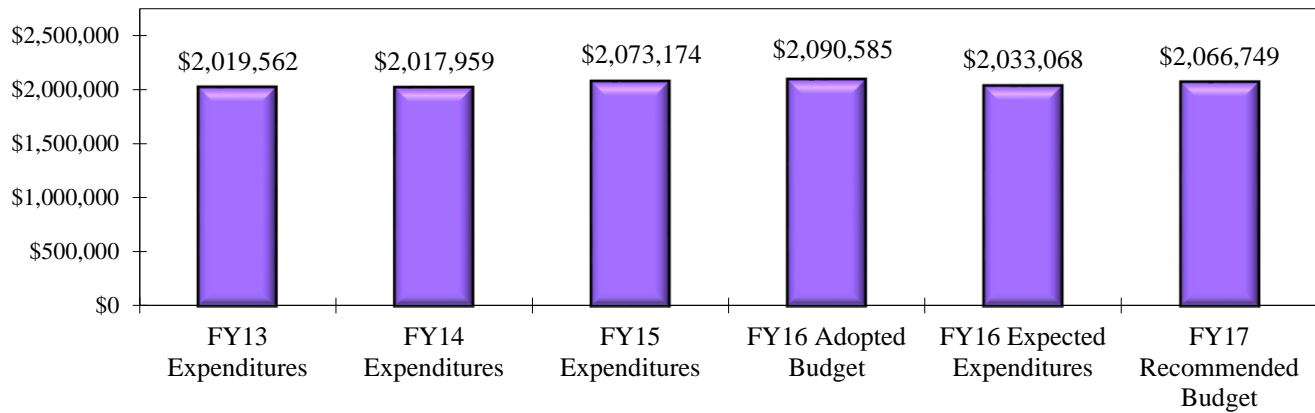
The five and one-half positions are involved in providing administrative assistance in the areas of employee hiring/transfers/terminations; employee record keeping, including staff attendance data; civil service; affirmative action; collective bargaining; reception and mail room service. The reduction in this account reflects position vacancy and attrition.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) D. Finance & Operations Division (10)	\$527,197	\$516,386	\$514,004	-3%

The positions within Finance and Operations provide support services in the areas of Payroll (3), Materials Management (3), Facilities Department (3), and Finance and Operation (1) Administration. Two additional positions are funded by various grants to provide financial clerical support for Payroll (1) and Materials Management (1). The reduction in this account reflects position vacancy and attrition.

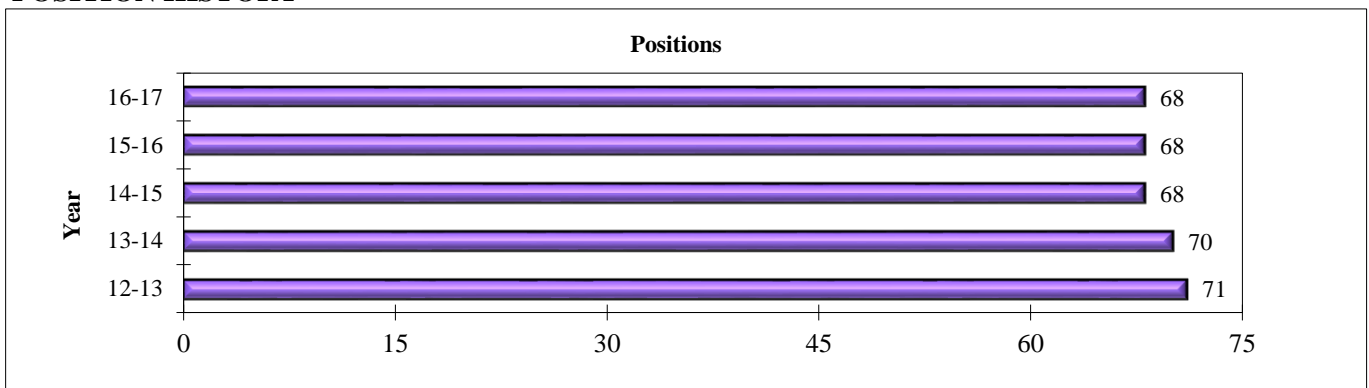
**SCHOOL CLERICAL SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,090,585	\$2,033,068	\$2,066,749	-1%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL SCHOOL CLERICAL</b>	\$2,090,585	\$2,033,068	\$2,066,749	-1%



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.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (41)	\$1,176,415	\$1,157,402	\$1,173,702	0%
(2000) B. Secondary School Clerks (27)	\$848,170	\$820,847	\$827,047	-2%
(2000) C. Substitute Coverage	\$66,000	\$54,819	\$66,000	0%
<b>TOTAL</b>	<b>\$2,090,585</b>	<b>\$2,033,068</b>	<b>\$2,066,749</b>	<b>-1%</b>

**POSITION HISTORY**

**SCHOOL CLERICAL SALARIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (41)	\$1,176,415	\$1,157,402	\$1,173,702	0%

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 Street & Elm Park Community School.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Secondary School Clerks (27)	\$848,170	\$820,847	\$827,047	-2%

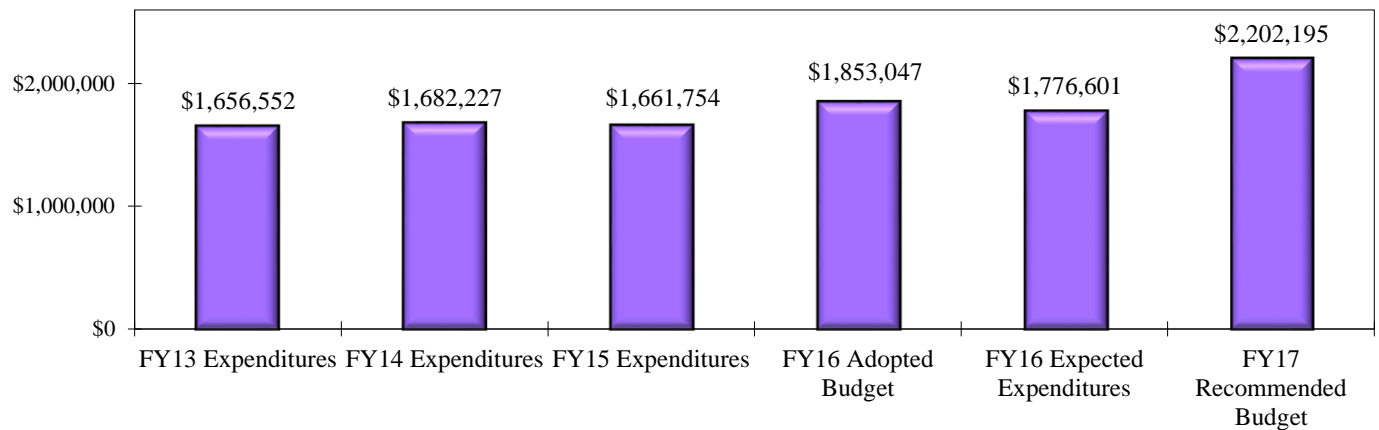
There are 27 school clerks assigned to the eight secondary schools, the Technical High, University Park School, Creamer Center, Alternative School, Challenge and Reach Academies, and the New Citizen's Center. This budget reflects a work year which consists of the school year plus the week before the 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. The reduction in this account reflects position vacancy and attrition.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Substitute Coverage	\$66,000	\$54,819	\$66,000	0%

This account includes additional funding for substitute secretarial coverage for reasons of short-term illnesses and leaves of absence. 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.

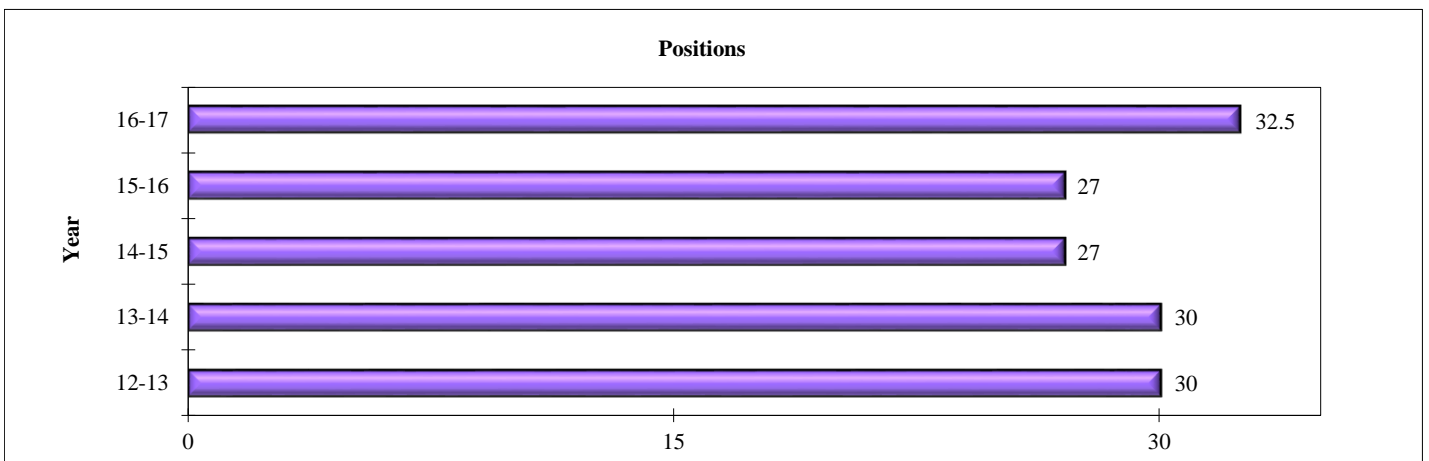
**NON INSTRUCTIONAL SUPPORT SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,853,047	\$1,776,601	\$2,202,195	19%
<b>GRANT SOURCES</b>	\$1,357,977	\$1,357,977	\$1,031,552	-24%
<b>TOTAL NON INSTRUCTIONAL SUPPORT</b>	\$3,211,024	\$3,134,578	\$3,233,747	1%



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

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. Financial Support Staff (4)	\$305,268	\$289,851	\$311,707	2%
(4000) B. Information Systems (20.5)	\$1,071,068	\$1,043,153	\$1,433,497	34%
(3000) C. District Support (4)	\$296,986	\$296,974	\$363,126	22%
(3000) D. Community & Family Outreach Coordinator (0)	\$84,327	\$52,529	\$0	-100%
(3000) E. Parent Liaisons (4)	\$95,399	\$94,093	\$93,865	-2%
<b>TOTAL</b>	<b>\$1,853,047</b>	<b>\$1,776,601</b>	<b>\$2,202,195</b>	<b>19%</b>

**POSITION HISTORY**

**NON INSTRUCTIONAL SUPPORT SALARIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Financial Support Staff (4)	\$305,268	\$289,851	\$311,707	2%

The Director of Materials Management, Director of Payroll, and Financial Analysts are Finance Division employees primarily responsible for managing the material ordering, payables, payroll functions, budgeting, financial accounting, and reporting for the district. In addition, there are three positions funded by grants that provide financial support and oversight to grant programs, as well as three positions that support grant writing and development. One position was reallocated to Information Systems in order to develop and maintain software applications.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Information Systems (20.5)	\$1,071,068	\$1,043,153	\$1,433,497	34%

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, website communication and social media tools such as Facebook and Twitter. The FY17 budget reorganizes 4.5 prior grant funded positions to the general fund and includes the reallocation from the Financial Support Staff line item during FY16 to develop and maintain district finance & operation software applications. An additional support position, as well as interns, are supported through various grants. Channel 11 funds four positions through educational access cable revenues provided by the City. This budget reflects no new positions added to the district.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. District Support (4)	\$296,986	\$296,974	\$363,126	22%

The District Support line item includes the following positions: School Safety Liaison, Testing & Evaluation Specialist, Staffing & Mentor Coordinator, and Translation Coordinator

The School Safety Liaison is responsible for coordinating activities to promote a safer school environment, as well as outreach to the community, police, Department of Youth Services and other agencies to work on programs that benefit our students. The Testing & Evaluation Specialist reports to the Chief Research & Accountability Officer and is responsible for managing all aspects of the district's testing program including test administration, security, analysis and reporting. The Staffing & Mentoring Coordinator is located in Human Resources and is directly responsible for hiring and retaining quality teachers for the district. The Translation Coordinator provides coordination and compliance for the support of translations and interpretation 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. 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, one Resource Development Specialists for the Office of Professional Learning, one Data Analyst for English Language Learner and Supplemental Support Department, and a Night Life Facilitator funded through the Night Life revolving fund.

**NON INSTRUCTIONAL SUPPORT SALARIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Community & Family Outreach Coordinator (0)	\$84,327	\$52,529	\$0	-100%

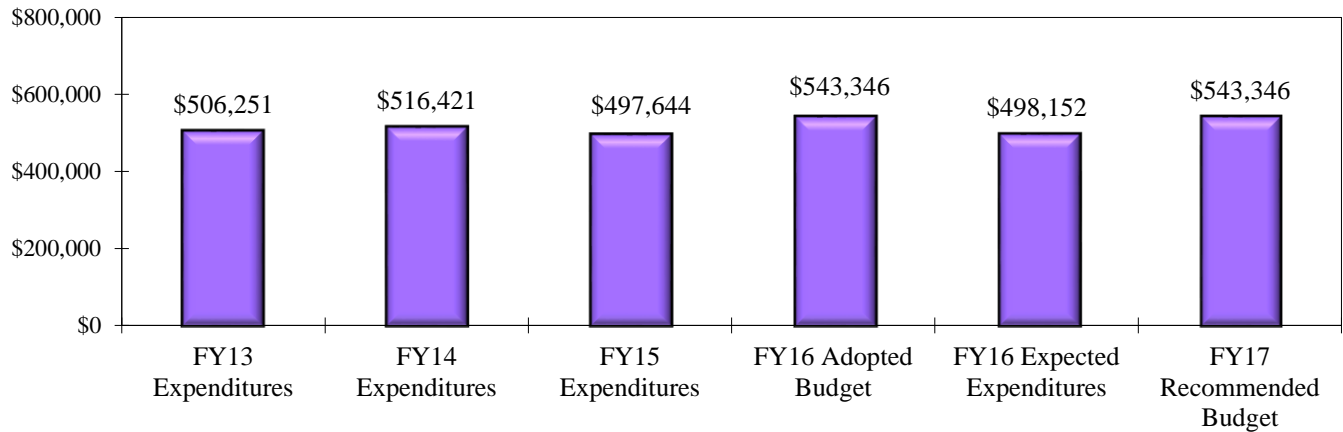
The coordinator develops and administers all aspects of the "School Volunteer" and "Community Service" programs. This position also organizes staff and coordinates activities of youth community service programs in high schools serving over 3,300 students. This position was eliminated upon becoming vacant during the 2015-2016 school year.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Parent Liaisons (4)	\$95,399	\$94,093	\$93,865	-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.

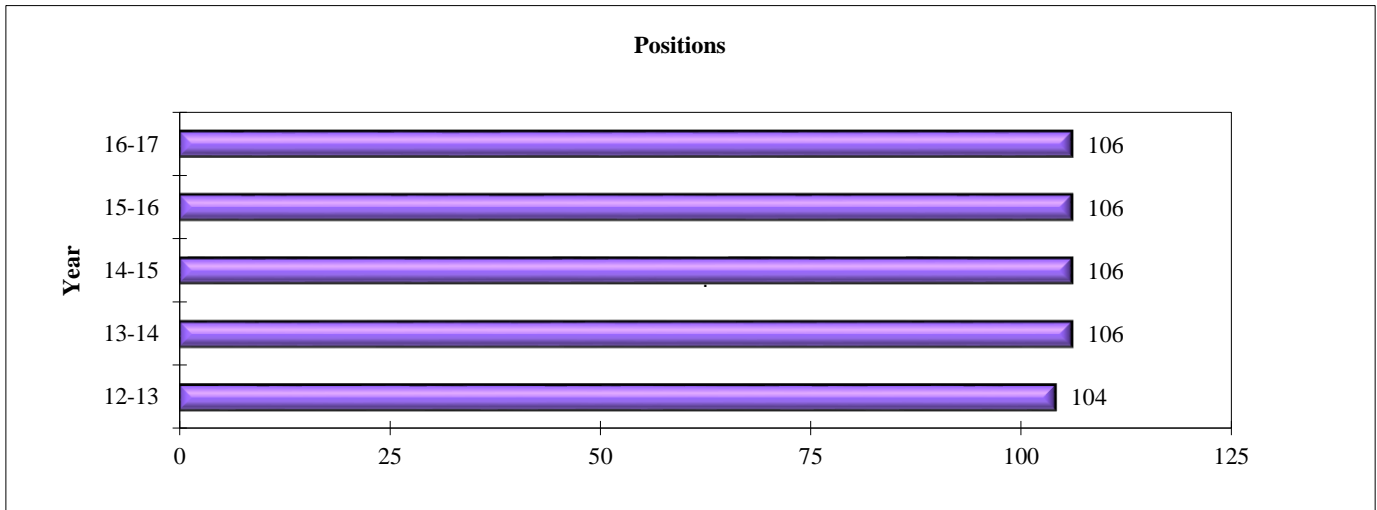
**CROSSING GUARD SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$543,346	\$498,152	\$543,346	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL CROSSING GUARDS</b>	\$543,346	\$498,152	\$543,346	0%



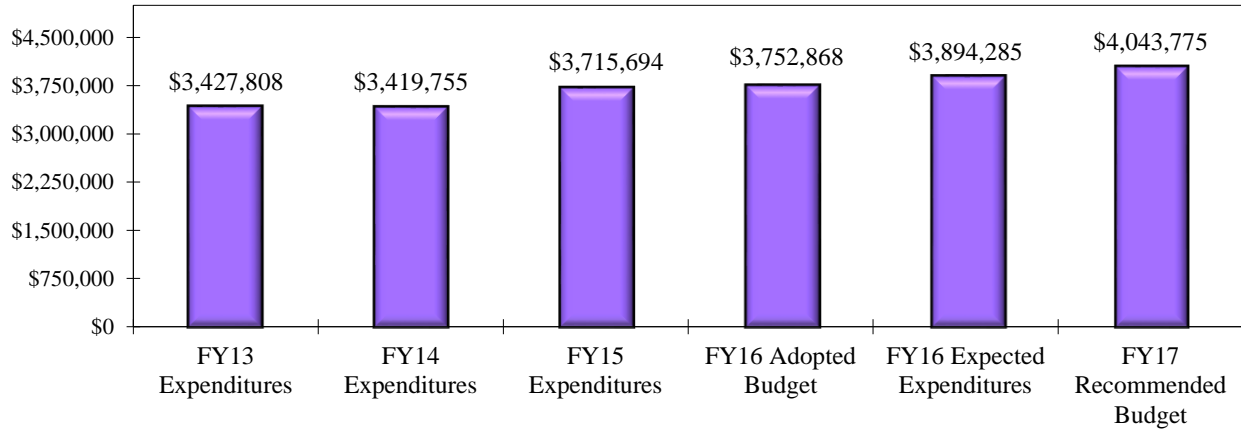
This account funds 106 part-time crossing guards at various locations throughout the city. Crossing guards are assigned to designated crosswalks and bus stops having large numbers of students. Substitute crossing guards are available to provide coverage for daily absences in order to maintain the safety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

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(5000) A. Crossing Guards	\$543,346	\$498,152	\$543,346	0%
<b>TOTAL</b>	\$543,346	\$498,152	\$543,346	0%

**POSITION HISTORY**

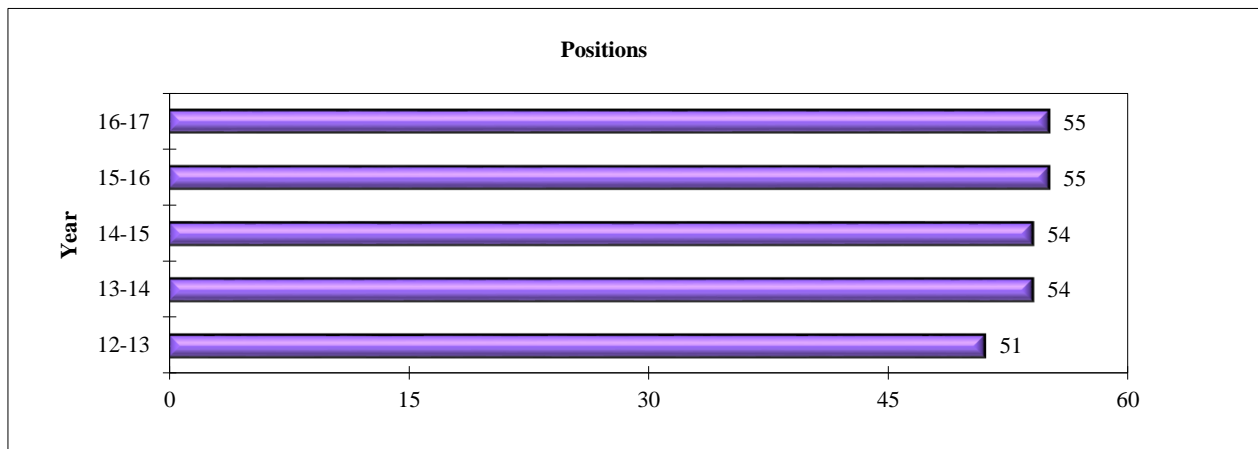
**SCHOOL NURSE SALARIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,752,868	\$3,894,285	\$4,043,775	8%
<b>GRANT SOURCES</b>	\$64,000	\$64,000	\$64,000	0%
<b>TOTAL SCHOOL NURSES</b>	\$3,816,868	\$3,958,285	\$4,107,775	8%



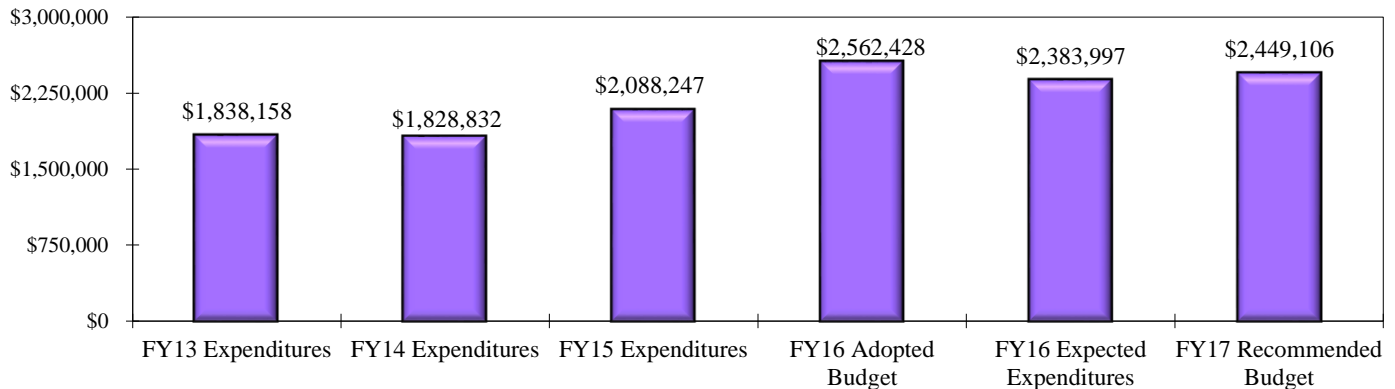
This account provides school nursing services to all of the district's students in the Worcester Public Schools which are delivered by 52.5 nurses. The FY17 budget includes an increase to properly reflect necessary substitute coverage, as well as the salary restructure from the most recent collective 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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. School Nurses	\$3,752,868	\$3,894,285	\$4,043,775	8%
<b>TOTAL</b>	<b>\$3,752,868</b>	<b>\$3,894,285</b>	<b>\$4,043,775</b>	<b>8%</b>

**POSITION HISTORY**

**EDUCATIONAL SUPPORT SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,562,428	\$2,383,997	\$2,449,106	-4%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL EDUCATIONAL SUPPORT</b>	\$2,562,428	\$2,383,997	\$2,449,106	-4%



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

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (24)	\$749,401	\$588,655	\$628,131	-16%
(3000) B. English Proficiency Level Tester (3)	\$45,767	\$42,837	\$45,768	0%
(3000) C. Therapy Assistants (15.4)	\$727,172	\$669,371	\$682,249	-6%
(2000) D. Interpreters & Speech Assistants (8)	\$383,293	\$379,833	\$436,163	14%
(2000) E. Tutors - Literacy (36)	\$656,795	\$703,301	\$656,795	0%
<b>TOTAL</b>	<b>\$2,562,428</b>	<b>\$2,383,997</b>	<b>\$2,449,106</b>	<b>-4.4%</b>

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (24)	\$749,401	\$588,655	\$628,131	-16%

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 includes sixteen full-time and eight part-time positions to support the needs of the students. The FY17 budget reflects the reallocation of one full-time position to the ESL Instructional Assistant Account (500-91115).

**EDUCATIONAL SUPPORT SALARIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. English Proficiency Level Tester (3)	\$45,767	\$42,837	\$45,768	0%

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 English Proficiency Level codes is both a state and federal mandate. There are approximately 4,000 students tested each year.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Therapy Assistants (15.4)	\$727,172	\$669,371	\$682,249	-6%

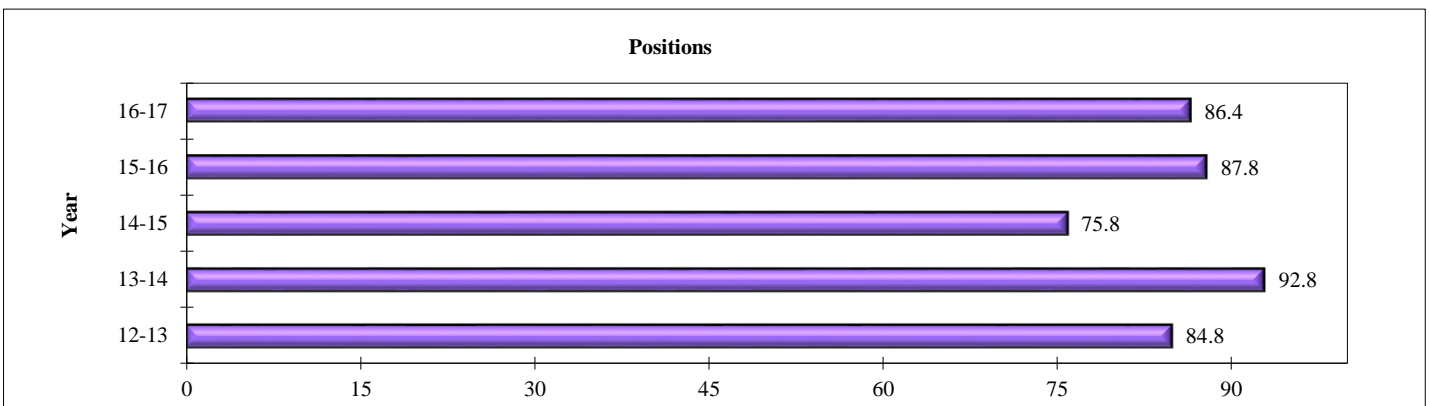
Certified Occupational Therapy and Physical Therapy assistants provide services to students with disabilities under the supervision of the Registered Occupational and Physical Therapists. Vision assistants work under the supervision of a licensed Teacher of the Visually Impaired. During FY16, a vacancy was reallocated to a speech assistant position.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Interpreters & Speech Assistants (8)	\$383,293	\$379,833	\$436,163	14%

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. One speech assistant position was added during FY16.

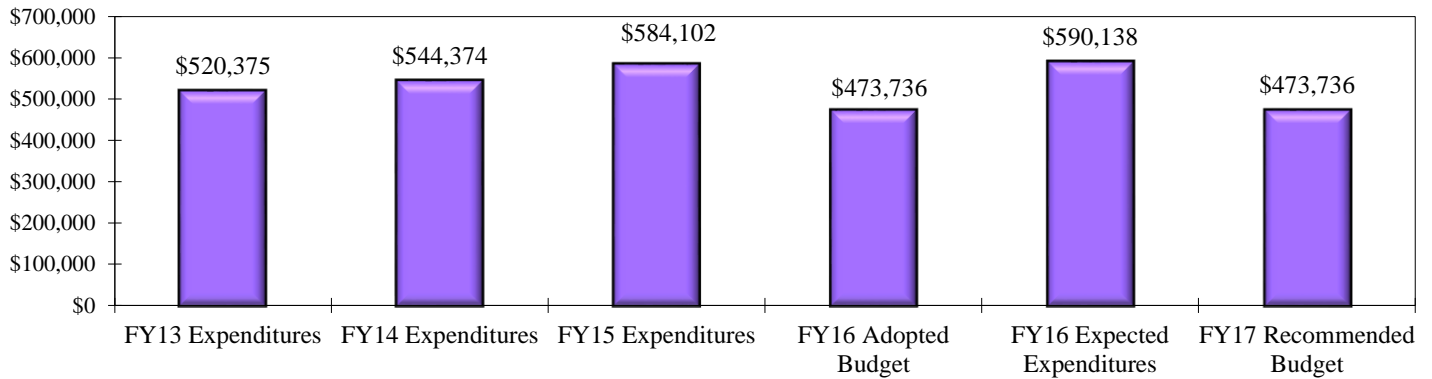
	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Tutors - Literacy (36)	\$656,795	\$703,301	\$656,795	0%

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**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$473,736	\$590,138	\$473,736	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL TRANSPORTATION SALARIES OT</b>	\$473,736	\$590,138	\$473,736	0%

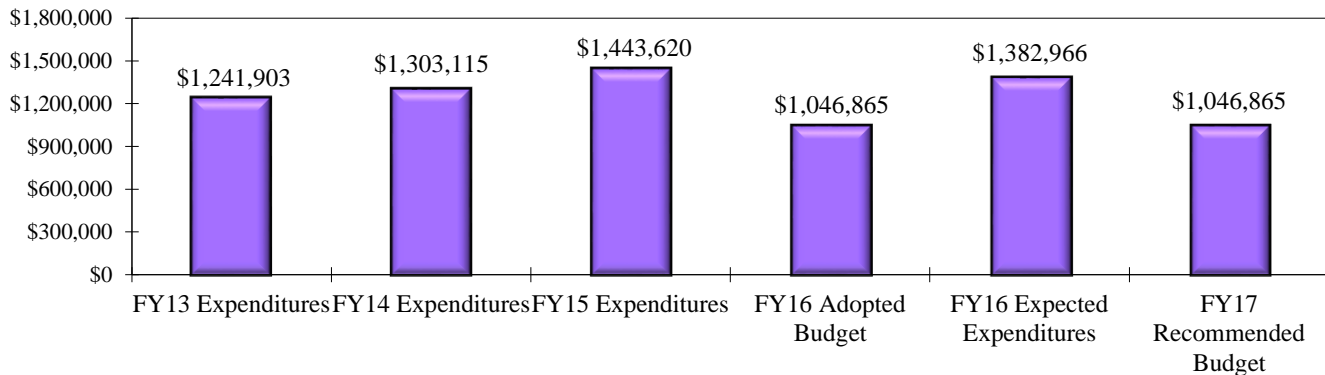


This account provides funding for the special education drivers and monitors that are employed by the district to transport approximately 54% of special needs pupils who are bused to school each day. This funding is specific to cover routes during daily absences, as well as necessary short term leaves.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(3000) A. Special Education Drivers Overtime	\$320,173	\$412,261	\$320,173	0%
(3000) B. Special Education Bus Monitors Overtime	\$153,563	\$177,877	\$153,563	0%
<b>TOTAL</b>	<b>\$473,736</b>	<b>\$590,138</b>	<b>\$473,736</b>	<b>0%</b>

**CUSTODIAL OVERTIME SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,046,865	\$1,382,966	\$1,046,865	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL CUSTODIAL OVERTIME</b>	\$1,046,865	\$1,382,966	\$1,046,865	0%

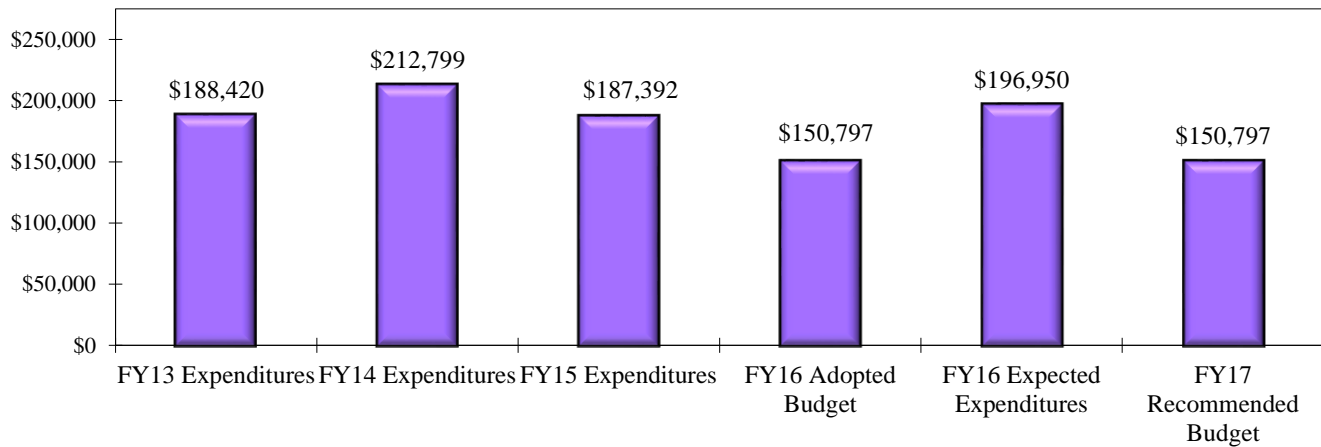


This account provides funding for custodial overtime, manpower, special events, evening and weekend activities and sports events. It also provides other building needs requiring overtime, such as emergencies, building checks, weekend cold weather checks, snow removal, and other coverage. In addition, these funds provide for any necessary overtime building coverage needed for major rehabilitation projects.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(4000) A. Custodial Overtime	\$1,046,865	\$1,382,966	\$1,046,865	0%
<b>TOTAL</b>	\$1,046,865	\$1,382,966	\$1,046,865	0%

**MAINTENANCE OVERTIME SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$150,797	\$196,950	\$150,797	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL MAINTENANCE OVERTIME</b>	\$150,797	\$196,950	\$150,797	0%

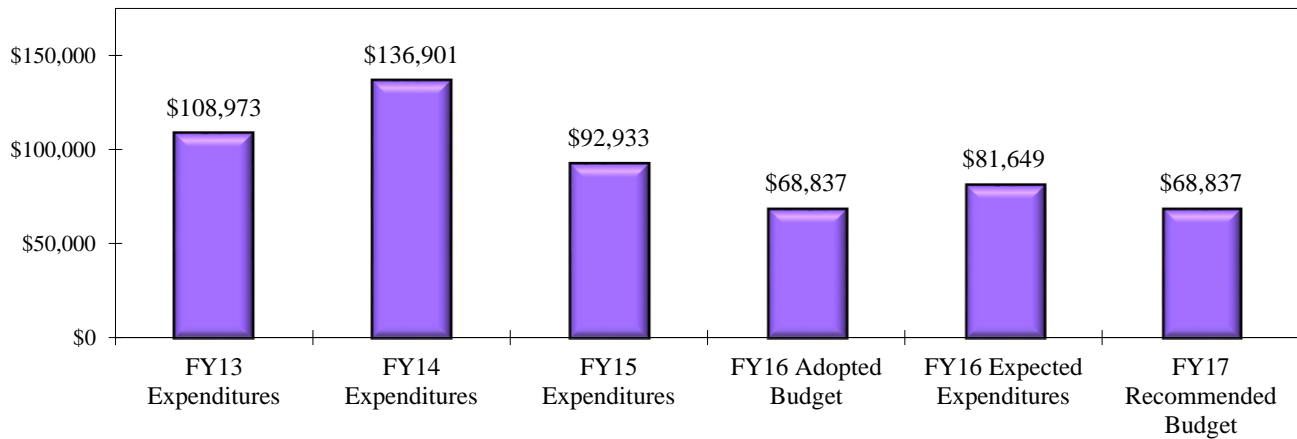


This account provides funds for all maintenance service overtime needed to make repairs caused by building emergencies or other services needed outside of the normal workday, i.e., boiler failures, broken pipes, snow removal, fires, electrical problems, and broken windows. It also provides the funds for overtime needed for major rehabilitation projects.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Overtime	\$150,797	\$196,950	\$150,797	0%
<b>TOTAL</b>	\$150,797	\$196,950	\$150,797	0%

**SUPPORT OVERTIME SALARIES**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$68,837	\$81,649	\$68,837	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL SUPPORT OVERTIME</b>	\$68,837	\$81,649	\$68,837	0%

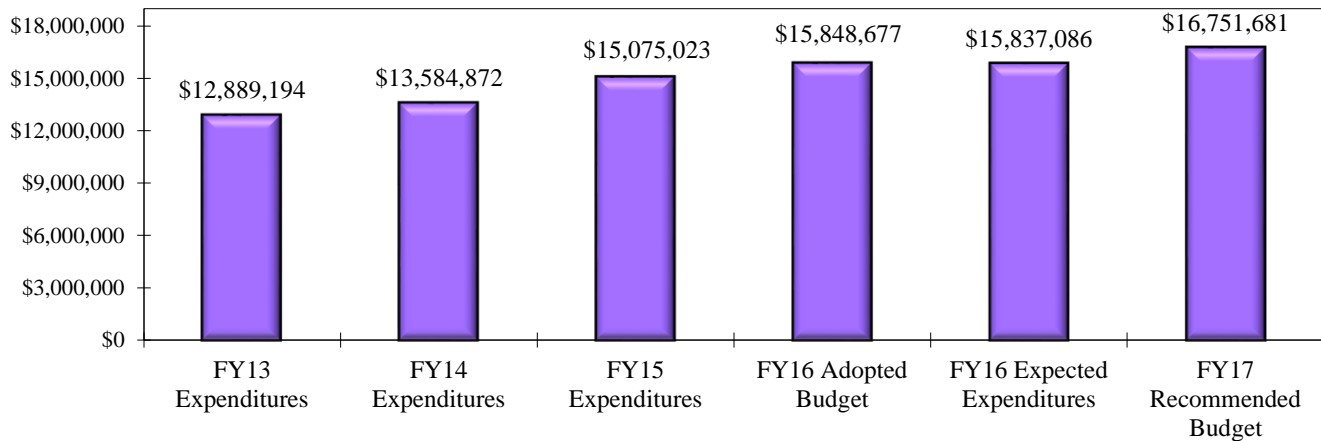


This account provides funding for overtime for approximately sixty employees including technical, secretarial, and clerical staff. The overtime in this account provides funds to meet the peak time demands for additional hours, especially at the start of the school year.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. Clerical/Support	\$68,837	\$81,649	\$68,837	0%
<b>TOTAL</b>	\$68,837	\$81,649	\$68,837	0%

**RETIREMENT**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$15,848,677	\$15,837,086	\$16,751,681	6%
<b>GRANT SOURCES</b>	\$814,392	\$0	\$814,392	0%
<b>TOTAL RETIREMENT</b>	\$16,663,069	\$15,837,086	\$17,566,073	5%

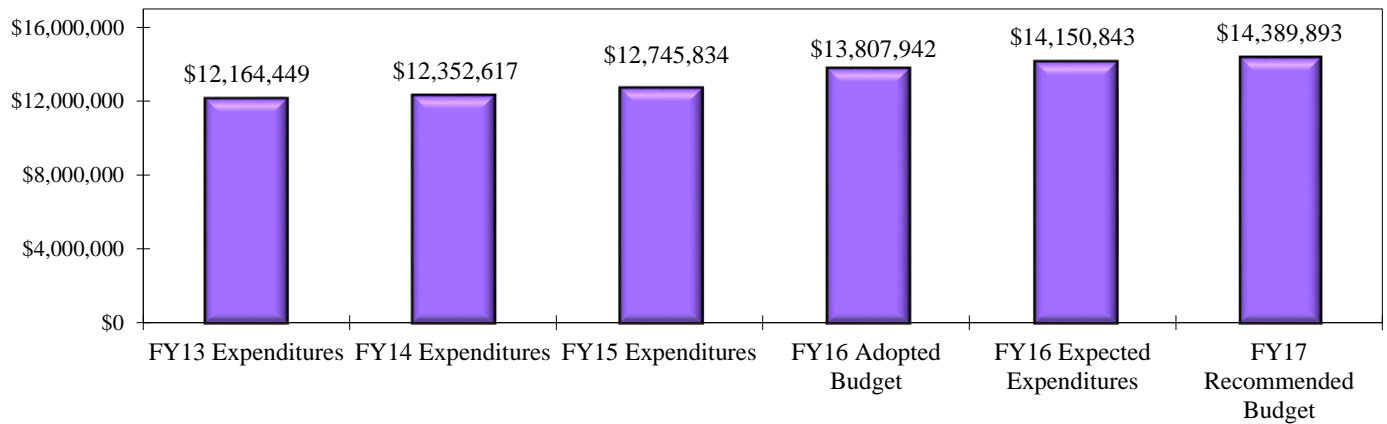


This account funds the Public Schools' share of the City of Worcester contributory retirement system's pension obligation for qualifying retirees and beneficiaries in accordance with the requirements of the Public Employees Retirement Administration Commission (PERAC). The pension obligation is based 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 \$60,000 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 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(5000) A. Retirement System Assessment	\$10,045,092	\$10,045,092	\$10,799,816	8%
(5000) B. Pension Obligation Bonds	\$4,834,724	\$4,834,724	\$4,978,975	3%
(5000) C. Non-Contributory Pensions	\$100,000	\$64,816	\$60,000	-40%
(5000) D. City Early Retirement Incentive 2002	\$352,181	\$352,181	\$351,589	0%
(5000) E. City Early Retirement Incentive 2010	\$105,649	\$105,649	\$105,308	0%
(5000) F. Educational Secretaries Pension Fund	\$61,667	\$64,742	\$67,938	10%
(5000) G. Building Custodians Pension Fund	\$349,365	\$369,882	\$388,055	11%
<b>TOTAL</b>	<b>\$15,848,677</b>	<b>\$15,837,086</b>	<b>\$16,751,681</b>	<b>6%</b>

**TRANSPORTATION**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$13,807,942	\$14,150,843	\$14,389,893	4%
<b>GRANT SOURCES</b>	\$60,000	\$0	\$60,000	0%
<b>TOTAL TRANSPORTATION</b>	\$13,867,942	\$14,150,843	\$14,449,893	4%



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 FY17 is the second year of a 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 12,000 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.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(3000) A. Regular Transportation	\$6,717,975	\$6,586,520	\$6,808,700	1%
(3000) B. Special Education	\$6,664,967	\$7,079,113	\$7,156,193	7%
(3000) C. Mandated McKinney-Vento	\$425,000	\$485,210	\$425,000	0%
<b>TOTAL</b>	<b>\$13,807,942</b>	<b>\$14,150,843</b>	<b>\$14,389,893</b>	<b>4%</b>

**TRANSPORTATION**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>(3000) A. Regular Transportation</b>	\$6,717,975	\$6,586,520	\$6,808,700	1%

In accordance with state laws, 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 and 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 (Includes two new students) transportation. The increase in this account reflects the negotiated bid price for FY17, as well as the addition of two out of district vocational education students.

**Regular Transportation**

96 buses (\$394.84 per day)(180 days)	\$6,498,352	\$6,389,676	\$6,650,835	2%
Central MA Transit {WRTA}	\$135,000	\$135,000	\$135,000	0%
Charter Schools - Additional Days	\$83,523	\$60,744	\$86,865	4%
Ch74 Out-of-District Transportation	\$1,100	\$1,100	\$36,000	3173%
<b>(3000) A. Regular Transportation</b>	<b>\$6,717,975</b>	<b>\$6,586,520</b>	<b>\$6,808,700</b>	<b>1%</b>

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>(3000) B. Special Education</b>	\$6,664,967	\$7,079,113	\$7,156,193	7%

Special Education transportation services are provided as specified in student's Individual Education Plans. This includes transportation to Worcester Public Schools and those schools outside the city that are also required by the Individual Education Plans. The out of city transportation fluctuates according to student placements. The recommendation is for 34 in-city mid-size buses (Increase of three due to district fleet) at a daily contracted rate of \$517.82 for 180 days. In addition, 20 wheelchair vehicles will be needed at a daily cost of \$543.87 for 180 days. During FY15, the district began using appropriately sized vehicles for the Transitions Special Education program. The FY17 budget includes 14 Transition Program vehicles with an increased daily rate, however still a lower cost rate than the mid-size bus contract rate.

**In City - Special Education**

20 Wheelchair (\$543.87 per day)(180 days)	\$1,900,908	\$1,900,908	\$1,957,932	3%
4 Mid Day Preschool wheelchair (\$144.23 per day)(180 days)	\$100,822	\$105,723	\$103,846	3%
34 Mid Size buses (\$517.82 per day)(180 days)	\$2,805,289	\$3,076,769	\$3,169,058	13%
14 Transition Program Vehicles	\$340,200	\$441,000	\$441,000	30%
Special Education Summer School	\$245,459	\$247,435	\$253,091	3%
<b>(3000) B. In City - Special Education</b>	<b>\$5,392,678</b>	<b>\$5,774,759</b>	<b>\$5,837,402</b>	<b>8%</b>

**Out of City - Special Education**

<b>(3000) B. Out of City - Special Education</b>	<b>\$1,272,289</b>	<b>\$1,304,354</b>	<b>\$1,318,791</b>	<b>4%</b>
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**TRANSPORTATION**


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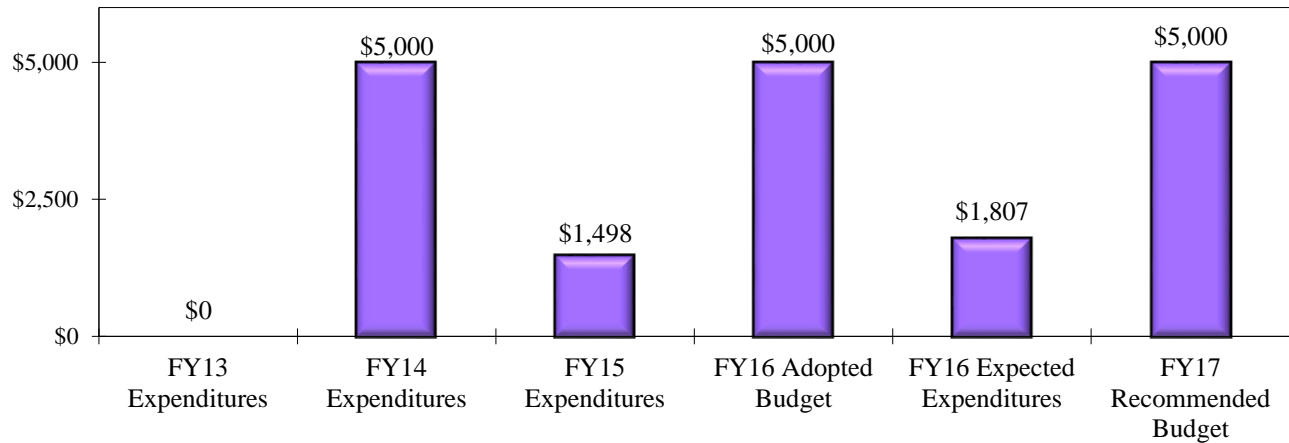
	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>(3000) C. Mandated McKinney-Vento</b>	\$425,000	\$485,210	\$425,000	0%

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.

**500105-92000**

**OUT OF STATE TRAVEL**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$5,000	\$1,807	\$5,000	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL OUT OF STATE TRAVEL</b>	\$5,000	\$1,807	\$5,000	0%

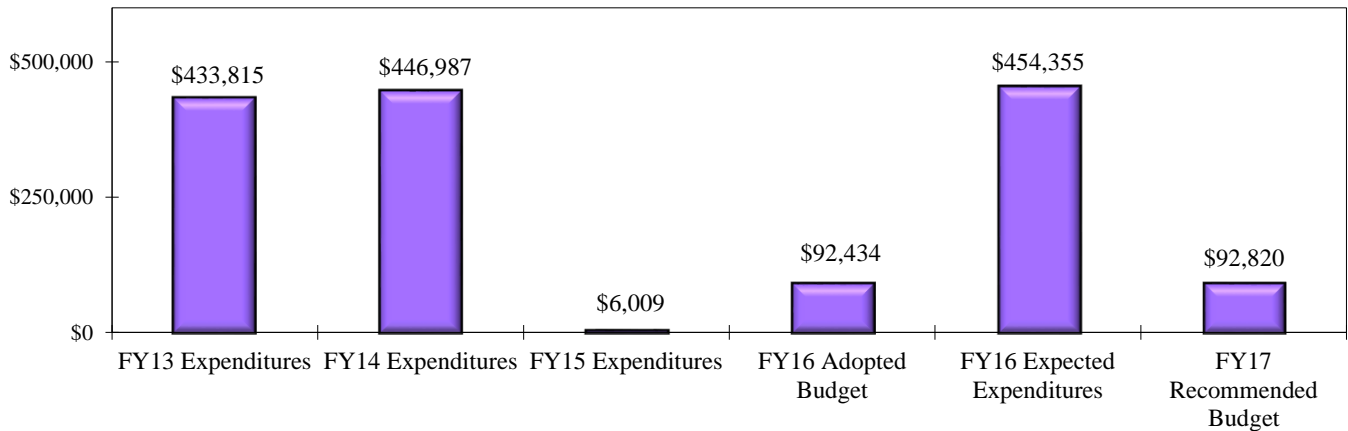


This account provides out-of-state travel expenses for personnel recruitment which implements the district's recruitment plan and achieving equal employment opportunity goals. Expenses include air fare, lodgings and meals. Other grant programs fund limited expenses for required out of state travel directly through the specified grant.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Personnel Office	\$5,000	\$1,807	\$5,000	0%
<b>TOTAL</b>	\$5,000	\$1,807	\$5,000	0%

**ATHLETIC ORDINARY MAINTENANCE**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$92,434	\$454,355	\$92,820	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL ATHLETICS</b>	\$92,434	\$454,355	\$92,820	0%



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. Once again, the FY17 athletic ordinary maintenance budget is recommended to be partially funded by school choice revenue.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries ▪ Officials	\$197,097	\$201,985	\$206,952	5%
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$46,988	\$46,980	\$47,221	0%
(3000) C. Maintenance/Repair Equip.	\$22,231	\$22,231	\$22,231	0%
(3000) D. Supplies	\$86,756	\$86,756	\$86,756	0%
(3000) E. Rental	\$25,000	\$25,603	\$25,788	3%
(3000) F. Athletic Transportation	\$184,642	\$169,080	\$174,152	-6%
(3000) G. Estimated Gate Receipts	(\$92,280)	(\$95,280)	(\$92,280)	0%
(3000) H. Other Athletic Revenue	(\$3,000)	(\$3,000)	(\$3,000)	0%
(3000) I. School Choice Funding	(\$375,000)	\$0	(\$375,000)	0%
<b>TOTAL</b>	<b>\$92,434</b>	<b>\$454,355</b>	<b>\$92,820</b>	<b>0%</b>

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries ▪ Officials	\$197,097	\$201,985	\$206,952	5%

This account provides salaries for ticket managers, ticket sellers, ticket takers, clock operators, game officials, police coverage and medical technicians. The FY17 budget includes contractual rate increases.

**500122-92000****ATHLETIC ORDINARY MAINTENANCE**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$46,988	\$46,980	\$47,221	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.				

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Maintenance/Repair Equip.	\$22,231	\$22,231	\$22,231	0%
This account provides reconditioning and repair of athletic equipment.				

	FY17			
	FY16 Adopted Budget	FY16 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.				

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Rental	\$25,000	\$25,603	\$25,788	3%
This account provides ice time for varsity and junior varsity hockey programs, as well as the pool located at the Boys and Girls Club. The increase in this account reflects the increase of rental rates.				

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Athletic Transportation	\$184,642	\$169,080	\$174,152	-6%
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. This account reflects the projected costs of the contractual rates of transportation services.				

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Estimated Gate Receipts	(\$92,280)	(\$95,280)	(\$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**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) H. Other Athletic Revenue	(\$3,000)	(\$3,000)	(\$3,000)	0%

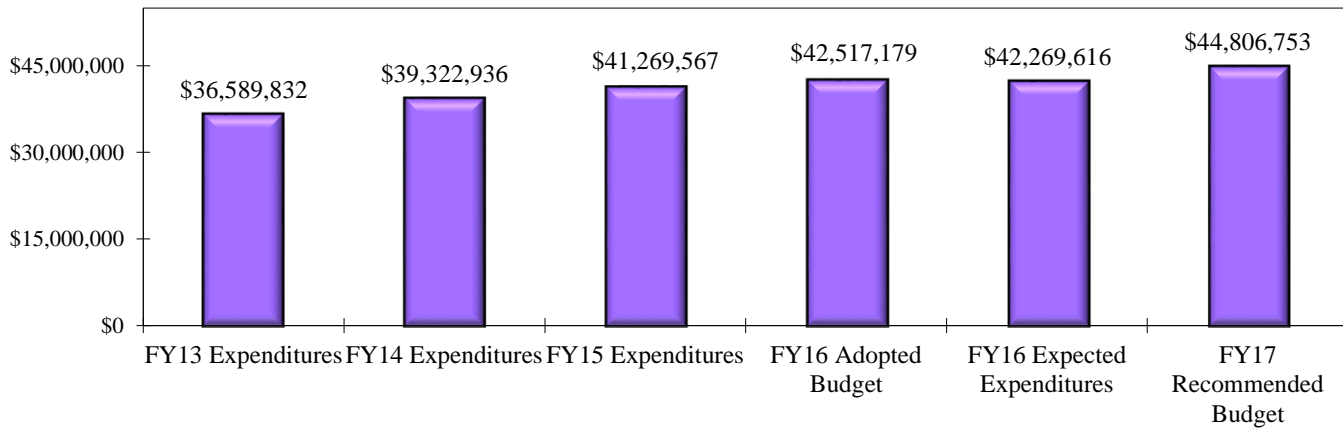
Proceeds generated through concession stand revenue at Commerce Bank Field at Foley Stadium are used to support the purchase of athletic supplies and equipment.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. School Choice Funding	(\$375,000)	\$0	(\$375,000)	0%

The district will utilize revenue collected through the state's School Choice program to partially fund the athletics programs in FY17.

**HEALTH INSURANCE**

			FY17	
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$42,517,179	\$42,269,616	\$44,806,753	5%
<b>GRANT SOURCES</b>	\$3,703,257	\$3,703,257	\$3,703,257	0%
<b>TOTAL HEALTH INSURANCE</b>	\$46,220,436	\$45,972,873	\$48,510,010	5%



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.

			FY17	
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$39,267,179	\$39,007,746	\$41,556,753	6%
(5000) B. Life Insurance	\$150,000	\$152,392	\$150,000	0%
(5000) C. Federal Medicare	\$3,100,000	\$3,109,478	\$3,100,000	0%
<b>TOTAL</b>	<b>\$42,517,179</b>	<b>\$42,269,616</b>	<b>\$44,806,753</b>	<b>5%</b>

			FY17	
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$39,267,179	\$39,007,746	\$41,556,753	6%

The recommended budget is based on the premium rates which will become effective July 1, 2016. For the non-settled groups, this account reflects an increase in premium rates of 5.3% for Blue Cross Blue Shield plans, and 7.4% for City of Worcester Advantage and Direct Plans through Fallon. For the non-represented and retired employees, this account reflects an increase in premium rates of 2.8% for Blue Cross Blue Shield plans, and 4.9% for City of Worcester Advantage and Direct Plans through Fallon. Enrollment is comprised of active employees, retirees, and surviving spouses; these categories are estimated to total approximately 5,663 members during FY17 (2,716 active employees and 2,947 retired employees).

