

WORCESTER PUBLIC SCHOOLS

Worcester, Massachusetts



Student Artwork by Una Stivers, Doherty Memorial High School

ANNUAL BUDGET FISCAL YEAR 2018

Maureen F. Binienda
Superintendent of Schools



Worcester Public Schools
20 Irving Street
Worcester, Massachusetts 01609
web: www.worcesterschools.org
Twitter: @worcesterp
Facebook: worcesterschools



2014 - 2015 – 2016 - 2017



Worcester Public Schools
Worcester, Massachusetts

Fiscal Year 2018 Annual Budget

Superintendent

Maureen F. Binienda



Worcester School Committee

Mayor Joseph M. Petty, Chairperson

Dianna L. Biancheria

Donna M. Colorio

John L. Foley

Molly O. McCullough

John Monfredo

Brian A. O'Connell



District Administration Budget Committee

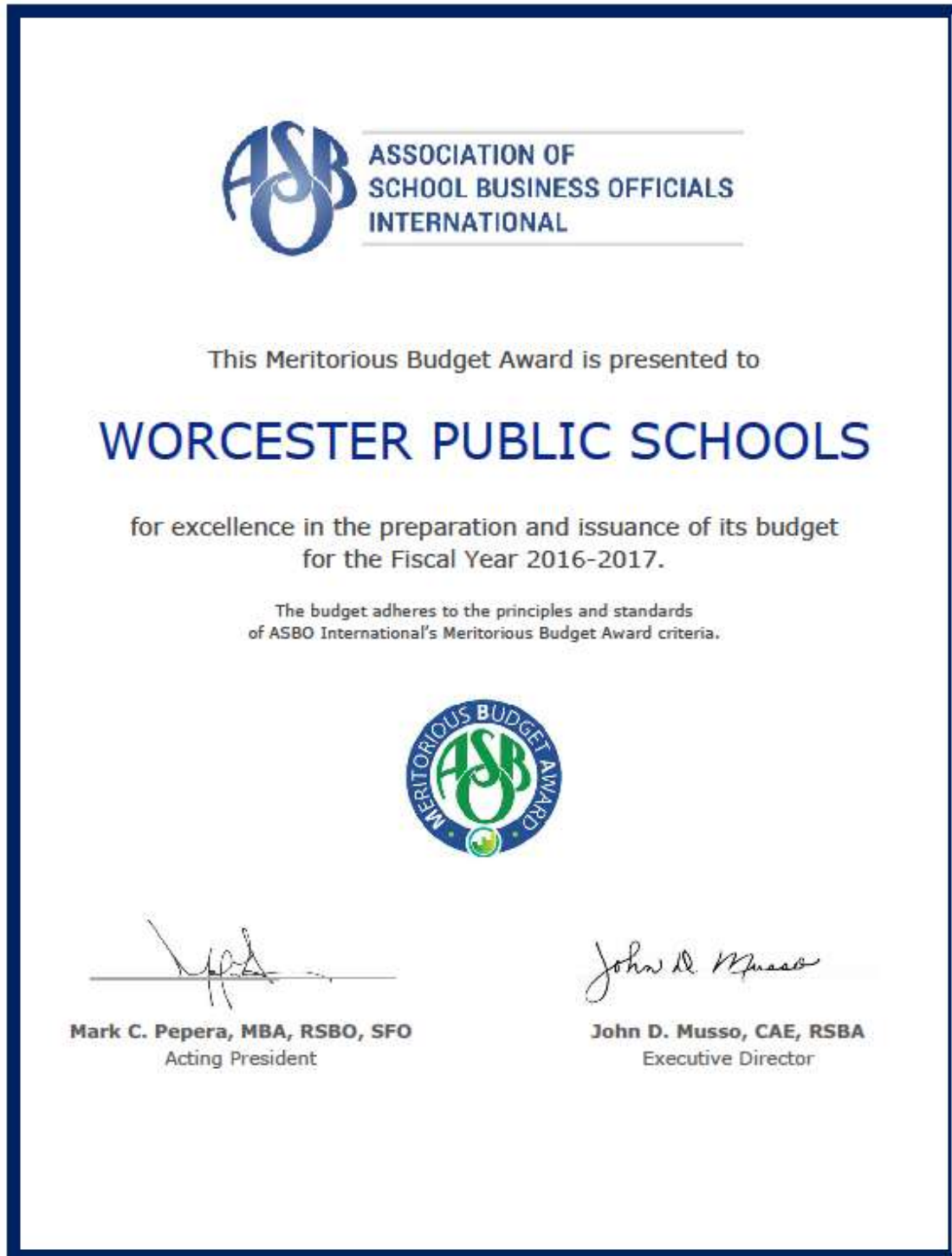
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Mr. Brian E. Allen, *Chief Financial and Operations Officer*
Ms. Sara P. Consalvo, *Budget Director*
Dr. Marco C. Rodrigues, *Chief Academic Officer*
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Dr. Susan O'Neil, *Manager of Instructional and School Leadership*
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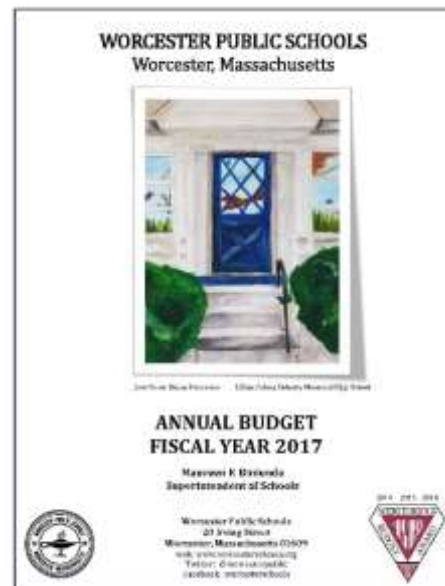
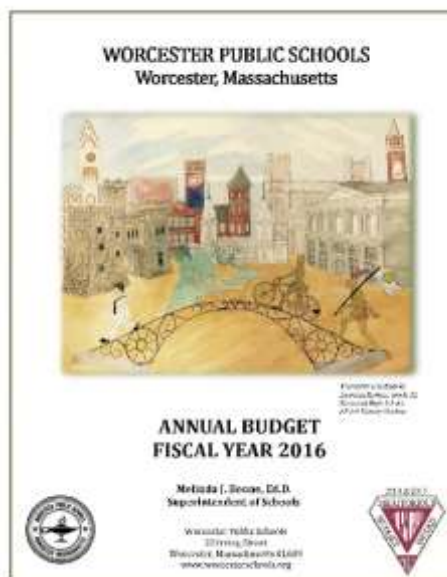
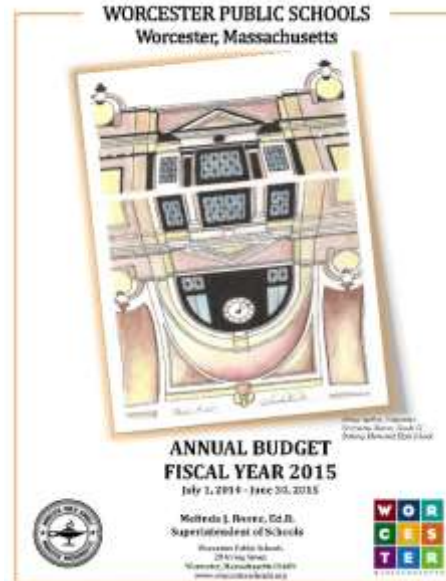
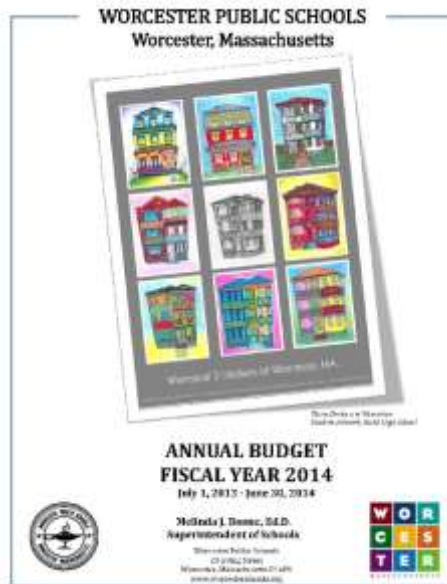
Budget Award

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, 2016. This is fourth consecutive year WPS has received this award.





Budget Award History





District Awards and Recognitions

Since May 2016



Massachusetts Association of School Business Officials
Donald J. Johnson Operational and Cost Efficiency Award



Gateway Cities Champion Award



Massachusetts Teacher of the Year finalist
Mary-Margaret Mara, Chandler Magnet



MPHA Lemuel Shattuck Award
Donna Lombardi, Director of School Nutrition



2016 NEA Education Support Professional of the Year
Saul Ramos



Massachusetts Commendation Schools
Chandler Elementary and West Tatnuck Elementary



Distinguished Visual Arts Educator Advocate Award
Stacy Lord, Worcester East Middle School



Massachusetts High School Physical Education Teacher of the Year
Jean McNerney



Worcester Public Schools

facts and figures...



\$388,547,094	FY18 district budget
3,000,000	kilowatts generated through school and city solar panels
\$73,704	FY18 average teacher salary
25,479	students enrolled as of 10/1/16
\$14,251	FY16 per pupil cost (all funds) state average \$14,995
4,196	district employees
\$1,165	Average annual homeowner tax bill to support Worcester Public Schools
194	number of school buses providing daily transportation to more than 12,300 students
65	number of teacher positions added in the FY18 Budget

50 number of schools and programs in district

50% percentage of schools Level 1 or 2

23 Advanced Placement Courses offered

21.6 average elementary class size

14 number of Worcester Public Schools that outperform Seven Hills Charter School

8 number of Worcester Public Schools that outperform Abby Kelley Charter School

\$5.55 Amount of the city's **\$19.22** per thousand residential property tax bill that is allocated to WPS

3rd largest employer in the City of Worcester

1.9% High School Dropout Rate equal to state average; second **lowest** 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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School Committee and District Administration

School Committee

2016-2018 Term



Mayor Joseph M. Petty
Chair of the School Committee



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



Donna M. Colorio
Vice Chair, Standing Committee of Accountability and Student Achievement
Member, Standing Committee of Finance and Operations



John L. Foley
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
508-799-3032



District Leadership



Maureen F. Binienda
Superintendent
508-799-3115



Brian E. Allen
Chief Financial and Operations Officer
508-799-3401



Marco Rodrigues, Ed.D.
Chief Academic Officer
508-799-3018



Jennifer Boulais
Chief Human Resources Officer
508-799-3020



Helen A. Friel, Ed.D.
Assistant to the Superintendent/Clerk of the School Committee
508-799-3032



David Perda, Ph.D.
Chief Research and Accountability Officer
508-799-3060



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

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Superintendent's Message

Maureen F. Binienda

Through collaboration with school and district leaders, and the input from students, parent groups, community and business leaders, I am pleased to submit this FY18 budget for the Worcester Public Schools. The district budget, from all funding sources, is recommended to be \$388,547,094, a \$12.7 million, or 3.7% increase over the FY17 adopted budget of \$375,826,283. Within this amount, the general fund budget is recommended at \$334,270,495, or \$11.3 million and 3.5% above the FY17 adopted budget of \$322,965,803.



The growth in the budget reflects the modest inflation increase in the state's foundation budget formula, an increased student enrollment during the 2016-17 school year, the state's effort to address components of the foundation budget formula, and an increase in the city's contribution above the required increase. The budget also reflects an increase in the school nutrition program

based on participation in the USDA's Community Eligibility Program (all students eat for free) and resulting participation increases.

The collaboration of this budget extends to City Manager Augustus and Mayor Petty for working with me on addressing the budget needs of the Worcester Public Schools. The City Manager's budget provides funding greater than the local contribution requirement with an additional \$1.5 million above the required spending increase in FY18. I appreciate both the Mayor and City Manager's continued commitment to provide these essential city resources to the Worcester Public Schools. In total, at the recommended spending amount, the city will exceed the required spending level by \$3.2 million, the highest level of spending above the minimum amount since FY09.

With these new resources, they are targeted to directly support high quality teaching and learning within our schools. The budget provides for an additional 28 secondary teachers, 19 ESL teachers, 11 elementary teachers, five special education teachers, two school nurses, two additional custodians for the new Nelson Place School, the purchase of certain textbooks, and additional spending for environmental management and school safety. While these are clearly much needed



Superintendent's Message

resources to meet student enrollment and instructional needs, we continue to be significantly underfunded in the current foundation budget formula. In just the areas of health insurance and special education this underfunding totals more than \$61.4 million. The FY18 budget does not fund much needed investments in new and replacement textbooks and instructional support positions.

The Administration has developed and the School Committee has adopted a Seven Point Financial Plan for Advancing Student Achievement and Program Sustainability. This Plan is a financial compass for our (1) continued long term planning, (2) continued annual budget review, (3) continued budget process (4) continued quarterly financial reporting (5) the development of supplemental and sustainable programs, (6) the creation of a cap on administrative spending and (7) identifying targets for new revenue.

The Worcester Public Schools is committed to delivering on high expectations and outstanding results of all students. With 84% of the Worcester resident school age students already attending the Worcester Public Schools, the district is committed to increasing the number of families that choose the City's preferred educational opportunity. Strong financial discipline, collaborative budget planning, and the alignment of resources result in a student centered financial plan that will support student achievement and prepare students for college and career readiness. We work together to achieve this goal.

Maureen F. Binienda
Superintendent



Executive Summary

The fiscal year 2018 budget represents total spending for the Worcester Public Schools from all sources of **\$388,547,094** a \$12.7 million or 3.4% increase from the FY17

adopted budget level of \$375,826,283. Within this amount, the total general fund budget that has been recommended by the City Manager is \$334,270,495, which represents an increase of \$11.3 million, or 3.5% increase from the FY17 School Committee's adopted budget of \$322,965,803. The budget increase represents a \$9.9 million increase in Chapter 70 state aid and charter school reimbursement, \$1.7 million increase in city contribution, offset by a \$0.3 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 first 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 \$0.3 million, mostly due to an increase in school choice and state special education reimbursement revenue. Finally, the school nutrition funding is expected to increase \$1.4 million from the FY17 budgeted spending level due to increased participation in the USDA's Community Eligibility 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 28 teachers at the middle and high school school levels to address enrollment increases and course offering needs. Included in this increase are 3.5 teachers to support the new Hanover Academy at Burncoat Middle School and expand the district's dual language program to the seventh grade also at Burncoat Middle School. In addition, the budget provides an additional 3.5 teachers to Burncoat High School, a career-technical teacher at North High School, 3 teachers at Worcester Technical High School to expand enrollment to full capacity, 4 teachers at Forest Grove Middle School to address enrollment increases, 2 teachers at Sullivan Middle School, 2 teachers at Doherty Memorial High School, 1 teacher at Worcester East Middle School, 2 teachers at Claremont Academy, 5 full time teachers to support the evening program at the Gerald Creamer Center (and expanded services), and a Guidance Counselor to support the Challenge and Reach Academies and Gerald Creamer Center. (Four secondary positions were added to the budget after the FY17 budget was adopted due to class size.)



Executive Summary

- ⊕ Provides 19 additional teachers to support English learners at mandated service levels based on student language proficiency. (Seven additional ESL positions were added during FY17 to address student instructional services).
- ⊕ Provides 11 additional elementary teachers to support class size resulting in a projected average class size of 21.6 next year. Based on next year's anticipated student enrollment and 598 classroom teachers, the following are the projected elementary class sizes for next year:

Class Size Range	Number of Classrooms
Less than 23 students	374
23-26 students	197
27-30 students	27
31 or more students	0
Total	598

- ⊕ Restructures administrative positions in order to provide improved service to schools. The budget eliminates the Advanced High School Academy Director and creates a Turnaround Schools Manager position. In addition, this budget reflects the conversion of an instructional technology teacher position to a Manager of Instructional Technology. This budget also converts existing positions into program administrator positions for the Challenge and Reach Academies, the Academic Center for Transition at Chandler Magnet, and the Special Education Transitions program. The budget also provides for an additional Assistant Principal at Forest Grove Middle School due to continued enrollment growth.
- ⊕ The budget realigns Special Education positions based on enrollment shifts and provides an additional one teacher and nine instructional assistant positions. The budget also reflects position reallocations, such as a reduction of 17 positions that have been assigned to the Central Massachusetts Collaborative (CMC) (and to be funded directly through the CMC going forward), and an increase of 16 Clinician positions that were funded by the CMC but assigned fulltime in WPS programs. The budget reflects additional staff to support anticipated increase enrollment at Nelson Place School's specialized programs.
- ⊕ Provides for 3 additional school nurse positions (one added during FY17 and two added in FY18) in order to provide increased staffing. The two new positions for FY18 are to provide increase support at Chandler Elementary (at the YMCA) by 0.6 coverage, Challenge & Reach by 0.4 coverage, Creamer Center by 0.75 coverage and Worcester East Middle with an additional 0.25 coverage.



Executive Summary

- ⊕ Provides for 2 additional building custodians to support the new Nelson Place School (increasing from 55,000 square foot building to 110,000 square foot building).
- ⊕ Includes funds for the purchase of ESL K-6 literacy textbooks and special education instructional equipment. With an increase in school choice revenue in FY17, the district will also be able to purchase Grade 7 science textbooks for next year.
- ⊕ Increases athletics coaches in the following programs: Varsity boys/girls indoor track at Burncoat, WTHS/North, and South; Varsity boys/girls outdoor track at Burncoat, WTHS/North, South, and Claremont/UPCS; and a new varsity soccer coach for Claremont/UPCS.
- ⊕ Provides an additional \$150,000 to continue with the implementation of Best Management Practices, training, and continued air sampling and remediation efforts for PCBs.
- ⊕ Provides an additional \$25,000 in School Safety equipment to support school-related equipment and training.

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

- ⊕ **State Aid:** The state's Foundation Budget, the education funding formula, is driven entirely by student enrollment and inflation factor. The annual revenue change is attributed to the enrollment changes within the district and adjustments in the inflation factor (or adjustments to any of the components within the state's per pupil foundation budget).

Executive Summary Revenue Change



Overall, the foundation budget growth for the district is \$9.4 million; combined with a \$0.4 for reduced charter school assessments results in an increase of \$9.8 million to the district from state aid. These amounts are attributed to enrollment growth (\$3.7 million), modest inflation growth of 1.1% applied to the per pupil rates (\$3.7 million) and a \$2.4 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.

Overall, the 25,391 student enrollment for Worcester from the previous year changed as follows:

- 140 student increase in Pre-Kindergarten through Grade 6 enrollment
- 71 student increase in Grades 7 and 8 enrollment
- 221 student increase in Grades 9-12 enrollment



Executive Summary

Within the district's total enrollment, there was also a 543-student increase in the number of students classified by the state as Economically Disadvantaged (students receiving a state-benefit program). Incremental funding is provided to students meeting this eligibility criteria.

In FY17, the state changed the classification of students that receive incremental funding from "low-income" (students that qualify for free or reduced price school meals through a state direct certification process and other students that qualify through a meal application and verification process) to "economically disadvantaged" (only counting students that participate in certain state benefit programs). The state is refining the way it captures these students to ensure all eligible students are captured for each district.

Total Chapter 70 State Aid increases from \$237,217,701 (including the amounts for charter schools and school choice tuition offset) to \$247,105,031, a 4.2% increase.

- ⊕ **City Contribution:** The City's contribution of \$114,972,243 increases \$1.7 million over the FY17 level of \$113,244,728. 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 FY18 minimum spending requirement by \$3.2 million, representing the highest level over the required spending level since FY09.
- ⊕ **Federal Grants:** Federal grants are assumed to be level funded pending actual award amounts that are known later in the budget process. The only change between FY17 and FY18 is the actual award for Head Start for FY18 (a \$105,911 reduction).
- ⊕ **School Nutrition Revenue:** During FY16, the district adopted the USDA Community Eligibility Program, allowing all students to participate in breakfast, lunch, and snack programs at no cost to the students. This allows the district to collect full federal reimbursement for all meals and increase meal participation among students. The budget reflects a 10.2% expected growth in revenue as a result of participation in this program.
- ⊕ **State Grants:** The budget assumes level funding of all state grant programs, including the Extended Learning Time grants for City View Discovery School and Jacob Hiatt Magnet School. The budget reflects the elimination of the Quality Kindergarten Grant program that occurred in the final FY17 state budget as well as the first year of a three year phase out of the Inclusive Pre-School Learning Grant as part of the Head Start program (a \$188,000 FY18 reduction).



Executive Summary

- ⊕ **State Special Education Reimbursement:** The state budget likely funds the Circuit Breaker reimbursement at 72%, and based on reimbursement eligibility of students, the budget reflects \$3.1 million, an increase of \$136,072, or 4.6%, from the amount included in the FY17 budget.
- ⊕ **Charter School Reimbursement:** The recommended budget uses the House Ways and Means' budget of \$1.9 million for the Worcester Public Schools. This funding, for Worcester, covers 73% of the first year funding increase (\$0.1 million) and 100% of the Facilities Tuition Assessment (\$1.8 million). At this level of reimbursement, the Worcester Public Schools is underfunded by \$550,000.
- ⊕ **New Positions:** The new positions added to the budget, all instructional and instructional support positions combined, total \$6.3 million in new spending.
- ⊕ **Health Insurance and Retirement Assessments:** The health insurance premium rates will increase between 5%-7% for groups that have not yet adopted the recent plan design changes and decreases of 3%-8% for employee groups that will migrate to recent plan design changes (such as non-represented employees). 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 \$271,000.
- ⊕ **Student Transportation:** The budget reflects contracted rates for student transportation, as the contracted rate for the 96 large school buses increases to \$73,913 per year for each bus, the cost for 35 mid-size buses increase to \$96,000 per year for each bus, and the cost for 20 wheelchair buses increases to \$100,834 per year for each bus next year. Within this amount, the budget reflects the addition of one contracted mid-size bus as the district phases in the lease/replacement of its own fleet, as well as the increase costs for special education transitions vehicles and out-of-district transportation. The budget reflects the first of five-year lease cost for district owned vehicles within this account (\$123,600).
- ⊕ **Special Education Tuition:** The increase in special education tuition, totaling nearly \$1.3 million, is attributed to increases associated with the Central Massachusetts Collaborative (\$633,000), an increase in out-of-district placements (occurring during FY17) totaling \$800,000. These increases are offset by an expected increase in state reimbursement for special education students ("Circuit Breaker") (\$136,000).

Executive Summary Cost Increases





Executive Summary

- ⊕ **Environmental Management:** The district has adopted the EPA's Best Management Practices for the management of building materials that likely contain PCBs. The management plan includes added training, air sampling, and cleaning measures implemented at selected schools. The budget increases the amount for the Environmental Management System budget from \$350,000 to \$500,000 in the FY18 budget.

Executive Summary Strategies to Balance Budget



For the eighth consecutive year, the district has used a zero-based budget approach to develop resource allocations within the

annual budget. As a result of this process, the district has been able to identify the following savings that have allowed for preservation of teacher and instructional support positions to the best extent possible:

- ⊕ **Solar Credits:** The district has eleven schools (with the new Nelson Place) with rooftop solar panels, two schools have solar parking canopies, and the district is partnering with the City of Worcester to gain solar credits through the solar farm at the former landfill location to provide nearly 3 million kilowatts of electricity generated through the solar arrays. The solar panels at Nelson Place School are expected to meet 100% of the school's demand for electricity. The budget reflects \$475,000 in net electricity savings through solar credits.
- ⊕ **ABA Home Services:** The final conversion of services for students with autism from contracted services to in-district staff is fully complete in the FY18 budget resulting in an additional \$600,000 of savings reflected in the budget. The result has been a reduction of more than \$4 million of contracted services.
- ⊕ **Finance Department Consolidations:** The FY18 budget reflects the merger of the Payroll Department with the Accounts Payable Department. This consolidation provides for leadership of all district financial payments under one department and provides for integration of office staff for better service delivery. In addition, the budget reflects the merger of the Grants Management Department into the Budget Office. All district financial tracking, budget development, and financial reporting will all occur in this combined office. Overall, these consolidations provide \$80,000 in combined savings within the budget.
- ⊕ **Position Reallocations:** The budget reallocates the following 8 teacher positions: 2 positions as part of the elimination of Juvenile Resource Center (JRC) support, 2 positions at WTHS (HVAC and Environmental Technology), 1 ESL position and 3 Special Education



Executive Summary

positions. Each of these positions have been reallocated to support increased teaching positions within the district. For example, the funding for the 2 JRC positions are reallocated to increase the Evening High School at the Gerald Creamer Center (by 5 positions), the 2 WTHS positions will remain at the school and support the increase of 4 teachers at the school, and the ESL and Special Education positions are reallocated to support other areas within the budget. Overall, the teacher account is increasing by **65 positions** over the number of teachers in the current year. *(Note: there were seven teacher positions added after the budget was adopted in order to address class size within the district. Overall, there is a 72 teacher increase from the adopted budget from last year).*

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 **\$20.3 million** in additional personnel requests and instructional material and technology needs more than existing levels of service.

Executive Summary Requests Not Funded



Although the FY18 budget provides for increased 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:

- ⊕ Textbook replacement and new purchases (\$4 million)
- ⊕ 11 teacher and other student positions (\$2.1 million)
- ⊕ Student furniture replacement (\$2.0 million)
- ⊕ Classroom equipment and technology (\$2 million)
- ⊕ School-based staff and clerical support (\$1.3 million)
- ⊕ Urgent Building Repairs (\$1 million)
- ⊕ Professional Learning (\$0.5 million)

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. The new Nelson Place School will provide some capacity with 100 additional seats beyond current enrollment at the school.



In order to provide additional K-6 classroom space, transportation efficiencies, and better grade-level planning, a number of Pre-K classrooms are being consolidated into schools that can accommodate the added classrooms. The following current single Pre-K classrooms at Chandler Magnet, Columbus Park, Grafton Street, Goddard, McGrath, and Woodland Academy are all being moved to other schools that will have multiple Pre-K classrooms. Belmont, City View, Nelson Place, Norrback, Roosevelt, and Worcester Arts Magnet will increase their Pre-K classrooms. Overall, there are 33 Pre-K classrooms that will remain at the same number in the FY18 budget.

- **Middle and High School Student Enrollment:** Middle School enrollment is projected to increase by 7.7% and high school enrollment is expected to increase 6.5% over the next four years. Doherty High is the district's largest school with 1,500 students and is the school's highest enrollment since 2006. South High's enrollment of 1,396 is at its highest level since 2007 (1,402). Claremont Academy's enrollment of 536 is its highest level and has grown 58% (from 339 students) since separating from the ALL School into Woodland and Claremont Academies in 2005. Overall, high school enrollment of 7,398 is at its highest level since 2005 (7,445). North High, opened in 2011, has an enrollment of 1,285 students that already exceeds the original design of the building.

A replacement or renovated South High School will be built in the next 3-4 years with a slightly increased enrollment capacity. The district is working with the Massachusetts School Building Authority on the enrollment design for a new Doherty Memorial High School in the next 4-5 years. The district has identified Burncoat High School as the next priority project for consideration for funding by the Massachusetts School Building Authority.

Forest Grove Middle School's enrollment of 1,000 students is the school's highest level and most students at one middle school since 2004 (Sullivan Middle, 1,032 students). The Worcester East Middle School enrollment of 813 is its highest level since 2003 (816) and overall the middle school enrollment of 3,235 is at its highest level since 2005 (3,319).

- **Foundation Budget Review Commission Recommendations:** Both the FY18 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 FY16, the district spent \$61.4 million more on special education (\$32.1 million) and employee benefits and fixed costs (\$29.3 million) than the foundation budget provides. As a result, the district has 660 fewer teachers than the formula would otherwise provide, and spends significantly less








Executive Summary

on professional development, instructional equipment & technology, pupil services, and operations and maintenance.

- Technology Support, Maintenance, and Training:** 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 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 five years.

	2012	2017
 Computer Average Age	8.5 years	All 7,500 computers leased
 WiFi Coverage	12 schools	All Schools (by 2017)
 1:1 Computing	None	2 Schools 1,000 students
 District's Internet	150 Mbps	5,000 Mbps (or 5 Gbps)
 School's Internet	10 Mbps	10,000 Mbps (or 10 Gbps)
 Email	District hosted / No Student Accounts	Office 365 / All Secondary Students Have Accounts
 Mobile Devices	Less than 300	3,000 iPads

- Cost Center Exceeding Inflation:** As Health Insurance and Retirement Assessments costs continue to exceed the foundation budget inflation growth will continue to reduce education services for students.

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



- Health Insurance:** The City and Schools have proposed alternative plan designs to reduce premium costs to include increased deductible; increased co-payments for office and emergency room visits, an increase in prescription drug co-payments. It is only through consistent, incremental changes to plan design that we can drive consumer choices to lower-cost options and reduce premiums. Non-Represented Employees will migrate to these new premium rates on July 1, 2017, providing \$107,000 in health insurance savings joining several other Worcester Public School bargaining unit groups who have already migrated to these health insurance plans. The total additional health insurance premium savings by having all employees on the new plan design will be \$3.6 million.



Executive Summary

- ⊕ **Student Transportation:** The Administration continues to explore the feasibility of directly providing all or expanded in-district student transportation services beginning in 2018. The analysis and recommendation will be forwarded to the School Committee in advance of any recommendation for change in the level of service provided by contracted services.
- ⊕ **Specialized Medical Services:** The district spends approximately \$1 million annually for specialized contracted medical services for students. The Administration continues to explore opportunities of reducing third party contracted services and developing internal capacity where improved service and cost savings are achieved. This has already been done successfully in recent years through developing ABA and BCBA for autism services with district employees.



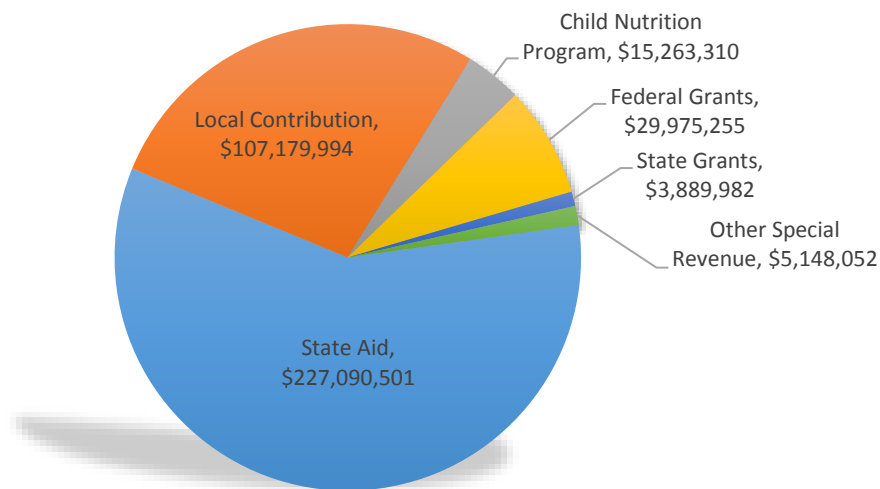
Executive Summary

Executive Summary District Financial Overview



The chart below summarizes the total projected FY 2018 revenues from all funds:

FY 2018 Projected Revenues (All Funds)



Source:	FY2018	
State Aid*	\$227,090,501	58.4%
Local Contribution*	\$107,179,994	27.6%
Federal Grants	\$29,975,255	7.7%
Child Nutrition	\$15,263,310	3.9%
State Grants	\$3,889,982	1.0%
Other Special Revenue Funds:	\$5,148,052	1.3%
Total :	\$388,547,094	100.0%

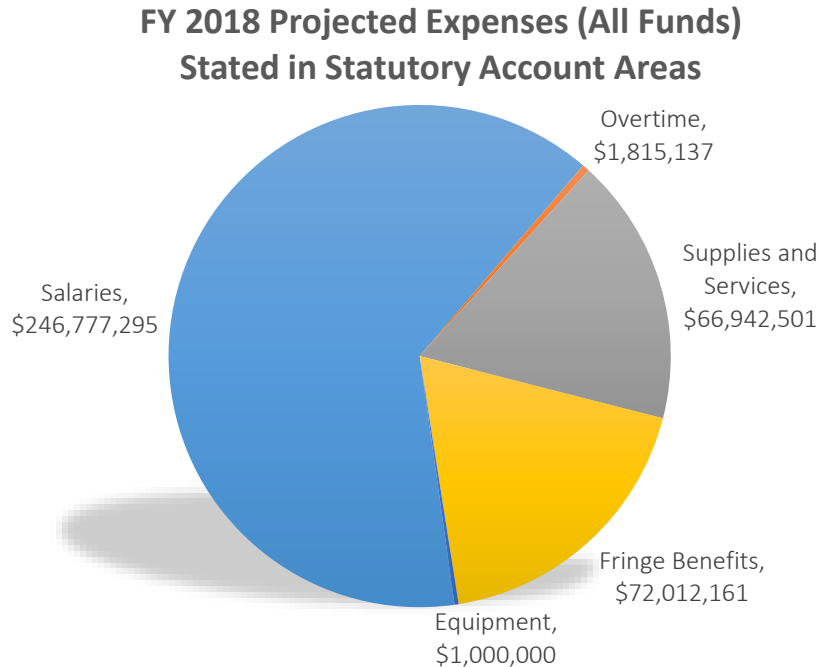
*WPS funds only. Amounts reduced by charter school and school choice tuition offsets based on pro-rate costs. These two items equal the WPS FY18 general fund budget.

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 \$388,547,094.



Executive Summary

The chart below summarizes the total projected FY 2018 expenditures from all funds:



Cost Account	FY2018	% of total
Salaries (91000)	\$246,777,295	63.5%
Supplies & Services (92000)	\$66,942,501	17.2%
Equipment (93000)	\$1,000,000	0.3%
Fringe Benefits (96000)	\$72,012,161	18.5%
Overtime (97000)	\$1,815,137	0.5%
Total Spending:	\$388,547,094	100.0%

Overall expenditures can be broken into three major categories. The majority of the district's expenditures (64%) are salaries and overtime. With fringe benefits, 82.5 % of the budget reflects employee costs. Another major category is supplies and services (17.2%), 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 0.3% of the spending; mostly includes technology, and school nutrition equipment purchases.



Executive Summary

Summary of Revenue and Expenditures* FY17 Adopted to FY18 Budget (All Funds)

	FY17	FY18	Comparison	
Categories	Adopted	Budget	\$ Change	% Change
Revenues:				
State Aid**	\$217,606,508	\$227,090,501	\$9,483,993	4.4%
Local Contribution**	\$105,359,295	\$107,179,994	\$1,820,699	1.7%
Federal Grants	\$30,081,166	\$29,975,255	-\$105,911	-0.4%
Child Nutrition Programs	\$13,850,185	\$15,263,310	\$1,413,125	10.2%
State Grants	\$4,078,218	\$3,889,982	-\$188,236	-4.6%
Other Special Revenue	\$4,850,911	\$5,148,052	\$297,141	6.1%
Total Revenues	\$375,826,283	\$388,547,094	\$12,720,811	3.4%
Expenditures:				
Administration (1000)	\$4,207,181	\$4,191,380	-\$15,801	-0.4%
Instruction (2000)	\$209,090,075	\$215,273,572	\$6,183,497	3.0%
Other School Services (3000)	\$47,293,392	\$49,650,062	\$2,356,670	5.0%
Operations & Maintenance (4000)	\$22,331,725	\$22,323,995	-\$7,730	0.0%
Fixed Charges (5000)	\$71,565,307	\$74,280,395	\$2,715,088	3.8%
Community Services (6000)	\$445,032	\$511,372	\$66,340	14.9%
Fixed Assets (7000)	\$538,374	\$540,794	\$2,420	0.4%
Debt Service (8000)	\$0	\$0	\$0	0.0%
Tuition Programs (9000)	\$20,335,197	\$21,775,524	\$1,440,327	7.1%
Total Expenditures	\$375,806,283	\$388,547,094	\$12,740,811	3.4%

* 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.

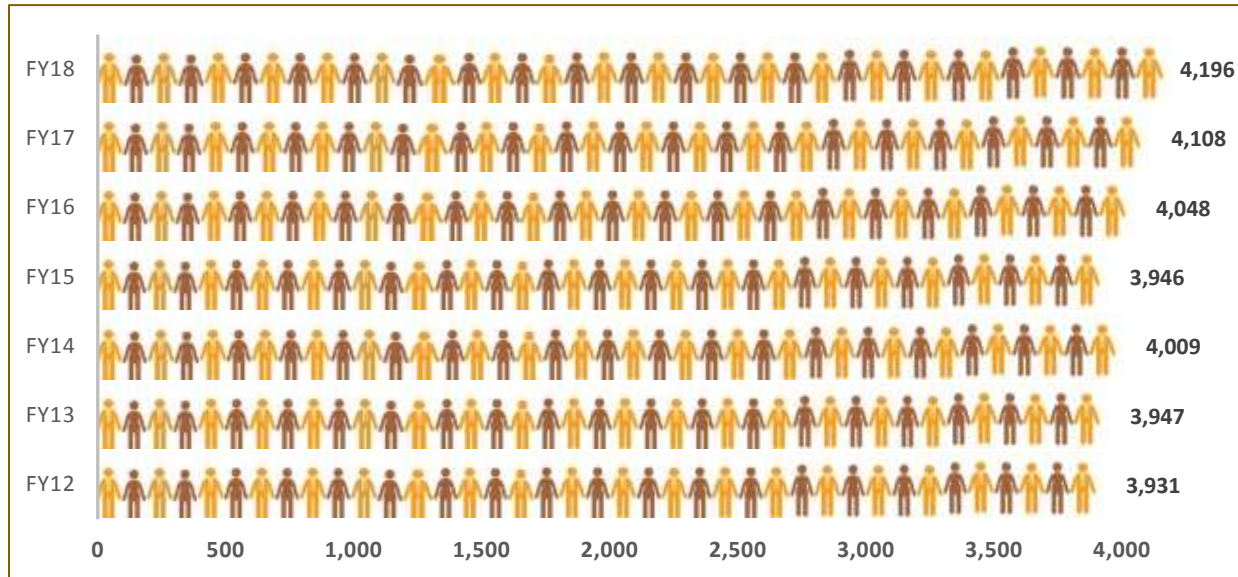


Executive Summary

Executive Summary Staffing History



Employee Headcount FY12-FY18 (From All Funding Sources)



All Positions / All Funding Sources	FY12	FY13	FY14	FY15	FY16	FY17	FY18	Change from FY17	
District Administrators	26	26	25	23	23	24	26	2	8.3%
School Administrators	78	78	78	79	79	79	81	2	2.5%
Teachers	2,031	2,072	2,129	2,086	2,139	2,142	2,213	71	3.3%
Instructional Assistants	524	537	551	591	601	599	589	-10	-1.7%
Teacher Substitutes	97	97	97	97	97	97	97	0	0.0%
Crossing Guards	104	104	106	106	106	106	106	0	0.0%
Educational Support	130	124	119	83	107	106	105	-1	-0.9%
Custodial Services	151	153	153	150	153	153	154	1	0.7%
Maintenance Services	32	32	31	33	33	33	33	0	0.0%
Full Year Clerical	67	69	70	63	63	64	62	-2	-3.1%
School Year Clerical	70	71	70	68	68	68	70	2	2.9%
School Nurses	45	51	54	54	55	56	59	3	5.4%
District Support	48	48	52	50	52	53	52	-1	-1.9%
Student Transportation	73	73	81	81	81	82	82	0	0.0%
Child Nutrition	247	236	236	237	239	294	321	27	9.2%
Head Start	208	176	157	145	152	152	146	-6	-3.9%
Totals	3,931	3,947	4,009	3,946	4,048	4,108	4,196	88	2.1%









Executive Summary

Executive Summary Benchmark Data



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

	Worcester	Springfield	Brockton	Lynn	Lowell
 Enrollment ¹	25,429	25,633	16,970	15,299	14,416
 Per Pupil Spending ²	\$14,252	\$15,503	\$13,742	\$13,342	\$14,232
 Student/Teacher Ratio ³	14.2	12.6	15.9	14.2	13.8
 Average Class Size ⁴	16.7	16.8	19.9	20.0	18.9
 District Accountability Status ⁵	Level 4	Level 4	Level 3	Level 3	Level 3
 Average Teacher Salary ⁵	\$72,229	\$65,293	\$79,723	\$73,395	\$76,951

Source: Massachusetts Department of Elementary and Secondary Education as noted below

¹ School and District Profiles, 2016-2017 Enrollment by Grade Report (District)

² 2016 Per Pupil Expenditure Details

³ School and District Profiles, Teacher Data (2016-17)

⁴ School and District Profiles, 2015-16 Class Size by Gender and Selected Populations - All

⁵ School and District Profiles, General

⁶ School and District Profiles, Teacher Salaries (2014-15). Worcester average salary is computed by using the total FY15 teacher salary amount divided by the total number of teachers.

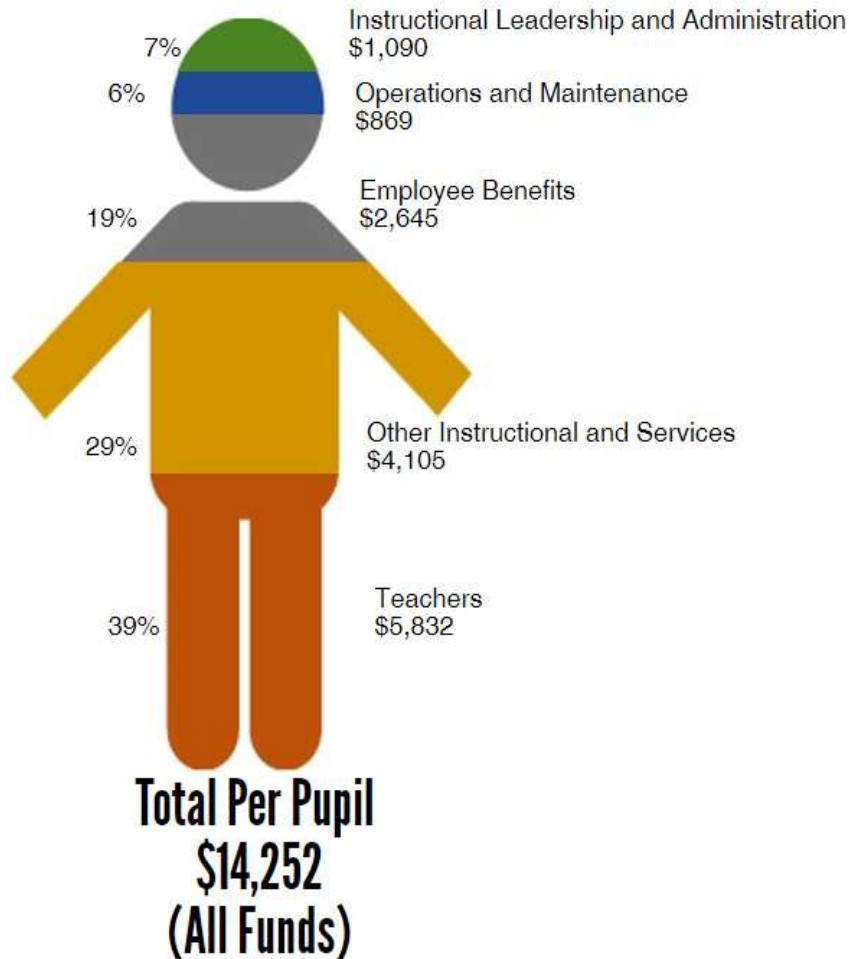


Executive Summary

Executive Summary Per Pupil Spending



Worcester's Per Pupil Spending FY16



Notes: FY16 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 FY16 for Instructional Leadership is \$743 per pupil and the amount for Administration is \$346 per pupil.

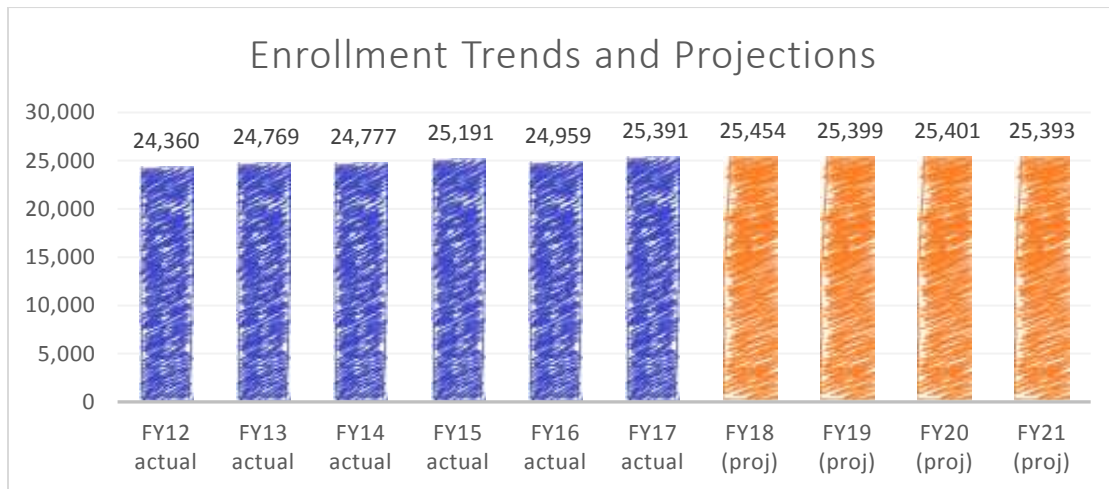
Other Instructional includes paraprofessionals, substitutes, medical/therapeutic services, librarians, professional development, instructional materials and equipment, guidance, and pupil services (including transportation, athletics, and security).



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 FY12 through the projected levels in FY21.

Enrollment Trends



The district is expected to see relatively flat enrollment growth over the next four years. Overall, students in K-6 are expected to decrease 4.8%, while grades 7-8, and 9-12 are expected to increase over the next four years by 7.7% and 6.5%, respectively.

Student demographics continue to change with 34.2% of students (8,684) categorized as English Learners, an increase of 139% from FY06 (3,627); the number of students considered economically disadvantaged is currently 57.2%, compared to the state average of 30.2%. There has been a 54% increase in the number of Advanced Placement tests given between 2011 and 2016 with a 23% increase in the number of qualifying scores of 3 or above. In 2016, for the eighth consecutive year, the four-year graduation rate of high school students in the Worcester Public Schools increased and the annual drop-out rate of 1.9% matched the state average.



Trends and Projections

Budget Trends

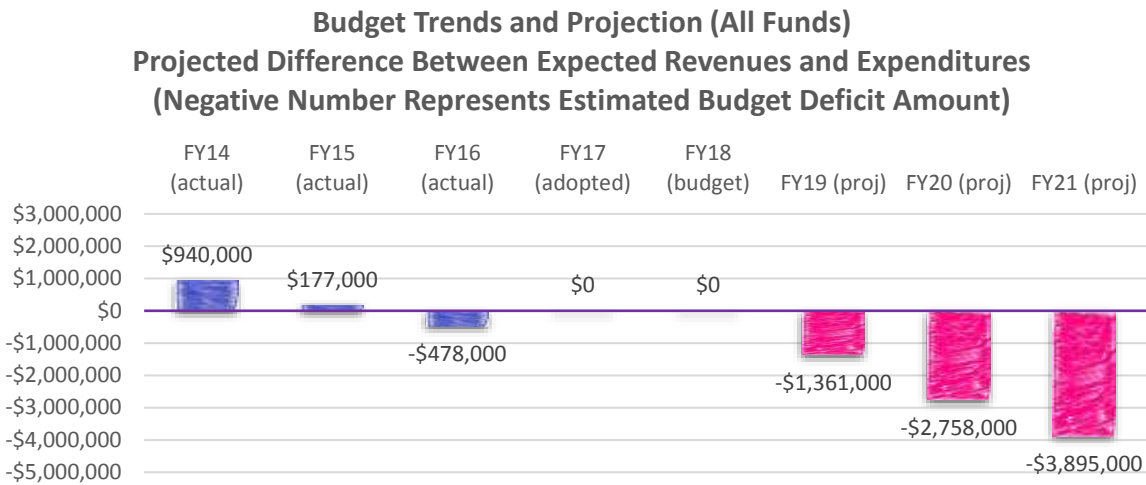


Budget Trends and Projections: (All Funds)
Dollar Amounts Expressed in Thousands

	Actual			Adopted Budget	Proposed Budget	Projected		
Revenues:	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
State Aid	\$202,739	\$203,399	\$214,330	\$217,607	\$227,091	\$232,768	\$238,587	\$244,552
Local Contribution	\$96,307	\$101,353	\$103,962	\$105,359	\$107,180	\$109,860	\$112,606	\$115,421
Federal Grants	\$30,645	\$29,677	\$29,924	\$30,081	\$29,975	\$29,675	\$29,378	\$29,085
Child Nutrition	\$13,714	\$11,831	\$12,724	\$13,850	\$15,263	\$15,568	\$15,880	\$16,197
State Grants	\$6,092	\$5,178	\$5,065	\$4,078	\$3,890	\$3,590	\$3,290	\$3,290
Other Special Rev.	\$5,333	\$5,409	\$5,098	\$4,851	\$5,148	\$5,199	\$5,251	\$5,304
Total Revenues	\$354,830	\$356,847	\$371,103	\$375,826	\$388,547	\$396,661	\$404,993	\$413,849
Expenditures:								
Administration	\$4,801	\$4,692	\$5,469	\$4,207	\$4,191	\$4,275	\$4,360	\$4,448
Instruction	\$213,307	\$206,031	\$211,690	\$209,090	\$215,274	\$219,579	\$223,971	\$228,450
Other School Servs.	\$33,243	\$39,070	\$43,969	\$47,294	\$49,650	\$50,643	\$51,656	\$52,689
Operations & Maint.	\$20,935	\$20,736	\$21,871	\$22,332	\$22,324	\$22,770	\$23,226	\$23,690
Fixed Charges	\$62,424	\$66,042	\$67,985	\$71,565	\$74,280	\$77,251	\$80,341	\$83,555
Community Services	\$339	\$625	\$330	\$445	\$511	\$521	\$532	\$542
Fixed Assets	\$386	\$406	\$422	\$538	\$541	\$552	\$563	\$574
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	\$18,455	\$19,068	\$19,845	\$20,355	\$21,776	\$22,429	\$23,102	\$23,795
Total Expenditures	\$353,890	\$356,670	\$371,581	\$375,826	\$388,547	\$398,021	\$407,751	\$417,744
Difference	\$940	\$177	-\$478	\$0	\$0	-\$1,361	-\$2,758	-\$3,895



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. The forecast does not assume any reductions based upon any proposed federal budget cuts in FY18 or later. 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 5.2% between FY18 and FY21, or about 1.3% 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 FY20 and FY21. 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:



2016 College Acceptances

Here's some of the colleges where our 2016 graduates attended this year...

