



**Worcester Public Schools**  
**Worcester, Massachusetts**

# **Fiscal Year 2019**

# **Annual Budget**

**Superintendent**

Maureen F. Binienda



**Worcester School Committee**

Mayor Joseph M. Petty, Chairperson

Dianna L. Biancheria

Dante Comparetto

John L. Foley

Molly O. McCullough

John Monfredo

Brian A. O'Connell

# WORCESTER PUBLIC SCHOOLS

## Worcester, Massachusetts



"Symmetry" by Benjamin Black, Grade 11, Doherty Memorial High School

### ANNUAL BUDGET FISCAL YEAR 2019

July 1, 2018 - June 30, 2019

**Maureen F. Binienda**  
**Superintendent of Schools**

**Worcester Public Schools**  
**20 Irving Street**  
**Worcester, Massachusetts 01609**

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## District Administration Budget Committee

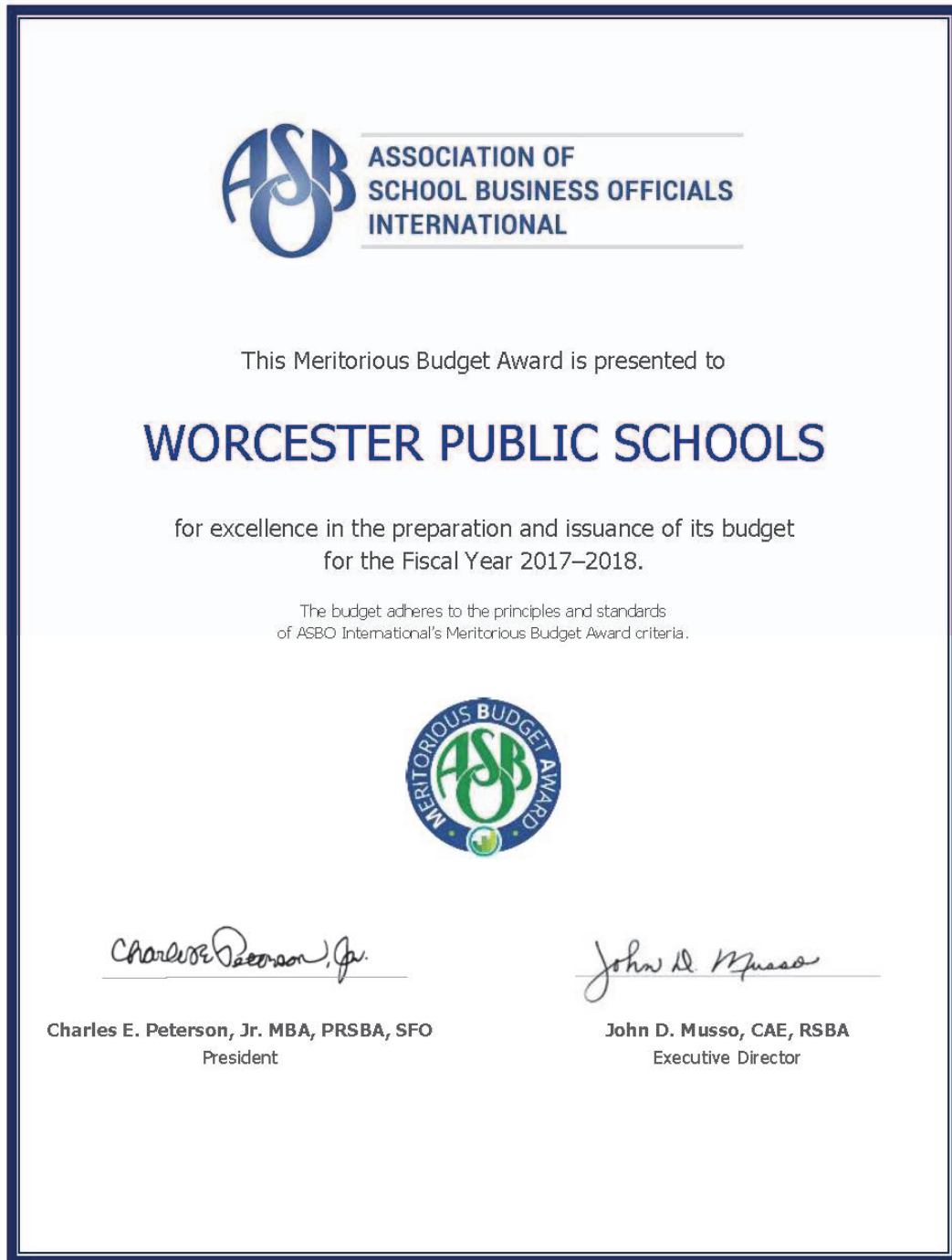
Ms. Maureen F. Binienda, *Superintendent*  
Mr. Brian E. Allen, *Chief Financial and Operations Officer*  
Ms. Sara P. Consalvo, *Budget Director*  
Dr. Susan O'Neil, *Deputy Superintendent*  
Dr. Susan Hodgkins, *Manager of School and Student Performance*  
Ms. Jennifer Boulais, *Chief Human Resources Officer*  
Dr. Mary Meade-Montague, *Manager of Instruction and School Leadership*  
Ms. Marie Morse, *Manager of Instruction and School Leadership*  
Ms. Maura Mahoney, *Manager of Social Emotional Learning*  
Ms. Kay C. Seale, *Manager of Special Education and Intervention Services*  
Dr. Magdalena Gantias, *Director of Curriculum and Professional Learning*





## Budget Award

The Association of School Business Officials International presented its Meritorious Budget Award to the Worcester Public Schools for its annual budget for the fiscal year beginning July 1, 2017. This is fifth consecutive year WPS has received this award.







# Budget Award History



**WORCESTER PUBLIC SCHOOLS**  
Worcester, Massachusetts

Winning 3 Deckers of Worcester, MA.  
*Three Deckers in Worcester  
Student artwork, South High School*

**ANNUAL BUDGET  
FISCAL YEAR 2014**  
July 1, 2013 - June 30, 2014

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

Worcester Public Schools  
20 Irving Street  
Worcester, Massachusetts 01609  
www.worcesterschools.org





**WORCESTER PUBLIC SCHOOLS**  
Worcester, Massachusetts

*Three Deckers, Worcester  
Student artwork, South High School*

**ANNUAL BUDGET  
FISCAL YEAR 2015**  
July 1, 2014 - June 30, 2015

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

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**WORCESTER PUBLIC SCHOOLS**  
Worcester, Massachusetts

*Worcester Landscape  
Student artwork, South High School*

**ANNUAL BUDGET  
FISCAL YEAR 2016**

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

Worcester Public Schools  
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www.worcesterschools.org





**WORCESTER PUBLIC SCHOOLS**  
Worcester, Massachusetts

*Blue Door, Worcester  
Student artwork, South High School*

**ANNUAL BUDGET  
FISCAL YEAR 2017**

Maureen F. Binienda  
Superintendent of Schools

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**WORCESTER PUBLIC SCHOOLS**  
Worcester, Massachusetts

*Student artwork by Lisa Jones, Century Memorial High School*

**ANNUAL BUDGET  
FISCAL YEAR 2018**

Maureen F. Binienda  
Superintendent of Schools

Worcester Public Schools  
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## District Awards and Recognitions

Since May 2017



### MASBO President's Award

Brian E. Allen, Chief Financial and Operations Officer (2017)

### Friend of MASBO Award

Sara Consalvo, Budget Director (2017)



### 2017 Healthy Community Award

Maureen F. Binienda, Superintendent



### Massachusetts School Breakfast Challenge (2017)



### 2017 Heart of Gold Awards

Carol Manning, Debra McGovern, and John Monfredo

### 2017 Heart Hero Award

Jeffrey Lane and Judy Millott



### 2017 Partners in Excellence Award

2018 Partners in Excellence Award



### 2017 Teacher of the Year

Lisa Carignan, Columbus Park Preparatory Academy



### 2017 Community Achievement Vision Award

Carmen Rosado



# Worcester Public Schools

by facts and figures...

\$397,814,142	FY19 district budget
5,300,000	meals served annually through School Nutrition Program
\$76,265	FY19 average teacher salary
25,291	students enrolled as of 10/1/17
\$14,000	FY17 per pupil cost state average <b>\$15,956</b>
4,244	district employees
\$1,388	Average annual homeowner tax bill to support Worcester Public Schools (including debt)
194	number of school buses providing daily transportation to more than <b>12,300</b> students
110	number of new positions added in the FY19 Budget



50	number of schools and programs in district
35%	students speak a first language other than English
23	Advanced Placement Courses offered
22.1	average elementary class size
11	Big school bus routes that the district will operate for the first time in FY19
\$6.11	Amount of the city's <b>\$18.91</b> per thousand residential property tax bill allocated to WPS with debt cost.
3 <sup>rd</sup>	largest school district in New England
3 <sup>rd</sup>	largest employer in the City of Worcester
2.2%	High School Dropout Rate equal to state average; second <b>lowest</b> among all peer communities

Our teacher became a U.S. President; Our student was the father of modern rocketry\*...



from here....go anywhere!

\* President John Adams and Dr. Robert H. Goddard



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# EXECUTIVE SUMMARY



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## School Committee and District Administration

### School Committee

2018-2020 Term



**Mayor Joseph M. Petty**  
*Chair of the School Committee*



**Dianna L. Biancheria**  
*Chair, Standing Committee of Accountability and Student Achievement*  
*Vice Chairman, Standing Committee of Governance and Employee Issues*



**Dante A. Comparetto**  
*Vice Chair, Standing Committee of Accountability and Student Achievement*  
*Member, Standing Committee of Finance and Operations*



**John L. Foley**  
*Vice Chair of the School Committee*  
*Chair, Standing Committee of Finance and Operations*  
*Member, Standing Committee of Governance and Employee Issues*



**Molly O. McCullough**  
*Vice Chair, Standing Committee of Finance and Operations*  
*Member, Standing Committee of Teaching, Learning and Student Supports*



**John Monfredo**  
*Chair, Standing Committee of Governance and Employee Issues*  
*Vice Chair, Standing Committee of Teacher, Learning and Student Supports*



**Brian A. O'Connell**  
*Chair, Standing Committee of Teaching, Learning and Student Supports*  
*Member, Standing Committee of Accountability and Student Achievement*

School Committee Office  
Dr. John E. Durkin Administration Building  
20 Irving Street  
Worcester, Massachusetts 01609  
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## District Leadership



**Maureen F. Binienda**  
*Superintendent*  
508-799-3115



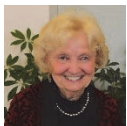
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**Susan O'Neil, Ph.D.**  
*Deputy Superintendent*  
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**Jennifer Boulais**  
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**Helen A. Friel, Ed.D.**  
*Assistant to the Superintendent/Clerk of the  
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## Superintendent's Message

**Maureen F. Binienda**

This past year the Worcester Public Schools have engaged in community collaboration in developing a new strategic plan for the district - *Defining Our Path: A Strategic Plan for Education in Worcester*. This plan will inform our resource allocations in pursuit of our goals with particular focus on innovation, academic excellence, welcoming schools, investment in educators, and technology and operations.

The FY19 budget development also reflects engaged collaboration with school and district leaders, and the input from students, parent groups, and community and business leaders. The FY19 district budget, from all funding sources is \$397,814,142, a \$8.1 million, or 2.1% increase over the FY18 adopted budget of \$389,696,359. Within this amount, the general fund budget of \$341,640,882 represents an increase of \$6.5 million, or 1.9% above the FY18 adopted budget of \$335,120,190.



The FY19 Budget of the Worcester Public Schools allocates resources, to the best extent possible, to deliver the high quality instruction to all students. The budget reflects priorities of the Worcester School Committee, aligns resources towards district initiatives on advancing student achievement, and targets investments connected to the district's new strategic plan.

The growth in the budget reflects a modest increase in the state's foundation budget formula: per pupil inflation increase, new funds relating to the Foundation Budget Review Commission 2015 final report recommendations for employee benefits, and additional city contribution. While the overall budget increases, the growth the slight decrease in student enrollment during the 2017-2018 school year and a reduction in the state funding formula for economically disadvantaged students lessens this budget increase.

The collaboration of this budget extends to City Manager Augustus for working with me on addressing the budget needs of the Worcester Public Schools. The City Manager's budget provides funding that achieves \$4.0 million above required local spending. This spending amount above the required contribution is an amount that equals funding for 53 teaching positions within our schools. I appreciate the City Manager's continued commitment to provide these essential city resources to the Worcester Public Schools.

I also appreciate the continued support of Mayor Joseph Petty and the Worcester City Council for their support of the Worcester Public Schools budget and for the recent building construction projects.

The FY19 budget uses the new funds and reallocated resources targeted directly to support high quality teaching and learning within our schools. The budget reflects an additional 22 elementary enrichment teachers, five ESL teachers, five special education teachers and 10 instructional assistants, and two school nurses. The budget also provides funds for the establishment of an evening program coordinator for





Worcester

## Superintendent's Message

Technical High School to expand the evening programs to the community. Eventually, the position will be self-funded with operating revenues. The budget also converts 17 elementary teachers to secondary teacher positions reflecting enrollment shifts within the district. Also, the district will operate 11 big school buses and all athletic transportation, as well as all specialized medical clinical care services for students next year; moving from contracted services to district-operated services next year.

While these are clearly much needed resources to meet our instructional needs, the state's current foundation budget formula continues to significantly underfund our budget. In just the areas of health insurance and special education, this underfunding totals more than \$70 million.

The School Committee 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 FY19 budget reflects strict adherence to this School Committee policy.

Every day in the Worcester Public Schools there is great teaching and exceptional student learning taking place. When I visit schools, I see high levels of engagement by our students with extraordinary work by our classroom teachers, specialists, paraprofessional, and support staff. While we continuously strive to improve – every day we see students that are excelling academically, athletically, and through our fine arts program. From here, students can go anywhere!

Strong financial discipline, collaborative budget planning, and the alignment of resources result in a student centered financial plan that will support student achievement and prepare students for college and career readiness. We must all work together to achieve this goal.

Maureen F. Binienda  
Superintendent



## Executive Summary

The fiscal year 2019 budget represents total spending for the Worcester Public Schools from all sources of **\$397,814,142**, an \$8.1 million or 2.1% increase from the FY18 adopted budget level of \$389,696,359.

Within this amount, the total recommended general fund budget by the City Manager is \$341,640,882, which represents an increase of \$6.5 million, or 1.9% increase from the FY18 School Committee's adopted budget of \$335,120,190. The budget increase represents a \$5.2 million increase in Chapter 70 state aid and charter school reimbursement, \$2.5 million increase in city contribution, offset by a \$1.2 million increase in charter school tuition, school choice and state special education assessments. Most federal grants use FY18 level funding with actual award known later in the budget process, except for the three-year Elm Park School Redesign Grant funds that ends in FY18. Also, most state grants also assumed at level funding based on initial funding included in the House of Representatives budget, except for the second year of a three-year phase-out of the Inclusive Pre-School Learning Grant for the Head Start program. Other special revenues expect to increase \$2.3 million, due to one-time state funding for students displaced from Puerto Rico and U.S. Virgin Islands due to 2017 hurricanes, as well as an increase in state special education reimbursement revenue. Finally, the school nutrition funding is expected to be level funded from the FY18 budgeted spending level due to sustained meal participation within the program.

### Executive Summary



#### 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.
- ⊕ Provides an additional 18 teachers at the middle and high school levels to address enrollment increases and course offering needs. Included in this increase are the following:
  - ⊕ 5 teachers at Sullivan Middle School based on enrollment increases
  - ⊕ 2 teachers at Doherty High School for enrollment increases
  - ⊕ 2 teachers at Forest Grove Middle School to convert to a seven period day (and to meet ESL compliance)
  - ⊕ 2 fine arts teachers for Burncoat High School and Burncoat Middle School to support enrollment increases
  - ⊕ 1 teacher at Burncoat Middle School to support the district's dual language program at the middle school level
  - ⊕ 2 teachers at South High School for enrollment increases
  - ⊕ 1 teacher at Worcester Technical High for foreign language offerings
  - ⊕ 1 science teacher at New Citizens Center Young Adult Program
  - ⊕ 2 pathway specialist teachers (one at Doherty High School and one at Burncoat High School) - for College and Career Planning classes and coordinating and supervising internship opportunities for students.



## Executive Summary

- ⊕ Provides 5 additional teachers to support English learners at mandated service levels based on student language proficiency. (The FY18 budget added 19 additional ESL positions to address mandated student instructional services).
- ⊕ Provides 22 additional elementary teachers to provide an additional enrichment to students in accordance with the collective bargaining agreement with the Educational Association of Worcester. In addition, the budget provides \$153,000 in funds for educational supplies and materials to support this new instructional area.
- ⊕ Provides 5 teachers and 10 Instructional Assistants for Special Education services. Included in this amount are two teachers and four instructional assistants to create an assessment center located at the Academic Center for Transition (ACT). The budget also realigns other Special Education positions based on enrollment shifts.
- ⊕ Provides an Evening School Program Coordinator to establish a robust fee-based evening program at Worcester Technical High School. The district expects that this position will be self-funded in FY20.
- ⊕ Provides for 2 additional school nurse positions in order to provide increased staffing at smaller schools and alternative locations.
- ⊕ Continues funding for expanded learning opportunities at Elm Park Community School; the District's only remaining Level 4 school. The three-year state provided School Redesign Grant funds end in FY18.
- ⊕ Maintains reasonable overall class size of 22.1 next year. Based on next year's anticipated student enrollment and 577 classroom teachers, the following are the projected elementary class sizes for next year:

Class Size Range	Number of Classrooms
Less than 23 students	346
23-26 students	195
27-30 students	34
31 or more students	<u>2</u>
Total	577



## Executive Summary

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

### Executive Summary Revenue Change



- ⊕ **State Aid:** The state's Foundation Budget, the education per pupil funding formula, is determined 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 (as well as any adjustments to the components within the foundation budget).

Overall, the foundation budget growth for the district is \$7.2 million. This amount is attributed to, modest inflation growth of 2.64% applied to the per pupil rates (\$9.0 million) and a \$1.9 million increase in the employee benefits and fixed charges component of the foundation budget formula reflecting recommendations included in the final report of the Foundation Budget Review Commission. These increases are offset by reductions in the per pupil formula for economically disadvantaged students (\$2.5 million) and a 0.5% enrollment decline (\$1.2 million).

Overall, the 25,291 student enrollment for Worcester from the previous year changed as follows:

- 197 student decrease in Pre-Kindergarten through Grade 6 enrollment
- 50 student increase in Grades 7 and 8 enrollment
- 47 student increase in Grades 9-12 enrollment

Within the district's total enrollment, there was also a 701-student increase in the number of students classified by the state as Economically Disadvantaged (students receiving a state-benefit program). In FY19, the state changed the per pupil funding for students that receive incremental funding within the "economically disadvantaged" category. While the number of students increased the total funding (with the state's per pupil inflation rate) decreased by \$2.5 million within the category.

Total Chapter 70 State Aid increases from \$245,207,183 (including the amounts for charter schools and school choice tuition offset) to \$249,894,895, a 1.9% increase.



**City Contribution:** The City's contribution of \$118,567,836 increases \$2.5 million over the FY18 adopted level of \$116,039,710. 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 is expected to exceed the FY19 minimum spending requirement by \$4.0 million. This amount includes funds for charter school assessments.

The city also spends money for the construction and renovation of school property using borrowed



## Executive Summary

funds (as well as funding from the Massachusetts School Building Authority). In terms of total spending for education (operations and debt for capital projects), the city will spend \$128.2 million of local revenue in direct support of the Worcester Public Schools.



Based on the FY19 budget, the Worcester Public Schools represent \$5.20 of the residential property tax rate of \$18.91. The city also funds school related debt for construction and renovation projects, totaling approximately \$19 million. This amount equals \$0.91 of the residential tax bill. The total tax impact of the Worcester Public Schools is **\$6.11** of the residential rate of \$18.91, or **\$1,388** of the average tax bill of \$4,296.

- ⊕ **Federal Grants:** All federal grants are assumed at level funded pending actual award amounts that are known later in the budget process, except the three-year Elm Park School Redesign Grant that ends in FY18.
- ⊕ **School Nutrition Revenue:** The district will continue to operate under 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. While the FY19 budget reflects a level funded revenue, the district will launch new menu offerings and a marketing strategy to increase meal participation. The district is also developing plans to increase breakfast-in-the-classroom locations and secondary "grab-and-go" stations.
- ⊕ **State Grants:** The budget assumes level funding of all state grant programs, including the Extended Learning Time grants for City View Discovery School and Jacob Hiatt Magnet School. The budget reflects the second year of a three-year phase out of the Inclusive Pre-School Learning Grant as part of the Head Start program (a \$168,455 FY19 reduction).
- ⊕ **Economically Disadvantaged Funding:** The state's change in the per pupil funding for economically disadvantaged students decreased funding to the Worcester Public Schools within the foundation budget formula by \$2.5 million. This funding loss is equivalent to 33 teacher positions.
- ⊕ **State Special Education Reimbursement:** The Circuit Breaker reimbursement is assumed at a 72% reimbursement rate for eligible students. At this rate, the reimbursement totals \$3.5 million, an increase of \$424,000, or 13.7%, from the amount included in the FY18 budget. However, at the 72%





## Executive Summary

reimbursement level, the Worcester Public Schools is underfunded from the statutory reimbursement rate of 75% by \$150,000.

- ⊕ **Charter School Reimbursement:** The recommended budget uses the House Ways and Means' budget of \$2.3 million for the Worcester Public Schools. This funding, for Worcester, appears to only cover \$465,000, or 27%, of the first year funding increase of \$1.7 million), 100% of the Facilities Tuition Assessment (\$1.8 million), and 0% of the remaining \$100,000 owed under the formula. At this level of reimbursement, the Worcester Public Schools is **underfunded by \$1.4 million**.
- ⊕ **Displaced Student Aid:** The FY19 budget uses an estimated \$2 million in one-time state assistance for students that have been displaced and relocated to Massachusetts school districts from Puerto Rico and U.S. Virgin Islands as a result of Hurricanes Maria and Irma in 2017.

### Executive Summary Cost Increases



- ⊕ **Contractual Salary Increases:** The FY19 budget reflects negotiated or approved salary increases for all settled employee groups, between 1.5% to 2%, totaling \$4.0 million.
- ⊕ **New Positions:** The new positions added to the budget, all instructional and instructional support positions combined, total \$4.5 million in new spending.
- ⊕ **Health Insurance and Retirement Assessments:** Under the new plan design adopted by most employee groups in the past year, the health insurance premium rates will increase 2% for all groups, an increase of \$1 million, but much lower than in previous years. In addition, 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 \$904,000. FY18 represented the final year of the 2002 early retirement payments, thus reducing the cost for this item by \$351,000. With other areas within this account, the total retirement account increases \$593,300.



- ⊕ **Student Transportation:** The budget reflects contracted rates for student transportation, as the contracted rate for the 84 large school buses increases to \$76,871 per year for each bus, the cost for 35 mid-size buses increase to \$98,883 per year for each bus, and the cost for 20 wheelchair buses increases to \$103,860 per year for each bus next year. Within this amount, the budget reflects the conversion of 11 big bus routes to be district-operated as well as the



## Executive Summary

phase-in lease of district-operated special education vehicles to replace older buses and reduce maintenance costs. Overall, while student transportation costs will increase \$626,000; the conversion of 11 big bus and 4 mid-size bus routes to district operated provide \$194,000 in savings for those routes.

- ⊕ **Special Education Tuition:** The increase in special education tuition, totaling \$505,000, is attributed to cost increases associated with the Central Massachusetts Collaborative (\$207,000), an increase in out-of-district placements (occurring during FY18) totaling \$722,000. These increases are offset by an expected increase in state reimbursement for special education students ("Circuit Breaker") (\$424,000).
- ⊕ **Workers Compensation:** The FY19 budget reflects an increase of \$200,756 to cover higher salary rates as well as to budget the account more in line with actual spending history. Based on FY18 projected spending, the FY19 budget amount remains approximately \$215,000 underfunded.
- ⊕ **Unemployment Compensation:** The account reflects an increase from \$318,226 to \$511,463 to reflect actual spending and anticipated needs for budget and non-budget (performance) related unemployment costs.
- ⊕ **Facilities Maintenance:** The account reflects the reallocation of Facility Department vehicle maintenance and fuel costs to this account (from 500141-92000) totaling \$103,743. The remaining \$182,000 increase provides funds for necessary HVAC contracted services, as well as school safety and building emergency repairs.

### Executive Summary Strategies to Balance Budget



For the ninth consecutive year, the district has used a zero-based budget approach to develop resource allocations within the annual budget. Through this strategic planning and review

process, the district has been able to identify the following savings or reallocations resulting in improved service delivery and the preservation of teacher and instructional support positions to the best extent possible:

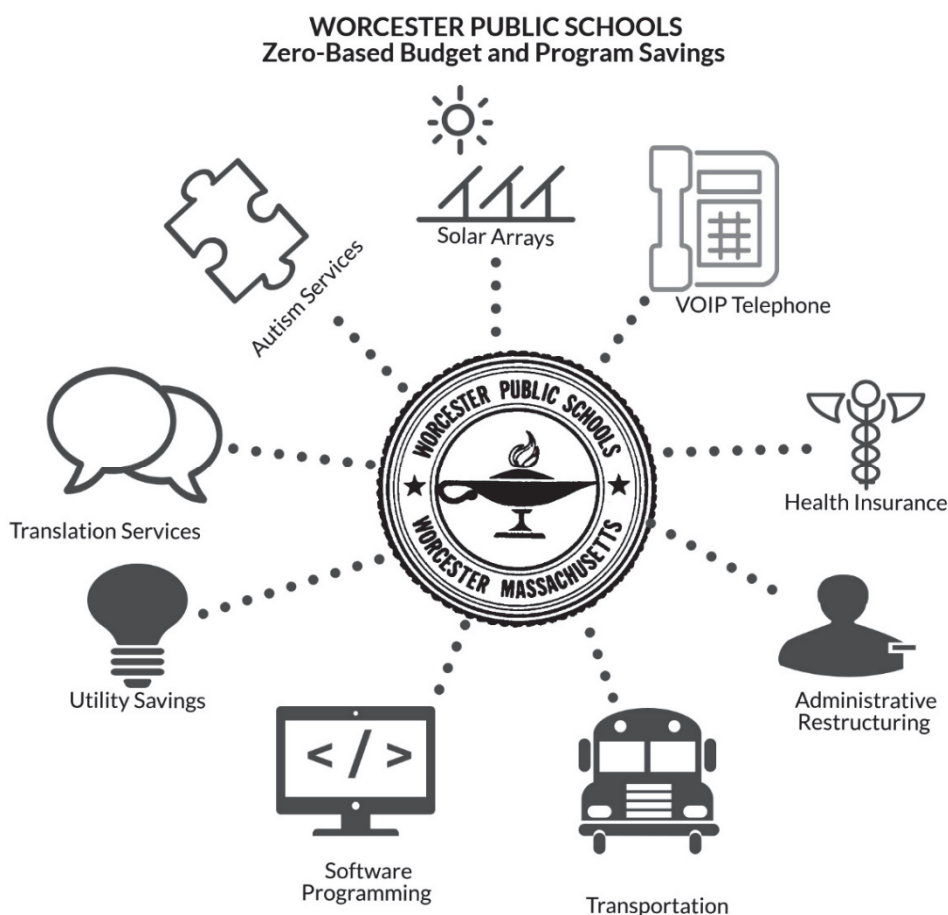
- ⊕ **Health Insurance:** Through negotiated changes to plan design (co-pays and deductibles) with almost all employee groups, the FY19 budget for health insurance is \$3.2 million less than the FY18 original budgeted amount. These plan designs, combined with using the "surplus" balance remaining in the health insurance trust fund, the premium rates are only increasing 2% above the settled premium rates from last year. Each 1% in lower premium rates provides \$460,000 in savings or avoided costs to the budget.
- ⊕ **Utility Savings:** The district's energy manager closely monitors energy consumption and implements cost-savings strategies on an on-going basis. During FY18, the district implemented steam trap replacement and pipe insulation replacement that provide 150,000 therms annual savings in natural gas totaling \$162,000. In addition, electrical savings projects provided more than 600,000 kilowatt hours (KWH) in savings totaling \$90,000 (as anticipated and included in FY18 budget).



## Executive Summary

- Athletic Transportation & Special Education Transportation Services:** As a result of no bids being received for student athletic transportation services for the 2018-19 school year, the district will lease buses and hire drivers and appropriate support staff in order to provide buses for athletic events. In order to be cost effective, the district will need to operate eleven big bus routes next year. Buses will be scheduled to accommodate afternoon athletic transportation needs of the district. In addition, the budget reflects the lease of ten special education vehicles; allowing the district to take back four bus routes from the contracted vendor. Overall, these conversions provide \$194,000 in savings within the FY19 budget.

The district has a recognized history of achieving cost savings and reallocation of resources while improving services available to schools. The following is an overview of where savings have been achieved and funds reallocated to other instructional programs. These areas provide significant savings and cost avoidance to the district with the savings being reallocated for direct instructional services within the budget.





## Executive Summary

Staffing, programs and initiatives new in the FY19 budget include:

### Executive Summary New Budget Initiatives



- ⊕ An additional elementary weekly enrichment block for students (22 additional teachers).
- ⊕ The district is piloting big bus transportation with 11 bus routes next year and providing all student athletic transportation. Additional customer service support is also added to improve responsiveness to schools and parents.
- ⊕ Converts clinical care nursing services from contracted services to in-district personnel.
- ⊕ The district is converting from 7,500 desktop computers to approximately 11,000 Chromebooks and 1,000 administrative/computer lab desktop computers.
- ⊕ One-time money to fund an adult evening programs coordinator to expand a robust selection of evening programs at Worcester Technical High School. The position is expected to be self-funded from program revenue in FY20.
- ⊕ Converts two existing vacant maintenance staff positions to painters to address critical painting needs in the district.
- ⊕ Three vacant HVAC positions will be temporarily reallocated to contracted service allowing the district to meet critical HVAC needs and providing necessary training to employees to work on the district's newest and complex equipment.

Between January and April 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

**\$10.1 million** in additional critical need personnel requests and instructional material and technology needs more than the FY19 budget will provide.

### Executive Summary Requests Not Funded



Although the FY19 budget reallocates spending in many instructional areas, the following items were identified as **priority needs** but were not able to be funded at this level of spending:

- ⊕ 83 teacher and other student positions (\$6.3 million)
- ⊕ 30 instructional assistants (\$1.0 million)
- ⊕ 18 tutor positions (\$0.5 million)
- ⊕ Student furniture replacement (\$0.3 million)
- ⊕ Classroom equipment and technology (\$1 million)
- ⊕ Urgent Building Repairs (\$1 million)



## Executive Summary

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

### Executive Summary Areas of Future Budget Watch



- ⊕ **Elementary Classroom Space:** Several elementary schools continue to experience large class sizes and overcrowding based on available space. The district will need to continue to rent eight classrooms to accommodate Chandler Elementary School students. Many elementary schools have utilized all spaces within their buildings and could not accommodate any additional space. While the district projects overall elementary enrollment to be relatively stable over the next several years, in the past year, some elementary schools had enrollment increases as high as 28% from the previous year.

The district's transition from desktop computers to Chromebooks (on computer carts) will alleviate some space in certain schools that had computer lab space.

- ⊕ **Middle and High School Student Enrollment:** Sullivan Middle School is projected to have 985 students next year (which will be its largest enrollment since 2004) and at this level will require an additional "team" of five teachers next year. Burncoat Middle School expects to increase to 741 students (which would be its highest enrollment since 2003), and three teachers (partially shared with high school) are added for next year.

Forest Grove Middle School's enrollment of 979 students remains as the district's largest middle school and two teachers are added for a conversion to a seven period day. The projections for Worcester East Middle School enrollment next year is 838 and will be at its highest level since 2002. The Administration has discontinued the sixth grade academy for next year and plans a new Grade 7-8 advanced academy for the future.

The district expects continued growth for high school enrollment using long-range enrollment projections by the Massachusetts School Building Authority which show high school enrollment growth of 6.6% above current levels by 2025. Construction on a replacement South High School begins later this year and completion will occur in approximately 3 years with a slightly increased enrollment capacity. The district is working with the Massachusetts School Building Authority on a feasibility study for a new Doherty Memorial High School in the next 5-6 years. The School Committee and City Council have approved the district to submit Burncoat High School as the next priority project for consideration for funding by the Massachusetts School Building Authority.

- ⊕ **Foundation Budget Review Commission Recommendations:** The FY19 budgets from the Governor and House of Representatives included increases to address the recognized underfunding of the employee benefit category of the state's foundation budget formula. In 2015, the state's Foundation Budget Review Commission provided a number of recommendations around adjustments to the state's foundation budget formula, including additional funding for the areas of employee benefits, special education, low-income students, and English language learners.

Full and accurate implementation of these recommendations to match actual deficiencies would significantly increase Chapter 70 state funding to Worcester. In FY17, the district spent \$34.6 million more on special education and \$34.9 million more on employee benefits than the foundation












## Executive Summary

budget provides. As a result, the district has 770 fewer teachers than the formula would otherwise provide, and spends significantly less on professional development, instructional equipment & technology, pupil services, and operations and maintenance. Efforts to fund these recommendations remains under consideration by the Massachusetts Legislature.

- ⊕ **Technology Support, Maintenance, and Training:** The district will maintain 11,000 Chromebooks, 3,000 iPads, 1,000 desktop computers, 500 document cameras, and 150 interactive whiteboards, wireless access points, and network servers that support student assessment, student information and human resources, and school security information. These devices require proper school district-based support, maintenance, training, and appropriate funding for replacement.

This graphic shows the level of investment this district has made in technology in the past six years.

	2012	2017	2018
 <b>Computer Average Age</b>	8.5 years	All 7,500 computers leased	1,000 leased desktop computers 11,000 Chromebooks
 <b>WiFi Coverage</b>	12 schools	All schools (by 2017)	All schools / every classroom
 <b>1:1 Computing</b>	None	2 Schools 1,000 students	2 schools 1:1 iPads 1:2 Chromebook to student ratio
 <b>District's Internet</b>	150 Mbps	5,000 Mbps (or 5 Gbps)	10,000 Mbps (or 10 Gbps)
 <b>School's Internet</b>	10 Mbps	10,000 Mbps (or 10 Gbps)	10,000 Mbps (or 10 Gbps)
 <b>Email</b>	District hosted / No Student Accounts	Office 365 / All Secondary Students Have Accounts	Google Apps All faculty and all students have G Suite accounts
 <b>Mobile Devices</b>	Less than 300	3,000 iPads	3,000 iPads 11,000 Chromebooks



## Executive Summary

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

### Executive Summary Areas of Budget Study for Savings



- ⊕ **Student Transportation:** The Administration will pilot in-district student home-to-school and athletic transportation services beginning in the 2018-2019 school year. On-going analysis exploring the feasibility of directly providing all or further expanded services will occur through the end of 2018 with a recommendation provided to the School Committee well in advance of the end of current contract for transportation services at the end of FY20.
- ⊕ **Facilities Maintenance Consolidation Study:** The district is collaborating with the City Manager to explore areas of shared or consolidated services for facilities maintenance and custodial services. The city has hired a consultant to conduct this analysis and recommendations to submit to the School Committee and City Council for review, discussion, and determination.
- ⊕ **Energy Savings Projects:** The district is exploring additional energy savings projects, such as LED lighting and high efficiency boiler system for long-term energy savings for the budget.



*Students from Burncoat High School and South High School attend performance of Rent at the Hanover Theatre for Performing Arts on April 6, 2018.*



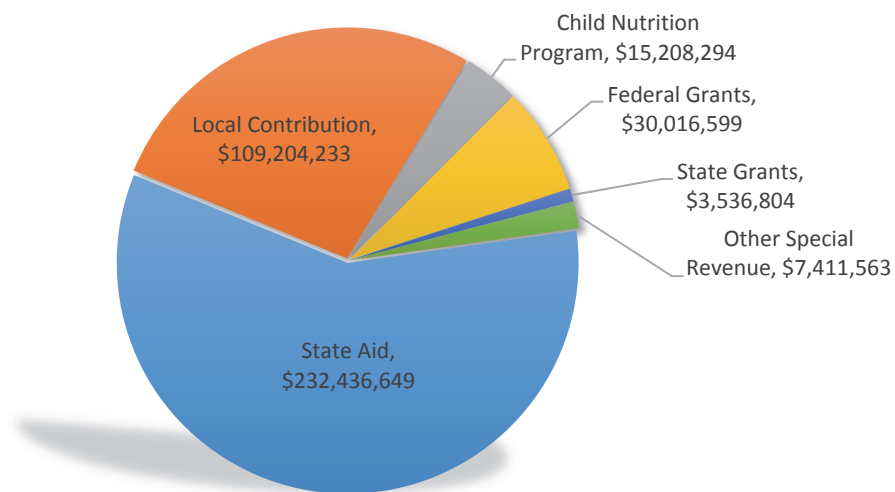
## Executive Summary

### Executive Summary District Financial Overview



The chart below summarizes the total projected FY 2019 revenues from all funds:

**FY 2019 Projected Revenues (All Funds)**



Source:	FY2019	% of total
State Aid*	\$232,436,649	58.4%
Local Contribution*	\$109,204,233	27.5%
Federal Grants	\$30,016,599	7.5%
Child Nutrition	\$15,208,294	3.8%
State Grants	\$3,536,804	0.9%
Other Special Revenue Funds:	\$7,411,563	1.9%
<b>Total :</b>	<b>\$397,814,142</b>	<b>100.0%</b>

\*WPS funds only. Amounts reduced by charter school and school choice tuition offsets based on pro-rate costs. These two items equal the WPS FY18 general fund budget.

There are two main categories of funds available to the district, the general fund and various special revenue funds. The general fund primarily consists of Chapter 70 State Aid and the City's Local Contribution. Special revenue funds primarily consist of Entitlement/Allocation and Competitive state and federal grants, the Child Nutrition revolving fund, and other special revenue funds. Totaling all funds, the district's budget is \$397,814,142.



## Executive Summary

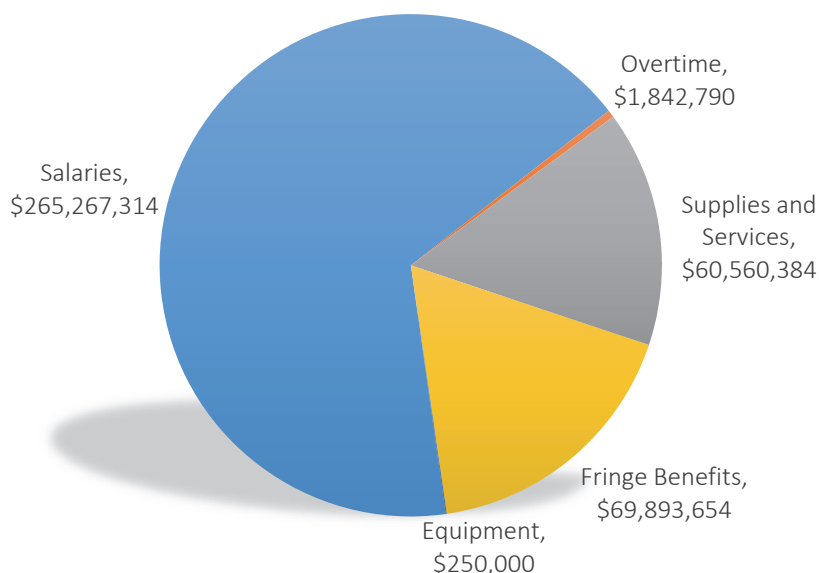
### Executive Summary

### District Financial Overview



The chart below summarizes the total projected FY 2019 expenditures from all funds:

**FY 2019 Projected Expenses (All Funds)  
Stated in Statutory Account Areas**



Cost Account	FY2018	% of total
Salaries (91000)	\$265,267,314	66.7%
Supplies & Services (92000)	\$60,560,384	15.2%
Equipment (93000)	\$250,000	0.1%
Fringe Benefits (96000)	\$69,893,654	17.6%
Overtime (97000)	\$1,842,790	0.5%
<b>Total Spending:</b>	<b>\$397,814,142</b>	<b>100.0%</b>

Overall expenditures can be broken into three major categories. The majority of the district's expenditures (67.2%) are salaries and overtime. With fringe benefits, 84.8 % of the budget reflects employee costs. Another major category is supplies and services (15.2%), 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 represents 0.1% of the spending; mostly includes technology, and school nutrition equipment purchases.



## Executive Summary

### Summary of Revenue and Expenditures\* FY18 Adopted to FY19 Budget (All Funds)

	FY18	FY19	Comparison	
Categories	Adopted	Budget	\$ Change	% Change
<b>Revenues:</b>				
State Aid**	\$227,090,501	\$232,436,649	\$5,346,148	2.4%
Local Contribution**	\$108,029,689	\$109,204,233	\$1,174,544	1.1%
Federal Grants	\$30,459,548	\$30,016,599	-\$442,949	-1.5%
Child Nutrition Programs	\$15,263,310	\$15,208,294	-\$55,016	-0.4%
State Grants	\$3,705,259	\$3,536,804	-\$168,455	-4.5%
Other Special Revenue	\$5,148,052	\$7,411,563	\$2,263,511	44.0%
<b>Total Revenues</b>	<b>\$389,696,359</b>	<b>\$397,814,142</b>	<b>\$8,117,783</b>	<b>2.1%</b>
<b>Expenditures:</b>				
Administration (1000)	\$4,487,801	\$4,474,000	-\$13,801	-0.3%
Instruction (2000)	\$215,761,518	\$223,269,751	\$7,508,233	3.5%
Other School Services (3000)	\$49,184,555	\$51,937,906	\$2,753,351	5.6%
Operations & Maintenance (4000)	\$22,799,229	\$22,302,629	-\$496,600	-2.2%
Fixed Charges (5000)	\$74,286,360	\$71,938,061	-\$2,348,299	-3.2%
Community Services (6000)	\$511,372	\$619,457	\$108,085	21.1%
Fixed Assets (7000)	\$540,794	\$566,730	\$25,936	4.8%
Debt Service (8000)	\$0	\$0	\$0	0.0%
Tuition Programs (9000)	\$22,124,730	\$22,705,608	\$580,878	2.6%
<b>Total Expenditures</b>	<b>\$389,696,359</b>	<b>\$397,814,142</b>	<b>\$8,117,783</b>	<b>2.1%</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 based on pro-rated costs. These two items equal the WPS FY18 general fund budget.



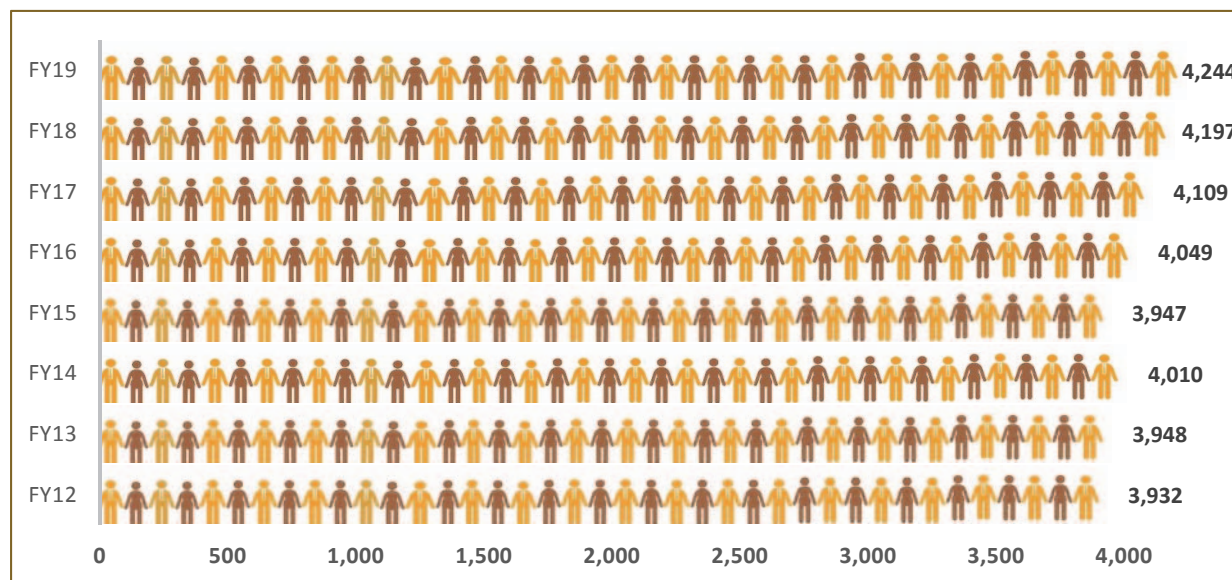


## Executive Summary

### Executive Summary Staffing History



### Employee Headcount FY12-FY19 (From All Funding Sources)



All Positions / All Funding Sources	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	Change from FY18	
District Administrators	26	26	25	23	23	24	26	24	-2	-7.7%
School Administrators	78	78	78	79	79	79	81	82	1	1.2%
Teachers	2,031	2,072	2,129	2,086	2,139	2,142	2,213	2,250	37	1.7%
Instructional Assistants	524	537	551	591	601	599	589	598	9	1.5%
Teacher Substitutes	97	97	97	97	97	97	97	97	0	0.0%
Crossing Guards	104	104	106	106	106	106	106	106	0	0.0%
Educational Support	130	124	119	83	107	106	105	71	-34	-32.4%
Custodial Services	151	153	153	150	153	153	154	154	0	0.0%
Maintenance Services	32	32	31	33	33	33	33	32	-1	-3.0%
Full Year Clerical	68	70	71	64	64	65	63	63	0	0.0%
School Year Clerical	70	71	70	68	68	68	70	71	1	1.4%
School Nurses	45	51	54	54	55	56	59	89	30	50.8%
District Support	48	48	52	50	52	53	52	52	0	0.0%
Student Transportation	73	73	81	81	81	82	82	103	21	25.6%
Child Nutrition	247	236	236	237	239	294	321	313	-8	-2.5%
Head Start	208	176	157	145	152	152	146	139	-7	-4.8%
<b>Totals</b>	<b>3,932</b>	<b>3,948</b>	<b>4,010</b>	<b>3,947</b>	<b>4,049</b>	<b>4,109</b>	<b>4,197</b>	<b>4,244</b>	<b>47</b>	<b>1.1%</b>




















## Executive Summary

The following table shows some benchmark data for Worcester and peer communities (based on enrollment).

### Executive Summary Benchmark Data

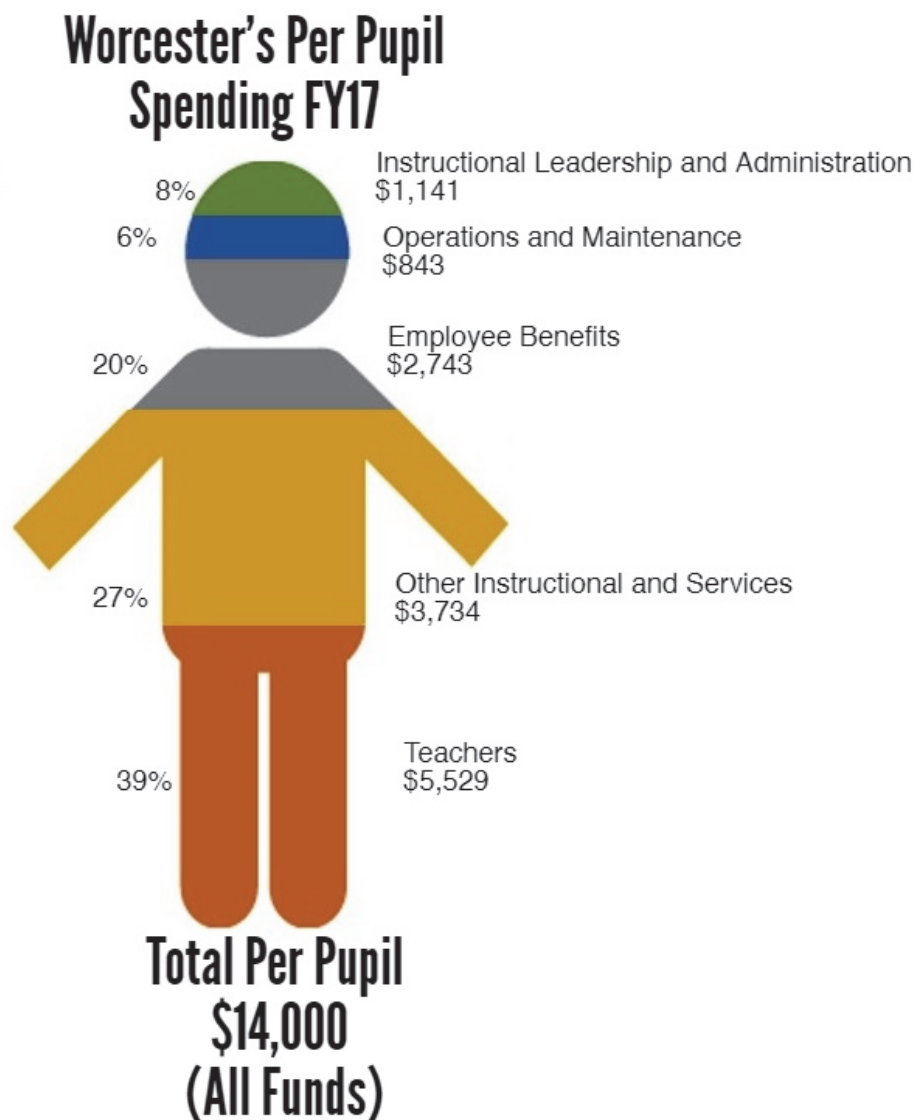


	Worcester	Springfield	Brockton	Lynn	Lowell
 Student enrollment 2017-18	25,291	25,604	16,651	15,517	14,436
 Student first language not English 2017-18	55.4%	27.4%	40.5%	52.7%	29.2%
 Student economically disadvantaged 2017-18	59.5%	77.1%	55.2%	58.6%	55.9%
 Student mobility rate 2017	17.8%	20.8%	not reported	15.1%	not reported
 5-year adjusted graduation rate 2016	88.1%	72.5%	88.1%	84.1%	84.7%
 Student Drop out Rate 2016-17	2.2%	5.1%	3.5%	3.7%	1.4%
 Mass Core completion rate 2016-17	92.4%	79.3%	27.4%	26.5%	28.4%
 Student attendance rate 2016-17	94.1%	92.7%	93.5%	93.8%	94.0%
 2017 Grade 10 proficiency or higher - English Language Arts	80%	73%	83%	78%	83%
 2017 Grade 10 proficiency or higher - Math	58%	45%	58%	57%	65%
 2017 Grade 10 proficiency or higher - Science, technology, Engineering	58%	34%	56%	52%	62%
 Student to Teacher Ratio 2016-17	14.2	12.6	15.9	14.2	13.8
 Average Class Size 2016-17	17.7	17.4	20.0	20.3	19.2
 Per Pupil Spending FY17	\$14,000	\$15,639	\$14,401	\$12,897	\$14,308
 Average Teacher Salary 2016	\$74,021	\$65,832	\$84,286	\$73,256	\$79,547

Data Sources: Massachusetts Department of Elementary and Secondary Education, School and District Profiles and Per Pupil Expenditure Report . Worcester average salary is computed by using the total FY16 teacher salary amount divided by the total number of teachers.



## Executive Summary



**Notes:** FY17 is the latest data available from the Massachusetts Department of Elementary and Secondary Education.

Instructional Leadership includes building principals and school and district curriculum leaders. Administration includes city and municipal expenses for School Committee, Superintendent, Assistant Superintendents, business and finance, human resources, legal costs, and district information systems. The amount in FY17 for Instructional Leadership is \$787 per pupil and the amount for Administration is \$354 per pupil.

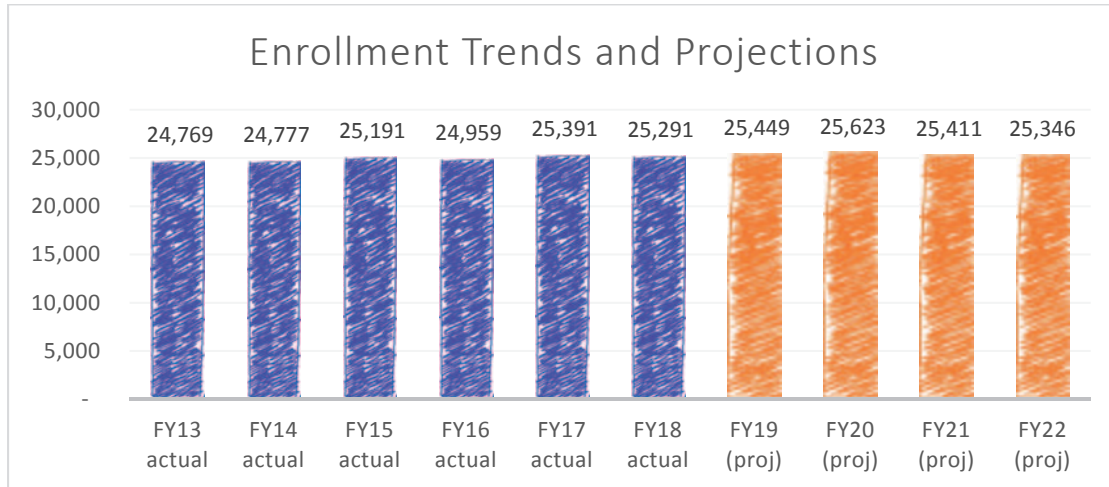
Other Instructional includes paraprofessionals, substitutes, medical/therapeutic services, librarians, professional development, instructional materials and equipment, guidance, and pupil services (including transportation, athletics, and security).



## 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 FY13 through the projected levels in FY22.

### Enrollment Trends



The district is expected to see a slight increase in enrollment over the next two years and then return to current enrollment levels in the following two years based on district enrollment projections. Overall, students in K-6 are expected to remain relatively flat while grades 7-8, and 9-12 are expected to slightly increase over the next four years by 0.7% and 2.2%, respectively.

Student demographics continue to change with 34.4% of students (8,705) categorized as English Learners, an increase of 140% from FY06 (3,627); the number of students considered economically disadvantaged is currently 59.5%, compared to the state average of 32.0%. There has been a 106% increase in the number of Advanced Placement tests given between 2010 and 2017. In 2017, for the ninth consecutive year, the four-year graduation rate of high school students in the Worcester Public Schools has steadily increased while the annual drop-out rate of 2.2% was second lowest among peer districts.



## Trends and Projections

### Budget Trends

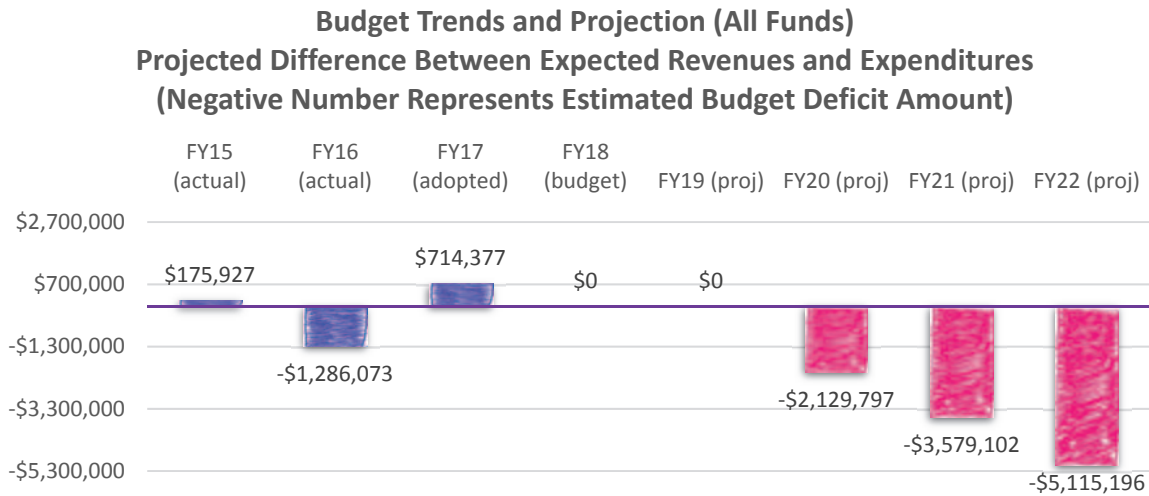


Budget Trends and Projections: (All Funds)  
Dollar Amounts Expressed in Thousands

	Actual			Adopted Budget	Proposed Budget	Projected		
Revenues:	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
State Aid	\$203,399	\$214,330	\$217,607	\$227,091	\$232,437	\$238,248	\$244,204	\$250,309
Local Contribution	\$101,353	\$103,962	\$105,359	\$108,030	\$109,204	\$111,934	\$114,733	\$117,601
Federal Grants	\$29,677	\$30,482	\$30,081	\$30,460	\$30,017	\$29,868	\$29,720	\$29,573
Child Nutrition	\$11,831	\$12,724	\$13,012	\$15,263	\$15,208	\$15,603	\$15,982	\$16,370
State Grants	\$5,178	\$5,084	\$4,078	\$3,705	\$3,537	\$3,195	\$3,195	\$3,195
Other Special Rev.	<u>\$5,409</u>	<u>\$5,098</u>	<u>\$5,329</u>	<u>\$5,148</u>	<u>\$7,412</u>	<u>\$5,363</u>	<u>\$5,370</u>	<u>\$5,376</u>
<b>Total Revenues</b>	<b>\$356,847</b>	<b>\$371,681</b>	<b>\$375,466</b>	<b>\$389,696</b>	<b>\$397,814</b>	<b>\$404,211</b>	<b>\$413,202</b>	<b>\$422,423</b>
Expenditures:								
Administration	\$4,593	\$3,998	\$4,762	\$4,488	\$4,474	\$4,563	\$4,655	\$4,748
Instruction	\$206,031	\$211,675	\$207,274	\$215,762	\$223,270	\$225,684	\$230,197	\$234,801
Other School Servs.	\$39,170	\$47,645	\$47,542	\$49,185	\$51,938	\$53,219	\$54,254	\$55,310
Operations & Maint.	\$20,736	\$21,965	\$21,405	\$22,799	\$22,303	\$22,930	\$23,367	\$23,813
Fixed Charges	\$66,042	\$67,086	\$70,881	\$74,286	\$71,938	\$75,306	\$78,838	\$82,542
Community Services	\$625	\$331	\$941	\$511	\$619	\$623	\$636	\$649
Fixed Assets	\$406	\$422	\$523	\$541	\$567	\$578	\$590	\$601
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	<u>\$19,068</u>	<u>\$19,845</u>	<u>\$21,423</u>	<u>\$22,125</u>	<u>\$22,706</u>	\$23,448	\$24,245	\$25,075
<b>Total Expenditures</b>	<b>\$356,671</b>	<b>\$372,967</b>	<b>\$374,751</b>	<b>\$389,696</b>	<b>\$397,814</b>	<b>\$406,351</b>	<b>\$416,782</b>	<b>\$427,538</b>
<b>Difference</b>	<b>\$176</b>	<b>-\$1,286</b>	<b>\$714</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$2,140</b>	<b>-\$3,579</b>	<b>-\$5,115</b>



## Trends and Projections



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 level over the next three years. Federal grant revenue is expected to slightly decline based on recent trends of overall funding to Massachusetts. State grants are projected to be level funded, with the exception of the known phase-out of the Inclusive Preschool Learning state grant. 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 7.5% between FY19 and FY22, or about 2.5% per year.

All expenditure line items are projected to increase based upon student enrollment, contractual increases for employees or services, and 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 challenging deficits in each year. The administration will continue with zero-based budgeting as well as advocacy for increased revenue through the state's Foundation Budget Review Commission recommendations. As funding levels and operational needs of the district change, so do the staffing levels.





## Student Performance

### Academic Return on Investment



Student achievement plays a critical role in the development of the budget of the Worcester Public Schools. The budget allocations represent the investments made into staff, programs, materials, and services in order to maximize student achievement within the district. Some of the noteworthy accomplishments of the district include the following:



### 2017 College Acceptances

Just some of the colleges where our 2017 graduates attended this year...

American University  
Babson College  
Bates College  
Bentley University  
Boston College  
Boston University  
Brandeis University  
Brigham Young University  
Brown University  
Bryant University  
Byrn Mawr College  
Carnegie Mellon University  
Clark University  
Clemson University  
College of the Holy Cross  
Columbia College  
Cornell University  
Creighton University

Dartmouth College  
Denison University  
Drexel University  
Fairfield University  
Fordham University  
Georgetown University  
Harvard University  
James Madison University  
Johns Hopkins University  
Loyola University Maryland  
New York University  
Northeastern University  
Occidental College  
Princeton University  
Providence College  
Rensselaer Polytechnic Institute  
Rutgers University  
Smith College  
Stanford University  
Syracuse University  
Trinity College

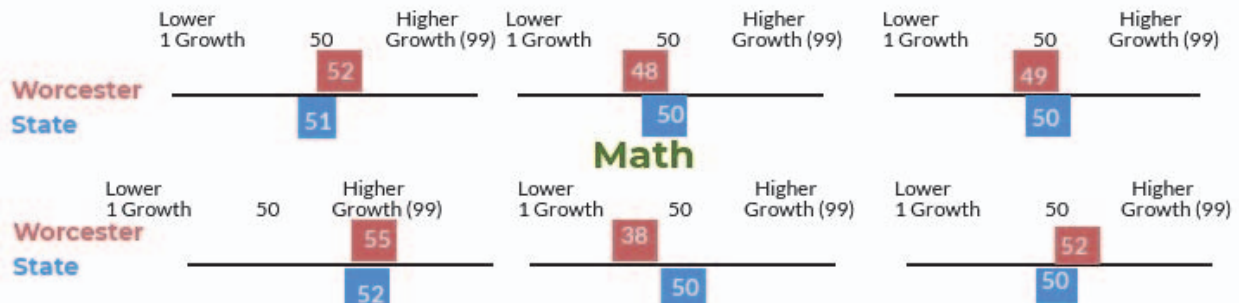
Tufts University  
Union College  
University of California, Berkeley  
University of California, Los Angeles  
University of California, San Diego  
University of Connecticut  
University of Denver  
University of Maryland  
University of Massachusetts  
University of Miami  
University of Pennsylvania  
University of Pittsburgh  
University of Richmond  
University of Rochester  
University of Vermont  
University of Washington  
Wellesley College  
Wheaton College  
Williams College  
Worcester Polytechnic Institute  
Yale University

### 2017 Student Growth English Language Arts

#### Elementary Schools

#### Middle Schools

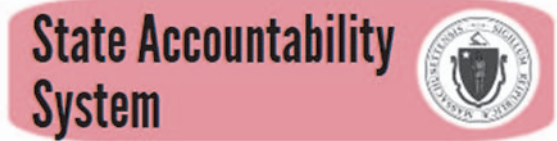
#### High Schools





## Student Performance

In September 2017, the federal government approved Massachusetts' state plan under the federal Every Student Succeeds Act (ESSA).



The ESSA plan advances the Commonwealth's vision of increasing equity and excellence for all students in Massachusetts, particularly disadvantaged and high need students. Massachusetts' strategies align closely to ESSA's priority areas: academic standards that help students become ready for post-secondary education and employment; world-class academic assessments that enable educators to identify and provide support for schools and districts; ensuring effective educators; and supporting all aspects of our students' lives.

The state's new ESSA plan is designed to strengthen the quality and breadth of the instructional program our students experience, especially for English language learners, students receiving special education services, and students from economically disadvantaged backgrounds. This focus includes special attention to:

- Enhancing literacy skills in the elementary grades
- Enhancing mathematics skills in the middle grades
- Providing multiple high quality pathways to educational and career opportunities after secondary school



*South High Students participate on WGBH's High School Quiz Show*

The state's new ESSA plan explicitly ties recently revised world-class academic standards in English language arts, mathematics, and science to the Next-Generation MCAS, our new assessment system that will provide educators, students, families, and the public with the information they need to measure progress in these areas and make sound decisions about both policy and practice.

The state's new ESSA plan emphasizes the importance of social and emotional learning, health, and safety. The state will

provide training, technical assistance, resources, and guidance to schools and districts as they ensure positive and healthy school environments.



## Student Performance

The state's new ESSA plan highlights the value and importance of student access to an ambitious, engaging, well-rounded curriculum. We recently updated the state's frameworks in science and technology/engineering and in digital literacy and computer science; completed a review and revision of the English language arts and literacy and mathematics curriculum frameworks; and are in the middle of a review and revision of the state's history and social sciences curriculum frameworks. As a result of the feedback received during public consultation process for the state's ESSA plan, the DESE has begun a review and potential revision of the state's curriculum framework for the arts, which was last updated in 1999.

The state's new ESSA plan makes changes to the school and district accountability system. Student achievement, growth, and high school completion data, with an emphasis on closing gaps for historically low-performing subgroups, remain the foundations of our accountability system as specified in the law. However, in an effort to expand the measures included in the system to create a more comprehensive picture of student opportunity and outcomes, the state's plan makes the following notable additions:

- Include chronic absenteeism (definition: absent for 10% of days in membership) as an indicator of student engagement
- Include successful completion of ninth grade courses
- Include successful completion of a broad and challenging curriculum, including advanced coursework

As a supplement to the accountability system, ESE will develop parent-friendly school and district report cards with a wider range of information than our current report cards include, such as:

- Breadth of curriculum (e.g., access to courses beyond English language arts, mathematics, science, history and civics, such as the arts, physical education, computer science, and community service)
- School-level financial allocations and expenditures
- School climate information
- Enrollment in career and technical education and other pathways (e.g., early college)
- Percent of high school graduates achieving the competency determination without Educational Proficiency Plans
- Preparedness for post-secondary success, including access to advanced coursework
- Percent of third graders achieving proficiency in reading
- Percent of sixth graders achieving proficiency in mathematics
- Data related to pre-kindergarten experience/readiness for kindergarten



## Student Performance

For the third consecutive year, the Worcester Public Schools made use of a hybrid approach for state testing in grades 3-12. In 2016-2017:

- Students in grades 4 and 8 took the computer-based form of MCAS
- High school students will continue to participate in the “legacy” MCAS assessment until 2019.

### Highlights



The following is a snapshot of student performance data for 2017:

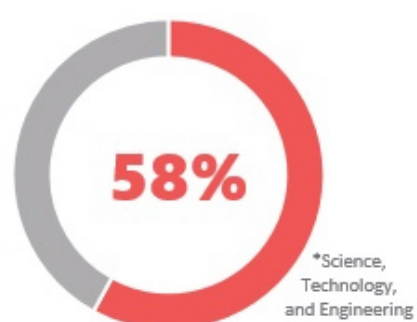
MCAS Grade 10 ELA Proficiency



MCAS Grade 10 Math Proficiency



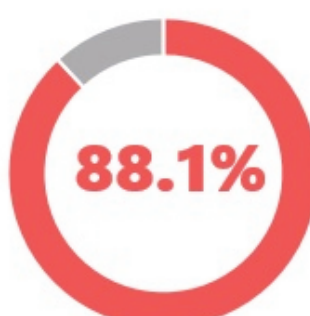
MCAS Grade 10 STE\* Proficiency



4 Year Graduation Rate



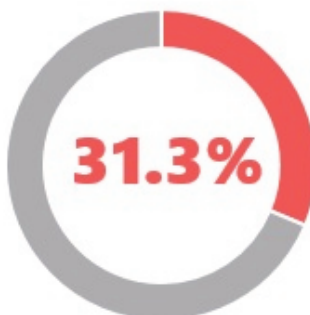
5 Year Adjusted Graduation Rate



College Plans for High School Graduates (2017)



AP Qualifying Score (2017)



Dropout Rate (2017)



Average SAT Score (2017)







## District Guiding Documents

### Mission Statement



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.

### Strategic Plan



Through a commitment to the shared vision outlined in this plan and with the support of the entire community, Worcester Public Schools will make transformational changes to ensure all students receive a high-quality education preparing them for their goals. We believe that the intentional implementation of the strategic plan will launch a new era for the district that celebrates its legacy of excellence and enriches learning with novel approaches to meet the demands of an ever-changing global society. With an educated, talented, and skilled youth population, Worcester will be ready to enter and thrive in its next renaissance.

#### Worcester Public Schools in 2023:

1. All students will have access to high-quality learning experiences which leverage effective approaches
2. All students will have access to rigorous and personalized learning supported by technology
3. All students will gain a holistic set of skills and be supported by a network-inclusive of their families and the community- to realize their personal, academic, and professional goals
4. All students will be supported by effective educators who demonstrate leadership and commitment to enhancing student learning and development
5. All students and educators will learn in an efficient and fiscally sound district



*Burncoat High School Graduation 2017 (Telegram & Gazette)*







## District Guiding Documents

Worcester Public Schools will be a national leader in education, offering high-quality learning experiences, ensuring all students are prepared to thrive, and equipping them to become engaged citizens in the community.

**If:** We embrace a student-centered approach that:

- fosters innovation in schools;
- provides vital supports for teaching and learning;
- ensures access to modern technology;
- develops the critical thinking and technical skills of all students; and
- leverages the input of families and community;

**Then:** We will build a system of diverse, high performing schools which can equip all students with the academic, social, and technical skills necessary to thrive.

### Our Vision for 2023



### Theory of Change

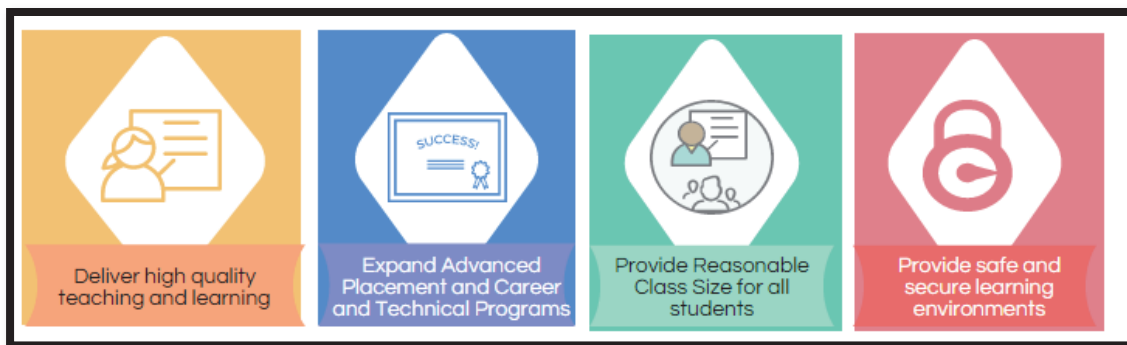


## District Priorities and Goals

### District Priorities



The FY19 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:





## District Priorities and Goals

The FY19 Budget has been developed to the best extent possible to align available resources to support and achieve the following goals for 2018:

### District Goals





## Building the Budget

### Guiding Principles



the resources available.

The district use of a zero-based budget approach guides 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

Between January and April 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 allows the Administration to reallocate resources and develop long-term allocation strategies that 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.



*Author and motivational speaker Manny Scott addresses all Worcester Public Schools employees at the Worcester Comes Together celebration in August 2017 (Telegram and Gazette)*

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 an informational session in the budget in late May for community members to learn about the proposed budget and offer comments and suggestions to the School Committee. Then, there two public budget sessions in June, for the School Committee to review the recommended budget by the Superintendent, make any changes, and ultimately adopt a final budget for the upcoming year.



## Building the Budget

### 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.



### Student Enrollment

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.



### Governor's Budget

Subsequently, in the fourth week of 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.



### Zero Based Budget

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 scrutiny and prioritization of costs annually.



## Building the Budget



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).



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.





## Building the Budget

### About this Document



This document presents the FY19 budget for the Worcester Public Schools. It serves as a guide to help administrators, staff, elected officials, parents, and the public and other interested parties understand the district's programs, services, goals, and finances for the 2018-2019 school year

(July 1, 2018 to June 30, 2019). The following three components are included in this budget document:



### Policy Management Financial Planning Effective Communication

**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 2019 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) Executive Summary, (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 five consecutive years in 2014, 2015, 2016, 2017, and 2018.



## Building the Budget

...for ALL students



### Executive Summary

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



### Organizational

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.



### Financial

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.



### Informational

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. This section also 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.



**ORGANIZATIONAL**



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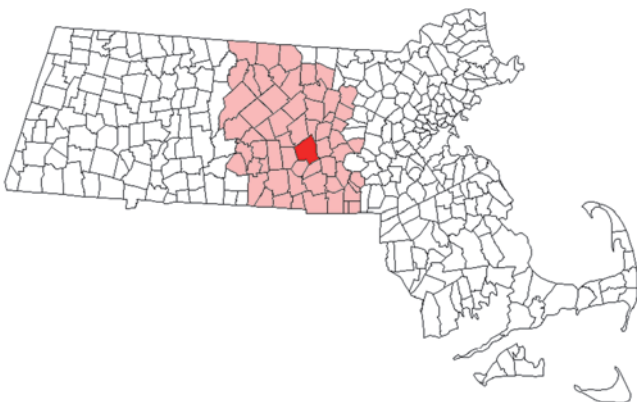
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*Worcester City Hall and Worcester Common*

## 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. According to the U.S. Census Bureau (2016), Worcester's population is 183,677, making it the 131<sup>st</sup> largest city in the United States and second largest city in New England (after Boston, MA).



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

### Worcester's History in Education



In 1669, at the first meeting of the original committee of settlement, it was agreed, "that a lot of land should be appropriated for the maintenance of the schools, to remain for that use forever." The first permanent settlement in what is now Worcester was in 1713 by Jonas Rice. Worcester was incorporated as a town in 1722. In 1735, it was resolved that a school house be built in the center of the town. In 1738, the first schoolhouse in Worcester opened at Lincoln Square. John Adams, the country's future President, taught here from 1755-1758. Adams later 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 in 1911.





*Our teacher became President of the United States; our student is father of modern rocketry....*

## Introduction to the Worcester Public Schools

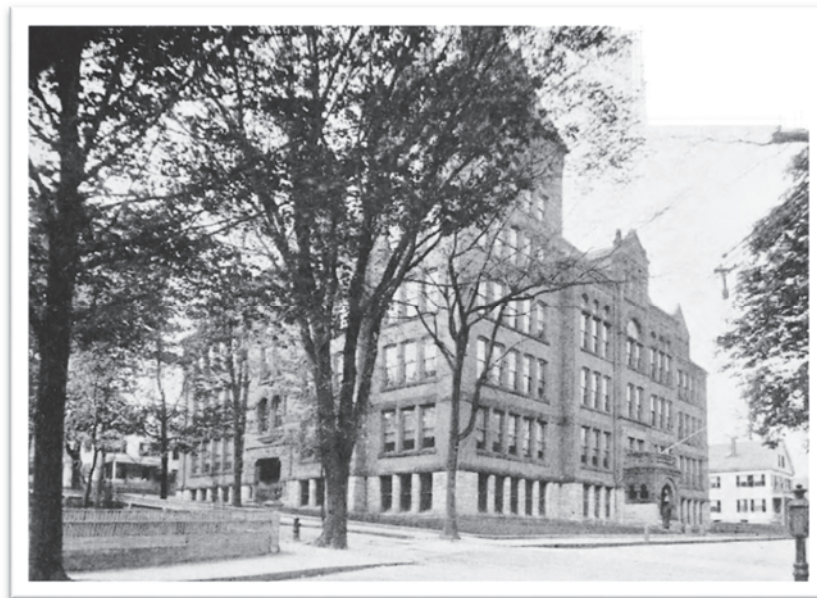


By vote of the town in 1752, the first grammar school was established consisting of a house with two rooms on Main Street at the corner of Foster Street. Up to 1824, the schools were supported by voluntary contributions. In that year authority was obtained from the Legislature to bring the steady support of taxes to the maintenance of schools.

Worcester incorporated as a city in 1848. At the time, there were nine "infant schools," six "primary" schools, three "English" or "grammar" schools, and Classical High School and English High School. Boys Trade High School opened in 1910, created explicitly to train boys to enter the workforce from high school.

In 1914, English High was transformed into High School of Commerce, a school to prepare students for the working world. These were joined by David Hale Fanning Trade School for Girls in 1921.

These schools were unlike Classical, which, along with North and South High Schools, continued to prepare students for college. As the working world grew, until, by the Great Depression, Commerce had 400 students enrolled in triple sessions. The next wave of education theory, that of comprehensive secondary education, led to the building of Doherty Memorial High School and Burncoat High School, both leading to the closing of both Classical High School and Commerce High School in the 1960's.



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*English High School in 1891  
Currently the John E. Durkin Administration Building  
20 Irving Street*

---



Today, Worcester has thirty-three elementary schools, four middle schools (two with grade 7-8 and one with grade 6-8 options), four comprehensive high schools, one technical high school, two grade 7-12 schools, and several alternative education options. Students attend schools based on geographic boundaries, or several citywide magnet programs, or through an in-district school choice program. Students attend schools that are arranged geographically into four district quadrants: Burncoat, Doherty, North and South (see school maps next pages). Each quadrant has 7 to 10 elementary schools that feed into one of the district four middle schools that then feed into one of the four district comprehensive high schools. Several schools, such as Worcester Technical High School, Jacob Hiatt Magnet School, and Chandler Magnet School have no home enrollment and are fully enrolled through a citywide magnet selection. University Park Campus School and Claremont Academy are both in the district's South Quadrant and students, for the most part, come from a specific neighborhood zone. Many schools have both neighborhood attendance zones and enroll students through citywide magnet programs. Other schools can fill available seats with district students through an in-district school choice program.

## Worcester Public Schools Today



State law allows resident students to attend independently operated charter schools or other school districts through school choice.



*Worcester Public Schools today!  
South High School Schematic Design  
Opening August 2021*



## Introduction to the Worcester Public Schools

As of January 1, 2018, there were over 29,332 school-aged children (K-12) residing in the City of Worcester, and of that, over 24,594 of the students, or about 84%, attend the Worcester Public Schools (or specialized collaborative placements). When including pre-school students, the district enrollment in 2017-2018 is 25,291 students within 44 schools and 5 alternative pathway programs. With approximately 4,244 employees, including 2,250 teachers, the district is the third largest school district in the Commonwealth (behind Boston and Springfield, with 53,665 and 25,604 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 4,445



At 4,244 employees, the Worcester Public Schools is the City of Worcester's third largest employer.

Worcester's Peer Districts (by Enrollment)	
Boston	53,665
Springfield	25,604
Worcester	25,291
Brockton	16,651
Lynn	15,517
Lowell	14,436
Lawrence	13,846
New Bedford	12,626
Fall River	10,128

Source: MA DESE School and District Profiles

employees respectively).

Additionally, the City provides per pupil funding to primarily two charter schools that collectively enroll approximately 2,030 students, and to other neighboring school districts that collectively enroll about 491 students who reside in Worcester but attend

schools in other districts under the School Choice Program.

The student population demographics in Worcester includes 70.0% minority, and the first language not English of about 55% 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 77.5% of the student body is classified as high needs (unduplicated count of students with disabilities, English language learners (ELL) and former ELL students, or low income students (eligible for free/reduced price school lunch). Of the district's enrollment, 59.5% of students are categorized 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 10,500 breakfasts and 17,500 lunches daily. Approximately 12,300 students, including charter school, parochial school, and private school students are provided transportation to and from school daily with 194 buses traveling over 11,000 miles per day.



# Introduction to the Worcester Public Schools

## Enrollment



School Name	Grades Served	10/1/17 Enrollment	School Name	Grades Served	10/1/17 Enrollment
<b>High Schools</b>			<b>Middle Schools</b>		
Burncoat High	9-12	1,014	Burncoat Middle	7-8	622
Doherty Memorial	9-12	1,545	Forest Grove Middle	7-8	979
North High	9-12	1,275	Worcester East Middle	6-8*	814
South High	9-12	1,373	Sullivan Middle	6-8*	866
Worcester Technical High	9-12	1,389			
Claremont Academy	7-12	552			
University Park Campus	7-12	240			
<b>Total High Schools</b>		<b>7,388</b>	<b>Total Middle Schools</b>		<b>3,281</b>
<b>Elementary Schools</b>					
Burncoat Street Preparatory	K-6	297	May Street	K-6	343
Belmont Street Community	PK-6	571	McGrath Elementary	K-6	238
Canterbury Street Magnet	PK-6	371	Midland Street	K-6	227
Chandler Elementary	K-6	486	Nelson Place	K-6	527
Chandler Magnet	PK-6	433	Norrback Avenue	PK-6	562
City View Discovery	PK-6	483	Quinsigamond Elementary	PK-6	745
Clark Street	K-6	261	Rice Square	K-6	427
Columbus Park Preparatory	PK-6	507	Roosevelt Elementary	PK-6	674
Elm Park Community	K-6	474	Tatnuck Magnet	PK-6	392
Flagg Street	K-6	413	Thorndyke Road	K-6	380
Gates Lane	PK-6	570	Union Hill	K-6	451
Goddard	PK-6	467	Vernon Hill	PK-6	544
Grafton Street	K-6	389	Wawecus Road	K-6	150
Heard Street	K-6	297	West Tatnuck Elementary	PK-6	368
Jacob Hiatt Magnet	PK-6	404	Woodland Academy	K-6	606
Lake View	K-6	286	Worcester Arts Magnet	PK-6	406
Lincoln Street	K-6	266	Head Start Program	PK	607
			<b>Total Elementary Schools</b>		<b>14,622</b>
<b>Total District Enrollment</b>					<b>25,291</b>

\* Worcester East Middle and Sullivan Middle School have innovation academies that include 6<sup>th</sup> grade students during 2017-2018. The Worcester East Middle 6<sup>th</sup> grade academy will not operate in 2018-2019.

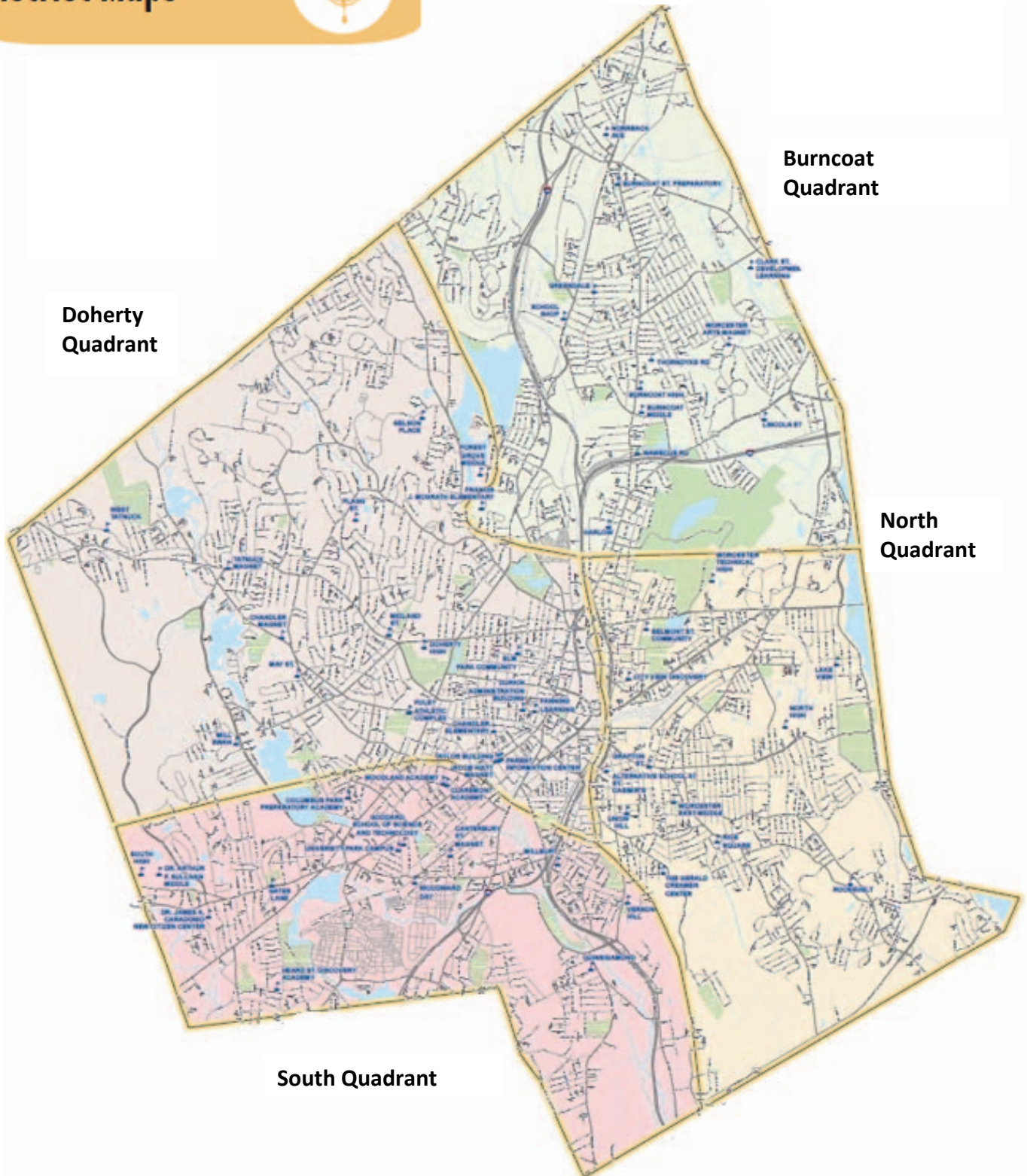
PK = indicates schools with Pre-Kindergarten (Preschool) Programs





*Our teacher became President of the United States; our student is father of modern rocketry....*

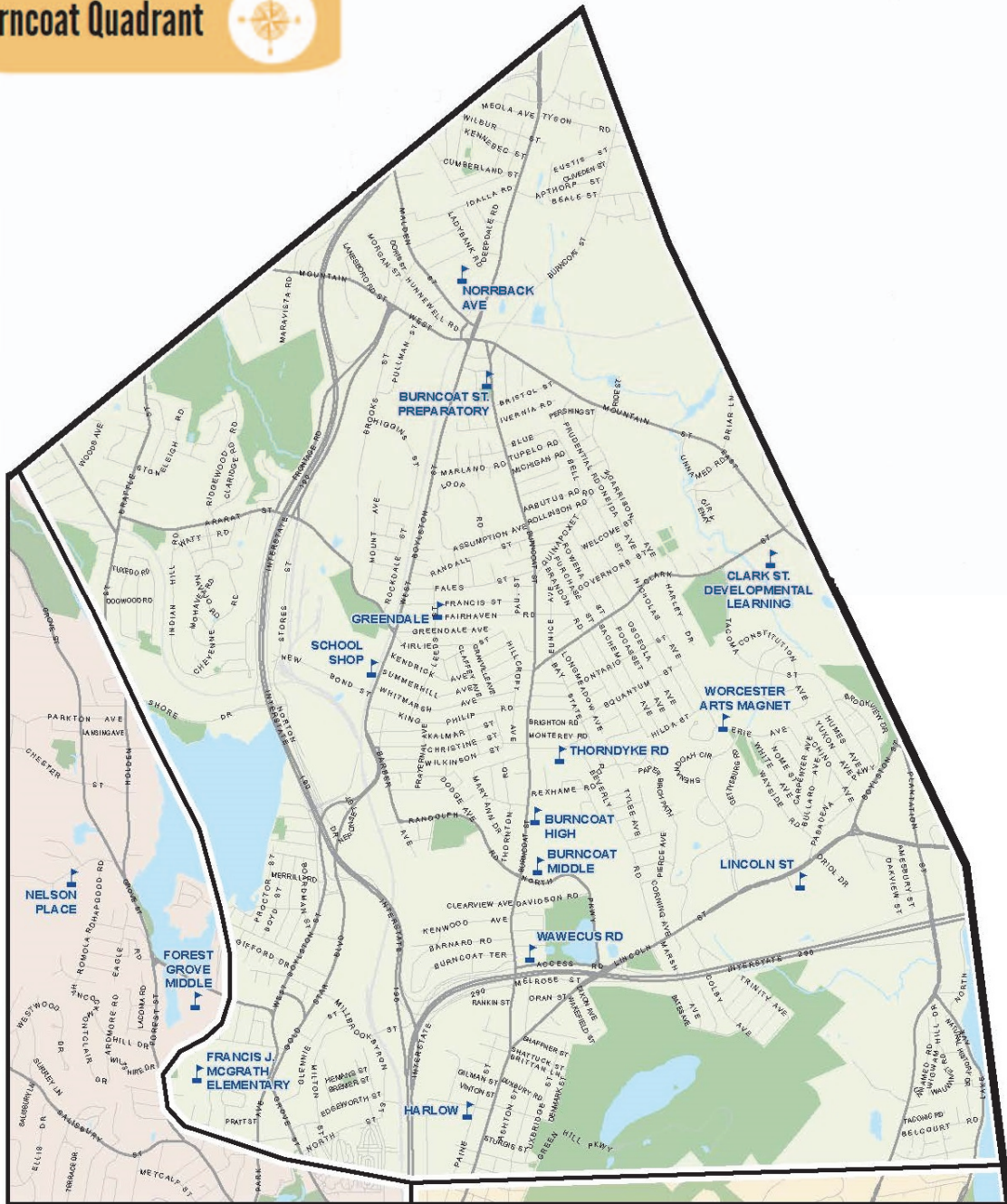
## District Maps







## Burncoat Quadrant



### High School

Burncoat High School

### Elementary Schools

Burncoat Street Preparatory

Lincoln Street

Worcester Arts Magnet

Wawecus Road

### Middle School

Burncoat Middle School

Clark Street

Norrback Avenue

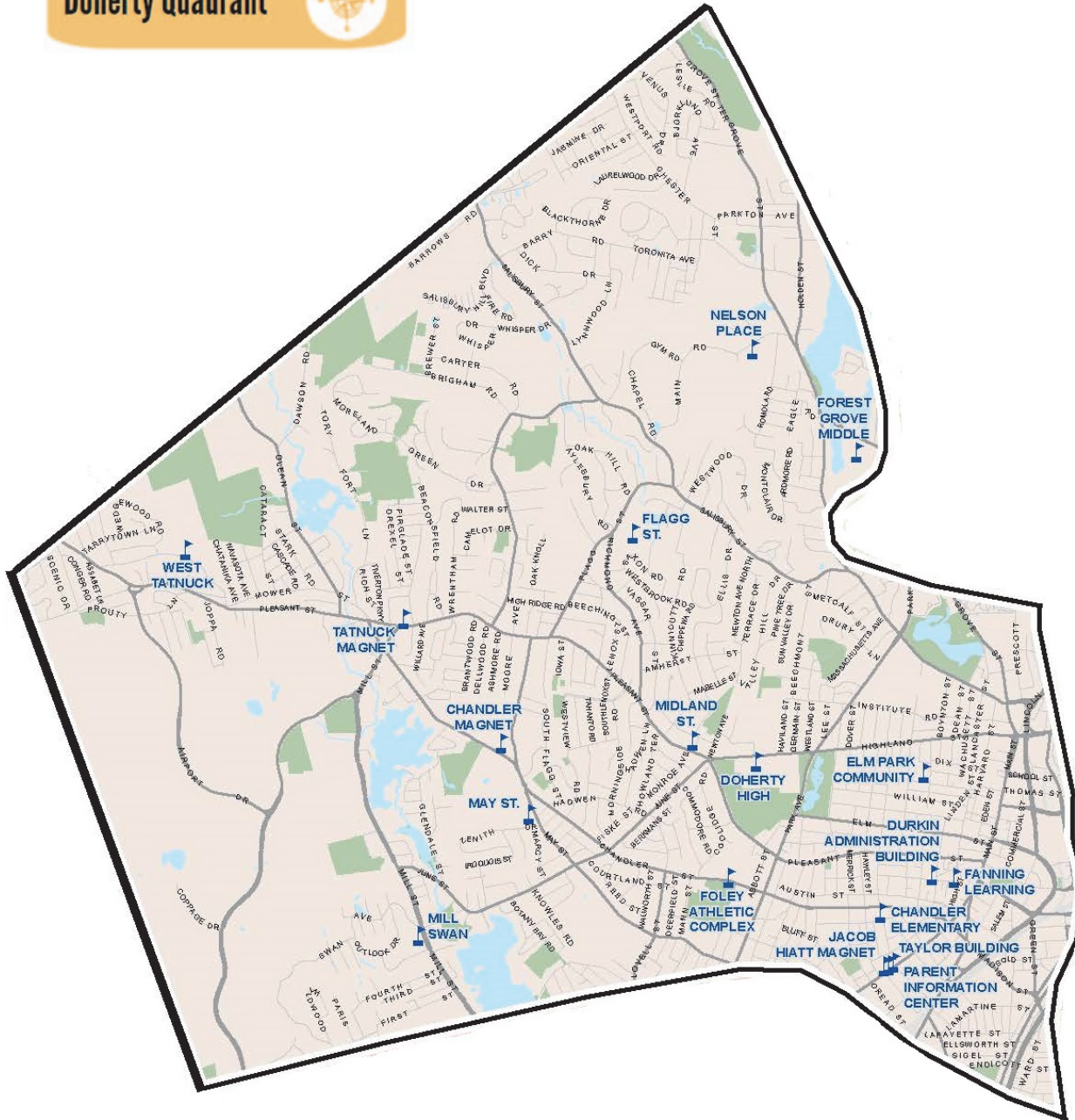
Thorndyke Road

McGrath Elementary



*Our teacher became President of the United States; our student is father of modern rocketry....*

## Doherty Quadrant



### Organizational

#### High School

Doherty Memorial High School

#### Elementary Schools

Chandler Elementary

Jacob Hiatt Magnet

Midland Street

Tatnuck Magnet

Chandler Magnet

#### Middle School

Forest Grove Middle School

Flagg Street

May Street

Nelson Place

West Tatnuck

Elm Park Community





## North Quadrant



### High Schools

North High School

### Elementary Schools

City View

Lake View

Roosevelt

Belmont Street

### Middle School

Worcester East Middle School

Grafton Street

Rice Square

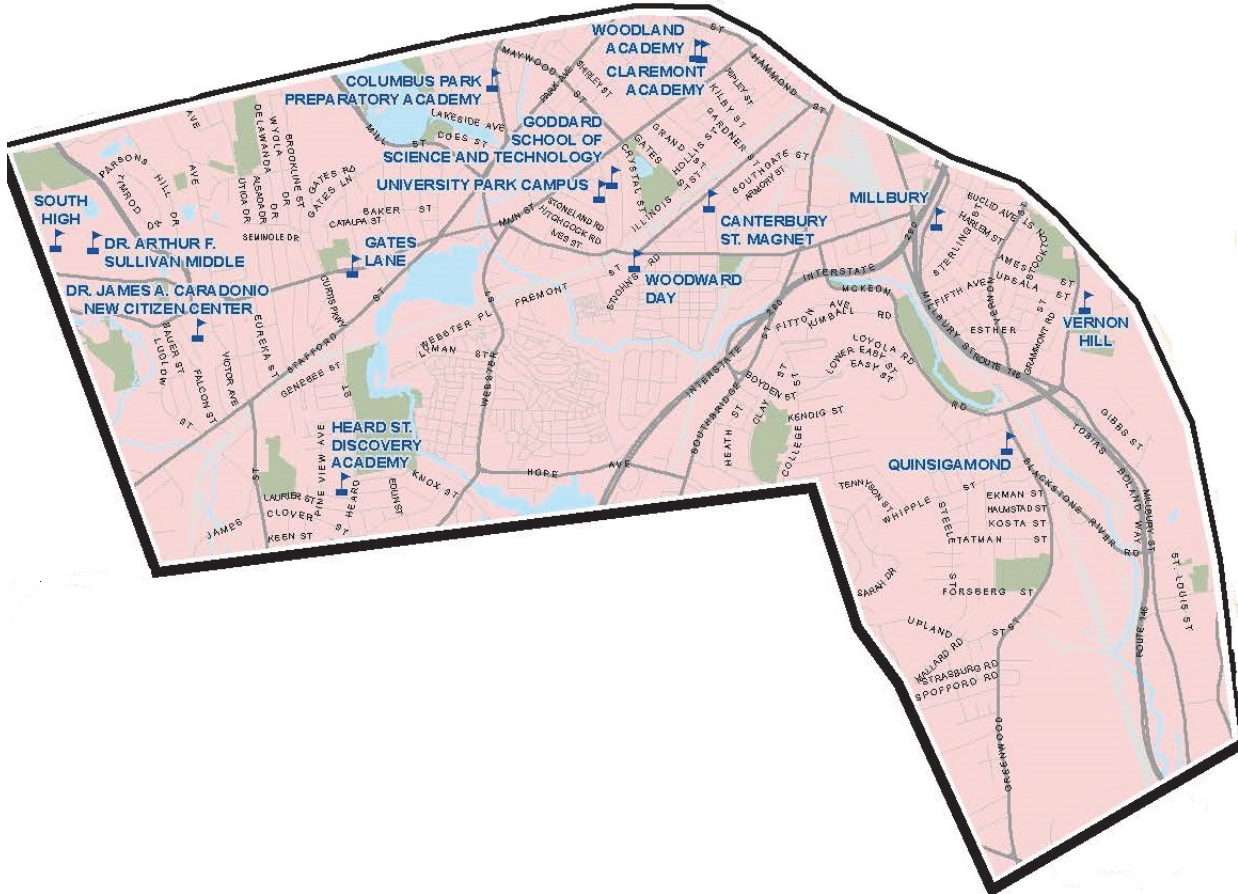
Union Hill

(Quadrant also includes Worcester Technical High School)



*Our teacher became President of the United States; our student is father of modern rocketry....*

## South Quadrant



### High Schools

South High Community School  
University Park Campus School (7-12)

### Elementary Schools

Canterbury Street  
Goddard School  
Heard Street  
Vernon Hill

### Middle School

Sullivan Middle School  
Claremont Academy (7-12)

Columbus Park  
Gates Lane  
Quinsigamond  
Woodland Academy



## Organizational Structure

### School Committee

The Worcester 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.

School Committee members are elected at the same time for two-year terms and all are selected on an at-large basis. The 2017-2018 term School Committee members are: Mayor Joseph Petty, Dianna Biancheria, Dante A. Comparetto, John Foley, Molly O. McCullough, John Monfredo, and Brian O'Connell.

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.

### 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. On March 14, 2016, the School Committee appointed Maureen F. Binienda to be Superintendent of the Worcester Public Schools through June 2019.

### Administrative 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. The following pages illustrate the district's organizational structure by these divisions.





Our teacher became President of the United States; our student is father of modern rocketry....