**HEALTH INSURANCE**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(5000) B. Life Insurance	\$150,000	\$152,392	\$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 (\$6.48 per employee per month). Funding will provide for the approximately 2,150 employees participating in this benefit.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(5000) C. Federal Medicare	\$3,100,000	\$3,109,478	\$3,100,000	0%

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 - Non-Settled</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Blue Care Elect Preferred (PPO)	\$21,329	\$8,249	11
BCBS Network Blue New England	\$20,300	\$7,852	617
City of Worcester Direct (HMO)	\$13,112	\$5,161	413
City of Worcester Advantage (HMO)	\$16,005	\$6,446	<u>1,484</u>
Total Active Enrollments			2,525

**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)	\$19,635	\$7,594	0
BCBS Network Blue New England	\$18,689	\$7,229	42
City of Worcester Direct (HMO)	\$12,077	\$4,753	45
City of Worcester Advantage (HMO)	\$14,741	\$5,910	<u>104</u>
Total Active Enrollments			191

**Retired Employees**

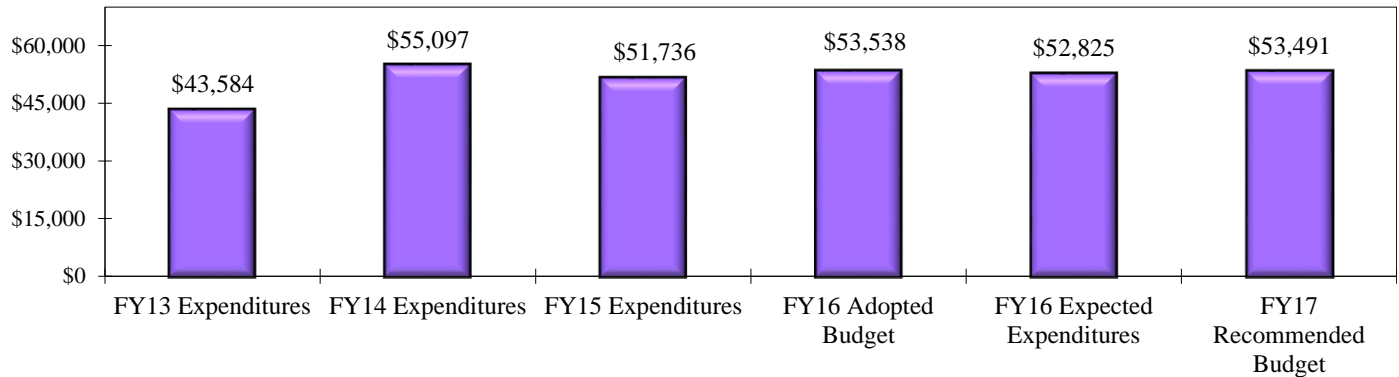
<u>Total City Annual Cost for Health Insurance - New Plan Design</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Blue Care Elect Preferred (PPO)	\$19,101	\$7,387	40
BCBS Network Blue New England	\$18,180	\$7,032	250
City of Worcester Direct (HMO)	\$11,513	\$4,531	56
City of Worcester Advantage (HMO)	\$14,053	\$5,660	251

**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	\$6,054	\$3,027	1,567
Tufts Complement	\$4,843	\$2,422	431
Fallon Premier (HMO)	\$5,902	\$2,951	85
Tufts Preferred Prime (HMO)	\$5,486	\$2,743	<u>267</u>
Total Retiree Enrollments			2,947

**OTHER INSURANCE PROGRAMS**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$53,538	\$52,825	\$53,491	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL OTHER INSURANCE PROGRAMS</b>	\$53,538	\$52,825	\$53,491	0%

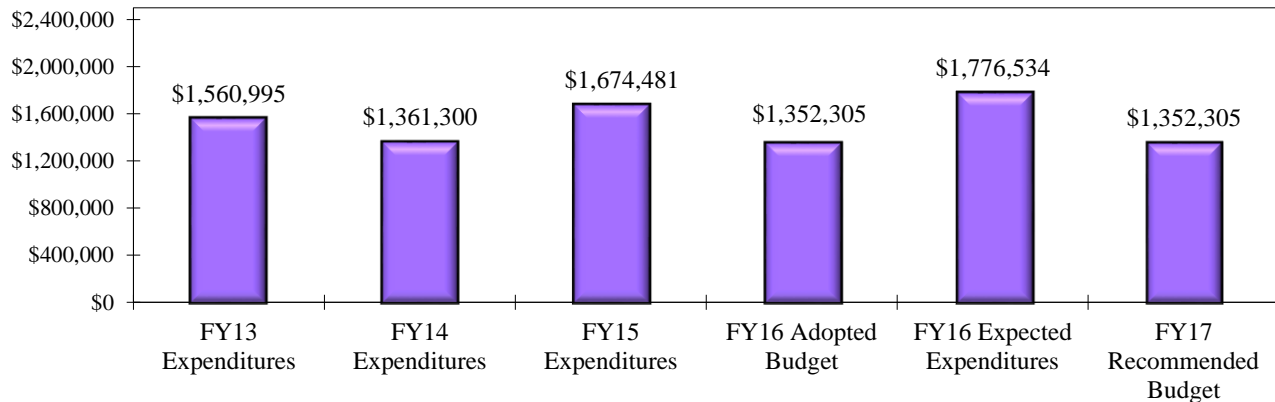


Prior to FY03, this account funded the cost of insurance premiums chargeable to the Worcester Public Schools for comprehensive physical property damage coverage for buildings, contents, and boilers. The city decided to self-insure for building insurance since FY03 and continues to do so and the district self-insured for boiler insurance between FY07-FY10. In FY11, the district began boiler insurance coverage in order to maintain proper annual inspections. It is recommended that this insurance coverage (\$35,789) continue through the FY17 budget. Worcester Public Schools 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 student activity employees (\$1,332). The student activity and athletic bonding insurance maintain three year cycles.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Building Insurance	\$15,050	\$15,049	\$15,050	0%
(5000) B. Building Boiler Insurance	\$35,367	\$35,789	\$35,789	1%
(5000) C. Other Insurance Programs	\$3,121	\$1,987	\$2,652	-15%
<b>TOTAL</b>	<b>\$53,538</b>	<b>\$52,825</b>	<b>\$53,491</b>	<b>0%</b>

**WORKERS COMPENSATION**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,352,305	\$1,801,534	\$1,352,305	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL WORKERS COMPENSATION</b>	\$1,352,305	\$1,801,534	\$1,352,305	0%

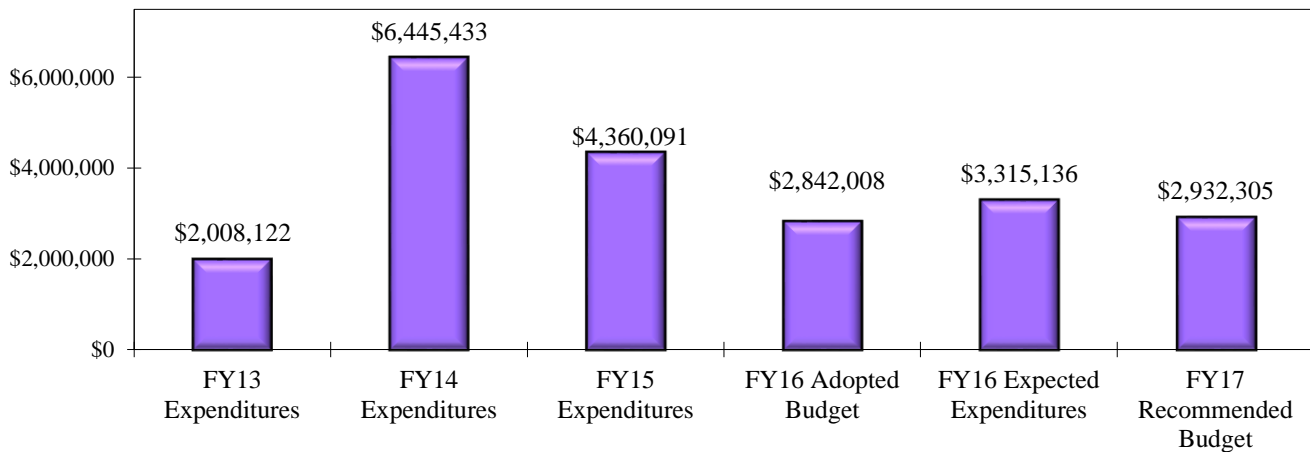


This account provides assistance to employees and/or their spouses when the employee has been injured on the job. Expenditures include the service costs of physicians, hospitals, and prescriptions as well as the payment of wages during periods of disability when employees are unable to return to work. 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 FY17 despite prior year actual spending exceeding the budget amount.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Active Salaries (91000)	\$686,300	\$948,567	\$686,300	0%
(5000) B. Inactive Salaries (91000)	\$200,000	\$103,723	\$200,000	0%
(5000) C. Management Contract (92000)	\$52,305	\$52,305	\$52,305	0%
(5000) D. Cost Containment Charges (92000)	\$20,000	\$20,000	\$20,000	0%
(5000) E. Medical Bills (96000)	\$393,700	\$676,939	\$393,700	0%
<b>Total</b>	<b>\$1,352,305</b>	<b>\$1,801,534</b>	<b>\$1,352,305</b>	<b>0%</b>

**PERSONAL SERVICES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,842,008	\$3,315,136	\$2,932,305	3%
<b>GRANT SOURCES</b>	\$684,256	\$684,256	\$666,071	-3%
<b>TOTAL PERSONAL SERVICES</b>	\$3,526,264	\$3,999,392	\$3,598,376	2%



This account provides for acquiring various services throughout the Worcester Public Schools as follows:

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Staff Development	\$165,500	\$165,500	\$205,500	24%
(1000) B. Legal Consultation & Settlements	\$531,000	\$478,051	\$281,000	-47%
(3000) C. Physician Consultation & Nurses Services	\$20,000	\$20,000	\$20,000	0%
(2000) D. Special Education Services	\$1,265,035	\$1,512,575	\$1,598,170	26%
(3000) E. Graduation Expenses	\$43,700	\$43,700	\$43,700	0%
(1000) F. Human Resources Automated Services	\$79,400	\$77,061	\$79,552	0%
(2000) G. Collaborations	\$40,000	\$40,000	\$40,000	0%
(2000) H. NEASC Evaluations	\$15,000	\$13,777	\$0	0%
(3000) I. Security Guards	\$116,258	\$126,633	\$139,600	20%
(1000) J. Employee Assistance Program (96000)	\$24,283	\$24,283	\$24,283	0%
(2000) K. Mentoring Program	\$30,000	\$48,000	\$0	-100%
(1000) L. Contractual Employee Reimbursement	\$31,500	\$31,500	\$31,500	0%
(2000) M. Arts Consultants	\$129,000	\$129,000	\$129,000	0%
(3000) N. Translation	\$195,000	\$384,270	\$195,000	0%
(9000) O. Tuition (Non-Special Education)	\$31,331	\$95,786	\$0	-100%
(2000) P. Advanced Placement Program	\$125,000	\$125,000	\$145,000	16%
<b>TOTAL</b>	<b>\$2,842,008</b>	<b>\$3,315,136</b>	<b>\$2,932,305</b>	<b>3%</b>

**500130-92000; 500130-96000****PERSONAL SERVICES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Staff Development	\$165,500	\$165,500	\$205,500	24%

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 increased to provide necessary compliance training for non-instructional staff, as well as additional content training for instructional staff.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. Legal Consultation & Settlements	\$531,000	\$478,051	\$281,000	-47%

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 FY17 budget reflects the reduction of prior year negotiated settlement agreements.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Physician Consultation & Nurses Services	\$20,000	\$20,000	\$20,000	0%

The FY17 budget reflects funding for the contract with UMass Memorial for physician consulting services whenever required by the school nurses.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Special Education Services	\$1,265,035	\$1,512,575	\$1,598,170	26%

This account funds a variety of services provided for special education students including independent evaluations, contracted specialized medical and educational services, and contracted home and/or hospital instruction.. 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 increase in this account represents the contractual rates of third party specialized nursing services. Additional funding (\$198,000) is used from the federal IDEA grant to offset these costs.

	FY17			
	FY16 Adopted Budget	FY16 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**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) F. Human Resources Automated Services	\$79,400	\$77,061	\$79,552	0%

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 \$21,552, the on-line employment application process (through SchoolSpring, Inc.) is \$10,100 and the electronic educator evaluation program (through Teachpoint) is \$47,900.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Collaborations	\$40,000	\$40,000	\$40,000	0%

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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. NEASC Evaluations	\$15,000	\$13,777	\$0	0%

The district does not have any schools scheduled for their accreditation site visit by the New England Association of Schools and Colleges (NEASC) during FY17.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. Security Guards	\$116,258	\$126,633	\$139,600	20%

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. The increase in this line item is based upon anticipated contractual payments.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From 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.

**500130-92000; 500130-96000****PERSONAL SERVICES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) K. Mentoring Program	\$30,000	\$48,000	\$0	-100%
This line item has been moved to account 500-91118 for the FY17 budget.				

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From 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.				

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) M. Arts Consultants	\$129,000	\$129,000	\$129,000	0%
This account provides full-year core programming without external fundraising at Burncoat Middle and High Schools 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.				

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) N. Translation	\$195,000	\$384,270	\$195,000	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 by third party vendors. 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. This account also funds contracted interpretive services for the district.				

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) O. Tuition (Non-Special Education)	\$31,331	\$95,786	\$0	-100%
This line item has been moved to account 500132-92000 for the FY17 budget.				

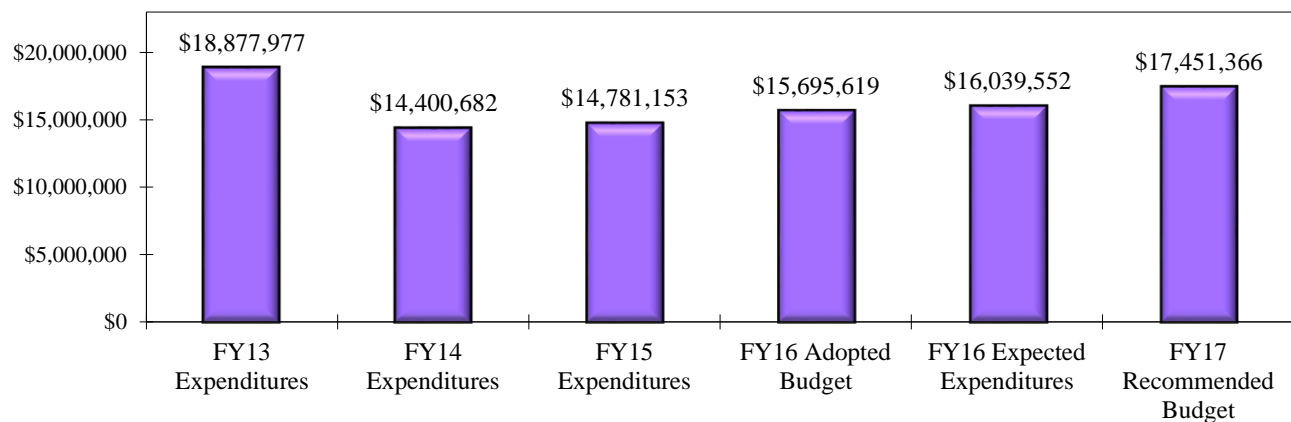
**PERSONAL SERVICES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) P. Advanced Placement Program	\$125,000	\$125,000	\$145,000	16%

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. The account is recommended to be increased to provide additional summer opportunities and additional professional development for Advanced Placement.

**TUITION**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$15,695,619	\$16,039,552	\$17,451,366	11%
<b>GRANT SOURCES</b>	\$3,372,806	\$3,372,806	\$2,965,044	-12%
<b>TOTAL TUITION</b>	\$19,068,425	\$19,412,358	\$20,416,410	7%



This account provides for all district tuition including special education, alternative, and Chapter 74 vocational.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Special Education	\$15,695,619	\$16,039,552	\$16,615,473	6%
(9000) B. Alternative Programs	\$0	\$0	\$774,680	100%
(9000) C. Non-Special Education	\$0	\$0	\$61,213	100%
<b>TOTAL</b>	<b>\$15,695,619</b>	<b>\$16,039,552</b>	<b>\$17,451,366</b>	<b>11%</b>

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Special Education	\$15,695,619	\$16,039,552	\$16,615,473	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 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 440 students annually. The account is supplemented with \$2.96 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, as well as a decrease with circuit breaker funding.

**500132-92000****TUITION**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) B. Alternative Programs	\$0	\$0	\$774,680	100%

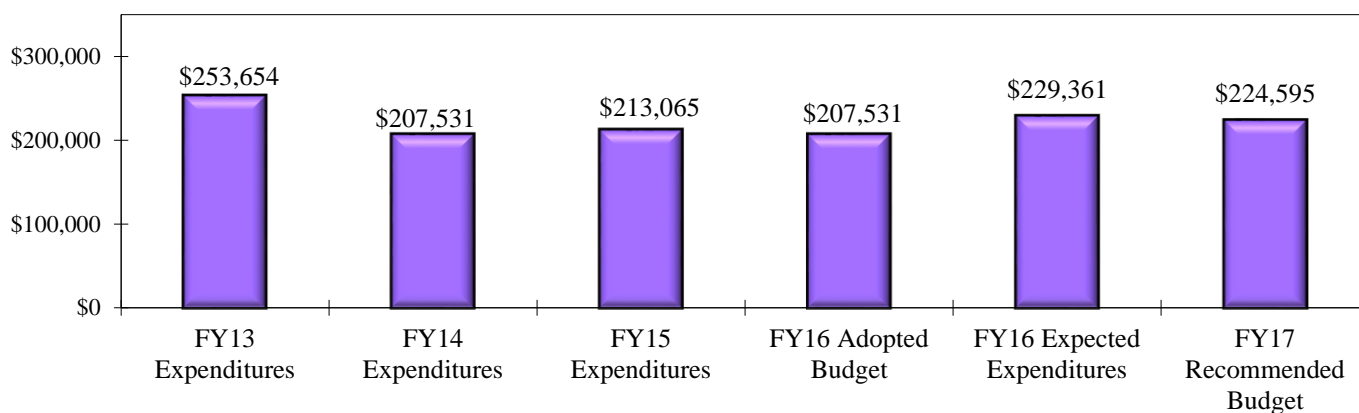
The alternative programs consist of providing support to regular education students who have received long-term suspensions from the district and students recovery from addiction that need specialized care. These programs maintain a safe environment in which appropriate levels of academic instruction and support necessary to accommodate the individual educational need of a diverse population. The staff works closely with the district's home school staff to ensure the curriculum of a student 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 FY17 cost represents the assessment for Worcester as part of the Central Massachusetts Special Education Collaborative (\$704,680). The Recovery High School Program was implemented during the 2015-2016 school year (\$70,000).

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) C. Non-Special Education	\$0	\$0	\$61,213	100%

This account provides funding for DESE required tuition payment for two out-of-district Chapter 74 vocational students. Two new students (\$22,149 per student) have been accepted into the program with a graduation date of June 2020. 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.

**PRINTING & POSTAGE**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$207,531	\$229,361	\$224,595	8%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL PRINTING &amp; POSTAGE</b>	\$207,531	\$229,361	\$224,595	8%



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 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$105,000	\$105,000	\$105,000	0%
(1000) B. District Digital Document Center	\$102,531	\$124,361	\$119,595	17%
<b>TOTAL</b>	<b>\$207,531</b>	<b>\$229,361</b>	<b>\$224,595</b>	<b>17%</b>

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$105,000	\$105,000	\$105,000	0%

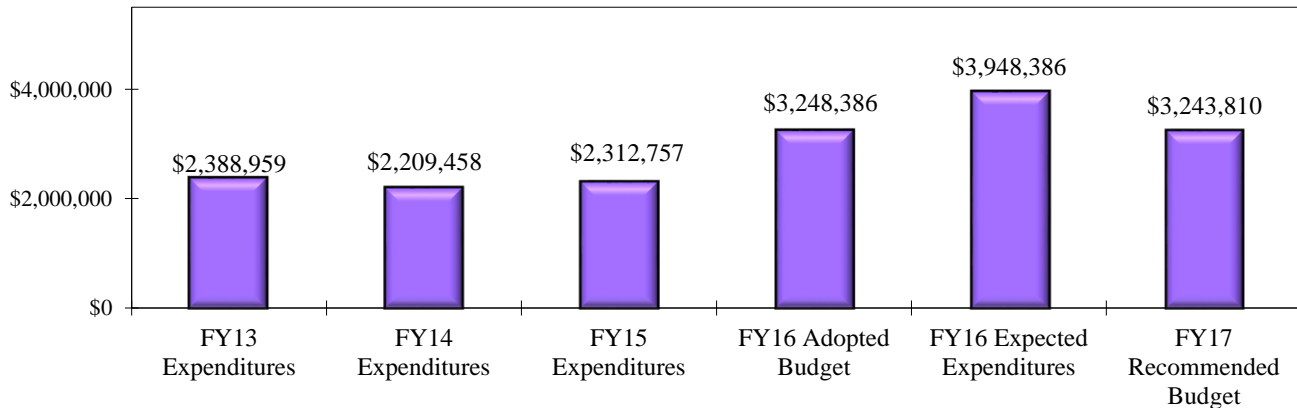
The account funds the cost of postage throughout the district, as well as postage issued to the building principals for school mailings. Approximately 200,000 pieces of first class mail are processed annually through the district's central mailroom which includes, but is not limited to interim and final 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, grant submission documents, and pupils' cumulative records. Cost-effective bulk mail rates are used when possible and the district participates in a postage savings program.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) B. District Digital Document Center	\$102,531	\$124,361	\$119,595	17%

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 more than 1,500 school and district orders annually. Due to the success of this Center, the increase represents an additional multifunctional copy/scanning machine was added during the 2015-2016 school year.

**INSTRUCTIONAL MATERIALS**

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
<b>CITY FUNDING</b>	\$3,248,386	\$3,948,386	\$3,243,810	0%
<b>GRANT SOURCES</b>	\$639,155	\$639,155	\$617,010	-3%
<b>TOTAL INSTRUCTIONAL MATERIALS</b>	\$3,887,541	\$4,587,541	\$3,860,820	-1%



This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY17 budget provides \$68 per pupil for instructional supplies and materials, representing the same allocation as the FY16 budget. Schools use these funds to implement their School's Accountability Plan. The budget continues funding of \$1 per pupil for elementary recess supplies.

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) A. Instructional Materials	\$2,532,758	\$2,532,758	\$2,528,182	0%
(2000) B. Education Division Supplies	\$265,020	\$265,020	\$265,020	0%
(2000) C. Student Support Services	\$83,000	\$83,000	\$83,000	0%
(2000) D. Testing & Value Added Assessment	\$17,608	\$17,608	\$17,608	0%
(2000) E. Non-Recurring Textbook Purchases	\$350,000	\$1,050,000	\$350,000	0%
<b>TOTAL</b>	<b>\$3,248,386</b>	<b>\$3,948,386</b>	<b>\$3,243,810</b>	<b>0%</b>

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) A. Instructional Materials	\$2,532,758	\$2,532,758	\$2,528,182	0%

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 FY16 budget. The elementary recess funding is included in this line item.

**INSTRUCTIONAL MATERIALS**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Education Division Supplies	\$265,020	\$265,020	\$265,020	0%

This account provides districtwide instructional materials for the following departments: Special Education (\$70,000), English Language Learners (\$16,250), Physical Education (\$1,250), Occupational Education (\$25,000), Curriculum Development (\$122,520), Superintendent (\$20,000) and Chief Academic Officer (\$10,000). The Federal Special Education (IDEA) grant, provides additional funds for Special Education requirements.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Student Support Services	\$83,000	\$83,000	\$83,000	0%

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.

	FY17			
	FY16 Adopted Budget	FY16 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.

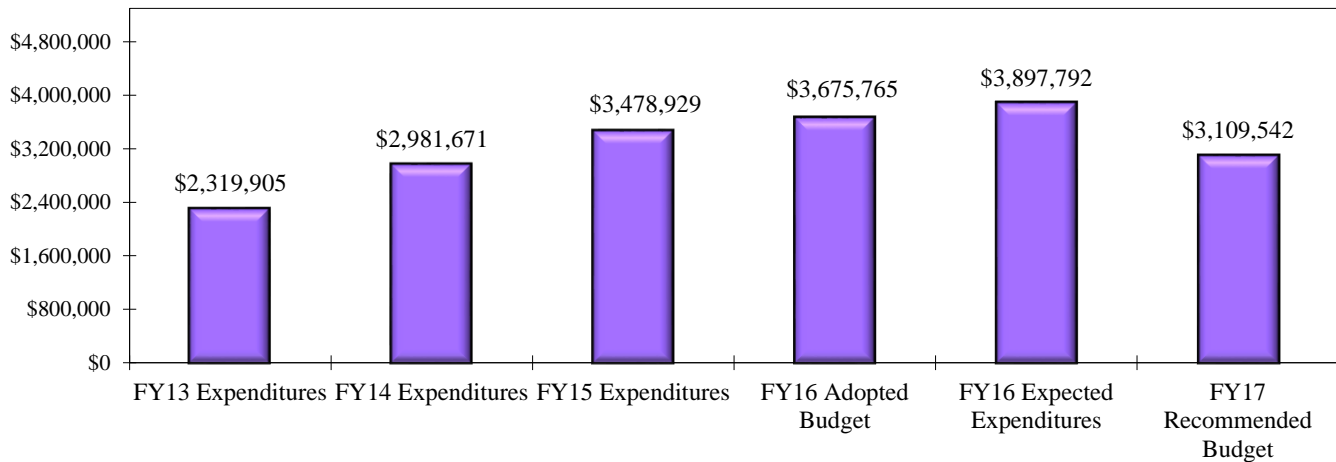
	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Non-Recurring Textbook Purchases	\$350,000	\$1,050,000	\$350,000	0%

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**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,675,765	\$3,897,792	\$3,109,542	-15%
<b>GRANT SOURCES</b>	\$299,768	\$299,768	\$295,588	-1%
<b>TOTAL MISCELLANEOUS EDUCATIONAL OM</b>	\$3,975,533	\$4,197,560	\$3,405,130	-14%



Funds assigned to this account are used to provide indirect support to instructional programs as follows:

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$411,422	\$421,273	\$421,945	3%
(1000) B. Employee Recruitment/Advertising	\$31,600	\$31,600	\$31,600	0%
(1000) C. Dues and Memberships	\$45,512	\$85,912	\$49,023	8%
(1000) D. Moving Expenses	\$10,000	\$10,000	\$10,000	0%
(2000) E. Alternative Program	\$704,680	\$704,680	\$0	-100%
(7000) F. Building and Parking Lot Rentals (540136-92000)	\$421,951	\$426,071	\$538,374	28%
(4000) G. Maintenance and Repair of Equipment	\$27,000	\$27,000	\$27,000	0%
(2000) H. Instructional Technology	\$1,226,700	\$1,226,700	\$1,243,700	1%
(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	\$23,500	\$23,500	0%
(2000) L. Copier Leases and Maintenance	\$33,000	\$33,000	\$33,000	0%
(4000) M. Environmental Management Systems	\$350,000	\$350,000	\$350,000	0%
(3000) N. School Nurses Medical Supplies	\$27,000	\$27,000	\$27,000	0%
(3000) O. School Safety Equipment	\$75,000	\$252,281	\$75,000	0%
(1000) P. Audit Fees	\$24,000	\$14,375	\$15,000	-38%
(3000) Q. Worcester Future Teachers	\$6,400	\$6,400	\$6,400	0%
<b>TOTAL</b>	<b>\$3,675,765</b>	<b>\$3,897,792</b>	<b>\$3,109,542</b>	<b>-15%</b>

**MISCELLANEOUS EDUCATIONAL OM**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$411,422	\$421,273	\$421,945	3%

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 (\$74,000); Virtual High School (\$30,000); and PSAT (\$33,675); Measures of Academic Progress (\$169,000) and DIBELS (\$64,070). The increase line item reflects anticipated costs for these programs in FY17.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. Employee Recruitment/Advertising	\$31,600	\$31,600	\$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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) C. Dues and Memberships	\$45,512	\$85,912	\$49,023	8%

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. Areas Include: New England Association of Schools and Colleges (\$25,650); Massachusetts Association of School Committees (\$7,695); Massachusetts Association of Superintendents (\$6,000); N.E. School Development Council (\$4,855); Massachusetts Association of School Business Officials (\$2,558); 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 FY17.

	FY17			
	FY16 Adopted Budget	FY16 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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Alternative Program	\$704,680	\$704,680	\$0	-100%

This line item has been moved to account 500132-92000 for the FY17 budget.

**500136-92000; 500136-93000; 540136-92000**
**MISCELLANEOUS EDUCATIONAL OM**

	FY17			
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(7000) F. Building and Parking Lot Rentals (540136-92000)	\$421,951	\$426,071	\$538,374	28%

This account funds the rental of space for the special education alternative program at St. Casimir's (\$55,917), the special education bus lot on Fremont Street for the WPS owned vehicles (\$186,053), 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 (\$204,264). The increase represents four additional classrooms necessary for Chandler Elementary School for the 2016-2017 school year.

	FY17			
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	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).

	FY17			
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) H. Instructional Technology	\$1,226,700	\$1,226,700	\$1,243,700	1%

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. FY17 will be the third 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.

	FY17			
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	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.

	FY17			
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	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**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) K. Office Supplies	\$23,500	\$23,500	\$23,500	0%

These funds provide for the purchases of competitively bid contracts of general office supplies including copy paper. This account is also responsible for the costs associated with annual reporting and award presentation supplies for the school committee office.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) L. Copier Leases and Maintenance	\$33,000	\$33,000	\$33,000	0%

This account funds the leases and annual maintenance for copiers at the Durkin Administrative Building.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) M. Environmental Management Systems	\$350,000	\$350,000	\$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.

	FY17			
	FY16 Adopted Budget	FY16 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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) O. School Safety Equipment	\$75,000	\$252,281	\$75,000	0%

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. Additional funds are supported through the Facilities and Information Technology Departments to provide for school safety repairs and equipment.

**500136-92000; 500136-93000; 540136-92000****MISCELLANEOUS EDUCATIONAL OM**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) P. Audit Fees	\$24,000	\$14,375	\$15,000	-38%

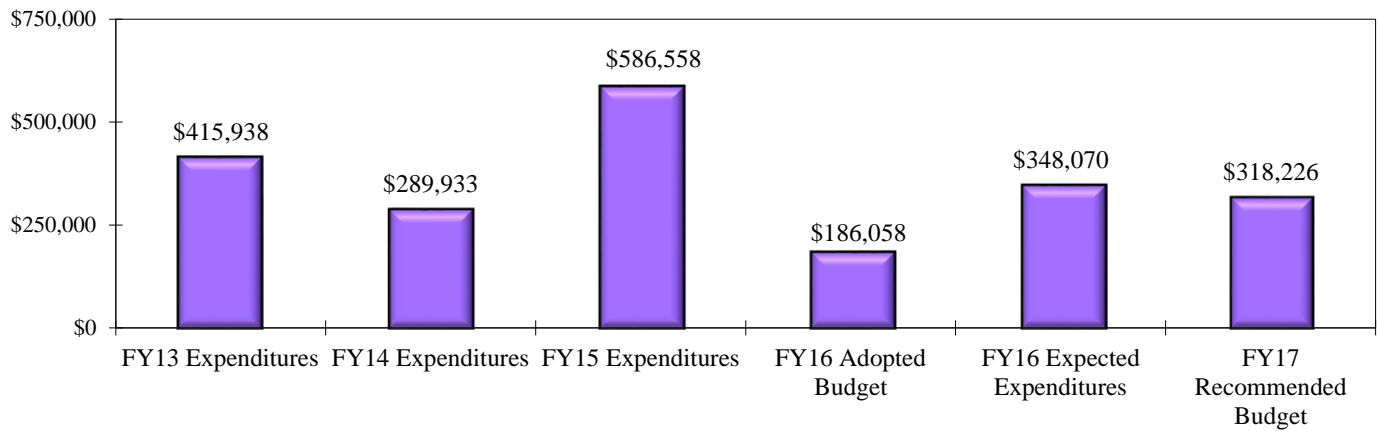
This account funds the cost of the annual audit of the End of Year Pupil and Financial Report, as well as the student activity audit. The decrease represents actual annual expenditures.

	FY17			
	FY16 Adopted Budget	FY16 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**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$186,058	\$348,070	\$318,226	71%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL UNEMPLOYMENT COMPENSATION</b>	\$186,058	\$348,070	\$318,226	71%

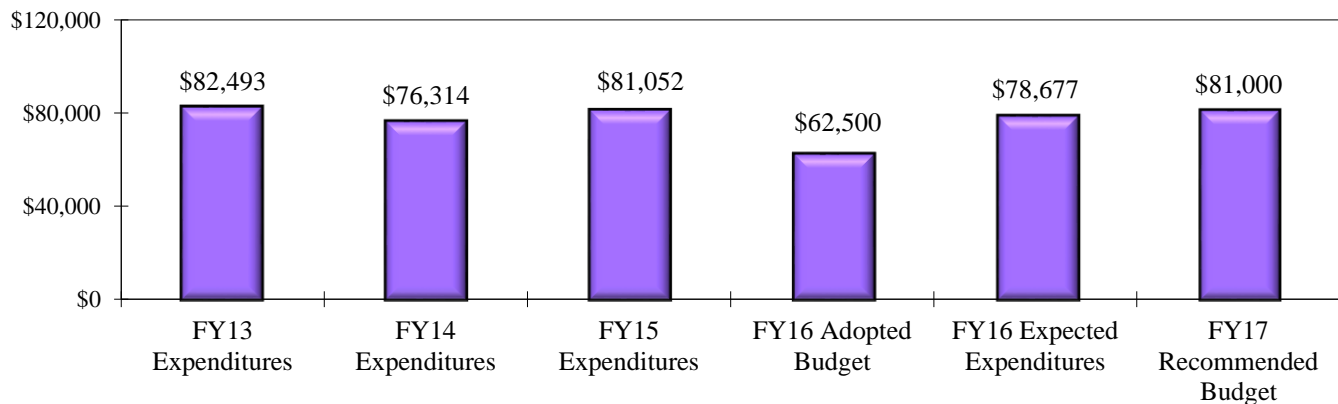


This account provides funding to cover unemployment costs as determined by the Massachusetts Division of Employment and Training. These costs include those associated with dismissal of employees who are not performing in a satisfactory manner, the non-renewal of employees who have not complied with the 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 increase in this line item is due to projected costs for the upcoming year.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Unemployment Compensation	\$186,058	\$348,070	\$318,226	71%
<b>TOTAL</b>	\$186,058	\$348,070	\$318,226	71%

**IN STATE TRAVEL**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$62,500	\$78,677	\$81,000	30%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL IN STATE TRAVEL</b>	\$62,500	\$78,677	\$81,000	30%

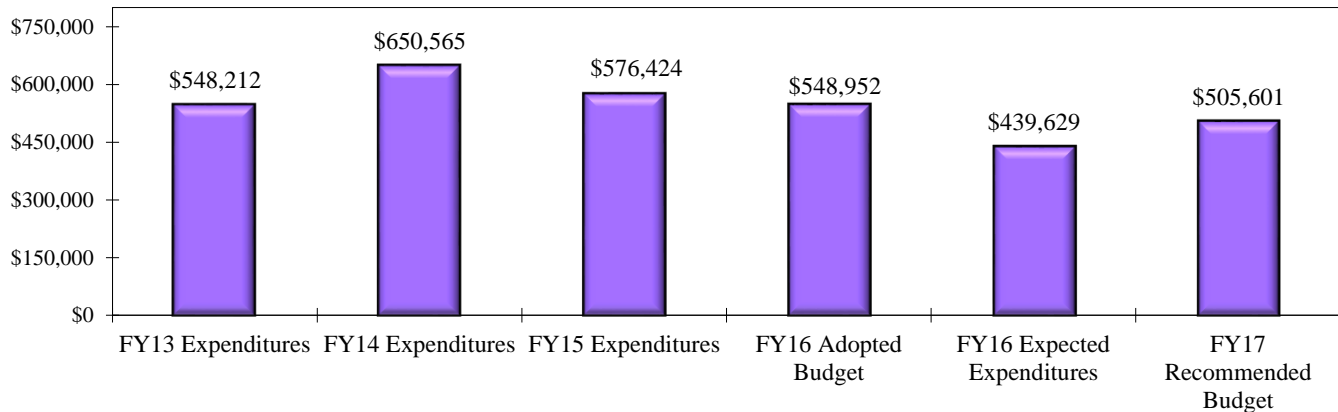


This account provides for reimbursement of \$0.54 per mile, in accordance with the January 1, 2016 standard rate of the Internal Revenue Service, to employees for travel expenses incurred using personal vehicles in the performance of their assigned duties. Reimbursable costs include tolls and parking expenses when attending conferences as well as travel required between buildings during normal duty hours. The increase in this account represents historical expenditures.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. In State Travel	\$62,500	\$78,677	\$81,000	30%
<b>TOTAL</b>	\$62,500	\$78,677	\$81,000	30%

**500141-92000; 540141-92000**
**VEHICLE MAINTENANCE**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$548,952	\$439,629	\$505,601	-8%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL VEHICLE MAINTENANCE</b>	\$548,952	\$439,629	\$505,601	-8%



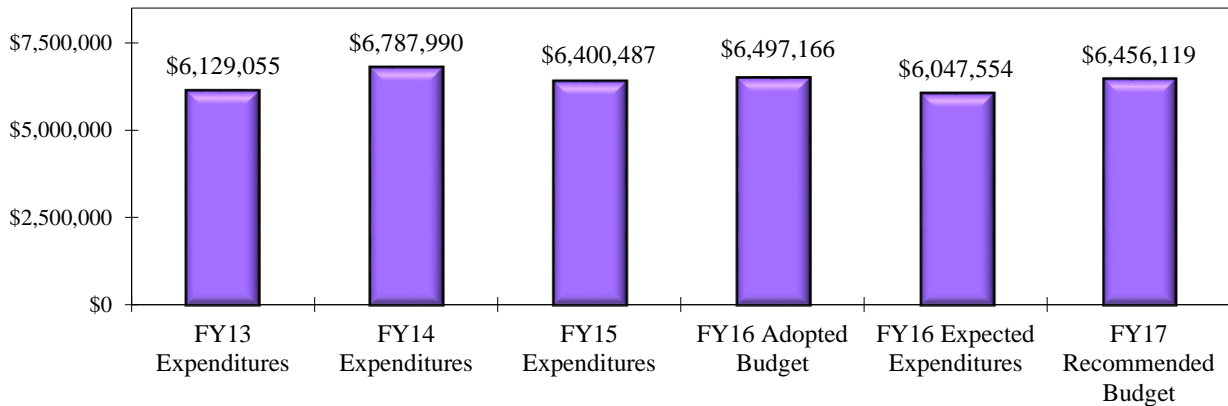
This account funds the fuel and maintenance on all school department vehicles. In addition, the cost of gasoline for lawnmowers, snow blowers, trimmers, etc., is funded from this account. The decrease in this account reflects the contract price of gasoline purchased through the City of Worcester.

Area	Vehicles
Special Education	41
Facilities Department	12
Utility Crew	7
School Vans	2
Warehouse	1
Vocational	1
<b>Total</b>	<b>64</b>

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(4000) A. Fuel & Maintenance - Transportation (540141-92000)	\$453,487	\$353,364	\$414,384	-9%
(4000) B. Fuel & Maintenance - Facilities	\$95,465	\$86,265	\$91,217	-4%
<b>TOTAL</b>	<b>\$548,952</b>	<b>\$439,629</b>	<b>\$505,601</b>	<b>-8%</b>

**BUILDING UTILITIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$6,497,166	\$6,110,975	\$6,456,119	-1%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL BUILDING UTILITIES</b>	\$6,497,166	\$6,110,975	\$6,456,119	-1%



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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$2,496,160	\$2,022,609	\$2,473,857	-1%
(4000) B. Electricity	\$3,455,027	\$3,582,608	\$3,394,452	-2%
(4000) C. #2 Fuel Oil	\$75,900	\$35,358	\$46,000	-39%
(4000) D. Telephone and Data Service	\$470,079	\$470,400	\$541,811	15%
<b>TOTAL</b>	<b>\$6,497,166</b>	<b>\$6,110,975</b>	<b>\$6,456,119</b>	<b>-1%</b>

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$2,496,160	\$2,022,609	\$2,473,857	-1%

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 FY17 budget is based on an estimated approximate price of \$1.10 per therm (inclusive of supply and delivery) and the current contract for supply is effective through October of 2019. The FY17 anticipated usage is approximately 2.1 million therms.

**BUILDING UTILITIES**

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Electricity	\$3,455,027	\$3,582,608	\$3,394,452	-2%

This account provides the funding for the cost of electricity throughout the district's facilities and related equipment. Using data usage at each location, this projection is based on approximately 23 million kWh that are utilized annually. The FY17 budget includes a reduction of approximately 2.1 million kWh for the final installation of solar panels at ten locations throughout the district. The current price is approximately fifteen cents per kilowatt and is inclusive of both the supply and delivery rates. The contract is effective through February 29, 2017.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) C. #2 Fuel Oil	\$75,900	\$35,358	\$46,000	-39%

This account provides funding for the cost of #2 fuel oil that is utilized at three remaining sites (St. Casimir's, Foley Stadium, Harlow Street) within the district. The FY17 budget assumes an average cost of oil to be approximately \$2.00 per gallon (FY16 Average was \$1.42). The following is a historical perspective of this account:

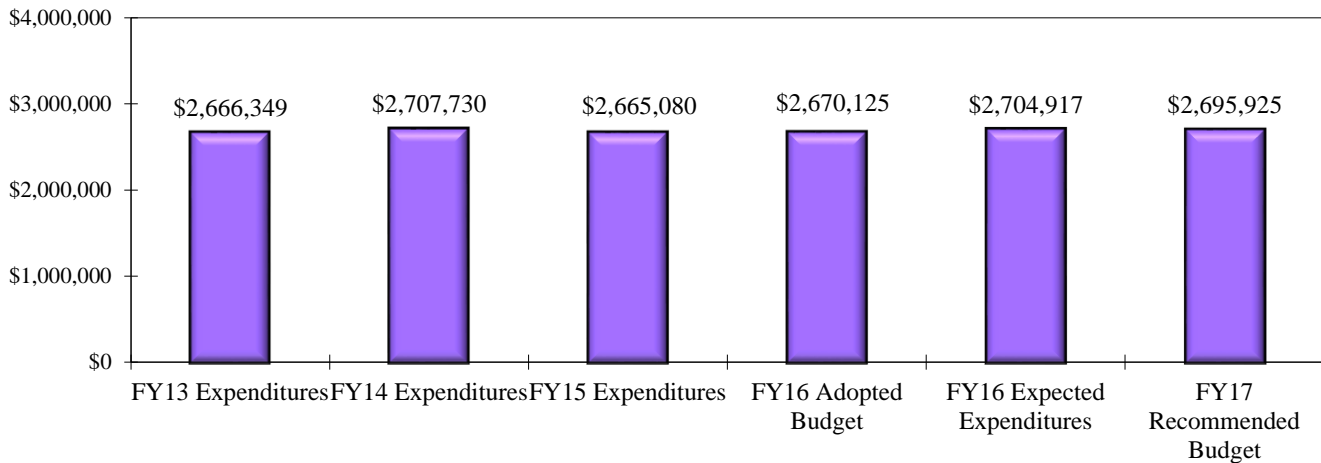
<u>Fiscal Year</u>	<u>Gallons</u>	<u>Schools</u>	<u>Avg Price</u>	<u>Fiscal Year</u>	<u>Gallons</u>	<u>Schools</u>	<u>Avg Price</u>
FY16	24,900	3	\$1.42	FY14	25,750	3	\$3.30
FY15	30,120	3	\$2.11	FY13	55,500	5	\$3.20

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Telephone and Data Service	\$470,079	\$470,400	\$541,811	15%

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 FY17. The increase to this account represents the phasing out of E-Rate funding for telephone service and corresponding change to Voice Over IP telephone system. After the initial implementation, this system will provide cost savings due to the reduction of necessary phone lines and long distances charges.

**FACILITIES ORDINARY MAINTENANCE**

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,670,125	\$2,704,917	\$2,695,925	1%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL FACILITIES OM</b>	\$2,670,125	\$2,704,917	\$2,695,925	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 FY17.

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(4000) A. Trash Removal	\$438,000	\$472,792	\$463,800	6%
(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	\$23,175	\$23,175	\$23,175	0%
<b>TOTAL</b>	<b>\$2,670,125</b>	<b>\$2,704,917</b>	<b>\$2,695,925</b>	<b>1%</b>

	FY16 Adopted Budget	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(4000) A. Trash Removal	\$438,000	\$472,792	\$463,800	6%

This account provides funding for the removal, disposal and recycling of trash throughout the district. The increase in this account reflects the City's contracted rates, as well as an increase of waste removal tonnage.

**FACILITIES ORDINARY MAINTENANCE**

	FY17			
	FY16 Adopted Budget	FY16 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.

	FY17			
	FY16 Adopted Budget	FY16 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.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Custodial Supplies	\$337,500	\$337,500	\$337,500	0%

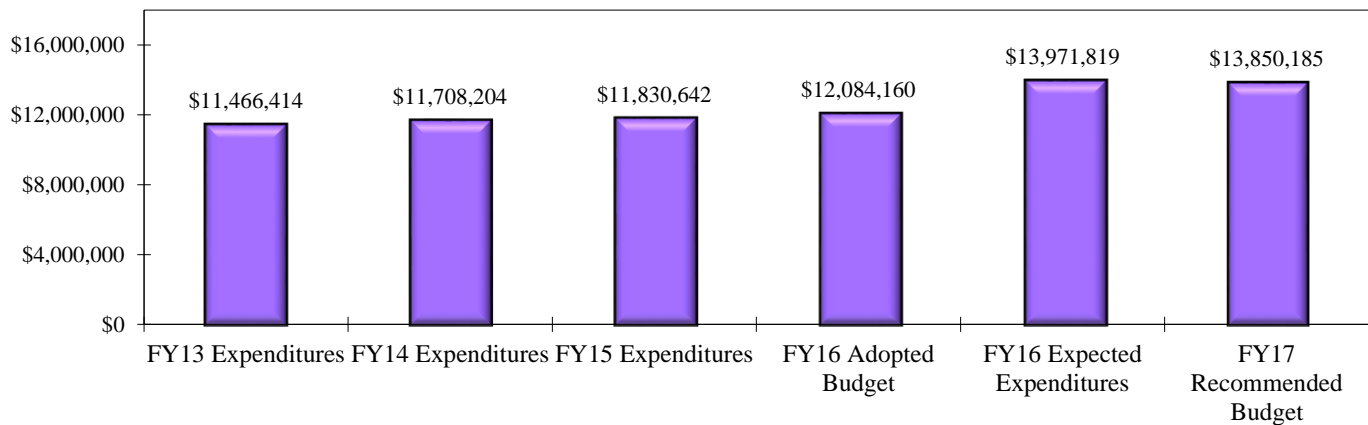
This account provides funds for the purchase of cleaning supplies (i.e., soap, disinfectant cleaners, floor stripper, sealer and wax, carpet shampoo, mops, brooms, paper towels, toilet tissue, cleaning rags, protective clothing and small equipment used for yard maintenance, etc.) to be used by the custodial staff.

	FY17			
	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) E. Miscellaneous Facilities	\$23,175	\$23,175	\$23,175	0%

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.

**CHILD NUTRITION PROGRAM**

			FY17	
	FY16 Adopted	FY16 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
<b>CHILD NUTRITION PROGRAM</b>	\$12,084,160	\$13,971,819	\$13,850,185	15%



The Nutrition Department's FY17 recommended budget is based on the average of daily meals, breakfasts and snacks served from September 2015 through April 2016. The program serves over five million meals annually to the students of Worcester Public Schools. Approximately 17,700 lunches, 10,000 breakfasts, 1,000 adult and "a la carte" meals, and 700 afternoon snacks are prepared by district staff on a daily basis. All of these meals qualify for federal and state reimbursements under the Community Eligibility Provision newly adopted for the 2015-2016 school year. This provision enables all students to be served at no cost regardless of household income. Meal participation has increased throughout the district and average approximately 2,000 meals per day. The funding from federal and state reimbursements, along with minimal cash revenue, is planned to successfully balance with operating expenditures and no local appropriation from the general fund will be required.

Federal and state reimbursement rates are projected to increase by three cents for both the breakfast and lunch reimbursements along with the continued reimbursement of an additional six cents per lunch reimbursement as part of the Hunger-Free Kids Act of 2010. Worcester Public Schools also receives a Fresh Fruit & Vegetable Grant that funds nine additional helper positions and provides fourteen schools direct access to fruits and vegetables during the school day. Breakfast in the classroom expansion has increased participation rates and provides twenty-two elementary schools with services for students that would not routinely visit the cafeteria upon entrance in the morning.

The Department remains committed to minimally maintaining the current meals-per-labor hour average of 14-15 MPLH for the 2015-2016 school year and will continue to strive to reach the attainable industry standard of 18 MPLH through further implementation of operational efficiencies. The average meals-per-labor hour productivity rate was 12 when the plan was approved by the School Committee in 2004.

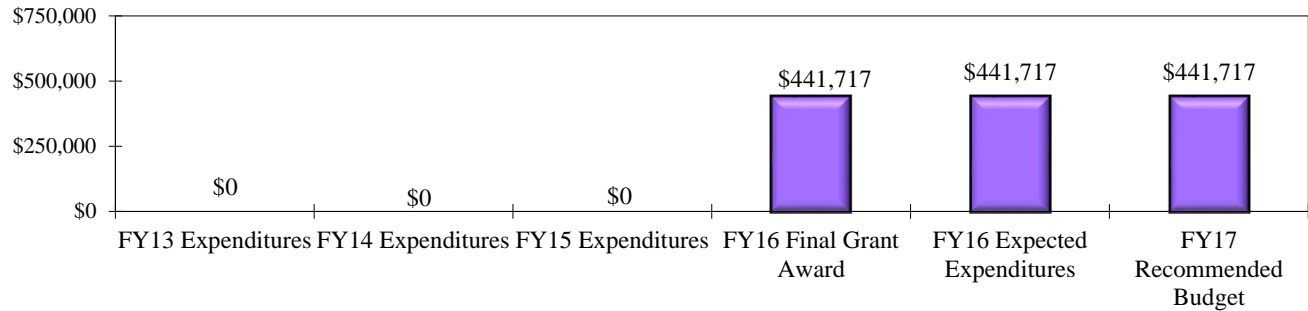
**CHILD NUTRITION PROGRAM**

	FY16 Adopted Budget	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Administrators (Directors & Supervisors)	\$266,801	\$277,485	\$275,998	3%
(3000) B. School Based Managers	\$757,101	\$827,311	\$872,839	4%
(3000) C. Trainer Chef	\$66,294	\$67,630	\$67,630	2%
(3000) D. Cooks & Bakers	\$868,878	\$934,619	\$976,892	12%
(3000) E. Permanent Kitchen Helpers	\$1,920,739	\$2,483,811	\$2,487,470	30%
(3000) F. Other Support Staff & Contractual Payments	\$829,969	\$845,289	\$886,198	7%
(3000) G. Summer Feeding Program	\$204,740	\$293,510	\$355,000	73%
(3000) H. Food Supplies	\$4,975,272	\$5,660,435	\$5,493,289	10%
(4000) I. Maintenance and Repair	\$175,000	\$317,276	\$250,000	43%
(3000) J. Leases and Rentals	\$212,500	\$163,123	\$243,590	15%
(3000) K. Other Supplies	\$254,325	\$589,454	\$421,970	66%
(4000) L. Equipment	\$50,000	\$14,225	\$50,000	0%
(5000) M. Fringe Benefits	\$1,502,541	\$1,497,651	\$1,570,610	5%
<b>TOTAL</b>	<b>\$12,084,160</b>	<b>\$13,971,819</b>	<b>\$13,850,185</b>	<b>15%</b>

<b>POSITION HISTORY</b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Administrators	4	4	4	4
Managers	20	20	21	21
Trainer Chef	0	1	1	1
Cooks & Bakers	31	31	32	30
Permanent Kitchen Helpers	165	165	165	221
MEO Drivers	3	3	3	3
Support Staff	4	4	4.5	4.5
<b>Total</b>	<b>227</b>	<b>228</b>	<b>230.5</b>	<b>284.5</b>

**SCHOOL REDESIGN - ELM PARK COMMUNITY**

	FY16 FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>SCHOOL REDESIGN - ELM PARK COMMUNITY</b>	\$441,717	\$441,717	\$441,717	0%



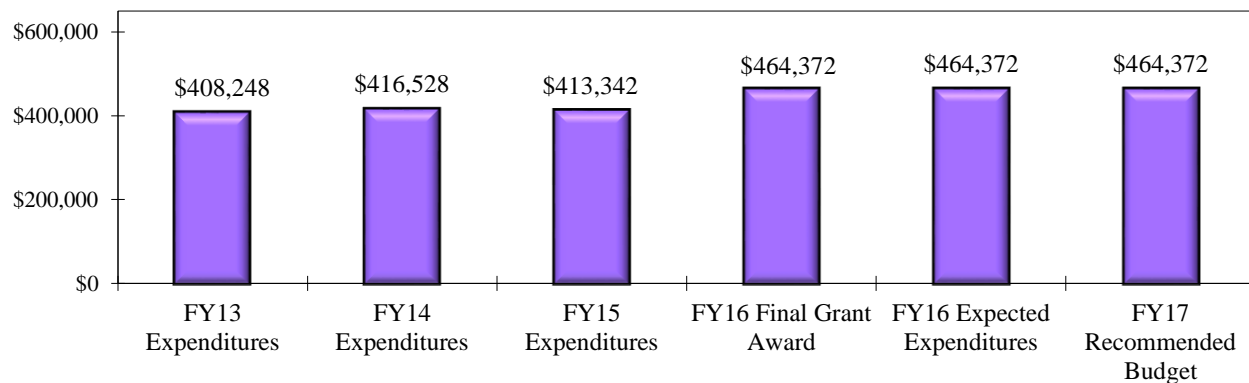
The purpose of this federal grant program was to provide funding to implement School Redesign Plans that were built on one of four federally defined school intervention models: Turnaround, Restart, Transformation, or Closure at the state's persistently lowest-achieving schools. The School Redesign Grant (SRG) was competitive and awarded to Elm Park Community School to implement changes outlined in their school turnaround model. The school redesign is a three year grant and has an availability period of September 2015 through August 2018. The grant covers the majority of the contractual extended day stipends for teaching staff located within the school.

	FY16 FY16 Final Grant Award	FY16 Expected Expenditures	FY17 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.	\$415,800	\$415,800	\$411,383	-1%
(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	\$21,500	\$21,500	\$21,500	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	\$4,417	\$4,417	\$8,834	100%
<b>TOTAL</b>	<b>\$441,717</b>	<b>\$441,717</b>	<b>\$441,717</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

**HEAD START SUPPLEMENTAL**

	FY17			
	FY16 Final Grant Award	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>HEAD START SUPPLEMENTAL</b>	\$464,372	\$464,372	\$464,372	0%



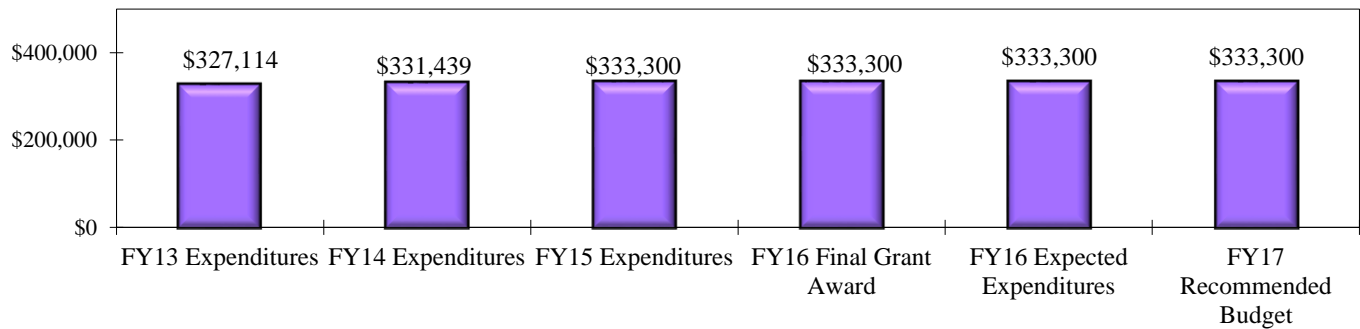
These state awarded funds are intended to enhance program capacity to serve Head Start children. Other uses of funds include the increase of professional development opportunities available to staff, enhancement of program quality by requiring Head Start (HS) and Early Head Start (EHS) center-based and family child care programs to participate in QRIS, and provide non-federal matching funds for the Head Start program. The FY17 budget is anticipated to be level funded.

	FY17			
	FY16 Final Grant Award	FY16 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	\$361,259	\$361,259	\$361,259	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$58,470	\$58,470	\$53,826	-8%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$40,000	\$40,000	\$40,000	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$4,643	\$4,643	\$9,287	100%
<b>TOTAL</b>	<b>\$464,372</b>	<b>\$464,372</b>	<b>\$464,372</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>FRESH FRUITS AND VEGETABLES</b>	\$333,300	\$333,300	\$333,300	0%



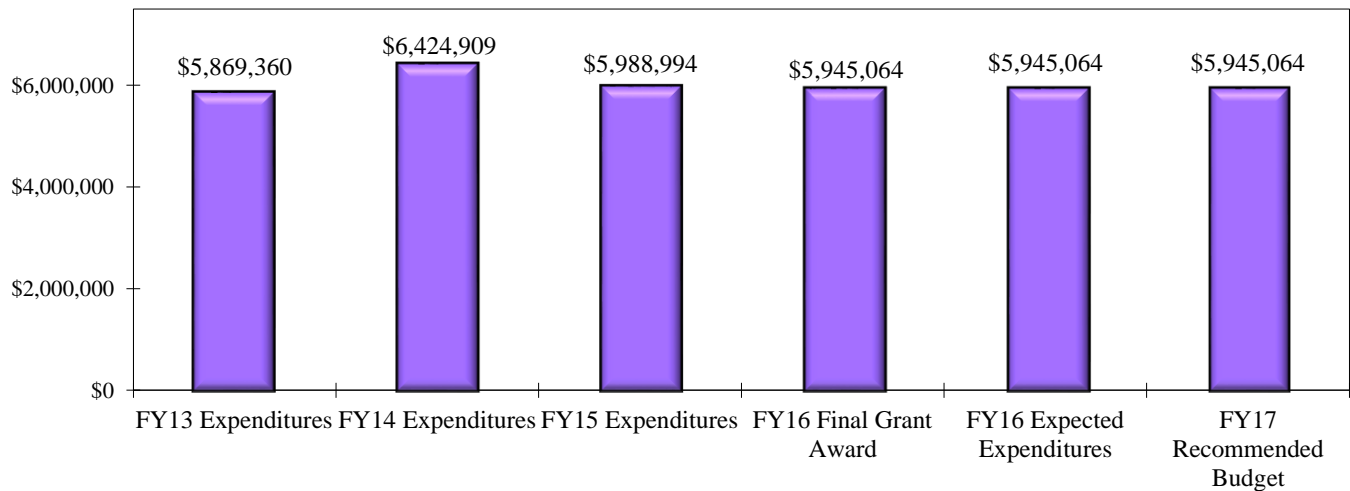
The Food, Conservation and Energy Act of 2008 authorized funding for a program that offers free fruits and vegetables to students during the school day. The program begins distribution of fruits and vegetables at the start of the school year and makes them available through the end of the school year. 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 2015-2016 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, Goddard School, Grafton Street, Lincoln Street, Union Hill, Vernon Hill, and Woodland Academy.

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 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	\$228,362	\$228,362	\$225,029	-1%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$3,333	\$3,333	\$6,666	100%
<b>TOTAL</b>	<b>\$333,300</b>	<b>\$333,300</b>	<b>\$333,300</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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**

			FY17	
	FY16 Final	FY16 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
<b>HEAD START</b>	\$5,945,064	\$5,945,064	\$5,945,064	0%



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.