Boston College
Boston University
Brandeis University
Brown University
Bucknell University
Clark University
Colby College
College of the Holy Cross
Dartmouth College

Fordham University
George Washington University
Georgia State University
Hamilton College
Hofstra University
Ithaca College
Loyola University
Mass. College of Pharmacy
Merrimack College
Mount Holyoke College
Northeastern University
Pennsylvania State University
Providence College

Rensselaer Polytechnic Institute
State University of New York
St. John's University
Smith College
Syracuse University
Tufts University
United States Air Force Academy
University of Connecticut
University of Pennsylvania
Villanova University
Wellesley College
Worcester Polytechnic Institute
Yale University



2016: 44.4% of 12th graders taking 1+ Advanced Placement course
State Average 40.6%

Consecutive Years as a Level 1 School:



West Tatnuck
Worcester Arts Magnet
Worcester Technical High School



Columbus Park



Norrbäck Avenue



Chandler Elementary
Lake View
Midland Street



School Performance Percentiles

School percentiles (1-99) is an indication of the school's overall performance relative to other schools in the state that serve the same or similar grades

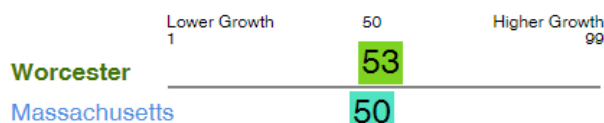
92nd West Tatnuck
74th: Worcester Tech High
74th Flagg Street
65th Midland Street



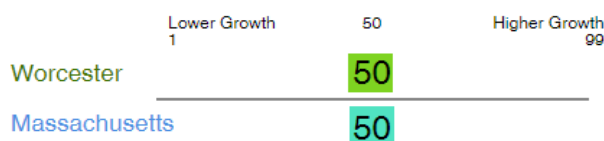
2016: Dropout Rate 1.9%
(equals state average)

2016 Student Growth

English Language Arts



Mathematics



Change in Accountability Level Status 2015 to 2016

Roosevelt: Level 3 to Level 1
Thorndyke Road: Level 2 to Level 1
Canterbury Street: Level 3 to Level 2



Student Performance



In February 2012, Massachusetts received a waiver of certain aspects of the federal No Child Left Behind law. Through the waiver, we have unified state and federal requirements, allowing us to tailor our accountability and assistance system to better

meet the needs of our local school districts and focus supports for the state's lowest performing schools and districts.

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

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

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

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

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

- Schools designated by the state as "Level 4," those schools determined by the Massachusetts Department of Elementary and Secondary Education (DESE) to be the lowest performing schools in the state based on an analysis of four-year trends in achievement, go through a redesign process. Level 4 schools receive intensive staff development and expanded learning opportunities in accordance with state and federal requirements. Additional local funds (general fund and/or special revenue) are used to fund the redesign plan as identified by the school's stakeholder planning process.



Student Performance

- State law requires DESE to annually classify the lowest 20 percent of schools into Level 3 (a subset of these schools may be eligible for classification as Level 4 or Level 5). A school is placed in Level 3 if any of its subgroups scores are among the lowest performing subgroups in the state. For these schools, the district uses local general and special revenue funds to provide additional supports to the school in a coordinated attempt to move the school to Level 2 or Level 1 status. Some of the resources that are used are intervention tutors that are part-time licensed teachers who work in small group settings with students to strengthen literacy and numeracy proficiency. In addition, through the use of federal Title 1 schools, schools in Level 3 status use specific student performance data at their school to design appropriate responses to the interventions using Supplemental Education Services funds provided in the grant. Options that have been used by the school include additional intervention tutors during the school day to afterschool intensive academic programs. These plans are reviewed annually and the schools' response to the student performance is adjusted as needed.
- Schools determined to be Level 2 or Level 1, schools not in the lowest 20% of schools, have flexibility through the district's resource allocation meetings between the building principal and the Chief Academic Officer, the school's Manager of Instruction and School Leadership, the Manager of Special Education, the Manager of Staff Development, the Manager of English Language Learners, and the Chief Financial and Operations Officer, to reallocate existing resources to reflect the needs of the school based on student needs and the school's accountability plan. Each school's accountability plan highlights are listed in the location based section of the budget.

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

Important note about use of data: While DESE continues to produce accountability system measures, there are limitations to the data that needs to be taken into consideration. The data is more useful at the school level, and school staff are able to make use of PARCC and MCAS data to inform instructional decisions.

The Administration is focused on identifying successful practices in schools that are exceeding expectations and providing targeted support to schools that are trending downward or are not making expected progress.

Changes to the WPS Accountability Framework have been implemented. The new structure is based on DESE Turnaround Practices that have been shown to be effective in turning around low-performing schools across the state.



Student Performance

Highlights



For the second consecutive year, the Worcester Public Schools made use of a hybrid approach for state testing in grades 3-8. In 2015-16:

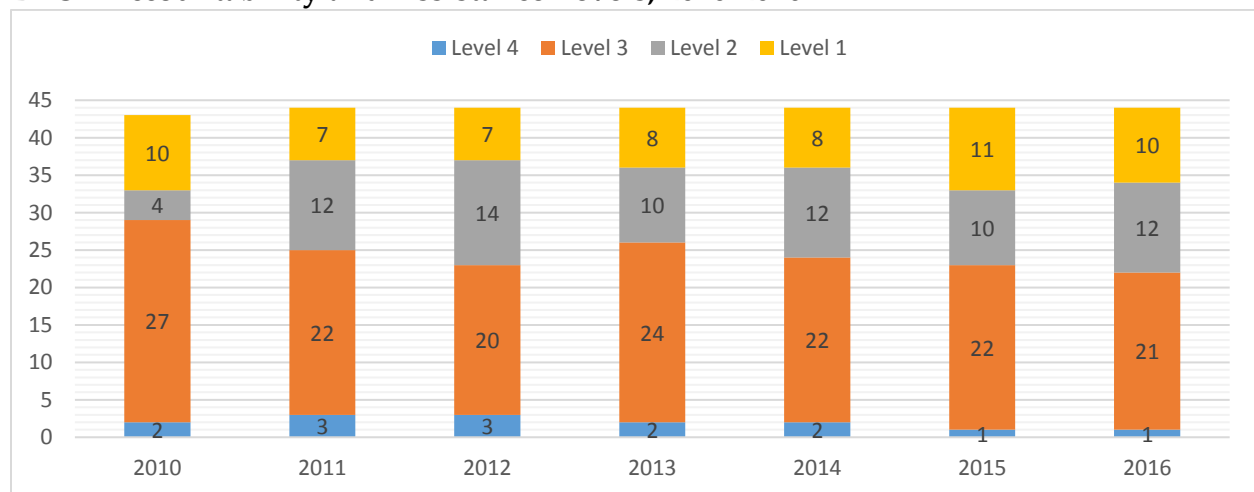
- 13 schools administered MCAS to students in ELA and Mathematics
- 26 schools administered PARCC to students in ELA and Mathematics

The Science and Technology/Engineering MCAS test was administered to students in grades 5, 8 and high school. The ELA and Mathematics MCAS tests were administered to students in grade 10.

Massachusetts Framework for District Accountability and Assistance: Useful indicators to gauge progress

- ⊕ Accountability and Assistance Level – Levels 1-5
- ⊕ School percentiles
- ⊕ Narrowing proficiency gaps – English Language Arts
- ⊕ Narrowing proficiency gaps – Mathematics
- ⊕ Narrowing proficiency gaps – Science & Technology/Engineering
- ⊕ Student Growth – English Language Arts
- ⊕ Student Growth – Mathematics

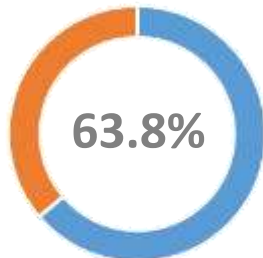
DESE Accountability and Assistance Levels, 2010-2016





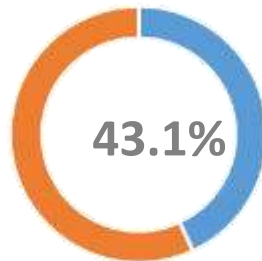
Student Performance

MCAS ELA OVERALL
PROFICIENCY



■ 2016

PARCC ELA OVERALL
MEETING EXPECTATIONS



■ 2016

MCAS MATH OVERALL
PROFICIENCY



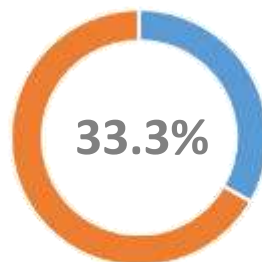
■ 2016

PARCC MATH OVERALL
MEETING EXPECTATIONS



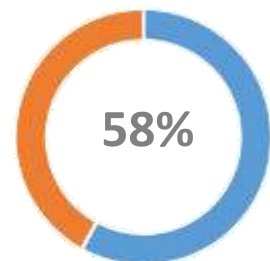
■ 2016

MCAS SCIENCE OVERALL
PROFICIENCY



■ 2015

ACCESS MEDIAN
PERCENTILE

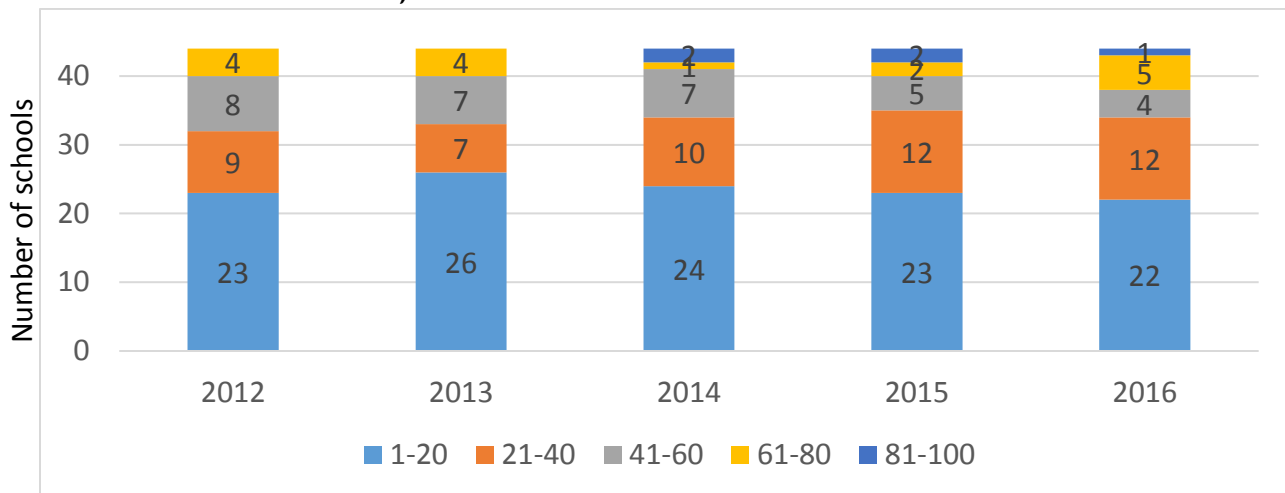


■ 2015



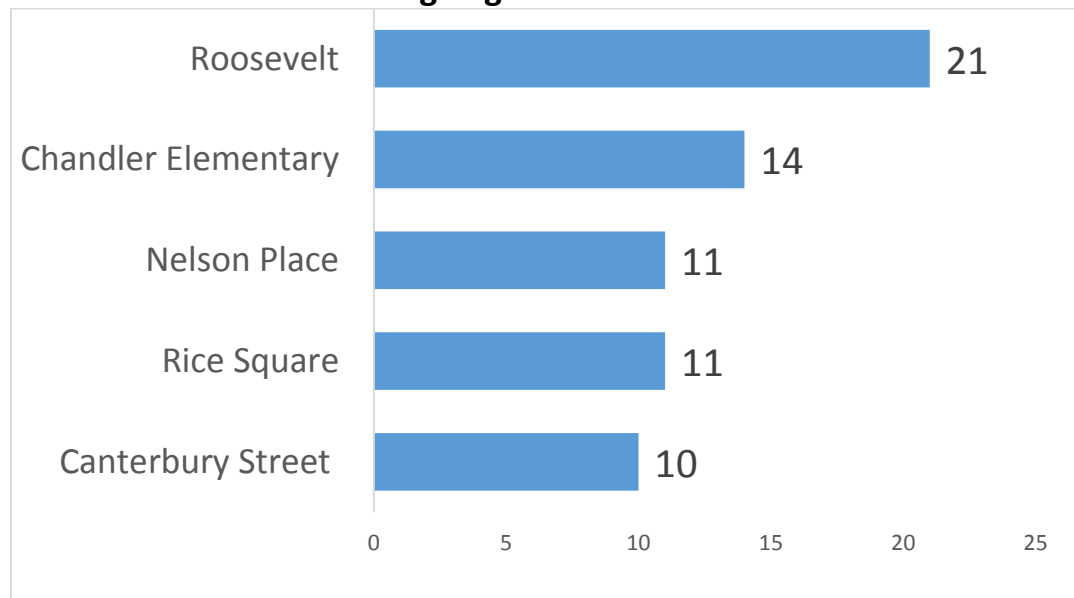
Student Performance

DESE School Percentiles, 2012-2016



School-level Highlights

5 schools made “double digit” gains from 2015 to 2016:



West Tatnuck – commended by DESE for high achievement and high progress.

Chandler Elementary – commended by DESE for high progress and narrowing proficiency gaps.



Student Performance

English Language Arts

Narrowing Proficiency Gaps	Elementary	Secondary	Student Growth	Elementary	Secondary
Above Target	3	2	Above Target	11	3
On Target	2	2	On Target	11	3
Improved Below Target	13	4	Below Target	11	5
No Change	10	2			
Declined	5	1			

Mathematics

Narrowing Proficiency Gaps	Elementary	Secondary	Student Growth	Elementary	Secondary
Above Target	3	0	Above Target	12	4
On Target	1	0	On Target	8	5
Improved Below Target	17	8	Below Target	13	2
No Change	6	2			
Declined	6	1			

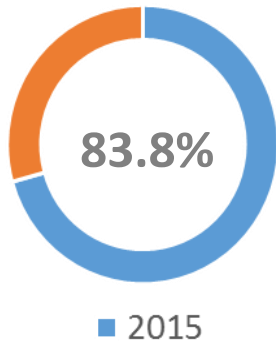
Science and Technology

Narrowing Proficiency Gaps	Elementary	Secondary
Above Target	2	1
On Target	2	0
Improved Below Target	9	7
No Change	4	0
Declined	15	3

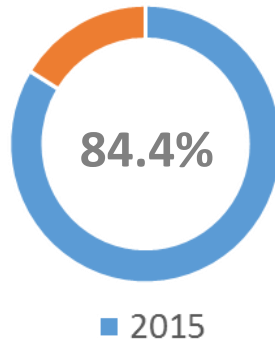


Student Performance

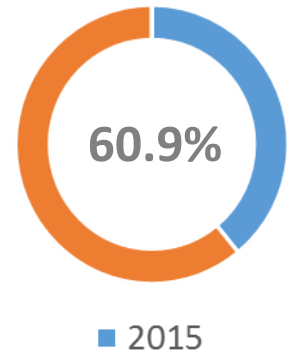
4-YEAR ADJUSTMENT
GRADUATION RATE



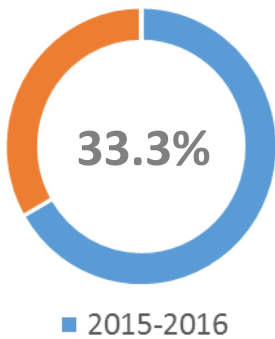
5-YEAR ADJUSTMENT
GRADUATION RATE



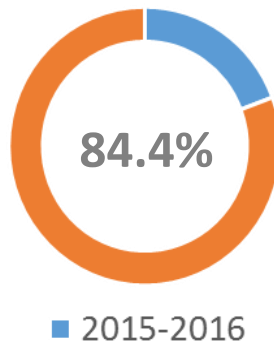
COLLEGE ENROLLMENT RATE
Within one (1) year of
High school graduation



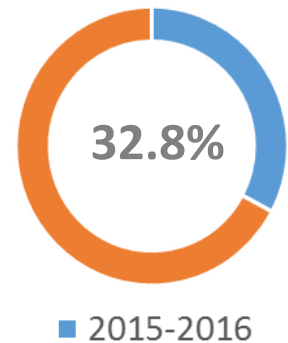
SAT PARTICIPATION RATE



AP PARTICIPATION RATE



AP QUALIFYING SCORE
RATE





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



The district is guided by the following strategic goals*:

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



Burncoat High School Graduation 2016 (Telegram & Gazette)

** The district has started a new Strategic Plan process in 2017 supported by local business and community members and facilitated by the Rennie Center for Education Research and Policy (Boston, MA).*



District Guiding Documents

We hereby agree to form a Compact to prioritize public education and coordinate efforts to firmly establish the Worcester Public Schools as the best urban public education system in New England and beyond. This Compact shall serve as a commitment among all parties for open discussion, prioritization, and implementation of a strategic plan and approach to secure comprehensive educational transformation that ensures the potential for academic, personal, and professional success for every public school student.

Vision Statement



Through this Compact we agree to:

- ⊕ Create a visionary strategic plan for public and private investment in local public education to identify challenges and the opportunities to address those challenges through new resources, structures, initiatives, and partnerships;
- ⊕ Undertake, collectively and independently, those actions necessary to promote that plan and ensure its accomplishment;
- ⊕ Identify, connect, and cooperate with those community partner organizations involved in effecting and promoting the success of the Worcester Public Schools;
- ⊕ Encourage information-sharing and idea development through new working groups and partnerships;
- ⊕ Promote the strategic plan and its successes to others - including parents, students, residents, alumni, policymakers, educators, and the business community - throughout New England and beyond so that the reputation and perception of the Worcester Public Schools draws new interest and investment at an increasing pace;
- ⊕ Provide financial, technical, and community support for innovation, investment, and growth opportunities within the Worcester Public Schools;
- ⊕ Forge a robust partnership with federal, state, regional, and local government, private enterprise, foundations, and colleges and universities to identify and support best practices in public education.



President Barack Obama, left, speaks with Worcester Technical High School senior class president Reginald Sarpong during the school's graduation ceremony at the DCU Center in Worcester on Wednesday, June 11, 2014. (photo: Boston Herald)

We commit to collaborate with one another and our community partners to establish and accomplish specific goals consistent with the framework outlined above.



District Guiding Documents

Theory of Action



The district operates with the following Theory of Action: “If all Worcester Public Schools’ personnel provide or support high quality teaching and learning, then all Worcester Public Schools’

students will continuously achieve higher performance levels, thus closing the achievement gap.” This is achieved with the following focus:

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



Author and motivational speaker Liz Murray addresses all Worcester Public Schools employees at the Worcester Comes Together celebration in August 2016 (Telegram and Gazette)



District Priorities and Goals

District Priorities



The FY18 budget continues to reflect district priorities that have emerged through input from the School Committee, students, parents, staff, business leaders, community and civic leaders, and interested citizens. Budget recommendations are based on the following four district priorities:



Deliver high quality teaching and learning



Expand Advanced Placement and Career and Technical Programs



Provide Reasonable Class Size for all students



Provide safe and secure learning environments

District Goals



Goal One Safety



Provide a supportive, safe, and orderly learning environment that emphasizes relationships marked by respectful interactions, acceptance, inclusiveness, and our responsibility to one another.

Goal Two Instruction



Work collaboratively to create and sustain excellent instruction that improves students' skills in literacy, critical thinking, collaboration and communication to prepare them for global citizenship.

Goal Three Engagement



Engage responsively with families and higher education, business and community partners to develop and enhance opportunities for all students.

Goal Four Collaboration



Enhance professional collaborative structures that promote strong, ethical leadership and scholarship.



Building the Budget

Guiding Principles



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 the resources available.

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.

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 session in June, for the School Committee to review the recommended budget by the Superintendent, make any changes, and ultimately adopts a final budget for the upcoming year.



Building the Budget

Budget Process



fiscal year for the following year beginning on July 1.

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



In October, the district submits student enrollment data to the state for purposes of determining the state's foundation budget for the upcoming school/fiscal year. The state's foundation budget is a formula entirely determined by the number of students enrolled in the district as of October 1 of the previous year and this per pupil funding formula is differentiated based upon the student's grade or program with additional funding based on socio-economic status.

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



Subsequently, in 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.



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



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 FY18 budget for the Worcester Public Schools. It serves as a guide to help administrators, staff, elected officials, parents, and the general public and other interested parties understand the district's programs, services, goals, and finances for the 2017-2018 school year (July 1, 2017 to June 30, 2018). 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.

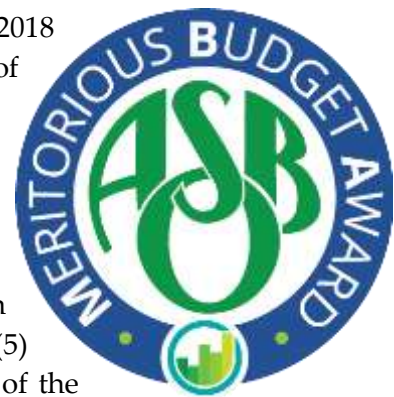
Financial Planning: The budget is a financial planning tool that allocates resources based upon strategic analysis of student achievement, enrollment, mandated services, high quality teaching and learning, and community values. It is a comprehensive document that reflects all sources of revenue and explains 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 2018 budget document of the Worcester Public Schools continues to be aligned with the format of the Association of School Business Officials International (ASBO) Meritorious Budget Award (MBA) format and is divided into five sections: (1) Introduction, (2) Organizational, (3) Financial (including Line Item Budget and Location Based Budget), (4) Informational, and (5) Appendices. The Worcester Public Schools have been recipients of the ASBO MBA for four consecutive years in 2014, 2015, 2016 and 2017.



Introductory

This **Introductory** section gives readers an introduction to the fiscal year 2018 budget document. This section contains the Executive Summary which is a high level synopsis that highlights the major points contained in the document.



Building the Budget

...for ALL students

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 for FY18.

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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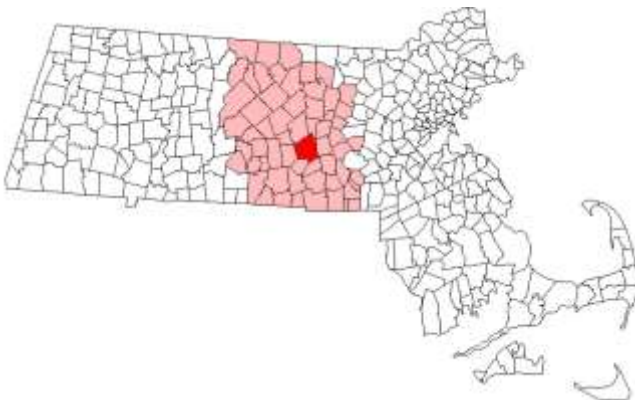
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Worcester City Hall and Worcester Common

Introduction to the Worcester Public Schools

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



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

Worcester'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. Rice served as a selectman in Worcester beginning in 1722, when it was incorporated as a town, and then as town clerk, and he served as the first schoolmaster in 1726, and was an officer in the militia, attaining the rank of major in 1734. Rice was selected as judge to the Court of Common Pleas in Worcester County on the establishment of the county. It was resolved, in 1735, 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.



Introduction to the Worcester Public Schools

An 1823 report on the conditions of public schooling in Worcester led to state passage of school governance laws, creating school committees and authorizing local taxation to support schools.



Worcester has historically been a leader in progressive education, making secondary education coeducational in 1845, desegregating its public schools in 1848, electing women to its school board in 1868, and creating among the first vocational programs in the country in Boys Trade, founded by Milton Higgins on 1911.

By vote of the town in 1752, a grammar school was established. The school consisted of a house with two rooms on Main Street at the corner of Foster Street. This building was turned into a dwelling house during the Revolution. 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 was incorporated as a city in 1848. Levi Lincoln was inaugurated as the city's first mayor. At the time, there were nine "infant schools," six "primary" schools, three "English" or "grammar" schools, and Classical High School and English High School. In 1892, Classical and English High Schools were split, and, more particularly, the trade of buildings in 1914, leaving Classical with the smaller of the buildings came from a new perspective in what we expect of our educational system. Whereas John Adams wrote in 1765, "There are two types of education...One should teach us how to make a living, and the other how to live," it was the former rather the latter that grew in influence over the course of the late 19th and early 20th centuries in Worcester and across the country. 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 part of a broader vocational school movement, which enormously expanded the number of students across the country who attended secondary school, but who did so specifically to take positions directly following graduation.

These schools were unlike Classical, which, along with North and South High Schools, continued to prepare students for college. It was the influence of the working world that 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, leading to the closing of both Classical High School and Commerce High School in the 1960's.



Introduction to the Worcester Public Schools

Today, Worcester has thirty-three elementary schools, four middle schools (two with grade 7-8 and two with grade 6-8 options), four comprehensive high schools, one technical high school, two grade 7-12 schools, and several alternative education options. 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 1891

English High School

(Now the John E. Durkin Administration Building)





Introduction to the Worcester Public Schools

As of January 1, 2017, there were over 28,707 school-aged children (K-12) residing in the City of Worcester, and of that, over 24,180 of the students, or about 84.2%, attend the Worcester Public Schools. When including pre-school students, the district enrollment in 2016-2017 is 25,391 students within 44 schools and 5 alternative pathway programs. With approximately 4,196 employees, including 2,213 teachers, the district is the third largest school district in the Commonwealth (behind Boston and Springfield, with 53,263 and 26,633 students respectively) and the third largest employer in the City of Worcester (behind UMass Memorial Health Care and UMass Medical School, with 13,473 and 4,741 employees respectively).

Worcester's Peer Districts (by Enrollment)	
Boston	53,263
Springfield	25,633
Worcester	25,391
Brockton	16,970
Lynn	15,299
Lowell	14,416
Lawrence	13,857
New Bedford	12,640
Fall River	10,163



At 4,196 employees, the Worcester Public Schools is the City of Worcester's third largest employer

Additionally, the City provides per pupil funding to primarily two charter schools that collectively enroll approximately 2,092 students, and to other neighboring school districts that collectively enroll about 497 students who reside in Worcester but attend schools in other districts under the School Choice Program.

The student population demographics in Worcester includes 68.9% minority, and the first language not English of about 54% 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 57% of the student body is classified as economically disadvantaged (students' participation in one or more state administered programs, such as Supplemental Nutrition Assistance, Transitional Assistance for Families with Dependent Children, the Department of Children and Families' foster care program, and MassHealth program). Over 5.3 million school meals are served annually which equates to 10,500 breakfasts and 17,400 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.

Worcester Public Schools today! *Opening August 2017* Nelson Place Main Entrance Schematic Design





Introduction to the Worcester Public Schools

Enrollment

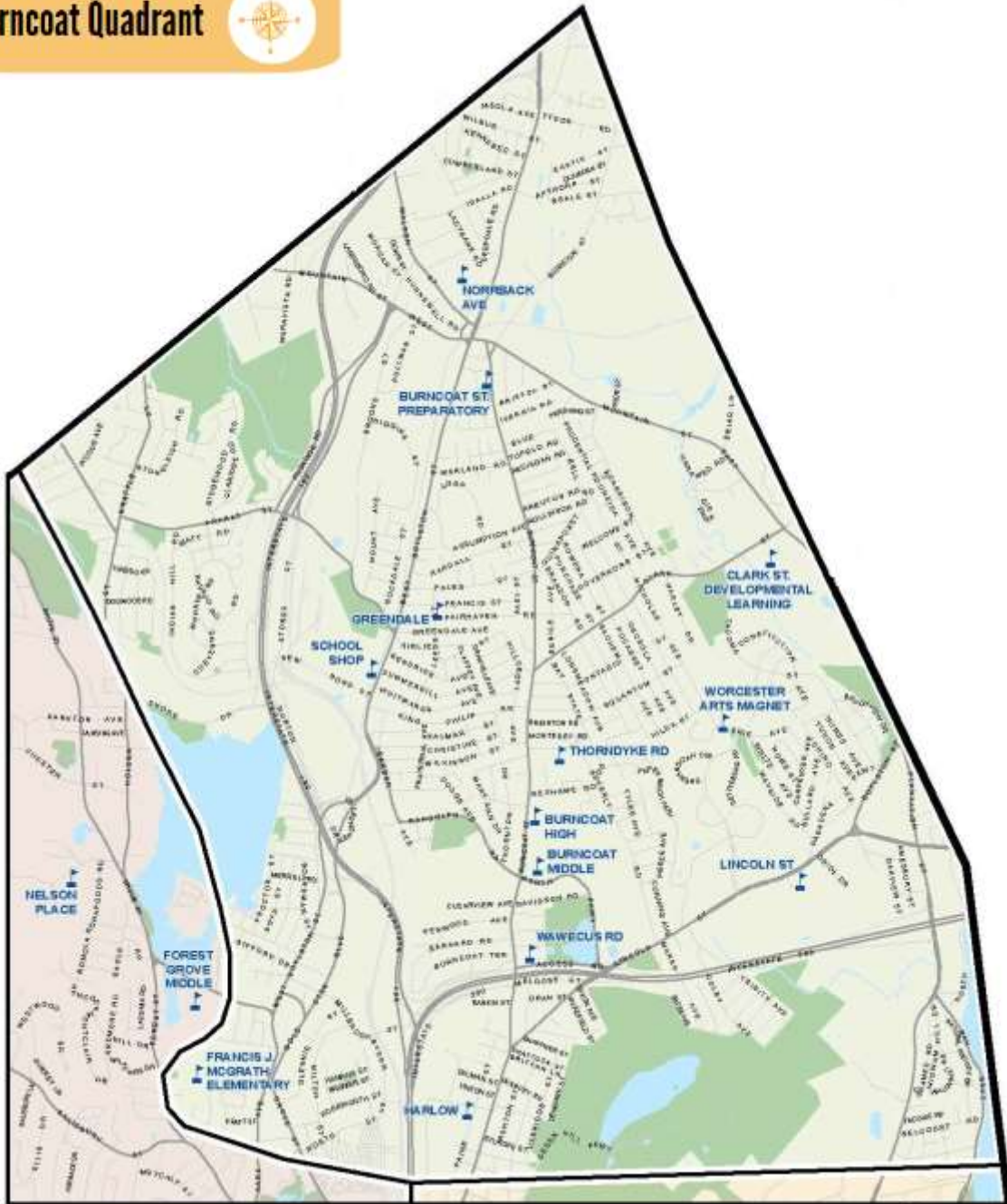


School Name	Grades Served	10/1/16 Enrollment	School Name	Grades Served	10/1/16 Enrollment
High Schools			Middle Schools		
Burncoat High	9-12	1,005	Burncoat Middle	7-8	560
Doherty Memorial	9-12	1,534	Forest Grove Middle	7-8	1,000
North High	9-12	1,284	Worcester East Middle	6-8*	813
South High	9-12	1,396	Sullivan Middle	6-8*	862
Worcester Technical High	9-12	1,391			
Claremont Academy	7-12	536			
University Park Campus	7-12	<u>252</u>			
Total High Schools		7,398	Total Middle Schools		3,235
Elementary Schools					
Burncoat Street Preparatory	K-6	261	May Street	K-6	334
Belmont Street Community	PreK-6	552	McGrath Elementary	PreK-6	289
Canterbury Street Magnet	PreK-6	369	Midland Street	K-6	241
Chandler Elementary	K-6	507	Nelson Place	K-6	453
Chandler Magnet	PreK-6	465	Norrback Avenue	PreK-6	566
City View Discovery	PreK-6	506	Quinsigamond Elementary	PreK-6	810
Clark Street	K-6	200	Rice Square	K-6	417
Columbus Park Preparatory	PreK-6	480	Roosevelt Elementary	PreK-6	658
Elm Park Community	PreK-6	503	Tatnuck Magnet	K-6	383
Flagg Street	K-6	403	Thorndyke Road	K-6	379
Gates Lane	PreK-6	598	Union Hill	PreK-6	527
Goddard	PreK-6	506	Vernon Hill	PreK-6	558
Grafton Street	PreK-6	403	Wawecus Road	K-6	149
Heard Street	K-6	268	West Tatnuck Elementary	PreK-6	341
Jacob Hiatt Magnet	PreK-6	445	Woodland Academy	PreK-6	624
Lake View	K-6	300	Worcester Arts Magnet	PreK-6	412
Lincoln Street	PreK-6	288	Head Start Program	PreK	563
			Total Elementary Schools		14,758
Total District Enrollment					25,391

* Worcester East Middle and Sullivan Middle School have innovation academies that include 6th grade students.



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

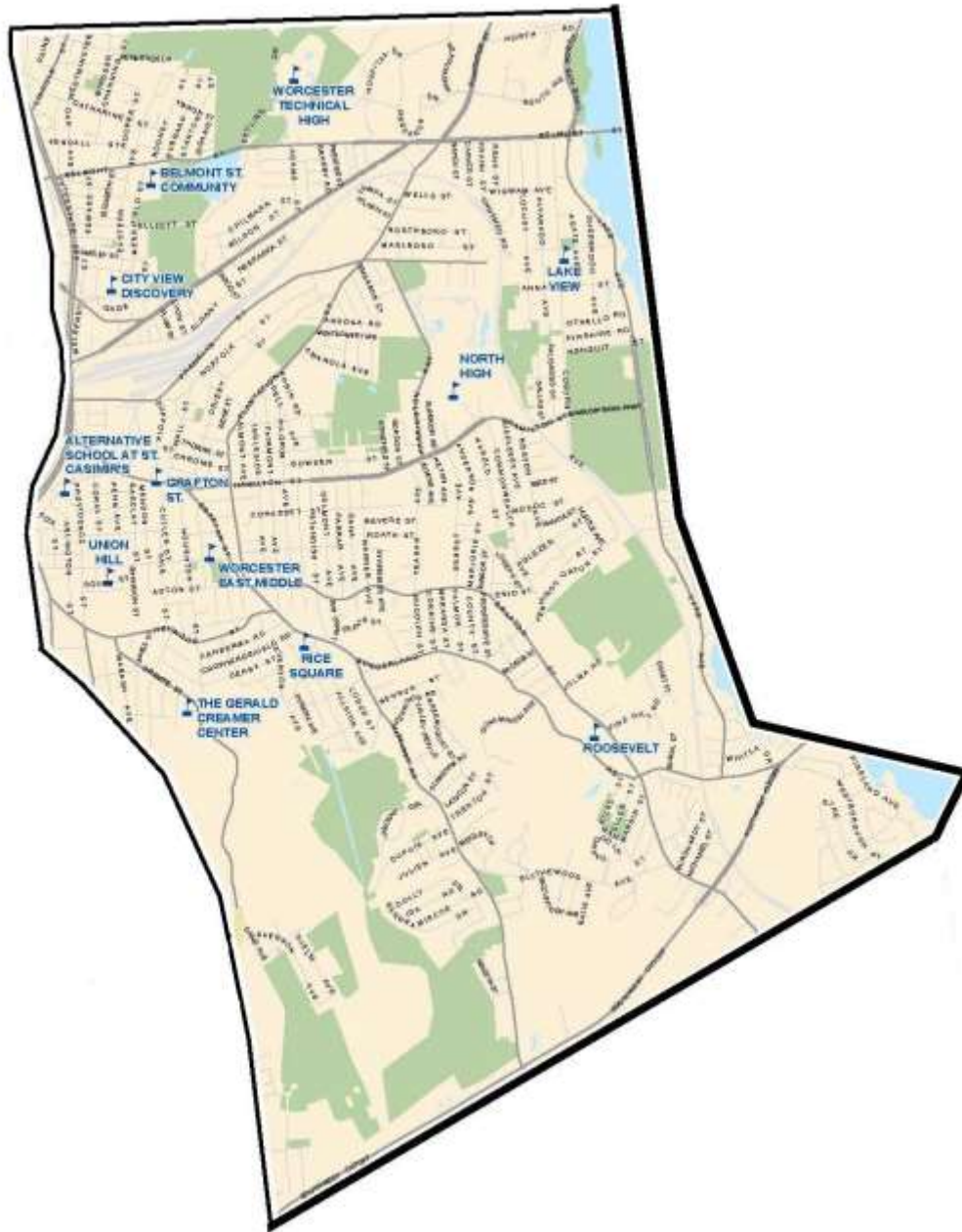
Nelson Place

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

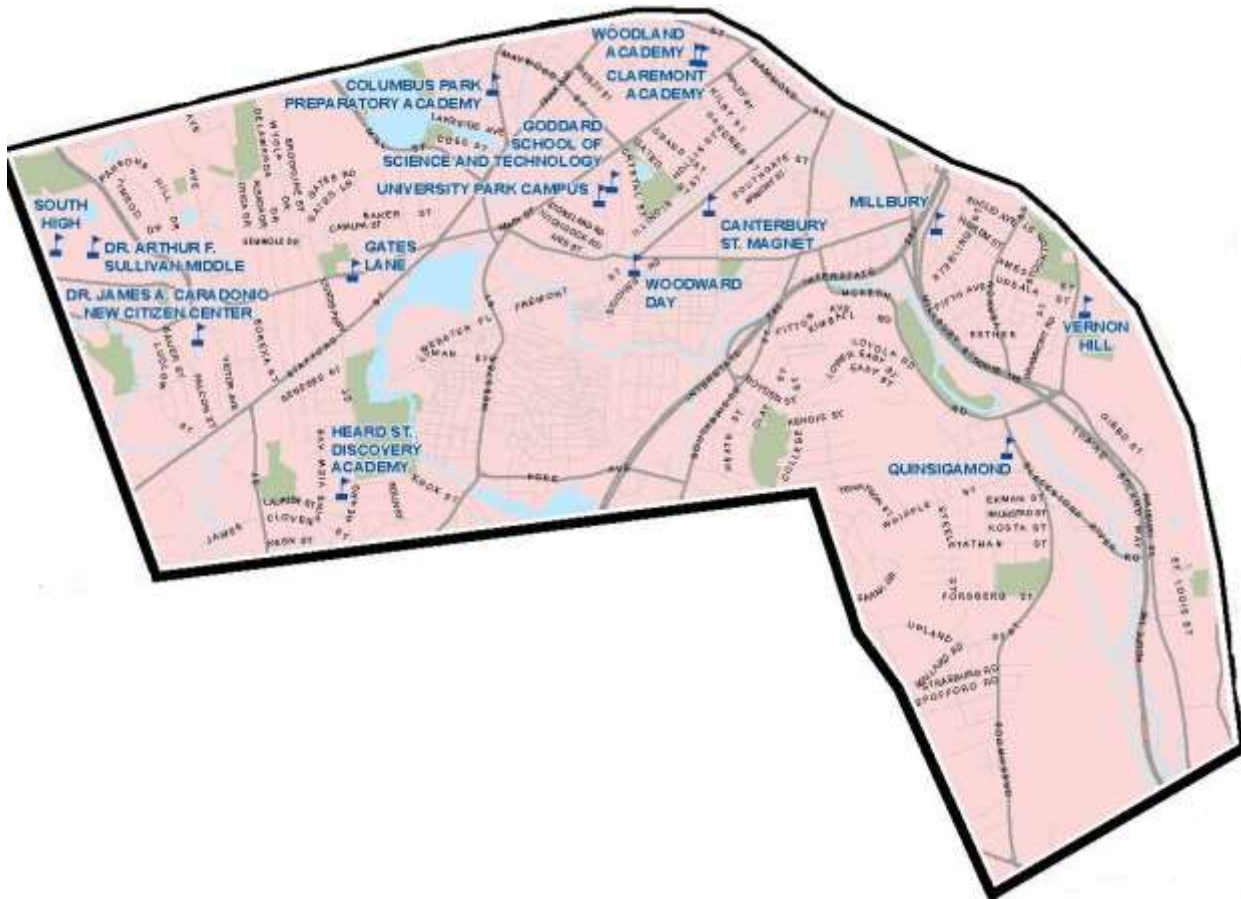
Union Hill

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

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.

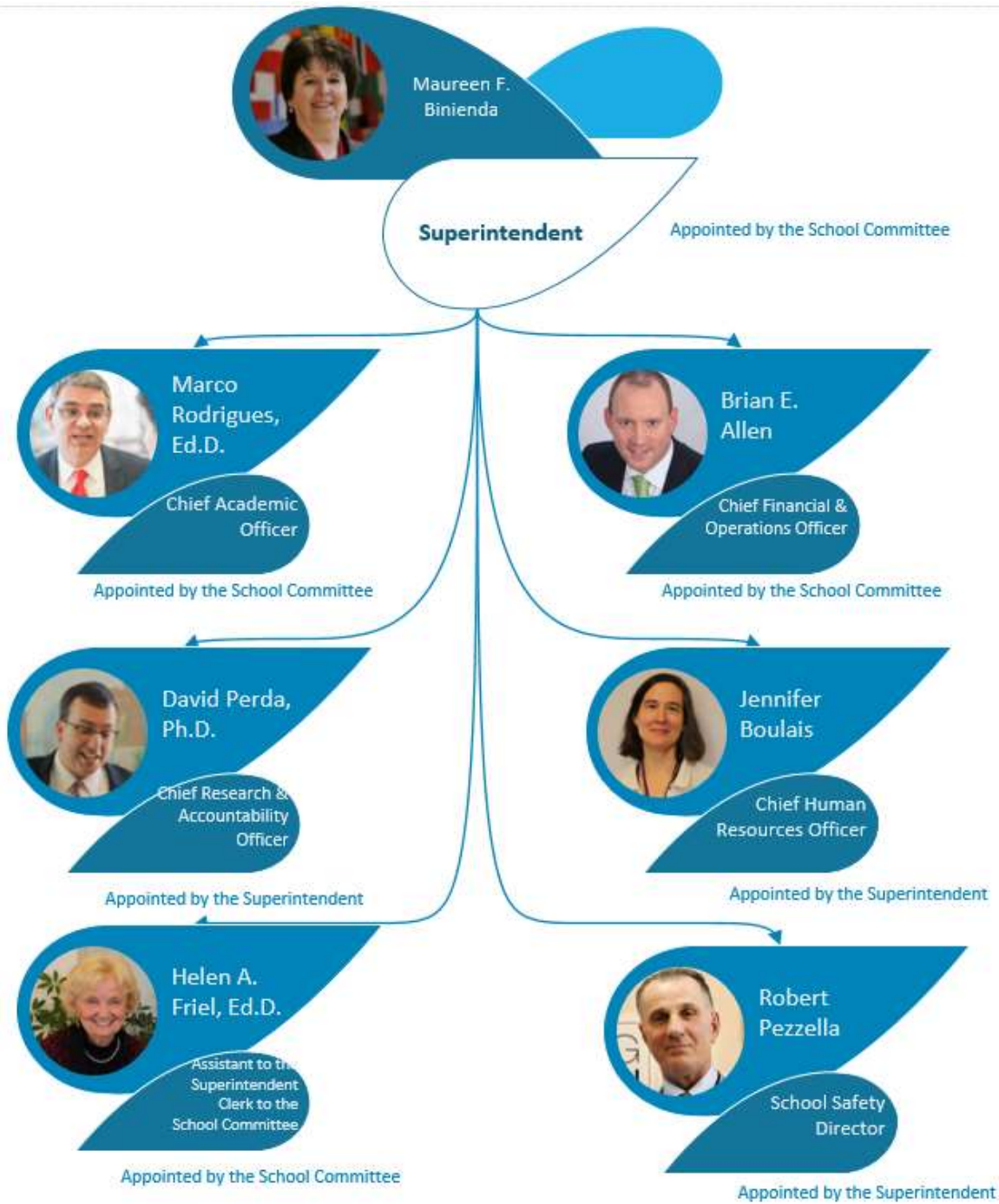
Administrative Structure

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.



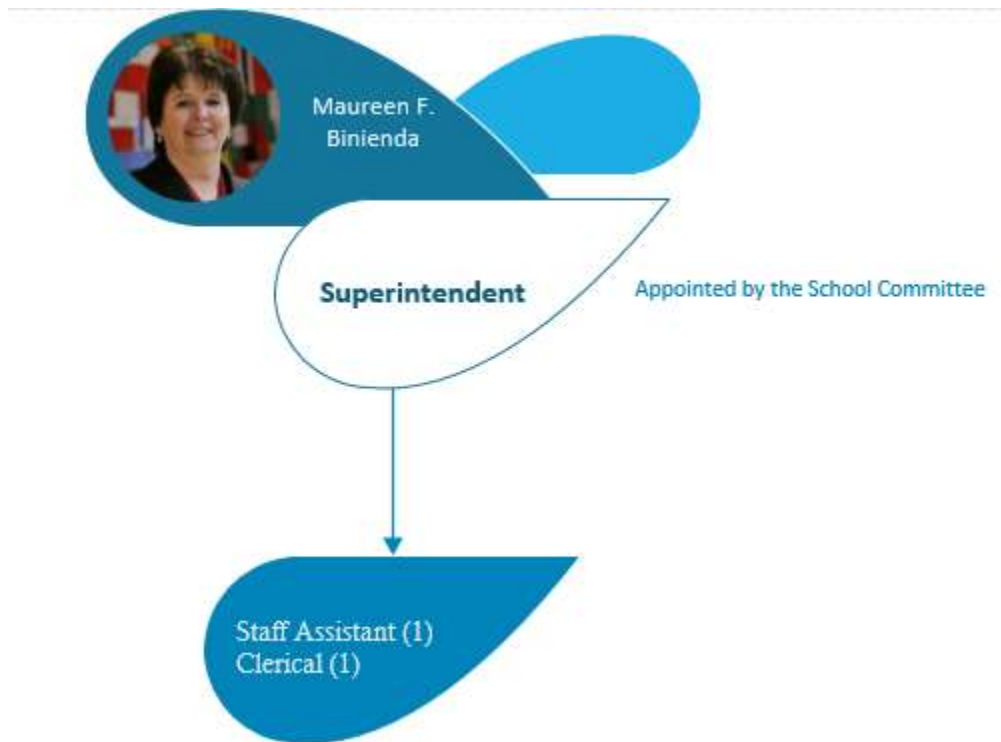
Our teacher became President of the United States; our student is father of modern rocketry....