## Division: Superintendent





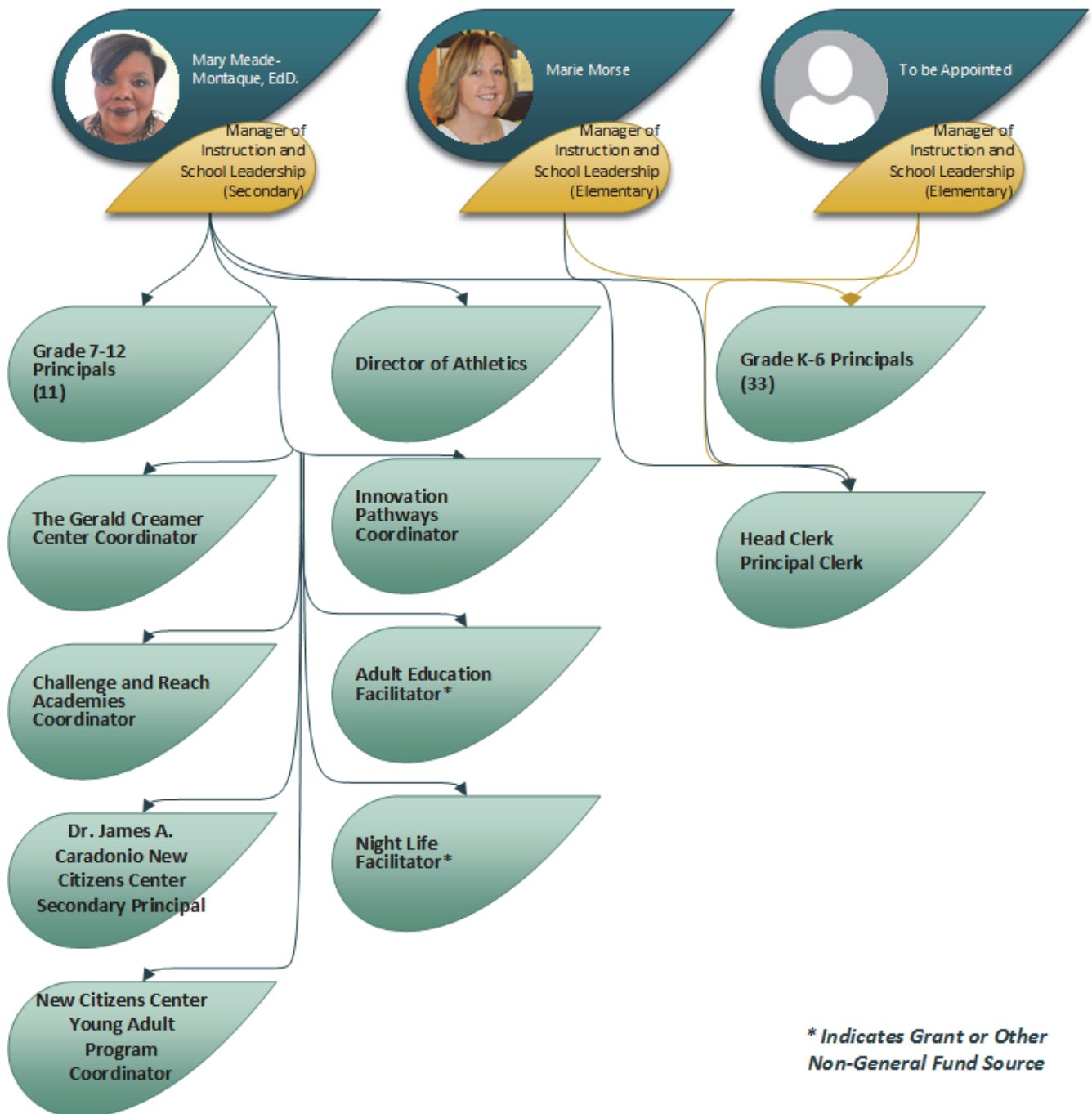
## Division: Teaching and Learning





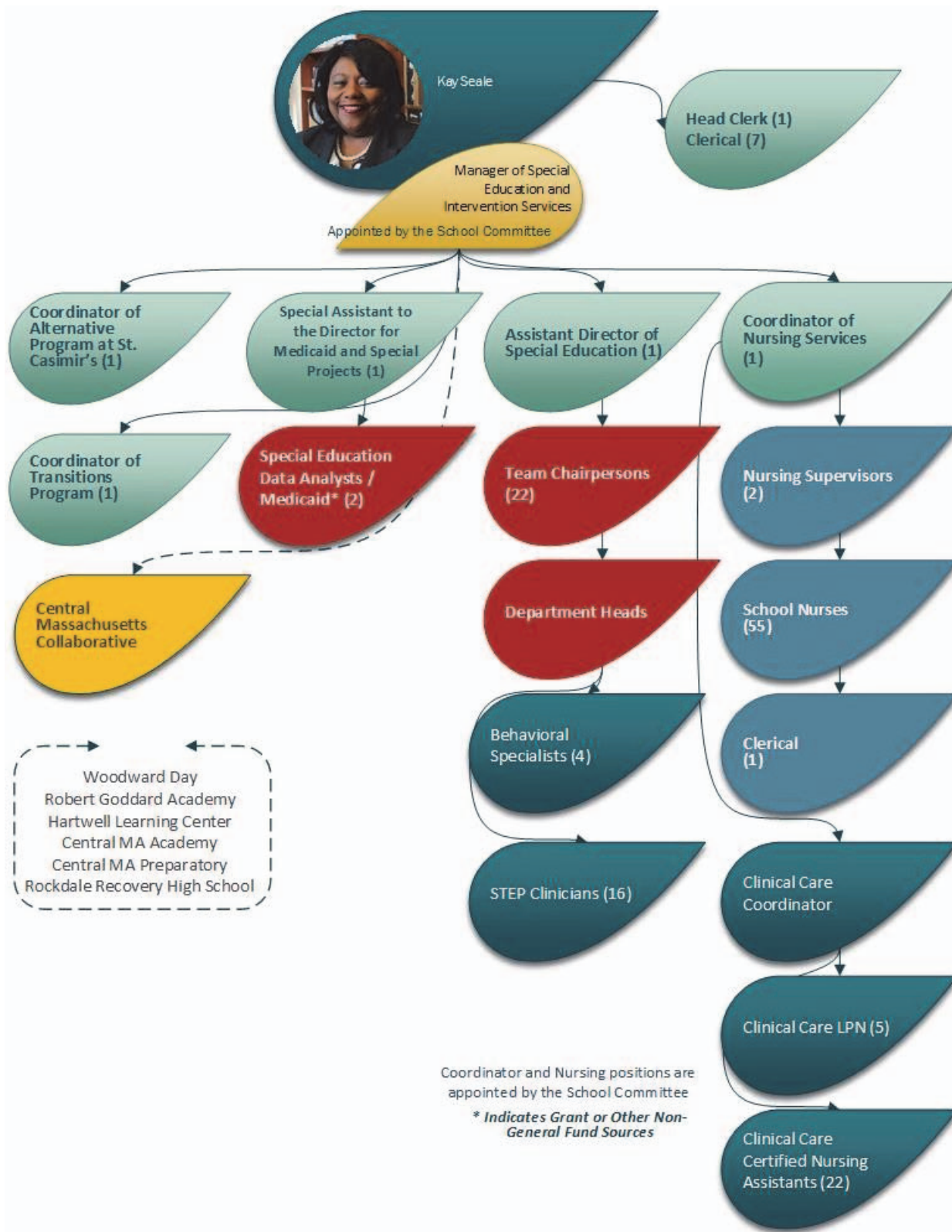
Our teacher became President of the United States; our student is father of modern rocketry....

**Division:** Teaching and Learning  
**Department:** Instruction and School Leadership





**Division:** Teaching and Learning  
**Department:** Special Education & Intervention Services

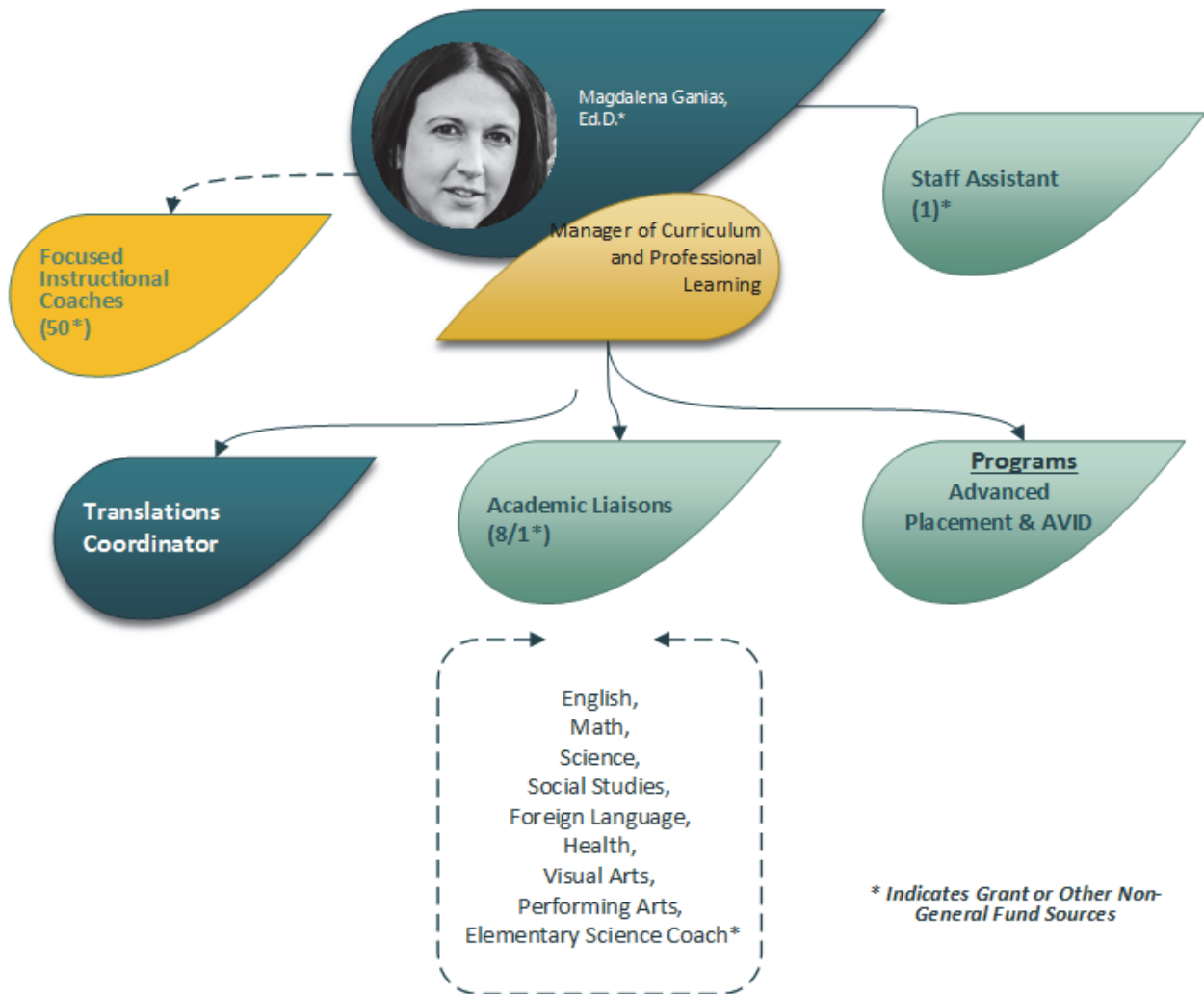






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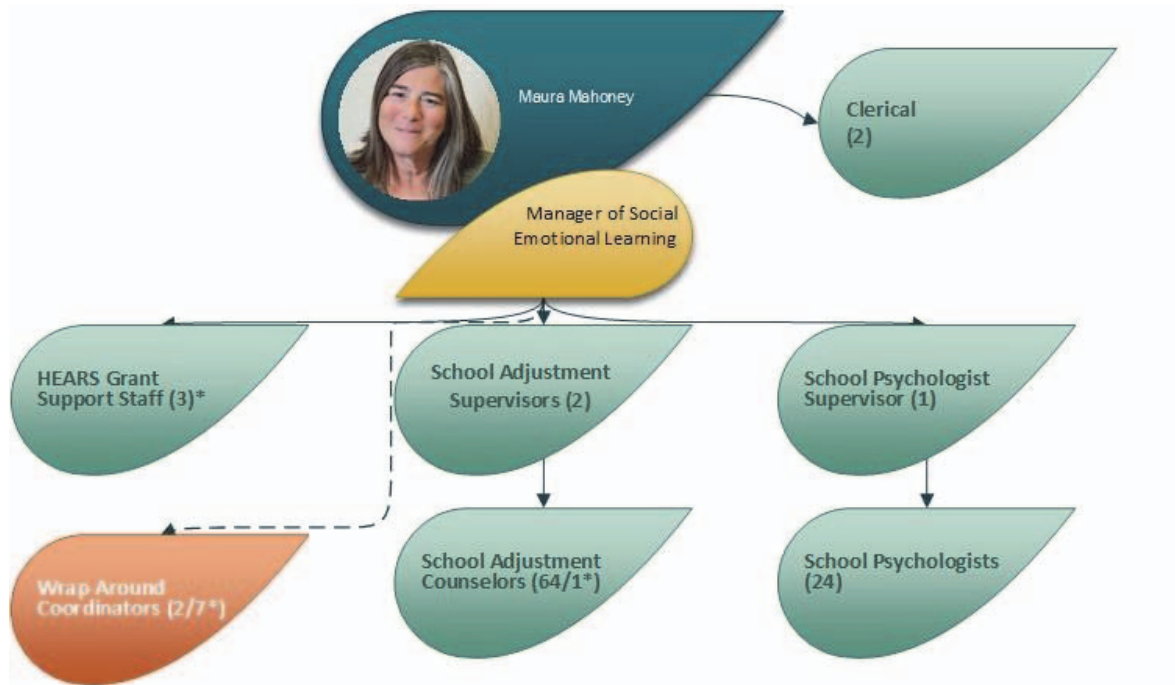
Division: **Teaching and Learning**  
Department: **Curriculum and Professional Learning**



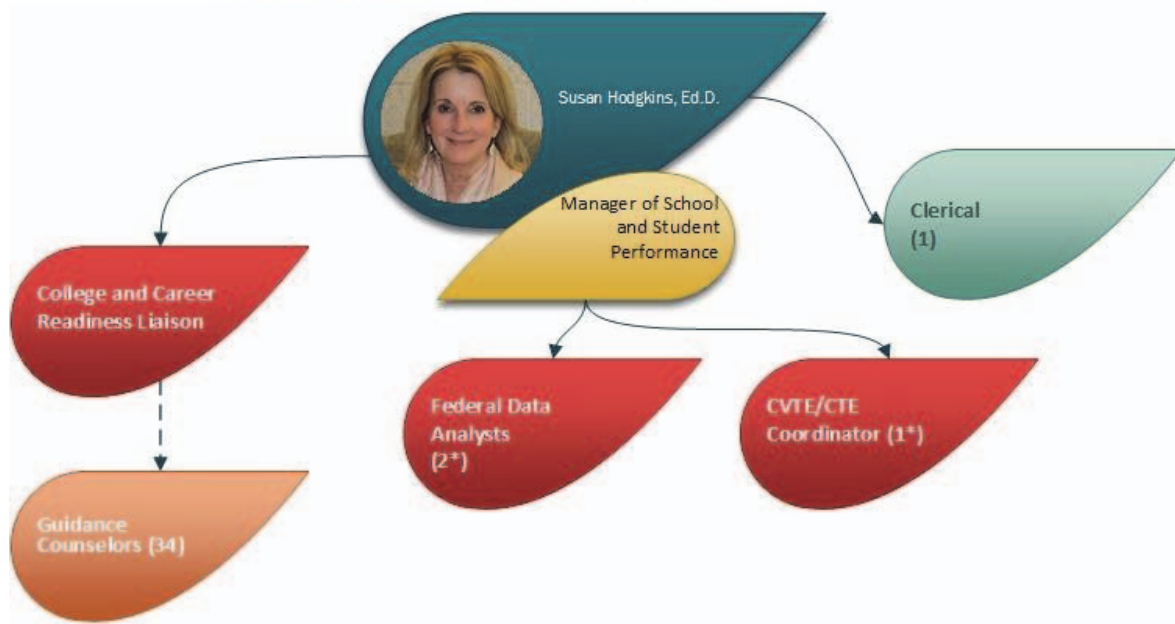




**Division: Teaching and Learning**  
**Department: Social Emotional Learning**



**Division: Teaching and Learning**  
**Department: School and Student Performance**



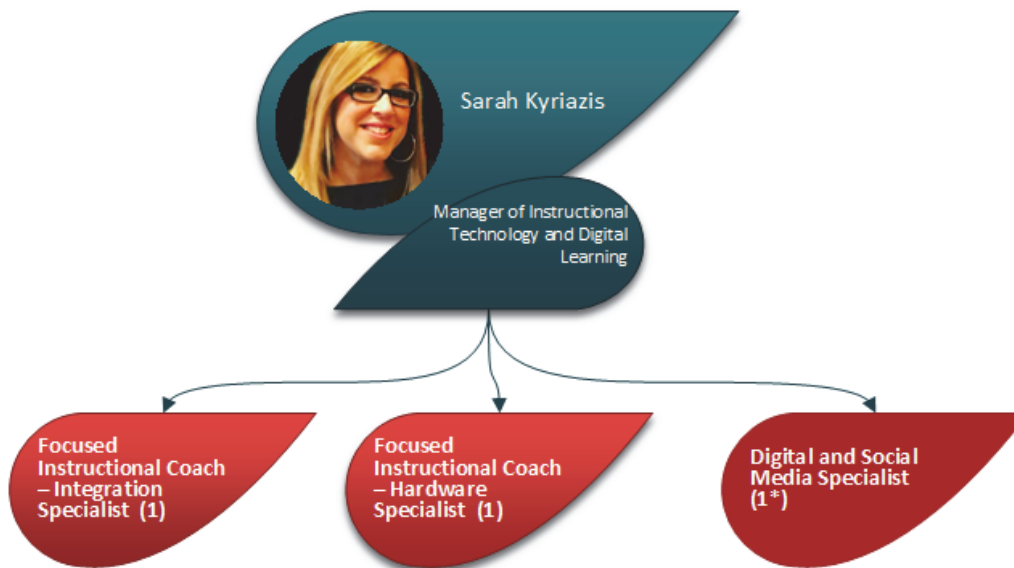
*\* Indicates Grant or Other Non-General Fund Sources*



*Our teacher became President of the United States; our student is father of modern rocketry....*

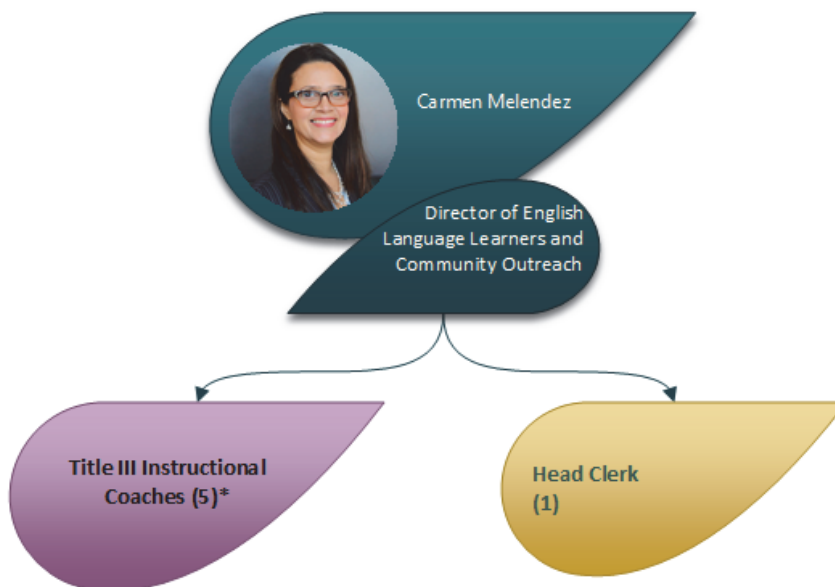
**Division: Teaching and Learning**

**Department: Instructional Technology and Digital Learning**



**Division: Teaching and Learning**

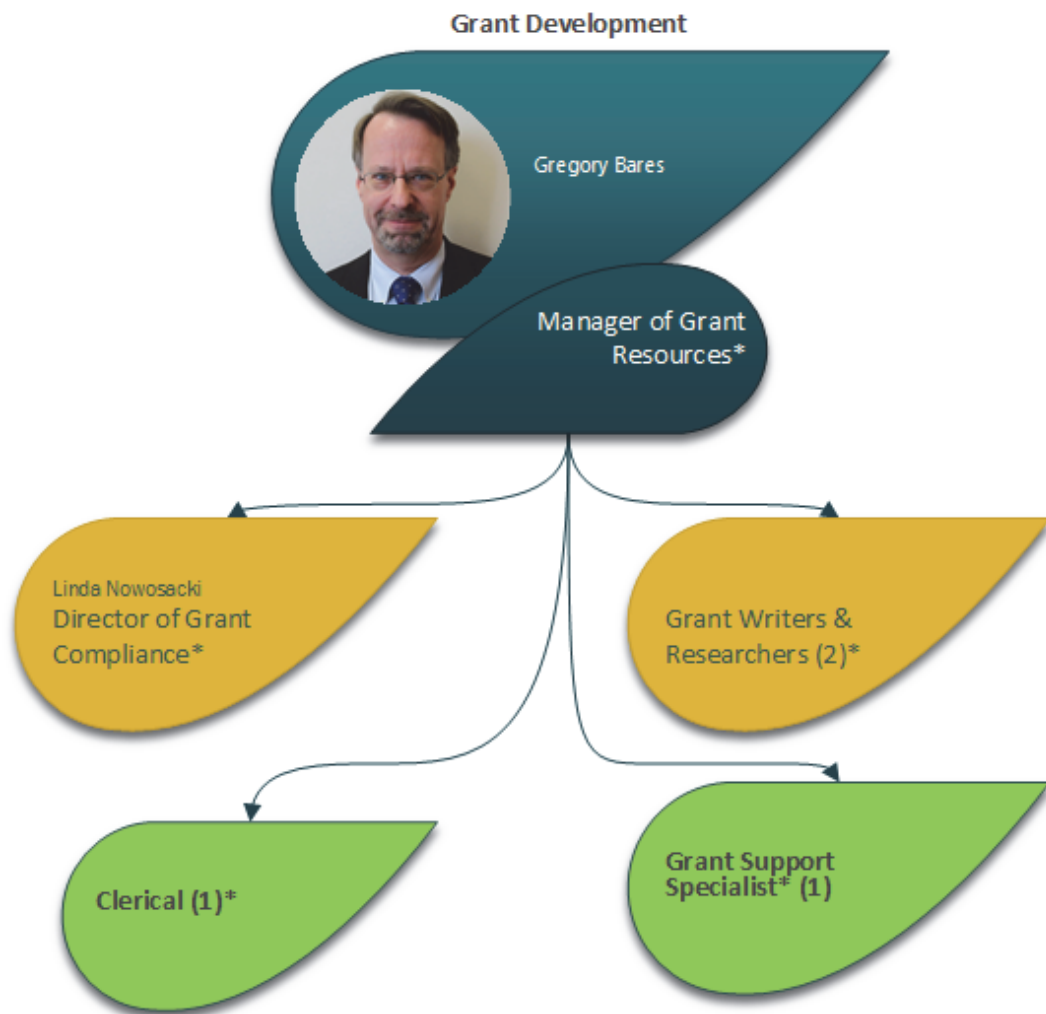
**Department: English Language Learners**



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



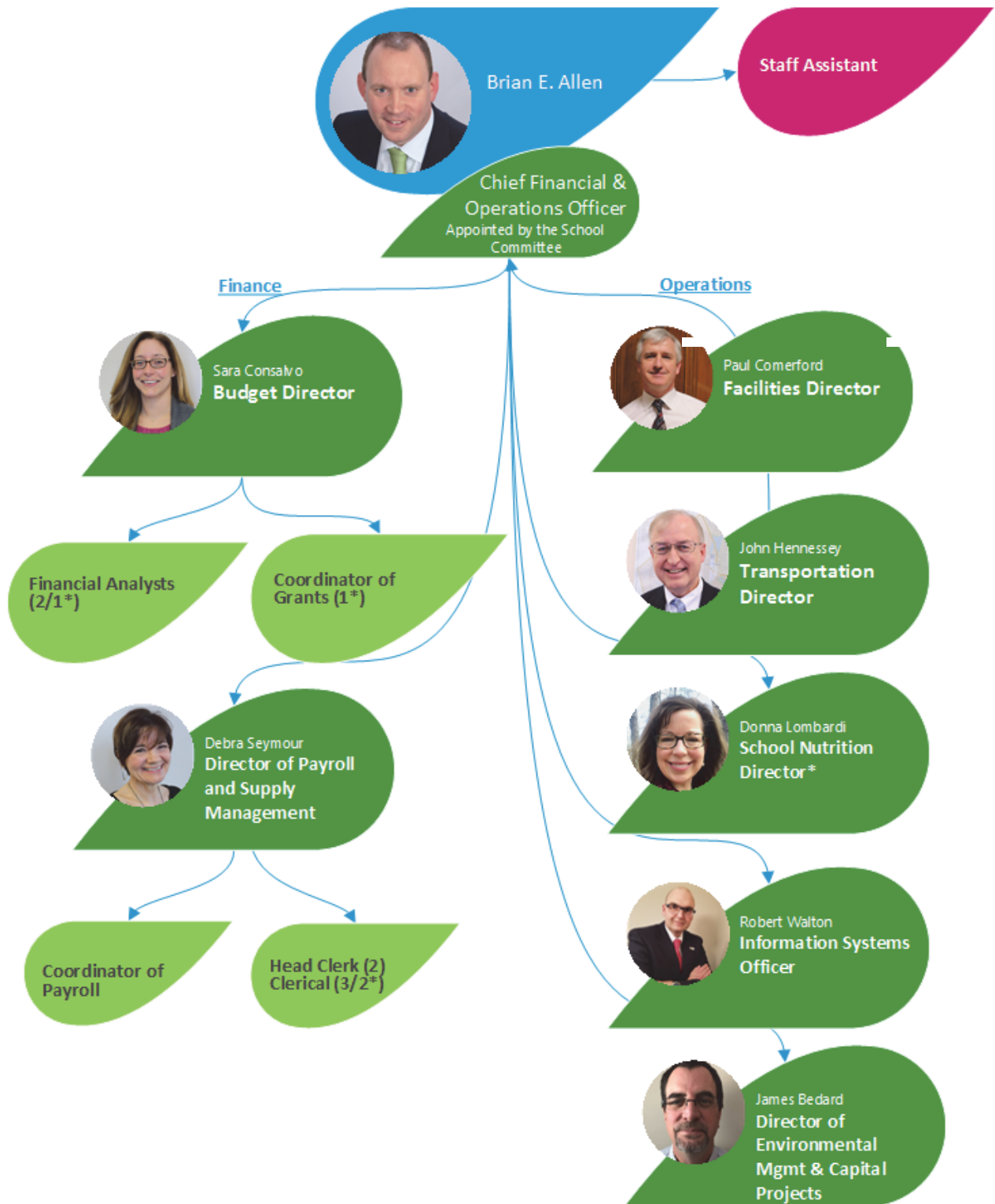
Division: Teaching and Learning  
Department: **Grants Development**



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



## Division: Finance and Operations



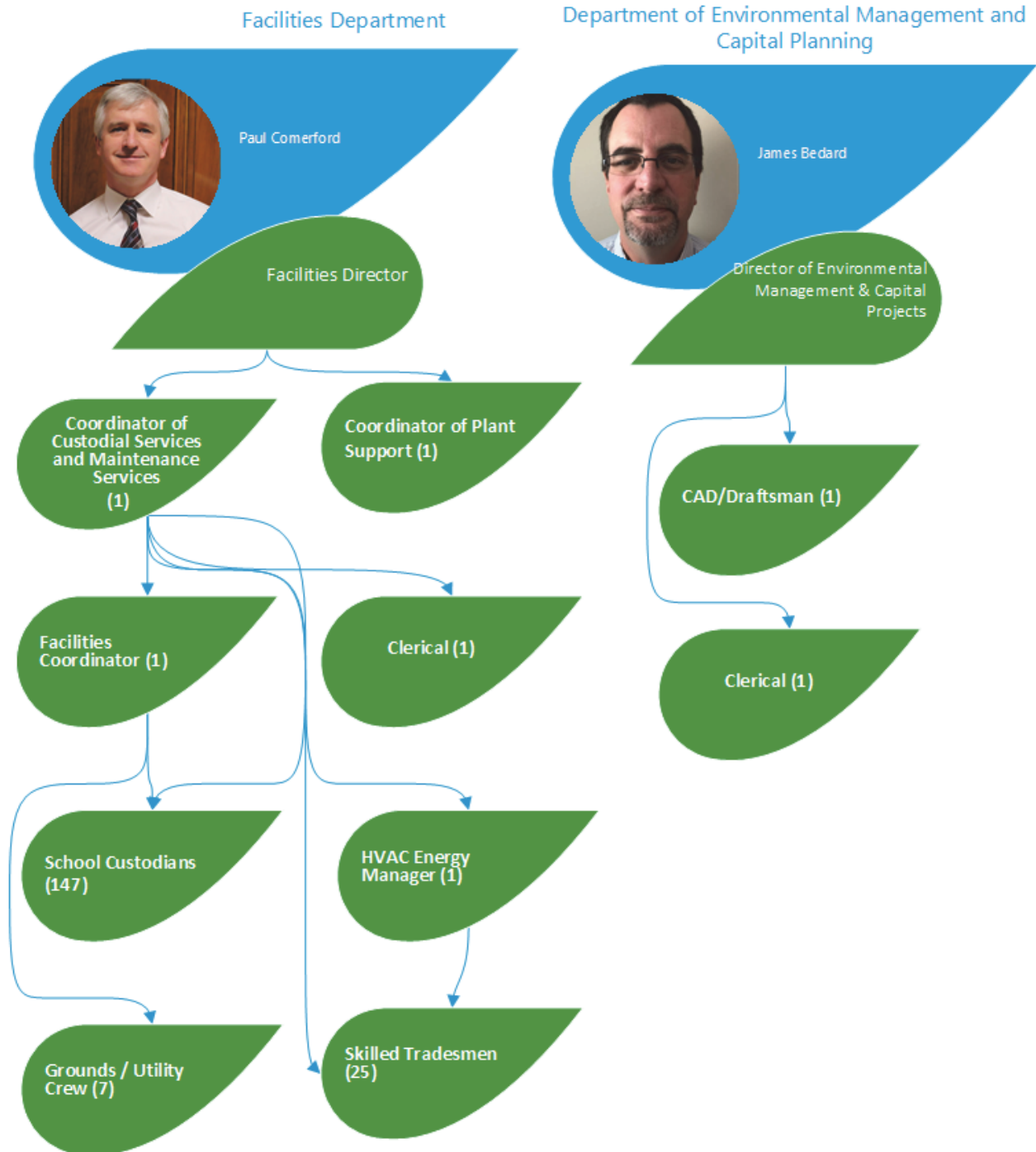
\* Indicates Grant or Other Non-General Fund Sources



## Division: Finance and Operations

### Department: Facilities Department

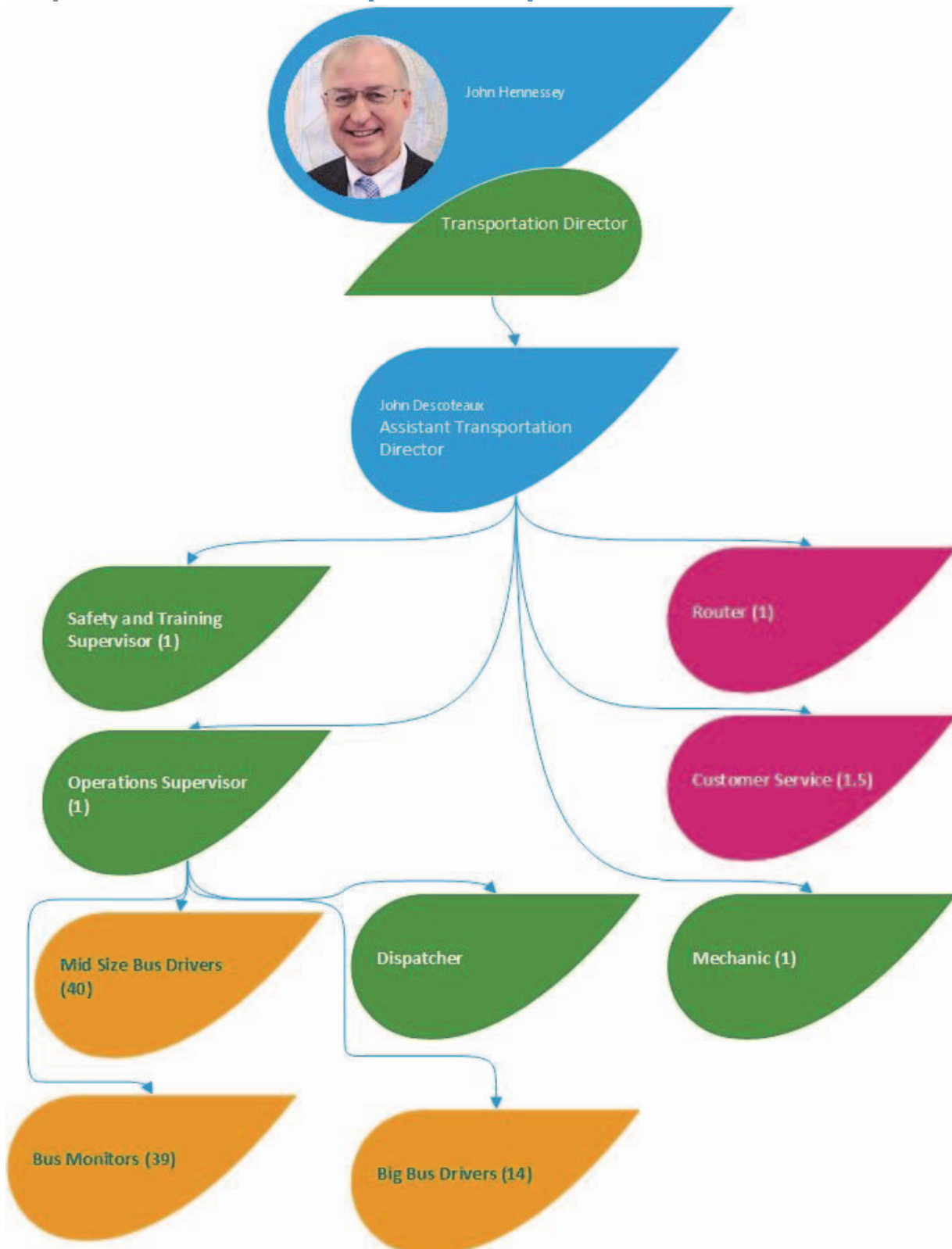
### Department of Environmental Management & Capital Planning





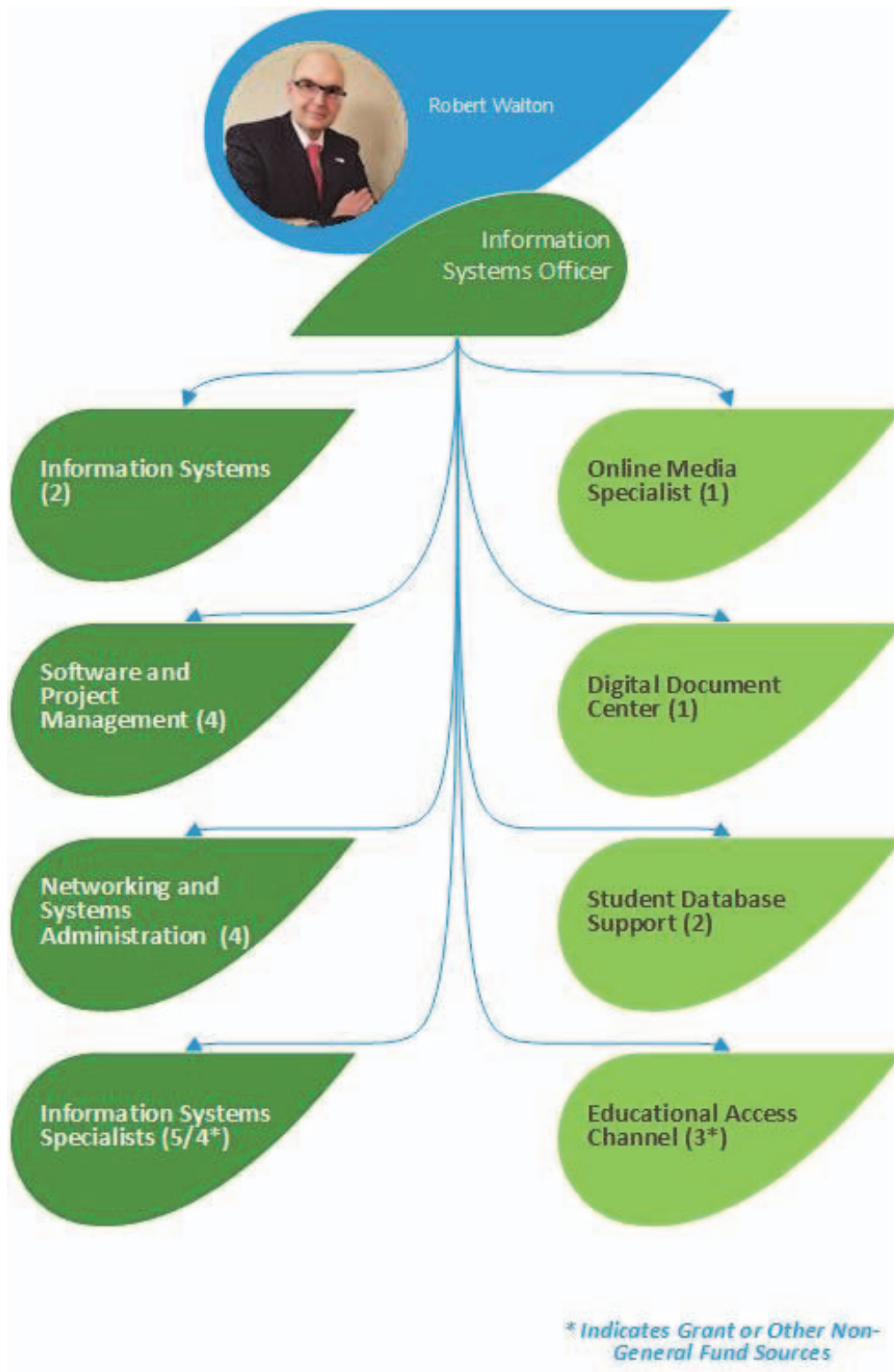


**Division:** Finance and Operations  
**Department:** Student Transportation Department





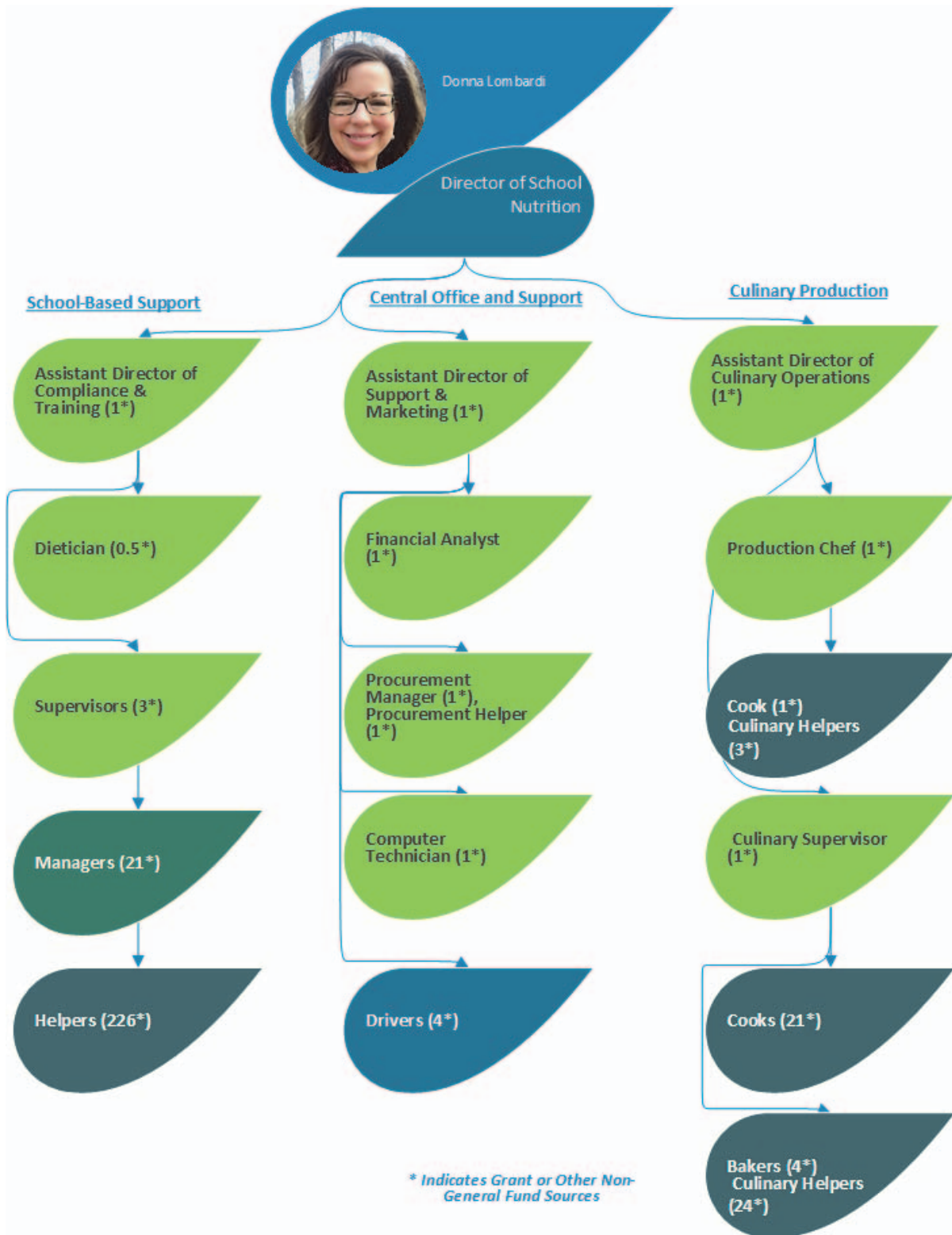
Division: **Finance and Operations**  
Department: **Information Technology**





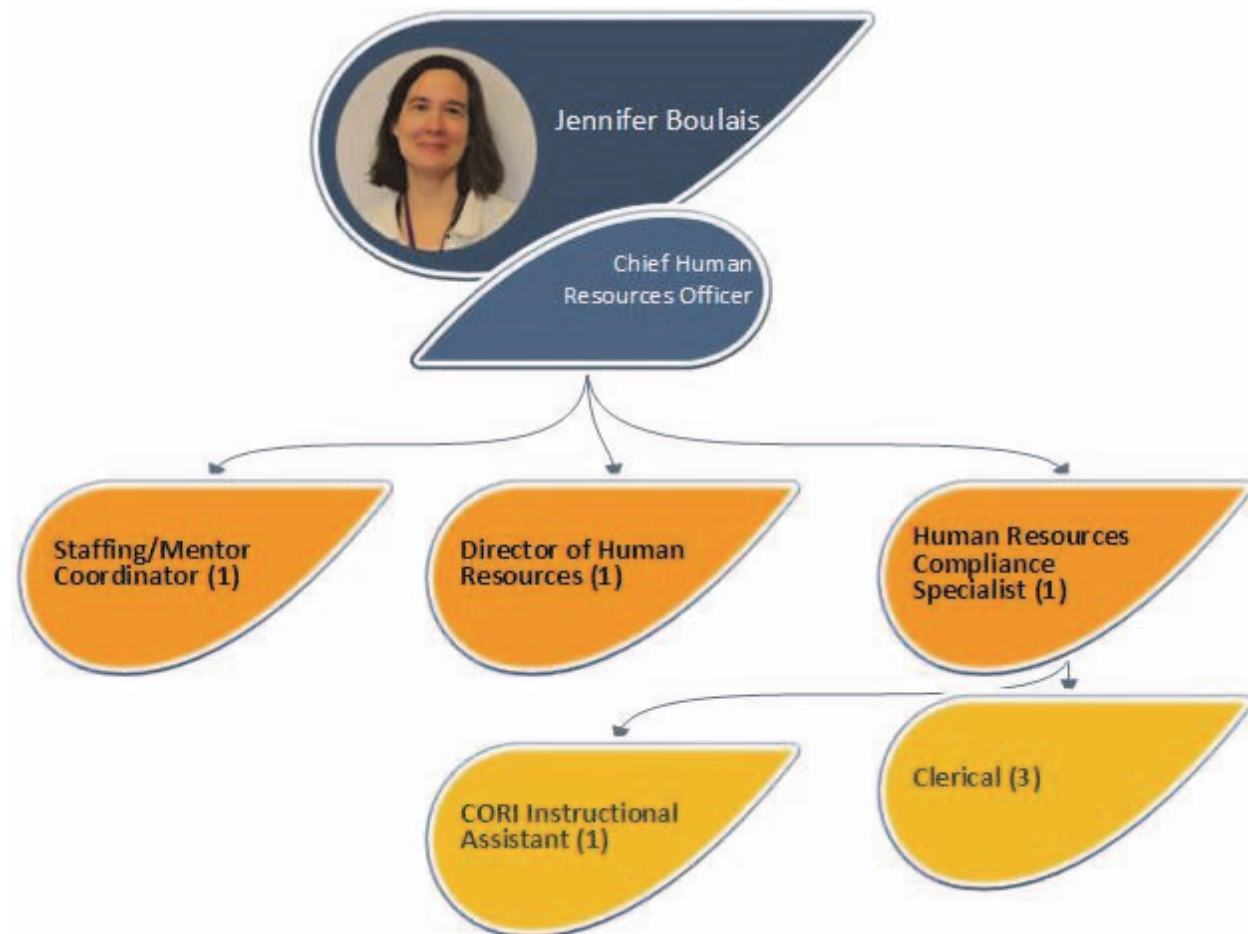
Our teacher became President of the United States; our student is father of modern rocketry....

Division: **Finance and Operations**  
Department: **School Nutrition**





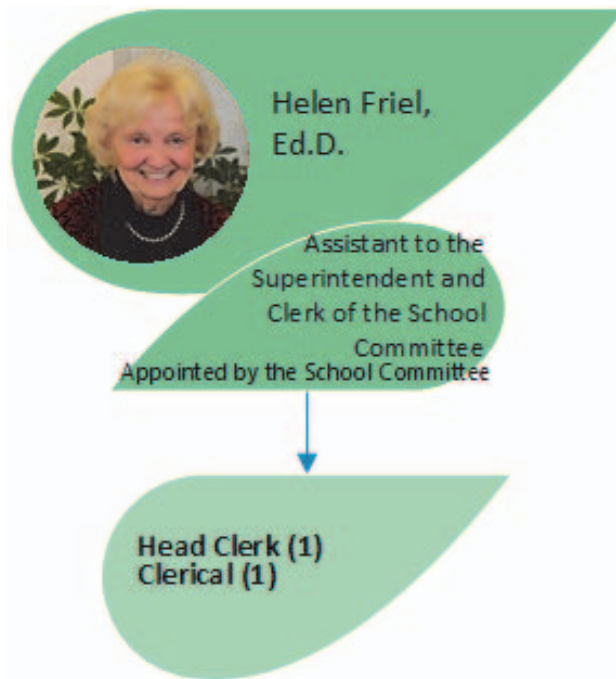
## Division: Human Resources



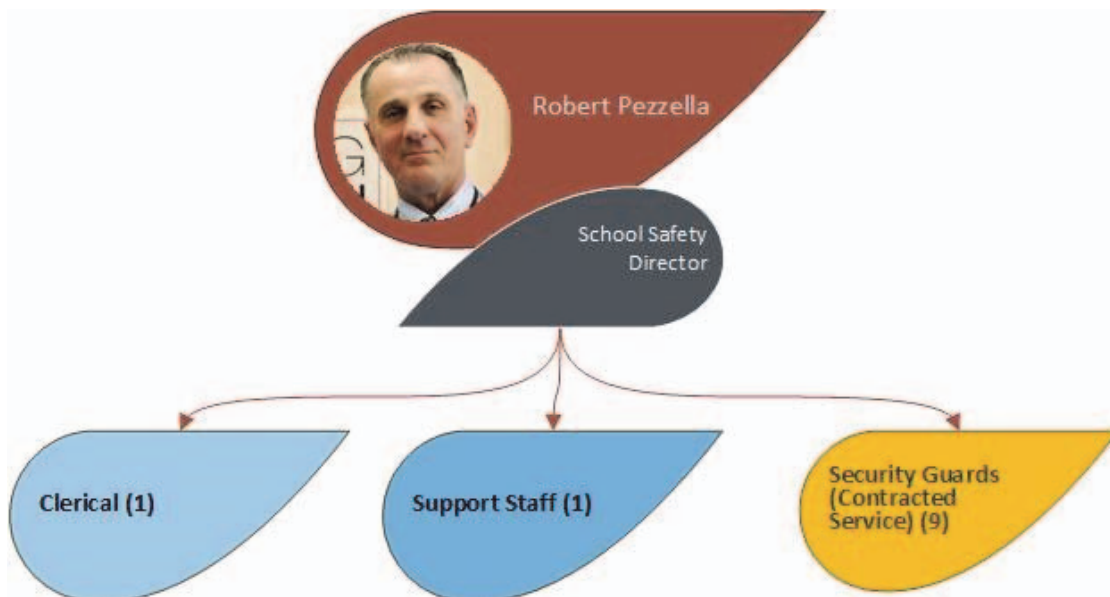


*Our teacher became President of the United States; our student is father of modern rocketry....*

## Division: School Committee



## Division: School Safety







## District Guiding Documents

Our mission in the Worcester Public Schools is to provide all students the opportunity to advance their scholarship with a rigorous core curriculum and high-quality instruction. This enables students to discover the expanse of their academic talents, shape the quality of their character, and develop the confidence to become conscientious, reflective citizens who are empowered to better our community and our world.

### Mission Statement



Worcester Public Schools will be a national leader in education, offering high-quality learning experiences, ensuring all students are prepared to thrive, and equipping them to become engaged citizens in the community.

### Our Vision for 2023



#### If:

We embrace a student-centered approach that:

- fosters innovation in schools;
- provides vital supports for teaching and learning;
- ensures access to modern technology;
- develops the critical thinking and technical skills of all students; and
- leverages the input of families and community;

### Theory of Change



#### Then:

We will build a system of diverse, high performing schools which can equip all students with the academic, social, and technical skills necessary to thrive.

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



*South High Community School graduate Deni Hoxha (2017).  
Photo: Telegram and Gazette*



## District Guiding Documents

**Defining Our Path: A Strategic Plan for Education  
in Worcester**

**DRAFT STRATEGIC PLAN APRIL 2018**

**Strategic Plan Goals**



### **A Strategic Plan for Education in Worcester 2018-2023**

#### **Focus Areas**



**CULTURE OF  
INNOVATION**



**ACADEMIC  
EXCELLENCE**



**WELCOMING  
SCHOOLS**



**INVESTING IN  
EDUCATORS**



**TECHNOLOGY+  
OPERATIONS**

Through a commitment to the shared vision outlined in this plan and with the support of the entire community, Worcester Public Schools will make transformational changes to ensure all students receive a high-quality education preparing them for their goals. We believe that the intentional implementation of the strategic plan will launch a new era for the district that celebrates its legacy of excellence and enriches learning with novel approaches to meet the demands of an ever-changing global society. With an educated, talented, and skilled youth population, Worcester will be ready to enter and thrive in its next renaissance.


#### **Worcester Public Schools in 2023:**

1. All students will have access to high-quality learning experiences which leverage effective approaches
2. All students will have access to rigorous and personalized learning supported by technology
3. All students will gain a holistic set of skills and be supported by a network-inclusive of their families and the community- to realize their personal, academic, and professional goals
4. All students will be supported by effective educators who demonstrate leadership and commitment to enhancing student learning and development
5. All students and educators will learn in an efficient and fiscally sound district



# District Guiding Documents

## District Goals

<div> <div> <b>Goal One Curriculum</b>  </div> <p>Provide high quality learning opportunities and resources to all students through the development and implementation of a comprehensive curriculum .</p> </div>	<p><b>Social Studies</b></p> <ul style="list-style-type: none"> <li>By August 2018, develop a plan for implementation of the new MA DESE History/Social Studies standards to be adopted in June 2018.</li> </ul> <p><b>Science</b></p> <ul style="list-style-type: none"> <li>By August 2018, implement, monitor, and expand Project Lead the Way at Jacob Hiatt, Flagg Street and West Tatnuck schools. (pending grant approval).</li> <li>By August 2018, purchase and provide targeted Professional Development for the new grade 8 science texts.</li> </ul> <p><b>Health/Physical Education</b></p> <ul style="list-style-type: none"> <li>By August 2018, provide an updated Health Curriculum for grades 6 &amp; 7 pending approval.</li> </ul> <p><b>Foreign Language</b></p> <ul style="list-style-type: none"> <li>By August 2018, extend the Dual Language Program to Grade 7 at Burncoat Middle School.</li> <li>Consult with DESE on piloting the Seal of Biliteracy.</li> </ul> <p><b>CVTE</b></p> <ul style="list-style-type: none"> <li>By August 2018, implement the Innovative Pathways Grant.</li> </ul> <p><b>Computer Science &amp; Digital Literacy</b></p> <ul style="list-style-type: none"> <li>Assemble a district team for participation in the Massachusetts PACE (Programming the Acceleration of Computing and Equity) Initiative to begin scaling Computer Science Education K-12.</li> <li>Create a plan to develop a K-6, 7-8 Digital Literacy and Computer Science curriculum scope and sequence, based on the MA standards.</li> </ul> <p><b>Visual and Performing Arts</b></p> <ul style="list-style-type: none"> <li>Continue to expand opportunities in the arts by increasing community partnerships through grants.</li> </ul> <p><b>Interventions/Supports</b> Implement and monitor the following supports from February-August 2018:</p> <ul style="list-style-type: none"> <li>After School Tutoring for ELs (Middle and High School).</li> <li>After School MCAS Tutoring for all High School students- ELA, Math and Biology.</li> <li>After School Tutoring for low achieving CTVE students (9-12).</li> <li>Camp Explore (K-5), July 9-27.</li> <li>All Middle School Summer School, 15 days with credit buyback option.</li> <li>All High School Summer School, 15 day credit buyback program.</li> <li>21st Century Summer Program at Burncoat Middle, Claremont Academy, UPCS, and Sullivan Middle schools.</li> <li>EL summer school for elementary, middle and high school students.</li> </ul>
<p><b>Advanced Placement</b></p> <ul style="list-style-type: none"> <li>By August 2018, add one additional course- AP Research and expand the number of students participating in AP courses by 2%.</li> </ul> <p><b>PSAT/SAT</b></p> <ul style="list-style-type: none"> <li>By December 2018, increase the number of students linked to Khan Academy support for improvement by 5%.</li> </ul> <p><b>Guidance</b></p> <ul style="list-style-type: none"> <li>By June 2018, implement My CAP at two district schools.</li> </ul> <p><b>Literacy</b></p> <ul style="list-style-type: none"> <li>By August 2018, implement the Fountas and Pinnell Classroom (K-2) and Read Side by Side reading program (3-6) in all district elementary schools.</li> <li>Expand the SRSD "Writing in Response to Reading" elementary, middle and high school network initiative.</li> <li>Implement and monitor the Early Literacy Grant Initiative at Vernon Hill, Chandler Magnet, Union Hill, Woodland Academy, and Tatnuck Magnet schools.</li> <li>Implement Word Generation at Chandler Elementary, Chandler Magnet, Thorndyke Road, and Grafton Street schools.</li> </ul> <p><b>Mathematics</b></p> <ul style="list-style-type: none"> <li>Continue to conduct and analyze quarterly, the standards based common assessments to guide instruction and the use of the enVision Math program in K-6, year 2 implementation.</li> <li>Obtain grant funding for the implementation of the STE Math Program Pilot in 3 to 5 elementary schools.</li> </ul>	

Organizational



## District Guiding Documents

## District Goals



### Goal Two Technology



Develop a district technology plan that prioritizes and supports student learning and achievement through increasing digital literacy skills of students, staff, and district administration.

- By January 2018, create a districtwide Digital Learning and Technology Committee comprised of stakeholder groups.
- By November 2018, provide a written technology plan created with stakeholder input and published on the school website.
- By November 2018, provide an “Innovative Teacher Leader” in each school and 6 districtwide ones who will be responsible for supporting school, district staff and administration in order to increase their digital literacy skills (Title IVA grant).
- By May 2018, assemble a district team for participation in PACE (Programming the Acceleration of Computing and Equity) Initiative to begin scaling Computer Science Education K-12, (MASS Superintendents/MASSCAN).
- By May 2018, recommend a course of action for modernizing information technology systems.
- By July 2018, provide a new brand and website that increases family and community communication.
- By November 2018, provide a plan to develop K-5 Digital Literacy and Computer Science curriculum scope and sequence, based on the MA standards.
- From July 1, 2018 through June 30, 2019 school year, provide a team from each secondary school to participate in the Massachusetts Innovative School Leadership Network to enhance administrative and leadership competencies regarding digital learning.
- By September 2018, provide ongoing, expanded and diversified professional development offerings by district technology coaches to support teaching and learning.
- By November 2018, provide all schools access to mobile devices on an equitable basis.



## District Guiding Documents

## District Goals



### Goal Three Professional Development



Strengthen educator and administrator capacity by providing effective professional development, monitoring of practice and use of state evaluation system.

#### Targeted Professional Development

- Monitor curriculum liaison visits to schools and workshops provided to individual teachers, faculty, small group PLC and other types of meetings.
- Provide targeted PD in content areas:
  - ATLAS curriculum platform and its use
  - specific needs assessed by school leaders
  - data driven areas of focus
  - classroom management & teaching strategies
  - UDL, SEL, second language acquisition and inclusive practices in special education.
- During June 2018, provide two day professional development, Co-Teaching with English Learners. Each building will send two staff who will bring the research based models back to their building colleagues (Title III Grant).

- By July 2018, plan and implement Cohort 2 of the New Principals Institute.
- Provide a Special Education Professional Development Series on Diverse Learners and Differentiated Instruction, UDL, Classroom Management and De-escalation
- Provide PD opportunity for STEP Principals to attend Harvard Graduate School of Education School Climate Consulting Services - Social Emotional Conference.
- Expand elementary coaching trios' instructional rounds with managers/mentors to middle and high schools.

#### Monitoring Site Visits:

- Elementary Schools
  - Goddard and Elm Park with AIR (February-March 2018)
  - Grafton St., Quinsigamond, Lincoln St., Clark St. schools (Winter 2018)
- Middle Schools
  - WEMS (March 2018, October 2018)
  - Sullivan Middle (March 2018, October 2018)
- High Schools
  - North (November 2017, March 2018, June 2018, October 2018) Evaluation System
- By March 2018, provide updated evaluation training to Principals, and Assistant Principals.
- By July 2018, provide evaluation calibration training to Principals, Assistant Principals, District leaders and Department Heads.
- By August 2018, complete feedback to DESE on the piloting of the new evaluation rubric at three district schools.
- By August 2018, monitor and review the evaluations of all district personnel.





## District Guiding Documents

## District Goals



### Goal Four Rigorous Learning



Continually analyze district data to increase rigorous learning opportunities for all students through advanced and specialized courses, implementation of career pathways and supportive interventions.

- By November 2018, increase the number of high school students enrolled in Dual Enrollment Courses and other Higher Education initiatives:
  - Early College Career Pathway
  - Worcester Future Teachers Pathway
  - Innovative Career Pathways
  - 100 Males to College Pathway
- By November 2018, implement and monitor a districtwide tiered system of support to improve students' academic, social and emotional development.
- By November 2018, develop and implement experiential learning opportunities that foster academic and workforce skill development.
- By November 2018, expand the programs for gifted students within the WPS.

### Goal Five Social and Emotional Learning



Continually support the development of positive school climate in all schools by monitoring intensified research tiered interventions of social and emotional learning and by consistent enforcement of appropriate disciplinary rules and procedures.

#### Social Emotional Learning Framework

- By November 2018, provide safe, and supportive schools by completing and implementing a multi-tiered system of support (MTSS) and an accompanying data collection strategy to monitor and target student support interventions and resources aligned to improve academic and behavioral outcomes.
- In August 2018, provide a Leadership Institute to all district and school administrators by Peter Dewitt on "School Climate and Efficacy."
- By August 2018, communicate with Principals to identify Universal SEL programs, initiatives, and activities.
- Evaluate student and staff attendance to identify individuals in need of improved attendance.
- By August 2018, collaborate with Special Education Administrator, Child Study Department and district team to open 4 Transitional Kindergartens.
- Support and lead ongoing initiatives that promote universal good attendance and target students with chronic absenteeism.





## District Guiding Documents

As the district uses strong instructional practices as our promise to the community on the delivery of high




expectations and outstanding results for all students, the district also follows strong financial practices around the allocation of resources within the budget. The district Administration has also 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 financial management strategies have been adopted as Financial Policy DA-Fiscal Management Goals. These following seven points become our financial guiding document for the allocation of resources and budget planning:

Seven Point Plan Elements	2018-19 Budget Adherence to Plan
 <p><b>1. Long Term Budget Planning</b> 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.</p>	<p>The district received the Meritorious Budget Award in 2018 for the <u>fifth consecutive year</u>.</p> <p>This FY19 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.</p>
 <p><b>2. Annual Budget Review</b> 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.</p>	<p>For the ninth consecutive year, the district has utilized a “Zero-Based” budget development and resource allocation process. The FY19 Budget recommendations, increases spending in certain areas and cost savings in others, have been based on scrutiny and prioritization of costs.</p>





## District Guiding Documents

Seven Point Plan Elements	2018-19 Budget Adherence to Plan
 <p><b>3. Transparent Budget Process:</b> 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.</p>	<p>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.</p> <p>A community budget presentation will be held in May 2018.</p> <p>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.</p>
 <p><b>4. Quarterly Financial Reporting</b> 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.</p>	<p>The Standing Committee on Finance and Operations continued to meet during the 2017-18 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.</p>




## District Guiding Documents

Seven Point Plan Elements	2017-2018 Achievements
 <p><b>5. Supplemental &amp; Sustainable Programs</b> 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 multi-year budget as well as a stated source of funding to ensure program sustainability in future years.</p>	<p>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.</p>
 <p><b>6. Cap Administrative Spending</b> 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 <b>1.5%</b> 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.</p>	<p>The FY19 foundation budget allocation for Administration is <b>\$13,775,213</b>. The spending on Administration (as defined by the DESE chart of accounts) from the district's general fund budget in the FY19 budget is <b>\$3,762,720</b> and remains below the self-imposed administrative spending cap of 1.5% of total foundation budget spending by more than <b>\$1.5 million</b>.</p>



## District Guiding Documents

Seven Point Plan Elements	2017-2018 Achievements												
 <p><b>7. Target on New Revenues</b> 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.</p>	<p>The FY19 General Fund budget increases \$6.5 million over the prior year adopted budget amount.</p> <p>Within the appropriated funding amount, \$7.2 million is attributed to inflationary increases (an amount below the foundation budget 2.64% inflation amount). Corresponding savings or reduction are made to balance the budget. New and reallocated resources have been targeted to the following new positions in the FY19 budget:</p> <table> <tr> <td>22 K-6 Tech/Literacy Teachers</td><td>\$1.7 million</td></tr> <tr> <td>18 Secondary Teachers</td><td>\$1.4 million</td></tr> <tr> <td>5 ESL Teachers</td><td>\$0.4 million</td></tr> <tr> <td>15 Special Education Positions</td><td>\$0.8 million</td></tr> <tr> <td>2 School Nurses</td><td><u>\$0.1 million</u></td></tr> <tr> <td><b>Total New Funding</b></td><td><b>\$4.4 million</b></td></tr> </table> <p>New spending meets this target on new revenue policy.</p>	22 K-6 Tech/Literacy Teachers	\$1.7 million	18 Secondary Teachers	\$1.4 million	5 ESL Teachers	\$0.4 million	15 Special Education Positions	\$0.8 million	2 School Nurses	<u>\$0.1 million</u>	<b>Total New Funding</b>	<b>\$4.4 million</b>
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2 School Nurses	<u>\$0.1 million</u>												
<b>Total New Funding</b>	<b>\$4.4 million</b>												





## 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.

**Zero-Based-Budgeting:** The district uses a zero-based budget approach to develop the recommended budget that is submitted to the School Committee for consideration. A zero-based budget approach requires each building principal, program leader, and support staff to be actively engaged in the budget process. For each budget cycle, staffing and resource allocations start at a base of zero funds are allocated 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 annual budget development 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 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 meets annually 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.



## Budget Development Process

The following items represent the most important factors effecting the FY19 budget:

- ⊕ **Foundation Budget:** The state's Foundation Budget, the education funding formula, is driven entirely by student enrollment, per pupil rates, adjusted annually by an inflation factor. The revenue increases in this budget are attributed to the following foundation budget changes:



The inflation factor of 2.64% provides an increase of \$9.0 million. An increase in funding for employee benefits, as recommended by the Foundation Budget Review Commission's 2015 final report, provides a \$1.9 million increase.

Overall, there was a reduction in the foundation student enrollment of 140 students for a total reduction of \$1.2 million. Also, a reduction in the per pupil funding rate for economically disadvantaged students was \$2.5 million. In total, the foundation budget increases to \$350.1 million, a \$7.2 million, or 2.1%, increase above the FY18 level of \$342.9 million.

Total Chapter 70 State Aid increases from \$245,207,183 (including the amounts for charter schools and school choice tuition offset) to \$249,894,895, a 1.9% increase.

- ⊕ **City Contribution:** The total city contribution increases \$2.5 million, representing the amount required to increase in addition to maintaining the funding level provided through one-time free cash revenue in FY18 to fund contractual increases and Recreation Worcester site administration charges. At this level of spending, the City is projected to be \$4.0 million, or 1.1%, over the FY19 required spending amount.
- ⊕ **Underfunding of State Reimbursements:** State charter school reimbursement is underfunded by \$1.4 million and the high cost special education reimbursement ("Circuit Breaker") is underfunded by \$150,000. At this level of underfunding reflects 21 fewer teacher positions that is available for the Worcester Public Schools.
- ⊕ **Reallocation of Funds to Improve Service Delivery:** The FY19 budget includes the following reallocation of funds with a focus to provide cost savings, budget stability, and improved service to families/students:
  - **Lease of Chromebooks:** The lease of 7,500 desktop computers will end in December 2018 and the district is moving to 11,000 Chromebooks (and 1,000 desktop computers) to align with a 2:1 student to computer ratio in schools. This migration will occur at no additional cost to the district but increasing the number of computers in schools by 67%.
  - **Clinical Care Services:** The district will hire clinical care staff in FY19 to provide services to students that require specialized medical services. This insourcing of services is expected to provide improved services to students and providing budget cost avoidance and savings in the future.
  - **Athletic Student Transportation:** As a result of receiving no bids for athletic and field trip transportation services, the Administration will pilot the district-operated big bus service for the first time in the 2018-19 school year and be the provider of athletic transportation services. To achieve this level of service at no added costs to the budget, the district will operate 11 big bus routes next year and all athletic transportation services.



## Budget Development Process

### Budget Planning Phase



#### Operating Budget

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.



#### Capital Budget

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 \$3-5 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, and environmental compliance 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 technology plan. The Transportation, Facilities, and School Safety Departments submit plans for the annual replacement of equipment and vehicles within their respective departments.



## Budget Development Process

### Budget Development Phase



#### Operating Budget

The budget development phase is the alignment of the Strategic Plan 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 district-level administration. 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.

Reference: School Committee Policy - DBD Budget Planning

#### Capital Budget

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

### Budget Adoption Phase



#### Operating Budget

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.

#### Capital Budget

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.



## Budget Development Process

### Worcester Public Schools Budget Cycle







# Budget Development Process

Developed September 2017

BUDGET DEVELOPMENT CALENDAR	
SEPTEMBER 2017	
1	FY19 Budget Calendar Developed
OCTOBER 2017	
1	Student Enrollment submitted to State used as basis of next year funding
15	Facilities Department prepares building assessment updates to five year building plan
NOVEMBER 2017	
15	Initial budget planning estimates determined using enrollment and cost center data
DECEMBER 2017	
15	Projects to be submitted to Massachusetts School Building Authority for Accelerated Repair Projects submitted to School Committee
JANUARY 2018	
18	Projects to be submitted to Massachusetts School Building Authority for Accelerated Repair Projects submitted to School Committee
24	Release of Governor's Proposed State Budget
FEBRUARY 2018	
1	Superintendent provides Preliminary Budget Presentation to School Committee
8	Individual school-based resources allocation meetings begin
9	Meeting with State Legislative delegation
6	Projects to be submitted to Massachusetts School Building Authority for Accelerated Repair Projects submitted to City Council
16	Accelerated Repair Projects submitted to Massachusetts School Building Authority
13	Capital equipment plans are developed
MARCH 2018	
7	District level resource allocation meetings begin
28	Presentation of budget estimates to Citywide Parent Planning Advisory Committee
APRIL 2018	
6	Major renovation or replacement projects submitted to MSBA
11	Massachusetts House Ways and Means Budget Released
26	Worcester Public Schools submits budget information to City of Worcester
MAY 2018	
3	Superintendent provides Recommended Budget Presentation to School Committee
11	Superintendent's FY19 Budget Recommendations released
16	Senate Ways and Means Budget Released
23	Public Budget Hearing
30	School Committee's Standing Committee on Finance and Operations joint meeting with City Council's Education Committee
JUNE 2018	
5	Budget Session with Worcester City Council
7	School Committee Budget Session (4-6pm. Worcester City Hall)
21	School Committee Budget Session (4-6pm, Worcester City Hall)
26	Adopted Budget allocations shared with district managers
30	Final State Budget adopted
JULY 2018	
1	First day of the fiscal year
7	Final adjustments to the FY18 fiscal year; FY19 budget loaded into city financial system
19	Adjustments to budget based on final state budget submitted to School Committee (as necessary)

Reference: School Committee Policy - DBC Budget Deadlines and Schedules



## 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, School Committee policies, and Uniform Massachusetts Accounting System (UMAS) accounting structure.

### Organization and Authority



Worcester Public Schools is, by state statute and city charter, 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



## Budget Policy and Administration

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 1st).

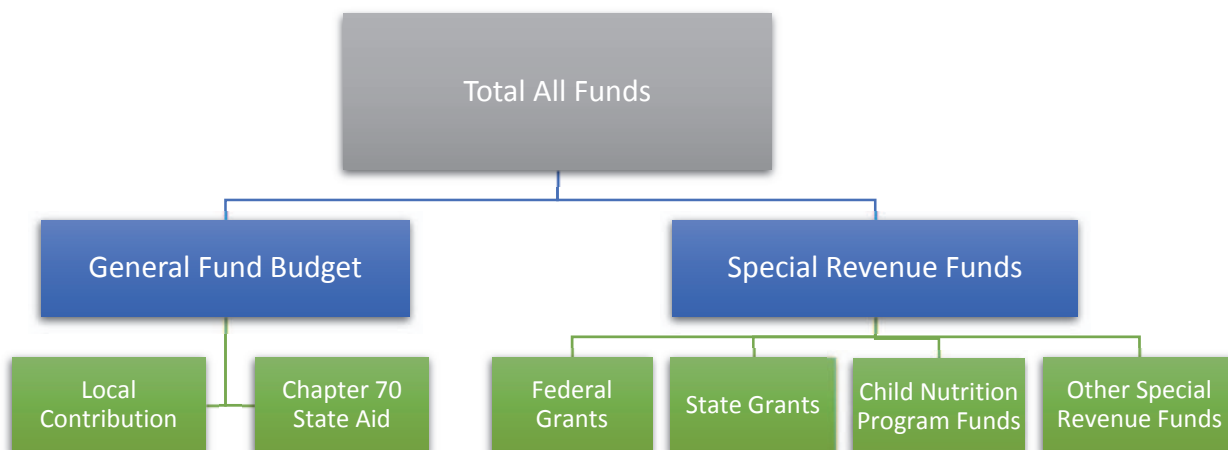
During the budget hearings, the School Committee reviews the recommended budget as presented by the Superintendent and approves line items or adjusts the recommendations, subject to majority vote of the Committee.

Reference: School Committee Policy - DB Annual Budget



## Budget Policy and Administration

### 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** 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



## Budget Policy and Administration

Program and the annual budget.

**Other Special Revenue** 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 to the Department of Elementary and Secondary Education 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.





## Budget Policy and Administration

**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



## Budget Policy and Administration

And ordinary maintenance accounts of:

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

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

### Budget Management and Controls



Worcester Public Schools currently maintains budgetary and position control systems, which help to manage the use of financial and human resources effectively.

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



**Financial 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. (Reference: School Committee Policy – DBJ Budget Transfer Authority)



**Fiscal 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



## Budget Policy and Administration

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. (Reference: School Committee Policy – DA Fiscal Management Goals)

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



Annual Audit

**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

**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 Grants Audit

**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 Accounts

**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 Report

**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



## Budget Policy and Administration

*...from here, go anywhere!*

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. (Reference: School Committee Policy – DIE Audits)



**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

GAAP

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.



FINANCIAL





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## Description of Budget Accounts

### Funding Sources



The budget of the Worcester Public Schools consists of revenue from four distinct funding sources: General Fund, Grants, Child Nutrition, and Other Special Revenue. Each of the funding sources are used to support the operation of the school district, but in some

cases the funds must be used in very restrictive ways. The following is a brief description of each of these sources.

#### General Fund

**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 City Manager recommends the general fund budget

and the City Council approves the bottom line budget amount. The Superintendent develops a budget based on the amount recommended by the City Manager and the School Committee approves the individual line items.

#### Grants Fund

**Grants Funds** consist mostly of federal and state grant awards 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, the intent of grant dollars are to provide supplemental programs to the school district. The School Committee must approve all grant budgets based on a recommendation from the Superintendent.

#### Child Nutrition Fund

**Child Nutrition Program Fund** supports the breakfast, lunch, and snack program of the Worcester Public Schools. The revenue of the Child Nutrition budget comes 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.

#### Other Special Revenue Fund

**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). The FY19 budget includes anticipated one-time state funding for students displaced from Puerto Rico and U.S. Virgin Islands resulting from Hurricanes Maria and Irma.



## Description of Budget Accounts

### Expenditure Section



Massachusetts school districts are required to report all expenditures by the following functional categories, regardless of funding source:

**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.



## Description of Budget Accounts

**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 Teacher 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
500122-92000 Athletics	500136-92000 Miscellaneous Education OM
500123-96000 Health Insurance	500137-96000 Unemployment Compensation
500125-92000 Other Insurance Programs	500138-92000 In-State Travel
500129-96000 Workers Compensation	500141-92000 Vehicle Maintenance
500130-92000 Personal Services	500146-92000 Building Utilities
500132-92000 Tuition	500152-92000 Facilities Department OM

Account detail within these spending areas are included in this budget book and the School Committee review and approval of the budget establishes line item spending levels for the fiscal year.





# All Funds Summary

## 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.

### General Fund

The **General fund** is the main budgetary fund for the district; the City Council establish the total appropriation 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

**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 Section



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.



# All Funds Summary

## Revenues and Expenditures

FY15-FY17 Actual Revenue and Expenditures  
FY18 Adopted Budget  
FY19 Budget

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Budget
<b>Revenues:</b>					
State Education Aid*	\$203,398,962	\$214,330,192	\$217,606,508	\$227,090,501	\$232,436,649
Local Contribution**	\$101,352,888	\$103,961,801	\$105,359,295	\$108,029,689	\$109,204,233
Federal Grants	\$29,677,191	\$30,482,431	\$30,081,166	\$30,459,548	\$30,016,599
Nutrition Program	\$11,830,641	\$12,724,390	\$13,011,610	\$15,263,310	\$15,208,294
State Grants	\$5,178,454	\$5,083,661	\$4,078,218	\$3,705,259	\$3,536,804
Other Special Revenue	\$5,408,965	\$5,098,254	\$5,328,741	\$5,148,052	\$7,411,563
<b>Total Revenues</b>	<b>\$356,847,101</b>	<b>\$371,680,729</b>	<b>\$375,465,538</b>	<b>\$389,696,359</b>	<b>\$397,814,142</b>
<b>Expenditures:</b>					
Administration (1000)	\$4,593,032	\$3,998,155	\$4,761,668	\$4,487,801	\$4,474,000
Instruction (2000)	\$206,031,287	\$211,675,323	\$207,274,445	\$215,761,518	\$223,269,751
Other School Services (3000)	\$39,169,749	\$47,644,513	\$47,541,945	\$49,184,555	\$51,937,906
Operations & Maint. (4000)	\$20,736,001	\$21,965,092	\$21,404,920	\$22,799,229	\$22,302,629
Fixed Charges (5000)	\$66,042,041	\$67,086,018	\$70,880,814	\$74,286,360	\$71,938,061
Community Services (6000)	\$624,568	\$330,697	\$940,964	\$511,372	\$619,457
Fixed Assets (7000)	\$406,287	\$421,951	\$523,393	\$540,794	\$566,730
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$19,068,209	\$19,845,054	\$21,423,012	\$22,124,730	\$22,705,608
<b>Total Expenditures</b>	<b>\$356,671,174</b>	<b>\$372,966,803</b>	<b>\$374,751,161</b>	<b>\$389,696,359</b>	<b>\$397,814,142</b>
Difference	\$175,927	-\$1,286,073	\$714,377	\$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)

\*\* WPS funds only. Amounts reduced by charter school and school choice tuition offsets based on pro-rate costs. These two items equal the WPS FY18 general fund budget.

The fiscal year 2019 budget represents total spending for the Worcester Public Schools from all sources of **\$397,814,142**, a \$8.1 million, or 2.1%, increase from the FY18 adopted budget level of \$389,696,359. Within this amount, the total general fund budget that has been recommended by the City Manager is \$341,640,882, which represents an increase of \$6.5 million, or 1.9% increase from the FY18 School Committee's adopted budget of \$335,120,190. The budget increase represents a \$5.2 million increase in Chapter 70 state aid and charter school reimbursement, \$2.5 million increase in city contribution, offset by a \$1.2 million increase in charter school tuition, school choice and state special education assessments. Federal grants are based on level funding with actual award known later in the budget process. Most state grants also assumed at level funding based on initial funding included in the House of Representatives budget, except for the second year of a three-year phase-out of the Inclusive Pre-School Learning Grant for the Head Start program. Other special revenues are expected to increase \$2.3 million, mostly due to an increase in \$2 million of one-time state funding for assistance to districts that experienced an increase in



# All Funds Summary

## Revenues and Expenditures

### Three-Year Budget Forecast FY20-FY22 Projected Revenues and Expenditures

	FY20 Projected	FY21 Projected	FY22 Projected
<b>Revenues:</b>			
State Education Aid*	\$238,247,565	\$244,203,754	\$250,308,848
Local Contribution**	\$111,934,339	\$114,732,697	\$117,601,015
Federal Grants	\$29,867,846	\$29,719,836	\$29,572,566
Nutrition Program	\$15,603,225	\$15,981,806	\$16,369,726
State Grants	\$3,194,788	\$3,194,788	\$3,194,788
Other Special Revenue	\$5,363,191	\$5,369,555	\$5,376,046
<b>Total Revenues</b>	<b>\$404,210,953</b>	<b>\$413,202,436</b>	<b>\$422,422,989</b>
<b>Expenditures:</b>			
Administration (1000)	\$4,563,480	\$4,654,750	\$4,747,845
Instruction (2000)	\$225,683,525	\$230,197,195	\$234,801,139
Other School Services (3000)	\$53,218,525	\$54,253,696	\$55,309,570
Operations & Maint. (4000)	\$22,930,152	\$23,367,055	\$23,812,696
Fixed Charges (5000)	\$75,306,081	\$78,837,924	\$82,541,689
Community Services (6000)	\$623,369	\$635,836	\$648,553
Fixed Assets (7000)	\$578,065	\$589,626	\$601,418
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$23,447,554	\$24,245,456	\$25,075,274
<b>Total Expenditures</b>	<b>\$406,350,750</b>	<b>\$416,781,538</b>	<b>\$427,538,185</b>
Difference	-\$2,139,797	-\$3,579,102	-\$5,115,196

enrollment from students from Puerto Rico or U.S. Virgin Islands following 2017 hurricanes. The remaining increase is attributable school choice and state special education reimbursement revenue, as well as program income. Finally, the school nutrition funding is expected to be essentially level funded at the prior year budgeted spending level due to sustained participation in the USDA's Community Eligibility Program.

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 level over the next three years. Federal grant revenue is expected to slightly decline based on recent trends of overall funding to Massachusetts. State grants are projected to be level funded, with the exception of the known phase-out of the Inclusive Preschool Learning state grant. 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 7.5% between FY19 and FY22, or about 2.5% per year.



## All Funds Summary

All expenditure line items are projected to increase based upon student enrollment, contractual increases for employees or services, and 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 challenging deficits in each year. The administration will continue with zero-based budgeting as well as advocacy for increased state revenue through the state's Foundation Budget Review Commission recommendations.

### FY19 SUMMARY OF REVENUES (ALL FUNDS)

Funding Source	General Fund	Special Revenue Funds			Total
		Grants	Nutrition	Other Special Revenue	
Local Funds*	\$109,204,233	\$0	\$0	\$0	\$109,204,233
State Funds*	\$232,436,649	\$3,536,804	\$374,538	\$6,106,323	\$242,454,314
Federal Funds	\$0	\$30,016,599	\$14,793,756	\$0	\$44,810,355
Other	\$0	\$0	\$40,000	\$1,305,240	\$1,345,240
<b>Total</b>	<b>\$341,640,882</b>	<b>\$33,553,403</b>	<b>\$15,208,294</b>	<b>\$7,411,563</b>	<b>\$397,814,142</b>

\*Amount represents WPS share only (does not include allocation for charter schools or school choice tuition assessments). State Funds and Local Fund allocated on a pro-rated basis.

### FY19 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)	\$3,762,720	\$711,280	\$0	\$0	\$3,788,771
Instruction (2000)	\$204,663,280	\$17,149,068	\$0	\$2,581,055	\$198,319,333
Other School Services (3000)	\$28,006,336	\$9,145,786	\$12,828,917	\$795,555	\$25,303,784
Operations & Maint. (4000)	\$20,957,277	\$459,538	\$800,000	\$85,813	\$21,002,399
Fixed Charges (5000)	\$64,308,614	\$6,087,731	\$1,579,377	\$0	\$66,545,420
Community Services (6000)	\$195,585	\$0	\$0	\$423,872	\$95,585
Fixed Assets (7000)	\$566,730	\$0	\$0	\$0	\$540,794
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$19,180,340	\$0	\$0	\$3,525,268	\$18,674,409
<b>Total Expenditures</b>	<b>\$341,640,882</b>	<b>\$33,553,403</b>	<b>\$15,208,294</b>	<b>\$7,411,563</b>	<b>\$397,814,142</b>



# All Funds Summary

## Revenue Overview (All Funds)

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



## Expenditures Overview (All Funds)



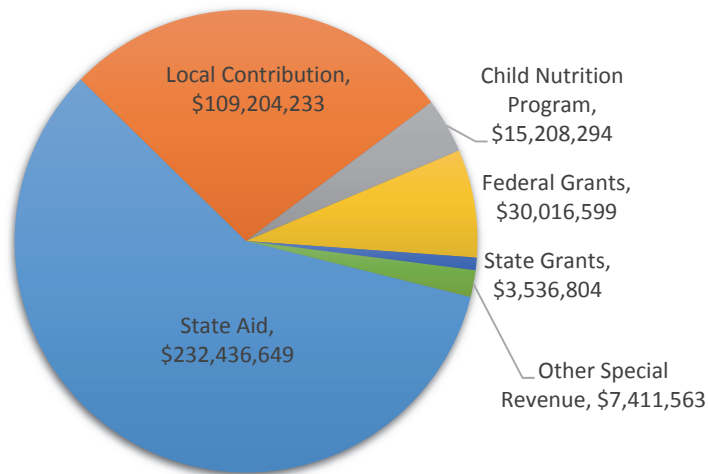




## All Funds Summary

The following pages describe each expenditure category by each funding source in greater detail. The chart below summarizes the total projected FY 2019 revenues from all funds:

### FY 2019 Projected Revenues (All Funds)



Source	FY2019	% Funding
State Aid	\$232,436,649	58.4%
Local Contribution	\$109,204,233	27.5%
Federal Grants	\$30,016,599	7.5%
Child Nutrition	\$15,208,294	3.8%
State Grants	\$3,536,804	0.9%
Other Special Revenue Funds	\$7,411,563	1.9%
<b>Total</b>	<b>\$397,814,142</b>	<b>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.

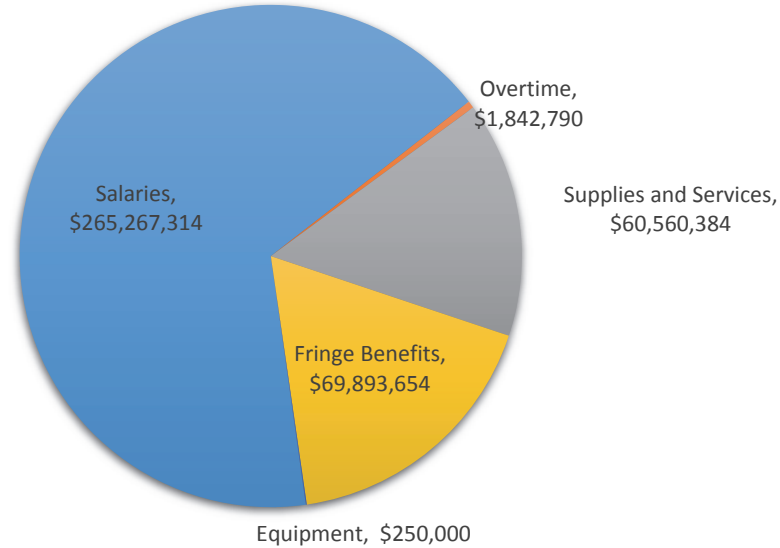
The following pages describe each revenue source in greater detail.



## All Funds Summary

The chart below summarizes the total projected FY 2019 expenditures from all funds:

**FY 2019 Projected Expenses (All Funds)  
Stated in Statutory Account Areas**

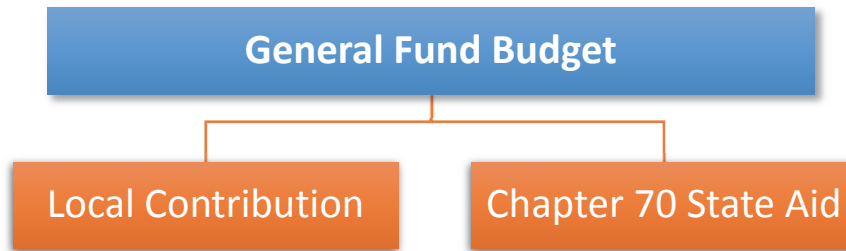


Cost Account	FY2019	% Funding
Salaries (91000)	\$265,267,314	58.4%
Supplies & Services (92000)	\$60,560,384	27.5%
Equipment (93000)	\$250,000	7.5%
Fringe Benefits (96000)	\$69,893,654	3.8%
Overtime (97000)	\$1,842,790	0.9%
<b>Total</b>	<b>\$397,814,142</b>	<b>100.0%</b>

The following pages describe expenditures in greater detail.



# General Fund Summary



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 mandated through state law (MGL Chapter 70).

## Calculation of FY19 General Fund Budget

Revenue:	FY18 Actual	FY19 Budget	\$ Change	% Change
Chapter 70 State Aid & Reimbursement:				
Chapter 70 State Aid (Total)	\$245,207,183	\$249,894,895	\$4,687,712	1.9%
Charter School Reimbursement	\$1,779,749	\$2,276,589	\$496,840	27.9%
Total Chapter 70 State Aid & Reimbursement	<b>\$246,986,932</b>	<b>\$252,171,484</b>	<b>\$5,184,552</b>	<b>2.1%</b>
City Contribution				
Amount towards Required Spending	\$96,024,769	\$97,874,967	\$1,850,198	1.9%
Amount for Non-Net School Spending Items	\$20,014,941	\$20,692,869	\$677,928	3.4%
City Contribution	<b>\$116,039,710</b>	<b>\$118,567,836</b>	<b>\$2,528,126</b>	<b>2.2%</b>
Total General Fund Revenues	<b>\$363,026,642</b>	<b>\$370,739,320</b>	<b>\$7,712,678</b>	<b>2.1%</b>
Less Tuition Assessments:				
Charter School Tuition Assessment	\$24,851,912	\$26,019,458	\$1,167,546	4.7%
School Choice Tuition Assessment	\$2,795,409	\$2,833,889	\$38,480	1.4%
Special Education Revenue Offset	\$259,131	\$245,091	-\$14,040	-5.4%
Total Tuition Assessments	<b>\$27,906,452</b>	<b>\$29,098,438</b>	<b>\$1,191,986</b>	<b>4.3%</b>
<b>TOTAL GENERAL FUND REVENUE:</b>	<b>\$335,120,190</b>	<b>\$341,640,882</b>	<b>\$6,520,692</b>	<b>1.9%</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**

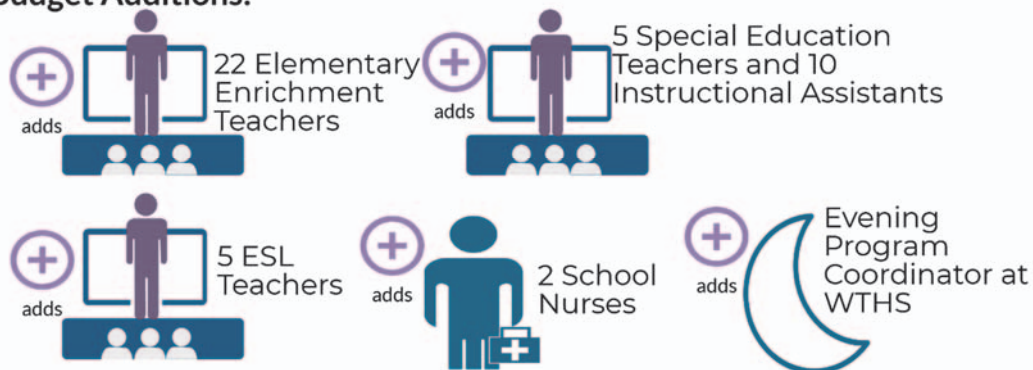


## General Fund Summary

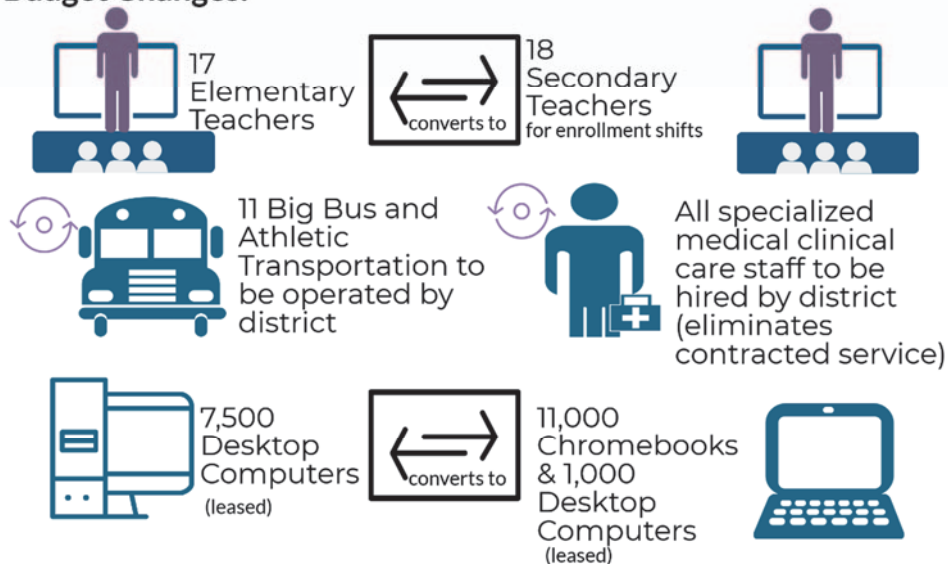
Overall, the FY19 General Fund budget will increase \$6.5 million through an increase in the state's foundation budget formula, as well as an additional \$0.85 million of city contribution beyond the state's required increase. The budget reflects contractual obligations, student enrollment needs and adjustments, and program improvements. To accomplish these new positions other areas of the budget required consolidation, savings, or eliminations. The following is a summary of the major changes within the budget:

### Summary of the FY19 General Fund Budget Additions, Changes, and Reductions

#### Budget Additions:



#### Budget Changes:



#### Budget Reductions:





## General Fund Summary

FY15-FY17 Actual Revenue and Expenditures  
FY18 Adopted Budget  
FY19 Budget

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Budget
<b>Revenues:</b>					
State Education Aid*	\$203,398,962	\$214,330,192	\$217,606,508	\$227,090,501	\$232,436,649
Local Contribution**	\$101,352,888	\$103,961,801	\$105,359,295	\$108,029,689	\$109,204,233
<b>Total Revenues</b>	<b>\$304,751,850</b>	<b>\$318,291,993</b>	<b>\$322,965,803</b>	<b>\$335,120,190</b>	<b>\$341,640,882</b>
<b>Expenditures:</b>					
Administration (1000)	\$3,937,366	\$3,182,349	\$4,022,803	\$3,776,521	\$3,762,720
Instruction (2000)	182,761,060	\$193,156,034	\$189,962,794	\$198,819,822	\$204,663,280
Other School Services (3000)	\$23,275,216	\$23,684,030	\$24,931,439	\$25,316,034	\$28,006,336
Operations & Maint. (4000)	\$20,154,196	\$20,890,443	\$20,338,207	\$21,002,399	\$20,957,277
Fixed Charges (5000)	\$58,605,628	\$60,556,886	\$64,381,283	\$66,545,420	\$64,308,614
Community Services (6000)	\$0	\$0	\$425,661	\$95,585	\$195,585
Fixed Assets (7000)	\$406,287	\$421,951	\$523,393	\$540,794	\$566,730
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$15,612,028	\$16,400,299	\$18,376,730	\$19,023,615	\$19,180,340
<b>Total Expenditures</b>	<b>\$304,751,781</b>	<b>\$318,291,992</b>	<b>\$322,962,310</b>	<b>\$335,120,190</b>	<b>\$341,640,882</b>
Difference	\$69	\$1	\$3,493	\$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)

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.





## General Fund Summary

### Three-Year Budget Forecast FY20-FY22 Projected Revenues and Expenditures

	FY20 Projected	FY21 Projected	FY22 Projected
<b>Revenues:</b>			
State Education Aid*	\$238,247,565	\$244,203,754	\$250,308,848
Local Contribution**	\$111,934,339	\$114,732,697	\$117,601,015
<b>Total Revenues</b>	<b>\$350,181,904</b>	<b>\$358,936,452</b>	<b>\$367,909,863</b>
<b>Expenditures:</b>			
Administration (1000)	\$3,837,974	\$3,914,734	\$3,993,029
Instruction (2000)	\$208,756,546	\$212,931,677	\$217,190,310
Other School Services (3000)	\$28,846,526	\$29,423,457	\$30,011,926
Operations & Maint. (4000)	\$21,376,423	\$21,803,951	\$22,240,030
Fixed Charges (5000)	\$67,524,045	\$70,900,247	\$74,445,259
Community Services (6000)	\$199,497	\$203,487	\$207,556
Fixed Assets (7000)	\$578,065	\$589,626	\$601,418
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$19,947,554	\$20,745,456	\$21,575,274
<b>Total Expenditures</b>	<b>\$351,066,628</b>	<b>\$360,512,633</b>	<b>\$370,264,802</b>
Difference	-\$884,724	-\$1,576,182	-\$2,354,939

The general fund budget of the Worcester Public Schools represents the largest source of funding and spending for the district. The three year projection assumes 2.5% growth in revenue, through a combination of the foundation budget formula's annual inflation factor, enrollment changes, and required municipal local contribution growth.

All expenses are projected to increase 2%, for the following assumptions:

- Transportation (Student Services 3000) will grow at 3% existing contractual rate in FY20 and then 2% in subsequent years.
- Employee health insurance (Fixed Charges 5000) is projected at 5% annual growth based on historical annual premium rate growth. The budget forecast does not assume any plan design or contribution rate changes, all subject to the collective bargaining agreement process.
- Tuition (9000) is projected at 4% annual growth based historical growth.



## General Fund Summary

### Foundation Budget



budget" for each community.

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

### FY19 Foundation Budget Calculation

Enrollment Category <sup>1</sup>	Per Pupil Rate	Foundation Enrollment <sup>2</sup>	Total Foundation Amount
Pre-School, Kindergarten (Half)	\$ 3,858.82	435	\$ 1,678,587
Kindergarten (Full Day)	\$ 7,717.73	1,045	\$ 8,065,028
Elementary (Grades 1-5)	\$ 7,763.02	6,527	\$ 50,669,232
Middle School (Grades 6-8)	\$ 7,423.99	4,794	\$ 35,590,608
High School	\$ 9,140.87	4,545	\$ 41,545,254
ELL Pre-K	\$ 4,884.17	794	\$ 3,878,031
ELL K-12	\$ 9,740.36	8,256	\$ 80,416,412
Vocational	\$ 13,837.16	1,829	\$ 25,308,166
Special Education In-District <sup>3</sup>	\$ 26,304.43	1,031	\$ 27,119,867
Special Education Out-of-District <sup>4</sup>	\$ 27,401.12	252	\$ 6,905,082
Economically Disadvantaged <sup>5</sup>	\$ 3,979.57	17,320	\$ 68,926,152
<b>TOTAL<sup>6</sup></b>		<b>27,611</b>	<b>\$ 350,102,419</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.



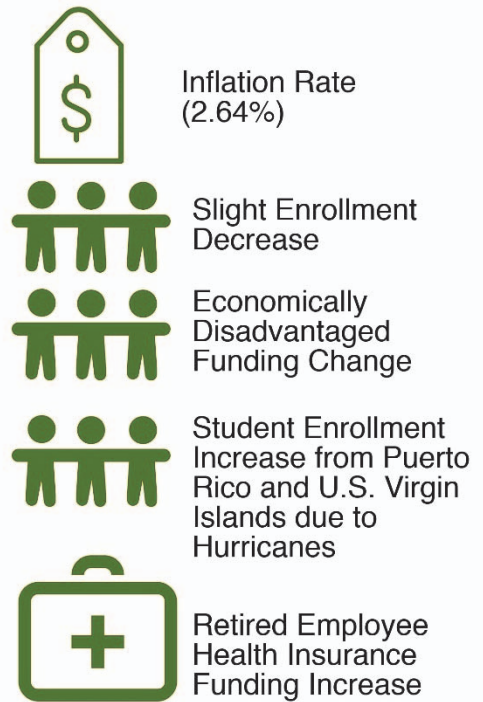
## General Fund Summary

The state's Foundation Budget, the education funding formula, is driven entirely by student enrollment, per pupil rates, adjusted annually by an inflation factor. Attributable factors for the revenue increases in this budget are the following foundation budget changes:

The inflation factor of 2.64% provides an increase of \$9.0 million. An increase in funding for employee benefits, as recommended by the Foundation Budget Review Commission's 2015 final report, provides a \$1.9 million increase.

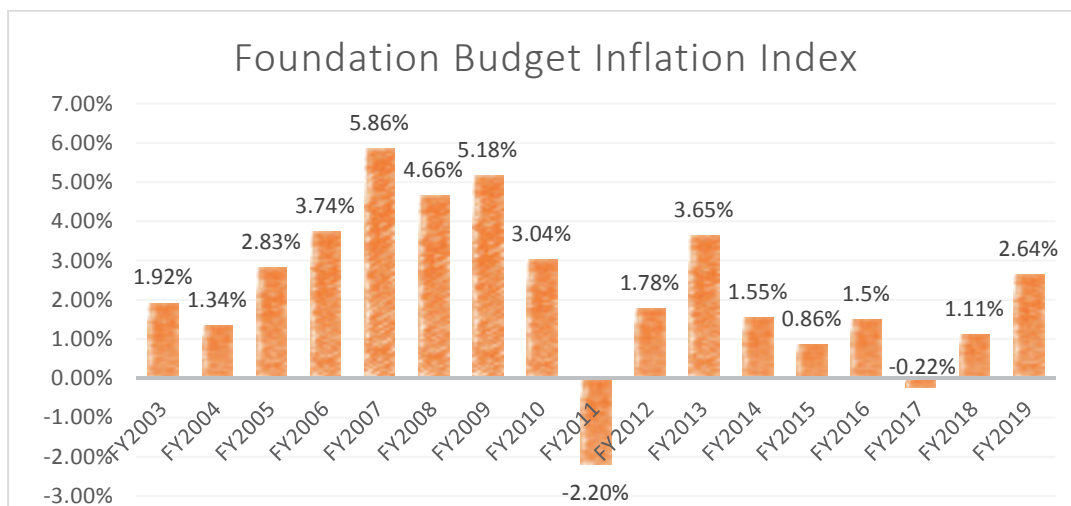
Overall, there was a reduction in the foundation student enrollment of 140 students, for a funding reduction of \$1.2 million. Also, a reduction in the per pupil funding rate for economically disadvantaged students was \$2.5 million. In total, the foundation budget increases to \$350.1 million, a \$7.2 million, or 2.1%, increase above the FY18 level of \$342.9 million.

Total Chapter 70 State Aid increases from \$245,207,183 (including the amounts for charter schools and school choice tuition offset) to \$249,894,895, a 1.9% increase.



The district budget anticipates \$2 million in state funding for FY19 for displaced students from Puerto Rico and U.S. Virgin Islands resulting from 2017 hurricanes affecting the islands. The basis of this funding is the number of students enrolled from these areas during 2017-18 and the students enrolled as of October 1, 2018.

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. The following is the history of the inflation index back to FY2003.