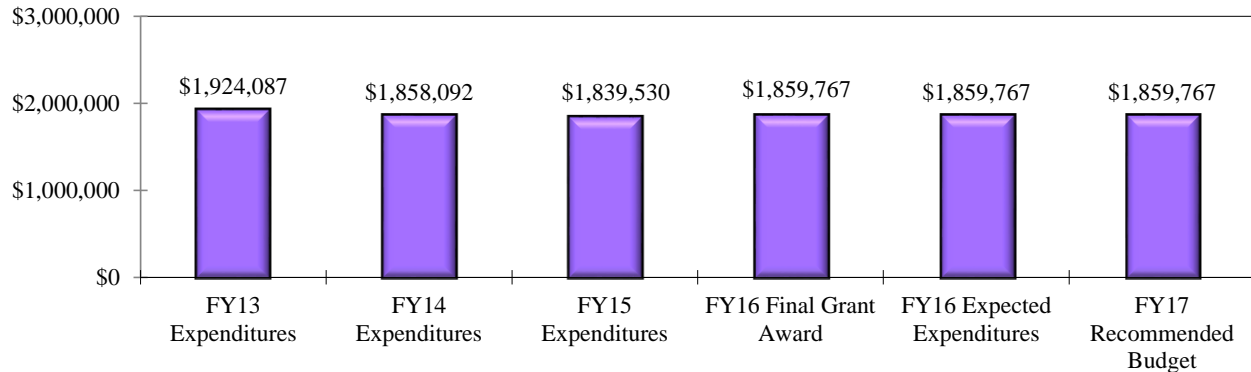
**HEAD START**

	FY16 Final	FY16 Expected	FY17	% Change From
	Grant Award	Expenditures	Recommended Budget	Present Budget
(1000) A. Administration	\$112,822	\$112,822	\$112,822	0%
(2000) B. Teachers	\$582,166	\$582,166	\$582,166	0%
(2000) C. Instructional Assistants	\$897,194	\$897,194	\$897,194	0%
(4000) D. Custodial Salaries	\$266,416	\$266,416	\$266,416	0%
(3000) E. Transportation Salaries	\$12,989	\$12,989	\$12,989	0%
(3000) F. Clerical Salaries	\$269,763	\$269,763	\$269,763	0%
(3000) G. Family & Community Partner Personnel	\$422,155	\$422,155	\$422,155	0%
(3000) H. Other Staff Salaries	\$1,211,283	\$1,211,283	\$1,211,283	0%
(3000) I. After School Programs & Staff Dev.	\$9,500	\$9,500	\$9,500	0%
(3000) J. Grant & Program Support	\$80,289	\$80,289	\$80,289	0%
(5000) K. MTRS Assessment	\$0	\$0	\$0	0%
(5000) L. Health, Retirement & Unemployment	\$1,594,067	\$1,594,067	\$1,534,616	-4%
(3000) M. Contractual Services	\$71,255	\$71,255	\$71,255	0%
(1000) N. Legal & Accounting Services	\$5,500	\$5,500	\$5,500	0%
(5000) O. Health & Disability Services	\$4,000	\$4,000	\$4,000	0%
(3000) P. Food Service	\$43,500	\$43,500	\$43,500	0%
(3000) Q. Child Transportation	\$60,000	\$60,000	\$60,000	0%
(4000) R. Maintenance and Repair	\$117,735	\$117,735	\$117,735	0%
(4000) S. Utilities/Telephone	\$8,500	\$8,500	\$8,500	0%
(1000) T. Office Supplies	\$32,400	\$32,400	\$32,400	0%
(3000) U. Child and Family Services Supplies	\$15,500	\$15,500	\$15,500	0%
(3000) V. Food Service Supplies	\$15,080	\$15,080	\$15,080	0%
(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	\$13,000	\$13,000	\$13,000	0%
(5000) AA. City Indirect Assessment	\$59,451	\$59,451	\$118,901	100%
<b>TOTAL</b>	<b>\$5,945,064</b>	<b>\$5,945,064</b>	<b>\$5,945,064</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
Administration	1.00	1.00
Teachers	15.50	15.50
Instructional Assistants	48.50	48.50
Educational Support	50.50	50.50
Grant & Program Support	5.50	5.50
<b>TOTAL</b>	<b>121.00</b>	<b>121.00</b>

**TITLE II TEACHER QUALITY**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>TITLE II TEACHER QUALITY</b>	\$1,859,767	\$1,859,767	\$1,859,767	0%



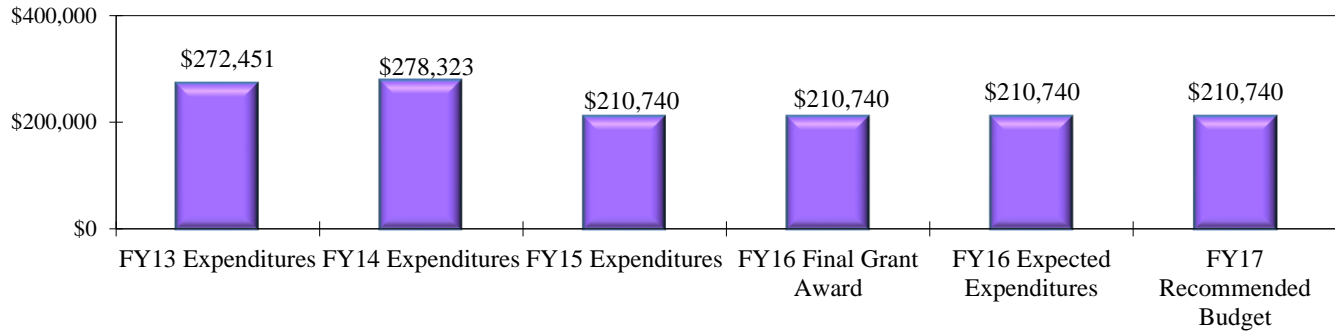
The goal of the Title IIA Teacher Quality Grant is to increase academic achievement by improving teacher quality. Key findings in the district's most recent professional development survey shows an increased need for strengthening core instruction with an emphasis on writing and reading comprehension. 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 and support staff. The FY17 grant is anticipated to be level funded.

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$142,945	\$142,945	\$142,945	0%
(2000) B. Instructional Coaches	\$1,245,728	\$1,245,728	\$1,245,728	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	\$96,349	\$96,349	\$96,349	0%
(5000) G. MTRS Assessment	\$124,981	\$124,981	\$106,384	-15%
(5000) H. Health & Retirement	\$134,079	\$134,079	\$134,079	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$27,900	\$27,900	\$27,900	0%
(3000) K. Miscellaneous ED OM	\$2,000	\$2,000	\$2,000	0%
(5000) L. Non-Public School Allocation	\$67,187	\$67,187	\$67,187	0%
(5000) M. City Indirect Assessment	\$18,598	\$18,598	\$37,195	100%
<b>TOTAL</b>	<b>\$1,859,767</b>	<b>\$1,859,767</b>	<b>\$1,859,767</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
Administrators	1.05	1.05
Instructional Coaches	14.00	14.00
Instructional Assistants		
Educational Support		
Grant & Program Support	1.70	1.70
<b>TOTAL</b>	<b>16.75</b>	<b>16.75</b>

**ESSENTIAL SCHOOL HEALTH**

			FY17	
	FY16 Final	FY16 Expected	Recommended	% Change From
	Grand Award	Expenditures	Budget	Present Budget
<b>ESSENTIAL SCHOOL HEALTH</b>	\$210,740	\$210,740	\$210,740	0%



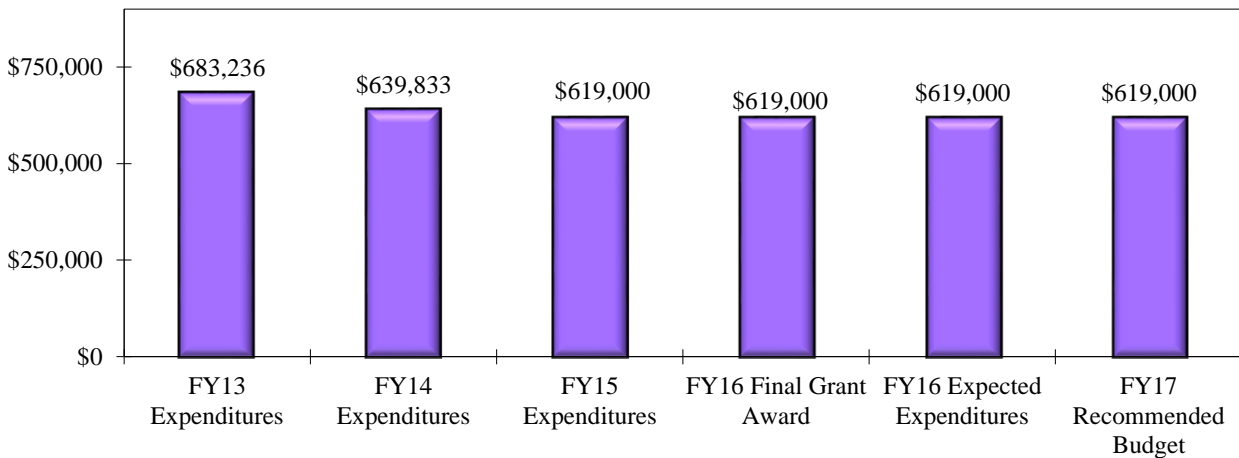
The purpose of the Essential School Health grant is to continue to establish the infrastructure of providing all school-age children access to a school health service program. It is designed to be linked with community partners and also offers a range of prevention, assessment, referral and treatment services for healthy weight, substance abuse, tobacco and mental health. The FY17 grant is anticipated to be level funded.

			FY17	
	FY16 Final	FY16 Expected	Recommended	% Change From
	Grand Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$20,000	\$20,000	\$20,000	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.	\$93,600	\$93,600	\$91,493	-2%
(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	\$17,820	\$17,820	\$17,820	0%
(3000) J. Non-Instructional Supplies & Materials	\$33,233	\$33,233	\$33,233	0%
(3000) K. Miscellaneous ED OM	\$4,500	\$4,500	\$4,500	0%
(5000) L. Non-Public School Allocation	\$11,480	\$11,480	\$11,480	0%
(5000) M. City Indirect Assessment	\$2,107	\$2,107	\$4,215	100%
<b>TOTAL</b>	<b>\$210,740</b>	<b>\$210,740</b>	<b>\$210,740</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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**

	FY16 FY16 Final Grand Award	FY16 Expected Expenditures	FY17 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 FY17 grant is anticipated to be level funded.

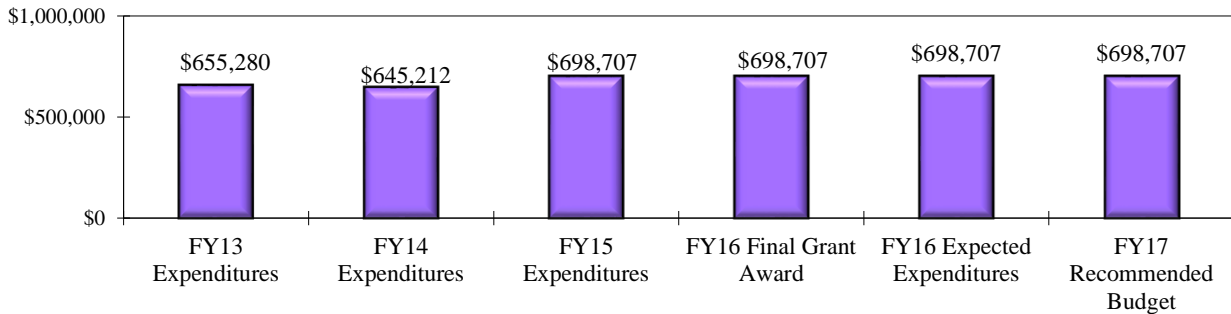
**COORDINATED FAMILY AND  
COMMUNITY ENGAGEMENT**

	FY16 Final Grand Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$81,375	\$81,375	\$81,375	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$284,200	\$284,200	\$284,200	0%
(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	\$74,920	\$74,920	\$68,730	-8%
(3000) I. Contractual Services	\$36,300	\$36,300	\$36,300	0%
(2000) J. Instructional Supplies & Materials	\$48,549	\$48,549	\$48,549	0%
(3000) K. Miscellaneous ED OM	\$61,800	\$61,800	\$61,800	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$6,190	\$6,190	\$12,380	100%
<b>TOTAL</b>	<b>\$619,000</b>	<b>\$619,000</b>	<b>\$619,000</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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**

	FY16 FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>INCLUSIVE PRESCHOOL LEARNING ENVIRONMENTS</b>	\$698,707	\$698,707	\$698,707	0%



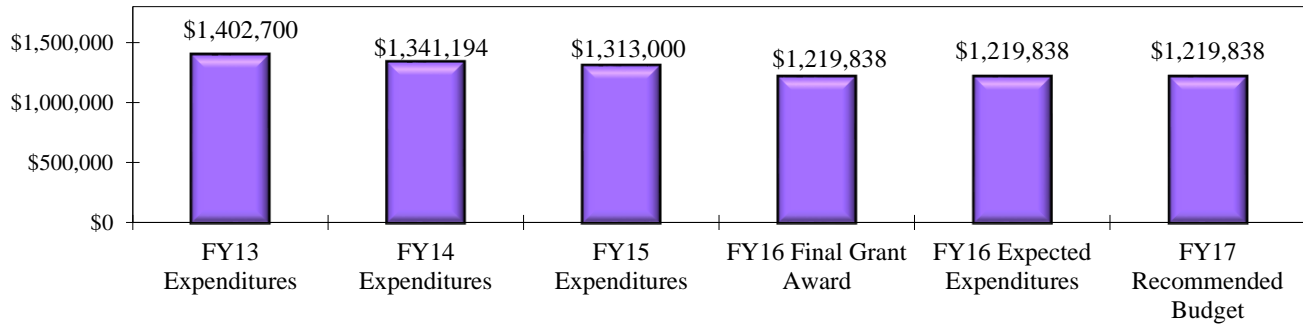
Inclusive Preschool Learning Environments funds are designated by the state and designed to support inclusive high quality learning environments for preschool children with disabilities in a mixed delivery system. All applicants must meet the standards/definition of Inclusive Preschool Learning Environments. 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.

	FY16 FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$322,005	\$322,005	\$322,005	0%
(2000) C. Instructional Assistants	\$298,725	\$298,725	\$298,725	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	\$77,977	\$77,977	\$77,977	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	\$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>2015-16</b>	<b>2016-17</b>
Administrators		
Teachers	11.00	11.00
Instructional Assistants	11.00	11.00
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>22.00</b>	<b>22.00</b>

**EXPANDED LEARNING TIME**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>EXPANDED LEARNING TIME</b>	\$1,219,838	\$1,219,838	\$1,219,838	0%



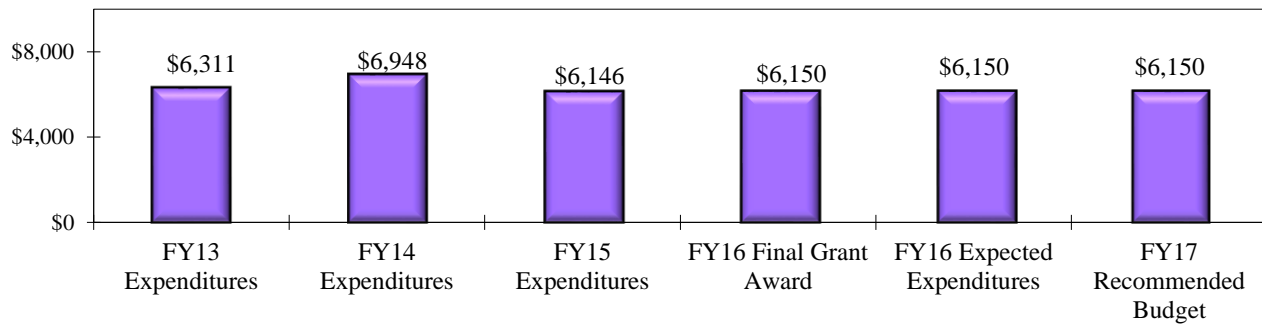
This state funded grant program provides financial assistance to local school districts with schools that have approved Expanded Learning Time (ELT) implementation plans. All participating schools must increase the amount of time in their schedules so that they operate at least 300 hours longer than the average in other schools within the district. Jacob Hiatt and City View schools currently have approved Expanded Learning Time programs. 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 FY17 grant is anticipated to be level funded.

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 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	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$1,130,494	\$1,130,494	\$1,123,795	-1%
(3000) F. Grant & Program Support	\$23,600	\$23,600	\$23,600	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$5,500	\$5,500	\$0	-100%
(3000) I. Contractual Services	\$19,500	\$19,500	\$19,500	0%
(2000) J. Instructional Supplies & Materials	\$17,046	\$17,046	\$17,046	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	\$12,198	\$12,198	\$24,397	100%
<b>TOTAL</b>	<b>\$1,219,838</b>	<b>\$1,219,838</b>	<b>\$1,219,838</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
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**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>GED TEST CENTERS</b>	\$6,150	\$6,150	\$6,150	0%



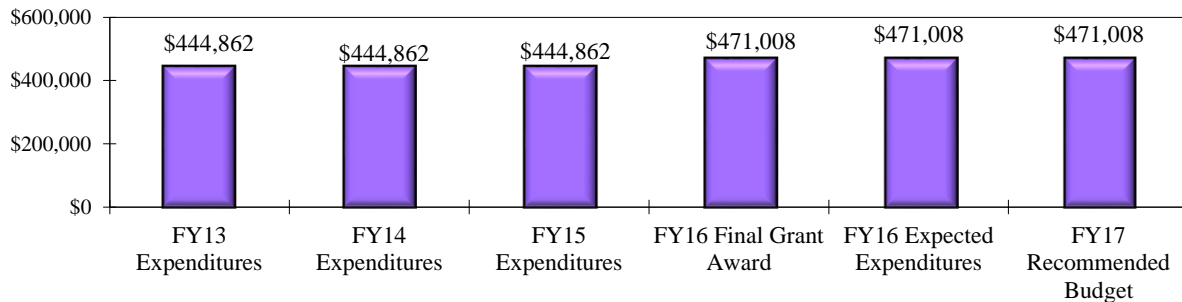
This state funded grant program is designed to assist in the day-to-day operation of High School Equivalency Assessment Centers including, but not limited to, test administration, test costs, scanning/scoring tests, special needs, and issuing required documents for the examinee and the state High School Equivalency Assessment Office at the Department of Elementary and Secondary Education. Worcester Public Schools is an approved test center. The FY17 grant is anticipated to be level funded.

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 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	\$5,988	\$5,988	\$5,927	-1%
(3000) K. Miscellaneous ED OM	\$100	\$100	\$100	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$62	\$62	\$123	98%
<b>TOTAL</b>	<b>\$6,150</b>	<b>\$6,150</b>	<b>\$6,150</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>ADULT EDUCATION</b>	\$471,008	\$471,008	\$471,008	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:**

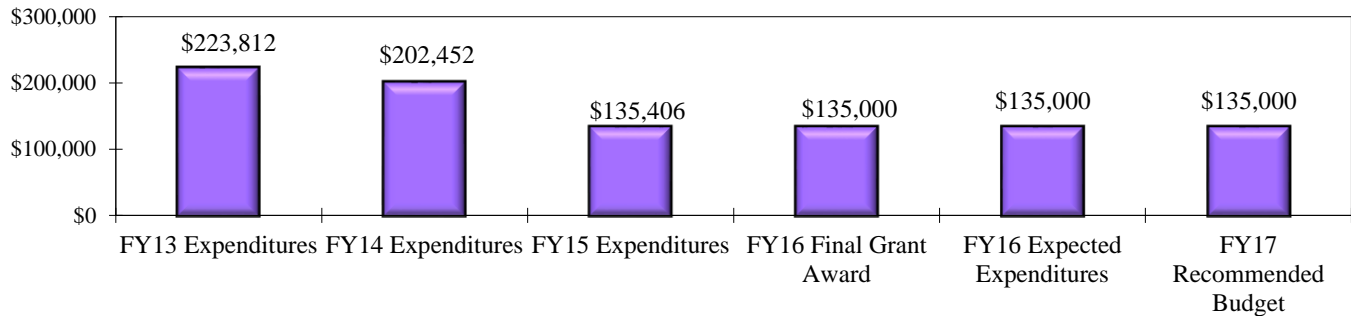
- Provide instructional and support services based on the needs that have been identified through a community planning partnership or other documented planning process
- Provide high quality services that are effective in assisting adults in critical thinking and achieving their goals as family members, 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

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$72,261	\$72,261	\$72,261	0%
(2000) B. Teachers	\$327,652	\$327,652	\$327,652	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	\$32,381	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$10,725	\$10,725	\$6,015	-44%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$17,407	\$17,407	\$17,407	0%
(3000) K. Miscellaneous ED OM	\$5,872	\$5,872	\$5,872	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$4,710	\$4,710	\$9,420	100%
<b>TOTAL</b>	<b>\$471,008</b>	<b>\$471,008</b>	<b>\$471,008</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
Administrators	1.00	1.00
Teachers	8.35	8.35
Instructional Assistants		
Educational Support		
Grant & Program Support	0.60	0.60
<b>TOTAL</b>	<b>9.95</b>	<b>9.95</b>

**UNIVERSAL PRE-KINDERGARTEN**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>UNIVERSAL PRE-KINDERGARTEN</b>	\$135,000	\$135,000	\$135,000	0%



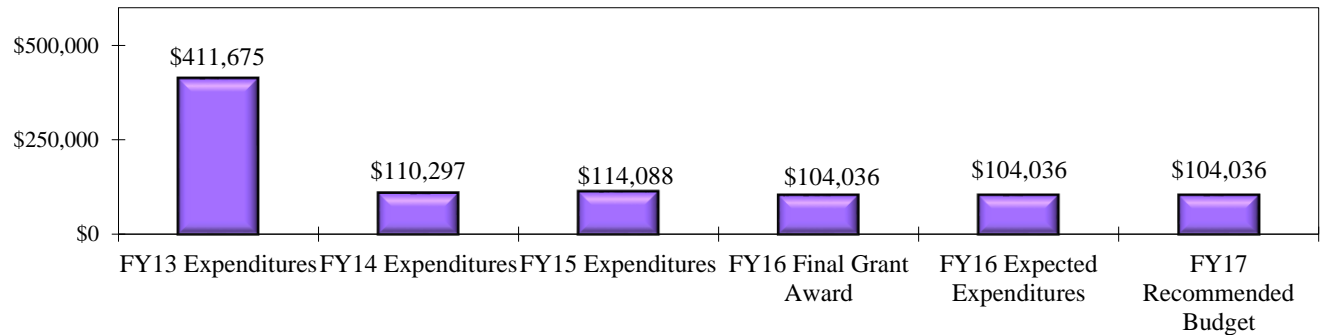
The Universal Pre-Kindergarten (UPK) grant supports and enhances the quality of services for children in UPK classrooms, especially for children with high needs, as well as promoting school readiness. This is a renewal grant; only agencies and programs that have received UPK funding in FY13 are eligible 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 FY17 grant is anticipated to be level funded.

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$76,733	\$76,733	\$76,733	0%
(2000) C. Instructional Assistants	\$56,917	\$56,917	\$55,567	-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	\$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	\$1,350	\$1,350	\$2,700	100%
<b>TOTAL</b>	<b>\$135,000</b>	<b>\$135,000</b>	<b>\$135,000</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
Administrators		
Teachers	2.61	2.61
Instructional Assistants	2.36	2.36
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>4.97</b>	<b>4.97</b>

**21st CENTURY CONTINUATION**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>21st CENTURY CONTINUATION</b>	\$104,036	\$104,036	\$104,036	0%



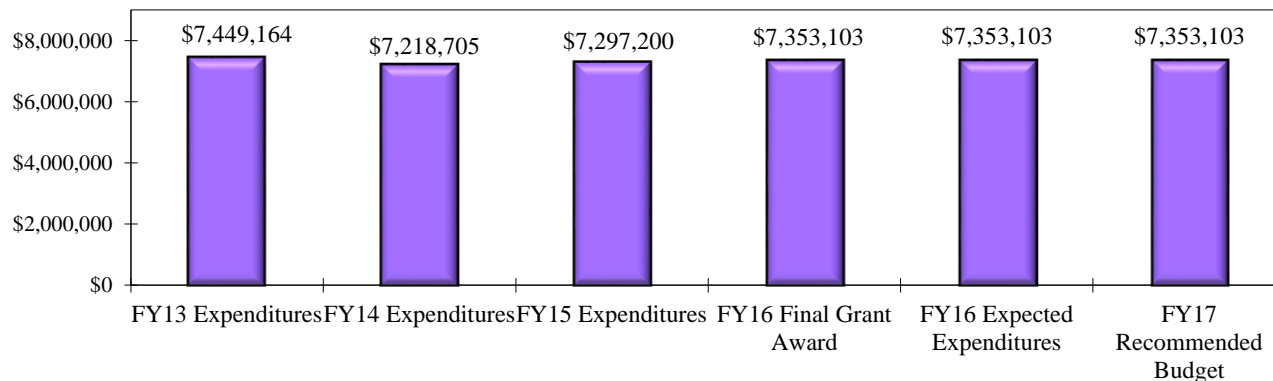
The purpose of the federally funded 21st Century Community Learning Centers grant is to support Community Learning Centers that operate during out-of-school hours and provide students with academic enrichment opportunities, along with other activities designed to complement students' regular academic 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 \$104,036 for the 2015-2016 school year. The FY17 grant is anticipated to be level funded.

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 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.	\$66,240	\$66,240	\$66,240	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	\$13,000	\$13,000	\$13,000	0%
(2000) J. Instructional Supplies & Materials	\$6,000	\$6,000	\$6,000	0%
(3000) K. Miscellaneous ED OM	\$17,756	\$17,756	\$16,715	-6%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$1,040	\$1,040	\$2,081	100%
<b>TOTAL</b>	<b>\$104,036</b>	<b>\$104,036</b>	<b>\$104,036</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

**IDEA**

			FY17	
	FY16 Final	FY16 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
<b>IDEA</b>	\$7,353,103	\$7,353,103	\$7,353,103	0%



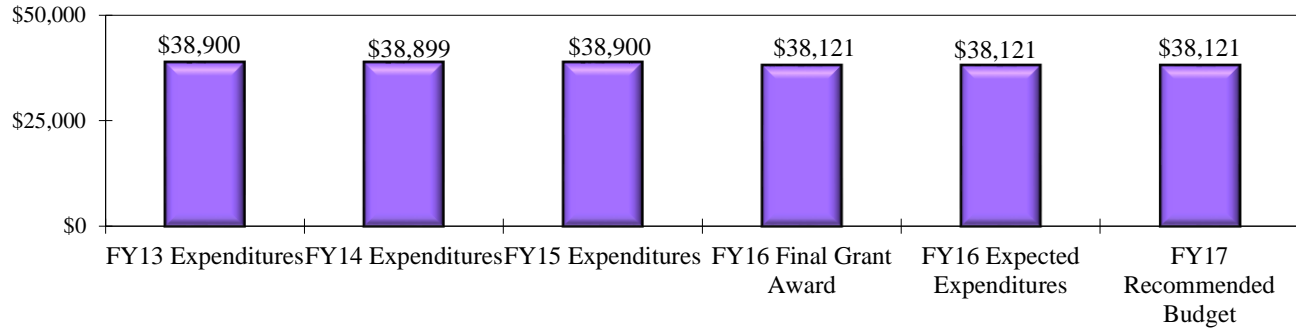
The majority of the IDEA Special Education Entitlement grant supports salaries and benefits for 188 instructional assistants, grant and program support positions. Instructional assistants support students with disabilities in accessing the general education curriculum in order to receive Free and Appropriate 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 FY17 grant is anticipated to be level funded.

			FY17	
	FY16 Final	FY16 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$104,631	\$104,631	\$104,631	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$5,132,400	\$5,132,400	\$5,132,400	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$2,500	\$2,500	\$2,500	0%
(3000) F. Grant & Program Support	\$296,035	\$296,035	\$296,035	0%
(5000) G. MTRS Assessment	\$9,417	\$9,417	\$9,417	0%
(5000) H. Health & Retirement	\$1,293,103	\$1,293,103	\$1,219,572	-6%
(3000) I. Contractual Services	\$238,000	\$238,000	\$238,000	0%
(2000) J. Instructional Supplies & Materials	\$177,236	\$177,236	\$177,236	0%
(3000) K. Miscellaneous ED OM	\$26,250	\$26,250	\$26,250	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$73,531	\$73,531	\$147,062	100%
<b>TOTAL</b>	<b>\$7,353,103</b>	<b>\$7,353,103</b>	<b>\$7,353,103</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
Administrators	1.00	1.00
Teachers ▪ Instructional Coaches		
Instructional Assistants	188.00	188.00
Educational Support		
Grant & Program Support	4.30	4.30
<b>TOTAL</b>	<b>193.30</b>	<b>193.30</b>

**SPECIAL EDUCATION - MA URBAN**

			FY17	
	FY16 Final	FY16 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
<b>SPECIAL EDUCATION - MA URBAN</b>	\$38,121	\$38,121	\$38,121	0%



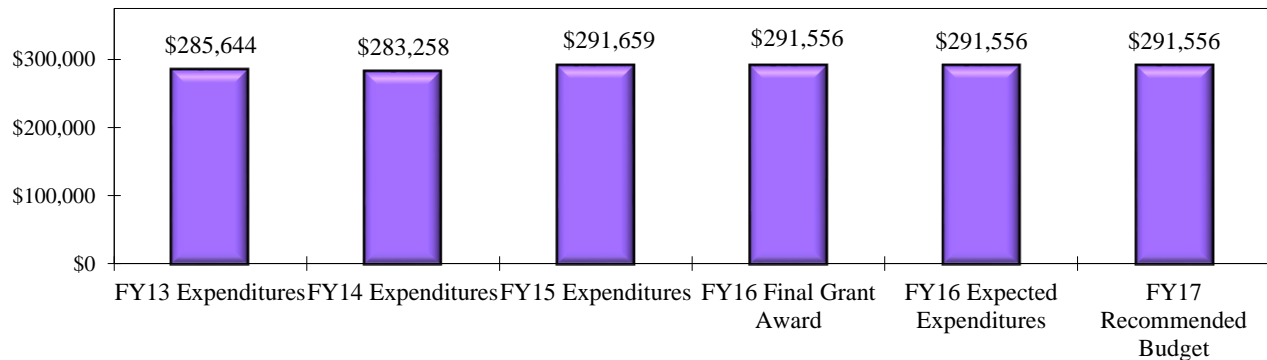
The Worcester Public Schools acts as the fiscal agent for funds received on behalf of the eleven urban districts in the state of Massachusetts. The funds cover the annual cost of the Massachusetts Urban Project to deliver leadership development and technical assistance training to the administrators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

			FY17	
	FY16 Final	FY16 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	\$37,740	\$37,740	\$37,359	-1%
(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	\$381	\$381	\$762	100%
<b>TOTAL</b>	<b>\$38,121</b>	<b>\$38,121</b>	<b>\$38,121</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>PRESCHOOL - SPECIAL EDUCATION</b>	\$291,556	\$291,556	\$291,555	0%



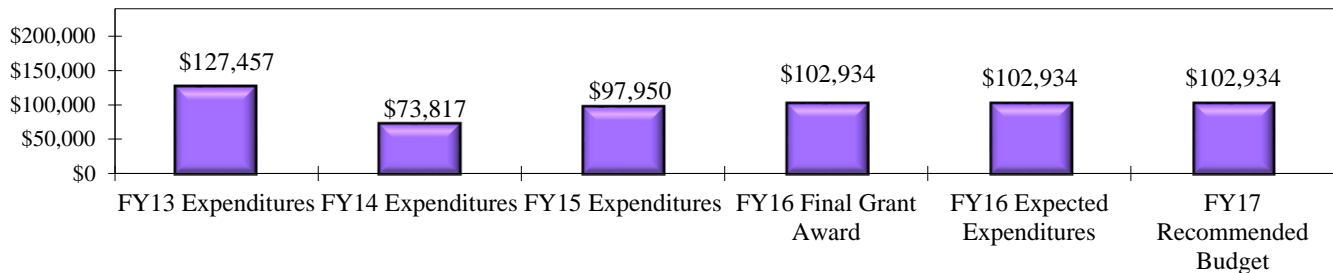
The Early Childhood Special Education Allocation funds preschool teachers' salaries in half-day integrated classrooms. Three, four, and five year olds with a range of disabilities including PDD/Autism, Behavior/Emotional Disorders, neurological and physical disabilities are enrolled in mixed delivery system classrooms that include 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. The FY17 grant is anticipated to be level funded.

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 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	\$20,851	-12%
(5000) H. Health & Retirement	\$790	\$790	\$790	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	\$5,831	100%
<b>TOTAL</b>	<b>\$291,556</b>	<b>\$291,556</b>	<b>\$291,555</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
Administrators		
Teachers	3.62	3.62
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>3.62</b>	<b>3.62</b>

**SPECIAL EDUCATION - PROGRAM DEV**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>SPECIAL EDUCATION - PROGRAM DEV</b>	\$102,934	\$102,934	\$102,934	0%



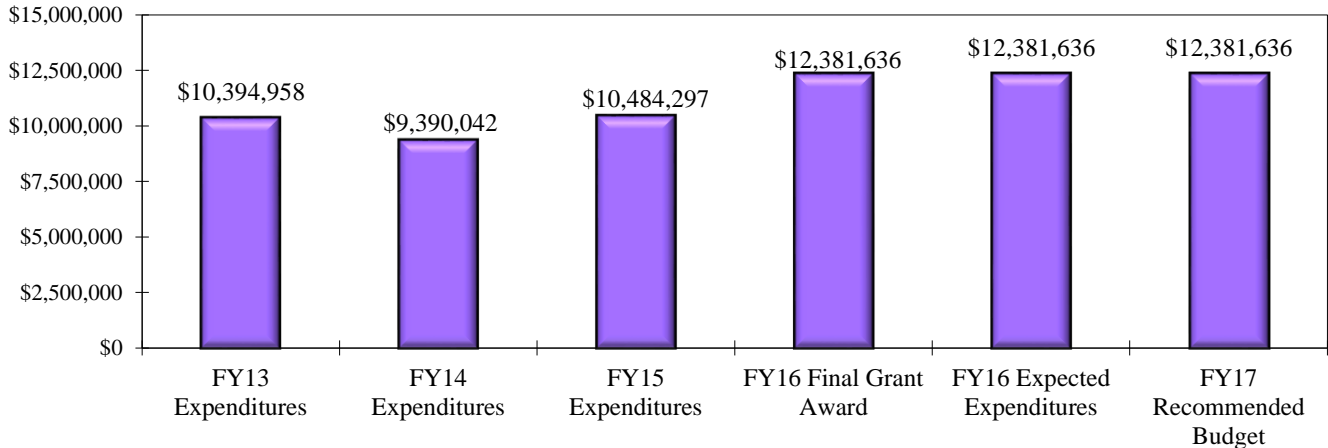
The purpose of the Special Education Program Improvement grant is to fund professional development activities, aligned with the Massachusetts Standards for Professional Development, that will advance the knowledge, skills, and capacity of educators to meet the diverse needs of students with disabilities, 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. The FY17 grant is anticipated to be level funded.

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 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	\$2,340	\$2,340	\$2,340	0%
(3000) E. After School Programs & Staff Dev.	\$7,385	\$7,385	\$7,385	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	\$59,725	\$59,725	\$59,725	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$33,484	\$33,484	\$33,484	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$0	\$0	\$0	0%
<b>TOTAL</b>	<b>\$102,934</b>	<b>\$102,934</b>	<b>\$102,934</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>TITLE I</b>	\$12,381,636	\$12,381,636	\$12,381,636	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 FY17 budget is anticipated to be level funded.

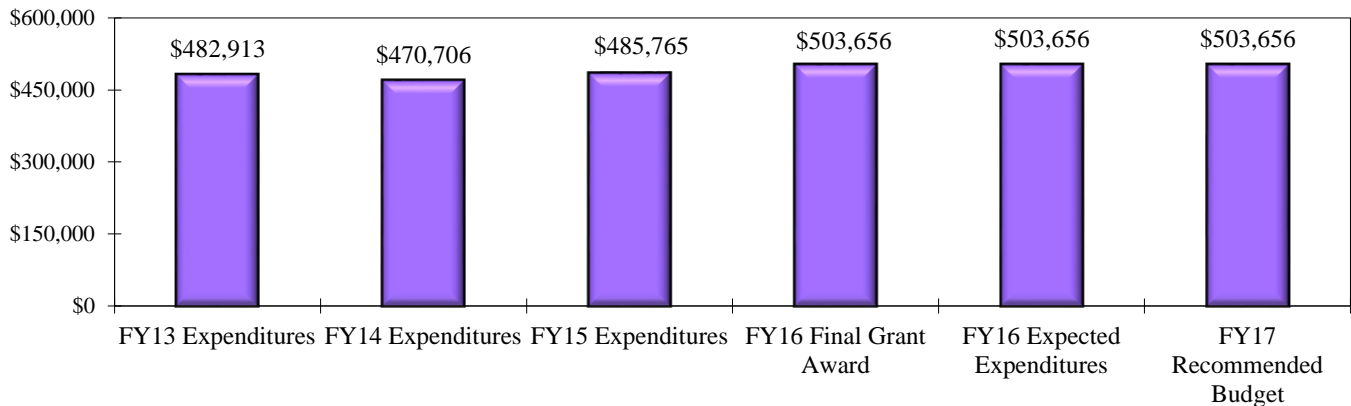
**TITLE I**

			FY17	
	FY16 Final Grant Award	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$224,197	\$224,197	\$224,197	0%
(2000) B. Teachers ▪ Preschool	\$1,092,470	\$1,092,470	\$1,092,470	0%
(2000) C. Teachers ▪ Other	\$878,526	\$878,526	\$878,526	0%
(2000) D. Teachers ▪ Instructional Coaches	\$2,831,920	\$2,831,920	\$2,831,920	0%
(3000) E. Wraparound Coordinators	\$552,477	\$552,477	\$552,477	0%
(2000) F. Instructional Assistants	\$922,425	\$922,425	\$922,425	0%
(3000) G. After School Programs & Staff Dev.	\$1,645,831	\$1,645,831	\$1,868,037	14%
(3000) H. Grant & Program Support	\$956,968	\$956,968	\$734,762	-23%
(5000) I. MTRS Assessment	\$444,278	\$444,278	\$444,278	0%
(5000) J. Health & Retirement	\$1,392,329	\$1,392,329	\$1,267,829	-9%
(3000) K. Contractual Services	\$12,962	\$12,962	\$12,962	0%
(2000) L. Supplemental Educational Services	\$900,000	\$900,000	\$900,000	0%
(5000) M. Neglected or Delinquent Children	\$121,125	\$121,125	\$121,125	0%
(2000) N. Instructional Supplies & Material	\$176,625	\$176,625	\$176,625	0%
(3000) O. Misc. Educational Support O.M.	\$23,500	\$23,500	\$23,500	0%
(5000) P. Non-Public School Allocation	\$82,871	\$82,871	\$82,871	0%
(5000) Q. City Indirect Assessment	\$123,132	\$123,132	\$247,633	101%
<b>TOTAL</b>	<b>\$12,381,636</b>	<b>\$12,381,636</b>	<b>\$12,381,636</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
Administrators	1.95	1.95
Teachers ▪ Preschool	14.00	14.00
Teachers ▪ Other	11.00	11.00
Teachers ▪ Instructional Coaches	34.00	34.00
Wraparound Coordinators	7.00	7.00
Instructional Assistants	34.00	34.00
Educational Support	0.00	0.00
Grant & Program Support	14.00	9.00
<b>TOTAL</b>	<b>115.95</b>	<b>110.95</b>

**PERKINS**

			FY17	
	FY16 Final	FY16 Expected	Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
<b>PERKINS</b>	\$503,656	\$503,656	\$503,656	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 FY17 budget will maintain two "Health Science Academy" positions at North High School and one "Diesel Mechanic" position at South High School. Funding will continue to support .40 of the Director of Technical Education. The FY17 budget is anticipated to be level funded.

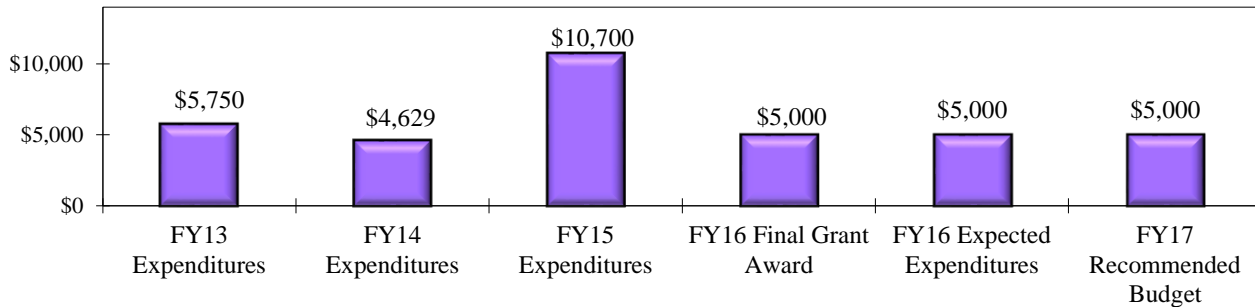
**PERKINS**

	FY16 Final	FY16 Expected	FY17	% Change From
	Grant Award	Expenditures	Recommended Budget	Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$250,000	\$250,000	\$250,000	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$44,580	\$44,580	\$44,580	0%
(3000) F. Grant & Program Support	\$27,590	\$27,590	\$27,590	0%
(5000) G. MTRS Assessment	\$22,500	\$22,500	\$22,500	0%
(5000) H. Health & Retirement	\$58,324	\$58,324	\$53,288	-9%
(3000) I. Contractual Services	\$13,508	\$13,508	\$13,508	0%
(2000) J. Instructional Supplies & Materials	\$33,265	\$33,265	\$33,265	0%
(3000) K. Miscellaneous ED OM	\$48,852	\$48,852	\$48,852	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$5,037	\$5,037	\$10,073	100%
<b>TOTAL</b>	<b>\$503,656</b>	<b>\$503,656</b>	<b>\$503,656</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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>

**PREK SPECIAL EDUCATION PROGRAM**

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>PREK SPECIAL EDUCATION PROGRAM</b>	\$5,000	\$5,000	\$5,000	0%



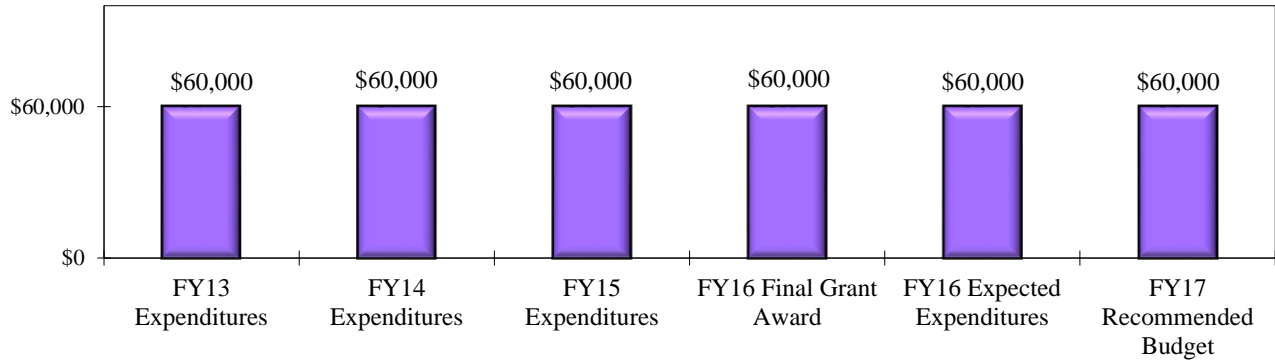
The purpose of this federal grant program is to support school district activities to ensure that eligible children with disabilities, ages 3-5, receive a free and appropriate public education that includes special education and related services designed to meet their individual needs provided in natural/least 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.

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 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.	\$2,480	\$2,480	\$2,480	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	\$2,520	\$2,520	\$2,520	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>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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**

	FY17			
	FY16 Final Grant Award	FY16 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 is anticipated to be level funded for FY17.

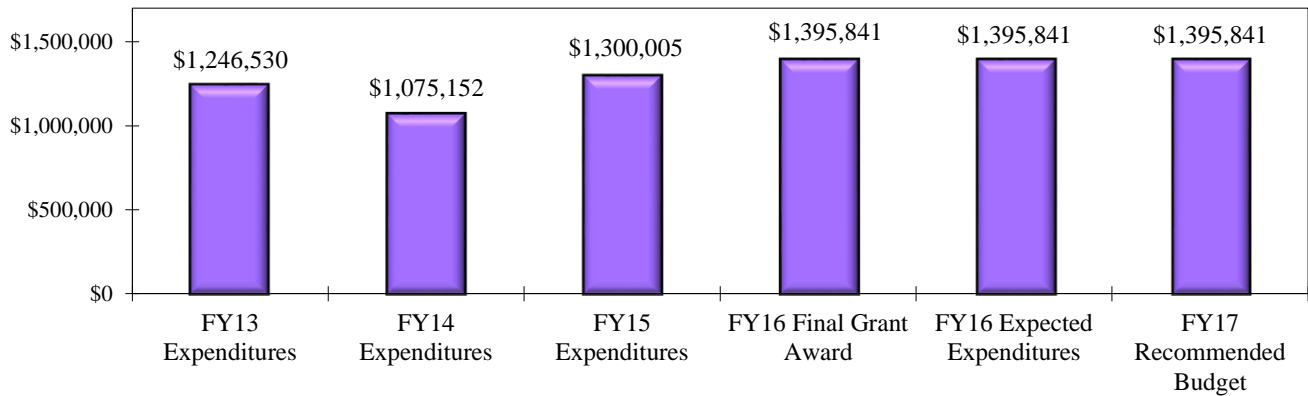
	FY17			
	FY16 Final Grant Award	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$8,175	\$8,175	\$8,175	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$26,000	\$26,000	\$26,000	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	\$4,000	-15%
(3000) I. Contractual Services	\$2,500	\$2,500	\$2,500	0%
(2000) J. Instructional Supplies & Materials	\$1,000	\$1,000	\$1,000	0%
(3000) K. Miscellaneous ED OM	\$10,390	\$10,390	\$10,390	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$600	\$600	\$1,200	50%
<b>TOTAL</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>0%</b>

**POSITION HISTORY**

	2015-16	2016-17
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.15	0.15
<b>TOTAL</b>	<b>0.15</b>	<b>0.15</b>

**TITLE III**

	FY17			
	FY16 Final Grant Award	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>TITLE III</b>	\$1,395,841	\$1,395,841	\$1,395,841	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 FY17 grant will maintain the funding of six Instructional Coaching positions and include an additional data analyst position. The FY17 grant is anticipated to be level funded.

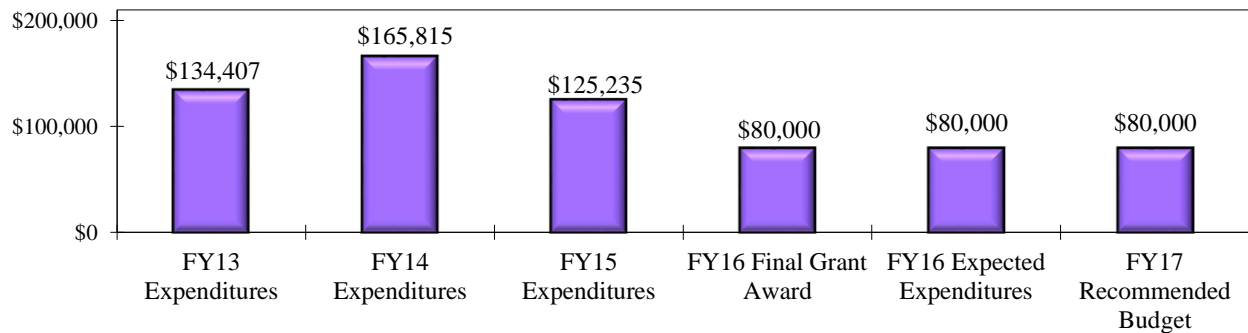
	FY17			
	FY16 Final Grant Award	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Instructional Coaches	\$605,291	\$605,291	\$545,291	-10%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$215,555	\$215,555	\$215,555	0%
(3000) F. Grant & Program Support	\$13,260	\$13,260	\$78,660	493%
(5000) G. MTRS Assessment	\$54,476	\$54,476	\$49,076	-10%
(5000) H. Health & Retirement	\$93,450	\$93,450	\$79,492	-15%
(3000) I. Contractual Services	\$188,400	\$188,400	\$188,400	0%
(2000) J. Instructional Supplies & Materials	\$91,450	\$91,450	\$91,450	0%
(3000) K. Miscellaneous ED OM	\$120,000	\$120,000	\$120,000	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$13,959	\$13,959	\$27,917	100%
<b>TOTAL</b>	<b>\$1,395,841</b>	<b>\$1,395,841</b>	<b>\$1,395,841</b>	<b>0%</b>

**TITLE III**

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</b>
Administrators		
Instructional Coaches	7.00	6.00
Instructional Assistants		
Educational Support		
Grant & Program Support	0.25	1.25
<b>TOTAL</b>	<b>7.25</b>	<b>7.25</b>

**ACADEMIC SUPPORT - SCHOOL YEAR**

	FY16 FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>ACADEMIC SUPPORT - SCHOOL YEAR</b>	\$80,000	\$80,000	\$80,000	0%



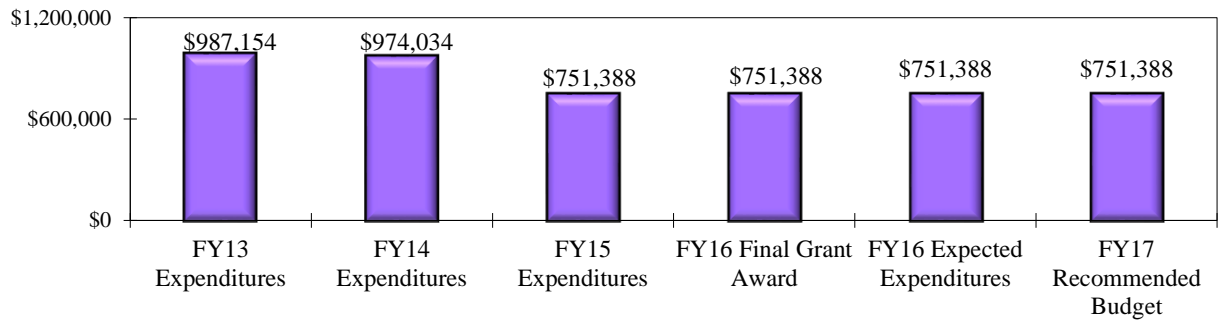
The goal of this state funded grant program is to enhance academic support services for high school students who scored in the Warning/Failing or Needs Improvement levels on their most recent MCAS in English Language Arts or Mathematics, as well as incoming ninth graders who scored in the Warning/Failing 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. The FY17 grant is anticipated to be level funded.

	FY16 Final Grant Award	FY16 Expected Expenditures	FY17 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.	\$52,434	\$52,434	\$52,434	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	\$1,900	-30%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$10,066	\$10,066	\$10,066	0%
(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	\$800	\$800	\$1,600	100%
<b>TOTAL</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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>

**QUALITY KINDERGARTEN**

	FY16 FY16 Final Grant Award	FY16 Expected Expenditures	FY17 Recommended Budget	% Change From Present Budget
<b>QUALITY KINDERGARTEN</b>	\$751,388	\$751,388	\$751,388	0%



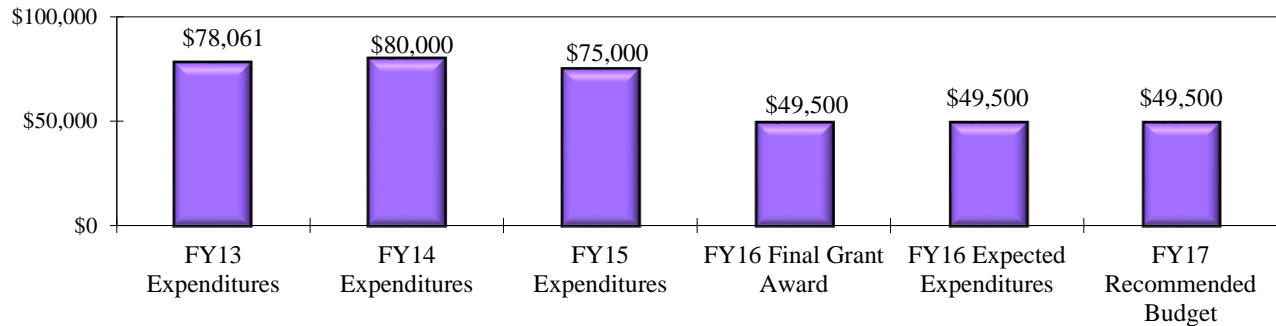
The purpose of this state funded grant program is to support high quality educational programs for children in full-day kindergarten classrooms by improving the quality of curriculum and instruction, assessment, and classroom environment. The grant also provides an opportunity for the continuity of curriculum 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. The FY17 budget is anticipated to be level funded and is expected to cover 50% of the cost of 43 Instructional Assistants, the full-time equivalent of 21 positions.

	FY16 FY16 Final Grant Award	FY16 Expected Expenditures	FY17 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	\$619,150	\$619,150	\$619,150	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$2,380	\$2,380	\$2,380	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	\$99,793	-7%
(3000) I. Contractual Services	\$1,416	\$1,416	\$1,416	0%
(2000) J. Instructional Supplies & Materials	\$13,271	\$13,271	\$13,271	0%
(3000) K. Miscellaneous ED OM	\$350	\$350	\$350	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$7,514	\$7,514	\$15,028	100%
<b>TOTAL</b>	<b>\$751,388</b>	<b>\$751,388</b>	<b>\$751,388</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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**

	FY17			
	FY16 Final Grant Award	FY16 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>ACADEMIC SUPPORT - WORK &amp; LEARNING - SCHOOL YEAR</b>	\$49,500	\$49,500	\$49,500	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. The FY17 grant is anticipated to be level funded.

	FY17			
	FY16 Final Grant Award	FY16 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.	\$38,593	\$38,593	\$38,593	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	\$540	-85%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$3,787	\$3,787	\$3,752	-1%
(3000) K. Miscellaneous ED OM	\$2,000	\$2,000	\$2,000	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$495	\$495	\$990	50%
<b>TOTAL</b>	<b>\$49,500</b>	<b>\$49,500</b>	<b>\$49,500</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2015-16</b>	<b>2016-17</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>



2014

2015

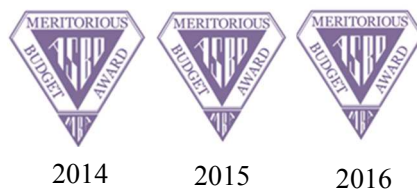
2016





# **Fiscal Year 2016-2017 Location-Based Budget**







# 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	81.0%
Student Attendance	91.8%

## Instructional Focus

At Burncoat High School, all students will experience a rigor based curriculum taught through instructional strategies meant to improve students' reading comprehension and ability to respond thoughtfully as measured by MAP, MCAS, PSAT, SAT, ACCESS and AP scores as well as other formative and summative assessments.

## Student Demographics

Low Income	46.3%
Special Education	25.3%
English Language Learners	26.4%
African American	17.5%
Asian	5.0%
Hispanic	39.9%
Native American	0.3%
White	33.7%
Multi-Race, Non-Hispanic	3.6%

## School Accountability Plan

- One hundred percent of students will show improvement in writing. Our goal is to increase the percentage of students averaging two (2) or above on MCAS ELA open response items to 80 percent or more and 50 percent or more of the AP Language and AP Literature students will earn an average score of five (5) or above on the free response questions for the AP examinations. Finally, our goal is that one hundred percent of students will score one level higher in three out of the six categories on the school wide writing rubric (or another rubric of teacher preference) between Quarter 1 and Quarter 4.
- 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. By the end of the SY 15-16, it is our goal to improve student attendance to an overall rate of 93% and to decrease the number of suspensions by 20%.
- Burncoat High School will continue to implement a formal communication system as a means to transfer information on effective practices and needs by reaching out to 100% of BHS families.
- Burncoat High School will foster high levels of family and community engagement through outreach to 100% of our students' families. Our goal is to improve the promotion rate of 9th graders to 96% and to lower the dropout rate to 1.5%.