Division: Superintendent



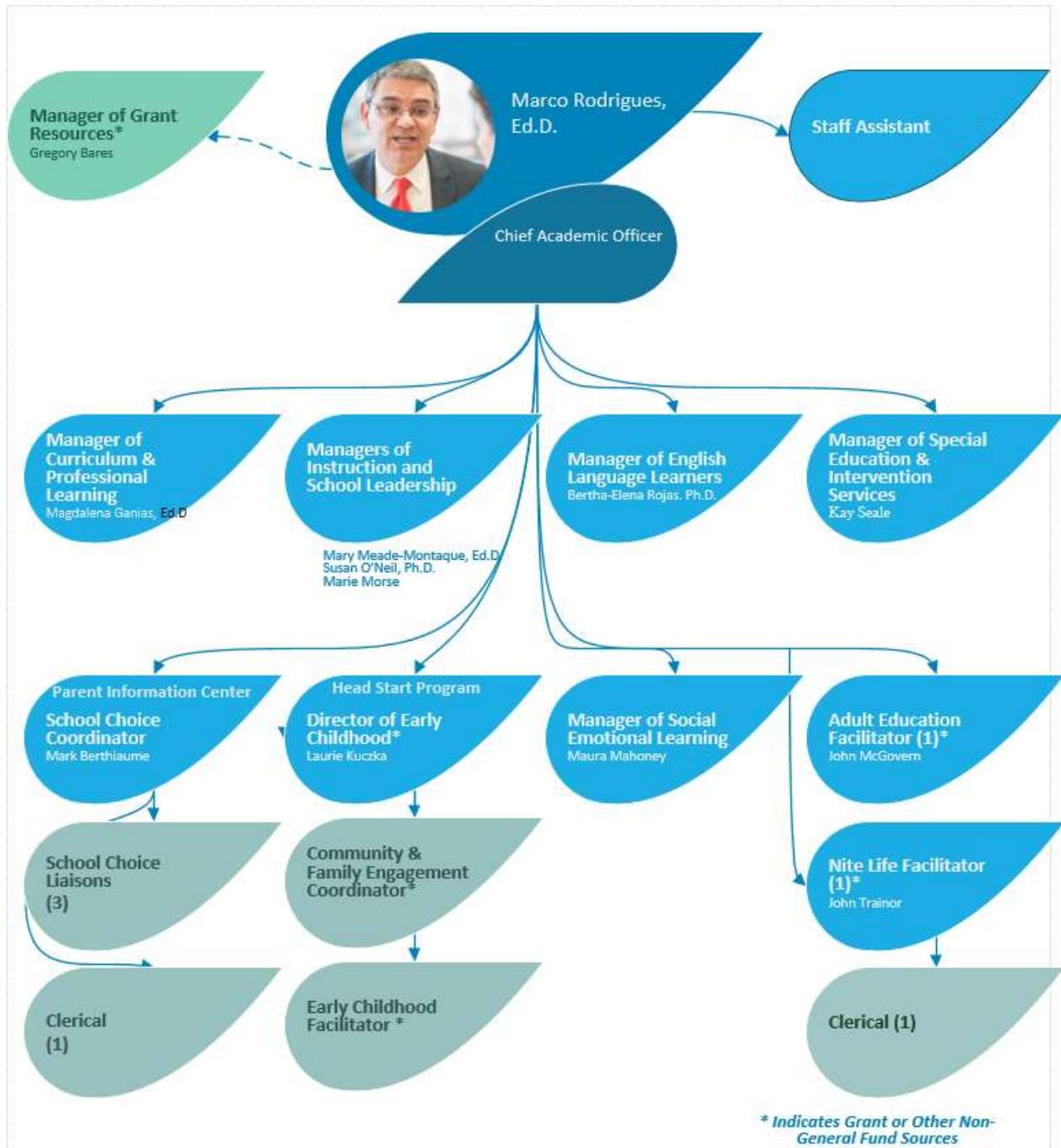


Division: **Superintendent**
Department: **Superintendent Staff**



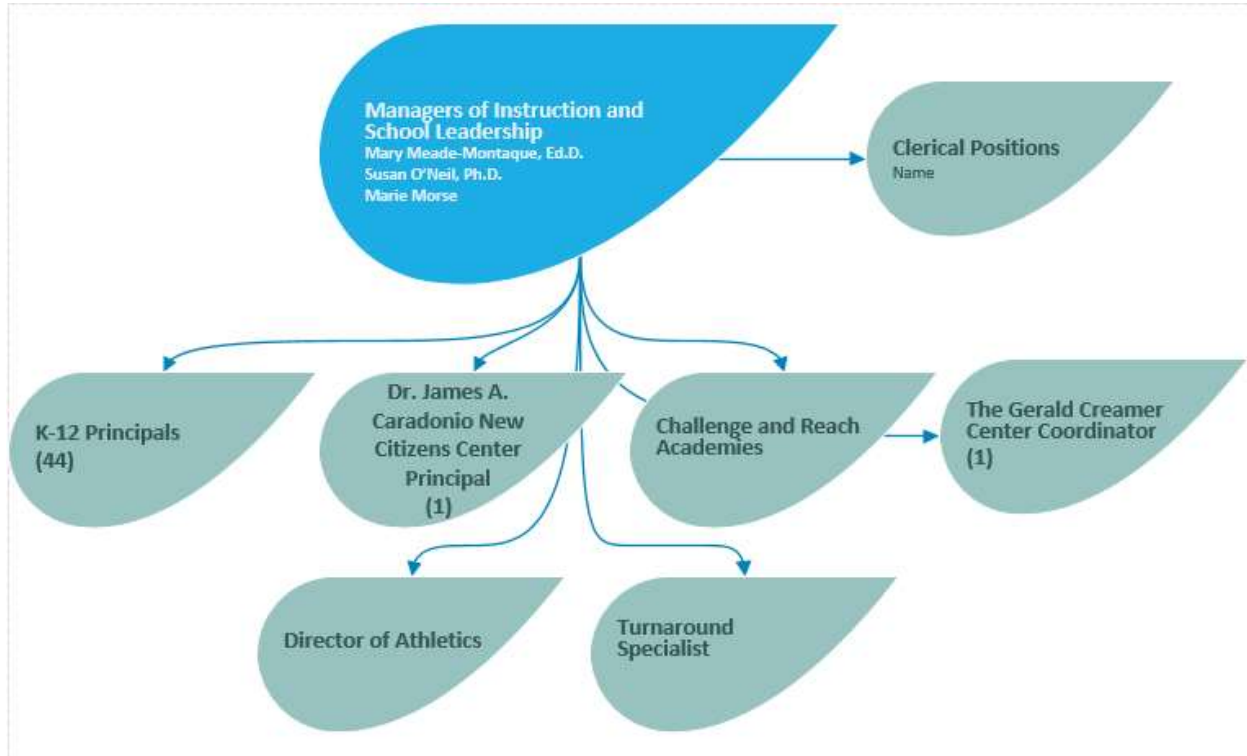


Division: Teaching and Learning



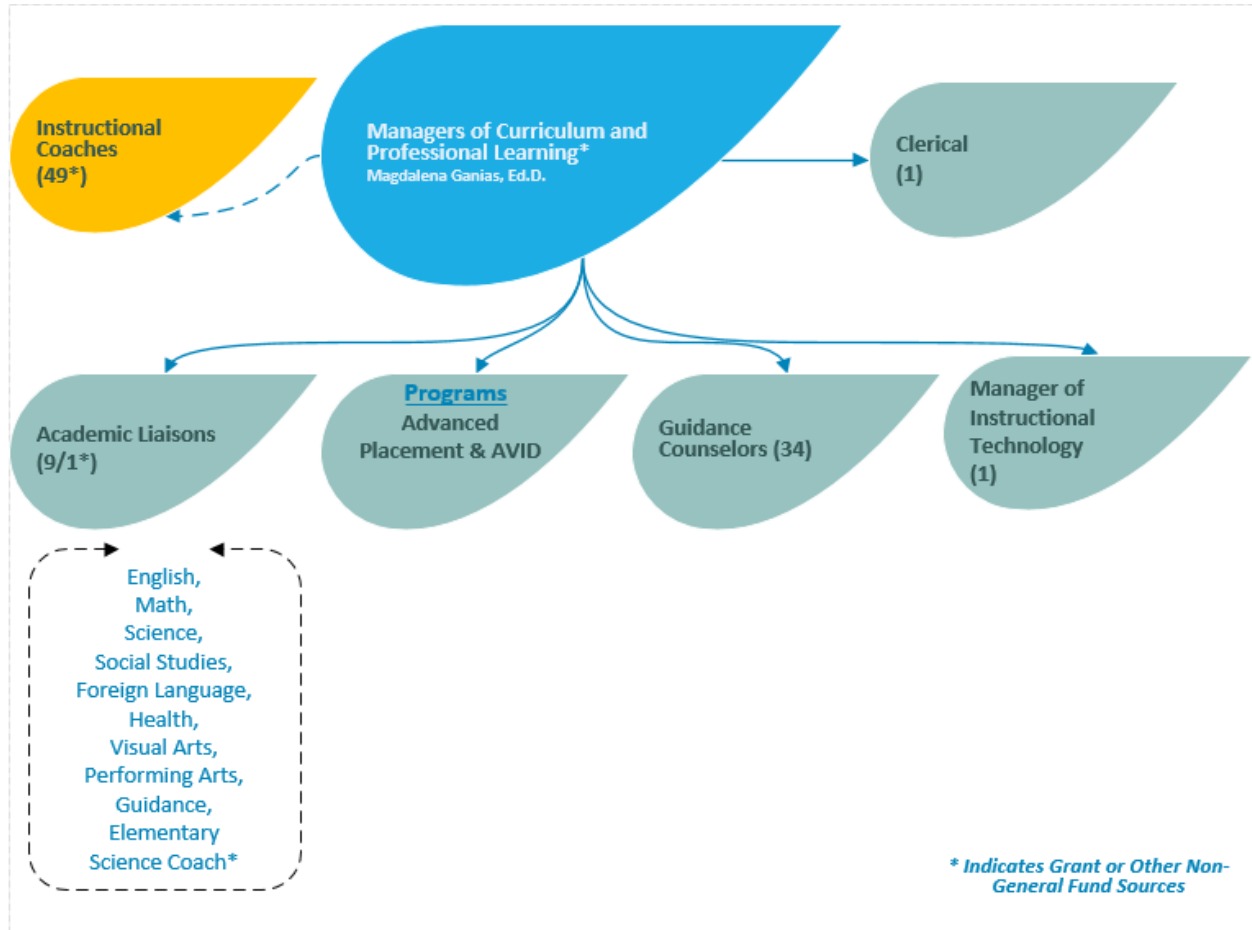


Division: **Teaching and Learning**
Department: **Instruction and School Leadership**



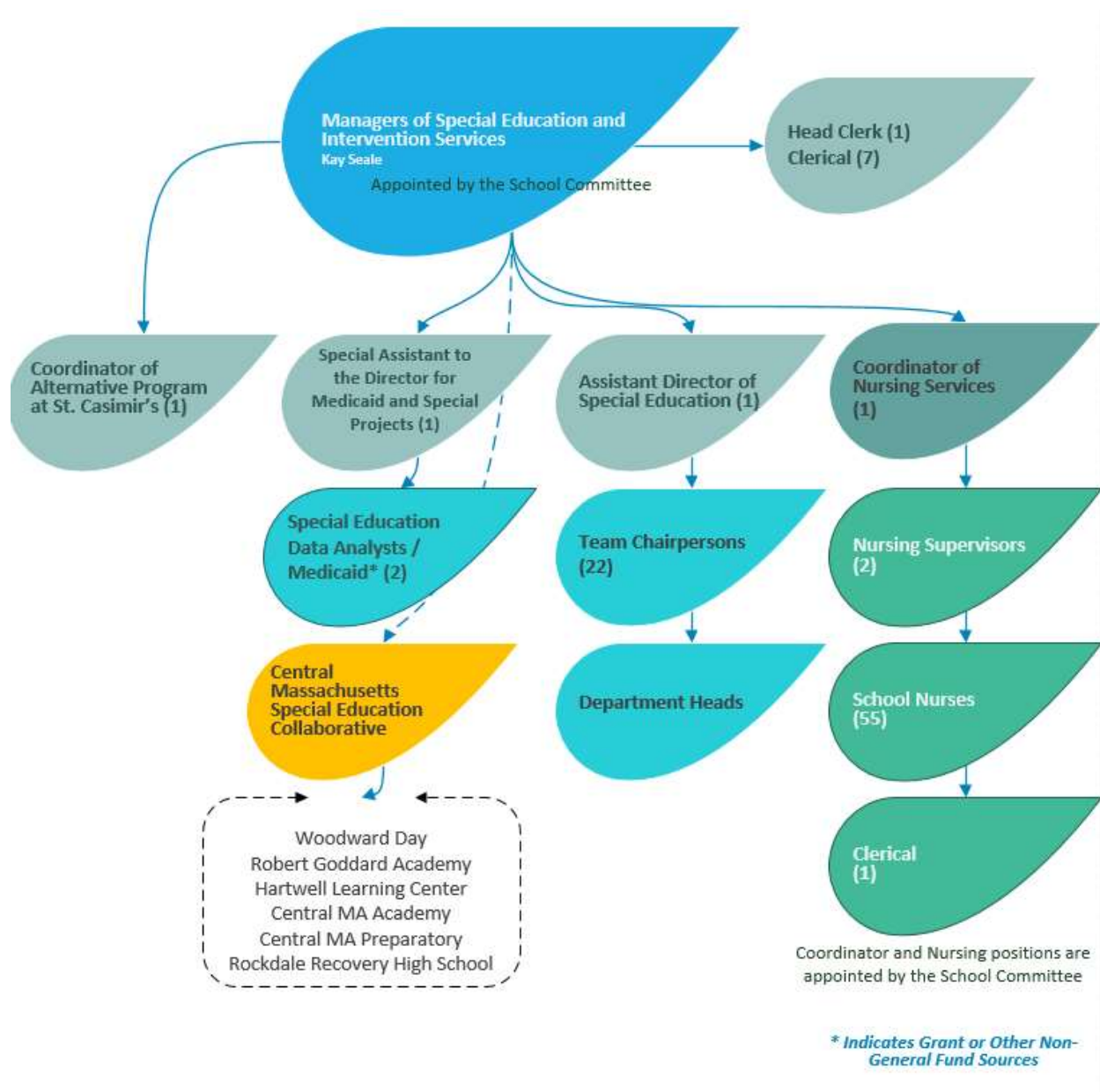


Division: **Teaching and Learning**
Department: **Curriculum and Professional Learning**





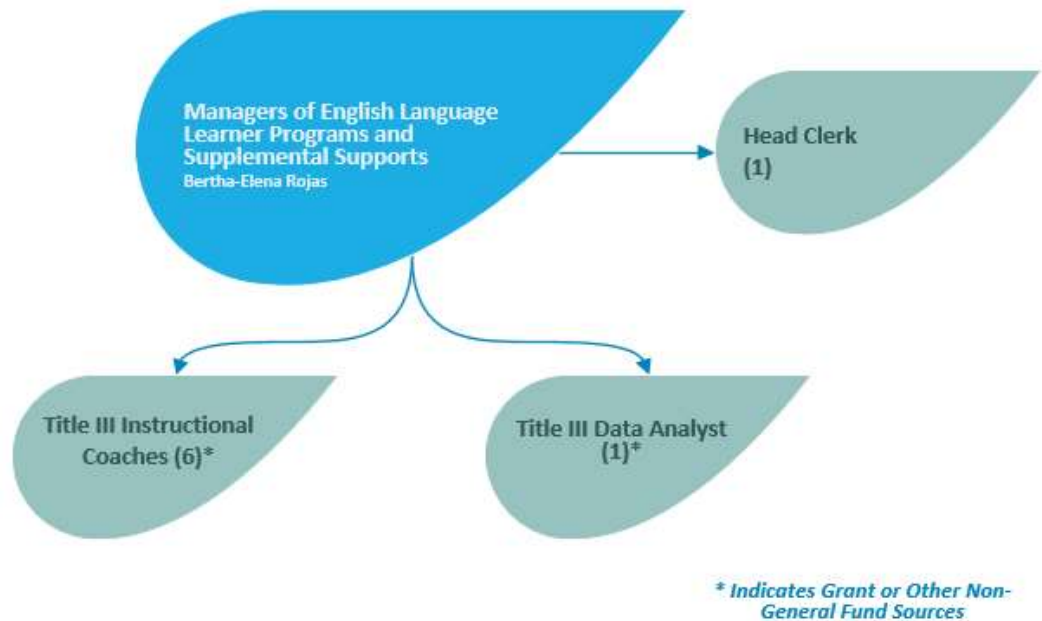
Division: Teaching and Learning
Department: Special Education & Intervention Services





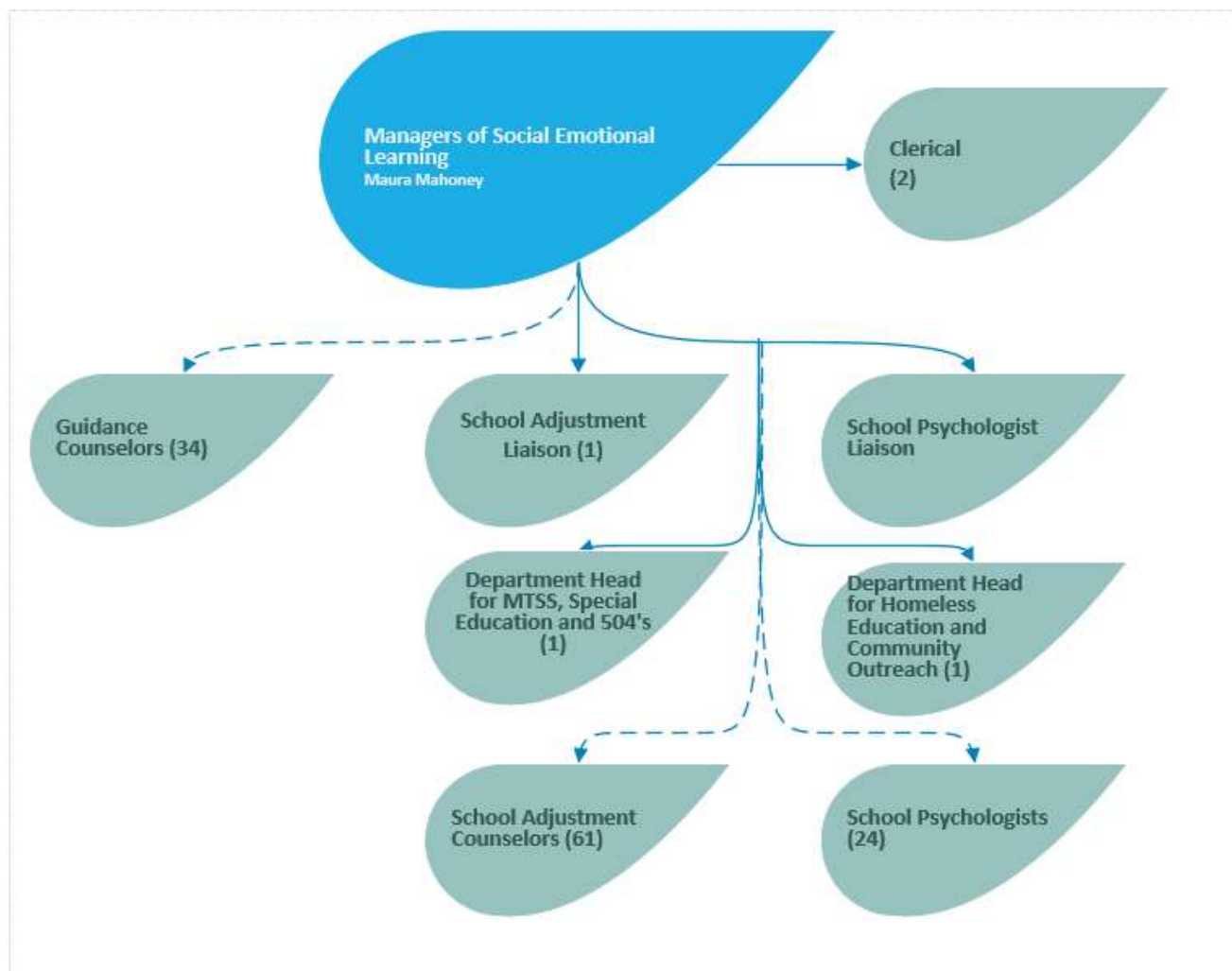
Our teacher became President of the United States; our student is father of modern rocketry....

Division: **Teaching and Learning**
Department: **English Language Learners**



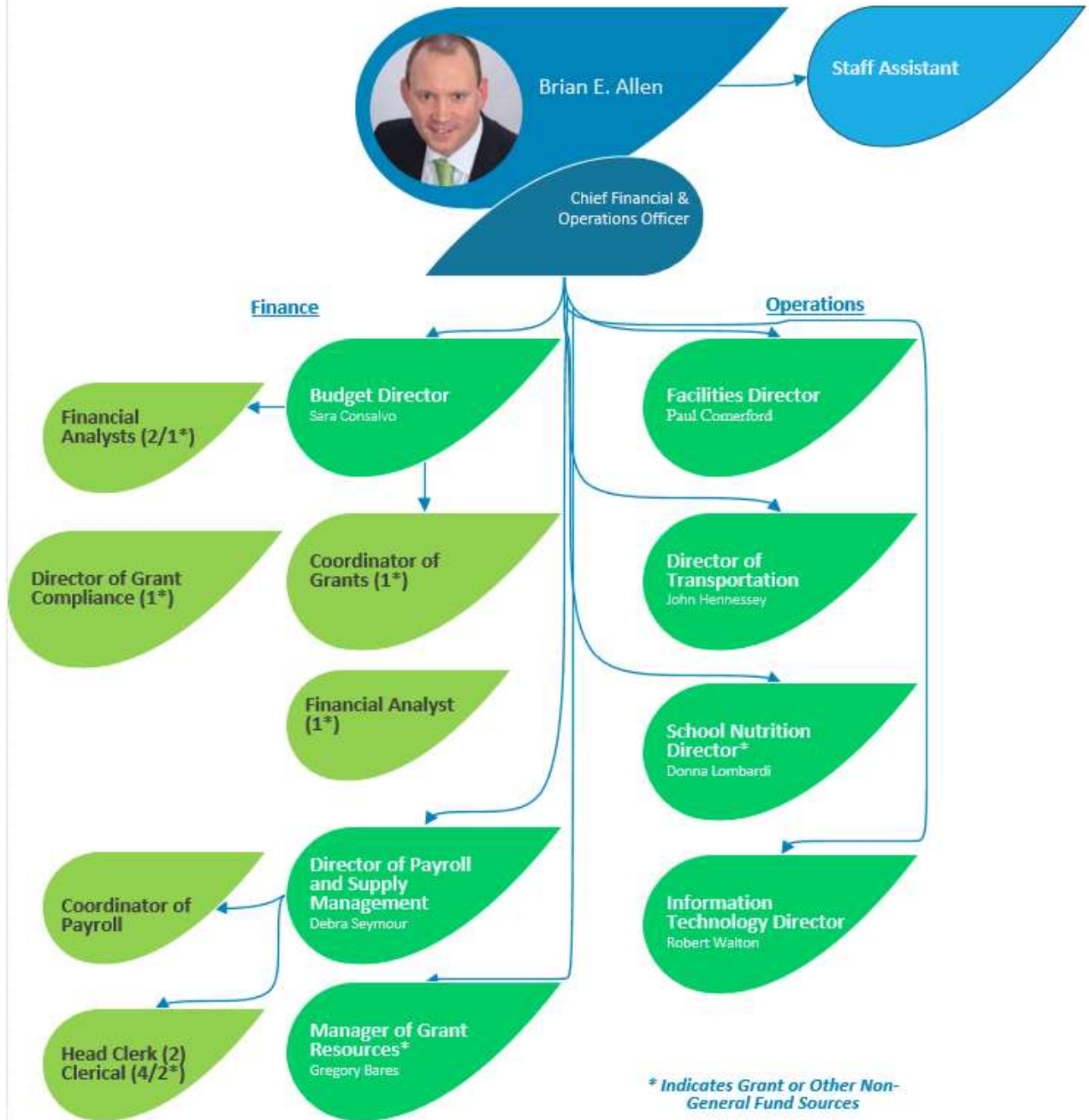


Division: **Teaching and Learning**
Department: **Social Emotional Learning**



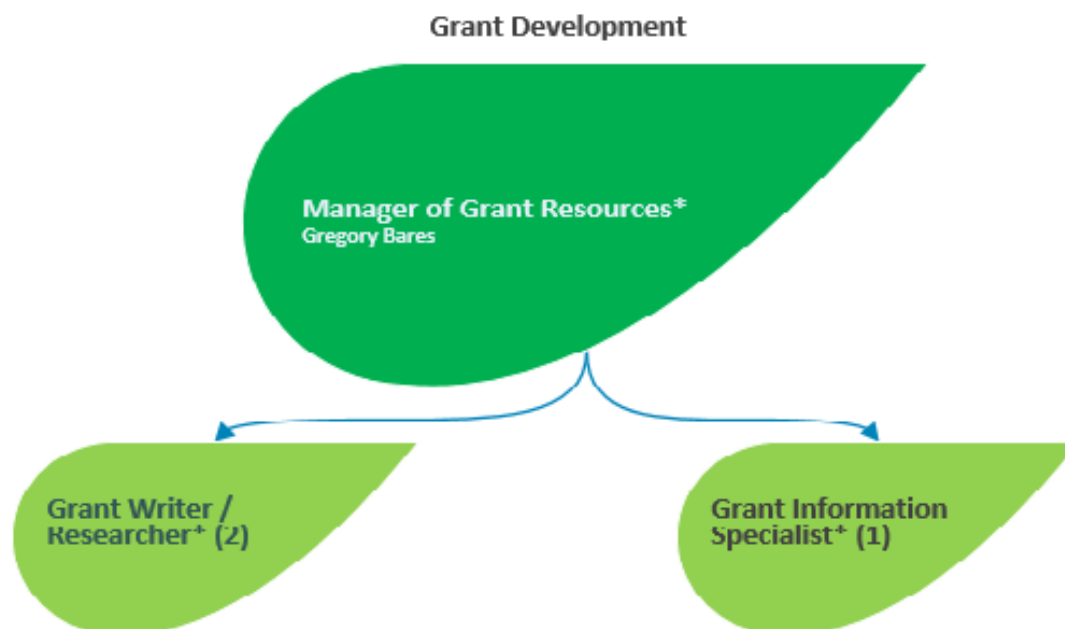


Division: Finance and Operations





Division: **Finance and Operations**
Department: **Grants Management**

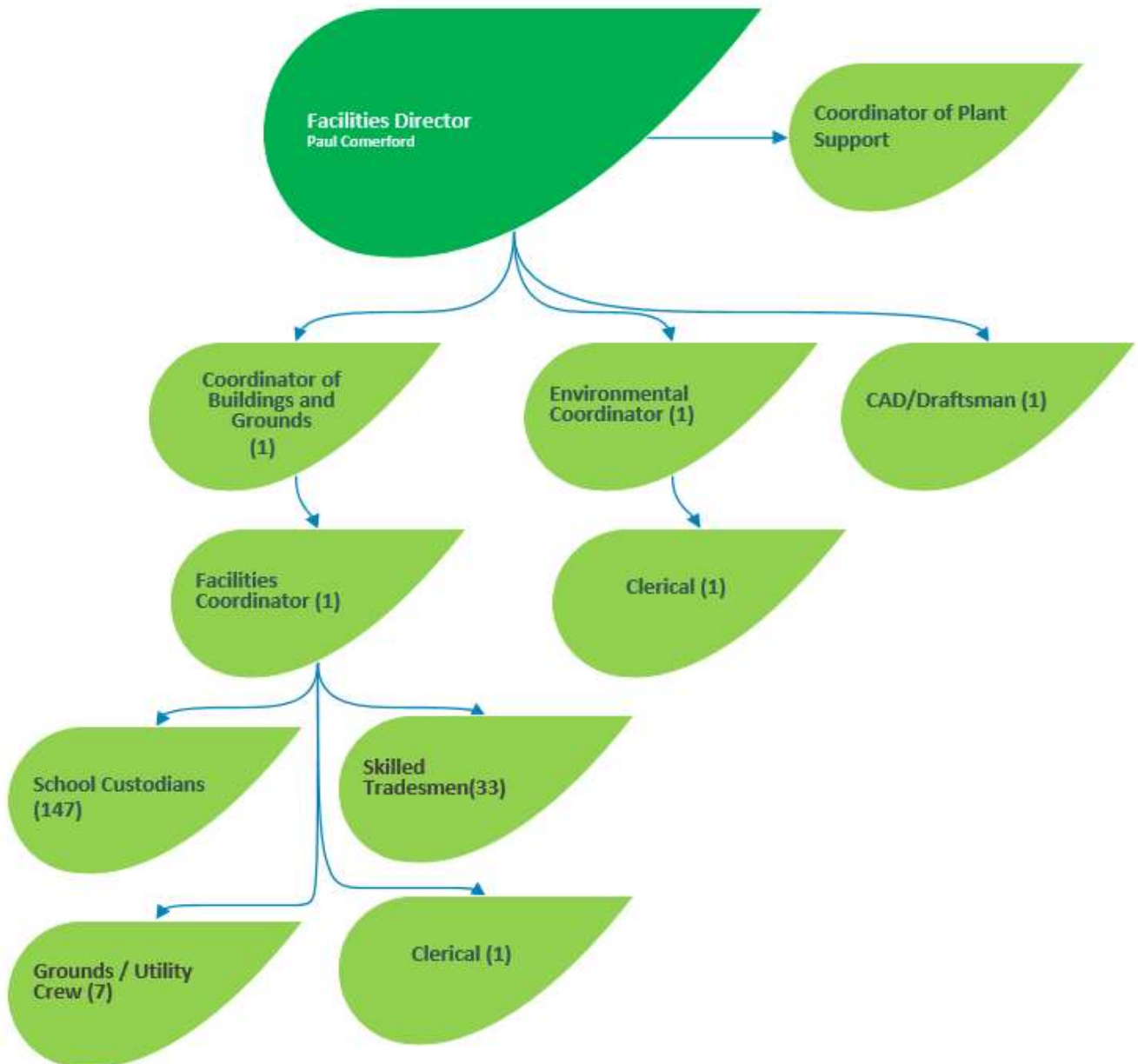


** Indicates Grant or Other Non-General Fund Sources*



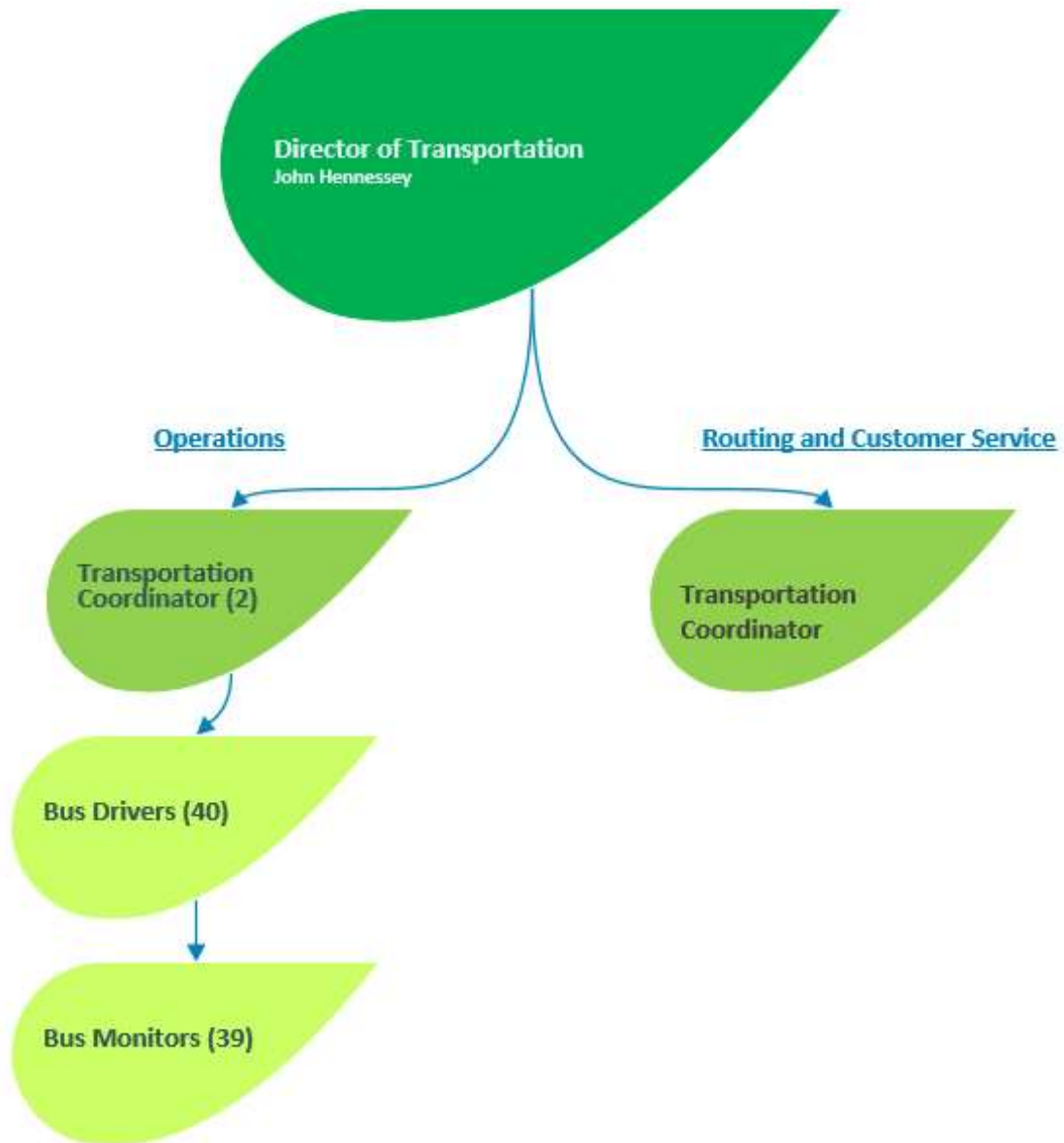
Our teacher became President of the United States; our student is father of modern rocketry....

Division: **Finance and Operations**
Department: **Facilities Department**



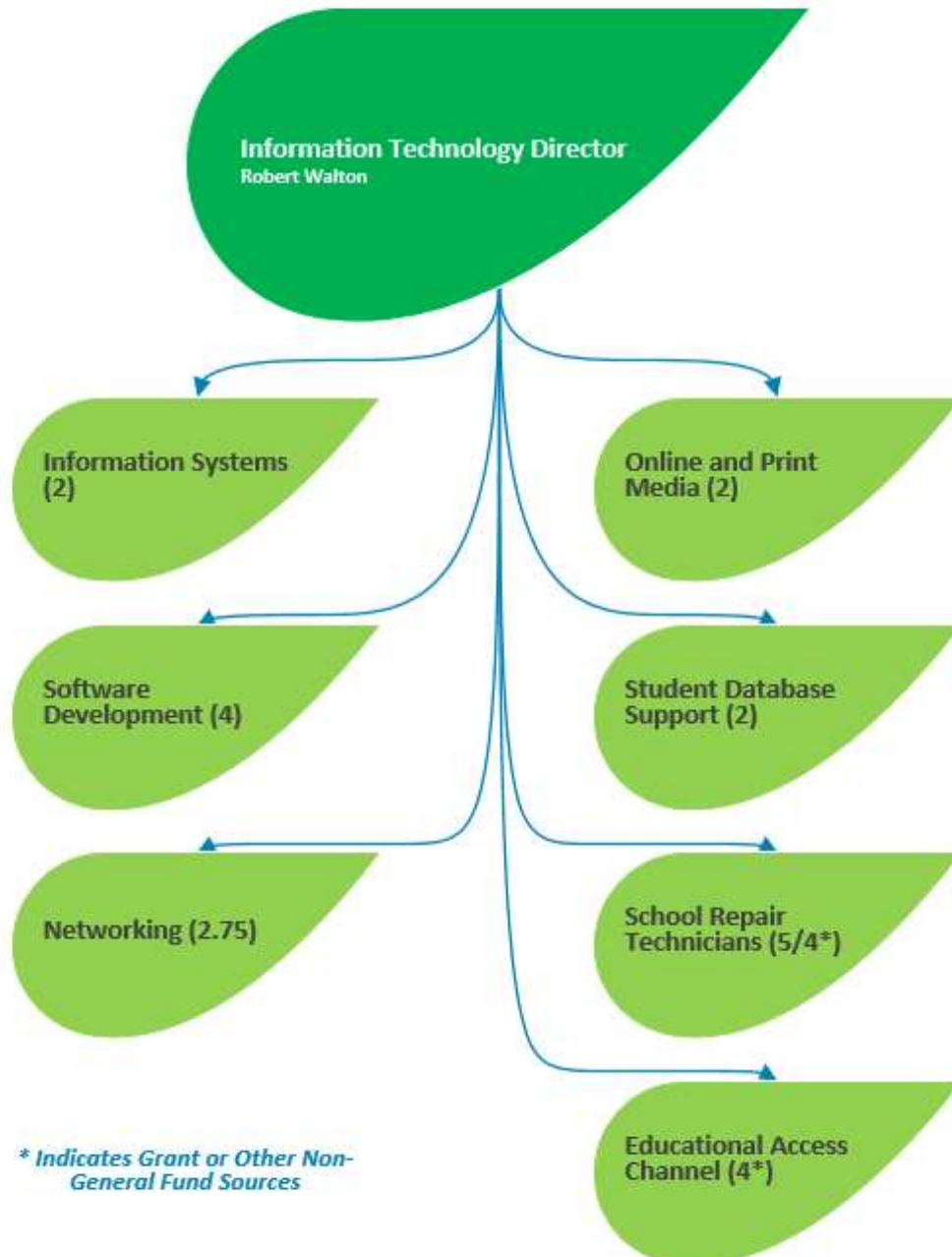


Division: **Finance and Operations**
Department: **Student Transportation Department**



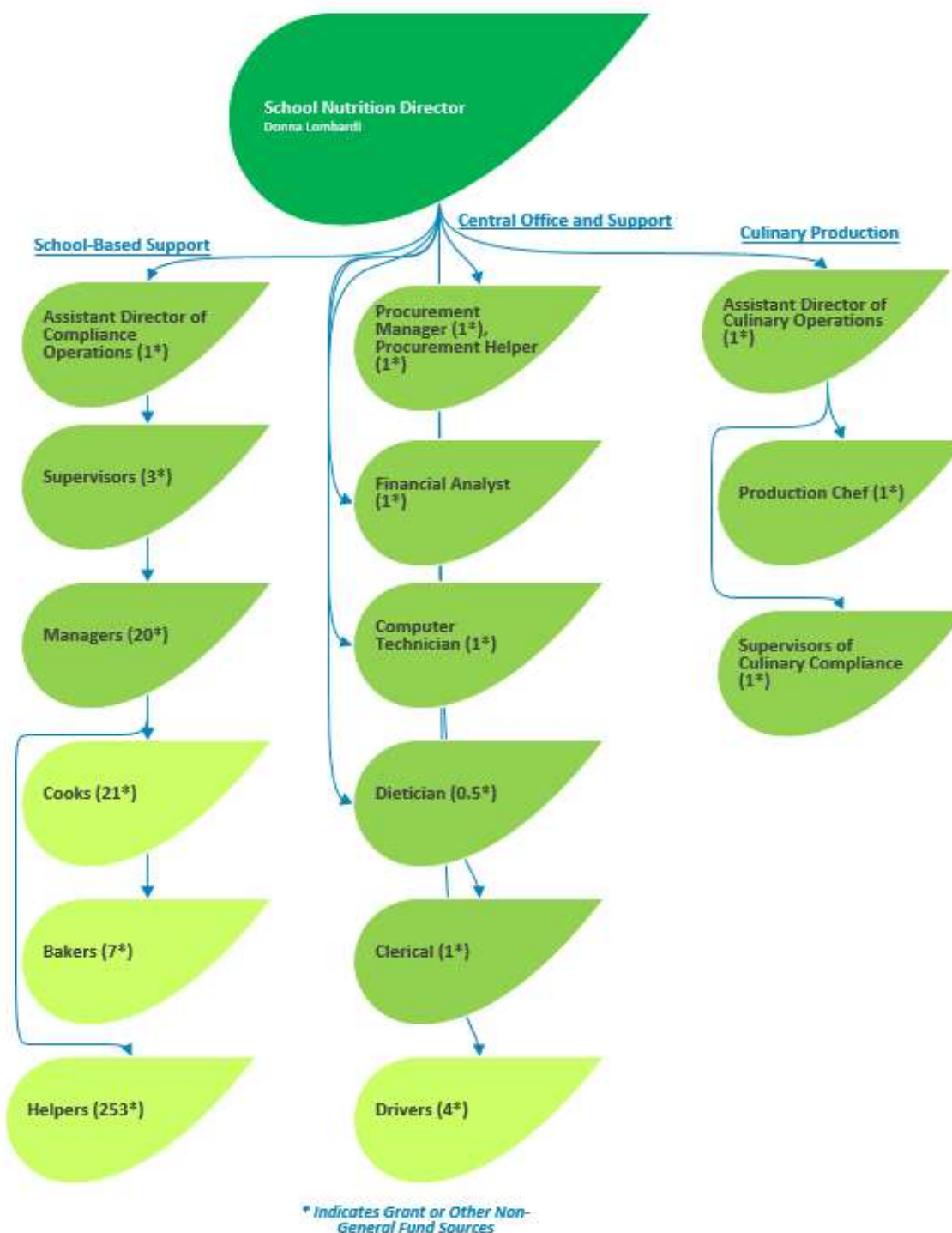


Division: **Finance and Operations**
Department: **Information Technology**





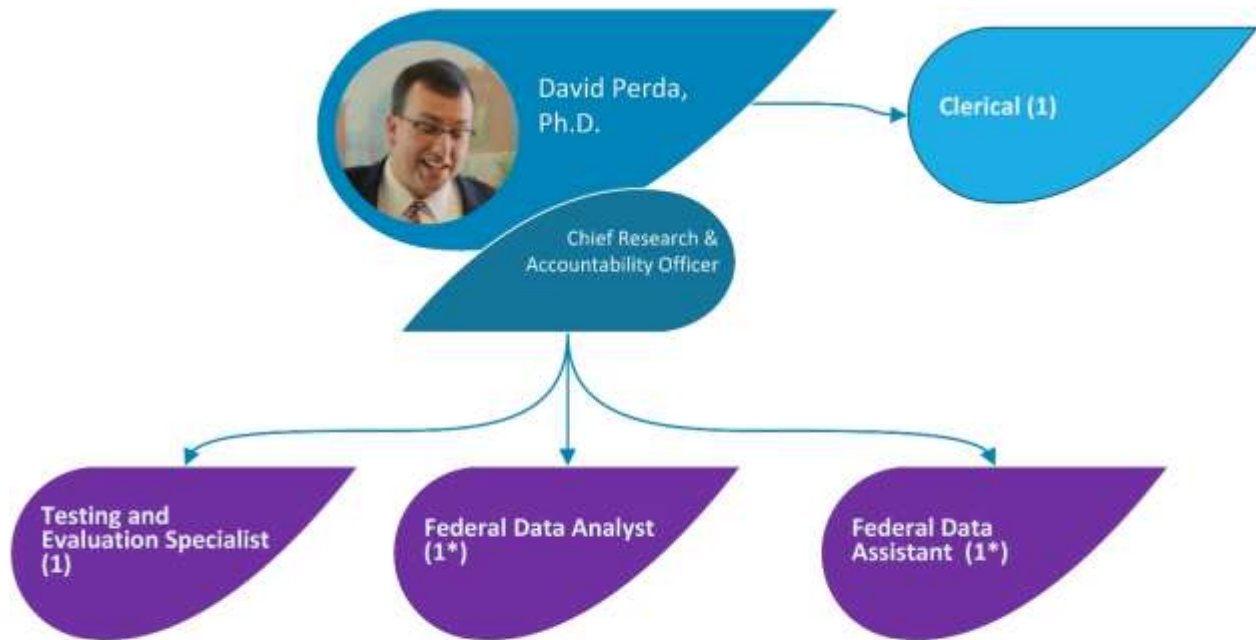
Division: **Finance and Operations**
Department: **School Nutrition**





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

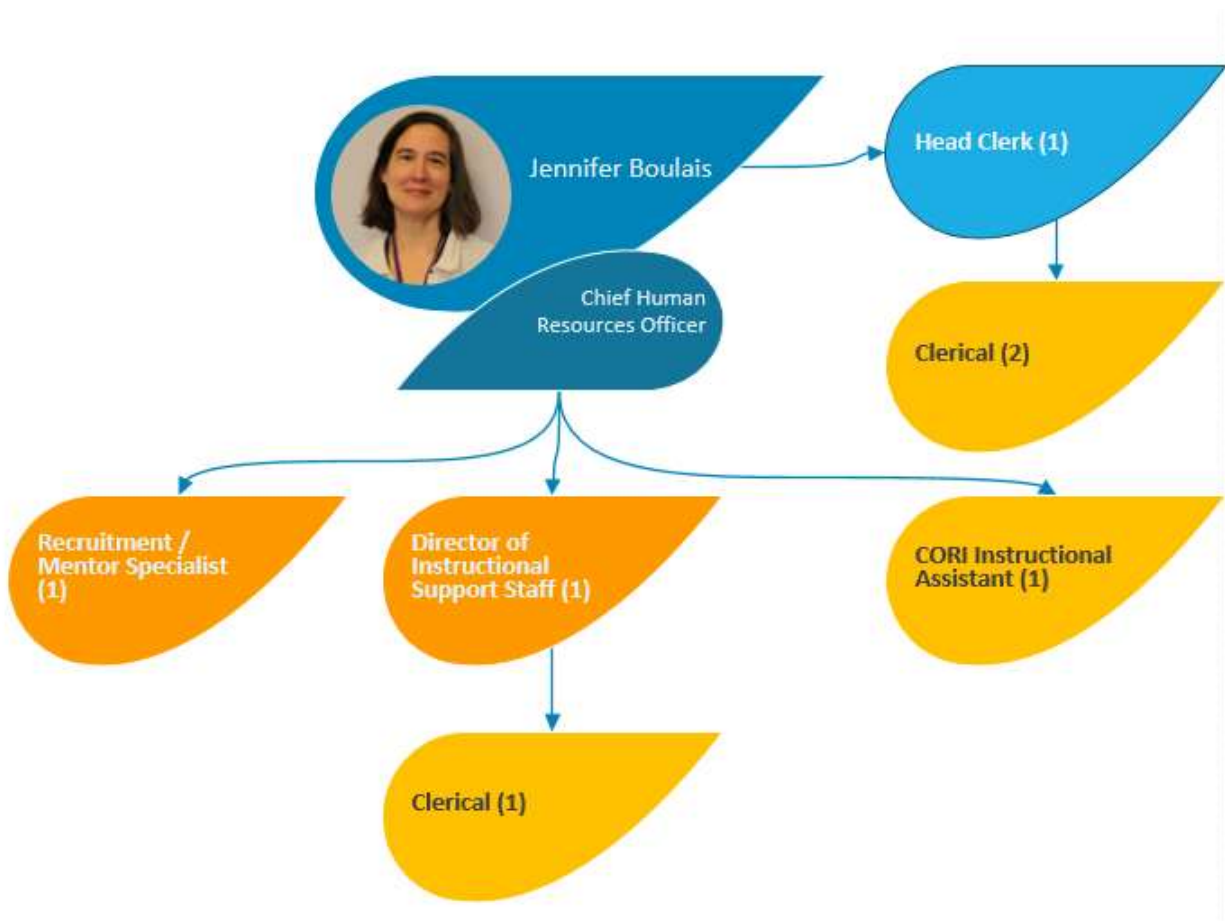
Division: Research and Accountability



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

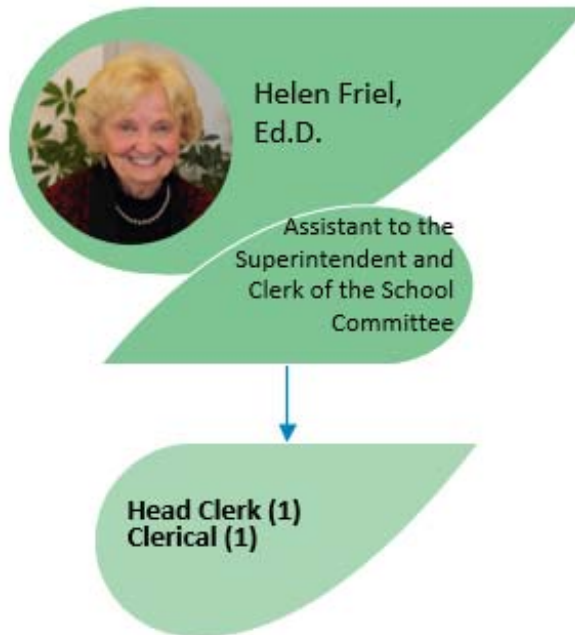


Division: Human Resources

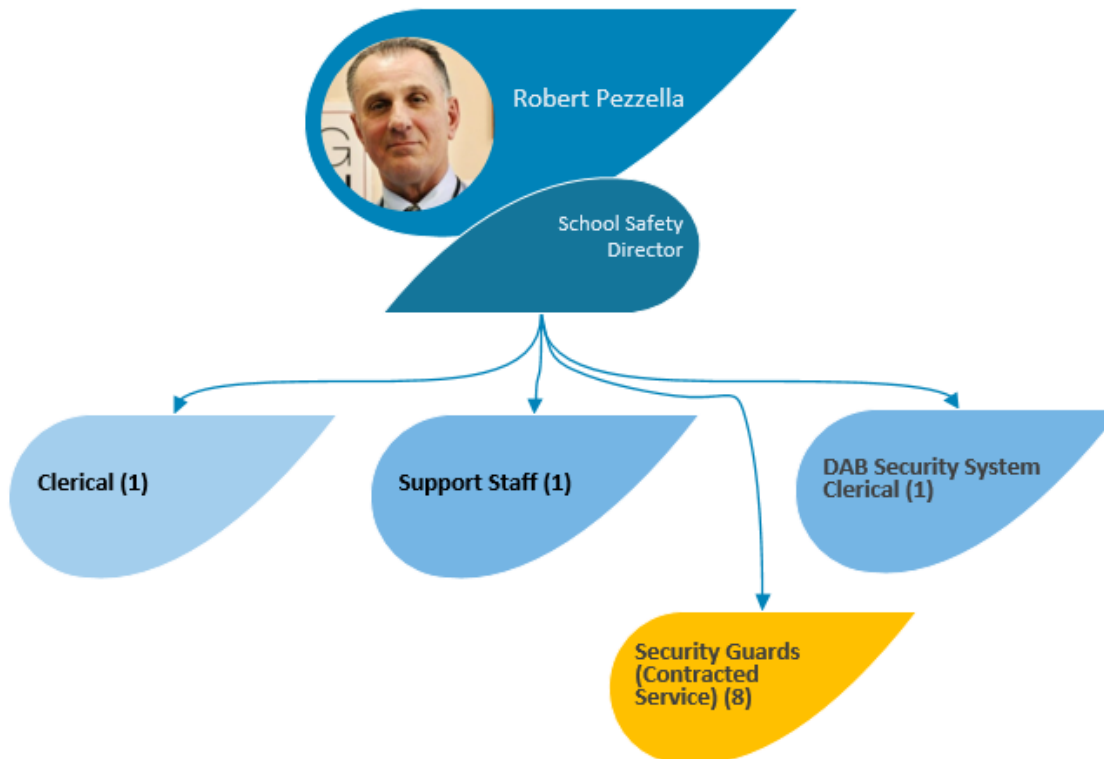




Division: School Committee



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



A Community Compact for Education:

Vision Statement



Whereas, the City of Worcester is the seat of Worcester County and one of the preeminent cities in New England; and

Whereas, Worcester has a proud history of innovation and success, driven by the talent, intelligence, and hard work of its citizenry; and

Whereas, those traits were nurtured and developed in large part by an excellent system of public education that offered every resident the opportunity to grow and succeed in private and public life; and

Whereas, a quality public school system can stimulate economic opportunity, grow the tax base, improve the quality of life in the region, and ensure superior civic and business leadership for the next generation; and

Whereas, Worcester has transformed over the years from a center of manufacturing that offered employment to people of all skill levels to a center of higher learning and health care that demands specialized skills for many positions and career opportunities; and

Whereas, Worcester's population has also transformed with the influx of new residents, from across the globe, and competition from suburban alternatives in close proximity to the city; and

Whereas, the result is a municipality and school system that must adapt to the needs of a dynamic population working to learn new skills, and often new customs and new languages, in a more diverse and less connected community; and

Whereas, community, civic, and business partners have recognized the importance of reading and science, technology, engineering, and math (STEM) skills as critical to a robust curriculum and the basis of lifelong learning; and



District Guiding Documents

Whereas, while there are many signs of success, including in academic achievement and graduation rates, the public schools continue to struggle to overcome the influence of poverty, transience, and communication challenges; and

Whereas, the civic and business leadership of Worcester recognize that quality public education remains a critical element to ensure the continued success of the city and the region; and

Whereas, the communities of Worcester wish to work in partnership to support public education so that the schools have the capacity and the tools to address the challenges and promote the success of every student.

Now, therefore, be it Resolved, that we, the leaders and citizens of the City of Worcester, Massachusetts hereby agree to form a Compact to prioritize public education and coordinate efforts to firmly establish the Worcester Public Schools as the best urban public education system in New England and beyond. This Compact shall serve as a commitment among all parties for open discussion, prioritization, and implementation of a strategic plan and approach to secure comprehensive educational transformation that ensures the potential for academic, personal, and professional success for every public school student. Through this Compact we agree to:

- ⊕ Create a visionary strategic plan for public and private investment in local public education to identify challenges and the opportunities to address those challenges through new resources, structures, initiatives, and partnerships;
- ⊕ Undertake, collectively and independently, those actions necessary to promote that plan and ensure its accomplishment;
- ⊕ Identify, connect, and cooperate with those community partner organizations involved in effecting and promoting the success of the Worcester Public Schools;
- ⊕ Encourage information-sharing and idea development through new working groups and partnerships;
- ⊕ Promote the strategic plan and its successes to others - including parents, students, residents, alumni, policymakers, educators, and the business community - throughout New England and beyond so that the reputation and perception of the Worcester Public Schools draws new interest and investment at an increasing pace;
- ⊕ Provide financial, technical, and community support for innovation, investment, and growth opportunities within the Worcester Public Schools;
- ⊕ Forge a robust partnership with federal, state, regional, and local government, private enterprise, foundations, and colleges and universities to identify and support best practices in public education.

We commit to collaborate with one another and our community partners to establish and accomplish specific goals consistent with the framework outlined above.



District Guiding Documents



South High Community School graduates Esther Oloukon and Kimberly Martinez (2016). Photo: Telegram and Gazette



Theory of Action



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

"Delivering on High Expectations and Outstanding Results for All Students"

Strategic Plan Goals



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

** The district has started a new Strategic Plan process in 2017 supported by local business and community members and facilitated by the Rennie Center for Education Research and Policy (Boston, MA).*



District Guiding Documents

District Goals



Goal One Safety



Provide a supportive, safe, and orderly learning environment that emphasizes relationships marked by respectful interactions, acceptance, inclusiveness, and our responsibility to one another.

Goal Two Instruction



Work collaboratively to create and sustain excellent instruction that improves students' skills in literacy, critical thinking, collaboration and communication to prepare them for global citizenship.