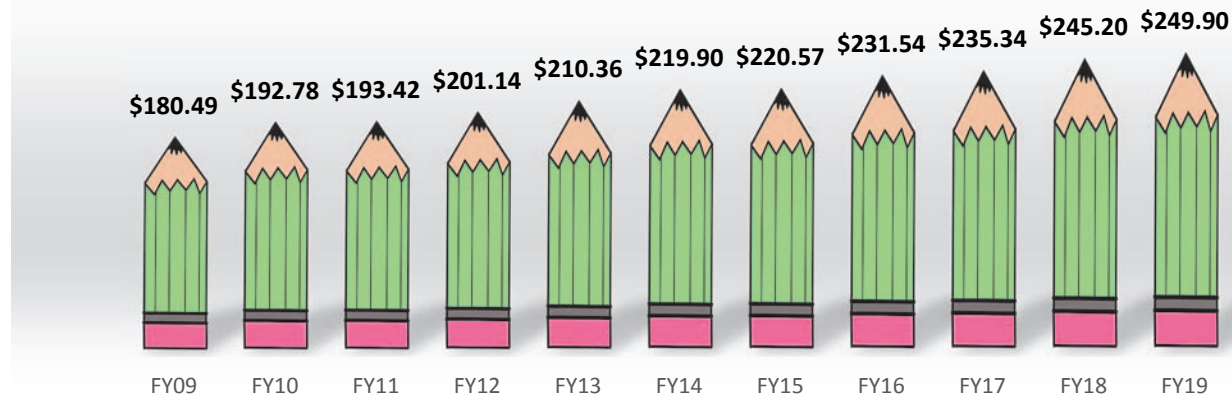
# General Fund Summary

## Chapter 70 State Aid



Once a district's foundation budget is determined, the state's funding formula calculates the amounts to be funded from both Chapter 70 state 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 FY19, based on House of Representatives budget, the total Chapter 70 State Aid is **\$249,894,895**, an increase of \$4,687,712 over the FY18 level of \$245,207,183.

Chapter 70 Funding History\* (\$ in millions)



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

## Charter School Reimbursement



The state provides reimbursement of increased charter school costs to the sending district each year. Chapter 46 of the Acts of 1997 and amended by 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 of \$2.3 million in FY19 is based upon the level of funding provided in the House of Representatives budget. This funding, for Worcester, appears to only covers \$465,000, or 27%, of the first year funding increase of \$1.7 million, 100% of the Facilities Tuition Assessment (\$1.8 million), and 0% of the remaining \$100,000 owed under the formula. At this level of reimbursement, the Worcester Public Schools is underfunded by \$1.4 million.

The estimated reimbursement at \$2.3 million is the combined Chapter 46 (Tuition) and Chapter 352 (Facilities) reimbursement amounts. The amount will fluctuate during the year based upon quarterly adjustments of charter school enrollment.



# General Fund Summary

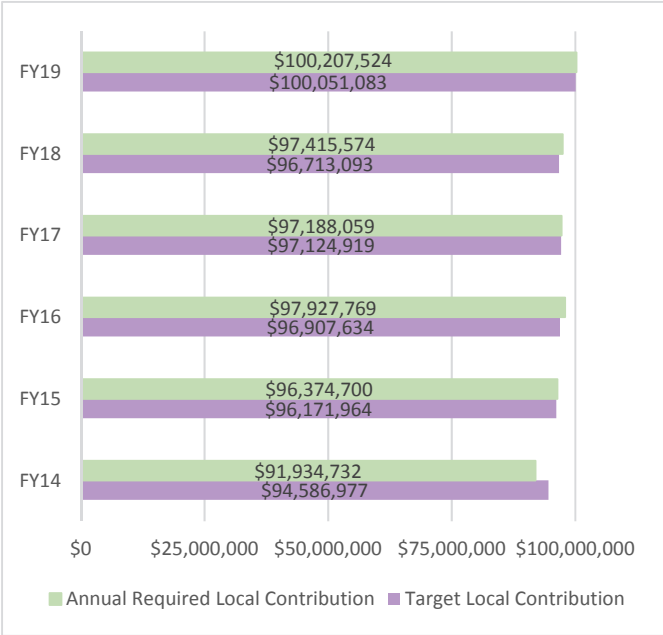
## City Contribution



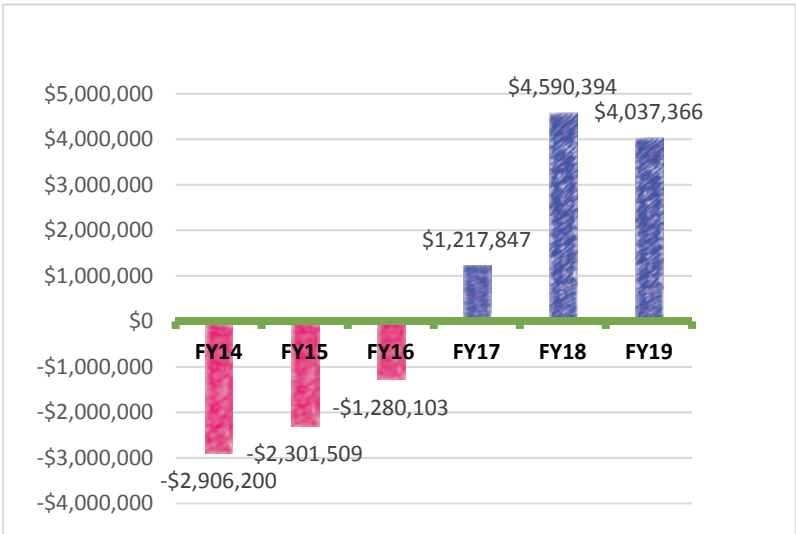
Under the state’s foundation budget funding formula, the City’s target required contribution for education is determined by the community’s ability to pay based on property and income wealth. This actual amount is increased each year using an inflation index called the

“Municipal Revenue Growth Factor” (MRGF) or decreased by the state in order to reach the local contribution target. 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 any extraordinary maintenance. The following is the city’s progress towards this local contribution target over the past several years.

Local Required Contribution Compared to Annual Target Local Contribution In Relation (Based on State Formula) FY14-FY19



Annual Net School Spending Amount in Relation to the Required Local Contribution FY14-FY19



Based upon the revenue estimates contained in the City Manager’s FY19 budget, the city contribution will increase \$2.5 million in FY18. It is estimated that the city’s contribution will exceed the FY18 minimum spending requirement by **\$4.0 million**.

In addition, the City provides capital equipment and building replacement / renovation funds to the Worcester Public Schools with annual debt services costs totaling **\$19.3 million** associated with the school district, or \$763 per student in debt-associated costs.





# General Fund Summary

## 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 FY19 foundation budget is based upon the enrollment of the Worcester Public Schools as of October 1, 2017. The total enrollment used by the state to calculate the district's foundation budget is 27,547 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.

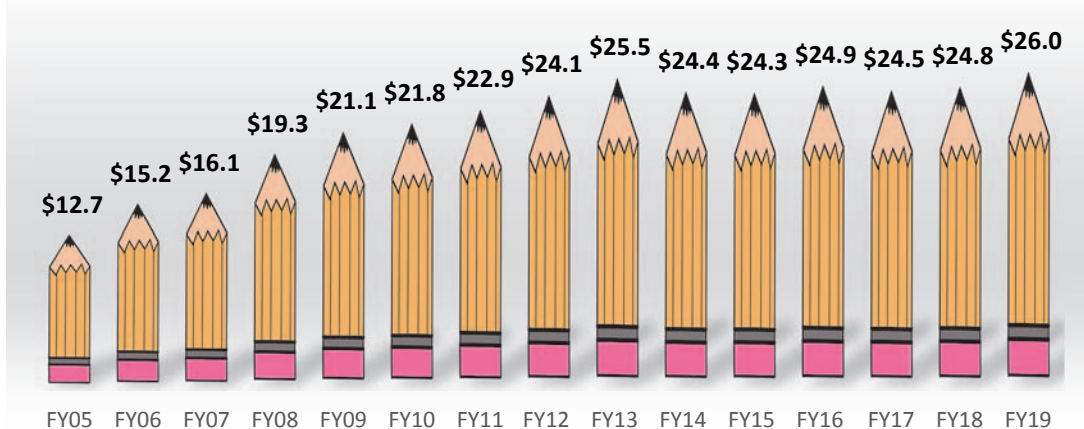
## Charter School Tuition



The FY19 Charter School Tuition Assessment is \$26.0 million. The total amount projected for tuition assessment reflects an increase of \$1.2 million, or 4.6%, from the FY18 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:

Charter School Tuition Payments  
(\$ in millions)



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 charter school tuition formula is:

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



## General Fund Summary

The foundation budget per pupil 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

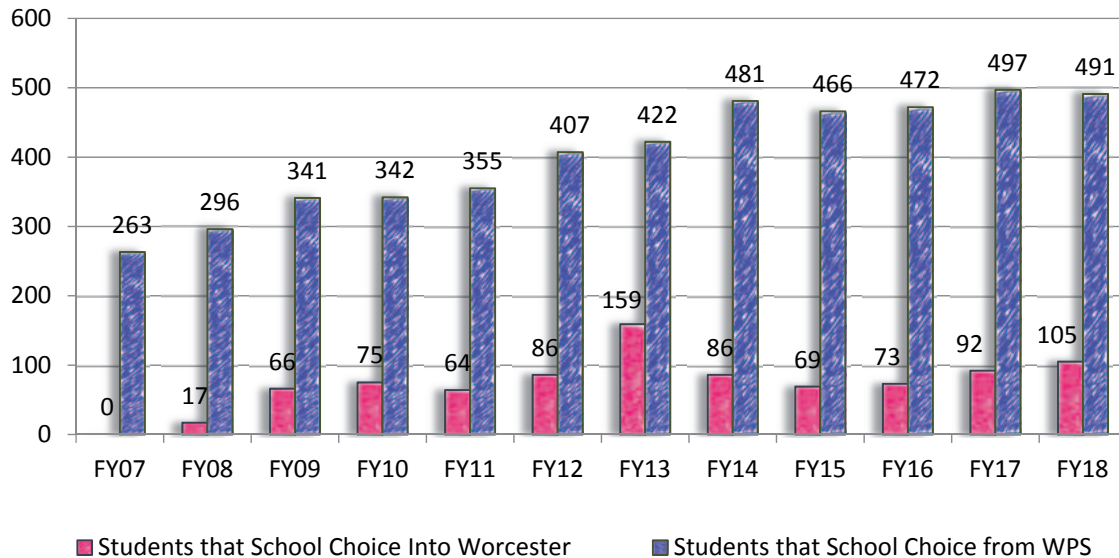


The tuition assessment to other school districts for students that participate in school choice is \$2.8 million in FY19, estimated to increase \$38,480 from the FY18 amount.

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.

**Number of Students Participating in School Choice Program by Year**





## General Fund Summary

### Special Education Tuition

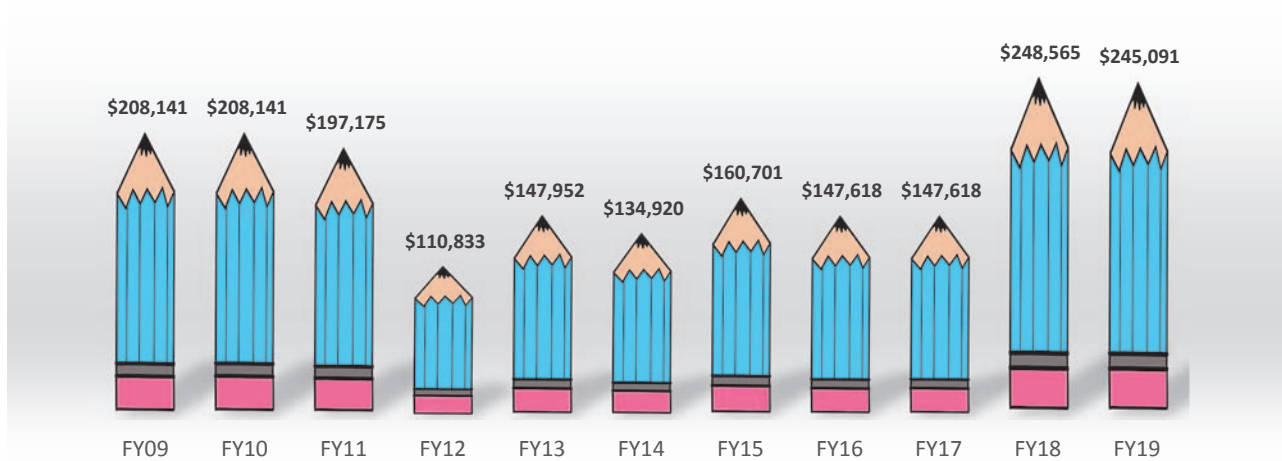


The Commonwealth of Massachusetts reduces state aid to districts in order to partially reimburse the state for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of

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 FY09.

**Special Education Tuition Assessment**



Overall, the FY19 budget reflects total revenue offset of charter school, school choice, and special education tuition assessments of \$29,098,438, representing a \$1,188,193, or 4.3% increase from the previous year.

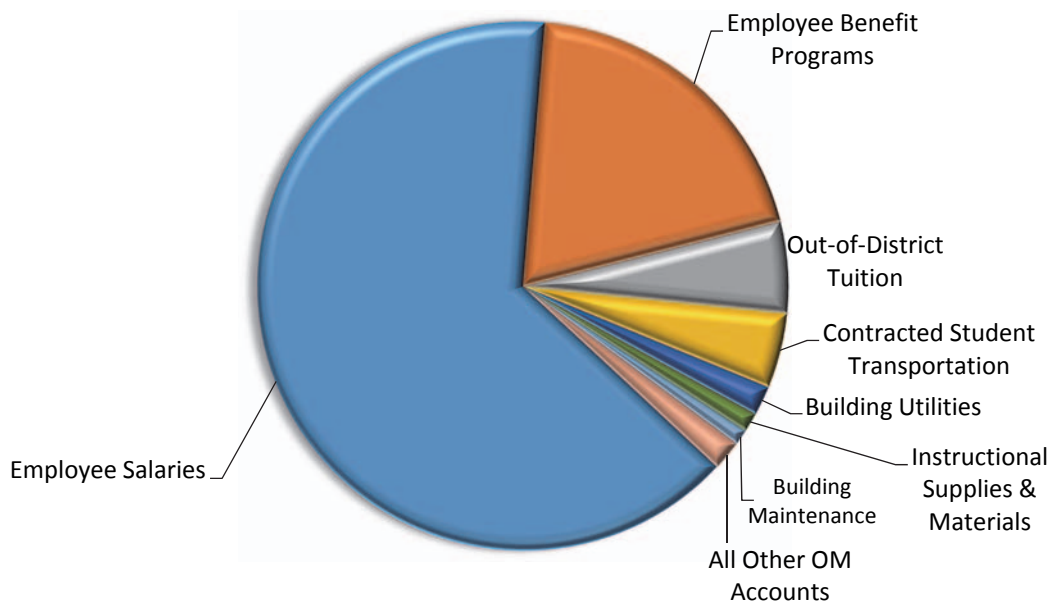


# General Fund Summary

## General Fund Expenditure Summary

Below is how the general operating budget is distributed among the major cost centers for FY19:

Stated In School Committee Chart of Account Summary Format



<u>General Fund Expenditures</u>	<u>FY19 Budget</u>	<u>% of Budget</u>
Employee Salaries	\$224,672,438	65.8%
Employee Benefit Programs	\$63,424,055	18.6%
Out-of-District Tuition	\$19,180,340	5.6%
Student Transportation	\$15,431,224	4.5%
Building Utilities	\$5,782,741	1.7%
Instructional Supplies & Materials	\$3,809,986	1.1%
Building Maintenance	\$3,489,861	1.0%
All Other OM Accounts	\$5,850,237	1.7%
<b>Total General Fund Expenditures</b>	<b>\$341,640,882</b>	<b>100%</b>

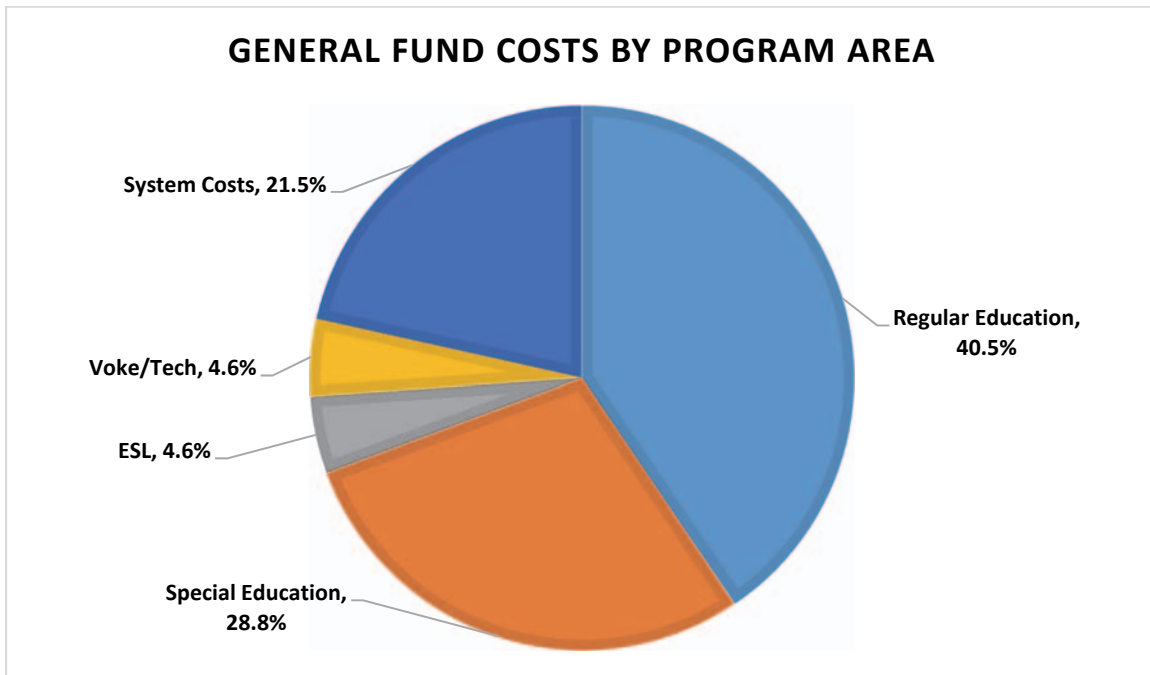
The general fund budget is comprised of 84.4% salary, and employee benefit programs (health insurance, employee retirement costs, workers compensation, and unemployment compensation), 5.6% for out-of-district tuition assessments (includes regular education, vocational programs, and special education), 4.5% on student transportation, 1.7% on building utilities, 1.1% on instructional supplies, 1.0% on building maintenance, and the remaining 1.7% for all other cost centers of the budget (including athletics, staff development, special education contracted services, and other non-salary expenses). As depicted here, other than the salaries for positions, there is little room within the budget for discretionary spending.



## General Fund Summary

### 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	\$103,433,335	\$53,832,974	\$12,788,706	\$12,493,454	\$42,123,969	\$224,672,438
Non-Salaries	\$32,367,599	\$44,396,093	\$2,868,916	\$3,186,906	\$34,148,930	\$116,968,444
Total	\$135,800,934	\$98,229,067	\$15,657,622	\$15,680,361	\$76,272,899	\$341,640,882



The FY19 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 4.6% of the budget is spent on ESL and 4.6% on vocational/technical programs. Nearly 21.5% 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.)





## General Fund Summary

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.

### Account Summaries

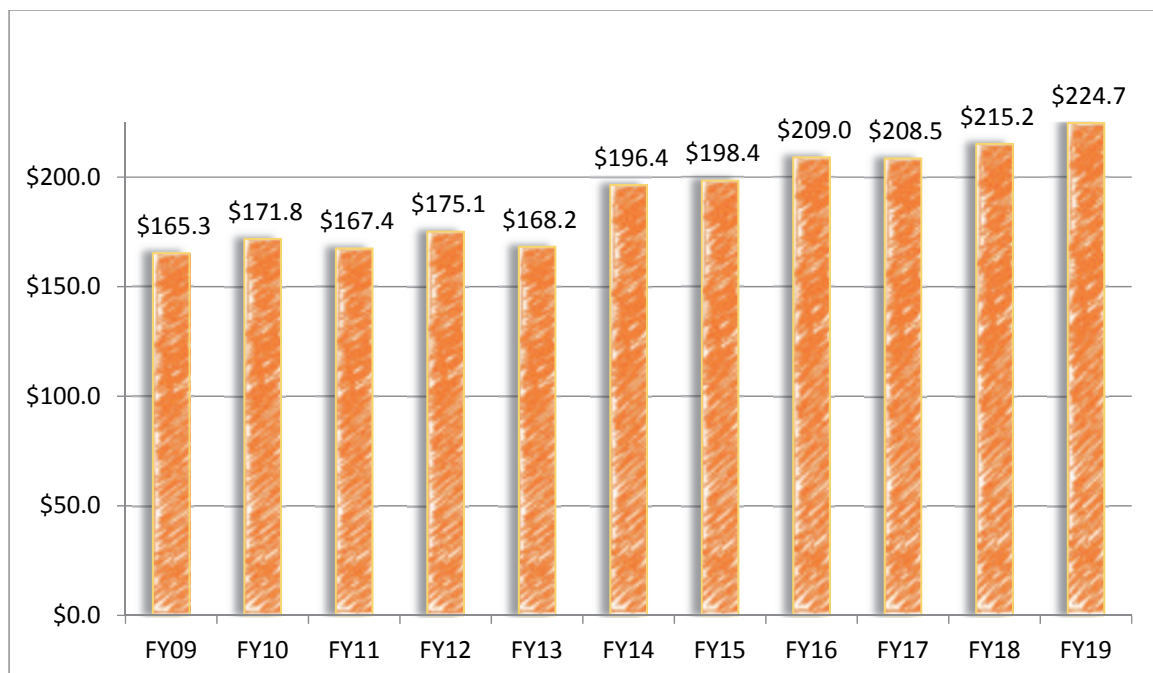


#### Employee Salaries

FY18 Adopted	FY19 Budget	\$ Change	% Change
\$215,652,548	\$224,672,438	\$9,019,890	4.2%

Approximately 87% of the Worcester Public Schools workforce are 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.

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





## General Fund Summary

Overall, the general fund budget for employee salaries increases 4.2%, mostly reflecting the change in salaries with health insurances changes occurring during FY18 as well as the addition of instructional positions to address increased student enrollment and mandated levels of service. The following is a summary of changes to staffing and personnel allocations included in the FY19 budget:

Account No.	Account Name	Description of Change
91110	Administration	The recommended budget maintains all school-based and district leadership positions. A Coordinator for the New Citizens Center – Young Adult Program (at Fanning) was added to this account during FY18 (reallocated from an ESL position). The Facilities Director and Director of Transportation are moved to Accounts 500-91120 Maintenance Salaries and 540-91117 Transportation Salaries for better cost reporting purposes.
91111	Teacher Salaries	The budget reflects an increase of 39 teachers above the FY18 adopted budget level: 22 elementary enrichment teachers, 5 ESL teachers, and 5 Special Education positions. Seven positions were added during FY18. The budget also reflects the conversion of 17 elementary teachers positions to create 18 secondary teacher positions for enrollment adjustments. These teacher position increases reflect enrollment increases, course offering and contractual obligations, and compliance requirements for special education and ESL instruction.
91112	School Committee	The account reflects the city ordinance level for School Committee pay for six members.
91114	Teacher Substitutes	The account has been reduced to reflect FY18 spending level.
91115	Instructional Assistants	The budget reflects 10 additional special education programs for student service delivery; all other costs are contractual increases.
91116	Athletic Coaches' Salaries	The account reflects contractual salary increases.
91117	Transportation Salaries	The account reflects the addition of big bus service by district personnel in order to provide athletic transportation services to schools. The budget reflects the 14 bus drivers and additional support personnel. The cost is offset by equal savings by reducing 11 big bus routes from the district's contracted vendor.



## General Fund Summary

Account No.	Account Name	Description of Change
91118	Supplemental Programs	<p>All programs are level funded expect for the following changes:</p> <ul style="list-style-type: none"> <li>• The budget for translations reflect an increase for actual expenditure history and conversion of most translations from contracted services to part-time employees.</li> <li>• Funding for the Gerald Creamer Center and Returnee Program reflecting actual expenditures.</li> <li>• Funding for secondary schools principal mentoring due to the number of new principal positions in FY19 (South High, Claremont High, Burncoat Middle, and transition from middle to high school at North High)</li> </ul>
91119	Custodian Salaries	The account reflects level staffing and contractual increases
91120	Maintenance Services	The account reflects reallocation of the Facilities Director from Account 500-91110 Administration Salaries to this account. The budget also reflects the reallocation of vacant positions to create two painter positions to address deferred painting needs within the district. The budget also reflects the reduction of three (vacant) HVAC positions to specialized contracted services. The account also reflects an additional electrician position to address school safety & security projects.
91121	Administrative Clerical	The account reflects the same number of positions as the FY18 staffing levels (with a move of one position from Human Resources to Finance & Operations that occurred during FY18) and contractual increases.
91122	School Clerical	The account reflects the addition of one position added during FY18 (conversion of an Instructional Assistant position) for building coverage for Chandler Elementary (at the YMCA). The account also reflects contractual increases.
91123	Non-Instructional Support	The account reflects the reduction of the Testing and Evaluation Specialist within the Office of School and Student Performance. All other increases are employee step or approved cost of living increases.
91124	Crossing Guards	The account reflects the same staffing levels as FY18.



## General Fund Summary

Account No.	Account Name	Description of Change
91133	School Nurses	The account reflects an increase of two positions over the FY18 budget level reflecting service coverage needs for schools.
91134	Educational Support	The account reflects the elimination of all (36) Literacy Tutor positions in order to balance the budget and the funding of a Wrap Around Coordinator (North High) that was added during FY18. The budget for Clinicians reflects the actual cost after the transition from the Central Massachusetts Collaborative in the FY18 budget.
97201	Transportation Overtime	The account reflects the anticipated additional costs for big bus transportation overtime for the year.
97203	Custodial Overtime	The account reflects a 2% increase.
97204	Maintenance Overtime	The account reflects a 2% increase.
97205	Support Overtime	The account reflects a 2% increase.

### 500101-96000 Retirement Assessments

FY18 Budget	FY19 Budget	\$ Change	% Change
\$17,022,698	\$17,615,995	\$593,297	3.5%

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 \$20,860 of this account's recommended total. The decrease in this line item is based on actual expenditures. 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.



# General Fund Summary

## Retirement Assessment Detail

Contributory Retirement Assessment	Annualized Salaries (non-MTRS employees)	% of City Total
Worcester Public Schools	\$49,228,401	28.8%
All other departments	\$121,565,762	71.2%

Total contributory amount to be raised:	\$44,929,517
Worcester Public Schools share (29.5%):	\$12,950,140
Less Reimbursement from Grant Sources:	<u>-\$814,392</u>
<b>Total Contributory Pension Payment:</b>	<b>\$12,135,748</b>
Pension Obligation Bonds	\$4,795,916
Non-Contributory Pension	\$20,860
Early Retirement Incentive 2002	\$0
Early Retirement Incentive 2010	\$104,787
Custodial Pension Fund	\$477,549
Educational Secretaries Pension Fund:	<u>\$81,136</u>
<b>Total General Fund Budget</b>	<b>\$17,615,995</b>

## 540103-92000 Student Transportation

FY18 Budget	FY19 Budget	\$ Change	% Change
\$15,319,163	\$15,431,224	\$112,061	0.7%

The transportation of regular education students is provided through a combination of contracted vendor (using 84 buses in FY19) and district-operated transportation (using 11 buses in FY19). In addition, the transportation of special education students is provided through a combination of contracted services and WPS vehicles and employees. In FY19, 65 contracted buses and 36 WPS buses/vans provide in-district special education transportation. In addition, approximately 28 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 12,300 students (including private and charter schools) are transported by the Transportation Department.

FY19 represents the fourth year of a five-year contract with one vendor to provide both regular and special education transportation services and the first year of a five-year lease of vehicles for the pilot program of in-district big bus transportation as well as 100% of all athletic transportation.

The account reflects contractual price increases, out-of-city special education transportation costs, and the non-salary costs of in-district transportation (lease of vehicles, fuel, and maintenance costs).





## General Fund Summary

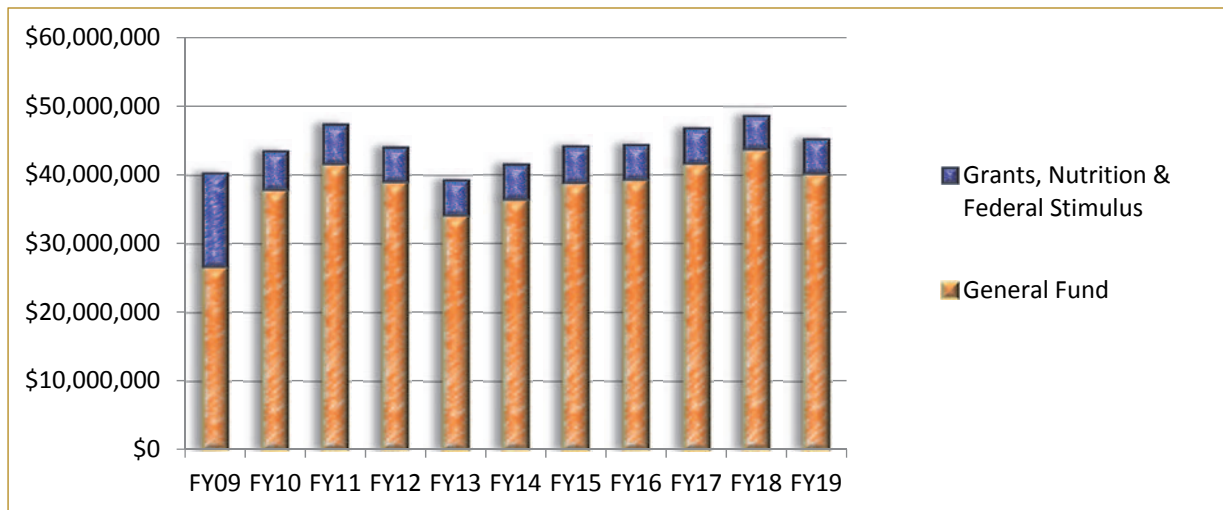
### 500123-96000 Health Insurance (Active and Retired Employees)

FY18 Budget	FY19 Budget	\$ Change	% Change
\$47,146,319	\$43,961,761	(\$3,184,558)	-6.8%

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% next year, reflecting using the balance of surplus funds in the City's health insurance trust fund and new plan design options. The account reflects more than a \$3.4 million reduction from last year resulting from employee groups adopting new plan design and copayment and deductible amounts.

In addition to changes in premium rates, change within 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 following chart 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 5,827 members during FY19 (2,798 active employees and 3,029 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 2,200 employees participating in this benefit.



## General Fund Summary

### 500132-92000 Out of District Tuition

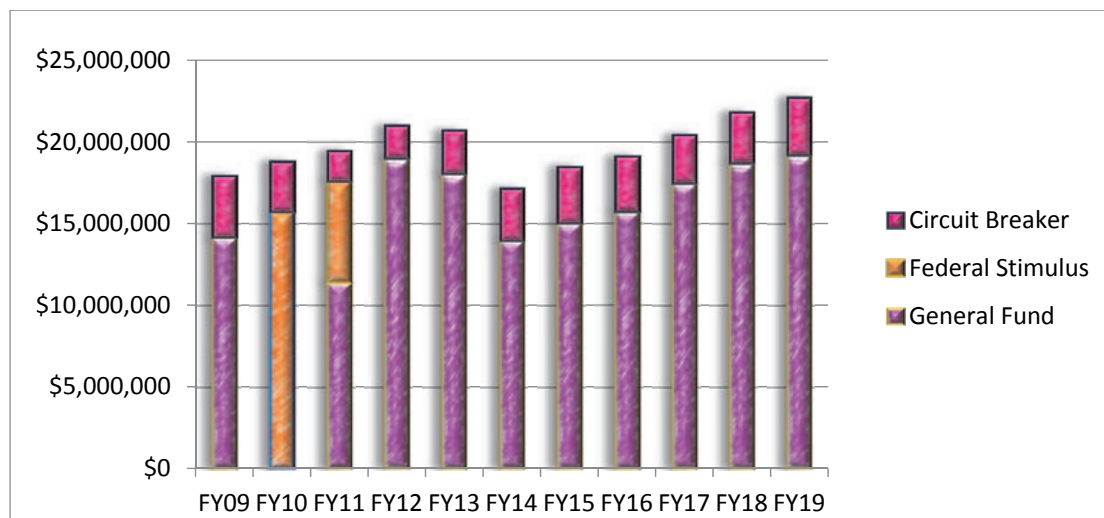
FY18 Budget	FY19 Budget	\$ Change	% Change
\$19,023,615	\$19,180,340	\$156,725	0.8%

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, 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 and the Central Massachusetts Collaborative. 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 state law, districts are reimbursed for 75% of the costs above four times statewide foundation, subject to appropriation.



## General Fund Summary

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
FY18	\$3,101,115	\$136,071
FY19	\$3,525,268	\$424,153

The FY19 budget for special education tuition is \$22.7 million with \$3.5 million in state special education reimbursement (referred to as "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).

Fiscal Year	% of Reimbursement	# of Students
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
FY17	70%	133
FY18	72%	129



## General Fund Summary

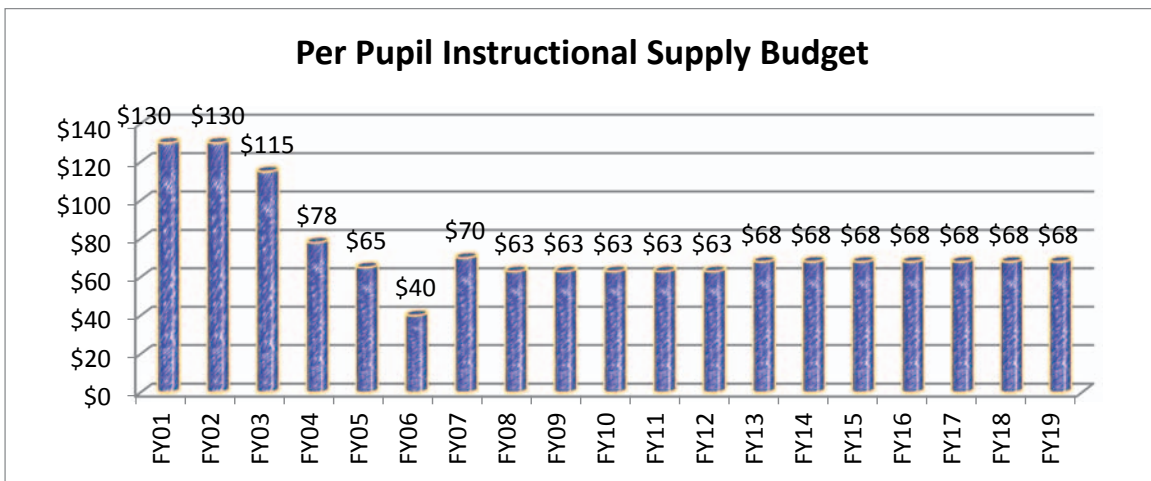
### 500-92204 Instructional Supplies & Materials

FY18 Budget	FY19 Budget	\$ Change	% Change
\$3,908,997	\$3,809,986	-\$99,011	-2.5%

This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY18 budget maintains \$68 per pupil for instructional supplies and materials, the same amount since FY13. Schools use these funds to implement their School Accountability Plan. The account reflects the following:

- Adjustment for per pupil amount based on October 1, 2017 enrollment - \$7,352
- Increase for Child Study Compliance Evaluation Services \$33,434
- Increase for Instructional Materials for Elementary Technology \$153,000
- Increase in funding for purchase of Secondary Algebra (added in FY18) \$96,794
- **Transfer use of School Choice Revolving Funds from Athletics** **-\$375,000**
- Total Account Change - \$99,010

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



### 500146-92000 Building Utilities

FY18 Budget	FY19 Budget	\$ Change	% Change
\$5,994,477	\$5,782,741	-\$211,736	-3.5%

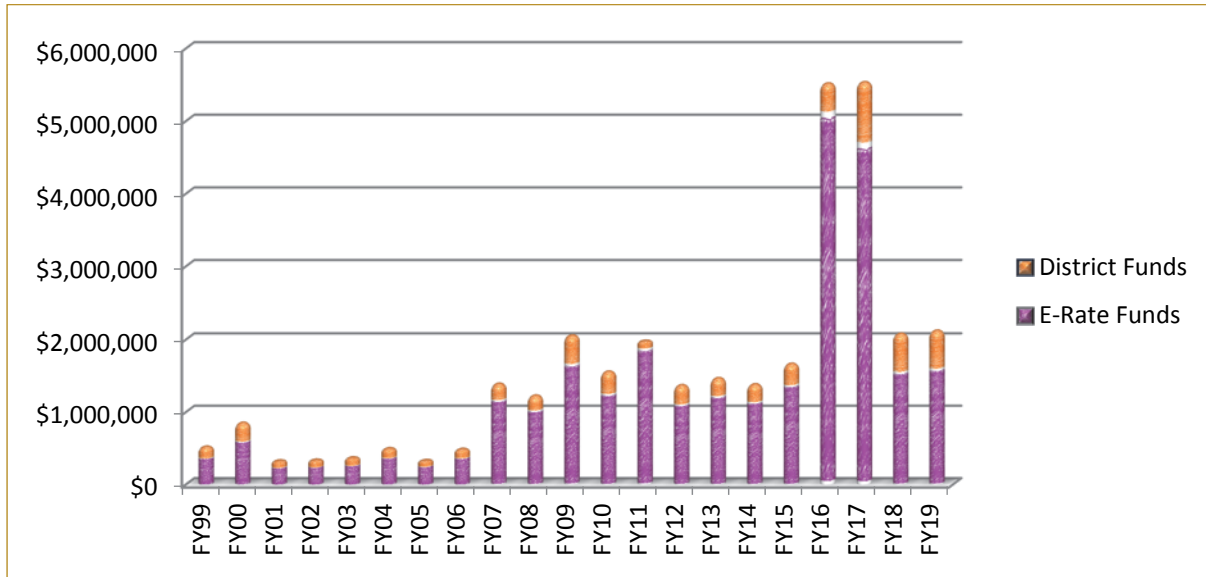
The FY18 budget reflects a \$211,736 decrease in the budgeted amount for natural gas to reflect energy conservation initiatives undertaken by the district. Telephone and Internet Data Service will increase by \$77,181 as the FCC phases-out funding for telephone services over the next several years from E-Rate funding. This account relies on the use of \$1.35 million in federal E-Rate reimbursement to provide telephone, internet service, and internal connections to schools.



## General Fund Summary

E-Rate funding has provided the district with 70-90% discount on these items since FY99 as follows:

E-Rate Funding



In FY17 and FY18, the district leveraged \$1.3 million in district operating and capital budget funds to leverage \$6.2 million in E-Rate funding. In addition to normal telephone service, the WPS has submitted E-Rate funding requests to accomplish the following:

- ⊕ Complete the replacement of all network switches in each school that are the backbone of the district's network connectivity
- ⊕ Complete the addition of wireless access points to every classroom and common area in all schools. This will complete the three-year E-rate project that brings dense building wide high-speed wireless to all of the district's schools.
- ⊕ Increase district internet connections from 5Gbps to 10Gbps
- ⊕ Maintain the district wide area network (WAN) that provides a 10Gbps network connection to all school locations through a fiber network that was commissioned by the school district across the entire city of Worcester. Business, universities, and other city departments in Worcester have taken advantage of this fiber network that now blankets the city.
- ⊕ In FY19, the district will complete wireless access points to every classroom and common area by completing the wiring at the seven remaining schools. In addition, 125 additional access points will be purchased using district and E-rate funds and the Technical High students will install these access points at the Technical High school under supervision of their instructors.





## General Fund Summary

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

FY18 Budget	FY19 Budget	\$ Change	% Change
\$3,204,637	\$3,489,861	\$285,224	8.9%

This account provides maintenance and repair of school buildings at \$2.0 million in FY19, equaling \$0.50 per square foot for the 4 million square feet of buildings in the district. The account also provides funding for custodial supplies (\$337,500), rubbish removal at all school locations (\$471,993), environmental management systems (\$500,000) for implementation of best management practices. In FY19, the account reflects the reallocation of Facility Department vehicle maintenance and fuel costs to this account (from 500141-92000) totaling \$103,743. The remaining \$182,000 increase provides funds for temporary HVAC contracted services, as well as school safety and building emergency repairs.

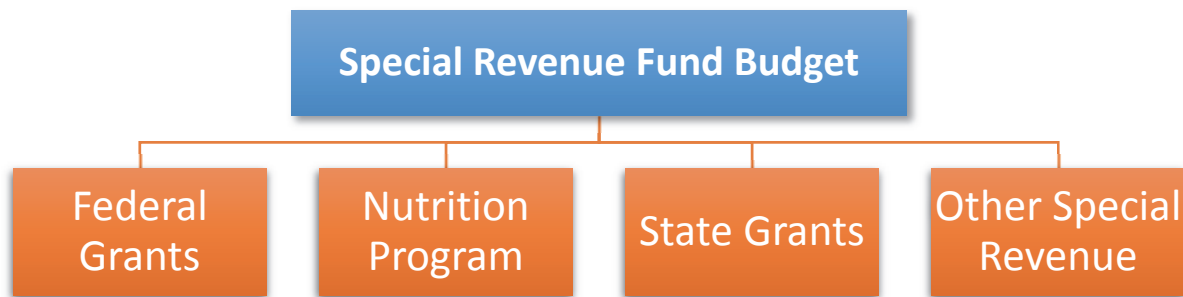
All Other OM Accounts: This line item includes the following accounts:

Account	Account Title	FY19 Budget
500122-92000	Athletics OM	\$406,052
500125-92000	Insurance	\$59,589
500129-92000	Workers Compensation	\$1,653,061
500130-92000	Personal Services	\$1,861,487
500133-92000	Printing & Postage	\$257,432
500136-92000	Miscellaneous OM	\$2,887,951
500137-96000	Unemployment Compensation	\$511,463
500138-92000	In-State Travel (Mileage)	\$59,500
500141-92000	Vehicle Maintenance	\$0
<b>Total</b>		<b>\$7,696,535</b>

The specific explanation of each of these accounts can be found within the FY19 line item budget section that follows.



## Special Revenue Funds Summary



Three-Year Budget Forecast  
FY20-FY22 Projected Revenues and Expenditures

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Budget
<b>Revenues:</b>					
Federal Grants	\$29,677,191	\$30,482,431	\$30,081,166	\$30,459,548	\$30,016,599
Nutrition Program	\$11,830,641	\$12,724,390	\$13,011,610	\$15,263,310	\$15,208,294
State Grants	\$5,178,454	\$5,083,661	\$4,078,218	\$3,705,259	\$3,536,804
Other Special Revenue	\$5,408,965	\$5,098,254	\$5,328,741	\$5,148,052	\$5,411,563
<b>Total Revenue</b>	<b>\$52,095,251</b>	<b>\$53,388,736</b>	<b>\$52,499,735</b>	<b>\$54,576,169</b>	<b>\$54,173,260</b>
<b>Expenditures:</b>					
Administration (1000)	\$655,666	\$815,806	\$738,865	\$711,280	\$711,280
Instruction (2000)	\$23,270,227	\$18,519,289	\$17,311,651	\$16,941,696	\$16,764,279
Other School Services (3000)	\$15,894,533	\$23,960,483	\$22,610,506	\$23,868,521	\$23,736,102
Operations & Maint. (4000)	\$581,805	\$1,074,649	\$1,066,713	\$1,796,830	\$1,345,352
Fixed Charges (5000)	\$7,436,413	\$6,529,132	\$6,499,531	\$7,740,940	\$7,667,107
Community Services (6000)	\$624,568	\$330,697	\$515,303	\$415,787	\$423,872
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,456,181	\$3,444,755	\$3,046,282	\$3,101,115	\$3,525,268
<b>Total Expenditures</b>	<b>\$51,919,393</b>	<b>\$54,674,811</b>	<b>\$51,788,851</b>	<b>\$54,576,169</b>	<b>\$54,173,260</b>
Difference	\$175,858	-\$1,286,075	\$710,884	\$0	\$0

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



## Special Revenue Funds Summary

### Federal Grants

Entitlement Grants provided directly by the U.S Department of Education, U.S. Health and Human Services (Head Start), or as a pass-through grant from the Massachusetts

Department of Elementary and Secondary Education as economic assistance to support various educational programs

### Nutrition Program

Federal, State, and local revenue collected as part of the National School Lunch Program, School Breakfast Program, and

The Healthy, Hunger-Free Kids Act, P.L. 111-296 of 2010

### State Grants

State Allocation grants provided to school districts based on formula or continuation grants provided annually, subject to

appropriation to support particular educational programs

### Other Special Revenue

State reimbursement revenue for programs created by state statute or budget policy, as well as local revenue derived

through the sale of services or property rental.

### Three-Year Budget Forecast FY20-FY22 Projected Revenues and Expenditures

	FY20 Projected	FY21 Projected	FY22 Projected
<b>Revenues:</b>			
Federal Grants	\$29,867,846	\$29,719,836	\$29,572,566
Nutrition Program	\$15,603,225	\$15,981,806	\$16,369,726
State Grants	\$3,194,788	\$3,194,788	\$3,194,788
Other Special Revenue	\$5,363,191	\$5,369,555	\$5,376,046
<b>Total Revenue</b>	<b>\$54,029,049</b>	<b>\$54,265,984</b>	<b>\$54,513,126</b>
<b>Expenditures:</b>			
Administration (1000)	\$725,506	\$740,016	\$754,816
Instruction (2000)	\$17,087,943	\$17,429,702	\$17,778,296
Other School Services (3000)	\$24,172,622	\$24,626,874	\$25,090,212
Operations & Maint. (4000)	\$1,553,730	\$1,563,104	\$1,572,666
Fixed Charges (5000)	\$7,820,449	\$7,976,858	\$8,136,395
Community Services (6000)	\$423,872	\$432,349	\$440,996
Fixed Assets (7000)	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$3,500,000	\$3,500,000	\$3,500,000
<b>Total Expenditures</b>	<b>\$55,284,122</b>	<b>\$56,268,904</b>	<b>\$57,273,382</b>
Difference	-\$1,255,072	-\$2,002,920	-\$2,760,257



# Special Revenue Funds: Federal Grants

## Federal Grants

FY15-FY17 Actual Revenue and Expenditures

FY18 Adopted Budget

FY19 Budget

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Budget
<b>Federal Grant Revenue:</b>					
Title I	\$10,426,009	\$12,381,636	\$11,623,123	\$11,979,077	\$11,979,077
IDEA	\$7,290,070	\$7,353,103	\$7,580,893	\$7,611,248	\$7,611,248
Head Start	\$7,001,724	\$5,945,064	\$6,050,975	\$6,050,975	\$6,049,743
Title IIA	\$1,742,080	\$1,859,767	\$1,807,310	\$1,484,093	\$1,484,093
Title III	\$1,103,338	\$1,395,841	\$1,403,473	\$1,217,393	\$1,217,393
Perkins	\$558,366	\$503,656	\$485,765	\$483,401	\$483,401
Title IV	\$0	\$0	\$0	\$298,253	\$298,253
Pre-school - Special Education	\$272,645	\$291,556	\$293,540	\$284,330	\$284,330
21st Century Continuation	\$0	\$104,036	\$181,870	\$248,250	\$248,250
21st Century CLCC	\$0	\$0	\$0	\$150,000	\$150,000
Special Ed. Program Develop	\$83,881	\$102,934	\$97,950	\$94,911	\$94,911
McKinney-Vento	\$42,116	\$60,000	\$60,000	\$60,000	\$60,000
Special Education MA Urban	\$38,900	\$38,121	\$49,400	\$52,900	\$52,900
Early Childhood Special Ed.	\$12,829	\$5,000	\$5,150	\$3,000	\$3,000
School Redesign Elm Park	\$0	\$441,717	\$441,717	\$441,717	\$0
ARRA Race to the Top	\$639,212	\$0	\$0	\$0	\$0
School Redesign Burncoat	\$433,208	\$0	\$0	\$0	\$0
21st Century Exemplary	\$32,813	\$0	\$0	\$0	\$0
<b>Total Federal Grants</b>	<b>\$29,677,191</b>	<b>\$30,482,431</b>	<b>\$30,081,166</b>	<b>\$30,459,548</b>	<b>\$30,016,599</b>
	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>Expenditures:</b>					
Administration (1000)	\$519,231	\$630,670	\$553,488	\$526,306	\$526,306
Instruction (2000)	\$19,135,445	\$16,060,539	\$15,624,872	\$15,386,589	\$15,228,158
Other School Services (3000)	\$3,510,473	\$8,843,752	\$7,712,168	\$8,266,053	\$8,028,028
Operations & Maint. (4000)	\$0	\$392,651	\$457,666	\$443,203	\$443,204
Fixed Charges (5000)	\$5,225,794	\$4,554,819	\$4,929,673	\$5,837,397	\$5,790,903
Community Services (6000)	\$0	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$28,390,943</b>	<b>\$30,482,431</b>	<b>\$29,277,867</b>	<b>\$30,459,548</b>	<b>\$30,016,599</b>
Difference	\$1,286,248	\$0	\$803,299	\$0	\$0



## Special Revenue Funds: Federal Grants

### Federal Grants

Three-Year Budget Forecast  
FY20-FY22 Projected Revenues and Expenditures

	FY20 Projected	FY21 Projected	FY22 Projected
<b>Federal Grant Revenue:</b>			
Title I	\$11,919,182	\$11,859,586	\$11,800,288
IDEA	\$7,573,192	\$7,535,326	\$7,497,649
Head Start	\$6,019,494	\$5,989,397	\$5,959,450
Title IIA	\$1,476,673	\$1,469,289	\$1,461,943
Title III	\$1,211,306	\$1,205,250	\$1,199,223
Perkins	\$480,984	\$478,579	\$476,186
Title IV	\$296,762	\$295,278	\$293,802
Pre-school - Special Education	\$282,908	\$281,494	\$280,086
21st Century Continuation	\$247,009	\$245,774	\$244,545
21st Century CLCC	\$150,000	\$150,000	\$150,000
Special Ed. Program Develop	\$94,436	\$93,964	\$93,494
McKinney-Vento	\$60,000	\$60,000	\$60,000
Special Education MA Urban	\$52,900	\$52,900	\$52,900
Early Childhood Special Ed.	\$3,000	\$3,000	\$3,000
School Redesign Elm Park	\$0	\$0	\$0
ARRA Race to the Top	\$0	\$0	\$0
School Redesign Burncoat	\$0	\$0	\$0
21st Century Exemplary	\$0	\$0	\$0
<b>Total Federal Grants</b>	<b>\$29,867,846</b>	<b>\$29,719,836</b>	<b>\$29,572,566</b>
	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>
	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>Expenditures:</b>			
Administration (1000)	\$536,832	\$547,569	\$558,520
Instruction (2000)	\$15,532,721	\$15,843,376	\$16,160,243
Other School Services (3000)	\$8,188,589	\$8,352,360	\$8,519,408
Operations & Maint. (4000)	\$452,068	\$461,109	\$470,332
Fixed Charges (5000)	\$5,906,721	\$6,024,855	\$6,145,353
Community Services (6000)	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$30,616,931</b>	<b>\$31,229,270</b>	<b>\$31,853,855</b>
Difference	(\$749,085)	(\$1,509,434)	(\$2,281,289)





## Special Revenue Funds: Federal Grants

**Title I:****\$11,979,077**

Title I, Part A (Title I) of the Elementary and Secondary Education Act (ESEA), as amended, provides financial assistance to local educational agencies (LEAs) and schools with high numbers or high percentages of children from low-income families to help ensure that all children meet challenging state academic standards. Federal funds are currently allocated through four statutory formulas that are based primarily on census poverty estimates and the cost of education in each state.

The Worcester Public Schools identifies thirty (30) schools as school-wide program sites. All students are eligible to participate in each aspect of the school-wide program, as appropriate. 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 38 Focused Instructional Coaches; 12 Pre-School Teachers, 34 Instructional Assistants for pre-school programs; 20 instructional support staff positions and Wrap Around Coordinators, as well as expanded learning time, staff development, common planning time at Level 4 and Turnaround schools, and other district support positions. As a result of the final year of the Elm Park School Redesign Grant, funds from Title 1 are allocated to continue the turnaround practices. As a result, for limited in-school, afterschool and summer programs for Supplemental Education Services have been eliminated in the FY19 budget (Summer 2019 programming).

**IDEA – Special Education Entitlement:****\$7,611,248**

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 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.



## Special Revenue Funds: Federal Grants

### Head Start:

**\$6,049,743**

Head Start is a comprehensive pre-school program, which serves 563 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. 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:

**1,484,093**

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:

- ⊕ 11 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:

**\$1,217,393**

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 five (5) ELL Coaching positions, as well as provide afterschool programs to students.

### Perkins Secondary Allocation Grant:

**\$483,401**

The Carl D. Perkins Applied Technology and Vocational Education Act provides administrative leadership and 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. 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



## Special Revenue Funds: Federal Grants

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 FY19 budget will fund a Health Science Academy position at North High School and a manufacturing position at Worcester Technical High School. The grant also supports the CVTE Leadership Coach position.

### **Title IV** **\$298,253**

Title IV, Part A of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to local school districts to build capacity to help ensure that all students have equitable access to high quality educational experiences. The priorities of Title IV, Part A are to support well-rounded educational opportunities; support safe and healthy students; and support effective use of technology. The district's funds were available to provide Advanced Placement examination fees for students, as well as enhance school safety, academic enrichments and professional development of instructional technology for teaching staff.

### **Pre-School – Special Education** **\$284,330**

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.

### **21<sup>st</sup> Century Continuation** **\$248,250**

The 21st Century Community Learning Centers grant is federally funded 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 and Burncoat Middle School were funded for both school year and summer programming. The FY19 grant is anticipated to be level funded.

### **21<sup>st</sup> Century Community Learning Centers** **\$150,000**

The 21st Century Community Learning Centers grant is federally funded 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. Claremont School was funded for both school year and summer programming.

### **Special Education Program Development** **\$94,911**

The purpose of the Special Education Program Improvement grant is to fund professional development activities that align with the Massachusetts Standards for Professional Development. The professional development will advance the knowledge, skills, and capacity of educators to meet the diverse needs of students with disabilities, ages three through twenty-one, supporting improved educational results and functional outcomes for these students. Indirect costs are not allowable in this grant.



## Special Revenue Funds: Federal Grants

### **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.

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

**\$52,900**

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

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

**\$3,000**

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).

### **School Redesign – Elm Park Community School**

**\$0**

The purpose of this federal grant program is to provide funding to implement School Redesign Plans 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 received a total of \$1,325,151. All costs associated with the school's redesign plan are now included in the Title I budget.



## Special Revenue Funds: State Grants

### State Grants

FY15-FY17 Actual Revenue and Expenditures  
FY18 Adopted Budget  
FY19 Budget

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Budget
<b>State Grant Revenues:</b>					
Expanded Learning Time	\$1,299,694	\$1,219,838	\$1,115,462	\$1,083,928	\$1,083,928
Coordinated Family & Community	\$592,365	\$619,000	\$619,000	\$605,225	\$605,225
Head Start Supplemental	\$413,342	\$464,372	\$464,372	\$457,959	\$457,959
Inclusive Pre-school	\$698,707	\$698,707	\$698,707	\$510,471	\$342,016
Adult Education	\$444,862	\$471,008	\$480,485	\$340,618	\$340,618
Fresh Fruits & Vegetables	\$319,522	\$333,300	\$316,750	\$316,750	\$316,750
Essential School Health	\$206,834	\$210,740	\$242,740	\$249,886	\$249,886
Universal Pre-K	\$78,987	\$135,000	\$135,000	\$135,000	\$135,000
GED Test Centers	\$6,086	\$6,150	\$5,702	\$5,422	\$5,422
Quality Kindergarten	\$751,388	\$751,388	\$0	\$0	\$0
Academic Support (FC 596)	\$75,000	\$49,500	\$0	\$0	\$0
Academic Support (FC 632)	\$71,904	\$80,000	\$0	\$0	\$0
Literacy Partnership	\$24,829	\$24,658	\$0	\$0	\$0
Financial Literacy Program	\$20,000	\$20,000	\$0	\$0	\$0
Academic Support (FC 597)	\$92,962	\$0	\$0	\$0	\$0
Academic Support (FC 625)	\$81,972	\$0	\$0	\$0	\$0
<b>Total State Grants</b>	<b>\$5,178,454</b>	<b>\$5,083,661</b>	<b>\$4,078,218</b>	<b>\$3,705,259</b>	<b>\$3,536,804</b>
	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>Expenditures:</b>					
Administration (1000)	\$136,435	\$185,136	\$185,377	\$184,974	\$184,974
Instruction (2000)	\$3,567,827	\$1,930,826	\$1,111,556	\$962,104	\$797,258
Other School Services (3000)	\$774,463	\$2,573,715	\$2,551,823	\$2,279,070	\$2,279,070
Operations & Maint. (4000)	\$0	\$0	\$6,206	\$16,335	\$16,335
Fixed Charges (5000)	\$602,898	\$393,984	\$223,256	\$262,776	\$259,167
Community Services (6000)	\$0	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$5,081,623</b>	<b>\$5,083,661</b>	<b>\$4,078,218</b>	<b>\$3,705,259</b>	<b>\$3,536,804</b>
Difference	\$96,831	\$0	\$0	\$0	\$0





## Special Revenue Funds: State Grants

### State Grants

Three-Year Budget Forecast  
FY20-FY22 Projected Revenues and Expenditures

	FY20 Projected	FY21 Projected	FY22 Projected
<b>State Grant Revenues:</b>			
Expanded Learning Time	\$1,083,928	\$1,083,928	\$1,083,928
Coordinated Family & Community	\$605,225	\$605,225	\$605,225
Head Start Supplemental	\$457,959	\$457,959	\$457,959
Inclusive Pre-school	\$0	\$0	\$0
Adult Education	\$340,618	\$340,618	\$340,618
Fresh Fruits & Vegetables	\$316,750	\$316,750	\$316,750
Essential School Health	\$249,886	\$249,886	\$249,886
Universal Pre-K	\$135,000	\$135,000	\$135,000
GED Test Centers	\$5,422	\$5,422	\$5,422
Quality Kindergarten	\$0	\$0	\$0
Academic Support (FC 596)	\$0	\$0	\$0
Academic Support (FC 632)	\$0	\$0	\$0
Literacy Partnership	\$0	\$0	\$0
Financial Literacy Program	\$0	\$0	\$0
Academic Support (FC 597)	\$0	\$0	\$0
Academic Support (FC 625)	\$0	\$0	\$0
<b>Total State Grants</b>	<b>\$3,194,788</b>	<b>\$3,194,788</b>	<b>\$3,194,788</b>
	<b>FY20 Projected</b>	<b>FY21 Projected</b>	<b>FY22 Projected</b>
<b>Expenditures:</b>			
Administration (1000)	\$188,673	\$192,447	\$196,296
Instruction (2000)	\$813,203	\$829,467	\$846,057
Other School Services (3000)	\$2,324,651	\$2,371,144	\$2,418,567
Operations & Maint. (4000)	\$16,662	\$16,995	\$17,335
Fixed Charges (5000)	\$264,350	\$269,637	\$275,030
Community Services (6000)	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$3,607,540</b>	<b>\$3,679,691</b>	<b>\$3,753,285</b>
Difference	(\$412,752)	(\$484,903)	(\$558,497)



## Special Revenue Funds: State Grants

### Expanded Learning Time

**\$1,083,928**

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. 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.

### Coordinated Family and Community Engagement

**\$605,225**

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.

### Head Start Supplemental

**\$457,959**

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.



## Special Revenue Funds: State Grants

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

**\$342,016**

The Inclusive Preschool Learning Environments grant (IPLE) provides direct preschool services. The grant is designed to support preschool learning environments serving preschool-aged children with and without disabilities in high quality, inclusive early education and care settings. This grant is being phased out over three years at an approximate reduction of 33% each year and FY20 will be final year of grant.

### **Adult Education**

**\$340,618**

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

### **Fresh Fruits and Vegetables**

**\$316,750**

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 throughout the school year. The purpose of the program is to increase and expand both fruit and vegetable consumption in elementary schools beyond the existing reimbursable meal program. The following schools are participating 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**

**\$249,886**

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.

### **Universal Pre-Kindergarten**

**\$135,000**

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 FY18 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.

### **GED Test Centers**

**\$5,422**

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.



## Special Revenue Funds: Nutrition Program

### Child Nutrition Fund

FY15-FY17 Actual Revenue and Expenditures  
FY18 Adopted Budget  
FY19 Budget

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Budget
<b>Revenues:</b>					
Federal Reimbursement	\$10,872,845	\$12,121,819	\$12,353,645	\$14,499,930	\$14,538,756
Food Sales	\$442,951	\$52,602	\$33,240	\$60,000	\$40,000
Severe Need Breakfast	\$159,264	\$0	\$0	\$9,000	\$0
Universal Breakfast	\$178,642	\$191,042	\$151,890	\$160,000	\$130,000
State Reimbursement	\$176,939	\$358,928	\$346,865	\$384,380	\$374,538
Summer Program Food Truck	\$0	\$0	\$125,970	\$150,000	\$125,000
<b>Total Revenues</b>	<b>\$11,830,641</b>	<b>\$12,724,390</b>	<b>\$13,011,610</b>	<b>\$15,263,310</b>	<b>\$15,208,294</b>
<b>Expenditures:</b>					
Administration (1000)	\$0	\$0	\$0	\$0	\$0
Instruction (2000)	\$0	\$0	\$0	\$0	\$0
Other School Services (3000)	\$10,287,351	\$12,244,995	\$11,462,378	\$12,372,543	\$12,828,917
Operations & Maint. (4000)	\$514,817	\$519,215	\$489,717	\$1,250,000	\$800,000
Fixed Charges (5000)	\$1,607,721	\$1,580,329	\$1,346,602	\$1,640,767	\$1,579,377
Community Services (6000)	\$0	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$12,409,889</b>	<b>\$14,344,539</b>	<b>\$13,298,697</b>	<b>\$15,263,310</b>	<b>\$15,208,294</b>
Difference	-\$579,248	-\$1,620,149	-\$287,087	\$0	\$0

### Revenue Summary

The program serves over five million meals annually to the students of Worcester Public Schools. Approximately 17,500 lunches, 10,500 breakfasts, 1,000 adult and "a la carte" meals, and 1200 afternoon snacks are prepared and served by district staff on a daily basis. The program also provided 31,500 summer meals (breakfast, lunch, supper) during June, July and August. All of these meals qualify for federal and state reimbursements under the Community Eligibility Provision (CEP) as adopted in the 2015-2016 school year. This provision enables all students to be served at no cost regardless of household income.

Meal participation continues to increase throughout the district as a result of CEP and culinary initiatives. The funding from federal and state reimbursements 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 for both the breakfast and lunch reimbursements. The 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/after the bell 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.



## Special Revenue Funds: Nutrition Program

### Child Nutrition Fund

#### Three-Year Budget Forecast FY20-FY22 Projected Revenues and Expenditures

	FY20 Projected	FY21 Projected	FY22 Projected
<b>Revenues:</b>			
Federal Reimbursement	\$14,902,225	\$15,274,781	\$15,656,650
Food Sales	\$41,000	\$42,025	\$43,076
Severe Need Breakfast	\$0	\$0	\$0
Universal Breakfast	\$130,000	\$130,000	\$130,000
State Reimbursement	\$380,000	\$385,000	\$390,000
Summer Program Food Truck	\$150,000	\$150,000	\$150,000
<b>Total Revenues</b>	<b>\$15,603,225</b>	<b>\$15,981,806</b>	<b>\$16,369,726</b>
<b>Expenditures:</b>			
Administration (1000)	\$0	\$0	\$0
Instruction (2000)	\$0	\$0	\$0
Other School Services (3000)	\$13,085,495	\$13,347,205	\$13,614,149
Operations & Maint. (4000)	\$1,000,000	\$1,000,000	\$1,000,000
Fixed Charges (5000)	\$1,610,965	\$1,643,184	\$1,676,048
Community Services (6000)	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$15,696,460</b>	<b>\$15,990,389</b>	<b>\$16,290,197</b>
Difference	-\$93,235	-\$8,584	\$79,529

#### Expenditure Summary

The Nutrition Department's FY19 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 FY19 budget includes new positions focusing on culinary excellence, compliance, marketing, and outreach that will allow the department to continually improve the quality of food for students, expand cultural menu options as well as access through "breakfast after the bell", supper programs in lieu of snacks, and additional summer meal sites. The FY19 budget also includes funds for equipment purchases necessary to continue the district's new serving model that includes our own production and distribution of fresh menu options utilizing locally sourced ingredients instead of purchasing frozen pre-plated meals and processed food from manufacturers. The Nutrition Department through collective bargaining has developed a program for culinary and compliance credentialing to accommodate the expansion of meal programming, as well as improving the quality of food being served services to provide pre-plate meals at the schools that do not have self-preparation cafeteria space. The result has been improved meal offerings to students and increased participation rates.



## Special Revenue Funds: Other Funds

### Other Special Revenue Fund

FY15-FY17 Actual Revenue and Expenditures  
FY18 Adopted Budget  
FY19 Budget

	FY15	FY16	FY17	FY18	FY19
	Actual	Actual	Actual	Adopted	Budget
<b>Revenues:</b>					
Special Education Reimburse.	\$3,444,755	\$3,046,282	\$3,240,954	\$3,101,115	\$3,525,268
Displaced Student Assistance	\$0	\$0	\$0	\$0	\$2,000,000
School Choice Revolving	\$373,775	\$391,327	\$486,263	\$556,333	\$581,055
Adult Ed & GED Revenue	\$139,806	\$90,058	\$84,981	\$110,559	\$87,920
Athletics & Foley Stadium	\$80,114	\$130,231	\$113,725	\$104,262	\$109,813
WTHS Program Revenue	\$193,634	\$185,496	\$389,701	\$270,555	\$345,555
Building Use & Program Income	\$718,638	\$899,633	\$707,889	\$700,000	\$450,000
Educational Access Channel	\$458,243	\$355,227	\$305,228	\$305,228	\$311,952
<b>Total Revenues</b>	<b>\$5,408,965</b>	<b>\$5,098,254</b>	<b>\$5,328,741</b>	<b>\$5,148,052</b>	<b>\$7,411,563</b>
<b>Expenditures:</b>					
Administration (1000)	\$0	\$0	\$0	\$0	\$0
Instruction (2000)	\$566,955	\$527,924	\$575,223	\$593,003	\$2,581,055
Other School Services (3000)	\$1,322,246	\$298,021	\$884,137	\$950,855	\$795,555
Operations & Maint. (4000)	\$66,988	\$162,783	\$113,124	\$87,292	\$85,813
Fixed Charges (5000)	\$0	\$0	\$0	\$0	\$0
Community Services (6000)	\$624,568	\$330,697	\$515,303	\$415,787	\$423,872
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,456,181	\$3,444,755	\$3,046,282	\$3,101,115	\$3,525,268
<b>Total Expenditures</b>	<b>\$6,036,938</b>	<b>\$4,764,180</b>	<b>\$5,134,069</b>	<b>\$5,148,052</b>	<b>\$7,411,563</b>
Difference	-\$627,973	\$334,074	\$194,672	\$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 that 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.





## Special Revenue Funds: Other Funds

### Other Special Revenue Fund

#### Three-Year Budget Forecast FY20-FY22 Projected Revenues and Expenditures

	FY20	FY21	FY22
	Projected	Projected	Projected
<b>Revenues:</b>			
Special Education Reimburse.	\$3,500,000	\$3,500,000	\$3,500,000
Displaced Student Assistance	\$0	\$0	\$0
School Choice Revolving	\$500,000	\$500,000	\$500,000
Adult Ed & GED Revenue	\$90,000	\$90,000	\$90,000
Athletics & Foley Stadium	\$105,000	\$105,000	\$105,000
WTHS Program Revenue	\$350,000	\$350,000	\$350,000
Building Use & Program Income	\$500,000	\$500,000	\$500,000
Educational Access Channel	\$318,191	\$324,555	\$331,046
<b>Total Revenues</b>	<b>\$5,363,191</b>	<b>\$5,369,555</b>	<b>\$5,376,046</b>
<b>Expenditures:</b>			
Administration (1000)	\$0	\$0	\$0
Instruction (2000)	\$581,055	\$592,676	\$604,530
Other School Services (3000)	\$773,264	\$759,529	\$745,520
Operations & Maint. (4000)	\$85,000	\$85,000	\$85,000
Fixed Charges (5000)	\$0	\$0	\$0
Community Services (6000)	\$423,872	\$432,349	\$440,996
Fixed Assets (7000)	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$3,500,000	\$3,500,000	\$3,500,000
<b>Total Expenditures</b>	<b>\$5,363,191</b>	<b>\$5,369,555</b>	<b>\$5,376,046</b>
Difference	\$0	\$0	\$0

Special Education Reimbursement is state funding for certain, high-cost special education and are provided to districts as a reimbursement and placed in a special revenue account to defray costs associated with special education costs and tuition.

School Choice revenue is for students residing in other school districts but attending the Worcester Public Schools. State law governs the per student revenue and funds are deposited into a revolving fund.

FY19 includes one-time state funds for assistance for displaced students from Puerto Rico and U.S. Virgin Islands that have relocated and enrolled in school districts resulting from 2017 hurricanes.



## Capital Improvement Plan

### Capital Improvement Plan

South High School Schematic Design  
*Opening September 2021*



The Worcester Public Schools fiscal year 2018 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. A history of the debt expenses are included in Appendix D.

## Capital Improvement Plan

### INVESTMENT IN SCHOOL 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.

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



# Capital Improvement Plan

## INVESTMENT IN SCHOOL RENOVATION PROJECTS

- **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.
- **2011 School Renovations:** Using one time funds from the sale of the Worcester Airport to Massport, the city completed a variety of projects including renovating various classroom, restroom, locker replacement, flooring, and painting at Doherty High, Burncoat High, South High, Worcester East Middle, Union Hill, Tatnuck Magnet, Flagg Street, Clark Street, Goddard Elementary and Chandler Elementary.
- **Installed New Science Labs** at Burncoat High, Doherty High, South High, and Worcester East Middle.
- **Conversion** of South High School from Electricity to Natural Gas.
- **Complete Renovation** of Foley Stadium (stadium, field, track, and parking lot).



Foley Stadium (Before Renovation)



Foley Stadium after Renovation (2007)

- **HVAC Replacements** at Doherty High, Burncoat High, Goddard, Chandler Magnet, Rice Square, New Citizen's Center, Jacob Hiatt, Columbus Park, and Heard Street.
- **FOG (Fats, Oil, and Grease) Compliance:** Fifteen schools completed; three schools remain to be completed.
- **Underground Storage Tank Removals** (17 sites)



## Capital Improvement Plan

### BUILDING RENOVATION AND MODERNIZATION PROJECTS THROUGH ENERGY SAVINGS PROJECTS

The City of Worcester and Worcester Public Schools have worked collaboratively to install energy efficiency upgrades and renewable energy technology in schools and other municipal buildings.

Some of the completed 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



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.



# Capital Improvement Plan

## MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

### SCHOOL REPLACEMENT PLANS & ACCELERATED REPAIR PLANS

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

#### 2012 Completed Projects

Nelson Place School<sup>1</sup> – Major Renovation or Replacement Project



Nelson Place School (Opened August 2017)

- 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 Completed Projects

- 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 Completed Projects

- 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





## Capital Improvement Plan

### MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

#### 2014 Approved Projects

South High Community School – Major Renovation or Replacement Project



*Existing Building*



*2018 Project Status: Schematic Final Design  
(Fontaine Brothers, Inc.)*





# Capital Improvement Plan

## MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

### 2015 Completed Projects

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

### 2016 Approved Projects

Doherty Memorial High School (major renovation or repairs)



*Project Status: Feasibility Phase (2018)*

### 2016 Completed Projects

- Belmont Street Elementary School (windows and boiler replacement projects)
- Chandler Elementary (windows and boiler replacement projects)
- Gerald Creamer Center (windows and boiler replacement projects)
- Wawecus Road School (windows replacement project)



## Capital Improvement Plan

### MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

#### 2017 Approved Projects

The following projects are scheduled to begin Summer/Fall 2018:

Elm Park Community School (windows replacement)



Lincoln Street School (windows, boiler and roof replacement)



Thorndyke Road School (windows replacement)





## Capital Improvement Plan

### MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

#### 2018 Submitted Projects (Pending Approval from MSBA)

- Challenge and Reach Academies (at Harlow Street) (windows, roof and boiler replacement projects)



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

1. Burncoat High School (priority project)
2. Worcester East Middle School



## Capital Improvement Plan

### MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS Five-Year Accelerated Repair Projects

School	Submittal Year	Planned Replacement Year	Windows & Doors Replacement	Roof Replacement	Boiler Replacement
Vernon Hill School	2019	2020		✓	
Burncoat Preparatory	2019	2020		✓	
Tatnuck Magnet	2019	2020		✓	
Lincoln Street	2019	2020		✓	
Thorndyke Road					
Worcester Arts Magnet	2020	2021		✓	
Wawecus Road	2020	2021		✓	
New Citizens Center	2020	2021		✓	
Union Hill School	2020	2021		✓	
Gates Lane	2021	2022			✓
Elm Park	2021	2022		✓	
University Park	2021	2022		✓	
Clark Street	2021	2022			✓
Canterbury Street	2022	2023		✓	
City View	2022	2023		✓	
Sullivan Middle	2022	2023			✓
Tatnuck Magnet	2022	2023			✓
McGrath Elementary	2023	2024		✓	
Vernon Hill School	2023	2024			✓
Chandler Magnet	2023	2024		✓	
Flagg Street	2023	2024		✓	

This 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.





# Capital Improvement Plan

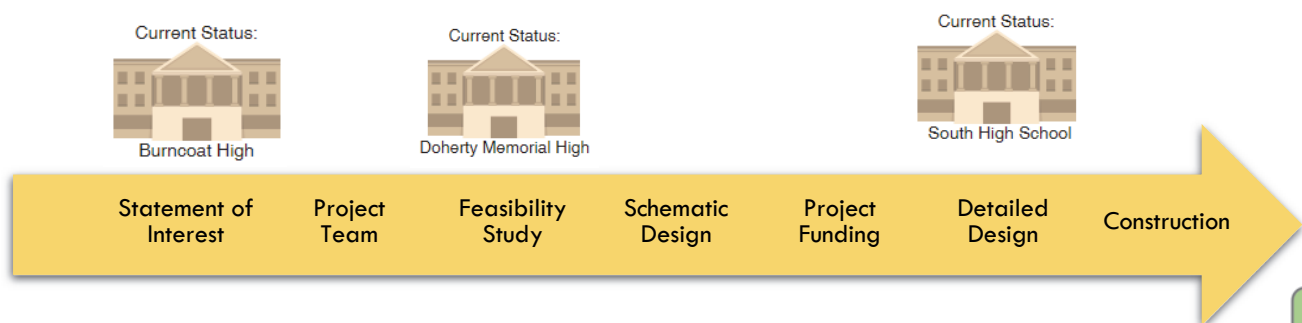
## MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

### 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.



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.

Financial



# Capital Improvement Plan

## Five-Year Building Renovation Projects (Non-MSBA Projects)

Description	Location	Estimated Cost	Description	Location	Estimated Cost
<b>2018-2019 Projects</b>			<b>2020-2021 Projects</b>		
Foley Stadium Renovations	Foley Stadium	\$750,000	Replace/Repair Modulares	Chandler Elementary	\$400,000
Parking Lot Repairs	Various	\$350,000	Replace/Repair Modulares	Heard Street	\$400,000
Replace Fire Alarm System	Worcester East Middle	\$200,000	Replace/Repair Modulares	Lincoln Street	\$400,000
Repair Auditorium	Burncoat Middle	\$150,000	Replace/Repair Modulares	Rice Square	\$400,000
Interior Renovations	Sullivan Middle	\$130,000	Replace/Repair Modulares	Mill Swan	\$400,000
Boiler & Tank Replacement	Goddard	\$125,000	<b>2020-2021 Projects</b>		<b>\$2,000,000</b>
Install Rooftop Unit	Gates Lane	\$100,000	<b>2021-2022 Projects</b>		
Boiler Replacement	Chandler Magnet	\$100,000	Replace cafeteria/gym floors	McGrath/Chandler Elem	\$250,000
Hot Water Heater	Tech High	\$100,000	Replace Flooring	Thorndyke Road	\$250,000
Masonry Repairs	Goddard	\$100,000	Repair Parking Lots	Vernon Hill	\$200,000
Replace Fire Alarm System	West Tatnuck	\$75,000	Replace ceilings and lighting	Worcester Arts	\$200,000
Repair Chiller	North High	\$60,000	Upgrade LED lighting	Vernon Hill	\$200,000
Replace Sprinklers	Woodland/Claremont	\$50,000	Repair Walls	Goddard	\$200,000
Replace Underground Pipes	Rice Square	\$50,000	Upgrade Building Controls	Woodland/Claremont	\$140,000
Replace ductwork insulation	Various	\$50,000	Replace Bathroom Stalls	Thorndyke Road	\$140,000
Replace one boiler	Rice Square	\$50,000	Replace cafeteria floor	Columbus Park	\$125,000
Replace one boiler	Lincoln Street	\$50,000	Upgrade Building Controls	Norrback Ave	\$90,000
Replace one boiler	Burncoat High	\$50,000	Repair Auditorium Seating	Vernon Hill	\$75,000
Replace one boiler	Burncoat Middle	\$50,000	Replace Bathroom Stalls	Lincoln Street	\$50,000
Replace one boiler	Doherty High	\$50,000	Replace Bathroom Stalls	Rice Square	\$50,000
Replace Heating Coil	Tech High	\$50,000	Replace grease inceptors	Vernon Hill	\$30,000
Replace Expansion Tanks	Various	\$40,000	<b>2021-2022 Projects</b>		<b>\$2,000,000</b>
Replace Fan Blower Section	Sullivan Middle	<u>\$20,000</u>	<b>2022-2023 Projects</b>		
<b>2018-2019 Projects</b>		<b>\$2,750,000</b>	Refinish gym flooring	Various	\$400,000
<b>2019-2020 Projects</b>			Replace Classroom Flooring	Grafton Street	\$300,000
Repair parking lots	WAM, Union Hill	\$300,000	Replace Hallway Flooring	Wawecus Road	\$300,000
Replace Boilers	Mill Swan	\$300,000	Replace Upper Hallway Floorin	Vernon Hill	\$300,000
Replace flooring/bathrooms	Vernon Hill	\$275,000	Rebuild Front Stairs	Claremont Academy	\$250,000
Underground Tank Removals	Various	\$215,000	Replace Hallway Flooring	New Citizens Center	\$250,000
Retaining Wall Repairs	Lake View	\$200,000	Replace Flooring	Jacob Hiatt	<u>\$200,000</u>
Replace Ceilings	Wawecus Road	\$200,000	<b>2022-2023 Projects</b>		<b>\$2,000,000</b>
Upgrade Building Controls	Various Locations	\$160,000			
Replace grease receptors	Various	\$150,000			
Retaining Wall Repairs	Tatnuck Magnet	\$100,000			
Replace cafeteria floor	West Tatnuck	<u>\$100,000</u>			
<b>2019-2020 Projects</b>		<b>\$2,000,000</b>			





# Capital Improvement Plan

## Proposed FY19 Capital Equipment Budget

The Fiscal Year 2019 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.

### FY19 Capital Equipment Budget:

For FY19, the Capital Improvement Budget for the Worcester Public Schools is based on \$500,000. The Administration has proposed the following for FY19 capital equipment purchases:

Student Transportation (Fleet Maintenance Equipment)	\$110,000
Facilities Department (School-based and District Equipment)	\$200,000
Technology Infrastructure	<u>\$190,000</u>
Total	\$500,000

### Technology Plan:

Technology continues to evolve in the Worcester Public Schools. In 2016, the MA DESE established Massachusetts Digital Literacy and Computer Science (DLCS) Curriculum Framework. This curriculum establishes learning concepts around technology as early as grades K-2. In addition, online testing requirements are doubling the number of students every year that need to be tested online. The days of having one computer for every 5 students are over. Currently, the district maintains 7,500 leased desktop computers. The operating budget includes the costs associated with a computer lease agreement that goes through January 2019. In March of 2018 the district began a new four year lease for 5,800 Chromebooks and will add a second Chromebook lease of 5,000 units in this fiscal year. When the desktop lease expires in January 2019, the district will re-lease approximately 1,000 new desktop computers for administrative staff and computer labs necessary to teach Windows specific applications. In addition, this lease will include Microsoft licensing and other ancillary items.















## Capital Improvement Plan

### Proposed FY19 Capital Equipment Budget

By December 2018, the district expects to be maintaining a wide area of technology that includes:

**FY19**

## Technology in Worcester Public Schools

	11,000 Chromebooks		250 Interactive Whiteboards
	3,000 iPads		225 Voice-over-IP (VOIP) Telephones
	1,000 Desktop Computers		10 Gbps Internet Connection
	275 Laptops		All Schools Fiber Connection to Internet
	500 Document Cameras		26,000 Student Google App Accounts
	Every Classroom Wireless Access Point		4,000 Staff Google App Accounts

The total expected cost of the technology infrastructure replacement and expanded capabilities will cost \$4.15 million with \$1.65 million coming from the operating budget and capital budget and the remainder from federal E-Rate funds. This project will be the completion of wiring all classrooms for wireless access.



# Capital Improvement Plan

## Five-Year Capital Equipment Budget Plan

Area	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	5 Year Total
Transportation	\$110,000	\$113,300	\$116,699	\$120,200	\$123,806	\$584,005
Facilities	\$200,000	\$206,000	\$212,180	\$218,545	\$225,102	\$1,061,827
Information Technology	\$190,000	\$195,700	\$201,571	\$207,618	\$213,847	\$1,008,736
Total Capital Equipment	\$500,000	\$515,000	\$530,450	\$546,364	\$562,754	\$2,654,568

Annual Increase assumed at 3% annual inflation to maintain same replacement cycle of equipment



**Technology Plan:** Support the 11,000 computers, 3,000 iPads, 1,000 desktop computers, and 275 laptops in the district, as well as document cameras, interactive whiteboards, and district's network infrastructure and hardware. Network infrastructure supports instructional service delivery, state assessment and testing, school security systems, VOIP telephone system, building controls software, and point of sale systems in School Nutrition.



**Transportation:** Provide for fleet maintenance and school bus equipment to support new leased vehicles, existing vehicle needs, and the transition to additional vehicles operated by the district.



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



## Capital Improvement Plan

### Student Transportation Vehicle Inventory

#### Student Transportation Vehicles

The annual capital equipment allocation provides for the replacement of vehicles and maintenance facilities. The district will also lease vehicles within the operating budget to maintain a five to seven year replacement cycle. 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>
2005	9-047	250,288	Fair
2006	9-021	211,756	Fair
2007	9-029	180,241	Good
2007	9-045	172,009	Good
2007	9-057	181,030	Good
2008	9-039	183,218	Good
2008	9-058	174,445	Good
2008	9-059	163,028	Good
2009	9-025	160,768	Good
2009	9-060	54,037	Very Good
2009	9-032	27,528	Excellent
2010	9-062	124,878	Good
2010	9-063	139,251	Good
2010	9-064	178,655	Good
2010	9-051	94,339	Good
2010	9-052	111,376	Good
2010	9-053	123,631	Good

<u>Year</u>	<u>ID</u>	<u>Mileage</u>	<u>Condition</u>
2010	9-054	127,479	Good
2011	9-017	120,842	Good
2011	9-026	134,619	Good
2011	9-041	131,697	Good
2011	9-028	140,756	Good
2011	9-036	120,971	Good
2011	9-042	118,765	Good
2011	9-048	126,507	Good
2012	9-067	118,828	Good
2012	9-068	111,182	Good
2012	9-069	109,339	Good
2014	9-009	76,347	Excellent
2014	9-010	83,443	Good
2014	9-055	79,807	Good
2014	9-071	77,513	Excellent
2014	9-072	63,367	Excellent
2014	9-073	77,376	Good



## Capital Improvement Plan

### Facilities Department Vehicle Inventory

#### Facilities Department Vehicles

The annual capital equipment allocation provides for 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>
1999	9-033	Dump Truck	64,152	Poor
2001	9-011	Pickup Truck	113,593	Poor
2004	9-117	Pickup Truck	61,810	Poor
2004	9-006	Pickup Truck	101,636	Poor
2005	9-007	Pickup Truck	60,042	Poor
2005	9-008	Pickup Truck	93,367	Poor
2006	9-056	Delivery Van	65,902	Fair
2006	9-019	Pickup Truck	49,210	Fair
2008	9-038	Rack Body Truck	34,722	Good
2009	9-023	Pickup Truck	34,945	Good
2010	9-061	Delivery Van	111,849	Good
2013	9-070	Pickup Truck	47,137	Good
2014	9-037	Dump Truck	23,848	Good
2016	9-024	Pickup Truck	30,275	Good
2018	9-088	Pickup Truck	700	Excellent

#### Site Specific Vehicles:

2006	9-109	Pickup Truck/WTHS	16,000	Fair
1998	9-119	Case Backhoe/Utility	2,984 Hours	Poor
1987	9-500	Bobcat/Utility	2,500 Hours	Poor
1996	9-501	New Holland/Utility	2,225 Hours	Fair
2006	9-502	Bobcat/WTHS	888 Hours	Good
2007	9-503	Kubota/Foley Stadium	1,500 Hours	Good
2011	9-504	Kubota/North High	330 Hours	Excellent
2014	9-505	Bobcat/Foley Stadium	611 Hours	Excellent



2013-2014



2014-2015



2015-2016



2016-2017



2017-2018





LINE ITEM BUDGET

Worcester Public Schools



Financial



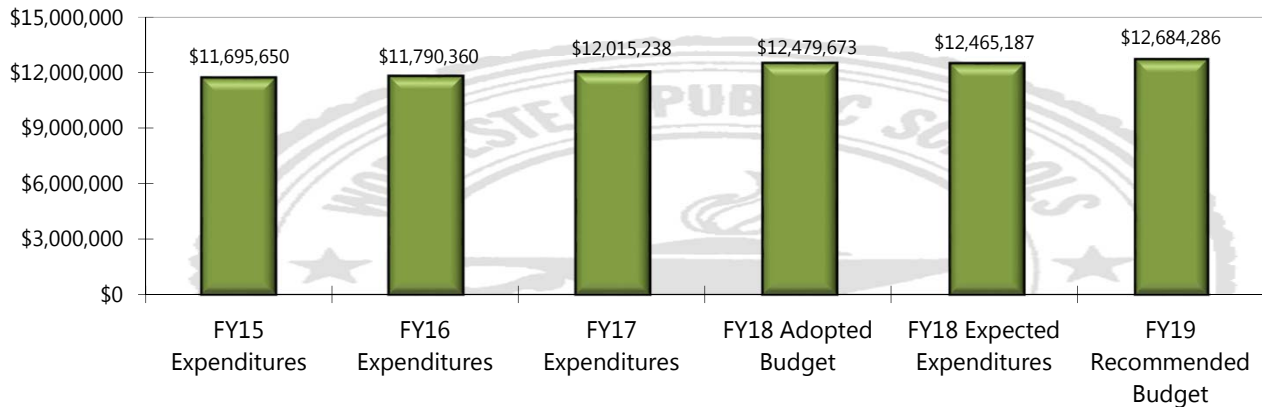
BUDGET SUMMARY BY ACCOUNT						
FY18 to FY19						
<u>Account</u>	<u>Account Title</u>	FY18 <u>Adopted</u>	FY18 <u>Expected</u>	FY19 <u>Budget</u>	\$ <u>Change</u>	% <u>Change</u>
500-91110	Administration Salaries	\$12,479,673	\$12,465,187	\$12,684,286	\$204,614	1.6%
500-91111	Teacher Salaries	\$159,247,359	\$162,322,935	\$165,258,605	\$6,011,246	3.8%
500-91112	School Committee Salaries	\$82,195	\$77,861	\$96,692	\$14,497	17.6%
500-91114	Classroom Substitutes Salaries	\$2,448,440	\$2,294,915	\$2,198,440	-\$250,000	-10.2%
500-91115	Instructional Assistants Salaries	\$9,922,823	\$10,331,218	\$10,783,639	\$860,816	8.7%
500-91116	Athletic Coach Salaries	\$556,154	\$555,863	\$565,719	\$9,565	100.0%
540-91117	Transportation Salaries	\$2,580,431	\$2,575,567	\$3,554,542	\$974,111	37.7%
500-91118	Supplemental Program Salaries	\$1,600,286	\$1,582,713	\$1,809,486	\$209,200	13.1%
500-91119	Custodial Salaries	\$6,775,066	\$6,669,657	\$6,870,788	\$95,721	1.4%
500-91120	Maintenance Services Salaries	\$2,157,363	\$1,799,954	\$2,278,423	\$121,060	5.6%
500-91121	Administrative Clerical Salaries	\$3,101,232	\$3,148,482	\$3,195,272	\$94,040	3.0%
500-91122	School Clerical Salaries	\$2,116,156	\$2,123,838	\$2,181,610	\$65,454	3.1%
500-91123	Non-Instructional Support Salaries	\$2,188,538	\$2,226,626	\$2,287,525	\$98,987	4.5%
540-91124	Crossing Guard Salaries	\$552,934	\$471,065	\$506,745	-\$46,189	-8.4%
500-91133	School Nurses Salaries	\$4,246,690	\$4,318,717	\$5,156,099	\$909,409	21.4%
500-91134	Educational Support Salaries	\$3,839,571	\$3,748,296	\$3,401,776	-\$437,794	-11.4%
540-97201	Transportation Overtime	\$478,473	\$544,978	\$538,043	\$59,570	12.5%
500-97203	Custodian Overtime	\$1,057,334	\$1,330,818	\$1,078,481	\$21,147	2.0%
500-97204	Maintenance Services Overtime	\$152,305	\$204,160	\$155,351	\$3,046	2.0%
500-97205	Support Overtime	\$69,525	\$69,525	\$70,915	\$1,390	2.0%
<b>Salary Total</b>		<b>\$215,652,548</b>	<b>\$218,862,374</b>	<b>\$224,672,438</b>	<b>\$9,019,891</b>	<b>4.2%</b>
500101-96000	Retirement	\$17,022,698	\$17,002,058	\$17,615,995	\$593,297	3.5%
540103-92000	Transportation	\$15,319,163	\$15,296,539	\$15,431,224	\$112,061	0.7%
500105-92000	Out-Of-State Travel	\$0	\$0	\$0	\$0	0.0%
500122-92000	Athletics Ordinary Maintenance	\$105,494	\$105,494	\$406,052	\$300,557	100.0%
500123-96000	Health Insurance	\$47,146,319	\$39,196,804	\$43,961,761	-\$3,184,558	-6.8%
500125-92000	Other Insurance Programs	\$52,938	\$56,960	\$59,589	\$6,651	12.6%
500129-92000	Workers Compensation	\$1,452,305	\$1,961,671	\$1,653,061	\$200,756	13.8%
500130-92000	Personal Services	\$2,346,356	\$2,763,345	\$1,861,487	-\$484,869	-20.7%
500132-92000	Special Education Tuition	\$19,023,615	\$19,566,840	\$19,180,340	\$156,725	0.8%
500133-92000	Printing & Postage	\$256,654	\$256,654	\$257,432	\$778	0.3%
500-92204	Instructional Materials	\$3,908,997	\$6,748,997	\$3,809,986	-\$99,010	-2.5%
500136-92000	Miscellaneous Education OM	\$2,825,752	\$3,262,106	\$2,887,951	\$62,199	2.2%
500137-96000	Unemployment Compensation	\$318,226	\$413,788	\$511,463	\$193,238	60.7%
500138-92000	In-State Travel	\$59,500	\$57,662	\$59,500	\$0	0.0%
500141-92000	Vehicle Maintenance	\$430,513	\$431,984	\$0	-\$430,513	-100.0%
500146-92000	Building Utilities	\$5,994,477	\$5,884,502	\$5,782,741	-\$211,736	-3.5%
500152-92000	Facilities Department OM	\$3,204,637	\$3,354,637	\$3,489,861	\$285,224	8.9%
<b>Non-Salary Total</b>		<b>\$119,467,643</b>	<b>\$116,360,042</b>	<b>\$116,968,444</b>	<b>-\$2,499,199</b>	<b>-2.1%</b>
<b>WPS General Fund</b>		<b>\$335,120,191</b>	<b>\$335,222,416</b>	<b>\$341,640,882</b>	<b>\$6,520,691</b>	<b>1.9%</b>
	Grant Programs	\$34,159,384	\$34,159,384	\$33,865,237	-\$294,147	-0.9%
	Child Nutrition Program	\$13,850,185	\$13,850,185	\$15,263,310	\$1,413,125	10.2%
	Other Special Revenue	\$4,850,911	\$4,850,911	\$5,148,052	\$297,141	6.1%
<b>Total All Sources</b>		<b>\$354,419,633</b>	<b>\$354,419,633</b>	<b>\$395,917,481</b>	<b>\$7,936,810</b>	<b>2.2%</b>



## 500-91110

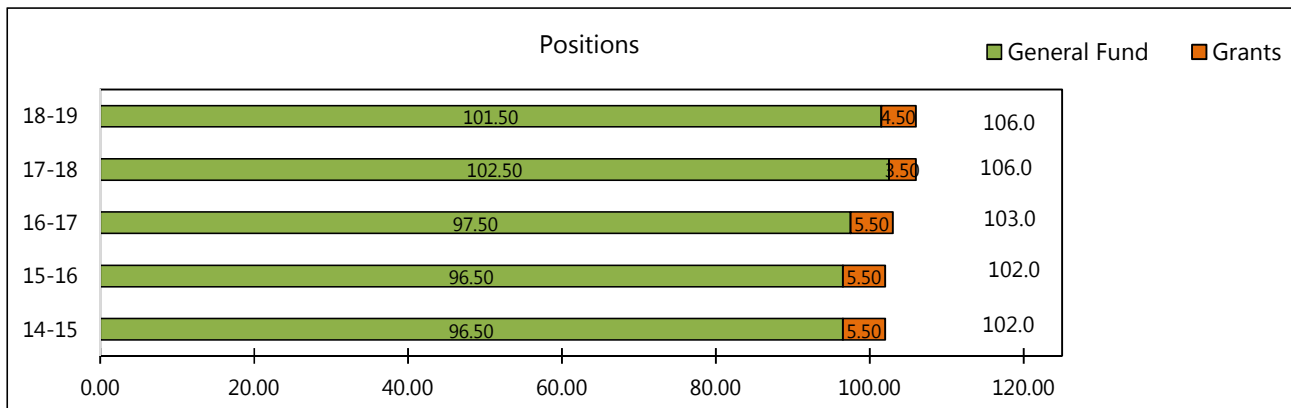
**ADMINISTRATION SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$12,479,673	\$12,465,187	\$12,684,286	2%
<b>GRANT SOURCES</b>	\$477,555	\$477,555	\$510,088	7%
<b>TOTAL ADMINISTRATION</b>	\$12,957,228	\$12,942,742	\$13,194,374	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.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. System Supervision (7)	\$1,422,487	\$1,309,543	\$1,091,792	-23%
(2000) B. Teaching & Learning Division (12.5)	\$1,507,019	\$1,265,238	\$1,687,318	12%
(2000) C. School-Based Supervision (82)	\$9,550,167	\$9,890,406	\$9,905,176	4%
<b>TOTAL</b>	<b>\$12,479,673</b>	<b>\$12,465,187</b>	<b>\$12,684,286</b>	<b>2%</b>

**POSITION HISTORY**



500-91110

**ADMINISTRATION SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. System Supervision (7)	\$1,422,487	\$1,309,543	\$1,091,792	-23%

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 six other Central Administration staff within this section work closely with the School Committee, state and federal education agencies, fifty programs, 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, Assistant to the Superintendent & Clerk to the School Committee, Chief Human Resources Officer, Director of Human Resources, Information Technology Officer, and Budget Director. The Transportation Director has been reallocated to the Transportation Salaries account (540-91117) and the Facilities Director has been reallocated to Maintenance Salaries account (500-91120) for more accurate cost reporting purposes. The Chief Research & Accountability Officer position has been restructured and is now included in the Teaching & Learning Division.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) B. Teaching & Learning Division (12.5)	\$1,507,019	\$1,265,238	\$1,687,318	12%

The Teaching & Learning Division oversees, supports and coordinates activities for developing and implementing programs and services including instructional leadership, strategic planning, curriculum and staff development. The Deputy Superintendent reports to the Superintendent and supervises Manager of School and Student Performance, three Managers of Instruction & School Leadership (2 for Elementary & 1 for Secondary), Director of English Language Learners, Manager of Special Education and Intervention Services, Manager of Social Emotional Learning, Turnaround Schools Manager and Manager of Instructional Technology. This account also funds the Athletic Director and two Assistant Directors of Special Education. The following positions are funded through grants: Manager of Curriculum and Professional Learning, School Choice Coordinator (.5 Grant and .5 General Fund, located at the Parent Information Center), Manager of Grant Resources, and Director of Adult Education/GED.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) C. School-Based Supervision (82)	\$9,550,167	\$9,890,406	\$9,905,176	4%

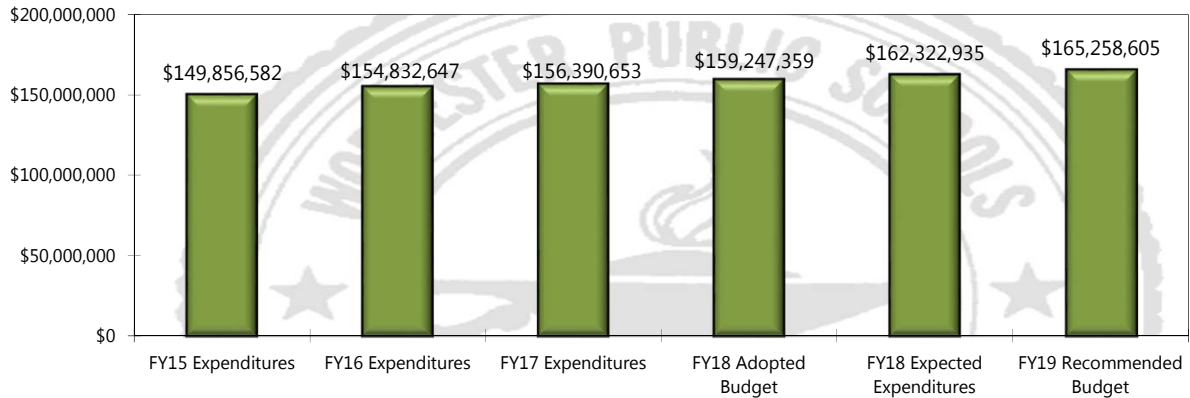
The School-Based positions are forty-five building principals (includes New Citizens Center), thirty secondary assistant principals, four alternative program coordinators (Alternative School, Creamer Center, Challenge and Reach Academies, and NCC Young Adult program), two special education coordinators (ACT at Chandler Magnet, and Special Education Transitions Program), and the Director of Technical Education. School leaders are responsible for fulfilling the district's improvement strategies 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.