## Standardized Testing

% of Proficient or Above	
% Met or Exceed Expectations	
■ All Grades - ELA	80.0%
■ All Grades - Math	53.0%
Student Growth Percentile	
■ ELA	45.0%
■ Mathematics	44.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$131,810		1.0 Principal	1.0	\$132,216	
\$349,128		3.0 Assistant Principal	3.0	\$356,410	
<b>\$480,937</b>		<b>4.0 Total</b>	<b>4.0</b>	<b>\$488,626</b>	
		<b>Teacher</b>			
\$518,147		7.0 English/Reading/Literacy	7.0	\$515,928	
\$592,168		8.0 Math	8.0	\$589,632	
\$222,063		3.0 English Language Learner	3.0	\$221,112	
\$592,168		8.0 History & Social Sciences	9.0	\$663,336	
\$444,126		6.0 World Language	5.0	\$368,520	
\$518,147		7.0 Science	8.0	\$589,632	
\$148,042		2.0 Physical Education	2.0	\$147,408	
\$74,021		1.0 Health & Safety	1.0	\$73,704	
\$222,063		3.0 Art	3.0	\$221,112	
\$177,650		2.4 Music	2.4	\$176,890	
\$111,032		1.5 Business & Technology	1.5	\$110,556	
\$74,021		1.0 Occupational Arts	1.0	\$73,704	
\$74,021	\$74,021	2.0 JROTC	2.0	\$73,704	\$73,704
\$74,021		1.0 Librarians	1.0	\$73,704	
\$37,011		0.5 Dance	0.5	\$36,852	
\$74,021		1.0 Theater	1.0	\$73,704	
\$296,084		4.0 Guidance	4.0	\$294,816	
\$59,217		0.8 Psychologists	0.8	\$58,963	
\$148,042		2.0 School Adjustment Counselor	2.0	\$147,408	
\$74,021		1.0 MCAS	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 AVID	1.0	\$73,704	
\$1,110,315		15.0 Special Education	15.0	\$1,105,560	
<b>\$5,714,421</b>	<b>\$148,042</b>	<b>79.2 Teacher Total</b>	<b>80.2</b>	<b>\$5,763,653</b>	<b>\$147,408</b>
		<b>Instructional Assistants</b>			
\$225,249	\$225,249	16.0 Special Education	16.0	\$224,680	\$224,680
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
\$28,156		1.0 Security	1.0	\$28,085	
<b>\$281,561</b>	<b>\$225,249</b>	<b>18.0 Instructional Assistants Total</b>	<b>18.0</b>	<b>\$280,850</b>	<b>\$224,680</b>
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$201,786		4.5 Custodian	4.5	\$207,718	
\$110,454		2.0 Administrative Clerical	2.0	\$110,754	
\$93,742		3.0 School Clerical	3.0	\$94,639	
<b>\$466,177</b>		<b>10.5 Total</b>	<b>10.5</b>	<b>\$482,160</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$27,152	1.0 Bakers	1.0		\$32,563
	\$81,486	7.0 Cafeteria Helpers	7.0		\$78,789
	<b>\$173,646</b>	<b>10.0 School Nutrition Total</b>	<b>10.0</b>		<b>\$185,479</b>
<b>\$6,943,097</b>	<b>\$546,937</b>	<b>121.7 Burncoat High School Total Salaries</b>	<b>122.7</b>	<b>\$7,015,289</b>	<b>\$557,566</b>
	<b>2015-2016</b>	<b>Burncoat High School Budget</b>		<b>2016-2017</b>	
\$6,943,097		Total Salaries		\$7,015,289	
\$554,686		500103-92000 Student Transportation		\$579,211	
\$32,250		500130-92000 Arts Consultants (Burncoat Quadrant)		\$32,250	
\$7,283		500130-92000 Graduation Expenses		\$7,283	
\$54,763		500146-92000 Electricity		\$50,891	
\$162,818		500146-92000 Natural Gas		\$121,714	
\$21,290		500152-92000 Rubbish Removal		\$22,544	
\$57,304		500-92204 Instructional Materials		\$58,870	
\$7,833,492		<b>Burncoat High School Total Budget</b>		<b>\$7,888,052</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	78.8%
Student Attendance	93.6%

## Instructional Focus

At 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	59.4%
Special Education	14.3%
English Language Learners	47.1%
African American	11.1%
Asian	7.8%
Hispanic	72.0%
Native American	0.0%
White	7.2%
Multi-Race, Non-Hispanic	1.8%

## School Accountability Plan

- We will continue the trend to increase the percentage of MCAS Grade 10 ELA students scoring proficient or above from 78% to 83%, thus ensuring we hit our target growth in ELA. In addition, we want to increase the percentage of students with disabilities scoring proficient or above from 36% in Grade 10 to 58%, thus pushing us closer to our target. PARCC scores for our middle school ELA will increase from 25% level 4-5 to 30% at that level in Grade 7 and from 23% to 28% in level 4-5 in Grade 8. Finally we hope to see our ELL population, despite the mobility factor, demonstrate consistent improvement over a two to three year period.
- The end of year suspension rate will drop by 5% for all students as measured by baseline data, in the 2015-2016 school year. 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.
- Claremont Academy will increase the means of communication among concerned constituents of the school. Recording all of the various communication opportunities will demonstrate the growth of communication as a means to support the academic progress on our pathway to college and career readiness for all, as well as to support students and parents feeling connected and engaged.
- Claremont Academy will increase by 10% the percentage of parent events and contacts that will focus on the academic, social, and civic supports needed for students within our community.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 57.0%
- All Grades - Math 37.0%

Student Growth Percentile

- ELA 60.0%
- Mathematics 67.0%

2015-2016 Adopted Budget			2016-2017 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Claremont Academy</b>					
\$139,764		1.0 Principal	1.0	\$140,263	
\$77,377		1.0 Assistant Principal	1.0	\$88,889	
<b>\$217,142</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$229,152</b>	
		<b>Teacher</b>			
\$296,084	\$74,021	5.0 English/Reading/Literacy	5.0	\$294,816	\$73,704
\$370,105		5.0 Math	5.0	\$368,520	
\$222,063		3.0 English Language Learner	3.0	\$221,112	
\$444,126		6.0 History & Social Sciences	6.0	\$442,224	
\$222,063		3.0 World Language	3.0	\$221,112	
\$370,105		5.0 Science	5.0	\$368,520	
\$51,815		0.7 Physical Education	0.7	\$51,593	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$74,021		1.0 Art	1.0	\$73,704	
\$74,021		1.0 Music	1.0	\$73,704	
\$74,021		1.0 Occupational Arts	1.0	\$73,704	
\$74,021		1.0 Librarians	1.0	\$73,704	
\$74,021		1.0 Guidance	1.0	\$73,704	
\$29,608		0.4 Psychologists	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
\$37,011		0.5 MCAS	0.5	\$36,852	
	\$37,011	0.5 Instructional Coach	0.5		\$36,852
\$518,147		7.0 Special Education	6.0	\$442,224	
	\$74,021	1.0 Other	1.0		\$73,704
<b>\$3,020,057</b>	<b>\$185,053</b>	<b>43.3 Teacher Total</b>	<b>42.3</b>	<b>\$2,933,419</b>	<b>\$184,260</b>
		<b>Instructional Assistants</b>			
\$84,468		3.0 Special Education	3.0	\$84,255	
\$14,078		0.5 Bilingual Office Assistant	1.0	\$28,085	
<b>\$98,546</b>		<b>3.5 Instructional Assistants Total</b>	<b>4.0</b>	<b>\$112,340</b>	
\$5,660		1.0 Crossing Guard	1.0	\$5,126	
\$30,097		0.5 School Nurse	0.5	\$34,524	
\$89,683		2.0 Custodian	2.0	\$92,319	
\$55,099		1.0 Administrative Clerical	1.0	\$54,451	
\$30,506		1.0 School Clerical	1.0	\$30,947	
<b>\$211,045</b>		<b>5.5 Total</b>	<b>5.5</b>	<b>\$217,367</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$27,152	1.0 Bakers	1.0		\$32,563
	\$66,294	1.0 Chef Trainer	1.0		\$67,630
	\$197,894	17.0 Cafeteria Helpers	17.0		\$191,344
	<b>\$356,348</b>	<b>21.0 School Nutrition Total</b>	<b>21.0</b>		<b>\$365,664</b>
<b>\$3,546,790</b>	<b>\$541,401</b>	<b>75.3 Claremont Academy Total Salaries</b>	<b>74.8</b>	<b>\$3,492,278</b>	<b>\$549,924</b>
	<b>2015-2016</b>	<b>Claremont Academy Budget</b>		<b>2016-2017</b>	
\$3,546,790		Total Salaries		\$3,492,278	
\$69,336		500103-92000 Student Transportation		\$72,401	
\$7,283		500130-92000 Graduation Expenses		\$7,283	
\$76,427		500146-92000 Electricity		\$85,905	
\$51,413		500146-92000 Natural Gas		\$35,574	
\$8,360		500-91000 AVID Fees		\$8,360	
\$28,826		500-92204 Instructional Materials		\$29,058	
\$3,788,435		<b>Claremont Academy Total Budget</b>		<b>\$3,730,860</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	82.7%
Student Attendance	93.0%

## 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	39.6%
Special Education	15.9%
English Language Learners	21.7%
African American	15.1%
Asian	8.7%
Hispanic	30.3%
Native American	0.2%
White	42.7%
Multi-Race, Non-Hispanic	3.0%

## 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 2015-2016 MCAS. The student growth percentile will increase by 8% from 47% to 55%.
- 
- During the 2015-2016 school year, Doherty Memorial High School will expand school-to-home/home-to-school communication using a variety of methods to inform family and community members of programs, events, activities as well as community, student and staff contributions and success as the school.
- Working as a school during the 2015-2016 school year we will strengthen both our external outreach efforts to families and community members to promote a welcoming atmosphere and internal efforts to support a safe and secure environment for students, families and community members as evidenced by the school climate survey data when available and by internal record keeping.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 84.0%
- All Grades - Math 73.0%

Student Growth Percentile

- ELA 47.0%
- Mathematics 51.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$130,974		1.0 Principal	1.0	\$131,378	
\$472,955		4.0 Assistant Principal	4.0	\$474,949	
<b>\$603,929</b>		<b>5.0 Total</b>	<b>5.0</b>	<b>\$606,327</b>	
<b>Teacher</b>					
\$814,231		11.0 English/Reading/Literacy	11.0	\$810,744	
\$1,110,315		15.0 Math	15.0	\$1,105,560	
\$222,063		3.0 English Language Learner	3.0	\$221,112	
\$962,273		13.0 History & Social Sciences	13.0	\$958,152	
\$629,179		8.5 World Language	8.5	\$626,484	
\$962,273		13.0 Science	12.0	\$884,448	
\$222,063		3.0 Physical Education	3.0	\$221,112	
\$74,021		1.0 Health & Safety	1.0	\$73,704	
\$148,042		2.0 Art	2.0	\$147,408	
\$74,021		1.0 Music	1.0	\$73,704	
\$74,021		1.0 Business & Technology	1.0	\$73,704	
\$222,063	\$74,021	4.0 Chapter 74	4.0	\$294,816	
\$74,021		1.0 Librarians	1.0	\$73,704	
\$74,021		1.0 Theater	1.0	\$73,704	
\$370,105		5.0 Guidance	5.0	\$368,520	
\$59,217		0.8 Psychologists	0.8	\$58,963	
\$148,042		2.0 School Adjustment Counselor	2.0	\$147,408	
\$74,021		1.0 Student Support Instructor	1.0	\$73,704	
\$74,021		1.0 MCAS	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 AVID	1.0	\$73,704	
\$888,252		12.0 Special Education	12.0	\$884,448	
<b>\$7,350,285</b>	<b>\$148,042</b>	<b>101.3 Teacher Total</b>	<b>100.3</b>	<b>\$7,318,807</b>	<b>\$73,704</b>
<b>Instructional Assistants</b>					
\$112,625	\$112,625	8.0 Special Education	8.0	\$112,340	\$112,340
		1.0 ADA - Instructional Assistants	1.0	\$28,085	
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$140,781</b>	<b>\$112,625</b>	<b>10.0 Instructional Assistants Total</b>	<b>10.0</b>	<b>\$168,510</b>	<b>\$112,340</b>
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$269,049		6.0 Custodian	6.0	\$276,957	
\$102,811		2.0 Administrative Clerical	2.0	\$99,511	
\$122,258		4.0 School Clerical	4.0	\$124,244	
<b>\$554,312</b>		<b>13.0 Total</b>	<b>13.0</b>	<b>\$569,759</b>	
<b>School Nutrition</b>					
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$27,152	1.0 Bakers	1.0		\$32,563
	\$104,768	9.0 Cafeteria Helpers	9.0		\$101,300
	<b>\$196,928</b>	<b>12.0 School Nutrition Total</b>	<b>12.0</b>		<b>\$207,990</b>
<b>\$8,649,307</b>	<b>\$457,594</b>	<b>141.3 Doherty Memorial High School Total Salaries</b>	<b>140.3</b>	<b>\$8,663,403</b>	<b>\$394,034</b>
<b>2015-2016 Doherty Memorial High School Budget</b>			<b>2016-2017</b>		
\$8,649,307		Total Salaries		\$8,663,403	
\$254,231		500103-92000 Student Transportation		\$265,472	
\$7,283		500130-92000 Graduation Expenses		\$7,283	
\$19,376		500130-92000 Security Guards		\$23,267	
\$137,594		500146-92000 Electricity		\$132,328	
\$98,376		500146-92000 Natural Gas		\$108,648	
\$11,697		500152-92000 Rubbish Removal		\$12,386	
\$127,475		500-92204 Instructional Materials		\$129,737	
\$9,305,339		<b>Doherty Memorial High School Total Budget</b>		<b>\$9,342,524</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	77.6%
Student Attendance	90.5%

## Instructional Focus

North High Students will be strategic readers, writers, and problem solvers.

## Student Demographics

Low Income	55.4%
Special Education	24.6%
English Language Learners	34.3%
African American	20.9%
Asian	7.7%
Hispanic	44.6%
Native American	0.4%
White	23.7%
Multi-Race, Non-Hispanic	2.7%

## School Accountability Plan

- North High will increase our graduation rate by 10%.
- North High will provide 100% of our school community with a welcoming, safe, and secure school by training staff and focusing on the implementation of the school-wide expectations matrices, safety plan, and school policies and procedures.
- 
- North High will sponsor a monthly Family Engagement Series within the North Quadrant (at community centers, churches, etc...) to educate families about topics such as MASS Core Graduation Requirements and the importance of course completion.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 71.0%
- All Grades - Math 36.0%

Student Growth Percentile

- ELA 40.0%
- Mathematics 34.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$132,131		1.0 Principal	1.0	\$133,111	
\$451,980		4.0 Assistant Principal	4.0	\$456,228	
<b>\$584,111</b>		<b>5.0 Total</b>	<b>5.0</b>	<b>\$589,339</b>	
<b>Teacher</b>					
\$814,231		11.0 English/Reading/Literacy	11.0	\$810,744	
\$888,252		12.0 Math	12.0	\$884,448	
\$370,105		5.0 English Language Learner	5.0	\$368,520	
\$814,231		11.0 History & Social Sciences	10.0	\$737,040	
\$518,147		7.0 World Language	6.0	\$442,224	
\$740,210		10.0 Science	10.0	\$737,040	
\$148,042		2.0 Physical Education	2.0	\$147,408	
\$222,063		3.0 Health & Safety	2.0	\$147,408	
\$74,021		1.0 Art	1.0	\$73,704	
\$148,042		2.0 Music	2.0	\$147,408	
\$148,042		2.0 Business & Technology	2.0	\$147,408	
\$296,084	\$74,021	5.0 Chapter 74/CVTE	5.0	\$221,112	\$147,408
\$74,021	\$74,021	2.0 JROTC	2.0	\$73,704	\$73,704
\$74,021		1.0 Librarians	1.0	\$73,704	
\$296,084		4.0 Guidance	4.0	\$294,816	
\$59,217		0.8 Psychologists	0.8	\$58,963	
\$148,042		2.0 School Adjustment Counselor	2.0	\$147,408	
\$74,021		1.0 MCAS	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$1,554,441		21.0 Special Education	21.0	\$1,547,784	
\$148,042		2.0 Other	2.0	\$147,408	
<b>\$7,609,359</b>	<b>\$222,063</b>	<b>105.8 Teacher Total</b>	<b>102.8</b>	<b>\$7,281,955</b>	<b>\$294,816</b>
<b>Instructional Assistants</b>					
\$253,405	\$281,561	19.0 Special Education	19.0	\$252,765	\$280,850
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
\$28,156		1.0 Security	1.0	\$28,085	
<b>\$309,717</b>	<b>\$281,561</b>	<b>21.0 Instructional Assistants Total</b>	<b>21.0</b>	<b>\$308,935</b>	<b>\$280,850</b>
\$60,194		1.0 School Nurse	2.0	\$138,097	
\$313,890		7.0 Custodian	7.0	\$323,116	
\$109,313		2.0 Administrative Clerical	2.0	\$106,660	
\$84,139		3.0 School Clerical	3.0	\$84,337	
<b>\$567,537</b>		<b>13.0 Total</b>	<b>14.0</b>	<b>\$652,211</b>	
<b>School Nutrition</b>					
	\$37,855	1.0 Manager	1.0		\$41,564
	\$81,457	3.0 Cooks	3.0		\$97,689
	\$27,152	1.0 Bakers	1.0		\$32,563
	\$67,947	2.0 MEO	2.0		\$89,102
	\$232,817	20.0 Cafeteria Helpers	20.0		\$225,110
	<b>\$447,229</b>	<b>27.0 School Nutrition Total</b>	<b>27.0</b>		<b>\$486,028</b>
<b>\$9,070,724</b>	<b>\$950,853</b>	<b>171.8 North High School Total Salaries</b>	<b>169.8</b>	<b>\$8,832,440</b>	<b>\$1,061,694</b>
<b>2015-2016 North High School Budget</b>			<b>2016-2017</b>		
\$9,070,724		Total Salaries		\$8,832,440	
\$462,239		500103-92000 Student Transportation		\$482,676	
\$7,283		500130-92000 Graduation Expenses		\$7,283	
\$19,376		500130-92000 Security Guards		\$23,267	
\$40,000		500130-92000 Worcester Pipeline		\$40,000	
\$23,831		500136-92000 Educational Fees and Licences		\$24,667	
\$222,407		500146-92000 Electricity		\$233,549	
\$86,985		500146-92000 Natural Gas		\$41,846	
\$14,845		500152-92000 Rubbish Removal		\$15,720	
\$95,987		500-92204 Instructional Materials		\$93,029	
\$10,043,678		<b>North High School Total Budget</b>		<b>\$9,794,475</b>	



# South High School

170 Apricot Street  
Worcester, MA 01603  
(508) 799-3325

## Principal: Principal Selection In Process

### Quick Facts

Quadrant	South
Grades	9-12
Year Built	1978
Square Footage	246,000
Enrollment	1,323
Graduation Rates	73.9%
Student Attendance	90.0%

### Instructional Focus

Convey written information accurately, clearly and logically.

### Student Demographics

Low Income	52.5%
Special Education	22.9%
English Language Learners	30.9%
African American	17.4%
Asian	14.5%
Hispanic	42.0%
Native American	0.1%
White	23.0%
Multi-Race, Non-Hispanic	2.6%

### School Accountability Plan

- Our long term goal is to halve the Math Proficiency Gap by 2017 and to meet the state target for 2016 annual student growth of 51 or higher and to achieve a 2016 CPI of 79.0 for All Students. Also, to achieve a CPI of 63 for students with disabilities. Both students with disabilities and ELL students will have a SGP of 50 or higher.
- Our goal is to ensure South High Community School will engage in six Whole School Activities. 100% of students and staff will attend at least 2 of these activities.
- Our Goal is utilize 21st Century technology to communicate academic and social-emotional needs to students, community partners, parents/guardians and staff at least monthly.
- Our goal is to continue to increase our partnership with the community Colleges and Universities. We will increase the number of colleges at our College Application Celebration Day by 50% and increase the number of students accepted at this event by 50%.

### Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 79.0%
- All Grades - Math 53.0%

Student Growth Percentile

- ELA 57.0%
- Mathematics 59.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$131,974		1.0 Principal	1.0	\$132,378	
\$441,153		4.0 Assistant Principal	4.0	\$450,643	
<b>\$573,127</b>		<b>5.0 Total</b>	<b>5.0</b>	<b>\$583,021</b>	
		<b>Teacher</b>			
\$814,231		11.0 English/Reading/Literacy	10.0	\$737,040	
\$888,252		12.0 Math	11.0	\$810,744	
\$370,105		5.0 English Language Learner	5.0	\$368,520	
\$740,210		10.0 History & Social Sciences	10.0	\$737,040	
\$592,168		8.0 World Language	7.0	\$515,928	
\$814,231		11.0 Science	11.0	\$810,744	
\$148,042		2.0 Preschool	2.0	\$147,408	
\$296,084		4.0 Physical Education	4.0	\$294,816	
\$148,042		2.0 Art	2.0	\$147,408	
\$148,042		2.0 Music	2.0	\$147,408	
\$222,063		3.0 Occupational Arts/Consumer Science	3.0	\$221,112	
	\$74,021	1.0 Chapter 74	1.0		\$73,704
\$74,021	\$74,021	2.0 JROTC	2.0	\$73,704	\$73,704
\$74,021		1.0 Librarians	1.0	\$73,704	
\$74,021		1.0 TV	1.0	\$73,704	
\$370,105		5.0 Guidance	5.0	\$368,520	
\$59,217		0.8 Psychologists	0.8	\$58,963	
\$148,042		2.0 School Adjustment Counselor	2.0	\$147,408	
\$74,021		1.0 Student Support Instructor	1.0	\$73,704	
\$74,021		1.0 MCAS	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$1,406,399		19.0 Special Education	19.0	\$1,400,376	
\$74,021		1.0 Other	1.0	\$73,704	
<b>\$7,609,359</b>	<b>\$222,063</b>	<b>105.8 Teacher Total</b>	<b>102.8</b>	<b>\$7,355,659</b>	<b>\$221,112</b>
		<b>Instructional Assistants</b>			
\$56,312		1.0 Preschool	2.0	\$56,170	
\$337,874	\$337,874	24.0 Special Education	24.0	\$337,020	\$337,020
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$422,342</b>	<b>\$337,874</b>	<b>26.0 Instructional Assistants Total</b>	<b>27.0</b>	<b>\$421,275</b>	<b>\$337,020</b>
\$120,389		2.0 School Nurse	2.0	\$138,097	
\$291,469		6.5 Custodian	6.5	\$300,036	
\$109,763		2.0 Administrative Clerical	2.0	\$108,472	
\$91,588		3.0 School Clerical	3.0	\$83,394	
<b>\$613,209</b>		<b>13.5 Total</b>	<b>13.5</b>	<b>\$630,000</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$27,152	1.0 Bakers	1.0		\$32,563
	\$104,768	9.0 Cafeteria Helpers	9.0		\$101,300
	<b>\$196,928</b>	<b>12.0 School Nutrition Total</b>	<b>12.0</b>		<b>\$207,990</b>
<b>\$9,218,037</b>	<b>\$756,864</b>	<b>162.3 South High Community School Total Salaries</b>	<b>160.3</b>	<b>\$8,989,955</b>	<b>\$766,121</b>
<b>2015-2016</b>	<b>South High Community School Budget</b>		<b>2016-2017</b>		
\$9,218,037	Total Salaries		\$8,989,955		
\$1,040,037	500103-92000 Student Transportation		\$1,086,020		
\$7,283	500130-92000 Graduation Expenses		\$7,283		
\$19,376	500130-92000 Security Guards		\$23,267		
\$245,137	500146-92000 Electricity		\$221,347		
\$31,545	500146-92000 Natural Gas		\$32,479		
\$11,706	500152-92000 Rubbish Removal		\$12,395		
\$75,690	500-92204 Instructional Materials		\$75,922		
\$10,648,812	<b>South High Community School Total Budget</b>		\$10,448,668		



# 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	96.6%
Student Attendance	96.9%

## Instructional Focus

To ensure that all students are college ready, University Park Campus School will focus on teaching students to read, write, and think analytically and critically.

## Student Demographics

Low Income	53.2%
Special Education	8.4%
English Language Learners	26.8%
African American	10.4%
Asian	20.4%
Hispanic	52.0%
Native American	0.4%
White	14.0%
Multi-Race, Non-Hispanic	2.8%

## School Accountability Plan

- The current 10th grade cohort will raise percentage of advanced from 0% on 2014 Spring ELA Administration of exam to 40% on the 2016 Spring Administration of the MCAS ELA exam.
- The number of school suspensions will drop 30% from 29 in the 2014-2015 school year to 20 in the 2015-2016 school year.
- 100% of University Park Campus School Students will utilize the Worcester Public Schools student portal.
- University Park Campus School will host a College Awareness Night for students and their families during the 2015-2016 school year.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 43.0%
- All Grades - Math 39.0%

Student Growth Percentile

- ELA 54.5%
- Mathematics 69.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$102,302		1.0 Principal	1.0	\$104,807	
<b>\$102,302</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$104,807</b>	
		<b>Teacher</b>			
\$222,063		3.0 English/Reading/Literacy	3.0	\$221,112	
\$148,042		2.0 Math	2.0	\$147,408	
\$222,063		3.0 History & Social Sciences	3.0	\$221,112	
\$148,042		2.0 World Language	2.0	\$147,408	
\$222,063		3.0 Science	3.0	\$221,112	
\$14,804		0.2 Physical Education	0.2	\$14,741	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$44,413		0.6 Art	0.6	\$44,222	
\$14,804		0.2 Music	0.2	\$14,741	
\$74,021		1.0 Guidance	1.0	\$73,704	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
\$37,011		0.5 MCAS	0.5	\$36,852	
	\$37,011	0.5 Instructional Coach	0.5		\$36,852
\$74,021		1.0 Special Education	1.0	\$73,704	
\$74,021		1.0 Other	1.0	\$73,704	
<b>\$1,384,193</b>	<b>\$37,011</b>	<b>19.2 Teacher Total</b>	<b>19.2</b>	<b>\$1,378,265</b>	<b>\$36,852</b>
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$30,097		0.5 School Nurse	0.5	\$34,524	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$28,389		1.0 School Clerical	1.0	\$29,387	
<b>\$133,303</b>		<b>3.5 Total</b>	<b>3.5</b>	<b>\$138,823</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$49,496</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$52,819</b>
<b>\$1,619,798</b>	<b>\$86,506</b>	<b>25.7 University Park Campus School Total Salaries</b>	<b>25.7</b>	<b>\$1,621,894</b>	<b>\$89,671</b>
<b>2015-2016 University Park Campus School Budget</b>			<b>2016-2017</b>		
\$1,619,798		Total Salaries		\$1,621,894	
\$23,112		500103-92000 Student Transportation		\$24,134	
\$14,666		500146-92000 Electricity		\$13,712	
\$18,023		500146-92000 Natural Gas		\$19,788	
\$6,560		500152-92000 Rubbish Removal		\$6,946	
\$14,152		500-92204 Instructional Materials		\$14,500	
\$1,696,311		<b>University Park Campus School Total Budget</b>		<b>\$1,700,974</b>	



# Worcester Technical High School

One Skyline Drive  
Worcester, MA 01605  
(508) 799-1940

**Principal: Kyle Brenner**

## Quick Facts

Quadrant	North
Grades	9-12
Year Built	2006
Square Footage	400,000
Enrollment	1,404
Graduation Rates	98.5%
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	39.5%
Special Education	14.6%
English Language Learners	14.3%
African American	14.7%
Asian	5.4%
Hispanic	37.8%
Native American	0.3%
White	39.0%
Multi-Race, Non-Hispanic	2.9%

## School Accountability Plan

- 96% of students will score at or above proficient level on the 2016 ELA MCAS
- 
- WTHS will continue to employ various communication strategies quarterly to effectively inform community partners and 100% of families of important career and college information and events, school business, news and accountability plan.
- WTHS will enter year 4 of the WTHS STEM Early Career College Plan by increasing the number of participants at school sponsored events and increase the number of STEM partnerships with two and four year universities and STEM local businesses and industry in order to actively engage parents and community members in the WTHS STEM ECCHS.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 96.0%
- All Grades - Math 80.0%

Student Growth Percentile

- ELA 62.0%
- Mathematics 68.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$125,000		1.0 Principal	1.0	\$124,823	
\$426,225		4.0 Assistant Principal	4.0	\$445,641	
\$53,599	\$53,599	1.0 Director - Technical Education	1.0	\$53,481	\$53,481
<b>\$604,824</b>	<b>\$53,599</b>	<b>6.0 Total</b>	<b>6.0</b>	<b>\$623,945</b>	<b>\$53,481</b>
<b>Teacher</b>					
\$888,252		12.0 English/Reading/Literacy	12.0	\$884,448	
\$888,252		12.0 Math	12.0	\$884,448	
\$74,021		1.0 English Language Learner	1.0	\$73,704	
\$666,189		9.0 History & Social Sciences	9.0	\$663,336	
		World Language	0.4	\$29,482	
\$666,189		9.0 Science	9.0	\$663,336	
\$74,021		1.0 Preschool	1.0	\$73,704	
\$222,063		3.0 Physical Education	3.0	\$221,112	
\$74,021		1.0 Health & Safety	1.0	\$73,704	
\$5,329,512		72.0 Chapter 74	72.0	\$5,306,688	
\$74,021		1.0 Librarians	1.0	\$73,704	
\$296,084		4.0 Guidance	4.0	\$294,816	
\$44,413		0.6 Psychologists	0.6	\$44,222	
\$103,629		1.4 School Adjustment Counselor	1.4	\$103,186	
\$74,021		1.0 Student Support Instructor	1.0	\$73,704	
\$74,021		1.0 MCAS	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 AVID	1.0	\$73,704	
\$888,252		12.0 Special Education	12.0	\$884,448	
\$74,021		1.0 Other	1.0	\$73,704	
<b>\$10,585,003</b>	<b>\$74,021</b>	<b>144.0 Teacher Total</b>	<b>144.4</b>	<b>\$10,569,154</b>	<b>\$73,704</b>
<b>Instructional Assistants</b>					
\$28,156		1.0 Preschool	1.0	\$28,085	
\$112,625	\$112,625	8.0 Special Education	8.0	\$112,340	\$112,340
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$168,937</b>	<b>\$112,625</b>	<b>10.0 Instructional Assistants Total</b>	<b>10.0</b>	<b>\$168,510</b>	<b>\$112,340</b>
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$16,980		3.0 Crossing Guard	3.0	\$15,378	
\$120,389		2.0 School Nurse	2.0	\$138,097	
\$448,414		10.0 Custodian	10.0	\$461,594	
\$172,335		3.0 Administrative Clerical	3.0	\$170,308	
\$96,018		3.0 School Clerical	3.0	\$90,125	
<b>\$884,112</b>		<b>22.0 Total</b>	<b>22.0</b>	<b>\$904,256</b>	
<b>School Nutrition</b>					
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$116,408	10.0 Cafeteria Helpers	10.0		\$112,555
	<b>\$181,416</b>	<b>12.0 School Nutrition Total</b>	<b>12.0</b>		<b>\$186,682</b>
<b>\$12,242,876</b>	<b>\$421,660</b>	<b>194.0 Worcester Technical High School Total Salaries</b>	<b>194.4</b>	<b>\$12,265,864</b>	<b>\$426,207</b>
<b>2015-2016 Worcester Technical High School Budget</b>					
\$12,242,876		Total Salaries		\$12,265,864	
\$693,358		500103-92000 Student Transportation		\$724,013	
\$7,283		500130-92000 Graduation Expenses		\$7,283	
\$19,376		500130-92000 Security Guards		\$23,267	
\$612,297		500146-92000 Electricity		\$606,287	
\$208,944		500146-92000 Natural Gas		\$224,764	
\$38,389		500152-92000 Rubbish Removal		\$40,650	
\$264,930		500-92204 Instructional Materials		\$262,588	
\$14,087,453		<b>Worcester Technical High School Total Budget</b>		<b>\$14,154,717</b>	



# 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	95.3%

## 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	49.6%
Special Education	23.0%
English Language Learners	28.1%
African American	19.5%
Asian	3.6%
Hispanic	41.4%
Native American	0.4%
White	31.5%
Multi-Race, Non-Hispanic	3.7%

## School Accountability Plan

- All students will show improvement in written expression and reading comprehension as demonstrated by a 5.84 improvement in CPI. Our SGP will be 50% or higher and our goals is to have no less than 70% proficient or above as evidenced by PARCC/MCAS in 2016.
- 100% of BMS students will demonstrate appropriate classroom and hallway behaviors that lead to the maintenance of a safe and collaborative learning environment that motivates all students to take academic risks, challenge themselves academically and take ownership of their learning.
- 100% of the BMS stakeholders will be informed of the implementation of SRSD and the Close Reading strategies being used to strengthen student skills.
- All students will create a Naviance and Office 365 account and parents will be instructed on how to access these programs though an informational night and notices home as well as on the BMS website.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 44.0%
- All Grades - Math 27.0%

Student Growth Percentile

- ELA 40.0%
- Mathematics 34.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$131,694		1.0 Principal	1.0	\$132,602	
\$219,319		2.0 Assistant Principal	2.0	\$223,322	
<b>\$351,013</b>		<b>3.0 Total</b>	<b>3.0</b>	<b>\$355,925</b>	
		<b>Teacher</b>			
\$518,147		7.0 English/Reading/Literacy	7.0	\$515,928	
\$444,126		6.0 Math	5.0	\$368,520	
\$148,042		2.0 English Language Learner	2.0	\$147,408	
\$370,105		5.0 History & Social Sciences	5.0	\$368,520	
\$148,042		2.0 World Language	2.0	\$147,408	
\$370,105		5.0 Science	5.0	\$368,520	
\$74,021		1.0 Physical Education	1.0	\$73,704	
\$74,021		1.0 Health & Safety	1.0	\$73,704	
\$148,042		2.0 Art	2.0	\$147,408	
\$111,032		1.5 Music	1.5	\$110,556	
\$37,011		0.5 Business & Technology	0.5	\$36,852	
\$74,021		1.0 Librarians	1.0	\$73,704	
\$37,011		0.5 Dance	0.5	\$36,852	
\$74,021		1.0 Theater	1.0	\$73,704	
\$148,042		2.0 Guidance	2.0	\$147,408	
\$44,413		0.6 Psychologists	0.6	\$44,222	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 AVID	1.0	\$73,704	
\$740,210		10.0 Special Education	10.0	\$737,040	
<b>\$3,708,452</b>	<b>\$74,021</b>	<b>51.1 Teacher Total</b>	<b>50.1</b>	<b>\$3,618,866</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$140,781	\$140,781	10.0 Special Education	10.0	\$140,425	\$140,425
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$168,937</b>	<b>\$140,781</b>	<b>11.0 Instructional Assistants Total</b>	<b>11.0</b>	<b>\$168,510</b>	<b>\$140,425</b>
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$201,786		4.5 Custodian	4.5	\$207,718	
\$105,473		2.0 Administrative Clerical	2.0	\$105,195	
\$32,155		1.0 School Clerical	1.0	\$25,631	
<b>\$399,608</b>		<b>8.5 Total</b>	<b>8.5</b>	<b>\$407,592</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$27,152	1.0 Bakers	1.0		\$32,563
	\$58,204	5.0 Cafeteria Helpers	5.0		\$56,278
	<b>\$150,364</b>	<b>8.0 School Nutrition Total</b>	<b>8.0</b>		<b>\$162,967</b>
<b>\$4,628,010</b>	<b>\$365,166</b>	<b>81.6 Burncoat Middle School Total Salaries</b>	<b>80.6</b>	<b>\$4,550,893</b>	<b>\$377,096</b>
	<b>2015-2016</b>	<b>Burncoat Middle School Budget</b>		<b>2016-2017</b>	
\$4,628,010		Total Salaries		\$4,550,893	
\$554,686		500103-92000 Student Transportation		\$579,211	
\$70,950		500130-92000 Arts Consultants (Burncoat Quadrant)		\$70,950	
\$49,424		500146-92000 Electricity		\$54,005	
\$86,023		500146-92000 Natural Gas		\$99,067	
\$14,182		500152-92000 Rubbish Removal		\$15,017	
\$33,756		500-92204 Instructional Materials		\$30,798	
\$5,437,031		<b>Burncoat Middle School Total Budget</b>		<b>\$5,399,940</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	94.6%

## 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	55.3%
Special Education	21.5%
English Language Learners	34.1%
African American	15.5%
Asian	11.2%
Hispanic	41.2%
Native American	0.1%
White	28.5%
Multi-Race, Non-Hispanic	3.5%

## School Accountability Plan

- 100% of our students will show improvement in ELA as demonstrated by their performance in MAP, MCAS, classwork, 5-week and quarterly assessments. Specifically, 20% of students in the Warning category will move to the Needs Improvement level, and 5% of our Proficient students will move into the Advanced level. Our goal is to have at least 56% of 7th grade students at Proficient or above, and at least 66% of 8th grade students at Proficient or above, and to narrow our proficiency gap raising our CPI to 93 points.
- Effective implementation of SMS Social Competency system will result in improved ability to Identify and Address Student Needs, improve the school's Climate and Culture, and Physical Safety. 100% staff involvement in identifying and addressing the needs of all Sullivan Middle students.
- SMS' internal and external communication goal will provide for improved student outcomes by ensuring that all school community members are up-to-date with current school policies and systems. Additionally, this goal will ensure that the community at-large has the information needed to support improved student outcomes as well.
- 100% of SMS families will participate in partnership with SMS staff to improve student outcomes in the areas of academic achievement and social competency.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 59.0%
- All Grades - Math 31.0%

Student Growth Percentile

- ELA 39.0%
- Mathematics 29.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$133,914		1.0 Principal	1.0	\$137,132	
\$313,849		3.0 Assistant Principal	3.0	\$309,524	
<b>\$447,763</b>		<b>4.0 Total</b>	<b>4.0</b>	<b>\$446,655</b>	
		<b>Teacher</b>			
\$888,252		12.0 English/Reading/Literacy	11.0	\$810,744	
\$888,252		12.0 Math	11.0	\$810,744	
\$222,063		3.0 English Language Learner	3.0	\$221,112	
\$666,189		9.0 History & Social Sciences	9.0	\$663,336	
\$333,095		4.5 World Language	3.5	\$257,964	
\$592,168		8.0 Science	8.0	\$589,632	
\$148,042		2.0 Physical Education	2.0	\$147,408	
\$74,021		1.0 Health & Safety	1.0	\$73,704	
\$74,021		1.0 Art	1.0	\$73,704	
\$148,042		2.0 Music	2.0	\$147,408	
\$74,021		1.0 Librarians	1.0	\$73,704	
\$148,042		2.0 Guidance	2.0	\$147,408	
\$59,217		0.8 Psychologists	0.8	\$58,963	
\$103,629		1.4 School Adjustment Counselor	1.4	\$103,186	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 AVID	1.0	\$73,704	
\$1,258,357		17.0 Special Education	17.0	\$1,252,968	
\$74,021		1.0 Wrap Around Zone Coordinator	1.0	\$73,704	
<b>\$5,825,453</b>	<b>\$74,021</b>	<b>79.7 Teacher Total</b>	<b>76.7</b>	<b>\$5,579,393</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$168,937	\$168,937	12.0 Special Education	12.0	\$168,510	\$168,510
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$197,093</b>	<b>\$168,937</b>	<b>13.0 Instructional Assistants Total</b>	<b>13.0</b>	<b>\$196,595</b>	<b>\$168,510</b>
\$5,660		1.0 Crossing Guard	1.0	\$5,126	
\$120,389		2.0 School Nurse	2.0	\$138,097	
\$246,628		5.5 Custodian	5.5	\$253,877	
\$145,547		3.0 Administrative Clerical	3.0	\$133,128	
\$30,693		1.0 School Clerical	1.0	\$44,801	
<b>\$548,916</b>		<b>12.5 Total</b>	<b>12.5</b>	<b>\$575,029</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$27,152	1.0 Bakers	1.0		\$32,563
	\$93,127	8.0 Cafeteria Helpers	8.0		\$90,044
	<b>\$185,287</b>	<b>11.0 School Nutrition Total</b>	<b>11.0</b>		<b>\$196,734</b>
<b>\$7,019,225</b>	<b>\$428,244</b>	<b>120.2 Dr. Arthur F. Sullivan Middle School Total Salaries</b>	<b>117.2</b>	<b>\$6,797,672</b>	<b>\$438,948</b>
	<b>2015-2016</b>	<b>Dr. Arthur F. Sullivan Middle School Budget</b>		<b>2016-2017</b>	
\$7,019,225		Total Salaries		\$6,797,672	
\$693,358		500103-92000 Student Transportation		\$724,013	
\$19,376		500130-92000 Security Guards		\$23,267	
\$245,137		500146-92000 Electricity		\$221,347	
\$57,622		500146-92000 Natural Gas		\$68,435	
\$16,073		500152-92000 Rubbish Removal		\$17,020	
\$59,034		500-92204 Instructional Materials		\$59,208	
\$8,109,826		<b>Dr. Arthur F. Sullivan Middle School Total Budget</b>		<b>\$7,910,962</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	95.4%

## 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	40.5%
Special Education	22.0%
English Language Learners	23.9%
African American	10.8%
Asian	5.7%
Hispanic	30.1%
Native American	0.1%
White	47.9%
Multi-Race, Non-Hispanic	5.5%

## School Accountability Plan

- Our long term goal is to halve the proficiency gap by 2017. Our goal is to achieve a CPI of 93.1 in 2016-17 as demonstrated by the English Language Arts state-wide assessment. Our goal is to increase the SWD population's CPI and SGP by 20% for grade 7 and 8 as demonstrated by the English Language Arts state-wide assessment. 100% of students will show academic gains as measured by the English Language Arts grade-level common pre/post-tests assessments.
- 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.
- 100% of families will receive positive monthly focus related communication from the school. In order to increase two-way communication, each family will be invited to positive events at the school at least 4 times throughout the year with at least 50% attendance in 2015-2016.
- 100% of staff, students, families, and community partners will be able to articulate the school-wide focus, the best practices, and school events and activities.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 62.0%
- All Grades - Math 51.0%

Student Growth Percentile

- ELA 59.0%
- Mathematics 64.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$135,975		1.0 Principal	1.0	\$135,175	
\$230,984		2.0 Assistant Principal	2.0	\$231,720	
<b>\$366,960</b>		<b>3.0 Total</b>	<b>3.0</b>	<b>\$366,895</b>	
		<b>Teacher</b>			
\$814,231		11.0 English/Reading/Literacy	11.0	\$810,744	
\$740,210		10.0 Math	10.0	\$737,040	
\$148,042		2.0 English Language Learner	2.0	\$147,408	
\$592,168		8.0 History & Social Sciences	8.0	\$589,632	
\$222,063		3.0 World Language	3.0	\$221,112	
\$666,189		9.0 Science	9.0	\$663,336	
\$148,042		2.0 Physical Education	2.0	\$147,408	
\$74,021		1.0 Health & Safety	1.0	\$73,704	
\$74,021		1.0 Art	1.0	\$73,704	
\$74,021		1.0 Music	1.0	\$73,704	
\$74,021		1.0 Business & Technology	1.0	\$73,704	
\$74,021		1.0 Occupational Arts	1.0	\$73,704	
\$74,021		1.0 Librarians	1.0	\$73,704	
\$148,042		2.0 Guidance	2.0	\$147,408	
\$59,217		0.8 Psychologists	0.8	\$58,963	
\$118,434		1.6 School Adjustment Counselor	1.6	\$117,926	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 AVID	1.0	\$73,704	
\$1,036,294		14.0 Special Education	14.0	\$1,031,856	
<b>\$5,211,078</b>	<b>\$74,021</b>	<b>71.4 Teacher Total</b>	<b>71.4</b>	<b>\$5,188,762</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$253,405	\$225,249	17.0 Special Education	17.0	\$252,765	\$224,680
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$281,561</b>	<b>\$225,249</b>	<b>18.0 Instructional Assistants Total</b>	<b>18.0</b>	<b>\$280,850</b>	<b>\$224,680</b>
\$120,389		2.0 School Nurse	2.0	\$138,097	
\$224,207		5.0 Custodian	5.0	\$230,797	
\$109,348		2.0 Administrative Clerical	2.0	\$103,697	
\$41,478		1.5 School Clerical	1.5	\$42,647	
<b>\$495,422</b>		<b>10.5 Total</b>	<b>10.5</b>	<b>\$515,239</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$27,152	1.0 Bakers	1.0		\$32,563
	\$81,486	7.0 Cafeteria Helpers	7.0		\$78,789
	<b>\$173,646</b>	<b>10.0 School Nutrition Total</b>	<b>10.0</b>		<b>\$185,479</b>
<b>\$6,355,021</b>	<b>\$472,916</b>	<b>112.9 Forest Grove Middle School Total Salaries</b>	<b>112.9</b>	<b>\$6,351,746</b>	<b>\$483,862</b>
	<b>2015-2016</b>	<b>Forest Grove Middle School Budget</b>		<b>2016-2017</b>	
\$6,355,021		Total Salaries		\$6,351,746	
\$739,582		500103-92000 Student Transportation		\$772,281	
\$136,660		500146-92000 Electricity		\$125,428	
\$75,170		500146-92000 Natural Gas		\$72,963	
\$11,206		500152-92000 Rubbish Removal		\$11,866	
\$8,360		500-91000 AVID Fees		\$8,360	
\$53,998		500-92204 Instructional Materials		\$57,014	
\$7,379,998		<b>Forest Grove Middle School Total Budget</b>		<b>\$7,399,658</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	94.9%

## Instructional Focus

Our goal is for students to become critical thinkers who are able to demonstrate their reasoning and application of academic concepts through clear, coherent writing.

## Student Demographics

Low Income	64.2%
Special Education	18.1%
English Language Learners	39.2%
African American	20.7%
Asian	7.8%
Hispanic	44.2%
Native American	0.1%
White	22.1%
Multi-Race, Non-Hispanic	4.9%

## School Accountability Plan

- External Goal 1: One hundred percent of our students will show improvement in reading comprehension and writing skills as demonstrated by state assessment results. Eighty percent of our students will demonstrate proficiency in reading and writing skills as measured by common interim assessments. Students who do not demonstrate proficiency will be provided with academic support and additional opportunities to demonstrate proficiency, and they will be monitored for sustained improvement on subsequent assessments.
- Student assemblies to teach and re-teach school-wide behavioral expectations STAR bucks to address targeted behaviors will be conducted on an as-needed basis. School wide reward events will be held each quarter to reinforce school expectations for positive behavior. A targeted team of students with high frequency behavioral problems or more intense emotional needs will be developed. After School Clubs will promote sense of community.
- One hundred percent of our stakeholders, teachers, parents and students will receive information about our school focus, best practices and our plan to achieve WPS goals. We will increase communication by 10% via Site Council meetings, newsletters, emails, and Connect-ed messages.
- One hundred percent of our families will participate in a school-based event to increase family involvement in our school. We will increase by 10% the number of family events held at our school.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 47.0%
- All Grades - Math 23.0%

Student Growth Percentile

- ELA 63.0%
- Mathematics 48.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$140,174		1.0 Principal	1.0	\$140,605	
\$224,425		2.0 Assistant Principal	2.0	\$236,386	
<b>\$364,599</b>		<b>3.0 Total</b>	<b>3.0</b>	<b>\$376,991</b>	
		<b>Teacher</b>			
\$740,210		10.0 English/Reading/Literacy	10.0	\$737,040	
\$666,189		9.0 Math	8.0	\$589,632	
\$222,063		3.0 English Language Learner	3.0	\$221,112	
\$518,147		7.0 History & Social Sciences	7.0	\$515,928	
\$74,021		1.0 World Language	1.0	\$73,704	
\$666,189		9.0 Science	9.0	\$663,336	
\$148,042		2.0 Physical Education	2.0	\$147,408	
\$74,021		1.0 Health & Safety	1.0	\$73,704	
\$148,042		2.0 Art	2.0	\$147,408	
\$148,042		2.0 Music	2.0	\$147,408	
\$148,042		2.0 Business & Technology	2.0	\$147,408	
\$74,021		1.0 Librarians	1.0	\$73,704	
\$148,042		2.0 Guidance	2.0	\$147,408	
\$44,413		0.6 Psychologists	0.6	\$44,222	
\$103,629		1.4 School Adjustment Counselor	1.4	\$103,186	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 AVID	1.0	\$73,704	
\$814,231		11.0 Special Education	11.0	\$810,744	
<b>\$4,811,365</b>	<b>\$74,021</b>	<b>66.0 Teacher Total</b>	<b>65.0</b>	<b>\$4,717,056</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$140,781		5.0 Special Education	5.0	\$140,425	
<b>\$140,781</b>		<b>5.0 Instructional Assistants Total</b>	<b>5.0</b>	<b>\$140,425</b>	
\$120,389		2.0 School Nurse	2.0	\$138,097	
\$179,366		4.0 Custodian	4.0	\$184,638	
\$106,877		2.0 Administrative Clerical	2.0	\$106,411	
\$32,878		1.0 School Clerical	1.0	\$33,213	
<b>\$439,509</b>		<b>9.0 Total</b>	<b>9.0</b>	<b>\$462,359</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
		Cooks			
	\$116,408	10.0 Cafeteria Helpers	10.0		\$112,555
	<b>\$154,263</b>	<b>11.0 School Nutrition Total</b>	<b>11.0</b>		<b>\$154,119</b>
<b>\$5,756,253</b>	<b>\$228,284</b>	<b>94.0 Worcester East Middle School Total Salaries</b>	<b>93.0</b>	<b>\$5,696,830</b>	<b>\$227,823</b>
	<b>2015-2016</b>	<b>Worcester East Middle School Budget</b>		<b>2016-2017</b>	
\$5,756,253		Total Salaries		\$5,696,830	
\$231,119		500103-92000 Student Transportation		\$241,338	
\$67,863		500146-92000 Electricity		\$65,315	
\$133,797		500146-92000 Natural Gas		\$124,843	
\$12,257		500152-92000 Rubbish Removal		\$12,979	
\$8,360		500-91000 AVID Fees		\$8,360	
\$45,646		500-92204 Instructional Materials		\$45,646	
\$6,255,296		<b>Worcester East Middle School Total Budget</b>		<b>\$6,195,310</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	74.9%
Special Education	16.0%
English Language Learners	58.8%
African American	22.0%
Asian	9.5%
Hispanic	47.6%
Native American	0.3%
White	18.0%
Multi-Race, Non-Hispanic	2.6%

## 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 2016 is to achieve a CPI of 78.5 in ELA and a median SGP of 51 or higher.
- One hundred percent will demonstrate improvement in positive, on-task behavior and decision-making to stay engaged in learning.
- One hundred percent of staff, families, business, and community partners will be notified of opportunities to monitor, evaluate, and discuss our academic goals and best practices.
- Expand opportunities for parents and families to participate in classroom and school activities that promote student learning and growth and build effective home-school partnerships.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 29.0%
- All Grades - Math 35.0%

Student Growth Percentile

- ELA 59.0%
- Mathematics 47.5%

2015-2016 Adopted Budget			2016-2017 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>					
\$125,432		1.0 Principal	1.0	\$126,319	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$208,744</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$209,314</b>	
		<b>Teacher</b>			
\$1,702,483		23.0 Elementary	24.0	\$1,768,896	
\$296,084		4.0 English Language Learner	4.0	\$294,816	
\$74,021		1.0 Preschool	1.0	\$73,704	
\$59,217		0.8 Physical Education	0.8	\$58,963	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$66,619		0.9 Art	0.9	\$66,334	
\$66,619		0.9 Music	0.9	\$66,334	
\$29,608		0.4 Psychologists	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$148,042		2.0 Special Education	2.0	\$147,408	
\$74,021		1.0 Intervention Teacher	1.0	\$73,704	
<b>\$2,605,539</b>	<b>\$74,021</b>	<b>36.2 Teacher Total</b>	<b>37.2</b>	<b>\$2,668,085</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
	\$28,156	1.0 Preschool	1.0		\$28,085
\$56,312		2.0 Special Education	2.0	\$56,170	
\$28,156		1.0 ADA - Instructional Assistants	1.0	\$28,085	
<b>\$84,468</b>	<b>\$28,156</b>	<b>4.0 Instructional Assistants Total</b>	<b>4.0</b>	<b>\$84,255</b>	<b>\$28,085</b>
		<b>Others</b>			
\$156,945		3.5 Custodian	3.5	\$161,558	
<b>\$156,945</b>		<b>3.5 Others Total</b>	<b>3.5</b>	<b>\$161,558</b>	
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$54,325		2.0 School Clerical	1.5	\$42,442	
<b>\$155,815</b>		<b>6.0 Total</b>	<b>5.5</b>	<b>\$150,495</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$54,305	2.0 Cooks	2.0		\$65,126
	\$69,845	6.0 Cafeteria Helpers	6.0		\$67,533
	<b>\$162,005</b>	<b>9.0 School Nutrition Total</b>	<b>9.0</b>		<b>\$174,223</b>
<b>\$3,211,512</b>	<b>\$264,182</b>	<b>60.7 Belmont Street Community School Total Salaries</b>	<b>61.2</b>	<b>\$3,273,707</b>	<b>\$276,012</b>
	<b>2015-2016</b>	<b>Belmont Street Community School Budget</b>		<b>2016-2017</b>	
\$3,211,512		Total Salaries		\$3,273,707	
\$92,448		500103-92000 Student Transportation		\$96,535	
\$90,883		500146-92000 Electricity		\$89,066	
\$36,493		500146-92000 Natural Gas		\$38,670	
\$10,408		500152-92000 Rubbish Removal		\$11,021	
\$32,332		500-92204 Instructional Materials		\$34,397	
\$3,474,075		<b>Belmont Street Community School Total Budget</b>		\$3,543,397	



# 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	94.4%

## Instructional Focus

Comprehension is Power.

## Student Demographics

Low Income	67.9%
Special Education	19.6%
English Language Learners	46.0%
African American	15.2%
Asian	2.7%
Hispanic	53.1%
Native American	0.0%
White	25.0%
Multi-Race, Non-Hispanic	4.0%

## 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 2016 is to achieve a CPI of 74.7 in ELA. Our goal is to increase proficiency by 8% from the previous year in reading by June of 2016. Our long term goal is to halve the proficiency gap by 2018.
- 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. In addition to the 100% 9.2% of the population (STEP) will be provided with extra support through our check and connect system of support by the STEP clinician and STEP FIC, along with an internal behavior management system.
- 100% of our families will receive personalized school to home communication. Our goal is to refine external announcements and communication and 2 way communication for maximum effectiveness.
- Our goal is to improve family and school partnerships for the 2015 school year. 100% of our families will be invited to attend monthly PTO Meetings, and Family Engagement Activities. We will work collaboratively with all stake-holders to improve parent participation and increase student.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

■ All Grades - ELA	38.0%
■ All Grades - Math	34.0%

Student Growth Percentile

■ ELA	48.0%
■ Mathematics	60.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$121,937		1.0 Principal	1.0	\$126,337	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$205,249</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$209,332</b>	
		<b>Teacher</b>			
\$888,252		12.0 Elementary	12.0	\$884,448	
\$74,021		1.0 English Language Learner	1.0	\$73,704	
\$29,608		0.4 Physical Education	0.4	\$29,482	
	\$74,021	1.0 Health & Safety	1.0		\$73,704
\$29,608		0.4 Art	0.4	\$29,482	
\$44,413		0.6 Music	0.6	\$44,222	
	\$74,021	1.0 Librarians	1.0		\$73,704
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$296,084		4.0 Special Education	4.0	\$294,816	
	\$74,021	1.0 Wrap Around Zone Coordinator	1.0		\$73,704
	\$74,021	1.0 Lead Teacher	1.0		\$73,704
\$297,000		Level 4 Stipends - Teachers			\$297,000
<b>\$1,733,007</b>	<b>\$370,105</b>	<b>24.4 Teacher Total</b>	<b>24.4</b>	<b>\$1,429,858</b>	<b>\$665,520</b>
		<b>Instructional Assistants</b>			
\$112,625		4.0 Special Education	4.0	\$112,340	
\$51,972		Level 4 Stipends - IAs			\$51,972
<b>\$164,597</b>		<b>4.0 Instructional Assistants Total</b>	<b>4.0</b>	<b>\$112,340</b>	<b>\$51,972</b>
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$7,750	\$4,400	Level 4/ELT Stipends -Nurses		\$7,750	\$4,400
\$44,841		1.0 Custodian	1.0	\$46,159	
\$34,254		1.0 School Clerical	1.0	\$34,447	
<b>\$158,359</b>	<b>\$4,400</b>	<b>5.0 Total</b>	<b>5.0</b>	<b>\$167,657</b>	<b>\$4,400</b>
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$2,261,212</b>	<b>\$386,146</b>	<b>36.4 Burncoat Street Preparatory School Total Salaries</b>	<b>36.4</b>	<b>\$1,919,187</b>	<b>\$733,148</b>
<b>2015-2016</b>	<b>Burncoat Street Preparatory School Budget</b>			<b>2016-2017</b>	
\$2,261,212		Total Salaries		\$1,919,187	
\$115,560		500103-92000 Student Transportation		\$120,669	
\$14,821		500146-92000 Electricity		\$19,992	
\$26,828		500146-92000 Natural Gas		\$26,847	
\$3,131		500152-92000 Rubbish Removal		\$3,316	
\$17,222		500-92204 Instructional Materials		\$17,933	
\$2,438,775		<b>Burncoat Street Preparatory School Total Budget</b>		<b>\$2,107,944</b>	



# 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	94.5%

## Instructional Focus

Students work daily with our instructional staff to become proficient readers and writers who can think critically and apply problem-solving and inquiry-based techniques in math, science, and the social sciences. Teachers use a set of defined, research-based, best practices to ensure that all students receive high-quality instruction, in every classroom, every day. Student growth will be measured by teacher school-wide formative assessments, district-wide benchmarks, and statewide summative assessments. Families are integral partners in their children's learning. Students practice these real-world skills every day, in every classroom.

## Student Demographics

Low Income	66.2%
Special Education	17.3%
English Language Learners	60.0%
African American	10.8%
Asian	17.3%
Hispanic	50.5%
Native American	0.5%
White	18.4%
Multi-Race, Non-Hispanic	2.4%

## School Accountability Plan

- One hundred percent of students will demonstrate growth in reading comprehension as measured by the MCAS and the Fountas & Pinnell BAS. Using the F & P BAS and Progress Monitoring expectations chart, 90% of our students who are currently reading at or above grade level will make at least one year's growth. On MCAS, we will reach our annual CPI target this year of 83.2 and our median student growth will be no less than 60. Finally, we will increase the amount of students scoring Advanced by at least 10% and we will decrease the amount of students scoring Warning by at least 10%.
- All teachers will create and maintain a safe and collaborative learning environment that motivates students to take academic risks, challenge themselves, and claim ownership of learning. This will be measured by classroom observations and improve student outcomes.
- The administration and faculty at Canterbury Street School will adopt practices that facilitate and strengthen communication amongst all colleagues. Teachers and administration will have a shared responsibility to create and disseminate information throughout the building to allow for maximum impact on student learning.
- All teachers will promote the learning and growth of students through effective partnerships with families, caregivers, community members, and organizations.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 28.0%
- All Grades - Math 21.0%

Student Growth Percentile

- ELA 62.0%
- Mathematics 40.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$113,114		1.0 Principal	1.0	\$116,603	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$196,426</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$199,598</b>	
		<b>Teacher</b>			
\$1,184,336		16.0 Elementary	16.0	\$1,179,264	
\$148,042		2.0 English Language Learner	2.0	\$147,408	
\$74,021		1.0 Preschool	1.0	\$73,704	
\$51,815		0.7 Physical Education	0.7	\$51,593	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$51,815		0.7 Art	0.7	\$51,593	
\$51,815		0.7 Music	0.7	\$51,593	
\$29,608		0.4 Psychologists	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$444,126		6.0 Special Education	5.0	\$368,520	
<b>\$2,124,403</b>	<b>\$74,021</b>	<b>29.7 Teacher Total</b>	<b>28.7</b>	<b>\$2,041,601</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
	\$28,156	1.0 Preschool	1.0		\$28,085
\$140,781		5.0 Special Education	5.0	\$140,425	
<b>\$140,781</b>	<b>\$28,156</b>	<b>6.0 Instructional Assistants Total</b>	<b>6.0</b>	<b>\$140,425</b>	<b>\$28,085</b>
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$33,959		6.0 Crossing Guard	6.0	\$30,755	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$112,104		2.5 Custodian	2.5	\$115,399	
\$31,163		1.0 School Clerical	1.0	\$31,177	
<b>\$267,396</b>		<b>11.5 Total</b>	<b>11.5</b>	<b>\$275,132</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$58,204	5.0 Cafeteria Helpers	5.0		\$56,278
	<b>\$123,212</b>	<b>7.0 School Nutrition Total</b>	<b>7.0</b>		<b>\$130,404</b>
<b>\$2,729,005</b>	<b>\$225,389</b>	<b>56.2 Canterbury Street Magnet School Total Salaries</b>	<b>55.2</b>	<b>\$2,656,756</b>	<b>\$232,193</b>
<b>2015-2016</b>	<b>Canterbury Street Magnet School Budget</b>			<b>2016-2017</b>	
\$2,729,005		Total Salaries		\$2,656,756	
\$115,560		500103-92000 Student Transportation		\$120,669	
\$48,724		500146-92000 Electricity		\$45,435	
\$36,694		500146-92000 Natural Gas		\$35,273	
\$8,237		500152-92000 Rubbish Removal		\$8,723	
\$22,243		500-92204 Instructional Materials		\$21,830	
\$2,960,462		<b>Canterbury Street Magnet School Total Budget</b>		<b>\$2,888,686</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	94.6%

## Instructional Focus

All students at Chandler Elementary Community School will read fluently, comprehend deeply, think critically, respond effectively, and write for a variety of purposes. This will be accomplished through a school wide effort and use of a set of identified evidence based best practices.