Goal 1 Achievements	Goal 2 Achievements
<ol style="list-style-type: none"> 1. Conducted all-employee school-year opening address at DCU Center with keynote address by <i>Homeless to Harvard</i> Liz Murray. 2. Reallocated resources to provide 21.5 average elementary class size 3. On February 2, 2017, the Memorandum Of Understanding between WPS and the WPD was finalized. In addition, monthly meetings also serve to keep the lines of communication open with the Chief of Police. 4. Meet monthly with the Mayor, City Manager, District Attorney, Chief of Police and other city leaders to discuss strategies and interventions on combatting youth and gang violence in our schools and community. 5. School Safety Director was trained in ALICE: Alert, Lockdown, Inform, Counter, and Evacuate Safety Protocol and will implement train the trainer. 6. The new Security Camera Systems are being installed in all buildings. 7. 25 new Walkie-Talkies were purchased and distributed to 12 Principals for use in their respective school building. 8. Formulated a District Substance Use Prevention and Education Policy for the Worcester Public Schools 9. Implemented the Worcester HEARS Synergy Grant funded by the Health Foundation of Central Massachusetts. 	<ol style="list-style-type: none"> 1. Provided students with access to 23 Advanced Placement Courses and provided an in-school, SAT Day for April 5, 2017 for all juniors in the WPS. 2. Launched PSAT 8/9 for all grade 9 students in the district and provided PSAT for all grade 10 & 11 students on October 19, 2016. 3. Developed collaboration with MassInsight Education Gateway to College Success Network. 4. Continued Implementation of School-Wide AVID Program at Burncoat High School and Sullivan Middle School and expanded AVID Program to 8 elementary schools starting in grade 4, and 8 secondary schools. 5. Continued the development of the district's Multi-Tiered System of Supports (MTSS) Framework through district personnel, parents, and community partners. 6. Expanded K-2 Literacy training by Dr. Catherine Snow to include Canterbury, Rice Square, and Grafton Street Schools. 7. Implemented balanced literacy initiative for all elementary schools and interdisciplinary literacy for secondary schools. 8. Trained teachers on Foundations and Keys to Literacy and Self-Regulated Strategy Development (SRSD) training in the Burncoat Quadrant Pre-K through Grade 12. 9. Expanded Wilson Just Words training to middle school Tier 2 students. 10. Provided collaboration with Liaisons for targeted school visits and support in grade level meetings and Professional Learning Communities.



District Guiding Documents

Goal Three Engagement



Engage responsively with families and higher education, business and community partners to develop and enhance opportunities for all students.

Goal Four Collaboration



Enhance professional collaborative structures that promote strong, ethical leadership and scholarship.

Goal 3 Achievements	Goal 4 Achievements
<ol style="list-style-type: none"> 1. Attended community events including outreach at churches, community meetings, higher education and business forums to share the “good news” about the positive opportunities provided to students. 2. Deepened community support of the Worcester Public Schools Compact by partnering with community businesses agencies and higher education. 3. Provided opportunities for family involvement that resulted in positive partnerships. 4. Engaged community support for new initiatives – Adopt a School Program, Mentoring, College and Career Opportunities and Strategic Planning. 	<ol style="list-style-type: none"> 1. Restructured Central Office positions to align supports to students, staff, and principals. 2. Recruited and hired new school leadership. 3. Continued to provide CPR and Non-Violent Crisis Prevention Trainings. 4. Continued Universal Design for Learning (UDL) at the elementary and middle school levels. 5. Continued Professional Learning for Focused Instructional Coaches at elementary and secondary levels. 6. Continued training all guidance and related staff on Naviance. 7. Expanded PLATO offerings and training to middle schools. 8. Provided targeted intervention to the WPS lowest performing schools by implementing and monitoring a DESE approved Turnaround Platform. 9. Provided opportunities to monitor administrator and school use of data to adopt practice to achieve improved results.



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 following seven points become our financial guiding document for the allocation of resources and budget planning:

Seven Point Plan Elements	2017-2018 Achievements
1. Long Term Budget Planning The annual budget document will continue to conform to the Meritorious Budget Award criteria of the Association of School Business Officials International. Included in the budget document will be three years of actual student enrollment and five years of projected student enrollment (in total and by school) as well as a five-year history and projection on revenues and expenditures. This will allow the general public an opportunity to look at enrollment and spending trends as well as provide the community with budget trends that eliminate any budget status surprises when done only on an annual basis. The long term budget planning also allows for the strategic allocation of resources over a multi-year period.	The district received the Meritorious Budget Award in 2017 for the <u>fourth consecutive year</u> . This FY18 Budget reflects the criteria for excellence in school budget presentation, setting a high standard for transparent budget development. Further, the recommendations in the budget reflect long-term enrollment, spending, and capital planning.
2. Annual Budget Review The district will continue to utilize a “Zero-Based” budget development process. This budget building technique starts with each department, school, and division budget at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins at zero again prompting close scrutiny and prioritization of costs. This process allows the district to meet the existing and emerging needs of students and allows the district to reallocate resources accordingly in a very timely manner.	For the eighth consecutive year, the district has utilized a “Zero-Based” budget development and resource allocation process. The FY18 Budget recommendations, increases spending in certain areas and cost savings in others, have been based on scrutiny and prioritization of costs.



District Guiding Documents

Seven Point Plan Elements	2017-2018 Achievements
<p>3. Transparent Budget Process:</p> <p>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 2017.</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>4. Quarterly Financial Reporting</p> <p>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 2016-17 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>5. Supplemental & Sustainable Programs</p> <p>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>6. Cap Administrative Spending</p> <p>The state's education funding formula calculates a "foundation budget" (a minimum spending level) for school districts using a differentiated per pupil amount based upon student grade or program and provides additional funds for low-income and English language learners. The per pupil formula is comprised of allocations for an adequate level of teachers, professional development, instructional equipment, guidance and student support, operations and maintenance, employee benefits, special education tuition, instructional leadership, and administration. This funding formula indicates that 4% of the district's operating budget is allocated to District Administration. The district will continue to demonstrate a commitment of placing as many dollars of the budget for direct instructional services, but the budget must also realistically recognize that important administrative functions are needed to lead, manage, and operate one of the largest school districts in the Commonwealth and one of the largest employers in the city. As a result, a spending cap of no more than 1.5% of the district's foundation budget will be allocated on Administration (in accordance with DESE chart of account format) from the School Committee's general fund budget. The district will spend 63% less on district administration than the funding received for administration by the state's funding formula.</p>	<p>The FY18 foundation budget allocation for Administration is \$13,482,303. The spending on Administration (as defined by the DESE chart of accounts) from the district's general fund budget in the FY18 budget is \$3,788,771 and remains below the self-imposed administrative spending cap of 1.5% of total foundation budget spending by more than \$1.3 million.</p>



District Guiding Documents

Seven Point Plan Elements	2017-2018 Achievements																																																						
7. Target on New Revenues All new revenues from the School Committee's general fund appropriation will be earmarked for instructional, student or school support and services, school safety, building maintenance, student transportation cost areas, except to address increases in health insurance, retirement assessments, unemployment, workers compensation, or other areas for statutory compliance. All other new spending will only be achieved through the reallocation of existing funds or cost savings identified through operational or programmatic efficiencies.	<p>The following is how new general fund revenues are disaggregated:</p> <table> <tr> <td>Inflation Factor</td><td>\$3.7 million</td></tr> <tr> <td>Enrollment Changes:</td><td>\$3.7 million</td></tr> <tr> <td>Employee Benefit Change in Foundation Budget Formula</td><td>\$2.4 million</td></tr> <tr> <td>City Contribution above Required</td><td><u>\$1.5 million</u></td></tr> <tr> <td>Total Increase of Revenue</td><td>\$11.3 million</td></tr> </table> <p>The following is how the FY18 General Fund Revenue Increase is Allocated:</p> <table> <tr> <td colspan="2">Inflation Factor Areas:</td></tr> <tr> <td>Employee Benefits</td><td>\$2.5 million</td></tr> <tr> <td>Tuition Assessments</td><td><u>\$1.2 million</u></td></tr> <tr> <td>Total Budget Increase Assigned to Inflation Factor</td><td>\$3.7 million</td></tr> <tr> <td colspan="2">Enrollment Changes:</td></tr> <tr> <td>19 ESL Teachers</td><td>\$1.4 million</td></tr> <tr> <td>Textbooks and Equipment</td><td>\$0.9 million</td></tr> <tr> <td>10 Elementary Teachers</td><td>\$0.7 million</td></tr> <tr> <td>12 Other Instructional Staff</td><td><u>\$0.7 million</u></td></tr> <tr> <td>Total Increase Assigned to Enrollment Change:</td><td>\$3.7 million</td></tr> <tr> <td colspan="2">Employee Benefit Change</td></tr> <tr> <td>in Foundation Budget Formula</td><td></td></tr> <tr> <td>28 Secondary Teachers</td><td>\$2.2 million</td></tr> <tr> <td>2 School Nurses</td><td>\$0.1 million</td></tr> <tr> <td>2 Building Custodians</td><td><u>\$0.1 million</u></td></tr> <tr> <td>Total Budget Increase Assigned to Employee Benefit Change:</td><td>\$2.4 million</td></tr> <tr> <td colspan="2">City Contribution above Required</td></tr> <tr> <td>Transportation Costs</td><td>\$1.1 million</td></tr> <tr> <td>Environmental & Safety</td><td>\$0.25 million</td></tr> <tr> <td>2 School Adjustment Counselors</td><td><u>\$0.15 million</u></td></tr> <tr> <td>Total Budget Increase Assigned to City Contribution Above Required</td><td>\$1.5 million</td></tr> <tr> <td>Total Increase of Revenue</td><td>\$11.3 million</td></tr> </table>	Inflation Factor	\$3.7 million	Enrollment Changes:	\$3.7 million	Employee Benefit Change in Foundation Budget Formula	\$2.4 million	City Contribution above Required	<u>\$1.5 million</u>	Total Increase of Revenue	\$11.3 million	Inflation Factor Areas:		Employee Benefits	\$2.5 million	Tuition Assessments	<u>\$1.2 million</u>	Total Budget Increase Assigned to Inflation Factor	\$3.7 million	Enrollment Changes:		19 ESL Teachers	\$1.4 million	Textbooks and Equipment	\$0.9 million	10 Elementary Teachers	\$0.7 million	12 Other Instructional Staff	<u>\$0.7 million</u>	Total Increase Assigned to Enrollment Change:	\$3.7 million	Employee Benefit Change		in Foundation Budget Formula		28 Secondary Teachers	\$2.2 million	2 School Nurses	\$0.1 million	2 Building Custodians	<u>\$0.1 million</u>	Total Budget Increase Assigned to Employee Benefit Change:	\$2.4 million	City Contribution above Required		Transportation Costs	\$1.1 million	Environmental & Safety	\$0.25 million	2 School Adjustment Counselors	<u>\$0.15 million</u>	Total Budget Increase Assigned to City Contribution Above Required	\$1.5 million	Total Increase of Revenue	\$11.3 million
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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.



Budget Highlights

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 and are funded is 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 priorities within the budget. This input has been used to develop the recommendations contained in this budget document.

Public Hearings: The Finance and Operations Committee of the School Committee has begun frequent joint meetings with the City Council's Education Committee to develop a shared understanding of the funding needs for the Worcester Public Schools. In addition, the Administration and School Committee annually hold public hearings on the proposed budget to



Budget Development Process

gather feedback and suggestions from parents, community members, and interested parties.

The following items represent the most important factors effecting the FY18 budget:

⊕ **Student Enrollment & Inflation Rates Drives Revenue:** The state's Foundation Budget, the education funding formula, is driven entirely by student enrollment and inflation factor. The revenue increases in this budget are attributed to the following foundation budget changes:



The FY18 foundation budget inflation factor of 1.1% represents an increase of \$3.7 million. In addition, the overall, the 25,391 student enrollment for Worcester represents a 432 student, or 1.7% increase, over the previous year enrollment of 24,959. The district enrollment changes were as follows:

- ⊕ 35 student increase (+2.8%) in Pre-school enrollment
- ⊕ 105 student increase (+0.8%) in Kindergarten through Grade 6 enrollment
- ⊕ 71 student increase (+2.2%) in Grades 7 and 8 enrollment
- ⊕ 221 student increase (+3.2%) in Grades 9-12 enrollment

Within this total enrollment, there was a 543 student increase in the number of economically disadvantaged students (those that qualify for certain state benefit programs). This, combined with other enrollment shifts, results in an additional \$3.7 million in the budget. Finally, the state has made an initial investment in addressing the underfunding of employee benefits in the foundation budget formula and the foundation budget increases \$2.4 million as a result.

Total Chapter 70 State Aid increases from \$235,402,232 (including the amounts for charter schools and school choice tuition offset) to \$245,207,183, a 4.2% increase. In addition, the City Manager has recommended an additional \$1.5 million above the required city increase be used to support the Worcester Public Schools in FY18.

⊕ **Certain Costs Continuing to Exceed Inflation:** The foundation budget inflation factor of 1.1% will provide \$3.7 million revenue growth, but this amount is entirely offset by a \$2.3 million increase in health insurance costs, \$1.2 million increase in special education tuition assessments, \$1 million increase in student transportation, \$0.3 million increase in city retirement assessments, and \$0.1 million increase in workers compensation. These cost increases do not allow for increased spending on direct instructional areas within the budget.



Budget Development Process

⊕ **Unsettled Health Insurance Changes:** Many collective bargaining units, including all non-represented employees have or will migrate to a new plan design effective July 2017. If all remaining represented employee groups migrated to this new plan design, it will result in an additional \$3.4 million in health insurance premium savings that could be reallocated within the WPS budget.

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 Worcester Compact with the resources necessary to attain them. During this phase, departments submit their staffing and funding requests through the Superintendent's budget committee using a zero-based budget approach. Departments are required to provide specific data that supports the level of staffing or resources needed for each area. Concurrently, building principals develop staffing and other financial resource needs for their schools and submit them to the Quadrant Managers, Manager of Special Education and Intervention Services, the Manager of ELL, Manager of Social Emotional Learning, and Finance and Operations. As the Budget Office compiles departmental and school-based requests, along with other district-wide costs and forecasted revenues, a budget projection that specifically identifies the district's budget status is formed. The district's budget committee, using the expected available resources, then develops budget recommendations that will have the greatest impact on student learning allowing for college and career ready skills.

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

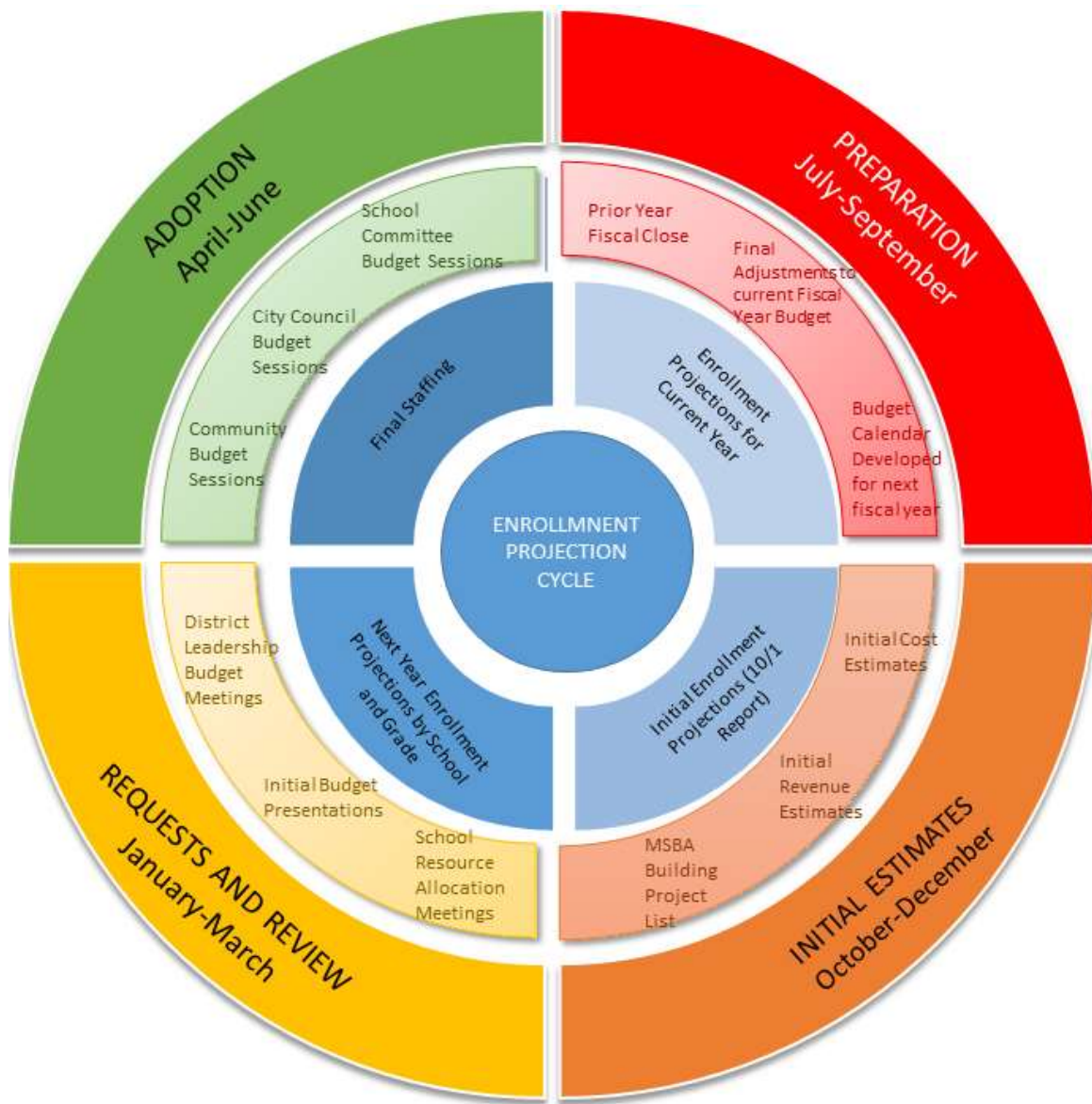
The School Administration submits the Capital Improvement Plan for the Worcester Public Schools to the City Manager within the allocation provided by the City Manager annually. The Worcester Public Schools spending plan is included as part of the City's Capital Improvement Plan and voted as part of the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



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

Budget Development Process

Worcester Public Schools Budget Cycle





Budget Development Process

Developed September 2016

BUDGET DEVELOPMENT CALENDAR	
SEPTEMBER 2016	
1	FY18 Budget Calendar Developed
OCTOBER 2016	
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 2016	
4	Meeting with State Legislative delegation scheduled
15	Initial budget planning estimates determined using enrollment and cost center data
DECEMBER 2016	
15	School Committee's Standing Committee on Finance and Operations typically begins to hold joint meetings with City Council's Education Committee
15	Projects to be submitted to Massachusetts School Building Authority for Accelerated Repair Projects submitted to School Committee
JANUARY 2017	
17	Projects to be submitted to Massachusetts School Building Authority for Accelerated Repair Projects submitted to City Council
20	Meeting with State Legislative delegation scheduled
23	Individual school-based resources allocation meetings begin
25	Release of Governor's Proposed State Budget
FEBRUARY 2017	
2	Superintendent presents initial budget presentation to School Committee
10	Accelerated Repair Projects submitted to Massachusetts School Building Authority
13	District level resource allocation meetings begin
13	Capital equipment plans are developed
MARCH 2017	
1	Superintendent meets with high school student advisory group to discuss budget priorities
8	Presentation of budget estimates to Citywide Parent Planning Advisory Committee
10	Meeting with State Legislative delegation scheduled
APRIL 2017	
12	House Ways and Means Budget Released
14	Major renovation or replacement projects submitted to MSBA
26	Worcester Public Schools submits budget information to City of Worcester
MAY 2017	
12	Superintendent's Proposed FY18 Budget Presented
17	Senate Ways and Means Budget Released
23	Committee Budget Presentation (or as scheduled)
30	Budget Session with Worcester City Council
JUNE 2017	
1	School Committee Budget Session (4-6pm, Worcester City Hall)
15	School Committee Budget Session (4-6pm, Worcester City Hall)
20	Adopted Budget allocations shared with district managers
30	Final State Budget adopted
JULY 2017	
1	First day of the fiscal year
7	Final adjustments to the FY17 fiscal year; FY18 budget loaded into city financial system
20	Adjustments to budget based on final state budget submitted to School Committee



Budget Policy and Administration

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

Organization and Authority



Worcester Public Schools is, 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:



Budget Policy and Administration

Ordinary maintenance, which shall also include debt and interest charges matured and maturing during the next fiscal year, and shall be subdivided as follows:

Salaries and wages of officers, officials and employees other than laborers or persons performing the duties of laborers; and

Ordinary maintenance not included under (a); and Proposed expenditures for capital equipment with an estimated cost that exceeds one thousand dollars.

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

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

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

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



Budget Policy and Administration

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.

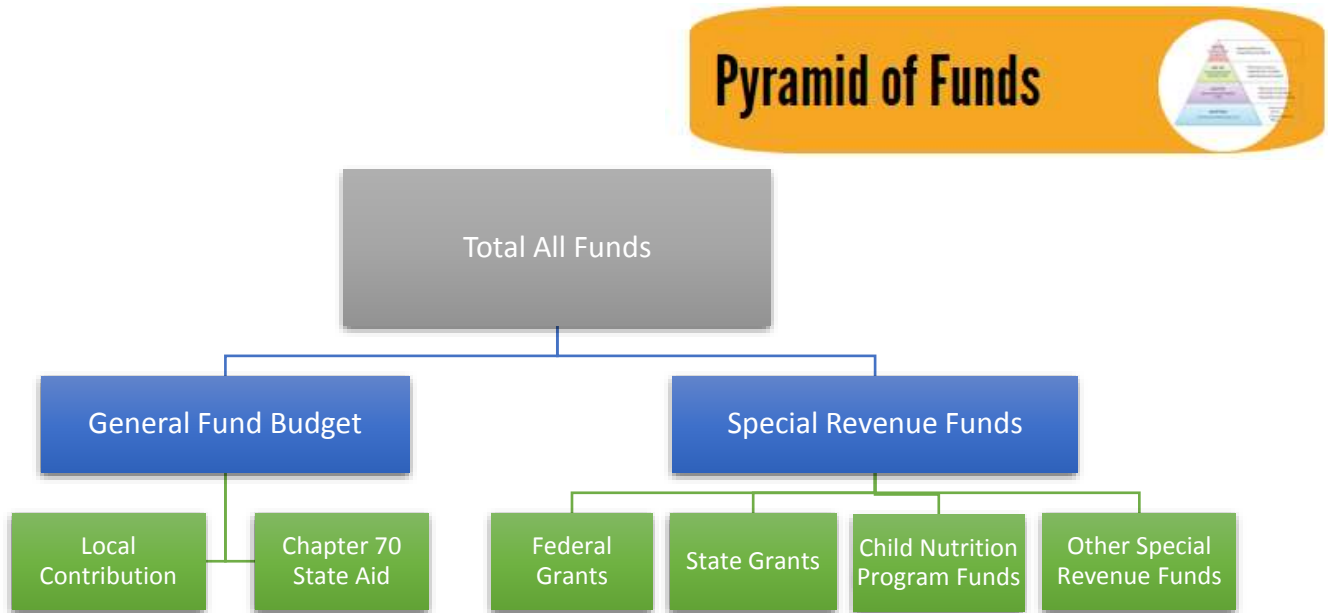
For the purposes of this section a quorum shall consist of a majority of the members of said school committee.”

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.



Budget Policy and Administration



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.



Budget Policy and Administration

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 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 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.



Budget Policy and Administration

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

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

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

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

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

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

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

- Salary and Wages
- Ordinary Maintenance
- Capital Equipment

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



Budget Policy and Administration

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

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

And ordinary maintenance accounts of:

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

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

Budget Management and Controls



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

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



Budget Policy and Administration

Financial Transfers

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.

Fiscal Monitoring

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

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

Annual Audit

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.



Budget Policy and Administration

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 Account

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 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

Other Audits & Reviews

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.



Budget Policy and Administration

Accountability

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.



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

...from here, go anywhere!



2013-2014



2014-2015



2015-2016



2016-2017



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 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.

Grants Fund

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

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).



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.



Description of Budget Accounts

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 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



Description of Budget Accounts

And ordinary maintenance accounts of:

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

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



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

Special Revenue Funds

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

Revenue and Expenditure Overview (All Funds)

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Budget
Revenues:					
State Education Aid*	\$202,738,622	\$203,398,962	\$214,330,192	\$217,606,508	\$227,090,501
Local Contribution**	\$96,307,232	\$101,352,888	\$103,961,801	\$105,359,295	\$107,179,994
Federal Grants	\$30,645,346	\$29,677,191	\$29,924,357	\$30,081,166	\$29,975,255
Nutrition Program	\$13,714,060	\$11,830,642	\$12,724,390	\$13,850,185	\$15,263,310
State Grants	\$6,091,911	\$5,178,453	\$5,065,240	\$4,078,218	\$3,889,982
Other Special Revenue	\$5,333,120	\$5,408,965	\$5,098,254	\$4,850,911	\$5,148,052
Total Revenues	\$354,830,291	\$356,847,101	\$371,104,234	\$375,826,283	\$388,547,094
Expenditures:					
Administration (1000)	\$4,801,332	\$4,692,473	\$4,265,769	\$4,207,181	\$4,191,380
Instruction (2000)	\$213,307,095	\$206,031,287	\$212,794,810	\$209,090,075	\$215,273,572
Other School Services (3000)	\$33,242,845	\$39,070,308	\$44,067,640	\$47,293,392	\$49,650,062
Operations & Maint. (4000)	\$20,934,688	\$20,736,001	\$21,870,825	\$22,331,725	\$22,323,995
Fixed Charges (5000)	\$62,424,446	\$66,042,041	\$67,985,649	\$71,565,307	\$74,280,395
Community Services (6000)	\$338,510	\$624,568	\$330,697	\$445,032	\$511,372
Fixed Assets (7000)	\$386,402	\$406,287	\$421,951	\$538,374	\$540,794
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$18,454,694	\$19,068,209	\$19,845,054	\$20,355,197	\$21,775,524
Total Expenditures	\$353,890,012	\$356,671,174	\$371,582,395	\$375,826,283	\$388,547,094
Difference	\$940,279	\$175,927	-\$478,161	\$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 2018 budget represents total spending for the Worcester Public Schools from all sources of **\$388,547,094**, a \$12.7 million, or 3.4%, increase from the FY17 adopted budget level of \$375,826,283. Within this amount, the total general fund budget that has been recommended by the City Manager is \$334,270,495, which represents an increase of \$11.3 million, or 3.5% increase from the FY17 School Committee's adopted budget of \$322,965,803. The budget increase represents a \$9.9 million increase in Chapter 70 state aid and charter school reimbursement, \$1.7 million increase in city contribution, offset by a \$0.3 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 first 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 \$0.3 million, mostly due to an increase in school choice and state special education reimbursement revenue. Finally, the school nutrition funding is expected to increase \$1.4 million from the FY17 budgeted spending level due to increased participation in the USDA's Community Eligibility Program.



All Funds Summary

FY18 SUMMARY OF REVENUES (ALL FUNDS)

Funding Source	General Fund	Special Revenue Funds			Total
		Grants	Nutrition	Other Special Revenue	
Local Funds*	\$107,179,994	\$0	\$0	\$0	\$107,179,994
State Funds*	\$227,090,501	\$3,889,982	\$384,380	\$3,657,448	\$235,022,311
Federal Funds	\$0	\$29,975,255	\$14,818,930	\$0	\$44,794,185
Other	\$0	\$0	\$60,000	\$1,490,604	\$1,550,604
Total	\$334,270,495	\$33,865,237	\$15,263,310	\$5,148,052	\$388,547,094

*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.

FY18 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)	\$3,788,771	\$711,280	\$0	\$0	\$3,788,771
Instruction (2000)	\$198,319,333	\$16,361,236	\$0	\$593,003	\$198,319,333
Other School Services (3000)	\$25,303,784	\$10,238,975	\$12,372,543	\$950,855	\$25,303,784
Operations & Maint. (4000)	\$21,002,399	\$459,538	\$1,250,000	\$87,292	\$21,002,399
Fixed Charges (5000)	\$66,545,420	\$6,094,208	\$1,640,767	\$0	\$66,545,420
Community Services (6000)	\$95,585	\$0	\$0	\$415,787	\$95,585
Fixed Assets (7000)	\$540,794	\$0	\$0	\$0	\$540,794
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$18,674,409	\$0	\$0	\$3,101,115	\$18,674,409
Total Expenditures	\$334,270,495	\$33,865,237	\$15,263,310	\$5,148,052	\$388,547,094



All Funds Summary

Revenue Overview (All Funds)

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



Expenditures Overview (All Funds)

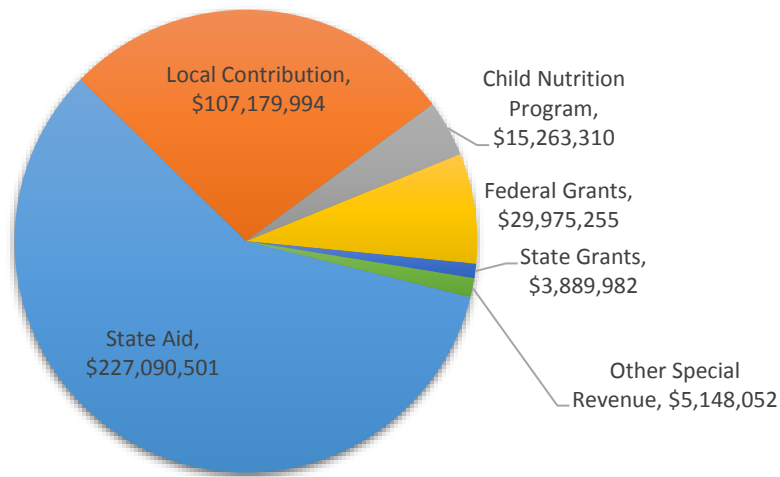




All Funds Summary

The following pages describe each expenditure category by each funding source in greater detail. The chart below summarizes the total projected FY 2018 revenues from all funds:

FY 2018 Projected Revenues (All Funds)



Source:	FY2018	% Funding
State Aid*	\$227,090,501	58.4%
Local Contribution*	\$107,179,994	27.6%
Federal Grants	\$29,975,255	7.7%
Child Nutrition	\$15,263,310	3.9%
State Grants	\$3,889,982	1.0%
Other Special Revenue Funds:	\$5,148,052	1.3%
Total :	\$388,547,094	100.0%

* 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.

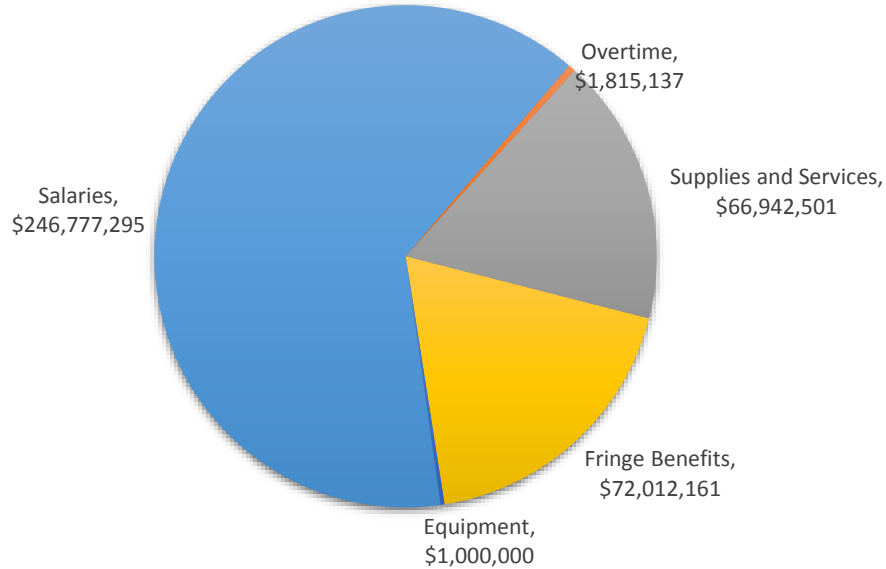
The following pages describe each revenue source in greater detail.



All Funds Summary

The chart below summarizes the total projected FY 2018 expenditures from all funds:

**FY 2018 Projected Expenses (All Funds)
Stated in Statutory Account Areas**

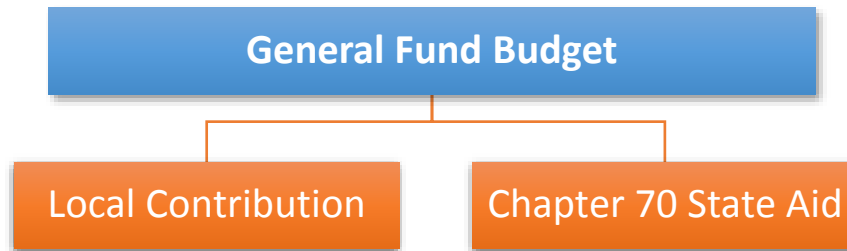


Cost Account	FY2018	% of Budget
Salaries (91000)	\$246,777,295	63.5%
Supplies & Services (92000)	\$66,942,501	17.2%
Equipment (93000)	\$1,000,000	0.0%
Fringe Benefits (96000)	\$72,012,161	18.5%
Overtime (97000)	\$1,815,137	0.5%
Total Spending:	\$388,547,094	100.00%

The following pages describe expenditures in greater detail.



General Fund Summary



	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Budget
Revenues:					
State Education Aid*	\$202,738,622	\$203,398,962	\$214,330,192	\$217,606,508	\$227,090,501
Local Contribution**	<u>\$96,307,232</u>	<u>\$101,352,888</u>	<u>\$103,961,801</u>	<u>\$105,359,295</u>	<u>\$107,179,994</u>
Total Revenues	\$299,045,854	\$304,751,850	\$318,291,993	\$322,965,803	\$334,270,495
Expenditures:					
Administration (1000)	\$3,890,750	\$3,937,366	\$3,182,349	\$3,495,901	\$3,788,771
Instruction (2000)	\$181,882,831	\$182,761,060	\$193,156,034	\$191,964,385	\$198,319,333
Other School Services (3000)	\$22,204,019	\$23,275,216	\$23,684,030	\$24,454,100	\$25,303,784
Operations & Maint. (4000)	\$20,455,290	\$20,154,196	\$20,890,443	\$21,241,305	\$21,002,399
Fixed Charges (5000)	\$54,894,301	\$58,605,628	\$60,556,886	\$63,881,585	\$66,545,420
Community Services (6000)	\$0	\$0	\$0	\$0	\$95,585
Fixed Assets (7000)	\$386,402	\$406,287	\$421,951	\$538,374	\$540,794
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	<u>\$15,332,261</u>	<u>\$15,612,028</u>	<u>\$16,400,299</u>	<u>\$17,390,153</u>	<u>\$18,674,409</u>
Total Expenditures	\$299,045,854	\$304,751,781	\$318,291,992	\$322,965,803	\$334,270,495
Difference	<u>\$0</u>	<u>\$69</u>	<u>\$1</u>	<u>\$0</u>	<u>\$0</u>

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

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

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

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



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 General Fund Budget

<u>Revenue:</u>	<u>FY17 Actual</u>	<u>FY18 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
Chapter 70 State Aid & Reimbursement:				
Chapter 70 State Aid (Total)	\$235,402,232	\$245,207,183	\$9,804,951	4.2%
Charter School Reimbursement	\$1,815,469	\$1,897,848	\$82,379	4.5%
Total Chapter 70 State Aid & Reimbursement	\$237,217,701	\$247,105,031	\$9,887,330	4.2%
City Contribution				
Amount towards Required Spending	\$94,652,507	\$95,466,418	\$813,911	0.9%
Amount for Non-Net School Spending Items	\$18,592,221	\$19,505,825	\$913,604	4.9%
City Contribution	\$113,244,728	\$114,972,243	\$1,727,515	1.5%
Total General Fund Revenues	\$350,462,429	\$362,077,274	\$11,614,845	3.3%
Less Tuition Assessments:				
Charter School Tuition Assessment	\$24,542,124	\$24,709,706	\$167,582	0.7%
School Choice Tuition Assessment	\$2,767,477	\$2,848,508	\$81,031	2.9%
Special Education Revenue Offset	\$187,025	\$248,565	\$61,540	32.9%
Total Tuition Assessments	\$27,496,626	\$27,806,779	\$310,153	1.1%
TOTAL GENERAL FUND REVENUE:	\$322,965,803	\$334,270,495	\$11,304,692	3.5%

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

Foundation Budget



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

FY18 Foundation Budget Calculation

Enrollment Category ¹	Per Pupil Rate	Foundation Enrollment ²	Total Foundation Amount
Pre-School	\$ 3,705.07	555	\$ 2,056,314
Kindergarten (Half Day)	\$ 3,705.07	1	\$ 3,705
Kindergarten (Full Day)	\$ 7,410.18	1,317	\$ 9,759,207
Elementary (Grades 1-5)	\$ 7,454.31	6,745	\$ 50,279,321
Middle School (Grades 6-8)	\$ 7,089.19	4,449	\$ 31,539,806
High School	\$ 8,798.50	4,505	\$ 39,637,243
ELL Pre-K	\$ 4,719.05	744	\$ 3,510,973
ELL K-12	\$ 9,428.42	8,218	\$ 77,482,756
Vocational	\$ 13,382.02	1,866	\$ 24,970,849
Special Education In-District ³	\$ 25,602.43	1,035	\$ 26,498,515
Special Education Out-of-District ⁴	\$ 26,696.34	252	\$ 6,727,478
Economically Disadvantaged ⁵	\$ 4,180.91	16,619	\$ 69,482,543
TOTAL⁶		27,750	\$ 341,948,710

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.

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

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

³ 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.

⁴ 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.

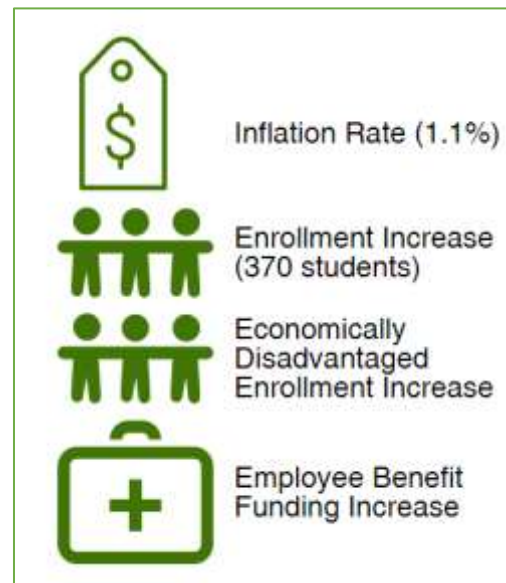
⁵ Economically Disadvantaged Students: Incremental funding applied to student enrollment category

⁶ 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.

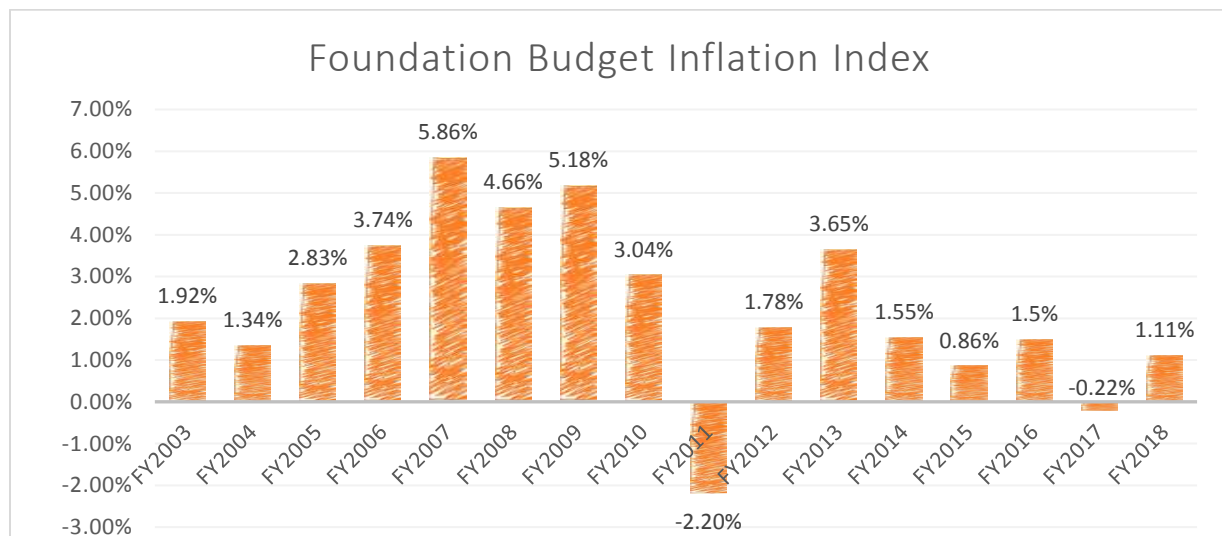


General Fund Summary

Each year, the state re-calculates the community's foundation budget based on enrollment changes and an inflation index. Based on projections, the Worcester Public Schools expects to see relatively flat enrollment over the next four years, noted by decreases at the elementary level and increases at both the middle and high school levels. The total foundation budget growth for Worcester between FY17 and FY18 is \$10.0 million. The increase is attributable to an increase in the per pupil rate using the state's inflation factor (explained further below), an increase in the overall public school resident student enrollment (370 students), an increase in the number of students categorized as economically disadvantaged (students receiving a state-approved benefit program), and an increase in the foundation budget category for employee benefits (based on recommendations from the state's Foundation Budget Review Commission Final Report, 2015).



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.





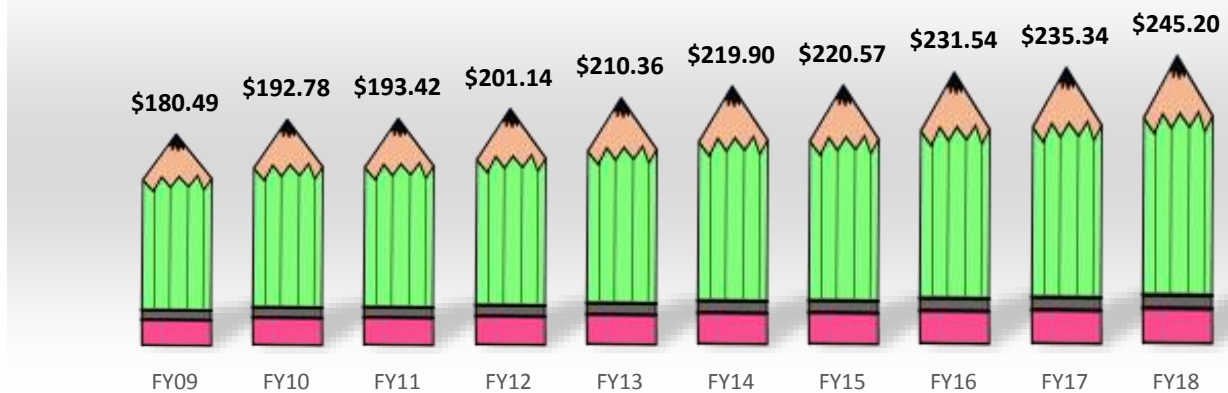
General Fund Summary

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 FY18, based on House of Representatives budget, the total Chapter 70 State Aid is **\$245,207,183**, an increase of \$9,804,951 over the FY17 level of \$235,402,233.

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 is expected to be \$1.9 million in FY18 based upon the level of funding provided in the House of Representatives budget. This reimbursement level is based on projected charter school enrollments each year, and appears fund the facilities assessment and 73% of the first year reimbursement of the formula of \$167,600; underfunding Worcester by the full funding amount by approximately \$501,000 in FY18.

The estimated reimbursement at \$1.9 million is the combined Chapter 46 and Chapter 352 reimbursement amounts. The amount will fluctuate during the year based upon quarterly adjustments of charter school enrollment.



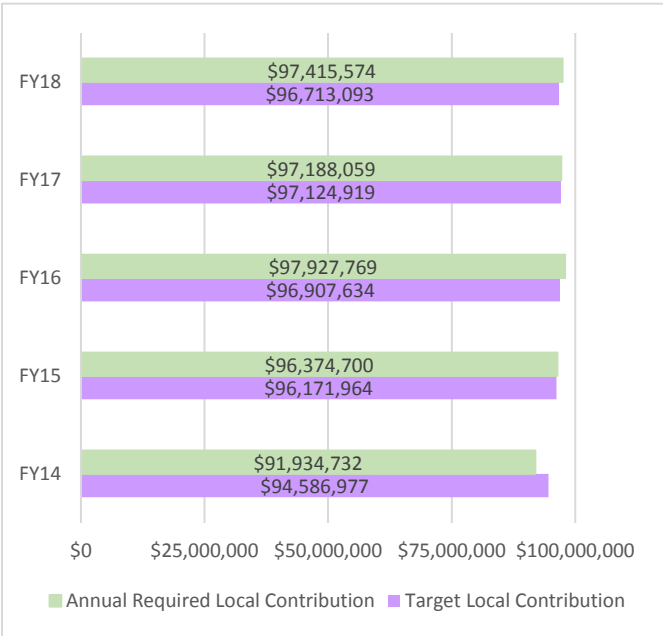
General Fund Summary

City Contribution

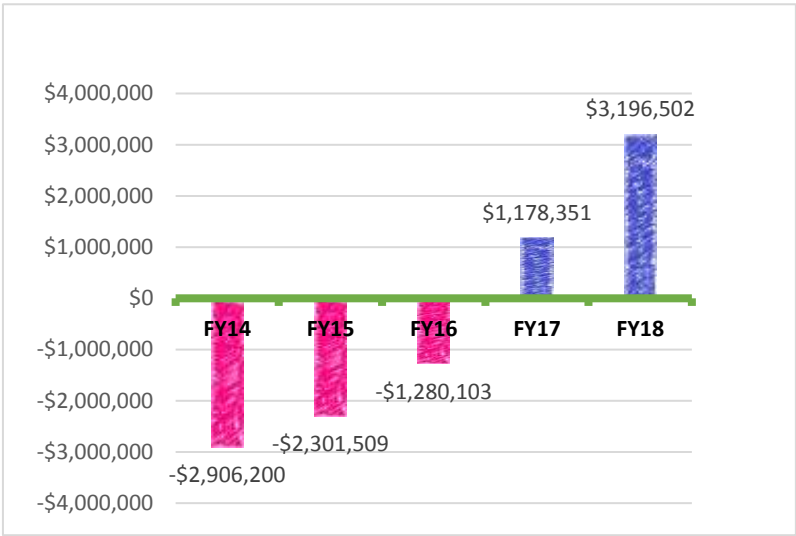


Under the state’s foundation budget funding formula, the City’s target required contribution for education is determined by the community’s ability to pay based on property and income wealth. This actual amount is increased each year using an inflation index called the “Municipal Revenue Growth Factor” (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-FY18



Annual Net School Spending Amount in Relation to the Required Local Contribution
FY14-FY18



Based upon the revenue estimates contained in the City Manager’s FY18 budget, the city contribution will increase \$1.7 million in FY18. It is estimated that the city’s contribution will exceed the FY18 minimum spending requirement by **\$3.2 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 \$760 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.

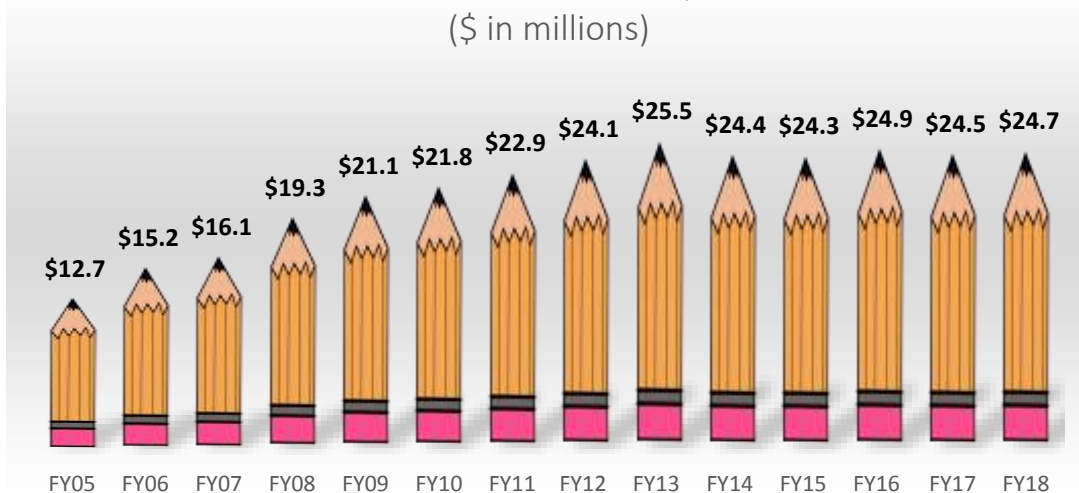
The enrollment in FY18 foundation budget is based upon the enrollment of the Worcester Public Schools as of October 1, 2016. The total enrollment used by the state to calculate the district's foundation budget is 27,751 students. These enrollments also include all students from Worcester attending charter 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 FY18 Charter School Tuition Assessment is \$24.7 million. The total amount projected for tuition assessment reflects an increase of \$167,582, or 0.7%, from the FY17 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).



General Fund Summary

The charter school tuition formula is:

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

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

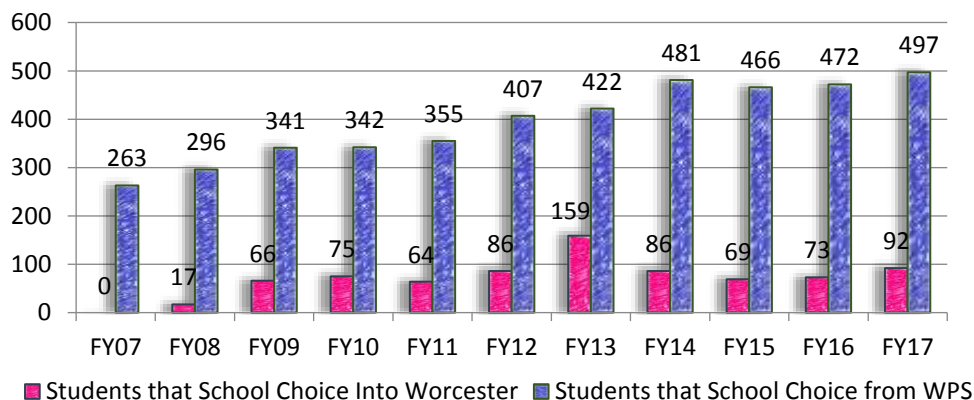


The tuition assessment to other school districts for students that participate in school choice is \$2.8 million in FY18, estimated to increase \$81,031 from the FY17 amount.