## 500-91111

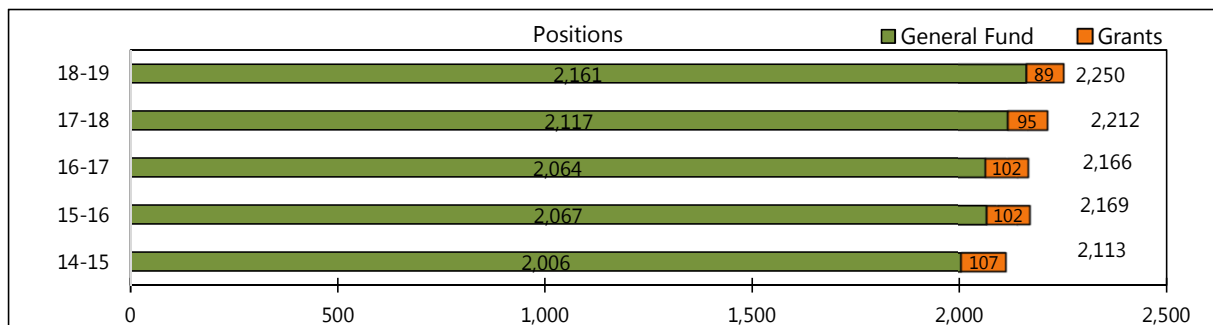
**TEACHER SALARIES**

	Budget	Expenditures	Recommended	Present Budget
<b>CITY FUNDING</b>	\$159,247,359	\$162,322,935	\$165,258,605	4%
<b>GRANT SOURCES</b>	\$8,188,707	\$8,188,707	\$7,902,392	-3%
<b>TOTAL TEACHERS</b>	\$167,436,066	\$170,511,642	\$173,160,997	3%



This account provides funding 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 is staffed with 2,161 general fund positions for the FY19 budget compared to 2,117 of the final FY18 budget and includes all school-based and itinerant personnel. The account is supplemented by 89 teaching positions from various grant sources. More detail about individual disciplines is included on the following pages.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) A. Elementary Teachers (612)	\$47,164,900	\$48,075,806	\$46,746,763	-1%
(2000) B. Secondary Teachers (711)	\$51,527,842	\$52,523,009	\$54,397,624	6%
(2000) C. Elementary Itinerants (113)	\$6,845,305	\$6,977,509	\$8,645,473	26%
(2000) D. Student Support Services (127)	\$9,553,337	\$9,737,843	\$9,716,594	2%
(2000) E. Special Education (435)	\$32,345,944	\$32,970,648	\$33,281,247	3%
(2000) F. English Learners (161)	\$11,659,585	\$11,884,769	\$12,317,887	6%
(2000) G. District-Wide Support (2)	\$150,446	\$153,352	\$153,017	2%
<b>TOTAL</b>	<b>\$159,247,359</b>	<b>\$162,322,935</b>	<b>\$165,258,605</b>	<b>4%</b>

**POSITION HISTORY - DISTRICT**





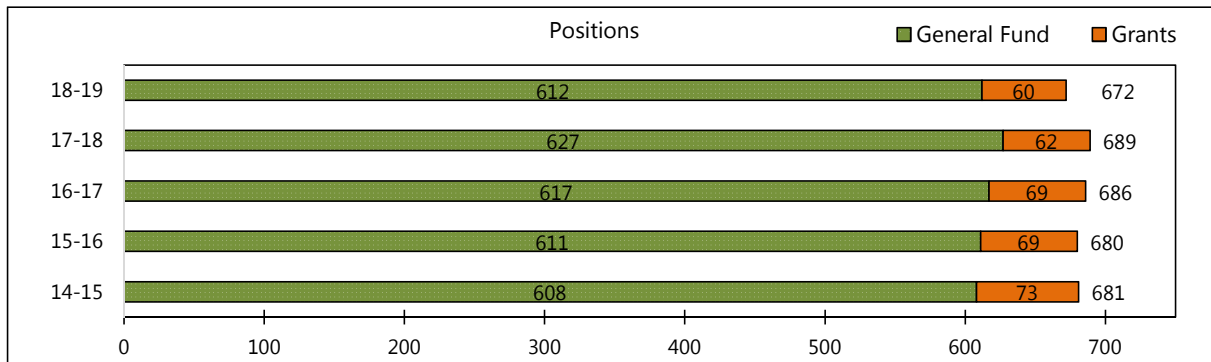
**500-91111**

**TEACHER SALARIES**

			FY19	
	FY18 Adopted	FY18 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) A. Elementary Teachers (612)	\$47,164,900	\$48,075,806	\$46,746,763	-1%

The elementary component of the 500-91111 account provides the teaching staff for all of our elementary schools. The FY19 budget includes the reallocation of 16 positions to address secondary enrollment shifts. Grant sources provide an additional 60 teaching positions for the elementary grades, including Focus Instructional Coaches, Preschool, Lead Teachers, Librarian and Intervention Teachers. The average pupil/teacher ratio with this allocation of resources is estimated to be approximately 22.04 students per teacher.

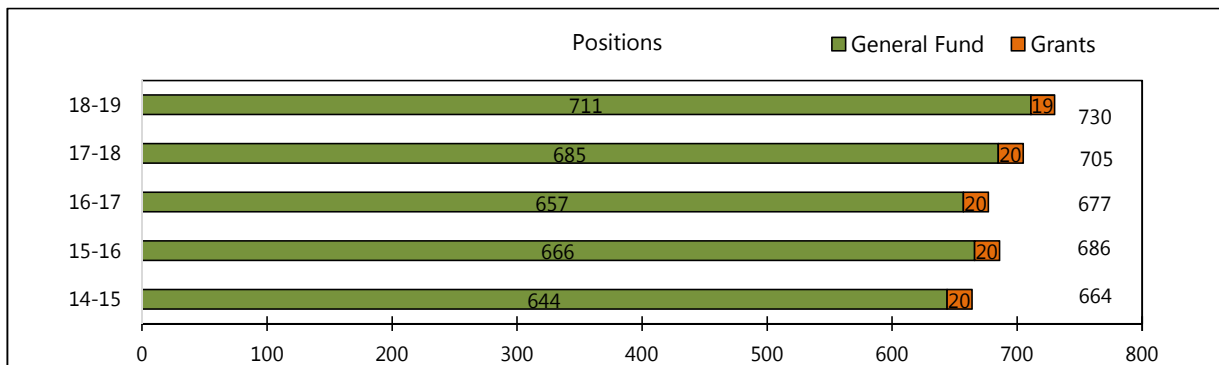
**POSITION HISTORY - ELEMENTARY**



			FY19	
	FY18 Adopted	FY18 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. Secondary Teachers (711)	\$51,527,842	\$52,523,009	\$54,397,624	6%

The secondary school teaching component is made up of various contract disciplines that provide instruction to students in the middle and high schools. The FY19 recommended staffing includes 17 new positions, to address increased enrollment and student course selections. During the FY18 school year, seven positions were added for increased enrollments. 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 19 teaching positions for the secondary grades are supported through grant funds, including Focus Instructional Coaches and CH74 teachers funded through the Perkins.

**POSITION HISTORY - SECONDARY**



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

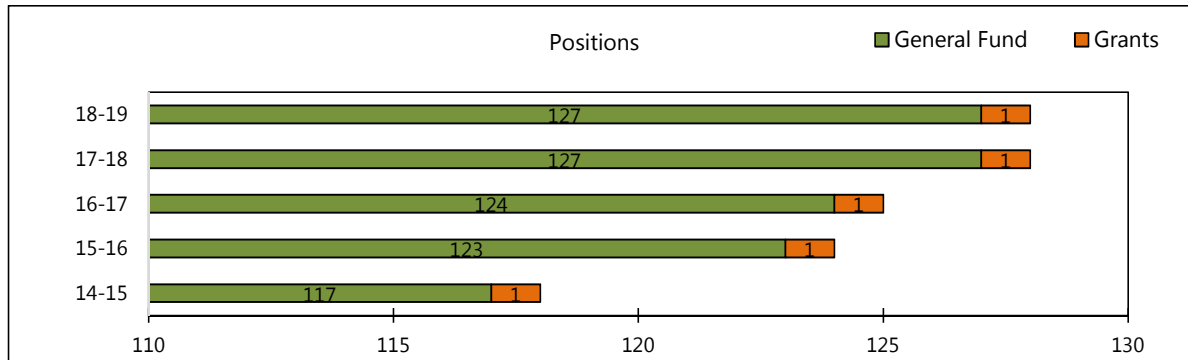
	FY18 Adopted Budget	FY18 Expected Expenditures	FY19	% Change From Present Budget
			Recommended Budget	
(2000) C. Elementary Itinerants (113)	\$6,845,305	\$6,977,509	\$8,645,473	26%

This account includes all elementary, itinerant and liaison staffing for the Art, Music, Physical Education and Health programs of the primary grades. The FY19 budget provides 22 additional elementary teachers to provide additional enrichments to students in accordance with the collective bargaining agreement with the Educational Association of Worcester.

**POSITION HISTORY - ELEMENTARY ITINERANTS**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19	% Change From Present Budget
			Recommended Budget	
(2000) D. Student Support Services (127)	\$9,553,337	\$9,737,843	\$9,716,594	2%

The Student Support Department consists of 26 School Psychologists, 66 School Adjustment Counselors and 35 Guidance Counselors. The FY19 budget is recommended to be level funded.

**POSITION HISTORY - STUDENT SUPPORT SERVICES**



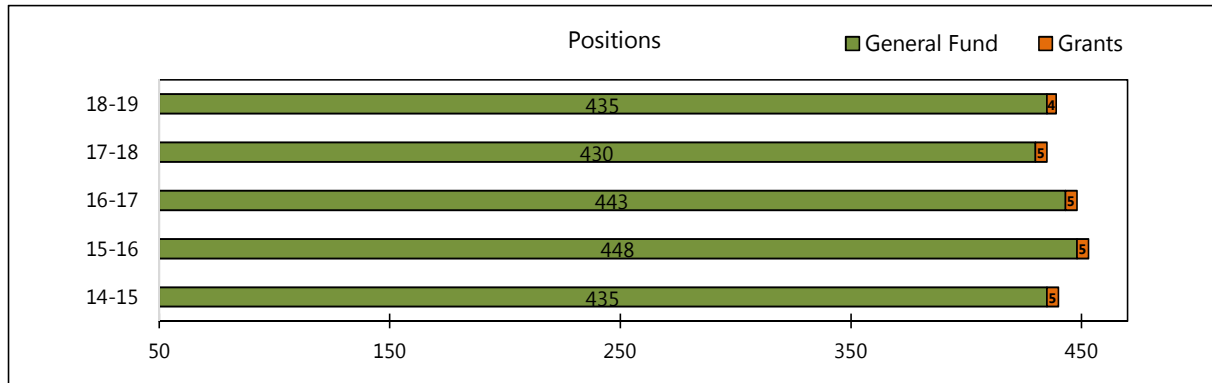
500-91111

TEACHER SALARIES

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) E. Special Education (435)	\$32,345,944	\$32,970,648	\$33,281,247	3%

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 FY19 budget recommends an increase of five positions. An additional four teaching positions are supported through grant funds.

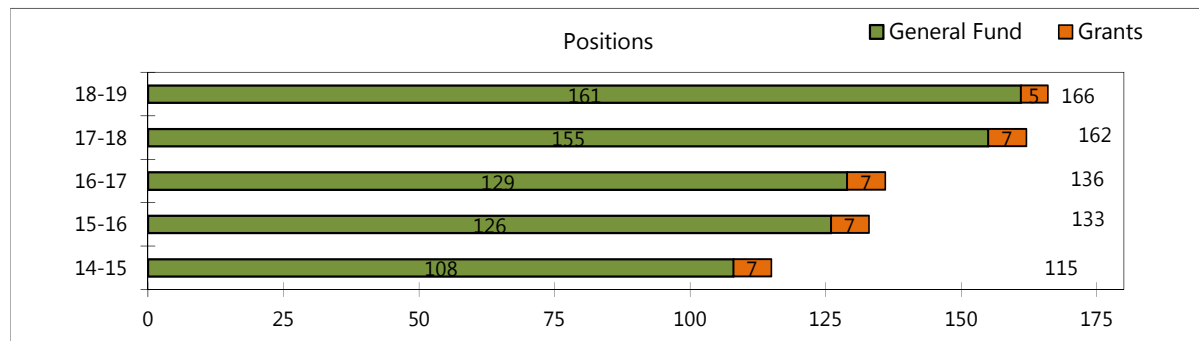
POSITION HISTORY - SPECIAL EDUCATION



	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) F. English Learners (161)	\$11,659,585	\$11,884,769	\$12,317,887	6%

English-as-a-Second-Language (ESL) teachers provide the English language development instruction portion of the Sheltered English Immersion Program for English Learners, in accordance with each student's 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. The FY19 budget includes the addition of five teachers to address student enrollment. An additional five positions are supported through grant funds.

POSITION HISTORY - ENGLISH LANGUAGE LEARNERS





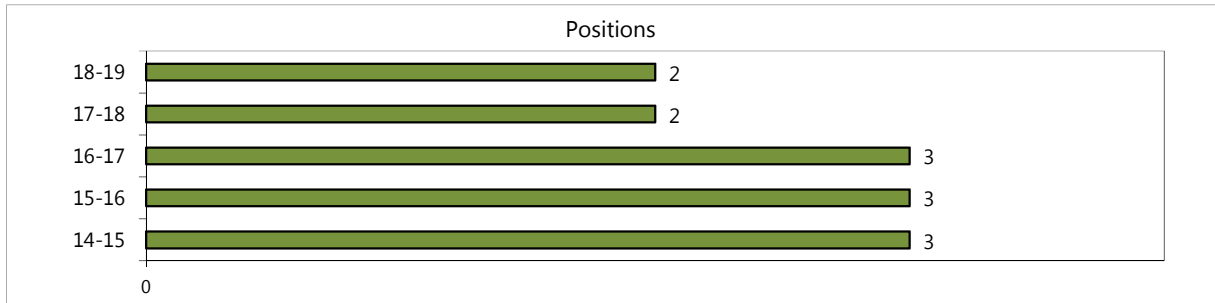
**500-91111**

**TEACHER SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19	
			Recommended Budget	% Change From Present Budget
(2000) G. District-Wide Support (2)	\$150,446	\$153,352	\$153,017	2%

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.

**POSITION HISTORY - DISTRICT-WIDE SUPPORT**

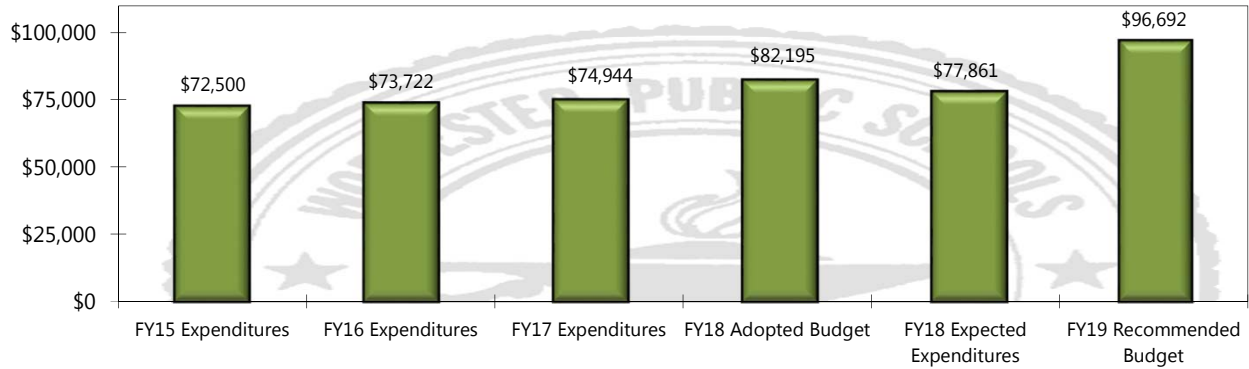




500-91112

**SCHOOL COMMITTEE SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$82,195	\$77,861	\$96,692	18%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL SCHOOL COMMITTEE</b>	\$82,195	\$77,861	\$96,692	18%



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, effective January 1, 2018. The salary of the Mayor is funded from the municipal budget.

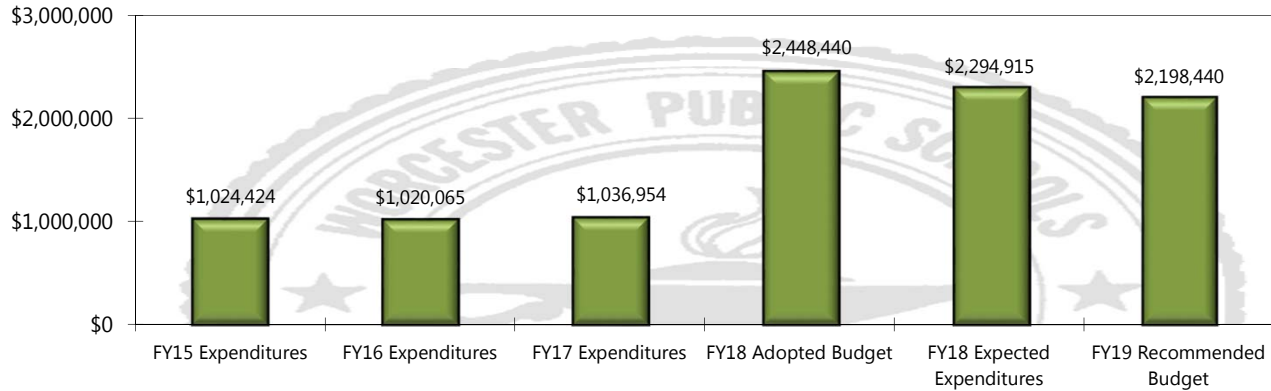
	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. School Committee Salaries	\$82,195	\$77,861	\$96,692	18%
<b>TOTAL</b>	\$82,195	\$77,861	\$96,692	18%



## 500-91114

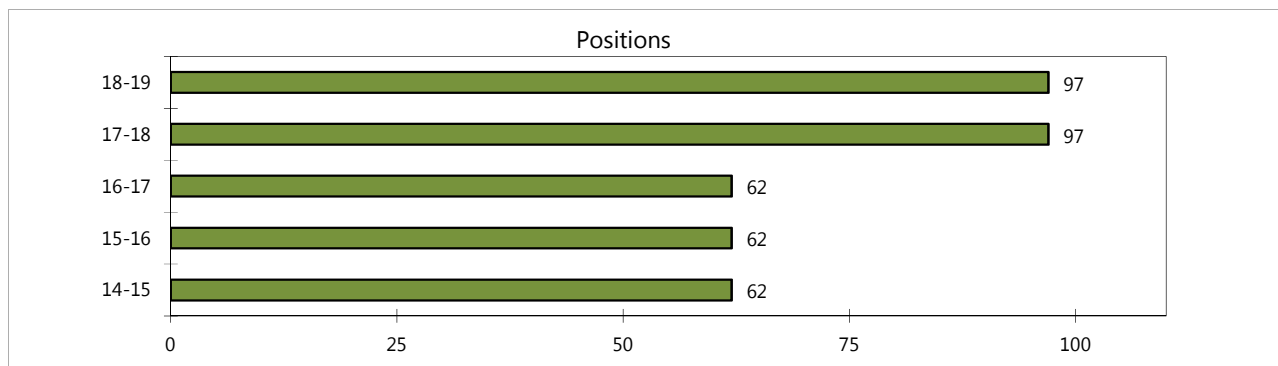
**TEACHER SUBSTITUTE SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,448,440	\$2,294,915	\$2,198,440	-10%
<b>GRANT SOURCES</b>	\$5,000	\$5,000	\$5,000	0%
<b>TOTAL TEACHER SUBSTITUTE SALARIES</b>	\$2,453,440	\$2,299,915	\$2,203,440	-10%



This account provides funding for daily substitute coverage of instructional staff absent for reasons of short-term illness, personal days, and bereavement. Also, this account provides funds for longer term coverage of authorized leaves of absences. Funding is also provided for various systemwide purposes requiring classroom substitutes covered by Instructional Assistants. This recommendation will provide funding for 62 daily substitutes and 35 long term substitutes. The daily substitute rate is \$70 per day and the long term substitute rate is \$256.25 per day for the first 91 days of school, increasing to \$258.81 on the 92nd day of school year, in accordance of the collective bargaining agreement with the Educational Association of Worcester.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) A. Long Term Substitutes	\$1,577,240	\$1,152,221	\$1,327,240	-16%
(2000) B. Day-By-Day Substitutes	\$781,200	\$924,562	\$781,200	0%
(2000) C. Contractual Classroom Coverage	\$90,000	\$218,132	\$90,000	0%
<b>TOTAL</b>	<b>\$2,448,440</b>	<b>\$2,294,915</b>	<b>\$2,198,440</b>	<b>-10%</b>

**POSITION HISTORY**

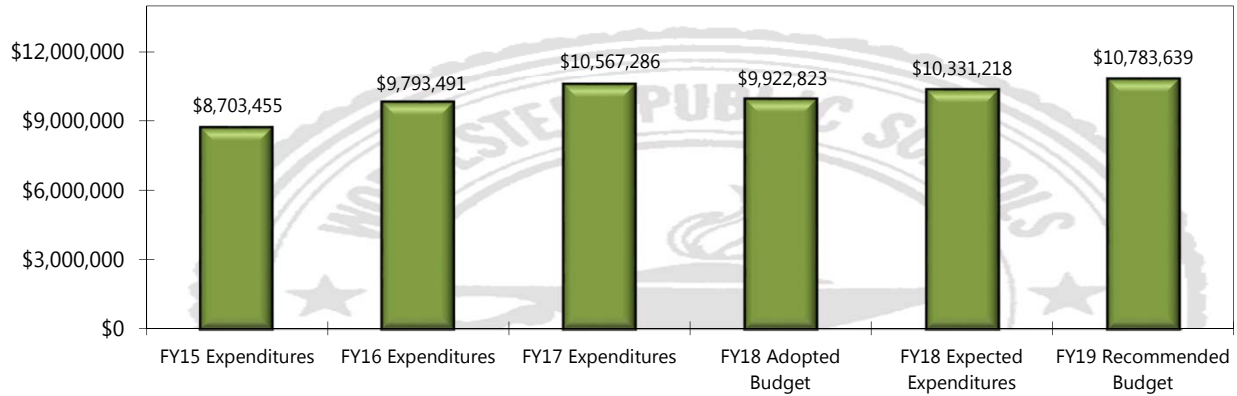




500-91115

**INSTRUCTIONAL ASSISTANT SALARIES**

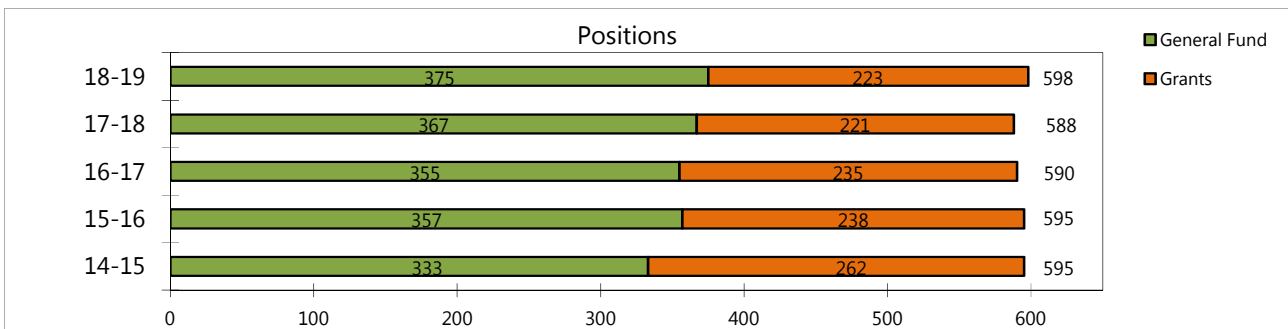
	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$9,922,823	\$10,331,218	\$10,783,639	9%
<b>GRANT SOURCES</b>	\$6,359,728	\$6,359,728	\$6,404,168	1%
<b>TOTAL INSTRUCTIONAL ASSISTANTS</b>	\$16,282,551	\$16,690,946	\$17,187,807	6%



This account funds 375 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 223 additional IA positions in the areas of Special Education (188), Kindergarten (14), Preschool (20) and Office Support (1), along with extended day stipends. The FY19 budget reflects the changes of the recently settled collective bargaining agreement and specific detail of changes are explained in the discipline sections of the next page.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) A. Special Education (274)	\$7,201,138	\$7,124,340	\$7,586,754	5%
(2000) B. English Learners (5)	\$197,954	\$143,517	\$142,420	-28%
(2000) C. Kindergarten (63)	\$1,674,023	\$1,696,347	\$1,737,524	4%
(2000) D. Other (33)	\$849,708	\$1,367,015	\$1,316,941	55%
<b>TOTAL</b>	<b>\$9,922,823</b>	<b>\$10,331,218</b>	<b>\$10,783,639</b>	<b>9%</b>

**POSITION HISTORY**



**500-91115****INSTRUCTIONAL ASSISTANT SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) A. Special Education (274)	\$7,201,138	\$7,124,340	\$7,586,754	5%

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 FY19 budget reflects ten additional special education positions to be assigned, along with the reallocation of several positions from special education to alternative locations (Other Section). 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 and 34 preschool positions funded by Title I. The FY19 grant awards are anticipated to be level funded.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) B. English Learners (5)	\$197,954	\$143,517	\$142,420	-28%

This account provides five English Learner instructional assistants that support alternative locations and dual language programs at Roosevelt and Chandler Magnet. All positions in this line item are funded through the general fund. The FY19 budget reflects the restructure of two vacant positions at the Parent Information that have been converted to Parent Liaison positions. (Account 500-91123)

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) C. Kindergarten (63)	\$1,674,023	\$1,696,347	\$1,737,524	4%

The district assigns a total of sixty-three kindergarten instructional assistant positions to many kindergarten classrooms throughout the district depending upon September enrollments.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) D. Other (33)	\$849,708	\$1,367,015	\$1,316,941	55%

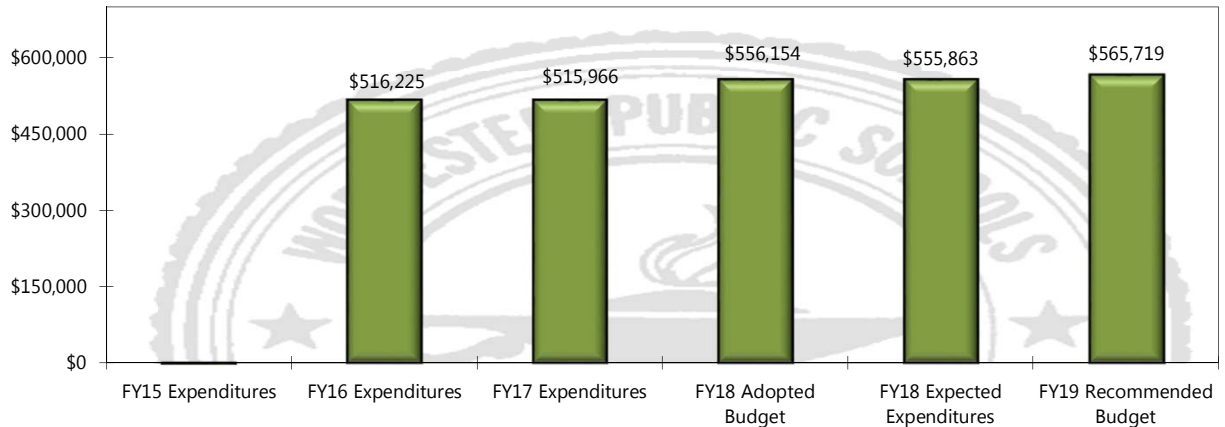
These positions assist students, teachers and parents in several areas: Fourteen bilingual office aides for schools, five supporting Challenge and Reach Academies, one supporting The Gerald Creamer Center, two supporting Goddard, eight classroom assistants for teachers with disabilities, two school safety (Burncoat & North High School), and one assistant for the processing of CORI checks in the Human Resource Department. Title I funds an instructional assistant that works in the Office of School and Student Performance. The increase of this line reflects the reallocation of special education to alternative programs and the recently settled collective bargaining agreement changes. The additional stipends for instructional assistants expanded learning time located at schools with state approved Level 4 Turnaround or Exit Assurance Plans are funded through Title I.



500-91116

**ATHLETIC COACH SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$556,154	\$555,863	\$565,719	2%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL ATHLETIC SALARIES</b>	\$556,154	\$555,863	\$565,719	2%



This salary account provides for the 177 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, Cheerleading, and Golf

Winter: Basketball, Track, Hockey, Swimming, Cheerleading, and Wrestling

Spring: Baseball, Softball, Tennis, Outdoor Track, Crew, Lacrosse, Volleyball, and Golf

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(3000) A. Fall Sports (High School)	\$207,130	\$200,421	\$212,132	2%
(3000) B. Winter Sports (High School)	\$130,616	\$147,312	\$133,048	2%
(3000) C. Spring Sports (High School)	\$155,224	\$150,224	\$157,354	1%
(3000) D. Middle School Programs	\$26,617	\$21,338	\$26,617	0%
(3000) E. Athletic Liaisons	\$18,541	\$18,541	\$18,541	0%
(3000) F. Cheerleader Teams	\$18,027	\$18,027	\$18,027	0%
<b>TOTAL</b>	<b>\$556,154</b>	<b>\$555,863</b>	<b>\$565,719</b>	<b>2%</b>

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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Fall Sports (High School)	\$207,130	\$200,421	\$212,132	2%

This account supports 68 fall sports coaches within the district's high schools. Both boys and girls have an equal opportunity to participate in these sports. One additional junior varsity volleyball for Burncoat High School was added during school year.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Winter Sports (High School)	\$130,616	\$147,312	\$133,048	2%

This account supports 38 winter sports coaches within the district's high schools. Both boys and girls have an equal opportunity to participate in these sports.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Spring Sports (High School)	\$155,224	\$150,224	\$157,354	1%

This account supports 53 spring sports coaches within the district's high schools. Both boys and girls have an equal opportunity to participate in these sports.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Middle School Programs	\$26,617	\$21,338	\$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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Athletic Liaisons	\$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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Cheerleader Teams	\$18,027	\$18,027	\$18,027	0%

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

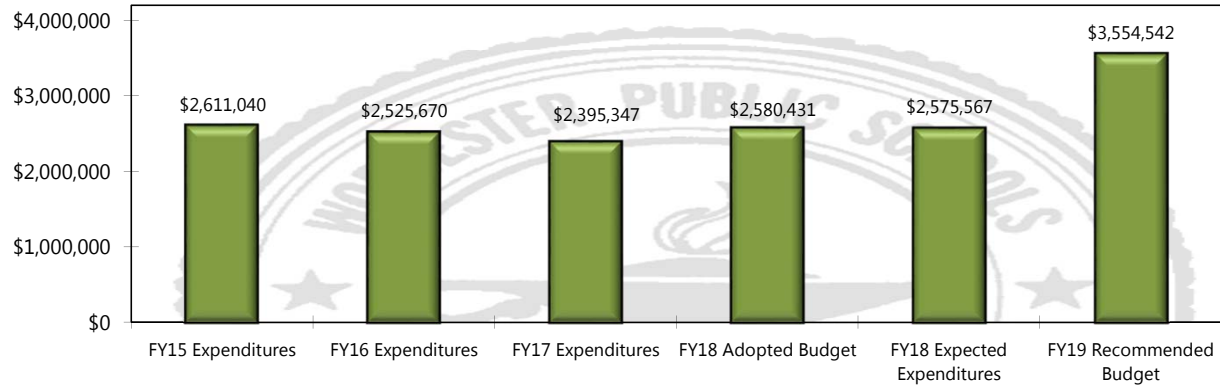


# WORCESTER PUBLIC SCHOOLS

540-91117

## TRANSPORTATION SALARIES

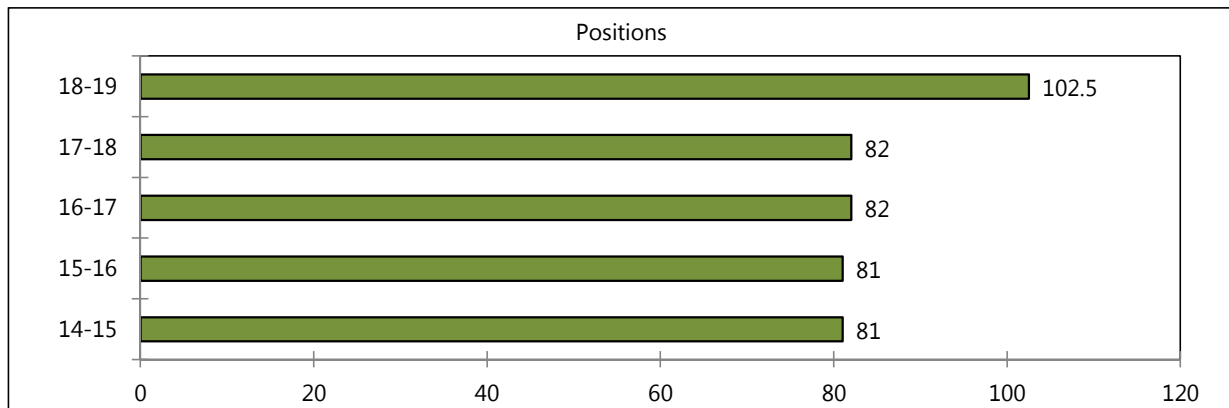
	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,580,431	\$2,575,567	\$3,554,542	38%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL TRANSPORTATION SALARIES</b>	\$2,580,431	\$2,575,567	\$3,554,542	38%



This account provides for all of the district operated transportation salaries including administration, bus drivers, bus monitors, operations and support staff. Details for each line item is provided below.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Administration (2)	\$0	\$37,500	\$220,856	100%
(3000) B. Transportation - Operations (7.5)	\$188,351	\$212,190	\$416,492	121%
(3000) C. Special Education Drivers (40)	\$1,465,114	\$1,394,063	\$1,583,237	8%
(3000) D. Special Education Bus Monitors (39)	\$926,967	\$931,814	\$993,518	7%
(3000) E. Large Bus Drivers (14)	\$0	\$0	\$340,440	100%
<b>TOTAL</b>	<b>\$2,580,431</b>	<b>\$2,575,567</b>	<b>\$3,554,542</b>	<b>38%</b>

## POSITION HISTORY



**540-91117****TRANSPORTATION SALARIES**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Administration (2)	\$0	\$37,500	\$220,856	100%

The Director of Transportation has been transferred from the Administration Account (500-91110) for improved cost reporting of transportation salaries. An Assistant Director of Transportation was added during the 2017-2018 school year as part of the pilot program for big bus transportation.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Transportation - Operations (7.5)	\$188,351	\$212,190	\$416,492	121%

This account includes an operations supervisor (restructured from coordinator), supervisor of safety & training (restructured from assistant coordinator), transportation routers (1 restructured from assistant coordinator), customer service personnel (1.5), dispatcher, and mechanic to provide necessary supervision and support of district operated transportation and coordinating operations with the district's outside contractor, Durham School Services.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Special Education Drivers (40)	\$1,465,114	\$1,394,063	\$1,583,237	8%

The Special Education Drivers line item consists of 40 full year 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 and during summer programming. The FY19 increase restores four runs previously operated by the district's outside contractor.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Special Education Bus Monitors (39)	\$926,967	\$931,814	\$993,518	7%

This account provides funding for 39 bus monitors who are assigned to buses transporting special needs students (approx. 850). All Special Education buses are assigned a bus monitor. The FY19 increase restores four runs previously operated by the district's outside contractor.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Large Bus Drivers (14)	\$0	\$0	\$340,440	100%

This account provides funding for 14 new large bus drivers who will be assigned to 11 district routes, as well as all athletic transportation requirements. These routes were previously operated by the district's outside contractor.

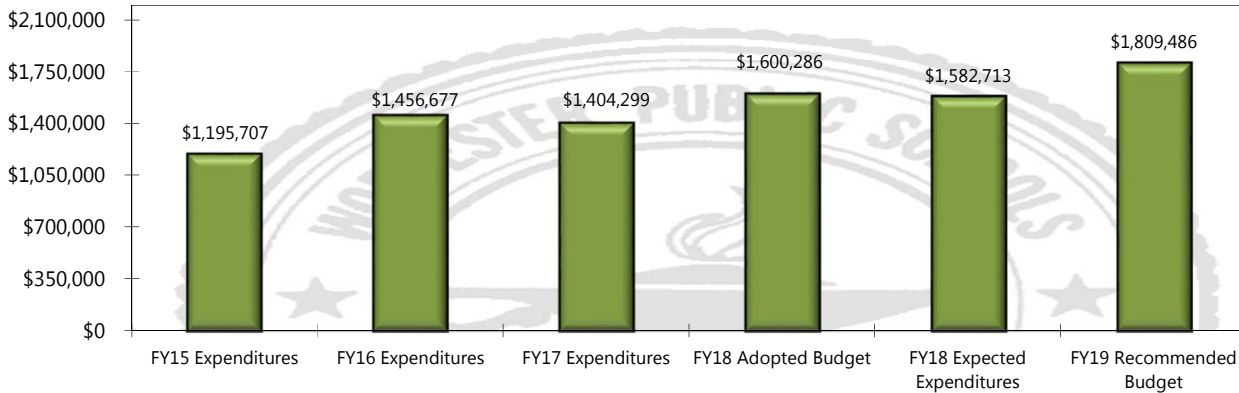




500-91118; 540-91118

**SUPPLEMENTAL PROGRAM SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,600,286	\$1,582,713	\$1,809,486	13%
<b>GRANT SOURCES</b>	\$4,673,246	\$4,673,246	\$3,980,382	-15%
<b>TOTAL SUPPLEMENTAL PROGRAMS</b>	\$6,273,532	\$6,255,959	\$5,789,868	-8%



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

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) A. Special Education Summer School	\$455,000	\$410,798	\$455,000	0%
(3000) B. Translation Services	\$270,000	\$312,163	\$304,200	13%
(2000) C. Gerald Creamer Center Programs	\$220,260	\$273,779	\$275,260	25%
(2000) D. Advanced Placement Program	\$121,000	\$116,377	\$121,000	0%
(2000) E. ABA Home Servicing Program	\$101,250	\$68,822	\$101,250	0%
(2000) F. AVID Programs	\$60,080	\$26,820	\$60,080	0%
(3000) G. Student Afterschool Drop-Off Center	\$50,000	\$30,152	\$50,000	0%
(2000) H. Mentoring Program	\$30,000	\$30,000	\$50,000	67%
(2000) I. High School Attendance Program	\$25,000	\$25,000	\$25,000	0%
(2000) J. St. Casimir's Clinical Program	\$18,000	\$18,000	\$18,000	0%
(3000) K. Music Enrichment Program	\$15,500	\$15,500	\$15,500	0%
(3000) L. Summer and Evening Guidance Services	\$9,500	\$5,988	\$9,500	0%
(3000) M. Library Processing	\$9,111	\$6,494	\$9,111	0%
(3000) N. Worcester Police Services	\$120,000	\$120,000	\$120,000	0%
(6000) O. Worcester Recreation Program (540-91118)	\$0	\$27,235	\$100,000	100%
(6000) P. Adult Education (540-91118)	\$95,585	\$95,585	\$95,585	0%
<b>TOTAL</b>	<b>\$1,600,286</b>	<b>\$1,582,713</b>	<b>\$1,809,486</b>	<b>13%</b>

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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Special Education Summer School	\$455,000	\$410,798	\$455,000	0%

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. This line represents funding for summer 2018.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Translation Services	\$270,000	\$312,163	\$304,200	13%

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 increase in this account represents actual expenditures for these services.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Gerald Creamer Center Programs	\$220,260	\$273,779	\$275,260	25%

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. The increase in this account reflects actual expenditures associated with this program.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Advanced Placement Program	\$121,000	\$116,377	\$121,000	0%

This account will provide funding for 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. ABA Home Servicing Program	\$101,250	\$68,822	\$101,250	0%

The ABA Home Servicing Program provides supports for students with autism outside of the classroom. Typically these services are provided after school hours and vacation weeks. The district continues to provide ongoing training for staff that perform these specialized services in a more cost effective manner.



500-91118; 540-91118

**SUPPLEMENTAL PROGRAM SALARIES**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) F. AVID Programs	\$60,080	\$26,820	\$60,080	0%

AVID is a grade 4-12 program 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Student Afterschool Drop-Off Center	\$50,000	\$30,152	\$50,000	0%

This funding supports the student afterschool drop-off center located at Quinsigamond school. 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. Mentoring Program	\$30,000	\$30,000	\$50,000	67%

These funds are to provide the contractual teacher mentoring program within the district. The increase incorporates a secondary Principal mentoring program for FY19.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) I. High School Attendance 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.

	FY19			
	FY18 Adopted Budget	FY18 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) K. Music Enrichment Program	\$15,500	\$15,500	\$15,500	0%

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

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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) L. Summer and Evening Guidance Services	\$9,500	\$5,988	\$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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) M. Library Processing	\$9,111	\$6,494	\$9,111	0%

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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) N. 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(6000) O. Worcester Recreation Program (540-91118)	\$0	\$27,235	\$100,000	100%

This line item pays for site administration expenses for the Recreation Worcester program that are operating at school locations. These funds were added as part of the final adopted budget of FY18.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(6000) P. 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 \$340,618 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 FY19.

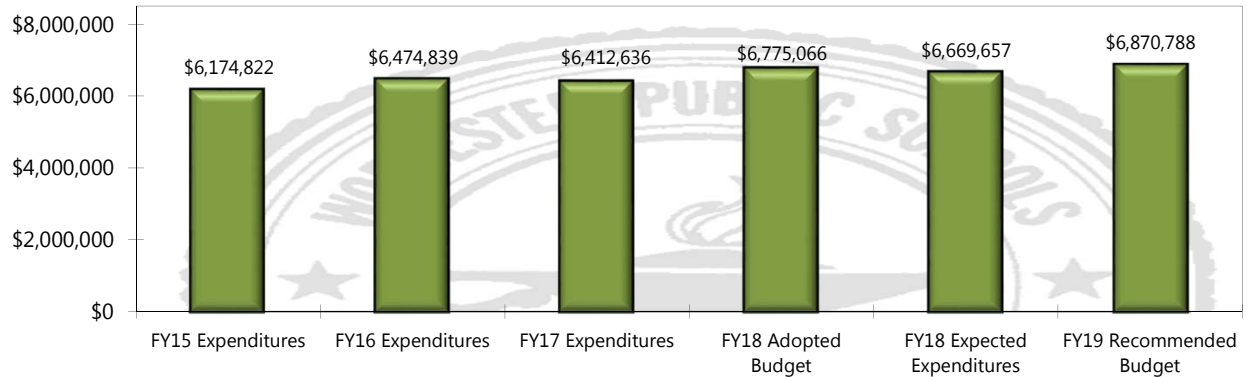


# WORCESTER PUBLIC SCHOOLS

500-91119

## CUSTODIAL SALARIES

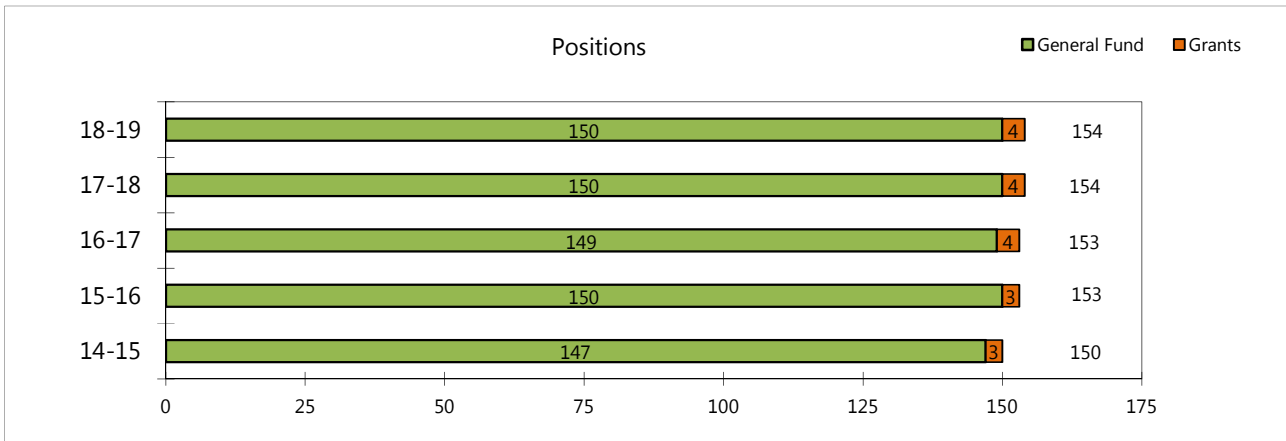
	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$6,775,066	\$6,669,657	\$6,870,788	1%
<b>GRANT SOURCES</b>	\$270,367	\$270,367	\$270,367	0%
<b>TOTAL CUSTODIANS</b>	\$7,045,433	\$6,940,024	\$7,141,155	1%



This account funds the salaries of the custodial and utility crew that service all facilities within the district.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(4000) A. Building Custodians (145)	\$6,508,825	\$6,474,911	\$6,601,670	1%
(4000) B. Utility Crew (5)	\$266,241	\$194,746	\$269,117	1%
<b>TOTAL</b>	<b>\$6,775,066</b>	<b>\$6,669,657</b>	<b>\$6,870,788</b>	<b>1%</b>

## POSITION HISTORY



**500-91119****CUSTODIAL SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(4000) A. Building Custodians (145)	\$6,508,825	\$6,474,911	\$6,601,670	1%

This account funds the salaries of 145 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.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(4000) B. Utility Crew (5)	\$266,241	\$194,746	\$269,117	1%

This account funds the salaries of five 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.

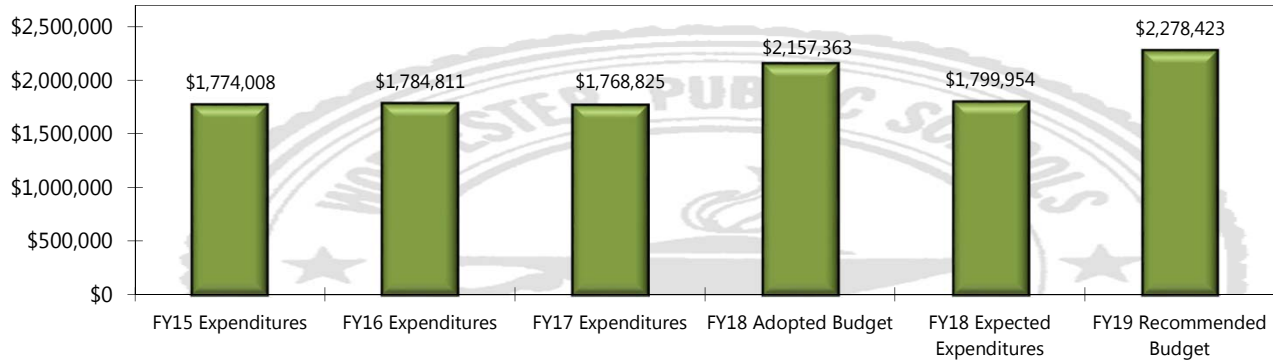




500-91120

**MAINTENANCE SERVICE SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,157,363	\$1,799,954	\$2,278,423	6%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL MAINTENANCE SERVICES</b>	\$2,157,363	\$1,799,954	\$2,278,423	6%

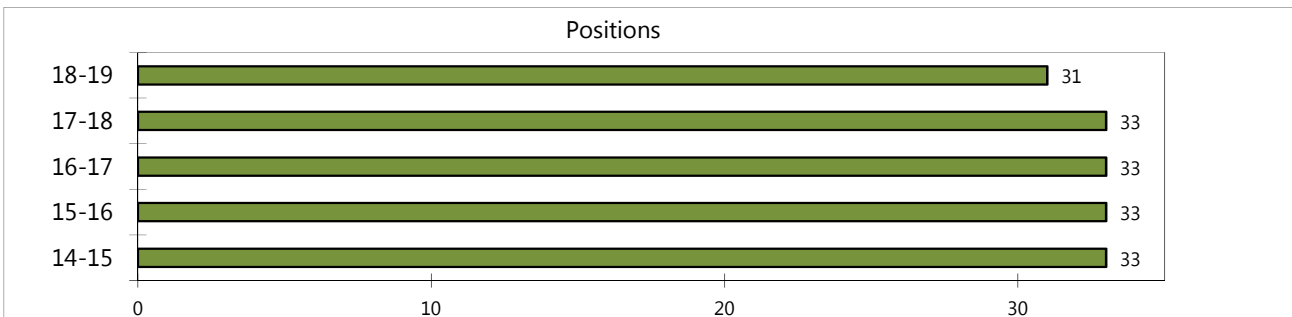


This account funds the salaries of 31 maintenance service staff members to support the building maintenance and repair of the district's facilities. The FY19 budget reflects the restructuring of several positions to better align with maintenance needs of the district. The account funds the salaries of the following maintenance service personnel:

Facilities Director	1	Carpenters	6
Director of Environ. Mgmt & Capital Projects	1	Electricians	6
Coord. Custodial Services & Building Maint	1	Plumbers	3
Facilities Coordinator	1	Glaziers	1
Energy Management Coordinator	1	Locksmith	1
CAD/Draftsman	1	Storekeeper	1
Steamfitters/HVAC	5	Painters	2
<b>Total</b>	<b>31</b>		

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Services	\$2,157,363	\$1,799,954	\$2,278,423	6%
<b>TOTAL</b>	<b>\$2,157,363</b>	<b>\$1,799,954</b>	<b>\$2,278,423</b>	<b>6%</b>

**POSITION HISTORY**

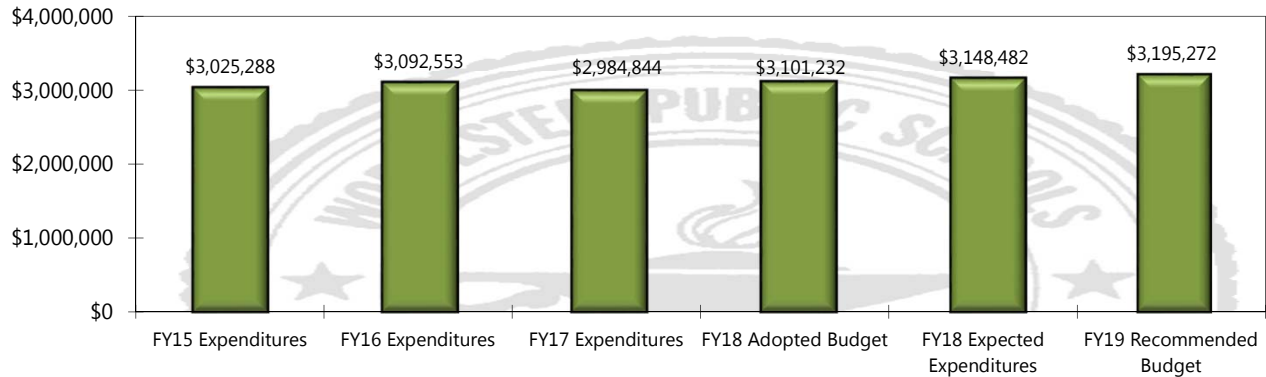




## 500-91121

**ADMINISTRATIVE CLERICAL SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,101,232	\$3,148,482	\$3,195,272	3%
<b>GRANT SOURCES</b>	\$266,409	\$266,409	\$354,822	33%
<b>TOTAL ADMINISTRATIVE CLERICAL</b>	\$3,367,641	\$3,414,891	\$3,550,094	5%



This account provides funding for 57 positions including 20 that are assigned to the secondary schools. The remaining 37 positions provide various services to the Central Administration and systemwide efforts: 3.5 System Administration, 19 Education Division, 4.5 Human Resources Division, 10 Finance and Operations Division.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (3.5)	\$234,625	\$232,125	\$236,762	1%
(2000) B. Teaching and Learning Division (39)	\$2,105,853	\$2,155,603	\$2,166,939	3%
(1000) C. Human Resources Division (4.5)	\$292,630	\$268,173	\$254,255	-13%
(1000) D. Finance & Operations Division (10)	\$468,123	\$492,580	\$537,316	15%
<b>TOTAL</b>	<b>\$3,101,232</b>	<b>\$3,148,482</b>	<b>\$3,195,272</b>	<b>3%</b>

**POSITION HISTORY**



500-91121

**ADMINISTRATIVE CLERICAL SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (3.5)	\$234,625	\$232,125	\$236,762	1%

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 daily work that supports the district's administration.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) B. Teaching and Learning Division (39)	\$2,105,853	\$2,155,603	\$2,166,939	3%

The areas served are as follows: Deputy Superintendent (1), Managers of Instruction & School Leadership (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 Grants Development, Adult Education, Office of Professional Learning, and Special Education.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) C. Human Resources Division (4.5)	\$292,630	\$268,173	\$254,255	-13%

The four 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; and collective bargaining. During FY18, the mail room staff was moved to District Document Center with the Finance & Operations Division.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) D. Finance & Operations Division (10)	\$468,123	\$492,580	\$537,316	15%

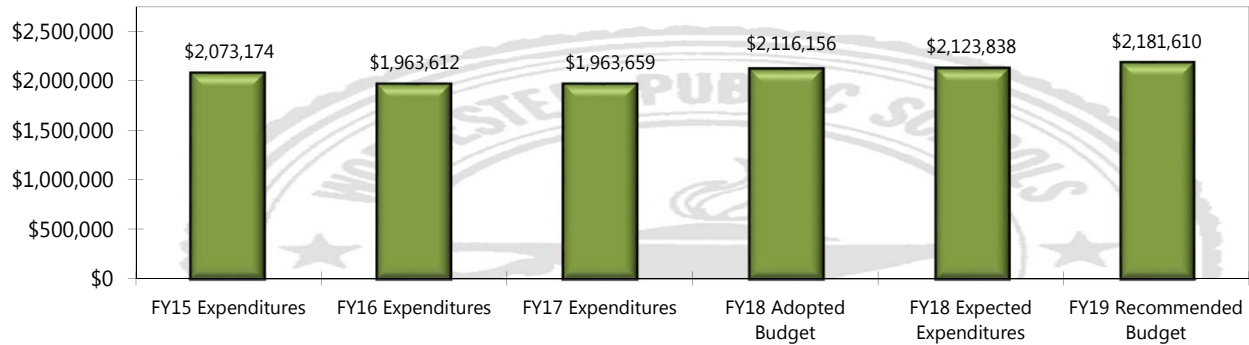
The positions within Finance and Operations provide support services in the areas of Payroll (2), Materials Management (3), Facilities Department (3), and Finance and Operation (1) Administration. Two additional positions are funded by various grants to provide financial clerical support for Payroll (1) and Materials Management (1). The addition in this account reflects the restructuring of the reception and mail area from Human Resources during FY18.



## 500-91122

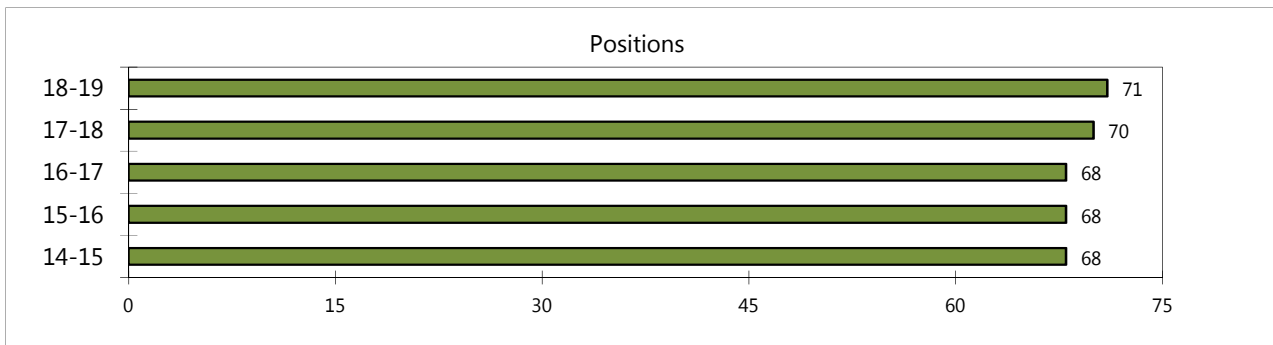
**SCHOOL CLERICAL SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,116,156	\$2,123,838	\$2,181,610	3%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL SCHOOL CLERICAL</b>	\$2,116,156	\$2,123,838	\$2,181,610	3%



This account provides for secretarial coverage at the elementary (42 positions) and secondary (29 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. The FY19 budget includes a reallocation of an instructional assistant during the school year.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (42)	\$1,171,821	\$1,164,751	\$1,219,027	4%
(2000) B. Secondary School Clerks (29)	\$878,335	\$864,896	\$896,583	2%
(2000) C. Substitute Coverage	\$66,000	\$94,191	\$66,000	0%
<b>TOTAL</b>	<b>\$2,116,156</b>	<b>\$2,123,838</b>	<b>\$2,181,610</b>	<b>3%</b>

**POSITION HISTORY**



500-91122

SCHOOL CLERICAL SALARIES

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (42)	\$1,171,821	\$1,164,751	\$1,219,027	4%

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. During FY18, Chandler Elementary converted an instructional assistant to a school year clerical position at the YMCA site.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Secondary School Clerks (29)	\$878,335	\$864,896	\$896,583	2%

There are 29 school clerks assigned to the eight secondary schools, the Technical High School, 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 Administrative Clerical (500-91121) account.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Substitute Coverage	\$66,000	\$94,191	\$66,000	0%

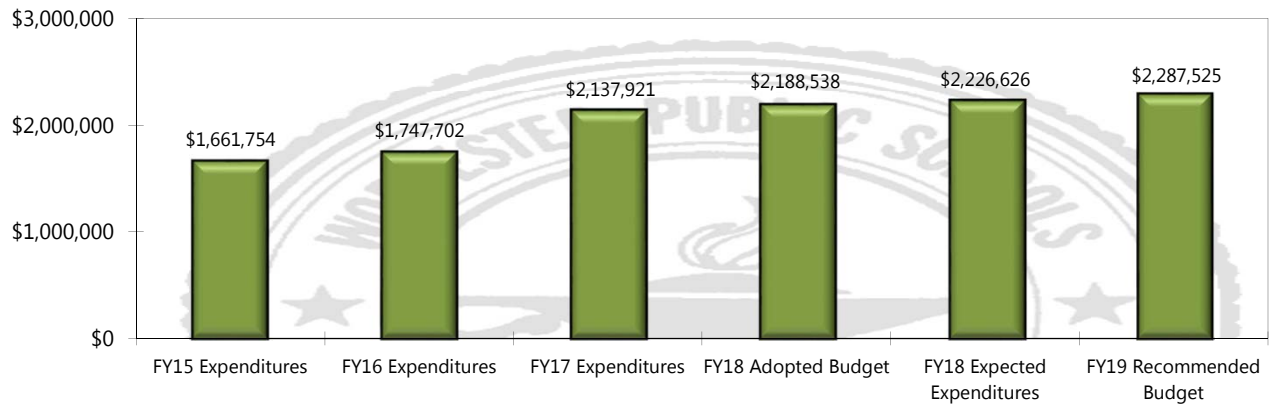
This account includes additional funding for substitute secretarial coverage for reasons of short-term illnesses and leaves of absence. These funds also provide any needed coverage at the individual schools for sporadic increased workflow, including the days prior to school opening in August and days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



## 500-91123

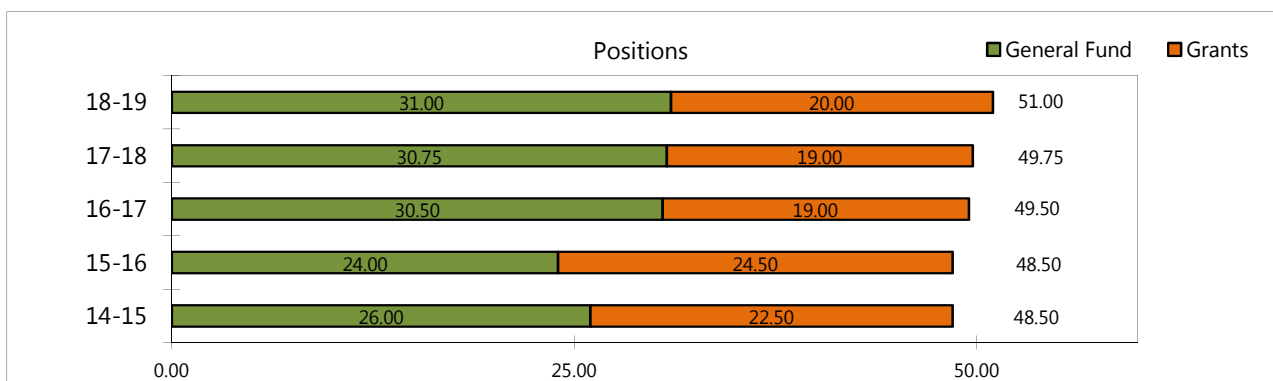
**NON INSTRUCTIONAL SUPPORT SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,188,538	\$2,226,626	\$2,287,525	5%
<b>GRANT SOURCES</b>	\$1,203,222	\$1,203,222	\$1,241,019	3%
<b>TOTAL NON INSTRUCTIONAL SUPPORT</b>	\$3,391,760	\$3,429,848	\$3,528,544	4%



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

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. Financial Support Staff (4)	\$308,671	\$328,945	\$333,042	8%
(4000) B. Information Systems (21)	\$1,404,634	\$1,376,224	\$1,467,894	5%
(3000) C. District Support (3)	\$372,033	\$354,663	\$313,297	-16%
(3000) F. Parent Liaisons (3.5)	\$103,201	\$166,794	\$173,293	68%
<b>TOTAL</b>	<b>\$2,188,538</b>	<b>\$2,226,626</b>	<b>\$2,287,525</b>	<b>5%</b>

**POSITION HISTORY**





500-91123

**NON INSTRUCTIONAL SUPPORT SALARIES**

	FY18 Adopted	FY18 Expected	FY19 Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) A. Financial Support Staff (4)	\$308,671	\$328,945	\$333,042	8%

The Director of Payroll and Supply Management, Coordinator 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 two positions funded by grants that provide financial support and oversight to grant financial reporting.

	FY18 Adopted	FY18 Expected	FY19 Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) B. Information Systems (21)	\$1,404,634	\$1,376,224	\$1,467,894	5%

The Information System department provides system-wide support in various media and technology initiatives. The district maintains more than 7,500 computers, 3,000 iPads, 500 Chromebooks, 500 document cameras, and 150 interactive whiteboards, wireless access points, and network servers that support student assessment, student information, human resources, and school security information. These devices require proper school district-based support, maintenance, and training. The district also maintain programs for human resources, student database systems, transportation, school nutrition, nursing department, 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. Due to the addition of Chromebooks, the Software Systems Implementation Specialist has been increased from part-time to full-time. Two additional support position, as well as interns, are supported through various grants. Worcester Education Access Channel 11 funds four positions through educational access cable revenues provided by the city.

	FY18 Adopted	FY18 Expected	FY19 Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) C. District Support (3)	\$372,033	\$354,663	\$313,297	-16%

The District Support line item includes the following positions: School Safety Director, Staffing & Mentor Coordinator, and Translation Coordinator. The School Safety Director 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 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. The Testing & Evaluation Specialist position was eliminated upon vacancy during the school year and converted to an electrician position for the installation and maintenance of school security systems. Grants and Special Revenue Funds provide support for the following positions: one Coordinator - Parent/Family Connections, one Data Assistant position for the Office of Research and Accountability, two Data Analysts for Special Education IEP development, one Resource Development Specialist for the Office of Professional Learning, Evening Program Coordinator located at Worcester Technical High School and a Night Life Facilitator funded through the Night Life revolving fund. The Grants Development staff is fully funded by grants and includes the Director of Grant Compliance, two Grant Writers, and one Grant Specialist.

**500-91123****NON INSTRUCTIONAL SUPPORT SALARIES**

	FY19			
	FY18 Adopted	FY18 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) F. Parent Liaisons (3.5)	\$103,201	\$166,794	\$173,293	68%

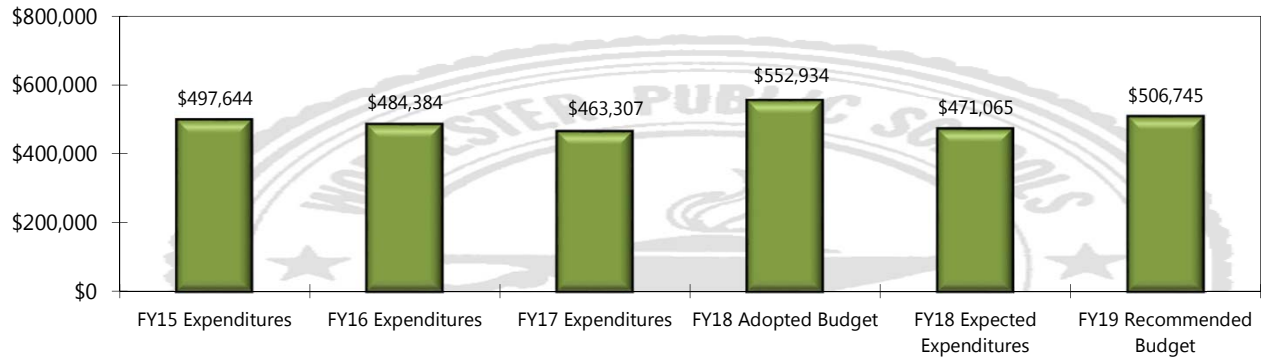
These positions are responsible for coordinating outreach efforts to have parents more involved in the education of their children. Five full-year parent liaison positions are assigned to the Parent Information Center (PIC) and are partially funded through Title I. The Parent Information Center continues to service the registration of all students Pre-K through Grade 12. The increase to this account represents the conversion of an instructional assistant to a full-year liaison during the school year.



540-91124

**CROSSING GUARD SALARIES**

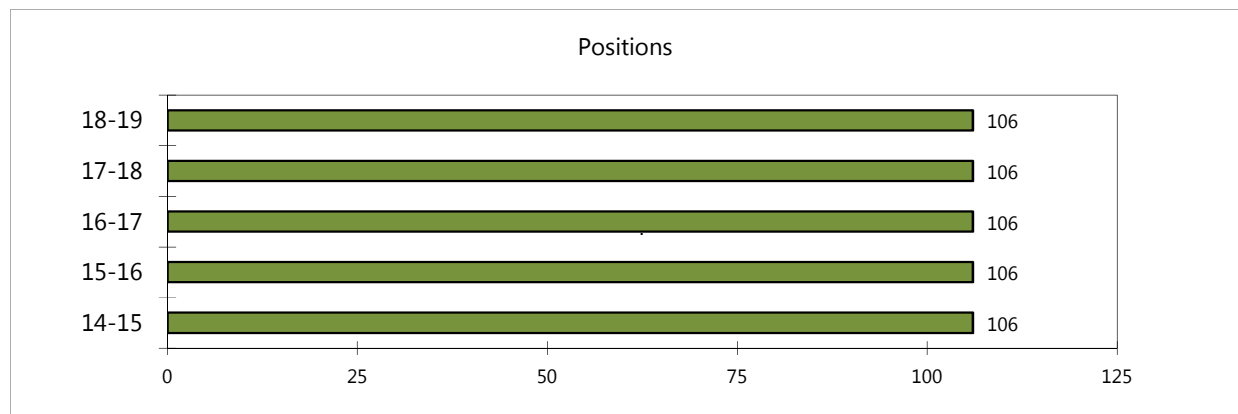
	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$552,934	\$471,065	\$506,745	-8%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL CROSSING GUARDS</b>	\$552,934	\$471,065	\$506,745	-8%



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.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(5000) A. Crossing Guards	\$552,934	\$471,065	\$506,745	-8%
<b>TOTAL</b>	\$552,934	\$471,065	\$506,745	-8%

**POSITION HISTORY**

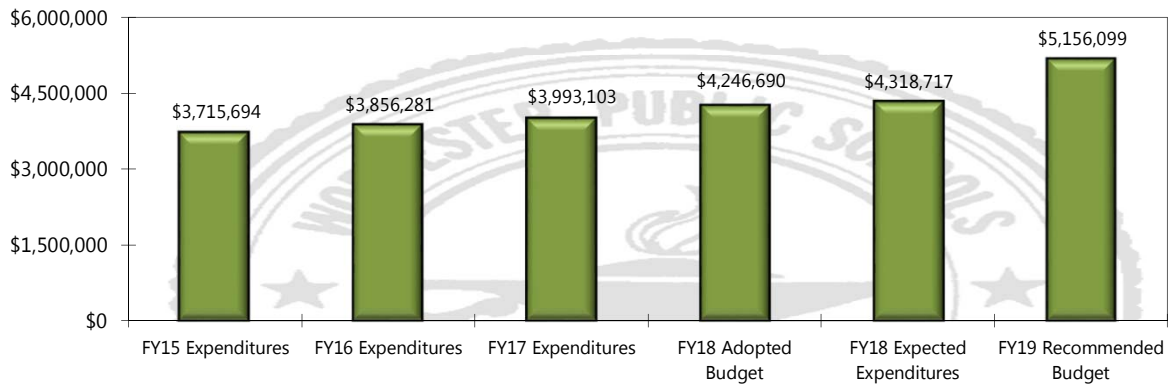




## 500-91133

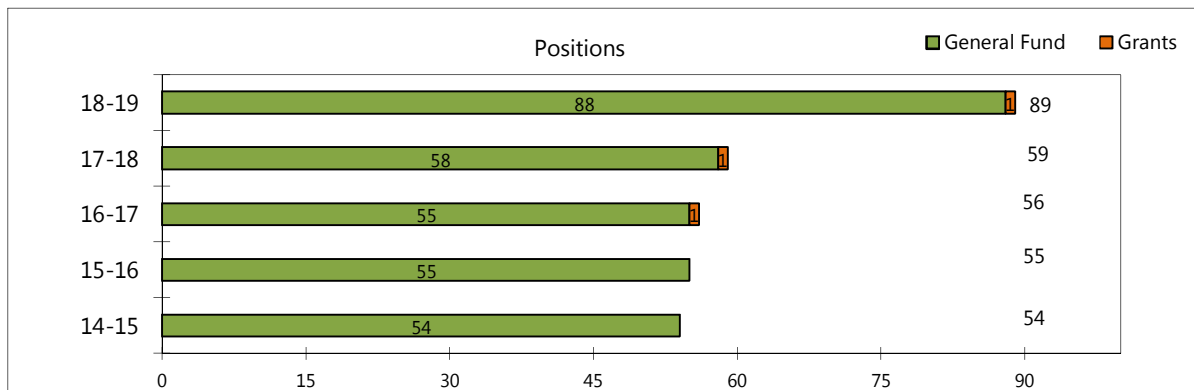
**NURSING & CLINICAL CARE SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$4,246,690	\$4,318,717	\$5,156,099	21%
<b>GRANT SOURCES</b>	\$109,000	\$109,000	\$109,000	0%
<b>TOTAL NURSING &amp; CLINICAL SALARIES</b>	\$4,355,690	\$4,427,717	\$5,265,099	21%



This account provides for school nursing services, as well as the new clinical care coordination program that has been added for the FY19 budget. Details for each line item provided below.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(3000) A. Nursing Administration (4)	\$235,685	\$252,732	\$340,027	44%
(3000) B. School Nurses (57)	\$4,011,005	\$4,065,985	\$4,261,576	6%
(3000) C. Clinical Care Coordination (27)	\$0	\$0	\$554,496	100%
<b>TOTAL</b>	<b>\$4,246,690</b>	<b>\$4,318,717</b>	<b>\$5,156,099</b>	<b>21%</b>

**POSITION HISTORY**



	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Nursing Administration (4)	\$235,685	\$252,732	\$340,027	44%

The Nursing Administration line includes a Nurse Coordinator, two Nurse Supervisors and new Clinical Care Coordinator. 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. The new Clinical Care Coordinator will be directly involved with coordinating nursing services directly to students requiring specialized medical services.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. School Nurses (57)	\$4,011,005	\$4,065,985	\$4,261,576	6%

School nurses are located directly in schools to provide routine and emergency care for district students and this account provides 57 full-time nurses. The FY19 budget includes the addition of two full-time nurses to address coverage issues. This account also includes one grant funded position that is located at the Parent Information Center.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Clinical Care Coordination (27)	\$0	\$0	\$554,496	100%

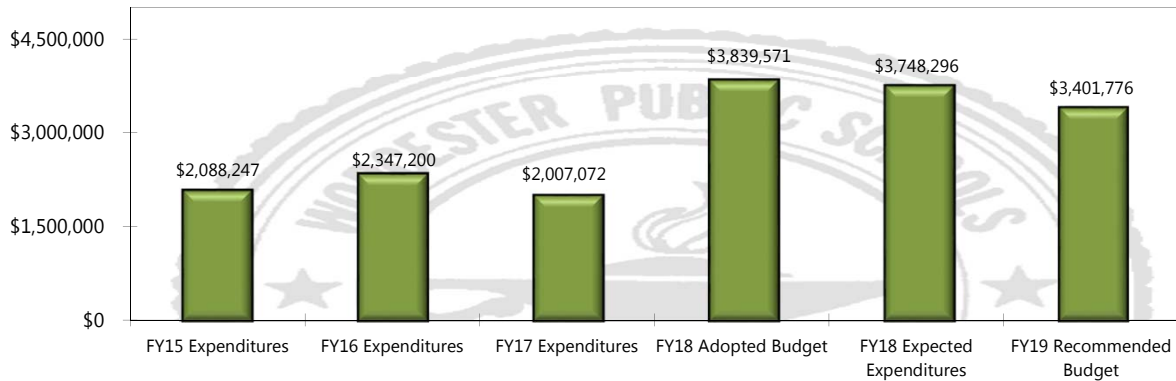
The clinical care coordination program has been added through the reallocation of funds from the Special Education Services line (500130-92000) and was previously supported by third party vendors which provided nursing services to district students. This new program provides a Clinical Care Coordinator (located above), 5 Licensed Practical Nurses, and 22 Certified Nursing Assistants to provide for students requiring specialized medical services.



## 500-91134

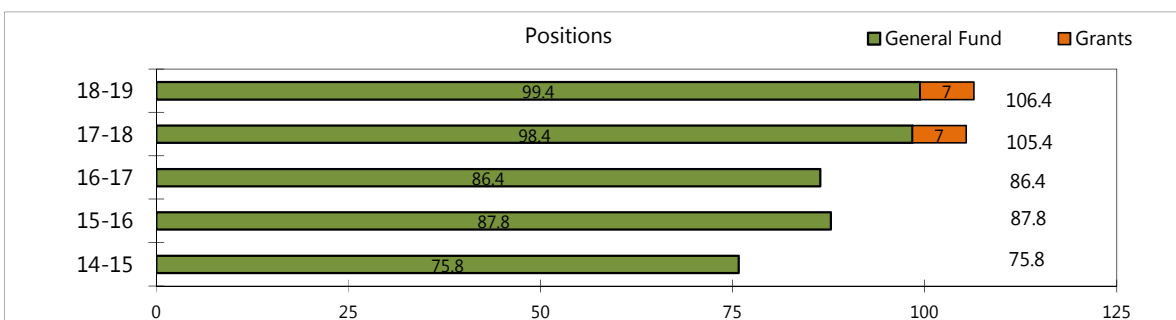
**EDUCATIONAL SUPPORT SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,839,571	\$3,748,296	\$3,401,776	-11%
<b>GRANT SOURCES</b>	\$509,818	\$509,818	\$518,908	2%
<b>TOTAL EDUCATIONAL SUPPORT</b>	\$4,349,389	\$4,258,114	\$3,920,684	-10%



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

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (6)	\$124,048	\$134,256	\$124,812	1%
(3000) B. English Proficiency Level Tester (3)	\$45,768	\$49,130	\$47,768	4%
(2000) C. Therapy Assistants (15.4)	\$682,249	\$683,730	\$698,944	2%
(2000) D. Interpreters & Speech Assistants (8)	\$436,163	\$395,257	\$453,245	4%
(2000) E. Tutors - Literacy (36)	\$656,795	\$498,875	\$0	-100%
(2000) F. Board Certified Behavior Analysts (13)	\$947,272	\$903,239	\$984,998	4%
(3000) G. Wraparound Coordinators (2)	\$56,987	\$97,473	\$115,502	103%
(2000) H. Clinicians (16)	\$890,288	\$986,336	\$976,508	10%
<b>TOTAL</b>	<b>\$3,839,571</b>	<b>\$3,748,296</b>	<b>\$3,401,776</b>	<b>-11%</b>

**POSITION HISTORY**





500-91134

EDUCATIONAL SUPPORT SALARIES

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (6)	\$124,048	\$134,256	\$124,812	1%

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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. English Proficiency Level Tester (3)	\$45,768	\$49,130	\$47,768	4%

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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Therapy Assistants (15.4)	\$682,249	\$683,730	\$698,944	2%

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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Interpreters & Speech Assistants (8)	\$436,163	\$395,257	\$453,245	4%

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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Tutors - Literacy (36)	\$656,795	\$498,875	\$0	-100%

Tutors of the Worcester Public Schools are generally licensed teachers that work a reduced schedule. This line item has been eliminated for FY19 due to budget constraints.

**500-91134****EDUCATIONAL SUPPORT SALARIES**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget

(2000) F. Board Certified Behavior Analysts (13) \$947,272 \$903,239 \$984,998 4%

These positions work collaboratively with the District-Wide Autism Department Head, and/or Specialist, Principal, special and regular education teachers and support staff to ensure that the delivery of IEP services are being provided with fidelity in accordance to the student's individualized education program. They will also provide direct supervision, training and support to ABA paraprofessionals to help support students with autism and other related emotional/developmental disabilities. The coordinators will also work to create programs and transition procedures to ensure that students with Autism and other emotional/developmental disabilities receive instruction in the least restrictive setting.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget

(3000) G. Wraparound Coordinators (2) \$56,987 \$97,473 \$115,502 103%

These positions assist with daily needs of the districts' students and families. The coordinators assist with student attendance and coordinating necessary community services with families. Several of these positions are located at schools with State approved Level 4 Turnaround or Exit Assurance Plans and seven are funded through Title I. The position at Sullivan Middle School is included in the general fund. This line represents an increase due to the addition of position added to North High School during the 2017-18 school year included in general fund.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget

(2000) H. Clinicians (16) \$890,288 \$986,336 \$976,508 10%

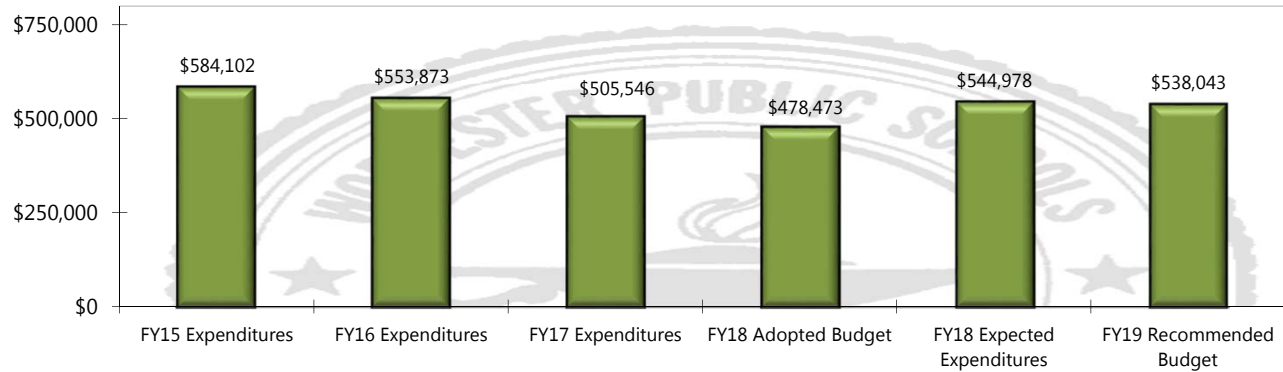
These positions participate in the Student Support Process to identify pro-active strategies/interventions for general education students who may have a suspected emotional disability. Clinicians will also consult and collaborate with STEP teachers in the development and implementation of a behavior support plans, as well as being responsible for case management of assigned inclusion students and STEP students. These positions will also support the development and implementation of therapeutic groups. The increase in this line item reflects actual salaries of positions.



540-97201

**TRANSPORTATION OVERTIME SALARIES**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$478,473	\$544,978	\$538,043	12%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL TRANSPORTATION OT SALARIES</b>	\$478,473	\$544,978	\$538,043	12%



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. The increase represents the additional staff for expanded transportation services in FY19.

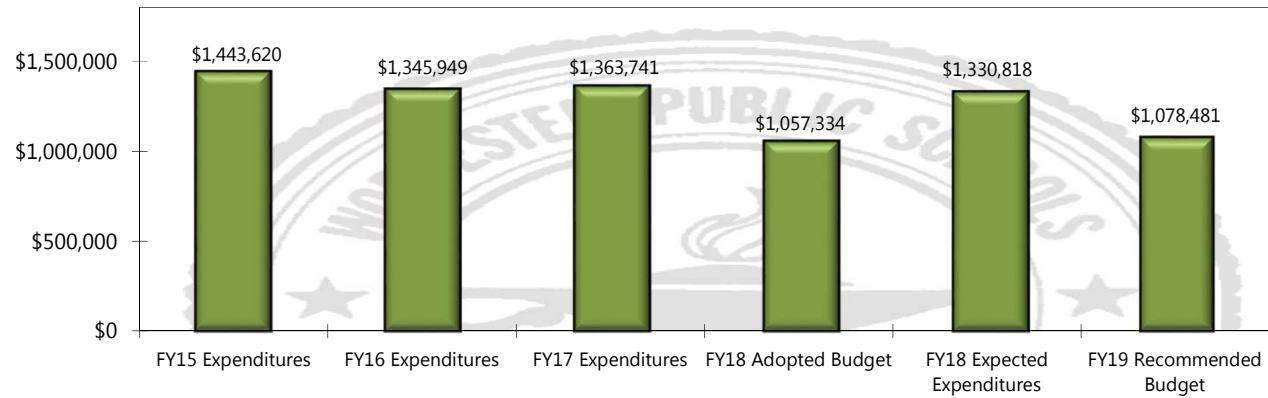
	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Transportation Driver Overtime	\$478,473	\$544,978	\$538,043	12%
<b>TOTAL</b>	\$478,473	\$544,978	\$538,043	12%



500-97203

**CUSTODIAL OVERTIME SALARIES**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,057,334	\$1,330,818	\$1,078,481	2%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL CUSTODIAL OVERTIME</b>	\$1,057,334	\$1,330,818	\$1,078,481	2%



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

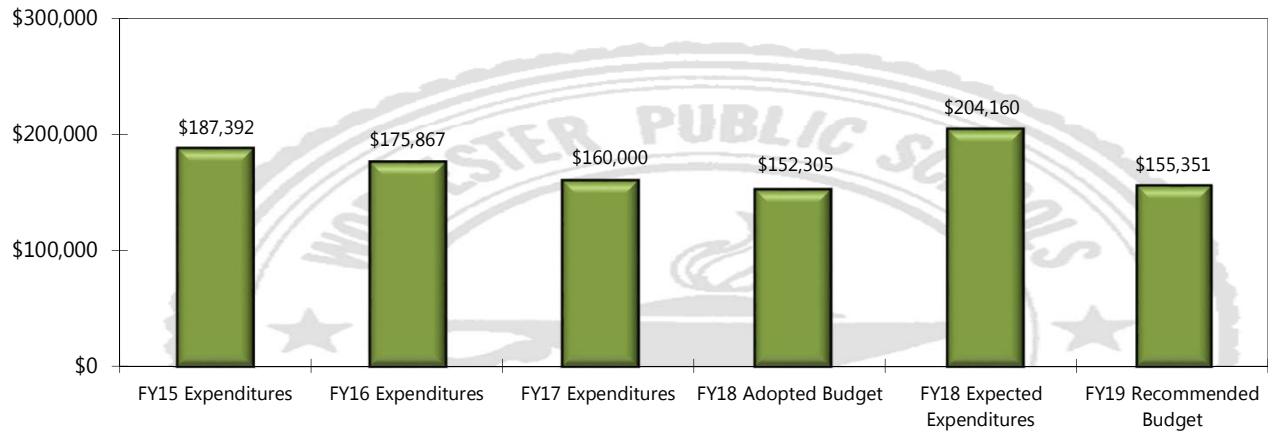
	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Custodial Overtime	\$1,057,334	\$1,330,818	\$1,078,481	2%
<b>TOTAL</b>	\$1,057,334	\$1,330,818	\$1,078,481	2%



500-97204

**MAINTENANCE OVERTIME SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$152,305	\$204,160	\$155,351	2%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL MAINTENANCE OVERTIME</b>	\$152,305	\$204,160	\$155,351	2%



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

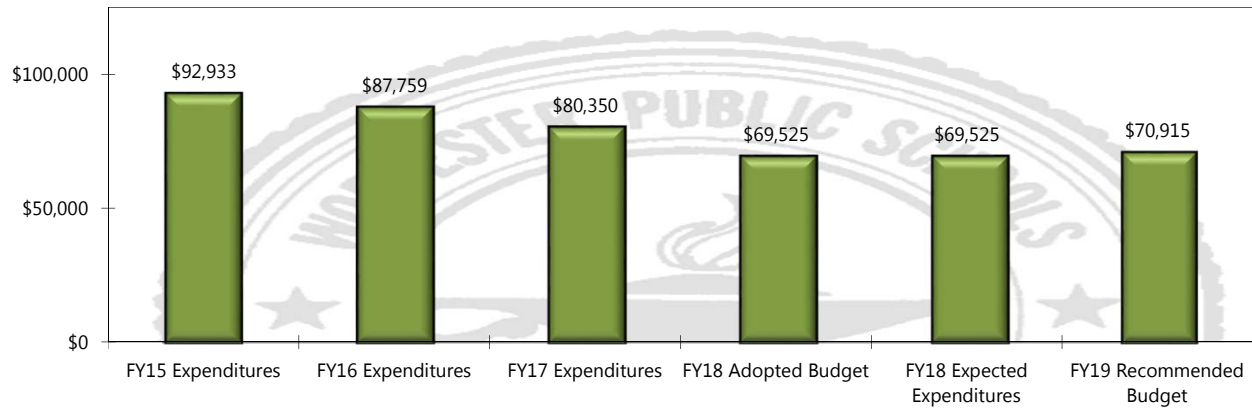
	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Overtime	\$152,305	\$204,160	\$155,351	2%
<b>TOTAL</b>	\$152,305	\$204,160	\$155,351	2%



## 500-97205

**SUPPORT OVERTIME SALARIES**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$69,525	\$69,525	\$70,915	2%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL SUPPORT OVERTIME</b>	\$69,525	\$69,525	\$70,915	2%



This account provides funding of overtime for approximately sixty employees including technical 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.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. Non Instructional Support	\$69,525	\$69,525	\$70,915	2%
<b>TOTAL</b>	\$69,525	\$69,525	\$70,915	2%

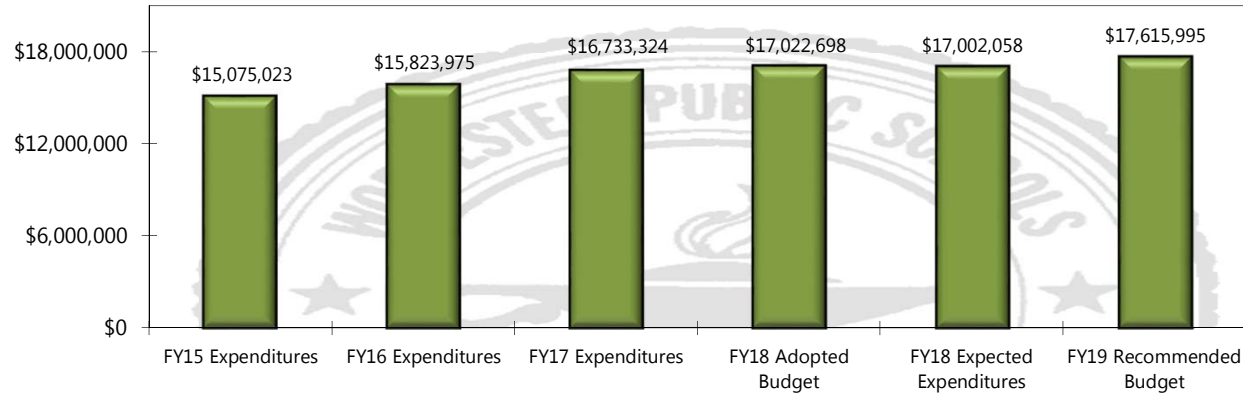




500101-96000

RETIREMENT

	FY19			
	FY18 Adopted Budget	FY18 Projected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$17,022,698	\$17,002,058	\$17,615,995	3%
<b>GRANT SOURCES</b>	\$814,392	\$814,395	\$814,392	0%
<b>TOTAL RETIREMENT</b>	\$17,837,090	\$17,816,453	\$18,430,387	3%



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. The City Early Incentive of 2002 was complete during FY18. Additionally, a portion of costs included in this account is based on the actual payroll costs for an individual receiving pension benefits whose service began prior to 1939 (non-contributory). This portion amounts to \$20,860 of this account's recommended total. The decrease in this line item is based on actual expenditures. 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 school's portion of the Worcester Retirement System, as well as contractual increases to the Custodial and Secretarial Pension Fund.

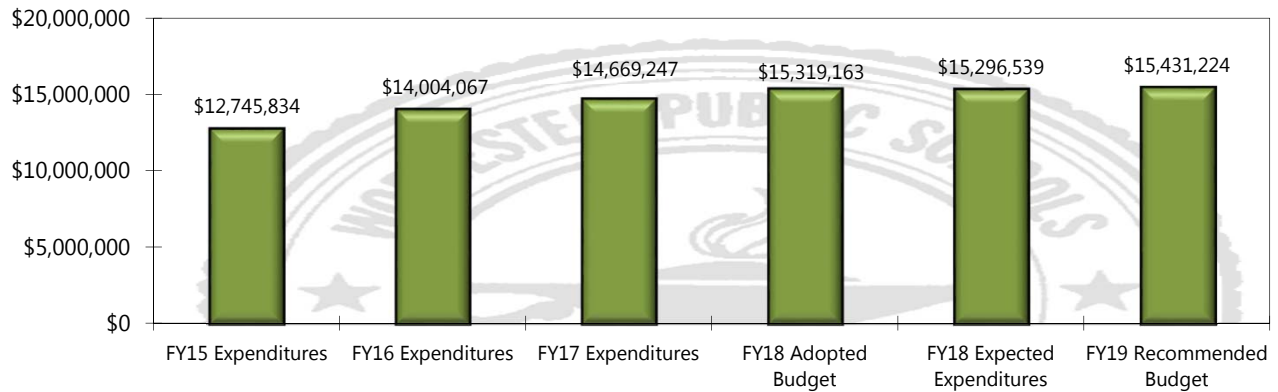
	FY19			
	FY18 Adopted Budget	FY18 Projected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Retirement System Assessment	\$11,126,110	\$11,126,110	\$12,135,748	9%
(5000) B. Pension Obligation Bonds	\$4,901,215	\$4,901,215	\$4,795,916	-2%
(5000) C. Non-Contributory Pensions	\$36,000	\$25,606	\$20,860	-42%
(5000) D. City Early Retirement Incentive 2002	\$351,188	\$351,188	\$0	-100%
(5000) E. City Early Retirement Incentive 2010	\$105,020	\$105,020	\$104,787	0%
(5000) F. Educational Secretaries Pension Fund	\$72,774	\$67,651	\$81,136	11%
(5000) G. Building Custodians Pension Fund	\$430,391	\$425,268	\$477,549	11%
<b>TOTAL</b>	<b>\$17,022,698</b>	<b>\$17,002,058</b>	<b>\$17,615,995</b>	<b>3%</b>



## 540103-92000

**TRANSPORTATION**

	FY19			
	FY18 Adopted Budget	FY18 Projected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$15,319,163	\$15,296,539	\$15,431,224	1%
<b>GRANT SOURCES</b>	\$60,000	\$60,000	\$60,000	0%
<b>TOTAL TRANSPORTATION</b>	\$15,379,163	\$15,356,539	\$15,491,224	1%



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 FY19 is the fourth 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 in accordance with state regulations. Approximately 12,300 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. This account includes funds for district operated vehicles and maintenance costs.

	FY19			
	FY18 Adopted Budget	FY18 Projected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Regular Transportation	\$7,099,025	\$6,944,315	\$6,453,726	-9%
(3000) B. Special Education	\$7,671,554	\$7,795,244	\$7,658,921	0%
(3000) C. Mandated McKinney-Vento	\$425,000	\$425,000	\$425,000	0%
(3000) D. District Operated Transportation	\$123,584	\$131,980	\$893,577	623%
<b>TOTAL</b>	<b>\$15,319,163</b>	<b>\$15,296,539</b>	<b>\$15,431,224</b>	<b>1%</b>



## 540103-92000

**TRANSPORTATION**

	FY19			
	FY18 Adopted Budget	FY18 Projected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Regular Transportation	\$7,099,025	\$6,944,315	\$6,453,726	-9%

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 being reduced to 84 buses at a contracted rate of \$427.06 for 180 days. Regular transportation also includes a contractual fuel adjustment and funds for WRTA services of students. The decrease in this account reflects the change of 11 routes that will become district operated transportation at the start of the school year, including the additional days for charter school services.

	FY19			
	FY18 Adopted Budget	FY18 Projected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Special Education	\$7,671,554	\$7,795,244	\$7,658,921	0%

Special Education transportation services are provided as specified in students' 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 out of city transportation is provided by third party vendors. The budget reflects 31 in-city mid-size buses at a daily contracted rate of \$549.35 for 180 days. In addition, 20 wheelchair vehicles is budgeted at a daily cost of \$577.00 for 180 days. During FY15, the district began using appropriately sized vehicles for the Transitions Special Education program through contracted services. The FY19 budget includes 14 Transition Program vehicles with an increased daily rate, however still a lower cost rate than the mid-size bus contract rate. The difference in this account reflects the change of four routes that will become district operated transportation with the leasing of new buses at the start of the school year.

	FY19			
	FY18 Adopted Budget	FY18 Projected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Mandated McKinney-Vento	\$425,000	\$425,000	\$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, with all funds received deposited into the city's general fund. The district utilizes the same vendors that provide out-of-district special education transportation.

**540103-92000****TRANSPORTATION**

	FY19			
	FY18 Adopted Budget	FY18 Projected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. District Operated Transportation	\$123,584	\$131,980	\$893,577	623%

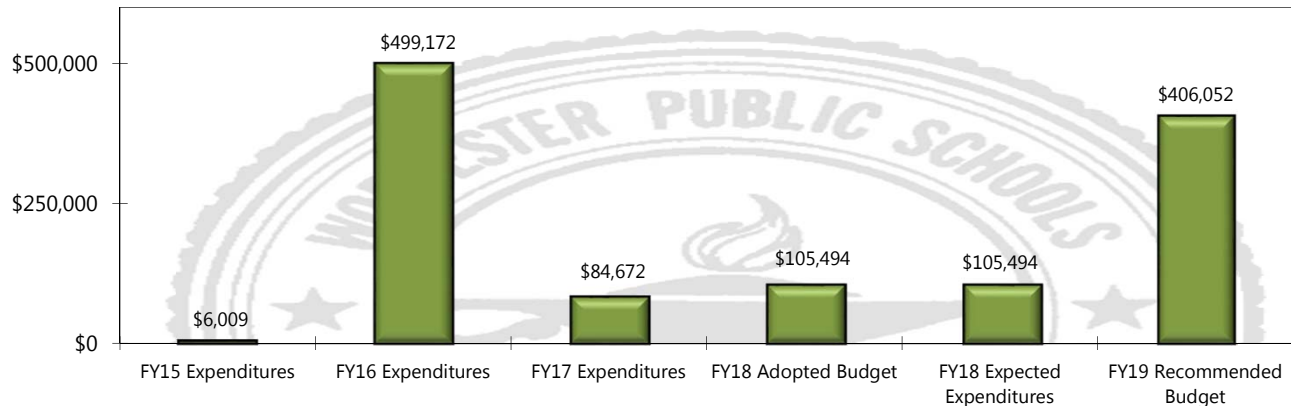
The district will begin leasing 13 large buses for the 2018-2019 school year. These buses will be utilized to transport 11 routes including Head Start and the additional charter days previously operated by Durham. The district will begin leasing 10 mid-size special education vehicles to accommodate aging fleet and absorbing four routes previously operated by Durham. This will be the first year of a five year lease cycle for these vehicles. This change to leasing vehicles is recommended to also reduce maintenance cost of district's fleet. Additional vehicles will continue to be replaced through an increase in the City's capital budget allocation for the district. This line item also includes vehicle maintenance, including fuel costs that has been transferred from 540141-92000.



500122-92000

**ATHLETIC ORDINARY MAINTENANCE**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$105,494	\$105,494	\$406,052	285%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL ATHLETICS</b>	\$105,494	\$105,494	\$406,052	285%



This account supports students in all athletic programs. This budget is responsible for athletic and medical supplies, game officials, police, emergency medical technicians, ticket personnel, maintenance and repair of equipment, ice-time rental for hockey and insurance needs. The school choice revenue has been changed to the textbook line item (500-91104) for the FY19 budget, those funds previously partially funded athletics.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries ▪ Officials	\$213,356	\$209,023	\$215,490	1%
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$47,221	\$47,545	\$47,545	1%
(3000) C. Maintenance/Repair Equipment	\$22,231	\$19,071	\$22,231	0%
(3000) D. Supplies	\$99,006	\$94,720	\$99,006	0%
(3000) E. Rental	\$30,160	\$29,000	\$31,560	5%
(3000) F. Athletic Transportation	\$168,300	\$153,988	\$90,000	-47%
(3000) G. Estimated Gate Receipts	(\$92,280)	(\$83,182)	(\$92,280)	0%
(3000) H. Other Athletic Revenue	(\$7,500)	(\$7,500)	(\$7,500)	0%
(3000) I. School Choice Funding	(\$375,000)	(\$357,171)	\$0	-100%
<b>TOTAL</b>	<b>\$105,494</b>	<b>\$105,494</b>	<b>\$406,052</b>	<b>285%</b>

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries ▪ Officials	\$213,356	\$209,023	\$215,490	1%

This account provides salaries for ticket managers, ticket sellers, ticket takers, clock operators, game officials, police coverage and medical technicians. The FY19 budget includes contractual rate increases.

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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$47,221	\$47,545	\$47,545	1%
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.				

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Maintenance/Repair Equipment	\$22,231	\$19,071	\$22,231	0%
This account provides reconditioning and repair of athletic equipment.				

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Supplies	\$99,006	\$94,720	\$99,006	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.				

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Rental	\$30,160	\$29,000	\$31,560	5%
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 and required practice hours.				

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Athletic Transportation	\$168,300	\$153,988	\$90,000	-47%
This account provides out-of-city transportation for the athletic teams as well as certain in-city transportation to Commerce Bank Field at Foley Stadium and other school locations. The in-city transportation is for events that occur immediately after school to reduce the requirement of using student athletes transporting other students to athletic events. The decrease in this account reflects the change to indistrict operated transportation services.				

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Estimated Gate Receipts	(\$92,280)	(\$83,182)	(\$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**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) H. Other Athletic Revenue	(\$7,500)	(\$7,500)	(\$7,500)	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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. School Choice Funding	(\$375,000)	(\$357,171)	\$0	-100%

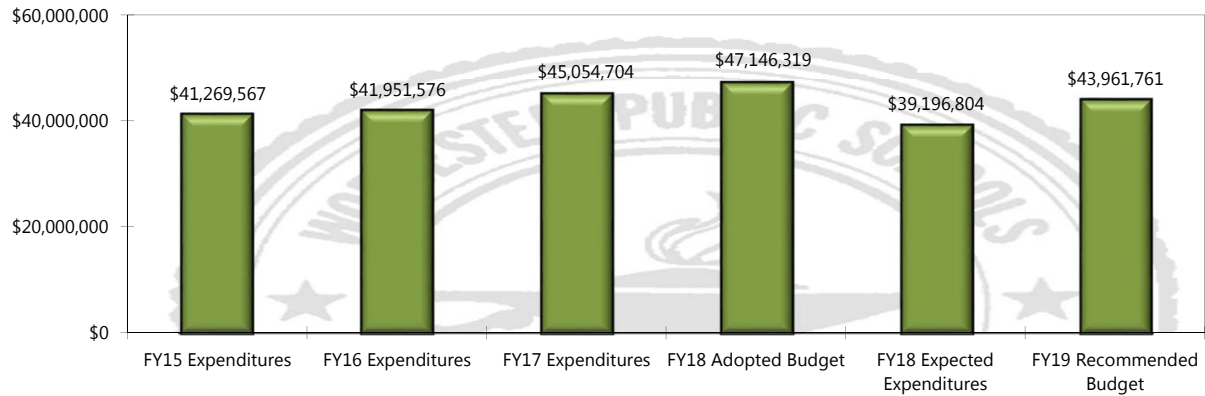
The School Choice revenue has been changed to the textbook line item (500-91104) for the FY19 budget.



## 500123-96000

**HEALTH INSURANCE**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$47,146,319	\$39,196,804	\$43,961,761	-7%
<b>GRANT SOURCES</b>	\$3,541,610	\$3,541,610	\$3,623,087	2%
<b>TOTAL HEALTH INSURANCE</b>	\$50,687,929	\$42,738,414	\$47,584,848	-6%



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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$43,550,319	\$35,667,708	\$40,210,761	-8%
(5000) B. Life Insurance	\$160,000	\$160,317	\$160,000	0%
(5000) C. Federal Medicare	\$3,215,000	\$3,368,779	\$3,370,000	5%
(5000) D. Workers Compensation	\$221,000	\$202,233	\$221,000	0%
<b>TOTAL</b>	<b>\$47,146,319</b>	<b>\$39,196,804</b>	<b>\$43,961,761</b>	<b>-7%</b>



# WORCESTER PUBLIC SCHOOLS

500123-96000

## HEALTH INSURANCE

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$43,550,319	\$35,667,708	\$40,210,761	-8%

The recommended budget is based on the premium rates which will become effective July 1, 2018. This account reflects an increase in premium rates of 2% for the Blue Care Elect Preferred, Network Blue New England, and 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 5,827 members during FY19 (2,798 active employees and 3,029 retired employees).