## Student Demographics

Low Income	73.3%
Special Education	10.2%
English Language Learners	64.9%
African American	12.6%
Asian	8.6%
Hispanic	61.1%
Native American	0.0%
White	15.6%
Multi-Race, Non-Hispanic	2.2%

## School Accountability Plan

- 100% of students will demonstrate growth in reading comprehension as measured by the MCAS and the Fountas & Pinnell BAS. Using the F & P BAS and Progress Monitoring expectations chart, 90% of our students who are currently reading at or above grade level will make at least one year's growth. On MCAS, we will reach our annual CPI target of 75.9 this year and our median student growth will be no less than 60. Our goal is to earn an annual PPI of 100 in order to meet the CPI target.
- 100% of all of our teachers will create and maintain a safe and collaborative practice learning environment that motivates students to take academic risks, challenge themselves, and claim ownership of their learning. This will be measured by classroom observations and improved student outcomes.
- Increase internal and external communication of best practices, SMARTe goals and data for all stakeholders. 100% of families will be provided with ongoing communication by classroom teachers and the administration to ensure active parental participation.
- To increase the percent of families participating in family involvement opportunities aligned to our school focus. All teachers will promote the learning and growth of students through effective partnerships with families, caregivers, community members, and organizations.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 45.0%
- All Grades - Math 39.0%

Student Growth Percentile

- ELA 80.0%
- Mathematics 51.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$132,949		1.0 Principal	1.0	\$137,061	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$216,261</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$220,056</b>	
		<b>Teacher</b>			
\$1,554,441		21.0 Elementary	23.0	\$1,695,192	
\$296,084		4.0 English Language Learner	4.0	\$294,816	
\$66,619		0.9 Physical Education	0.9	\$66,334	
\$37,011		0.5 Health & Safety	0.5	\$36,852	
\$51,815		0.7 Art	0.7	\$51,593	
\$22,206		0.3 Music	0.3	\$22,111	
	\$37,011	0.5 Librarians	0.5		\$36,852
\$29,608		0.4 Psychologists	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$148,042		2.0 Special Education	2.0	\$147,408	
	\$74,021	1.0 Wrap Around Zone Coordinator	1.0		\$73,704
	\$74,021	1.0 Lead Teacher	1.0		\$73,704
\$371,250		Level 4 Stipends - Teachers			\$371,250
<b>\$2,651,097</b>	<b>\$259,074</b>	<b>34.3 Teacher Total</b>	<b>36.3</b>	<b>\$2,417,491</b>	<b>\$629,214</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 Special Education	1.0	\$28,085	
\$45,887		Level 4 Stipends - IAs			\$45,887
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$102,199</b>		<b>2.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$56,170</b>	<b>\$45,887</b>
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$7,750	\$4,400	Level 4/ELT Stipends -Nurses		\$7,750	\$4,400
\$89,683		2.0 Custodian	2.0	\$92,319	
\$30,072		1.0 School Clerical	1.0	\$31,019	
<b>\$228,995</b>	<b>\$4,400</b>	<b>7.0 Total</b>	<b>7.0</b>	<b>\$239,140</b>	<b>\$4,400</b>
		<b>School Nutrition</b>			
	\$46,563	4.0 Cafeteria Helpers	4.0		\$45,022
	<b>\$46,563</b>	<b>4.0 School Nutrition Total</b>	<b>4.0</b>		<b>\$45,022</b>
<b>\$3,198,552</b>	<b>\$310,037</b>	<b>49.3 Chandler Elementary School Total Salaries</b>	<b>51.3</b>	<b>\$2,932,857</b>	<b>\$724,523</b>
	<b>2015-2016</b>	<b>Chandler Elementary School Budget</b>		<b>2016-2017</b>	
	\$3,198,552	Total Salaries		\$2,932,857	
	\$69,336	500103-92000 Student Transportation		\$72,401	
	\$90,117	500136-92000 Building or Parking Lot Rentals		\$204,264	
	\$39,143	500146-92000 Electricity		\$40,370	
	\$22,076	500146-92000 Natural Gas		\$10,232	
	\$5,311	500152-92000 Rubbish Removal		\$5,623	
	\$36,024	500-92204 Instructional Materials		\$39,500	
	\$3,460,558	<b>Chandler Elementary School Total Budget</b>		\$3,305,249	



# 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	95.6%

## Instructional Focus

The Chandler Magnet School will increase and expand student comprehension in ELA and mathematics by making connections to student background knowledge and implementing focused and targeted teacher and student questioning to deepen student understanding.

## Student Demographics

Low Income	63.9%
Special Education	15.8%
English Language Learners	76.4%
African American	5.1%
Asian	3.9%
Hispanic	73.7%
Native American	0.0%
White	15.0%
Multi-Race, Non-Hispanic	2.3%

## School Accountability Plan

- 100% of our students will show improvement in READING as demonstrated by the administration of ELA PARCC, MAP, F&P Benchmark Assessments, Dibels
- 100% of our students and staff will participate in PBIS (Positive Behavior Intervention Systems) and implement Responsive Classroom's Morning Meeting to build community. 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.
- 100% of our families will receive communication updates quarterly. Updates will focus on best practices, current events, information and academic ideas for the home/school connection.
- Chandler Magnet will increase the participation of families in school based events by 10 %

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 13.0%
- All Grades - Math 8.0%

Student Growth Percentile

- ELA 53.0%
- Mathematics 44.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$142,264		1.0 Principal	1.0	\$142,769	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$225,576</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$225,764</b>	
		<b>Teacher</b>			
\$962,273		13.0 Elementary	12.0	\$884,448	
\$1,110,315		15.0 English Language Learner	15.0	\$1,105,560	
	\$74,021	1.0 Preschool	1.0		\$73,704
\$66,619		0.9 Physical Education	0.9	\$66,334	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$74,021		1.0 Art	1.0	\$73,704	
\$74,021		1.0 Music	1.0	\$73,704	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$444,126		6.0 Special Education	6.0	\$442,224	
	\$74,021	1.0 Wrap Around Zone Coordinator	1.0		\$73,704
<b>\$2,820,200</b>	<b>\$222,063</b>	<b>41.1 Teacher Total</b>	<b>40.1</b>	<b>\$2,734,418</b>	<b>\$221,112</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 English Language Learner	1.0	\$28,085	
	\$28,156	1.0 Preschool	1.0		\$28,085
\$140,781		5.0 Special Education	5.0	\$140,425	
\$28,156		1.0 ADA - Instructional Assistants	1.0	\$28,085	
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$225,249</b>	<b>\$28,156</b>	<b>9.0 Instructional Assistants Total</b>	<b>9.0</b>	<b>\$224,680</b>	<b>\$28,085</b>
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$5,660		1.0 Crossing Guard	1.0	\$5,126	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$156,945		3.5 Custodian	3.5	\$161,558	
\$26,534		1.0 School Clerical	1.0	\$27,240	
<b>\$279,309</b>		<b>7.5 Total</b>	<b>7.5</b>	<b>\$291,725</b>	
		<b>School Nutrition</b>			
		1.0 Cooks	1.0		\$32,563
	\$69,845	6.0 Cafeteria Helpers	6.0		\$67,533
	<b>\$69,845</b>	<b>7.0 School Nutrition Total</b>	<b>7.0</b>		<b>\$100,096</b>
<b>\$3,550,335</b>	<b>\$320,064</b>	<b>66.6 Chandler Magnet School Total Salaries</b>	<b>65.6</b>	<b>\$3,476,588</b>	<b>\$349,293</b>
	<b>2015-2016</b>	<b>Chandler Magnet School Budget</b>		<b>2016-2017</b>	
\$3,550,335		Total Salaries		\$3,476,588	
\$439,127		500103-92000 Student Transportation		\$458,542	
\$78,063		500146-92000 Electricity		\$68,038	
\$76,362		500146-92000 Natural Gas		\$85,163	
\$10,079		500152-92000 Rubbish Removal		\$10,672	
\$27,907		500-92204 Instructional Materials		\$27,494	
\$4,181,872		<b>Chandler Magnet School Total Budget</b>		<b>\$4,126,497</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	94.3%

## 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	67.9%
Special Education	18.8%
English Language Learners	44.7%
African American	12.2%
Asian	3.3%
Hispanic	51.8%
Native American	0.0%
White	28.0%
Multi-Race, Non-Hispanic	4.8%

## School Accountability Plan

- CV will use the data cycle and intervention model to improve writing across the curriculum which will support higher order thinking in content areas. ELA CPI on PARCC will increase 6.1 points from 73.9 to 80 CPI.
- Decrease suspensions of general education programs by 10%
- 
- Increase communication to parents from quarterly to monthly.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 34.0%
- All Grades - Math 20.0%

Student Growth Percentile

- ELA 56.0%
- Mathematics 43.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$112,952		1.0 Principal	1.0	\$112,211	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$196,264</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$195,206</b>	
		<b>Teacher</b>			
\$1,628,462		22.0 Elementary	22.0	\$1,621,488	
\$222,063		3.0 English Language Learner	3.0	\$221,112	
	\$74,021	1.0 Preschool	1.0		\$73,704
\$59,217		0.8 Physical Education	0.8	\$58,963	
\$22,206		0.3 Health & Safety	0.3	\$22,111	
\$74,021		1.0 Art	1.0	\$73,704	
\$88,825		1.2 Music	1.2	\$88,445	
\$37,011		0.5 Psychologists	0.5	\$36,852	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$148,042	2.0 Instructional Coach	2.0		\$147,408
\$370,105		5.0 Special Education	5.0	\$368,520	
	\$557,178	Extended Learning Stipends			\$557,178
<b>\$2,575,931</b>	<b>\$779,241</b>	<b>37.8 Teacher Total</b>	<b>37.8</b>	<b>\$2,564,899</b>	<b>\$778,290</b>
		<b>Instructional Assistants</b>			
	\$28,156	1.0 Preschool	1.0		\$28,085
\$140,781		5.0 Special Education	5.0	\$140,425	
\$28,156		1.0 ADA - Instructional Assistants	1.0	\$28,085	
	\$36,903	Extended Learning Stipends			\$36,903
<b>\$168,937</b>	<b>\$65,059</b>	<b>7.0 Instructional Assistants Total</b>	<b>7.0</b>	<b>\$168,510</b>	<b>\$64,988</b>
\$22,639		4.0 Crossing Guard	4.0	\$20,504	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$7,750	\$4,400	Level 4/ELT Stipends -Nurses		\$7,750	\$4,400
\$134,524		3.0 Custodian	3.0	\$138,478	
\$57,503		2.0 School Clerical	2.0	\$58,204	
<b>\$282,611</b>	<b>\$4,400</b>	<b>10.0 Total</b>	<b>10.0</b>	<b>\$293,985</b>	<b>\$4,400</b>
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$69,845	6.0 Cafeteria Helpers	6.0		\$67,533
	<b>\$134,853</b>	<b>8.0 School Nutrition Total</b>	<b>8.0</b>		<b>\$141,660</b>
<b>\$3,223,742</b>	<b>\$983,553</b>	<b>64.8 City View Discovery School Total Salaries</b>	<b>64.8</b>	<b>\$3,222,600</b>	<b>\$989,338</b>
	<b>2015-2016</b>	<b>City View Discovery School Budget</b>		<b>2016-2017</b>	
	\$3,223,742	Total Salaries		\$3,222,600	
	\$346,679	500103-92000 Student Transportation		\$362,007	
	\$59,548	500146-92000 Electricity		\$59,107	
	\$32,753	500146-92000 Natural Gas		\$39,747	
	\$9,610	500152-92000 Rubbish Removal		\$10,176	
	\$30,739	500-92204 Instructional Materials		\$29,028	
	\$3,703,072	<b>City View Discovery School Total Budget</b>		\$3,722,665	



# Clark Street Developmental Learning School

280 Clark Street  
Worcester, MA 01605  
(508) 799-3545

**Principal:** Principal Selection In Process

## Quick Facts

Quadrant	Burncoat
Grades	K to 6
Year Built	1953
Square Footage	38,250
Enrollment	289
Graduation Rates	N/A
Student Attendance	93.8%

## 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	71.5%
Special Education	23.7%
English Language Learners	53.4%
African American	15.7%
Asian	4.4%
Hispanic	51.0%
Native American	0.0%
White	23.7%
Multi-Race, Non-Hispanic	5.2%

## 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 statewide testing and school based Benchmark Assessment. No less than 80% of students will show growth to the next performance level. The remaining 20% will show growth within their performance level. There will be a 50% reduction in the proficiency gap.
- 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.
- All families will be provided with multiple means of communication during the school year to provide notice of events for children and families and curriculum being taught in the classroom.
- 100% of our Families will have opportunities to participate in family learning events on a twice a year to reinforce our school focus and best practices.

## Standardized Testing

% of Proficient or Above	
% Met or Exceed Expectations	
■ All Grades - ELA	38.0%
■ All Grades - Math	20.0%
Student Growth Percentile	
■ ELA	61.0%
■ Mathematics	58.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$129,168		1.0 Principal	1.0	\$129,564	
<b>\$129,168</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$129,564</b>	
		<b>Teacher</b>			
\$962,273		13.0 Elementary	13.0	\$958,152	
\$74,021		1.0 English Language Learner	1.0	\$73,704	
\$74,021		1.0 Preschool			
\$37,011		0.5 Physical Education	0.5	\$36,852	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$44,413		0.6 Art	0.6	\$44,222	
\$66,619		0.9 Music	0.9	\$66,334	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$148,042		2.0 Special Education	2.0	\$147,408	
		Other	1.0	\$73,704	
<b>\$1,487,822</b>	<b>\$74,021</b>	<b>21.1 Teacher Total</b>	<b>21.1</b>	<b>\$1,481,450</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 Preschool			
\$28,156		1.0 Special Education	1.0	\$28,085	
<b>\$56,312</b>		<b>2.0 Instructional Assistants Total</b>	<b>1.0</b>	<b>\$28,085</b>	
\$59,952		2.0 English Language Tutor	1.5	\$31,517	
\$16,980		3.0 Crossing Guard	3.0	\$15,378	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$89,683		2.0 Custodian	2.0	\$92,319	
\$28,873		1.0 School Clerical	1.0	\$28,888	
<b>\$255,682</b>		<b>9.0 Total</b>	<b>8.5</b>	<b>\$237,150</b>	
		<b>School Nutrition</b>			
	\$23,282	2.0 Cafeteria Helpers	2.0		\$22,511
	<b>\$23,282</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$22,511</b>
<b>\$1,928,984</b>	<b>\$97,303</b>	<b>35.1 Clark Street Developmental Learning School Total Salaries</b>	<b>33.6</b>	<b>\$1,876,250</b>	<b>\$96,215</b>
	<b>2015-2016</b>	<b>Clark Street Developmental Learning School Budget</b>		<b>2016-2017</b>	
\$1,928,984		Total Salaries		\$1,876,250	
\$115,560		500103-92000 Student Transportation		\$120,669	
\$30,722		500146-92000 Electricity		\$16,080	
\$39,066		500146-92000 Natural Gas		\$32,989	
\$9,262		500152-92000 Rubbish Removal		\$9,808	
\$17,051		500-92204 Instructional Materials		\$14,573	
\$2,140,645		<b>Clark Street Developmental Learning School Total Budget</b>		<b>\$2,070,369</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	94.3%

## 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	67.1%
Special Education	20.2%
English Language Learners	51.1%
African American	11.8%
Asian	10.7%
Hispanic	47.4%
Native American	0.0%
White	24.8%
Multi-Race, Non-Hispanic	5.3%

## School Accountability Plan

- 100% of our students will show improvement in reading and writing as demonstrated by the administration of the state assessment (PARCC). The school-wide cumulative performance index (CPI) targets will increase from 79 (PARCC CPI, 2015) with respect to proficiency gap narrowing to a CPI of 86.6 on the 2016 assessment. 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.
- CPPA will increase the number of stakeholders participating in school wide initiatives in order to support community engagement, communication and community partnerships. 100% of all stakeholders will be invited and encouraged to work collaboratively to increase student achievement and service.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 38.0%
- All Grades - Math 21.0%

Student Growth Percentile

- ELA 31.0%
- Mathematics 20.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$112,205		1.0 Principal	1.0	\$112,573	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$195,517</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$195,568</b>	
		<b>Teacher</b>			
\$1,332,378		18.0 Elementary	18.0	\$1,326,672	
\$148,042		2.0 English Language Learner	2.0	\$147,408	
\$74,021		1.0 Preschool	1.0	\$73,704	
\$51,815		0.7 Physical Education	0.7	\$51,593	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$59,217		0.8 Art	0.8	\$58,963	
\$59,217		0.8 Music	0.8	\$58,963	
\$44,413		0.6 Psychologists	0.6	\$44,222	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$370,105		5.0 Special Education	5.0	\$368,520	
<b>\$2,220,630</b>	<b>\$74,021</b>	<b>31.0 Teacher Total</b>	<b>31.0</b>	<b>\$2,211,120</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
	\$28,156	1.0 Preschool	1.0		\$28,085
\$112,625		4.0 Special Education	4.0	\$112,340	
\$28,156		1.0 ADA - Instructional Assistants	1.0	\$28,085	
<b>\$140,781</b>	<b>\$28,156</b>	<b>6.0 Instructional Assistants Total</b>	<b>6.0</b>	<b>\$140,425</b>	<b>\$28,085</b>
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$22,639		4.0 Crossing Guard	4.0	\$20,504	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$89,683		2.0 Custodian	2.0	\$92,319	
\$28,873		1.0 School Clerical	1.0	\$28,888	
<b>\$231,366</b>		<b>9.0 Total</b>	<b>9.0</b>	<b>\$239,511</b>	
		<b>School Nutrition</b>			
	\$46,563	4.0 Cafeteria Helpers	4.0		\$45,022
	<b>\$46,563</b>	<b>4.0 School Nutrition Total</b>	<b>4.0</b>		<b>\$45,022</b>
<b>\$2,788,294</b>	<b>\$148,741</b>	<b>52.0 Columbus Park Preparatory Academy School Total Salaries</b>	<b>52.0</b>	<b>\$2,786,624</b>	<b>\$146,811</b>
	<b>2015-2016</b>	<b>Columbus Park Preparatory Academy School Budget</b>		<b>2016-2017</b>	
\$2,788,294		Total Salaries		\$2,786,624	
\$161,784		500103-92000 Student Transportation		\$168,936	
\$32,333		500146-92000 Electricity		\$32,099	
\$65,287		500146-92000 Natural Gas		\$75,534	
\$7,953		500152-92000 Rubbish Removal		\$8,421	
\$27,081		500-92204 Instructional Materials		\$26,786	
\$3,082,731		<b>Columbus Park Preparatory Academy School Total Budget</b>		\$3,098,401	



# 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	94.9%

## 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	68.0%
Special Education	21.3%
English Language Learners	60.0%
African American	15.4%
Asian	3.6%
Hispanic	50.9%
Native American	0.2%
White	25.3%
Multi-Race, Non-Hispanic	4.6%

## School Accountability Plan

- 100% of students will show improvement in ELA as measured by the administration of the PARCC assessment. No less than 40% of students will show growth to the proficient or higher performance level. The remaining 60% will show growth to the next performance level by Spring 2016. Three data check ins will be established during the year for progress monitoring of formative assessments, BAS and MAP data, Foundations data.
- Elm Park Community School will structure a Implementation of PBIS protocols, adherence to Worcester Public Schools guidelines for anti-bullying. 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. Three data check ins will be established during the year for progress monitoring.
- Students, staff, and families will develop open lines of communication while maintaining respectful discourse to ensure productive communication in support of increasing student achievement 100% of the time.
- Elm Park Community School will involve parents and community members in advocating for their children and working collaboratively to increase student achievement. 100% of parents will attend at least one teacher-parent conference during the school year. Three data check ins will be established during the year for progress monitoring.

## Standardized Testing

% of Proficient or Above	
% Met or Exceed Expectations	
■ All Grades - ELA	28.0%
■ All Grades - Math	16.0%
Student Growth Percentile	
■ ELA	56.0%
■ Mathematics	56.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$122,108		1.0 Principal	1.0	\$127,502	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$205,420</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$210,497</b>	
		<b>Teacher</b>			
\$1,480,420		20.0 Elementary	20.0	\$1,474,080	
\$296,084		4.0 English Language Learner	4.0	\$294,816	
\$148,042		2.0 Preschool	2.0	\$147,408	
\$59,217		0.8 Physical Education	0.8	\$58,963	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$66,619		0.9 Art	0.9	\$66,334	
\$66,619		0.9 Music	0.9	\$66,334	
	\$74,021	1.0 Librarians	1.0		\$73,704
\$29,608		0.4 Psychologists	0.4	\$29,482	
\$148,042		2.0 School Adjustment Counselor	2.0	\$147,408	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$444,126		6.0 Special Education	6.0	\$442,224	
	\$74,021	1.0 Wrap Around Zone Coordinator	1.0		\$73,704
	\$74,021	1.0 Lead Teacher	1.0		\$73,704
\$549,450		Level 4 Stipends - Teachers			\$549,450
\$74,021		1.0 Other	1.0	\$73,704	
<b>\$3,377,052</b>	<b>\$296,084</b>	<b>42.2 Teacher Total</b>	<b>42.2</b>	<b>\$2,815,493</b>	<b>\$844,266</b>
		<b>Instructional Assistants</b>			
	\$28,156	1.0 Preschool	1.0		\$28,085
\$112,625	\$112,625	8.0 Special Education	8.0	\$112,340	\$112,340
\$109,690		Level 4 Stipends - IAs			\$109,690
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$250,471</b>	<b>\$140,781</b>	<b>10.0 Instructional Assistants Total</b>	<b>10.0</b>	<b>\$140,425</b>	<b>\$250,115</b>
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$28,299		5.0 Crossing Guard	5.0	\$25,630	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$12,150		Level 4/ELT Stipends -Nurses		\$12,150	
\$134,524		3.0 Custodian	3.0	\$138,478	
\$30,175		1.0 School Clerical	1.5	\$43,650	
<b>\$295,319</b>		<b>11.0 Total</b>	<b>11.5</b>	<b>\$317,708</b>	
		<b>School Nutrition</b>			
	\$46,563	4.0 Cafeteria Helpers	4.0		\$45,022
	<b>\$46,563</b>	<b>4.0 School Nutrition Total</b>	<b>4.0</b>		<b>\$45,022</b>
<b>\$4,128,262</b>	<b>\$483,428</b>	<b>69.2 Elm Park Community School Total Salaries</b>	<b>69.7</b>	<b>\$3,484,123</b>	<b>\$1,139,403</b>
<b>2015-2016</b>		<b>Elm Park Community School Budget</b>		<b>2016-2017</b>	
\$4,128,262		Total Salaries		\$3,484,123	
\$161,784		500103-92000 Student Transportation		\$168,936	
\$57,979		500146-92000 Electricity		\$57,216	
\$61,816		500146-92000 Natural Gas		\$47,311	
\$11,922		500152-92000 Rubbish Removal		\$12,624	
\$38,710		500-92204 Instructional Materials		\$38,236	
\$4,460,472		<b>Elm Park Community School Total Budget</b>		<b>\$3,808,446</b>	



# 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

One hundred percent of students at Flagg Street School will show measurable growth in their ability to read fluently, comprehend deeply, think critically and respond effectively. This will be accomplished through the implementation of rigorous, evidencebased instructional practices and standards-based curriculum across all content areas. Students will engage in listening, speaking, reading and writing to become highly literate. Multiple measures of formative and summative assessment will be used to monitor student progress and ensure that all students reach and exceed grade-level expectations and graduate college and career ready.

## Student Demographics

Low Income	17.6%
Special Education	8.9%
English Language Learners	17.6%
African American	6.0%
Asian	5.5%
Hispanic	12.5%
Native American	0.0%
White	71.6%
Multi-Race, Non-Hispanic	4.3%

## School Accountability Plan

- English Language Arts – One hundred percent 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 percent of students scoring Proficient or above from 78% in 2015 to 80% or above in 2016. Increase percent of students averaging 2 or above on Open Response items in ELA from 77% in 2015 to 80% or above in 2016. Increase Student Growth Percentile (SGP) for all students from 59.0 in 2015 to exceed average range of 40-60 in 2016. Narrow the proficiency gap for Students with Disabilities by 50% from CPI of 61.1 in 2015 to 76.4 in 2016.
- We will maintain a climate and culture that provides a safe, orderly and respectful environment for 100% students and a collegial, collaborative, and professional culture among teachers that supports our school's focus on increasing student achievement.
- We will communicate with all families and community partners on school, grade level, and individual progress and practices to support and reinforce our instructional focus and school wide expectations.
- We will create opportunities for families and community members to be engaged in learning opportunities which will help them to better support our instructional focus and school wide expectations.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

■ All Grades - ELA	78.0%
■ All Grades - Math	74.0%

Student Growth Percentile

■ ELA	59.0%
■ Mathematics	74.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$114,280		1.0 Principal	1.0	\$114,700	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$197,592</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$197,695</b>	
		<b>Teacher</b>			
\$1,480,420		20.0 Elementary	18.0	\$1,326,672	
\$74,021		1.0 English Language Learner	1.0	\$73,704	
\$59,217		0.8 Physical Education	0.8	\$58,963	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$59,217		0.8 Art	0.8	\$58,963	
\$59,217		0.8 Music	0.8	\$58,963	
\$74,021		1.0 Psychologists	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$148,042		2.0 Special Education	2.0	\$147,408	
<b>\$1,968,959</b>	<b>\$74,021</b>	<b>27.6 Teacher Total</b>	<b>25.6</b>	<b>\$1,813,118</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$56,312		2.0 Special Education	2.0	\$56,170	
<b>\$56,312</b>		<b>2.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$56,170</b>	
\$8,490		1.5 Crossing Guard	1.5	\$7,689	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$89,683		2.0 Custodian	2.0	\$92,319	
\$29,640		1.0 School Clerical	1.0	\$29,655	
<b>\$188,008</b>		<b>5.5 Total</b>	<b>5.5</b>	<b>\$198,711</b>	
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$2,410,871</b>	<b>\$85,662</b>	<b>38.1 Flagg Street School Total Salaries</b>	<b>36.1</b>	<b>\$2,265,695</b>	<b>\$84,960</b>
	<b>2015-2016</b>	<b>Flagg Street School Budget</b>		<b>2016-2017</b>	
\$2,410,871		Total Salaries		\$2,265,695	
\$115,560		500103-92000 Student Transportation		\$120,669	
\$21,579		500146-92000 Electricity		\$18,442	
\$55,995		500146-92000 Natural Gas		\$49,814	
\$4,759		500152-92000 Rubbish Removal		\$5,040	
\$24,367		500-92204 Instructional Materials		\$24,367	
\$2,633,131		<b>Flagg Street School Total Budget</b>		<b>\$2,484,026</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	94.8%

## 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 across all content areas. This will be achieved through implementation of consistent instructional practices and a standards-based curriculum as measured by formative and summative assessments and the students' ability to clearly express their thinking across all content areas.

## Student Demographics

Low Income	58.4%
Special Education	19.6%
English Language Learners	39.9%
African American	21.3%
Asian	4.2%
Hispanic	30.4%
Native American	0.3%
White	37.8%
Multi-Race, Non-Hispanic	5.9%

## School Accountability Plan

- 100% of our students will show growth in reading as demonstrated by either the administration of MCAS, PARCC, MAP, DIBELS, BAS, and formative assessments with no less than 75% of our Needs Improvement and Warning students showing growth to the next performance level and the remaining 25% showing growth within their performance level or beyond during the 2015-2016 school year. In order to reach our 2016 target CPI of 72.7 McGrath needs to earn an annual PPI of 86.8.
- 100% of our students and teachers will be provided a safe, orderly and respectful environment which is collaborative and professional supporting our schools focus to increase student achievement evidenced by leadership, observations, decreased office referrals, and Collaboration amongst staff and students.
- 100% of students, staff, community and families will develop an effective communication structure maintaining a shared, positive culture which facilitates student learning and behavior.
- 100% of our school staff, families and community partners will work collaboratively increasing engagement in student learning measured by community partnership meetings, parent involvement and staff support.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 31.0%
- All Grades - Math 26.0%

Student Growth Percentile

- ELA 52.0%
- Mathematics 54.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$126,878		1.0 Principal	1.0	\$127,335	
<b>\$126,878</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$127,335</b>	
		<b>Teacher</b>			
\$888,252		12.0 Elementary	13.0	\$958,152	
\$74,021		1.0 English Language Learner	1.0	\$73,704	
	\$148,042	2.0 Preschool	1.0		\$73,704
\$29,608		0.4 Physical Education	0.4	\$29,482	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$37,011		0.5 Art	0.5	\$36,852	
\$14,804		0.2 Music	0.2	\$14,741	
\$74,021		1.0 Psychologists	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 Special Education	1.0	\$73,704	
<b>\$1,199,140</b>	<b>\$222,063</b>	<b>19.2 Teacher Total</b>	<b>19.2</b>	<b>\$1,267,709</b>	<b>\$147,408</b>
		<b>Instructional Assistants</b>			
	\$28,156	2.0 Preschool	2.0	\$28,085	\$28,085
\$56,312		2.0 Special Education	2.0	\$56,170	
<b>\$56,312</b>	<b>\$28,156</b>	<b>4.0 Instructional Assistants Total</b>	<b>4.0</b>	<b>\$84,255</b>	<b>\$28,085</b>
\$16,980		3.0 Crossing Guard	3.0	\$15,378	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$67,262		1.5 Custodian	1.5	\$69,239	
\$29,160		1.0 School Clerical	1.0	\$29,116	
<b>\$173,596</b>		<b>6.5 Total</b>	<b>6.5</b>	<b>\$182,781</b>	
		<b>School Nutrition</b>			
	\$23,282	2.0 Cafeteria Helpers	2.0		\$22,511
	<b>\$23,282</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$22,511</b>
<b>\$1,555,926</b>	<b>\$273,501</b>	<b>32.7 Francis J. McGrath Elementary School Total Salaries</b>	<b>32.7</b>	<b>\$1,662,080</b>	<b>\$198,004</b>
<b>2015-2016</b>	<b>Francis J. Mcgrath Elementary School Budget</b>			<b>2016-2017</b>	
\$1,555,926		Total Salaries		\$1,662,080	
\$92,448		500103-92000 Student Transportation		\$96,535	
\$38,816		500146-92000 Electricity		\$37,957	
\$19,259		500146-92000 Natural Gas		\$20,159	
\$5,087		500152-92000 Rubbish Removal		\$5,386	
\$17,169		500-92204 Instructional Materials		\$17,110	
\$1,728,704		<b>Francis J. Mcgrath Elementary School Total Budget</b>		\$1,839,228	



# 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

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 PARCC.

## Student Demographics

Low Income	49.0%
Special Education	31.7%
English Language Learners	37.6%
African American	13.4%
Asian	12.1%
Hispanic	36.5%
Native American	0.2%
White	32.8%
Multi-Race, Non-Hispanic	5.1%

## School Accountability Plan

- 100% of our students will demonstrate growth in ELA as measured by PARCC. This will be evidenced by an increase in our ELA CPI of 15.3 points to 87.8, an increase in our Student Growth Percentile from 35.0 to 50.0, a decrease of 10% in the number of students scoring in Level 1, and an increase of 10% in the number of students in scoring in Level 4.
- In order to ensure the safety of all students in the building, we will decrease the number of Office Discipline Referrals by 10%, thereby increasing the number of students that participate in monthly PBIS events by 10%.
- To improve communication regarding instructional priorities and targeted feedback (internally) and assessment data (internally and externally) which will be measured by establishing a baseline of quantitative data gathered throughout the year.
- Gates Lane School will increase the number of parents, guardians and other community members who participate in school based activities by 10%.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 29.0%
- All Grades - Math 21.0%

Student Growth Percentile

- ELA 35.0%
- Mathematics 33.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$133,497		1.0 Principal	1.0	\$133,906	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$216,809</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$216,901</b>	
		<b>Teacher</b>			
\$1,628,462		22.0 Elementary	19.0	\$1,400,376	
\$148,042		2.0 English Language Learner	2.0	\$147,408	
\$222,063	\$74,021	4.0 Preschool	4.0	\$147,408	\$147,408
\$88,825		1.2 Physical Education	1.2	\$88,445	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$88,825		1.2 Art	1.2	\$88,445	
\$88,825		1.2 Music	1.2	\$88,445	
\$59,217		0.8 Psychologists	0.8	\$58,963	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$148,042	2.0 Instructional Coach	2.0		\$147,408
\$962,273		13.0 Special Education	13.0	\$958,152	
<b>\$3,375,358</b>	<b>\$222,063</b>	<b>48.6 Teacher Total</b>	<b>45.6</b>	<b>\$3,066,086</b>	<b>\$294,816</b>
		<b>Instructional Assistants</b>			
\$56,312	\$28,156	3.0 Preschool	3.0	\$56,170	\$28,085
\$506,810	\$506,810	36.0 Special Education	36.0	\$505,530	\$505,530
<b>\$563,123</b>	<b>\$534,966</b>	<b>39.0 Instructional Assistants Total</b>	<b>39.0</b>	<b>\$561,700</b>	<b>\$533,615</b>
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$16,980		3.0 Crossing Guard	3.0	\$15,378	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$179,366		4.0 Custodian	4.0	\$184,638	
\$54,964		2.0 School Clerical	2.0	\$50,069	
<b>\$341,479</b>		<b>11.0 Total</b>	<b>11.0</b>	<b>\$347,885</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$128,049	11.0 Cafeteria Helpers	11.0		\$123,811
	<b>\$193,057</b>	<b>13.0 School Nutrition Total</b>	<b>13.0</b>		<b>\$197,938</b>
<b>\$4,496,768</b>	<b>\$950,086</b>	<b>113.6 Gates Lane School of International Studies Total Salaries</b>	<b>110.6</b>	<b>\$4,192,573</b>	<b>\$1,026,368</b>
<b>2015-2016</b>	<b>Gates Lane School Of International Studies Budget</b>			<b>2016-2017</b>	
\$4,496,768	Total Salaries			\$4,192,573	
\$485,351	500103-92000 Student Transportation			\$506,809	
\$12,600	500136-92000 Building or Parking Lot Rentals			\$12,600	
\$69,614	500146-92000 Electricity			\$72,395	
\$53,006	500146-92000 Natural Gas			\$48,604	
\$11,511	500152-92000 Rubbish Removal			\$12,189	
\$40,179	500-92204 Instructional Materials			\$38,055	
\$5,169,029	<b>Gates Lane School Of International Studies Total Budget</b>			<b>\$4,883,226</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	95.2%

## 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 performance based and common grade level assessments, DIBELS, Fountas & Pinnell BAS, ACCESS and other state determined standardized measures.

## Student Demographics

Low Income	69.2%
Special Education	21.1%
English Language Learners	59.2%
African American	10.1%
Asian	13.3%
Hispanic	56.9%
Native American	0.6%
White	14.7%
Multi-Race, Non-Hispanic	4.3%

## School Accountability Plan

- 100% Goddard students will demonstrate an increase in writing summaries and proper use of vocabulary as measured by assessments such as DIBELS, MAP, BAS and ACCESS.
- Maintain Crisis Team meetings and communicate updates to our 100% of Goddard staff.
- 100% of Goddard families will receive ongoing written and verbal communication. The communication will focus on best practice and student achievement data.
- Goddard School will foster high levels of family and community engagement and commitment by creating a formal Goddard Community Group to partner with families. 100% of Goddard families will be provided with daily, weekly, monthly and quarterly opportunities to engage in their child's literacy development.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 26.0%
- All Grades - Math 20.0%

Student Growth Percentile

- ELA 63.0%
- Mathematics 50.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$120,157		1.0 Principal	1.0	\$120,000	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$203,469</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$202,995</b>	
		<b>Teacher</b>			
\$1,406,399		19.0 Elementary	19.0	\$1,400,376	
\$296,084		4.0 English Language Learner	4.0	\$294,816	
	\$148,042	2.0 Preschool	1.0		\$73,704
\$81,423		1.1 Physical Education	1.1	\$81,074	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$74,021		1.0 Art	1.0	\$73,704	
\$88,825		1.2 Music	1.2	\$88,445	
\$44,413		0.6 Psychologists	0.6	\$44,222	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$592,168		8.0 Special Education	7.0	\$515,928	
	\$74,021	1.0 Wrap Around Zone Coordinator	1.0		\$73,704
<b>\$2,672,158</b>	<b>\$296,084</b>	<b>40.1 Teacher Total</b>	<b>38.1</b>	<b>\$2,587,010</b>	<b>\$221,112</b>
		<b>Instructional Assistants</b>			
\$28,156	\$28,156	2.0 Preschool	1.0		\$28,085
\$197,093		7.0 Special Education	7.0	\$196,595	
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$253,405</b>	<b>\$28,156</b>	<b>10.0 Instructional Assistants Total</b>	<b>9.0</b>	<b>\$224,680</b>	<b>\$28,085</b>
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$179,366		4.0 Custodian	4.0	\$184,638	
\$51,792		2.0 School Clerical	1.0	\$26,157	
<b>\$332,648</b>		<b>10.0 Total</b>	<b>9.0</b>	<b>\$318,848</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$128,049	11.0 Cafeteria Helpers	11.0		\$123,811
	<b>\$193,057</b>	<b>13.0 School Nutrition Total</b>	<b>13.0</b>		<b>\$197,938</b>
<b>\$3,461,680</b>	<b>\$517,297</b>	<b>75.1 Goddard School of Science &amp; Technology Total Salaries</b>	<b>71.1</b>	<b>\$3,333,533</b>	<b>\$447,135</b>
	<b>2015-2016</b>	<b>Goddard School Of Science &amp; Technology Budget</b>		<b>2016-2017</b>	
\$3,461,680		Total Salaries		\$3,333,533	
\$184,895		500103-92000 Student Transportation		\$193,070	
\$7,000		500136-92000 Building or Parking Lot Rentals		\$7,000	
\$50,276		500146-92000 Electricity		\$45,745	
\$87,608		500146-92000 Natural Gas		\$85,495	
\$6,232		500152-92000 Rubbish Removal		\$6,599	
\$28,556		500-92204 Instructional Materials		\$28,792	
\$3,826,248		<b>Goddard School Of Science &amp; Technology Total Budget</b>		<b>\$3,700,235</b>	



# Grafton Street School

311 Grafton Street  
Worcester, MA 01604  
(508) 799-3478

**Principal:** Principal Selection In Process

## Quick Facts

Quadrant	North
Grades	Pre-K to 6
Year Built	1879
Square Footage	41,065
Enrollment	384
Graduation Rates	N/A
Student Attendance	95.0%

## Instructional Focus

Literacy Across the Curriculum

## Student Demographics

Low Income	70.0%
Special Education	12.7%
English Language Learners	47.9%
African American	17.9%
Asian	7.2%
Hispanic	39.7%
Native American	0.0%
White	29.5%
Multi-Race, Non-Hispanic	5.8%

## School Accountability Plan

- 100% of our students will show growth in ELA as demonstrated by the administration of the MCAS in 2016. We will increase from 50% to 75% of students averaging 2 or more points on the ELA open response questions. We will increase our ELA CPI from 60.9 to 80.0 and meet our PPI target of 100.
- 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 15% will receive Tier 2 supports and no more than 5% will receive Tier 3 supports.
- Connect-Ed messages, Newsletters, PTO, Site Council, and community partnerships; Use of translator when possible
- Provide differentiated opportunities to engage families and community in supporting high student achievement.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 29.0%
- All Grades - Math 17.0%

Student Growth Percentile

- ELA 49.0%
- Mathematics 63.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$111,672		1.0 Principal	1.0	\$106,332	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$194,984</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$189,327</b>	
		<b>Teacher</b>			
\$1,258,357		17.0 Elementary	17.0	\$1,252,968	
\$148,042		2.0 English Language Learner	2.0	\$147,408	
	\$74,021	1.0 Preschool	1.0		\$73,704
\$51,815		0.7 Physical Education	0.7	\$51,593	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$44,413		0.6 Art	0.6	\$44,222	
\$66,619		0.9 Music	0.9	\$66,334	
\$29,608		0.4 Psychologists	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$148,042		2.0 Special Education	2.0	\$147,408	
<b>\$1,828,319</b>	<b>\$148,042</b>	<b>26.7 Teacher Total</b>	<b>26.7</b>	<b>\$1,820,489</b>	<b>\$147,408</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 Preschool			
\$56,312		2.0 Special Education	2.0	\$56,170	
<b>\$84,468</b>		<b>3.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$56,170</b>	
\$22,639		4.0 Crossing Guard	4.0	\$20,504	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$89,683		2.0 Custodian	2.0	\$92,319	
\$24,804		1.0 School Clerical	1.0	\$24,817	
<b>\$197,321</b>		<b>8.0 Total</b>	<b>8.0</b>	<b>\$206,688</b>	
		<b>School Nutrition</b>			
	\$46,563	4.0 Cafeteria Helpers	4.0		\$45,022
	<b>\$46,563</b>	<b>4.0 School Nutrition Total</b>	<b>4.0</b>		<b>\$45,022</b>
<b>\$2,305,092</b>	<b>\$194,605</b>	<b>43.7 Grafton Street School Total Salaries</b>	<b>42.7</b>	<b>\$2,272,674</b>	<b>\$192,430</b>
	<b>2015-2016</b>	<b>Grafton Street School Budget</b>		<b>2016-2017</b>	
\$2,305,092		Total Salaries		\$2,272,674	
\$46,224		500103-92000 Student Transportation		\$48,268	
\$17,687		500146-92000 Electricity		\$15,801	
\$52,122		500146-92000 Natural Gas		\$80,743	
\$7,010		500152-92000 Rubbish Removal		\$7,423	
\$22,656		500-92204 Instructional Materials		\$21,535	
\$2,450,790		<b>Grafton Street School Total Budget</b>		<b>\$2,446,443</b>	



# 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	97.4%

## Instructional Focus

A school-wide effort to actively engage all students will be accomplished through our targeted best practices of: reading comprehension through guided/close reading methods, writing across the curriculum and accountable talk/classroom discussions.

## Student Demographics

Low Income	33.2%
Special Education	9.2%
English Language Learners	22.4%
African American	10.5%
Asian	12.5%
Hispanic	20.7%
Native American	0.3%
White	52.2%
Multi-Race, Non-Hispanic	3.7%

## School Accountability Plan

- 80% of all students will meet or exceed expected performance benchmarks and growth rates for grade specific CCSS in ELA, with the remaining 20% of students receiving adjusted instruction in targeted areas to improve growth rate of 10% or more and proficiency as measured by periodic state (MCAS/PARCC) and local (MAP/BAS/DIBELS) formative and summative assessments.
- 100% of the students/staff will participate in high quality instruction to ensure that all children feel emotionally safe and secure in their academic environment in order to maximize student engagement. We will maintain a less than 3% suspension rate. We will maintain a less than 10% student discipline referral rate. We will continue to achieve an average of 97.5% or better attendance rate.
- 100% of the Heard Street Discovery Academy community will be informed of: our instructional focus, school-wide goals/best practices and importance of attendance, related to student wellness and academic achievement in conjunction with prior stated goals.
- During the 2015-2016 school year, 100% of Heard Street Discovery Academy families will have multiple opportunities to participate in family learning, support systems, and sponsored events that promote and align with instructional focus and best practices, thus resulting in 100% students increasing engagement, preparedness and provisions towards their academic and social/behavioral well-being.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 66.0%
- All Grades - Math 54.0%

Student Growth Percentile

- ELA 65.0%
- Mathematics 51.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$120,413		1.0 Principal	1.0	\$121,286	
<b>\$120,413</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$121,286</b>	
		<b>Teacher</b>			
\$1,036,294		14.0 Elementary	14.0	\$1,031,856	
\$37,011		0.5 Physical Education	0.5	\$36,852	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$44,413		0.6 Art	0.6	\$44,222	
\$51,815		0.7 Music	0.7	\$51,593	
\$74,021		1.0 Psychologists	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 Special Education	1.0	\$73,704	
<b>\$1,324,976</b>	<b>\$74,021</b>	<b>18.9 Teacher Total</b>	<b>18.9</b>	<b>\$1,319,302</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 Special Education	1.0	\$28,085	
<b>\$28,156</b>		<b>1.0 Instructional Assistants Total</b>	<b>1.0</b>	<b>\$28,085</b>	
\$21,223		1.0 English Language Tutor	1.0	\$21,011	
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$25,329		1.0 School Clerical	1.0	\$26,074	
<b>\$162,908</b>		<b>6.0 Total</b>	<b>6.0</b>	<b>\$172,546</b>	
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$1,636,453</b>	<b>\$85,662</b>	<b>27.9 Heard Street Discovery Academy School Total Salaries</b>	<b>27.9</b>	<b>\$1,641,218</b>	<b>\$84,960</b>
<b>2015-2016</b>	<b>Heard Street Discovery Academy School Budget</b>		<b>2016-2017</b>		
\$1,636,453		Total Salaries		\$1,641,218	
\$69,336		500103-92000 Student Transportation		\$72,401	
\$20,084		500146-92000 Electricity		\$19,935	
\$19,009		500146-92000 Natural Gas		\$15,242	
\$5,332		500152-92000 Rubbish Removal		\$5,646	
\$16,815		500-92204 Instructional Materials		\$17,582	
\$1,767,029		<b>Heard Street Discovery Academy School Total Budget</b>		<b>\$1,772,026</b>	



# Jacob Hiatt Magnet School

772 Main Street  
Worcester, MA 01601  
(508) 799-3601

**Principal: Jyoti Datta**

## Quick Facts

Quadrant	Doherty
Grades	Pre-K to 6
Year Built	1990
Square Footage	52,000
Enrollment	457
Graduation Rates	N/A
Student Attendance	95.9%

## Instructional Focus

At Jacob Hiatt Magnet School students will achieve their highest academic potential by actively engaging in learning across all areas of a standards-based curriculum. We use a variety of performance and standards based assessments to identify student specific instructional needs, to inform effectiveness of instruction, and to modify instruction to better meet student needs. Students will be empowered to problem solve, think critically, communicate effectively, and work collaboratively.

## Student Demographics

Low Income	52.7%
Special Education	11.3%
English Language Learners	43.1%
African American	24.2%
Asian	3.8%
Hispanic	50.4%
Native American	0.0%
White	14.2%
Multi-Race, Non-Hispanic	7.3%

## School Accountability Plan

- 100% of our students will show improvement in reading and writing as demonstrated by the administration of the MCAS grades 3-6, BAS grades K-2, and DIBELS in Kindergarten. The SGP for grades 4-6 will increase from 53.5 to 60%. We will decrease students scoring Warning from 8% to 4%. We will decrease the percentage of Special Education students in Warning from 29% to 20%. We will increase the percentage of students in Advanced from 7% to 15%. We will increase school-wide proficiency for all students from 43% to 50%.
- To create and maintain a safe physical and intellectual environment where students take academic risks and engage in on task active learning. We will decrease office referrals by 50%. 95% of students will demonstrate active learning behavior as measured by the completion of STAR cards. The remaining 5 % will be further supported through the SSP and Tiered Support Team.
- Students, staff, and families will develop open lines of communication while maintaining respectful discourse to ensure productive communication in support of increasing student achievement 100% of the time.
- To create and maintain a school culture and climate that fosters high family and community engagement that enriches the education of our students. We will increase opportunities by hosting at least five events over the school year to connect family and community to academic learning.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 50.0%
- All Grades - Math 44.0%

Student Growth Percentile

- ELA 53.5%
- Mathematics 54.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$118,881		1.0 Principal	1.0	\$122,000	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$202,193</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$204,995</b>	
		<b>Teacher</b>			
\$1,480,420		20.0 Elementary	19.0	\$1,400,376	
\$74,021		1.0 English Language Learner	1.0	\$73,704	
	\$148,042	2.0 Preschool	2.0		\$147,408
\$51,815		0.7 Physical Education	0.7	\$51,593	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$59,217		0.8 Art	0.8	\$58,963	
\$81,423		1.1 Music	1.1	\$81,074	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$148,042		2.0 Special Education	2.0	\$147,408	
	\$458,596	Extended Learning Stipends			\$458,596
<b>\$1,983,763</b>	<b>\$680,659</b>	<b>29.8 Teacher Total</b>	<b>28.8</b>	<b>\$1,901,563</b>	<b>\$679,708</b>
		<b>Instructional Assistants</b>			
	\$56,312	2.0 Preschool	2.0		\$56,170
\$56,312		2.0 Special Education	2.0	\$56,170	
	\$40,393	Extended Learning Stipends			\$40,393
<b>\$56,312</b>	<b>\$96,705</b>	<b>4.0 Instructional Assistants Total</b>	<b>4.0</b>	<b>\$56,170</b>	<b>\$96,563</b>
\$5,660		1.0 Crossing Guard	1.0	\$5,126	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$7,750	\$4,400	Level 4/ELT Stipends -Nurses		\$7,750	\$4,400
\$134,524		3.0 Custodian	3.0	\$138,478	
\$32,173		1.0 School Clerical	1.0	\$32,130	
<b>\$240,302</b>	<b>\$4,400</b>	<b>6.0 Total</b>	<b>6.0</b>	<b>\$252,533</b>	<b>\$4,400</b>
		<b>School Nutrition</b>			
	\$34,923	3.0 Cafeteria Helpers	3.0		\$33,767
	<b>\$34,923</b>	<b>3.0 School Nutrition Total</b>	<b>3.0</b>		<b>\$33,767</b>
<b>\$2,482,570</b>	<b>\$816,687</b>	<b>44.8 Jacob Hiatt Magnet School Total Salaries</b>	<b>43.8</b>	<b>\$2,415,261</b>	<b>\$814,438</b>
<b>2015-2016</b>	<b>Jacob Hiatt Magnet School Budget</b>		<b>2016-2017</b>		
\$2,482,570		Total Salaries		\$2,415,261	
\$254,231		500103-92000 Student Transportation		\$265,472	
\$46,812		500136-92000 Building or Parking Lot Rentals		\$46,812	
\$74,449		500146-92000 Electricity		\$73,898	
\$24,776		500146-92000 Natural Gas		\$27,588	
\$7,992		500152-92000 Rubbish Removal		\$8,463	
\$26,963		500-92204 Instructional Materials		\$26,432	
\$2,917,794		<b>Jacob Hiatt Magnet School Total Budget</b>		<b>\$2,863,925</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	96.4%

## Instructional Focus

One hundred percent 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. To accomplish this goal, we will: Reduce the amount of students in Needs Improvement for all subgroups by 5%. Increase the amount of students in advanced in all subgroup categories by 3%. Increase our SGP by 5% for High Needs, ELL, and Low Income subgroups.

## Student Demographics

Low Income	38.8%
Special Education	11.8%
English Language Learners	38.8%
African American	12.5%
Asian	10.0%
Hispanic	17.6%
Native American	0.3%
White	55.0%
Multi-Race, Non-Hispanic	4.5%

## School Accountability Plan

- One hundred percent of our students will show improvement in Reading as demonstrated by the administration of the PARCC (with data correlated to MCAS scores.) In 2016, we will increase CPI points in all student categories by 1 points in ELA with a target CPI of 88.7 to maintain On Target Performance.
- 100% of our students will be provided a welcoming, safe and secure school. 95% of students will successfully participate in our Assertive Discipline behavioral expectations. Of the remaining 5%, additional interventions will be implemented to support student behaviors.
- Increase internal and external communication of best practices, SMARTe goals and data for all stakeholders. 100% of families will be provided with ongoing communication by classroom teachers and the administration to ensure active parental participation.
- To increase the percent of families participating in family involvement opportunities by creating an on-going calendar of events to inviting families and stakeholders. At least 75% of family involvement activities will be learning activities in the classroom and 25% will focus on building positive family and school partnerships.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 61.0%
- All Grades - Math 46.0%

Student Growth Percentile

- ELA 69.0%
- Mathematics 61.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$128,700		1.0 Principal	1.0	\$129,599	
<b>\$128,700</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$129,599</b>	
		<b>Teacher</b>			
\$1,036,294		14.0 Elementary	14.0	\$1,031,856	
\$74,021		1.0 English Language Learner	1.0	\$73,704	
\$37,011		0.5 Physical Education	0.5	\$36,852	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$29,608		0.4 Art	0.4	\$29,482	
\$51,815		0.7 Music	0.7	\$51,593	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 Special Education	1.0	\$73,704	
<b>\$1,391,595</b>	<b>\$74,021</b>	<b>19.8 Teacher Total</b>	<b>19.8</b>	<b>\$1,385,635</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 Special Education	1.0	\$28,085	
<b>\$28,156</b>		<b>1.0 Instructional Assistants Total</b>	<b>1.0</b>	<b>\$28,085</b>	
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$32,173		1.0 School Clerical	1.0	\$32,130	
<b>\$148,529</b>		<b>5.0 Total</b>	<b>5.0</b>	<b>\$157,589</b>	
		<b>School Nutrition</b>			
	\$23,282	2.0 Cafeteria Helpers	2.0		\$22,511
	<b>\$23,282</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$22,511</b>
<b>\$1,696,979</b>	<b>\$97,303</b>	<b>28.8 Lake View School Total Salaries</b>	<b>28.8</b>	<b>\$1,700,909</b>	<b>\$96,215</b>
<b>2015-2016 Lake View School Budget</b>			<b>2016-2017</b>		
\$1,696,979		Total Salaries		\$1,700,909	
\$92,448		500103-92000 Student Transportation		\$96,535	
\$9,434		500146-92000 Electricity		\$10,333	
\$23,081		500146-92000 Natural Gas		\$20,134	
\$3,131		500152-92000 Rubbish Removal		\$3,316	
\$17,051		500-92204 Instructional Materials		\$17,110	
\$1,842,124		<b>Lake View School Total Budget</b>		<b>\$1,848,337</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	94.0%

## Instructional Focus

Strengthen Reading Comprehension for every student.