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

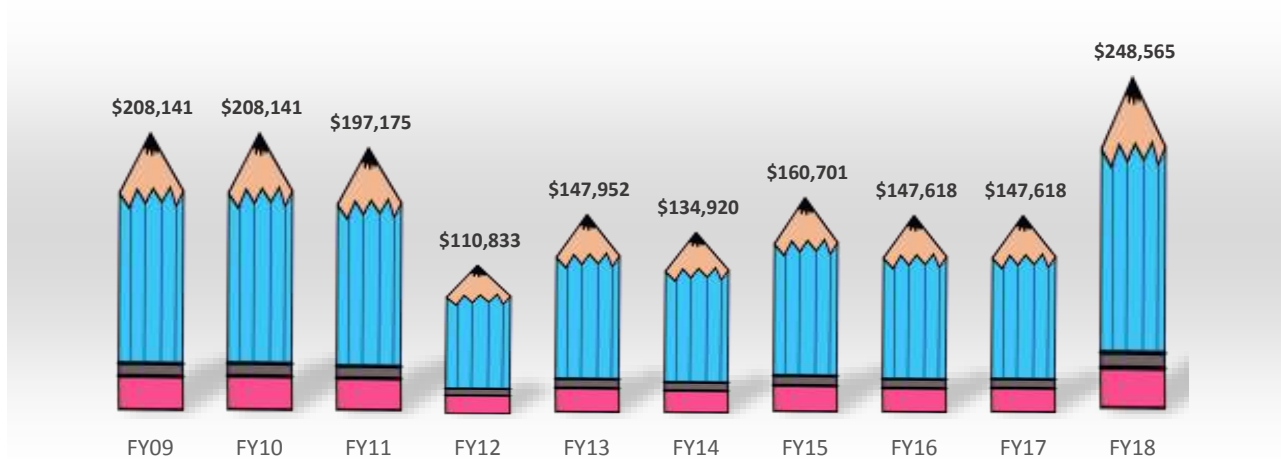


The Commonwealth of Massachusetts reduces state aid to districts in order to partially reimburse the state for providing special needs education to children enrolled in state hospital

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

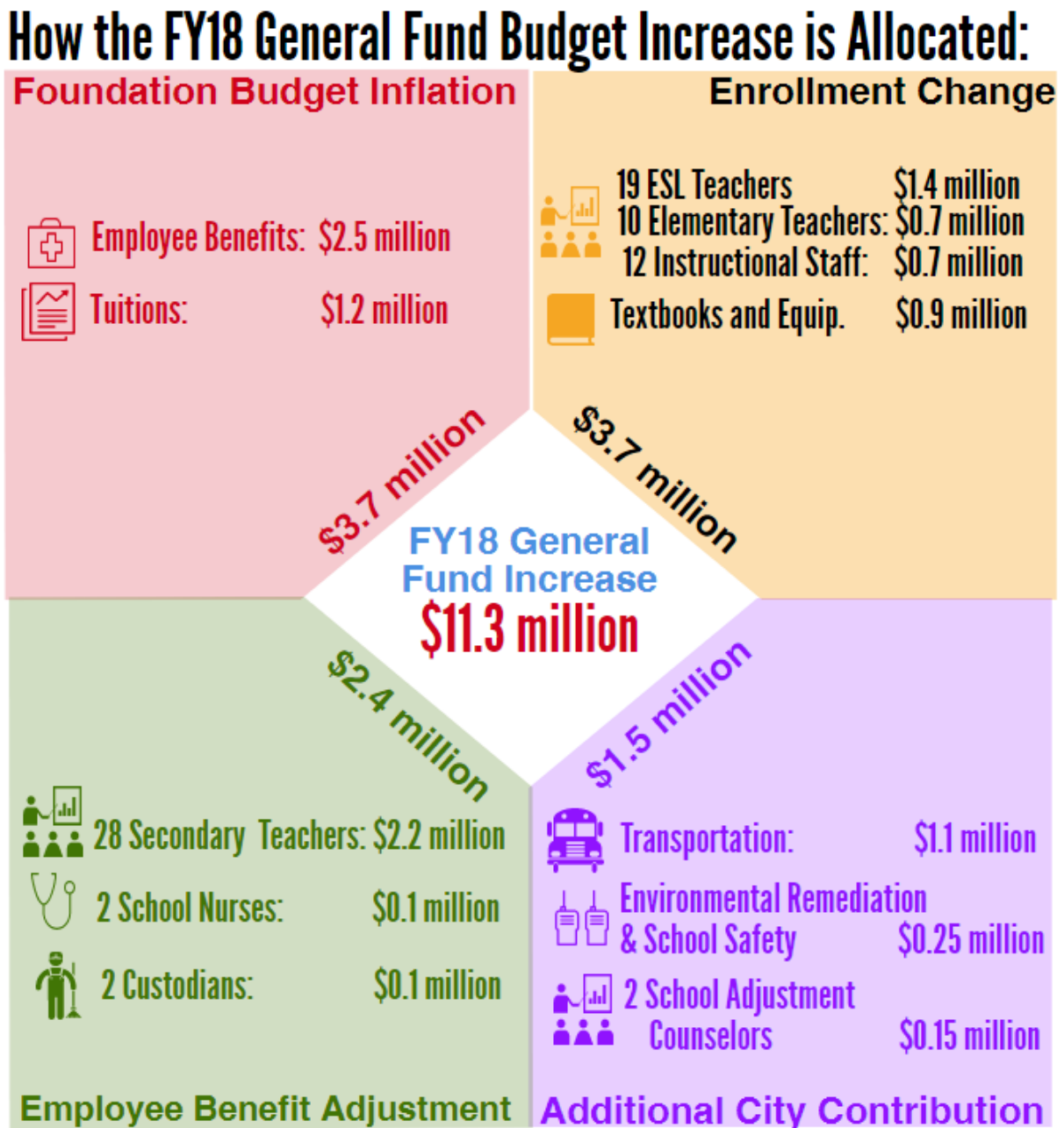


Overall, the FY18 budget reflects total revenue offset of charter school, school choice, and special education tuition assessments of \$27,806,779, representing a \$310,153, or 1.1% increase from the previous year.



General Fund Summary

Overall, the FY18 General Fund budget will increase \$11.3 million through an increase in the state's foundation budget formula (inflation, student enrollment, and an employee benefit adjustment) as well as an additional \$1.5 million of city contribution beyond the state's required increase. In accordance with the seventh standard of the district's Seven Point Plan for Student Achievement and Program Sustainability, Target on New Revenues, the following illustrates how spending in the general fund budget aligns with how the revenues have been generated in the foundation budget:



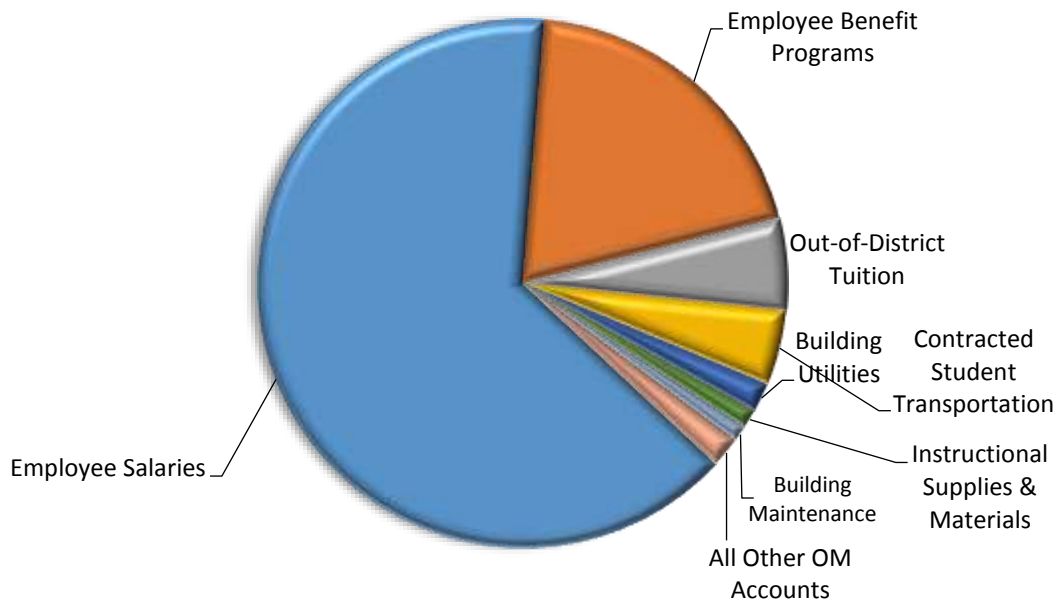


General Fund Summary

General Fund Expenditure Summary

Below is how the general operating budget is distributed among the major cost centers for FY18:

Stated In School Committee Chart of Account Summary Format



General Fund Expenditures	FY18 Budget	% of Budget
Employee Salaries	\$215,159,308	64.4%
Employee Benefit Programs	\$65,939,548	19.7%
Out-of-District Tuition	\$18,674,409	5.6%
Contracted Student Transportation	\$15,319,163	4.6%
Building Utilities	\$5,994,477	1.8%
Instructional Supplies & Materials	\$3,908,997	1.2%
Building Maintenance	\$3,204,637	1.0%
All Other OM Accounts	\$6,069,956	1.8%
Total General Fund Expenditures	\$334,270,495	100%

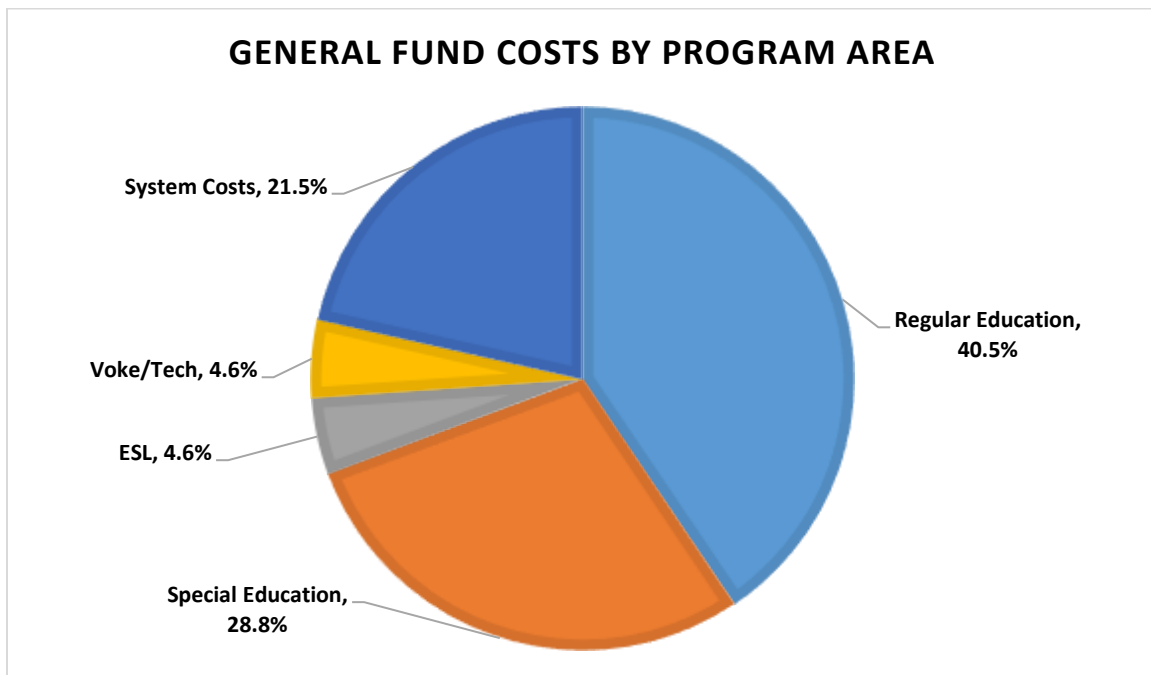
The general fund budget is comprised of 84.1% salary, and employee benefit programs (health insurance, employee retirement costs, workers compensation, and unemployment compensation), 5.6% for out-of-district tuition assessments (includes regular education, vocational programs, and special education), 4.6% on student transportation, 1.8% on building utilities, 1.2% on instructional supplies, 1.0% on building maintenance, and the remaining 1.8% 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

	Regular	Special Ed	ESL	Voke/Tech	Systemwide	Total
Salaries	\$100,728,160	\$51,158,399	\$12,220,014	\$11,958,895	\$39,093,840	\$215,159,308
Non-Salaries	\$34,816,519	\$45,091,380	\$3,020,545	\$3,459,739	\$32,723,005	\$119,111,187
Total	\$135,544,679	\$96,249,779	\$15,240,559	\$15,418,634	\$71,816,845	\$334,270,495



The FY18 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

FY17 Adopted	FY18 Budget	\$ Change	% Change
\$208,495,372	\$215,159,308	\$6,663,936	3.2%

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 3%, mostly reflecting 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 FY17 budget:

Account No.	Account Name	Description of Change
91110	Administration	The recommended budget restructures administrative positions in order to provide improved service to schools. The budget eliminates the Advanced High School Academy Director and creates a Turnaround Schools Manager position. In addition, this budget reflects the conversion of an instructional technology teacher position to a Manager of Instructional Technology. This budget also converts existing positions into program administrator positions for the Challenge and Reach Academies, the Academic Center for Transition at Chandler Magnet, and the Special Education Transitions program. The budget also provides for an additional Assistant Principal at Forest Grove Middle School due to continued enrollment growth.
91111	Teacher Salaries	The budget reflects an increase of 65 teachers above the number of current teachers: 28 secondary teachers, 19 ESL teachers, 11 elementary teachers, 5 Special Education positions, and 2 School Adjustment Counselors. These increases reflect enrollment increases, course offering and contractual teacher load limits, and compliance requirements for special education and ESL instruction. Seven teachers were added during FY17 after the budget was approved through reallocation of funds for enrollment reasons.
91112	School Committee	The account reflects the city ordinance level for School Committee pay.
91114	Teacher Substitutes	The account is recommended to be level funded the amount for Day-by-Substitutes and transfers the amount of Long Term Substitutes from Account 500-91111 Teacher Salaries to show better transparency on the cost of substitute coverage.



General Fund Summary

Account No.	Account Name	Description of Change
91115	Instructional Assistants	The budget reflects position reallocation of 17 positions assigned to the Central Massachusetts Collaborative but adds eight other positions to support services in WPS schools and programs. The budget also reflects an increase of an ESL positions that were converted from ESL tutor positions during FY17. The budget maintains 63 kindergarten instructional assistants despite the elimination of the state grant in FY17.
91116	Athletic Coaches' Salaries	The budget reflects an increase of one additional varsity soccer coach for Claremont/UPCS, as well as seven additional track coaches to support the number of participating student-athletes.
91117	Transportation Salaries	The account reflects the conversion of the contract compliance Coordinator position to a bus driver position.
91118	Supplemental Programs	<p>All programs are level funded expect for the following changes:</p> <ul style="list-style-type: none"> • The budget for translations reflect an increase for actual expenditure history and conversion of most translations from contracted services to part-time employees. • A conversion of the Gerald Creamer Evening Program by creating 5 full time teacher positions (located in Account 500-91111) • A reduction of Library Processing services reflecting expenditure history. • Finalization of ABA home services into district employees from contracted services.
91119	Custodian Salaries	The account reflects the addition of two custodial position to be assigned to the new Nelson Place School (reflecting an increase from the current school of 55,000 square feet to the new school of 110,000 square feet).
91120	Maintenance Services	The account reflects level staffing.



General Fund Summary

Account No.	Account Name	Description of Change
91121	Administrative Clerical	The account reflects a reduction of one position from the FY17 staffing levels resulting from a consolidation of Payroll and Supply Management Departments within the Finance and Operations Division.
91122	School Clerical	The account reflects the addition of two positions, one added during FY17 and one added for FY18. These positions have been assigned to South High and North High to reflect increased student enrollments.
91123	Non-Instructional Support	The account reflects the consolidation of the Payroll and Supply Management Departments within Finance and Operations Division (elimination of Payroll Director and creation of a Payroll Coordinator position) and the conversion of an English Learner Parent Liaison from school year to full year to reflect staffing needs at the Parent Information Center.
91124	Crossing Guards	The account reflects the same staffing levels as FY17.
91133	School Nurses	The account reflects an increase of three positions over the FY17 budget level; one position that was added during FY17 and two added for FY18.
91134	Educational Support	The account reflects a reallocation of an ESL tutor position (to ESL Instructional Assistant), relocating both the BCBA and Wraparound Coordinators from the Teacher Account (500-91111) into this more appropriate account and the transfer of 16 Clinician positions previously funded by the Central Massachusetts Collaborative but assigned to Worcester Public Schools' STEP classrooms.
97201	Transportation Overtime	The account reflects a 1% increase.
97203	Custodial Overtime	The account reflects a 1% increase.
97204	Maintenance Overtime	The account reflects a 1% increase.
97205	Support Overtime	The account reflects a 1% increase.



General Fund Summary

500101-96000 Retirement Assessments

FY17 Adopted	FY18 Budget	\$ Change	% Change
\$15,848,677	\$16,751,681	\$903,004	5.7%

This account funds the Public Schools' share of the City of Worcester contributory retirement system's pension obligation for qualifying retirees and beneficiaries in accordance with the requirements of the Public Employees Retirement Administration Commission (PERAC). The pension obligation is based on a funding schedule established under Ch. 32, sec. 22D of Massachusetts General Laws requiring that municipalities fully fund their retirement system's accrued actuarial liability by June 30, 2038. The Worcester Retirement System is scheduled to be fully funded by 2032. Additionally, a portion of costs included in this account is based on the actual payroll costs for individuals receiving pension benefits whose service began prior to 1939 (non-contributory). This portion amounts to \$36,000 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.

Retirement Assessment Detail

Contributory Retirement Assessment	Annualized Salaries (non-MTRS employees)	% of City Total
Worcester Public Schools	\$47,932,699	29.5%
All other departments	\$162,713,786	70.5%

Total contributory amount to be raised:	\$40,533,589
Worcester Public Schools share (29.5%):	\$11,940,502
Less Reimbursement from Grant Sources:	<u>-\$814,392</u>
Total Contributory Pension Payment:	\$11,126,110
Pension Obligation Bonds	\$4,901,215
Non-Contributory Pension	\$36,000
Early Retirement Incentive 2002	\$351,188
Early Retirement Incentive 2010	\$105,020
Custodial Pension Fund	\$430,391
Educational Secretaries Pension Fund:	<u>\$72,774</u>
Total General Fund Budget	\$17,022,698



General Fund Summary

500103-92000 Student Transportation

FY17 Adopted	FY18 Budget	\$ Change	% Change
\$14,389,893	\$15,319,163	\$929,270	6.5%

The transportation of regular education students is provided through a contracted vendor (using 96 buses in FY18). The transportation of special education students is provided through a combination of contracted services and WPS vehicles and employees. In FY18, 69 contracted buses and 32 WPS buses provided 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.

FY18 represents the third year of a five-year contract with one vendor to provide both regular and special education transportation services.

The increase in this account reflects an increase contractual price increases, out-of-city special education transportation costs, and the new five-year lease of ten vehicles operated by the Worcester Public Schools.

500123-96000 Health Insurance (Active and Retired Employees)

FY17 Adopted	FY18 Budget	\$ Change	% Change
\$44,806,753	\$47,146,319	\$2,339,566	5.2%

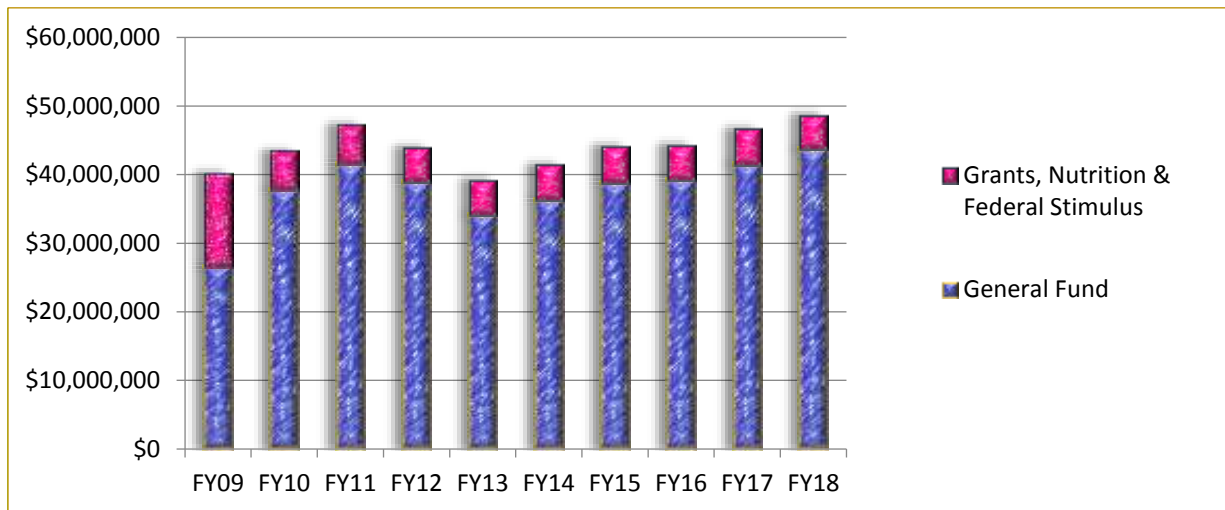
Under collective bargaining agreements, individual employment contracts, or City Manager actions for non-represented employees and retirees, the Worcester Public Schools covers 75% of the cost of employee healthcare premiums. The health insurance premium rates will increase between 5%-7% for groups that have not yet adopted the recent plan design changes and decreases of 3%-8% for employee groups that will migrate to recent plan design changes (such as non-represented employees). The Worcester Public Schools could save more than \$3.4 million in health insurance costs if all employee groups were to move to the higher deductibles and office co-pay proposal.

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



General Fund Summary

Health Insurance Spending by Funding Source



Enrollment is comprised of active employees, retirees, and surviving spouses; these categories are estimated to total approximately 5,751 members during FY18 (2,742 active employees and 3,009 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 2,150 employees participating in this benefit.

500132-92000 Out of District Tuition

FY17 Adopted	FY18 Budget	\$ Change	% Change
\$17,451,366	\$18,674,409	\$1,223,044	7.0%

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.

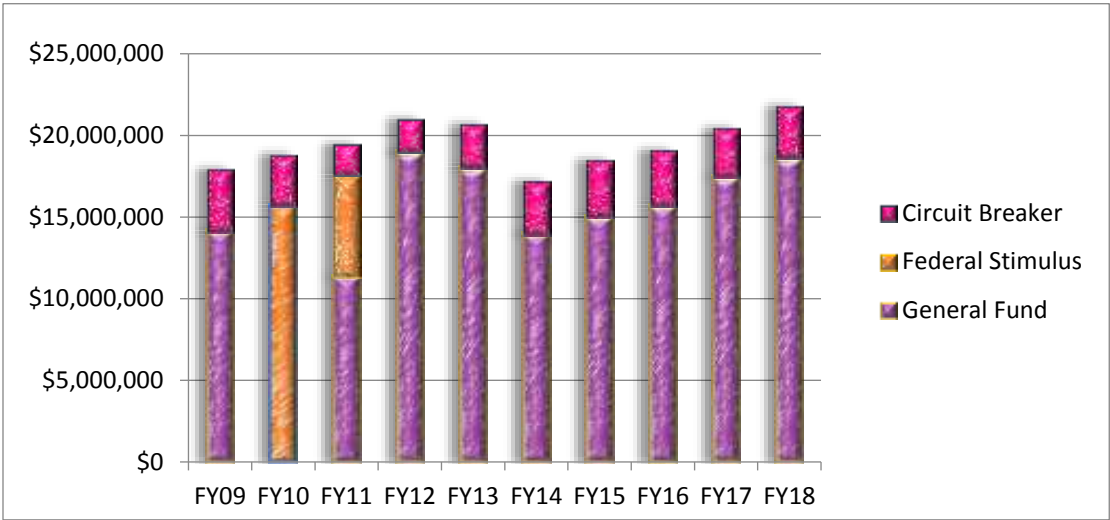
The account also funds Non-Special Education Tuition, Chapter 74 Vocational assessments, Rockdale Recovery High School, and Woodward Day program.



General Fund Summary

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
Total	\$47,011,125	

The FY18 budget for special education tuition is \$21.0 million with \$3.1 million in state special education reimbursement (so-called "Circuit Breaker"). The Circuit Breaker funding is based on the state budget and the number of claims submitted by districts. The table below shows the number of students having costs that qualified for Circuit Breaker reimbursement and the level of reimbursement provided in the state budget (statutory amount is 75% but is subject to actual appropriation by State Legislature).

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



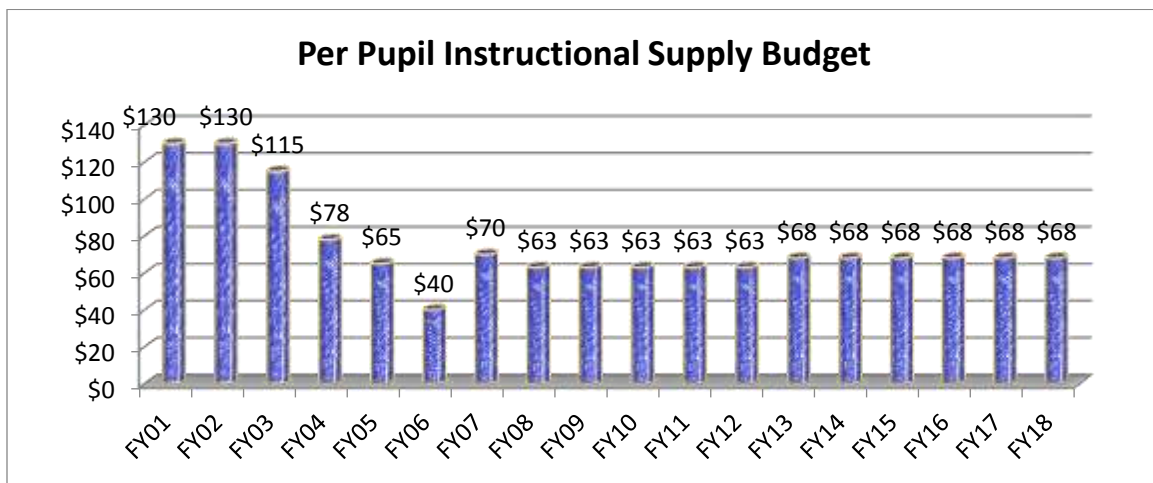
General Fund Summary

500-92204 Instructional Supplies & Materials

FY17 Adopted	FY18 Budget	\$ Change	% Change
\$3,243,810	\$3,908,997	\$665,187	20.5%

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 increase in the account reflects the recommended purchase of English Learner textbooks and Special Education instructional equipment for students.

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



500146-92000 Building Utilities

FY17 Adopted	FY18 Budget	\$ Change	% Change
\$6,456,119	\$5,994,477	-\$461,642	-7.2%

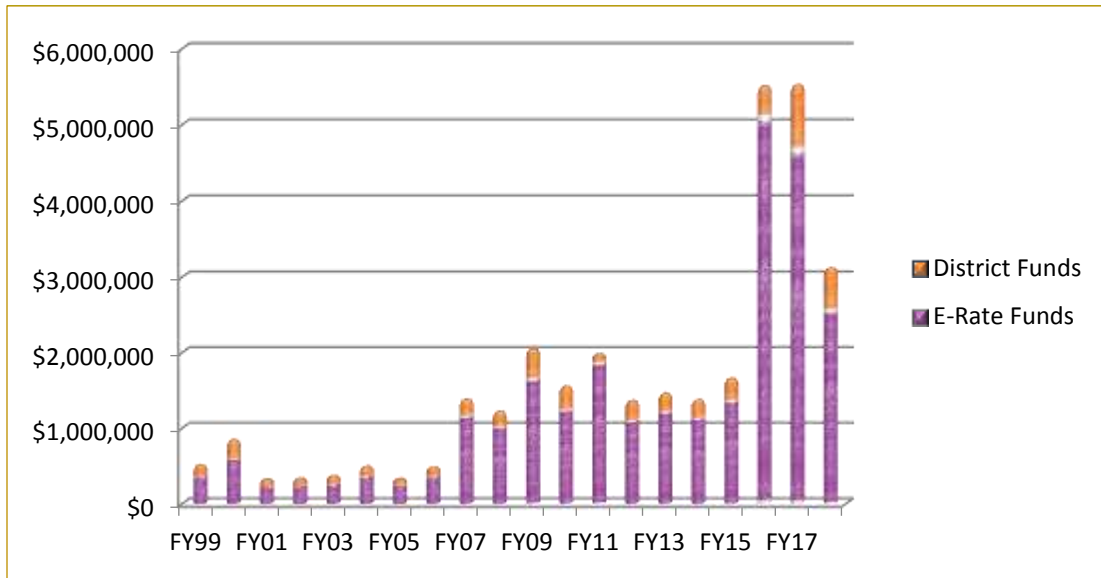
The FY17 budget reflects a \$364,000 decrease in expected electricity costs based on full year savings associated with solar credits for equipment on WPS property, the new Nelson Place School (expected to generate 100% electricity through solar panels), and net metering for solar credits associated with the city's former landfill property. Natural gas is expected to decrease \$107,720 based on anticipated usage and savings associated with a more efficient heating plant at the new Nelson Place School. Telephone and Internet Data Service will increase by \$7,849 as the FCC phases-out funding for telephone services over the next several years. This account relies on the use of federal E-Rate reimbursement to provide telephone, internet service, and internal connections to schools.



General Fund Summary

E-Rate funding has provided the district with 70-90% discount on these items since FY98 as follows:

E-Rate Funding



In FY16 and FY17, the district leveraged \$1.2 million in district operating and capital budget funds to leverage \$9.8 million in E-Rate funding. In addition to normal telephone service, the WPS has submitted E-Rate funding requests to accomplish the following:

- ➊ Replace all the network switches at schools. The network switches are the backbone of the network and allows the network to function. Some of the switches are up to 15 years old in these schools.
- ➋ Add wireless access points to every classroom and common area in all most schools with modern wireless switches in schools currently with no or limited wireless access points. This will complete the two-year E-rate project that brings dense building wide high-speed wireless to all of the district's schools.
- ➌ Increased district internet connections from 2Gbps to 5Gbps
- ➍ The district will increase wide area network speeds from 100Mbps/1Gbps to 10Gbps at all locations by switching to fiber that have now been installed across the entire city of Worcester. Business and universities in Worcester will be able to benefit from this infrastructure that now blankets the city.
- ➎ In FY18, the district will complete wireless access points to every classroom and common area upgrades at Woodland Academy, Union Hill School, and Claremont Academy.



General Fund Summary

500152-92000 Building Maintenance (Supplies and Materials)

FY17 Adopted	FY18 Budget	\$ Change	% Change
\$2,695,925	\$3,204,637	\$508,712	18.9%

This account provides maintenance and repair of school buildings is \$1.9 million in FY18, equaling \$0.47 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 (\$472,512). In FY18, the Environmental Management System cost center is moved to this account and is increased over the FY17 level from \$350,000 to \$500,000 for training, equipment, testing, and supplies associated with Best Management Practices for the management of PCBs.

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

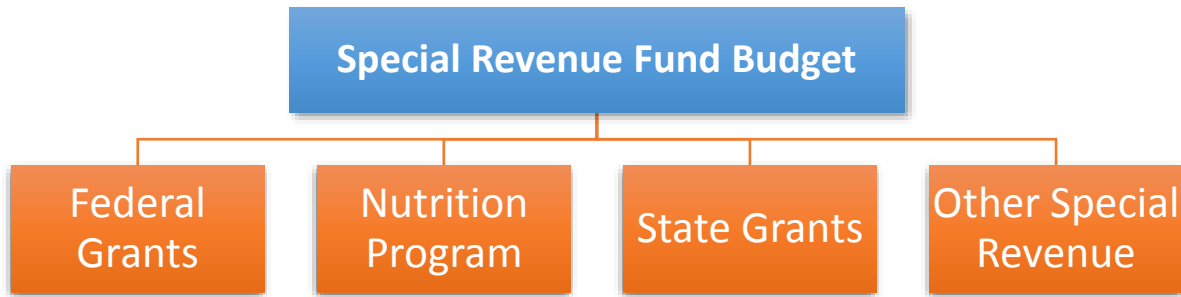
500105-92000	Out-of-State Travel	\$0
500122-92000	Athletics OM*	\$93,244
500125-92000	Insurance	\$52,938
500129-92000	Workers Compensation	\$1,452,305
500130-92000	Personal Services	\$2,376,356
500133-92000	Printing & Postage	\$256,654
500136-92000	Miscellaneous OM	\$2,800,752
500137-96000	Unemployment Compensation	\$318,226
500138-92000	In-State Travel (Mileage)	\$59,500
500141-92000	Vehicle Maintenance	\$430,513
Total		\$7,840,488

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

The specific explanation of each of these accounts can be found within the FY18 line item budget section that follows.



Special Revenue Funds Summary



Special Revenue Funds Revenue and Expenditure Summary FY14-FY18

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Budget
Revenues:					
Federal Grants	\$30,645,346	\$29,677,191	\$29,924,357	\$30,081,166	\$29,975,255
Nutrition Program	\$13,714,060	\$11,830,642	\$12,724,390	\$13,850,185	\$15,263,310
State Grants	\$6,091,911	\$5,178,453	\$5,065,240	\$4,078,218	\$3,889,982
Other Special Revenue	\$5,333,120	\$5,408,965	\$5,098,254	\$4,850,911	\$5,148,052
Total Revenues	\$55,784,437	\$52,095,251	\$52,812,241	\$52,860,480	\$54,276,599
Expenditures:					
Administration (1000)	\$910,582	\$755,107	\$1,182,000	\$711,280	\$711,280
Instruction (2000)	\$31,424,264	\$23,270,227	\$19,638,776	\$17,125,690	\$16,954,239
Other School Services (3000)	\$11,038,826	\$16,309,909	\$20,285,030	\$22,839,292	\$23,562,373
Operations & Maint. (4000)	\$479,398	\$66,988	\$980,382	\$1,090,420	\$1,796,830
Fixed Charges (5000)	\$7,530,145	\$7,436,413	\$7,428,763	\$7,683,722	\$7,734,975
Community Services (6000)	\$338,510	\$624,568	\$330,697	\$445,032	\$415,787
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,122,433	\$3,456,181	\$3,444,755	\$2,965,044	\$3,101,115
Total Expenditures	\$54,844,158	\$51,919,393	\$53,290,403	\$52,860,480	\$54,276,599
Difference	\$940,279	\$175,858	-\$478,162	\$0	\$0

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



Special Revenue Funds: Federal Grants

Federal Grants

Special Revenue: Federal Grants (Sorted in descending order of FY18 Budget Amount)

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

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Award	FY18 Budget
Federal Grant Revenue:					
Title I	\$9,936,986	\$10,426,009	\$12,381,636	\$11,623,123	\$11,623,123
IDEA	\$7,320,074	\$7,290,070	\$7,353,103	\$7,580,893	\$7,580,893
Head Start	\$5,482,964	\$7,001,724	\$5,945,064	\$6,050,975	\$5,945,064
Title IIA	\$1,845,701	\$1,742,080	\$1,859,767	\$1,807,310	\$1,807,310
Title III	\$1,119,365	\$1,103,338	\$1,395,841	\$1,403,473	\$1,403,473
Perkins	\$382,115	\$558,366	\$503,656	\$485,765	\$485,765
School Redesign Elm Park	\$0	\$0	\$0	\$441,717	\$441,717
Pre-school - Special Education	\$214,792	\$272,645	\$291,556	\$293,540	\$293,540
21st Century Continuation	\$0	\$0	\$104,036	\$181,870	\$181,870
Special Ed. Program Develop	\$101,318	\$83,881	\$102,934	\$97,950	\$97,950
McKinney-Vento	\$54,880	\$42,116	\$60,000	\$60,000	\$60,000
Special Education MA Urban	\$38,900	\$38,900	\$38,121	\$49,400	\$49,400
Early Childhood Special Ed.	\$0	\$12,829	\$5,000	\$5,150	\$5,150
ARRA Race to the Top	\$2,031,472	\$639,212	\$0	\$0	\$0
School Redesign Burncoat	\$404,602	\$433,208	\$0	\$0	\$0
21st Century Exemplary	\$77,337	\$32,813	\$0	\$0	\$0
Total Federal Grants Revenue	\$30,645,346	\$29,677,191	\$30,040,714	\$30,081,166	\$29,975,255



Special Revenue Funds: Federal Grants

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Budget	FY17 Budget
Expenditures:					
Administration (1000)	\$573,729	\$519,231	\$630,670	\$630,670	\$630,670
Instruction (2000)	\$25,119,559	\$19,135,445	\$16,060,539	\$15,659,274	\$15,553,363
Other School Services (3000)	\$0	\$3,510,473	\$8,410,869	\$8,848,169	\$8,848,169
Operations & Maint. (4000)	\$0	\$0	\$392,651	\$392,651	\$392,651
Fixed Charges (5000)	\$5,221,382	\$5,225,794	\$4,545,985	\$4,550,402	\$4,550,402
Community Services (6000)	\$0	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$30,914,670	\$28,390,943	\$30,040,714	\$30,081,166	\$29,975,255
Difference	-\$269,324	\$1,286,248	\$0	\$0	\$0

FY18 Federal Grants Budget:

Title I:

\$11,623,123

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

This Act embodies four principles: stronger accountability for results, expanded flexibility and local control, expanded options for parents, and an emphasis on teaching methods that have been proven to work. It redefines the federal role in K-12 education to help improve the academic achievement of all students.

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



Special Revenue Funds: Federal Grants

This grant funds 35 Focused Instructional Coaches; 14 Pre-School Teachers, 34 Instructional Assistants for pre-school programs; 11 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. Additionally, the grant also funds limited in-school, afterschool and summer programs for Supplemental Education Services.

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

IDEA – Special Education Entitlement:

\$7,580,893

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

The majority of this grant supports salaries and benefits for 188 instructional assistants and 5.3 grant administrative and program support positions. These positions assist students with disabilities in accessing the general education curriculum in order to receive Free and Appropriate Public Education (FAPE) in the least restrictive environment. The grant also provides funds for nursing services for students with complex medical needs who require constant monitoring by medically trained staff in the school and on the school bus; consultants/evaluators to meet the requirement that "special education programs and services are evaluated regularly to determine effectiveness;" translators and interpreters to meet the federal and state requirements that all communication with parents be provided in the language of the home; substitute teachers and stipends for planning time and professional development activities that take place after school; community and vocational instruction for high school students with intellectual disabilities. IDEA funds are used to purchase technology and augmentative communication devices, specialized equipment for students with physical disabilities, and supplies for students with significant emotional and behavioral disabilities. Supplies and materials for related services such as, speech, language occupational and physical therapies are partially funded through this grant. Miscellaneous items include student transportation, non-instructional supplies, and maintenance/repairs of equipment.



Special Revenue Funds: Federal Grants

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

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. The 2007 Head Start reauthorization requires programs to implement standards of learning in early literacy, language, science, social studies and numeracy to ensure all children enter school with a solid foundation for lifelong learning.

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

The grant will fund 121 staff members. There are currently three (3) Head Start Schools located within the district: Greendale School, Millbury Street School, and Mill Swan School.

Title IIA – Improving Educator Quality:**\$1,807,310**

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.



Special Revenue Funds: Federal Grants

This grant provides funding support for the following activities:

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

Title III:

\$1,403,473

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

Worcester Public Schools uses Title III funds to support English language development instruction and instruction in the Spanish Transitional Bilingual program and to provide professional development to content teachers who have ELLs in their classes. The Title III grant will fund seven (7) ELL Coaching positions during FY18, as well as provide afterschool programs to students.

Perkins Secondary Allocation Grant:

\$485,765

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



Special Revenue Funds: Federal Grants

The FY18 budget will maintain two Health Science Academy teacher positions at North High School and a new Manufacturing teacher position at Worcester Technical High School to expand the program. Funding also support a district-wide CVTE Focused Instructional Coach position.

School Redesign – Elm Park Community School

\$441,717

The purpose of this federal grant program is to provide funding to implement School Redesign Plans that were built on one of four federally defined school intervention models: Turnaround, Restart, Transformation, or Closure at the state's persistently lowest-achieving schools. The School Redesign Grant (SRG) is competitive and awarded to Elm Park Community School to implement changes outlined in their school turnaround model. SRG is a three year grant and has an availability period of September 2015 through August 2018. Over the three year period, Elm Park will receive a total of \$1,325,151. The funds from the SRG grant are used to extend the school day and provide partial funding for the lead teacher's salary. All other costs associated with the school redesign plan are included in the Title I budget.

Pre-School – Special Education

\$293,540

The Early Childhood Special Education Allocation funds pre-school teachers' salaries in half-day integrated classrooms. Three, four, and five year olds with a range of disabilities including PDD/Autism, Behavior/Emotional Disorders, neurological and physical disabilities are enrolled in classrooms, along with typically developing children. The grant enables staff to collaborate with Worcester's three Early Intervention Programs, UMASS, Pernet, and MSPCC. The grant encourages families to participate in their child's school program throughout the year by volunteering in the classroom, sharing their particular expertise, participating in conferences and attending annual reviews. The district's Early Childhood Department works with individual schools to help develop their own school-based parent education and participation programs.

21st Century Continuation

\$181,870

The purpose of the federally funded 21st Century Community Learning Centers Grant is to support Community Learning Centers that operate during out-of-school hours and provide students with academic enrichment opportunities, along with other activities designed to complement students' regular academic programs. Community Learning Centers may also offer literacy and related educational development to families of these students along with a community partner to enhance their academics. Sullivan Middle School was funded at \$91,870 and Burncoat Middle was funded at \$90,000 for the 2016-2017 school year. The grant is anticipated to be level funded for the 2017-2018 school year.

Special Education Program Development

\$97,950

The purpose of the Special Education Program Improvement grant is to fund professional development activities, aligned with the Massachusetts Standards for Professional Development that will advance the knowledge, skills, and capacity of educators to meet the diverse needs of students with disabilities, ages three through 21, in order to support improved educational results



Special Revenue Funds: Federal Grants

and functional outcomes for these students. The grant is anticipated to be level funded for the 2017-2018 school year.

McKinney-Vento

\$60,000

The purpose of these federal funds is to support McKinney-Vento Homeless Education programs that ensure homeless students enroll in school and attend school while having the opportunity to succeed. The grant funds support Head Start home visits as well as outreach and case management for homeless students. Additional funds are used for the purchase of textbooks and instructional materials needed to support students. The grant became competitive for FY15 and is anticipated to be level funded for FY18.

Special Education - Massachusetts Urban

\$49,400

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

Early Childhood Special Education Program

\$5,150

The purpose of this federal grant program is to support school district activities to ensure that eligible children with disabilities, ages 3-5, receive a free and appropriate public education that includes special education and related services designed to meet their individual needs provided in natural/least restrictive environments. This grant is intended to further district-level early childhood special education practices that align with priorities identified by the Department of Elementary and Secondary Education and the Department of Early Education and Care (EEC). The grant is anticipated to be level funded for the 2017-2018 school year.



Special Revenue Funds: State Grants

State Grants

Special Revenue: State Grants:
(Sorted in descending order of FY18 Budget Amount)

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Award	FY18 Budget
State Grant Revenues:					
Expanded Learning Time	\$1,356,008	\$1,299,694	\$1,219,838	\$1,115,462	\$1,115,462
Coordinated Family & Community	\$662,010	\$592,365	\$619,000	\$619,000	\$619,000
Inclusive Pre-school	\$611,867	\$698,707	\$698,707	\$698,707	\$510,471
Adult Education	\$444,862	\$444,862	\$471,008	\$480,485	\$480,485
Head Start Supplemental	\$413,342	\$413,342	\$464,372	\$464,372	\$464,372
Fresh Fruits & Vegetables	\$333,649	\$319,522	\$333,300	\$316,750	\$316,750
Essential School Health	\$272,451	\$206,834	\$210,740	\$242,740	\$242,740
Universal Pre-K	\$198,189	\$78,987	\$135,000	\$135,000	\$135,000
GED Test Centers	\$6,210	\$6,086	\$6,150	\$5,702	\$5,702
Quality Kindergarten	\$974,034	\$751,388	\$751,388	\$0	\$0
Academic Support (FC 596)	\$78,061	\$75,000	\$49,500	\$0	\$0
Academic Support (FC 632)	\$168,894	\$71,904	\$80,000	\$0	\$0
Literacy Partnership	\$20,735	\$24,829	\$24,658	\$0	\$0
Financial Literacy Program	\$18,075	\$20,000	\$20,000	\$0	\$0
Academic Support (FC 597)	\$90,000	\$92,962	\$0	\$0	\$0
Academic Support (FC 625)	\$117,514	\$81,972	\$0	\$0	\$0
Gateway Cities	\$107,746	\$0	\$0	\$0	\$0
MA Kindergarten Entry Assess	\$98,491	\$0	\$0	\$0	\$0
MA Commission for the Blind	\$30,294	\$0	\$0	\$0	\$0
RTTT - Early Learning Challenge	\$25,234	\$0	\$0	\$0	\$0
Mass Graduation	\$12,877	\$0	\$0	\$0	\$0
Next Generation Learning	\$12,000	\$0	\$0	\$0	\$0
SHINE Initiative	\$10,000	\$0	\$0	\$0	\$0
Alternative Education Programs	\$10,000	\$0	\$0	\$0	\$0
Supporting Family Literacy	\$5,668	\$0	\$0	\$0	\$0
STARS Residency, Jacob Hiatt	\$5,000	\$0	\$0	\$0	\$0
Occupational Support	\$4,800	\$0	\$0	\$0	\$0
STARS Residency, Elm Park	\$3,900	\$0	\$0	\$0	\$0
Total State Grant Revenue	\$6,091,911	\$5,178,453	\$5,083,661	\$4,078,218	\$3,889,982



Special Revenue Funds: State Grants

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Award	FY18 Budget
Expenditures:					
Administration (1000)	\$241,763	\$136,435	\$185,136	\$185,136	\$185,136
Instruction (2000)	\$5,482,257	\$3,567,827	\$1,930,826	\$1,167,478	\$1,918,866
Other School Services (3000)	\$0	\$774,463	\$2,573,715	\$2,332,088	\$2,332,088
Operations & Maint. (4000)	\$0	\$0	\$0	\$0	\$0
Fixed Charges (5000)	\$582,326	\$602,898	\$393,984	\$393,516	\$393,516
Community Services (6000)	\$0	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$6,306,346	\$5,081,623	\$5,083,661	\$4,078,218	\$3,889,982
Difference	-\$214,435	\$96,830	\$0	\$0	\$0

FY17 State Grants Budget

Expanded Learning Time

\$1,115,462

This state-funded grant program provides financial assistance to local school districts with schools that have approved Expanded Learning Time (ELT) implementation plans. All participating schools must increase the amount of time in their schedules so that they operate at least 300 hours longer than the average for students in other schools within the district. Jacob Hiatt and City View schools currently have approved Expanded Learning Time programs. In the 2016-2017 school year each school received \$513,446 and \$602,016 respectively. The funding amount is calculated based on student count. The goal of the program is to provide more instructional opportunities in mathematics, literacy, science, and other core subjects to support student achievement; integrate enrichment opportunities into student learning; and provide adults with increased opportunities to plan and participate in professional development activities. The FY18 grant is anticipated to be level funded.

Coordinated Family and Community Engagement

\$619,000

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



Special Revenue Funds: State Grants

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

The grant helps the community strengthen school readiness skills by supporting young children and their families. The grant provides families with opportunities to attend playgroups and literacy activities, inquire about programs and access family events, special needs information and other programs. These opportunities help to develop a systematic communication and collaboration between all stakeholders in the community. All activities of the grant are aligned to the Department of Early Education and Care's Strategic Plan, focusing on family engagement, early literacy and school readiness. The FY18 budget is expected to be level funded.

Inclusive Pre-School Learning Environment

\$510,471

Inclusive Pre-school Learning Environments funds are designated by the State and are designed to support inclusive high quality learning environments for pre-school children with disabilities in a mixed delivery system. All applicants must meet the standards/definition of Inclusive Pre-school Learning Environments. The grant supports inclusive pre-school learning environments serving pre-school-age children with and without disabilities in high quality, inclusive early education and care settings. All full-time positions are allowable at 80% of salaries. The other 20% of salaries comes from the Head Start grant. This state grant is being phased out over the next three years (with 33% reductions each year).

Adult Education

\$480,485

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



Special Revenue Funds: State Grants

- Successfully transition under-educated and limited English proficient adults to higher education and good jobs that provide a living wage and opportunities for advancement
- Serve the students most in need of literacy and English communication skills
- Integrate ABE instructional services with other workforce development services
- Implement highly effective teaching methods based on research and evidence based practice

Head Start Supplemental

\$464,372

These state awarded funds are intended to enhance program capacity to serve Head Start children. Other uses of these funds include the increase of professional development opportunities available to staff, enhancement of program quality by continuing to require Head Start (HS) and Early Head Start (EHS) center-based and family child care programs to participate in QRIS, and provide non-federal matching funds for the Head Start program. The FY18 budget is expected to be level funded.

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. This program must start the distribution of fruits and vegetables at the beginning of the school year and make them available until the end of the school year. The purpose of the program is to increase and expand both fruit and vegetable consumption in elementary schools above and beyond the reimbursable meal program. Participation is offered to individual schools where 50% or more of the student enrollment are eligible for free or reduced meals. During the 2016-2017 school year the following schools participated in the program: Belmont Street, Burncoat Preparatory, Canterbury Street, Chandler Elementary, Chandler Magnet, City View, Columbus Park, Elm Park, Goddard School, Grafton Street, Lincoln Street, Union Hill, Vernon Hill, and Woodland Academy.

Essential School Health

\$242,740

The purpose of the Essential School Health grant is to continue to establish the infrastructure of providing all school-age children access to a school health service program. It is designed to be linked with community partners and also offers a range of prevention, assessment, referral and treatment services for healthy weight, substance abuse, tobacco and mental health. The FY18 grant is anticipated to be level funded.

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 FY13 were eligible to apply. The program must be EEC licensed and meet a minimum of level three QRIS program status. The UPK program runs at the following Head Start sites: Greendale, Mill Swan, and Millbury. The FY18 grant is expected to be level funded.



Special Revenue Funds: State Grants

GED Test Centers

\$5,702

This state-funded grant program is designed to assist in the day-to-day operation of High School Equivalency Assessment Centers including, but not limited to, test administration, test costs, scanning/scoring tests, special needs, and issuing required documents for the examinee and the state High School Equivalency Assessment Office at the Department of Elementary and Secondary Education. Worcester Public Schools is an approved test center. The FY18 grant is expected to be level funded.

Special Revenue Funds: Nutrition Program

Child Nutrition Fund

Special Revenue Fund: School Nutrition Program:

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Budget
Revenues:					
Federal Reimbursement	\$12,668,656	\$10,872,845	\$12,121,819	\$13,090,270	\$14,499,930
Food Sales	\$446,684	\$442,951	\$52,602	\$70,000	\$60,000
Severe Need Breakfast	\$174,427	\$159,264	\$0	\$162,269	\$9,000
Universal Breakfast	\$195,999	\$178,642	\$191,042	\$160,000	\$160,000
State Reimbursement	\$228,294	\$176,939	\$358,928	\$367,645	\$384,380
Summer Program Food Truck			\$0	\$0	\$150,000
Total Revenues	\$13,714,060	\$11,830,641	\$12,724,390	\$13,850,185	\$15,263,310
Expenditures:					
Administration (1000)	\$0	\$0	\$0	\$0	\$0
Instruction (2000)	\$0	\$0	\$0	\$0	\$0
Other School Services (3000)	\$10,755,689	\$10,287,351	\$12,244,995	\$11,735,985	\$12,372,543
Operations & Maint. (4000)	\$199,264	\$514,817	\$519,215	\$543,590	\$1,250,000
Fixed Charges (5000)	\$1,726,437	\$1,607,721	\$1,580,329	\$1,570,610	\$1,640,767
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
Total Expenditures	\$12,681,389	\$12,409,889	\$14,344,539	\$13,850,185	\$15,263,310



Revenue Summary

The Child Nutrition program budget is a \$15.3 million program that is primarily funded through reimbursements from the U.S. Department of Agriculture for meals served to students. The district participates in the Community Eligibility Program, which enables all students to participate in the meal program at no charges regardless of family income levels. FY18 total revenue is based on the average of daily meals, breakfasts and snacks served from September 2016 through April 2017. The program serves almost 5.3 million meals annually to the students of Worcester Public Schools. Approximately 17,400 lunches, 10,500 breakfasts, 1,000 adult and "a la carte" meals, and 600 afternoon snacks are prepared on a daily basis.