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) B. Life Insurance	\$160,000	\$160,317	\$160,000	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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) C. Federal Medicare	\$3,215,000	\$3,368,779	\$3,370,000	5%

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

Total City Annual Cost for Health Insurance	Family Plan	Individual Plan	Plan Enrollments
BCBS Blue Care Elect Preferred (PPO)	\$20,787	\$8,039	8
BCBS Network Blue New England	\$18,414	\$7,123	702
City of Worcester Direct (HMO)	\$12,274	\$4,831	497
City of Worcester Advantage (HMO)	\$14,982	\$6,034	<u>1,591</u>
Total Active Enrollments			2,798

#### Retired Employees

Total City Annual Cost for Health Insurance	Family Plan	Individual Plan	Plan Enrollments
BCBS Blue Care Elect Preferred (PPO)	\$19,101	\$7,387	35
BCBS Network Blue New England	\$18,180	\$7,032	219
City of Worcester Direct (HMO)	\$11,513	\$4,531	49
City of Worcester Advantage (HMO)	\$14,053	\$5,660	252

#### Retired Employees

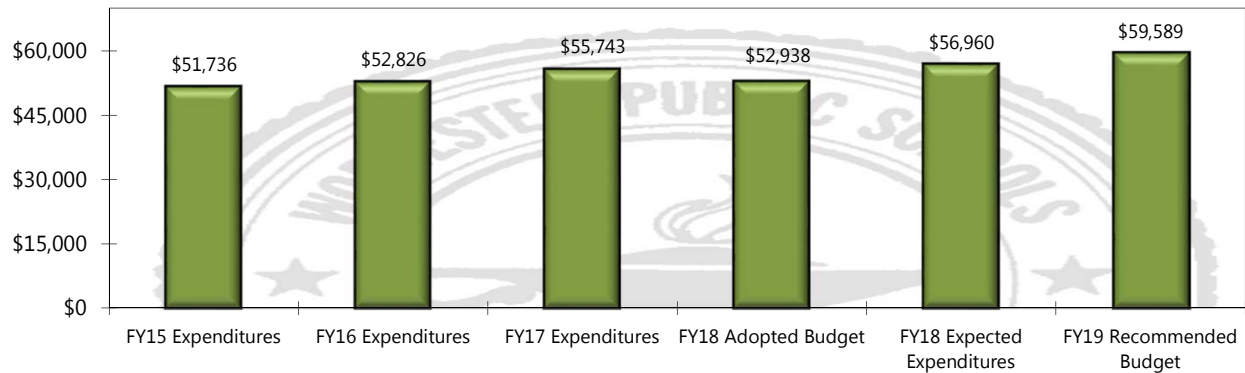
Total City Annual Cost - Medicare Supplemental	Family Plan	Individual Plan	Plan Enrollments
BCBS Medex II	\$5,580	\$2,790	1,788
Tufts Complement	\$5,904	\$2,952	440
Tufts Preferred Prime (HMO)	\$5,364	\$2,682	<u>246</u>
Total Retiree Enrollments			3,029



## 500125-92000

**OTHER INSURANCE PROGRAMS**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$52,938	\$56,960	\$59,589	13%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL OTHER INSURANCE PROGRAMS</b>	\$52,938	\$56,960	\$59,589	13%



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 FY19 budget reflects boiler insurance coverage (\$38,120), as well as the required building insurance for the rental property at St. Casimir's (\$15,749). In addition, this budget provides annual funds to cover Worcester Technical High School student accident insurance which has increased in pricing (\$5,720). The student activity and athletic bonding insurance maintain three year cycles.

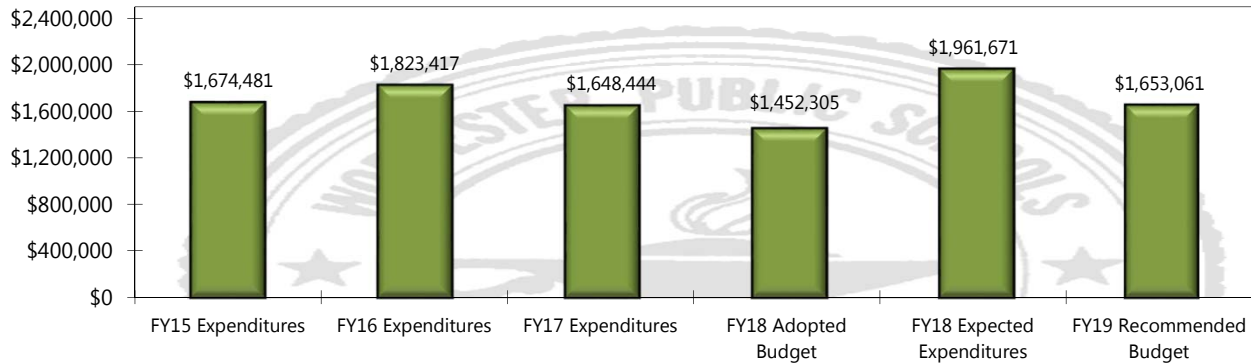
	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Building Insurance	\$15,424	\$15,049	\$15,749	2%
(5000) B. Building Boiler Insurance	\$36,194	\$37,414	\$38,120	5%
(5000) C. Other Insurance Programs	\$1,320	\$4,497	\$5,720	333%
<b>TOTAL</b>	<b>\$52,938</b>	<b>\$56,960</b>	<b>\$59,589</b>	<b>13%</b>



500129-96000

**WORKERS COMPENSATION**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$1,452,305	\$1,961,671	\$1,653,061	14%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL WORKERS COMPENSATION</b>	\$1,452,305	\$1,961,671	\$1,653,061	14%



This account provides assistance resulting 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 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 increased for the FY19 budget based on actual expenditure history.

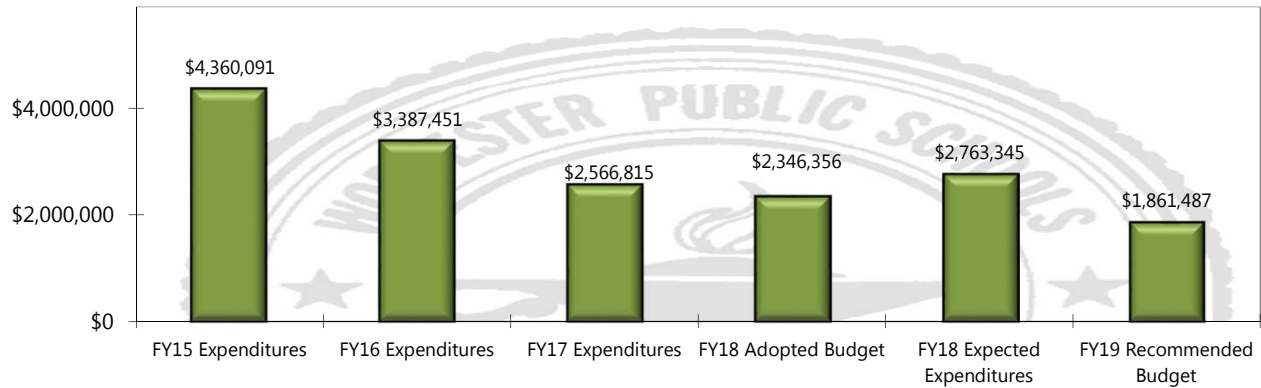
	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(5000) A. Active Salaries (91000)	\$786,300	\$1,124,267	\$814,056	4%
(5000) B. Inactive Salaries (91000)	\$200,000	\$188,956	\$200,000	0%
(5000) C. Cost Containment (92000)	\$72,305	\$162,053	\$145,305	101%
(5000) D. Medical Bills (96000)	\$393,700	\$486,395	\$493,700	25%
<b>TOTAL</b>	<b>\$1,452,305</b>	<b>\$1,961,671</b>	<b>\$1,653,061</b>	<b>14%</b>



## 500130-92000; 500130-96000

**PERSONAL SERVICES**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,346,356	\$2,763,345	\$1,861,487	-21%
<b>GRANT SOURCES</b>	\$877,648	\$877,648	\$878,219	0%
<b>TOTAL PERSONAL SERVICES</b>	\$3,224,004	\$3,640,993	\$2,739,706	-15%



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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Staff Development	\$205,500	\$205,500	\$205,500	0%
(1000) B. Legal Consultation & Settlements	\$268,877	\$410,842	\$351,000	31%
(3000) C. Physician Consultation	\$20,000	\$20,000	\$20,000	0%
(2000) D. Special Education Services	\$971,075	\$1,022,575	\$157,500	-84%
(3000) E. Graduation Expenses	\$43,700	\$43,700	\$43,700	0%
(1000) F. Human Resources Automated Services	\$89,739	\$92,176	\$113,742	27%
(2000) G. Collaborations	\$40,000	\$40,000	\$40,000	0%
(2000) H. NEASC Evaluations	\$0	\$0	\$5,000	100%
(3000) I. Security Guards	\$173,502	\$196,479	\$216,125	25%
(1000) J. Employee Assistance Program (96000)	\$24,283	\$30,240	\$30,240	25%
(1000) K. Contractual Employee Reimbursement	\$31,500	\$31,500	\$31,500	0%
(2000) L. Arts Consultants	\$129,000	\$129,000	\$129,000	0%
(3000) M. Translation	\$156,000	\$348,153	\$325,000	108%
(2000) N. Advanced Placement Program	\$193,180	\$193,180	\$193,180	0%
<b>TOTAL</b>	<b>\$2,346,356</b>	<b>\$2,763,345</b>	<b>\$1,861,487</b>	<b>-21%</b>





500130-92000; 500130-96000

PERSONAL SERVICES

			FY19	
	FY18 Adopted	FY18 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) A. Staff Development	\$205,500	\$205,500	\$205,500	0%

This account funds all the expenses related to curriculum and staff/professional development for the district. Staff Development monies support the on-going workshops for all employees in the Worcester Public Schools, both instructional and non-instructional. The account is recommended to be level funded for FY19.

			FY19	
	FY18 Adopted	FY18 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) B. Legal Consultation & Settlements	\$268,877	\$410,842	\$351,000	31%

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 School Committee reduced \$30,000 from this line item in FY18. The FY19 budget reflects actual expenditures.

			FY19	
	FY18 Adopted	FY18 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) C. Physician Consultation	\$20,000	\$20,000	\$20,000	0%

The FY19 budget reflects funding for the contract with UMass Memorial for physician consulting services whenever required by the district.

			FY19	
	FY18 Adopted	FY18 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
2000) D. Special Education Services	\$971,075	\$1,022,575	\$157,500	-84%

This account maintains funds for a variety of services provided for special education students including independent evaluations, educational services, and contracted hospital instruction. The majority of these funds have been transferred to Nursing Salaries (500-91133) to establish the Clinical Care program in order to provide nursing services and eliminate the need of third party providers.

			FY19	
	FY18 Adopted	FY18 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	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**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) F. Human Resources Automated Services	\$89,739	\$92,176	\$113,742	27%

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 \$28,118, the on-line employment application process (through SchoolSpring, Inc.) is \$11,518 and the electronic educator evaluation program (through Teachpoint) is \$59,106. This line item also includes funds (\$15,000) to pilot a new timeclock system for improved payroll reporting.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Collaborations	\$40,000	\$40,000	\$40,000	0%

This account provides funding for the collaboration between the WPS and the UMass Medical Pipeline for health career opportunities for all schools (K-12) in the North Quadrant.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. NEASC Evaluations	\$0	\$0	\$5,000	100%

The district does not have any schools scheduled for their accreditation site visit by the New England Association of Schools and Colleges (NEASC) during FY19, however site visits are scheduled for FY19. The funds budgeted are for pre-site assessment requirements from NEASC.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. Security Guards	\$173,502	\$196,479	\$216,125	25%

This funding provides for the security guards stationed at the South/Sullivan complex, Doherty, North, Worcester Technical High, Gerald Creamer Center, Jacob Hiatt, Fanning Building and the Durkin Administrative Building. These guards are located inside (outside when necessary) of school buildings and their primary responsibility is to monitor individuals entering onto school property, ensuring that the individuals are authorized visitors. The increase in this line item is based upon the addition of the Durkin Administrative Building.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) J. Employee Assistance Program (96000)	\$24,283	\$30,240	\$30,240	25%

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**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) K. 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.				

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) L. 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.				

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) M. Translation	\$156,000	\$348,153	\$325,000	108%
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. This account is supplemented by part-time employees located in the Supplemental Salaries Account 500-91118. The increase in this account is based on actual expenditures.				

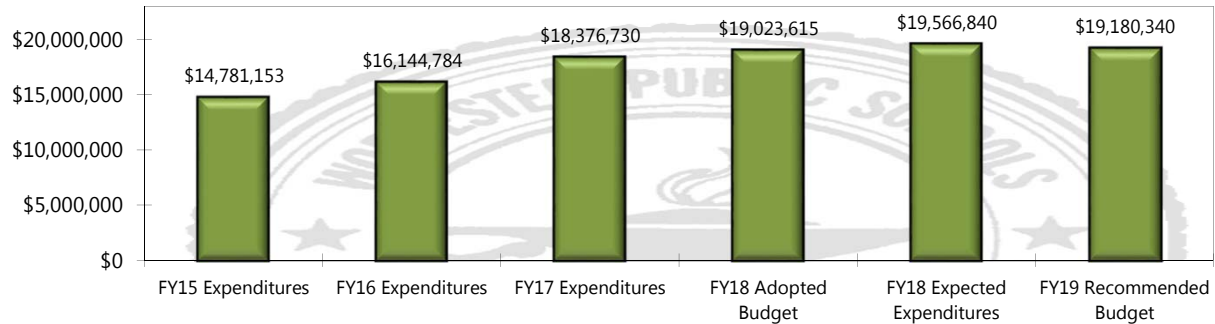
	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
2000) N. Advanced Placement Program	\$193,180	\$193,180	\$193,180	0%
This account provides funds for the continued expansion of the Advanced Placement Program. This account provides for additional AP textbooks for new courses and added sections as well as technology and ongoing professional development 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.				



## 500132-92000

**TUITION**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$19,023,615	\$19,566,840	\$19,180,340	1%
<b>GRANT SOURCES</b>	\$3,101,115	\$2,994,361	\$3,525,268	14%
<b>TOTAL TUITION</b>	\$22,124,730	\$22,561,201	\$22,705,608	3%



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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Central MA Collaborative	\$13,843,220	\$13,843,220	\$14,050,584	1%
(9000) B. Special Education Tuition	\$5,102,856	\$5,676,024	\$5,052,217	-1%
(9000) C. Alternative Programs	\$54,947	\$47,596	\$54,947	0%
(9000) D. Chapter 74 Out of District Program	\$22,592	\$0	\$22,592	0%
<b>TOTAL</b>	<b>\$19,023,615</b>	<b>\$19,566,840</b>	<b>\$19,180,340</b>	<b>1%</b>

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Central MA Collaborative	\$13,843,220	\$13,843,220	\$14,050,584	1%

The Central Massachusetts Collaborative provides district students with specialized education, as well as necessary clinical and therapeutic services. The Collaborative specializes in several special education programming tailored to specific learning environments. The program also provides alternative programs that offer 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 are necessary to accommodate the individual educational need of a diverse population. 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 district has approximately 350 students attending various programs located at the Collaborative.



## 500132-92000

**TUITION**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) B. Special Education Tuition	\$5,102,856	\$5,676,024	\$5,052,217	-1%

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 130 students annually. The account is supplemented with \$3.5 million in special education reimbursement from the state through the commonly named "circuit breaker" funding. This reimbursement amount is expected to be fully funded in the state budget. The increase in this account is associated with authorized program rates approved by the state's Operation Services Division (OSD).

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) C. Alternative Programs	\$54,947	\$47,596	\$54,947	0%

The alternative programs consist of providing support to regular education students recovering from addiction that need specialized care. These programs maintain a safe environment in which appropriate levels of academic instruction and support are 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) D. Chapter 74 Out of District Program	\$22,592	\$0	\$22,592	0%

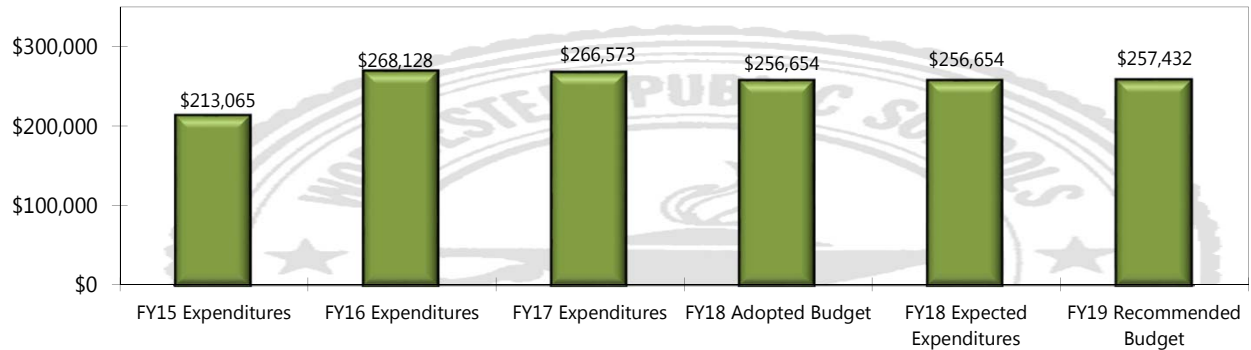
This account provides funding for DESE required tuition payment for out-of-district Chapter 74 vocational students. One student (\$22,149 per student) is expected to attend the program with a graduation date of June 2022. The FY18 budget reflects a student that was accepted, however did not attend.



## 500133-92000

**PRINTING & POSTAGE**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$256,654	\$256,654	\$257,432	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL PRINTING &amp; POSTAGE</b>	\$256,654	\$256,654	\$257,432	0%



Expenditures charged to this account provide funding for the costs of paper and other supplies consumed in the production of the entire system's printing requirements. The costs of postage for mailing requirements is also included in this account.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$125,000	\$125,000	\$125,000	0%
(1000) B. District Digital Document Center	\$131,654	\$131,654	\$132,432	1%
<b>TOTAL</b>	<b>\$256,654</b>	<b>\$256,654</b>	<b>\$257,432</b>	<b>1%</b>

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$125,000	\$125,000	\$125,000	0%

This 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 Resource 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.





500133-92000

PRINTING & POSTAGE

	FY19			
	FY18 Adopted	FY18 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) B. District Digital Document Center	\$131,654	\$131,654	\$132,432	1%

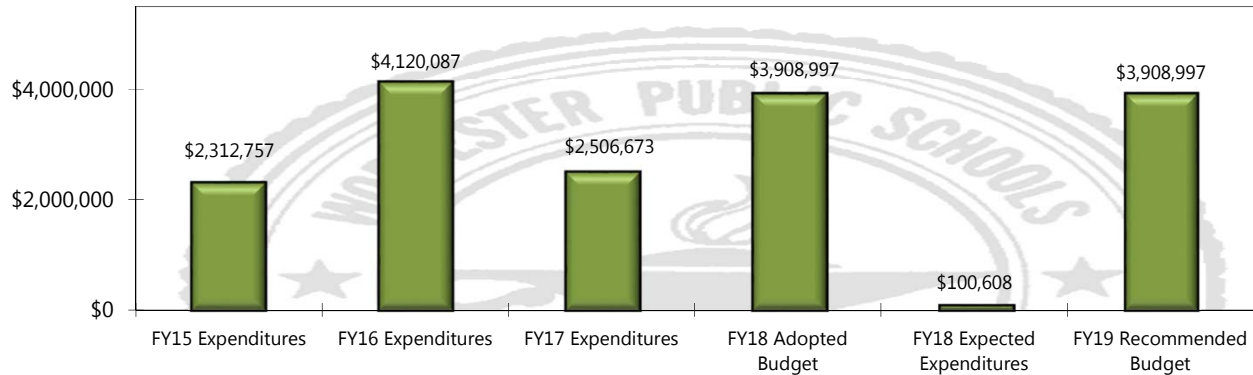
During FY15, the Digital Document Center (DDC) was created at the Durkin Administration Building to reduce district and school printing costs. Print jobs are submitted electronically and delivered back to school locations via courier within two business days. This has reduced the need for printing supplies 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.



500-92204

**INSTRUCTIONAL MATERIALS**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,908,997	\$6,748,997	\$3,809,986	-3%
<b>GRANT SOURCES</b>	\$402,695	\$402,695	\$408,224	1%
<b>TOTAL INSTRUCTIONAL MATERIALS</b>	\$4,311,692	\$7,151,692	\$4,218,210	-2%



This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY19 budget provides \$68 per pupil for instructional supplies and materials, representing the same allocation as the FY17 budget. Schools use these funds to implement their School's Improvement Plan. The budget continues funding of \$1 per pupil for elementary recess supplies.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) A. Instructional Materials	\$2,080,487	\$2,080,487	\$2,073,135	0%
(2000) B. Education Division Materials	\$606,228	\$606,229	\$639,662	6%
(2000) C. District Textbooks	\$872,281	\$3,712,281	\$747,189	-14%
(2000) D. Charter School Assessment	\$350,000	\$350,000	\$350,000	0%
<b>TOTAL</b>	<b>\$3,908,997</b>	<b>\$6,748,997</b>	<b>\$3,809,986</b>	<b>-3%</b>

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) A. Instructional Materials	\$2,080,487	\$2,080,487	\$2,073,135	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 FY18 budget. The elementary recess funding is included in this line item.



500-92204

**INSTRUCTIONAL MATERIALS**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) B. Education Division Materials	\$606,228	\$606,229	\$639,662	6%

This account provides districtwide instructional materials for the following departments: Elementary School Curriculum (\$150,000), Special Education (\$140,000), Curriculum Development (\$122,520), Superintendent (\$20,000) and Deputy Superintendent (\$11,000), Quadrant (44,600), Child Study & Pupil Personnel (\$123,000), English Language Learners (\$17,500), and School & Student Performance (\$11,042).

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) C. District Textbooks	\$872,281	\$3,712,281	\$747,189	-14%

This account provides for necessary districtwide textbooks. The amount includes elementary Math, secondary Algebra and grades K-6 English Language Learners literacy textbooks. The school choice funds (\$375,000) have been transferred from Athletics (500122-92000) and are included in this line item.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) D. Charter School Assessment	\$350,000	\$350,000	\$350,000	0%

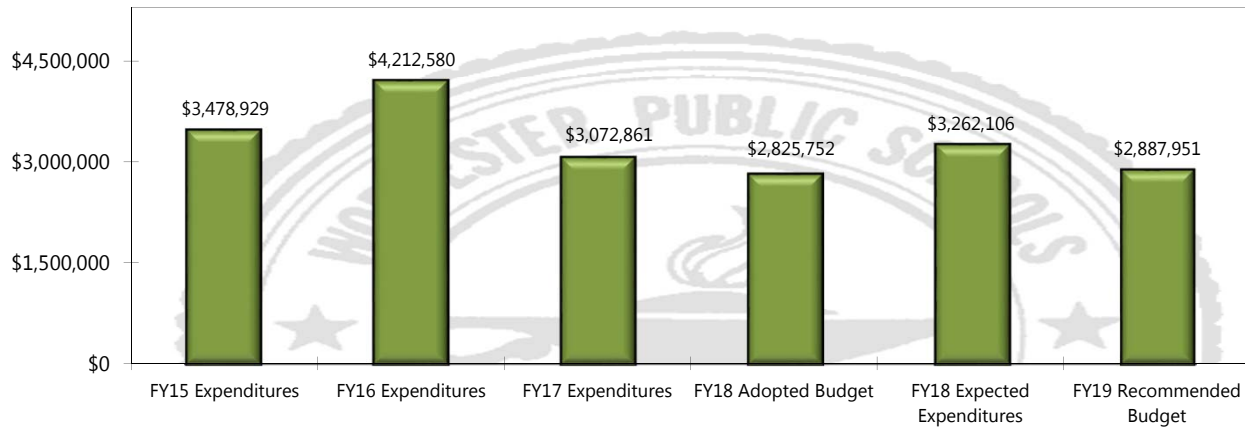
This budget reflects the anticipated increase in charter school tuition assessment that will result from the final state assessment in July. Historically, the charter school tuition assessments included in the House of Representative's budget are lower than the final assessment determined in July. The Administration would utilize these funds for instructional purposes during the summer months should funds become available after the final assessments are known.



## 500136-92000; 500136-93000; 540136-92000

**MISCELLANEOUS EDUCATIONAL OM**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$2,825,752	\$3,262,106	\$2,887,951	2%
<b>GRANT SOURCES</b>	\$362,533	\$362,533	\$316,678	-13%
<b>TOTAL MISCELLANEOUS EDUCATIONAL OM</b>	\$3,188,285	\$3,624,639	\$3,204,629	1%



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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$430,147	\$426,821	\$430,147	0%
(1000) B. Employee Recruitment/Advertising	\$31,600	\$31,600	\$31,600	0%
(1000) C. Dues and Memberships	\$74,611	\$69,157	\$70,424	-6%
(1000) D. Moving Expenses	\$10,000	\$10,000	\$10,000	0%
(7000) E. Building & Parking Rentals (540136-92000)	\$540,794	\$541,936	\$566,730	5%
(4000) F. Maintenance and Repair of Equipment	\$27,000	\$27,000	\$27,000	0%
(2000) G. Instructional Technology	\$1,243,700	\$1,456,512	\$1,243,700	0%
(2000) H. Instructional Technology Equipment (93000)	\$250,000	\$250,000	\$250,000	0%
(1000) I. Food, Meetings, Receptions	\$8,000	\$8,000	\$8,000	0%
(1000) J. Out of State Travel	\$5,000	\$5,000	\$5,000	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%
(3000) M. School Nurses Medical Supplies	\$27,000	\$87,000	\$67,000	148%
(3000) N. School Safety Equipment	\$100,000	\$275,000	\$100,000	0%
(1000) O. Audit Fees	\$15,000	\$11,180	\$15,450	3%
(3000) P. Worcester Future Teachers	\$6,400	\$6,400	\$6,400	0%
<b>TOTAL</b>	<b>\$2,825,752</b>	<b>\$3,262,106</b>	<b>\$2,887,951</b>	<b>2%</b>



**500136-92000; 500136-93000; 540136-92000**

**MISCELLANEOUS EDUCATIONAL OM**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$430,147	\$426,821	\$430,147	0%

This account funds fees and licenses related to educational programs including AVID licenses (\$55,763); credit recovery software for secondary students (\$74,000); Virtual High School (\$20,250); and PSAT (\$74,719); Measures of Academic Progress (\$169,000) and DIBELS (\$36,415).

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 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.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) C. Dues and Memberships	\$74,611	\$69,157	\$70,424	-6%

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, Massachusetts Association of School Committees, Massachusetts Association of Superintendents, N.E. School Development Council, Massachusetts Association of School Business Officials, Human Resource Management Associates, Society for Human Resource Management. The account reflects actual expenditures.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 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.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(7000) E. Building & Parking Rentals (540136-92000)	\$540,794	\$541,936	\$566,730	5%

This account funds the rental of space for the special education alternative program at St. Casimir's (\$56,476), the special education bus lot on Freemont Street for the WPS owned vehicles (\$212,914), use of gymnasium and parking lot at the YMCA for the Jacob Hiatt Magnet School (\$47,748), 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).

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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) F. 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Instructional Technology	\$1,243,700	\$1,456,512	\$1,243,700	0%

The technology budget is used to maintain, upgrade, and supplement the existing educational and administrative technology. This includes computer hardware, printers, network routers and switches, software, web services, other applicable technologies and for all 7,500 computers in the district. FY19 will be the fifth 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) I. Food, Meetings, Receptions	\$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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) J. Out of State Travel	\$5,000	\$5,000	\$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 airfare, lodgings and meals.





500136-92000; 500136-93000; 540136-92000

**MISCELLANEOUS EDUCATIONAL OM**

	FY19			
	FY18 Adopted Budget	FY18 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.

	FY19			
	FY18 Adopted Budget	FY18 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) M. School Nurses Medical Supplies	\$27,000	\$87,000	\$67,000	148%

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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) N. School Safety Equipment	\$100,000	\$275,000	\$100,000	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 annual capital equipment budget to provide for school safety repairs and equipment.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) O. Audit Fees	\$15,000	\$11,180	\$15,450	3%

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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) P. Worcester Future Teachers	\$6,400	\$6,400	\$6,400	0%

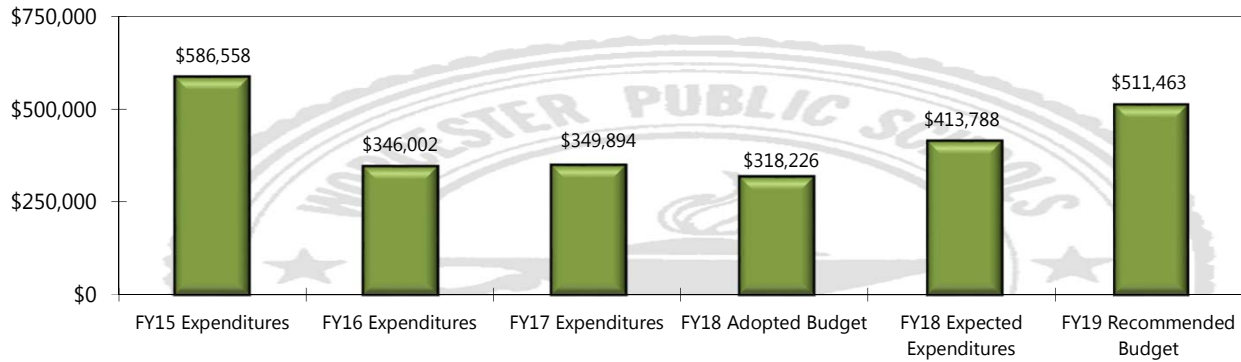
This funding supports the Worcester Future Teachers Academy (WFTA). The goals of the WFTA are to prepare and encourage at-risk minority and low income students to excel academically in secondary school, enroll in institutions of higher education and consider careers in education.



## 500137-96000

**UNEMPLOYMENT COMPENSATION**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$318,226	\$413,788	\$511,463	61%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL UNEMPLOYMENT COMPENSATION</b>	\$318,226	\$413,788	\$511,463	61%



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 account reflects an increase to reflect actual spending and anticipated needs for budget and non-budget (performance) costs.

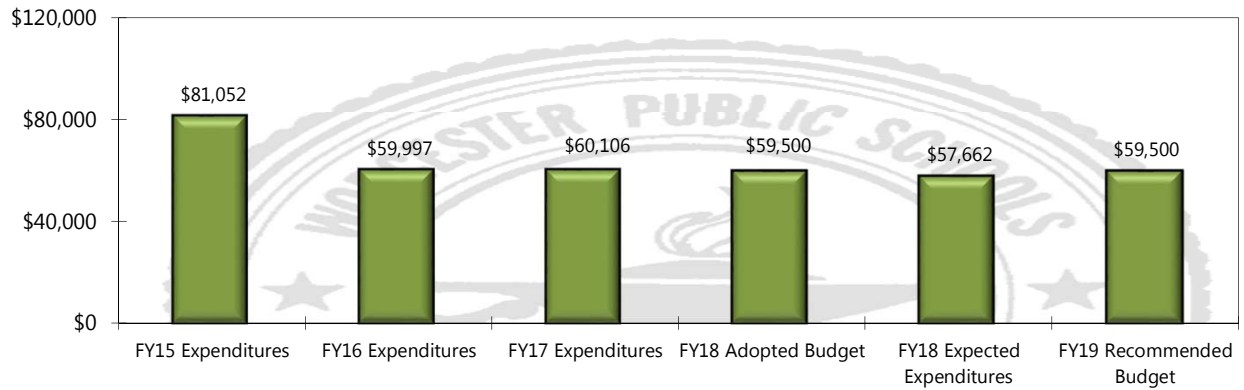
	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Unemployment Compensation	\$318,226	\$413,788	\$511,463	61%
<b>TOTAL</b>	\$318,226	\$413,788	\$511,463	61%



500138-92000

**IN STATE TRAVEL**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$59,500	\$57,662	\$59,500	0%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL IN STATE TRAVEL</b>	\$59,500	\$57,662	\$59,500	0%

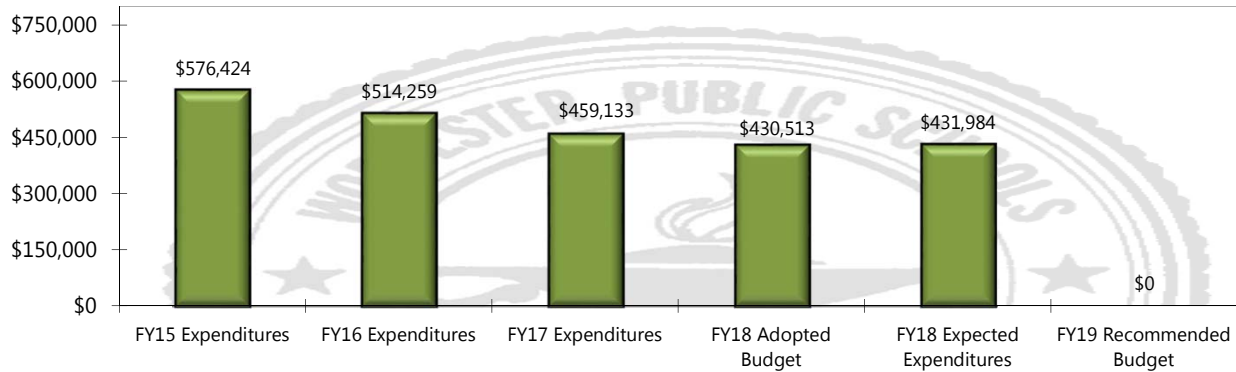


This account provides for reimbursement of \$0.545 per mile, in accordance with the January 1, 2018 standard rate of the Internal Revenue Service, to employees for travel expenses incurred using personal vehicles in the performance of their assigned duties. Reimbursable costs include tolls and parking expenses when attending conferences as well as travel required between buildings during normal duty hours. The district has made progress minimizing the travel between buildings and creating a more cohesive atmosphere for students.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. In State Travel	\$59,500	\$57,662	\$59,500	0%
<b>TOTAL</b>	\$59,500	\$57,662	\$59,500	0%

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

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$430,513	\$431,984	\$0	-100%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL VEHICLE MAINTENANCE</b>	\$430,513	\$431,984	\$0	-100%



This account funds the fuel and maintenance on all school department vehicles. The Transportation line item has been moved to 540103-92000 and the Facilities line item has been moved to 500152-92000 for the FY19 budget.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Transportation (540141)	\$324,790	\$329,245	\$0	-100%
(4000) B. Facilities	\$105,722	\$102,738	\$0	-100%
<b>TOTAL</b>	<b>\$430,513</b>	<b>\$431,984</b>	<b>\$0</b>	<b>-100%</b>

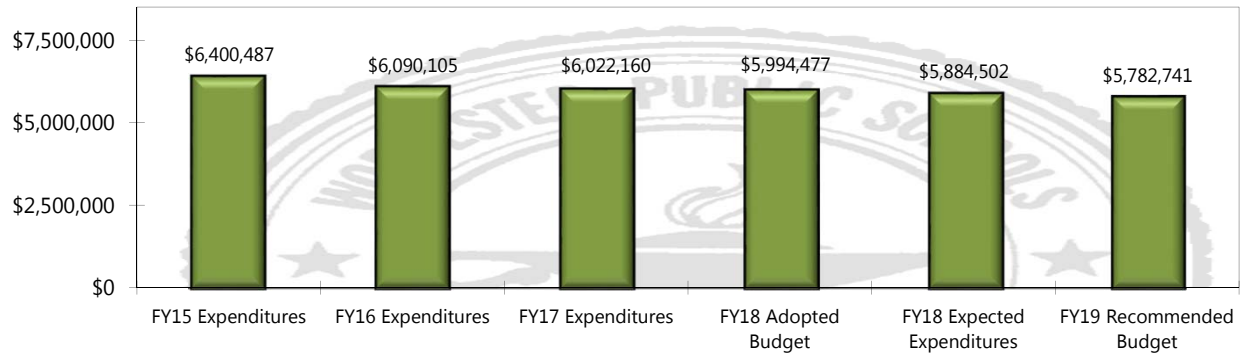


# WORCESTER PUBLIC SCHOOLS

500146-92000

## BUILDING UTILITIES

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$5,994,477	\$5,884,502	\$5,782,741	-4%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL BUILDING UTILITIES</b>	\$5,994,477	\$5,884,502	\$5,782,741	-4%



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.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$2,366,136	\$2,204,395	\$2,143,506	-9%
(4000) B. Electricity	\$3,029,506	\$3,082,506	\$2,960,979	-2%
(4000) C. #2 Fuel Oil	\$49,175	\$47,941	\$51,415	5%
(4000) D. Telephone and Data Service	\$549,660	\$549,660	\$626,841	14%
<b>TOTAL</b>	<b>\$5,994,477</b>	<b>\$5,884,502</b>	<b>\$5,782,741</b>	<b>-4%</b>

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$2,366,136	\$2,204,395	\$2,143,506	-9%

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. The FY19 budget is based on an estimated approximate price of \$1.12 per therm (inclusive of supply and delivery) and the current contract for supply is effective through October of 2019. The FY19 anticipated usage is approximately 1.8 million therms.

**500146-92000****BUILDING UTILITIES**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Electricity	\$3,029,506	\$3,082,506	\$2,960,979	-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 19 million kWh that are utilized annually. The FY19 budget includes the continual savings from the installation of solar panels at eleven locations, as well as the opportunity to secure net metering kWh provided from the City's landfill at a reduced rate. The current price is approximately fifteen cents per kilowatt and is inclusive of both the supply and delivery rates. The current contract is effective through February 2019.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) C. #2 Fuel Oil	\$49,175	\$47,941	\$51,415	5%

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 FY19 budget assumes an average cost of oil to be approximately \$1.85 per gallon (FY18 average was \$1.82).

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Telephone and Data Service	\$549,660	\$549,660	\$626,841	14%

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 increase to this account represents the continual phasing out of E-Rate funding for telephone service and corresponding change to Voice Over Internet Protocol (VOIP) telephone system. After the initial implementation, this system will provide cost savings due to the reduction of necessary phone lines and long distances charges. The increase is also for necessary upgrade of internet connections in order to accommodate the amount of devices being utilized in schools.

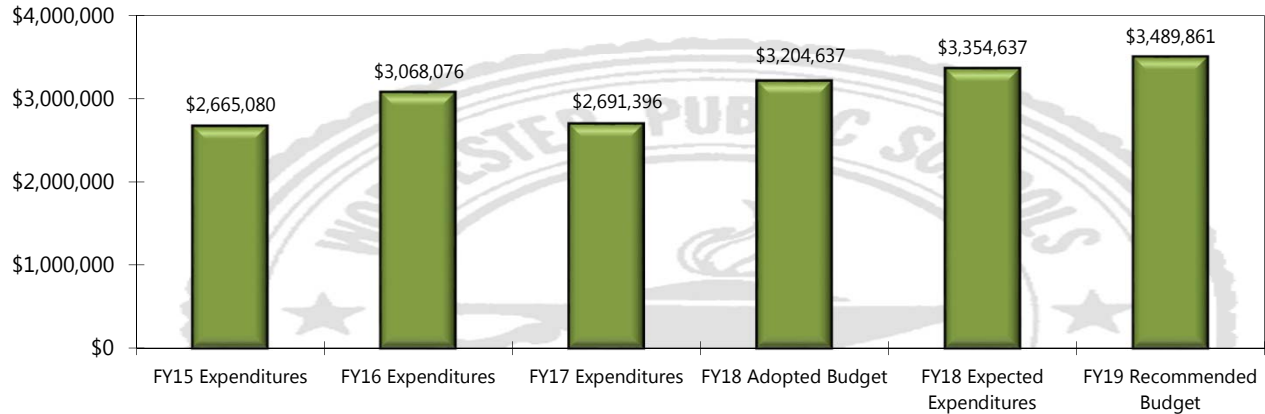




500152-92000

**FACILITIES ORDINARY MAINTENANCE**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>CITY FUNDING</b>	\$3,204,637	\$3,354,637	\$3,489,861	9%
<b>GRANT SOURCES</b>	\$0	\$0	\$0	0%
<b>TOTAL FACILITIES OM</b>	\$3,204,637	\$3,354,637	\$3,489,861	9%



This account provides funding for all 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 and the transfer of the environmental management line item (500136-92000), this account remains level funded for FY18.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(4000) A. Trash Removal	\$472,512	\$471,278	\$471,993	0%
(4000) B. Building Repair	\$1,269,350	\$1,394,350	\$1,451,350	13%
(4000) C. Construction Supplies	\$602,100	\$602,100	\$602,100	0%
(4000) D. Custodial Supplies	\$337,500	\$338,734	\$337,500	0%
(4000) E. Miscellaneous Facilities	\$23,175	\$48,175	\$23,175	0%
(4000) F. Environmental Management Systems	\$500,000	\$500,000	\$500,000	0%
(4000) G. Vehicle Maintenance	\$0	\$0	\$103,743	100%
<b>TOTAL</b>	<b>\$3,204,637</b>	<b>\$3,354,637</b>	<b>\$3,489,861</b>	<b>8%</b>

**500152-92000****FACILITIES ORDINARY MAINTENANCE**

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Trash Removal	\$472,512	\$471,278	\$471,993	0%

This account provides funding for the removal, disposal and recycling of trash throughout the district. This account reflects the City's contracted rates.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Building Repair	\$1,269,350	\$1,394,350	\$1,451,350	13%

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. The \$182,000 increase provides funds for temporary HVAC contracted services, as well as school safety and emergency building repairs.

	FY19			
	FY18 Adopted Budget	FY18 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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Custodial Supplies	\$337,500	\$338,734	\$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.

	FY19			
	FY18 Adopted Budget	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) E. Miscellaneous Facilities	\$23,175	\$48,175	\$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.



500152-92000

**FACILITIES ORDINARY MAINTENANCE**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(4000) F. Environmental Management Systems	\$500,000	\$500,000	\$500,000	0%

This account provides funds for consulting and evaluation services related to an Environmental Management System (EMS), as originally initiated through 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. As a result of the district's plan regarding the management of likely building materials containing PCBs, increased training, air testing, and cleaning/maintenance practices have been adopted and will require additional funds.

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(4000) G. Vehicle Maintenance	\$0	\$0	\$103,743	100%

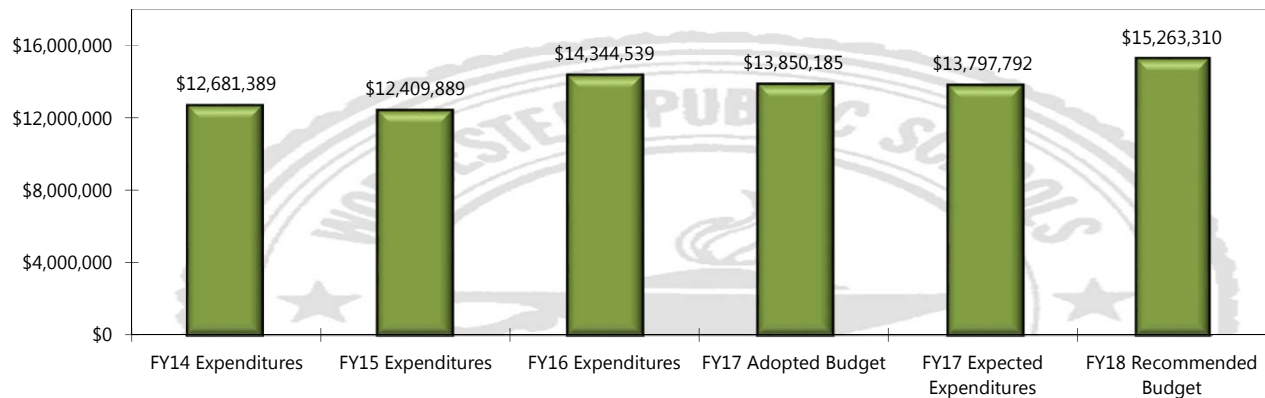
This account funds the fuel and maintenance on all vehicles located in Facilities. In addition, the cost of gasoline for lawnmowers, snow blowers, trimmers, etc., is funded from this account. Gasoline and diesel fuel are purchased through the City of Worcester contracts. This amount was previously in Vehicle Maintenance (500141-92000).



## 50S502

## CHILD NUTRITION PROGRAM

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$15,263,310	\$14,476,340	\$15,208,294	0%



The Nutrition Department's FY19 recommended budget is based on the average of daily meals, breakfasts and snacks served from September 2017 through June 2018, as well as the summer food program. The program serves over five million meals annually to the students of Worcester Public Schools. Approximately 17,500 lunches, 10,500 breakfasts, 1,000 adult and "a la carte" meals, and 1200 afternoon snacks are prepared and served by district staff on a daily basis. The program also provided 31,500 summer meals (breakfast, lunch, supper) during June, July and August of 2017. All of these meals qualify for federal and state reimbursements under the Community Eligibility Provision (CEP) newly adopted during the 2015-2016 school year. This provision enables all students to be served at no cost regardless of household income. Meal participation continues to increase throughout the district as a result of CEP and culinary initiatives. 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 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 14 schools direct access to fruits and vegetables during the school day. Breakfast in the classroom/after the bell expansion has increased participation rates and provides 22 elementary schools with services for students that would not routinely visit the cafeteria upon entrance in the morning. The FY19 budget includes new positions focusing on culinary excellence, compliance, marketing, and outreach that will allow the department to continually improve the quality of food for students, expand cultural menu options as well as access through "breakfast after the bell", supper programs in lieu of snacks, and additional summer meal sites. The FY19 budget also includes an increase for equipment purchases necessary to continue the district's new serving model that includes our own production and distribution of fresh menu options utilizing locally sourced ingredients instead of purchasing frozen pre-plated meals and processed food from manufacturers. The Nutrition Department through collective bargaining has developed a program for culinary and compliance credentialing to accommodate the expansion of meal programming, as well as improving the quality of food being served.



505502

**CHILD NUTRITION PROGRAM**

	FY18 Adopted Budget	FY18 Expected Expenditures	FY19 Recommended	% Change From Present Budget
(3000) A. Administration (Director & Asst Directors)	\$260,945	\$321,623	\$367,532	41%
(3000) B. Supervisors	\$299,261	\$286,559	\$302,436	1%
(3000) C. School Based Personnel	\$4,682,272	\$4,432,863	\$4,657,504	-1%
(3000) D. Other Support Staff & Contractual Payments	\$1,042,909	\$948,155	\$1,091,378	5%
(3000) E. Summer Feeding Program	\$355,000	\$286,697	\$355,000	0%
(3000) F. Food Supplies	\$4,997,380	\$5,268,256	\$5,097,328	2%
(3000) G. Other Supplies	\$572,275	\$639,103	\$595,239	4%
(4000) H. Maintenance and Repair	\$500,000	\$563,484	\$500,000	0%
(3000) I. Leases and Rentals	\$162,500	\$210,878	\$162,500	0%
(4000) J. Equipment	\$750,000	\$106,284	\$500,000	-33%
(5000) K. Fringe Benefits	\$1,640,767	\$1,412,439	\$1,579,377	-4%
<b>TOTAL</b>	<b>\$15,263,310</b>	<b>\$14,476,340</b>	<b>\$15,208,294</b>	<b>0%</b>

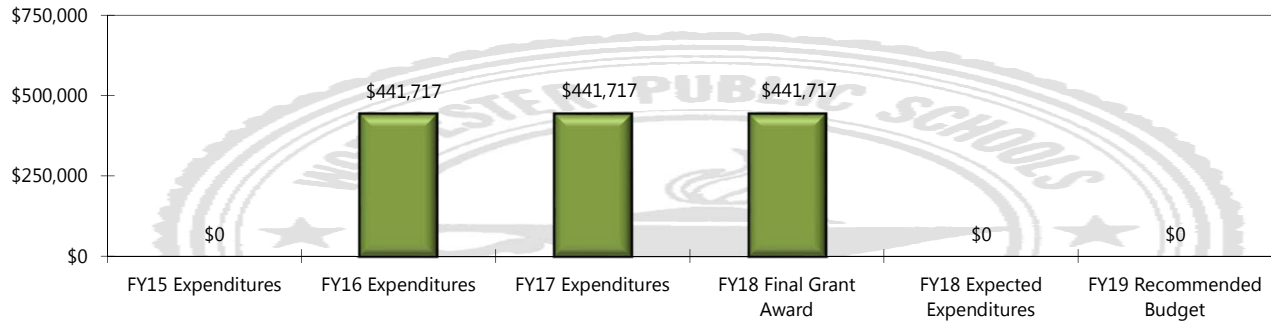
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators	3.00	4.00
Production Chef	1.00	1.00
Supervisors	4.00	4.00
School Based Managers	21.00	21.00
Cooks & Bakers	29.00	29.00
Kitchen Helpers	245.00	245.00
MEO Drivers	4.00	4.00
Program Support Staff	5.50	4.50
<b>TOTAL</b>	<b>312.50</b>	<b>312.50</b>



## 50S105

**SCHOOL REDESIGN - ELM PARK COMMUNITY**

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$441,717	\$0	\$0	-100%



The federally funded School Redesign grant for Elm Park provided funding to implement 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 grant was a competitive grant and awarded to Elm Park Community School to implement changes outlined in the school turnaround model. The School Redesign grant was for a three year period, from September 2015 through August 2018. The grant will be complete at the end of the 2017-2018 school year. These funds covered the contractual extended day stipends for teaching staff located at Elm Park and will be moved to Title I.

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 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.	\$411,383	\$0	\$0	-100%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$21,500	\$0	\$0	-100%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$8,834	\$0	\$0	-100%
<b>TOTAL</b>	<b>\$441,717</b>	<b>\$0</b>	<b>\$0</b>	<b>-100%</b>

<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

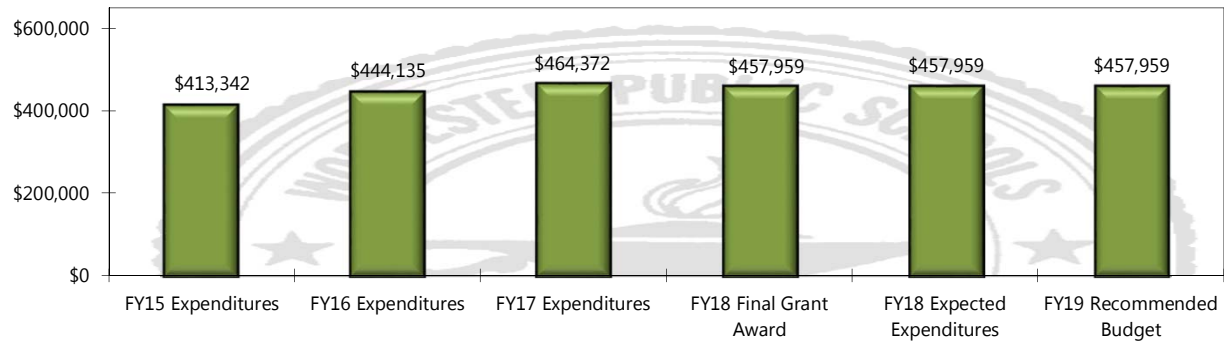




50S137

HEAD START SUPPLEMENTAL

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended	Present Budget
			Budget	
<b>TOTAL</b>	\$457,959	\$457,959	\$457,959	0%



These state awarded funds are intended to enhance program capacity to serve Head Start students. Other uses of funds include the increase of professional development opportunities available for staff, enhancement of program quality by requiring Head Start and Early Head Start family child care programs to participate in QRIS, and provide non-federal matching funds for the Head Start program. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended	Present Budget
			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.	\$390,202	\$390,202	\$390,202	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	\$58,470	0%
(3000) I. Contractual Services	\$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	\$9,287	\$9,287	\$9,287	0%
<b>TOTAL</b>	<b>\$457,959</b>	<b>\$457,959</b>	<b>\$457,959</b>	<b>0%</b>

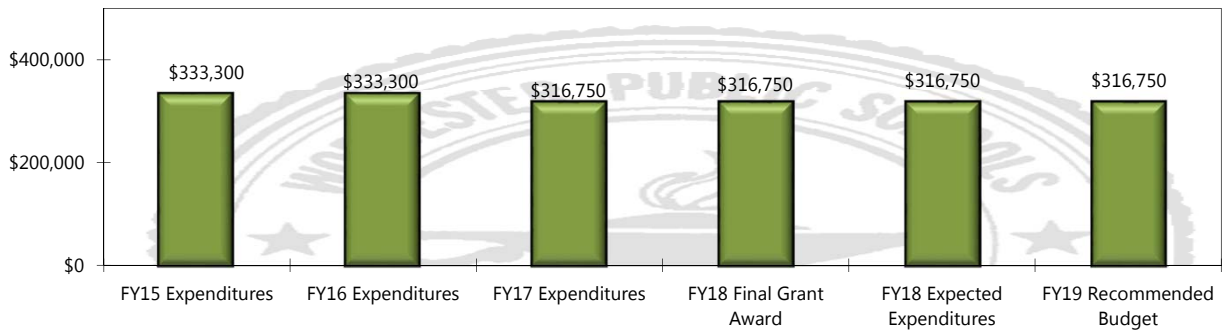
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>



## 50S154

**FRESH FRUITS AND VEGETABLES**

	FY18 Final Grant Award	FY18 Projected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$316,750	\$316,750	\$316,750	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 distributes fruits and vegetables throughout 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 existing reimbursable meal program. The following schools are participating 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. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant Award	FY18 Projected Expenditures	FY19 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	\$116,642	\$116,642	\$116,642	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	\$193,773	\$193,773	\$193,773	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	\$6,335	\$6,335	\$6,335	0%
<b>TOTAL</b>	<b>\$316,750</b>	<b>\$316,750</b>	<b>\$316,750</b>	<b>0%</b>

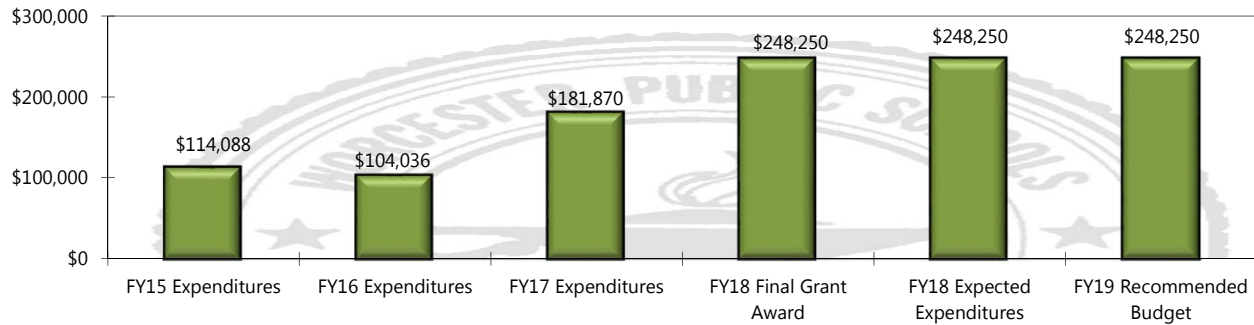
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	9.00	9.00
<b>TOTAL</b>	<b>9.00</b>	<b>9.00</b>



50S168

21st CENTURY CONTINUATION

	FY18 Final Grant	FY18 Expected	FY19	
	Award	Expenditures	Recommended	% Change From
			Budget	Present Budget
<b>TOTAL</b>	\$248,250	\$248,250	\$248,250	0%



The 21st Century Continuation grant is federally funded 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 and Burncoat Middle School were funded for both school year and summer programming. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant	FY18 Expected	FY19	
	Award	Expenditures	Recommended	% Change From
			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.	\$162,581	\$162,581	\$162,581	0%
(3000) F. Grant & Program Support	\$10,679	\$10,679	\$10,679	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$12,570	\$12,570	\$12,570	0%
(2000) J. Instructional Supplies & Materials	\$6,296	\$6,296	\$6,296	0%
(3000) K. Miscellaneous ED OM	\$51,158	\$51,158	\$51,158	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$4,966	\$4,966	\$4,966	0%
<b>TOTAL</b>	<b>\$248,250</b>	<b>\$248,250</b>	<b>\$248,250</b>	<b>0%</b>

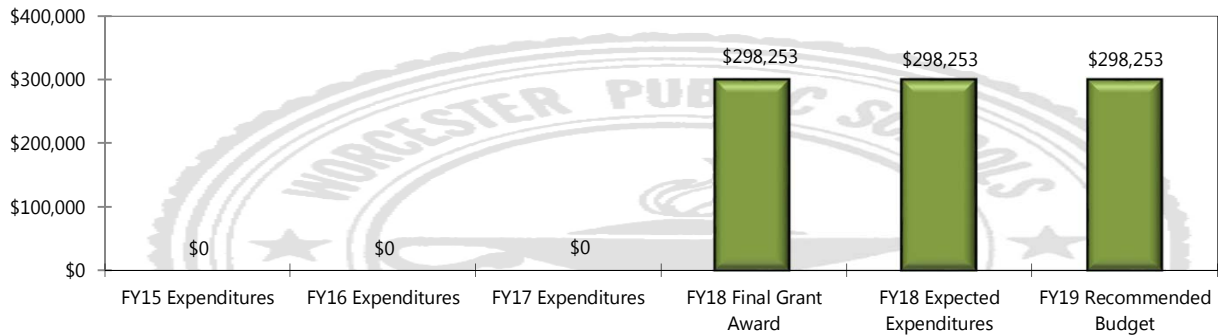
POSITION HISTORY	2017-18	2018-19
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>



## 50S169

## TITLE IV

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$298,253	\$298,253	\$298,253	0%



The district was awarded Title IV funding at the start of the 2017-2018 school year. These federal funds are to provide students with a well-rounded education, including access to STEM programs, supporting safe and healthy student choices and supporting the use of technologies in the classroom. The district's funds were available to provide Advanced Placement examination fees for students, as well as enhance school safety, academic enrichments and professional development of instructional technology for teaching staff. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 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.	\$49,320	\$49,320	\$49,320	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	\$157,208	\$157,208	\$157,208	0%
(2000) J. Instructional Supplies & Materials	\$78,700	\$78,700	\$78,700	0%
(3000) K. Miscellaneous ED OM	\$7,060	\$7,060	\$7,060	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$5,965	\$5,965	\$5,965	0%
<b>TOTAL</b>	<b>\$298,253</b>	<b>\$298,253</b>	<b>\$298,253</b>	<b>0%</b>

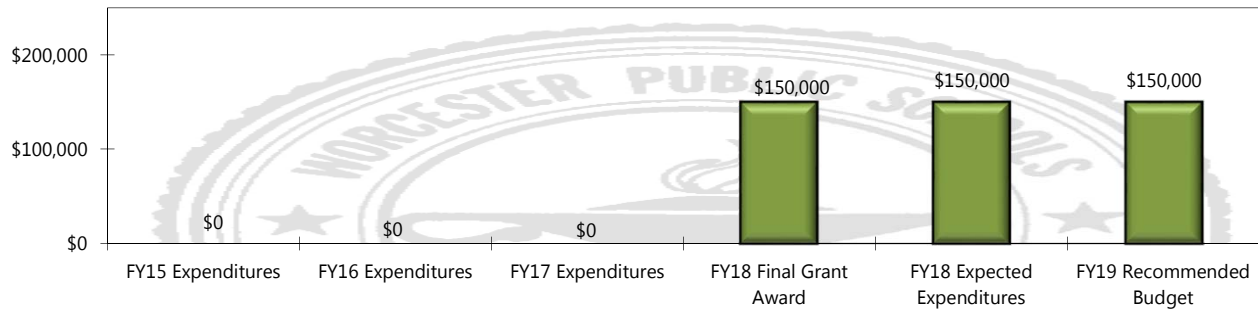
POSITION HISTORY	2017-18	2018-19
Administrators		
Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>



50S172

**21st CENTURY COMMUNITY LEARNING CENTER**

	FY18 Final Grant	FY18 Expected	FY19	
	Award	Expenditures	Recommended	% Change From
			Budget	Present Budget
<b>TOTAL</b>	\$150,000	\$150,000	\$150,000	0%



The 21st Century Community Learning Centers grant is federally funded 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. Claremont School was funded for both school year and summer programming. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant	FY18 Expected	FY19	
	Award	Expenditures	Recommended	% Change From
			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.	\$117,200	\$117,200	\$117,200	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$14,710	\$14,710	\$14,710	0%
(2000) J. Instructional Supplies & Materials	\$8,100	\$8,100	\$8,100	0%
(3000) K. Miscellaneous ED OM	\$7,050	\$7,050	\$7,050	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$2,940	\$2,940	\$2,940	0%
<b>TOTAL</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>0%</b>

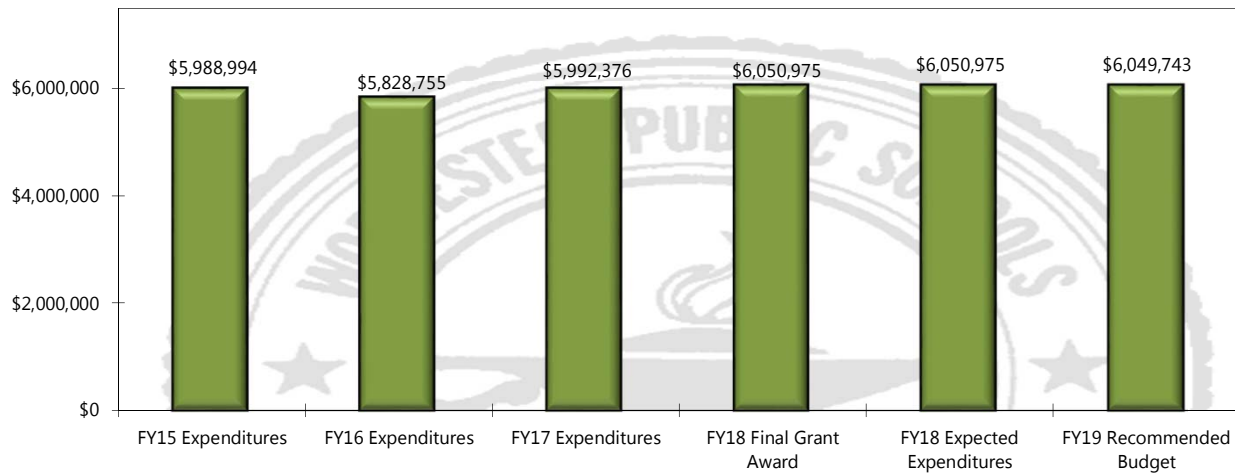
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>



## 50S190

## HEAD START

	FY18 Final Grant Award	FY18 Projected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$6,050,975	\$6,050,975	\$6,049,743	0%



Head Start is a comprehensive preschool program, serving approximately 563 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. 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.





50S190

HEAD START

	FY19			
	FY18 Final Grant Award	FY18 Projected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administration	\$112,822	\$112,823	\$113,097	0%
(2000) B. Teachers	\$638,077	\$638,076	\$586,344	-8%
(2000) C. Instructional Assistants	\$947,194	\$947,194	\$994,559	5%
(4000) D. Custodial Salaries	\$266,416	\$266,416	\$268,493	1%
(3000) E. Transportation Salaries	\$12,988	\$12,988	\$13,747	6%
(3000) F. Clerical Salaries	\$269,763	\$269,763	\$237,642	-12%
(3000) G. Family & Community Partner Personnel	\$422,155	\$422,155	\$345,006	-18%
(3000) H. Other Staff Salaries	\$1,181,182	\$1,181,182	\$1,135,373	-4%
(3000) I. After School Programs & Staff Dev.	\$9,500	\$9,500	\$9,500	0%
(3000) J. Grant & Program Support	\$103,010	\$103,010	\$107,998	5%
(5000) L. Health, Retirement & Unemployment	\$1,460,360	\$1,460,360	\$1,504,130	3%
(3000) M. Contractual Services	\$71,255	\$71,255	\$26,625	-63%
(1000) N. Legal & Accounting Services	\$5,500	\$5,500	\$5,500	0%
(5000) O. Health & Disability Services	\$4,000	\$4,000	\$10,000	150%
(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	\$168,287	\$168,287	\$236,414	40%
(4000) S. Utilities/Telephone	\$8,500	\$8,500	\$8,500	0%
(1000) T. Office Supplies	\$32,400	\$32,400	\$42,400	31%
(3000) U. Child and Family Services Supplies	\$46,585	\$46,585	\$41,000	-12%
(3000) V. Food Service Supplies	\$15,080	\$15,080	\$15,080	0%
(3000) W. Other Supplies	\$15,000	\$15,000	\$30,000	100%
(3000) X. 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	\$118,901	\$118,901	\$176,335	48%
<b>TOTAL</b>	<b>\$6,050,975</b>	<b>\$6,050,975</b>	<b>\$6,049,743</b>	<b>0%</b>

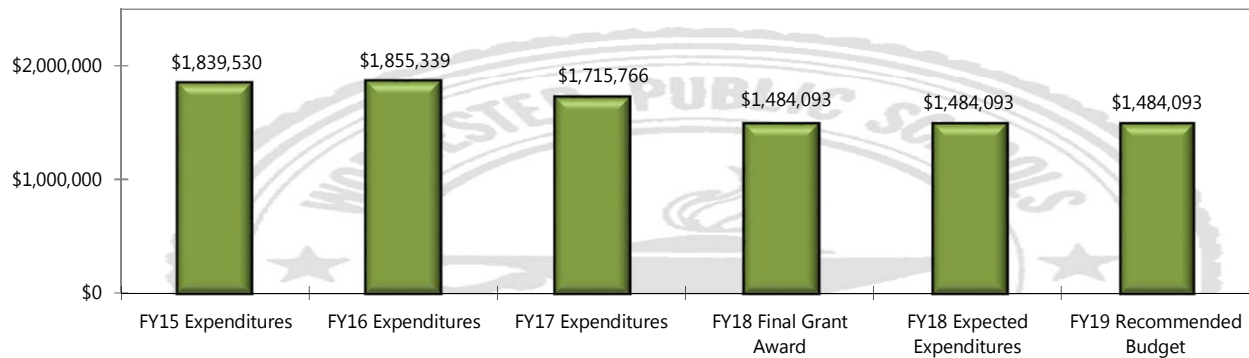
POSITION HISTORY	2017-18	2018-19
Administration	1.00	1.00
Teachers	15.50	15.50
Instructional Assistants	48.50	48.50
Educational Support	50.50	50.50
Grant & Program Support	5.50	5.50
<b>TOTAL</b>	<b>121.00</b>	<b>121.00</b>



50S208

**TITLE II TEACHER QUALITY**

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$1,484,093	\$1,484,093	\$1,484,093	0%



The goal of the Title IIA Teacher Quality Grant is to increase academic achievement by improving teacher quality. The district has committed to providing and training an instructional coach located at every school to support high quality instruction in every classroom. Additionally, after school professional development workshops are provided for teachers on a regular basis. The grant funding provides eleven Instructional Coach positions to high schools, as well as the funding for the Manager of Curriculum & Learning and support staff. The FY18 grant award was reduced and three Instructional Coach positions were transferred to Title I. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$145,000	\$145,000	\$154,721	7%
(2000) B. Instructional Coaches	\$877,418	\$877,418	\$882,747	1%
(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	\$108,200	\$108,200	\$91,796	-15%
(5000) G. MTRS Assessment	\$92,018	\$92,018	\$93,372	1%
(5000) H. Health & Retirement	\$127,760	\$127,760	\$127,760	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$2,000	\$2,000	\$2,000	0%
(5000) L. Non-Public School Allocation	\$102,015	\$102,015	\$102,015	0%
(5000) M. City Indirect Assessment	\$29,682	\$29,682	\$29,682	0%
<b>TOTAL</b>	<b>\$1,484,093</b>	<b>\$1,484,093</b>	<b>\$1,484,093</b>	<b>0%</b>

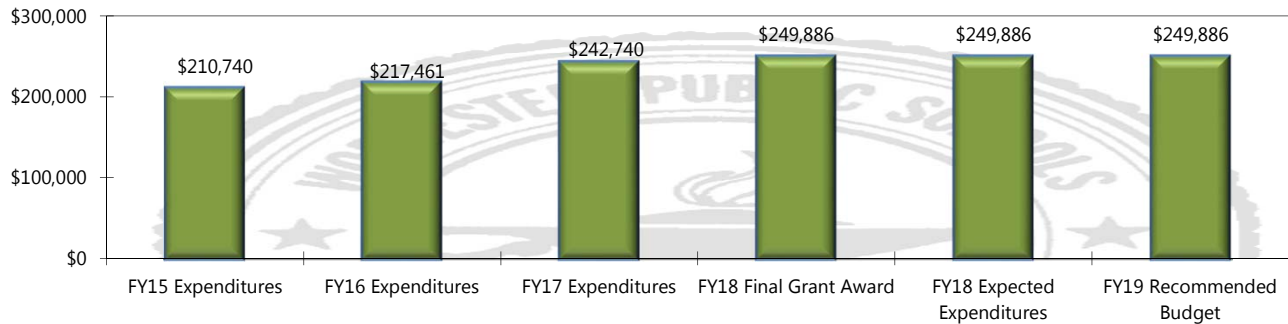
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators	1.00	1.00
Instructional Coaches	11.00	11.00
Instructional Assistants		
Educational Support		
Grant & Program Support	2.18	1.65
<b>TOTAL</b>	<b>14.18</b>	<b>13.65</b>



50S211

ESSENTIAL SCHOOL HEALTH

	FY19			
	FY18 Final Grant Award	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$249,886	\$249,886	\$249,886	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. The grant is designed to assist the district with connecting to community partners that offer a range of prevention, assessment, referral and treatment services for healthy weight, substance abuse, tobacco and mental health. These funds provide for the nursing staff at the Parent Information Center. The FY19 grant is anticipated to be level funded.

	FY19			
	FY18 Final Grant Award	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$40,000	\$40,000	\$40,000	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.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$110,000	\$110,000	\$110,000	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$44,000	\$44,000	\$44,000	0%
(3000) J. Non-Instructional Supplies & Materials	\$21,202	\$21,202	\$21,202	0%
(3000) K. Miscellaneous ED OM	\$23,060	\$23,060	\$23,060	0%
(5000) L. Non-Public School Allocation	\$6,626	\$6,626	\$6,626	0%
(5000) M. City Indirect Assessment	\$4,998	\$4,998	\$4,998	0%
<b>TOTAL</b>	<b>\$249,886</b>	<b>\$249,886</b>	<b>\$249,886</b>	<b>0%</b>

POSITION HISTORY

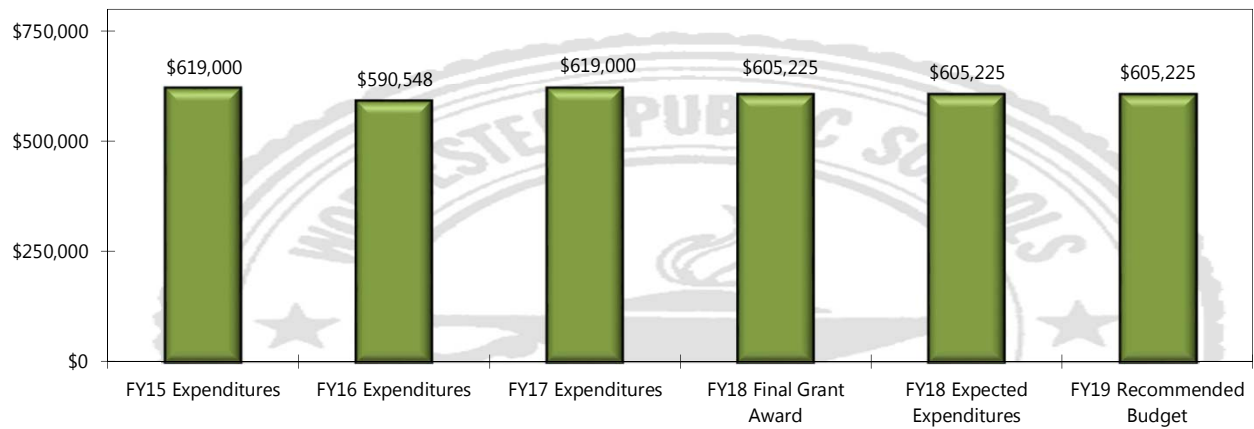
	2017-18	2018-19
Administrators	0.50	0.50
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	1.50	1.50
<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>



## 50S254

**COORDINATED FAMILY AND COMMUNITY  
ENGAGEMENT**

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$605,225	\$605,225	\$605,225	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. Worcester Public Schools serves as the lead agency for this community-based grant. 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 FY19 grant is anticipated to be level funded.

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$83,003	\$83,003	\$83,003	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$307,948	\$307,948	\$307,948	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	\$75,844	\$75,844	\$75,844	0%
(3000) I. Contractual Services	\$31,400	\$31,400	\$31,400	0%
(2000) J. Instructional Supplies & Materials	\$30,811	\$30,811	\$30,811	0%
(3000) K. Miscellaneous ED OM	\$38,448	\$38,448	\$38,448	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$12,105	\$12,105	\$12,105	0%
<b>TOTAL</b>	<b>\$605,225</b>	<b>\$605,225</b>	<b>\$605,225</b>	<b>0%</b>



50S254

**COORDINATED FAMILY AND COMMUNITY  
ENGAGEMENT**

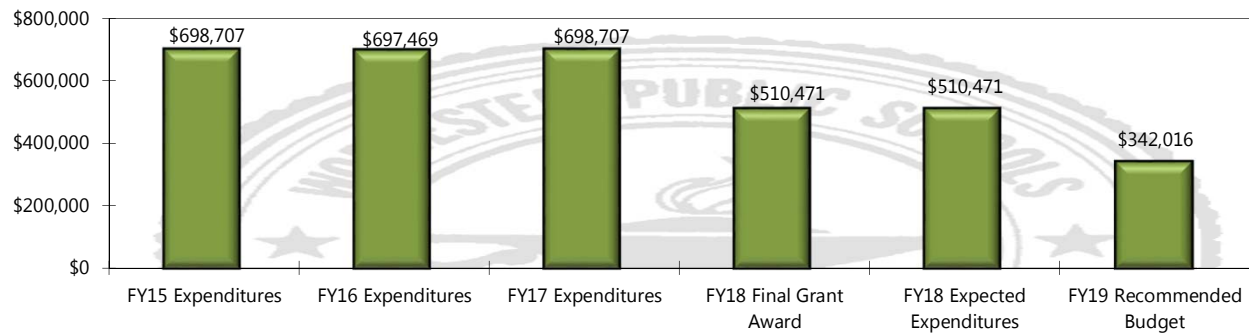
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators	1.00	1.00
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support	8.20	8.20
Grant & Program Support	0.10	0.10
<b>TOTAL</b>	<b>9.30</b>	<b>9.30</b>



50S256

**INCLUSIVE PRESCHOOL LEARNING ENVIRONMENTS**

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$510,471	\$510,471	\$342,016	-33%



The Inclusive Preschool Learning Environments grant (IPLE) provides direct preschool services. The grant is designed to support preschool learning environments serving preschool-aged children with and without disabilities in high quality, inclusive early education and care settings. The Department of Early Education and Care recently announced that this grant would be phased out over the next three years at an approximate reduction of 33% each year and FY20 will be final year of grant. The 2019 grant award is anticipated to be \$342,016.

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$333,360	\$333,360	\$242,444	-27%
(2000) C. Instructional Assistants	\$97,455	\$97,455	\$23,525	-76%
(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	\$79,656	\$79,656	\$76,048	-5%
(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>\$510,471</b>	<b>\$510,471</b>	<b>\$342,016</b>	<b>-33%</b>

<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers	11.00	8.00
Instructional Assistants	4.00	1.00
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>15.00</b>	<b>9.00</b>



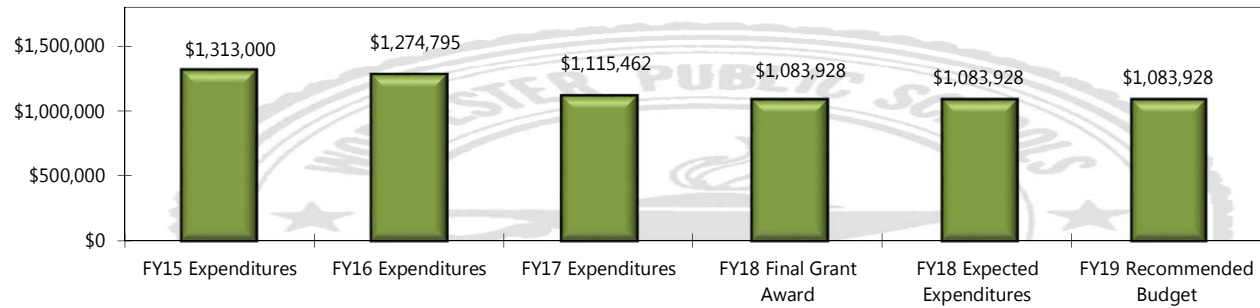


# WORCESTER PUBLIC SCHOOLS

50S269

## EXPANDED LEARNING TIME

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended Budget	Present Budget
<b>TOTAL</b>	\$1,083,928	\$1,083,928	\$1,083,928	0%



This state funded grant program provides financial assistance to districts with schools that have approved Expanded Learning Time (ELT) implementation plans. All participating schools must increase the amount of time in schedules to be able to operate at least 300 hours longer than the average of other schools within the district. Jacob Hiatt and City View schools currently have approved Expanded Learning Time programs. The goal of the program is to provide more instructional opportunities and enrichment opportunities into student learning, and provide adults with increased opportunities to plan and participate in professional development activities. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended Budget	Present Budget
(1000) A. Administrators	\$9,710	\$9,710	\$9,710	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. DxD Substitutes	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$1,052,539	\$1,052,539	\$1,052,539	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	\$21,679	\$21,679	\$21,679	0%
<b>TOTAL</b>	<b>\$1,083,928</b>	<b>\$1,083,928</b>	<b>\$1,083,928</b>	<b>0%</b>

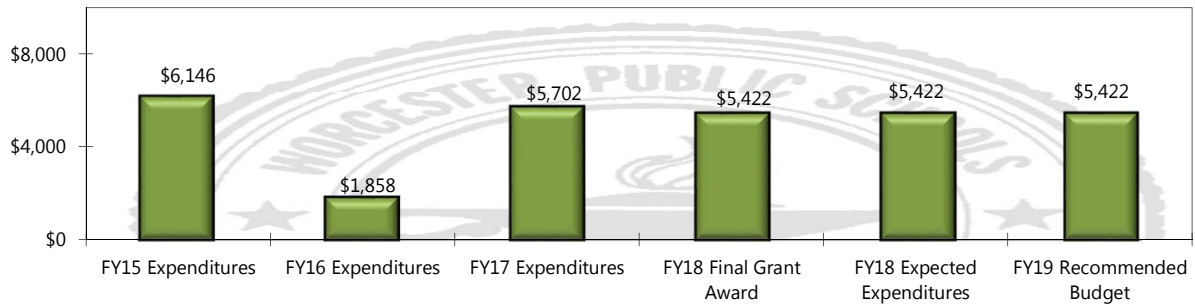
POSITION HISTORY	2017-18	2018-19
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>



50S276

**GED TEST CENTERS**

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$5,422	\$5,422	\$5,422	0%



This state funded grant program is designed to assist in the daily operation of High School Equivalency Assessment Centers including test administration 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 FY19 grant is anticipated to be level funded.

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 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	\$5,314	\$5,314	\$5,314	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	\$108	\$108	\$108	0%
<b>TOTAL</b>	<b>\$5,422</b>	<b>\$5,422</b>	<b>\$5,422</b>	<b>0%</b>

<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

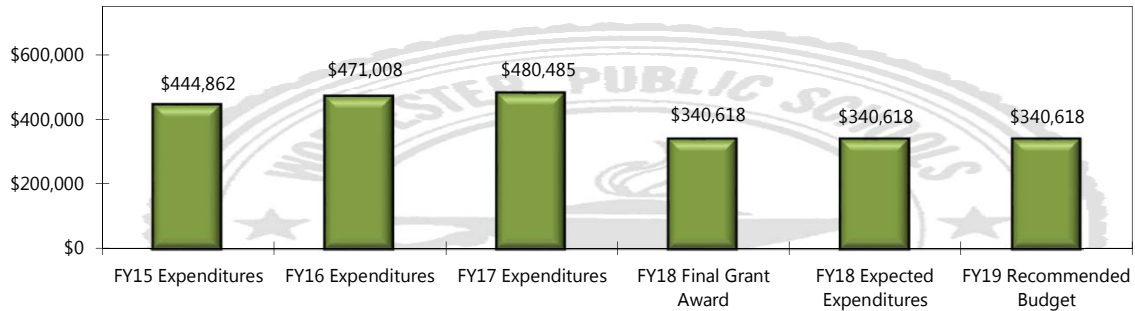


# WORCESTER PUBLIC SCHOOLS

50S278

## ADULT EDUCATION

	FY19			
	FY18 Final Grant Award	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$340,618	\$340,618	\$340,618	0%



This program provides funds for local programs of adult education and literacy services, including workplace literacy services; family literacy services; English literacy programs and integrated English literacy-civics education programs. Participation in these programs is limited to adults and out-of-school youths who are not enrolled or required to be enrolled in secondary school under state law. The FY19 grant is anticipated to be level funded.

	FY19			
	FY18 Final Grant Award	FY18 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$67,685	\$67,685	\$67,685	0%
(2000) B. Teachers	\$229,119	\$229,119	\$229,119	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	\$32,140	\$32,140	\$32,140	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$2,500	\$2,500	\$2,500	0%
(2000) J. Instructional Supplies & Materials	\$5,768	\$5,768	\$5,768	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$3,406	\$3,406	\$3,406	0%
<b>TOTAL</b>	<b>\$340,618</b>	<b>\$340,618</b>	<b>\$340,618</b>	<b>0%</b>

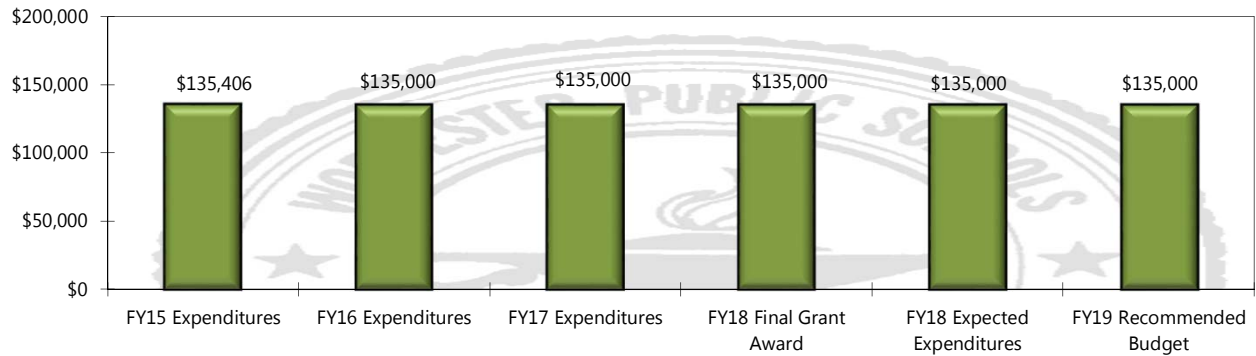
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators	1.00	1.00
Teachers	7.35	7.35
Instructional Assistants		
Educational Support		
Grant & Program Support	0.60	0.60
<b>TOTAL</b>	<b>8.95</b>	<b>8.95</b>



## 50S294 - 50S296

## UNIVERSAL PRE-KINDERGARTEN

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</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. This is a renewal grant. Only the agencies and programs that had received UPK funding for FY18 are eligible to apply for the renewal grant funds. The program must be licensed by the Department of Early Education and Care and meet specific requirements. This program is available at the following Head Start locations: Greendale, Mill Swan, and Millbury. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$75,382	\$75,382	\$75,382	0%
(2000) C. Instructional Assistants	\$56,918	\$56,918	\$56,918	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$2,700	\$2,700	\$2,700	0%
<b>TOTAL</b>	<b>\$135,000</b>	<b>\$135,000</b>	<b>\$135,000</b>	<b>0%</b>

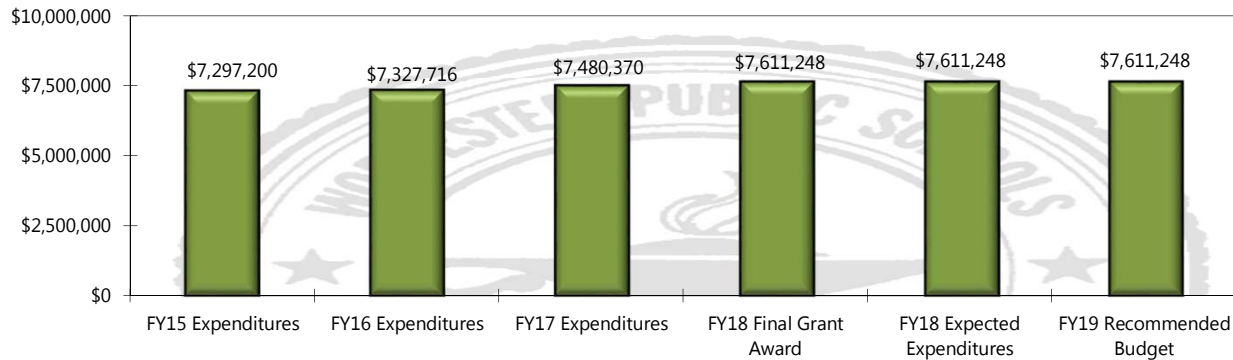
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers	2.61	2.61
Instructional Assistants	2.36	2.36
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>4.97</b>	<b>4.97</b>



50S302

IDEA

			FY19	
	FY18 Final Grant	FY18 Expected	Recommended	% Change From
	Award	Expenditures	Budget	Present Budget
<b>TOTAL</b>	\$7,611,248	\$7,611,248	\$7,611,248	0%



The IDEA Special Education Entitlement grant primarily supports salaries and benefits of 188 instructional assistants, grant and program support positions, and professional development requirements. Instructional assistants support students with disabilities in accessing the general education curriculum in order to receive free and appropriate public education 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 during the school day, as well as bus transportation. 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 FY19 grant is anticipated to be level funded.

			FY19	
	FY18 Final Grant	FY18 Expected	Recommended	% Change From
	Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$109,842	\$109,842	\$112,143	2%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$5,266,843	\$5,266,843	\$5,354,992	2%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$4,900	\$4,900	\$4,900	0%
(3000) F. Grant & Program Support	\$300,650	\$300,650	\$300,650	0%
(5000) G. MTRS Assessment	\$9,886	\$9,886	\$10,093	2%
(5000) H. Health & Retirement	\$1,219,572	\$1,219,572	\$1,243,963	2%
(3000) I. Contractual Services	\$447,303	\$447,303	\$332,255	-26%
(2000) J. Instructional Supplies & Materials	\$11,563	\$11,563	\$11,563	0%
(3000) K. Miscellaneous ED OM	\$25,560	\$25,560	\$25,560	0%
(5000) L. Non-Public School Allocation	\$62,823	\$62,823	\$62,823	0%
(5000) M. City Indirect Assessment	\$152,306	\$152,306	\$152,306	0%
<b>TOTAL</b>	<b>\$7,611,248</b>	<b>\$7,611,248</b>	<b>\$7,611,248</b>	<b>0%</b>

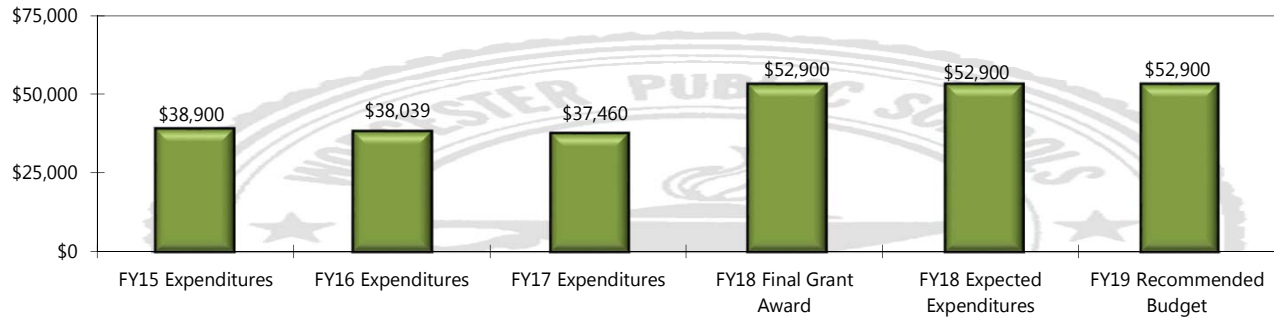
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators	1.00	1.00
Teachers ▪ Instructional Coaches		
Instructional Assistants	188.00	188.00
Educational Support		
Grant & Program Support	4.00	4.00
<b>TOTAL</b>	<b>193.00</b>	<b>193.00</b>



## 50S303

## SPECIAL EDUCATION - MA URBAN

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$52,900	\$52,900	\$52,900	0%



The Worcester Public Schools acts as the fiscal agent for funds received on behalf of the eleven urban districts in the State of Massachusetts. The funds cover the annual cost of the Massachusetts Urban Project to deliver leadership development and technical assistance training to the administrators of special education in urban districts. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 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	\$51,842	\$51,842	\$51,842	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	\$1,058	\$1,058	\$1,058	0%
<b>TOTAL</b>	<b>\$52,900</b>	<b>\$52,900</b>	<b>\$52,900</b>	<b>0%</b>

POSITION HISTORY	2017-18	2018-19
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

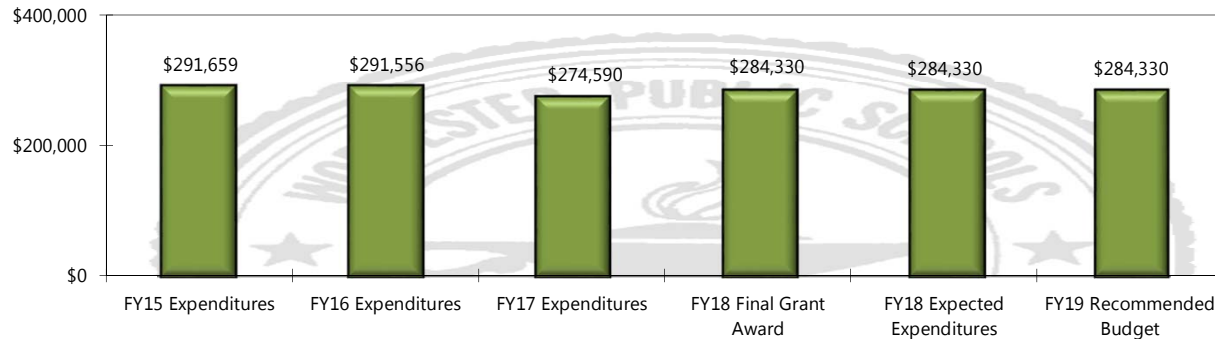




50S304

**PRESCHOOL - SPECIAL EDUCATION**

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended	Present Budget
			Budget	
<b>TOTAL</b>	\$284,330	\$284,330	\$284,330	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 FY19 grant is anticipated to be level funded.

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended	Present Budget
			Budget	
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$255,636	\$255,636	\$255,636	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	\$23,007	\$23,007	\$23,007	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	\$5,687	\$5,687	\$5,687	0%
<b>TOTAL</b>	<b>\$284,330</b>	<b>\$284,330</b>	<b>\$284,330</b>	<b>0%</b>

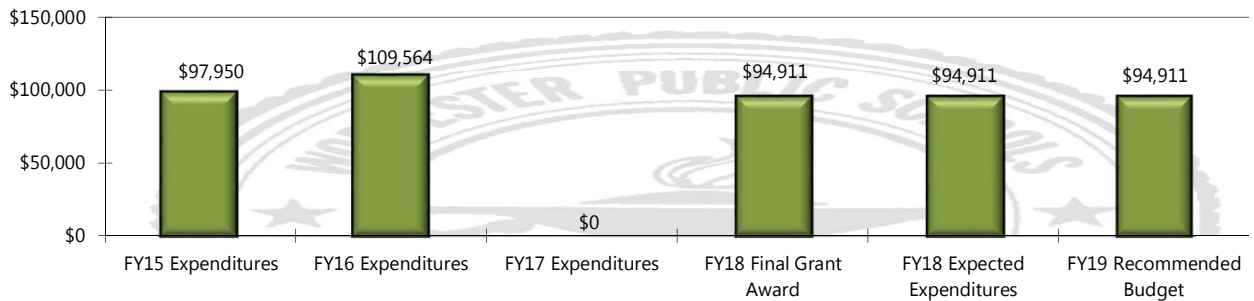
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers	3.50	3.50
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>3.50</b>	<b>3.50</b>



## 50S305

**SPECIAL EDUCATION - PROGRAM DEVELOPMENT**

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$94,911	\$94,911	\$94,911	0%



The purpose of the Special Education Program Improvement grant is to fund professional development activities that align with the Massachusetts Standards for Professional Development. The professional development will advance the knowledge, skills, and capacity of educators to meet the diverse needs of students with disabilities, ages three through twenty-one, supporting improved educational results and functional outcomes for these students. Indirect costs are not allowable in this grant. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 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	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$10,500	\$10,500	\$10,500	0%
(3000) F. Grant & Program Support	\$4,025	\$4,025	\$4,025	0%
(5000) G. MTRS Assessment	\$945	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$43,625	\$43,625	\$43,625	0%
(2000) J. Instructional Supplies & Materials	\$25,000	\$25,000	\$25,000	0%
(3000) K. Miscellaneous ED OM	\$10,816	\$11,761	\$11,761	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$0	\$0	\$0	0%
<b>TOTAL</b>	<b>\$94,911</b>	<b>\$94,911</b>	<b>\$94,911</b>	<b>0%</b>

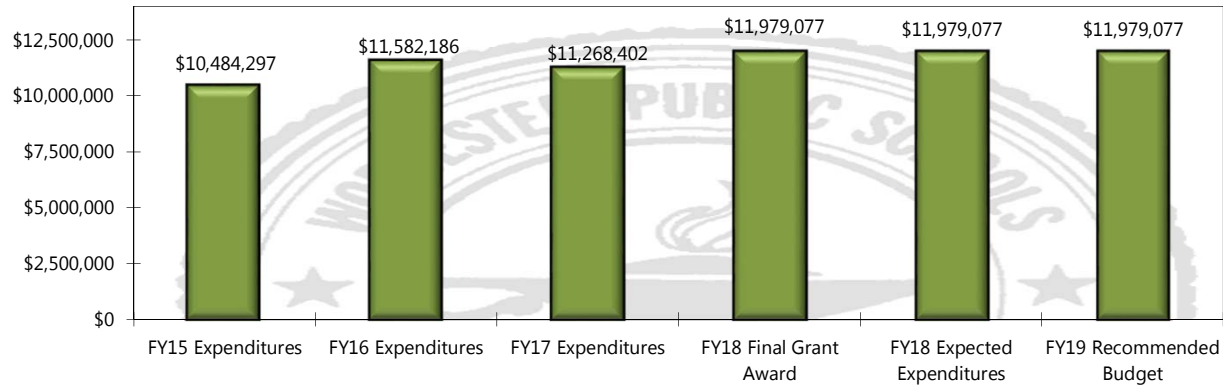
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>



50S308

**TITLE I**

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$11,979,077	\$11,979,077	\$11,979,077	0%



Title I, Part A (Title I) of the Elementary and Secondary Education Act (ESEA), as amended, provides financial assistance to local educational agencies (LEAs) and schools with high numbers or high percentages of children from low-income families to help ensure that all children meet challenging state academic standards. Federal funds are currently allocated through four statutory formulas that are based primarily on census poverty estimates and the cost of education in each state. 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 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 38 Focused Instructional Coaches; 12 Pre-School Teachers, 34 Instructional Assistants for pre-school programs; 20 instructional support staff positions and Wrap Around Coordinators, as well as expanded learning time, staff development, common planning time at Level 4 and Turnaround schools, and other district support positions. As a result of the final year of the Elm Park School Redesign Grant, funds from Title 1 are allocated to continue the turnaround practices. As a result, for limited in-school, afterschool and summer programs in July (2019) for Supplemental Education Services have been eliminated in this budget.



## 50S308

## TITLE I

	FY18 Final Grant	FY18 Expected	FY19 Recommended	% Change From
	Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$113,198	\$115,799	\$117,654	4%
(2000) B. Teachers ▪ Preschool	\$1,121,479	\$1,127,086	\$980,493	-13%
(2000) C. Teachers ▪ Other	\$884,957	\$856,955	\$859,078	-3%
(2000) D. Teachers ▪ Instructional Coaches	\$3,320,768	\$3,475,720	\$3,543,720	7%
(3000) E. Wraparound Coordinators	\$510,667	\$518,908	\$526,692	3%
(2000) F. Instructional Assistants	\$953,410	\$959,417	\$968,733	2%
(3000) G. After School Programs & Staff Dev.	\$1,662,819	\$1,513,413	\$1,941,811	17%
(3000) H. Grant & Program Support	\$675,111	\$675,111	\$702,115	4%
(5000) I. MTRS Assessment	\$489,636	\$489,636	\$474,335	-3%
(5000) J. Health & Retirement	\$1,318,543	\$1,318,543	\$1,296,184	-2%
(3000) K. Contractual Services	\$6,000	\$6,000	\$6,000	0%
(2000) L. Supplemental Educational Services	\$360,227	\$360,227	\$0	-100%
(5000) M. Neglected or Delinquent Children	\$117,236	\$117,236	\$117,236	0%
(2000) N. Instructional Supplies & Material	\$22,749	\$22,749	\$22,749	0%
(3000) O. Misc. Educational Support O.M.	\$11,750	\$11,750	\$11,750	0%
(5000) P. Non-Public School Allocation	\$170,945	\$170,945	\$170,945	0%
(5000) Q. City Indirect Assessment	\$239,582	\$239,582	\$239,582	0%
<b>TOTAL</b>	<b>\$11,979,077</b>	<b>\$11,979,077</b>	<b>\$11,979,077</b>	<b>0%</b>

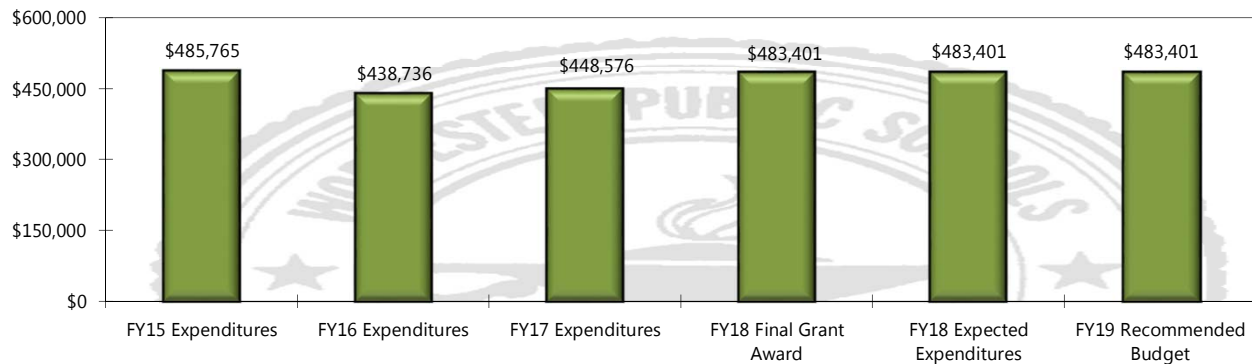
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators	0.95	0.95
Teachers ▪ Preschool	14.00	12.00
Teachers ▪ Other	11.00	11.00
Teachers ▪ Instructional Coaches	38.00	38.00
Wraparound Coordinators	7.00	7.00
Instructional Assistants	34.00	34.00
Educational Support	0.00	0.00
Grant & Program Support	13.00	13.00
<b>TOTAL</b>	<b>117.95</b>	<b>115.95</b>



50S312

PERKINS

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
<b>TOTAL</b>	\$483,401	\$483,401	\$483,401	0%



The federally funded Carl D. Perkins Applied Technology and Vocational Education Act provides administrative leadership and 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. 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 FY19 budget will fund a Health Science Academy position at North High School and a manufacturing position at Worcester Technical High School. The grant also supports the CVTE Leadership Coach position. The FY19 budget is anticipated to be level funded.