## Student Demographics

Low Income	72.6%
Special Education	19.4%
English Language Learners	57.0%
African American	17.1%
Asian	3.4%
Hispanic	61.2%
Native American	1.5%
White	12.5%
Multi-Race, Non-Hispanic	4.2%

## School Accountability Plan

- 100% of Lincoln Street School students will demonstrate growth in English Language Arts as measured by assessments such as Fountas and Pinnell BAS, ACCESS, and other state determined standardized assessments. Lincoln Street School will increase the CPI by 9.9 in order to reach our overall goal of a CPI of 70.2 by 2016.
- 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.
- 100% of staff and administration will increase the varied types of communication, as well as the frequency of communication between school and home with a focus on academic performance and goals.
- 100% of school personnel and teachers will work together to increase family involvement. We will increase the number of families who participate in school wide events by 50%. (e.g. parent teacher conferences, grade level workshops, learning

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 26.0%
- All Grades - Math 15.0%

Student Growth Percentile

- ELA 40.0%
- Mathematics 43.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$105,645		1.0 Principal	1.0	\$105,018	
<b>\$105,645</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$105,018</b>	
		<b>Teacher</b>			
\$962,273		13.0 Elementary	13.0	\$958,152	
\$74,021		1.0 English Language Learner	1.0	\$73,704	
\$74,021		1.0 Preschool	1.0	\$73,704	
\$37,011		0.5 Physical Education	0.5	\$36,852	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$44,413		0.6 Art	0.6	\$44,222	
\$44,413		0.6 Music	0.6	\$44,222	
\$29,608		0.4 Psychologists	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$148,042		2.0 Special Education	2.0	\$147,408	
<b>\$1,495,224</b>	<b>\$74,021</b>	<b>21.2 Teacher Total</b>	<b>21.2</b>	<b>\$1,488,821</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 Preschool	1.0	\$28,085	
\$28,156		1.0 Special Education	1.0	\$28,085	
<b>\$56,312</b>		<b>2.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$56,170</b>	
\$21,223		1.0 English Language Tutor	1.0	\$21,011	
\$16,980		3.0 Crossing Guard	3.0	\$15,378	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$26,340		1.0 School Clerical	1.0	\$27,027	
<b>\$169,579</b>		<b>7.0 Total</b>	<b>7.0</b>	<b>\$178,624</b>	
		<b>School Nutrition</b>			
	\$23,282	2.0 Cafeteria Helpers	2.0		\$22,511
	<b>\$23,282</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$22,511</b>
<b>\$1,826,760</b>	<b>\$97,303</b>	<b>33.2 Lincoln Street School Total Salaries</b>	<b>33.2</b>	<b>\$1,828,633</b>	<b>\$96,215</b>
<b>2015-2016 Lincoln Street School Budget</b>			<b>2016-2017</b>		
\$1,826,760		Total Salaries		\$1,828,633	
\$92,448		500103-92000 Student Transportation		\$96,535	
\$19,303		500146-92000 Electricity		\$19,245	
\$17,071		500146-92000 Natural Gas		\$16,214	
\$4,759		500152-92000 Rubbish Removal		\$5,040	
\$16,284		500-92204 Instructional Materials		\$15,399	
\$1,976,624		<b>Lincoln Street School Total Budget</b>		<b>\$1,981,065</b>	



# 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	96.2%

## Instructional Focus

Our school wide focus is writing to demonstrate comprehension of fiction and nonfiction 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	34.4%
Special Education	6.8%
English Language Learners	31.6%
African American	10.5%
Asian	8.4%
Hispanic	18.6%
Native American	0.3%
White	51.1%
Multi-Race, Non-Hispanic	11.1%

## School Accountability Plan

- One hundred percent of our students will show growth in Reading as demonstrated by the Administration of the PARCC Assessment, the Fountas and Pinnell Benchmark Assessment and MAP Reading. Our goal is to reach a CPI of 100 in order to meet our target of 89.3. and for our overall school growth to be in the 60th percentile.
- May Street School will use the assertive discipline model and the Second Step program 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.
- The May Street school community will provide quality opportunities for 100% of our community members to participate in activities, meetings and program development through collaboration of administration, teachers, parents, students and community members in order to create greater community engagement and strengthen partnerships
- The May Street school community will provide quality opportunities for 100% of our community members to participate in activities, meetings and program development through collaboration of administration, teachers, parents, students and community members in order to create greater community engagement and strengthen partnerships.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 50.0%
- All Grades - Math 52.0%

Student Growth Percentile

- ELA 55.0%
- Mathematics 72.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$121,303		1.0 Principal	1.0	\$121,682	
<b>\$121,303</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$121,682</b>	
		<b>Teacher</b>			
\$1,036,294		14.0 Elementary	14.0	\$1,031,856	
\$37,011		0.5 Physical Education	0.5	\$36,852	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$44,413		0.6 Art	0.6	\$44,222	
\$51,815		0.7 Music	0.7	\$51,593	
\$44,413		0.6 School Adjustment Counselor	0.6	\$44,222	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$148,042		2.0 Special Education	2.0	\$147,408	
<b>\$1,369,389</b>	<b>\$74,021</b>	<b>19.5 Teacher Total</b>	<b>19.5</b>	<b>\$1,363,524</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$56,312		2.0 Special Education	2.0	\$56,170	
<b>\$56,312</b>		<b>2.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$56,170</b>	
\$16,980		3.0 Crossing Guard	3.0	\$15,378	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$67,262		1.5 Custodian	1.5	\$69,239	
\$31,163		1.0 School Clerical	1.0	\$31,177	
<b>\$175,599</b>		<b>6.5 Total</b>	<b>6.5</b>	<b>\$184,843</b>	
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$1,722,603</b>	<b>\$85,662</b>	<b>30.0 May Street School Total Salaries</b>	<b>30.0</b>	<b>\$1,726,218</b>	<b>\$84,960</b>
<b>2015-2016 May Street School Budget</b>			<b>2016-2017</b>		
\$1,722,603		Total Salaries		\$1,726,218	
\$69,336		500103-92000 Student Transportation		\$72,401	
\$11,688		500146-92000 Electricity		\$11,721	
\$28,461		500146-92000 Natural Gas		\$32,846	
\$3,131		500152-92000 Rubbish Removal		\$3,316	
\$19,411		500-92204 Instructional Materials		\$19,529	
\$1,854,630		<b>May Street School Total Budget</b>		\$1,866,031	



# 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	96.3%

## 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 and be math fact fluent by grade 3. This will be achieved through the use of a common set of school wide instructional strategies in reading, writing and mathematics as measured by formative and summative assessments.

## Student Demographics

Low Income	25.2%
Special Education	8.7%
English Language Learners	21.7%
African American	6.1%
Asian	10.0%
Hispanic	14.3%
Native American	0.0%
White	62.2%
Multi-Race, Non-Hispanic	7.4%

## School Accountability Plan

- One hundred percent of our students will show improvement in Reading/Language Arts as demonstrated by the administration of formal and informal assessments. No less than 60% of students will show growth by scoring a minimum of 50 on their SGP. The remaining 40% will increase their SGP from the previous year. Our goal for this school year is to achieve a goal of 88.7. Our long term goal is to halve the proficiency gap by 2017.
- One hundred percent of our students will be provided with a welcoming, safe and secure school. No less than 95% of our students will successfully demonstrate compliance for a safe, respectful learning environment on a daily basis.
- One hundred percent of the Midland Street School community will be provided with continuing communication from all instructional staff and the administration of academic and behavioral expectations for achievement, as well as the school's best practices, mission and vision.
- One hundred percent of Midland Street School families will be provided with opportunities to contribute to their child's learning experience.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 14.0%
- All Grades - Math 10.0%

Student Growth Percentile

- ELA 12.0%
- Mathematics 26.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$116,230		1.0 Principal	1.0	\$120,223	
<b>\$116,230</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$120,223</b>	
		<b>Teacher</b>			
\$888,252		12.0 Elementary	13.0	\$958,152	
\$37,011		0.5 Physical Education	0.5	\$36,852	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$37,011		0.5 Art	0.5	\$36,852	
\$37,011		0.5 Music	0.5	\$36,852	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 Special Education	1.0	\$73,704	
<b>\$1,162,130</b>	<b>\$74,021</b>	<b>16.7 Teacher Total</b>	<b>17.7</b>	<b>\$1,230,857</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 Special Education	1.0	\$28,085	
<b>\$28,156</b>		<b>1.0 Instructional Assistants Total</b>	<b>1.0</b>	<b>\$28,085</b>	
\$21,223		1.0 English Language Tutor	1.0	\$21,011	
\$16,980		3.0 Crossing Guard	3.0	\$15,378	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$32,173		1.0 School Clerical	1.0	\$32,130	
<b>\$175,412</b>		<b>7.0 Total</b>	<b>7.0</b>	<b>\$183,727</b>	
		<b>School Nutrition</b>			
	\$34,923	3.0 Cafeteria Helpers	3.0		\$33,767
	<b>\$34,923</b>	<b>3.0 School Nutrition Total</b>	<b>3.0</b>		<b>\$33,767</b>
<b>\$1,481,928</b>	<b>\$108,944</b>	<b>28.7 Midland Street School Total Salaries</b>	<b>29.7</b>	<b>\$1,562,892</b>	<b>\$107,471</b>
<b>2015-2016</b>	<b>Midland Street School Budget</b>		<b>2016-2017</b>		
\$1,481,928		Total Salaries		\$1,562,892	
\$23,112		500103-92000 Student Transportation		\$24,134	
\$9,303		500146-92000 Electricity		\$8,654	
\$23,403		500146-92000 Natural Gas		\$21,605	
\$2,722		500152-92000 Rubbish Removal		\$2,882	
\$14,337		500-92204 Instructional Materials		\$13,511	
\$1,554,805		<b>Midland Street School Total Budget</b>		<b>\$1,633,679</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	96.3%

## 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	20.1%
Special Education	22.0%
English Language Learners	17.9%
African American	10.0%
Asian	6.4%
Hispanic	14.3%
Native American	0.0%
White	64.3%
Multi-Race, Non-Hispanic	4.9%

## School Accountability Plan

- Analysis of MCAS 2016 ELA data revealed 66 % of our students at Nelson Place School scored Advanced or Proficient. Our goal is to have no less than 70% of our students will score proficient or higher in ELA as demonstrated by the administration of MCAS in 2016. Our goal is to move 10% of students in warning to the next category and increase our advanced percent by 10%. In grade 3-6, all subgroups will reach “on target” levels as defined by PPI.
- 100% of students will demonstrate an increase in on-task behavior and positive decision-making.
- To increase percentage of parental involvement in school-based family activities and parent conferences.
- To increase percentage of parental involvement in school-based family activities and parent conferences.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 37.0%
- All Grades - Math 38.0%

Student Growth Percentile

- ELA 23.0%
- Mathematics 46.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$114,019		1.0 Principal	1.0	\$114,394	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$197,331</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$197,389</b>	
		<b>Teacher</b>			
\$1,480,420		20.0 Elementary	18.0	\$1,326,672	
\$66,619		0.9 Physical Education	0.9	\$66,334	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$59,217		0.8 Art	0.8	\$58,963	
\$74,021		1.0 Music	1.0	\$73,704	
\$29,608		0.4 Psychologists	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$518,147		7.0 Special Education	7.0	\$515,928	
<b>\$2,316,857</b>	<b>\$74,021</b>	<b>32.3 Teacher Total</b>	<b>30.3</b>	<b>\$2,159,527</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$281,561	\$281,561	20.0 Special Education	20.0	\$280,850	\$280,850
<b>\$281,561</b>	<b>\$281,561</b>	<b>20.0 Instructional Assistants Total</b>	<b>20.0</b>	<b>\$280,850</b>	<b>\$280,850</b>
\$5,660		1.0 Crossing Guard	1.0	\$5,126	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$89,683		2.0 Custodian	2.0	\$92,319	
\$28,644		1.0 School Clerical	1.0	\$28,799	
<b>\$184,181</b>		<b>5.0 Total</b>	<b>5.0</b>	<b>\$195,292</b>	
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$2,979,931</b>	<b>\$367,223</b>	<b>60.3 Nelson Place School Total Salaries</b>	<b>58.3</b>	<b>\$2,833,058</b>	<b>\$365,809</b>
	<b>2015-2016</b>	<b>Nelson Place School Budget</b>		<b>2016-2017</b>	
\$2,979,931		Total Salaries		\$2,833,058	
\$300,455		500103-92000 Student Transportation		\$313,739	
\$21,135		500146-92000 Electricity		\$26,342	
\$49,526		500146-92000 Natural Gas		\$51,210	
\$8,894		500152-92000 Rubbish Removal		\$9,418	
\$28,674		500-92204 Instructional Materials		\$27,671	
\$3,388,615		<b>Nelson Place School Total Budget</b>		<b>\$3,261,438</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	95.9%

## 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	37.9%
Special Education	22.8%
English Language Learners	33.2%
African American	19.4%
Asian	5.2%
Hispanic	25.3%
Native American	0.0%
White	44.8%
Multi-Race, Non-Hispanic	5.4%

## School Accountability Plan

- In grades 3-6, our goal is to increase the percentage of students performing at proficiency or above in Math by no less than 10% (55 % of our students will perform at proficiency or above) as demonstrated by the administration of the MCAS. In grade 3-6, all subgroups will reach "on target" levels as defined by PPI.
- As measured by first quarter attendance records, we will decrease by half, the number of unexcused absences per quarter for targeted students.
- Communication that targets best practices and strategies, defined in Goals #1 & 2 will be sent to 100% of the students' homes a minimum of 1x month.
- Maintain the number of family activities/events to 1-2 per month to promote and accelerate achievement of academic goals as defined in Goals #1, 2 & 3.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 49.0%
- All Grades - Math 44.0%

Student Growth Percentile

- ELA 52.0%
- Mathematics 73.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$140,804		1.0 Principal	1.0	\$141,237	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$224,116</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$224,232</b>	
		<b>Teacher</b>			
\$1,628,462		22.0 Elementary	21.0	\$1,547,784	
\$148,042		2.0 English Language Learner	2.0	\$147,408	
\$148,042		2.0 Preschool	2.0	\$147,408	
\$74,021		1.0 Physical Education	1.0	\$73,704	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$74,021		1.0 Art	1.0	\$73,704	
\$103,629		1.4 Music	1.4	\$103,186	
\$44,413		0.6 Psychologists	0.6	\$44,222	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$740,210		10.0 Special Education	10.0	\$737,040	
<b>\$3,049,665</b>	<b>\$74,021</b>	<b>42.2 Teacher Total</b>	<b>41.2</b>	<b>\$2,962,901</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
	\$56,312	2.0 Preschool	2.0		\$56,170
\$225,249	\$197,093	15.0 Special Education	15.0	\$224,680	\$196,595
\$28,156		1.0 ADA - Instructional Assistants	1.0	\$28,085	
<b>\$253,405</b>	<b>\$253,405</b>	<b>18.0 Instructional Assistants Total</b>	<b>18.0</b>	<b>\$252,765</b>	<b>\$252,765</b>
\$22,639		4.0 Crossing Guard	4.0	\$20,504	
\$120,389		2.0 School Nurse	2.0	\$138,097	
\$201,786		4.5 Custodian	4.5	\$207,718	
\$58,651		2.0 School Clerical	2.0	\$58,728	
<b>\$403,466</b>		<b>12.5 Total</b>	<b>12.5</b>	<b>\$425,046</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$46,563	4.0 Cafeteria Helpers	4.0		\$45,022
	<b>\$111,571</b>	<b>6.0 School Nutrition Total</b>	<b>6.0</b>		<b>\$119,149</b>
<b>\$3,930,653</b>	<b>\$438,997</b>	<b>80.7 Norrbäck Avenue School Total Salaries</b>	<b>79.7</b>	<b>\$3,864,944</b>	<b>\$445,618</b>
	<b>2015-2016</b>	<b>Norrbäck Avenue School Budget</b>		<b>2016-2017</b>	
\$3,930,653		Total Salaries		\$3,864,944	
\$439,127		500103-92000 Student Transportation		\$458,542	
\$91,438		500146-92000 Electricity		\$89,682	
\$45,471		500146-92000 Natural Gas		\$51,934	
\$7,112		500152-92000 Rubbish Removal		\$7,531	
\$34,456		500-92204 Instructional Materials		\$34,043	
\$4,548,256		<b>Norrbäck Avenue School Total Budget</b>		<b>\$4,506,676</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	94.7%

## 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	62.8%
Special Education	17.7%
English Language Learners	48.6%
African American	17.2%
Asian	8.7%
Hispanic	36.8%
Native American	0.0%
White	32.6%
Multi-Race, Non-Hispanic	4.7%

## School Accountability Plan

- In the 2015-2016 academic year, Quinsigamond will demonstrate progress toward narrowing our proficiency gap by meeting our target goal of 85 in ELA. We plan to meet our growth target of 51.
- Through the school-wide implementation of Responsive Classroom and C.A.R.E.S character education, we will create a physically and emotionally welcoming and safe school environment for 100% of Quinsigamond students
- 
- During the 2015-2016 academic year, all Quinsigamond families will be provided with opportunities to become actively involved in their child's educational life with a focus on supporting of becoming a more proficient learner.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 14.0%
- All Grades - Math 10.0%

Student Growth Percentile

- ELA 12.0%
- Mathematics 26.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$132,420		1.0 Principal	1.0	\$132,854	
\$166,624		2.0 Assistant Principal	2.0	\$165,990	
<b>\$299,044</b>		<b>3.0 Total</b>	<b>3.0</b>	<b>\$298,844</b>	
		<b>Teacher</b>			
\$2,146,609		29.0 Elementary	29.0	\$2,137,416	
\$296,084		4.0 English Language Learner	4.0	\$294,816	
	\$74,021	1.0 Preschool	1.0		\$73,704
\$88,825		1.2 Physical Education	1.2	\$88,445	
\$22,206		0.3 Health & Safety	0.3	\$22,111	
\$22,206		0.3 Art	0.3	\$22,111	
\$88,825		1.2 Music	1.2	\$88,445	
\$59,217		0.8 Psychologists	0.8	\$58,963	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$148,042	2.0 Instructional Coach	2.0		\$147,408
\$370,105		5.0 Special Education	5.0	\$368,520	
<b>\$3,168,099</b>	<b>\$222,063</b>	<b>45.8 Teacher Total</b>	<b>45.8</b>	<b>\$3,154,531</b>	<b>\$221,112</b>
		<b>Instructional Assistants</b>			
	\$28,156	1.0 Preschool	1.0		\$28,085
\$112,625	\$140,781	9.0 Special Education	9.0	\$112,340	\$140,425
\$28,156		1.0 ADA - Instructional Assistants	2.0	\$56,170	
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$168,937</b>	<b>\$168,937</b>	<b>12.0 Instructional Assistants Total</b>	<b>13.0</b>	<b>\$196,595</b>	<b>\$168,510</b>
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$16,980		3.0 Crossing Guard	3.0	\$15,378	
\$120,389		2.0 School Nurse	2.0	\$138,097	
\$201,786		4.5 Custodian	4.5	\$207,718	
\$55,321		2.0 School Clerical	2.0	\$56,143	
<b>\$424,452</b>		<b>12.5 Total</b>	<b>12.5</b>	<b>\$446,088</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$81,486	7.0 Cafeteria Helpers	7.0		\$78,789
	<b>\$146,493</b>	<b>9.0 School Nutrition Total</b>	<b>9.0</b>		<b>\$152,915</b>
<b>\$4,060,531</b>	<b>\$537,493</b>	<b>82.3 Quinsigamond Elementary School Total Salaries</b>	<b>83.3</b>	<b>\$4,096,058</b>	<b>\$542,537</b>
	<b>2015-2016</b>	<b>Quinsigamond Elementary School Budget</b>		<b>2016-2017</b>	
\$4,060,531		Total Salaries		\$4,096,058	
\$508,463		500103-92000 Student Transportation		\$530,943	
\$122,028		500146-92000 Electricity		\$118,706	
\$32,190		500146-92000 Natural Gas		\$35,922	
\$12,689		500152-92000 Rubbish Removal		\$13,437	
\$46,905		500-92204 Instructional Materials		\$45,548	
\$4,782,806		<b>Quinsigamond Elementary School Total Budget</b>		<b>\$4,840,614</b>	



# Rice Square School

76 Massasoit Road  
Worcester, MA 01604  
(508) 799-3556

**Principal:** Principal Selection In Process

## Quick Facts

Quadrant	North
Grades	K-6
Year Built	1914
Square Footage	36,000
Enrollment	428
Graduation Rates	N/A
Student Attendance	94.8%

## Instructional Focus

Rice Square'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, BAS, and MCAS.

## Student Demographics

Low Income	62.1%
Special Education	12.4%
English Language Learners	37.6%
African American	13.1%
Asian	7.6%
Hispanic	39.3%
Native American	0.0%
White	34.5%
Multi-Race, Non-Hispanic	5.5%

## School Accountability Plan

- 100% of our students will show improvement in reading as demonstrated by the 2016 State assessment. Increase ELA CPI from 64.3 to 84.4 (2016 target), Increase to 60% of students averaging 2 or above on ELA open response items (2015-37%, 2014-28%), Increase to 50% of students scoring proficient or above in ELA (2015-34%, 2014-25%).
- 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.
- Increase internal and external communication of best practices, SMARTe goals and data for all stakeholders. 100% of families will be provided with ongoing communication by classroom teachers and the administration to ensure active parental participation.
- To increase the percent of families participating in family involvement opportunities aligned to our school focus. At least 75% of family involvement activities will be linked to the standards and Best Practices and 25% will focus on building positive family and school partnerships.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 34.0%
- All Grades - Math 33.0%

Student Growth Percentile

- ELA 49.5%
- Mathematics 73.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$98,159		1.0 Principal	1.0	\$100,185	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$181,471</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$183,180</b>	
		<b>Teacher</b>			
\$1,480,420		20.0 Elementary	20.0	\$1,474,080	
\$148,042		2.0 English Language Learner	2.0	\$147,408	
\$66,619		0.9 Physical Education	0.9	\$66,334	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$59,217		0.8 Art	0.8	\$58,963	
\$66,619		0.9 Music	0.9	\$66,334	
\$29,608		0.4 Psychologists	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$148,042		2.0 Special Education	2.0	\$147,408	
<b>\$2,087,392</b>	<b>\$74,021</b>	<b>29.2 Teacher Total</b>	<b>29.2</b>	<b>\$2,078,453</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$56,312		2.0 Special Education	2.0	\$56,170	
\$28,156		1.0 ADA - Instructional Assistants	1.0	\$28,085	
<b>\$84,468</b>		<b>3.0 Instructional Assistants Total</b>	<b>3.0</b>	<b>\$84,255</b>	
\$25,469		4.5 Crossing Guard	4.5	\$23,067	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$89,683		2.0 Custodian	2.0	\$92,319	
\$26,340		1.0 School Clerical	1.0	\$27,027	
<b>\$201,687</b>		<b>8.5 Total</b>	<b>8.5</b>	<b>\$211,461</b>	
		<b>School Nutrition</b>			
	\$34,923	3.0 Cafeteria Helpers	3.0		\$33,767
	<b>\$34,923</b>	<b>3.0 School Nutrition Total</b>	<b>3.0</b>		<b>\$33,767</b>
<b>\$2,555,018</b>	<b>\$108,944</b>	<b>45.7 Rice Square School Total Salaries</b>	<b>45.7</b>	<b>\$2,557,349</b>	<b>\$107,471</b>
<b>2015-2016</b>	<b>Rice Square School Budget</b>			<b>2016-2017</b>	
\$2,555,018		Total Salaries		\$2,557,349	
\$115,560		500103-92000 Student Transportation		\$120,669	
\$30,506		500146-92000 Electricity		\$30,620	
\$31,501		500146-92000 Natural Gas		\$30,069	
\$6,396		500152-92000 Rubbish Removal		\$6,773	
\$25,252		500-92204 Instructional Materials		\$24,898	
\$2,764,233		<b>Rice Square School Total Budget</b>		<b>\$2,770,378</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	95.5%

## 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	37.6%
Special Education	15.7%
English Language Learners	31.1%
African American	14.3%
Asian	4.8%
Hispanic	30.0%
Native American	0.0%
White	46.5%
Multi-Race, Non-Hispanic	4.4%

## School Accountability Plan

- One hundred percent of our students will show growth in their student growth percentile in math as demonstrated from MCAS to PARCC. The median student growth percentile for our aggregate will fall between 51 and 60 goal band. Our goal is to increase our CPI by 7 points resulting in a CPI of 81.
- One hundred percent of our staff will be trained in the new state regulations on out of school suspensions, and new regulations in CPI. Eighty percent of our student will participate in school wide celebrations of academic success and Random Acts of Kindness with the remaining twenty percent will be provided extra support to minimize behavioral incidents.
- One hundred percent of our families will receive an increase in academic communications; focusing on information to support our turnaround efforts.
- One hundred percent of Roosevelt's families will be included in family and community activities. Fifty percent of the activities will be driven by the school's Turnaround Plan and Response to Intervention and the remaining fifty percent will be parent and community activities.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 37.0%
- All Grades - Math 38.0%

Student Growth Percentile

- ELA 23.0%
- Mathematics 46.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$123,485		1.0 Principal	1.0	\$123,861	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$206,797</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$206,856</b>	
		<b>Teacher</b>			
\$1,554,441		21.0 Elementary	20.0	\$1,474,080	
\$592,168		8.0 English Language Learner	8.0	\$589,632	
\$74,021	\$74,021	2.0 Preschool	2.0	\$73,704	\$73,704
\$88,825		1.2 Physical Education	1.2	\$88,445	
\$22,206		0.3 Health & Safety	0.3	\$22,111	
\$88,825		1.2 Art	1.2	\$88,445	
\$118,434		1.6 Music	1.6	\$117,926	
\$44,413		0.6 Psychologists	0.6	\$44,222	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$148,042	2.0 Instructional Coach	2.0		\$147,408
\$592,168		8.0 Special Education	8.0	\$589,632	
<b>\$3,249,522</b>	<b>\$222,063</b>	<b>46.9 Teacher Total</b>	<b>45.9</b>	<b>\$3,161,902</b>	<b>\$221,112</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 English Language Learner	1.0	\$28,085	
	\$56,312	2.0 Preschool	2.0		\$56,170
\$168,937	\$140,781	11.0 Special Education	11.0	\$168,510	\$140,425
\$28,156		1.0 Bilingual Office Assistant	1.0	\$28,085	
<b>\$225,249</b>	<b>\$197,093</b>	<b>15.0 Instructional Assistants Total</b>	<b>15.0</b>	<b>\$224,680</b>	<b>\$196,595</b>
\$22,639		4.0 Crossing Guard	4.0	\$20,504	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$201,786		4.5 Custodian	4.5	\$207,718	
\$61,432		2.0 School Clerical	2.0	\$61,422	
<b>\$346,052</b>		<b>11.5 Total</b>	<b>11.5</b>	<b>\$358,692</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$58,204	5.0 Cafeteria Helpers	5.0		\$56,278
	<b>\$123,212</b>	<b>7.0 School Nutrition Total</b>	<b>7.0</b>		<b>\$130,404</b>
<b>\$4,027,620</b>	<b>\$542,368</b>	<b>82.4 Roosevelt Elementary School Total Salaries</b>	<b>81.4</b>	<b>\$3,952,129</b>	<b>\$548,111</b>
<b>2015-2016</b>		<b>Roosevelt Elementary School Budget</b>		<b>2016-2017</b>	
\$4,027,620		Total Salaries		\$3,952,129	
\$554,686		500103-92000 Student Transportation		\$579,211	
\$54,008		500146-92000 Electricity		\$56,300	
\$73,199		500146-92000 Natural Gas		\$66,246	
\$9,283		500152-92000 Rubbish Removal		\$9,830	
\$39,825		500-92204 Instructional Materials		\$37,878	
\$4,758,621		<b>Roosevelt Elementary School Total Budget</b>		\$4,701,594	



# Tatnuck Magnet School

1083 Pleasant Street  
Worcester, MA 01602  
(508) 799-3554

**Principal: Erin Dobson**

## Quick Facts

Quadrant	Doherty
Grades	Pre-K to 6
Year Built	1922
Square Footage	42,384
Enrollment	413
Graduation Rates	N/A
Student Attendance	96.5%

## 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 thorough ongoing collaborative analysis of results from informal and formal assessments, MAP and MCAS data.

## Student Demographics

Low Income	46.6%
Special Education	16.8%
English Language Learners	36.3%
African American	18.3%
Asian	5.2%
Hispanic	23.7%
Native American	0.0%
White	47.7%
Multi-Race, Non-Hispanic	5.2%

## School Accountability Plan

- One hundred percent of our students will show growth in their student growth percentile (SGP) in English Language Arts (ELA) as demonstrated by the administration of state testing. 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 earn an annual PPI of 100 in order to meet the target of 90.3 in ELA in 2016.
- 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.
- 
- One hundred percent of Tatnuck Magnet families will be provided with multiple means of communication encouraging participation in one or more family learning or community events targeting our instructional focus and best practices.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 49.0%
- All Grades - Math 51.0%

Student Growth Percentile

- ELA 47.0%
- Mathematics 59.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$114,150		1.0 Principal	1.0	\$114,503	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$197,462</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$197,498</b>	
		<b>Teacher</b>			
\$1,258,357		17.0 Elementary	16.0	\$1,179,264	
\$74,021		1.0 English Language Learner	1.0	\$73,704	
\$59,217		0.8 Physical Education	0.8	\$58,963	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$59,217		0.8 Art	0.8	\$58,963	
\$74,021		1.0 Music	1.0	\$73,704	
\$74,021		1.0 Psychologists	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$370,105		5.0 Special Education	4.0	\$294,816	
<b>\$1,983,763</b>	<b>\$74,021</b>	<b>27.8 Teacher Total</b>	<b>25.8</b>	<b>\$1,827,859</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 Preschool	1.0	\$28,085	
\$140,781		5.0 Special Education	5.0	\$140,425	
<b>\$168,937</b>		<b>6.0 Instructional Assistants Total</b>	<b>6.0</b>	<b>\$168,510</b>	
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$89,683		2.0 Custodian	2.0	\$92,319	
\$25,581		1.0 School Clerical	1.0	\$26,296	
<b>\$186,778</b>		<b>6.0 Total</b>	<b>6.0</b>	<b>\$197,916</b>	
		<b>School Nutrition</b>			
	\$23,282	2.0 Cafeteria Helpers	2.0		\$22,511
	<b>\$23,282</b>	<b>2.0 School Nutrition Total</b>	<b>2.0</b>		<b>\$22,511</b>
<b>\$2,536,939</b>	<b>\$97,303</b>	<b>43.8 Tatnuck Magnet School Total Salaries</b>	<b>41.8</b>	<b>\$2,391,783</b>	<b>\$96,215</b>
<b>2015-2016</b>	<b>Tatnuck Magnet School Budget</b>	<b>2016-2017</b>			
\$2,536,939	Total Salaries	\$2,391,783			
\$184,895	500103-92000 Student Transportation	\$193,070			
\$20,668	500146-92000 Electricity	\$19,683			
\$66,903	500146-92000 Natural Gas	\$69,699			
\$8,771	500152-92000 Rubbish Removal	\$9,288			
\$24,367	500-92204 Instructional Materials	\$22,538			
\$2,842,544	<b>Tatnuck Magnet School Total Budget</b>	<b>\$2,706,061</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	96.1%

## 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	38.4%
Special Education	8.6%
English Language Learners	25.1%
African American	7.5%
Asian	2.5%
Hispanic	25.4%
Native American	0.0%
White	60.5%
Multi-Race, Non-Hispanic	4.1%

## School Accountability Plan

- One hundred percent of our students will show improvements in Reading and responding to text as demonstrated by the administration of the PARCC ELA. Our goal for 2016 is to achieve a PPI of 100% in ELA. By June 2016, 75% of our students in K-6 will exceed or meet the benchmark as measured by BAS.
- 100% of students at Thorndyke Road School will demonstrate, understand, and actively participate in a behavior expectation and anti bullying program with 98% of students consistently meeting building expectations, resulting in students who are willing to take academic risks.
- 100% of staff and administration will increase the varied types of communication, as well as, the frequency of communication between school and home with a focus on academic performance and goals.
- One hundred percent of school personnel and teachers will work together to increase family involvement by planning and implementing at least 2 academic based parent/family events to support our focus.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 57.0%
- All Grades - Math 44.0%

Student Growth Percentile

- ELA 69.0%
- Mathematics 57.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$110,108		1.0 Principal	1.0	\$113,644	
<b>\$110,108</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$113,644</b>	
		<b>Teacher</b>			
\$1,184,336		16.0 Elementary	17.0	\$1,252,968	
\$74,021		1.0 English Language Learner	1.0	\$73,704	
\$37,011		0.5 Physical Education	0.5	\$36,852	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$37,011		0.5 Art	0.5	\$36,852	
\$59,217		0.8 Music	0.8	\$58,963	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 Special Education	1.0	\$73,704	
<b>\$1,547,039</b>	<b>\$74,021</b>	<b>21.9 Teacher Total</b>	<b>22.9</b>	<b>\$1,614,118</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$56,312		2.0 Special Education	2.0	\$56,170	
<b>\$56,312</b>		<b>2.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$56,170</b>	
\$39,619		7.0 Crossing Guard	7.0	\$35,881	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$28,873		1.0 School Clerical	1.0	\$28,888	
<b>\$173,528</b>		<b>10.0 Total</b>	<b>10.0</b>	<b>\$179,977</b>	
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$1,886,987</b>	<b>\$85,662</b>	<b>35.9 Thorndyke Road School Total Salaries</b>	<b>36.9</b>	<b>\$1,963,909</b>	<b>\$84,960</b>
<b>2015-2016 Thorndyke Road School Budget</b>			<b>2016-2017</b>		
\$1,886,987		Total Salaries		\$1,963,909	
\$69,336		500103-92000 Student Transportation		\$72,401	
\$16,099		500146-92000 Electricity		\$14,914	
\$26,135		500146-92000 Natural Gas		\$24,934	
\$3,674		500152-92000 Rubbish Removal		\$3,890	
\$21,358		500-92204 Instructional Materials		\$21,358	
\$2,023,589		<b>Thorndyke Road School Total Budget</b>		<b>\$2,101,408</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	94.5%

## Instructional Focus

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	70.9%
Special Education	17.1%
English Language Learners	49.2%
African American	11.2%
Asian	3.3%
Hispanic	57.3%
Native American	0.0%
White	22.2%
Multi-Race, Non-Hispanic	6.1%

## School Accountability Plan

- 100% of our students will demonstrate advancing ability to Read, Comprehend and Write as demonstrated by the administration of the MCAS. • Increase student proficiency rate to 60% or better. • Increase ELA CPI 7.8 points. • Decrease students scoring in the Needs improvement category by 25%. • Increase SGP by 5 points
- All students will benefit from the continued development of a safe, accepting, enduring school culture in order to increase student achievement and reduce achievement gaps. In order to meet our goals we will develop prevention and intervention minded systems and initiatives that promote: • equity and inclusive education, • character development, • student engagement, • healthy schools, • parent engagement, • community partnerships.
- Use various and effective communication methods to build trust between school staff and families through: A feeling of goodwill and sincerity. A firm belief in the value of partnerships. A persistent effort to be inclusive, adaptive and available. A commitment to success.
- Our goal is to strengthen existing partnerships and increase family participation in our school through: Parenting- assist with the establishment school supportive home environments. Communications- various and frequent outreach school to home and home to school. Volunteering- recruitment and organization. Decision-making- include parents, community and staff in strategic planning.

## Standardized Testing

% of Proficient or Above	
% Met or Exceed Expectations	
■ All Grades - ELA	45.0%
■ All Grades - Math	45.0%
Student Growth Percentile	
■ ELA	58.0%
■ Mathematics	41.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$137,536		1.0 Principal	1.0	\$139,037	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$220,848</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$222,032</b>	
		<b>Teacher</b>			
\$1,480,420		20.0 Elementary	21.0	\$1,547,784	
\$148,042		2.0 English Language Learner	2.0	\$147,408	
\$44,413		0.6 Physical Education	0.6	\$44,222	
\$185,053		2.5 Health & Safety	2.5	\$184,260	
\$66,619		0.9 Art	0.9	\$66,334	
\$59,217		0.8 Music	0.8	\$58,963	
	\$37,011	0.5 Librarians	0.5		\$36,852
\$29,608		0.4 Psychologists	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$370,105		5.0 Special Education	5.0	\$368,520	
	\$74,021	1.0 Wrap Around Zone Coordinator	1.0		\$73,704
	\$74,021	1.0 Lead Teacher	1.0		\$73,704
\$379,823		Level 4 Stipends - Teachers			\$363,825
<b>\$2,837,320</b>	<b>\$259,074</b>	<b>36.7 Teacher Total</b>	<b>37.7</b>	<b>\$2,520,677</b>	<b>\$621,789</b>
		<b>Instructional Assistants</b>			
\$168,937		6.0 Special Education	6.0	\$168,510	
\$35,300		Level 4 Stipends - IAs			\$35,300
<b>\$204,237</b>		<b>6.0 Instructional Assistants Total</b>	<b>6.0</b>	<b>\$168,510</b>	<b>\$35,300</b>
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$7,750	\$4,400	Level 4/ELT Stipends -Nurses		\$7,750	\$4,400
\$89,683		2.0 Custodian	2.0	\$92,319	
\$36,558		1.0 School Clerical	1.0	\$36,291	
<b>\$205,505</b>	<b>\$4,400</b>	<b>6.0 Total</b>	<b>6.0</b>	<b>\$215,660</b>	<b>\$4,400</b>
		<b>School Nutrition</b>			
	\$34,923	3.0 Cafeteria Helpers	3.0		\$33,767
	<b>\$34,923</b>	<b>3.0 School Nutrition Total</b>	<b>3.0</b>		<b>\$33,767</b>
<b>\$3,467,910</b>	<b>\$298,396</b>	<b>53.7 Union Hill School Total Salaries</b>	<b>54.7</b>	<b>\$3,126,879</b>	<b>\$695,256</b>
	<b>2015-2016</b>	<b>Union Hill School Budget</b>		<b>2016-2017</b>	
	\$3,467,910	Total Salaries		\$3,126,879	
	\$69,336	500103-92000 Student Transportation		\$72,401	
	\$22,349	500146-92000 Electricity		\$22,403	
	\$59,455	500146-92000 Natural Gas		\$29,556	
	\$8,013	500152-92000 Rubbish Removal		\$8,485	
	\$35,471	500-92204 Instructional Materials		\$38,631	
	\$3,662,534	<b>Union Hill School Total Budget</b>		\$3,298,356	



# 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	95.3%

## Instructional Focus

A school-wide effort to improve comprehension of grade level texts and to improve application of grade level math skills in multi-step problems, as measured by students' written responses to Open Response Questions in both ELA and Math.

## Student Demographics

Low Income	67.1%
Special Education	18.9%
English Language Learners	47.4%
African American	21.4%
Asian	3.4%
Hispanic	45.0%
Native American	0.2%
White	24.8%
Multi-Race, Non-Hispanic	5.3%

## School Accountability Plan

- 100% of students will show growth in reading and writing as evidenced by formal, grade-level assessments. Increase number of students scoring proficient or advanced to equal to or above 50%. Decrease number of students scoring warning to less than or equal to 10%. Increase SGP to equal to or above 65. Increase CPI to equal to or above 79
- All members of the Vernon Hill School Community: teachers, students, staff, administration, families, and other stakeholders, will know and demonstrate the schools core values. (Be respectful, work hard, help others, strive for excellence)
- 100% of University Park Campus School Students will utilize the Worcester Public Schools student portal.
- Strengthen existing partnerships and increase family involvement in our school. 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).

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 38.0%
- All Grades - Math 36.0%

Student Growth Percentile

- ELA 53.0%
- Mathematics 45.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$107,101		1.0 Principal	1.0	\$109,037	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$190,413</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$192,032</b>	
		<b>Teacher</b>			
\$1,554,441		21.0 Elementary	21.0	\$1,547,784	
\$222,063		3.0 English Language Learner	3.0	\$221,112	
\$222,063	\$74,021	4.0 Preschool	4.0	\$147,408	\$147,408
\$59,217		0.8 Physical Education	0.8	\$58,963	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$59,217		0.8 Art	0.8	\$58,963	
\$66,619		0.9 Music	0.9	\$66,334	
\$37,011		0.5 Psychologists	0.5	\$36,852	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$222,063		3.0 Special Education	3.0	\$221,112	
<b>\$2,524,116</b>	<b>\$148,042</b>	<b>36.1 Teacher Total</b>	<b>36.1</b>	<b>\$2,439,602</b>	<b>\$221,112</b>
		<b>Instructional Assistants</b>			
	\$84,468	3.0 Preschool	3.0		\$84,255
\$112,625		4.0 Special Education	4.0	\$112,340	
<b>\$112,625</b>	<b>\$84,468</b>	<b>7.0 Instructional Assistants Total</b>	<b>7.0</b>	<b>\$112,340</b>	<b>\$84,255</b>
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$134,524		3.0 Custodian	3.0	\$138,478	
\$24,804		1.0 School Clerical	1.0	\$23,723	
<b>\$230,843</b>		<b>7.0 Total</b>	<b>7.0</b>	<b>\$241,502</b>	
		<b>School Nutrition</b>			
	\$37,855	1.0 Manager	1.0		\$41,564
	\$27,152	1.0 Cooks	1.0		\$32,563
	\$104,768	9.0 Cafeteria Helpers	9.0		\$101,300
	<b>\$169,775</b>	<b>11.0 School Nutrition Total</b>	<b>11.0</b>		<b>\$175,427</b>
<b>\$3,057,996</b>	<b>\$402,285</b>	<b>63.1 Vernon Hill School Total Salaries</b>	<b>63.1</b>	<b>\$2,985,476</b>	<b>\$480,793</b>
	<b>2015-2016</b>	<b>Vernon Hill School Budget</b>		<b>2016-2017</b>	
	\$3,057,996	Total Salaries		\$2,985,476	
	\$115,560	500103-92000 Student Transportation		\$120,669	
	\$36,044	500146-92000 Electricity		\$39,774	
	\$44,843	500146-92000 Natural Gas		\$47,857	
	\$10,875	500152-92000 Rubbish Removal		\$11,515	
	\$32,391	500-92204 Instructional Materials		\$30,975	
	\$3,297,709	<b>Vernon Hill School Total Budget</b>		\$3,236,266	



# 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	96.3%

## 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 teacher's collection of portfolio artifacts.

## Student Demographics

Low Income	51.7%
Special Education	24.1%
English Language Learners	33.8%
African American	13.1%
Asian	7.6%
Hispanic	38.6%
Native American	0.0%
White	35.2%
Multi-Race, Non-Hispanic	5.5%

## School Accountability Plan

- 100% of our students will demonstrate growth in ELA as measured by PARCC. This will be evidenced by an increase in our ELA CPI of 10.5 points to 86.0, an increase in our Student Growth Percentile from 53.0 to 60.0, a decrease of 20% in the number of students scoring in Level 2 & 3, and an increase of 30% in the number of students in scoring in Level 4 & 5.
- In order to ensure the safety of all students in the building, we will decrease the number of Office Discipline Referrals by 10%, thereby increasing the number of students that participate in monthly PBIS events by 10%.
- To improve communication regarding instructional priorities and targeted feedback (internally) and assessment data (internally and externally) which will be measured by establishing a baseline of quantitative data gathered throughout the year.
- Wawecus will increase the number of parents, guardians and other community members who participate in school based activities by 10%.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

■ All Grades - ELA	40.0%
■ All Grades - Math	22.0%

Student Growth Percentile

■ ELA	53.0%
■ Mathematics	47.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$114,667		1.0 Principal	1.0	\$117,944	
<b>\$114,667</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$117,944</b>	
		<b>Teacher</b>			
\$518,147		7.0 Elementary	7.0	\$515,928	
\$29,608		0.4 Physical Education	0.4	\$29,482	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$22,206		0.3 Art	0.3	\$22,111	
\$44,413		0.6 Music	0.6	\$44,222	
\$44,413		0.6 School Adjustment Counselor	0.6	\$44,222	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$222,063		3.0 Special Education	3.0	\$221,112	
<b>\$888,252</b>	<b>\$74,021</b>	<b>13.0 Teacher Total</b>	<b>13.0</b>	<b>\$884,448</b>	<b>\$73,704</b>
		<b>Instructional Assistants</b>			
\$84,468		3.0 Special Education	3.0	\$84,255	
\$28,156		1.0 ADA - Instructional Assistants	1.0	\$28,085	
<b>\$112,625</b>		<b>4.0 Instructional Assistants Total</b>	<b>4.0</b>	<b>\$112,340</b>	
\$21,223		1.0 English Language Tutor	1.0	\$21,011	
\$22,639		4.0 Crossing Guard	4.0	\$20,504	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$29,160		1.0 School Clerical	1.0	\$24,742	
<b>\$178,058</b>		<b>8.0 Total</b>	<b>8.0</b>	<b>\$181,465</b>	
		<b>School Nutrition</b>			
	\$34,923	3.0 Cafeteria Helpers	3.0		\$33,767
	<b>\$34,923</b>	<b>3.0 School Nutrition Total</b>	<b>3.0</b>		<b>\$33,767</b>
<b>\$1,293,602</b>	<b>\$108,944</b>	<b>29.0 Wawecus Road School Total Salaries</b>	<b>29.0</b>	<b>\$1,296,197</b>	<b>\$107,471</b>
<b>2015-2016</b>	<b>Wawecus Road School Budget</b>			<b>2016-2017</b>	
\$1,293,602		Total Salaries		\$1,296,197	
\$161,784		500103-92000 Student Transportation		\$168,936	
\$16,368		500146-92000 Electricity		\$15,333	
\$14,457		500146-92000 Natural Gas		\$14,545	
\$3,131		500152-92000 Rubbish Removal		\$3,316	
\$8,968		500-92204 Instructional Materials		\$8,555	
\$1,498,309		<b>Wawecus Road School Total Budget</b>		<b>\$1,506,883</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	96.1%

## 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	26.9%
Special Education	16.7%
English Language Learners	27.2%
African American	7.6%
Asian	5.6%
Hispanic	12.3%
Native American	0.0%
White	68.4%
Multi-Race, Non-Hispanic	6.1%

## School Accountability Plan

- One hundred percent 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 and the remaining 20% will reach a minimum of 40 on their SGP. Our goal is to reach a Math CPI of 91.
- One hundred percent of our students will participate in school safety practice drills and be able to demonstrate acceptable positive behaviors during school.
- 100% of our families will receive school to home communication through a variety of formats for parents to understand the West Tatnuck Open-Ended Response Strategies (WTORS) and best practice instruction for effective teaching and learning.
- One hundred percent of our families will attend a minimum of one of the three parent involvement days offered to families planned throughout the school year to learn about the West Tatnuck Instructional Focus regarding how we use higher order thinking and essential questions in Mathematics.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

■ All Grades - ELA	82.0%
■ All Grades - Math	79.0%

Student Growth Percentile

■ ELA	58.5%
■ Mathematics	61.5%

2015-2016 Adopted Budget			2016-2017 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>					
\$120,913		1.0 Principal	1.0	\$121,286	
<b>\$120,913</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$121,286</b>	
		<b>Teacher</b>			
\$1,036,294		14.0 Elementary	14.0	\$1,031,856	
\$222,063		3.0 Preschool	2.0		\$147,408
\$37,011		0.5 Physical Education	0.5	\$36,852	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$44,413		0.6 Art	0.6	\$44,222	
\$44,413		0.6 Music	0.6	\$44,222	
\$74,021		1.0 Psychologists	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$296,084		4.0 Special Education	4.0	\$294,816	
<b>\$1,761,700</b>	<b>\$74,021</b>	<b>24.8 Teacher Total</b>	<b>23.8</b>	<b>\$1,533,043</b>	<b>\$221,112</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 Preschool	1.0	\$28,085	
\$112,625	\$140,781	9.0 Special Education	9.0	\$112,340	\$140,425
<b>\$140,781</b>	<b>\$140,781</b>	<b>10.0 Instructional Assistants Total</b>	<b>10.0</b>	<b>\$140,425</b>	<b>\$140,425</b>
\$21,223		1.0 English Language Tutor	1.0	\$21,011	
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$25,244		1.0 School Clerical	1.0	\$25,979	
<b>\$162,823</b>		<b>6.0 Total</b>	<b>6.0</b>	<b>\$172,450</b>	
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$2,186,216</b>	<b>\$226,442</b>	<b>42.8 West Tatnuck School Total Salaries</b>	<b>41.8</b>	<b>\$1,967,205</b>	<b>\$372,792</b>
<b>2015-2016</b>	<b>West Tatnuck School Budget</b>			<b>2016-2017</b>	
\$2,186,216		Total Salaries		\$1,967,205	
\$462,239		500103-92000 Student Transportation		\$482,676	
\$18,439		500146-92000 Electricity		\$20,092	
\$29,937		500146-92000 Natural Gas		\$30,790	
\$6,764		500152-92000 Rubbish Removal		\$7,163	
\$21,004		500-92204 Instructional Materials		\$20,237	
\$2,724,599		<b>West Tatnuck School Total Budget</b>		<b>\$2,528,162</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	95.7%

## Instructional Focus

Woodland Academy's school-wide commitment is to ensure that all students show measurable growth in their ability to: read grade level text with understanding, explain their thinking in writing across all curriculum areas. This will be achieved through the implementation of a common set of standards based teaching practices and measured by formative and summative assessments such as rubric-scored responses, BAS, MAP, ACCESS and MCAS.

## Student Demographics

Low Income	65.5%
Special Education	13.6%
English Language Learners	74.3%
African American	7.7%
Asian	8.3%
Hispanic	71.1%
Native American	0.2%
White	9.7%
Multi-Race, Non-Hispanic	3.0%

## School Accountability Plan

- 100% of students K-6 will have the opportunity improve their reading by taking part in skill-based reading instruction. Progress towards this goal will be measured by BAS, Grade based reading standard reading assessments and other word assessments by grade level. This goal will be assessed biannually in all grades, K-6. 100% of students will increase their reading level, according to the BAS. Of that 100%, 70% will meeting grade level expectations of annual growth. Our goal is to earn an annual PPI of 100 in order to meet the CPI target of 76.8.
- 100% of teachers will use a formal, visual or routine-based behavior management system based on Woodland Academy's Core Values: Be respectful to ourselves and our community, work together, strive to maximize your learning, demonstrate a positive attitude.
- 100% of families will have the opportunity to engage in two-way communication in order to increase communication between home and school. This will be measured tri-annually, October 2015, January 2016 and April 2016, through parent surveys. This will increase by 70% from our baseline of 46%.
- 100% of families will have the opportunity to engage in two-way communication in order to increase communication between home and school. This will be measured tri-annually, October 2015, January 2016 and April 2016, through parent surveys. This will increase by 70% from our baseline of 46%.

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 28.0%
- All Grades - Math 18.0%

Student Growth Percentile

- ELA 69.0%
- Mathematics 50.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$118,292		1.0 Principal	1.0	\$118,659	
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$201,604</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$201,654</b>	
		<b>Teacher</b>			
\$1,850,525		25.0 Elementary	25.0	\$1,842,600	
\$370,105		5.0 English Language Learner	5.0	\$368,520	
\$74,021		1.0 Preschool	1.0	\$73,704	
\$66,619		0.9 Physical Education	0.9	\$66,334	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$59,217		0.8 Art	0.8	\$58,963	
\$59,217		0.8 Music	0.8	\$58,963	
\$44,413		0.6 Psychologists	0.6	\$44,222	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$148,042		2.0 Special Education	2.0	\$147,408	
	\$74,021	1.0 Wrap Around Zone Coordinator	1.0		\$73,704
<b>\$2,760,983</b>	<b>\$148,042</b>	<b>39.3 Teacher Total</b>	<b>39.3</b>	<b>\$2,749,159</b>	<b>\$147,408</b>
		<b>Instructional Assistants</b>			
\$28,156		1.0 Preschool	1.0	\$28,085	
\$112,625		4.0 Special Education	4.0	\$112,340	
<b>\$140,781</b>		<b>5.0 Instructional Assistants Total</b>	<b>5.0</b>	<b>\$140,425</b>	
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$30,097		0.5 School Nurse	0.5	\$34,524	
\$134,524		3.0 Custodian	3.0	\$138,478	
\$26,340		1.0 School Clerical	2.0	\$50,812	
<b>\$232,257</b>		<b>7.5 Total</b>	<b>8.5</b>	<b>\$262,819</b>	
		<b>School Nutrition</b>			
		Manager			
		Cooks			
		Cafeteria Helpers			
		<b>School Nutrition Total</b>			
<b>\$3,335,625</b>	<b>\$148,042</b>	<b>53.8 Woodland Academy School Total Salaries</b>	<b>54.8</b>	<b>\$3,354,057</b>	<b>\$147,408</b>
	<b>2015-2016</b>	<b>Woodland Academy School Budget</b>		<b>2016-2017</b>	
\$3,335,625		Total Salaries		\$3,354,057	
\$69,336		500103-92000 Student Transportation		\$72,401	
\$76,427		500146-92000 Electricity		\$85,905	
\$51,413		500146-92000 Natural Gas		\$35,574	
\$11,543		500152-92000 Rubbish Removal		\$12,223	
\$36,049		500-92204 Instructional Materials		\$37,229	
\$3,580,393		<b>Woodland Academy School Total Budget</b>		<b>\$3,597,389</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	97.1%

## Instructional Focus

A school wide effort to increase students' critical thinking skills through the implementation of a common set of reading and writing strategies, across disciplines and grade levels, as measured by students' written response to text, images, and/or performance. Our Challenge: To increase the yearly growth and achievement levels of our low-income, English Language Learners, and special needs students through both the lessons we teach and the experiences we provide.