The Child Nutrition
Department serves 5.3
million meals annually

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. The Worcester Public Schools also receives a Fresh Fruit & Vegetable Grant that funds an additional nine helper positions and provides fourteen schools within the district, direct access to fruits and vegetables during the school day. The district also provides "breakfast after the bell" opportunities currently at 22 elementary schools.

Expenditure Summary

The Nutrition Department's FY18 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 FY18 budget includes several new positions focusing on culinary operations and excellence that will allow the department to provide the best quality food to students, expand cultural menu options as well as access through "breakfast after the bell" and potential supper programs. The FY18 budget includes an increase for equipment purchases that will be necessary to continue the district's new serving model that includes our own production and distribution of fresh menu options, instead of purchasing frozen pre-plated meals through a vendor. Additional helper positions have been added to accommodate the increase of meal participation.

During FY17, the program brought all meal production functions within the district through a satellite feeding operation conducted within the School Nutrition space at Worcester Technical High School and North High School. Previously, for many years, the district used contracted 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

Special Revenue: Other Special Revenue Funds

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Budget
Revenues:					
Special Education Reimburse.	\$3,456,151	\$3,444,755	\$3,046,282	\$2,965,043	\$3,101,115
School Choice Revolving	\$360,273	\$373,775	\$391,327	\$375,000	\$556,333
Adult Ed & GED Revenue	\$230,495	\$139,806	\$90,058	\$139,805	\$110,559
Athletics & Foley Stadium	\$90,139	\$80,114	\$130,231	\$95,280	\$104,262
WTHS Program Revenue	\$202,098	\$193,634	\$185,496	\$270,555	\$270,555
Building Use & Program Income	\$730,850	\$718,638	\$899,633	\$700,000	\$700,000
Educational Access Channel	\$263,114	\$458,243	\$355,227	\$305,228	\$305,228
Total Revenues	\$5,333,120	\$5,408,965	\$5,098,254	\$4,850,911	\$5,148,052
Expenditures:					
Administration (1000)	\$0	\$0	\$0	\$0	\$0
Instruction (2000)	\$822,448	\$566,955	\$527,924	\$593,003	\$593,003
Other School Services (3000)	\$378,228	\$1,322,246	\$298,021	\$760,540	\$950,855
Operations & Maint. (4000)	\$280,134	\$66,988	\$162,783	\$87,292	\$87,292
Fixed Charges (5000)	\$0	\$0	\$0	\$0	\$0
Community Services (6000)	\$811,933	\$624,568	\$330,697	\$445,032	\$415,787
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,122,433	\$3,456,181	\$3,444,755	\$2,965,044	\$3,101,115
Total Expenditures	\$5,415,176	\$6,036,938	\$4,764,180	\$4,850,911	\$5,148,052
Difference	-\$82,056	-\$627,973	\$334,074	\$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.



Capital Improvement Plan

Capital Improvement Plan

Nelson Place Main Entrance Schematic Design
Opening September 2017



The Worcester Public Schools fiscal year 2018 Capital Improvement Plan (CIP) includes \$5 million of annual building rehabilitation projects and \$1 million 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.

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

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

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



Capital Improvement Plan

INVESTMENT IN SCHOOL RENOVATION PROJECTS



Vernon Hill Windows



Heard Street Windows

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



Science Labs at Burncoat High



Science Labs at Burncoat High

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



South High Old Rooftop Units



South High New Rooftop Units (2007)



Capital Improvement Plan

INVESTMENT IN SCHOOL RENOVATION PROJECTS

- **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)
- **Various Chimney Repairs**



Capital Improvement Plan

SUMMER 2011-2012 MODERNIZATION PROJECTS

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

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



Restroom Renovation



Flooring Renovation

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



Old Lockers



New Lockers



Capital Improvement Plan

SUMMER 2011-2012 MODERNIZATION PROJECTS

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



Refurbished classroom floor and new carpet



Restroom Renovation

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



Classroom during renovation



Classroom after renovation



Capital Improvement Plan

SUMMER 2011-2012 MODERNIZATION PROJECTS

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



Front entrance flooring renovation



Restroom renovation

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



Classroom renovation



Restroom renovation

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



Capital Improvement Plan

SUMMER 2011-2012 MODERNIZATION PROJECTS

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



Flooring before renovation



Flooring after renovation

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



New flooring and classroom casework



New lockers and flooring

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



Restroom renovation



Restroom renovation



Capital Improvement Plan

2013-2014 RENOVATION PROJECTS

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

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



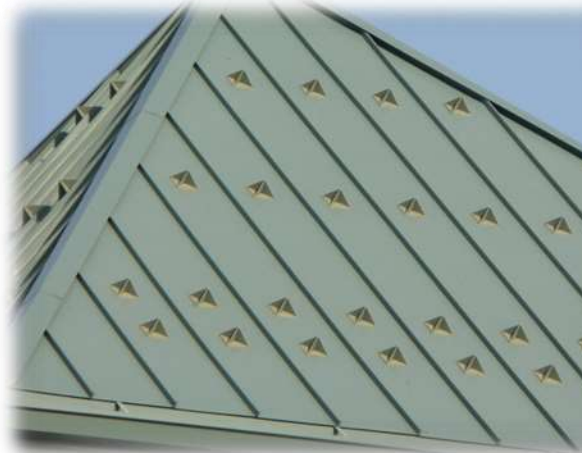
Burncoat Prep Modular Renovations



Foley Stadium Snow Guards



Roosevelt Cooler Replacement



Norrback Ave. Snow Guards



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 Approved Projects

Nelson Place School¹ – Major Renovation or Replacement Project



Nelson Place Current Building and Nelson Place School
(Opening 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



Completed window projects:
Top left: May Street School (2013)
Top Right: New Citizens Center (2013)
Bottom Left: Chandler Magnet School (2013)



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

2013 Approved Projects

Columbus Park School – Accelerated Repair Program – Window Replacement

Columbus Park School – Accelerated Repair Program – Boiler Replacement



Columbus Park
Windows Before Replacement (2013)



Columbus Park
Completed Window Project (2014)

Tatnuck Magnet School – Accelerated Repair Program – Window Replacement



Tatnuck Magnet School
Windows Before Replacement (2013)



Tatnuck Magnet School
Completed Windows Project (2014)



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

Worcester East Middle School – Accelerated Repair Program – Boiler Replacement

Worcester Arts Magnet School - Accelerated Repair Program – Window Replacement



Worcester Arts Magnet School Windows
Before Replacement (2013)



Worcester Arts Magnet School Completed Windows
Project (2014)

2014 Approved Projects

South High Community School – Major Renovation or Replacement Project



2017 Project Status: Feasibility Study Phase

Clark Street School – Accelerated Repair Program – Window Replacement



Clark Street School
Windows Before Replacement (2014)



Clark Street School
Completed Windows Project (2015)



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

Goddard School of Science and Technology – Accelerated Repair Program – Window Replacement



Goddard School
Windows Before Replacement (2014)



Goddard School
Completed Windows Project (2015)

Union Hill School – Accelerated Repair Program – Window Replacement



Union Hill School
Windows Before Replacement (2014)



Union Hill School
Completed Windows Project (2015)



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

West Tatnuck Elementary School - Accelerated Repair Program – Window Replacement



West Tatnuck School
Windows Before Replacement (2014)



West Tatnuck School
Completed Windows Project (2015)

2015 Approved Projects

Flagg Street School (windows replacement project)



Flagg Street School
Windows Before Replacement
(2015)



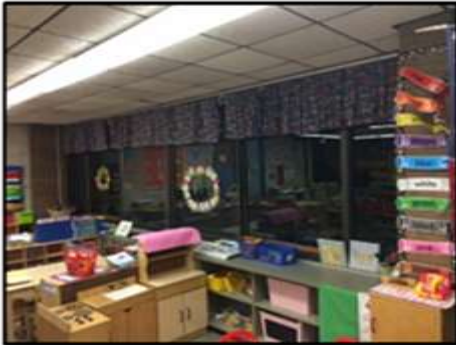
Flagg Street School
Completed Windows Project (2017)



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

Francis J. McGrath Elementary School (windows replacement project)



Francis J. McGrath School
Windows Before Replacement (2015)



Francis J. McGrath School
Windows Project In Progress (2017)

Grafton Street Elementary School (windows and boiler replacement projects)



Grafton Street School
Windows Before Replacement (2015)



Grafton Street School
Completed Windows Project (2017)



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

Jacob Hiatt Magnet Elementary School (windows replacement project)



Jacob Hiatt Magnet School
Windows Before Replacement (2015)



Jacob Hiatt Magnet School
Completed Windows Project (2017)

2016 Approved Projects

Doherty Memorial High School (major renovation or repairs)



Project Status: Eligibility Phase (2017)



Capital Improvement Plan
MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

The following projects are scheduled to begin June 2017:

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



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

2017 Submitted Projects (Pending Approval from MSBA)

<p>Elm Park Community School (windows replacement)</p> 	<p>Lincoln Street School (windows, boiler and roof replacement)</p> 
<p>Rice Square School (windows replacement)</p> 	<p>Thorndyke Road School (windows replacement)</p> 

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

1. Burncoat High School
2. Worcester East Middle School

¹ On June 6, 2012, the district was invited by the Massachusetts School Building Authority Board of Directors to advance the Nelson Place School for major renovation or replacement to the Eligibility Period. Subsequently, the school has completed a feasibility study and has approved the design of a new school. Construction began in summer 2015 with completion scheduled for the 2017-2018 school year.

² On January 14, 2015, the district was invited by the Massachusetts School Building Authority Board of Directors to advance the South High Community School for major renovation or replacement to the Eligibility Period. The school is currently in the feasibility phase of the MSBA process.

³ On February 15, 2017, the district was invited by the Massachusetts School Building Authority Board of Directors to advance the Doherty Memorial High School for major renovation or replacement to the Eligibility Period.



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
Elm Park Community	2017	2018	✓		✓
Lincoln Street	2017	2018	✓	✓	✓
Rice Square	2017	2018	✓		✓
Thorndyke Road	2017	2018	✓		
City View	2018	2019		✓	✓
Harlow Street	2018	2019	✓	✓	✓
Tatnuck Magnet	2018	2019		✓	✓
Vernon Hill	2018	2019		✓	✓
Flagg Street	2019	2020		✓	✓
Sullivan Middle	2019	2020		✓	✓
University Park Campus	2019	2020		✓	
Worcester Arts Magnet	2019	2020		✓	
Gates Lane	2020	2021		✓	✓
McGrath Elementary	2020	2021		✓	✓
New Citizens Center	2020	2021		✓	
Union Hill	2020	2021		✓	
Canterbury Street	2021	2022	✓	✓	✓
Chandler Elementary	2021	2022			✓
Goddard Elementary	2021	2022			✓

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.

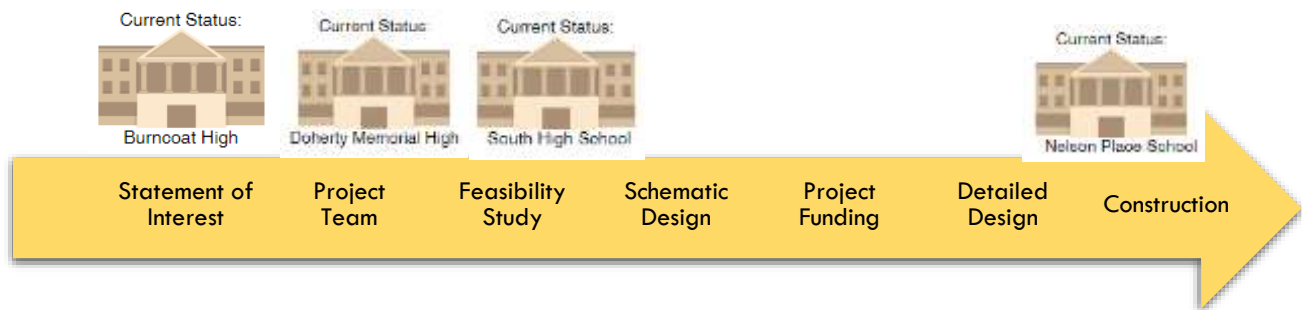
MSBA Process Overview:

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



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROCESS



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

Capital Improvement Plan

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

Description	Location	Estimated Cost	Description	Location	Estimated Cost
2017-2018 Projects			2020-2021 Projects		
Paint Interior of School	Goddard Elem.	\$300,000	Rehab/replace modulares	Chandler Elementary	\$400,000
Compressor Replacements (4)	Technical High	\$250,000	Rehab/replace modulares	Heard Street	\$400,000
Replace Cooling Towers	Durkin Administration	\$250,000	Rehab/replace modulares	Lincoln Street	\$400,000
Paint Interior of School	Canterbury St	\$200,000	Rehab/replace modulares	Mill Swan Head Start	\$400,000
Hot Water Heater	Technical High	\$200,000	Rehab/replace modulares	Rice Square	\$400,000
Replace existing hot water heaters	North High	\$150,000	Total 2020-2021 Projects		\$2,000,000
Ceiling Replacements	Grafton Street	\$150,000			
Ceiling Replacements	Midland Street	\$120,000	2021-2022 Projects		
Rooftop Unit (RTU) repairs	Technical High	\$100,000	Parking Lot - Playground	Woodland Academy	\$400,000
Rooftop Unit (RTU) repairs	Gates Lane	\$100,000	Repair Parking Lots	Various	\$300,000
Repair Parking Lots	Various	\$100,000	Upgrade/repair building controls	Woodland/Claremont	\$135,000
Repave Parking Lot	Canterbury St	\$50,000	Fat, Oil, Grease Receptors - replacement	Sullivan Middle	\$91,000
Replace Lead & Copper Fixtures	Various Schools	\$30,000	Upgrade/repair building controls	Norrbach Ave	\$87,500
Total 2017-2018 Projects		\$2,000,000	Underground Storage Tank Removal	Worcester Arts	\$75,000
			Underground Storage Tank Removal	New Citizens Center	\$75,000
2018-2019 Projects			Underground Storage Tank Removal	Union Hill	\$75,000
Window Replacement	Mill Swan Head Start	\$1,500,000	Fat, Oil, Grease Receptors - replacement	Canterbury St	\$62,000
Repair Parking Lots	Various	\$200,000	Upgrade/repair building controls	Chandler Elem	\$60,000
Replace Fire Alarm System	Worcester East Middle	\$200,000	Upgrade/repair building controls	Burncoat Middle	\$40,000
Replace Fire Alarm System	West Tatnuck	\$100,000	Upgrade/repair building controls	Columbus Park	\$40,000
Total 2018-2019 Projects		\$2,000,000	Upgrade/repair building controls	McGrath Elem	\$40,000
			Chiller Repair	North High	\$30,000
2019-2020 Projects			Fat, Oil, Grease Receptors - replacement	Vernon Hill	\$29,000
Window Replacement	Greendale Head Start	\$1,250,000	Replace rooftop insulation on ductwork	Forest Grove Middle	\$25,000
Replace Boilers	Greendale Head Start	\$500,000	Replace rooftop insulation on ductwork	Sullivan Middle	\$25,000
Replace Boilers	Mill Swan Head Start	\$275,000	Repair hot water coils in 3 classrooms	North High	\$20,000
Wall Repair/Replace	Lake View	\$200,000	Repave Parking Lot	Worcester Arts	\$150,000
Wall Repair/Replace	Tatnuck Magnet	\$100,000	Combustion air hot water coil in boiler room	Technical High	\$7,500
Total 2019-2020		\$2,325,000	Total 2021-2022 Projects		\$1,767,000
Five Year Renovation Total					\$10,092,000



Capital Improvement Plan

Proposed FY18 Capital Equipment Budget

The Fiscal Year 2018 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.

FY18 Capital Equipment Budget:






For FY18, the Capital Improvement Budget for the Worcester Public Schools is \$1,000,000.

The Administration has proposed the following for FY18 capital equipment purchases:

Special Education School Buses (6 Replacements)	\$ 360,000
School Safety Equipment	\$ 250,000
Facilities Department (School and District Equipment)	\$ 200,000
Technology Infrastructure	<u>\$ 190,000</u>
Total	\$1,000,000

Technology Plan:

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

-  Over 3,000 iPads
-  Over 500 Chromebooks
-  500 Document Cameras
-  Wireless Access in Schools
-  150 interactive whiteboards

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 include the replacement of wireless at the final three schools, Union Hill, Woodland Academy, and Claremont Academy. All of the remaining schools had wireless upgraded in the prior two fiscal years.



Capital Improvement Plan

Five-Year Capital Equipment Budget Plan

Area	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	5 Year Total
Transportation	\$360,000	\$370,800	\$381,924	\$393,382	\$405,183	\$1,911,289
School Safety	\$250,000	\$257,500	\$265,225	\$273,182	\$281,377	\$1,327,284
Facilities	\$200,000	\$206,000	\$188,751	\$194,414	\$200,246	\$989,410
Information Technology	\$190,000	\$195,700	\$225,000	\$231,750	\$238,703	\$1,081,153
Total Capital Budget	\$1,000,000	\$1,030,000	\$1,060,900	\$1,092,727	\$1,125,509	\$5,309,136

Assumed at 3% annual inflation



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



Transportation: Provide for seven replacement vehicles in each year.



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



School Safety Equipment: Funds used to implement recommendations of building safety assessments, including cameras, radios, lighting, and access controls.



Capital Improvement Plan

Student Transportation Vehicle Inventory

Student Transportation Vehicles

The annual capital equipment allocation provides for the replacement of six (6) mid-size buses. The recommended capital equipment budget provides

funds for a 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>
2003	9-014	218,008	Fair
2004	9-046	202,078	Fair
2004	9-053	219,142	Fair
2005	9-047	219,500	Fair
2006	9-020	174,331	Good
2006	9-021	193,580	Good
2006	9-030	157,303	Good
2006	9-034	183,956	Fair
2006	9-035	176,827	Good
2007	9-029	160,397	Good
2007	9-045	153,867	Good
2007	9-057	165,212	Good
2008	9-039	163,016	Good
2008	9-058	155,649	Good
2008	9-059	144,206	Good
2009	9-025	141,649	Good
2009	9-060	42,589	Very Good
2009	9-032	20,695	Excellent

<u>Year</u>	<u>ID</u>	<u>Mileage</u>	<u>Condition</u>
2010	9-062	105,061	Good
2010	9-063	121,524	Good
2010	9-064	156,649	Good
2011	9-017	80,016	Excellent
2011	9-026	114,770	Good
2011	9-041	114,175	Good
2012	9-067	99,132	Good
2012	9-068	93,300	Good
2012	9-069	88,356	Good
2014	9-009	55,848	Excellent
2014	9-010	59,245	Excellent
2014	9-055	99,865	Excellent
2014	9-071	58,127	Excellent
2014	9-072	45,860	Excellent
2014	9-073	58,633	Excellent
2003	9-018	206,789	out of service



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>
1991	16-009	Pickup Truck	51,822	Fair
1997	16-007	Pickup Truck	58,223	Fair
1999	9-118	Box Truck	74,091	Fair
1999	9-033	Dump Truck	61,901	Fair
1999	9-099	Dump Truck	85,941	Poor
1999	9-110	Dump Truck	21,330	Fair
2001	9-011	Pickup Truck	109,060	Poor
2001	9-040	Pickup Truck	44,900	Fair
2004	9-117	Pickup Truck	48,090	Good
2004	9-006	Pickup Truck	89,629	Fair
2005	9-007	Pickup Truck	53,502	Good
2005	9-008	Pickup Truck	86,519	Fair
2006	9-056	Delivery Van	52,051	Good
2006	9-019	Pickup Truck	42,174	Good
2006	9-027	Pickup Truck	31,947	Fair
2007	9-004	Pickup Truck	28,638	Fair
2008	9-038	Rack Body Truck	27,762	Excellent
2009	9-023	Pickup Truck	26,546	Excellent
2010	9-061	Delivery Van	81,895	Excellent
2013	9-070	Pickup Truck	31,905	Excellent
2014	9-037	Dump Truck	12,133	Excellent
2016	9-016	Pickup Truck	2,395	Excellent
Site Specific Vehicles:				
2014	9-505	Bobcat/Foley Stadium	110 Hours	Excellent
2011	9-504	Kubota/North High	133 Hours	Excellent
2007	9-503	Kubota/Foley Stadium	707 Hours	Good
2006	9-502	Bobcat/WTHS	648 Hours	Good
2006	9-109	Pickup Truck/WTHS	130,094	Fair
1998	9-119	Case Backhoe/Utility	2,73 Hours	Poor
1996	9-501	New Holland/Utility	2,900 Hours	Fair
1987	9-500	Bobcat/Utility	2,072 Hours	Poor



2013-2014



2014-2015



2015-2016



2016-2017



LINE ITEM BUDGET

Fiscal Year 2017-2018

Financial



Artwork: Coby Hanks, Belmont Street School, Grade 3





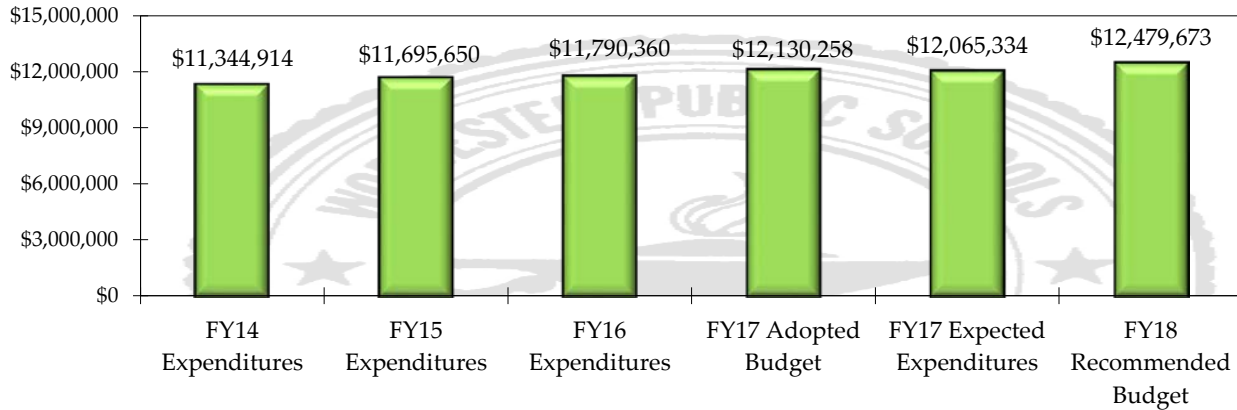
BUDGET SUMMARY BY ACCOUNT					
FY17 to FY18					
Account	Account Title	FY17 Adopted	FY18 Budget	\$ Change	% Change
500-91110	Administration Salaries	\$12,130,258	\$12,479,673	\$349,415	2.9%
500-91111	Teacher Salaries	\$156,412,847	\$158,746,870	\$2,334,023	1.5%
500-91112	School Committee Salaries	\$89,445	\$89,445	\$0	0.0%
500-91114	Classroom Substitutes Salaries	\$871,200	\$2,448,440	\$1,577,240	181.0%
500-91115	Instructional Assistants Salaries	\$9,691,974	\$9,922,823	\$230,849	2.4%
500-91116	Athletic Coach Salaries	\$524,427	\$556,153	\$31,726	100.0%
540-91117	Transportation Salaries	\$2,564,061	\$2,580,432	\$16,370	0.6%
500-91118	Supplemental Program Salaries	\$1,371,001	\$1,600,286	\$229,285	16.7%
500-91119	Custodial Salaries	\$6,668,155	\$6,775,066	\$106,912	1.6%
500-91120	Maintenance Services Salaries	\$2,060,730	\$2,157,363	\$96,633	4.7%
500-91121	Administrative Clerical Salaries	\$3,065,868	\$3,101,232	\$35,364	1.2%
500-91122	School Clerical Salaries	\$2,066,749	\$2,116,156	\$49,406	2.4%
500-91123	Non-Instructional Support Salaries	\$2,202,195	\$2,188,539	-\$13,657	-0.6%
540-91124	Crossing Guard Salaries	\$543,346	\$552,934	\$9,588	1.8%
500-91133	School Nurses Salaries	\$4,043,775	\$4,246,690	\$202,916	5.0%
500-91134	Educational Support Salaries	\$2,449,106	\$3,839,571	\$1,390,465	56.8%
540-97201	Transportation Overtime	\$473,736	\$478,473	\$4,737	1.0%
500-97203	Custodian Overtime	\$1,046,865	\$1,057,334	\$10,469	1.0%
500-97204	Maintenance Services Overtime	\$150,797	\$152,305	\$1,508	1.0%
500-97205	Support Overtime	<u>\$68,837</u>	<u>\$69,525</u>	<u>\$688</u>	<u>1.0%</u>
	Salary Total	\$208,495,372	\$215,159,308	\$6,663,936	3.2%
500101-96000	Retirement	\$16,751,681	\$17,022,698	\$271,017	1.6%
540103-92000	Transportation	\$14,389,893	\$15,319,163	\$929,270	6.5%
500105-92000	Out-Of-State Travel	\$5,000	\$0	-\$5,000	-100.0%
500122-92000	Athletics Ordinary Maintenance	\$92,820	\$93,244	\$424	100.0%
500123-96000	Health Insurance	\$44,806,753	\$47,146,319	\$2,339,566	5.2%
500125-92000	Other Insurance Programs	\$53,491	\$52,938	-\$553	-1.0%
500129-92000	Workers Compensation	\$1,352,305	\$1,452,305	\$100,000	7.4%
500130-92000	Personal Services	\$2,932,305	\$2,376,356	-\$555,950	-19.0%
500132-92000	Special Education Tuition	\$17,451,366	\$18,674,409	\$1,223,044	7.0%
500133-92000	Printing & Postage	\$224,595	\$256,654	\$32,058	14.3%
500-92204	Instructional Materials	\$3,243,810	\$3,908,997	\$665,187	20.5%
500136-92000	Miscellaneous Education OM	\$3,109,542	\$2,800,752	-\$308,790	-9.9%
500137-96000	Unemployment Compensation	\$318,226	\$318,226	\$0	0.0%
500138-92000	In-State Travel	\$81,000	\$59,500	-\$21,500	-26.5%
500141-92000	Vehicle Maintenance	\$505,601	\$430,513	-\$75,088	-14.9%
500146-92000	Building Utilities	\$6,456,119	\$5,994,477	-\$461,642	-7.2%
500152-92000	Facilities Department OM	<u>\$2,695,925</u>	<u>\$3,204,637</u>	<u>\$508,712</u>	<u>18.9%</u>
	Non-Salary Total	\$114,470,432	\$119,111,187	\$4,640,756	4.1%
	WPS General Fund	\$322,965,804	\$334,270,495	\$11,304,692	3.5%
	Grant Programs	\$34,159,384	\$33,865,237	-\$294,147	-0.9%
	Child Nutrition Program	\$13,850,185	\$15,263,310	\$1,413,125	10.2%
	Other Special Revenue	<u>\$4,850,911</u>	<u>\$5,148,052</u>	<u>\$297,141</u>	<u>6.1%</u>
	Total All Sources	\$354,419,633	\$388,547,094	\$12,720,811	3.6%



500-91110

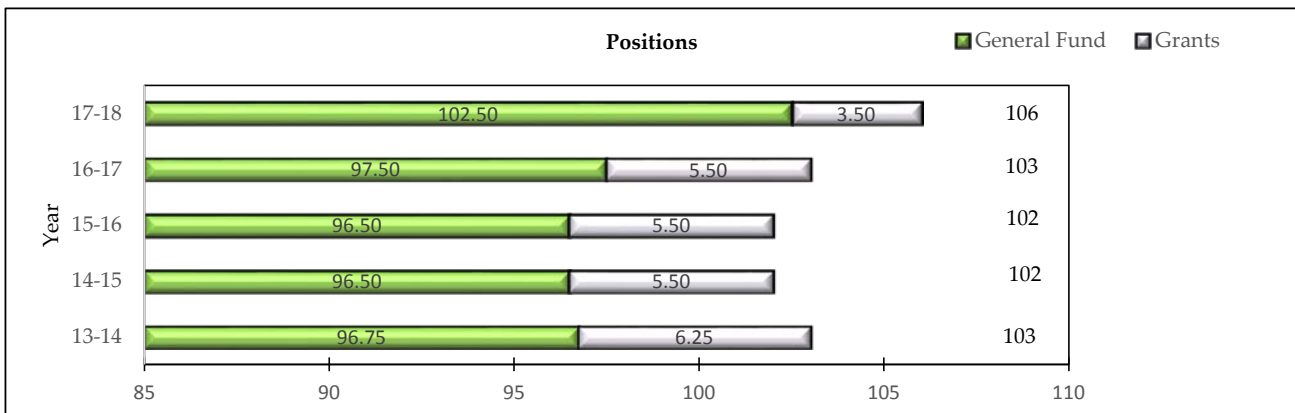
ADMINISTRATION SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$12,130,258	\$12,065,334	\$12,479,673	3%
GRANT SOURCES	\$477,555	\$477,555	\$477,555	0%
TOTAL ADMINISTRATION	\$12,607,813	\$12,542,889	\$12,957,228	3%



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

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. System Supervision (10)	\$1,421,512	\$1,390,500	\$1,422,487	0%
(2000) B. Teaching & Learning Division (11.5)	\$1,270,625	\$1,237,426	\$1,507,019	19%
(2000) C. School-Based Supervision (81)	\$9,438,121	\$9,437,408	\$9,550,167	1%
TOTAL	\$12,130,258	\$12,065,334	\$12,479,673	3%

POSITION HISTORY



500-91110

ADMINISTRATION SALARIES

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) A. System Supervision (10)	\$1,421,512	\$1,390,500	\$1,422,487	0%

The System Supervision represents how the Superintendent has structured her team to operate the school system. This structure provides for the organization of instruction, as well as the management of personnel, finance and operations. The Superintendent and nine other Central Administration staff within this section work closely with the School Committee, state and federal education agencies, 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, Chief Research and Accountability Officer, Assistant to the Superintendent & Clerk to the School Committee, Chief Human Resources Officer, Director of Instructional Support, Information Technology Officer, Transportation Director, Facilities Director, and Budget Director.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. Teaching & Learning Division (11.5)	\$1,270,625	\$1,237,426	\$1,507,019	19%

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 Chief Academic Officer reports to the Superintendent and supervises three Manager's of Instruction & School Leadership (2 for Elementary & 1 for Secondary), as well as the Manager of Curriculum and Professional Learning (grant funded), Manager of English Language Learners, Manager of Special Education and Intervention Services, and the Manager of Social Emotional Learning. This account also funds the Athletic Director and Assistant Director of Special Education. The following positions are funded through grants: School Choice Coordinator (.5 Grant and .5 General Fund, located at the Parent Information Center), and Manager of Grant Resources. The FY18 budget reflects the restructuring of administrative positions through the creation of a Turnaround Schools Manager and a Manager of Instructional Technology. These positions are funded, in part, through the reduction of the Director of Advanced High School and an Instructional Technology Teacher position (both positions became vacant during FY17).

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. School-Based Supervision (81)	\$9,438,121	\$9,437,408	\$9,550,167	1%

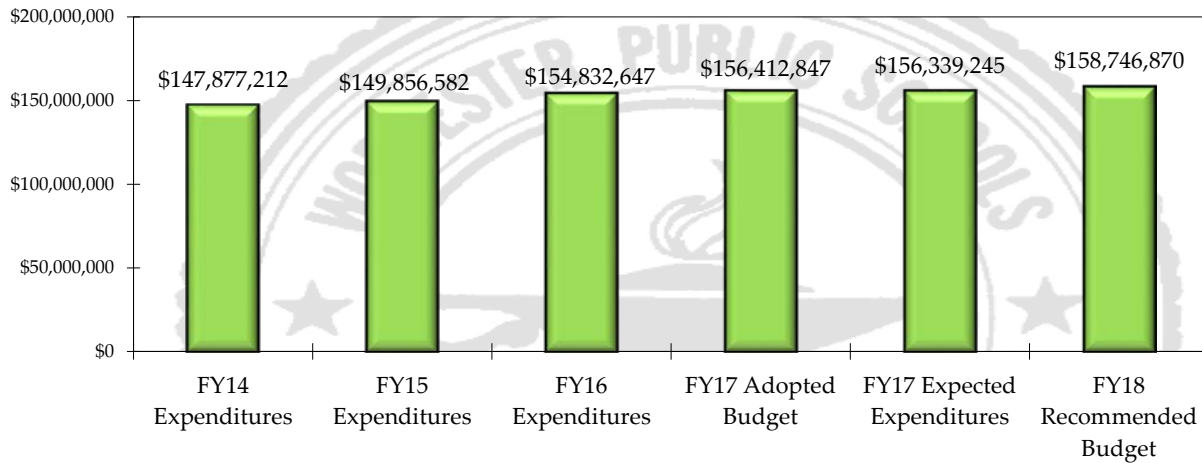
The School-Based positions are forty-five building principals (includes New Citizens Center), thirty secondary assistant principals, five alternative program coordinators (Alternative School, Creamer Center, Challenge and Reach Academies, ACT at Chandler Magnet, and Special Education Transitions Program), and the Director of Technical Education. School leaders are responsible for fulfilling the District's Improvement Strategy 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. A Focused Instructional Coach for Technical Education is also funded through the Perkins Grant. This section of the account reflects the reduction of the Director of Advanced High School Academy and the conversion of existing positions into program administrator positions for Academic Center for Transition (ACT) at Chandler Magnet, Special Education Transitions Program, and Challenge and Reach Academies.



500-91111

TEACHER SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$156,412,847	\$156,339,245	\$158,746,870	1%
GRANT SOURCES	\$8,279,502	\$8,279,502	\$8,188,707	-1%
TOTAL TEACHERS	\$164,692,349	\$164,618,747	\$166,935,577	1%



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 includes all school-based and itinerant staff. The account is staffed with 2,116 general fund positions for the FY18 budget compared to 2,064 of the final FY17 budget. The account is supplemented by 95 teaching positions from various grant sources. More detail about individual disciplines is included on the following pages.

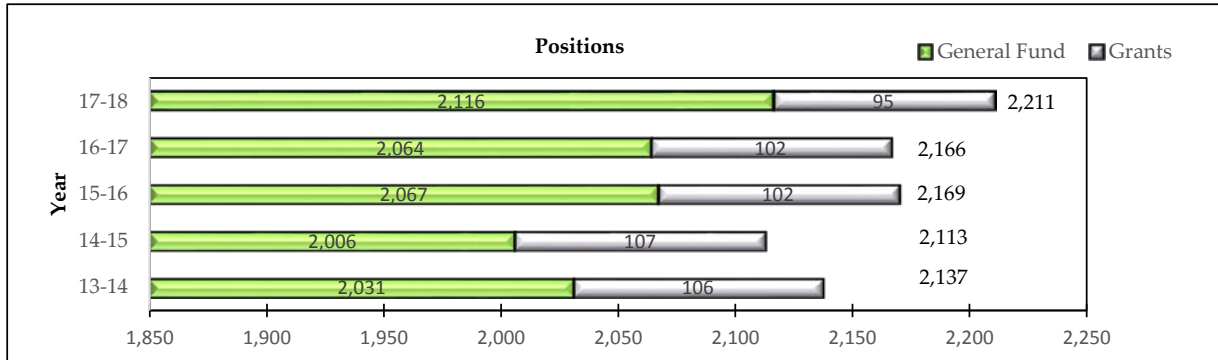
	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(2000) A. Elementary Teachers (627)	\$47,169,933	\$46,735,133	\$47,038,888	0%
(2000) B. Secondary Teachers (685)	\$50,033,550	\$49,764,963	\$51,315,151	3%
(2000) C. Elementary Art & Music (56)	\$4,253,649	\$4,241,762	\$4,201,240	-1%
(2000) D. Elementary PE & Health (35)	\$2,658,531	\$2,651,102	\$2,625,775	-1%
(2000) E. Student Support Services (127)	\$9,320,049	\$9,392,474	\$9,527,813	2%
(2000) F. Special Education (430)	\$34,036,790	\$33,555,371	\$32,259,525	-5%
(2000) G. English Learners (155)	\$9,570,711	\$9,771,203	\$11,628,433	22%
(2000) H. District-Wide Support (2)	\$227,874	\$227,237	\$150,044	-34%
TOTAL	\$156,412,847	\$156,339,245	\$158,746,870	1%



500-91111

TEACHER SALARIES

POSITION HISTORY - DISTRICT

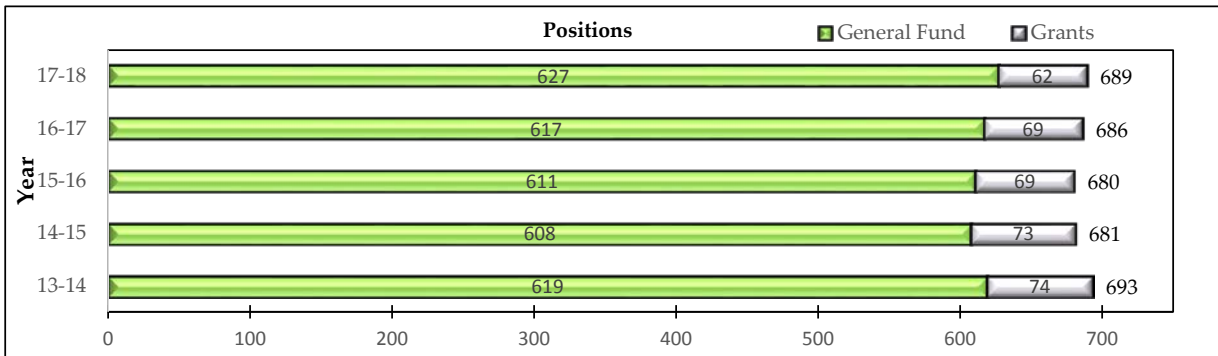


FY18

	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Elementary Teachers (627)	\$47,169,933	\$46,735,133	\$47,038,888	0%

The elementary component of the 500-91111 account provides the teaching staff for all of our elementary schools. The FY18 budget includes ten additional positions to address increased classroom enrollments. Grant sources provide an additional 62 teaching positions for the elementary grades, including Focus Instructional Coaches, Preschool, Lead Teachers, Librarian and an Intervention Teacher. The average pupil/teacher ratio with this allocation of resources is estimated to be approximately 21.6 students per teacher.

POSITION HISTORY - ELEMENTARY



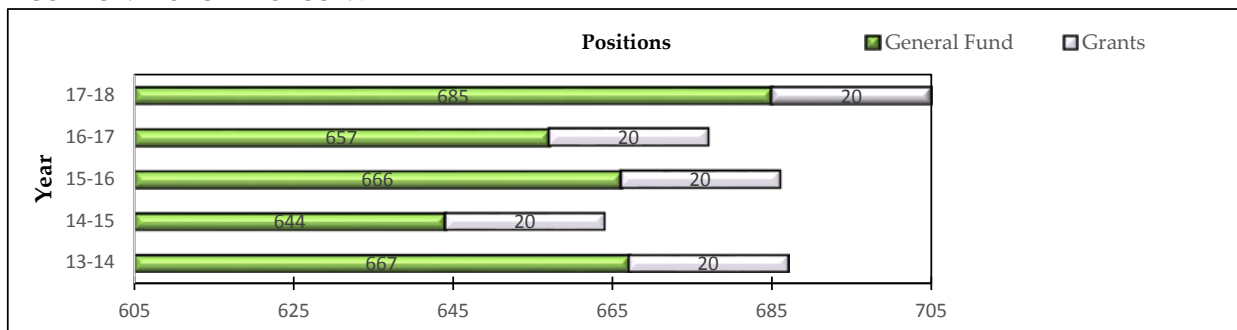


500-91111

TEACHER SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Secondary Teachers (685)	\$50,033,550	\$49,764,963	\$51,315,151	3%

The secondary school teaching component is made up of various contract disciplines that provide instruction to students in the middle and high schools. The FY18 recommended staffing includes 28 new positions, to address increased enrollment and student course selections. Staffing levels follow the district's resource allocation guidelines resulting in an average pupil-teacher ratio for all core academic classes of approximately 22 students per core academic class. An additional 20 teaching positions for the secondary grades are supported through grant funds, including Focus Instructional Coaches and CH74 teachers funded through the Perkins.

POSITION HISTORY - SECONDARY

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Elementary Art & Music (56)	\$4,253,649	\$4,241,762	\$4,201,240	-1%

This account includes all elementary, itinerant and liaison staffing for the Art and Music programs for the primary grades. The FY18 budget recommends 56 positions and represents the same level of staffing from FY17.

POSITION HISTORY - ELEMENTARY ART & MUSIC



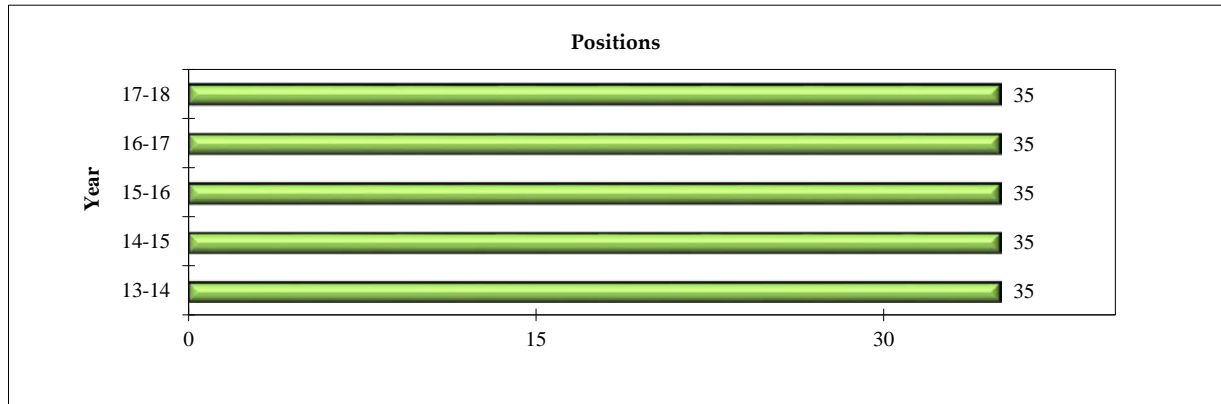
500-91111

TEACHER SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(2000) D. Elementary PE & Health (35)	\$2,658,531	\$2,651,102	\$2,625,775	-1%

This account includes all elementary, itinerant and liaison staffing for the Physical Education and Health & Safety programs for the primary grades. The FY18 budget recommends 35 positions and represents the same level of staffing from FY17.

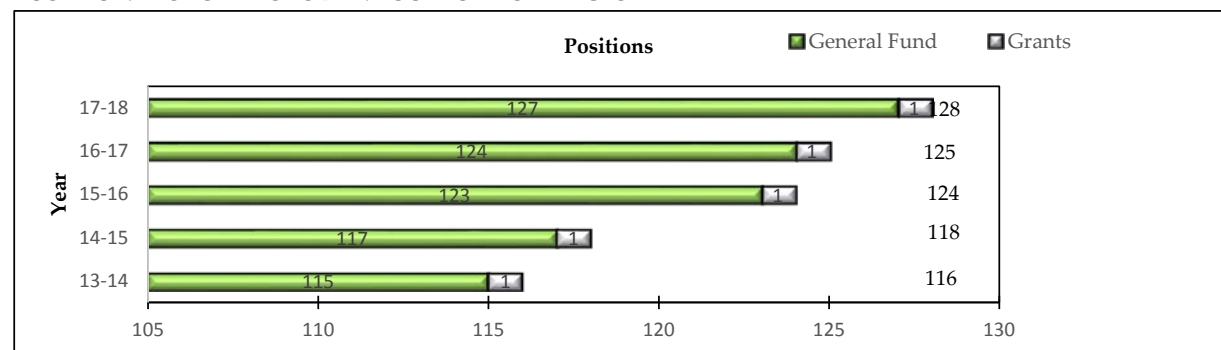
POSITION HISTORY - ELEMENTARY PE AND HEALTH



	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(2000) E. Student Support Services (127)	\$9,320,049	\$9,392,474	\$9,527,813	2%

The Student Support Department consists of 26 School Psychologists, 65 School Adjustment Counselors and 35 Guidance Counselors. During FY17, one school adjustment counselor was added, as well as two new positions added to the FY18 budget.

POSITION HISTORY - STUDENT SUPPORT SERVICES



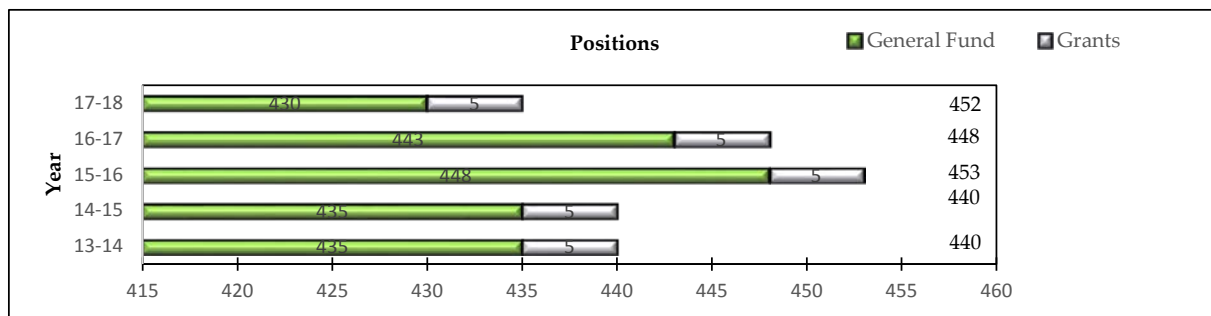


500-91111

TEACHER SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) F. Special Education (430)	\$34,036,790	\$33,555,371	\$32,259,525	-5%

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 FY18 budget recommends a reduction of one position, as well as reallocating thirteen existing BCBA positions to support students needs to account 500-91134. An additional five teaching positions are supported through grant funds.

POSITION HISTORY - SPECIAL EDUCATION

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. English Learners (155)	\$9,570,711	\$9,771,203	\$11,628,433	22%

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. Bilingual education teachers work with Spanish-home speakers whose parents requested a bilingual program. In the secondary program, teachers provide content instruction in Spanish. With the elementary program, teachers provide literacy instruction in both Spanish and English to assist children to learn to read in English more quickly and successfully. The FY18 budget includes the addition of nineteen teachers, as well as seven positions converted from ESL Tutors. An additional seven positions are supported through grant funds.

POSITION HISTORY - ENGLISH LANGUAGE LEARNERS



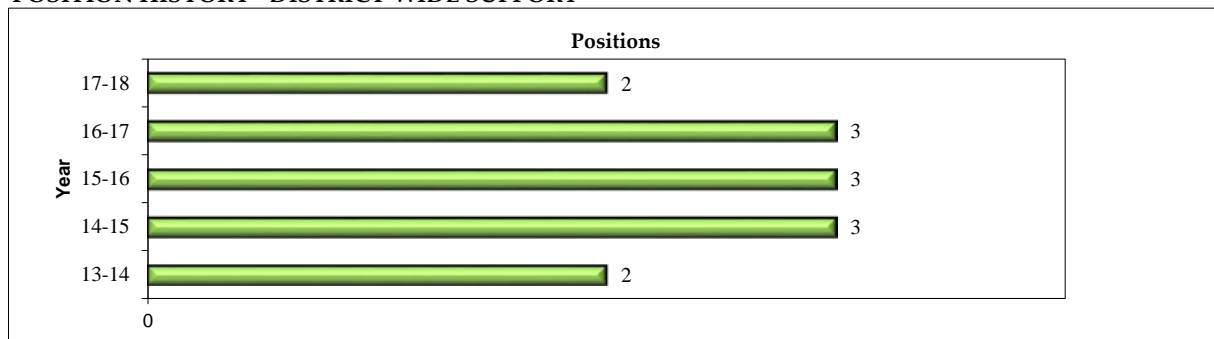
500-91111

TEACHER SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. District-Wide Support (2)	\$227,874	\$227,237	\$150,044	-34%

The Technology Integration Specialist positions support all teachers throughout the district with professional development on the use of technologies and integrating technology into the curriculum. These positions support the district in remaining up to date with the new and emerging technologies, as well as online course development and facilitation around teaching and learning. The FY18 budget reallocates one of these positions to the Director of Instructional Technology. (Administration Account 500-91110)

POSITION HISTORY - DISTRICT-WIDE SUPPORT

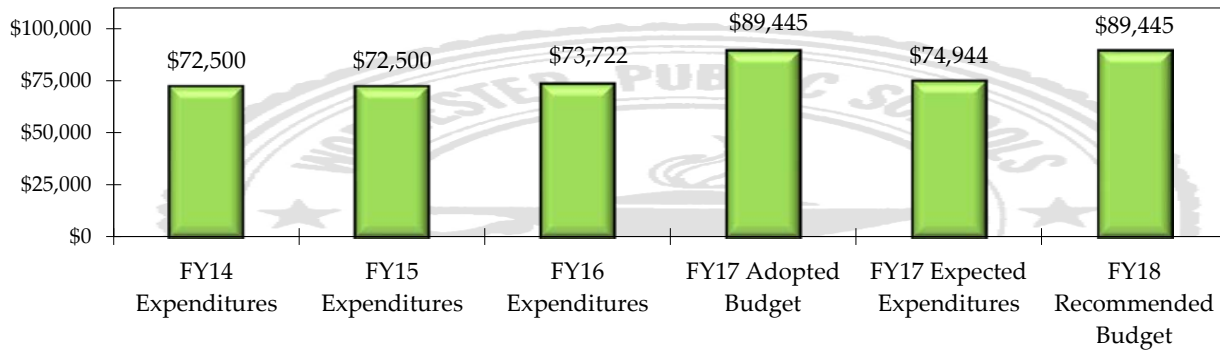




500-91112

SCHOOL COMMITTEE SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$89,445	\$74,944	\$89,445	0%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL SCHOOL COMMITTEE	\$89,445	\$74,944	\$89,445	0%



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

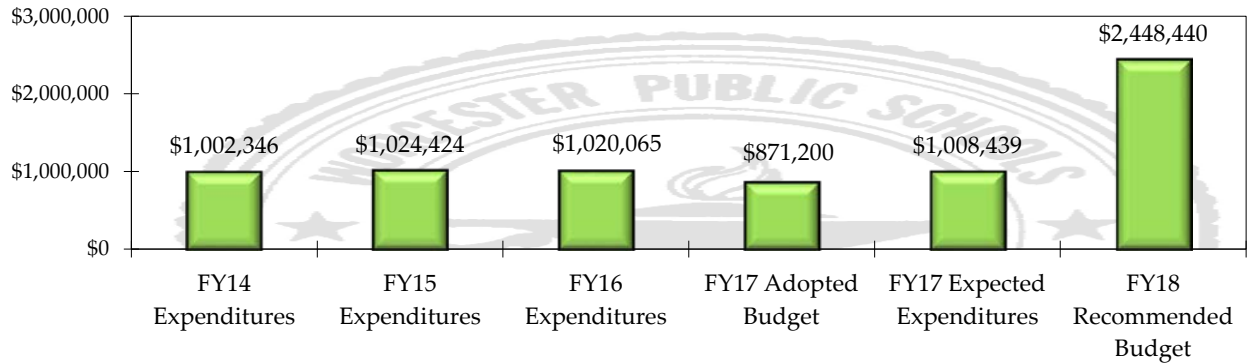
	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. School Committee Salaries	\$89,445	\$74,944	\$89,445	0%
TOTAL	\$89,445	\$74,944	\$89,445	0%



500-91114

TEACHER SUBSTITUTE SALARIES

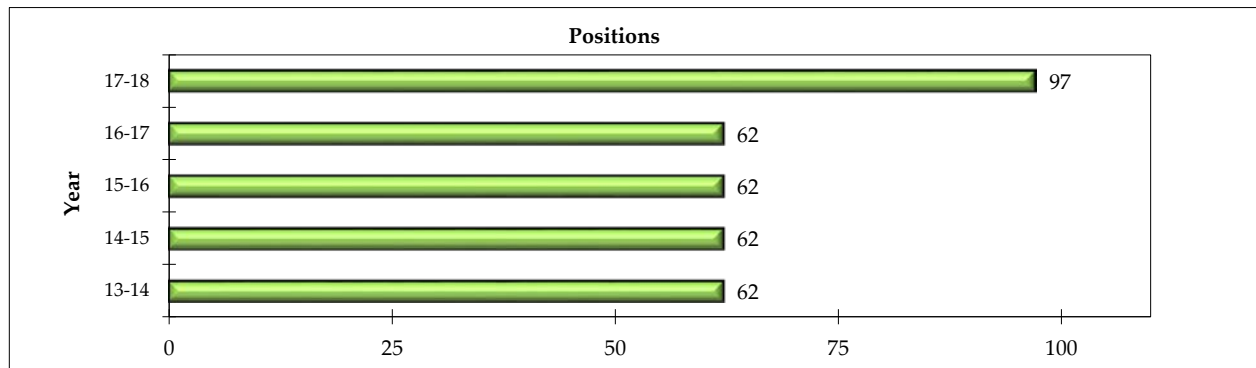
	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$871,200	\$1,008,439	\$2,448,440	181%
GRANT SOURCES	\$5,000	\$5,000	\$5,000	0%
TOTAL TEACHER SUBSTITUTE SALARIES	\$876,200	\$1,013,439	\$2,453,440	180%



This account provides funding for daily substitute coverage of instructional staff absent for reasons of short-term illness, personal days, and bereavement. This account has been consolidated with the long term substitutes that were previously included in the Teacher Account (500-91111). These substitutes provide longer term coverage for authorized leaves of absences. Funding is also provided for various systemwide purposes requiring classroom substitutes. 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 \$246.25 per day.