	FY18 Final Grant Award	FY18 Expected Expenditures	FY19 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$237,000	\$237,000	\$241,283	2%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$40,695	\$40,695	\$40,695	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$21,330	\$21,330	\$21,330	0%
(5000) H. Health & Retirement	\$36,285	\$36,285	\$36,285	0%
(3000) I. Contractual Services	\$51,934	\$51,934	\$51,934	0%
(2000) J. Instructional Supplies & Materials	\$60,235	\$60,235	\$55,952	-7%
(3000) K. Miscellaneous ED OM	\$26,254	\$26,254	\$26,254	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$9,668	\$9,668	\$9,668	0%
<b>TOTAL</b>	<b>\$483,401</b>	<b>\$483,401</b>	<b>\$483,401</b>	<b>0%</b>

**50S312****PERKINS**

<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers	3.00	3.00
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>

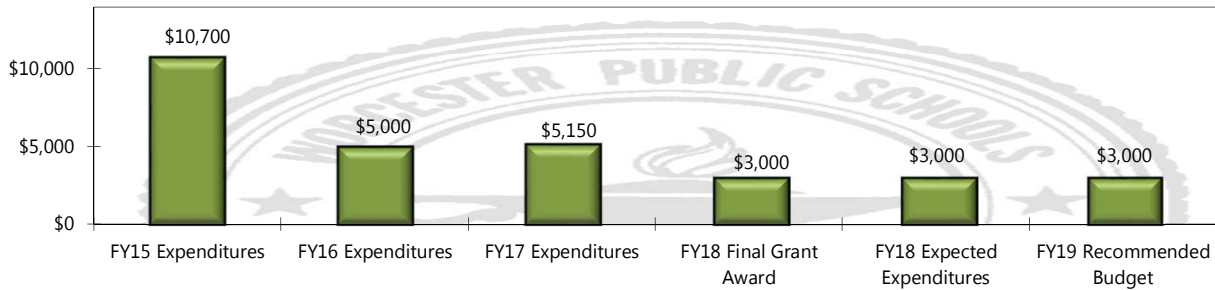




50S336

**PRE-K SPECIAL EDUCATION PROGRAM**

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended	Present Budget
			Budget	
<b>TOTAL</b>	\$3,000	\$3,000	\$3,000	0%



The purpose of this federal grant is to support district activities to ensure that eligible children, aged three to five with disabilities, receive a free and appropriate public education that includes special education and related services designed to meet their individual needs. Indirect costs are not allowable in this grant. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended	Present Budget
			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.	\$1,400	\$1,400	\$1,400	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	\$1,600	\$1,600	\$1,600	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>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>0%</b>

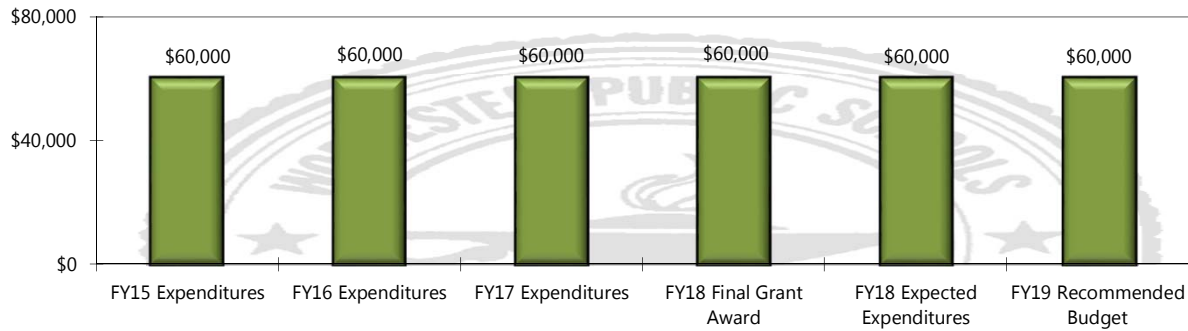
<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>



50S343

**MCKINNEY-VENTO**

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended	Present Budget
TOTAL	\$60,000	\$60,000	\$60,000	0%



These federal funds support McKinney-Vento Homeless Education programs that ensure homeless students enroll 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 instructional and other materials that support these students. The grant is anticipated to be level funded for FY19.

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended	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.	\$33,780	\$33,780	\$33,780	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	\$4,600	0%
(3000) I. Contractual Services	\$2,500	\$2,500	\$2,500	0%
(2000) J. Instructional Supplies & Materials	\$2,010	\$2,010	\$2,010	0%
(3000) K. Miscellaneous ED OM	\$1,000	\$1,000	\$1,000	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$1,200	\$1,200	\$1,200	0%
<b>TOTAL</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>0%</b>

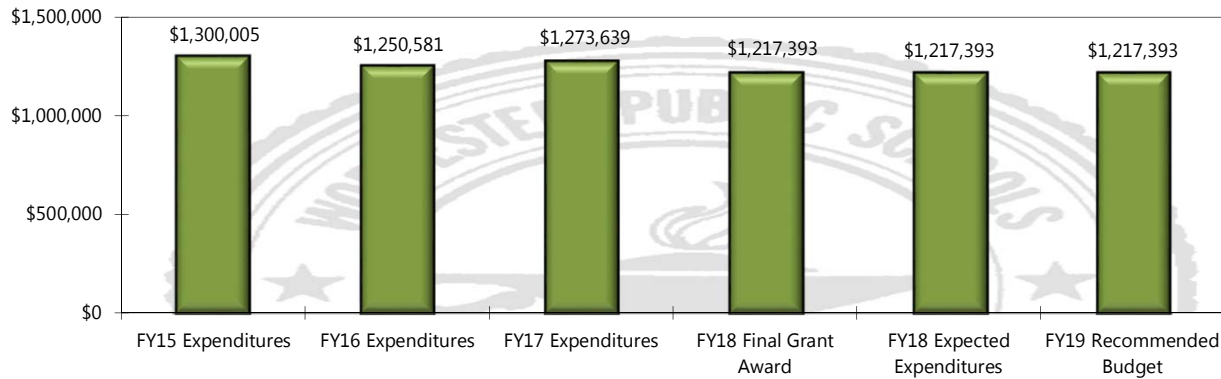
POSITION HISTORY	2017-18	2018-19
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>



50S356

**TITLE III**

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended	Present Budget
<b>TOTAL</b>	\$1,217,393	\$1,217,393	\$1,217,393	0%



Title III provides federal funding for meeting the educational needs of English Language Learners. Over one third of the district's students are English Language Learners and almost half of the students have a first language other than English. The goal of the programming is to accelerate the development of English skills and enhance their academic achievement maximizing college and career readiness. The district uses these funds to support ongoing professional development for teachers and continuously reinforcing high quality teaching and learning for all students. In addition, these funds provide supplemental programs, both after school and during the summer to extend learning for students and provide adaptation services for newcomer students and their families, including a large population of refugee students. The FY18 grant award was reduced and eliminated two of the seven Instructional Coaching positions previously funded. The FY19 grant is anticipated to be level funded.

	FY18 Final Grant	FY18 Expected	FY19	% Change From
	Award	Expenditures	Recommended	Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Instructional Coaches	\$434,682	\$434,682	\$434,682	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$178,980	\$178,980	\$178,980	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$39,121	\$39,121	\$39,121	0%
(5000) H. Health & Retirement	\$67,680	\$67,680	\$67,680	0%
(3000) I. Contractual Services	\$246,700	\$246,700	\$246,700	0%
(2000) J. Instructional Supplies & Materials	\$163,970	\$163,970	\$163,970	0%
(3000) K. Miscellaneous ED OM	\$62,400	\$62,400	\$62,400	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$23,860	\$23,860	\$23,860	0%
<b>TOTAL</b>	<b>\$1,217,393</b>	<b>\$1,217,393</b>	<b>\$1,217,393</b>	<b>0%</b>



50S356

**TITLE III**

<b>POSITION HISTORY</b>	<b>2017-18</b>	<b>2018-19</b>
Administrators		
Instructional Coaches	5.00	5.00
Instructional Assistants		
Educational Support		
Grant & Program Support		
<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>



2013-2014



2014-2015



2015-2016



2016-2017



2017-2018



LOCATION BUDGET

Worcester Public Schools







# Burncoat High School

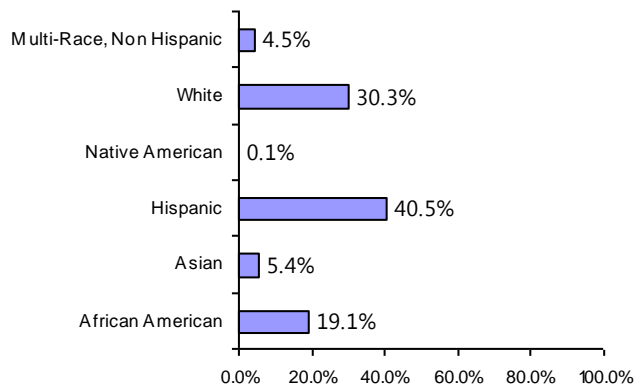
179 Burncoat Street Worcester, MA 01606 Principal: William Foley

## Quick Facts

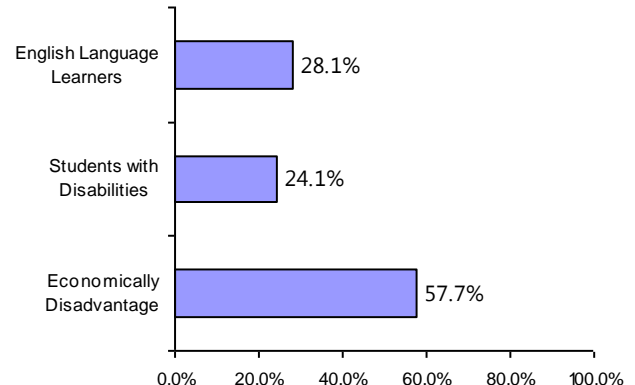
Quadrant	Burncoat	Enrollment	1,014
Grades	9-12	Graduation Rate	84.5%
Year Built	1964	Student Attendance	91.3%
Square Footage	144,388		



## Student Race And Ethnicity



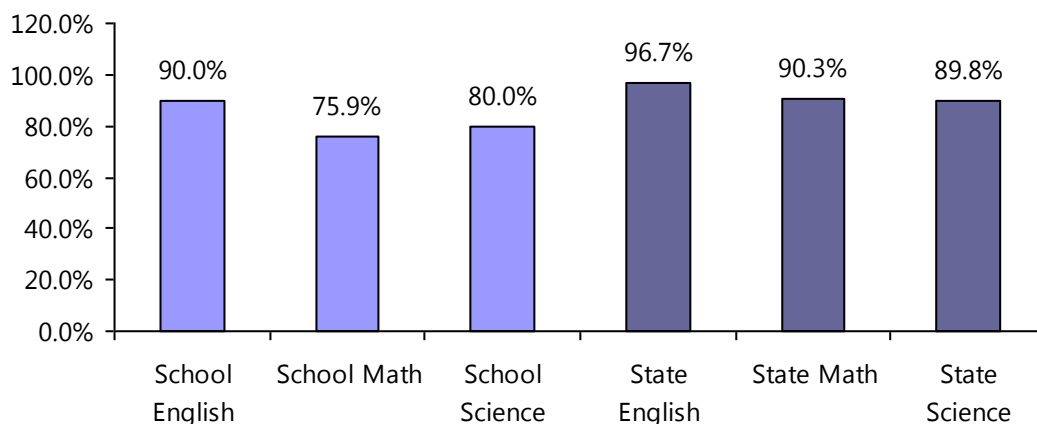
## Student Demographics



## Student Achievement

Legacy MCAS (CPI)

The transitional Composite Performance Index (CPI) is a number from 1-100 that represents the extent to which students have attained or are progressing toward proficiency in a given subject. Students who demonstrate proficiency on MCAS and/or PARCC tests, and students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Burncoat High School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$7,320,524	\$7,699,699
500130-92000 Arts Consultants (Burncoat Quadrant)	\$32,250	\$32,250
500130-92000 Graduation Expenses	\$7,283	\$7,283
500130-92000 NEASC Evaluation	\$0	\$2,500
500136-92000 Educational Fees and Licences	\$14,722	\$14,722
500146-92000 Electricity	\$45,797	\$41,217
500146-92000 Natural Gas	\$125,978	\$114,801
500152-92000 Rubbish Removal	\$22,967	\$22,942
500-92204 Instructional Materials	\$58,290	\$58,812
540103-92000 Student Transportation	\$605,933	\$573,873
<b>Burncoat High School Total Budget</b>	<b>\$8,233,745</b>	<b>\$8,568,100</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	8.0	8.0
Mathematics Teachers	9.0	9.0
History & Social Science Teachers	9.0	9.0
Science Teachers	9.0	9.0
World Language Teachers	5.0	5.0
English Learner Teachers	3.0	3.0
Special Education Teachers	15.0	16.0
Guidance Counselor	4.0	4.0
Psychologists	0.8	0.8
School Adjustment Counselor	2.0	2.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	1.5	2.0
Occupational Arts Teachers	1.0	1.0
Art Teachers	3.0	3.0
AVID Teachers	1.0	1.0
Dance Teachers	1.0	1.0
Junior Reserve Officer	2.0	2.0
Librarians	1.0	1.0
MCAS Teachers	1.0	1.0
Music Teachers	2.4	2.4
Theater Teachers	1.0	1.0
Other Teachers	0.0	1.0
Instructional Assistants	19.0	21.0
School Nurse	1.0	1.0
Custodial	5.0	5.0
Administrative Clerical	2.0	2.0
School Clerical	3.0	3.0
School Nutrition Staff	14.0	14.0
<b>Total</b>	<b>131.7</b>	<b>136.2</b>



# Claremont Academy

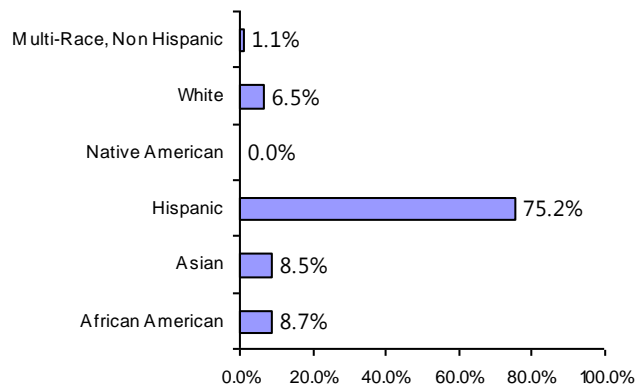
15 Claremont Street    Worcester, MA 01610    Principal: Principal Selection In Process

## Quick Facts

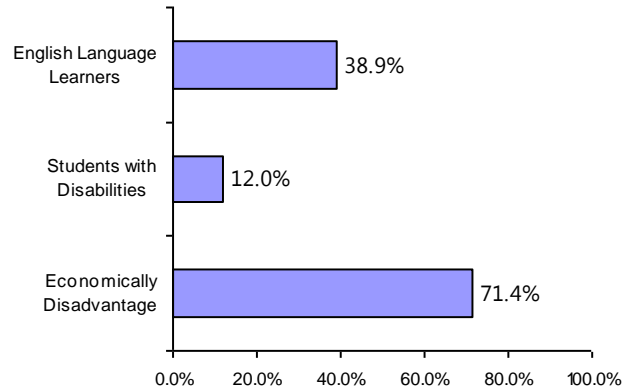
Quadrant	South	Enrollment	552
Grades	7-12	Graduation Rate	77.8%
Year Built	1999	Student Attendance	93.4%
Square Footage	64,861		



## Student Race And Ethnicity



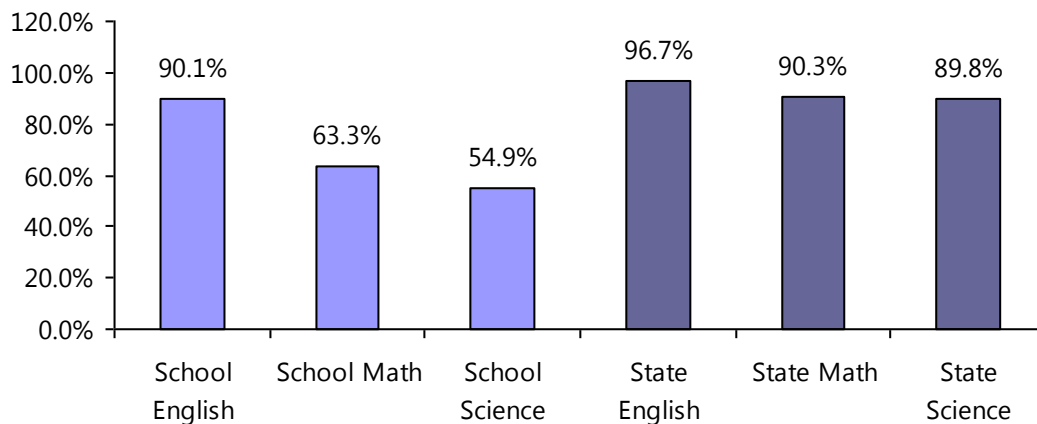
## Student Demographics



## Student Achievement

### Legacy MCAS (CPI)

The transitional Composite Performance Index (CPI) is a number from 1-100 that represents the extent to which students have attained or are progressing toward proficiency in a given subject. Students who demonstrate proficiency on MCAS and/or PARCC tests, and students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Claremont Academy

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,610,887	\$3,755,770
500130-92000 Graduation Expenses	\$7,283	\$7,283
500130-92000 NEASC Evaluation	\$0	\$2,500
500136-92000 Educational Fees and Licences	\$7,222	\$7,222
500146-92000 Electricity	\$90,719	\$81,647
500146-92000 Natural Gas	\$36,680	\$51,102
500-91000 AVID Fees	\$8,360	\$8,360
500-92204 Instructional Materials	\$31,088	\$32,016
540103-92000 Student Transportation	\$75,742	\$71,734
<b>Claremont Academy Total Budget</b>	<b>\$3,867,982</b>	<b>\$4,017,634</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	0.5	0.5
English Language Arts Teachers	6.0	6.0
Mathematics Teachers	6.0	6.0
History & Social Science Teachers	6.0	6.0
Science Teachers	5.0	5.0
World Language Teachers	3.0	3.0
English Learner Teachers	3.0	3.0
Special Education Teachers	6.0	5.0
Guidance Counselor	1.0	1.0
Psychologists	0.5	0.5
School Adjustment Counselor	0.5	0.5
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.7	0.7
Occupational Arts Teachers	1.0	1.0
Art Teachers	1.0	1.0
Librarians	1.0	1.0
MCAS Teachers	0.5	0.5
Music Teachers	1.0	1.0
Other Teachers	1.0	1.0
Instructional Assistants	3.0	5.0
Crossing Guard	1.0	1.0
School Nurse	1.0	1.0
Custodial	2.0	2.0
Administrative Clerical	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	10.0	10.5
<b>Total</b>	<b>64.9</b>	<b>66.4</b>



# Doherty Memorial High School

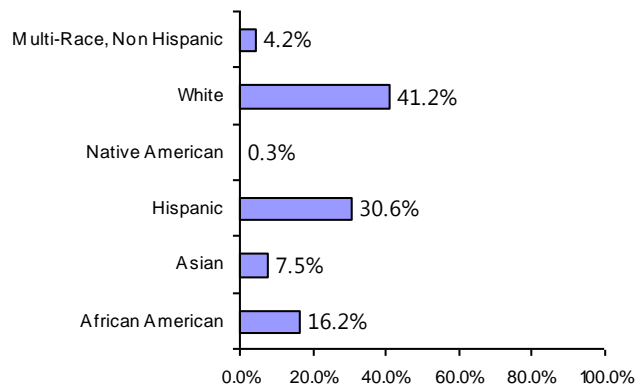
299 Highland Street Worcester, MA 01609 Principal: Sally Maloney

## Quick Facts

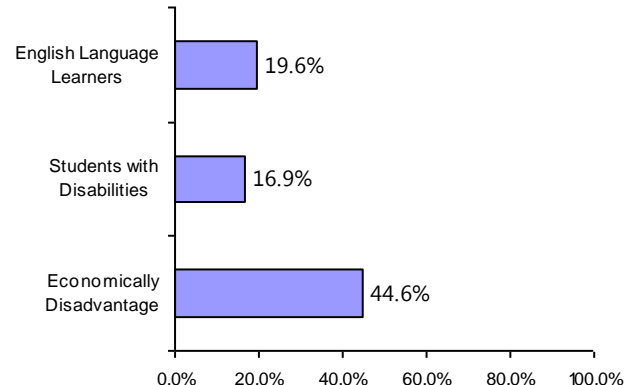
Quadrant	Doherty	Enrollment	1,545
Grades	9-12	Graduation Rate	88.3%
Year Built	1966	Student Attendance	93.0%
Square Footage	168,126		



## Student Race And Ethnicity



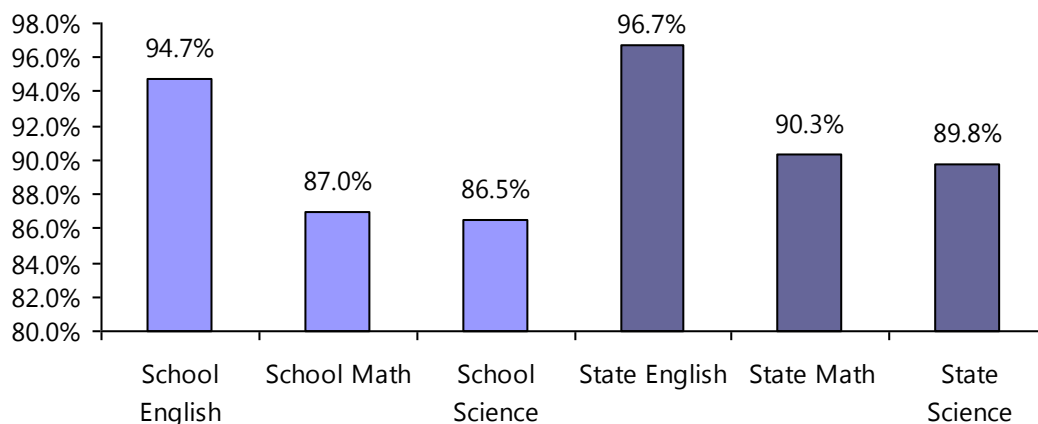
## Student Demographics



## Student Achievement

### Legacy MCAS (CPI)

The transitional Composite Performance Index (CPI) is a number from 1-100 that represents the extent to which students have attained or are progressing toward proficiency in a given subject. Students who demonstrate proficiency on MCAS and/or PARCC tests, and students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Doherty Memorial High School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$8,830,068	\$9,308,339
500130-92000 Graduation Expenses	\$7,283	\$7,283
500130-92000 Security Guards	\$24,120	\$25,200
500136-92000 Educational Fees and Licences	\$14,722	\$14,722
500146-92000 Electricity	\$123,019	\$113,177
500146-92000 Natural Gas	\$101,539	\$103,886
500152-92000 Rubbish Removal	\$12,619	\$12,605
500-92204 Instructional Materials	\$133,623	\$134,261
540103-92000 Student Transportation	\$277,719	\$263,025
<b>Doherty Memorial High School Total Budget</b>	<b>\$9,524,713</b>	<b>\$9,982,500</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	12.0	13.0
Mathematics Teachers	15.0	16.0
History & Social Science Teachers	13.0	13.0
Science Teachers	13.0	13.0
World Language Teachers	9.0	9.0
English Learner Teachers	3.0	3.0
Special Education Teachers	11.0	13.0
Guidance Counselor	5.0	5.0
Psychologists	0.8	0.8
School Adjustment Counselor	2.0	2.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	3.0	3.0
Business & Technology Teachers	1.0	1.0
Art Teachers	2.0	2.0
AVID Teachers	1.0	1.0
Librarians	1.0	1.0
MCAS Teachers	1.0	1.0
Music Teachers	1.0	1.0
Theater Teachers	1.0	1.0
Chapter 74 Teachers	4.0	4.0
Student Support Instructor	1.0	1.0
Other Teachers	0.0	1.0
Instructional Assistants	10.0	10.0
School Nurse	2.0	2.0
Custodial	6.0	6.0
Administrative Clerical	2.0	2.0
School Clerical	4.0	4.0
School Nutrition Staff	12.0	12.0
<b>Total</b>	<b>142.8</b>	<b>147.8</b>





# North High School

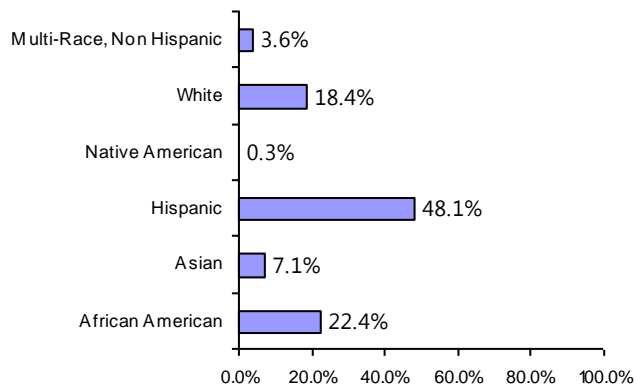
140 Harrington Way Worcester, MA 01604 Principal: Lisa Houlihan

## Quick Facts

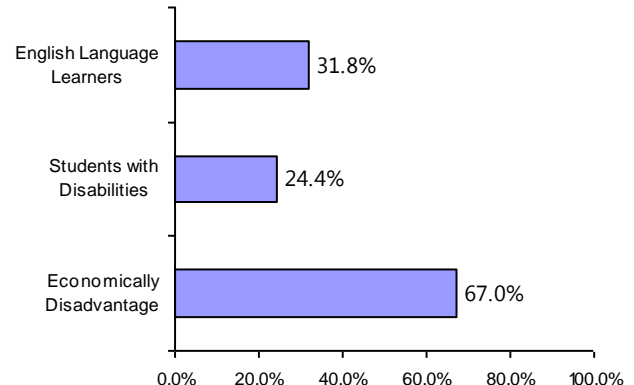
Quadrant	North	Enrollment	1,275
Grades	9-12	Graduation Rate	83.8%
Year Built	2011	Student Attendance	90.4%
Square Footage	190,000		



## Student Race And Ethnicity



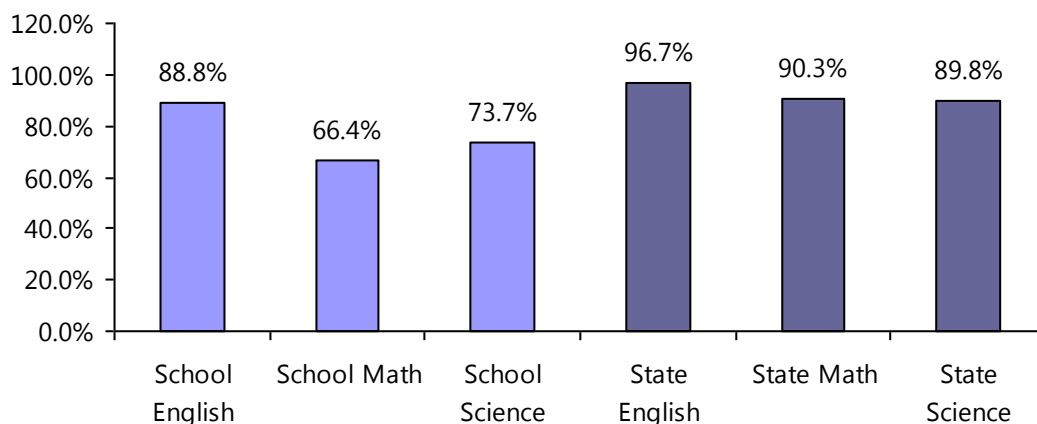
## Student Demographics



## Student Achievement

### Legacy MCAS (CPI)

The transitional Composite Performance Index (CPI) is a number from 1-100 that represents the extent to which students have attained or are progressing toward proficiency in a given subject. Students who demonstrate proficiency on MCAS and/or PARCC tests, and students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# North High School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$8,821,845	\$9,121,283
500130-92000 Graduation Expenses	\$7,283	\$7,283
500130-92000 Security Guards	\$24,120	\$25,200
500130-92000 Worcester Pipeline	\$40,000	\$40,000
500136-92000 Educational Fees and Licences	\$15,055	\$15,055
500146-92000 Electricity	\$245,394	\$198,769
500146-92000 Natural Gas	\$57,328	\$57,842
500152-92000 Rubbish Removal	\$16,015	\$15,997
500-92204 Instructional Materials	\$92,681	\$92,159
540103-92000 Student Transportation	\$504,944	\$478,228
<b>North High School Total Budget</b>	<b>\$9,824,666</b>	<b>\$10,051,817</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	11.0	11.0
Mathematics Teachers	12.0	12.0
History & Social Science Teachers	10.0	10.0
Science Teachers	10.0	10.0
World Language Teachers	6.0	6.0
English Learner Teachers	5.0	5.0
Special Education Teachers	18.0	21.0
Guidance Counselor	4.0	4.0
Psychologists	0.8	0.8
School Adjustment Counselor	2.0	2.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	3.0	3.0
Business & Technology Teachers	2.0	2.0
Art Teachers	2.0	2.0
Junior Reserve Officer	2.0	2.0
Librarians	1.0	1.0
MCAS Teachers	1.0	1.0
Music Teachers	1.0	1.0
Chapter 74/CVTE Teachers	7.0	7.0
Other Teachers	2.0	3.0
Instructional Assistants	22.0	19.0
School Nurse	2.0	2.0
Wrap Around Zone Coordinator	0.0	1.0
Custodial	7.0	7.0
Administrative Clerical	2.0	2.0
School Clerical	4.0	4.0
School Nutrition Staff	22.0	22.0
<b>Total</b>	<b>165.8</b>	<b>167.8</b>



# South High School

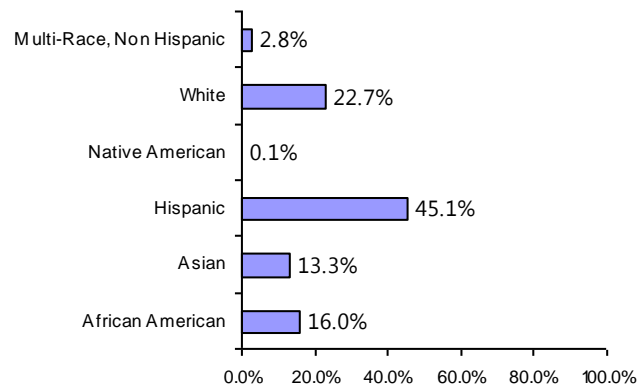
170 Apricot Street Worcester, MA 01603 Principal: Principal Selection In Process

## Quick Facts

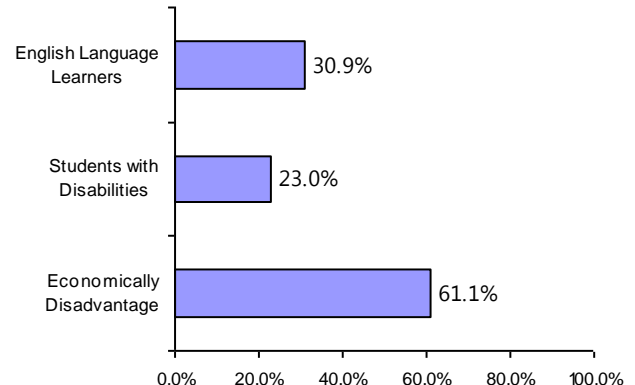
Quadrant	South	Enrollment	1,373
Grades	9-12	Graduation Rate	74.5%
Year Built	1978	Student Attendance	89.7%
Square Footage	246,000		



## Student Race And Ethnicity



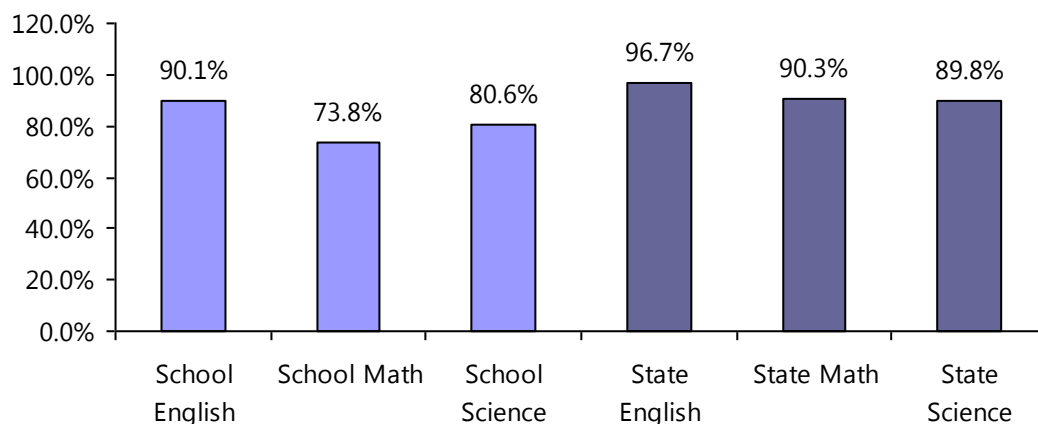
## Student Demographics



## Student Achievement

### Legacy MCAS (CPI)

The transitional Composite Performance Index (CPI) is a number from 1-100 that represents the extent to which students have attained or are progressing toward proficiency in a given subject. Students who demonstrate proficiency on MCAS and/or PARCC tests, and students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# South High Community School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$9,327,617	\$9,825,270
500130-92000 Graduation Expenses	\$7,283	\$7,283
500130-92000 Security Guards	\$24,120	\$25,200
500136-92000 Educational Fees and Licences	\$15,055	\$15,055
500146-92000 Electricity	\$196,477	\$176,829
500146-92000 Natural Gas	\$33,645	\$32,603
500152-92000 Rubbish Removal	\$12,628	\$12,614
500-92204 Instructional Materials	\$90,793	\$92,823
540103-92000 Student Transportation	\$1,136,125	\$1,076,013
<b>South High Community School Total Budget</b>	<b>\$10,843,744</b>	<b>\$11,263,691</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	10.0	11.0
Mathematics Teachers	11.0	11.0
History & Social Science Teachers	11.0	12.0
Science Teachers	11.0	12.0
World Language Teachers	7.5	7.5
English Learner Teachers	4.0	4.0
Special Education Teachers	22.0	21.0
Guidance Counselor	5.0	5.0
Psychologists	0.8	0.8
School Adjustment Counselor	2.0	2.0
Physical Education Teachers	4.0	4.0
Occupational Arts Teachers	1.0	1.0
Art Teachers	3.0	3.0
Junior Reserve Officer	2.0	2.0
Librarians	1.0	1.0
MCAS Teachers	1.0	1.0
Music Teachers	2.0	2.0
Occupational Arts/Consumer Science	2.0	2.0
TV	1.0	1.0
Chapter 74 Teachers	1.0	1.0
Student Support Instructor	1.0	1.0
Other Teachers	1.0	1.0
Instructional Assistants	30.0	30.0
School Nurse	2.0	2.0
Custodial	6.5	6.5
Administrative Clerical	2.0	2.0
School Clerical	4.0	4.0
School Nutrition Staff	12.0	12.0
<b>Total</b>	<b>166.8</b>	<b>168.8</b>



# University Park Campus School

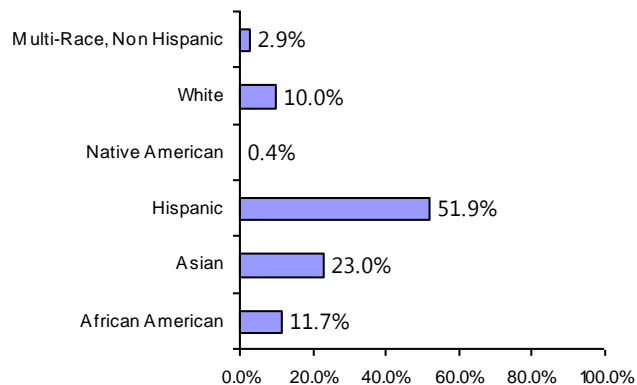
12 Freeland Street    Worcester, MA 01603    Principal: Daniel St. Louis

## Quick Facts

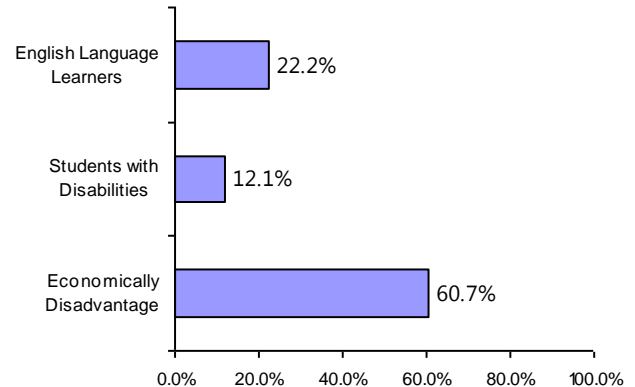
Quadrant	South	Enrollment	240
Grades	7-12	Graduation Rate	97.6%
Year Built	1885	Student Attendance	95.1%
Square Footage	18,984		



## Student Race And Ethnicity



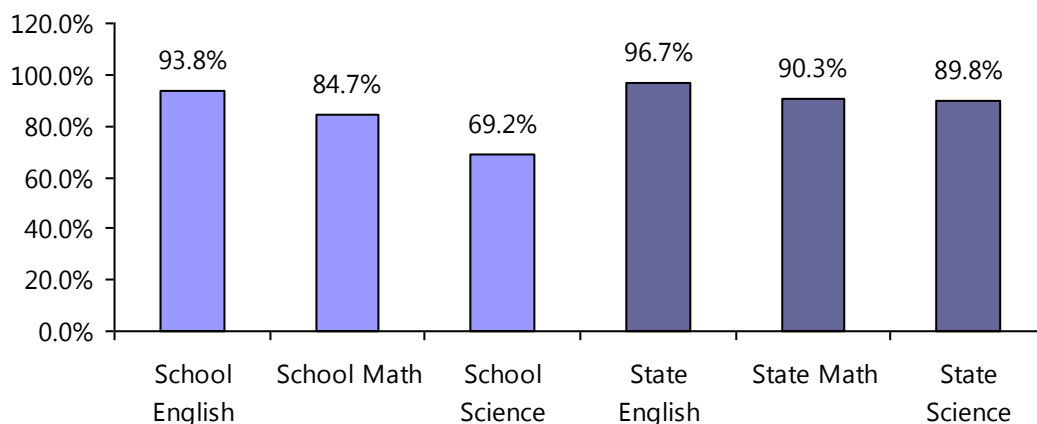
## Student Demographics



## Student Achievement

### Legacy MCAS (CPI)

The transitional Composite Performance Index (CPI) is a number from 1-100 that represents the extent to which students have attained or are progressing toward proficiency in a given subject. Students who demonstrate proficiency on MCAS and/or PARCC tests, and students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# University Park Campus School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,595,410	\$1,653,380
500136-92000 Educational Fees and Licences	\$7,224	\$7,224
500146-92000 Electricity	\$12,815	\$11,533
500146-92000 Natural Gas	\$19,877	\$20,327
500152-92000 Rubbish Removal	\$7,077	\$7,069
500-92204 Instructional Materials	\$14,616	\$13,920
540103-92000 Student Transportation	\$25,247	\$23,911
<b>University Park Campus School Total Budget</b>	<b>\$1,682,265</b>	<b>\$1,737,365</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	0.5	0.5
English Language Arts Teachers	3.0	3.0
Mathematics Teachers	2.0	2.0
History & Social Science Teachers	3.0	3.0
Science Teachers	3.0	3.0
World Language Teachers	2.0	2.0
English Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
Guidance Counselor	1.0	1.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.2	0.2
Art Teachers	0.6	0.6
MCAS Teachers	0.5	0.5
Music Teachers	0.2	0.2
Other Teachers	1.0	1.0
School Nurse	0.5	0.5
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
<b>Total</b>	<b>24.7</b>	<b>24.7</b>





# Worcester Technical High School

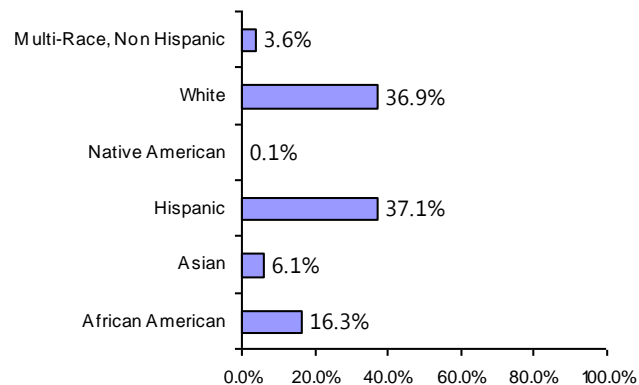
One Skyline Drive Worcester, MA 01605 Principal: Kyle Brenner

## Quick Facts

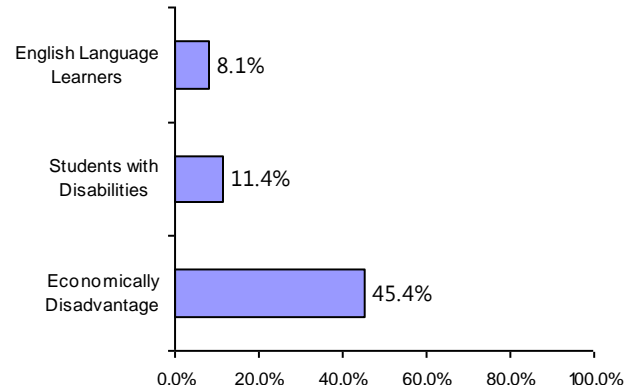
Quadrant	North	Enrollment	1,389
Grades	9-12	Graduation Rate	99.1%
Year Built	2006	Student Attendance	96.3%
Square Footage	400,000		



## Student Race And Ethnicity



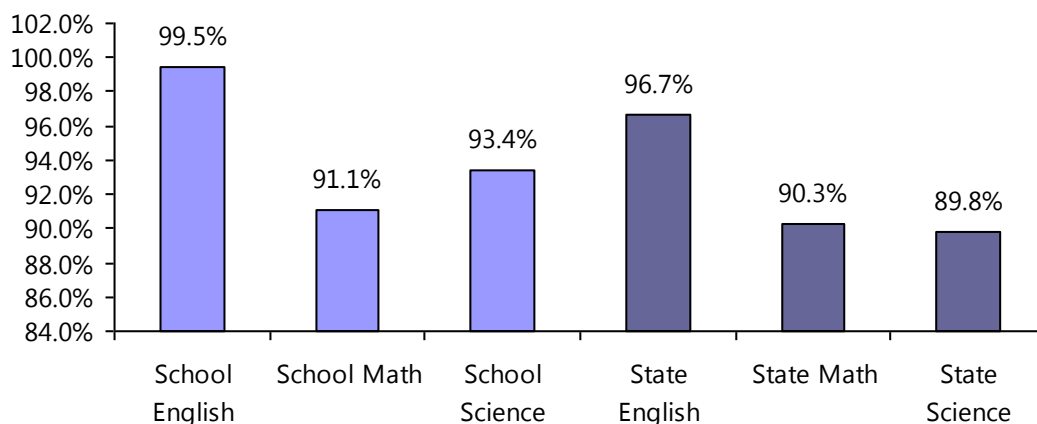
## Student Demographics



## Student Achievement

### Legacy MCAS (CPI)

The transitional Composite Performance Index (CPI) is a number from 1-100 that represents the extent to which students have attained or are progressing toward proficiency in a given subject. Students who demonstrate proficiency on MCAS and/or PARCC tests, and students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Worcester Technical High School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$12,589,369	\$12,857,278
500130-92000 Graduation Expenses	\$7,283	\$7,283
500130-92000 Security Guards	\$24,120	\$25,200
500146-92000 Electricity	\$625,039	\$556,285
500146-92000 Natural Gas	\$231,685	\$134,105
500152-92000 Rubbish Removal	\$41,413	\$41,368
500-92204 Instructional Materials	\$264,444	\$265,803
540103-92000 Student Transportation	\$757,417	\$717,342
<b>Worcester Technical High School Total Budget</b>	<b>\$14,540,770</b>	<b>\$14,604,663</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Director - Technical Education	1.0	1.0
Evening Program Coordinator	0.0	1.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	13.0	13.0
Mathematics Teachers	13.0	13.0
History & Social Science Teachers	10.0	10.0
Science Teachers	10.0	10.0
World Language Teachers	0.4	1.0
English Learner Teachers	2.0	2.0
Special Education Teachers	12.0	13.0
Guidance Counselor	4.0	4.0
Psychologists	0.8	0.8
School Adjustment Counselor	1.4	1.4
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	3.0	3.0
AVID Teachers	1.0	1.0
Librarians	1.0	1.0
MCAS Teachers	1.0	1.0
Chapter 74 Teachers	71.0	71.0
Student Support Instructor	1.0	1.0
Other Teachers	1.0	1.0
Instructional Assistants	12.0	11.0
Crossing Guard	3.0	3.0
School Nurse	2.0	2.0
Custodial	10.0	10.0
Administrative Clerical	3.0	3.0
School Clerical	3.0	3.0
School Nutrition Staff	16.0	16.0
<b>Total</b>	<b>202.6</b>	<b>204.2</b>



# Burncoat Middle School for Arts

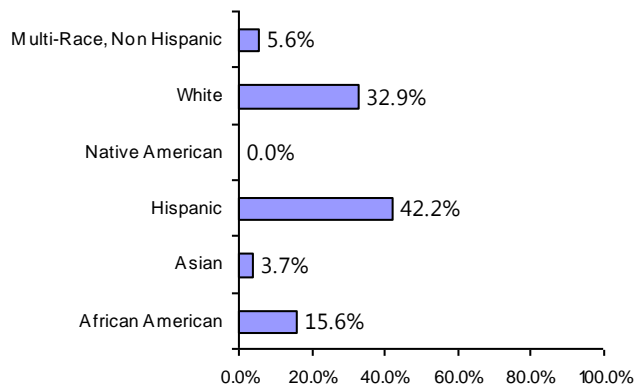
135 Burncoat Street Worcester, MA 01606 Principal: Mary Scully, Acting

## Quick Facts

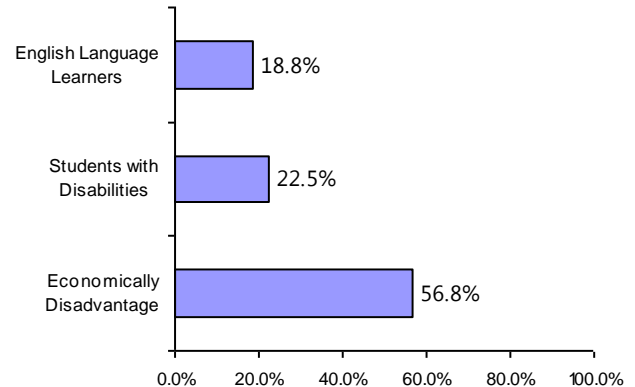
Quadrant	Burncoat	Enrollment	622
Grades	7-8	Graduation Rate	N/A
Year Built	1952	Student Attendance	95.0%
Square Footage	147,296		



## Student Race And Ethnicity



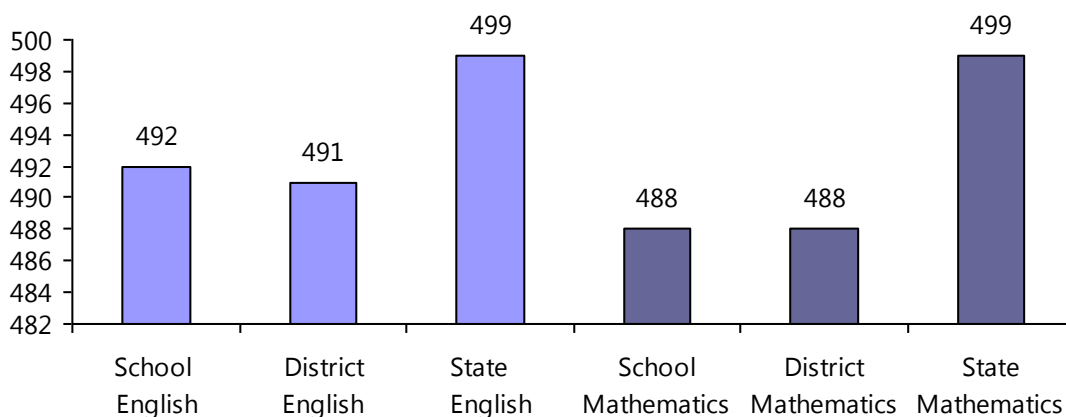
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Burncoat Middle School for Arts

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$4,891,031	\$5,140,292
500130-92000 Arts Consultants (Burncoat Quadrant)	\$70,950	\$70,950
500146-92000 Electricity	\$51,335	\$46,202
500146-92000 Natural Gas	\$102,096	\$93,522
500152-92000 Rubbish Removal	\$15,299	\$15,282
500-92204 Instructional Materials	\$35,880	\$39,476
540103-92000 Student Transportation	\$605,933	\$573,873
<b>Burncoat Middle School for Arts Total Budget</b>	<b>\$5,772,524</b>	<b>\$5,979,597</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	2.0	2.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	7.0	7.0
Mathematics Teachers	5.0	5.0
History & Social Science Teachers	6.0	7.0
Science Teachers	5.0	5.0
World Language Teachers	2.0	2.0
English Learner Teachers	2.0	2.0
Special Education Teachers	10.0	10.0
Guidance Counselor	2.0	2.0
Psychologists	0.6	0.6
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	1.0	1.0
Business & Technology Teachers	1.5	2.0
Art Teachers	2.0	2.0
AVID Teachers	1.0	1.0
Dance Teachers	1.0	1.0
Librarians	1.0	1.0
Music Teachers	2.5	2.5
Theater Teachers	1.0	2.0
Instructional Assistants	14.0	12.0
School Nurse	1.0	1.0
Custodial	4.5	4.5
Administrative Clerical	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	10.0	10.0
<b>Total</b>	<b>89.1</b>	<b>89.6</b>



# Arthur Sullivan Middle School

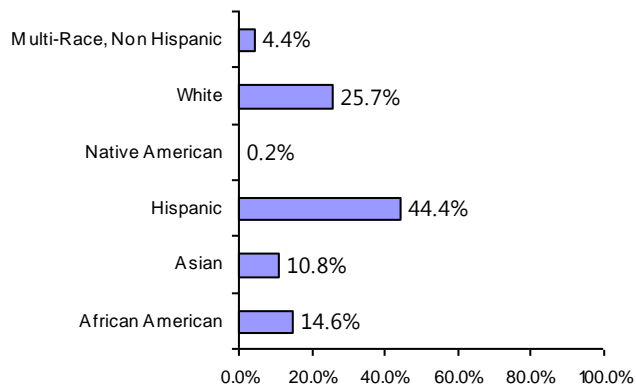
140 Apricot Street Worcester, MA 01603 Principal: Dr. Josephine Robertson

## Quick Facts

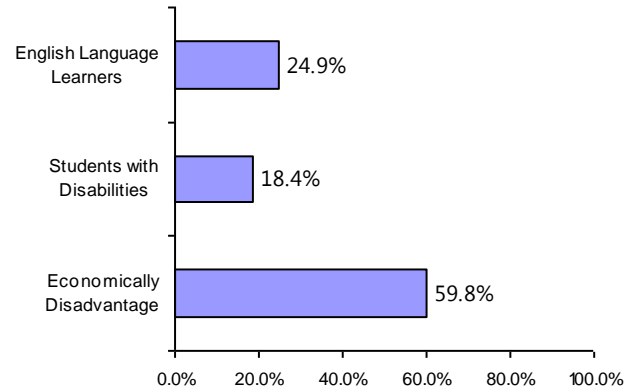
Quadrant	South	Enrollment	866
Grades	7-8	Graduation Rate	N/A
Year Built	1992	Student Attendance	94.3%
Square Footage	167,000		



## Student Race And Ethnicity



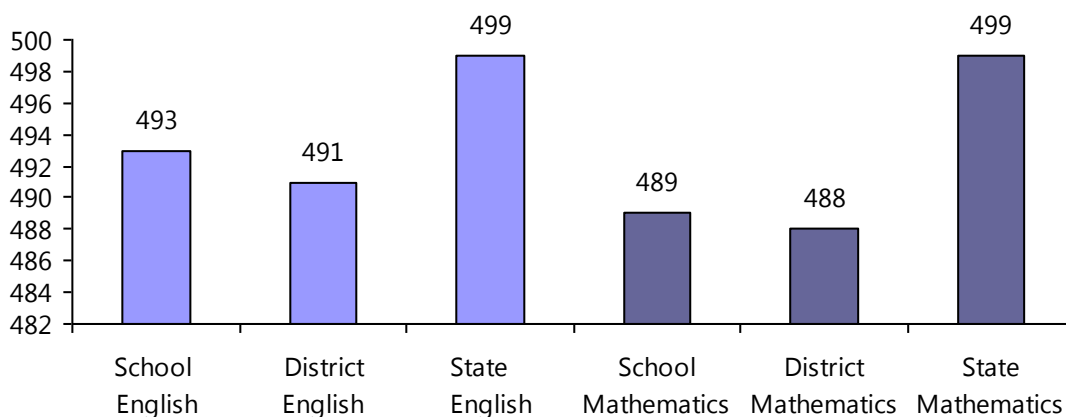
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Dr. Arthur F. Sullivan Middle School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$6,779,042	\$7,542,924
500130-92000 Security Guards	\$25,767	\$26,775
500146-92000 Electricity	\$196,477	\$176,829
500146-92000 Natural Gas	\$70,361	\$75,051
500152-92000 Rubbish Removal	\$17,340	\$17,321
500-92204 Instructional Materials	\$59,788	\$60,020
540103-92000 Student Transportation	\$757,417	\$717,342
<b>Dr. Arthur F. Sullivan Middle School Total Budget</b>	<b>\$7,906,191</b>	<b>\$8,616,261</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	11.0	12.0
Mathematics Teachers	11.0	12.0
History & Social Science Teachers	9.0	10.0
Science Teachers	9.0	10.0
World Language Teachers	3.5	3.5
English Learner Teachers	3.0	3.0
Special Education Teachers	14.0	17.0
Guidance Counselor	2.0	2.0
Psychologists	0.8	0.8
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Art Teachers	1.0	2.0
AVID Teachers	1.0	1.0
Librarians	1.0	1.0
Music Teachers	2.5	2.5
Theater Teachers	1.0	1.0
Student Support Instructor	0.5	0.5
Instructional Assistants	16.0	20.0
Crossing Guard	1.0	1.0
School Nurse	2.0	2.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	5.5	5.5
Administrative Clerical	3.0	3.0
School Clerical	1.5	1.5
School Nutrition Staff	12.0	12.0
<b>Total</b>	<b>121.3</b>	<b>133.3</b>



# Forest Grove Middle School

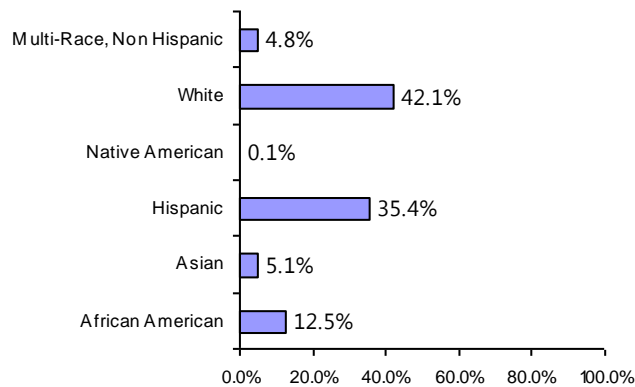
495 Grove Street Worcester, MA 01605 Principal: Kareem Tatum

## Quick Facts

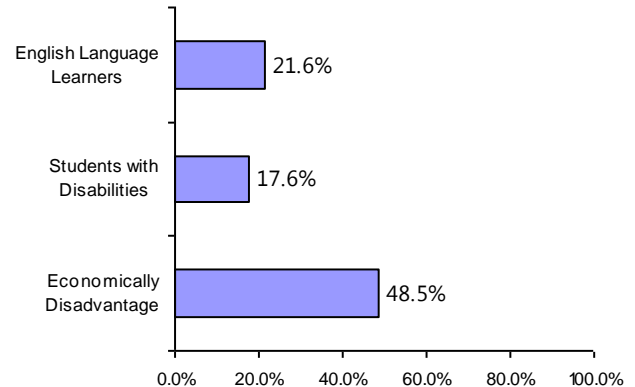
Quadrant	Doherty	Enrollment	979
Grades	7-8	Graduation Rate	N/A
Year Built	2001	Student Attendance	95.3%
Square Footage	198,713		



## Student Race And Ethnicity



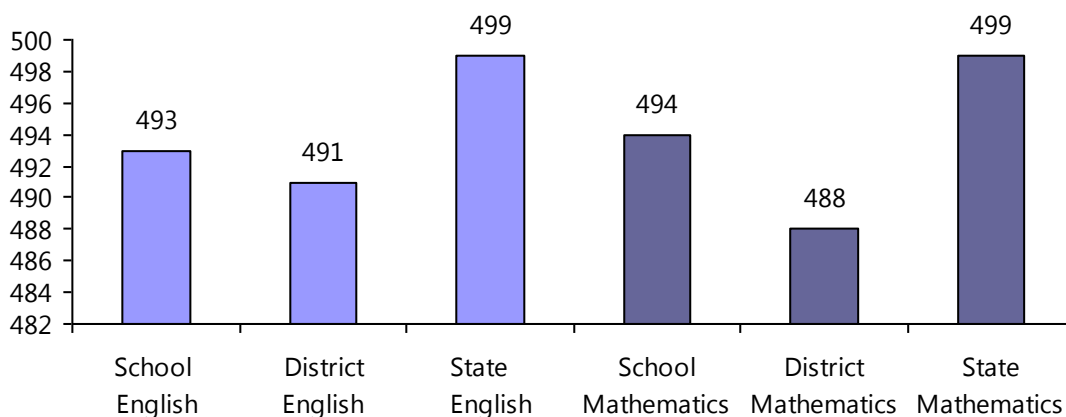
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)







# Forest Grove Middle School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$6,636,731	\$7,063,644
500146-92000 Electricity	\$119,491	\$109,931
500146-92000 Natural Gas	\$78,964	\$78,492
500152-92000 Rubbish Removal	\$12,089	\$12,076
500-91000 AVID Fees	\$8,360	\$8,360
500-92204 Instructional Materials	\$58,000	\$56,782
540103-92000 Student Transportation	\$807,911	\$765,164
<b>Forest Grove Middle School Total Budget</b>	<b>\$7,721,546</b>	<b>\$8,094,450</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	12.0	12.0
Mathematics Teachers	11.0	11.0
History & Social Science Teachers	9.0	9.0
Science Teachers	10.0	10.0
World Language Teachers	3.0	4.0
English Learner Teachers	2.0	3.0
Special Education Teachers	14.0	14.0
Guidance Counselor	2.0	2.0
Psychologists	0.8	0.8
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	1.0	2.0
Occupational Arts Teachers	1.0	1.0
Art Teachers	1.0	1.0
AVID Teachers	1.0	1.0
Librarians	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistants	16.0	16.0
School Nurse	2.0	2.0
Custodial	5.0	5.0
Administrative Clerical	2.0	2.0
School Clerical	1.5	1.5
School Nutrition Staff	10.0	10.0
<b>Total</b>	<b>115.3</b>	<b>118.3</b>



# Worcester East Middle School

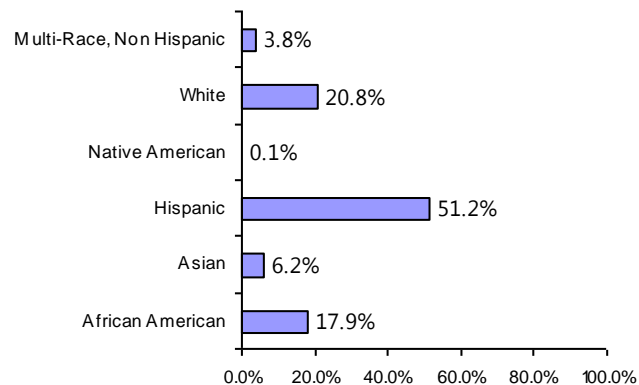
420 Grafton Street Worcester, MA 01604 Principal: Dr. Rose Dawkins

## Quick Facts

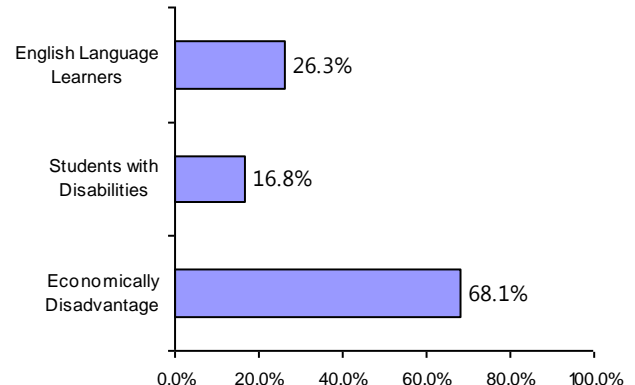
Quadrant	North	Enrollment	814
Grades	7-8	Graduation Rate	N/A
Year Built	1924	Student Attendance	94.4%
Square Footage	155,392		



## Student Race And Ethnicity



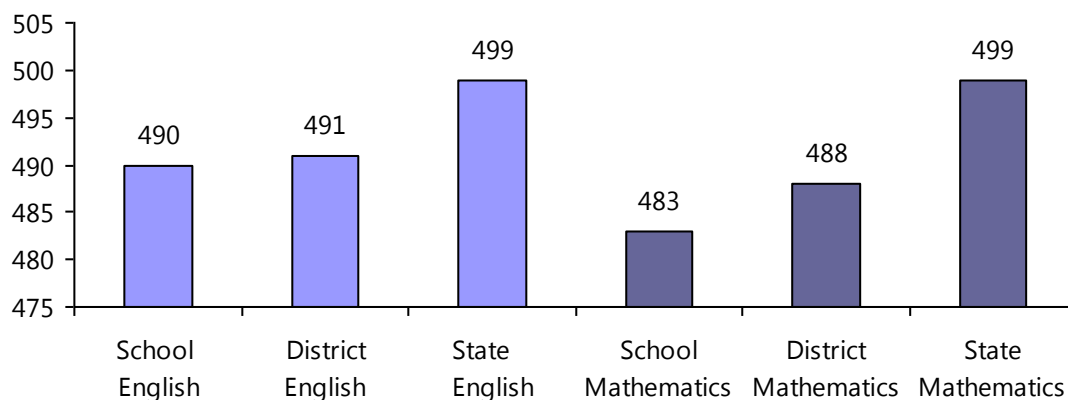
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Worcester East Middle School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$5,619,651	\$6,133,952
500146-92000 Electricity	\$51,557	\$46,401
500146-92000 Natural Gas	\$129,172	\$116,416
500152-92000 Rubbish Removal	\$13,223	\$13,208
500-91000 AVID Fees	\$8,360	\$8,360
500-92204 Instructional Materials	\$47,154	\$47,212
540103-92000 Student Transportation	\$252,472	\$239,114
<b>Worcester East Middle School Total Budget</b>	<b>\$6,121,589</b>	<b>\$6,604,664</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	2.0	2.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	11.0	11.0
Mathematics Teachers	9.0	9.0
History & Social Science Teachers	8.0	8.0
Science Teachers	10.0	10.0
World Language Teachers	1.0	1.0
English Learner Teachers	3.0	4.0
Special Education Teachers	9.0	12.0
Guidance Counselor	2.0	2.0
Psychologists	0.6	0.6
School Adjustment Counselor	1.4	1.4
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	2.0	2.0
Art Teachers	3.0	3.0
AVID Teachers	1.0	1.0
Librarians	1.0	1.0
Music Teachers	2.0	2.0
Instructional Assistants	5.0	5.0
School Nurse	2.0	1.5
Custodial	4.0	4.0
Administrative Clerical	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	13.0	13.0
<b>Total</b>	<b>98.0</b>	<b>101.5</b>



# Belmont Street Community School

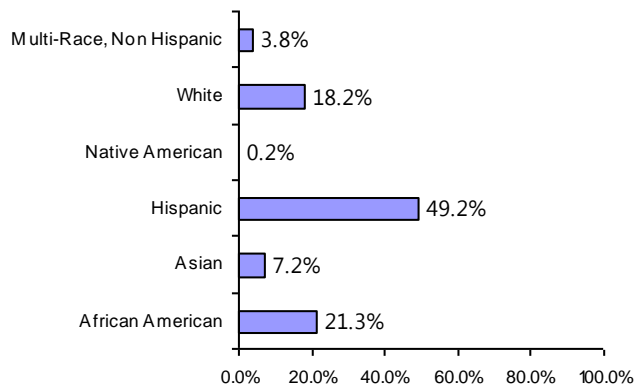
170 Belmont Street    Worcester, MA 01605    Principal: Principal Selection In Process

## Quick Facts

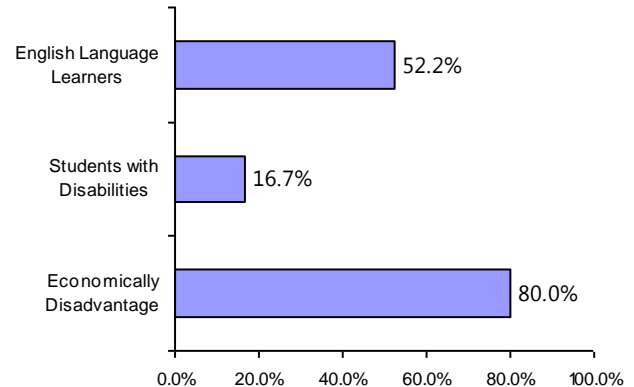
Quadrant	North	Enrollment	546
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1971	Student Attendance	93.6%
Square Footage	92,988		



## Student Race And Ethnicity



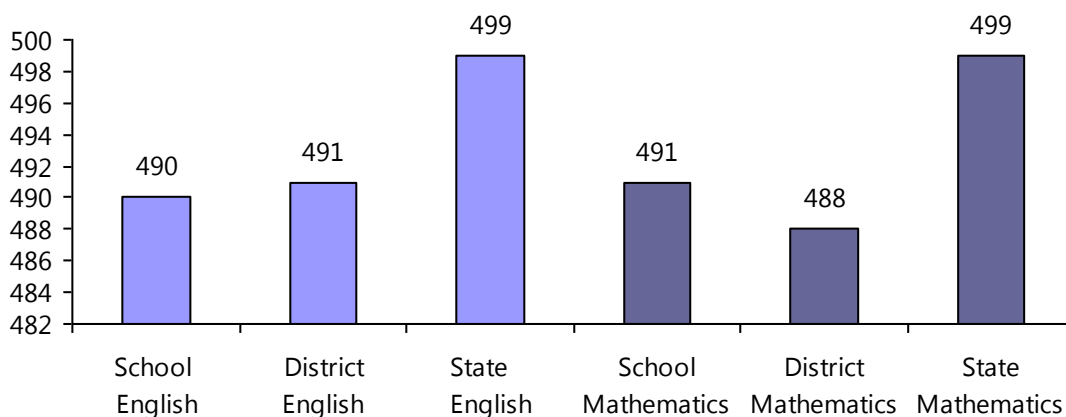
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Belmont Street Community School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,360,949	\$3,375,474
500146-92000 Electricity	\$75,327	\$67,795
500146-92000 Natural Gas	\$39,968	\$35,606
500152-92000 Rubbish Removal	\$11,228	\$11,216
500-92204 Instructional Materials	\$32,568	\$32,214
540103-92000 Student Transportation	\$100,989	\$95,646
<b>Belmont Street Community School Total Budget</b>	<b>\$3,621,029</b>	<b>\$3,617,950</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	25.0	23.0
English Learner Teachers	4.5	5.0
Special Education Teachers	2.0	2.0
Psychologists	0.4	0.4
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.9	0.9
Art Teachers	0.9	0.9
Music Teachers	0.9	0.9
Intervention Teacher	1.0	1.0
Instructional Assistants	6.0	5.0
Custodial	3.5	3.5
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
School Clerical	1.5	1.5
School Nutrition Staff	9.0	9.0
<b>Total</b>	<b>63.8</b>	<b>61.3</b>



# Burncoat Street Preparatory School

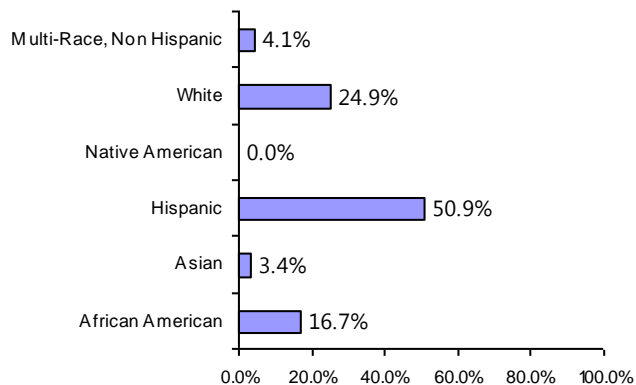
526 Burncoat Street Worcester, MA 01606 Principal: Deborah Catamero

## Quick Facts

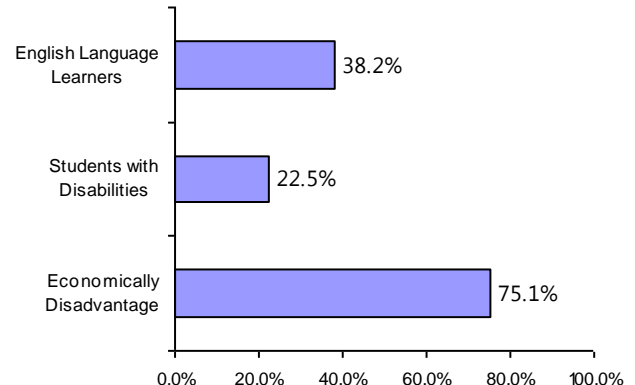
Quadrant	Burncoat	Enrollment	297
Grades	K-6	Graduation Rate	N/A
Year Built	1916	Student Attendance	94.4%
Square Footage	28,255		



## Student Race And Ethnicity



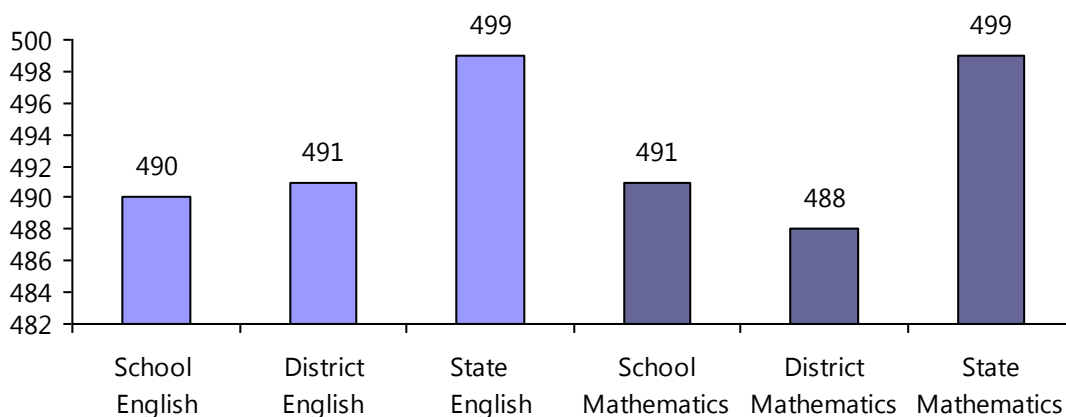
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Burncoat Street Preparatory School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,953,133	\$2,159,885
500146-92000 Electricity	\$15,239	\$13,715
500146-92000 Natural Gas	\$27,894	\$28,531
500152-92000 Rubbish Removal	\$3,378	\$3,374
500-92204 Instructional Materials	\$20,619	\$23,463
540103-92000 Student Transportation	\$126,236	\$119,557
<b>Burncoat Street Preparatory School Total Budget</b>	<b>\$2,146,499</b>	<b>\$2,348,525</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	13.0
English Learner Teachers	1.0	2.0
Special Education Teachers	4.0	4.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.0	0.0
Physical Education Teachers	0.5	0.5
Art Teachers	0.4	0.4
Librarians	1.0	1.0
Music Teachers	0.6	0.6
Lead Teacher	1.0	1.0
Instructional Assistants	5.0	5.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
<b>Total</b>	<b>38.5</b>	<b>39.5</b>





# Canterbury Street Magnet School

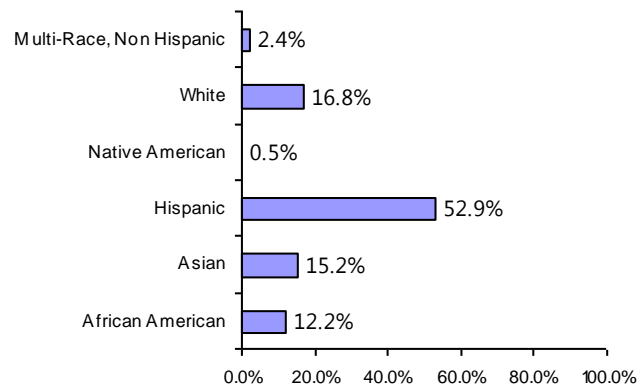
129 Canterbury Street Worcester, MA 01603 Principal: Mary Sealey

## Quick Facts

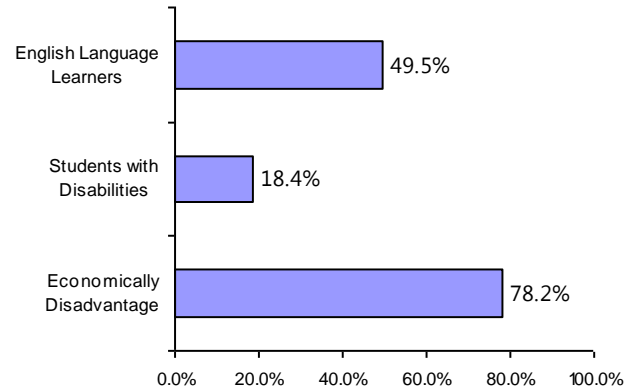
Quadrant	South	Enrollment	371
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1987	Student Attendance	94.8%
Square Footage	51,638		



## Student Race And Ethnicity



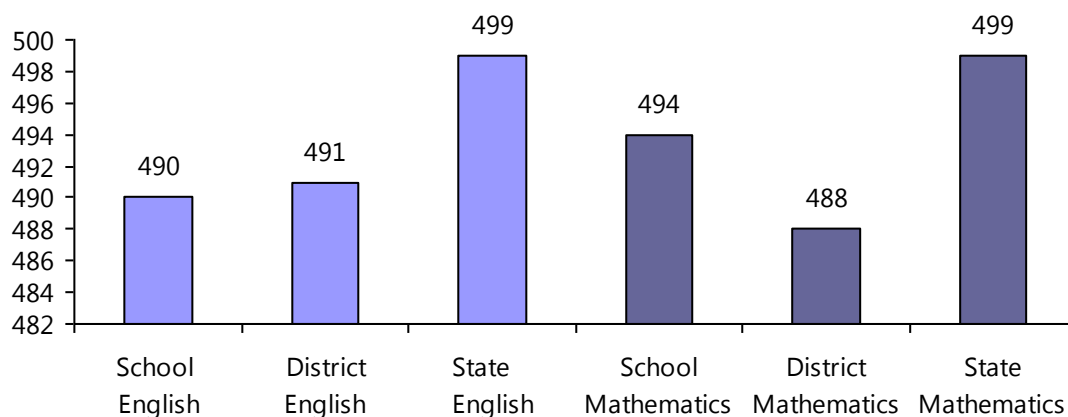
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Canterbury Street Magnet School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,712,074	\$2,666,441
500146-92000 Electricity	\$48,084	\$43,275
500146-92000 Natural Gas	\$36,499	\$30,197
500152-92000 Rubbish Removal	\$8,886	\$8,877
500-92204 Instructional Materials	\$21,771	\$21,889
540103-92000 Student Transportation	\$126,236	\$119,557
<b>Canterbury Street Magnet School Total Budget</b>	<b>\$2,953,550</b>	<b>\$2,890,236</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	16.0	14.0
English Learner Teachers	3.0	3.0
Special Education Teachers	5.0	4.0
Psychologists	0.5	0.5
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.8	0.8
Art Teachers	0.7	0.7
Music Teachers	0.7	0.7
Instructional Assistants	7.0	8.0
Crossing Guard	6.0	6.0
School Nurse	1.0	1.0
Custodial	2.5	2.5
School Clerical	1.0	1.0
School Nutrition Staff	11.0	11.0
<b>Total</b>	<b>59.4</b>	<b>57.4</b>



# Chandler Elementary Community School

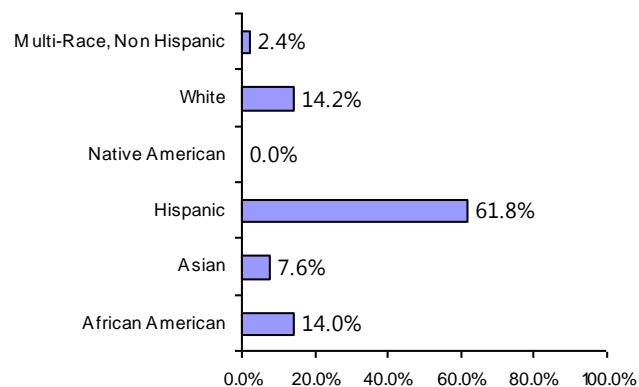
114 Chandler Street Worcester, MA 01609 Principal: Jessica Boss

## Quick Facts

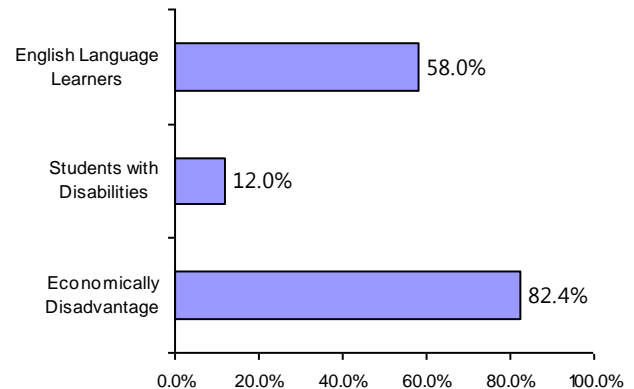
Quadrant	Doherty	Enrollment	486
Grades	K-6	Graduation Rate	N/A
Year Built	1977	Student Attendance	94.6%
Square Footage	37,671		



## Student Race And Ethnicity



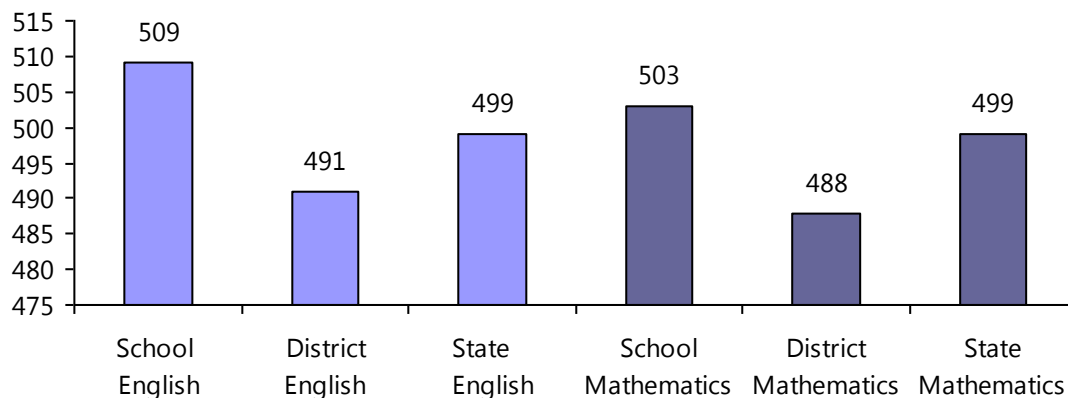
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Chandler Elementary School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,952,111	\$2,997,834
500136-92000 Building or Parking Rentals	\$204,264	\$204,264
500146-92000 Electricity	\$37,281	\$33,553
500146-92000 Natural Gas	\$10,928	\$9,658
500152-92000 Rubbish Removal	\$5,729	\$5,723
500-92204 Instructional Materials	\$40,053	\$38,394
540103-92000 Student Transportation	\$75,742	\$71,734
<b>Chandler Elementary School Total Budget</b>	<b>\$3,326,108</b>	<b>\$3,361,160</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	23.0	22.0
English Learner Teachers	4.0	4.0
Special Education Teachers	2.0	2.0
Psychologists	0.4	0.4
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.5	0.5
Physical Education Teachers	1.0	1.0
Art Teachers	0.7	0.7
Librarians	0.5	0.5
Music Teachers	0.3	0.3
Lead Teacher	1.0	1.0
Instructional Assistants	2.0	2.0
Crossing Guard	2.0	2.0
School Nurse	1.6	1.6
Wrap Around Zone Coordinator	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	2.0
School Nutrition Staff	5.0	5.0
<b>Total</b>	<b>52.0</b>	<b>52.0</b>



# Chandler Magnet School

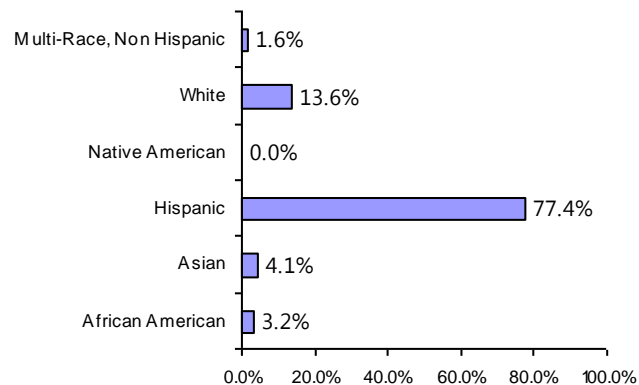
525 Chandler Street Worcester, MA 01602 Principal: Ivonne Perez

## Quick Facts

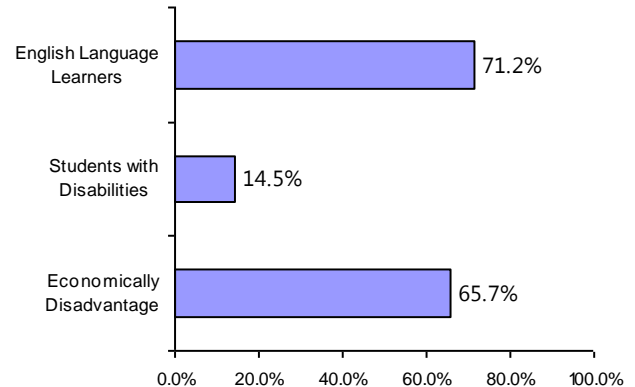
Quadrant	Doherty	Enrollment	433
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1953	Student Attendance	94.6%
Square Footage	102,000		



## Student Race And Ethnicity



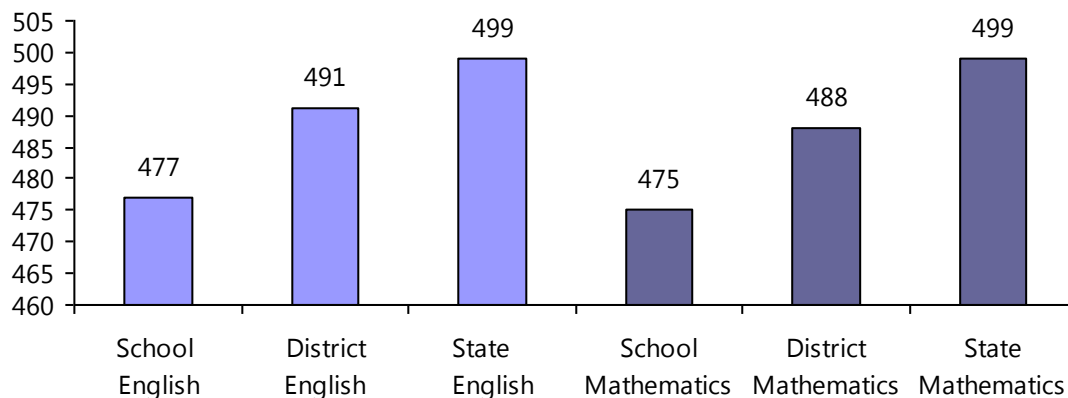
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Chandler Magnet School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,783,096	\$4,251,182
500146-92000 Electricity	\$71,585	\$64,427
500146-92000 Natural Gas	\$75,106	\$76,842
500152-92000 Rubbish Removal	\$10,873	\$10,861
500-92204 Instructional Materials	\$27,435	\$25,547
540103-92000 Student Transportation	\$479,697	\$454,316
<b>Chandler Magnet School Total Budget</b>	<b>\$4,447,793</b>	<b>\$4,883,175</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	16.5	20.0
Special Education Teachers	8.0	4.0
Psychologists	1.0	1.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	1.0	1.0
Art Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistants	10.0	8.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	3.5	3.5
School Clerical	1.0	1.0
School Nutrition Staff	7.0	7.0
<b>Total</b>	<b>72.2</b>	<b>69.7</b>



# City View Discovery School

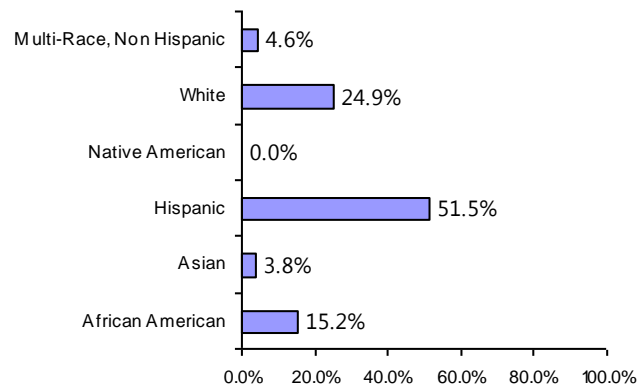
80 Prospect Street Worcester, MA 01605 Principal: Principal Selection In Process

## Quick Facts

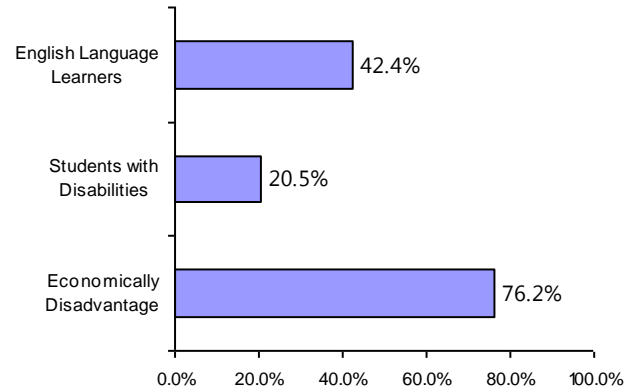
Quadrant	North	Enrollment	483
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1991	Student Attendance	93.5%
Square Footage	70,000		



## Student Race And Ethnicity



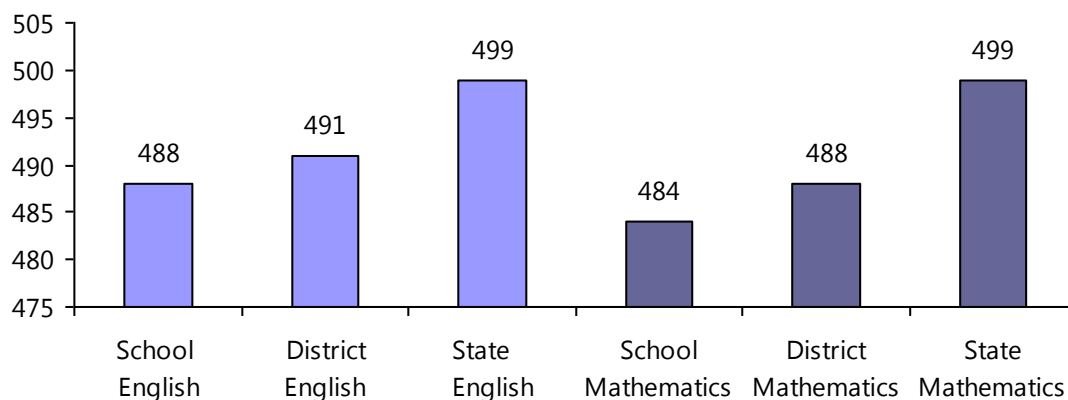
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)







# City View Discovery School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,300,753	\$3,202,879
500146-92000 Electricity	\$60,490	\$54,441
500146-92000 Natural Gas	\$41,066	\$31,455
500152-92000 Rubbish Removal	\$10,367	\$10,356
500-92204 Instructional Materials	\$29,854	\$28,497
540103-92000 Student Transportation	\$378,708	\$358,671
<b>City View Discovery School Total Budget</b>	<b>\$3,821,239</b>	<b>\$3,686,299</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	22.0	19.0
English Learner Teachers	3.0	3.0
Special Education Teachers	6.0	6.0
Psychologists	0.5	0.5
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.3	0.3
Physical Education Teachers	0.9	0.9
Art Teachers	1.0	1.0
Music Teachers	1.2	1.2
Instructional Assistants	8.0	10.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	3.0	3.0
School Clerical	2.0	1.5
School Nutrition Staff	10.0	10.0
<b>Total</b>	<b>67.9</b>	<b>66.4</b>



# Clark Street Developmental Learning School

280 Clark Street

Worcester, MA 01605

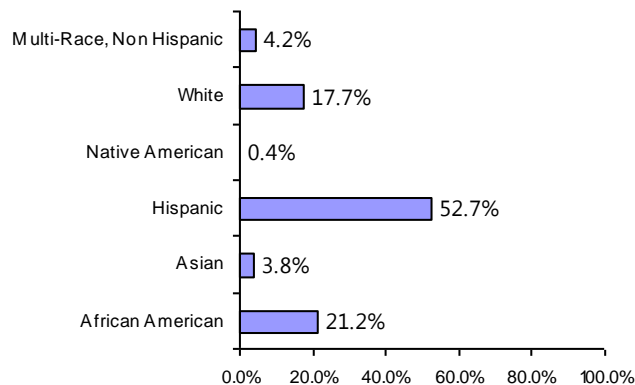
Principal: Fjodor Dukaj

## Quick Facts

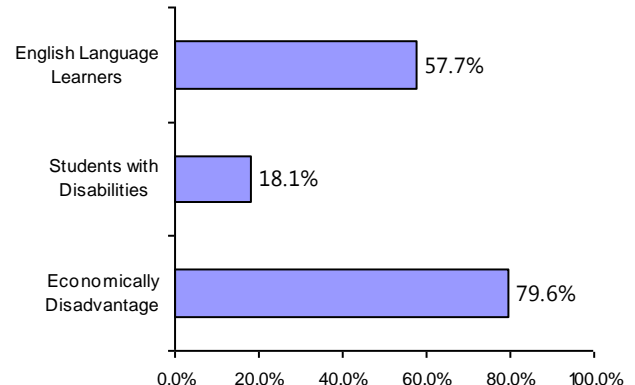
Quadrant	Burncoat	Enrollment	281
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1953	Student Attendance	94.0%
Square Footage	38,250		



## Student Race And Ethnicity



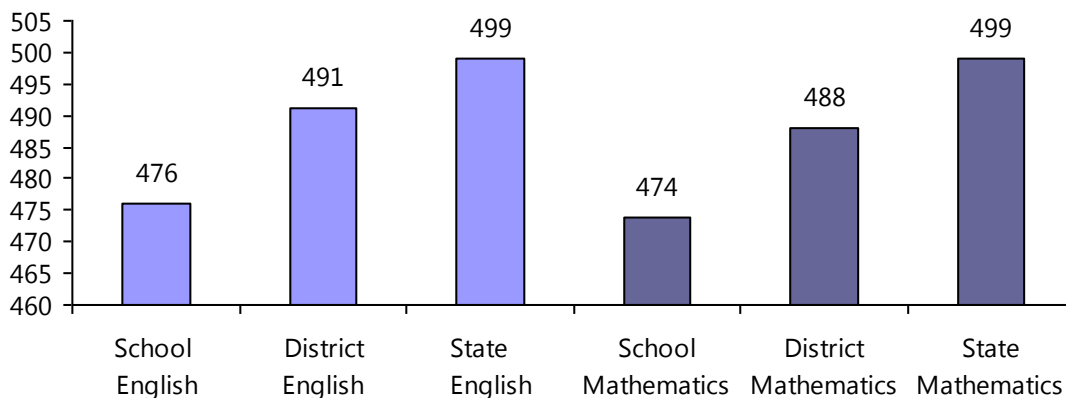
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Clark Street Developmental Learning School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,077,259	\$1,935,738
500146-92000 Electricity	\$18,445	\$16,600
500146-92000 Natural Gas	\$34,166	\$31,455
500152-92000 Rubbish Removal	\$9,992	\$9,981
500-92204 Instructional Materials	\$11,800	\$16,579
540103-92000 Student Transportation	\$126,236	\$119,557
<b>Clark Street Developmental Learning School Total Budget</b>	<b>\$2,277,898</b>	<b>\$2,129,911</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	12.0	10.0
English Learner Teachers	4.0	4.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.6	0.6
Art Teachers	0.6	0.6
Music Teachers	0.9	0.9
Other Teachers	1.0	1.0
Instructional Assistants	3.0	4.0
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
<b>Total</b>	<b>36.2</b>	<b>35.2</b>



# Columbus Park Preparatory Academy

75 Lovell Street

Worcester, MA 01603

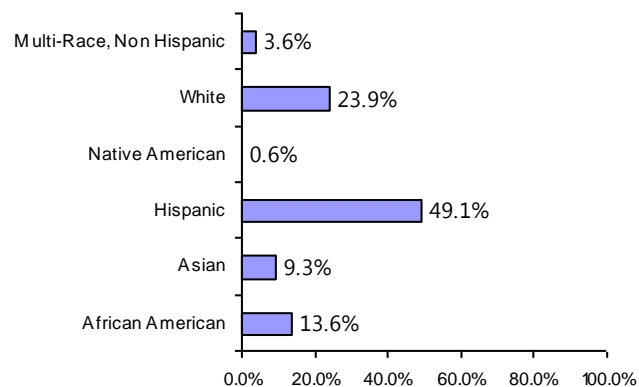
Principal: Siobhan Dennis

## Quick Facts

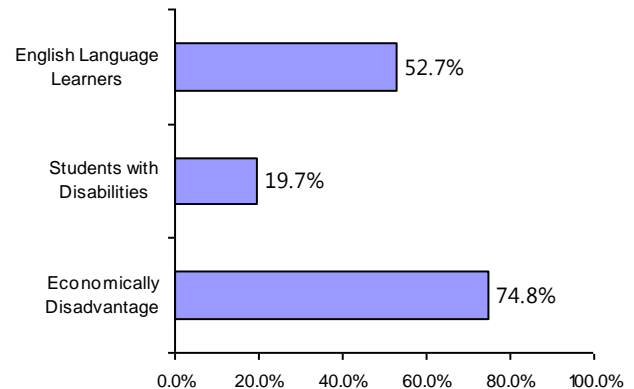
Quadrant	South	Enrollment	449
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1922	Student Attendance	93.9%
Square Footage	27,918		



## Student Race And Ethnicity



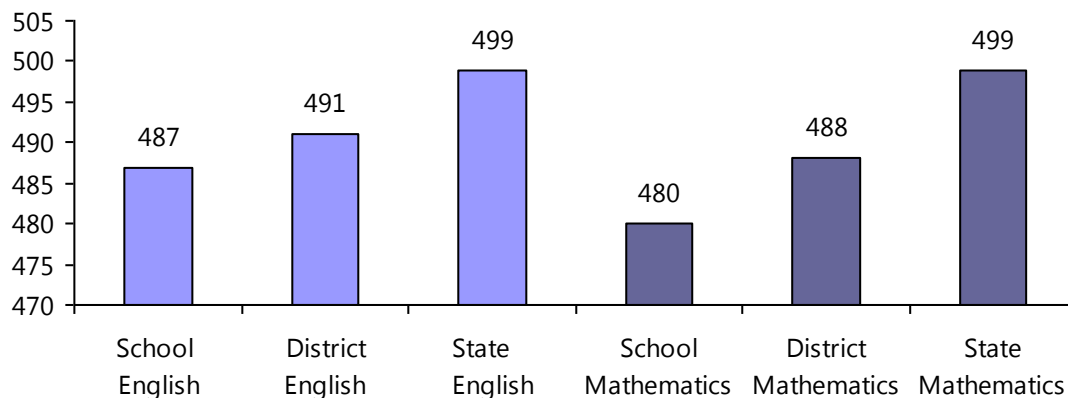
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Columbus Park Preparatory Academy School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,046,512	\$3,102,106
500146-92000 Electricity	\$28,300	\$25,470
500146-92000 Natural Gas	\$63,796	\$53,253
500152-92000 Rubbish Removal	\$8,580	\$8,570
500-92204 Instructional Materials	\$28,320	\$26,491
540103-92000 Student Transportation	\$176,731	\$167,380
<b>Columbus Park Preparatory Academy School Total Budget</b>	<b>\$3,352,238</b>	<b>\$3,383,270</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	19.0	19.0
English Learner Teachers	3.0	3.0
Special Education Teachers	6.0	5.0
Psychologists	0.6	0.6
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.8	0.8
Art Teachers	0.8	0.8
Music Teachers	0.8	0.8
Instructional Assistants	8.0	7.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	4.0	4.0
<b>Total</b>	<b>55.1</b>	<b>53.1</b>



# Elm Park Community School

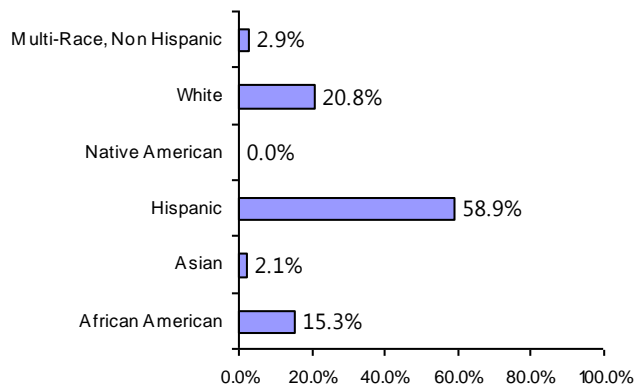
23 N. Ashland Street Worcester, MA 01609 Principal: Ellen Kelley

## Quick Facts

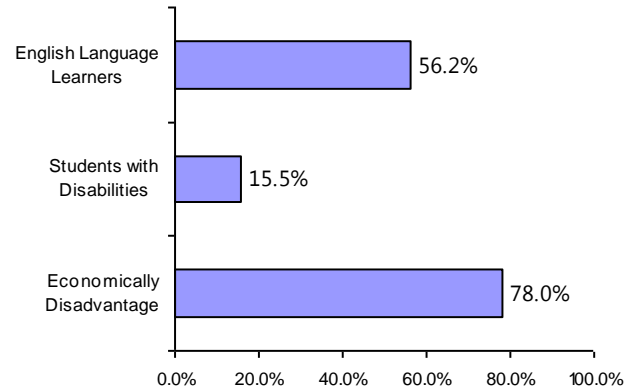
Quadrant	Doherty	Enrollment	474
Grades	K to 6	Graduation Rate	N/A
Year Built	1971	Student Attendance	93.2%
Square Footage	66,651		



## Student Race And Ethnicity



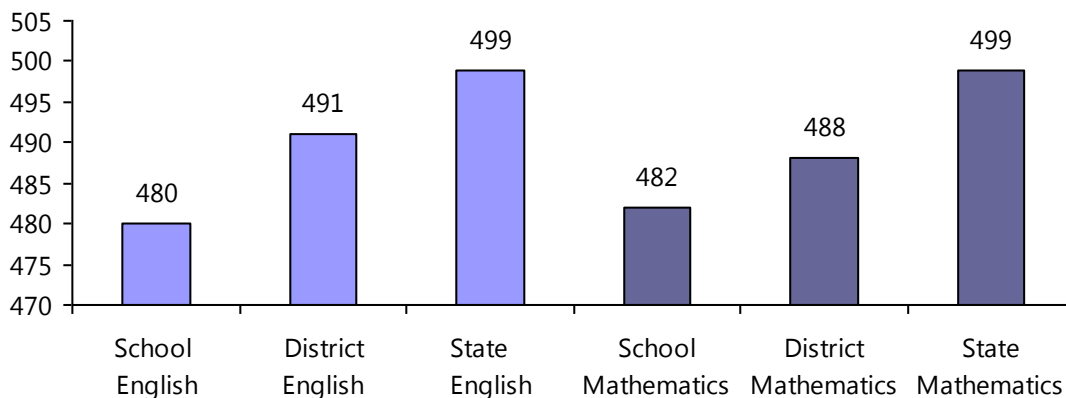
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Elm Park Community School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,355,655	\$3,557,316
500146-92000 Electricity	\$62,749	\$56,475
500146-92000 Natural Gas	\$48,790	\$49,912
500152-92000 Rubbish Removal	\$12,861	\$12,847
500-92204 Instructional Materials	\$39,737	\$37,446
540103-92000 Student Transportation	\$176,731	\$167,380
<b>Elm Park Community School Total Budget</b>	<b>\$3,696,523</b>	<b>\$3,881,376</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	2.0
Elementary Classroom Teachers	21.0	21.0
English Learner Teachers	3.0	3.0
Special Education Teachers	6.0	5.0
Psychologists	1.0	1.0
School Adjustment Counselor	1.4	1.4
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.9	0.9
Art Teachers	0.9	0.9
Librarians	1.0	1.0
Music Teachers	0.9	0.9
Lead Teacher	1.0	1.0
Instructional Assistants	11.0	11.0
Crossing Guard	5.0	5.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	3.0	3.0
School Clerical	1.5	1.5
School Nutrition Staff	4.0	4.0
<b>Total</b>	<b>66.8</b>	<b>66.8</b>