## Student Demographics

Low Income	24.1%
Special Education	8.9%
English Language Learners	18.1%
African American	15.9%
Asian	3.7%
Hispanic	18.4%
Native American	0.0%
White	54.1%
Multi-Race, Non-Hispanic	7.9%

## School Accountability Plan

- By the end of the 2015-2016 school year, student growth in ELA will be high moderate to above moderate as assessed by PARCC ELA (60% or greater for grades 4-6), NWEA's MAP Math (60% or greater for grades 2 -6), and SRSD Pre and Post Genre Assessments grades K-6.
- 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.
- 
- 100% of our families will support the school instructional focus. Over 90% will attend or participate in community events (e.g., parent- teacher conferences, grade level workshops, student performances, extended family library hours) and/or school-to-home programs (e.g., take home reading program, math games, projects w/materials provided) each quarter

## Standardized Testing

% of Proficient or Above

% Met or Exceed Expectations

- All Grades - ELA 84.0%
- All Grades - Math 79.0%

Student Growth Percentile

- ELA 56.0%
- Mathematics 53.0%

2015-2016 Adopted Budget			2016-2017 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>					
\$136,427		1.0 Principal	1.0	\$136,844	
<b>\$136,427</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$136,844</b>	
		<b>Teacher</b>			
\$1,258,357		17.0 Elementary	17.0	\$1,252,968	
	\$74,021	1.0 Preschool	1.0		\$73,704
\$44,413		0.6 Physical Education	0.6	\$44,222	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$81,423		1.1 Art	1.1	\$81,074	
\$96,227		1.3 Music	1.3	\$95,815	
\$74,021		1.0 Theater	1.0	\$73,704	
\$74,021		1.0 Psychologists	1.0	\$73,704	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$74,021		1.0 Special Education	1.0	\$73,704	
<b>\$1,709,885</b>	<b>\$148,042</b>	<b>25.1 Teacher Total</b>	<b>25.1</b>	<b>\$1,702,562</b>	<b>\$147,408</b>
		<b>Instructional Assistants</b>			
	\$28,156	1.0 Preschool	1.0		\$28,085
\$56,312		2.0 Special Education	2.0	\$56,170	
<b>\$56,312</b>	<b>\$28,156</b>	<b>3.0 Instructional Assistants Total</b>	<b>3.0</b>	<b>\$56,170</b>	<b>\$28,085</b>
\$21,223		1.0 English Language Tutor	1.0	\$21,011	
\$11,320		2.0 Crossing Guard	2.0	\$10,252	
\$60,194		1.0 School Nurse	1.0	\$69,049	
\$89,683		2.0 Custodian	2.0	\$92,319	
\$30,849		1.0 School Clerical	1.0	\$31,177	
<b>\$213,269</b>		<b>7.0 Total</b>	<b>7.0</b>	<b>\$223,808</b>	
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$2,115,894</b>	<b>\$187,839</b>	<b>37.1 Worcester Arts Magnet School Total Salaries</b>	<b>37.1</b>	<b>\$2,119,384</b>	<b>\$186,749</b>
	<b>2015-2016</b>	<b>Worcester Arts Magnet School Budget</b>		<b>2016-2017</b>	
\$2,115,894		Total Salaries		\$2,119,384	
\$184,895		500103-92000 Student Transportation		\$193,070	
\$25,800		500130-92000 Arts Consultants (Burncoat Quadrant)		\$25,800	
\$25,459		500146-92000 Electricity		\$28,728	
\$42,532		500146-92000 Natural Gas		\$39,071	
\$7,010		500152-92000 Rubbish Removal		\$7,423	
\$23,836		500-92204 Instructional Materials		\$23,895	
\$2,425,426		<b>Worcester Arts Magnet School Total Budget</b>		<b>\$2,437,372</b>	

2015-2016 Adopted Budget			2016-2017 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>					
\$130,834		1.0 Coordinator - Alternative Education Program	1.0	\$132,466	
<b>\$130,834</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$132,466</b>	
		<b>Teacher</b>			
\$74,021		1.0 Math	1.0	\$73,704	
		World Language	0.6	\$44,222	
\$37,011		0.5 Physical Education	0.5	\$36,852	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$29,608		0.4 Art	0.4	\$29,482	
\$14,804		0.2 Music	0.2	\$14,741	
\$222,063		3.0 Occupational Arts	3.0	\$221,112	
\$14,804		0.2 Librarians	0.2	\$14,741	
\$14,804		0.2 Guidance	0.2	\$14,741	
\$222,063		3.0 School Adjustment Counselor	3.0	\$221,112	
\$592,168		8.0 Special Education	8.0	\$589,632	
<b>\$1,236,151</b>		<b>16.7 Teacher Total</b>	<b>17.3</b>	<b>\$1,275,079</b>	
		<b>Instructional Assistants</b>			
\$168,937		6.0 Special Education	6.0	\$168,510	
<b>\$168,937</b>		<b>6.0 Instructional Assistants Total</b>	<b>6.0</b>	<b>\$168,510</b>	
\$14,988		0.5 English Language Tutor	0.5	\$14,376	
\$30,097		0.5 School Nurse	0.5	\$34,524	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$32,648		1.0 School Clerical	1.0	\$32,974	
<b>\$122,574</b>		<b>3.0 Total</b>	<b>3.0</b>	<b>\$128,034</b>	
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$1,658,496</b>	<b>\$11,641</b>	<b>27.7 Alternative School @ St. Casimir's Total Salaries</b>	<b>28.3</b>	<b>\$1,704,090</b>	<b>\$11,256</b>
<b>2015-2016</b>	<b>Alternative School @ St. Casimir's Budget</b>			<b>2016-2017</b>	
\$1,658,496	Total Salaries			\$1,704,090	
\$115,560	500103-92000 Student Transportation			\$120,669	
\$55,363	500136-92000 Building or Parking Lot Rentals			\$55,917	
\$8,279	500146-92000 Electricity			\$8,405	
\$21,450	500146-92000 Heating Oil			\$13,000	
\$4,523	500152-92000 Rubbish Removal			\$4,789	
\$18,000	500-91000 St. Casimir's After school			\$18,000	
\$5,580	500-92204 Instructional Materials			\$5,580	
\$1,887,250	<b>Alternative School @ St. Casimir's Total Budget</b>			\$1,930,449	

2015-2016 Adopted Budget			2016-2017 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>					
\$105,917		1.0 Principal	1.0	\$106,257	
<b>\$105,917</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$106,257</b>	
		<b>Teacher</b>			
\$740,210		10.0 English Language Learner	14.0	\$1,031,856	
\$14,804		0.2 Physical Education	0.2	\$14,741	
\$14,804		0.2 Health & Safety	0.2	\$14,741	
\$22,206		0.3 Art	0.3	\$22,111	
\$14,804		0.2 Music	0.2	\$14,741	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
<b>\$880,850</b>		<b>11.9 Teacher Total</b>	<b>15.9</b>	<b>\$1,171,894</b>	
\$59,952		2.0 English Language Tutor	2.0	\$57,505	
\$30,097		0.5 School Nurse	0.5	\$34,524	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$33,893		1.0 School Clerical	1.0	\$30,759	
<b>\$168,783</b>		<b>4.5 Total</b>	<b>4.5</b>	<b>\$168,947</b>	
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$1,155,551</b>	<b>\$11,641</b>	<b>18.4 New Citizens Center Total Salaries</b>	<b>22.4</b>	<b>\$1,447,098</b>	<b>\$11,256</b>
<b>2015-2016</b>	<b>New Citizens Center Budget</b>			<b>2016-2017</b>	
\$1,155,551	Total Salaries			\$1,447,098	
\$138,672	500103-92000 Student Transportation			\$144,803	
\$13,649	500146-92000 Electricity			\$12,697	
\$13,980	500146-92000 Natural Gas			\$6,156	
\$3,131	500152-92000 Rubbish Removal			\$3,316	
\$5,800	500-92204 Instructional Materials			\$6,800	
\$1,330,782	<b>New Citizens Center Total Budget</b>			\$1,620,870	

2015-2016 Adopted Budget			2016-2017 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>					
\$138,608		1.0 Coordinator - Alternative Education Program	1.0	\$125,962	
\$119,748		1.0 Assistant Principal			
<b>\$258,356</b>		<b>2.0 Total</b>	<b>1.0</b>	<b>\$125,962</b>	
		<b>Teacher</b>			
\$222,063		3.0 English/Reading/Literacy	3.0	\$221,112	
\$296,084		4.0 Math	4.0	\$294,816	
\$222,063		3.0 History & Social Sciences	3.0	\$221,112	
\$37,011		0.5 World Language	1.0	\$73,704	
\$148,042		2.0 Science	2.0	\$147,408	
\$29,608		0.4 Physical Education	0.4	\$29,482	
\$29,608		0.4 Health & Safety	0.4	\$29,482	
\$14,804		0.2 Art	0.2	\$14,741	
\$148,042		2.0 Business & Technology	2.0	\$147,408	
\$29,608		0.4 Guidance	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
\$74,021		1.0 Other	1.0	\$73,704	
<b>\$1,324,976</b>		<b>17.9 Teacher Total</b>	<b>18.4</b>	<b>\$1,356,154</b>	
		<b>Instructional Assistants</b>			
\$56,312		2.0 Other	1.0	\$28,085	
<b>\$56,312</b>		<b>2.0 Instructional Assistants Total</b>	<b>1.0</b>	<b>\$28,085</b>	
\$21,223		1.0 English Language Tutor	1.0	\$21,011	
\$30,097		0.5 School Nurse	0.5	\$34,524	
\$44,841		1.0 Custodian	1.0	\$46,159	
\$47,516		1.0 School Clerical	1.0	\$47,974	
<b>\$143,678</b>		<b>3.5 Total</b>	<b>3.5</b>	<b>\$149,670</b>	
		<b>School Nutrition</b>			
	\$11,641	1.0 Cafeteria Helpers	1.0		\$11,256
	<b>\$11,641</b>	<b>1.0 School Nutrition Total</b>	<b>1.0</b>		<b>\$11,256</b>
<b>\$1,783,322</b>	<b>\$11,641</b>	<b>26.4 The Gerald Creamer Center Total Salaries</b>	<b>24.9</b>	<b>\$1,659,870</b>	<b>\$11,256</b>
<b>2015-2016</b>	<b>The Gerald Creamer Center Budget</b>		<b>2016-2017</b>		
\$1,783,322	Total Salaries		\$1,659,870		
\$161,784	500103-92000 Student Transportation		\$168,936		
\$19,376	500130-92000 Security Guards		\$23,267		
\$23,831	500136-92000 Educational Fees and Licences		\$24,667		
\$15,468	500146-92000 Electricity		\$13,573		
\$22,656	500146-92000 Natural Gas		\$24,105		
\$6,601	500152-92000 Rubbish Removal		\$6,989		
\$313,060	500-91000 Creamer Center Programs		\$313,060		
\$20,925	500-92204 Instructional Materials		\$20,925		
\$2,367,023	<b>The Gerald Creamer Center Total Budget</b>		<b>\$2,255,392</b>		

2015-2016 Adopted Budget			2016-2017 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>					
\$119,748		1.0 Assistant Principal	1.0	\$120,116	
<b>\$119,748</b>		<b>1.0 Total Teacher</b>	<b>1.0</b>	<b>\$120,116</b>	
\$148,042		2.0 English/Reading/Literacy	2.0	\$147,408	
\$148,042		2.0 Math	2.0	\$147,408	
\$148,042		2.0 History & Social Sciences	2.0	\$147,408	
\$37,011		0.5 World Language	1.0	\$73,704	
\$148,042		2.0 Science	2.0	\$147,408	
\$66,619		0.9 Physical Education	1.0	\$73,704	
\$59,217		0.8 Health & Safety	1.0	\$73,704	
\$29,608		0.4 Art	0.4	\$29,482	
\$29,608		0.4 Guidance	0.4	\$29,482	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
<b>\$888,252</b>		<b>12.0 Teacher Total</b>	<b>12.8</b>	<b>\$943,411</b>	
		<b>Instructional Assistants</b>			
\$56,312		2.0 Other	2.0	\$56,170	
<b>\$56,312</b>		<b>2.0 Instructional Assistants Total</b>	<b>2.0</b>	<b>\$56,170</b>	
\$29,976		1.0 English Language Tutor	1.0	\$28,753	
\$30,097		0.5 School Nurse	0.5	\$34,524	
\$31,048		1.0 School Clerical	1.0	\$31,857	
<b>\$91,121</b>		<b>2.5 Total</b>	<b>2.5</b>	<b>\$95,134</b>	
		<b>School Nutrition</b>			
		Cafeteria Helpers			
		<b>School Nutrition Total</b>			
<b>\$1,155,433</b>		<b>17.5 Challenge and Reach Academies Total Salaries</b>	<b>18.3</b>	<b>\$1,214,831</b>	
	<b>2015-2016</b>	<b>Challenge and Reach Academies Budget</b>		<b>2016-2017</b>	
\$1,155,433		Total Salaries		\$1,214,831	
\$23,831		500136-92000 Educational Fees and Licences		\$24,667	
\$10,000		500-92204 Instructional Materials		\$10,000	
\$1,189,265		<b>Challenge and Reach Academies Total Budget</b>		<b>\$1,249,498</b>	

2015-2016 Adopted Budget			2016-2017 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>					
\$83,312		1.0 Assistant Principal	1.0	\$82,995	
<b>\$83,312</b>		<b>1.0 Total Teacher</b>	<b>1.0</b>	<b>\$82,995</b>	
\$14,804		0.2 Physical Education	0.2	\$14,741	
\$7,402		0.1 Health & Safety	0.1	\$7,370	
\$14,804		0.2 Art	0.2	\$14,741	
\$74,021		1.0 Psychologists	1.0	\$73,704	
\$74,021		1.0 School Adjustment Counselor	1.0	\$73,704	
\$666,189		9.0 Special Education	8.0	\$589,632	
<b>\$851,242</b>		<b>11.5 Teacher Total</b>	<b>10.5</b>	<b>\$773,892</b>	
		<b>Instructional Assistants</b>			
\$197,093	\$197,093	14.0 Special Education	12.0	\$140,425	\$196,595
<b>\$197,093</b>	<b>\$197,093</b>	<b>14.0 Instructional Assistants Total</b>	<b>12.0</b>	<b>\$140,425</b>	<b>\$196,595</b>
\$26,534		1.0 School Clerical	1.0	\$27,240	
<b>\$26,534</b>		<b>1.0 Total</b>	<b>1.0</b>	<b>\$27,240</b>	
<b>\$1,158,180</b>	<b>\$197,093</b>	<b>27.5 Chandler Magnet Academic Center for Transition Total Sal</b>	<b>24.5</b>	<b>\$1,024,552</b>	<b>\$196,595</b>
	<b>2015-2016</b>	<b>Chandler Magnet Academic Center for Transition Budget</b>		<b>2016-2017</b>	
	\$1,158,180	Total Salaries		\$1,024,552	
	\$4,080	500-92204 Instructional Materials		\$4,080	
	\$1,162,260	<b>Chandler Magnet Academic Center for Transition Total Budget</b>		\$1,028,632	

2015-2016 Adopted Budget			2016-2017 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>					
\$194,837		1.0 Superintendent	1.0	\$200,000	
\$86,446		1.5 Administrative Clerical	1.5	\$99,804	
<b>\$281,283</b>		<b>2.5 Office of the Superintendent Total</b>	<b>2.5</b>	<b>\$299,804</b>	
<b>School Committee Office</b>					
\$144,570		1.0 Assistant to Superintendent/ Clerk to School Committee	1.0	\$145,059	
\$134,635		2.0 Administrative Clerical	2.0	\$132,410	
<b>\$279,205</b>		<b>3.0 School Committee Office Total</b>	<b>3.0</b>	<b>\$277,469</b>	
<b>Office of the Chief Academic Officer</b>					
\$154,818		1.0 Chief Academic Officer	1.0	\$158,430	
	\$68,996	1.0 Coordinator - HEARS Project	1.0		\$68,996
\$66,670		1.0 Staff Assistant	1.0	\$66,771	
<b>\$221,487</b>	<b>\$68,996</b>	<b>3.0 Office of the Chief Academic Officer Total</b>	<b>3.0</b>	<b>\$225,202</b>	<b>\$68,996</b>
<b>Office of Curriculum &amp; Learning</b>					
		Manager of Curriculum & Learning	1.0	\$135,000	
\$96,583		1.0 Director - Advanced Academy	1.0	\$96,583	
\$74,021		1.0 Liaison - AVID Program	1.0	\$73,704	
	\$35,838	1.0 Specialist - Community Resources	1.0		\$37,232
		Administrative Clerical	1.0	\$54,217	
<b>\$170,604</b>	<b>\$35,838</b>	<b>3.0 Office of Curriculum &amp; Learning Total</b>	<b>5.0</b>	<b>\$359,504</b>	<b>\$37,232</b>
<b>Office of Instruction &amp; School Leadership</b>					
\$300,107		2.0 Quadrant Managers			
\$116,456		1.0 School Communications & Support Coordinator			
		Manager of Instruction & School Leadership	3.0	\$435,600	
\$119,786		2.0 Administrative Clerical	1.0	\$54,217	
<b>\$536,349</b>		<b>5.0 Office of Instruction &amp; School Leadership Total</b>	<b>4.0</b>	<b>\$489,817</b>	
<b>Office of Professional Learning</b>					
	\$136,361	1.0 Manager of Professional Learning	1.0		\$136,825
	\$42,769	1.0 Administrative Clerical	1.0		\$43,437
	<b>\$179,130</b>	<b>2.0 Office of Professional Learning Total</b>	<b>2.0</b>		<b>\$180,262</b>
<b>Office of Research, Evaluation, Assessments, and Accountability</b>					
\$130,409		1.0 Chief Accountability Officer	1.0	\$134,761	
\$77,013		1.0 Director - Testing and Assessment	1.0	\$77,365	
	\$28,156	1.0 Instructional Assistant - Other	1.0	\$28,085	
	\$80,654	1.0 Federal Data Analyst	1.0		\$80,600
\$58,440		1.0 Administrative Clerical	1.0	\$57,753	
<b>\$265,861</b>	<b>\$108,810</b>	<b>5.0 Office of Research, Evaluation, Assessments, and Account</b>	<b>5.0</b>	<b>\$297,964</b>	<b>\$80,600</b>
<b>Special Education Administration</b>					
\$145,383		1.0 Director - Special Education	1.0	\$145,860	
\$112,463		1.0 Assistant Director - Special Education	1.0	\$115,427	
	\$102,579	1.0 Assistant Director - Special Education/Medicaid	1.0		\$107,237
	\$156,086	2.0 Data Analyst	2.0		\$155,979
\$331,126	\$47,304	8.0 Administrative Clerical	8.0	\$319,986	\$45,712
<b>\$588,972</b>	<b>\$305,969</b>	<b>13.0 Special Education Administration Total</b>	<b>13.0</b>	<b>\$581,273</b>	<b>\$308,929</b>
<b>Office of ELL and Supplemental Support</b>					
\$126,206		1.0 Manager of ELL and Supplemental Support	1.0	\$126,656	
	\$115,714	1.0 Director of Supplemental Educational Services	1.0		\$107,301
		Data Analyst	1.0		\$70,000
\$62,691	\$38,920	2.0 Administrative Clerical	2.0	\$61,953	\$36,144
<b>\$188,897</b>	<b>\$154,634</b>	<b>4.0 Office of ELL and Supplemental Support Total</b>	<b>5.0</b>	<b>\$188,610</b>	<b>\$213,445</b>
<b>Human Resources Department</b>					
\$142,634		1.0 Chief Human Resources Officer	1.0	\$125,000	
\$120,244		1.0 Director of Instructional Support Staff	1.0	\$124,215	
\$109,699		1.0 Coordinator - Staff, Mentoring, and Recruitment	1.0	\$110,053	
\$28,156		1.0 Instructional Assistant - CORI	1.0	\$28,085	
\$301,131		5.5 Administrative Clerical	5.5	\$290,029	
<b>\$701,865</b>		<b>9.5 Human Resources Department Total</b>	<b>9.5</b>	<b>\$677,382</b>	
<b>Finance Division</b>					
\$159,460		1.0 Chief Financial and Operations Officer	1.0	\$160,001	
\$126,519		1.0 Budget Director	1.0	\$132,431	
\$181,307		3.0 Financial Analyst	2.0	\$121,466	
\$66,670		1.0 Staff Assistant	1.0	\$60,478	
<b>\$533,956</b>		<b>6.0 Finance Division Total</b>	<b>5.0</b>	<b>\$474,376</b>	

		<b>Grants Management</b>			
\$125,013		1.0 Manager - Grants Resources	1.0		\$125,423
\$96,216		1.0 Director - Grant Compliance	1.0		\$96,158
\$96,216		1.0 Director - Grant Finance	1.0		\$96,158
\$62,120		1.0 Financial Analyst	1.0		\$55,000
\$57,556		1.0 Grant Information Specialist	1.0		\$57,512
\$146,758		2.0 Grant Writer/Researcher	2.0		\$139,725
<b>\$583,880</b>		<b>7.0 Grants Management Total</b>	<b>7.0</b>		<b>\$569,977</b>
		<b>Information Technology Administration</b>			
\$133,556		1.0 Information Technology Officer	1.0	\$134,013	
<b>\$133,556</b>		<b>1.0 Information Technology Administration Total</b>	<b>1.0</b>	<b>\$134,013</b>	
		<b>Data Team</b>			
\$53,373		1.0 Software Quality Assurance Analyst	1.0	\$55,057	
	\$62,375	1.0 Web Application/Analyst	2.0	\$130,566	
\$54,944		1.0 Online Media Specialist	1.0	\$56,472	
\$109,511		1.0 Senior Systems Analyst	1.0	\$112,362	
\$50,380	\$50,380	1.0 Senior Software Developer	1.0	\$104,541	
<b>\$268,209</b>	<b>\$112,755</b>	<b>5.0 Data Team Total</b>	<b>6.0</b>	<b>\$458,998</b>	
		<b>Help Desk</b>			
\$63,755	\$63,755	2.0 Technology Support Specialist	2.0	\$64,487	\$64,487
\$60,124		1.0 Media Application Specialist	1.0	\$48,775	
<b>\$123,880</b>	<b>\$63,755</b>	<b>3.0 Help Desk Total</b>	<b>3.0</b>	<b>\$113,262</b>	<b>\$64,487</b>
		<b>Materials Management Department</b>			
\$96,216		1.0 Director - Materials Management	1.0	\$96,158	
\$165,681	\$51,826	4.0 Account Clerical	4.0	\$157,946	\$52,649
<b>\$261,897</b>	<b>\$51,826</b>	<b>5.0 Materials Management Department Total</b>	<b>5.0</b>	<b>\$254,104</b>	<b>\$52,649</b>
		<b>Payroll Office</b>			
\$96,574		1.0 Director - Payroll	1.0	\$94,083	
\$169,532	\$56,511	4.0 Account Clerical	4.0	\$166,597	\$55,532
<b>\$266,105</b>	<b>\$56,511</b>	<b>5.0 Payroll Office Total</b>	<b>5.0</b>	<b>\$260,680</b>	<b>\$55,532</b>
		<b>Facilities Administration</b>			
\$123,220		1.0 Director of Facilities	1.0	\$122,412	
\$65,799		1.0 Coordinator - Facilities	1.0	\$65,896	
\$89,683		2.0 Custodian	2.0	\$92,319	
\$52,213		1.0 Administrative Clerical	1.0	\$55,700	
<b>\$330,915</b>		<b>5.0 Facilities Administration Total</b>	<b>5.0</b>	<b>\$336,327</b>	
		<b>Student Transportation</b>			
\$120,359		1.0 Director - Transportation	1.0	\$120,770	
\$58,561		1.0 Assistant Coordinator - Transportation	1.0	\$61,834	
\$10,000		Administrative Clerical		\$10,000	
<b>\$188,920</b>		<b>2.0 Student Transportation Total</b>	<b>2.0</b>	<b>\$192,604</b>	
		<b>School Safety Administration</b>			
\$110,274		1.0 Director - School Safety	1.0	\$110,209	
	\$43,167	1.0 Coordinator - Parent/Family Connections	1.0		\$43,134
\$44,413		0.6 School Adjustment Counselor	0.6	\$44,222	
\$58,440		1.0 Administrative Clerical	1.0	\$57,753	
<b>\$213,127</b>	<b>\$43,167</b>	<b>3.6 School Safety Administration Total</b>	<b>3.6</b>	<b>\$212,184</b>	<b>\$43,134</b>
		<b>School Nutrition</b>			
\$98,352		1.0 School Nutrition Director	1.0	\$99,326	
\$168,449		3.0 School Nutrition Supervisors	3.0	\$176,672	
\$37,855		1.0 Food Procurement Manager	1.0	\$41,564	
\$44,612		1.0 Computer Technician	1.0	\$44,412	
\$33,974		1.0 MEO	1.0	\$44,551	
\$91,778		2.0 Clerical	2.0	\$92,961	
\$27,708		0.5 Nutritionist	0.5	\$21,649	
\$11,641		1.0 Cafeteria Helpers	1.0	\$11,256	
\$69,430		1.0 Financial Analyst	1.0	\$70,136	
<b>\$583,799</b>		<b>11.5 School Nutrition Total</b>	<b>11.5</b>	<b>\$602,526</b>	
<b>\$5,555,089</b>	<b>\$2,349,069</b>	<b>104.1 Durkin Administration Building Total Salaries</b>	<b>106.1</b>	<b>\$5,833,572</b>	<b>\$2,277,769</b>
<b>2015-2016</b>		<b>Durkin Administration Building Budget</b>		<b>2016-2017</b>	
\$5,555,089		Total Salaries		\$5,833,572	
\$79,400		500130-92000 HR Automated Services		\$79,552	
\$25,728		500136-92000 Building or Parking Lot Rentals		\$25,728	
\$33,000		500136-92000 Copier Leases and Maintenance		\$33,000	
\$8,000		500136-92000 Meetings & Receptions		\$8,000	
\$23,500		500136-92000 Office Supplies		\$23,500	
\$107,881		500146-92000 Electricity		\$112,968	
\$20,462		500146-92000 Natural Gas		\$22,048	
\$8,727		500152-92000 Rubbish Removal		\$9,241	
\$22,850		500-91000 Other Contractual Salaries		\$22,850	
\$5,884,637		<b>Durkin Administration Building Total Budget</b>		\$6,170,458	

2015-2016 Adopted Budget		
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2016-2017 Recommended Budget		
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General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
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### Foley Stadium & Athletics

#### Department of Health and Physical Education

\$106,574		1.0 Athletic Director	1.0	\$106,923	
\$74,021		1.0 Physical Education and Health Liaison	1.0	\$73,704	
\$55,910		1.0 Administrative Clerical	1.0	\$50,270	
<b>\$236,505</b>		<b>3.0 Department of Health and Physical Education Total</b>	<b>3.0</b>	<b>\$230,897</b>	
<b>\$236,505</b>		<b>3.0 Foley Stadium &amp; Athletics Total Salaries</b>	<b>3.0</b>	<b>\$230,897</b>	

2015-2016	Foley Stadium & Athletics Budget	2016-2017
\$236,505	Total Salaries	\$230,897
\$467,434	500122-92000 Athletic OM	\$467,820
\$58,177	500146-92000 Electricity	\$62,346
\$11,550	500146-92000 Heating Oil	\$7,000
\$5,483	500152-92000 Rubbish Removal	\$5,806
\$524,362	500-91000 Athletic Coaches Salaries	\$524,427
\$1,303,511	<b>Foley Stadium &amp; Athletics Total Budget</b>	<b>\$1,298,296</b>

2015-2016 Adopted Budget			2016-2017 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>					
\$101,603		2.0 Administrative Clerical	2.0	\$100,618	
<b>\$101,603</b>		<b>2.0 Counseling, Psychology and Community Outreach Total</b>	<b>2.0</b>	<b>\$100,618</b>	
<b>Adult Education</b>					
	\$95,741	1.0 Director - Adult Education/GED Program	1.0		\$96,003
	\$74,021	1.0 Coordinator - Nightlife	1.0		\$73,704
\$30,000	\$26,760	1.0 Administrative Clerical	1.0	\$30,000	\$18,026
<b>\$30,000</b>	<b>\$196,522</b>	<b>3.0 Adult Education Total</b>	<b>3.0</b>	<b>\$30,000</b>	<b>\$187,733</b>
\$89,683		2.0 Custodian	2.0	\$92,319	
<b>\$89,683</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$92,319</b>	
<b>\$221,286</b>	<b>\$196,522</b>	<b>7.0 Fanning Building Total Salaries</b>	<b>7.0</b>	<b>\$222,937</b>	<b>\$187,733</b>
<b>2015-2016 Fanning Building Budget</b>			<b>2016-2017</b>		
\$221,286		Total Salaries		\$222,937	
\$29,807		500146-92000 Electricity		\$28,982	
\$45,624		500146-92000 Natural Gas		\$39,185	
\$3,295		500152-92000 Rubbish Removal		\$3,489	
\$300,012		<b>Fanning Building Total Budget</b>		\$294,594	

2015-2016 Adopted Budget			2016-2017 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>					
\$42,642	\$63,963	1.0 Coordinator - School Choice	1.0	\$46,729	\$70,093
<b>\$42,642</b>	<b>\$63,963</b>	<b>1.0 Total</b>	<b>1.0</b>	<b>\$46,729</b>	<b>\$70,093</b>
		<b>Office of ELL and Supplemental Support</b>			
\$56,312		2.0 English Language Learner	2.0	\$56,170	
<b>\$56,312</b>		<b>2.0 Office of ELL and Supplemental Support Total</b>	<b>2.0</b>	<b>\$56,170</b>	
\$95,399	\$88,760	4.0 Parent Liaison	4.0	\$93,865	\$88,760
\$56,760		1.0 Administrative Clerical	1.0	\$56,092	
<b>\$152,158</b>	<b>\$88,760</b>	<b>5.0 Total</b>	<b>5.0</b>	<b>\$149,957</b>	<b>\$88,760</b>
<b>\$251,113</b>	<b>\$152,723</b>	<b>8.0 James L. Garvey Parent Information Center Total Salaries</b>	<b>8.0</b>	<b>\$252,856</b>	<b>\$158,853</b>
<b>2015-2016 James L. Garvey Parent Information Center Budget</b>			<b>2016-2017</b>		
\$251,113		Total Salaries		\$252,856	
\$3,888		500146-92000 Electricity		\$4,149	
\$6,263		500146-92000 Natural Gas		\$5,167	
\$1,391		500152-92000 Rubbish Removal		\$1,473	
\$262,655		<b>James L. Garvey Parent Information Center Total Budget</b>		\$263,645	

2015-2016 Adopted Budget			2016-2017 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	\$112,100	
\$138,461		1.5 Supervisor - School Nurse	1.5	\$149,010	
\$59,000	\$42,000	Nurse Substitute Coverage		\$221,616	\$42,000
<b>\$307,461</b>	<b>\$42,000</b>	<b>2.5 Total</b>	<b>2.5</b>	<b>\$482,726</b>	<b>\$42,000</b>
\$44,841		1.0 Custodian	1.0	\$46,159	
\$54,328		1.0 Administrative Clerical	1.0	\$44,183	
<b>\$99,169</b>		<b>2.0 Total</b>	<b>2.0</b>	<b>\$90,343</b>	
<b>\$406,630</b>	<b>\$42,000</b>	<b>4.5 Harlow Street Total Salaries</b>	<b>4.5</b>	<b>\$573,068</b>	<b>\$42,000</b>
	<b>2015-2016</b>	<b>Harlow Street Budget</b>		<b>2016-2017</b>	
	\$406,630	Total Salaries		\$573,068	
	\$10,086	500146-92000 Electricity		\$11,204	
	\$42,900	500146-92000 Heating Oil		\$26,000	
	\$2,046	500152-92000 Rubbish Removal		\$2,166	
	\$461,662	<b>Harlow Street Total Budget</b>		\$612,439	

2015-2016 Adopted Budget			2016-2017 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Facilities Department</b>					
\$98,539		1.0 Coord Building & Grounds	1.0	\$102,738	
\$67,109		1.0 Maintenance Supervisor	1.0	\$62,296	
\$74,078		1.0 Custodial Supervisor	1.0	\$80,460	
\$67,772		1.0 CAD/Draftsman	1.0	\$69,506	
\$59,001		1.0 Storekeeper & Inventory	1.0	\$59,218	
\$244,078		4.0 Plumber	4.0	\$240,922	
\$61,508		1.0 Locksmith	1.0	\$61,048	
\$315,122		5.0 HVAC Technician	5.0	\$313,699	
\$291,292		5.0 Electrician	5.0	\$293,213	
\$408,024		7.0 Carpenter	7.0	\$418,009	
\$357,268		7.0 Utility Crew	7.0	\$356,170	
\$182,012		3.0 Steamfitter	3.0	\$181,392	
\$115,148		2.0 Glazier	2.0	\$108,610	
\$12,065		Emergency Stipend		\$12,065	
\$138,482		2.0 Energy Management	2.0	\$138,013	
	\$179,366	4.0 Custodian	4.0		\$184,638
\$35,929		1.0 Administrative Clerical	1.0	\$38,290	
<b>\$2,527,426</b>	<b>\$179,366</b>	<b>46.0 Total</b>	<b>46.0</b>	<b>\$2,535,649</b>	<b>\$184,638</b>
<b>\$2,527,426</b>	<b>\$179,366</b>	<b>46.0 Facilities Department Total Salaries</b>	<b>46.0</b>	<b>\$2,535,649</b>	<b>\$184,638</b>
<b>2015-2016 Facilities Department Budget</b>			<b>2016-2017</b>		
\$2,527,426		Total Salaries		\$2,535,649	
\$818		500152-92000 Rubbish Removal		\$867	
\$2,528,244		<b>Facilities Department Total Budget</b>		<b>\$2,536,516</b>	

2015-2016 Adopted Budget		
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2016-2017 Recommended Budget		
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General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
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**Bus Yard**

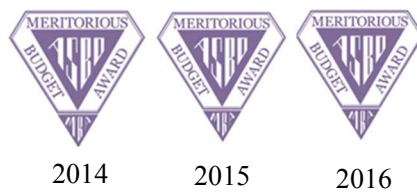
**Student Transportation**

\$59,007		1.0	Coordinator - Transportation	1.0	\$59,216
			Coordinator - Compliance & Safety	1.0	\$60,000
\$54,104		1.0	Assistant Coordinator - Transportation	1.0	\$56,522
\$1,534,898		39.0	Bus Driver	39.0	\$1,419,815
\$959,102		39.0	Bus Monitor	39.0	\$900,152
<b>\$2,607,111</b>		<b>80.0</b>	<b>Student Transportation Total</b>	<b>81.0</b>	<b>\$2,495,705</b>
<b>\$2,607,111</b>		<b>80.0</b>	<b>Bus Yard Total Salaries</b>	<b>81.0</b>	<b>\$2,495,705</b>

2015-2016	Bus Yard Budget	2016-2017
\$2,607,111	Total Salaries	\$2,495,705
\$184,330	500136-92000 Building or Parking Lot Rentals	\$186,053
\$2,046	500152-92000 Rubbish Removal	\$2,166
\$2,793,487	<b>Bus Yard Total Budget</b>	<b>\$2,683,924</b>

2015-2016 Adopted Budget			2016-2017 Recommended Budget		
General Fund Salaries	Grant/Other Salaries	Full Time Staff	Full Time Staff	General Fund Salaries	Grant/Other Salaries
<b>Systemwide</b>					
<b>Office of Curriculum &amp; Learning</b>					
\$592,168		8.0 Curriculum Liaison	8.0	\$589,632	
<b>\$592,168</b>		<b>8.0 Office of Curriculum &amp; Learning Total</b>	<b>8.0</b>	<b>\$589,632</b>	
<b>Office of Staff and Curriculum Development</b>					
\$222,063		3.0 Technology Integration Specialist (School-Based)	3.0	\$221,112	
<b>\$222,063</b>		<b>3.0 Office of Staff and Curriculum Development Total</b>	<b>3.0</b>	<b>\$221,112</b>	
<b>Office of ELL and Supplemental Support</b>					
\$129,167		2.0 Interpreter	2.0	\$129,557	
\$46,267		3.0 LAU Tester	3.0	\$45,768	
<b>\$175,434</b>		<b>5.0 Office of ELL and Supplemental Support Total</b>	<b>5.0</b>	<b>\$175,325</b>	
<b>Help Desk</b>					
\$289,414	\$163,354	8.0 Computer Technician	8.0	\$458,316	
\$143,481		2.0 Student Database Trainer	2.0	\$147,940	
	\$61,832	4.0 Interns	4.0		\$61,682
<b>\$432,895</b>	<b>\$225,186</b>	<b>14.0 Help Desk Total</b>	<b>14.0</b>	<b>\$606,256</b>	<b>\$61,682</b>
<b>Network Administration</b>					
\$83,489		1.0 Network Administrator	1.0	\$86,558	
\$63,408		1.0 Network Technician	1.0	\$66,070	
\$36,032		0.5 Software Systems Implementation Specialist	0.5	\$54,975	
<b>\$182,929</b>		<b>2.5 Network Administration Total</b>	<b>2.5</b>	<b>\$207,603</b>	
<b>Channel 11</b>					
	\$72,863	1.0 Television Producer	1.0		\$72,821
	\$107,008	3.0 Production Assistant	3.0		\$107,003
	<b>\$179,870</b>	<b>4.0 Channel 11 Total</b>	<b>4.0</b>		<b>\$179,824</b>
<b>Teacher</b>					
	\$444,126	6.0 English Language Learner	6.0		\$442,224
\$207,259		2.8 Psychologists	2.8	\$206,371	
\$962,273		13.0 School Adjustment Counselor	13.0	\$958,152	
	\$74,021	1.0 Instructional Coach	1.0		\$73,704
\$2,220,630		30.0 Long Term Substitutes	30.0	\$2,211,120	
\$74,021		1.0 Other	1.0	\$73,704	
<b>\$3,464,183</b>	<b>\$518,147</b>	<b>53.8 Teacher Total</b>	<b>53.8</b>	<b>\$3,449,347</b>	<b>\$515,928</b>
<b>Instructional Assistants</b>					
\$253,405	\$253,405	18.0 Special Education	18.0	\$252,765	\$252,765
		1.0 ADA - Instructional Assistants	1.0	\$28,085	
<b>\$253,405</b>	<b>\$253,405</b>	<b>19.0 Instructional Assistants Total</b>	<b>19.0</b>	<b>\$280,850</b>	<b>\$252,765</b>
<b>Locations to be Assigned</b>					
		Elementary	10.0	\$737,040	
\$666,189	\$518,147	16.0 English Language Learner	10.0	\$691,421	
\$51,200		2.0 English Language Tutor	1.0	\$21,011	
\$666,087		36.0 Literacy Tutor	36.0	\$656,795	
\$1,182,557	\$591,279	63.0 Instructional Assistants- Kindergarten	63.0	\$786,380	\$982,975
\$1,702,483		23.0 Chairperson - Special Education	23.0	\$1,695,192	
\$3,108,882		42.0 Speech and Language Therapist	42.0	\$3,095,568	
\$2,368,672		32.0 Learning Disabilities	32.0	\$2,358,528	
\$1,258,357		17.0 Occupational and Physical Therapy	17.0	\$1,252,968	
<b>\$11,004,427</b>	<b>\$1,109,426</b>	<b>231.0 Locations to be Assigned Total</b>	<b>234.0</b>	<b>\$11,294,904</b>	<b>\$982,975</b>
<b>Special Education</b>					
\$1,323,338	\$1,717,524	108.0 Special Education - IA	108.0	\$1,319,995	\$1,713,185
\$222,063		3.0 Assistive Technology Specialist	3.0	\$221,112	
\$370,105		5.0 Behavior Management Department Head	5.0	\$368,520	
\$962,273		13.0 Behavioral Specialist	13.0	\$958,152	
\$370,105		5.0 Home & Hospital	5.0	\$368,520	
\$148,042		2.0 Transitional Life Skills	2.0	\$147,408	
\$666,189		9.0 Transitions	8.0	\$589,632	
\$222,063		3.0 Alternative Support	3.0	\$221,112	
\$148,042		2.0 Deaf - Hard of Hearing	2.0	\$147,408	
\$222,063		3.0 Vision	3.0	\$221,112	
\$744,908		16.8 COTA	15.4	\$682,249	
\$254,126		5.0 Speech Assistant	6.0	\$306,606	
\$30,097		0.5 School Nurse	0.5	\$34,524	
<b>\$5,683,414</b>	<b>\$1,717,524</b>	<b>175.3 Special Education Total</b>	<b>173.9</b>	<b>\$5,586,350</b>	<b>\$1,713,185</b>
\$84,327		1.0 Community & Family Outreach Coordinator			
\$65,499		1.0 Translation Coordinator	1.0	\$65,499	
\$66,000		School Clerical Substitute Coverage		\$66,000	
<b>\$215,826</b>		<b>2.0 Total</b>	<b>1.0</b>	<b>\$131,499</b>	

<b>\$22,226,745</b>	<b>\$4,003,558</b>	<b>517.6 Systemwide Total Salaries</b>	<b>518.2</b>	<b>\$22,542,877</b>	<b>\$3,706,358</b>
<b>2015-2016</b>	<b>Systemwide Budget</b>			<b>2016-2017</b>	
\$22,226,745	Total Salaries			\$22,542,877	
\$15,848,677	500101-96000 Retirement			\$16,751,681	
\$1,697,289	500103-92000 Student Transportation			\$1,743,791	
\$42,517,179	500123-96000 Health Insurance			\$44,806,753	
\$53,538	500125-92000 Other Insurance Programs			\$53,491	
\$1,352,305	500129-91000 Workers Compensation			\$1,352,305	
\$125,000	500130-92000 Advanced Placement Program			\$145,000	
\$31,500	500130-92000 Contractual Tuition Reimbursement			\$31,500	
\$24,283	500130-92000 Employee Assistance Program			\$24,283	
\$531,000	500130-92000 Legal Consultation			\$281,000	
\$20,000	500130-92000 Physical Consultation & Nursing Services			\$20,000	
\$1,265,035	500130-92000 Special Education Personal & Medical Services			\$1,598,170	
\$165,500	500130-92000 Staff/Curriculum Development			\$205,500	
\$195,000	500130-92000 Translation			\$195,000	
\$704,680	500132-92000 Alternative Programs			\$774,680	
\$31,331	500132-92000 Non-Special Education			\$61,213	
\$15,695,619	500132-92000 Tuition			\$16,615,473	
\$207,531	500133-92000 Printing and Postage			\$224,595	
\$24,000	500136-92000 Audit Fees			\$15,000	
\$45,512	500136-92000 Dues and Memberships			\$49,023	
\$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	
\$75,000	500136-92000 School Safety Equipment			\$75,000	
\$1,226,700	500136-92000 Technology Plan			\$1,243,700	
\$6,400	500136-92000 Worcester Future Teachers			\$6,400	
\$339,928	500136-92000 Educational Fees and Licences			\$347,945	
\$250,000	500136-93000 Technology Equipment			\$250,000	
\$186,058	500137-96000 Unemployment Compensation			\$318,226	
\$62,500	500138-92000 In-State Travel			\$81,000	
\$95,465	500141-92000 Vehicle Maintenance-Facilities			\$91,217	
\$453,487	500141-92000 Vehicle Maintenance-Transportation			\$414,384	
\$470,079	500146-92000 Telephone			\$541,811	
\$2,232,125	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			\$248,550	
\$1,148,627	500-91000 Contractual Advisor Stipends			\$1,148,627	
\$871,200	500-91000 DxD Substitutes			\$871,200	
\$794,693	500-91000 Miscellaneous Salaries			\$786,011	
\$87,000	500-91000 School Committee			\$89,445	
\$50,000	500-91000 Student Drop-Off Center			\$50,000	
\$1,473,549	500-92204 Instructional Materials			\$1,476,399	
\$1,046,865	500-97000 Custodians OT			\$1,046,865	
\$150,797	500-97000 School Plant OT			\$150,797	
\$68,837	500-97000 Support OT			\$68,837	
\$114,795,223	<b>Systemwide Total Budget</b>			\$119,631,473	





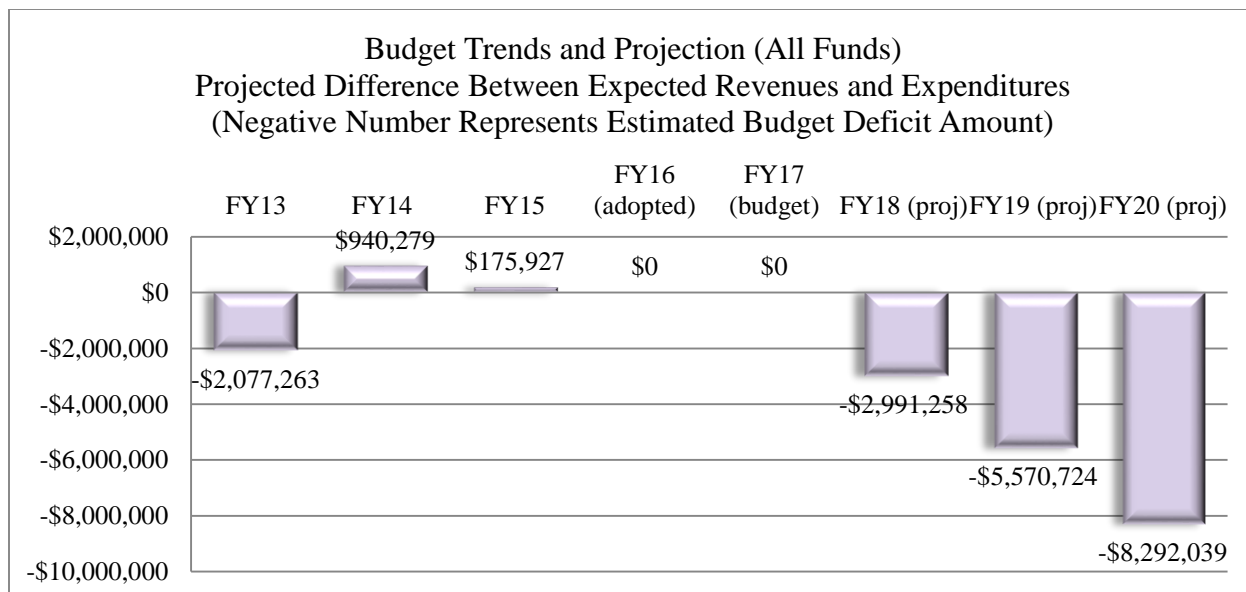
*"Bright Eyes"*  
Avery Kasten  
Burncoat High School

(All Funds)

**FY13-FY15 Actual Revenue and Expenditures**  
**FY16 Adopted Revenue and Expenditure Budget Amounts**  
**FY17 Proposed Revenue and Expenditure Budget Amounts**  
**FY18-FY20 Projected Revenue and Expenditure Amounts**

	Actual			Adopted Budget	Proposed Budget	Projected		
<b>Revenues:</b>	FY13	FY14	FY15	FY16	FY17	FY18	FY18	FY20
State Aid	\$194,265	\$202,739	\$203,399	\$214,330	\$218,294	\$221,568	\$227,107	\$232,785
Local Contribution	\$91,102	\$96,307	\$101,353	\$103,962	\$104,602	\$106,171	\$107,764	\$109,380
Federal Grants	\$31,943	\$30,645	\$29,677	\$30,041	\$30,482	\$30,452	\$30,421	\$30,391
Child Nutrition	\$10,042	\$13,714	\$11,831	\$12,084	\$13,850	\$14,266	\$14,694	\$15,134
State Grants	\$6,364	\$6,092	\$5,178	\$5,084	\$5,039	\$5,014	\$4,989	\$4,964
Other Special Rev.	\$6,165	\$5,333	\$5,409	\$5,183	\$4,851	\$4,873	\$4,887	\$4,902
<b>Total Revenues</b>	\$339,882	\$354,830	\$356,847	\$370,683	\$377,118	\$382,343	\$389,862	\$397,557
<b>Expenditures:</b>								
Administration	\$4,845	\$4,801	\$4,692	\$5,703	\$5,682	\$5,795	\$5,911	\$6,029
Instruction	\$213,663	\$213,307	\$206,031	\$209,995	\$209,486	\$213,676	\$217,950	\$222,309
Other School Servs.	\$20,973	\$33,243	\$39,070	\$45,320	\$48,294	\$49,985	\$51,734	\$53,545
Operations & Maint.	\$20,853	\$20,935	\$20,736	\$21,570	\$21,921	\$20,346	\$20,346	\$20,346
Fixed Charges	\$62,431	\$62,424	\$66,042	\$67,391	\$70,396	\$73,564	\$76,874	\$80,334
Community Services	\$563	\$339	\$625	\$509	\$445	\$454	\$463	\$472
Fixed Assets	\$285	\$386	\$406	\$422	\$538	\$549	\$560	\$571
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	\$18,346	\$18,455	\$19,068	\$19,773	\$20,355	\$20,966	\$21,595	\$22,243
<b>Total Expenditures</b>	\$341,959	\$353,890	\$356,671	\$370,683	\$377,118	\$385,335	\$395,433	\$405,849
Difference	-\$2,077	\$940	\$176	\$0	\$0	-\$2,991	-\$5,571	-\$8,292





General fund revenue is expected to grow over the next three years based on enrollment and demographic changes, and anticipated inflation growth as measured by the national price deflator index for state and local government purchases. The overall enrollment is expected to be relatively flat over 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 under the Community Eligibility Program. Finally, other special revenue is mostly dependent on school choice revenue and special education reimbursement from the state. School choice revenue is predicted to remain constant and circuit breaker is expected to remain fairly level through the next three years. Overall, total revenues are expected to increase 5.4% between FY17 and FY20, or about 1.8% per year.

All expenditure line items are projected to increase based upon (a) 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.

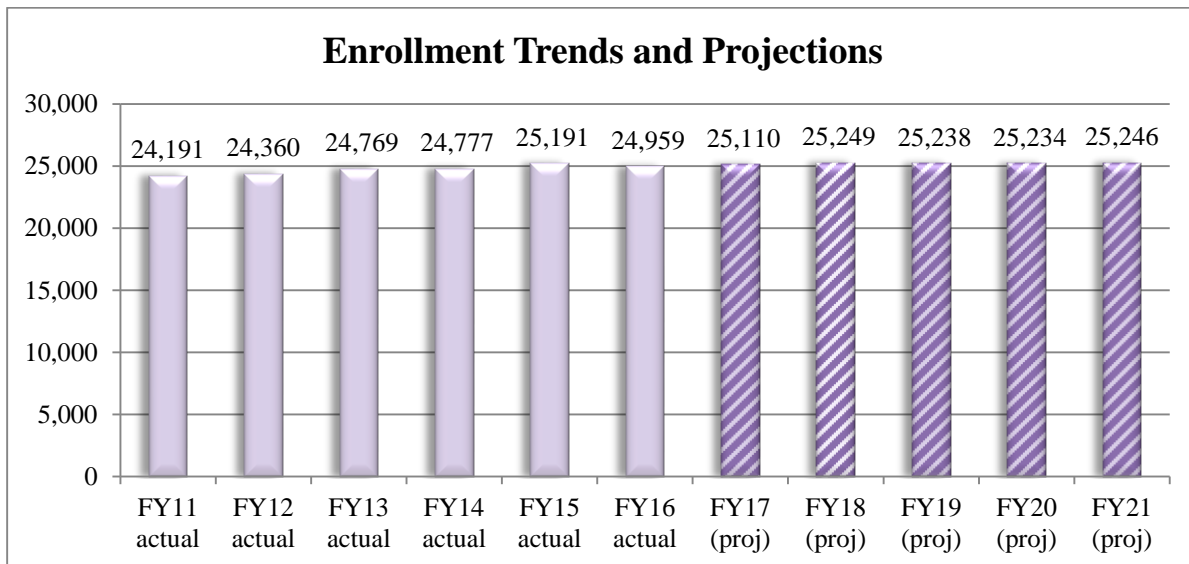
These predictions show expenditures exceeding revenues in each of the next three years, with the most challenging deficits in FY19 and FY20. The administration will continue with zero-based budgeting as well as advocacy for increased revenue in order to prepare each student for college and career readiness 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 and was relatively flat this previous year. The enrollment is projected to remain flat overall during the next five years, with decreases at the elementary level and increases at the middle and high school levels. 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-FY16 and projected enrollments for FY17-FY21. 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	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
<b>Burncoat Quadrant</b>										
Burncoat St Prep	215	189	187	218	227	226	225	223	220	217
Clark St	372	350	318	289	247	250	250	248	245	243
Lincoln St	258	256	266	276	261	263	264	260	257	254
Norrback Av	611	614	571	584	577	576	577	572	568	561
Worcester Arts Mag	354	375	388	404	405	404	401	398	395	391
Thorndyke Road	338	337	332	362	362	361	361	358	356	350
Wawecus Road	146	164	163	152	145	145	145	143	143	142
McGrath	268	275	285	291	290	303	301	298	296	292
<b>Doherty Quadrant</b>										
Chandler Elementary	350	402	419	456	500	498	497	493	489	482
Flagg St	473	433	415	413	413	412	412	407	405	400
Jacob Hiatt Mag	479	459	461	457	448	446	444	440	435	431
May St	324	313	314	329	331	331	331	328	325	320
Midland St	230	230	236	243	229	228	227	225	221	217
Nelson Place	490	502	490	486	469	469	470	463	460	453
Tatnuck Magnet	426	430	444	413	382	382	381	376	374	369
West Tatnuck	334	347	354	356	343	343	342	340	337	333
Chandler Magnet	452	417	440	473	484	482	481	477	475	469
Elm Park Community	495	495	491	490	466	474	472	467	462	457
<b>North Quadrant</b>										
City View	591	579	552	521	492	494	495	491	488	481
Grafton St	392	380	365	384	365	365	364	362	360	355
Lake View	300	316	296	289	290	289	288	285	282	279
Rice Square	426	406	385	428	422	421	421	416	412	407
Roosevelt	710	715	681	675	642	646	645	640	634	627
Union Hill	390	451	467	449	489	486	486	480	474	467
Belmont Street	471	523	540	548	583	594	592	586	579	574
<b>South Quadrant</b>										
Canterbury St Mag	376	357	336	377	370	373	374	369	367	363
Columbus Park Prep	387	416	465	459	454	473	472	467	463	458
Goddard School	597	598	528	484	488	490	489	484	478	473
Gates Lane	727	678	656	681	645	652	656	650	646	638
Heard St	273	267	275	285	298	296	296	293	290	286
Quinsigamond	692	741	758	795	772	771	766	758	752	744
Vernon Hill	448	465	470	549	525	526	524	520	517	510
Woodland Academy	509	523	553	611	631	631	630	625	619	611



Enrollment Trends and Projections by School:  
Secondary Schools & Head Start  
and Enrollment Totals

	<b>Actual</b>					<b>Projected</b>				
<b>School Name</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>High Schools</b>										
Burncoat High	1,016	1,033	1,011	988	1,015	1,018	1,034	1,033	1,047	1,075
Doherty Memorial High	1,331	1,332	1,358	1,428	1,467	1,469	1,493	1,491	1,511	1,549
North High	1,193	1,265	1,329	1,341	1,290	1,296	1,314	1,314	1,331	1,361
South High	1,337	1,290	1,271	1,305	1,309	1,313	1,334	1,334	1,352	1,386
Worcester Technical High	1,366	1,355	1,362	1,405	1,359	1,367	1,385	1,384	1,402	1,435
Claremont Academy	399	438	444	497	501	503	509	516	523	531
University Park Campus	244	253	230	244	250	251	254	258	260	264
<b>Middle Schools</b>										
Burncoat Middle	570	563	572	582	531	535	543	565	567	569
Forest Grove	892	977	963	931	983	989	1,003	1,044	1,048	1,051
Worc East Middle	612	655	702	787	787	793	809	835	841	843
Sullivan Middle	776	902	880	849	852	858	872	904	910	910
Head Start	720	703	754	607	570	<u>618</u>	<u>620</u>	<u>618</u>	<u>618</u>	<u>618</u>
<b>Enrollment Totals</b>	<b>24,360</b>	<b>24,769</b>	<b>24,777</b>	<b>25,191</b>	<b>24,959</b>	<b>25,110</b>	<b>25,249</b>	<b>25,238</b>	<b>25,234</b>	<b>25,246</b>



## **Student Enrollment**

As of January 1, 2016, 28,401 school-aged children were residing in the City of Worcester (Massachusetts Department of Education, School Attending Children Report, 2016). As indicated in Table 1, 83.2% of these children were enrolled in the Worcester Public Schools in grades K-12. In addition, 6.2% of school-aged children were enrolled in private or parochial schools while 7.5% 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, 85.6 percent of kindergarten students residing in the city attend the WPS compared to 84.1 percent of 6<sup>th</sup> graders. This rate drops to 80.1 percent for children in the 7<sup>th</sup> grade.

**Table 1: Percent of city students enrolled in various school types by grade, 2015-16**

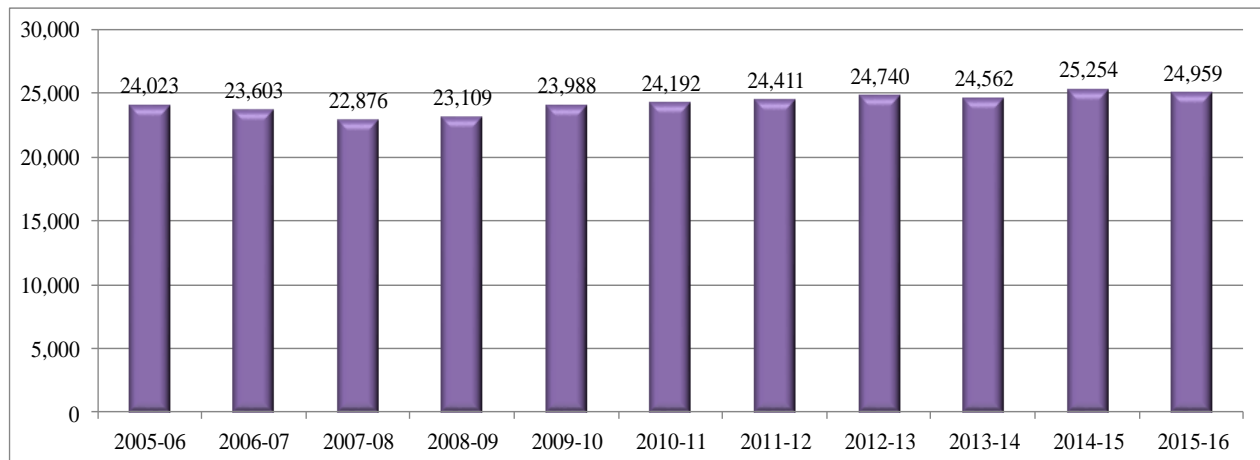
Grade	Worcester Public Schools	Charter Schools	Out-of-District Public Schools	Private & Parochial Schools	Total Number of Students
K	85.6%	8.8%	0.5%	5.0%	2,357
Gr. 1	85.8%	8.4%	0.4%	4.6%	2,418
Gr. 2	85.2%	8.9%	0.6%	4.2%	2,349
Gr. 3	85.1%	9.3%	0.9%	3.9%	2,200
Gr. 4	85.0%	8.9%	1.3%	3.6%	2,266
Gr. 5	83.5%	9.2%	1.8%	4.2%	2,163
Gr. 6	84.1%	9.7%	1.3%	3.7%	2,041
Gr. 7	80.1%	8.3%	2.2%	7.7%	2,055
Gr. 8	80.9%	8.3%	2.5%	6.4%	2,042
Gr. 9	82.0%	4.1%	3.0%	8.8%	2,243
Gr. 10	81.4%	4.2%	2.2%	10.0%	2,255
Gr. 11	81.0%	4.1%	2.6%	9.8%	2,026
Gr. 12	80.2%	4.0%	2.9%	9.5%	1,986
<b>Total</b>	<b>83.2%</b>	<b>7.5%</b>	<b>1.7%</b>	<b>6.2%</b>	<b>28,401</b>



## **Student Characteristics**

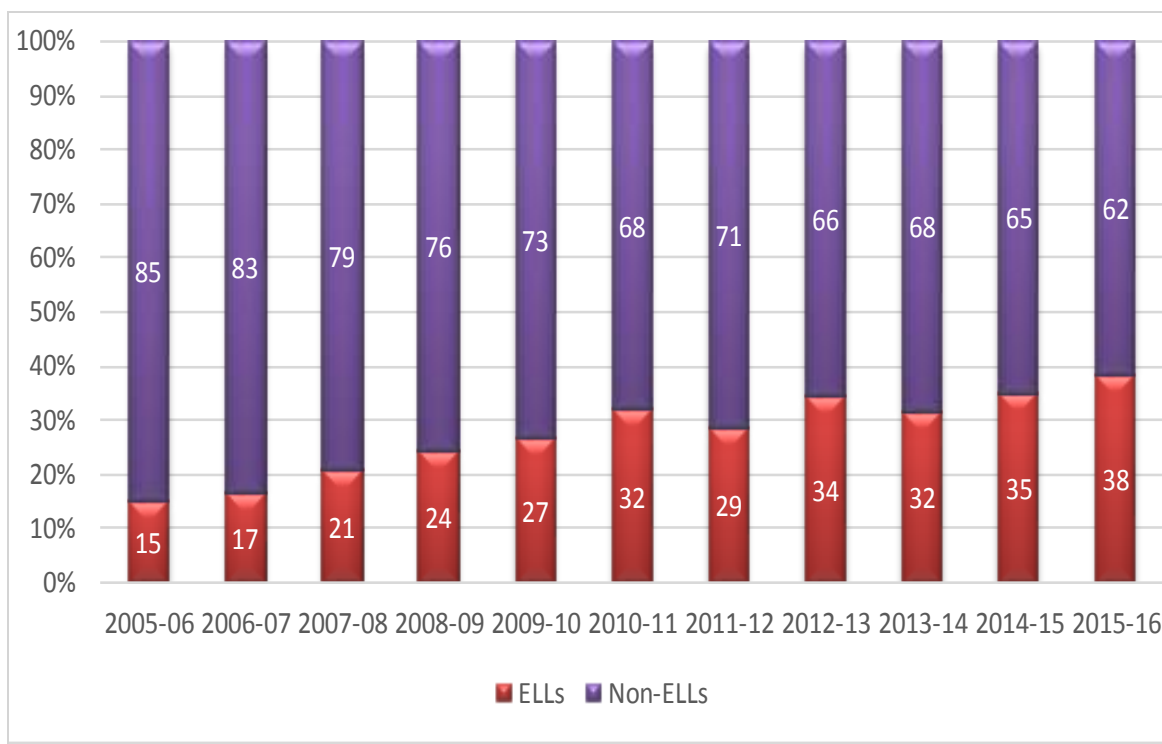
As of October 1 of the 2015-16 school year, 24,959 students were enrolled in the Worcester Public Schools. A comparison of enrollment figures from over a 10-year period shows that enrollment across the district has been near or exceeded 25,000 students after a period of decline.

**Figure 1: Student enrollment in the Worcester Public Schools: 2005-06 to 2015-16**



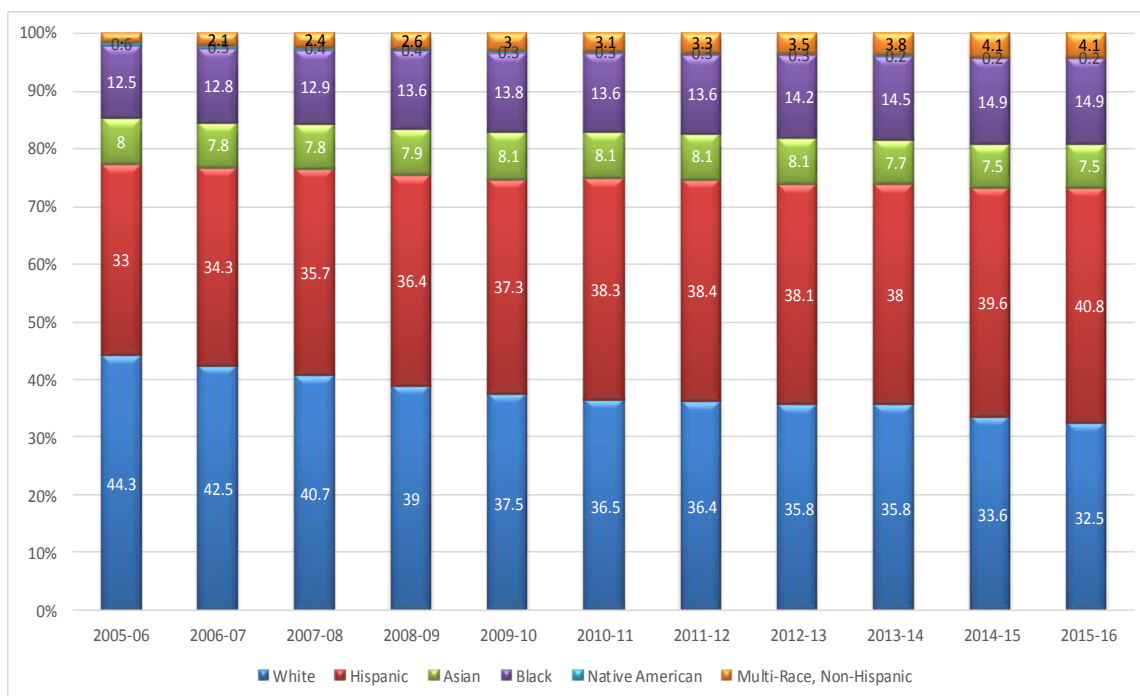
An examination of demographic data over time demonstrates that the profile of students attending the Worcester Public Schools has changed during the past decade. Figure 2 displays the proportion of enrollment in the Worcester Public Schools by the status of students as English Language Learners (ELL). A decade ago, only 15 percent of students were classified as ELL students. In 2015-16, 38% of students across the district are ELL students. In addition, there are eight schools in the district in which the majority of students are English Language Learners: Belmont Street Community School (59%), Canterbury Elementary School (60%), Chandler Elementary (65%), Chandler Magnet School (76%), Elm Park Community School (60%), Goddard School of Science and Technology (59%), Lincoln Street (57%) and Woodland Academy (74%).