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(2000) A. Long Term Substitutes	\$0	\$0	\$1,577,240	100%
(2000) B. Day-By-Day Substitutes	\$781,200	\$817,053	\$781,200	0%
(2000) C. Contractual Classroom Coverage	\$90,000	\$191,386	\$90,000	0%
TOTAL	\$871,200	\$1,008,439	\$2,448,440	181%

POSITION HISTORY

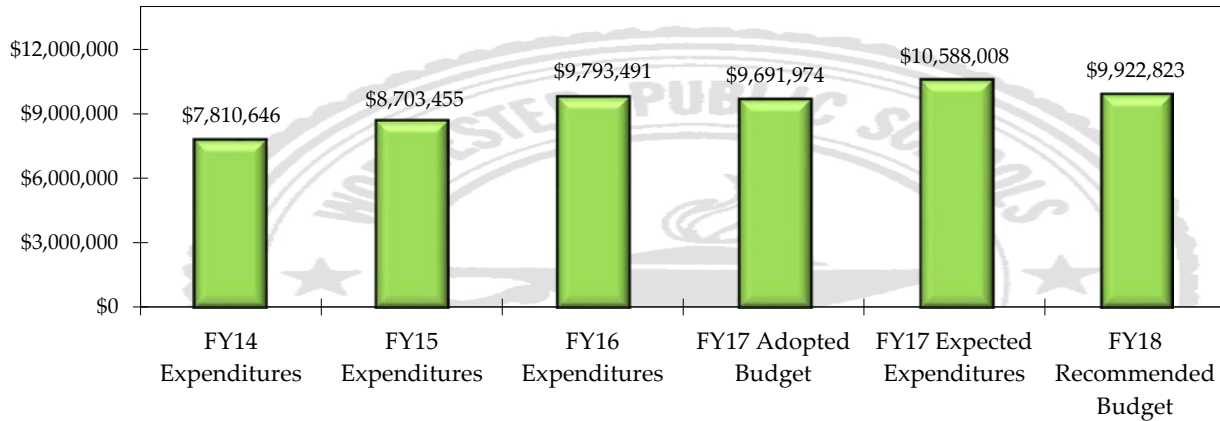




500-91115

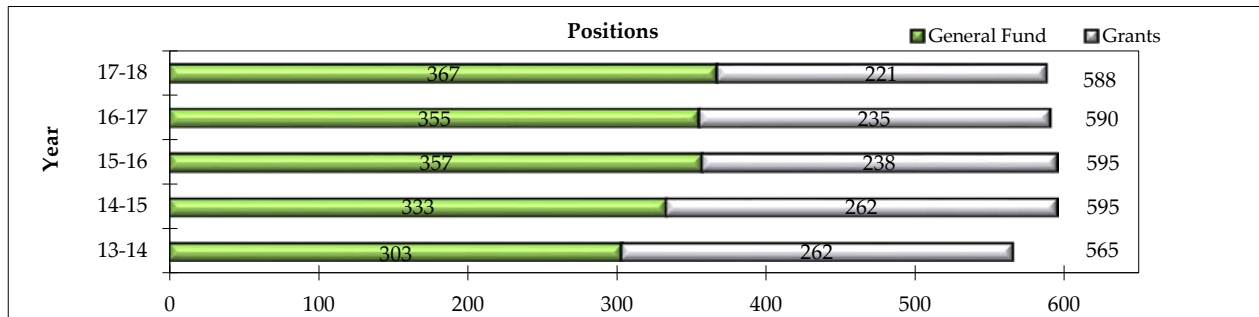
INSTRUCTIONAL ASSISTANT SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$9,691,974	\$10,588,008	\$9,922,823	2%
GRANT SOURCES	\$6,440,384	\$6,440,384	\$6,359,728	-1%
TOTAL INSTRUCTIONAL ASSISTANTS	\$16,132,358	\$17,028,392	\$16,282,551	1%



This account funds 367 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 221 additional IA positions in the areas of Special Education (188), Kindergarten (14), Preschool (20) and Office Support (1). The detail of the increases are explained in the discipline sections of the next page.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Special Education (272)	\$7,768,640	\$7,982,528	\$7,368,928	-5%
(2000) B. English Learners (7)	\$136,565	\$196,595	\$197,954	45%
(2000) C. Preschool (8)	\$230,270	\$227,022	\$233,910	2%
(2000) D. Kindergarten (49)	\$709,937	\$1,279,844	\$1,272,323	79%
(2000) E. Other (31)	\$846,562	\$902,019	\$849,708	0%
TOTAL	\$9,691,974	\$10,588,008	\$9,922,823	2%

POSITION HISTORY



500-91115

INSTRUCTIONAL ASSISTANT SALARIES

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) A. Special Education (272)	\$7,768,640	\$7,982,528	\$7,368,928	-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 FY18 budget reflects the transfer of 17 assistants to the Central Massachusetts Collaborative, as well as the addition of eight positions for various special education programming. 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.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. English Learners (7)	\$136,565	\$196,595	\$197,954	45%

This account provides seven English Learner instructional assistants that support the Parent Information Center, alternative locations and dual language programs at Roosevelt and Chandler Magnet. All positions in this line item are funded through the general fund. The FY18 budget reflects two additional positions that have been reallocated during FY17 from the ESL tutor positions located in account 500-91134.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. Preschool (8)	\$230,270	\$227,022	\$233,910	2%

Eight positions are funded through the general fund budget and twenty positions are funded through the Title I grant. The FY18 grant award is anticipated to be level funded.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) D. Kindergarten (49)	\$709,937	\$1,279,844	\$1,272,323	79%

The district assigns a total of sixty-three kindergarten instructional assistant positions to many kindergarten classrooms throughout the district depending upon September enrollments. Forty-nine positions are funded through the general fund and fourteen are funded through Title I. Twenty-one positions were previously funded through the State's Quality Kindergarten Grant that was eliminated during the FY17 budget.



500-91115

INSTRUCTIONAL ASSISTANT SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Other (31)	\$846,562	\$902,019	\$849,708	0%

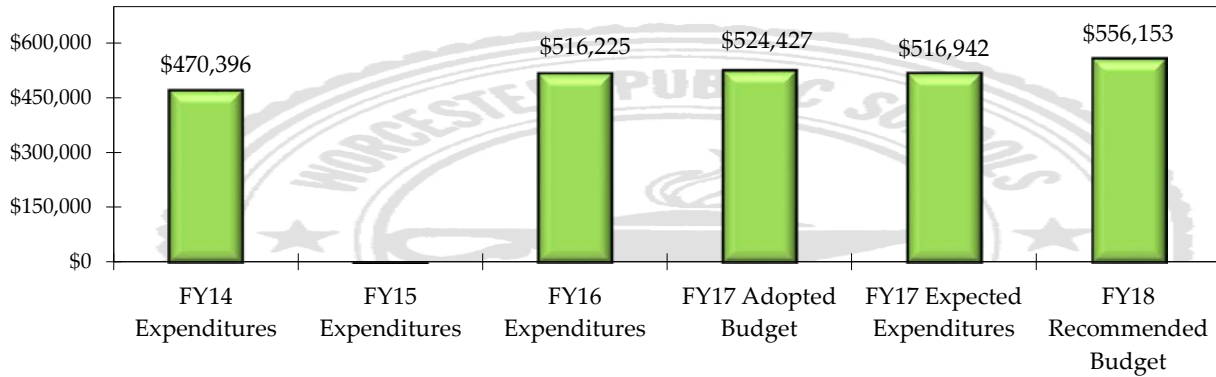
These positions assist students, parents and teachers in several areas: Fifteen bilingual office aides for schools, two supporting Challenge and Reach Academies, eleven classroom assistants for teachers with disabilities, two school safety (Burncoat & North High School), and one assistant for the processing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



500-91116

ATHLETIC COACH SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$524,427	\$516,942	\$556,153	6%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL ATHLETIC SALARIES	\$524,427	\$516,942	\$556,153	6%



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

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(3000) A. Fall Sports (High School)	\$199,717	\$198,596	\$207,130	4%
(3000) B. Winter Sports (High School)	\$121,108	\$122,810	\$130,616	8%
(3000) C. Spring Sports (High School)	\$140,417	\$140,417	\$155,224	11%
(3000) D. Middle School Programs	\$26,617	\$17,835	\$26,617	0%
(3000) E. Athletic Liaisons	\$18,541	\$19,253	\$18,541	0%
(3000) F. Cheerleader Teams	\$18,027	\$18,031	\$18,025	0%
TOTAL	\$524,427	\$516,942	\$556,153	6%



500-91116

ATHLETIC COACH SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Fall Sports (High School)	\$199,717	\$198,596	\$207,130	4%

This account supports 67 fall sports coaches within the district's high schools. Both boys and girls have an equal opportunity to participate in these sports. The FY18 budget includes one additional varsity soccer team for Claremont and UPCS.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Winter Sports (High School)	\$121,108	\$122,810	\$130,616	8%

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. The FY18 budget includes three indoor track coaches to the high schools to support the number of student participants.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Spring Sports (High School)	\$140,417	\$140,417	\$155,224	11%

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. The FY18 budget includes four outdoor track coaches to the high schools to support the number of student participants.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Middle School Programs	\$26,617	\$17,835	\$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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Athletic Liaisons	\$18,541	\$19,253	\$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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Cheerleader Teams	\$18,027	\$18,031	\$18,025	0%

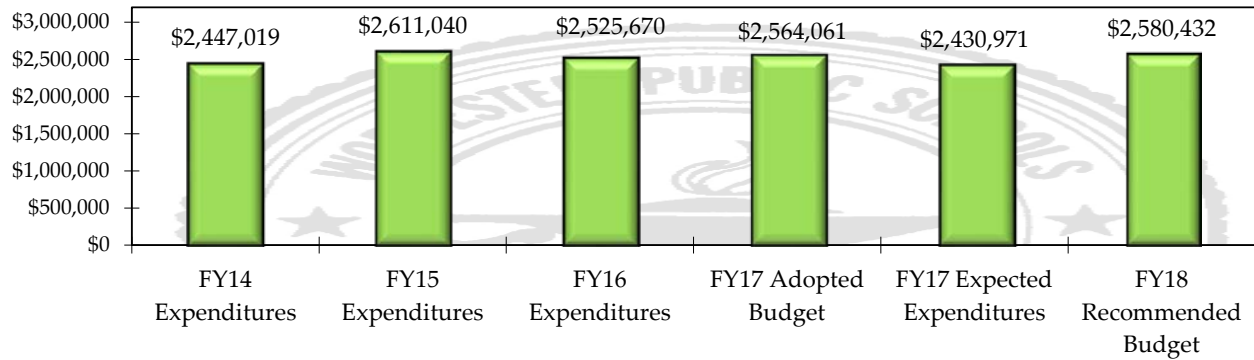
The account provides four cheerleading coaches at Doherty, North, South, and Worcester Technical High Schools.



540-91117

TRANSPORTATION SALARIES

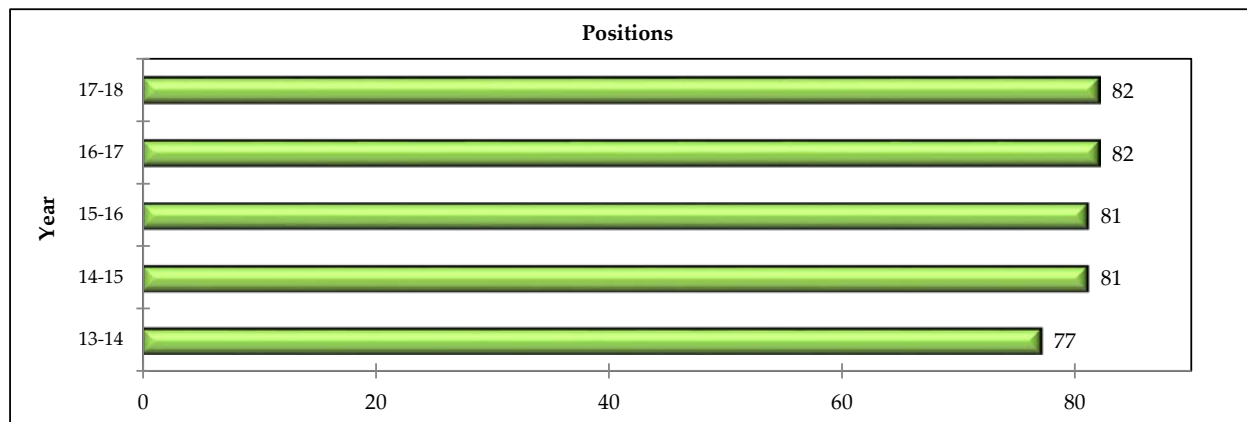
	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,564,061	\$2,430,971	\$2,580,432	1%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL TRANSPORTATION SALARIES	\$2,564,061	\$2,430,971	\$2,580,432	1%



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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Coordinators (3)	\$245,337	\$184,670	\$188,351	-23%
(3000) B. Special Education Drivers (40)	\$1,419,815	\$1,379,224	\$1,465,114	3%
(3000) C. Special Education Bus Monitors (39)	\$898,909	\$867,077	\$926,967	3%
TOTAL	\$2,564,061	\$2,430,971	\$2,580,432	1%

POSITION HISTORY





540-91117

TRANSPORTATION SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Coordinators (3)	\$245,337	\$184,670	\$188,351	-23%

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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Special Education Drivers (40)	\$1,419,815	\$1,379,224	\$1,465,114	3%

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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Special Education Bus Monitors (39)	\$898,909	\$867,077	\$926,967	3%

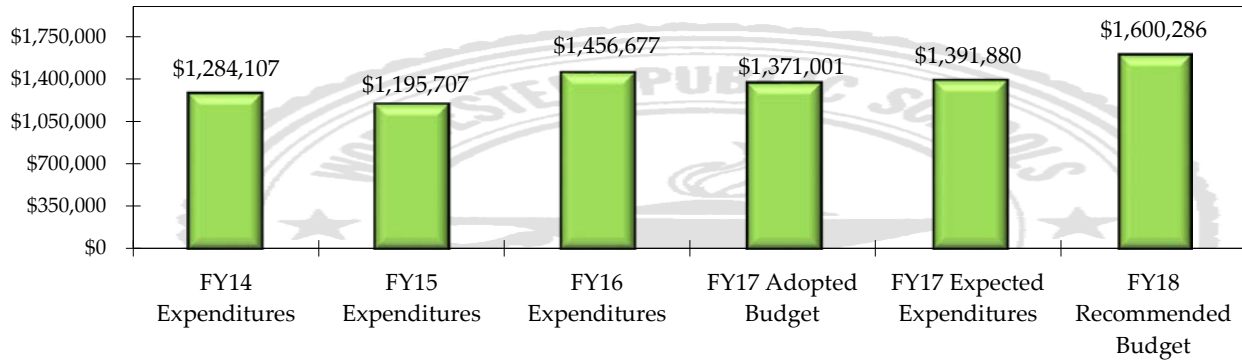
This account provides funding for 39 bus monitors who are assigned to buses transporting special needs students (approx. 850). All Special Education buses are assigned a bus monitor.



500-91118; 540-91118

SUPPLEMENTAL PROGRAM SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$1,371,001	\$1,391,880	\$1,600,286	17%
GRANT SOURCES	\$4,673,246	\$4,673,246	\$4,673,246	0%
TOTAL SUPPLEMENTAL PROGRAMS	\$6,044,247	\$6,065,126	\$6,273,532	4%



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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(6000) A. Adult Education (540-91118)	\$95,585	\$97,353	\$95,585	0%
(2000) B. Special Education Summer School	\$476,106	\$333,755	\$455,000	-4%
(3000) C. Translation Services	\$20,000	\$258,965	\$270,000	1250%
(3000) D. Worcester Police Services	\$120,000	\$120,000	\$120,000	0%
(3000) E. Student Afterschool Drop-Off Center	\$50,000	\$41,374	\$50,000	0%
(2000) F. Advanced Placement Program	\$121,000	\$108,239	\$121,000	0%
(2000) G. Gerald Creamer Center Programs	\$313,060	\$310,466	\$220,260	-30%
(2000) H. St. Casimir's Clinical Program	\$18,000	\$18,000	\$18,000	0%
(3000) I. Library Processing	\$17,170	\$7,982	\$9,111	-47%
(2000) J. AVID Programs	\$60,080	\$50,221	\$60,080	0%
(3000) K. Music Enrichment Program	\$15,500	\$12,688	\$15,500	0%
(3000) L. Summer and Evening Guidance Services	\$9,500	\$7,837	\$9,500	0%
(2000) M. High School Attendance Program	\$25,000	\$25,000	\$25,000	0%
(2000) N. Mentoring Program	\$30,000	\$30,000	\$30,000	0%
(2000) O. ABA Home Servicing Program	\$0	\$46,914	\$101,250	100%
TOTAL	\$1,371,001	\$1,391,880	\$1,600,286	17%



500-91118; 540-91118

SUPPLEMENTAL PROGRAM SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(6000) A. Adult Education (540-91118)	\$95,585	\$97,353	\$95,585	0%

Teachers/counselors provide English as a Second Language, basic literacy and GED services to undereducated adults. The state provides approximately \$480,485 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 FY18.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Special Education Summer School	\$476,106	\$333,755	\$455,000	-4%

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 2017.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Translation Services	\$20,000	\$258,965	\$270,000	1250%

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 the change from the use of vendors to creating part-time positions within the district to support translation services.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. 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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Student Afterschool Drop-Off Center	\$50,000	\$41,374	\$50,000	0%

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



500-91118; 540-91118

SUPPLEMENTAL PROGRAM SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) F. Advanced Placement Program	\$121,000	\$108,239	\$121,000	0%

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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Gerald Creamer Center Programs	\$313,060	\$310,466	\$220,260	-30%

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 decrease in this account is the result of adding five full-time teachers (Account 500-91111) to the program.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. 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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. Library Processing	\$17,170	\$7,982	\$9,111	-47%

This program was established to provide elementary schools centralized support in order to catalog and process new books for check-out by students. The FY18 budget reflects actual expenditures.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) J. AVID Programs	\$60,080	\$50,221	\$60,080	0%

AVID is a fourth through twelfth grade system to prepare students for four-year college eligibility. This funding supports the monthly team meetings for the innovative teachers and site coordinators within each individual school to prepare curriculum and activities to engage students. AVID also provides support for students' transition to middle school and their college and career readiness.



500-91118; 540-91118

SUPPLEMENTAL PROGRAM SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) K. Music Enrichment Program	\$15,500	\$12,688	\$15,500	0%

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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) L. Summer and Evening Guidance Services	\$9,500	\$7,837	\$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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) M. 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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) N. Mentoring Program	\$30,000	\$30,000	\$30,000	0%

These funds are to provide the contractual teacher mentoring program within the district.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) O. ABA Home Servicing Program	\$0	\$46,914	\$101,250	100%

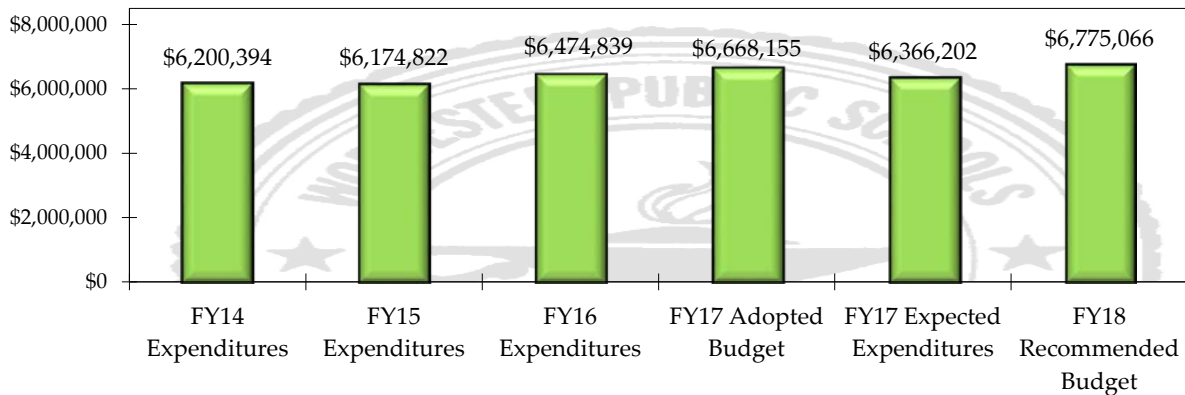
These funds have been reallocated from the Personal Services Account 500130-92000 that previously utilized third party special education providers for autism services. This account represents the change from the use of those vendors to creating part-time positions within the district to support ABA home services. The district has hired and continues to provide ongoing training for staff that perform these specialized services in a more cost effective manner.



500-91119

CUSTODIAL SALARIES

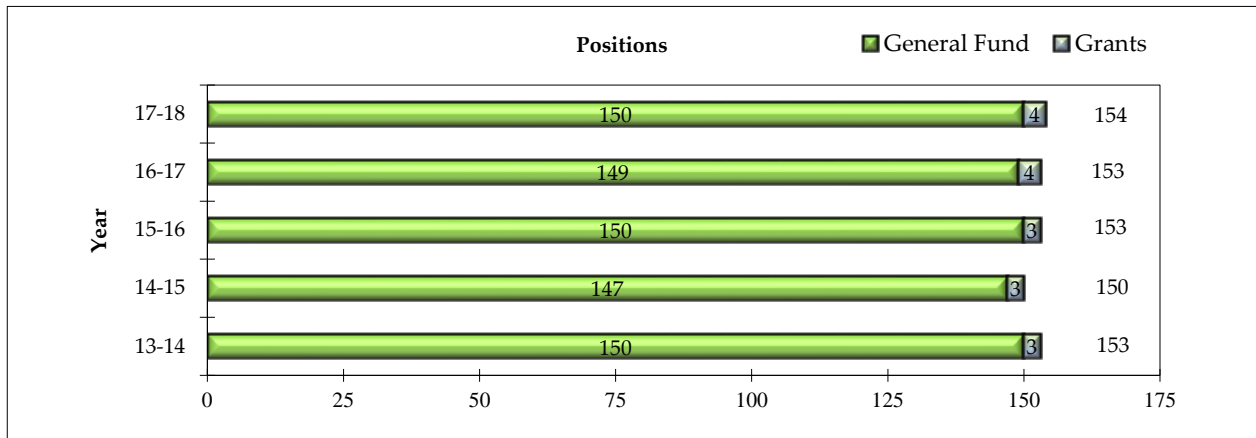
	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$6,668,155	\$6,366,202	\$6,775,066	2%
GRANT SOURCES	\$270,367	\$270,367	\$270,367	0%
TOTAL CUSTODIANS	\$6,938,522	\$6,636,569	\$7,045,433	2%



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

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(4000) A. Building Custodians (145)	\$6,231,526	\$6,069,593	\$6,508,825	4%
(4000) B. Utility Crew (5)	\$356,170	\$264,075	\$266,241	-25%
(4000) C. Custodial Supervisor	\$80,460	\$32,534	\$0	-100%
TOTAL	\$6,668,155	\$6,366,202	\$6,775,066	2%

POSITION HISTORY





500-91119

CUSTODIAL SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Building Custodians (145)	\$6,231,526	\$6,069,593	\$6,508,825	4%

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. The FY18 budget includes two additional positions for the new Nelson Place building opening in August 2017.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Utility Crew (5)	\$356,170	\$264,075	\$266,241	-25%

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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) C. Custodial Supervisor	\$80,460	\$32,534	\$0	-100%

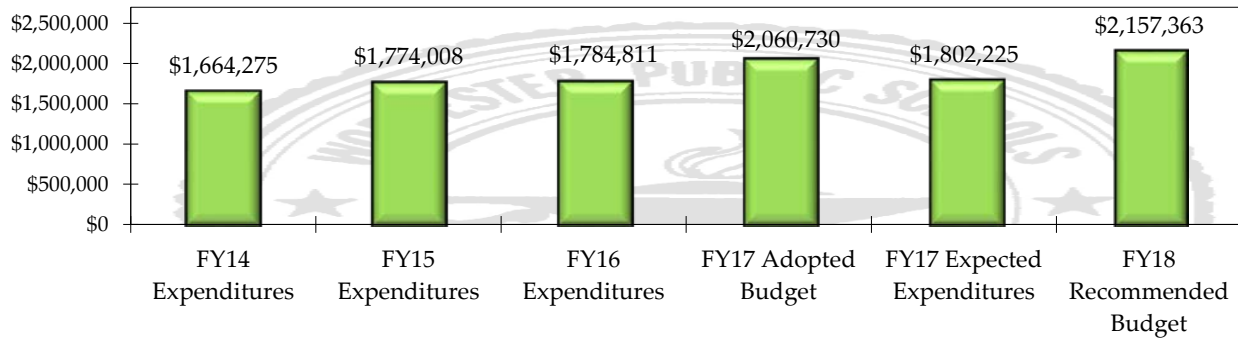
This position was eliminated during FY17 and restructured within the Maintenance Service account.



500-91120

MAINTENANCE SERVICE SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,060,730	\$1,772,352	\$2,157,363	5%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL MAINTENANCE SERVICES	\$2,060,730	\$1,772,352	\$2,157,363	5%

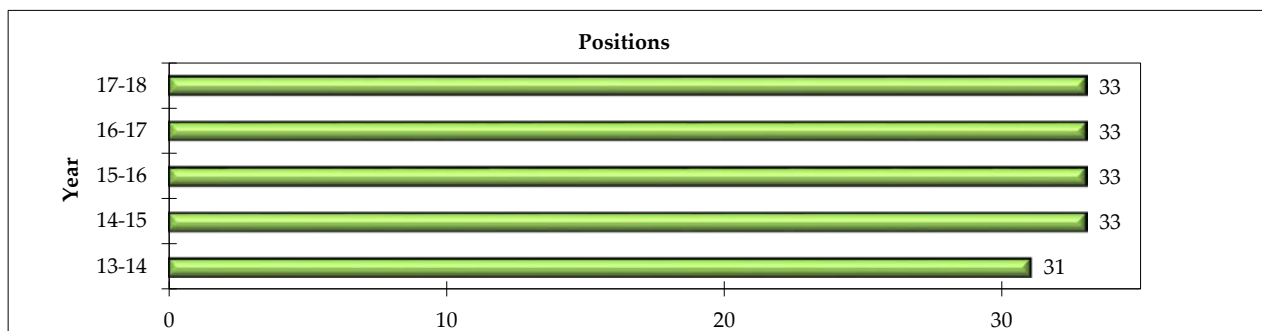


This account funds the salaries of 33 maintenance service staff members to support the building maintenance and repair of the district's facilities. The account funds the salaries of the following maintenance service personnel:

Coordinator Building & Grounds	1	Carpenters	7
Energy Management	1	Electricians	5
Environmental Management	1	Glaziers	2
Facilities Coordinator	1	Locksmith	1
Steamfitters/HVAC	8	CAD/Draftsman	1
Plumbers	4	Storekeeper	1
Total		33	

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Services	\$2,060,730	\$1,772,352	\$2,157,363	5%
TOTAL	\$2,060,730	\$1,772,352	\$2,157,363	5%

POSITION HISTORY

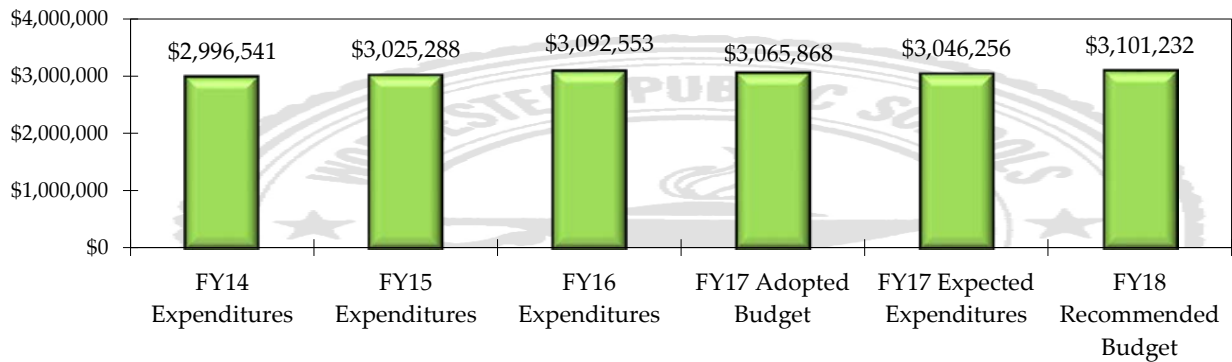




500-91121

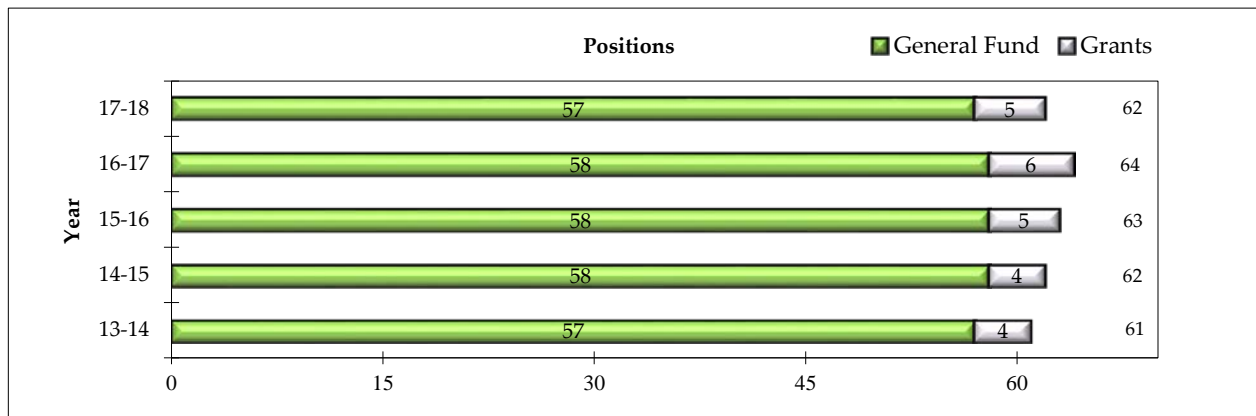
ADMINISTRATIVE CLERICAL SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$3,065,868	\$3,046,256	\$3,101,232	1%
GRANT SOURCES	\$266,409	\$266,409	\$266,409	0%
TOTAL ADMINISTRATIVE CLERICAL	\$3,332,277	\$3,312,665	\$3,367,641	1%



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, 5.5 Human Resources Division, 9 Finance and Operations Division.

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (3.5)	\$232,214	\$234,625	\$234,625	1%
(2000) B. Teaching and Learning Division (39)	\$2,029,621	\$2,061,084	\$2,105,853	4%
(1000) C. Human Resources Division (5.5)	\$290,029	\$290,029	\$292,630	1%
(1000) D. Finance & Operations Division (9)	\$514,004	\$460,518	\$468,123	-9%
TOTAL	\$3,065,868	\$3,046,256	\$3,101,232	1%

POSITION HISTORY



500-91121

ADMINISTRATIVE CLERICAL SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (3.5)	\$232,214	\$234,625	\$234,625	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.

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(2000) B. Teaching and Learning Division (39)	\$2,029,621	\$2,061,084	\$2,105,853	4%

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

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) C. Human Resources Division (5.5)	\$290,029	\$290,029	\$292,630	1%

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

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) D. Finance & Operations Division (9)	\$514,004	\$460,518	\$468,123	-9%

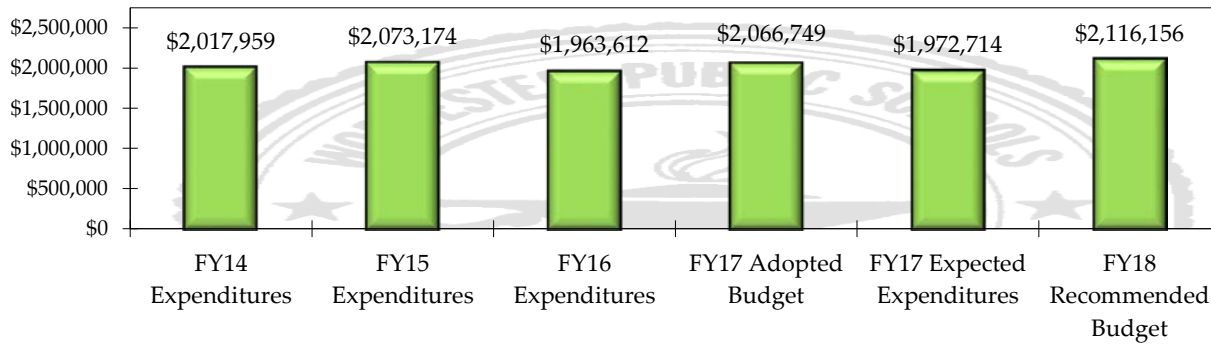
The positions within Finance and Operations provide support services in the areas of Payroll (2), Materials Management (3), Facilities Department (3), and Finance and Operation (1) Administration. Two additional positions are funded by various grants to provide financial clerical support for Payroll (1) and Materials Management (1). The reduction in this account reflects the restructuring of the Payroll and Supply Management Department.



500-91122

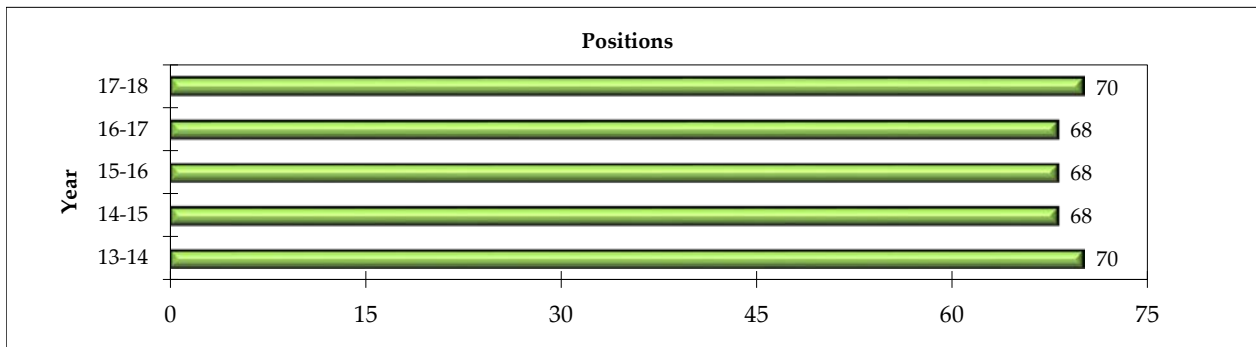
SCHOOL CLERICAL SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,066,749	\$1,972,714	\$2,116,156	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL SCHOOL CLERICAL	\$2,066,749	\$1,972,714	\$2,116,156	2%



This account provides for secretarial coverage at the elementary (41 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 FY18 budget includes two additional positions at secondary locations, one added during FY17.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (41)	\$1,173,702	\$1,091,320	\$1,171,821	0%
(2000) B. Secondary School Clerks (29)	\$827,047	\$796,388	\$878,335	6%
(2000) C. Substitute Coverage	\$66,000	\$85,006	\$66,000	0%
TOTAL	\$2,066,749	\$1,972,714	\$2,116,156	2%

POSITION HISTORY



500-91122

SCHOOL CLERICAL SALARIES

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) A. Elementary School Clerks (41)	\$1,173,702	\$1,091,320	\$1,171,821	0%

There are 33 school clerks assigned to the elementary schools in order to provide full-time clerical coverage. In addition, the following seven schools are provided with an additional school clerical position: Chandler Magnet, City View, Gates Lane, Goddard, Norrback, Quinsigamond, and Roosevelt. The following two schools are provided with a half additional secretarial position: Belmont Street & Elm Park Community School.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. Secondary School Clerks (29)	\$827,047	\$796,388	\$878,335	6%

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 500-91121 (Administrative Clerical) account. The increase in this account reflects one additional position each at South High School (Added during FY17) and North High School.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. Substitute Coverage	\$66,000	\$85,006	\$66,000	0%

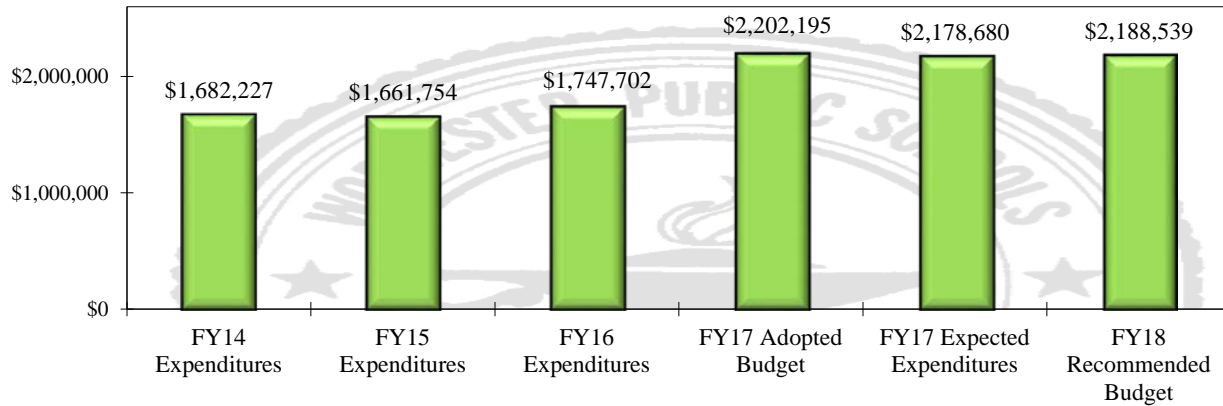
This account includes additional funding for substitute secretarial coverage for reasons of short-term illnesses and leaves of absence. These funds also provide any needed coverage at the individual schools for sporadic increased workflow, including the days prior to school opening in August and days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



500-91123

NON INSTRUCTIONAL SUPPORT SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,202,195	\$2,178,680	\$2,188,539	-1%
GRANT SOURCES	\$1,197,798	\$1,197,798	\$1,203,222	0%
TOTAL NON INSTRUCTIONAL SUPPORT	\$3,399,993	\$3,376,478	\$3,391,760	0%



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

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Financial Support Staff (4)	\$311,707	\$302,563	\$308,671	-1%
(4000) B. Information Systems (20.75)	\$1,433,497	\$1,402,815	\$1,404,634	-2%
(3000) C. District Support (4)	\$363,126	\$371,335	\$372,033	2%
(3000) D. Parent Liaisons (4)	\$93,865	\$101,967	\$103,201	10%
TOTAL	\$2,202,195	\$2,178,680	\$2,188,539	-1%

POSITION HISTORY



500-91123

NON INSTRUCTIONAL SUPPORT SALARIES

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) A. Financial Support Staff (4)	\$311,707	\$302,563	\$308,671	-1%

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 three positions funded by grants that provide financial support and oversight to grant programs, as well as three positions that support grant writing and development. The payroll and supply management departments have been consolidated resulting in the eliminating of one Director position.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) B. Information Systems (20.75)	\$1,433,497	\$1,402,815	\$1,404,634	-2%

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. An additional support position, as well as interns, are supported through various grants. Channel 11 funds four positions through educational access cable revenues provided by the City. This budget reflects no new positions added to the district.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) C. District Support (4)	\$363,126	\$371,335	\$372,033	2%

The District Support line item includes the following positions: School Safety Director, Testing & Evaluation Specialist, 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 Testing & Evaluation Specialist reports to the Chief Research & Accountability Officer and is responsible for managing all aspects of the district's testing program including test administration, security, analysis and reporting. The Staffing & Mentoring Coordinator is located in Human Resources and is directly responsible for hiring and retaining quality teachers for the district. The Translation Coordinator provides coordination and compliance for the support of translations and interpretation in accordance with the Department of Justice settlement agreement. This position has been restructured to provide internal translation of documents in order to reduce the need for third party vendors. Grants and Special Revenue Funds provide support for the following positions: one Data Analyst for the Office of Research and Accountability, one Data Assistant position for the Office of Research and Accountability, two Data Analysts for Special Education for IEP development, as well as Medicaid and Circuit Breaker revenue collection, one Resource Development Specialist for the Office of Professional Learning, and a Night Life Facilitator funded through the Night Life revolving fund.



500-91123

NON INSTRUCTIONAL SUPPORT SALARIES

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) D. Parent Liaisons (4)	\$93,865	\$101,967	\$103,201	10%

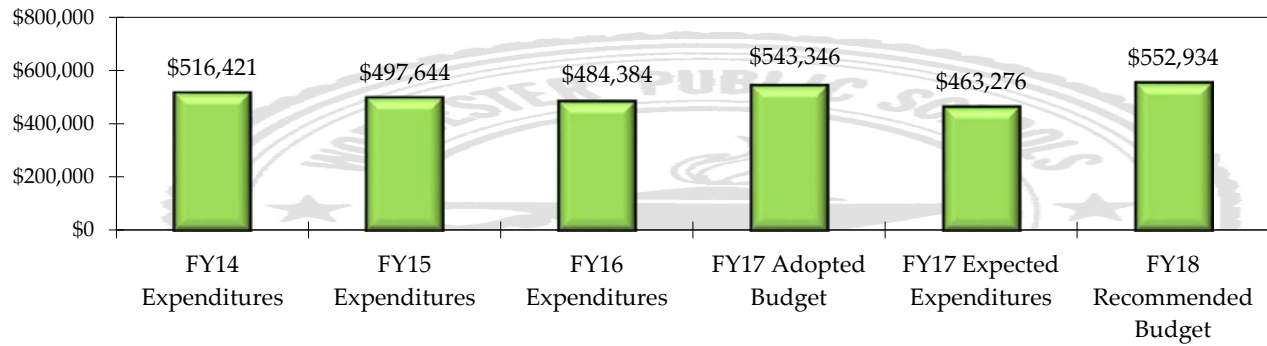
These positions are responsible for coordinating outreach efforts to have parents more involved in the education of their children. Monthly parent workshops and home visits are included in the responsibilities of these positions. Three full-year parent liaison positions are assigned to the Parent Information Center (PIC) and are partially funded through Title I. The Parent Information Center continues to service the registration of all students Pre-K through Grade 12. The increase to this account is due to the fact that the position located in the English Learner Department has been changed to full-year.



540-91124

CROSSING GUARD SALARIES

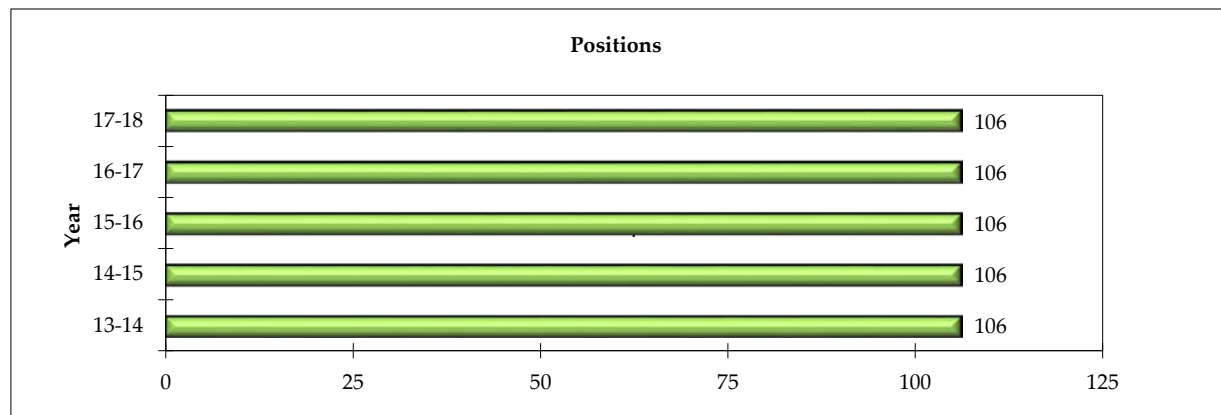
	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$543,346	\$463,276	\$552,934	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL CROSSING GUARDS	\$543,346	\$463,276	\$552,934	2%



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.

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(5000) A. Crossing Guards	\$543,346	\$463,276	\$552,934	2%
TOTAL	\$543,346	\$463,276	\$552,934	2%

POSITION HISTORY

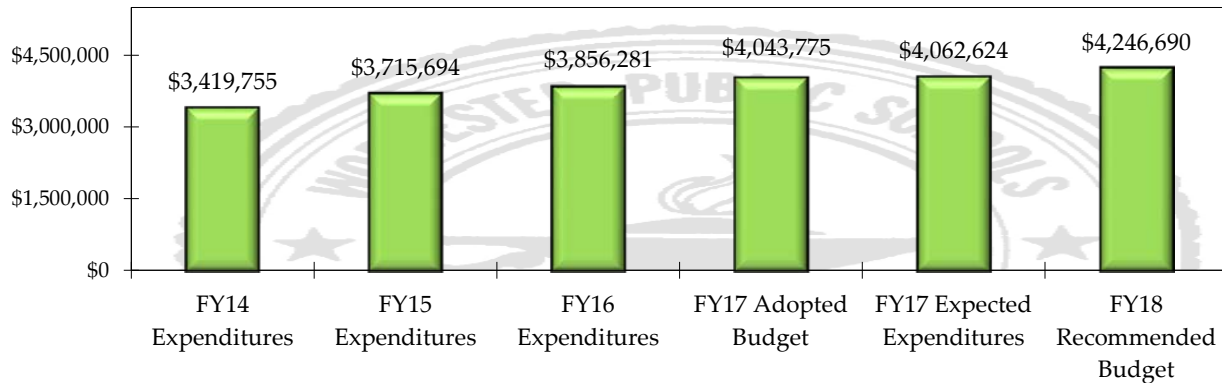




500-91133

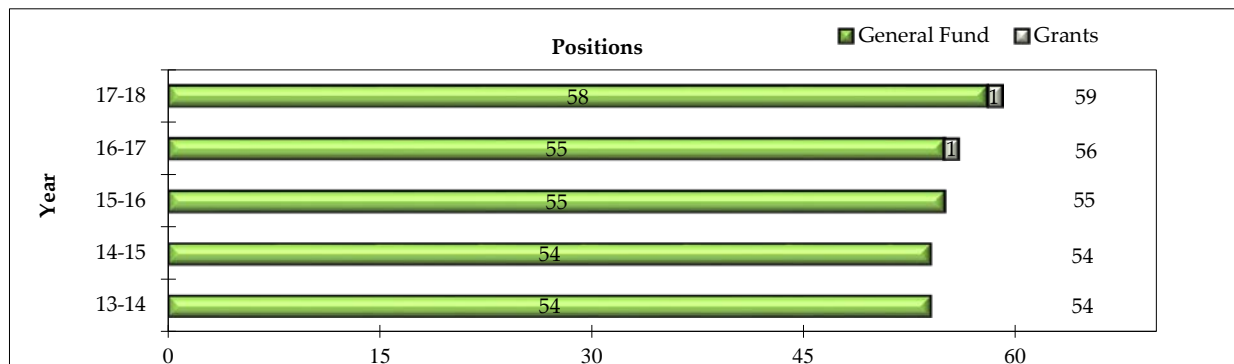
SCHOOL NURSE SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$4,043,775	\$4,062,624	\$4,246,690	5%
GRANT SOURCES	\$109,000	\$109,000	\$109,000	0%
TOTAL SCHOOL NURSES	\$4,152,775	\$4,171,624	\$4,355,690	5%



This account provides school nursing services to all of the district's students in the Worcester Public Schools which are delivered by 55 nurses. The FY18 budget includes the addition of three full-time nurses to address coverage issues, one being added during FY17. In addition, the account includes a Nurse Coordinator and 2 Nurse Supervisors, as well as one grant funded position that is located at the Parent Information Center. 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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. School Nurses	\$4,043,775	\$4,062,624	\$4,246,690	5%
TOTAL	\$4,043,775	\$4,062,624	\$4,246,690	5%

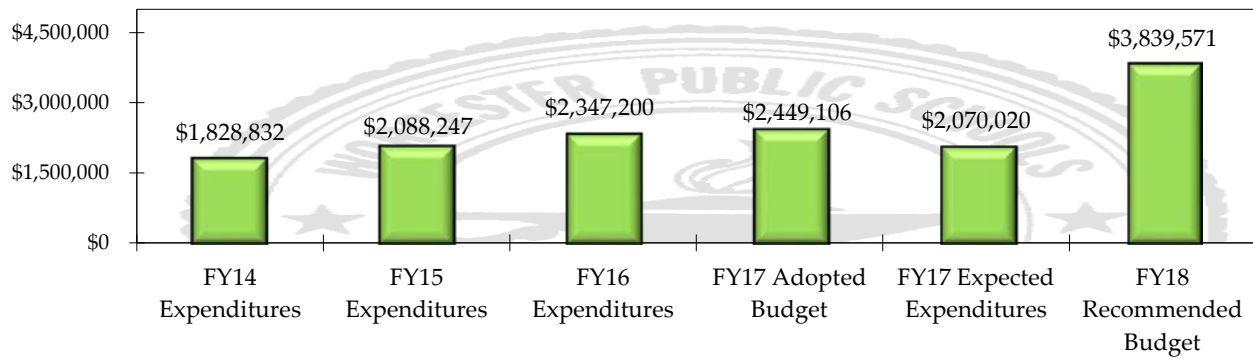
POSITION HISTORY



500-91134

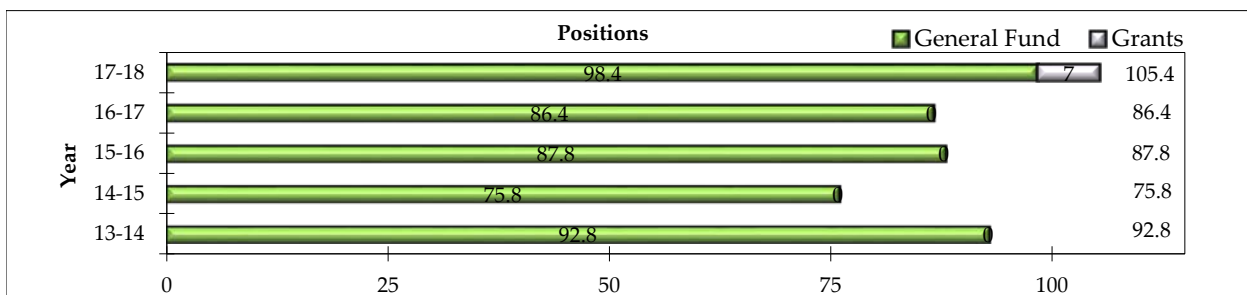
EDUCATIONAL SUPPORT SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,449,106	\$2,070,020	\$3,839,571	57%
GRANT SOURCES	\$0	\$0	\$509,818	0%
TOTAL EDUCATIONAL SUPPORT	\$2,449,106	\$2,070,020	\$4,349,389	78%



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

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (6)	\$628,131	\$183,627	\$124,048	-80%
(3000) B. English Proficiency Level Tester (3)	\$45,768	\$52,345	\$45,768	0%
(2000) C. Therapy Assistants (15.4)	\$682,249	\$672,343	\$682,249	0%
(2000) D. Interpreters & Speech Assistants (8)	\$436,163	\$398,437	\$436,163	0%
(2000) E. Tutors - Literacy (36)	\$656,795	\$763,268	\$656,795	0%
(2000) F. Board Certified Behavior Analysts (13)	\$0	\$0	\$947,272	100%
(3000) G. Wraparound Coordinators (1)	\$0	\$0	\$56,987	100%
(2000) H. Clinicians (16)	\$0	\$0	\$890,288	100%
TOTAL	\$2,449,106	\$2,070,020	\$3,839,571	57%





500-91134

EDUCATIONAL SUPPORT SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (6)	\$628,131	\$183,627	\$124,048	-80%

English Language Learner tutors provide academic support by using the students' native language to clarify academic concepts. These system wide tutors are fluent in Albanian, Polish, Portuguese, and other languages. Title VI and the Equal Education Opportunity Act mandate that instruction must be made comprehensible for English Language Learners. Positions are reallocated annually based on needs of students throughout the district. This account has been restructured to include six part-time positions to support the needs of the students. Full-time positions have been restructured to teachers (Account 500-91111) and/or instructional assistants (Account 500-91115) during FY17.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. English Proficiency Level Tester (3)	\$45,768	\$52,345	\$45,768	0%

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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Therapy Assistants (15.4)	\$682,249	\$672,343	\$682,249	0%

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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Interpreters & Speech Assistants (8)	\$436,163	\$398,437	\$436,163	0%

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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Tutors - Literacy (36)	\$656,795	\$763,268	\$656,795	0%

Tutors of the Worcester Public Schools are generally licensed teachers that work a reduced schedule. The 36 elementary literacy tutors work with the classroom teachers to improve the academic performance of students, with special emphasis on literacy improvement, and they reduce the adult-student ratios. The FY17 expected expenditures represents three additional tutor positions were used during FY17 in schools with large class sizes but no available classroom space.