# Flagg Street School

115 Flagg Street

Worcester, MA 01602

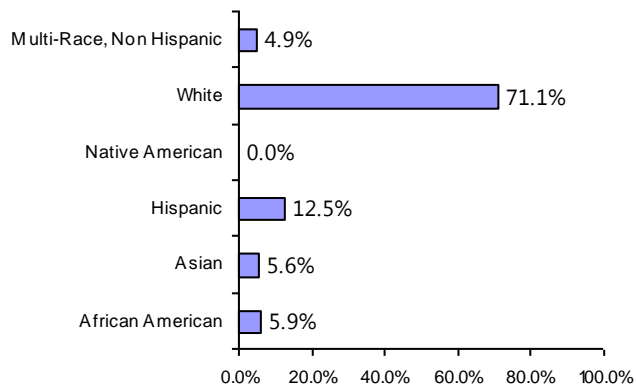
Principal: Mary Labuski

## Quick Facts

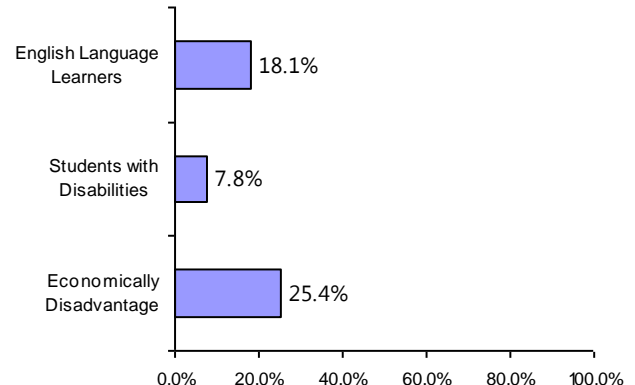
Quadrant	Doherty	Enrollment	413
Grades	K-6	Graduation Rate	N/A
Year Built	1953	Student Attendance	96.3%
Square Footage	43,617		



## Student Race And Ethnicity



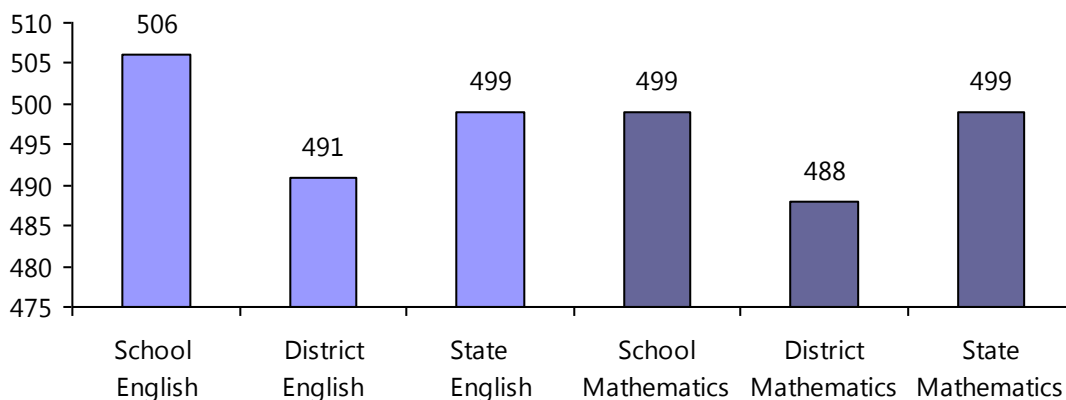
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Flagg Street School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,157,870	\$2,226,940
500146-92000 Electricity	\$22,226	\$20,004
500146-92000 Natural Gas	\$51,347	\$40,633
500152-92000 Rubbish Removal	\$5,134	\$5,129
500-92204 Instructional Materials	\$23,777	\$24,367
540103-92000 Student Transportation	\$126,236	\$119,557
<b>Flagg Street School Total Budget</b>	<b>\$2,386,590</b>	<b>\$2,436,629</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	18.0	17.0
English Learner Teachers	0.0	1.0
Special Education Teachers	2.0	2.0
Psychologists	0.5	0.5
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.9	0.9
Art Teachers	0.8	0.8
Music Teachers	0.8	0.8
Instructional Assistants	2.0	2.0
Crossing Guard	1.5	1.5
School Nurse	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
<b>Total</b>	<b>34.7</b>	<b>34.7</b>



# Francis J. McGrath School

493 Grove Street

Worcester, MA 01605

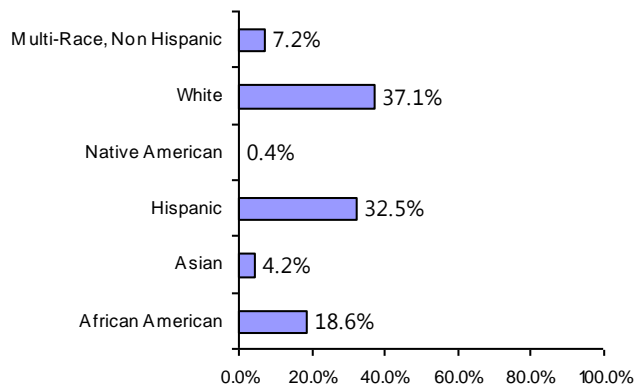
Principal: Paula Severin

## Quick Facts

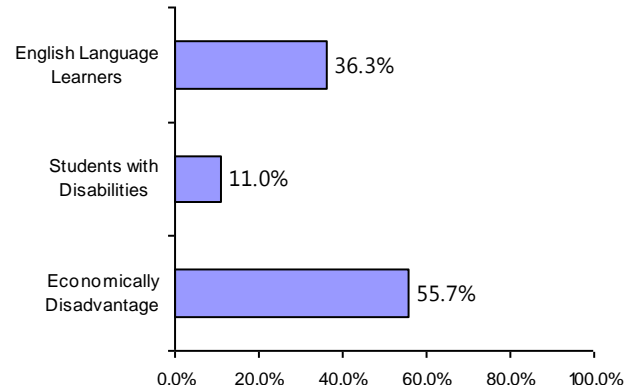
Quadrant	Burncoat	Enrollment	238
Grades	K to 6	Graduation Rate	N/A
Year Built	1977	Student Attendance	95.1%
Square Footage	35,845		



## Student Race And Ethnicity



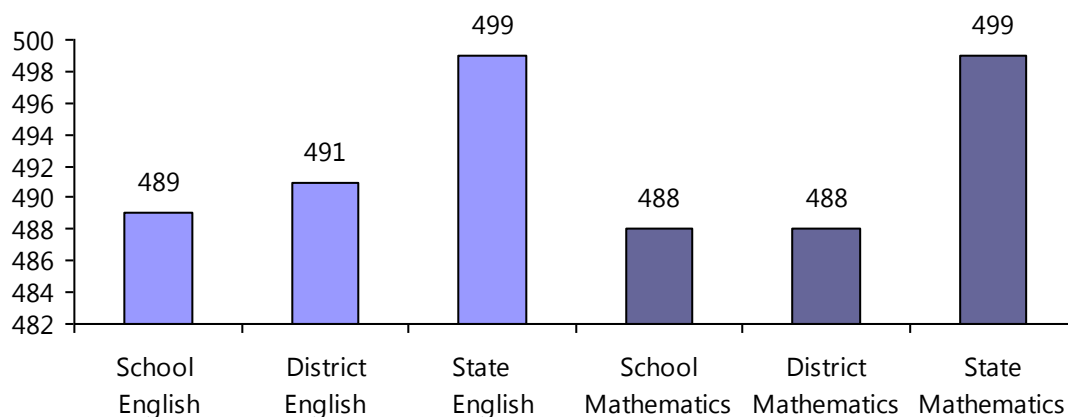
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Francis J. McGrath Elementary School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,637,322	\$1,661,643
500146-92000 Electricity	\$34,915	\$31,424
500146-92000 Natural Gas	\$21,065	\$21,543
500152-92000 Rubbish Removal	\$5,487	\$5,481
500-92204 Instructional Materials	\$17,051	\$14,042
540103-92000 Student Transportation	\$100,989	\$95,646
<b>Francis J. McGrath Elementary School Total Budget</b>	<b>\$1,816,830</b>	<b>\$1,829,779</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	12.0
English Learner Teachers	1.0	2.0
Special Education Teachers	1.0	1.0
Psychologists	0.6	0.6
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.5	0.5
Art Teachers	0.5	0.5
Music Teachers	0.2	0.2
Instructional Assistants	3.0	3.0
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
Custodial	1.5	1.5
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
<b>Total</b>	<b>30.4</b>	<b>30.4</b>



# Gates Lane of International Studies

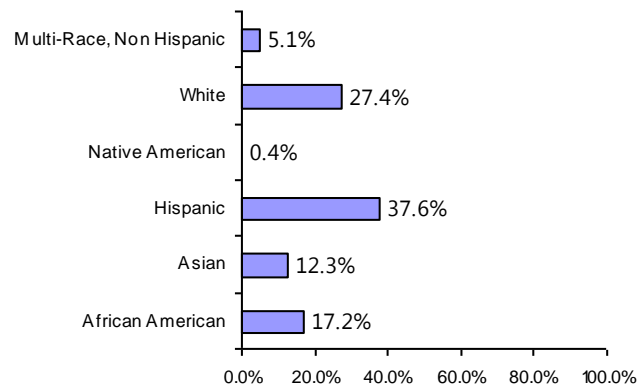
1238 Main Street Worcester, MA 01603 Principal: Ann Swenson

## Quick Facts

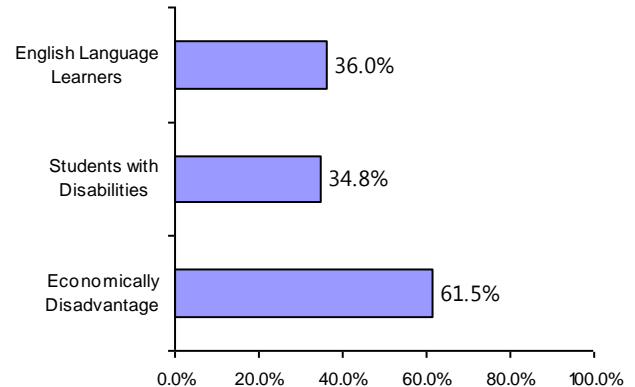
Quadrant	South	Enrollment	570
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1996	Student Attendance	94.7%
Square Footage	96,000		



## Student Race And Ethnicity



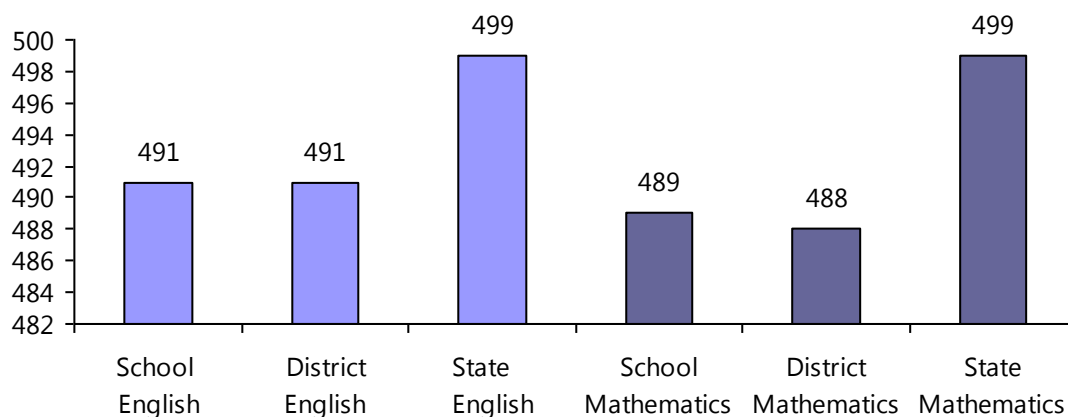
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Gates Lane School of International Studies

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$4,433,459	\$4,423,777
500136-92000 Building or Parking Rentals	\$12,600	\$12,600
500146-92000 Electricity	\$71,745	\$64,570
500146-92000 Natural Gas	\$48,407	\$32,603
500152-92000 Rubbish Removal	\$12,418	\$12,404
500-92204 Instructional Materials	\$35,282	\$33,630
540103-92000 Student Transportation	\$530,192	\$502,139
<b>Gates Lane School Of International Studies Total Budget</b>	<b>\$5,144,102</b>	<b>\$5,081,724</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	20.0	18.0
English Learner Teachers	2.0	3.0
Special Education Teachers	16.0	17.0
Psychologists	0.8	0.8
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	1.3	1.3
Art Teachers	1.2	1.2
Music Teachers	1.2	1.2
Instructional Assistants	43.0	42.0
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
Custodial	4.0	4.0
School Clerical	2.0	2.0
School Nutrition Staff	13.0	13.0
<b>Total</b>	<b>113.7</b>	<b>112.7</b>



# Goddard Science and Technology

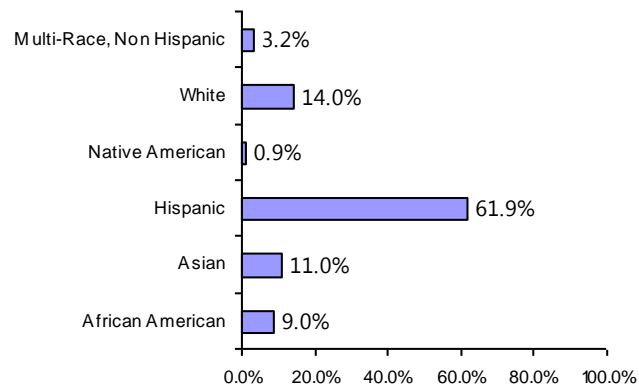
14 Richard Street Worcester, MA 01603 Principal: Dr. Karrie Allen

## Quick Facts

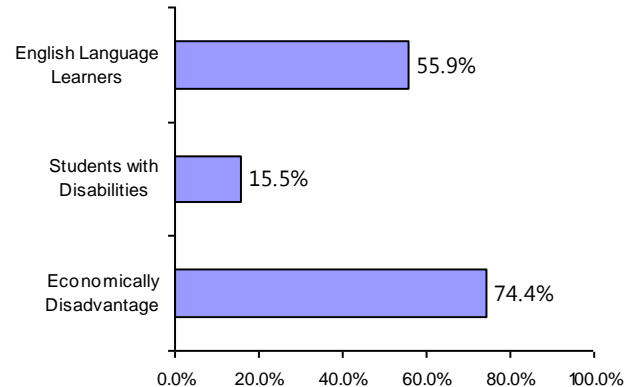
Quadrant	South	Enrollment	467
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1900	Student Attendance	94.3%
Square Footage	119,972		



## Student Race And Ethnicity



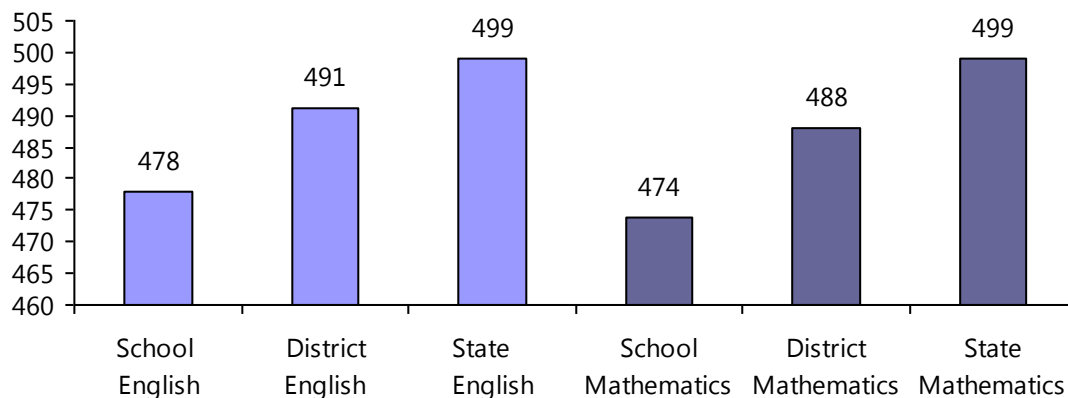
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)







# Goddard School of Science & Technology

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,240,532	\$3,380,138
500136-92000 Building or Parking Rentals	\$7,000	\$7,000
500146-92000 Electricity	\$44,664	\$40,197
500146-92000 Natural Gas	\$88,238	\$73,102
500152-92000 Rubbish Removal	\$6,723	\$6,716
500-92204 Instructional Materials	\$29,854	\$27,553
540103-92000 Student Transportation	\$201,978	\$191,291
<b>Goddard School Of Science &amp; Technology Total Budget</b>	<b>\$3,618,988</b>	<b>\$3,725,998</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	21.0	20.0
English Learner Teachers	4.0	4.0
Special Education Teachers	5.0	7.0
Psychologists	0.5	0.5
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	1.2	1.2
Art Teachers	1.0	1.0
Music Teachers	1.2	1.2
Other Teachers	0.0	0.0
Instructional Assistants	10.0	10.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	4.0	4.0
School Clerical	1.0	1.5
School Nutrition Staff	14.0	14.0
<b>Total</b>	<b>72.1</b>	<b>73.6</b>



# Grafton Street School

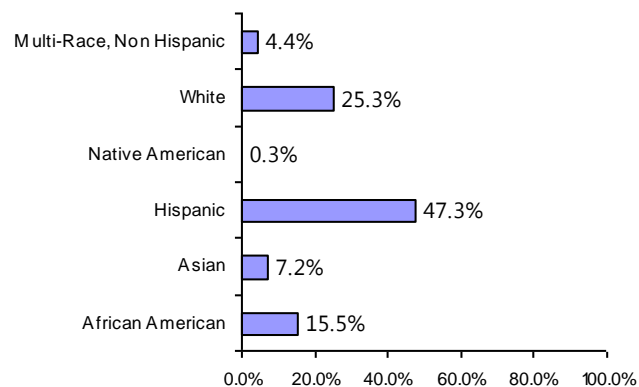
311 Grafton Street Worcester, MA 01604 Principal: Tina Schirner

## Quick Facts

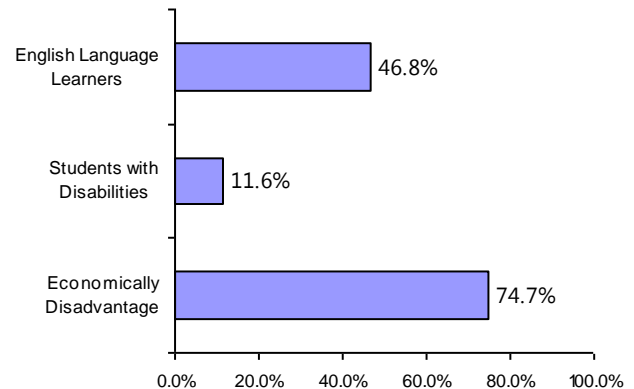
Quadrant	North	Enrollment	389
Grades	K to 6	Graduation Rate	N/A
Year Built	1879	Student Attendance	94.7%
Square Footage	41,065		



## Student Race And Ethnicity



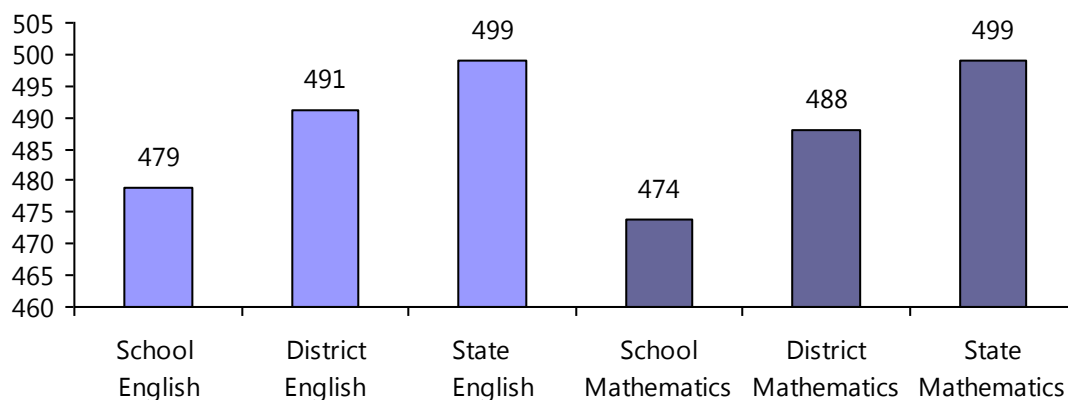
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Grafton Street School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,423,786	\$2,632,397
500146-92000 Electricity	\$18,682	\$16,814
500146-92000 Natural Gas	\$46,837	\$35,377
500152-92000 Rubbish Removal	\$7,562	\$7,554
500-92204 Instructional Materials	\$23,777	\$22,951
540103-92000 Student Transportation	\$50,494	\$47,823
<b>Grafton Street School Total Budget</b>	<b>\$2,571,139</b>	<b>\$2,762,916</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	19.0	19.0
English Learner Teachers	2.0	3.0
Special Education Teachers	2.0	2.0
Psychologists	0.4	0.4
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.8	0.8
Art Teachers	0.6	0.6
Music Teachers	0.9	0.9
Instructional Assistants	4.0	5.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	4.0	4.0
<b>Total</b>	<b>45.8</b>	<b>47.8</b>



# Heard Street Discovery Academy

200 Heard Street

Worcester, MA 01603

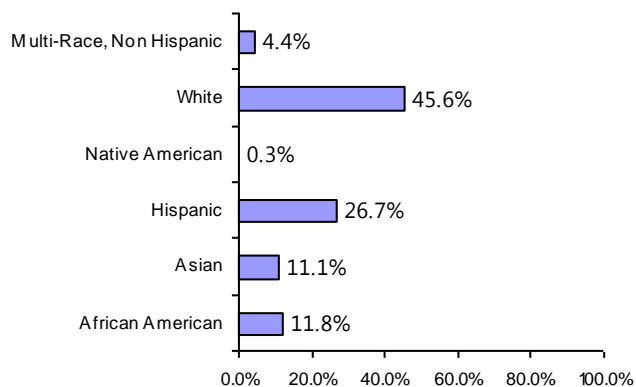
Principal: Principal Selection In Process

## Quick Facts

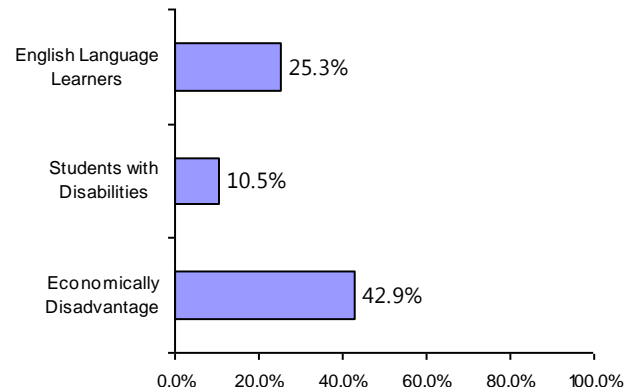
Quadrant	South	Enrollment	297
Grades	K-6	Graduation Rate	N/A
Year Built	1932	Student Attendance	97.0%
Square Footage	23,800		



## Student Race And Ethnicity



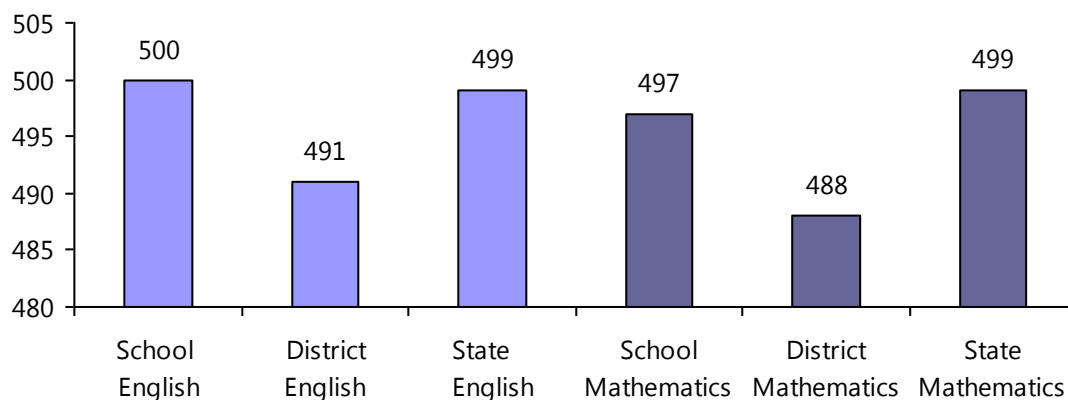
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Heard Street Discovery Academy School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,565,946	\$1,701,509
500146-92000 Electricity	\$19,842	\$17,858
500146-92000 Natural Gas	\$16,044	\$11,952
500152-92000 Rubbish Removal	\$5,752	\$5,746
500-92204 Instructional Materials	\$15,812	\$17,523
540103-92000 Student Transportation	\$75,742	\$71,734
<b>Heard Street Discovery Academy School Total Budget</b>	<b>\$1,699,138</b>	<b>\$1,826,323</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	0.0	1.0
Special Education Teachers	1.0	1.0
Psychologists	0.2	0.2
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.6	0.6
Art Teachers	0.6	0.6
Music Teachers	0.7	0.7
Instructional Assistants	1.0	1.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
<b>Total</b>	<b>26.2</b>	<b>27.2</b>



# Jacob Hiatt Magnet School

772 Main Street

Worcester, MA 01601

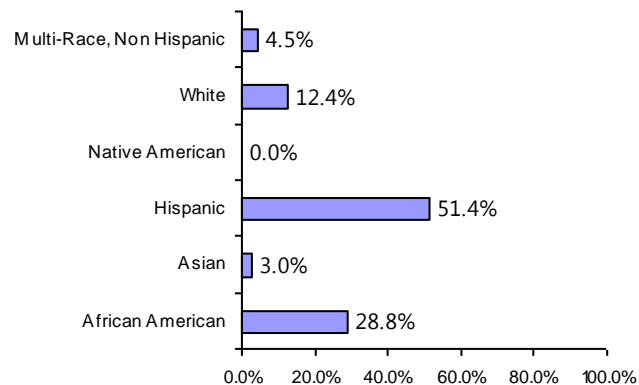
Principal: Jyodi Datta

## Quick Facts

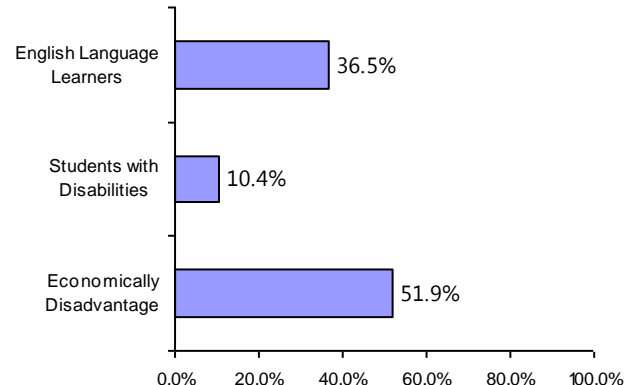
Quadrant	Doherty	Enrollment	404
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1990	Student Attendance	95.4%
Square Footage	52,000		



## Student Race And Ethnicity



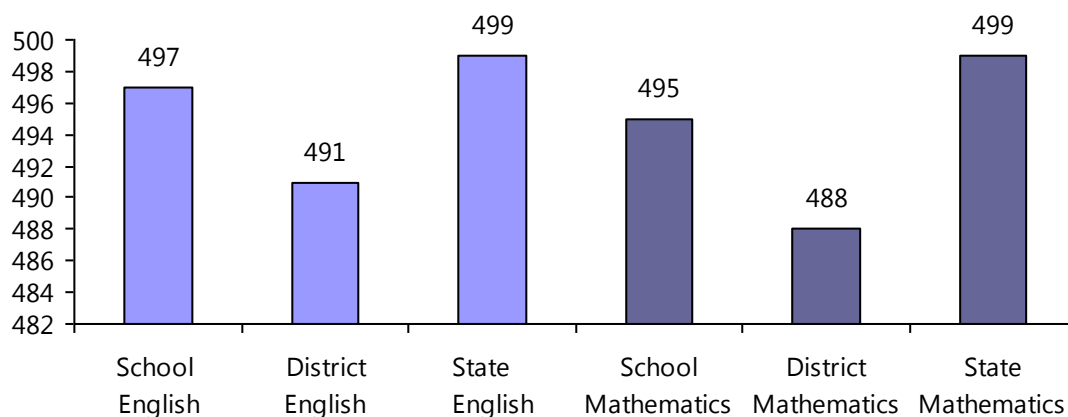
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Jacob Hiatt Magnet School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,559,188	\$2,486,687
500130-92000 Security Guards	\$25,628	\$26,775
500136-92000 Building or Parking Rentals	\$46,812	\$47,748
500146-92000 Electricity	\$50,040	\$45,036
500146-92000 Natural Gas	\$28,651	\$23,425
500152-92000 Rubbish Removal	\$8,622	\$8,612
500-92204 Instructional Materials	\$26,255	\$23,836
540103-92000 Student Transportation	\$277,719	\$263,025
<b>Jacob Hiatt Magnet School Total Budget</b>	<b>\$3,022,915</b>	<b>\$2,925,145</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	19.0	17.0
English Learner Teachers	2.0	2.0
Special Education Teachers	3.0	2.0
School Adjustment Counselor	0.8	0.8
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.8	0.8
Art Teachers	0.8	0.8
Music Teachers	1.1	1.1
Instructional Assistants	6.0	6.0
Crossing Guard	1.0	1.0
School Nurse	1.0	1.0
Custodial	3.0	3.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	3.0
<b>Total</b>	<b>45.7</b>	<b>42.7</b>





# Lake View School

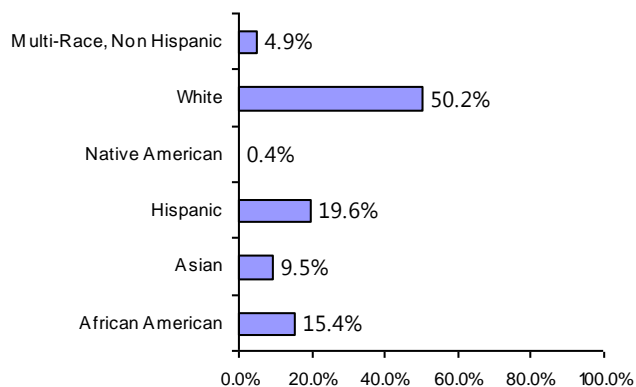
133 Coburn Avenue Worcester, MA 01604 Principal: Maureen Power

## Quick Facts

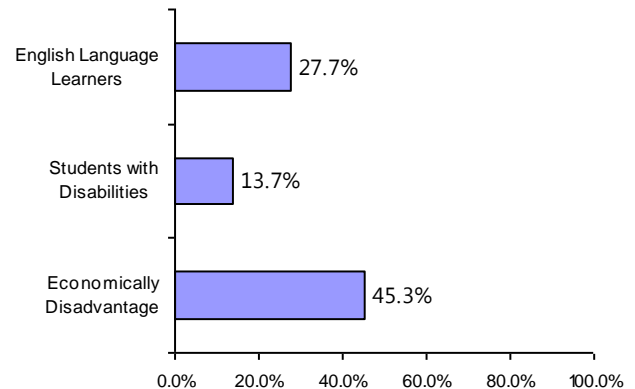
Quadrant	North	Enrollment	286
Grades	K-6	Graduation Rate	N/A
Year Built	1922	Student Attendance	96.1%
Square Footage	27,918		



## Student Race And Ethnicity



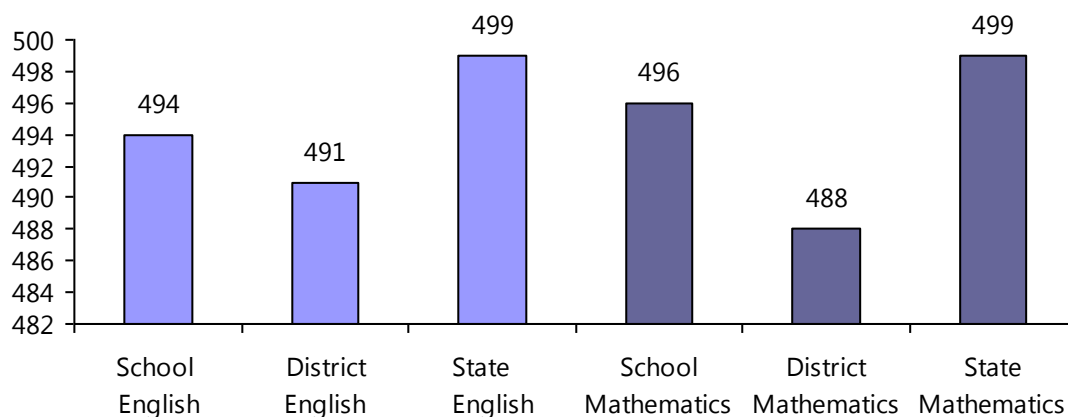
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Lake View School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,686,395	\$1,694,438
500146-92000 Electricity	\$11,025	\$9,923
500146-92000 Natural Gas	\$21,039	\$17,689
500152-92000 Rubbish Removal	\$3,378	\$3,374
500-92204 Instructional Materials	\$17,700	\$16,874
540103-92000 Student Transportation	\$100,989	\$95,646
<b>Lake View School Total Budget</b>	<b>\$1,840,526</b>	<b>\$1,837,943</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	13.0
English Learner Teachers	1.5	2.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	0.5	0.5
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.6	0.6
Art Teachers	0.4	0.4
Music Teachers	0.7	0.7
Instructional Assistants	1.0	1.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
<b>Total</b>	<b>28.9</b>	<b>28.4</b>



# Lincoln Street School

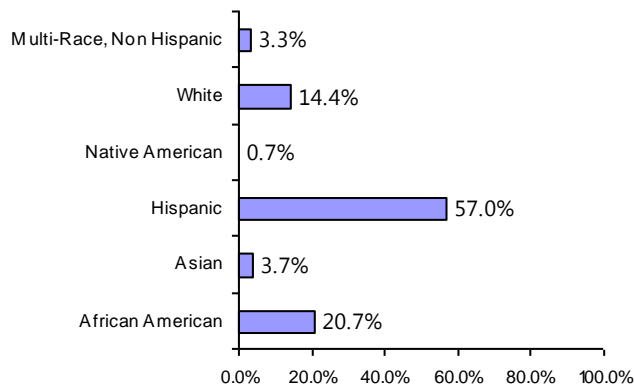
549 Lincoln Street Worcester, MA 01605 Principal: Shannon Conley

## Quick Facts

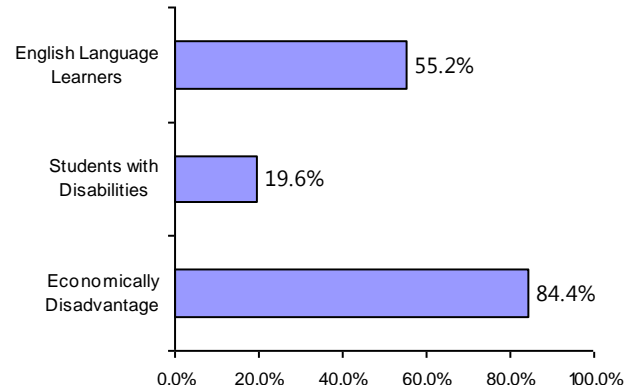
Quadrant	Burncoat	Enrollment	266
Grades	K to 6	Graduation Rate	N/A
Year Built	1929	Student Attendance	94.4%
Square Footage	25,766		



## Student Race And Ethnicity



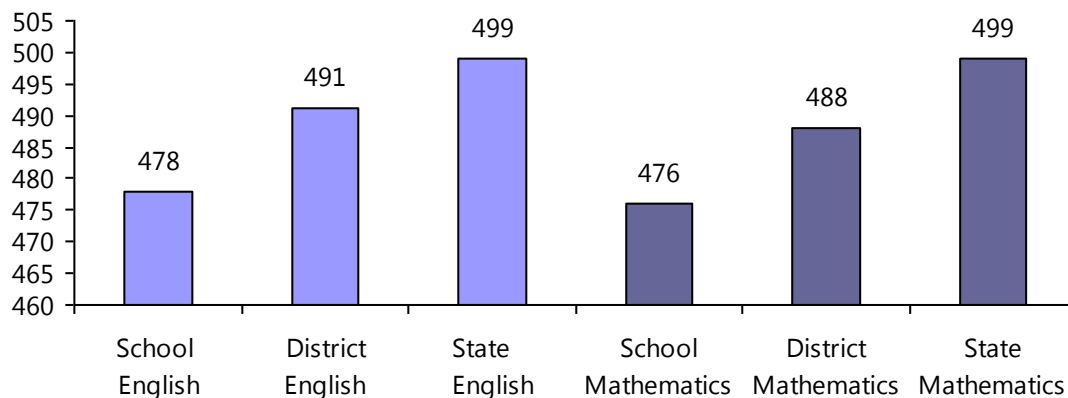
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Lincoln Street School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,975,667	\$1,959,221
500146-92000 Electricity	\$18,273	\$16,446
500146-92000 Natural Gas	\$17,037	\$17,421
500152-92000 Rubbish Removal	\$5,134	\$5,129
500-92204 Instructional Materials	\$16,992	\$15,732
540103-92000 Student Transportation	\$100,989	\$95,646
<b>Lincoln Street School Total Budget</b>	<b>\$2,134,093</b>	<b>\$2,109,595</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	13.0
English Learner Teachers	2.0	2.0
Special Education Teachers	2.0	2.0
Psychologists	0.6	0.6
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.6	0.6
Art Teachers	0.6	0.6
Music Teachers	0.6	0.6
Instructional Assistants	2.0	3.0
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	3.0
<b>Total</b>	<b>34.5</b>	<b>34.5</b>



# May Street School

265 May Street

Worcester, MA 01602

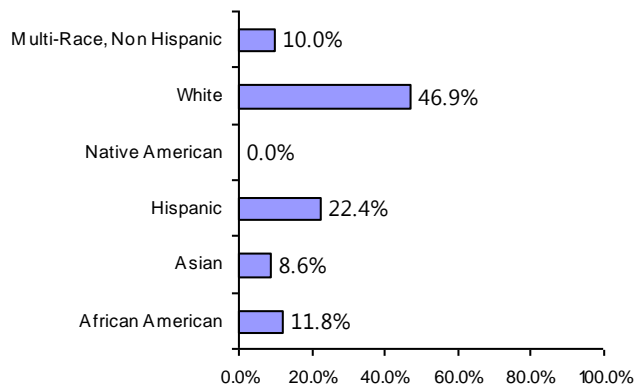
Principal: Luke Robert

## Quick Facts

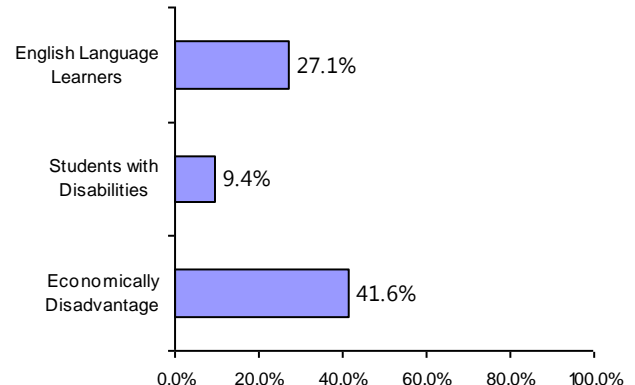
Quadrant	Doherty	Enrollment	343
Grades	K-6	Graduation Rate	N/A
Year Built	1927	Student Attendance	96.0%
Square Footage	35,912		



## Student Race And Ethnicity



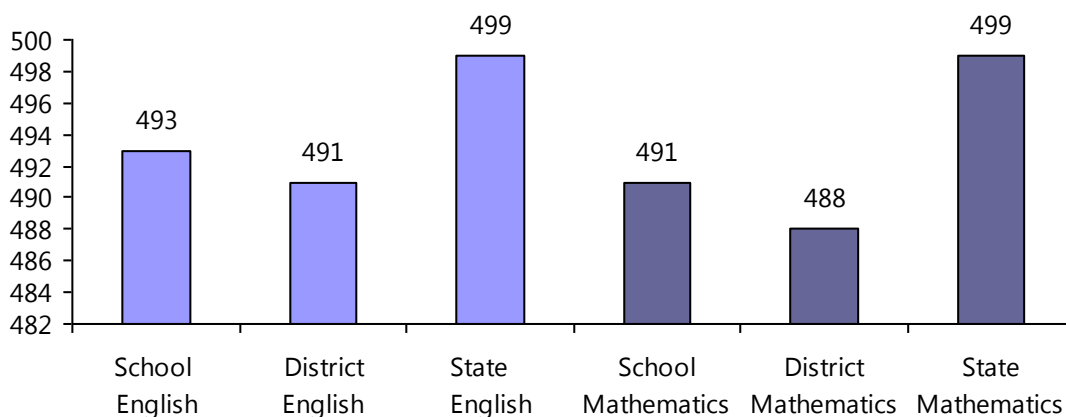
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# May Street School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,804,054	\$1,935,953
500146-92000 Electricity	\$12,277	\$11,050
500146-92000 Natural Gas	\$33,924	\$29,065
500152-92000 Rubbish Removal	\$3,378	\$3,374
500-92204 Instructional Materials	\$19,706	\$20,237
540103-92000 Student Transportation	\$75,742	\$71,734
<b>May Street School Total Budget</b>	<b>\$1,949,080</b>	<b>\$2,071,413</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	1.0	2.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	0.6	0.6
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.6	0.6
Art Teachers	0.6	0.6
Music Teachers	0.7	0.7
Instructional Assistants	2.0	2.0
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
Custodial	1.5	1.5
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
<b>Total</b>	<b>31.1</b>	<b>32.1</b>



# Midland Street School

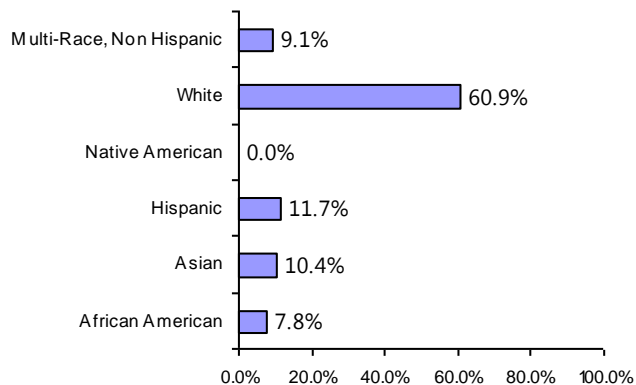
18 Midland Street Worcester, MA 01602 Principal: Michele Wilson

## Quick Facts

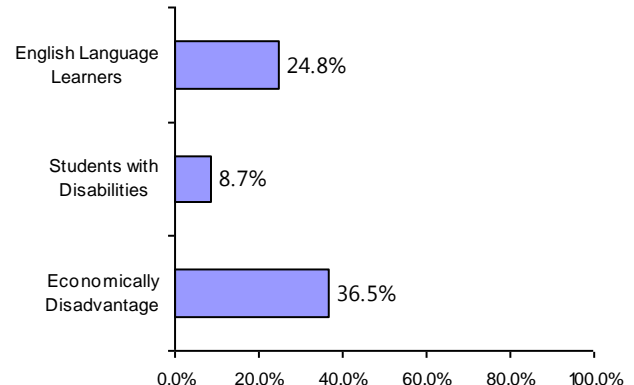
Quadrant	Doherty	Enrollment	227
Grades	K-6	Graduation Rate	N/A
Year Built	1896	Student Attendance	96.4%
Square Footage	22,113		



## Student Race And Ethnicity



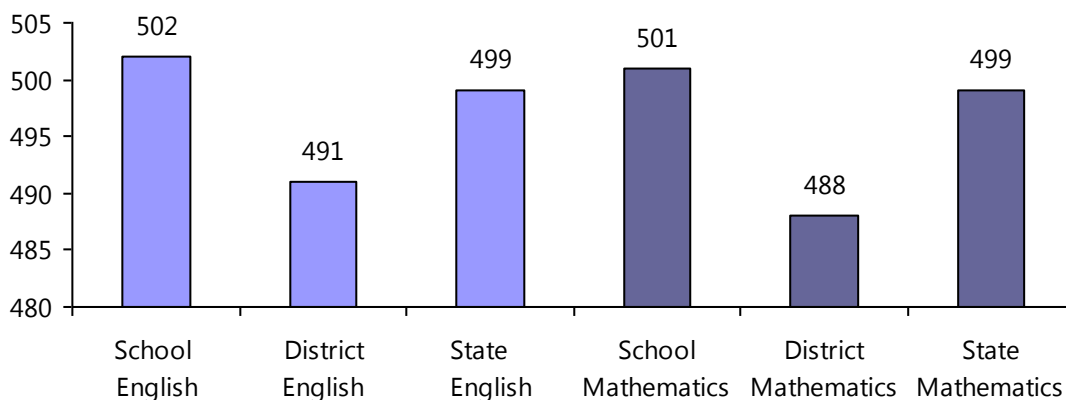
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)







# Midland Street School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,511,287	\$1,561,013
500146-92000 Electricity	\$8,431	\$7,588
500146-92000 Natural Gas	\$22,542	\$23,054
500152-92000 Rubbish Removal	\$2,937	\$2,933
500-92204 Instructional Materials	\$14,219	\$13,393
540103-92000 Student Transportation	\$25,247	\$23,911
<b>Midland Street School Total Budget</b>	<b>\$1,584,663</b>	<b>\$1,631,893</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	12.0
English Learner Teachers	0.0	1.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	0.6	0.6
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.6	0.6
Art Teachers	0.5	0.5
Music Teachers	0.5	0.5
Instructional Assistants	1.0	1.0
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	3.0
<b>Total</b>	<b>28.4</b>	<b>28.4</b>



# Nelson Place School

35 Nelson Place

Worcester, MA 01605

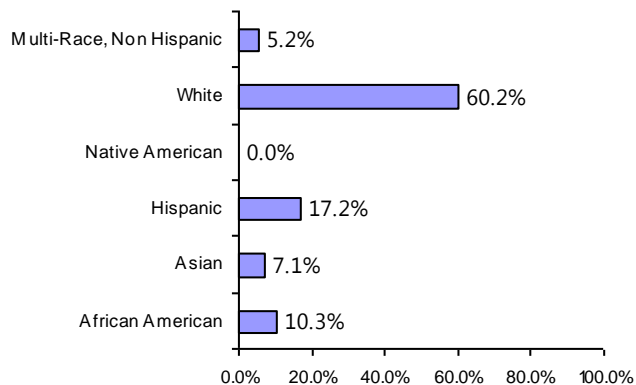
Principal: Monica Poitras

## Quick Facts

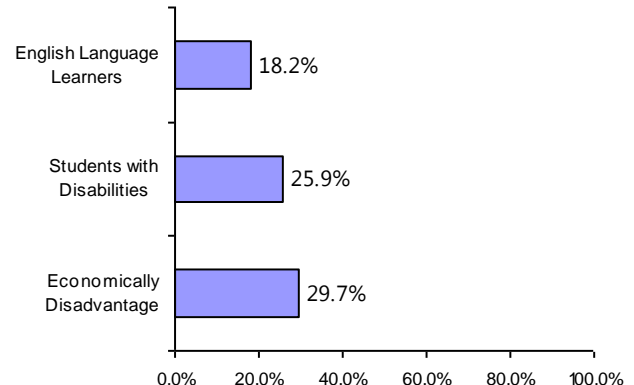
Quadrant	Doherty	Enrollment	527
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1927	Student Attendance	96.6%
Square Footage	44,963		



## Student Race And Ethnicity



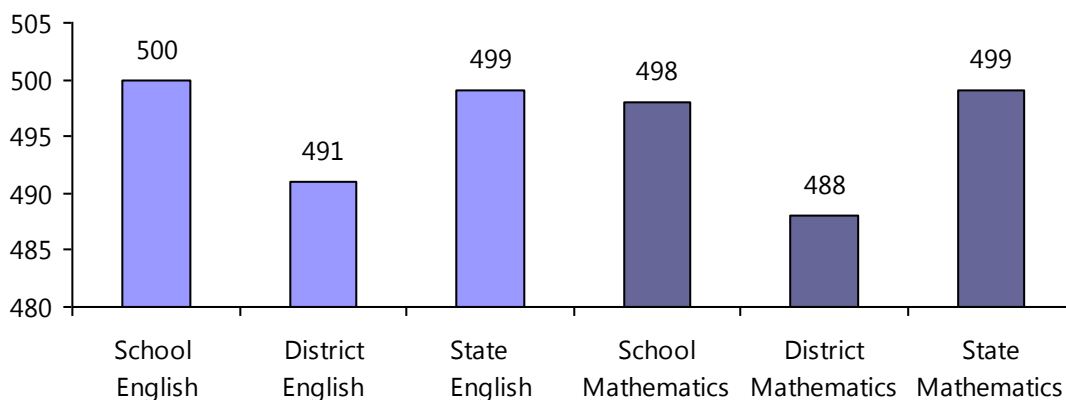
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Nelson Place School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,270,050	\$3,323,533
500146-92000 Electricity	\$0	\$30,592
500146-92000 Natural Gas	\$17,736	\$29,161
500152-92000 Rubbish Removal	\$9,595	\$9,584
500-92204 Instructional Materials	\$26,727	\$31,093
540103-92000 Student Transportation	\$328,214	\$310,848
<b>Nelson Place School Total Budget</b>	<b>\$3,652,322</b>	<b>\$3,734,811</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	19.0	19.0
English Learner Teachers	1.0	1.0
Special Education Teachers	7.0	10.0
Psychologists	0.4	0.4
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	1.0	1.0
Art Teachers	0.8	0.8
Music Teachers	1.0	1.0
Instructional Assistants	27.0	28.0
Crossing Guard	1.0	1.0
School Nurse	1.0	1.0
Custodial	4.0	4.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	2.0
<b>Total</b>	<b>69.4</b>	<b>74.4</b>



# Norrback Avenue School

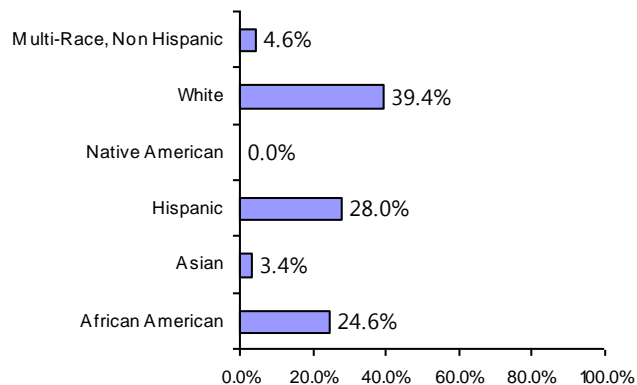
44 Malden Street Worcester, MA 01606 Principal: Christina Troiano

## Quick Facts

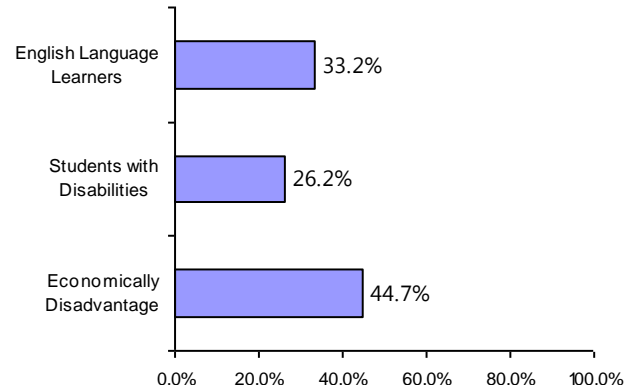
Quadrant	Burncoat	Enrollment	562
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1999	Student Attendance	95.8%
Square Footage	113,500		



## Student Race And Ethnicity



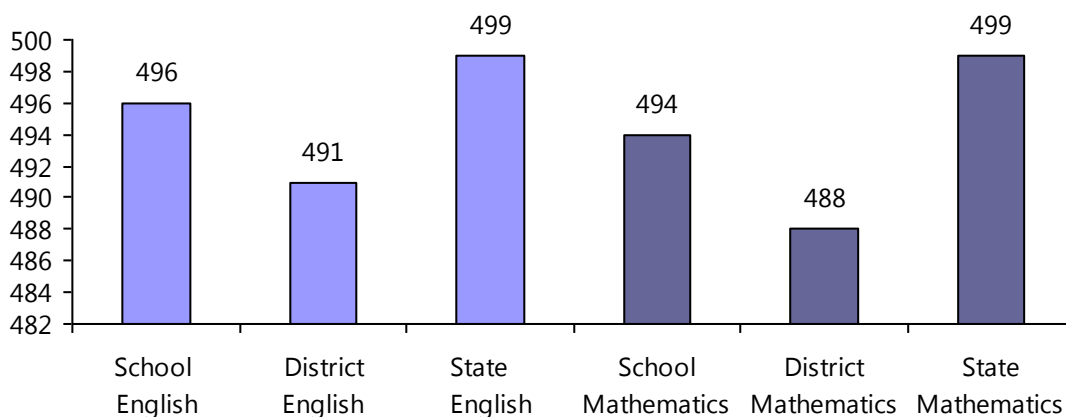
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Norrback Avenue School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,695,205	\$3,728,895
500146-92000 Electricity	\$78,573	\$70,715
500146-92000 Natural Gas	\$53,512	\$52,106
500152-92000 Rubbish Removal	\$7,672	\$7,664
500-92204 Instructional Materials	\$33,394	\$33,158
540103-92000 Student Transportation	\$479,697	\$454,316
<b>Norrback Avenue School Total Budget</b>	<b>\$4,348,053</b>	<b>\$4,346,854</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	21.0	20.0
English Learner Teachers	2.0	2.0
Special Education Teachers	7.0	10.0
Psychologists	0.6	0.6
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	1.1	1.1
Art Teachers	1.0	1.0
Music Teachers	1.4	1.4
Instructional Assistants	23.0	24.0
Crossing Guard	4.0	4.0
School Nurse	2.0	2.0
Custodial	4.5	4.5
School Clerical	2.0	2.0
School Nutrition Staff	7.0	7.0
<b>Total</b>	<b>80.8</b>	<b>83.8</b>



# Quinsigamond Community School

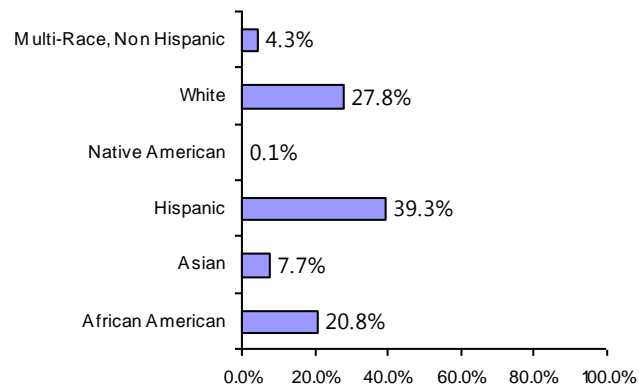
14 Blackstone River Rd Worcester, MA 01607 Principal: Yeu Kue

## Quick Facts

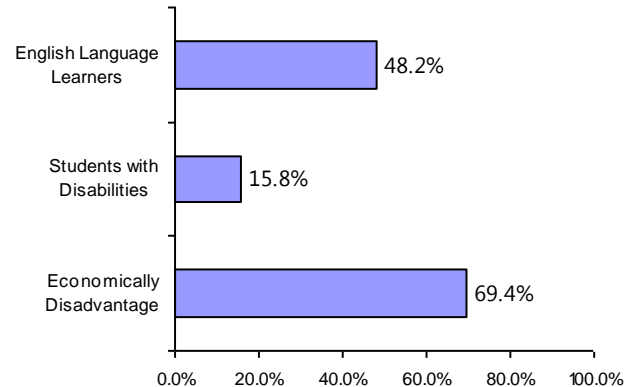
Quadrant	South	Enrollment	745
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1998	Student Attendance	94.4%
Square Footage	141,847		



## Student Race And Ethnicity



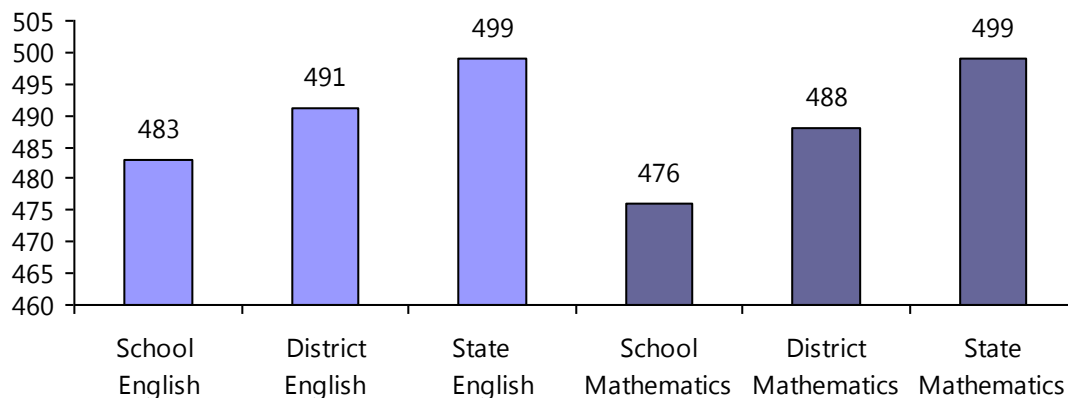
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Quinsigamond Elementary School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$4,055,670	\$3,958,477
500146-92000 Electricity	\$115,879	\$106,609
500146-92000 Natural Gas	\$37,161	\$32,603
500152-92000 Rubbish Removal	\$13,689	\$13,674
500-92204 Instructional Materials	\$47,790	\$43,955
540103-92000 Student Transportation	\$555,439	\$526,051
<b>Quinsigamond Elementary School Total Budget</b>	<b>\$4,825,629</b>	<b>\$4,681,368</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	29.0	28.0
English Learner Teachers	5.0	5.0
Special Education Teachers	5.0	5.0
Psychologists	0.8	0.8
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.3	0.3
Physical Education Teachers	1.3	1.3
Art Teachers	0.3	0.3
Music Teachers	1.2	1.2
Instructional Assistants	14.0	11.0
Crossing Guard	3.0	3.0
School Nurse	2.0	2.0
Custodial	4.5	4.0
School Clerical	2.0	2.0
School Nutrition Staff	10.0	10.0
<b>Total</b>	<b>83.4</b>	<b>78.9</b>





# Rice Square School

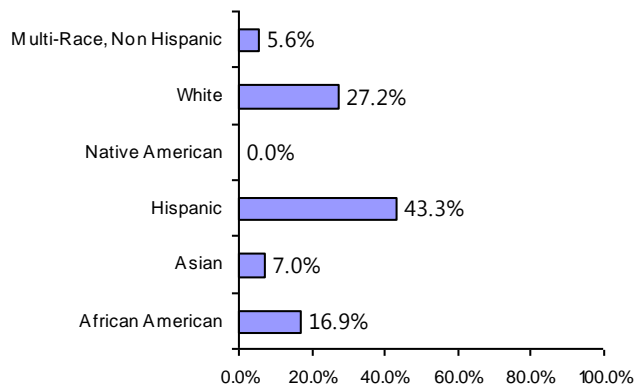
76 Massasoit Road Worcester, MA 01604 Principal: Susan Donahue

## Quick Facts

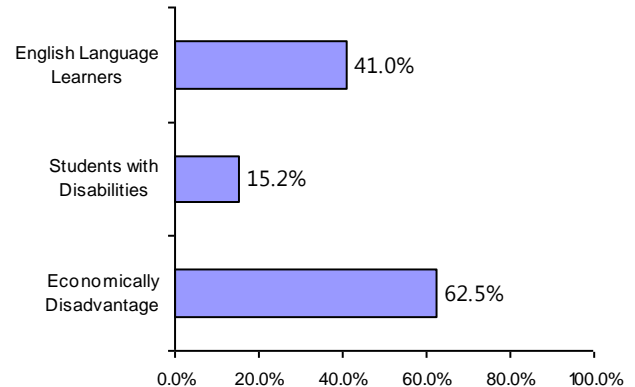
Quadrant	North	Enrollment	427
Grades	K-6	Graduation Rate	N/A
Year Built	1914	Student Attendance	94.8%
Square Footage	36,000		



## Student Race And Ethnicity



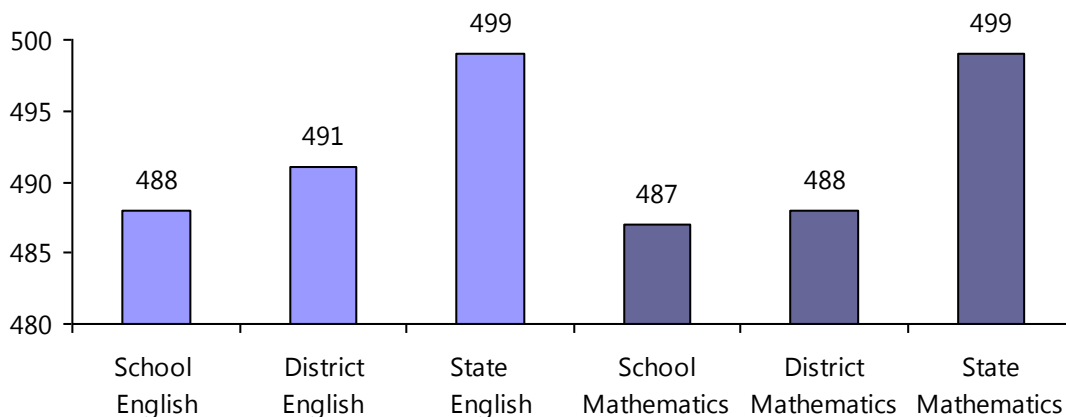
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Rice Square School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,630,675	\$2,714,878
500146-92000 Electricity	\$35,095	\$31,585
500146-92000 Natural Gas	\$31,184	\$29,161
500152-92000 Rubbish Removal	\$6,900	\$6,892
500-92204 Instructional Materials	\$24,603	\$25,193
540103-92000 Student Transportation	\$126,236	\$119,557
<b>Rice Square School Total Budget</b>	<b>\$2,854,693</b>	<b>\$2,927,266</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	21.0	21.0
English Learner Teachers	2.0	2.0
Special Education Teachers	2.0	2.0
Psychologists	0.4	0.4
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.9	0.9
Art Teachers	0.8	0.8
Music Teachers	0.9	0.9
Instructional Assistants	3.0	3.0
Crossing Guard	4.5	4.5
School Nurse	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
<b>Total</b>	<b>45.7</b>	<b>45.7</b>



# Roosevelt School

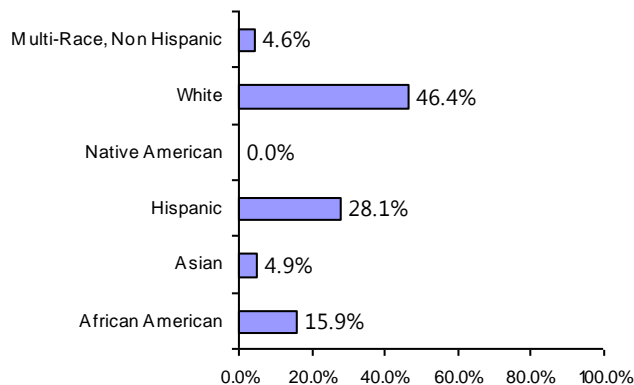
1006 Grafton Street Worcester, MA 01604 Principal: Kelly Williamson

## Quick Facts

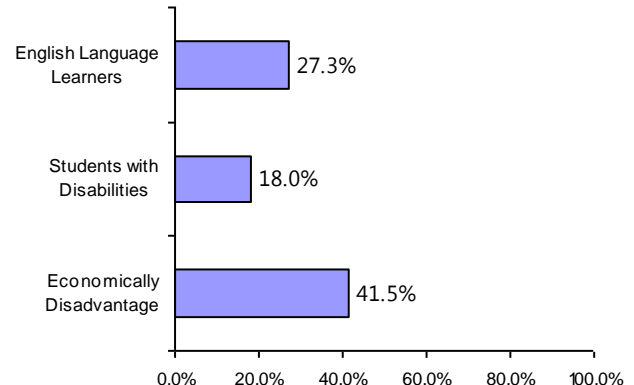
Quadrant	North	Enrollment	674
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	2001	Student Attendance	95.2%
Square Footage	120,656		



## Student Race And Ethnicity



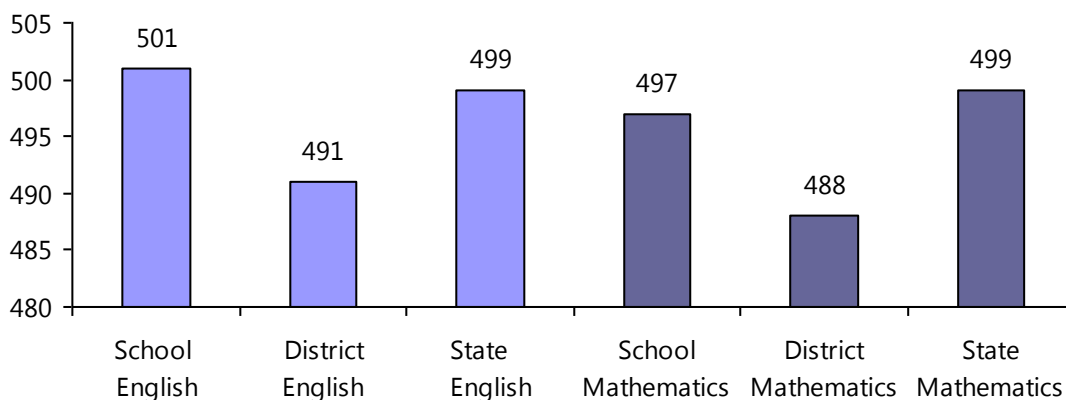
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Roosevelt Elementary School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$4,114,192	\$4,105,599
500146-92000 Electricity	\$49,734	\$44,761
500146-92000 Natural Gas	\$55,615	\$52,106
500152-92000 Rubbish Removal	\$10,014	\$10,003
500-92204 Instructional Materials	\$38,822	\$39,766
540103-92000 Student Transportation	\$605,933	\$573,873
<b>Roosevelt Elementary School Total Budget</b>	<b>\$4,874,311</b>	<b>\$4,826,108</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	21.0	20.0
English Learner Teachers	9.0	9.0
Special Education Teachers	8.0	9.0
Psychologists	0.6	0.6
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.3	0.3
Physical Education Teachers	1.3	1.3
Art Teachers	1.2	1.2
Music Teachers	1.6	1.6
Instructional Assistants	19.0	16.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	4.5	4.5
School Clerical	2.0	2.0
School Nutrition Staff	7.0	7.0
<b>Total</b>	<b>85.5</b>	<b>82.5</b>



# Tatnuck Magnet School

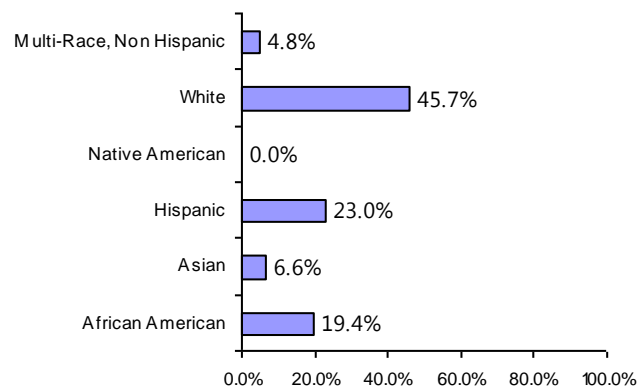
1083 Pleasant Street Worcester, MA 01602 Principal: Erin Dobson

## Quick Facts

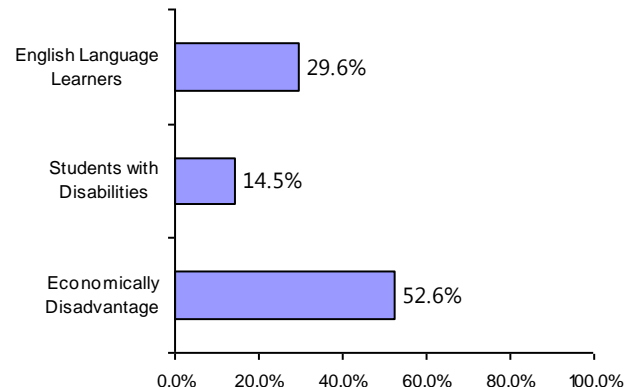
Quadrant	Doherty	Enrollment	392
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1922	Student Attendance	96.5%
Square Footage	42,384		



## Student Race And Ethnicity



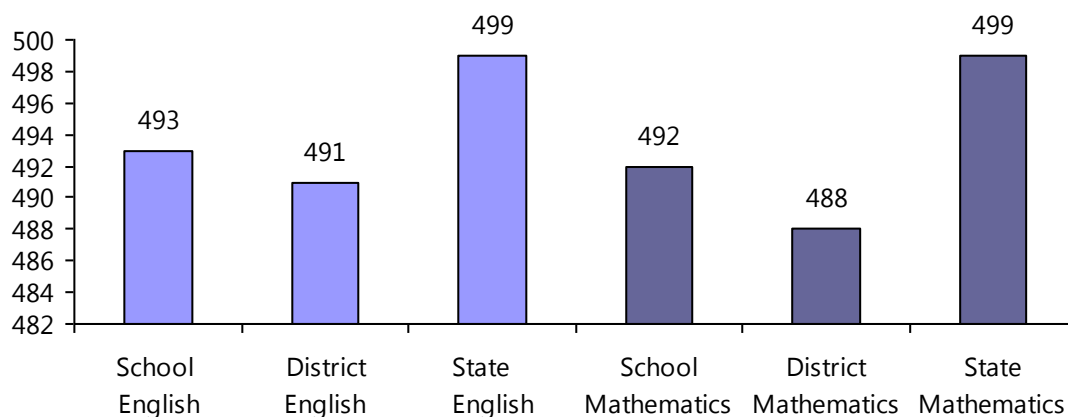
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Tatnuck Magnet School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,571,511	\$2,618,202
500146-92000 Electricity	\$19,619	\$17,657
500146-92000 Natural Gas	\$71,652	\$46,370
500152-92000 Rubbish Removal	\$9,462	\$9,452
500-92204 Instructional Materials	\$22,597	\$23,128
540103-92000 Student Transportation	\$201,978	\$191,291
<b>Tatnuck Magnet School Total Budget</b>	<b>\$2,896,819</b>	<b>\$2,906,100</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	17.0	17.0
English Learner Teachers	2.0	2.0
Special Education Teachers	4.0	2.0
Psychologists	0.5	0.5
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.9	0.9
Art Teachers	0.8	0.8
Music Teachers	1.0	1.0
Instructional Assistants	6.0	5.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	2.5	2.5
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
<b>Total</b>	<b>43.9</b>	<b>40.9</b>



# Thorndyke Road School

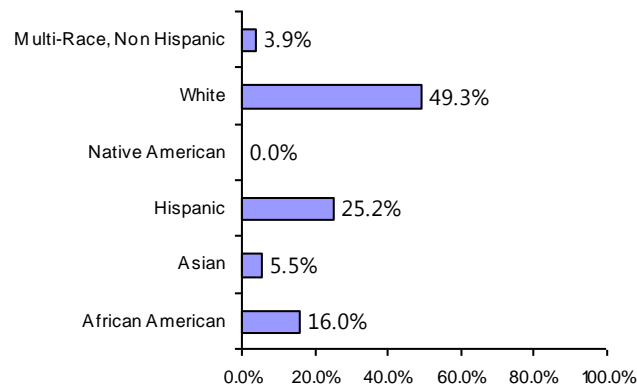
20 Thorndyke Road Worcester, MA 01606 Principal: Kathleen Lee

## Quick Facts

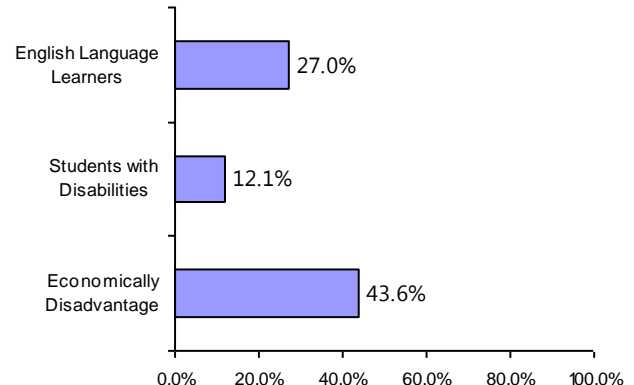
Quadrant	Burncoat	Enrollment	380
Grades	K-6	Graduation Rate	N/A
Year Built	1927	Student Attendance	95.6%
Square Footage	43,425		



## Student Race And Ethnicity



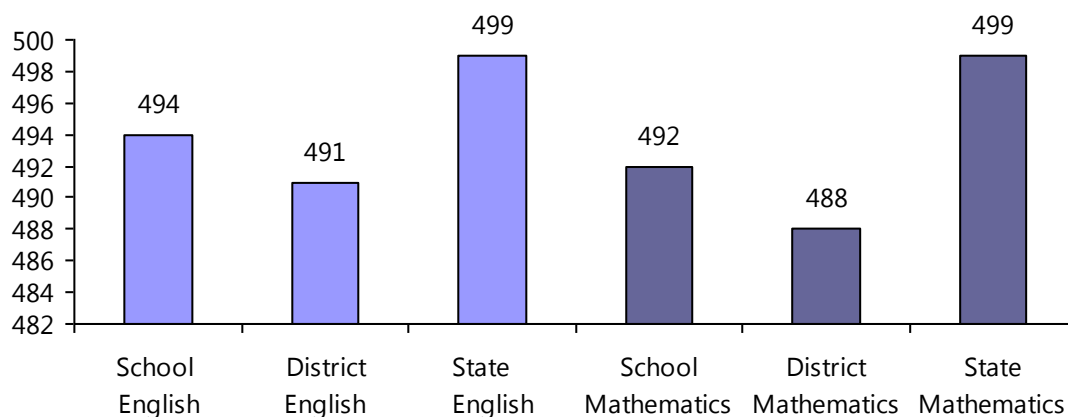
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)







# Thorndyke Road School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,959,374	\$2,097,399
500146-92000 Electricity	\$12,604	\$11,343
500146-92000 Natural Gas	\$25,941	\$23,425
500152-92000 Rubbish Removal	\$3,963	\$3,959
500-92204 Instructional Materials	\$22,361	\$22,420
540103-92000 Student Transportation	\$75,742	\$71,734
<b>Thorndyke Road School Total Budget</b>	<b>\$2,099,985</b>	<b>\$2,230,281</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	17.0	17.0
English Learner Teachers	1.0	2.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	0.5	0.5
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.6	0.6
Art Teachers	0.5	0.5
Music Teachers	0.8	0.8
Instructional Assistants	3.0	3.0
Crossing Guard	6.0	6.0
School Nurse	1.0	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
<b>Total</b>	<b>36.5</b>	<b>37.5</b>



# Union Hill School

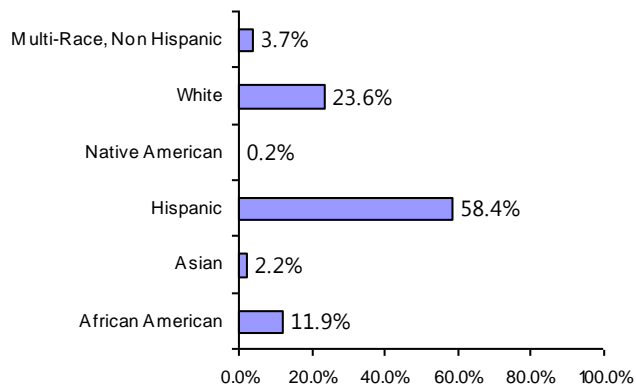
One Chapin Street Worcester, MA 01604 Principal: Ishmael Tabales

## Quick Facts

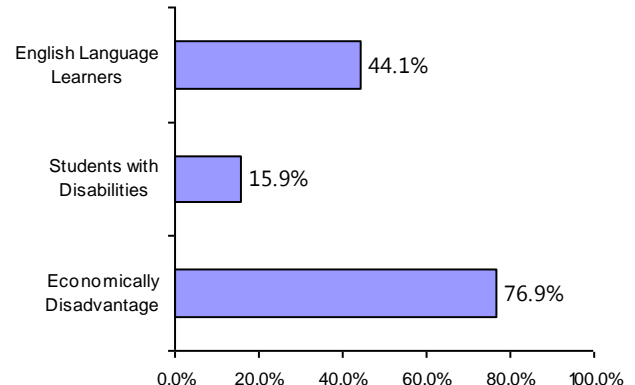
Quadrant	North	Enrollment	451
Grades	K to 6	Graduation Rate	N/A
Year Built	1922	Student Attendance	94.3%
Square Footage	43,216		



## Student Race And Ethnicity



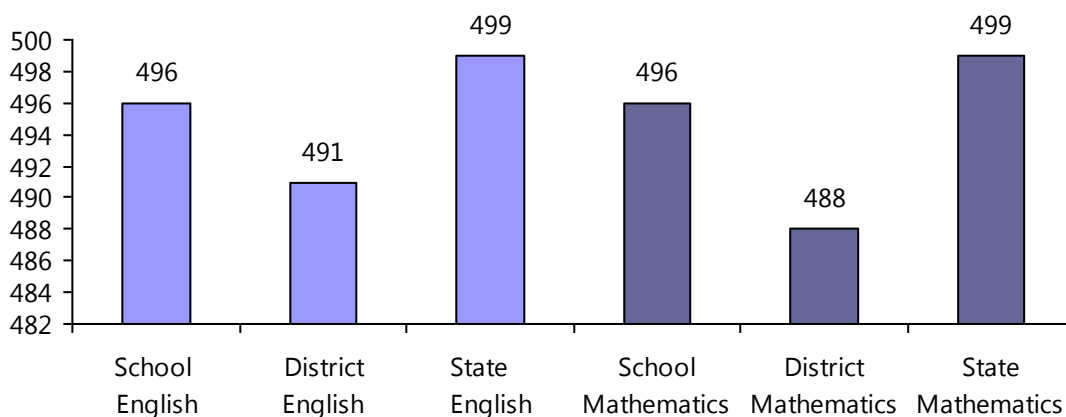
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Union Hill School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,005,865	\$2,953,883
500146-92000 Electricity	\$25,575	\$23,017
500146-92000 Natural Gas	\$30,888	\$31,589
500152-92000 Rubbish Removal	\$8,645	\$8,635
500-92204 Instructional Materials	\$41,633	\$35,629
540103-92000 Student Transportation	\$75,742	\$71,734
<b>Union Hill School Total Budget</b>	<b>\$3,188,347</b>	<b>\$3,124,488</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	21.0	20.0
English Learner Teachers	3.0	3.0
Special Education Teachers	5.0	2.0
Psychologists	0.4	0.4
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.5	0.5
Physical Education Teachers	0.7	0.7
Art Teachers	0.9	0.9
Librarians	0.5	0.5
Music Teachers	0.8	0.8
Lead Teacher	2.0	2.0
Instructional Assistants	5.0	3.0
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	3.0
<b>Total</b>	<b>54.8</b>	<b>48.8</b>



# Vernon Hill School

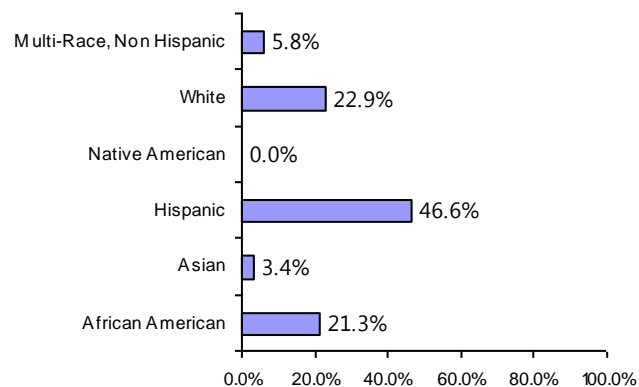
211 Providence Street Worcester, MA 01604 Principal: Craig Dottin

## Quick Facts

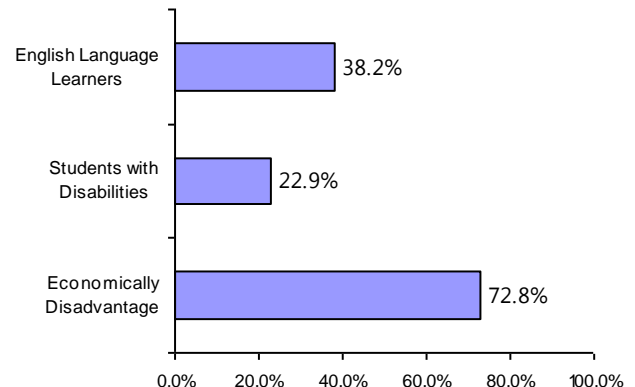
Quadrant	South	Enrollment	544
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1931	Student Attendance	93.8%
Square Footage	83,060		



## Student Race And Ethnicity



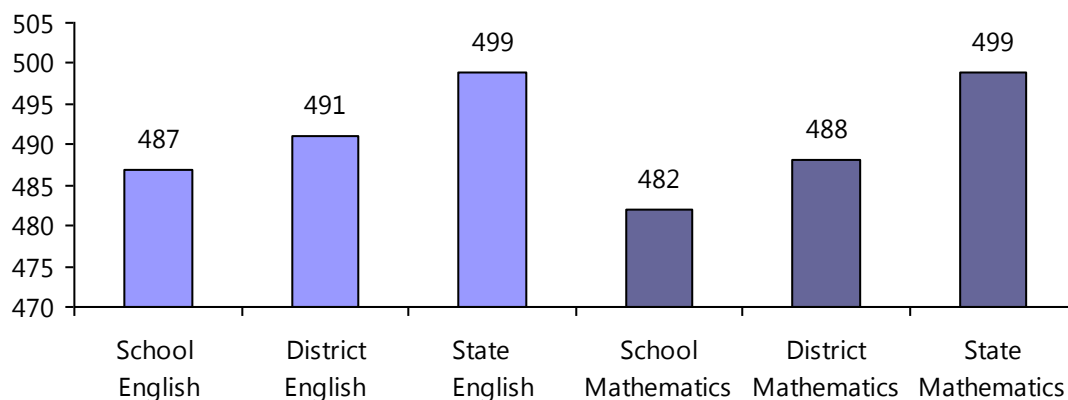
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Vernon Hill School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,961,883	\$3,201,572
500146-92000 Electricity	\$44,150	\$39,735
500146-92000 Natural Gas	\$49,349	\$50,484
500152-92000 Rubbish Removal	\$11,732	\$11,719
500-92204 Instructional Materials	\$32,922	\$32,096
540103-92000 Student Transportation	\$126,236	\$119,557
<b>Vernon Hill School Total Budget</b>	<b>\$3,226,271</b>	<b>\$3,455,162</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	21.0	21.0
English Learner Teachers	3.0	3.0
Special Education Teachers	3.0	6.0
Psychologists	0.5	0.5
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.9	0.9
Art Teachers	0.8	0.8
Music Teachers	0.9	0.9
Instructional Assistants	9.0	12.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	3.0	3.0
School Clerical	1.0	1.5
School Nutrition Staff	13.0	13.0
<b>Total</b>	<b>63.2</b>	<b>69.7</b>



# Wawecus Road School

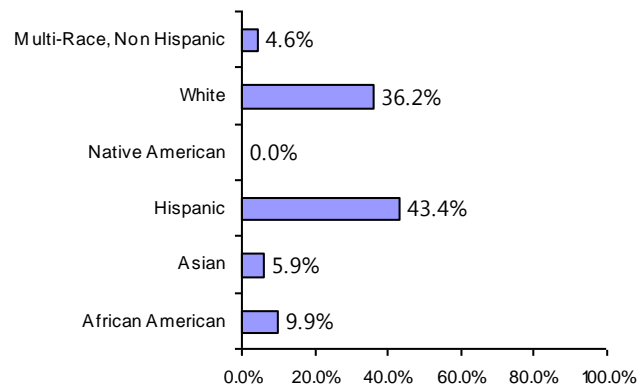
20 Wawecus Street Worcester, MA 01605 Principal: Joanna Loftus

## Quick Facts

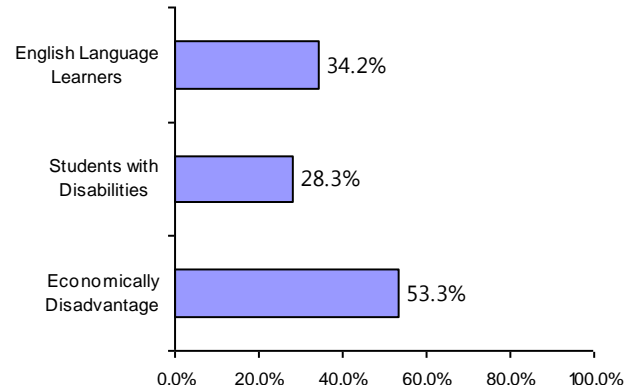
Quadrant	Burncoat	Enrollment	150
Grades	K-6	Graduation Rate	N/A
Year Built	1963	Student Attendance	95.7%
Square Footage	22,974		



## Student Race And Ethnicity



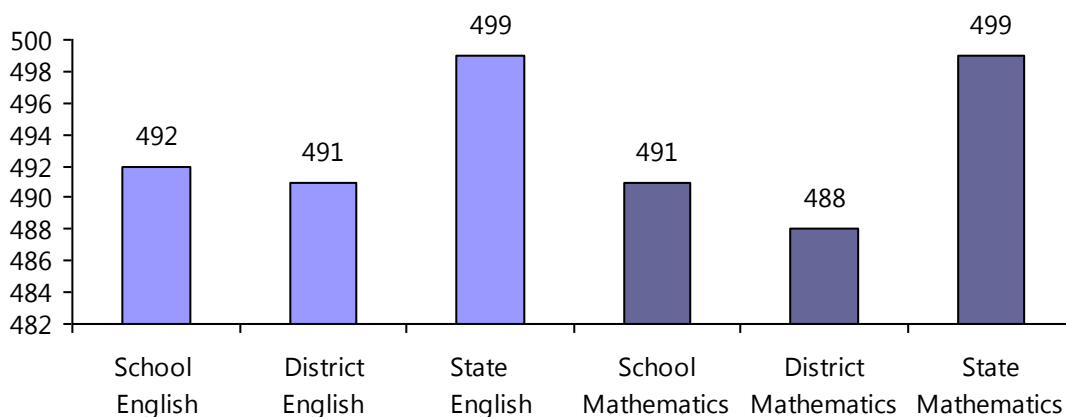
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Wawecus Road School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,275,949	\$1,355,654
500146-92000 Electricity	\$13,599	\$12,239
500146-92000 Natural Gas	\$15,333	\$15,677
500152-92000 Rubbish Removal	\$3,378	\$3,374
500-92204 Instructional Materials	\$8,791	\$8,850
540103-92000 Student Transportation	\$176,731	\$167,380
<b>Wawecus Road School Total Budget</b>	<b>\$1,493,781</b>	<b>\$1,563,174</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	7.0	7.0
English Learner Teachers	0.0	1.0
Special Education Teachers	3.0	3.0
School Adjustment Counselor	0.6	0.6
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.5	0.5
Art Teachers	0.3	0.3
Music Teachers	0.6	0.6
Instructional Assistants	5.0	4.0
Crossing Guard	4.0	4.0
School Nurse	0.5	0.5
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
<b>Total</b>	<b>27.6</b>	<b>27.6</b>





# West Tatnuck School

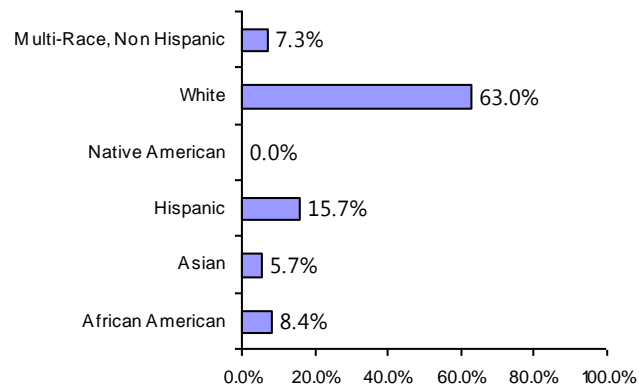
300 Mower Street Worcester, MA 01602 Principal: Ellen Moynihan

## Quick Facts

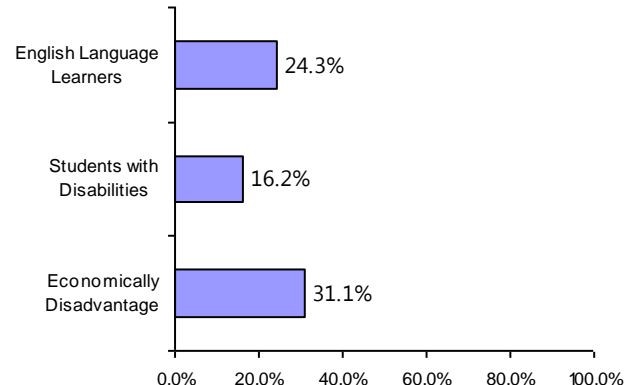
Quadrant	Doherty	Enrollment	368
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1961	Student Attendance	95.8%
Square Footage	37,544		



## Student Race And Ethnicity



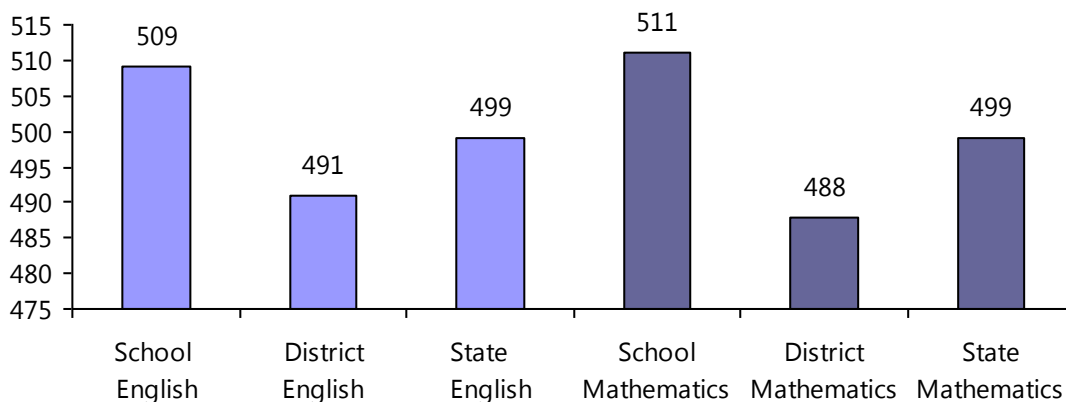
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# West Tatnuck School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,802,840	\$1,825,337
500146-92000 Electricity	\$22,458	\$20,212
500146-92000 Natural Gas	\$31,921	\$29,161
500152-92000 Rubbish Removal	\$7,297	\$7,289
500-92204 Instructional Materials	\$20,119	\$21,712
540103-92000 Student Transportation	\$504,944	\$478,228
<b>West Tatnuck School Total Budget</b>	<b>\$2,389,580</b>	<b>\$2,381,940</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
Special Education Teachers	3.0	4.0
Psychologists	0.6	0.6
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.6	0.6
Art Teachers	0.6	0.6
Music Teachers	0.6	0.6
Instructional Assistants	12.0	10.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
<b>Total</b>	<b>39.5</b>	<b>38.5</b>



# Woodland Academy

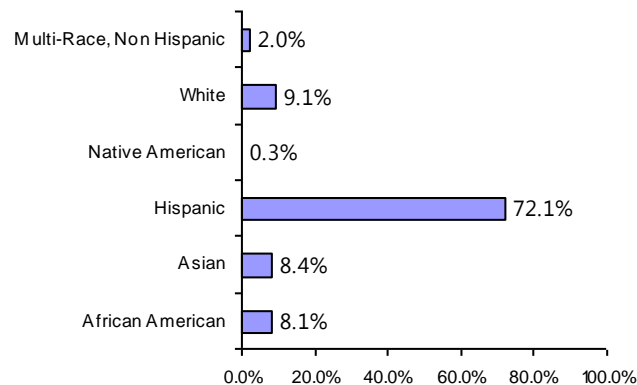
93 Woodland Street Worcester, MA 01610 Principal: Patricia Padilla

## Quick Facts

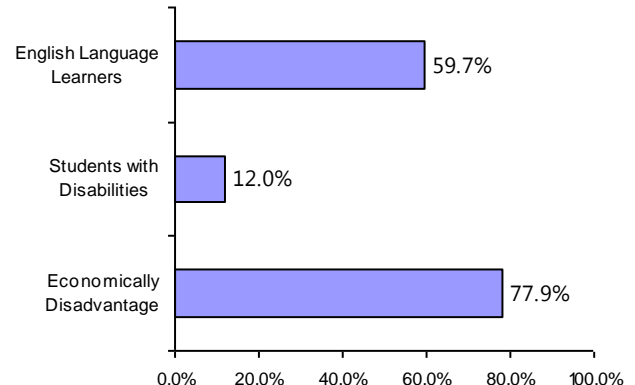
Quadrant	South	Enrollment	606
Grades	K to 6	Graduation Rate	N/A
Year Built	1999	Student Attendance	95.2%
Square Footage	71,127		



## Student Race And Ethnicity



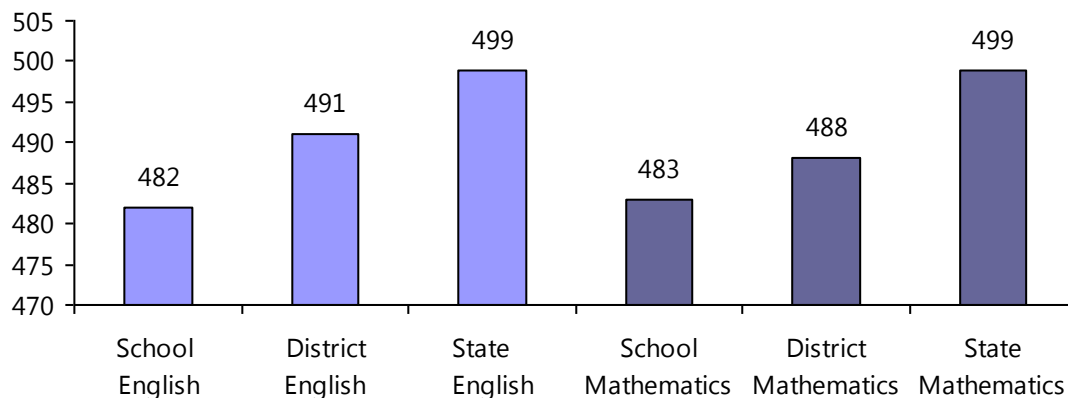
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Woodland Academy School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$3,458,594	\$3,603,315
500146-92000 Electricity	\$90,719	\$81,647
500146-92000 Natural Gas	\$36,680	\$51,102
500152-92000 Rubbish Removal	\$12,453	\$12,439
500-92204 Instructional Materials	\$36,816	\$35,754
540103-92000 Student Transportation	\$75,742	\$71,734
<b>Woodland Academy School Total Budget</b>	<b>\$3,711,003</b>	<b>\$3,855,991</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	26.0	26.0
English Learner Teachers	5.0	6.0
Special Education Teachers	3.0	2.0
Psychologists	0.6	0.6
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	1.0	1.0
Art Teachers	0.8	0.8
Music Teachers	0.8	0.8
Instructional Assistants	3.0	3.0
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	3.0	3.0
School Clerical	2.0	1.5
School Nutrition Staff	10.0	10.0
<b>Total</b>	<b>64.4</b>	<b>63.9</b>



# Worcester Arts Magnet School

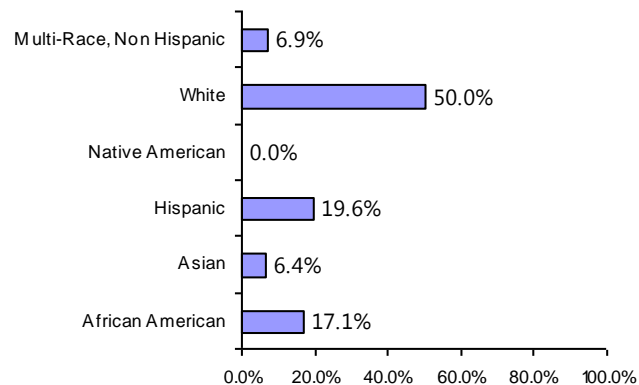
315 St. Nicholas Avenue Worcester, MA 01608 Principal: Mary Ellen Scanlon

## Quick Facts

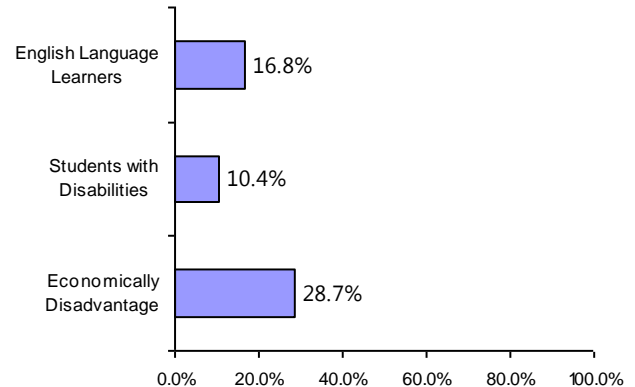
Quadrant	Burncoat	Enrollment	406
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1961	Student Attendance	96.8%
Square Footage	56,657		



## Student Race And Ethnicity



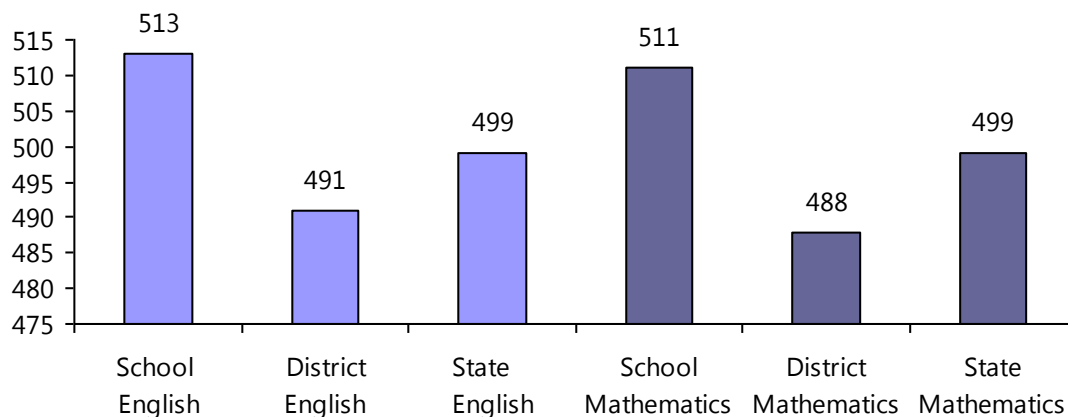
## Student Demographics



## Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2016–2017 school year. (DESE Website April 2018)





# Worcester Arts Magnet School

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,067,478	\$2,133,258
500130-92000 Arts Consultants (Burncoat Quadrant)	\$25,800	\$25,800
500146-92000 Electricity	\$30,004	\$27,004
500146-92000 Natural Gas	\$40,377	\$41,303
500152-92000 Rubbish Removal	\$7,562	\$7,554
500-92204 Instructional Materials	\$24,308	\$23,954
540103-92000 Student Transportation	\$201,978	\$191,291
<b>Worcester Arts Magnet School Total Budget</b>	<b>\$2,397,507</b>	<b>\$2,450,164</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	17.0	16.0
English Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
Psychologists	0.2	0.2
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.7	0.7
Art Teachers	1.1	1.1
Music Teachers	1.3	1.3
Theater Teachers	1.0	1.0
Instructional Assistants	3.0	3.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
<b>Total</b>	<b>36.4</b>	<b>35.4</b>



# Alternative School @ St. Casimir's

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,721,673	\$1,811,865
500136-92000 Building or Parking Rentals	\$56,476	\$56,476
500146-92000 Electricity	\$8,292	\$7,463
500146-92000 Heating Oil	\$14,796	\$15,470
500152-92000 Rubbish Removal	\$4,879	\$4,874
500-91000 St. Casimir's After school	\$18,000	\$18,000
500-92204 Instructional Materials	\$5,580	\$5,580
540103-92000 Student Transportation	\$126,236	\$119,557
<b>Alternative School @ St. Casimir's Total Budget</b>	<b>\$1,955,933</b>	<b>\$2,039,285</b>