**Figure 2: Student enrollment in the Worcester Public Schools by student ELL status: 2005-06 to 2015-16**



As indicated in Figure 3, in 2005-06, 44.3% of students in the WPS were White, 33% were Hispanic, 12.5% were Black, and 8% were Asian. In the 2015-16 school year, Hispanic students are now the majority at 40.8% while the proportion of students who are White has declined to 32.5%. The proportion of Black students increased only slightly to 14.9% during this period.

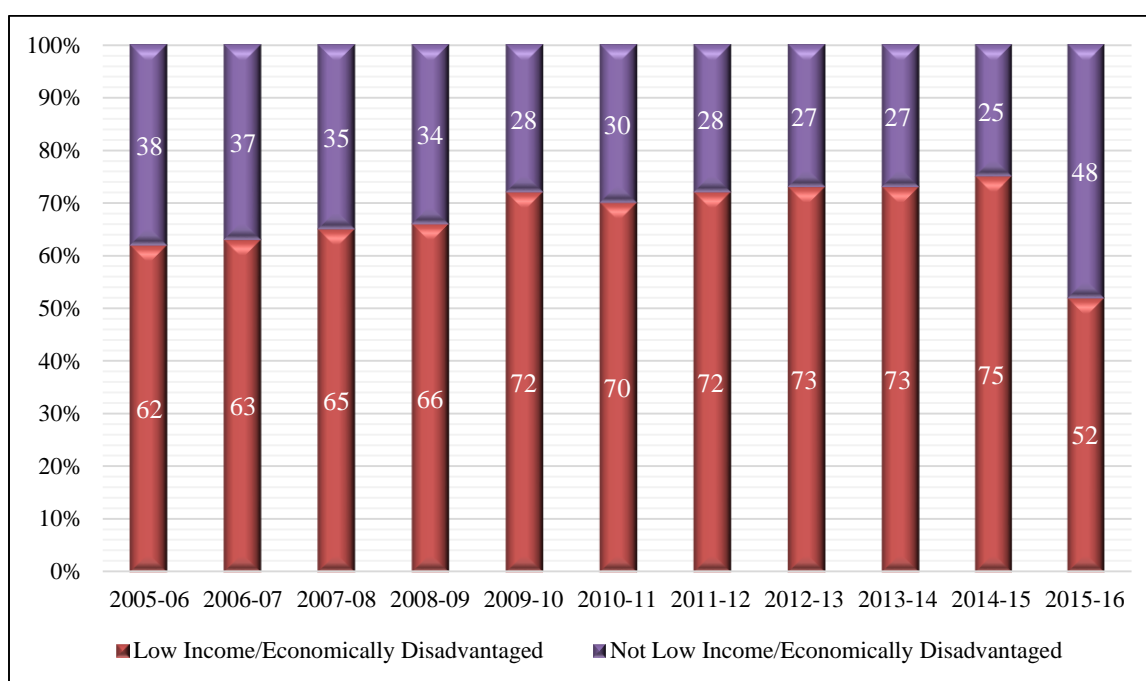
**Figure 3: Student enrollment in the Worcester Public Schools by race/ethnicity: 2005-06 to 2015-16**



Year	White	Hispanic	Asian	Black	Native American	Multi-Race, Non-Hispanic
2005-06	44.3	33	8	12.5	0.6	1.6
2006-07	42.5	34.3	7.8	12.8	0.5	2.1
2007-08	40.7	35.7	7.8	12.9	0.4	2.4
2008-09	39	36.4	7.9	13.6	0.4	2.6
2009-10	37.5	37.3	8.1	13.8	0.3	3
2010-11	36.5	38.3	8.1	13.6	0.3	3.1
2011-12	36.4	38.4	8.1	13.6	0.3	3.3
2012-13	35.8	38.1	8.1	14.2	0.3	3.5
2013-14	35.8	38	7.7	14.5	0.2	3.8
2014-15	33.6	39.6	7.5	14.9	0.2	4.1
2015-16	32.5	40.8	7.5	14.9	0.2	4.1

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 62 percent in 2005-06 to 75 percent in 2014-15. In 2015-16, the method for calculating socio-economic status changed from Low-income (free and reduced lunch eligibility) to Economically Disadvantaged (based on a student's participation in one or more of the following state-administered programs: the Supplemental Nutrition Assistance Program (SNAP); the Transitional Assistance for Families with Dependent Children (TAFDC); the Department of Children and Families' (DCF) foster care program; and MassHealth (Medicaid)).

**Figure 4: Student enrollment in the Worcester Public Schools by student socio-economic status\*: 2004-05 to 2015-16**

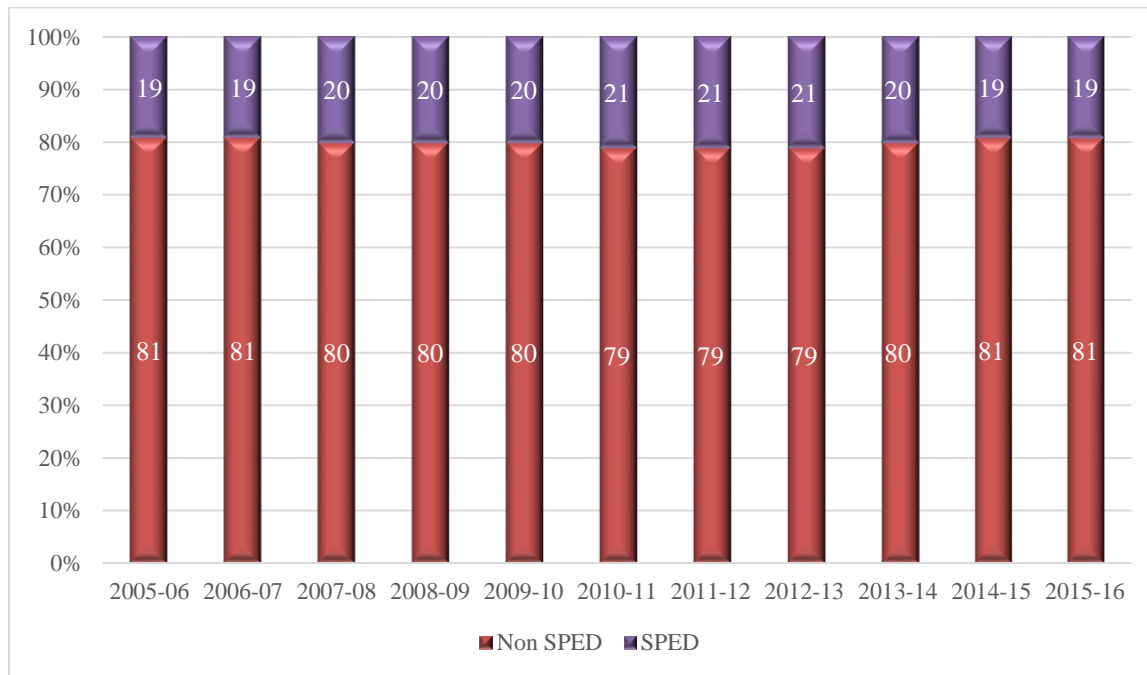


\* Because Low-income and Economically Disadvantaged are separate valid measures, the percent of students who are Economically Disadvantaged cannot be directly compared to the percent of Low-income Students in previous years.

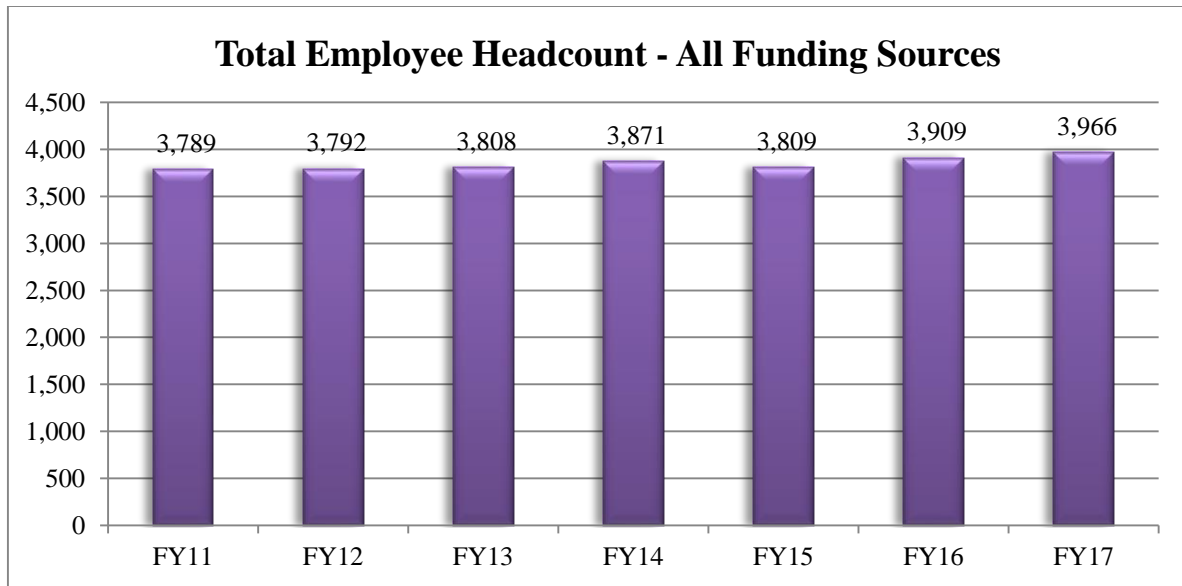


To a lesser extent, the proportion of Worcester Public Schools students receiving special education services has also changed over the past decade. As shown in Figure 5, the proportion of special education students in the district has fluctuated over the past decade, but has recently returned to 19 percent, as in 2005-06.

**Figure 5: Proportion of student enrollment by special education status, 2005-06 to 2015-16**



## Human Capital



**Worcester Public Schools  
Employee Headcount FY11-FY17  
(All Funding Sources)**

All Positions	FY11	FY12	FY13	FY14	FY15	FY16	FY17	Change from FY16	
District Administrators	27	26	26	25	23	23	24	1	3.8%
School Administrators	77	78	78	78	79	79	79	0	0.0%
Teachers	2,013	2,038	2,079	2,136	2,093	2,158	2,161	3	0.1%
Instructional Assistants	519	524	537	551	591	601	599	-2	-0.4%
Bus Monitors	35	35	35	39	39	39	39	0	0.0%
Crossing Guards	104	104	104	106	106	106	106	0	0.0%
Educational Support	123	123	117	112	76	88	87	-1	-0.7%
Custodial Services	150	151	153	153	150	153	153	0	0.0%
Maintenance Services	40	32	32	31	33	33	33	0	0.0%
Full Year Clerical	74	67	69	70	63	63	63	0	0.0%
School Year Clerical	71	70	71	70	68	68	68	0	0.0%
School Nurses	45	45	51	54	54	55	55	0	0.0%
District Support	48	48	48	52	50	50	50	0	0.0%
Bus Drivers	37	38	38	42	42	42	43	1	2.6%
Child Nutrition	233	238	227	227	228	230	285	55	24.2%
Head Start	194	177	145	126	114	121	121	0	0.0%
<b>Totals</b>	<b>3,790</b>	<b>3,794</b>	<b>3,810</b>	<b>3,872</b>	<b>3,809</b>	<b>3,909</b>	<b>3,966</b>	<b>57</b>	<b>1.5%</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**

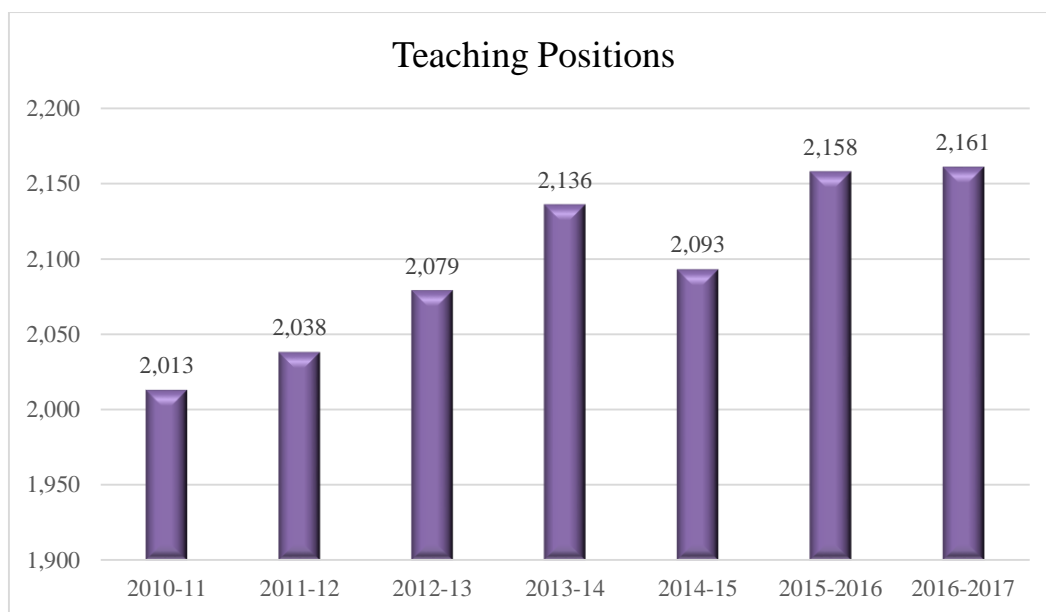


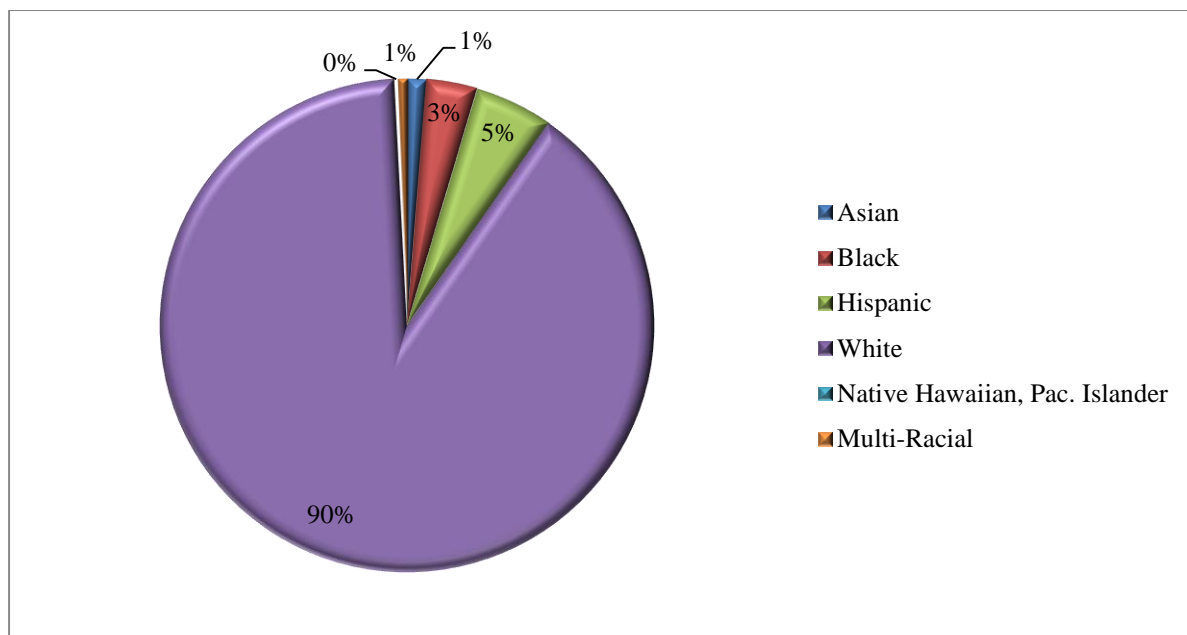
Table 2 shows the student to teacher ratio over seven years for the Worcester Public Schools compared to the state. Examined over time, the ratio has improved from 14.3 in 2008-09 to 13.8 in 2014-15.

**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**

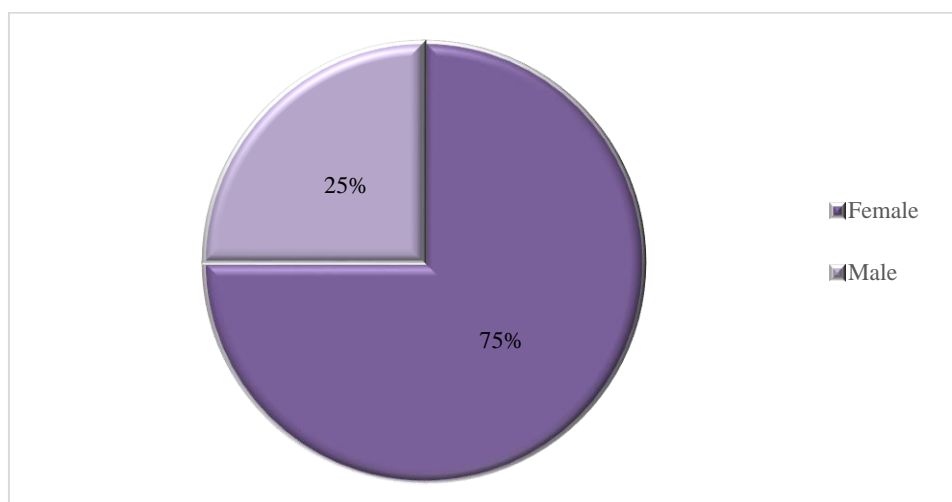


Table 3 shows the distribution of teachers in FY 2015 by age for the Worcester Public Schools compared to the state. This data shows that teacher positions in the WPS are less likely to be filled by younger teachers when viewed against statewide information. In the WPS, 15.5 percent of teachers are aged 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

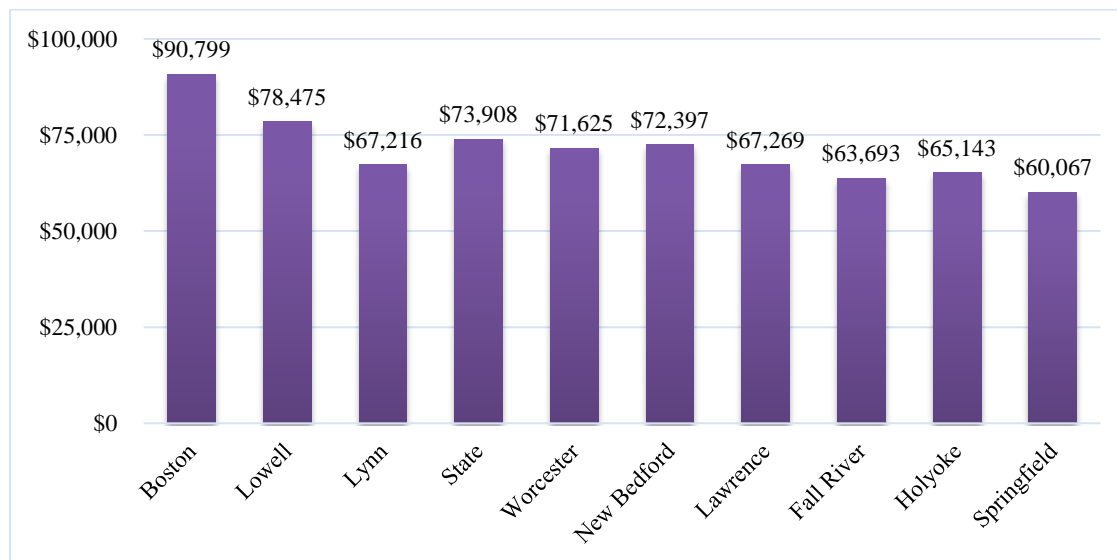
As shown in Table 4, teachers in the Worcester Public Schools had an average salary of \$71,625<sup>7</sup> compared to the statewide average of \$73,908 in FY 2014.

**Table 4: Average Teaching Salary in the Worcester Public Schools compared to statewide, 2008-09 – 2013-14**

Fiscal Year	WPS Average Teaching Salary <sup>7</sup>	State Average Teaching Salary
2013-14	\$71,625	\$73,908
2012-13	\$71,074	\$71,620
2011-12	\$70,728	\$70,960
2010-11	\$67,393	\$70,340
2009-10	\$67,069	\$68,781
2008-09	\$66,511	\$67,572

As indicated in Figure 9, an examination of 2013-14 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, 2013-14<sup>7</sup>**



<sup>7</sup> Latest information available for comparable districts. Worcester average uses FY14 budget for teacher salaries divided by the teacher FTE for FY14. 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 2013-14.

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>8</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 (\$354/student) on Administration than only one other community, New Bedford. The Worcester Public Schools falls below the statewide average of \$500 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, 2013-14**

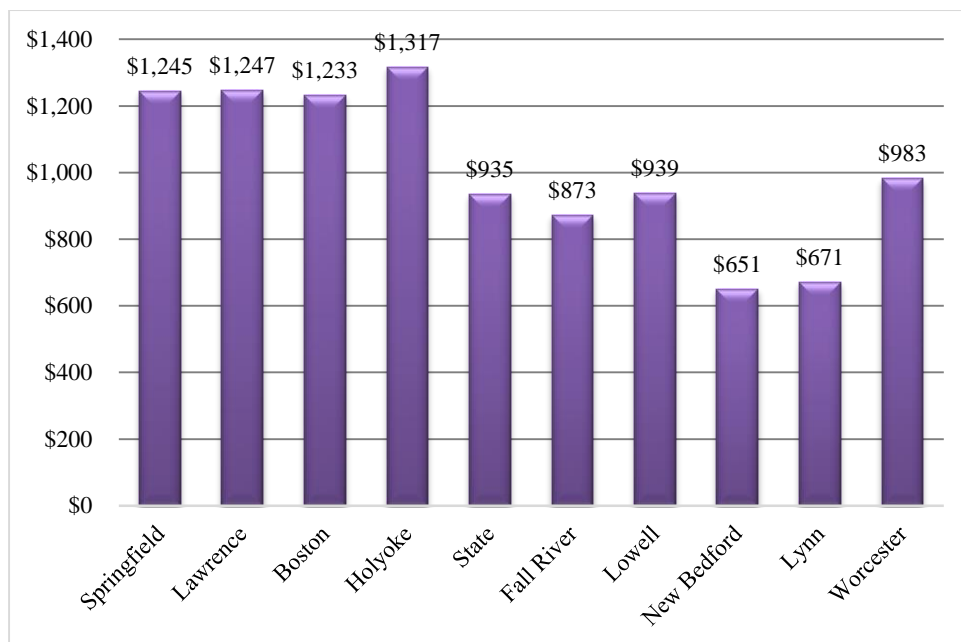


<sup>8</sup> The DESE Administration budgetary category includes the following sub-categories: School Committee; Superintendent; Assistant Superintendents; Other District-Wide Administration; Business and Finance; Human Resources and Benefits; Legal Service for School Committee, Legal Settlements, District-wide Information Management and Technology.



Similarly, Figure 11 displays the expenditures per pupil for expenses in the Instructional Leadership budgetary category.<sup>9</sup> Taken in the aggregate, the expenses in the various sub-categories for Instructional Leadership amount to \$983 per pupil in the Worcester Public Schools. The statewide average for FY 2014 statewide was \$935. Compared to the other urban districts in the Commonwealth, Worcester had about average 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 2014**



<sup>9</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**

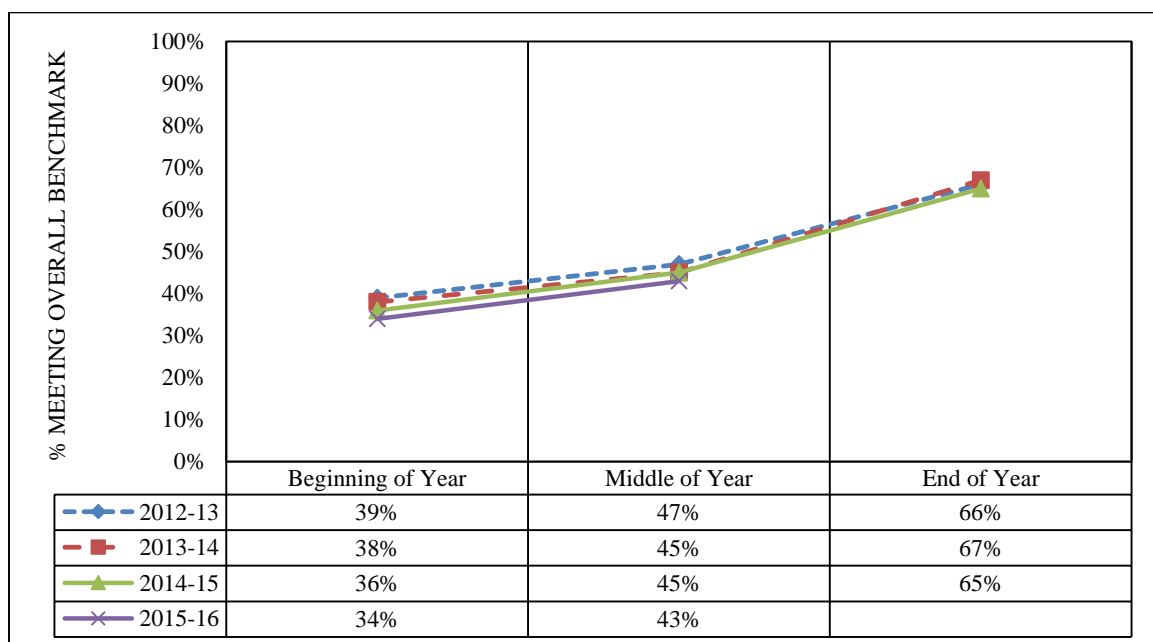
The purpose of this section is not to explicitly link budgetary recommendations to the various indicators reported but to provide the public and school committee with additional contextual information to inform deliberations on the FY17 budget.

### **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 beginning, middle and end of year measures collected during 2015-16, 2014-15, 2013-14 and 2012-13. By the middle of 2015-16, 43% of kindergarteners had met expected literacy skill benchmarks. Compared with DIBELS Next data collected throughout the prior four years, literacy development among kindergarteners is on track to be similar during 2015-16.

**Figure 12: 2012-13 through 2015-16 DIBELS Next: % Meeting Benchmark**



## State Testing

In November 2013, the Board of Elementary and Secondary Education voted to adopt a 2-year “test drive” of a next-generation assessment, PARCC (Partnership for Assessment of Readiness for College and Careers), in order to potentially replace the Massachusetts Comprehensive Assessment System (MCAS). In 2014-15, the Department of Elementary and Secondary Education (DESE) administered both the MCAS and PARCC tests in English Language Arts (ELA) and Mathematics to students in the Commonwealth. While most school districts selected one or the other to administer to students in grades 3-8, the Worcester Public Schools (along with Boston and Springfield) chose a hybrid of both – with some schools administering MCAS while others had students participate in PARCC.<sup>10</sup> Results for WPS students on both tests are reported below.

### Partnership for Assessment of Readiness for College and Careers (PARCC)

The Partnership for Assessment of Readiness for College and Careers (PARCC) is an assessment developed by a consortium of states including Massachusetts. The PARCC ELA and mathematics tests are aligned to the Common Core Standards and were designed as a computer-based assessment, though a paper form is made available as well. The results of the 2015 PARCC administration are reported for individual students, schools and districts according to five performance levels defined by the PARCC consortium: Level 5 (Exceeded Expectations), Level 4 (Met Expectations), Level 3 (Approached Expectations), Level 2 (Partially Met Expectations), and Level 1 (Did Not Yet Meet Expectations). In the WPS, nearly 6,000 students in 24 schools participated in PARCC testing in 2015 with five of these schools taking the computer-based PARCC. The majority of students were in grades 3-8. A small number of 9<sup>th</sup> and 11<sup>th</sup> grade students also participated in PARCC high school tests on a pilot basis.

Among students in PARCC participating schools in the WPS, 40 percent of students “met or exceeded expectations” on the PARCC ELA assessments (see Table 14) administered to students in grades 3-8. Students in Grades 7 and 8 were the most likely to meet or exceed performance expectations on the ELA PARCC test with 49 percent at Grade 7 and 50 percent at Grade 8 doing so. In Mathematics, 29 percent of grade 3-8 students either met or exceeded expectations (see Table 15). As with the ELA PARCC scores, Grade 7 and Grade 8 students had the highest proportion of students meeting or exceeding expectations with 31 percent and 34 percent respectively.

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<sup>10</sup> Due to state graduation requirements, the grade 10 MCAS test was used by all districts in the state. High school students as well as students in Grades 5 and 8, also continued to participate in Science and Technology/Engineering (STE) MCAS tests.



As only a subpopulation of WPS students participated in PARCC testing in ELA and Mathematics, it is important to recognize that these scores are not representative of the entire population of Grade 3-8 students in the district. Similarly, it is not appropriate to make direct comparisons of the “meeting expectations” achievement level on PARCC and the Proficient and/or Advanced performance levels on MCAS that are in the next section.

**Table 14. English Language Arts PARCC Results by Grade Level**

Grade Level	Number of Students	Level 5 – Exceeded Expectations	Level 4 – Met Expectations	Level 3 – Approached Expectations	Level 2 – Partially Met Expectations	Level 1 – Did Not Meet Expectations	Median SGP
3-8	5,823	6	34	28	19	12	51.0
3	967	3	28	22	25	22	.
4	885	5	29	32	21	12	40.0
5	843	2	33	30	23	11	49.0
6	829	5	35	34	18	9	57.0
7	1,172	12	37	25	15	11	49.0
8	1,127	9	41	27	16	8	57.0

**Table 15. Mathematics PARCC Results by Grade Level**

Grade Level	Number of Students	Level 5 – Exceeded Expectations	Level 4 – Met Expectations	Level 3 – Approached Expectations	Level 2 – Partially Met Expectations	Level 1 – Did Not Meet Expectations	Median SGP
3-8	5,810	4	25	28	28	15	47.0
3	972	4	25	25	27	19	.
4	884	3	25	27	31	15	44.0
5	844	3	20	26	32	18	42.0
6	829	2	23	33	28	14	49.0
7	1,158	3	28	33	29	7	50.0
8	1,064	6	28	22	23	21	50.0

One way to examine student progress over time is to examine student growth percentiles (SGP). SGPs show how a student’s achievement on PARCC compares to that of other students in the state who began the year at the same level. This transitional SGP was generated by DESE using students’ current PARCC and prior MCAS scores. The middle SGP, or median, is an indicator of how well the typical student in a district, school or class performed relative to similar students in Massachusetts. A typical school or district in the Commonwealth would have a median student growth percentile of 50.

Among students in PARCC participating schools in the WPS, the median ELA SGP for students across all grades was 51, indicating that the typical student in the PARCC participating schools in the WPS scored slightly higher in 2015 than Massachusetts students with similar performance histories. The ELA median SGPs were higher than the statewide growth rate for both grade 6 (SGP



of 57) and grade 8 (SGP of 57). In mathematics, the median SGP across all grades was 49 – just shy of statewide median growth. The median SGPs in mathematics in the WPS were highest in grade 7 (SGP of 50) and grade 8 (SGP of 50).

### **Massachusetts Comprehensive Assessment System (MCAS)**

The Massachusetts Comprehensive Assessment System (MCAS) was designed to meet the requirements of the Education Reform Act of 1993. In accordance with the law, state assessments in English Language Arts (ELA) and mathematics are administered to students in grades 3 through 8 and in high school. Science and Technology/Engineering tests are administered to students in grades 5 and 8 and in high school. These assessments measure performance based on the Massachusetts Curriculum Framework learning standards. 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.

In MCAS participating schools in 2014-15, 59 percent of WPS students scored Proficient or Advanced in the ELA MCAS assessment (see Table 16). In Mathematics, 46% of students scored Proficient or Advanced (see Table 17) while in Science and Technology/Engineering 33% of students in the grade levels tested scored Proficient or Advanced (see Table 18). Across all three subjects tested under MCAS, 10<sup>th</sup> grade students had the highest proportion of students scoring Proficient or above.

Among students in MCAS participating schools, the median ELA SGP for students across all grades was 52.0, indicating that the typical student in the MCAS participating schools in the WPS scored slightly higher in 2015 than Massachusetts students with similar performance histories. The ELA median SGPs were higher than the statewide median growth rate (50) at several grade levels including grade 4 (SGP of 53), grade 5, (SGP of 56), grade 6 (SGP of 60), and grade 10 (SGP 52). In mathematics, the median SGP across all grades was 50.0 – the same as statewide median growth. However, the median SGPs in the WPS were greater than the statewide statistic in grade 5 (SGP of 60), grade 6 (SGP of 63), and grade 10 (SGP of 53).



**Table 16. English Language Arts MCAS Results by Grade Level**

Grade	Number of Students	% Advanced/ % Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
All	5758	59	15	44	28	12	52.0
3	922	38	5	33	44	18	.
4	852	46	8	38	37	17	53.0
5	803	54	14	40	32	14	56.0
6	791	63	14	49	25	12	60.0
7	381	51	3	48	35	14	30.0
8	377	61	15	46	24	14	48.5
10	1632	81	30	51	14	5	52.0

**Table 17. Mathematics MCAS Results by Grade Level**

Grade	Number of Students	% Advanced/ % Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
All	5773	46	20	26	29	24	50.0
3	924	50	15	35	27	24	.
4	856	31	10	21	48	21	44.0
5	806	46	19	27	33	21	60.0
6	787	54	21	33	28	18	63.0
7	386	26	7	19	25	48	23.0
8	379	28	12	16	22	50	37.0
10	1635	58	35	23	23	18	53.0

**Table 18. Science and Technology/Engineering MCAS Results by Grade Level**

Grade	Number of Students	% Advanced/ % Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
All	4793	33	7	26	42	25
5	1713	32	8	24	43	24
8	1622	20	1	19	42	38
10	1458	49	12	37	41	10

Since only a subpopulation of WPS students participated in MCAS testing in ELA and Mathematics it is not appropriate to make direct comparisons of 2015 district-wide proficiency level distributions to those from previous years. Comparisons can be made, however, with the grade 10 MCAS results as well with STE (see Tables 19-21).

In grade 10, trends since 2010 show significant improvement in both ELA and STE and slight rates of improvement in mathematics. In grade 10, 81 percent of students scored Proficient or Advanced



on the ELA MCAS, up from 77 percent in 2014 and from 63 percent in 2010. In Mathematics, 58 percent of students scored Proficient or Advanced compared to 59 percent in 2014 and 57 percent five years earlier in 2010.

**Table 19. English Language Arts Grade 10 MCAS, 2010-2015**

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
2015	1632	81	30	51	14	5	52.0
2014	1707	77	22	55	16	8	47.0
2013	1585	80	27	53	15	5	57.0
2012	1517	76	21	55	19	5	50.0
2011	1579	68	19	49	22	10	53.0
2010	1534	63	12	51	30	8	54.0

**Table 20. Mathematics Grade 10 MCAS, 2010-2015**

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
2015	1635	58	35	23	23	18	53.0
2014	1705	58	32	26	24	17	49.0
2013	1589	62	37	25	22	16	49.0
2012	1517	62	35	27	23	14	53.0
2011	1576	59	31	28	23	18	55.0
2010	1542	57	32	25	28	15	58.0

In STE, 49 percent of students scored Proficient or Advanced, up from 46 percent in 2014 and from 36 percent in 2011. In the aggregate, across all grade levels in STE, the percentage of students scoring Proficient or Advanced increased to 40 percent from 29 percent in 2010 (see Table 22).

**Table 21. Science & Technology/Engineering Grade 10 MCAS, 2010-2015**

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
2015	1,458	49	12	37	41	10
2014	1,559	46	12	34	43	11
2013	1,455	45	9	36	44	10
2012	1,405	46	7	39	43	11
2011	1,478	40	6	34	45	15
2010	1,398	36	3	33	52	13

**Table 22. Science & Technology/Engineering, All grades, MCAS, 2010-2015**

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
2015	4,793	33	7	26	42	25
2014	5,052	34	8	26	42	24
2013	4,793	31	6	25	43	25
2012	4,610	31	5	26	40	28
2011	4,848	28	4	24	42	30
2010	4,478	29	3	26	46	24

### Looking Forward

In November of 2015, the Board of Elementary and Secondary Education voted to not adopt PARCC as the new state assessment. In response to this decision, the state of Massachusetts is currently developing a new “MCAS 2.0” assessment that will include MCAS and PARCC-like items. This assessment will be available in computer-based and paper-based form. The first year of administration of the MCAS 2.0 assessment is expected to be the 2016/17 school year. Mathematics and ELA will be tested with this assessment system (Science curriculum standards are currently being revised) and grades 3-8 and grade 10 will participate. This new test will replace the current MCAS for the foreseeable future.

### *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 23 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 39.9 percent in 2010 to 25.9 percent in 2015.

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 2015, 1,379 students across the district took at least one AP exam. This represents a 7.9% increase from the previous year’s participation levels and a 47.8% increase over six years.

**Table 23: AP Exams: WPS Score Distribution by Year, 2010 – 2015**

		2010	2011	2012	2013	2014	2015
<b>1</b>	%	31.8%	30.9%	35.9%	32.2%	35.3%	42.6%
	#	376	449	607	582	732	974
<b>2</b>	%	28.4%	29.1%	26.2%	29.7%	30.1%	26.3%
	#	336	423	444	536	624	601
<b>3</b>	%	21.4%	23.0%	21.6%	23.0%	18.7%	19.2%
	#	253	334	365	415	387	438
<b>4</b>	%	11.8%	11.0%	10.9%	9.5%	11.1%	8.5%
	#	140	159	185	172	230	195
<b>5</b>	%	6.7%	6.0%	5.4%	5.6%	5.1%	3.5%
	#	79	87	92	101	105	79
<b>3 or above</b>	%	39.9%	39.9%	37.9%	38.1%	34.8%	25.9%
	#	472	580	642	688	722	593
<b>Total # of Exams</b>		1,184	1,452	1,693	1,806	2,071	2,287
<b>Total # of Test Takers</b>		720	885	1,067	1,135	1,270	1,379

### 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 24: SAT Participation and Performance and Participation**

	2010	2011	2012	2013	2014	2015
<b># Test Takers</b>	824	953	857	907	875	982
<b>Average Critical Reading</b>	435	438	433	435	439	430
<b>Average Math</b>	446	451	456	458	459	450
<b>Average Writing</b>	427	426	426	430	431	420

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 430 to 439 and 420 to 431 respectively). In mathematics average performance has risen steadily with a slight decrease in the most recent year, with an averaged scaled score of 450.

### **Graduation and Dropout**

District and statewide graduation and dropout rates can be found in Table 25. In 2015, 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 2015, 80.8 percent graduated within four years. District-wide, the graduation rates have risen by 9.4 percent since 2010, increasing from 71.4 to 80.8 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 2015 was 87.3 percent, up slightly from 86.1 percent in 2014 and from 82.1 percent in 2010.

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 1.7 percent from 2.4 percent in 2014. Statewide, the dropout rate for 2015 was 1.9 percent, down from 2.0 percent in 2014. The district adjusted dropout rate is 0.2 percentage points below the state dropout average.



**Table 25: 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)	
	WPS	State	WPS	State
<b>2015</b>	80.8	87.3	1.7	1.9
<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

# Appendices



*"Blue"*  
Danielle Kwasniewski  
Worcester Arts Magnet

## **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 FY17**

#### **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:

<b>Enrollment (per grade)</b>	<b>Number of Teachers</b>	<b>Average Classroom Enrollment Range</b>
<b>Up to 27</b>	1	Up to 27
<b>28-50</b>	2	14-25
<b>51-75</b>	3	17-25
<b>76-100</b>	4	19-25
<b>Greater than 100</b>	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 FY17****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 FY17**

### **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
Pre-school	½ day programs: 8 typically developing children 7 Sped children	
Inclusion/ Resource	All Inclusion classrooms must include ratios that promote optimal learning: The number of regular education students should be greater than the number of students with disabilities. Effective inclusion models should include a general education teacher and a certified special educator. Overall – Special Needs Teacher caseloads average up to 36 students	Staff to student ratios must be considered when determining the staffing needs/caseloads.
Resource / Learning Center	Calculation for Resource Room and Inclusion staffing needs: = ALL SWD - minus related services only - minus sub-separate programs (i.e. life skills/STEP/SAIL/COAST)  Regulation 603CMR 28.06(6)(f) 48 Month Rule: The age of the youngest and oldest student in any instructional grouping shall not exceed more than 48 months. DOB for <u>instructional groups</u> must NOT exceed 48 months	Secondary Level special education staff must be highly qualified in the content area(s) being taught. Staff to student ratios must be considered when determining the staffing needs/caseloads  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
Substantially/ Separate Special Needs Programs	Regulations 603CMR28.06(6)(c) and (d) Instructional Groupings Ratios:  8 SWD + (1) Certified Special Educator	The ratios are important for instructional groupings and may not reflect the teacher of record's caseload as a result of students who move between teachers/classes.
Primarily for students with complex special needs.	9 – 12 SWD + (1) Certified Special Educator is assisted by + (1) IA Instructional Assistant	Additionally, class size and staffing needs also consider the type of program: opportunities to co-treatment for related services, Transition Planning, Post-secondary outcomes
Students with Disabilities (SWD)	16 SWD + (1) Certified Special Educator is assisted by + (2) I A's Instructional Assistants  Regulation 603CMR 28.06(6)(f)	



	<p>48 Month Rule: The age of the youngest and oldest student in any instructional grouping shall not exceed more than 48 months.</p> <p>DOB for <u>instructional groups</u> must NOT exceed 48 months</p>	<p>A teacher of record's caseload may exceed 48 months but the instructional groupings must not.</p>
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### **ESL Instruction For English Language Learners:**

\*All English language development instruction (ESL) should be provided by ESL certified instructional personnel. For detailed scheduling parameters, follow the ***Guidance for ELL Scheduling dated October 27, 2015.***

\*ESL certified teachers from the ELL Department are expected to teach ESL only.

#### **Scheduling students:**

- Elementary: As much as possible, support the “integrated” model by assigning ELLs to Dual Licensed (Elementary/ESL) from the building.
- Elementary: For EPL 1, 2 and low level 3s not assigned to Dual Licensed teachers, consider at least two 45 minute periods of ESL (at least 90 minutes) per day (up to 20 students per staff, per period).
- Elementary: For high level 3, 4 and 5 students not assigned to Dual Licensed teachers, consider one period of at least 45 minutes of ESL per day (up to 22 students per staff per period).
- Middle School: ELLs level 1, 2 and low level 3s: Two periods of ESL (period = at least 45 minutes, 90 minutes total)
- Middle School: ELLs high level 3, level 4 and level 5, one period of ESL.
- High School: ELLs level 1 and 2; 2 periods of ESL (Language and Literacy Acquisition A/B courses).
- High School: Low level 3s, two periods of ESL (Language and Literacy Acquisition C)
- High School: High level 3s; one period of ESL (Language or Literacy Acquisition C courses, or Academic language A or B).
- High School: Level 4 and 5 students, one period of ESL (Language or Literacy Acquisition D courses for level 4s, Academic Language A or B courses).
- Elementary classroom and secondary content teachers with ELLs in their classrooms require the SEI Endorsement

#### **\*Considerations:**

- Students may have a new proficiency level next year
- ELL students with disabilities should be scheduled with ESL courses in congruence with the parameters above and the district's Guidance for ELL Scheduling.



## **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:

Student Demographic	FY17 Per Pupil Allotment	Comment
Pre-School	\$ 3,631.44	
Kindergarten-Half	\$ 3,631.44	
Kindergarten-Full	\$ 7,262.92	
Elementary	\$ 7,306.58	Grades 1-5
Junior/Middle	\$ 6,9427.11	Grades 6-8
High School	\$ 8,637.59	
Special Ed-In School	\$ 25,276.68	Not actual headcount: assumed at 3.75% of enrollment
Special Ed-Tuitioned Out	\$ 26,403.26	Not actual headcount: assumed at 1% of enrollment
Limited English PK	\$ 4,641.40	
Limited English K Half Time	\$ 4,641.40	
Limited English Full-time	\$ 9,282.69	
Vocational	\$ 13,170.92	
Economically Disadvantaged*	\$ 4,135.00	Increment funding to student grade above

\*Change from low-income to economically disadvantaged enrollment in 2016-17. Incremental funding grouped into ten different funding levels (or deciles) ranging from \$3,775 to \$4,135 per student based on concentration of high needs students. Worcester is included in the 10<sup>th</sup> (highest) level of funding for this category.

Using this state formula per pupil allocation, the FY17 foundation budget for the Worcester Public Schools is \$332.6 million.

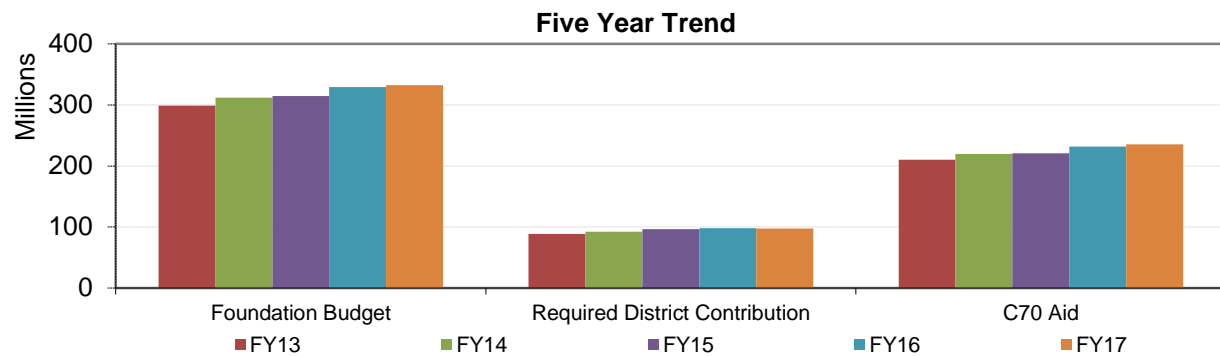
In order to reach the foundation level of spending, the law defines the level of the local required contribution and the amount of state aid needed. First, the state determines the community’s ability to pay through a local wealth measure (property and income). For FY 2017, the City’s calculated minimum local contribution amount is \$97.3 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 2017, this amount is \$235.3 million.



The following is the preliminary net school spending (NSS) requirement for FY2017. Final numbers are determined upon approval of the State budget and submittal to the DESE for official calculation.

	FY16	FY17	Change	Pct Chg
Foundation budget	329,468,507	332,590,292	3,121,785	0.95%
Required district contribution	97,927,769	97,251,199	-676,570	-0.69%
Chapter 70 aid	231,540,738	235,339,093	3,798,355	1.64%
Required net school spending (NSS)	329,468,507	332,590,292	3,121,785	0.95%
Target state aid share of budget	70.59%	70.80%		
Chapter 70 aid % of foundation	70.28%	70.76%		
Required NSS % of foundation	100%	100%		

### Foundation Budget, Required district contribution, and State Aid Five Year Trend



## Determination of City Total Required Contribution FY17

### Effort Goal

1) 2014 equalized valuation	\$11,615,944,20
2) Property percentage	0.3792%
3) Local effort from property wealth	\$44,044,711
4) 2013 income	\$3,610,716,000
5) Income percentage	1.4701%
6) Local effort from income	\$53,080,208
7) Combined effort yield (row 3+ row 6)	\$97,124,920
8) Foundation budget FY17	\$332,590,292
9) Maximum local contribution (82.5% * row 8)	\$274,386,991
10) Target local contribution (lesser of row 7 or row 9)	\$97,124,920
11) Target local share (row 10 as % of row 8)	29.20%
12) Target aid share (100% minus row 11)	70.80%

### FY17 Increments Toward Goal

13) Required local contribution FY16	\$97,927,769
14) Municipal revenue growth factor (DOR)	-0.39%
15) FY17 preliminary contribution (13 x 14)	\$97,545,851
16) Preliminary contribution percent of foundation (15/8)	29.33%

If preliminary contribution is above the target share:

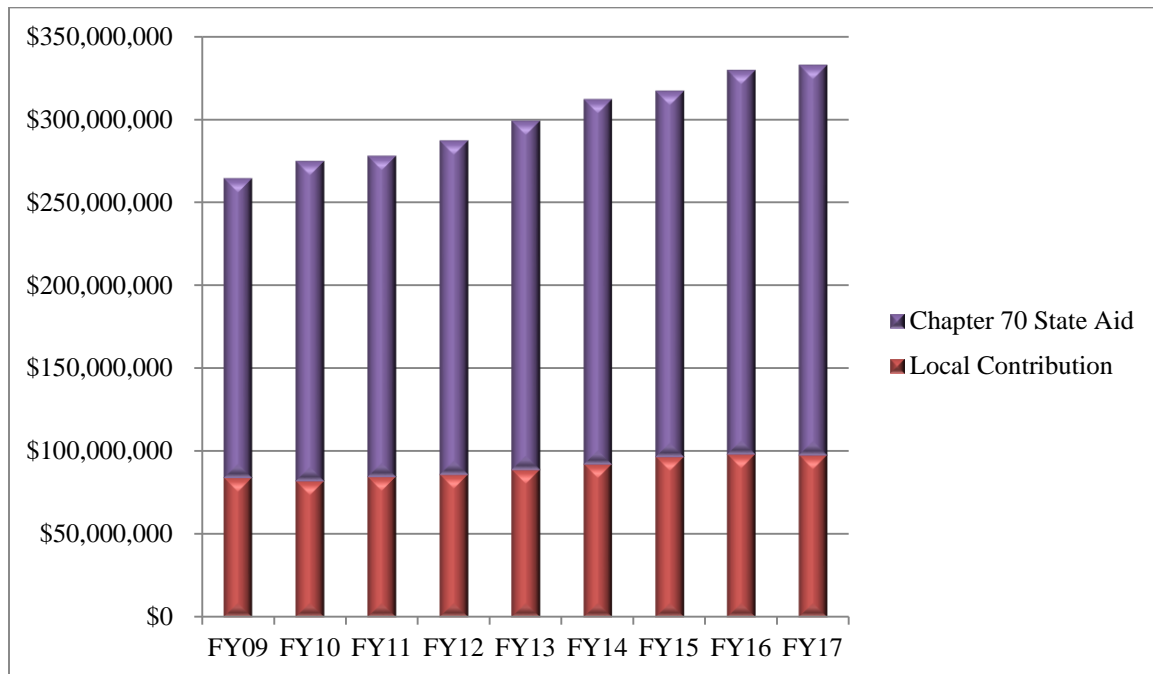
17) Excess local effort (15 - 10)	\$420,931
18) 70% reduction toward target (17 x 70%)	\$294,652
19) FY17 required local contribution (15 - 18), capped at 90% of foundation	\$97,251,199
20) Contribution as percentage of foundation (19 / 8)	29.24

*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-FY17:



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>	\$97,927,769	\$231,540,738	\$329,468,507
<b>FY17</b>	\$97,251,199	\$235,339,093	\$332,590,292

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).

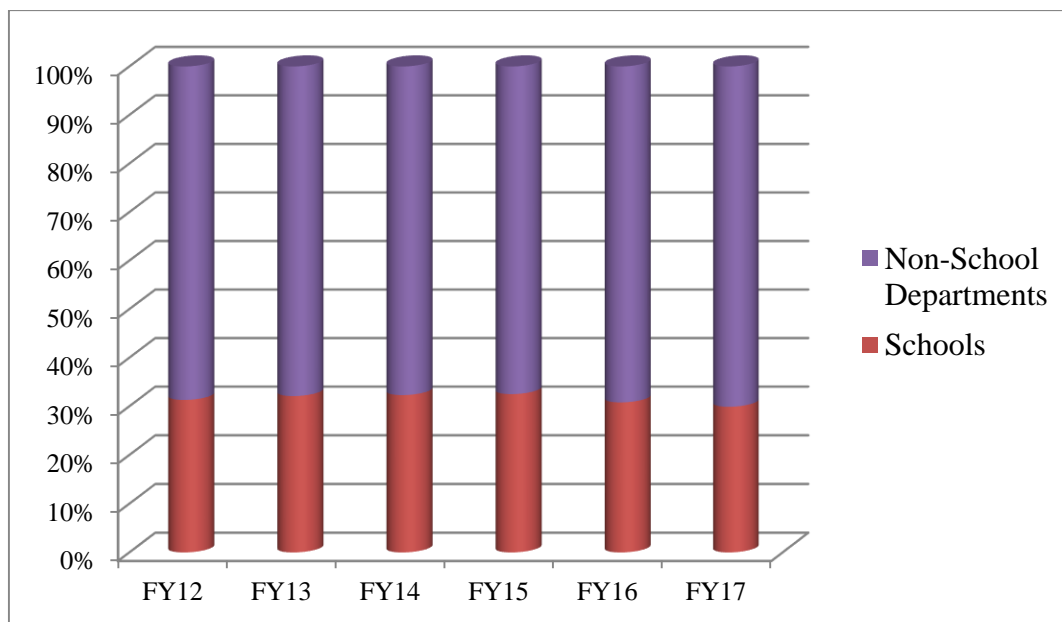


### Total City Spending on Education from City Revenues (Excludes State Education Aid)

	FY12	FY 13	FY14	FY15	FY16	FY17
Total City Base Revenue	\$303,197,428	\$308,619,307	\$320,206,812	\$336,143,262	\$364,000,000	\$377,100,000
Total Contribution to Education*	\$94,821,890	\$99,166,368	\$103,481,114	\$109,135,990	\$112,291,573	\$112,791,003
<b>Total City Revenue Contribution To Education*</b>	31.3%	32.1%	32.3%	32.5%	30.8%	29.9%

\* 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 2017 and 2016 Budget, Actual Spending for 2013-2015**

	Actual 2013	Actual 2014	Actual 2015	Budget 2016	Budget 2017
<b>Calculation of Required Contribution:</b>					
1 Foundation budget	298,950,312	311,832,465	316,944,283	329,468,507	332,590,292
Less:					
2 Chapter 70 aid	210,364,137	219,897,733	220,569,583	231,540,738	235,339,093
3 Required Contribution	<u>\$ 88,586,175</u>	<u>91,934,732</u>	<u>96,374,700</u>	<u>97,927,769</u>	<u>97,251,199</u>
<b>Calculation of Actual Contribution:</b>					
School expenditures:					
4 School budget	\$ 285,570,702	299,045,854	304,751,781	318,291,993	322,895,803
Add state charges:					
Charter schools	25,526,265	24,433,604	24,456,630	24,866,852	24,579,722
School Choice	2,291,731	2,684,637	2,700,679	2,651,386	2,686,481
Special Education	132,274	157,550	141,940	147,618	147,618
5 Total	<u>313,520,972</u>	<u>326,321,645</u>	<u>332,051,030</u>	<u>345,957,849</u>	<u>350,309,624</u>
Less School Local Aid:					
Chapter 70 aid	210,364,137	219,897,733	220,569,583	231,540,738	235,339,093
Charter school tuition reimbursement	3,810,686	2,668,126	1,840,663	2,125,538	2,179,528
6 Total School Local Aid	<u>214,174,823</u>	<u>222,565,859</u>	<u>222,410,246</u>	<u>233,666,276</u>	<u>237,518,621</u>
7 Actual contribution	99,346,149	103,755,786	109,640,784	112,291,573	112,791,003
8 Required contribution	<u>88,586,175</u>	<u>91,934,732</u>	<u>96,374,700</u>	<u>97,927,769</u>	<u>97,251,199</u>
9 Excess contribution	<u>\$ 10,759,974</u>	<u>11,821,054</u>	<u>13,266,084</u>	<u>14,363,804</u>	<u>15,539,804</u>
<b>Calculations of total excess contributions:</b>					
Excess contribution from above schedule	10,759,974	11,821,054	13,266,084	14,363,804	15,539,804
Additional contributions (city services):					
City Administration (1)	3,725,227	4,016,965	4,014,156	4,049,115	4,130,097
Police(1)	467,166	339,590	407,084	762,914	778,172
Water/Sewer	529,671	497,078	523,414	507,249	532,079
10 Total excess contributions	<u>15,482,038</u>	<u>16,674,687</u>	<u>18,210,738</u>	<u>19,683,082</u>	<u>20,980,153</u>
<b>School expenditures not eligible for net school spending:</b>					
Transportation	15,353,337	16,226,565	16,538,082	17,531,196	17,962,844
Crossing Guards	506,251	514,841	497,644	543,346	543,346
Equipment	11,360				
Building Rentals	285,363	386,402	405,937	421,951	538,374
Adult Education	95,358	63,134	98,904	95,585	95,585
Prior year unexpended encumbrances	122,890	146,442	65,480		
11 Total Non Educational Expenditures	<u>16,374,559</u>	<u>17,337,384</u>	<u>17,606,047</u>	<u>18,592,078</u>	<u>19,140,149</u>
12 Excess (deficient) contribution	(892,521)	(662,697)	604,691	1,091,004	1,840,004
13 Required Spending Shortfall Prior Year	<u>(1,350,982)</u>	<u>(2,243,503)</u>	<u>(2,906,200)</u>	<u>(2,301,509)</u>	<u>(1,210,505)</u>
14 Funding (Deficiency)	<u>(2,243,503)</u>	<u>(2,906,200)</u>	<u>(2,301,509)</u>	<u>(1,210,505)</u>	<u>629,499</u>



## **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 29.9% 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 17
<b>TOTAL CITY BASE REVENUE*</b> (Not Including Educational State Aid)	\$377,100,000
<b>City Contribution to Education</b>	<u>\$112,791,003</u>
<b>Total City Revenue Contribution to Education</b>	29.9%

\*Estimate from City Manager's Five Point Financial Plan (February 9, 2016), page 2.

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>\$377,100,000</b>	<b>\$264,308,997</b>	<b>\$104,602,023</b>	<b>\$8,188,980</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 FY16 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>	\$20.61	\$14.45	\$5.72	\$0.45
<b>Commercial, Industrial, and Personal Property</b>	\$33.98	\$23.82	\$9.43	\$0.74



## 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