## Position Summary

Staffing	FY 2018	FY 2019
Coordinator - Alternative Education Program	1.0	1.0
Mathematics Teachers	1.0	1.0
World Language Teachers	0.6	0.6
English Learner Teachers	0.3	1.0
Special Education Teachers	8.0	8.0
Guidance Counselor	0.2	0.2
School Adjustment Counselor	3.0	3.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.5	0.5
Occupational Arts Teachers	3.0	3.0
Art Teachers	0.4	0.4
Librarians	0.2	0.2
Music Teachers	0.2	0.2
Instructional Assistants	6.0	6.0
School Nurse	0.5	0.5
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
<b>Total</b>	<b>28.1</b>	<b>28.8</b>





# New Citizens Center

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,173,723	\$994,249
500146-92000 Electricity	\$12,232	\$11,009
500146-92000 Natural Gas	\$6,515	\$6,661
500152-92000 Rubbish Removal	\$3,378	\$3,374
500-92204 Instructional Materials	\$6,800	\$6,800
540103-92000 Student Transportation	\$151,483	\$143,468
<b>New Citizens Center Total Budget</b>	<b>\$1,354,131</b>	<b>\$1,165,561</b>

## Position Summary

Staffing	FY 2018	FY 2019
Principal	1.0	1.0
English Learner Teachers	8.0	8.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.3	0.3
Art Teachers	0.3	0.3
Music Teachers	0.2	0.2
School Nurse	0.5	0.5
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
<b>Total</b>	<b>14.5</b>	<b>14.5</b>



# The Gerald Creamer Center

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,087,859	\$2,369,794
500130-92000 Security Guards	\$12,060	\$12,600
500146-92000 Electricity	\$10,382	\$9,344
500146-92000 Natural Gas	\$25,095	\$23,425
500152-92000 Rubbish Removal	\$7,121	\$7,113
500-91000 Evening Creamer Center Programs	\$220,260	\$275,260
500-92204 Instructional Materials	\$20,925	\$20,925
540103-92000 Student Transportation	\$176,731	\$167,380
<b>The Gerald Creamer Center Total Budget</b>	<b>\$2,560,432</b>	<b>\$2,885,840</b>

## Position Summary

Staffing	FY 2018	FY 2019
Coordinator - Alternative Education Program	1.0	1.0
English Language Arts Teachers	5.0	5.0
Mathematics Teachers	5.0	5.0
History & Social Science Teachers	3.0	3.0
Science Teachers	3.0	3.0
World Language Teachers	2.0	2.0
English Learner Teachers	0.3	1.0
Special Education Teachers	0.0	2.0
Guidance Counselor	1.0	1.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.4	0.4
Physical Education Teachers	0.4	0.4
Business & Technology Teachers	2.0	2.0
Art Teachers	0.2	0.2
Other Teachers	1.0	1.0
Other Teachers	1.0	1.0
School Nurse	0.8	0.8
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
<b>Total</b>	<b>30.1</b>	<b>32.8</b>



# Challenge and Reach Academies

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$1,296,201	\$1,396,772
500146-92000 Electricity	\$11,317	\$10,185
500146-92000 Heating Oil	\$31,071	\$32,487
500152-92000 Rubbish Removal	\$2,207	\$2,205
500-92204 Instructional Materials	\$10,000	\$10,000
540103-92000 Student Transportation	\$50,494	\$47,823
<b>Challenge and Reach Academies Total Budget</b>	<b>\$1,401,291</b>	<b>\$1,499,471</b>

## Position Summary

Staffing	FY 2018	FY 2019
Coordinator - Alternative Education Program	1.0	1.0
English Language Arts Teachers	2.0	2.0
Mathematics Teachers	2.0	2.0
History & Social Science Teachers	2.0	2.0
Science Teachers	2.0	2.0
World Language Teachers	1.0	1.0
English Learner Teachers	0.3	1.0
Guidance Counselor	1.0	1.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	1.0	1.0
Art Teachers	0.4	0.4
Other Teachers	2.0	2.0
School Nurse	0.5	0.5
Custodial	1.0	1.0
School Clerical	1.0	1.0
<b>Total</b>	<b>19.2</b>	<b>19.9</b>



# Academic Center for Transition & Assessment

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$923,612	\$1,243,469
500-92204 Instructional Materials	\$4,080	\$4,080
<b>Academic Center for Transition &amp; Assessment Total Budget</b>	<b>\$927,692</b>	<b>\$1,247,549</b>

## Position Summary

Staffing	FY 2018	FY 2019
Coordinator - Special Education Programs	1.0	1.0
English Learner Teachers	0.5	0.5
Special Education Teachers	6.0	10.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.3	0.3
Art Teachers	0.2	0.2
Instructional Assistants	14.0	14.0
School Clerical	1.0	1.0
<b>Total</b>	<b>24.1</b>	<b>28.1</b>



# Durkin Administration Building

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$5,955,081	\$6,373,496
500130-92000 HR Automated Services	\$89,739	\$113,742
500130-92000 Security Guards	\$0	\$35,000
500136-92000 Building or Parking Rentals	\$25,728	\$25,728
500136-92000 Copier Leases and Maintenance	\$33,000	\$33,000
500136-92000 Meetings & Receptions	\$8,000	\$8,000
500136-92000 Office Supplies	\$23,500	\$23,500
500146-92000 Electricity	\$113,172	\$101,855
500146-92000 Natural Gas	\$22,994	\$23,517
500152-92000 Rubbish Removal	\$9,414	\$9,404
500-91000 Other Contractual Salaries	\$17,837	\$18,205
<b>Durkin Administration Building Total Budget</b>	<b>\$6,298,465</b>	<b>\$6,765,447</b>

## Position Summary

Staffing	FY 2018	FY 2019
Office of the Superintendent		
Superintendent	1.0	1.0
Administrative Clerical	1.5	1.5
School Committee Office		
Assistant to Superintendent/ Clerk to School Committee	1.0	1.0
Administrative Clerical	2.0	2.0
Office of the Deputy Superintendent		
Deputy Superintendent	1.0	1.0
Staff Assistant	1.0	1.0
Focus Instructional Coach	1.0	1.0
Grants Development Office		
Manager - Grants Resources	1.0	1.0
Director of Grant Compliance	1.0	1.0
Grant Writer/Researcher	2.0	2.0
Grant Information Specialist	1.0	1.0
Administrative Clerical	0.0	1.0
Office of Curriculum & Learning		
Manager of Curriculum & Learning	1.0	1.0
Specialist - Community Resources	1.0	1.0
Liaison - AVID Program	1.0	1.0
Translation Coordinator	1.0	1.0
Staff Assistant	1.0	1.0
Office of Instruction & School Leadership		
Manager of Instruction & School Leadership	3.0	3.0
Turnaround Manager	1.0	1.0
Administrative Clerical	2.0	2.0
Office of School & Student Performance		
Manager of School & Student Performance	1.0	1.0
Director - Testing and Assessment	1.0	0.0
Instructional Assistant - Other	1.0	1.0
Data Analyst	1.0	1.0



## Position Summary

Staffing	FY 2018	FY 2019
Administrative Clerical	1.0	1.0
Curriculum Liaison	0.0	1.0
Department of Social & Emotional Learning		
Manager of Social & Emotional Learning	1.0	1.0
Hears Project Coordinator	1.0	0.0
Hears Support Team	2.0	3.0
Administrative Clerical	2.0	2.0
Office of Instructional Tech & Digital Learning		
Director - Instructional Technology	1.0	1.0
Technology Integration Coach	2.0	2.0
Digital & Social Media Specialist	0.0	1.0
Special Education Administration		
Director - Special Education	1.0	1.0
Assistant Director - Special Education	1.0	1.0
Assistant Director - Special Education/Medicaid	1.0	1.0
Data Analyst	2.0	2.0
Administrative Clerical	8.0	8.0
Office of English Learners & Community Outreach		
Director of English Learners	1.0	1.0
Administrative Clerical	1.0	1.0
Human Resources Department		
Chief Human Resources Officer	1.0	1.0
Director of Human Resources	1.0	1.0
Coordinator - Staff, Mentoring, and Recruitment	1.0	1.0
Instructional Assistant - CORI	1.0	1.0
Administrative Clerical	5.5	4.5
Finance and Operations Division		
Chief Financial and Operations Officer	1.0	1.0
Staff Assistant	1.0	1.0
Budget Office		
Budget Director	1.0	1.0
Coordinator of Grants	1.0	1.0
Financial Analyst	3.0	3.0
Information Technology Administration		
Information Technology Officer	1.0	1.0
Senior Software Developer	1.0	1.0
Senior Systems Analyst	1.0	1.0
Software Quality Assurance Analyst	1.0	1.0
Web Application/Analyst	2.0	2.0
Technology Support Specialist	2.0	2.0
Online Media Specialist	1.0	1.0
Media Application Specialist	1.0	1.0
Mail Room Assistant	0.0	1.0
Department of Payroll And Supply Management		
Director - Payroll & Supply Management	1.0	1.0
Coordinator of Payroll	1.0	1.0
Account Clerical	7.0	7.0
Facilities Administration		
Director of Facilities	1.0	1.0
Coordinator - Facilities	1.0	1.0
Administrative Clerical	1.0	1.0
Custodial	2.0	2.0
Facilities Administration		



## Position Summary

Staffing	FY 2018	FY 2019
Director of Environmental & Capital Projects	0.0	1.0
CAD/Draftsman	1.0	1.0
Administrative Clerical	1.0	1.0
School Safety Administration		
Director - School Safety	1.0	1.0
School Adjustment Counselor	0.6	0.6
Coordinator - Parent/Family Connections	1.0	1.0
Administrative Clerical	1.0	1.0
School Nutrition Staff		
School Nutrition Director	1.0	1.0
Assistant Director of Compliance Operations	1.0	1.0
Assistant Director of Support & Marketing	0.0	1.0
School Nutrition Supervisors	3.0	3.0
Financial Analyst	1.0	1.0
Food Procurement Manager	1.0	1.0
Clerical	2.0	1.0
Compliance Dietician	0.5	0.5
Cafeteria Helpers	1.0	1.0
<b>Total</b>	<b>110.1</b>	<b>113.1</b>





# Foley Stadium & Athletics

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$232,818	\$244,066
500122-92000 Athletic OM	\$105,494	\$406,052
500146-92000 Electricity	\$64,101	\$57,691
500146-92000 Heating Oil	\$3,307	\$3,458
500146-92000 Natural Gas	\$7,516	\$7,685
500152-92000 Rubbish Removal	\$5,915	\$5,909
500-91000 Athletic Coaches Salaries	\$556,154	\$565,719
<b>Foley Stadium &amp; Athletics Total Budget</b>	<b>\$975,306</b>	<b>\$1,290,580</b>

## Position Summary

Staffing	FY 2018	FY 2019
Athletic Director	1.0	1.0
Physical Education and Health Liaison	1.0	1.0
Administrative Clerical	1.0	1.0
<b>Total</b>	<b>3.0</b>	<b>3.0</b>



# Fanning Building

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$930,679	\$596,288
500130-92000 Security Guards	\$13,568	\$14,175
500146-92000 Electricity	\$28,917	\$26,025
500146-92000 Natural Gas	\$40,493	\$41,423
500152-92000 Rubbish Removal	\$3,555	\$3,551
500-92204 Instructional Materials	\$0	\$3,060
<b>Fanning Building Total Budget</b>	<b>\$1,017,212</b>	<b>\$684,522</b>

## Position Summary

Staffing	FY 2018	FY 2019
Adult Education		
Director - Adult Education/GED Program	1.0	1.0
Coordinator - Nightlife	1.0	1.0
Administrative Clerical	1.0	1.0
NCC Young Adult		
Coordinator - Alternative Education Program	1.0	1.0
English Learner Teachers	4.0	5.0
Custodial	2.0	2.0
<b>Total</b>	<b>10.0</b>	<b>11.0</b>



# James L. Garvey Parent Information Center

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$353,789	\$431,004
500146-92000 Electricity	\$5,341	\$4,807
500146-92000 Natural Gas	\$5,504	\$5,627
500152-92000 Rubbish Removal	\$1,501	\$1,499
<b>James L. Garvey Parent Information Center Total Budget</b>	<b>\$366,135</b>	<b>\$442,937</b>

## Position Summary

Staffing	FY 2018	FY 2019
Coordinator - School Choice	1.0	1.0
LAU Tester	3.0	3.0
Instructional Assistants	2.0	0.0
School Nurse	1.0	1.0
Parent Liaison	4.0	5.0
Custodial	1.0	1.0
Administrative Clerical	1.0	1.0
<b>Total</b>	<b>13.0</b>	<b>12.0</b>



# Facilities Department

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,388,554	\$2,132,960
500141-92000 Vehicle Maintenance-Facilities	\$105,722	\$0
500152-92000 Rubbish Removal	\$883	\$882
500152-93000 Facilities OM	\$2,732,125	\$3,017,868
500-97000 Custodians OT	\$1,057,334	\$1,078,481
500-97000 Maintenance OT	\$152,305	\$155,351
<b>Facilities Department Total Budget</b>	<b>\$6,436,923</b>	<b>\$6,385,541</b>

## Position Summary

Staffing	FY 2018	FY 2019
Coordinator of Building & Grounds	1.0	1.0
Facilities Coordinator	1.0	1.0
Energy Management	1.0	1.0
Environmental Management	1.0	0.0
Storekeeper & Inventory	1.0	1.0
Plumber	4.0	3.0
Painter	0.0	2.0
Locksmith	1.0	1.0
HVAC Technician	4.0	4.0
Electrician	5.0	6.0
Carpenter	8.0	6.0
Utility Crew	5.0	5.0
Steamfitter	3.0	1.0
Glazier	2.0	1.0
Custodial	4.0	4.0
<b>Total</b>	<b>41.0</b>	<b>37.0</b>



# Transportation Department

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$2,504,088	\$3,554,542
500136-92000 Building or Parking Rentals	\$187,914	\$212,914
500141-92000 Vehicle Maintenance-Transportation	\$324,790	\$0
500152-92000 Rubbish Removal	\$2,207	\$2,205
500-97000 Transportation OT	\$478,473	\$538,043
540103-92000 In-District Transportation	\$123,584	\$893,577
<b>Transportation Department Total Budget</b>	<b>\$3,621,057</b>	<b>\$5,201,281</b>

## Position Summary

Staffing	FY 2018	FY 2019
Director - Transportation	1.0	1.0
Assistant Director - Transportation	0.0	1.0
Operations Supervisor	1.0	1.0
Safety & Training Supervisor	1.0	1.0
Transportation Router	1.0	2.0
Transportation Dispatcher	0.0	1.0
Mechanic	0.0	1.0
Customer Service	0.0	1.5
Bus Driver	40.0	40.0
Bus Monitor	39.0	39.0
Large Bus Drivers	0.0	14.0
<b>Total</b>	<b>83.0</b>	<b>102.5</b>



# Systemwide

## Financial Summary

Category	FY 2018 Adopted	FY 2019 Proposed
Total Salaries	\$22,630,191	\$27,289,103
500101-96000 Retirement	\$17,022,698	\$17,615,995
500123-96000 Health Insurance	\$47,146,319	\$43,961,761
500125-92000 Other Insurance Programs	\$52,938	\$59,589
500129-91000 Workers Compensation	\$1,452,305	\$1,653,061
500130-92000 Advanced Placement Program	\$193,180	\$193,180
500130-92000 Contractual Tuition Reimbursement	\$31,500	\$31,500
500130-92000 Employee Assistance Program	\$24,283	\$30,240
500130-92000 Legal Consultation	\$268,877	\$351,000
500130-92000 Physical Consultation & Nursing Services	\$20,000	\$20,000
500130-92000 Special Education Personal & Medical Services	\$971,075	\$157,500
500130-92000 Staff/Curriculum Development	\$205,500	\$205,500
500130-92000 Translation	\$156,000	\$325,000
500132-92000 Alternative Programs	\$759,627	\$759,627
500132-92000 Non-Special Education	\$22,592	\$22,592
500132-92000 Tuition	\$17,892,190	\$18,398,121
500133-92000 Printing and Postage	\$256,654	\$257,432
500136-92000 Audit Fees	\$15,000	\$15,450
500136-92000 Dues and Memberships	\$74,611	\$70,424
500136-92000 Employee Recruitment/Advertising	\$31,600	\$31,600
500136-92000 Freight & Trucking	\$10,000	\$10,000
500136-92000 Maintenance & Repair Of Equipment	\$27,000	\$27,000
500136-92000 School Nurse Supplies	\$27,000	\$67,000
500136-92000 School Safety Equipment	\$100,000	\$100,000
500136-92000 Technology Plan	\$1,243,700	\$1,243,700
500136-92000 Worcester Future Teachers	\$6,400	\$6,400
500136-92000 Educational Fees and Licences	\$356,147	\$356,147
500136-92000 Out of State Travel	\$5,000	\$5,000
500136-93000 Technology Equipment	\$250,000	\$250,000
500137-96000 Unemployment Compensation	\$318,226	\$511,463
500138-92000 In-State Travel	\$59,500	\$59,500
500146-92000 Telephone	\$549,660	\$626,841
500-91000 Advanced Placement Program	\$121,000	\$121,000
500-91000 AVID Fees	\$35,000	\$35,000
500-91000 Contractual Accumulated Leave Benefits	\$200,000	\$200,000
500-91000 Contractual Advisor Stipends	\$1,028,000	\$1,020,000
500-91000 Miscellaneous Salaries	\$1,113,109	\$1,799,414
500-91000 School Committee	\$82,195	\$96,692
500-91000 Student Drop-Off Center	\$50,000	\$50,000
500-91000 Teacher Substitute Salaries	\$2,448,440	\$2,198,440
500-92204 Instructional Materials	\$2,101,789	\$2,008,891
500-97000 Support OT	\$69,525	\$70,915
540103-92000 Student Transportation	\$1,915,540	\$1,960,256
<b>Systemwide Total Budget</b>	<b>\$121,344,370</b>	<b>\$124,272,335</b>



## Position Summary

Staffing	FY 2018	FY 2019
Department of Curriculum & Learning		
Curriculum Liaison	8.0	8.0
Information Technology		
Computer Technician	8.0	8.0
Student Database Trainer	2.0	2.0
Network Administrator	1.0	2.0
Network Technician	1.0	1.0
Software Systems Implementation Specialist	0.5	1.0
Channel 11		
Television Producer	1.0	1.0
Production Assistant	3.0	2.0
Teachers		
Special Education Teachers	10.8	11.0
Guidance Counselor	1.2	1.2
Psychologists	6.0	6.0
School Adjustment Counselor	18.0	18.0
Physical Education Teachers	1.0	1.0
Art Teachers	2.4	2.4
Music Teachers	1.0	1.0
Locations to be Assigned		
Elementary Classroom Teachers	7.0	8.0
English Learner Teachers	27.0	11.5
English Language Tutor	6.0	6.0
Literacy Tutor	36.0	0.0
School Nurse	0.0	2.0
Elementary Itinerant Teachers	0.0	22.0
Instructional Assistants- Kindergarten	63.0	63.0
World Language Teachers	0.0	0.5
Special Education - Locations to be Assigned	0.0	3.0
Special Education		
Assistive Technology Specialist	3.0	3.0
Behavior Management	5.0	5.0
Board Certified Behavior Analyst	13.0	13.0
Clinicians	16.0	16.0
Coordinator - Special Education Programs	1.0	1.0
Home & Hospital	6.0	3.0
Instructional Assistants - Special Education	121.0	128.0
Interpreter	2.0	2.0
Transitional Life Skills	2.0	2.0
Transitions	9.0	9.0
Occupational and Physical Therapy	17.0	17.0
Chairperson - Special Education	23.0	23.0
Speech and Language Therapist	42.0	41.0
Learning Disabilities	32.0	32.0
Alternative Support	3.0	3.0
Deaf - Hard of Hearing	3.0	2.0
Vision	3.0	4.0
COTA	15.6	15.4
Speech Assistant	6.0	6.0
Department of Nursing		
Director of Nurses	1.0	1.0
Supervisor - School Nurse	2.0	2.0
Clinical Care Coordinator	0.0	1.0





## Position Summary

Staffing	FY 2018	FY 2019
Licensed Practical Nurse	0.0	5.0
Certified Nursing Assistants	0.0	22.0
Administrative Clerical	1.0	1.0
School Nutrition Staff		
Assistant Director of Culinary Operations	1.0	1.0
Production Chef	1.0	1.0
Supervisor - Culinary Compliance	1.0	1.0
Computer Technician	1.0	1.0
HVAC Technician	1.0	1.0
Meo Driver	4.0	4.0
<b>Total</b>	<b>539.5</b>	<b>548.0</b>





**INFORMATIONAL**



## In this Section



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# Budget Forecast

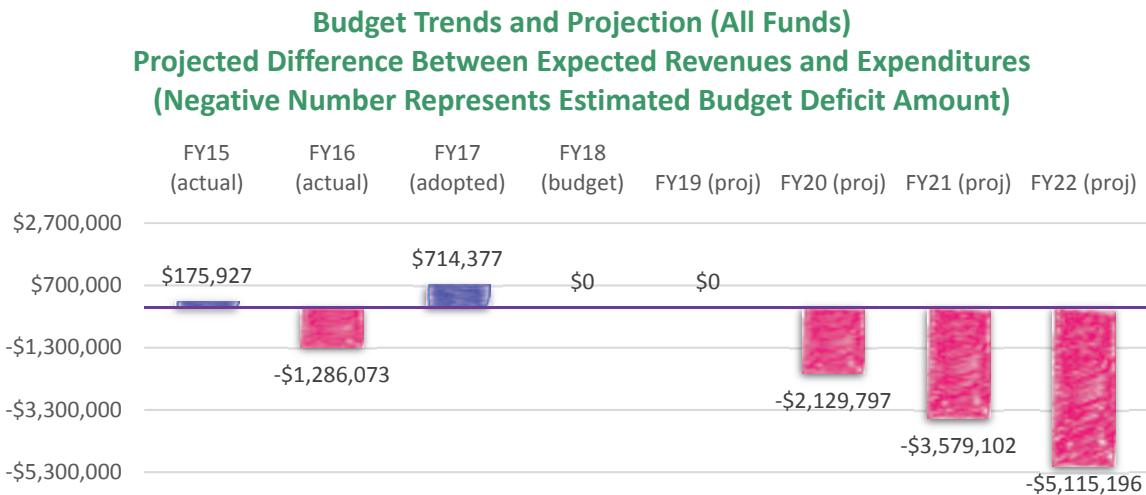


**FY15-FY17 Actual Revenue and Expenditures**  
**FY18 Adopted Revenue and Expenditure Budget Amounts**  
**FY19 Proposed Revenue and Expenditure Budget Amounts**  
**FY20-FY22 Projected Revenue and Expenditure Amounts**  
**(Dollars expressed in Thousands)**

	Actual			Adopted Budget	Proposed Budget	Projected		
Revenues:	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
State Aid	\$203,399	\$214,330	\$217,607	\$227,091	\$232,437	\$238,248	\$244,204	\$250,309
Local Contribution	\$101,353	\$103,962	\$105,359	\$108,030	\$109,204	\$111,934	\$114,733	\$117,601
Federal Grants	\$29,677	\$30,482	\$30,081	\$30,460	\$30,017	\$29,868	\$29,720	\$29,573
Child Nutrition	\$11,831	\$12,724	\$13,012	\$15,263	\$15,208	\$15,603	\$15,982	\$16,370
State Grants	\$5,178	\$5,084	\$4,078	\$3,705	\$3,537	\$3,195	\$3,195	\$3,195
Other Special Rev.	<u>\$5,409</u>	<u>\$5,098</u>	<u>\$5,329</u>	<u>\$5,148</u>	<u>\$7,412</u>	<u>\$5,363</u>	<u>\$5,370</u>	<u>\$5,376</u>
<b>Total Revenues</b>	<b>\$356,847</b>	<b>\$371,681</b>	<b>\$375,466</b>	<b>\$389,696</b>	<b>\$397,814</b>	<b>\$404,211</b>	<b>\$413,202</b>	<b>\$422,423</b>
Expenditures:								
Administration	\$4,593	\$3,998	\$4,762	\$4,488	\$4,474	\$4,563	\$4,655	\$4,748
Instruction	\$206,031	\$211,675	\$207,274	\$215,762	\$223,270	\$225,684	\$230,197	\$234,801
Other School Servs.	\$39,170	\$47,645	\$47,542	\$49,185	\$51,938	\$53,219	\$54,254	\$55,310
Operations & Maint.	\$20,736	\$21,965	\$21,405	\$22,799	\$22,303	\$22,930	\$23,367	\$23,813
Fixed Charges	\$66,042	\$67,086	\$70,881	\$74,286	\$71,938	\$75,306	\$78,838	\$82,542
Community Services	\$625	\$331	\$941	\$511	\$619	\$623	\$636	\$649
Fixed Assets	\$406	\$422	\$523	\$541	\$567	\$578	\$590	\$601
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	<u>\$19,068</u>	<u>\$19,845</u>	<u>\$21,423</u>	<u>\$22,125</u>	<u>\$22,706</u>	\$23,448	\$24,245	\$25,075
<b>Total Expenditures</b>	<b>\$356,671</b>	<b>\$372,967</b>	<b>\$374,751</b>	<b>\$389,696</b>	<b>\$397,814</b>	<b>\$406,351</b>	<b>\$416,782</b>	<b>\$427,538</b>
<b>Difference</b>	<b>\$176</b>	<b>-\$1,286</b>	<b>\$714</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$2,140</b>	<b>-\$3,579</b>	<b>-\$5,115</b>



## Budget Forecast



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 level over the next three years. Federal grant revenue is expected to slightly decline based on recent trends of overall funding to Massachusetts. State grants are projected to be level funded, with the exception of the known phase-out of the Inclusive Preschool Learning state grant. 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 7.5% between FY19 and FY22, or about 2.5% per year.

All expenditure line items are projected to increase based upon student enrollment, contractual increases for employees or services, and 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.

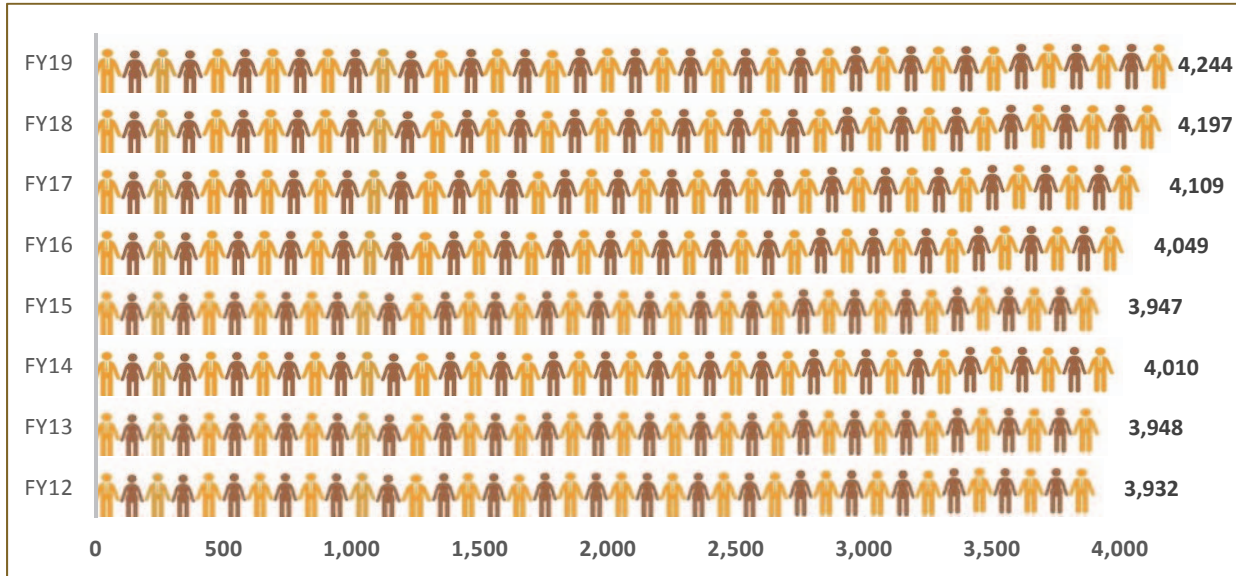
These predictions show expenditures exceeding revenues in each of the next three years, with the most challenging deficits in each year. The administration will continue with zero-based budgeting as well as advocacy for increased revenue through the state's Foundation Budget Review Commission recommendations. As funding levels and operational needs of the district change, so do the staffing levels.



## Human Capital



### Worcester Public Schools Employee Headcount FY12-FY18 (From All Funding Sources)



All Positions / All Funding Sources	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	Change from FY18	
District Administrators	26	26	25	23	23	24	26	24	-2	-7.7%
School Administrators	78	78	78	79	79	79	81	82	1	1.2%
Teachers	2,031	2,072	2,129	2,086	2,139	2,142	2,213	2,250	37	1.7%
Instructional Assistants	524	537	551	591	601	599	589	598	9	1.5%
Teacher Substitutes	97	97	97	97	97	97	97	97	0	0.0%
Crossing Guards	104	104	106	106	106	106	106	106	0	0.0%
Educational Support	130	124	119	83	107	106	105	71	-34	-32.4%
Custodial Services	151	153	153	150	153	153	154	154	0	0.0%
Maintenance Services	32	32	31	33	33	33	33	32	-1	-3.0%
Full Year Clerical	68	70	71	64	64	65	63	63	0	0.0%
School Year Clerical	70	71	70	68	68	68	70	71	1	1.4%
School Nurses	45	51	54	54	55	56	59	89	30	50.8%
District Support	48	48	52	50	52	53	52	52	0	0.0%
Student Transportation	73	73	81	81	81	82	82	103	21	25.6%
Child Nutrition	247	236	236	237	239	294	321	313	-8	-2.5%
Head Start	208	176	157	145	152	152	146	139	-7	-4.8%
<b>Totals</b>	<b>3,932</b>	<b>3,948</b>	<b>4,010</b>	<b>3,947</b>	<b>4,049</b>	<b>4,109</b>	<b>4,197</b>	<b>4,244</b>	<b>47</b>	<b>1.1%</b>





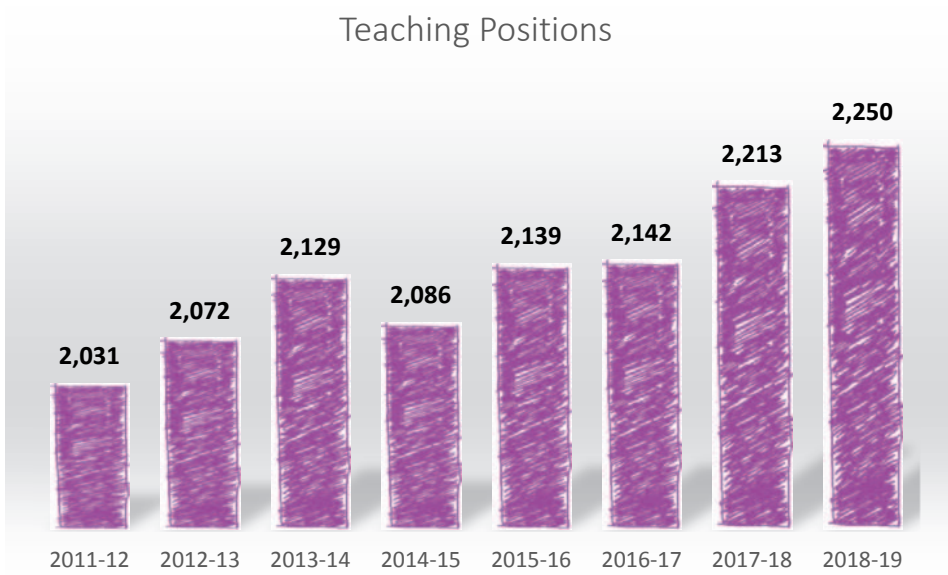
# Human Capital

## Teachers and Administration

Salaries and personnel costs comprise a substantial portion of the budget for the Worcester Public Schools. In FY 2019, nearly \$173.2 million (43.5%), of the district's \$397.8 million budget is for teacher salaries. Another \$3.8 million (1.0%) is appropriated to district administration (using DESE chart of account method).

For 2018-219, there are 2,250 teaching positions planned in the district. As indicated in the following table, this is an increase of 219, or 11%, in teaching positions from 2011-12.

**Number of FTE teaching positions in the Worcester Public Schools: 2012 - 2018**



The next table 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 14.1 to 1 in 2009-10 to 14.2 to 1 in 2015-16.



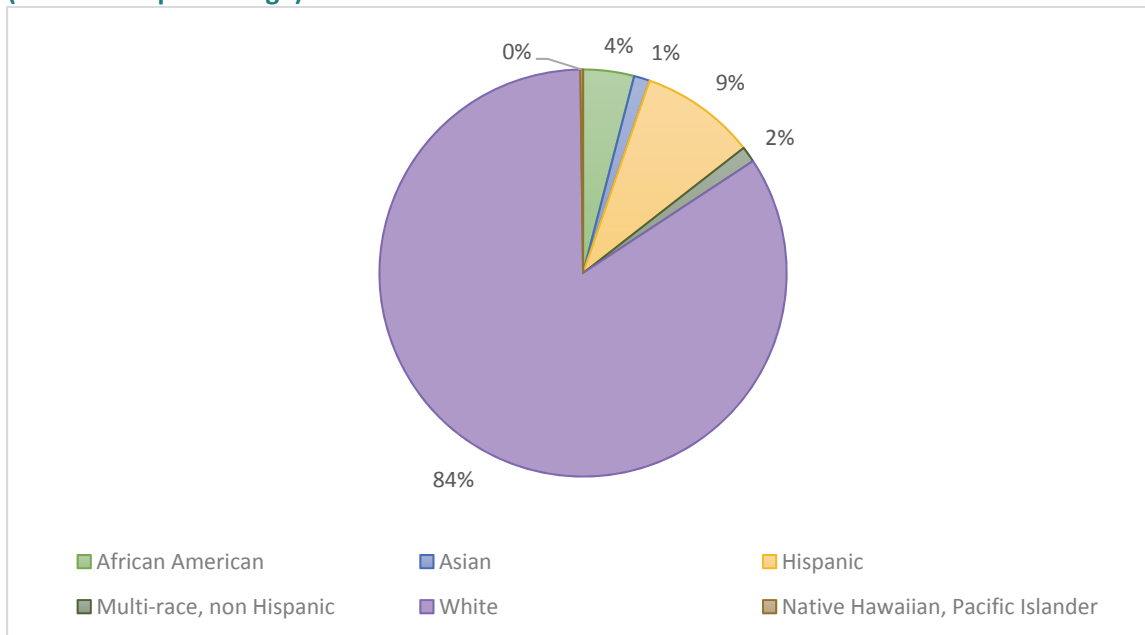
## Human Capital

### Student to teacher ratio in the Worcester Public Schools compared to statewide, FY 2009-2017

Student: Teacher Ratio	WPS	State
2016-17	14.2 to 1	13.2 to 1
2015-16	14.2 to 1	13.2 to 1
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

Compared to the racial breakdown of students in the WPS, a look at FY17 teachers in the WPS by race/ethnicity shows that teachers employed by the WPS look much different than students in their classrooms. The next chart 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.

### Full-time equivalent teaching positions in the Worcester Public Schools by race/ethnicity, 2016-17 (shown as a percentage)

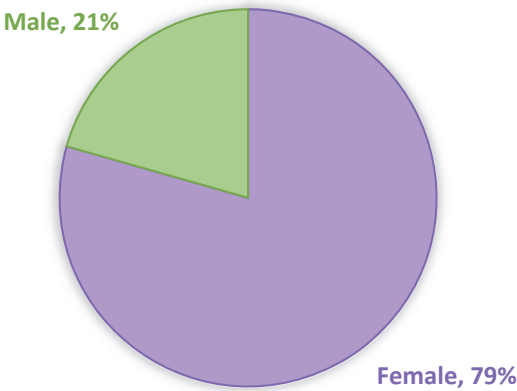




## Human Capital

Similarly, an examination of teaching positions by gender shows that the vast majority are filled by female teachers. The following graph displays the proportion of teaching positions by gender. In 2016-17, females filled nearly 80 percent of teaching positions compared to just over 20 percent for males.

Full-time equivalent teaching positions in the Worcester Public Schools by gender, 2016-17



The next table shows the distribution of teachers in FY2017 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, 17.2 percent of teachers are aged 32 or under compared to 21.5 percent across the state.

Distribution of full-time equivalent teachers by age: Worcester Public Schools compared to statewide, 2016-17 (shown as a percentage of staff)

Age Range	WPS	State
Under 26	4.5	5.6
26-32	12.7	15.9
33-40	16.3	18.8
41-48	22.9	20.9
49-56	23.5	20.4
57-64	16.2	15.2
Over 64	3.8	3.1



## Human Capital

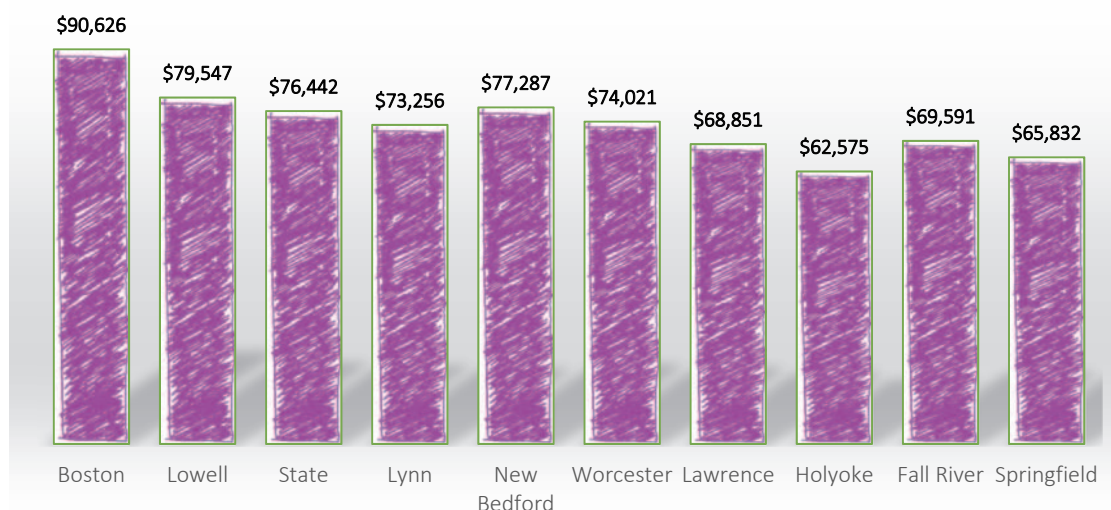
Teachers in the Worcester Public Schools had an average salary of \$74,021<sup>1</sup> compared to the statewide average of \$76,442 in FY 2016.

### Average Teaching Salary in the Worcester Public Schools compared to statewide, 2010-11 – 2015-16

Fiscal Year	WPS Average Teaching Salary <sup>1</sup>	State Average Teaching Salary
2015-16	\$74,021	\$76,442
2014-15	\$72,229	\$74,782
2013-14	\$71,625	\$73,908
2012-13	\$71,074	\$71,620
2011-12	\$70,728	\$70,960
2010-11	\$67,393	\$70,340

An examination of 2015-16 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.

### Average Teaching Salaries in Selected Urban Districts in Massachusetts, 2015-16<sup>[GA1]</sup>



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 2015-16.

<sup>1</sup>Latest information available for comparable districts. Worcester average uses FY16 budget for teacher salaries divided by the teacher FTE for FY16. All other average salaries from DESE website.

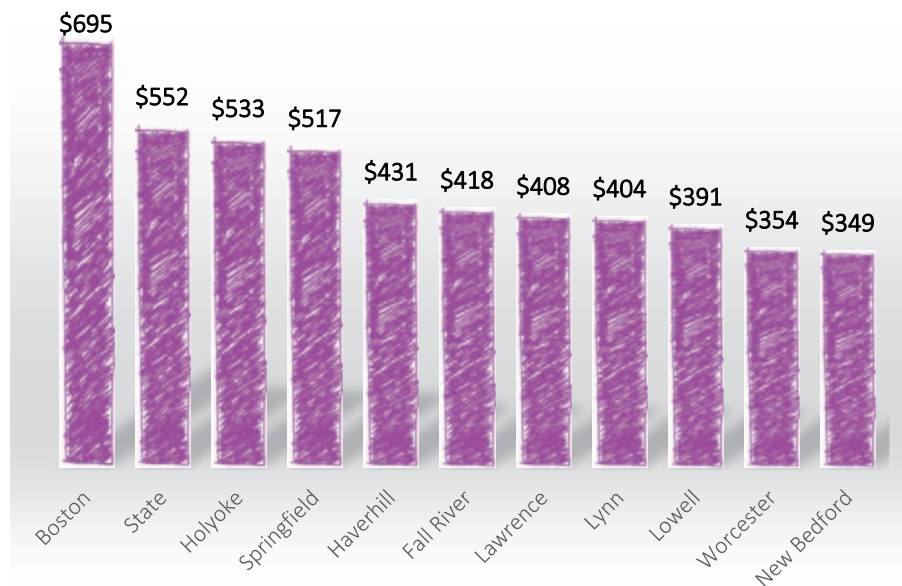


## Human Capital

The analyses presented in the next two graphs 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.

The next chart contains per pupil expenditures for Administration<sup>2</sup> for the Worcester Public Schools compared to other urban districts in the Commonwealth and statewide. Of the ten urban districts, the Worcester Public Schools spends less per pupil (\$354/student) on Administration than eight of the comparable urban communities. The Worcester Public Schools falls well below the statewide average of \$552.12 per pupil.

**Comparison of per pupil expenditures on District Administration between the Worcester Public Schools and urban peer districts, 2016-17**



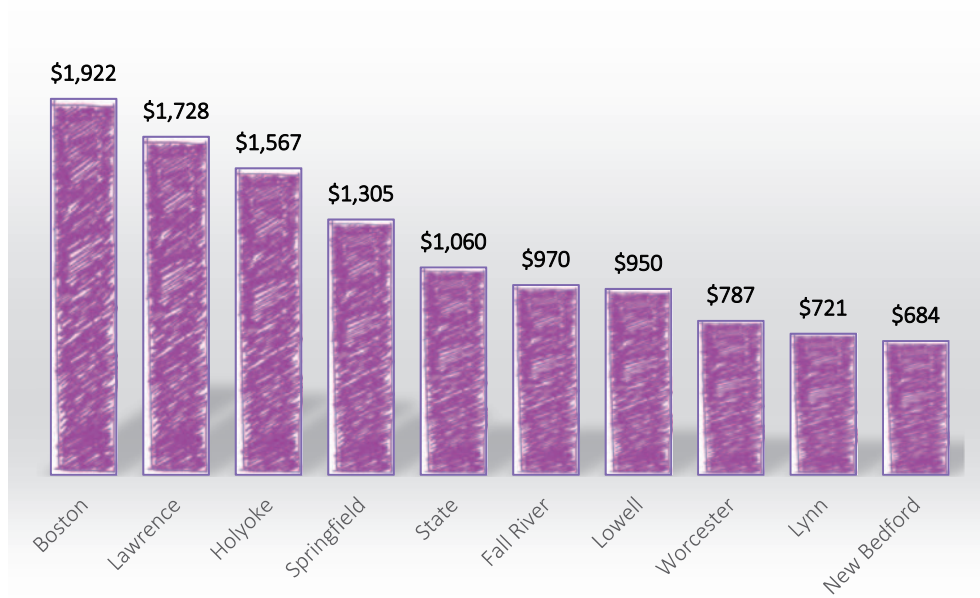
<sup>2</sup>The DESE Administration budgetary category includes the following sub-categories: School Committee; Superintendent; Assistant Superintendents; Other District-Wide Administration; Business and Finance; Human Resources and Benefits; Legal Service for School Committee, Legal Settlements, District-wide Information Management and Technology.



## Human Capital

Similarly, the next graph displays the expenditures per pupil for expenses in the Instructional Leadership budgetary category. Taken in the aggregate, the expenses in the various sub-categories for Instructional Leadership amount to \$787 per pupil in the Worcester Public Schools. The statewide average for FY 2017 was \$1,060. Compared to the other urban districts in the Commonwealth, Worcester had a relatively lower per pupil expenditure in this category, falling below the expenditures of Boston, Lawrence, Holyoke, Springfield, Fall River, Lowell and the state average.

**Comparison of per pupil expenditures on Instructional Leadership between the Worcester Public Schools and urban peer districts, FY 2017**





## Student Enrollment

As of January 1, 2018, 29,332 school-aged children were residing in the City of Worcester (Massachusetts Department of Education, School Attending Children Report, 2018). As indicated in Table 1, 82.71% of these children were enrolled in the Worcester Public Schools in grades K-12. In addition, 6.57% of school-aged children were enrolled in private or parochial schools while 7.3% were enrolled in charter schools. Smaller proportions of students were enrolled at an educational collaborative, in an out-of-district public school, or home schooled.

An examination of this data shows that enrollment patterns vary by grade level. The proportion of city children attending school in the WPS is higher in the early grades suggesting that more parents may be considering school choice alternatives as their children move into middle and high school. For example, 88 percent of kindergarten students residing in the city attend the WPS compared to 83.56 percent of 6<sup>th</sup> graders. This rate drops to 79.37 percent for children in the 7<sup>th</sup> grade.

### Percent of city students enrolled in various school types by grade, 2017-18

Grade	Worcester Public Schools	Charter Schools	Out-of-District Public Schools	Private & Parochial Schools	Total Number of Students
K	88.01%	7.09%	0.49%	4.20%	2,427
Gr. 1	87.21%	8.02%	0.40%	3.84%	2,268
Gr. 2	85.07%	7.63%	0.65%	5.83%	2,163
Gr. 3	84.65%	8.53%	0.83%	4.87%	2,299
Gr. 4	85.78%	7.63%	1.29%	4.18%	2,321
Gr. 5	82.66%	8.94%	1.76%	5.46%	2,215
Gr. 6	83.56%	7.84%	1.16%	5.30%	2,245
Gr. 7	79.37%	9.03%	1.99%	7.66%	2,259
Gr. 8	78.48%	9.20%	2.43%	7.89%	2,142
Gr. 9	80.43%	5.62%	2.89%	8.89%	2,350
Gr. 10	80.32%	5.52%	2.15%	9.91%	2,281
Gr. 11	80.54%	6.16%	2.47%	8.68%	2,143
Gr. 12	78.46%	6.62%	2.61%	9.01%	2,219
<b>Total</b>	<b>82.71%</b>	<b>7.51%</b>	<b>1.62%</b>	<b>6.57%</b>	<b>29,332</b>



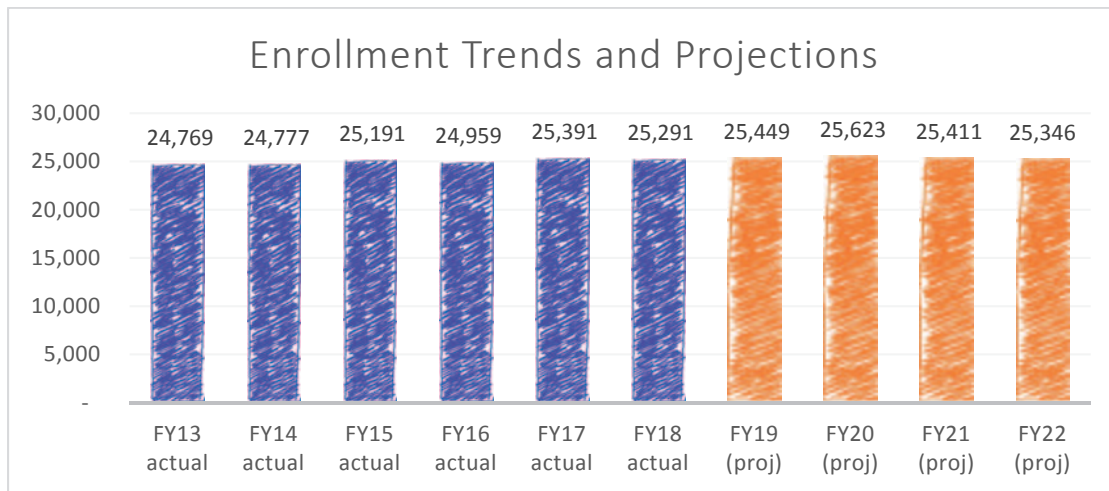


## Student Enrollment

### Trends and Projections



The enrollment of the Worcester Public Schools has increased or remained relatively stable over the last several years. Using recent trends, the enrollment is projected to increase and then return to current levels during the next four years, with flat enrollment 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 FY13-FY18 and projected enrollments for FY19-FY22. 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.



# Student Enrollment

## Enrollment Trends and Projections by School: Elementary Schools

School Name	Actual					Current	Projected			
	12-13	13-14	14-15	15-16	16-17		18-19	19-20	20-21	21-22
Belmont Street	523	540	548	583	552	571	581	574	569	564
Burncoat St Prep	189	187	218	227	261	297	318	338	347	364
Canterbury St Mag	357	336	377	370	369	371	371	364	363	366
Chandler Elementary	402	419	456	500	507	486	495	489	495	486
Chandler Magnet	417	440	473	484	465	433	458	476	460	457
City View	579	552	521	492	506	483	476	484	487	477
Clark St	350	318	289	247	200	261	248	244	239	241
Columbus Park Prep	416	465	459	454	480	507	520	521	528	522
Elm Park Community	495	491	490	466	503	474	477	466	461	460
Flagg St	433	415	413	413	403	413	416	425	428	427
Gates Lane	678	656	681	645	598	570	540	548	534	529
Goddard School	598	528	484	488	506	467	456	443	434	440
Grafton St	380	365	384	365	403	389	409	420	421	419
Heard St	267	275	285	298	268	297	303	312	314	317
Jacob Hiatt Mag	459	461	457	448	445	404	396	393	393	390
Lake View	316	296	289	290	300	286	292	293	283	285
Lincoln St	256	266	276	261	288	266	255	252	256	259
May St	313	314	329	331	334	343	350	350	344	337
McGrath	275	285	291	290	289	238	240	242	240	235
Midland St	230	236	243	229	241	227	231	238	234	232
Nelson Place	502	490	486	469	453	527	516	520	519	506
Norrback Av	614	571	584	577	566	562	551	553	541	530
Quinsigamond	741	758	795	772	810	745	743	729	706	704
Rice Square	406	385	428	422	417	427	453	460	464	475
Roosevelt	715	681	675	642	658	674	671	675	670	666
Tatnuck Magnet	430	444	413	382	383	392	398	396	383	385
Thorndyke Road	337	332	362	362	379	380	391	398	398	404
Union Hill	451	467	449	489	527	451	447	441	442	442
Vernon Hill	465	470	549	525	558	544	551	537	515	514
Wawecus Road	164	163	152	145	149	150	147	148	144	144
West Tatnuck	347	354	356	343	341	368	374	373	376	375
Woodland Academy	523	553	611	631	624	606	599	606	588	596
Worcester Arts Mag	375	388	404	405	412	406	415	417	412	409
<b>Total Elementary</b>	<b>14,003</b>	<b>13,901</b>	<b>14,227</b>	<b>14,045</b>	<b>14,195</b>	<b>14,015</b>	<b>14,088</b>	<b>14,129</b>	<b>13,990</b>	<b>13,954</b>



# Student Enrollment

## Enrollment Trends and Projections by School: Secondary Schools & Head Start and Enrollment Totals

	Actual					Current	Projected			
School Name	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<b>High Schools</b>										
Burncoat High	1,033	1,011	988	1,015	1,005	1,014	1,012	995	1,024	1,071
Doherty Memorial High	1,332	1,358	1,428	1,467	1,534	1,545	1,478	1,520	1,509	1,549
North High	1,265	1,329	1,341	1,290	1,284	1,275	1,188	1,140	1,175	1,142
South High	1,290	1,271	1,305	1,309	1,396	1,373	1,305	1,297	1,321	1,343
Worcester Technical High	1,355	1,362	1,405	1,359	1,391	1,389	1,408	1,450	1,487	1,506
Claremont Academy	438	444	497	501	536	552	561	564	558	572
University Park Campus	253	230	244	250	252	240	246	251	251	256
<b>Total High Schools</b>	<b>6,966</b>	<b>7,005</b>	<b>7,208</b>	<b>7,191</b>	<b>7,398</b>	<b>7,388</b>	<b>7,198</b>	<b>7,218</b>	<b>7,325</b>	<b>7,440</b>
<b>Middle Schools</b>										
Burncoat Middle	563	572	582	531	560	622	741	814	768	718
Forest Grove	977	963	931	983	1,000	979	999	1,020	1,001	981
Worc East Middle	655	702	787	787	813	814	838	862	809	785
Sullivan Middle	902	880	849	852	862	866	985	980	918	868
<b>Total Middle School</b>	<b>3,097</b>	<b>3,117</b>	<b>3,149</b>	<b>3,153</b>	<b>3,235</b>	<b>3,281</b>	<b>3,563</b>	<b>3,676</b>	<b>3,495</b>	<b>3,352</b>
<b>Head Start</b>	<b>703</b>	<b>754</b>	<b>607</b>	<b>570</b>	<b>563</b>	<b>607</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Enrollment Totals</b>	<b>24,769</b>	<b>24,777</b>	<b>25,191</b>	<b>24,959</b>	<b>25,391</b>	<b>25,291</b>	<b>25,449</b>	<b>25,623</b>	<b>25,411</b>	<b>25,346</b>



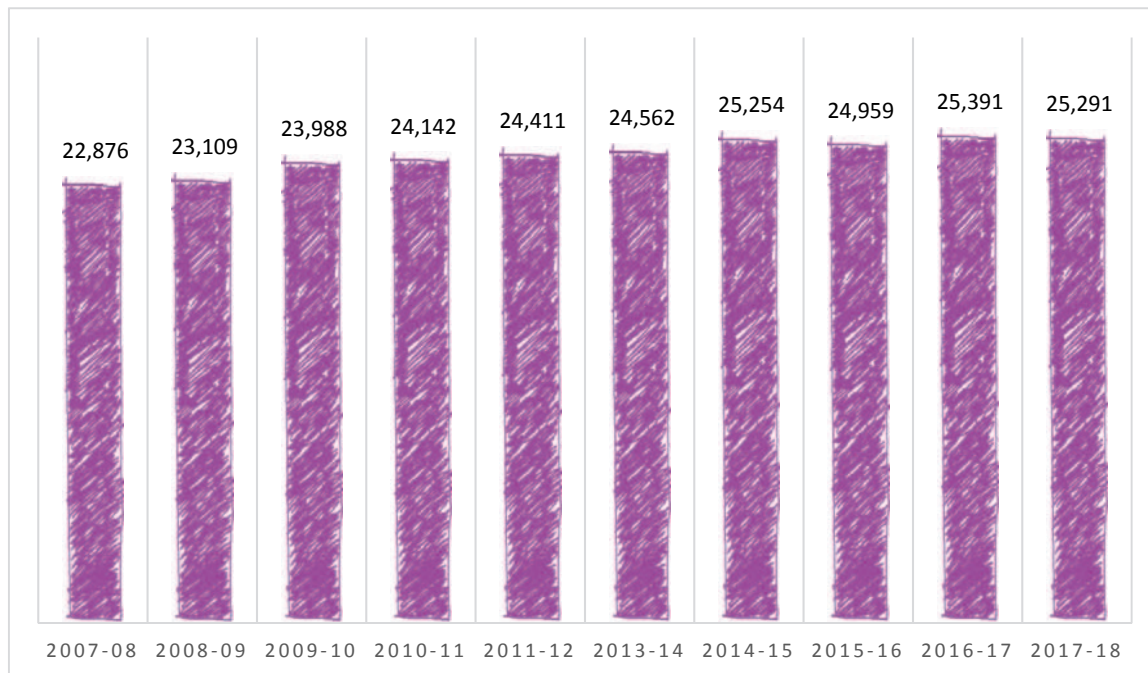
## Student Enrollment

As of October 1 of the 2017-18 school year, 25,291 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.

### Student Characteristics



#### Student enrollment in the Worcester Public Schools: 2007-08 to 2017-18



An examination of demographic data over time demonstrates that the profile of students attending the Worcester Public Schools has changed during the past decade. The following chart displays the proportion of enrollment in the Worcester Public Schools by the status of students as English Language Learners (ELL). A decade ago, only 17 percent of students were classified as ELL students. In 2017-18, 34% 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 (52%), Chandler Elementary (58%), Chandler Magnet School (71%), Clark Street Community School (58%), Elm Park Community School (56%), Goddard School of Science and Technology (56%), Lincoln Street (55%) and Woodland Academy (60%).



## Student Characteristics

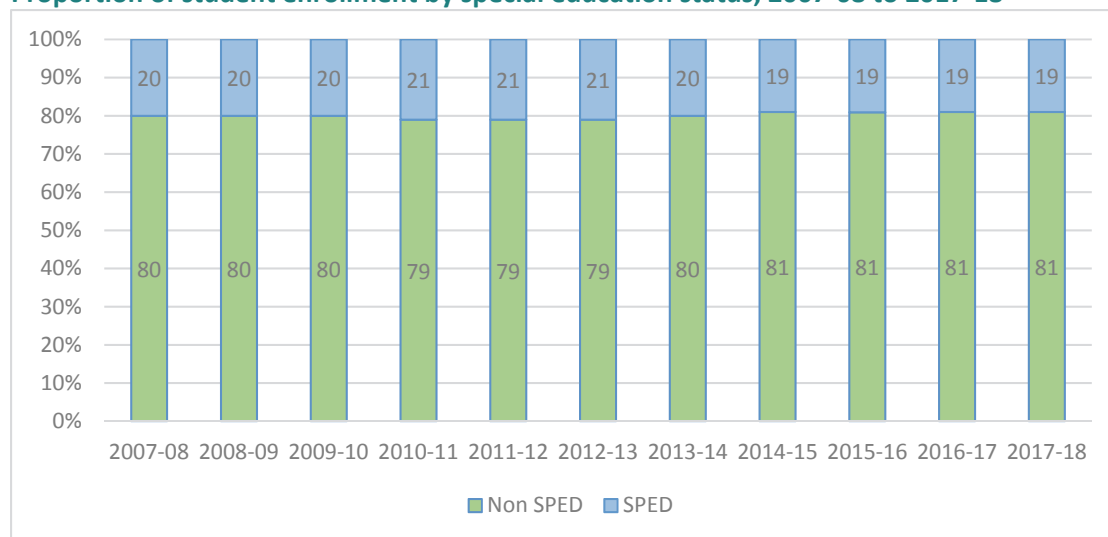
### Student enrollment in the Worcester Public Schools by student socio-economic status\*: 2007-08 to 2017-18



\* 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 the next graph, the proportion of special education students in the district has fluctuated over the past decade, but has held steady at 19 percent for the past 4 years, one percent lower than in 2007-08.

### Proportion of student enrollment by special education status, 2007-08 to 2017-18





## 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 FY19 budget.

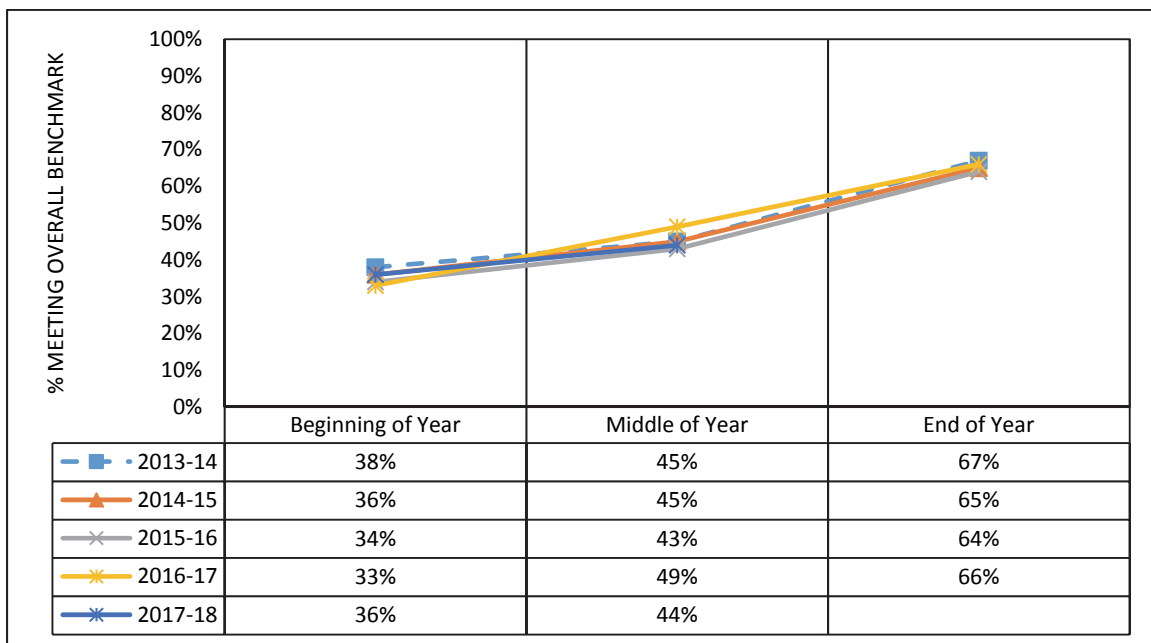
Beginning in 2016-17, the district transitioned from requiring DIBELS to be administered to all students in kindergarten and grade 1 to allowing schools to decide how they will use the assessment. In most elementary schools, these short (one minute) fluency measures are used to regularly monitor student progress. However, the change in testing requirements should be taken into consideration when interpreting the data.

### Early Literacy Skill Development



The following graph summarizes kindergarten performance with respect to important foundational reading skills based on beginning, middle and end of year measures collected during 2013-2018 School Years. By the middle of 2017-18, 44% of tested 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 2017-18.

#### 2013-14 through 2017-18 DIBELS Next: % Meeting Benchmark (80% of Kindergarten Students)





## Student Outcomes

### Massachusetts Comprehensive Assessment System (MCAS)

### State Testing



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 2017-2018, the state revised the reporting of the Next Generation MCAS (Grades 3-8) and the new scoring categories better communicate to families what students' strengths are and where there is more work to be done. High school reporting are still in accordance with the original categories. The new categories for Grades 3-8 are: Exceeding Expectations: A student who performed at this level exceeded grade-level expectations by demonstrating mastery of the subject matter; Meeting Expectations: A student who performed at this level met grade-level expectations and is academically on track to succeed in the current grade in this subject; Partially Meeting Expectations: A student who performed at this level partially met grade-level expectations in this subject. The school, in consultation with the student's parent/guardian, should consider whether the student needs additional academic assistance to succeed in this subject; and Not Meeting Expectations: A student who performed at this level did not meet grade-level expectations in this subject. The school, in consultation with the student's parent/guardian, should determine the coordinated academic assistance and/or additional instruction the student needs to succeed in this subject. Because of the change in the scoring categories, it is difficult to compare the results from the previous years in Grades 3-8.

In MCAS participating schools in 2016-2017, 64 percent of WPS students scored Proficient or Advanced in the ELA MCAS assessment (see Table 16). In Mathematics, 52% 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. Statewide comparison data is not available for Mathematics and ELA due to the small number of schools that participated in MCAS as opposed to PARCC during the 2015-16 school year.

Among students in MCAS participating schools, the median ELA SGP for students across all grades was 56.0, indicating that the typical student in the MCAS participating schools in the WPS scored slightly higher in 2016 than Massachusetts students with similar performance histories. In mathematics, the median SGP across all grades was 58.0. The statewide median growth rate for Mathematics and ELA is not reported for the 2015-16 school year because most schools in the commonwealth participated in PARCC as opposed to MCAS.





## Student Outcomes

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 has developed a new "Next Generation" MCAS assessment that will include MCAS- and PARCC-like items, as well as some newly developed items. This assessment will be available in computer-based and paper-based form. The new MCAS assessment was administered for the first time to students in grades 3-8 during the Spring of 2017. In 2016-17, students in grades 4 and 8 took the computer based form of MCAS. High school students will continue to participate in the "legacy" MCAS assessment until 2019 when the Grade 10 MCAS is expected to transition to the new assessment.

### English Language Arts MCAS 2.0 Results by Grade Level (Next Generation MCAS Grades 3-8)

(New Scoring - Baseline year) Grades 4, 8 – Took Computer Based Test

Grade	Number of Students	% Exceeding & Meeting Expectations	% Exceeding Expectations	% Meeting Expectations	% Partially Meeting Expectations	% Not Meeting Expectations	Median SGP
3	1901	31	4	26	48	22	
4	1780	34	4	29	47	19	49
5	1849	35	4	31	45	19	53
6	1755	37	4	32	48	15	53
7	1630	31	3	28	48	21	44
8	1626	33	5	28	45	23	50

### Mathematics MCAS 2.0 Results by Grade Level (Next Generation MCAS Grades 3-8)

(New Scoring - Baseline year) Grades 4, 8 – Took Computer Based Test

Grade	Number of Students	% Exceeding & Meeting Expectations	% Exceeding Expectations	% Meeting Expectations	% Partially Meeting Expectations	% Not Meeting Expectations	Median SGP
3	1908	29	3	26	46	25	
4	1778	33	3	30	44	24	52
5	1850	26	3	23	52	22	54
6	1755	32	3	30	47	20	58
7	1635	24	2	22	52	25	37
8	1624	25	4	21	52	22	43



## Student Outcomes

### English Language Arts MCAS Results 10<sup>th</sup> Grade (Legacy MCAS)

Grade	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
10	1640	80	31	49	14	6	49.0

### Mathematics MCAS Results 10<sup>th</sup> Grade (Legacy MCAS)

Grade	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
10	1651	58	34	23	22	20	51.0

### Science and Technology/Engineering MCAS Results by Grade Level (Legacy MCAS)

Grade	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
All Grades	5003	38	9.6	28	38	24
5	1844	32	11	21	43	25
8	1627	24	1	23	40	36
10	1532	58	17	41	31	11

### English Language Arts Results, Grade 10 MCAS, 2011-2017 (Legacy MCAS)

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
2017	1640	80	31	49	14	6	49.0
2016	1730	82	31	51	12	5	54.0
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

In grade 10, trends since 2011 show significant improvement in both ELA and STE. The math scores remain static. In grade 10, 80 percent of students scored Proficient or Advanced on the ELA MCAS, up from 68 percent in 2011. In Mathematics, 58 percent of students scored Proficient or Advanced compared to 58 percent in 2015 and 59 percent five years earlier in 2011.



## Student Outcomes

### Mathematics Grade 10 MCAS, 2011-2017 (Legacy MCAS)

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
2017	1651	58	34	23	22	20	51.0
2016	1751	60	36	24	23	17	53.0
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

In STE, students continue to make gains, 58 percent of students scored Proficient or Advanced, up from 51 percent in 2016 and from 40 percent in 2011. In the aggregate, across all grade levels in STE, the percentage of students scoring Proficient or Advanced increased to 38 percent from 28 percent in 2011.

### Science & Technology/Engineering Grade 10 MCAS, 2011-2017 (Legacy MCAS)

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
2017	1532	58	17	41	31	11
2016	1642	51	12	39	39	10
2015	1458	49	12	37	41	10
2014	1559	46	12	34	43	11
2013	1455	45	9	36	44	10
2012	1405	46	7	39	43	11
2011	1478	40	6	34	45	15

**Table 22. Science & Technology/Engineering, All grades, MCAS, 2011-2017 (Legacy MCAS)**

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
2017	5003	38	9.6	28	38	24
2016	5,053	33	7	26	42	25
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



## Student Outcomes

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.

### Advanced Placement



The table 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 2011 to 31.3 percent in 2017. 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 2017, 1,422 students across the district took at least one AP exam. This represents a 61% increase over six years.

#### AP Exams: WPS Score Distribution by Year, 2011 – 2017

		2011	2012	2013	2014	2015	2016	2017
1	%	30.9%	35.9%	32.2%	35.3%	42.6%	40.4%	38.0%
	#	449	607	582	732	974	907	900
2	%	29.1%	26.2%	29.7%	30.1%	26.3%	27.8%	29.4%
	#	423	444	536	624	601	623	696
3	%	23.0%	21.6%	23.0%	18.7%	19.2%	18.0%	19.7%
	#	334	365	415	387	438	404	465
4	%	11.0%	10.9%	9.5%	11.1%	8.5%	9.4%	8.4%
	#	159	185	172	230	195	210	199
5	%	6.0%	5.4%	5.6%	5.1%	3.5%	4.5%	3.3%
	#	87	92	101	105	79	101	77
3 or above	%	39.9%	37.9%	38.1%	34.8%	25.9%	31.9%	31.3%
	#	580	642	688	722	593	715	741
Total # of Exams		1,452	1,693	1,806	2,071	2,287	2,245	2,366
Total # of Test Takers		885	1,067	1,135	1,270	1,379	1,364	1,422



## Student Outcomes

### 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. From 2011-2015, three scores in critical reading,

mathematics, and writing were reported on a 200 to 800-point scale.

#### SAT Participation and Performance and Participation 2011-2015

	2011	2012	2013	2014	2015
# Test Takers	953	857	907	875	982
Average Critical Reading	438	433	435	439	430
Average Math	451	456	458	459	450
Average Writing	426	426	430	431	420

In 2016, SAT was redesigned, with scores reported in two critical areas: evidence based reading and writing and mathematics.

#### SAT Participation and Performance and Participation 2016-2017

	2016	2017
# Test Takers	855	1782
Average Math	505	490
Average Evidence Based Reading Writing	497	484
Average Total Score	1003	973

Participation in the SAT among WPS students fluctuated from 2011 through 2016, but significantly increased in 2017 due to district initiatives to expand testing opportunities. There were slight decreases in average reading writing and mathematics performance from 2016 to 2017, but these are insignificant given the large increase in participation.



## Student Outcomes

In 2017, for the eighth 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 2017, 83.3 percent graduated within four years.

District-wide, the graduation rates have risen by 11.9 percent since 2010, increasing from 71.4 to 83.3 percent over this 8-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 2017 was 88.3 percent, up slightly from 87.5 percent in 2016 and from 82.1 percent in 2010.

### Graduation and Dropout



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 increased slightly this year to 2.2 percent from 1.9 percent in 2016. Statewide, the dropout rate decreased slightly for 2016.

#### 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
2017	83.3	88.3	2.2	1.8
2016	81.9	87.5	1.9	1.9
2015	80.8	87.3	1.7	1.9
2014	79.2	86.1	2.4	2.0
2013	73.4	85.0	3.4	2.2
2012	72.3	84.7	4.1	2.5
2011	72.0	83.4	3.7	2.7
2010	71.4	82.1	3.8	2.9



*If all Worcester Public School's personnel provide or support high quality teaching and learning...*

*...then all Worcester Public Schools' students will continuously achieve higher performance levels.*

## Our teacher became a U.S. President

John Adams

## Our student was the father of modern rocketry

Robert H. Goddard



From here...

Go Anywhere!





**APPENDICES**



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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.

## School Staffing Allocation Formula



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:

A large part of the schools' budgets are calculated according to formula. Allocating staff and per pupil instructional funds using formulas based on enrollment (differentiated for Chapter 74, special education, and ESL instruction) is done to ensure funding equity among schools and programs. All Worcester schools receive a similar level of support for those resources subject to the formulas. The purpose of funding formulas is to provide a base level of equity and consistency for personnel and supplies to meet instructional goals and to adequately deliver instruction, to provide predictability regarding budgetary planning and to assure compliance with state standards.

Category	Elementary	Middle School	High School
Assistant Principal	Schools with 400 or more pupils should have one non-teaching assistant principal.	All schools will have two non-teaching assistant principals unless need is otherwise demonstrated through student data.	Schools with student enrollment of 1300 or more will have 4 assistant principals.
	Schools with less than 400 pupils and a STEP Program should have one non-teaching assistant principal.		Schools with student enrollment between 1000 – 1299 will have 3 assistant principals.
	Schools with less than 400 pupils should have a teaching assistant principal unless need is otherwise demonstrated through student data.		Schools with student enrollment below 999 will have 2 assistant principals.



## School Staffing Allocation Formula

**A**

Category	Elementary	Middle School	High School
Focused Instructional Coach	All schools will have an instructional coach.		
Classroom Teachers	Classroom Allocation:	Classroom Allocation:	Classroom Allocation
	Enrollment (per grade)	Number of Teachers	
	Up to 27	1	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.
	28-50	2	
	51-75	3	
	76-100	4	
	Greater than 100	5 or as appropriate	



## School Staffing Allocation Formula

**A**

Category	Elementary	Middle School	High School
Physical Education, Art, Music, and Enrichment	<p>All students Grades K – 6 must participate</p> <p>One - 40 minute class per week</p> <p>5 – 10 minutes between classes</p> <p>Single classes only, classes should never be combined for safety and instructional reasons</p> <p>Four – 40 minute preparation periods per week (including Health Education for Grades 4-6)</p> <p>30 minute duty free lunch daily</p> <p>All schools should offer at least one of the following: Chorus, Band or Ensemble group (music only)</p>	<p><b>Physical Education</b></p> <p>All students grades 7 &amp; 8 must participate</p> <p>25 hours minimum per student each year</p> <p>25 -30 students maximum per teacher per class</p>	<p><b>Physical Education</b></p> <p>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.</p> <p>All schools should offer the traditional PE courses as well as the PE options.</p> <p>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.</p> <p>Students are allowed to take only one (1) physical education course or PE equivalent course each year to earn their 4 year participation requirement.</p> <p>Examples of eligible school-sponsored activities include ROTC, cheerleading, Burncoat's dance program, and athletic sports.</p>
		<p><b>Art and Music:</b></p> <p>All schools must offer art and music</p>	



## School Staffing Allocation Formula



Category	Elementary	Middle School	High School
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	All students grades 7 & 8  25 – 30 students per class	.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
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.	
School Adjustment Counselors and School Psychologists	Assigned to schools based on student needs		
Librarian	Determined through innovation plans or Level 4 stakeholder process	Each Secondary School will have one librarian	



**School Staffing  
Allocation Formula**

**A**

**Special Education (All Levels as Applicable)**

Setting	Parameters	Additional Consideration
Pre-school	<p>½ day programs: 8 typically developing children 7 Sped children</p>	Facility check to insure safety of children based on location of classroom
Inclusion/ Resource	<p>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.</p> <p>Effective inclusion models should include a general education teacher and a certified special educator.</p> <p>Overall – Special Needs Teacher caseloads average up to 36 students</p>	Staff to student ratios must be considered when determining the staffing needs/caseloads
Resource / Learning Center	<p>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)</p> <p>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</p>	<p>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</p> <p>A teacher of record's caseload may exceed 48 months but the instructional groupings must not.</p> <p>Other considerations: - School enrollment -Elementary level needs vs. Secondary level needs -IEP level of need</p>



**School Staffing  
Allocation Formula****Special Education (All Levels as Applicable)**

Setting	Parameters	Additional Consideration
<b>Substantially/Separate Special Needs Programs</b>	Regulations 603CMR28.06(6)(c) and (d) Instructional Groupings Ratios:	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
<b>Primarily for students with complex special needs.</b>	8 SWD + (1) Certified Special Educator	
<b>Students with Disabilities (SWD)</b>	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
	16 SWD + (1) Certified Special Educator is assisted by + (2) I A's Instructional Assistants	A teacher of record's caseload may exceed 48 months but the instructional groupings must not
	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	



## School Staffing Allocation Formula

# A

### ESL Instruction For English Learners:

Category	Elementary	Middle School	High School
Scheduling	As much as possible, support the “integrated” model by assigning ELLs to Dual Licensed (Elementary/ESL) from the building	ELLs level 1, 2 and low level 3s: Two periods of ESL (period = at least 45 minutes, 90 minutes total)	ELLs level 1 and 2; 2 periods of ESL (Language and Literacy Acquisition A/B courses)
	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)	ELLs high level 3, level 4 and level 5, one period of ESL	Low level 3s, two periods of ESL (Language and Literacy Acquisition C)
	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)		High level 3s; one period of ESL (Language or Literacy Acquisition C courses, or Academic language A or B)
			Level 4 and 5 students, one period of ESL (Language or Literacy Acquisition D courses for level 4s, Academic Language A or B courses)
	*All English language development instruction (ESL) should be provided by ESL certified instructional personnel. For detailed scheduling parameters, follow the <i>Guidance for ELL Scheduling dated October 27, 2015</i> .		
	* ESL certified teachers from the ELL Department are expected to teach ESL only. * Elementary classroom and secondary content teachers with ELLs in their classrooms require the SEI Endorsement		
	<u>*Considerations:</u> <ul style="list-style-type: none"> <li>Students may have a new proficiency level next year</li> <li>ELL students with disabilities should be scheduled with ESL courses in congruence with the parameters above and the district’s Guidance for ELL Scheduling.</li> </ul>		



## Massachusetts Department of Education Chart of Accounts



This section describes the general requirements for reporting expenditure data from school committee appropriation, municipal spending in support of schools, revolving and special funds and state and federal grants and contracts to the Massachusetts Department of Elementary and Secondary Education. Each school district shall report the following revenues and expenditures as required in the annual End-of-Year Financial Report in accordance with M.G.L. c.72, s.3.

This section specifies the criteria for reporting functional categories of expenditures and gives the specific items that should be reported under these categories. The Worcester Public Schools budget aligns each expenditure category to the following function codes, in accordance with MA DESE reporting requirements:

### 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 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)  
Admin. Building Technology (2250)  
Teachers, Classroom (2305)  
Medical/ Therapeutic Services (2320)  
Substitute Teachers, Long Term (2324)  
Substitute Teachers, Short Term (2325)  
Non-Clerical Para-Professionals/Instructional Assistants (2330)  
Librarians and Media Center Directors (2340)  
Professional Development Leadership (2351)  
Instructional Coaches (2352)  
Stipends for teachers providing instructional coaching (2354)

Instructional Staff Costs to Attend Professional Development (2356)  
Outside Professional Development Provider (2358)  
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)



## Massachusetts Department of Education Chart of Accounts

**B**

### Function Code 4000 – Operations & Maintenance

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)  
 Employee Separation Costs (5150)  
 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 (5990)

### 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  
 Tuition to Mass. Schools (9100)  
 School Choice Tuition (9110)  
 Tuition to Commonwealth Charter Schools  
 Tuition to Horace Mann Charter Schools (9125)  
 Tuition to Out-of-State Schools (9200)  
 Tuition to Non-Public Schools (9300)  
 Tuition to Collaboratives (9400)  
 Regional School Assessment (9500)



## Understanding the State's Foundation Budget



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:

### Foundation Budget Per Pupil Allocation (House of Representatives Propsed Budget)

Student Demographic	FY19 Per Pupil Allotment	Comment
Pre-School, Kindergarten Half	\$3,858.82	
Kindergarten-Full	\$7,717.73	
Elementary	\$7,763.02	Grades 1-5
Junior/Middle	\$7,423.99	Grades 6-8
High School	\$9,140.87	
Special Ed-In School	\$26,304.43	Not actual headcount: assumed at 3.75% of enrollment
Special Ed-Tuitioned Out	\$27,401.12	Not actual headcount: assumed at 1% of enrollment
Limited English PK or K Half Time	\$4,884.17	
Limited English Full-time	\$9,740.36	
Vocational	\$13,837.16	
Economically Disadvantaged	\$3,979.57	Increment funding to student grade above (Decile 10 rate). Worcester is in 10 <sup>th</sup> decile

Using this state formula per pupil allocation, the FY19 foundation budget for the Worcester Public Schools is \$350.1 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 2019, the City's calculated minimum local contribution amount is \$100.2 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 2019, this amount is \$249.9 million.



The following is the preliminary net school spending (NSS) requirement for FY2019. Final numbers are determined upon approval of the State budget and submittal to the DESE for official calculation.

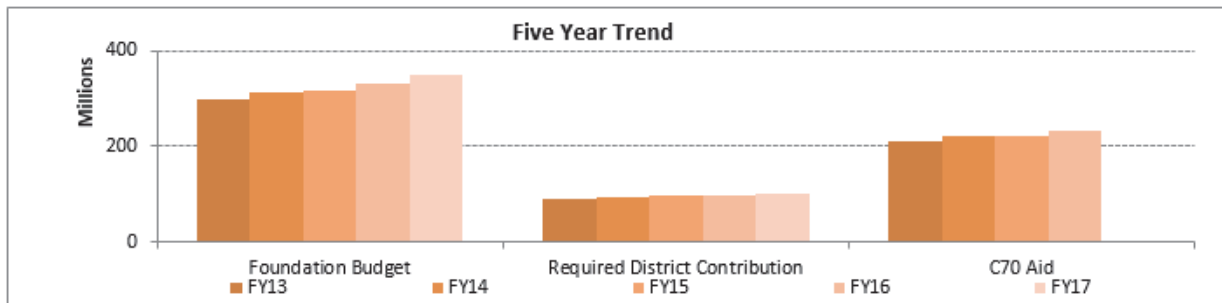
## Understanding the State's Foundation Budget



### FY18 to FY19 Comparison (House of Representatives Version of State Budget for FY19)

	FY18	FY19	Change	Pct Chg
Foundation budget	\$342,886,581	\$350,102,419	\$7,215,838	2.10%
Required district contribution	\$97,679,398	\$100,207,524	\$2,528,126	2.59%
Chapter 70 aid	\$245,207,183	\$249,894,895	\$4,687,712	1.91%
Required net school spending (NSS)	\$342,886,581	\$350,102,419	\$7,215,838	2.10%
Target state aid share of budget	71.70%	71.42%		
Chapter 70 aid % of foundation	71.51%	71.38%		
Required NSS % of foundation	100%	100%		

### Foundation Budget, Required district contribution, and State Aid Five Year Trend





# Understanding the State's Foundation Budget



## Determination of City Total Required Contribution FY19

### Effort Goal

1) 2016 equalized valuation	12,237,662,200
2) Property percentage	0.3661%
3) Local effort from property wealth	44,807,051
4) 2015 income	3,877,081,000
5) Income percentage	1.4249%
6) Local effort from income	55,244,032
7) Combined effort yield (row 3+ row 6)	100,051,083
8) Foundation budget FY19	350,102,419
9) Maximum local contribution (82.5% * row 8)	288,834,496
10) Target local contribution (lesser of row 7 or row 9)	100,051,083
11) Target <b>local</b> share (row 10 as % of row 8)	28.58%
12) Target <b>aid</b> share (100% minus row 11)	71.42%
25) Contribution as percentage of foundation (24 / 8)	

### FY19 Increments Toward Goal

13) Required local contribution FY18	97,679,398
14) Municipal revenue growth factor (DOR)	4.43%
15) FY19 preliminary contribution (13 x 14)	102,006,595
16) Preliminary contribution pct of foundation (15/8)	29.14%

#### *If preliminary contribution is above the target share:*

17) Excess local effort (15 - 10)	1,955,512
18) 92% reduction toward target (17 x 92%)	1,799,071
19) FY19 required local contribution (15 - 18), capped at 90% of foundation	100,207,524
20) Contribution as percentage of foundation (19 / 8)	28.62%



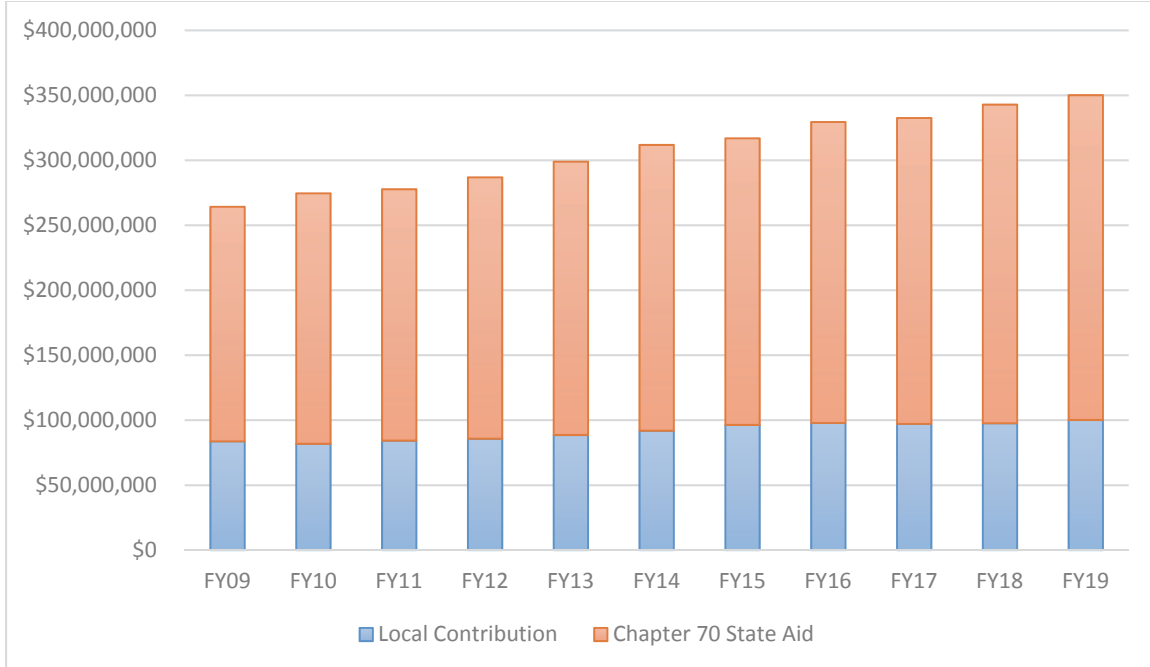


The following is the revenue trends for both Chapter 70 state aid and the required local contribution from FY09-FY19:

## Understanding the State's Foundation Budget



### Required Local Spending and State Aid History



Fiscal Year	Required Local Spending	Chapter 70 State Aid	Total Required Spending
FY09	\$83,762,339	\$180,493,947	\$264,256,286
FY10	\$81,810,677	\$192,784,395	\$274,595,072
FY11	\$84,305,903	\$193,424,620	\$277,730,523
FY12	\$85,772,826	\$201,135,279	\$286,908,105
FY13	\$88,586,175	\$210,364,137	\$298,950,312
FY14	\$91,934,732	\$219,897,733	\$311,832,465
FY15	\$96,374,700	\$220,569,583	\$319,944,283
FY16	\$97,927,769	\$231,540,738	\$329,468,507
FY17	\$97,188,059	\$235,402,233	\$332,590,292
FY18	\$97,679,398	\$245,207,183	\$342,886,581
FY19	\$100,207,524	\$249,894,895	\$350,102,419

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).

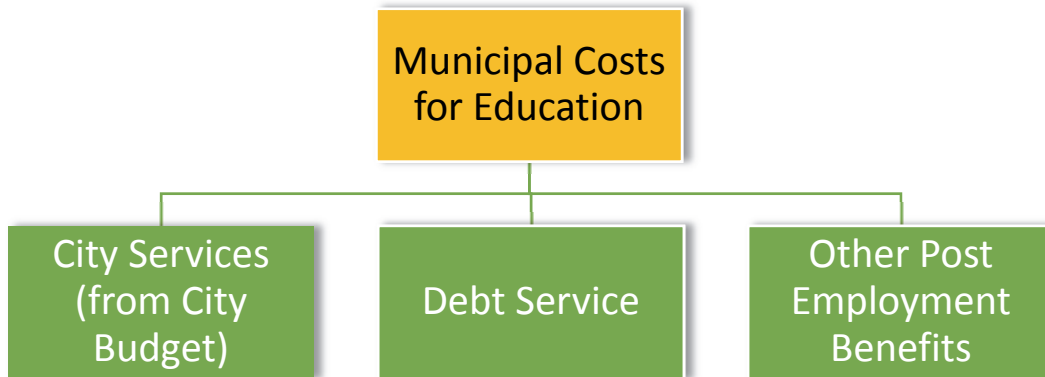


## Municipal Spending for Education



## Share of Local Spending for Schools

Areas of Municipal Spending for Education:



### Share of Local Revenue for Education in Worcester

The City of Worcester provides both direct and indirect funding support of the Worcester Public Schools. The direct funding is included in the general fund section of this budget document. The City of Worcester also provides certain municipal administrative, public safety, and public works services for the Worcester Public Schools. These amounts are eligible to be counted towards the state's required spending for education, as measured by a term called "net school spending". The municipal agreement and calculations for meeting net school spending are detailed on the next several pages.

There are elements of the general fund budget of the Worcester Public Schools that are not eligible for this "net school spending" calculation and thus are fully funded by the City of Worcester. These costs are student transportation, adult education, crossing guards, non-educational equipment, and building rentals. In FY18, these costs total \$19.1 million.

In addition, the City of Worcester incurs debt for building construction, building renovations, and capital equipment purchases for the Worcester Public Schools. Although these costs also do not count towards the city's net school spending requirement, the costs associated with building replacement and repairs, as well as new technology, school buses, school safety equipment, and facilities equipment are necessary for the operation of the district. In FY18, the city's debt costs associated with Worcester Public Schools was \$19.9 million. The schedules of debt, as submitted to the Massachusetts Department of Elementary and Secondary Education are included in the following pages.

Finally, the cost of Other Post Employment Benefits (OPEB), the cost of retiree health insurance, has a significant impact on the city's budget. Again, these costs are not captured as part of the district's budget, but the following pages show the impact on the city for school employees and retirees.



# Net School Spending Calculation

## Municipal Spending for Education



Fiscal Years 2019 and 2018 Budget, Actual  
Spending for 2015-2017

	Actual 2015	Actual 2016	Actual 2017	Adopted 2018	Budget 2019
<b>Calculation of Required Contribution:</b>					
1 Foundation budget	316,944,283	329,468,507	332,590,292	342,886,581	350,102,419
Less:					
2 Chapter 70 aid	220,569,583	231,540,738	235,402,233	245,207,183	249,894,895
3 Required Contribution	96,374,700	97,927,769	97,188,059	97,679,398	100,207,524
<b>Calculation of Actual Contribution:</b>					
School expenditures:					
4 School budget	304,751,781	318,291,993	322,962,307	335,120,190	341,640,882
Add state charges:					
Charter schools	24,456,630	24,793,043	24,539,164	24,851,912	26,019,458
School Choice	2,700,679	2,669,896	2,774,599	2,795,409	2,833,889
Special Education	141,940	179,832	249,164	259,131	245,091
5 Total	332,051,030	345,934,764	350,525,234	363,026,642	370,739,320
Less School Local Aid:					
Chapter 70 aid	220,569,583	231,540,738	235,402,233	245,207,183	249,894,895
Charter school tuition reimbursement	1,840,663	2,084,813	1,804,840	1,779,749	2,276,589
6 Total School Local Aid	222,410,246	233,625,551	237,207,073	246,986,932	252,171,484
7 Actual contribution	109,640,784	112,309,213	113,318,161	116,039,710	118,567,836
8 Required contribution	96,374,700	97,927,769	97,188,059	97,679,398	100,207,524
9 Excess contribution	13,266,084	14,381,444	16,130,102	18,360,312	18,360,312
<b>Calculations of total excess contributions:</b>					
Excess contribution from above schedule	13,266,084	14,381,444	16,130,102	18,360,312	18,360,312
Additional contributions (city services):					
City Administration (1)	4,014,156	4,046,924	4,235,305	4,667,044	4,760,385
Police(1)	407,084	763,558	1,021,768	1,047,900	1,068,858
Water/Sewer	523,414	506,975	520,951	530,079	540,681
10 Total excess contributions	18,210,738	19,698,901	21,908,126	24,605,335	24,730,235
<b>School expenditures not eligible for net school spending:</b>					
Transportation	16,538,082	17,637,181	18,037,009	18,825,628	19,523,809
Crossing Guards	497,644	484,384	463,307	552,934	506,745
Building Rentals	405,937	409,039	520,951	540,794	566,730
Adult Education	98,904	70,598	114,663	95,585	95,585
Prior year unexpended encumbrances	65,480	76,293	271,808	0	0
11 Total Non Educational Expenditures	17,606,047	18,677,495	19,407,738	20,014,941	20,692,869
12 Excess (deficient) contribution	604,691	1,021,406	2,500,388	4,590,394	4,037,366
13 Required Spending Shortfall Prior Year	(2,906,200)	(2,301,509)	(1,280,103)		
14 Funding (Deficiency)	(2,301,509)	(1,280,103)	1,220,285	4,590,394	4,037,366



## Municipal Spending for Education



## City Costs for School Services

### Agreement for Allowable Municipal Expenditures

#### City of Worcester and Worcester Public Schools

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.



## Municipal Spending for Education



**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.



Municipal Spending  
for Education

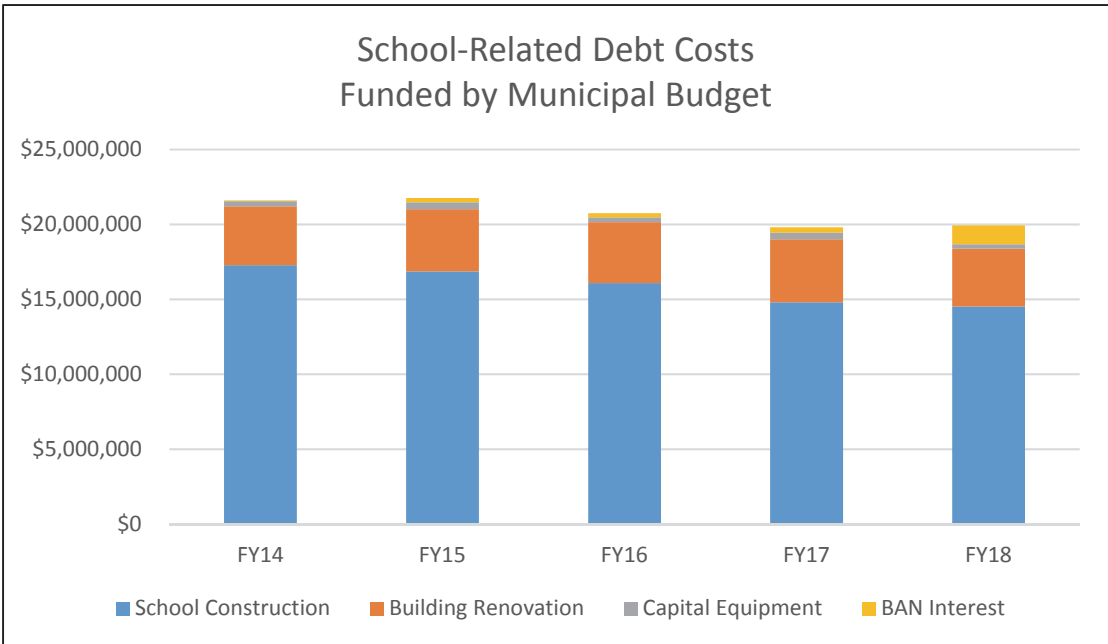


City Costs for School Debt

City Costs for School Debt

As a municipal department of the City of Worcester, the Worcester Public Schools cannot incur debt for the purchase of equipment or buildings. The City of Worcester fund capital equipment, building renovations, and new building construction for the Worcester Public Schools. In accordance with the municipal agreement for school spending, the following debt costs are included in the annual spending for schools as part of the state's End of Year Financial Report.

Description	FY14	FY15	FY16	FY17	FY18
School Construction	\$17,272,824	\$16,857,499	\$16,080,436	\$14,793,371	\$14,522,175
Building Renovations	\$3,929,455	\$4,159,205	\$4,066,403	\$4,214,093	\$3,853,724
Capital Equipment	\$345,905	\$453,209	\$322,487	\$437,415	\$293,443
BAN Interest	\$53,192	\$292,422	\$278,739	\$360,424	\$1,264,186
<b>TOTAL</b>	<b>\$21,601,376</b>	<b>\$21,762,335</b>	<b>\$20,748,065</b>	<b>\$19,805,303</b>	<b>\$19,933,528</b>





## School Share of OPEB Liability

## Municipal Spending for Education



### School Share of OPEB Liability

In accordance with GASB Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions (GASB 45). The following information is adapted from a report provided to the City of Worcester by KMS Actuaries LLC in October 2016 to highlight the costs of the OPEB for school district employees.

Summary of Member Data	FY16	FY17
Active Members	2,719	
Average Age	46.9	
Average Service	13.0	
Retired Members & Survivors	2,953	
Average Age	72.9	
<b>Unfunded Actuarial Accrued Liability (UAL)</b>	<b>\$509,807,319</b>	<b>\$532,755,476</b>
<b>Annual Required Contribution (ARC):</b>		
Normal Cost	\$14,279,793	\$14,850,984
Amortization of UAL	\$16,993,577	\$17,758,515
Interest	<u>\$1,250,935</u>	<u>\$1,304,382</u>
<b>Total</b>	<b>\$32,524,305</b>	<b>\$33,913,881</b>
<b>Annual OPEB Cost</b>		
Annual Required Contribution	\$32,524,305	\$33,913,881
Interest on Net OPEB Obligation	\$5,911,390	\$6,769,517
Adjustment to ARC	<u>-\$4,926,159</u>	<u>-\$5,641,264</u>
<b>Annual OPEB cost/(expense)</b>	<b>\$33,509,536</b>	<b>\$35,042,134</b>
Expected Employer premiums	(12,056,356)	(12,783,095)
OPEB Trust contributions	-	-
Employer contributions	(12,056,356)	(12,783,095)
Change in Net OPEB Obligation	21,453,180	22,259,039
Net OPEB Obligation - beginning of year	147,784,754	169,237,934
<b>Net OPEB Obligation - end of year</b>	<b>169,237,934</b>	<b>191,496,973</b>





## Impact of the Education Budget on Local Revenue and Taxes

**E**

Based upon the City of Worcester's estimated FY19 general fund budget and the Department of Revenue and Department of Elementary and Secondary Education calculations, the

City is required to contribute 25.2% of all local revenue sources (other than Chapter 70 State Education Aid) to the Worcester Public Schools.

Revenue	Total City Revenue (Less Chapter 70 State Aid)	Share for non-school municipal services	Share to WPS*	Share to charter/school choice
Total Municipal General Fund Revenue	\$397,000,000	\$278,750,000	\$109,200,000	\$9,400,000

\* Excludes amount of municipal services included in net school spending calculation by agreement but includes both the required contribution (direct on WPS) and the amount not eligible for net school spending areas.

	FY 19 Budget
TOTAL CITY BASE REVENUE (Not Including Educational State Aid)	\$397,000,000
City Contribution to Worcester Public Schools (Less Pro-Rated City Costs for Resident Charter School and School Choice Assessment).	<u>\$109,200,000</u>
Total City Revenue Contribution to Education	27.5%

Of these totals, it is also 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) and municipal funds are allocated to support these tuition assessments on a pro-rated basis. In FY19, the Worcester Public Schools account for 92.1% of all education spending from local and state resources, while tuition assessments for charter schools and school choice equal 7.9%. The following is the share of school and municipal services on the city's FY19 tax rate:

### Impact of Education on the individual property tax rate (using FY18 Rates):

Tax Rate	Total Tax Rate Per \$1,000 valuation*	Share for non-school municipal services	Share to WPS	Share to charter/choice schools
Residential	\$18.91	\$13.27	\$5.20	\$0.44
Commercial, Industrial, and Personal Property	\$34.03	\$23.86	\$9.36	\$0.81

With an average median home value of \$227,200, the annual property tax bill of \$4,296 results in **\$1,181** of the payment to the Worcester Public Schools. The city also funds school related debt for construction and renovation projects, totaling approximately \$19 million. This amount equals \$0.91 of the residential tax bill and \$1.63 of the commercial, industrial, and personal property tax bill. This equals \$207 annually for the average homeowner.



# School Calendar

**F**

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Monday, August 28, 2018: First Day of School for Grades 1-12'

Thursday, August 30, 2018: First Day of School for PreK-Kindergarten

Monday, June 10, 2019: Last Day of School (depending on number of snow days)

Last day of school for Grade 12: May 24, 2019

End of marking quarters: November 2, January 18, April 5, and last day of school

☐ denotes days when school is not in session for students

2018	2019
August 23 - Staff Reporting Day	January 1 - New Years Day
August 25 - Staff Development	January 21 - Martin Luther King Day
August 27 - First Day of School	February 18 - President's Day
September 3 - Labor Day	February 19-22 - Winter Vacation
October 5 - Staff Development	April 15 - Patriots' Day
October 8 - Columbus Day	April 16-19 - Spring Vacation
November 12 - Veterans Day	May 27 - Memorial Day
November 21-23 - Thanksgiving	June 10 - Last Day of School*
December 24-31 - Holiday Vacation	*or once 180 pupil session days are met



## 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.

**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.

**Fiscal Year (FY)** – Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The

## Glossary of Selected Municipal and School Finance Terms



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.



## Glossary of Selected Municipal and School Finance Terms



**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 2** – 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 2 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.

**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

## Glossary of Selected Municipal and School Finance Terms



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)

**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





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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.

**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.





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**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.

**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*



**Our teacher  
became a U.S.  
President**

John Adams

**Our student was  
the father of  
modern rocketry**

Robert H. Goddard



*From here...*

**Go Anywhere!**