500-91134

EDUCATIONAL SUPPORT SALARIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) F. Board Certified Behavior Analysts (13)	\$0	\$0	\$947,272	100%

Funding for this line item represents the transfer of Board Certified Behavior Analysts, previously located in the Teacher Account (500-91111). 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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Wraparound Coordinators (1)	\$0	\$0	\$56,987	100%

Funding for this line item represents the transfer of Wraparound Coordinators, previously located in the Teacher Account (500-91111). 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. There is no change to positions or funding for the FY18 budget.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. Clinicians (16)	\$0	\$0	\$890,288	100%

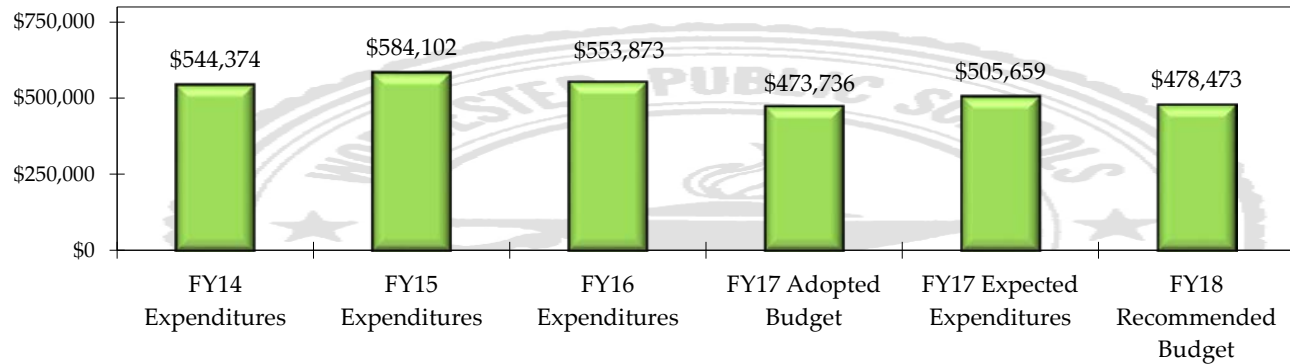
Funding for this line item represents the transfer of Clinicians from the Central Massachusetts Collaborative. These positions participate in the Student Support Process to identify pro-active strategies/interventions for general education students who may have a suspected Emotional Disability. Clinicians 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.



540-97201

TRANSPORTATION OVERTIME SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$473,736	\$505,659	\$478,473	1%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL TRANSPORTATION OT SALARIES	\$473,736	\$505,659	\$478,473	1%



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.

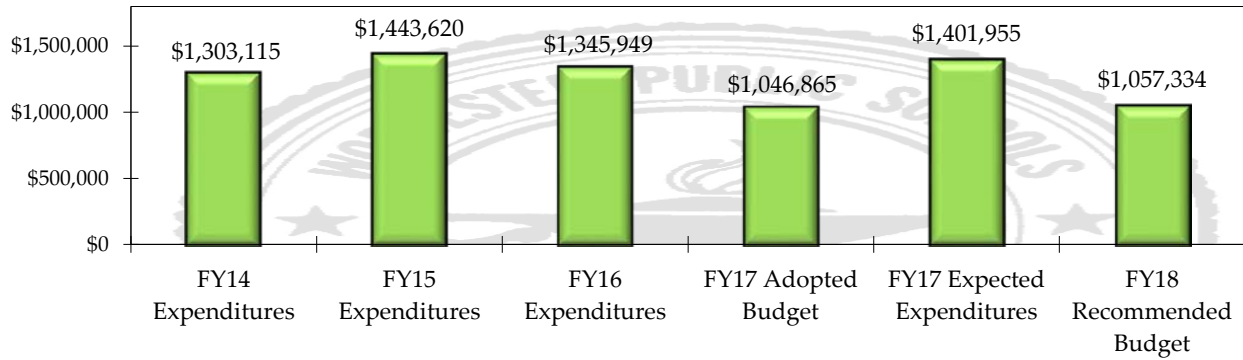
	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(3000) A. Special Education Drivers Overtime	\$320,173	\$361,609	\$323,375	1%
(3000) B. Special Education Bus Monitors Overtime	\$153,563	\$144,050	\$155,099	1%
TOTAL	\$473,736	\$505,659	\$478,473	1%



500-97203

CUSTODIAL OVERTIME SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$1,046,865	\$1,401,955	\$1,057,334	1%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL CUSTODIAL OVERTIME	\$1,046,865	\$1,401,955	\$1,057,334	1%



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.

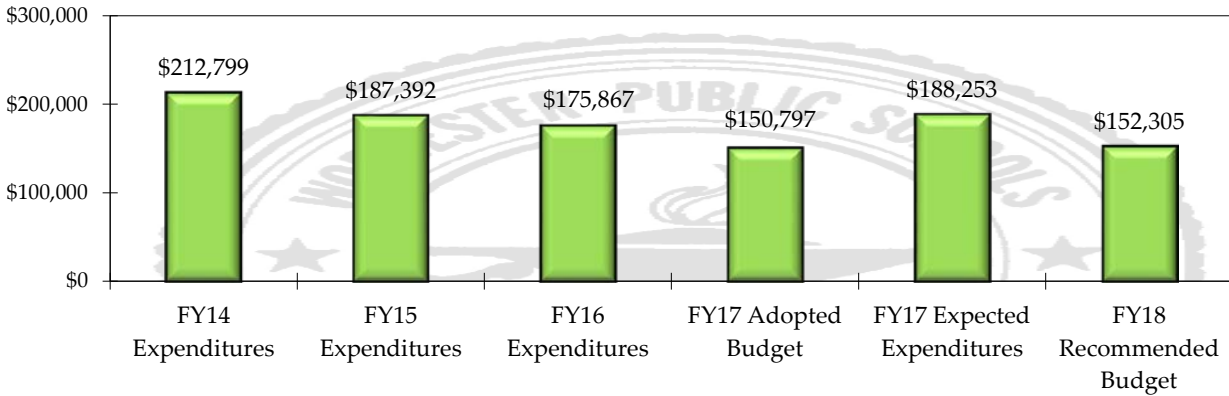
	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(4000) A. Custodial Overtime	\$1,046,865	\$1,401,955	\$1,057,334	1%
TOTAL	\$1,046,865	\$1,401,955	\$1,057,334	1%



500-97204

MAINTENANCE OVERTIME SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$150,797	\$188,253	\$152,305	1%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL MAINTENANCE OVERTIME	\$150,797	\$188,253	\$152,305	1%



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.

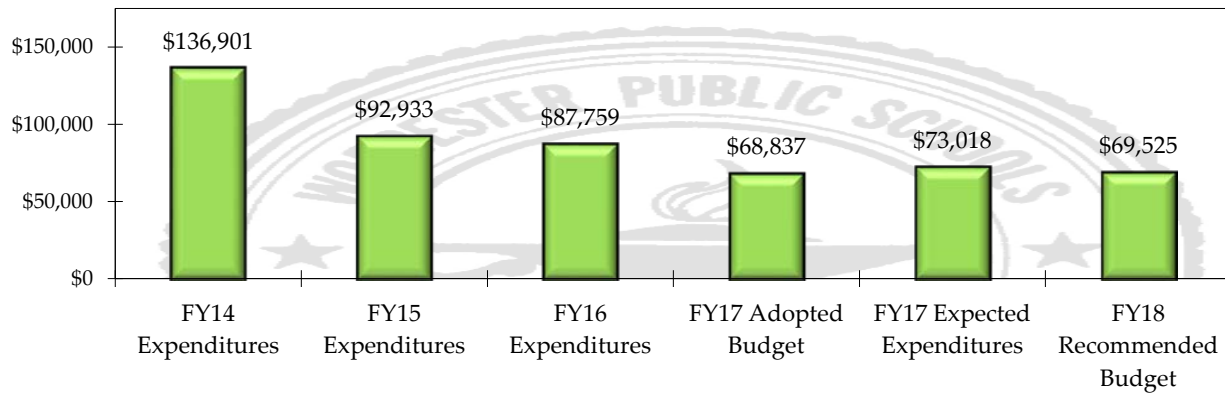
	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Overtime	\$150,797	\$188,253	\$152,305	1%
TOTAL	\$150,797	\$188,253	\$152,305	1%



500-97205

SUPPORT OVERTIME SALARIES

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$68,837	\$73,018	\$69,525	1%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL SUPPORT OVERTIME	\$68,837	\$73,018	\$69,525	1%



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.

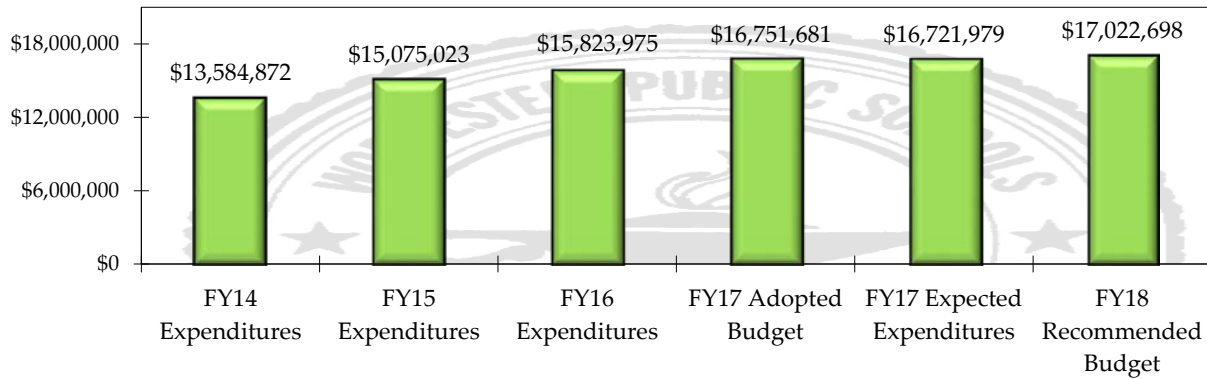
	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Clerical/Support	\$68,837	\$73,018	\$69,525	1%
TOTAL	\$68,837	\$73,018	\$69,525	1%



500101-96000

RETIREMENT

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$16,751,681	\$16,721,979	\$17,022,698	2%
GRANT SOURCES	\$814,392	\$814,395	\$814,392	0%
TOTAL RETIREMENT	\$17,566,073	\$17,536,374	\$17,837,090	2%



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 \$36,000 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.

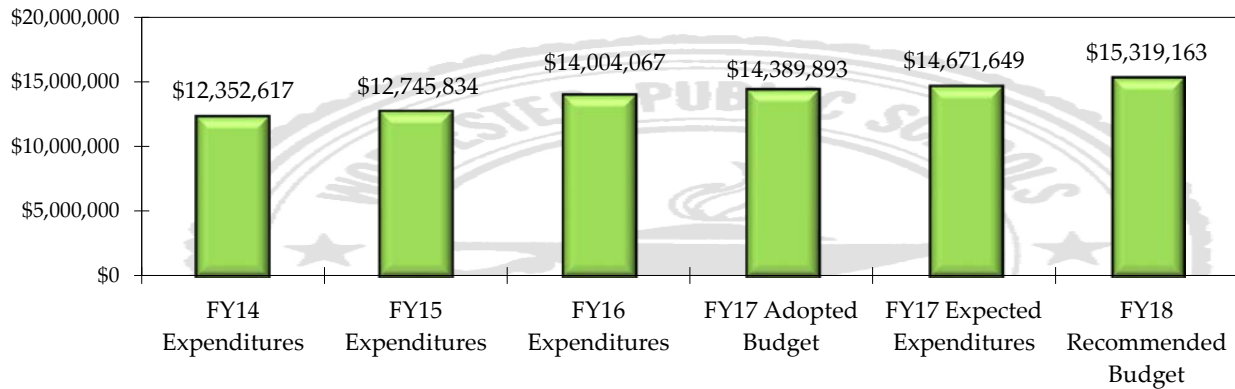
	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Retirement System Assessment	\$10,799,816	\$10,799,816	\$11,126,110	3%
(5000) B. Pension Obligation Bonds	\$4,978,975	\$4,978,975	\$4,901,215	-2%
(5000) C. Non-Contributory Pensions	\$60,000	\$32,232	\$36,000	-40%
(5000) D. City Early Retirement Incentive 2002	\$351,589	\$351,589	\$351,188	0%
(5000) E. City Early Retirement Incentive 2010	\$105,308	\$105,308	\$105,020	0%
(5000) F. Educational Secretaries Pension Fund	\$67,938	\$68,939	\$72,774	7%
(5000) G. Building Custodians Pension Fund	\$388,055	\$385,120	\$430,391	11%
TOTAL	\$16,751,681	\$16,721,979	\$17,022,698	2%



540103-92000

TRANSPORTATION

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$14,389,893	\$14,671,649	\$15,319,163	6%
GRANT SOURCES	\$60,000	\$71,071	\$73,913	23%
TOTAL TRANSPORTATION	\$14,449,893	\$14,742,720	\$15,393,077	7%



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 FY18 is the third year of a five year contract for transportation services. The WRTA also provides some services in this account. In addition, services are provided to private and charter schools through our contracted vendor in accordance with state regulations. Approximately 12,300 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.

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(3000) A. Regular Transportation	\$6,808,700	\$6,740,407	\$7,099,025	4%
(3000) B. Special Education	\$7,156,193	\$7,513,534	\$7,671,554	7%
(3000) C. Leasing of Vehicles	\$0	\$0	\$123,584	100%
(3000) D. Mandated McKinney-Vento	\$425,000	\$417,708	\$425,000	0%
TOTAL	\$14,389,893	\$14,671,649	\$15,319,163	6%



540103-92000

TRANSPORTATION

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Regular Transportation	\$6,808,700	\$6,740,407	\$7,099,025	4%

In accordance with state laws, regulations and school committee policy, as well as safety issues for students, the school district provides regular transportation services to approximately 6,500 students (K-12) who attend Worcester Public Schools, private schools, parochial schools and charter schools. The number of buses is recommended to remain at 96 buses at a contracted rate of \$410.63 for 180 days. Regular transportation also includes a contractual fuel adjustment and reimbursement from Head Start for student transportation. Additional funds are included to accommodate charter school year schedules and WRTA services for students. The increase in this account reflects the negotiated bid price for FY18.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Special Education	\$7,156,193	\$7,513,534	\$7,671,554	7%

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 35 in-city mid-size buses at a daily contracted rate of \$533.35 for 180 days. In addition, 20 wheelchair vehicles is budgeted at a daily cost of \$560.19 for 180 days. During FY15, the district began using appropriately sized vehicles for the Transitions Special Education program through contracted services. The FY18 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 increase in this account reflects the lease price for FY18, as well as the addition of one mid-size bus added during FY17.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Leasing of Vehicles	\$0	\$0	\$123,584	100%

The district will begin leasing ten mid-size vehicles for the 2017-2018 school year. These vehicles will be utilized to transport the special education routes that are maintained within the district. This will be the first year of a five year lease cycle for ten special education mid-size 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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Mandated McKinney-Vento	\$425,000	\$417,708	\$425,000	0%

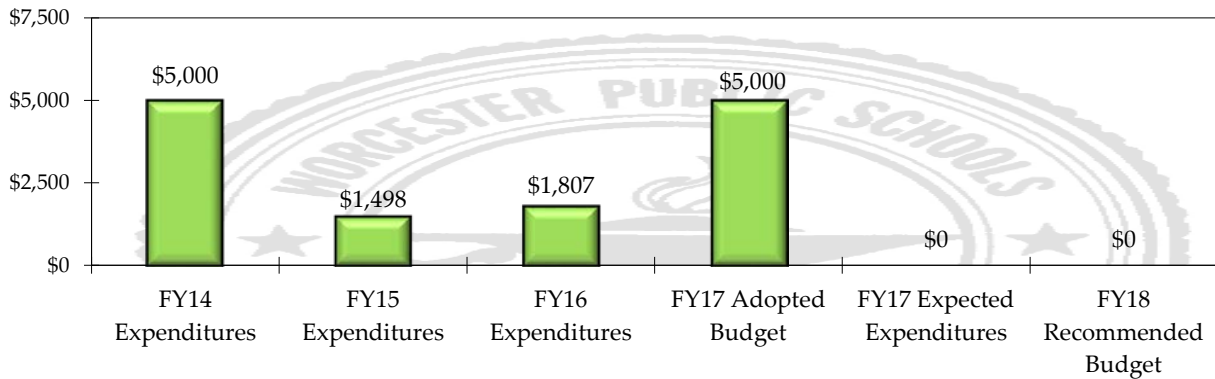
The McKinney-Vento Homeless Assistance Act requires that school districts provide all students experiencing homelessness with transportation to and from their school of origin in order to maintain educational stability to enhance students' academic and social growth. This requirement is an unfunded mandate. 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.



500105-92000

OUT OF STATE TRAVEL

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$5,000	\$0	\$0	-100%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL OUT OF STATE TRAVEL	\$5,000	\$0	\$0	-100%



This account provides out-of-state travel expenses for personnel recruitment which implements the district's recruitment plan and achieving equal employment opportunity goals. Expenses include air fare, lodgings and meals. This account has been moved to 500136-92000 Miscellaneous Educational OM for FY18.

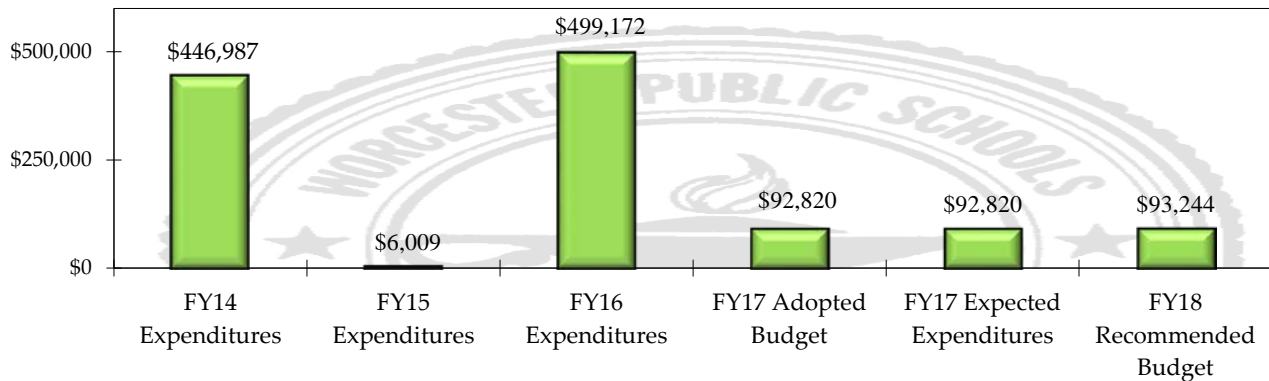
	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Personnel Office	\$5,000	\$0	\$0	0%
TOTAL	\$5,000	\$0	\$0	0%



500122-92000

ATHLETIC ORDINARY MAINTENANCE

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$92,820	\$92,820	\$93,244	0%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL ATHLETICS	\$92,820	\$92,820	\$93,244	0%



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. Once again, the FY18 athletic budget is recommended to be partially funded by school choice revenue.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries ▪ Officials	\$206,952	\$202,070	\$213,356	3%
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$47,221	\$46,980	\$47,221	0%
(3000) C. Maintenance/Repair Equipment	\$22,231	\$21,855	\$22,231	0%
(3000) D. Supplies	\$86,756	\$86,756	\$86,756	0%
(3000) E. Rental	\$25,788	\$30,160	\$30,160	17%
(3000) F. Athletic Transportation	\$174,152	\$165,680	\$168,300	-3%
(3000) G. Estimated Gate Receipts	(\$92,280)	(\$91,150)	(\$92,280)	0%
(3000) H. Other Athletic Revenue	(\$3,000)	(\$7,119)	(\$7,500)	150%
(3000) I. School Choice Funding	(\$375,000)	(\$362,412)	(\$375,000)	0%
TOTAL	\$92,820	\$92,820	\$93,244	0%

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries ▪ Officials	\$206,952	\$202,070	\$213,356	3%

This account provides salaries for ticket managers, ticket sellers, ticket takers, clock operators, game officials, police coverage and medical technicians. The FY18 budget includes contractual rate increases.



500122-92000

ATHLETIC ORDINARY MAINTENANCE

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$47,221	\$46,980	\$47,221	0%

This account provides dues and membership to the MIAA (Massachusetts Interscholastic Athletic Association), District E Athletic Directors Association, the State Athletic Directors Association, and Colonial League dues. This account also provides insurance coverage for all sports participants including cheerleaders.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Maintenance/Repair Equipment	\$22,231	\$21,855	\$22,231	0%

This account provides reconditioning and repair of athletic equipment.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Supplies	\$86,756	\$86,756	\$86,756	0%

This account is for all athletic supplies and uniforms. This account is supplemented with proceeds collected through events at the Commerce Bank Field at Foley Stadium.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Rental	\$25,788	\$30,160	\$30,160	17%

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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Athletic Transportation	\$174,152	\$165,680	\$168,300	-3%

This account provides out-of-city transportation to the athletic teams as well as certain in-city transportation to Commerce Bank Field at Foley Stadium and other school locations. The in-city transportation is for events that occur immediately after school to reduce the requirement of using student athletes transporting other students to athletic events. The decrease in this account reflects the actual cost of the contractual rates for transportation services.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Estimated Gate Receipts	(\$92,280)	(\$91,150)	(\$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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) H. Other Athletic Revenue	(\$3,000)	(\$7,119)	(\$7,500)	150%

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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. School Choice Funding	(\$375,000)	(\$362,412)	(\$375,000)	0%

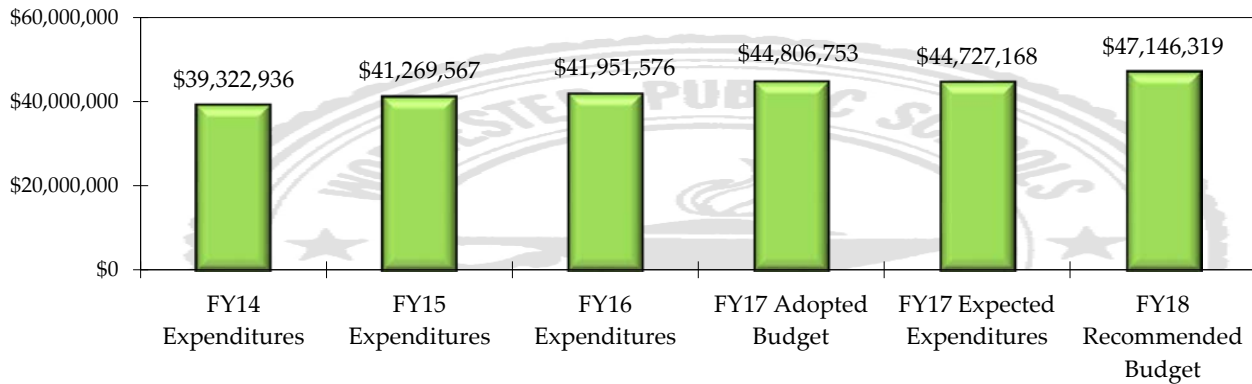
The district will utilize revenue collected through the state's School Choice program to partially fund the athletics programs in FY18.



500123-96000

HEALTH INSURANCE

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$44,806,753	\$44,727,168	\$47,146,319	5%
GRANT SOURCES	\$3,558,395	\$3,558,395	\$3,541,610	0%
TOTAL HEALTH INSURANCE	\$48,365,148	\$48,285,563	\$50,687,929	5%



This account funds the employer's share of the premium costs for the health insurance plans available to active and retired public school employees. Also charged to this account are the employer's share of life insurance and Medicare insurance costs. Federal and state grants provide funding to cover the health insurance requirements of employees paid for with grant funds.

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$41,556,753	\$41,359,110	\$43,771,319	5%
(5000) B. Life Insurance	\$150,000	\$161,299	\$160,000	7%
(5000) C. Federal Medicare	\$3,100,000	\$3,206,759	\$3,215,000	4%
TOTAL	\$44,806,753	\$44,727,168	\$47,146,319	5%



500123-96000

HEALTH INSURANCE

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$41,556,753	\$41,359,110	\$43,771,319	5%

The recommended budget is based on the premium rates which will become effective July 1, 2017. For the non-settled groups, this account reflects an increase in premium rates of 7% for the Blue Care Elect Preferred and 5% for the Network Blue New England Blue Cross Blue Shield plans, and 6% for City of Worcester Advantage and Direct Plans through Fallon. For the non-represented and settled employees, this account reflects an increase in premium rates of 7% for the Blue Care Elect Preferred and 3% for the Network Blue New England Blue Cross Blue Shield plans and 3% for City of Worcester Advantage and Direct Plans through Fallon. For all City retired employees, this account reflects an increase in premium rates of 7% for the Blue Care Elect Preferred and 5% for the Network Blue New England Blue Cross Blue Shield plans and 6% for City of Worcester Advantage and Direct Plans through Fallon. Enrollment is comprised of active employees, retirees, and surviving spouses; these categories are estimated to total approximately 5,751 members during FY17 (2,742 active employees and 3,009 retired employees).

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) B. Life Insurance	\$150,000	\$161,299	\$160,000	7%

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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) C. Federal Medicare	\$3,100,000	\$3,206,759	\$3,215,000	4%

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.



500123-96000

HEALTH INSURANCE

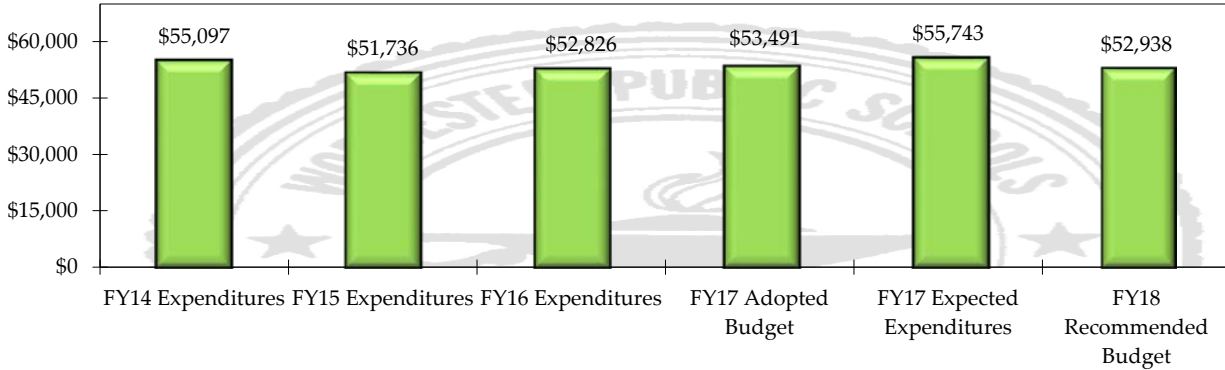
<u>Health Insurance Enrollment Detail</u>			
<u>Active Employees</u>			
<u>Total City Annual Cost for Health Insurance - [A]</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Blue Care Elect Preferred (PPO)	\$22,822	\$8,826	11
BCBS Network Blue New England	\$21,315	\$8,245	574
City of Worcester Direct (HMO)	\$13,899	\$5,470	354
City of Worcester Advantage (HMO)	\$16,965	\$6,833	<u>1,281</u>
Total Active Enrollments			2,220
<u>Active Employees</u>			
<u>Total City Annual Cost for Health Insurance - [C]</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Blue Care Elect Preferred (PPO)	\$20,380	\$7,882	2
BCBS Network Blue New England	\$18,053	\$6,983	104
City of Worcester Direct (HMO)	\$12,034	\$4,736	124
City of Worcester Advantage (HMO)	\$14,688	\$5,916	<u>292</u>
Total Active Enrollments			522
<u>Retired Employees</u>			
<u>Total City Annual Cost for Health Insurance - [B]</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Blue Care Elect Preferred (PPO)	\$19,101	\$7,387	45
BCBS Network Blue New England	\$18,180	\$7,032	236
City of Worcester Direct (HMO)	\$11,513	\$4,531	48
City of Worcester Advantage (HMO)	\$14,053	\$5,660	253
<u>Retired Employees</u>			
<u>Total City Annual Cost - Medicare Supplemental</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Medex II	\$4,320	\$2,160	1,652
Tufts Complement	\$3,915	\$1,958	432
Fallon Premier (HMO)	\$3,456	\$1,728	81
Tufts Preferred Prime (HMO)	\$4,212	\$2,106	<u>262</u>
Total Retiree Enrollments			3,009



500125-92000

OTHER INSURANCE PROGRAMS

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$53,491	\$55,743	\$52,938	-1%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL OTHER INSURANCE PROGRAMS	\$53,491	\$55,743	\$52,938	-1%



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 FY18 budget reflects boiler insurance coverage (\$36,194), as well as the required building insurance for the rental property at St. Casimir's (\$15,424). In addition, this budget provides annual funds to cover Worcester Technical High School student accident insurance (\$1,320). The student activity and athletic bonding insurance maintain three year cycles.

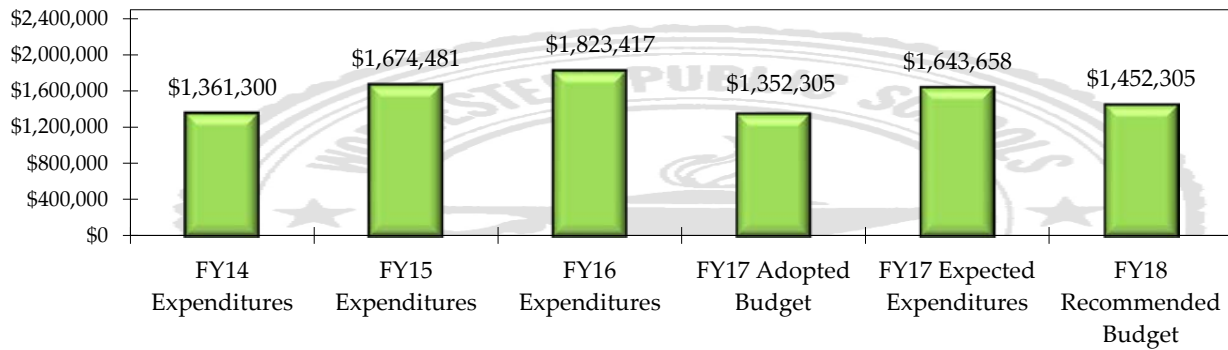
	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Building Insurance	\$15,050	\$15,424	\$15,424	2%
(5000) B. Building Boiler Insurance	\$35,789	\$36,194	\$36,194	1%
(5000) C. Other Insurance Programs	\$2,652	\$4,125	\$1,320	-50%
TOTAL	\$53,491	\$55,743	\$52,938	-1%



500129-96000

WORKERS COMPENSATION

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$1,352,305	\$1,643,658	\$1,452,305	7%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL WORKERS COMPENSATION	\$1,352,305	\$1,643,658	\$1,452,305	7%



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 FY18 budget based on actual expenditure history.

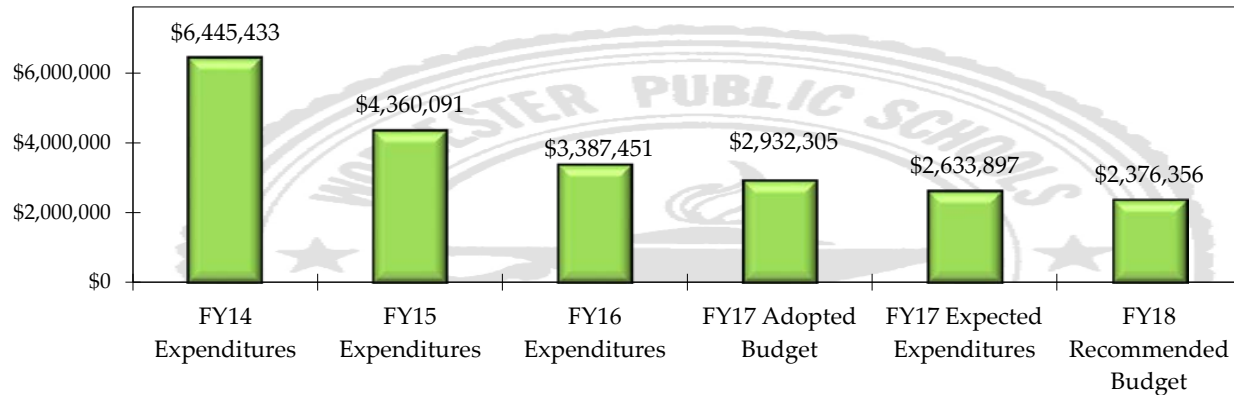
	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(5000) A. Active Salaries (91000)	\$686,300	\$942,243	\$786,300	15%
(5000) B. Inactive Salaries (91000)	\$200,000	\$176,605	\$200,000	0%
(5000) C. Cost Containment (92000)	\$72,305	\$144,768	\$72,305	0%
(5000) D. Medical Bills (96000)	\$393,700	\$380,042	\$393,700	0%
TOTAL	\$1,352,305	\$1,643,658	\$1,452,305	7%



500130-92000; 500130-96000

PERSONAL SERVICES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,932,305	\$2,633,897	\$2,376,356	-19%
GRANT SOURCES	\$877,648	\$877,648	\$877,648	0%
TOTAL PERSONAL SERVICES	\$3,809,953	\$3,511,545	\$3,254,004	-15%



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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Staff Development	\$205,500	\$205,500	\$205,500	0%
(1000) B. Legal Consultation & Settlements	\$281,000	\$387,308	\$298,877	6%
(3000) C. Physician Consultation	\$20,000	\$20,000	\$20,000	0%
(2000) D. Special Education Services	\$1,598,170	\$1,109,519	\$971,075	-39%
(3000) E. Graduation Expenses	\$43,700	\$43,700	\$43,700	0%
(1000) F. Human Resources Automated Services	\$79,552	\$89,739	\$89,739	13%
(2000) G. Collaborations	\$40,000	\$40,000	\$40,000	0%
(2000) H. NEASC Evaluations	\$0	\$0	\$0	0%
(3000) I. Security Guards	\$139,600	\$170,000	\$173,502	24%
(1000) J. Employee Assistance Program (96000)	\$24,283	\$28,883	\$24,283	0%
(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	\$195,000	\$233,748	\$156,000	-20%
(2000) N. Advanced Placement Program	\$145,000	\$145,000	\$193,180	33%
TOTAL	\$2,932,305	\$2,633,897	\$2,376,356	-19%



500130-92000; 500130-96000

PERSONAL SERVICES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From 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 FY18.				

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. Legal Consultation & Settlements	\$281,000	\$387,308	\$298,877	6%
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 FY18 budget reflects a negotiated settlement agreement.				

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Physician Consultation	\$20,000	\$20,000	\$20,000	0%
The FY18 budget reflects funding for the contract with UMass Memorial for physician consulting services whenever required by the district.				

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Special Education Services	\$1,598,170	\$1,109,519	\$971,075	-39%
This account funds a variety of services provided for special education students including independent evaluations, contracted specialized medical and educational services, and contracted home and/or hospital instruction. Additional funding (\$198,000) is used from the federal IDEA grant to offset these costs for the nursing services. The reduction of this account is based on the districts elimination of third party special education providers for autism services. The district has hired and continues to provide ongoing training to staff that perform specialized services in a more cost effective manner.				

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Graduation Expenses	\$43,700	\$43,700	\$43,700	0%
These funds are required to pay for the costs of high school and middle school graduations, including the rental of the Worcester DCU Center, police coverage, as well as the rental of sound systems, chairs, and staging equipment when necessary.				



500130-92000; 500130-96000

PERSONAL SERVICES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) F. Human Resources Automated Services	\$79,552	\$89,739	\$89,739	13%

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 \$24,230, the on-line employment application process (through SchoolSpring, Inc.) is \$10,969 and the electronic educator evaluation program (through Teachpoint) is \$54,540. The Teachpoint evaluation program had an increase of \$6,640 during the 2016 - 2017 school year.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Collaborations	\$40,000	\$40,000	\$40,000	0%

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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. NEASC Evaluations	\$0	\$0	\$0	0%

The district does not have any schools scheduled for their accreditation site visit by the New England Association of Schools and Colleges (NEASC) during FY18.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. Security Guards	\$139,600	\$170,000	\$173,502	24%

This funding provides for the security guards stationed at the South/Sullivan complex, Doherty, North, Worcester Technical High, Gerald Creamer Center, Jacob Hiatt and the Fanning Building. These guards are 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 contractual payments.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) J. Employee Assistance Program (96000)	\$24,283	\$28,883	\$24,283	0%

This account provides for an Employee Assistance Program through contracted services. The Employee Assistance Program is administered by a third party to provide up to two free counseling sessions for each employee, and members of their immediate family, to promote their emotional and financial well-being. Additionally, employees exhibiting problematic behavior in the workplace are referred by administration to assure their fitness for continued service.



500130-92000; 500130-96000

PERSONAL SERVICES

	FY18			
	FY17 Adopted Budget	FY17 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.				

	FY18			
	FY17 Adopted Budget	FY17 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.				

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) M. Translation	\$195,000	\$233,748	\$156,000	-20%
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 has been reduced and transferred to the Supplemental Salaries Account 500-91118 to accommodate the change of creating district staff to process the translation of documents.				

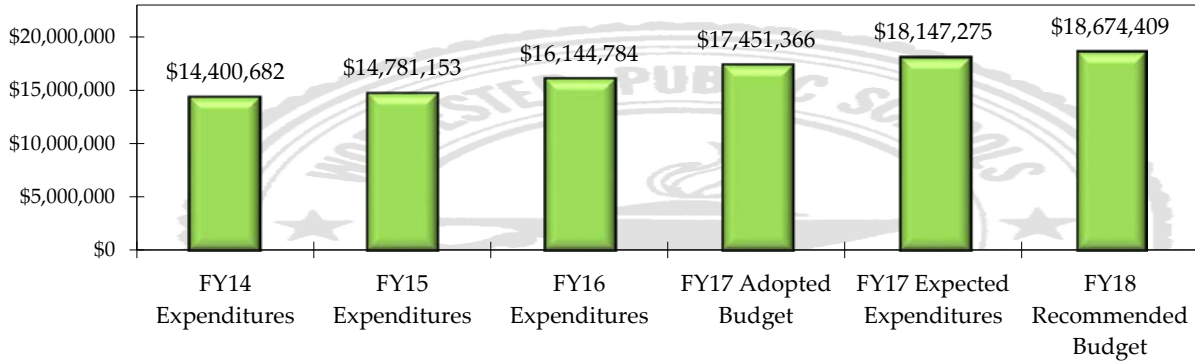
	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) N. Advanced Placement Program	\$145,000	\$145,000	\$193,180	33%
This account provides funds for the continued expansion of the Advanced Placement Program. This account provides for additional AP textbooks for new courses and added sections as well as technology and ongoing PD materials. These funds also support materials for each school's AP clubs and AP family awareness nights in the elementary and middle schools. Also, this account funds student transportation throughout the year to authentic learning experiences such as visits to the UMASS Biology labs and Saturday sessions. The account is recommended to be increased to provide additional materials and services for the Advanced Placement program.				



500132-92000

TUITION

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$17,451,366	\$18,147,275	\$18,674,409	7%
GRANT SOURCES	\$2,965,044	\$3,046,282	\$3,101,115	5%
TOTAL TUITION	\$20,416,410	\$21,193,557	\$21,775,524	7%



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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Special Education	\$16,615,473	\$17,376,907	\$17,892,190	8%
(9000) B. Alternative Programs	\$774,680	\$747,776	\$759,627	-2%
(9000) C. Chapter 74 Out of District Program	\$61,213	\$22,592	\$22,592	-63%
TOTAL	\$17,451,366	\$18,147,275	\$18,674,409	7%

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Special Education	\$16,615,473	\$17,376,907	\$17,892,190	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 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, not including the Central Massachusetts Collaborative. The account is supplemented with \$3.1 million in special education reimbursement from the state through so-called "circuit breaker" funding. This reimbursement amount is expected to be fully funded in the state budget. The increase in this account is associated with the Central Massachusetts Collaborative, as well as an increase of students that require additional services that the district is unable to provide.



500132-92000

TUITION

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) B. Alternative Programs	\$774,680	\$747,776	\$759,627	-2%

The alternative programs consist of providing support to regular education students who have received long-term suspensions from the district and students recovery from addiction that need specialized care. These programs maintain a safe environment in which appropriate levels of academic instruction and support 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. 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 FY18 cost represents the assessment for Worcester as part of the Central Massachusetts Collaborative (\$704,680). Tuition assessment for Rockdale (\$54,947) is also included in this line item.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) C. Chapter 74 Out of District Program	\$61,213	\$22,592	\$22,592	-63%

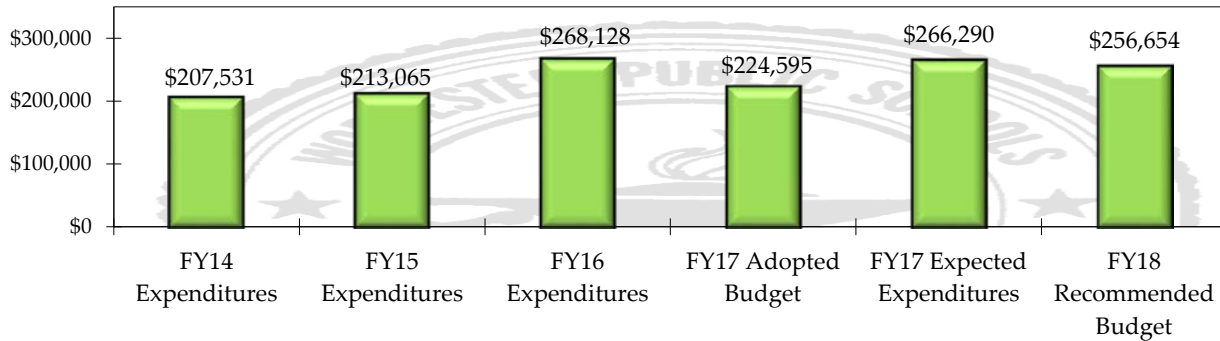
This account provides funding for DESE required tuition payment for out-of-district Chapter 74 vocational students. One student (\$22,149 per student) is attending the program with a graduation date of June 2020. This account previously included Quinsigamond Community College for the Gateway to College program.



500133-92000

PRINTING & POSTAGE

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$224,595	\$266,290	\$256,654	14%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL PRINTING & POSTAGE	\$224,595	\$266,290	\$256,654	14%



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.

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$105,000	\$125,000	\$125,000	19%
(1000) B. District Digital Document Center	\$119,595	\$141,290	\$131,654	10%
TOTAL	\$224,595	\$266,290	\$256,654	29%

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$105,000	\$125,000	\$125,000	19%

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 Resources' correspondence to staff and teaching candidates, Medicaid inquiries with return postage, purchase orders, transportation notification of route assignments to certain students, student transfer materials, grant submission documents, and pupils' cumulative records. Cost-effective bulk mail rates are used when possible and the district participates in a postage savings program. The increase in this account is based on actual expenditures.



500133-92000

PRINTING & POSTAGE

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. District Digital Document Center	\$119,595	\$141,290	\$131,654	10%

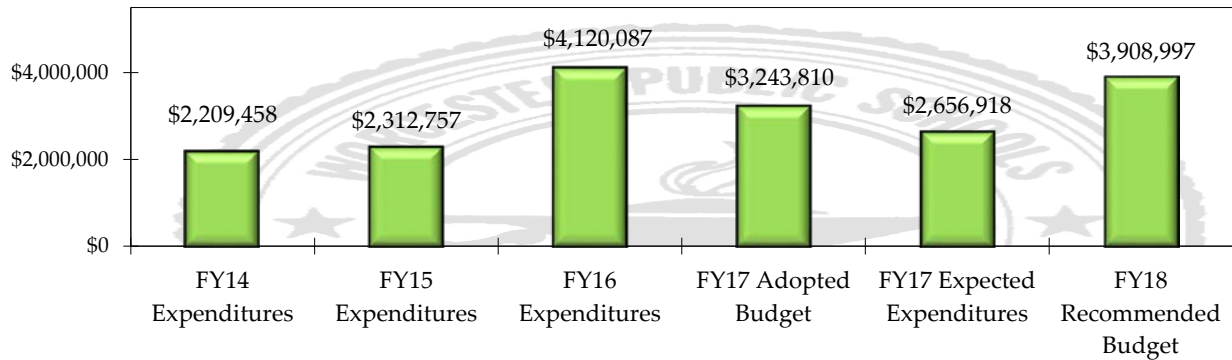
During FY15, the Digital Document Center (DDC) was created at the Durkin Administration Building to reduce district and school printing costs. Print jobs are submitted electronically and delivered back to school locations via courier within two business days. This has reduced the need for printing supplies at the school level. This account provides the Digital Document Center with paper, toner, envelopes and other various items to produce more than 1,500 school and district orders annually. Due to the continual success of this Center, the increase represents a third multifunctional copy/scanning machine added during the 2016-2017 school year.



500-92204

INSTRUCTIONAL MATERIALS

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$3,243,810	\$2,656,918	\$3,908,997	21%
GRANT SOURCES	\$402,695	\$402,695	\$402,695	0%
TOTAL INSTRUCTIONAL MATERIALS	\$3,646,505	\$3,059,613	\$4,311,692	18%



This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY18 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			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Instructional Materials	\$2,528,182	\$2,291,290	\$2,573,369	2%
(2000) B. Education Division Supplies	\$265,020	\$265,020	\$335,020	26%
(2000) C. Student Support Services	\$83,000	\$83,000	\$83,000	0%
(2000) D. Testing & Value Added Assessment	\$17,608	\$17,608	\$17,608	0%
(2000) E. Charter School Assessment	\$350,000	\$0	\$350,000	0%
(2000) F. District Textbooks	\$0	\$0	\$550,000	100%
TOTAL	\$3,243,810	\$2,656,918	\$3,908,997	21%

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Instructional Materials	\$2,528,182	\$2,291,290	\$2,573,369	2%

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 FY17 budget. The elementary recess funding is included in this line item.



500-92204

INSTRUCTIONAL MATERIALS

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. Education Division Supplies	\$265,020	\$265,020	\$335,020	26%

This account provides districtwide instructional materials for the following departments: Special Education (\$140,000), English Language Learners (\$16,250), Physical Education (\$1,250), Occupational Education (\$25,000), Curriculum Development (\$122,520), Superintendent (\$20,000) and Chief Academic Officer (\$10,000). The Federal Special Education (IDEA) grant, provides additional funds for Special Education requirements. The increase includes necessary assistive instructional technology for the deaf and hard of hearing students.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. Student Support Services	\$83,000	\$83,000	\$83,000	0%

Funds from this account provide for both consumable and non-consumable materials for Special Education Itinerants, School Adjustment Counselors/Elementary Guidance Counselors, and School Psychologists use with students. The account also supports the supply needs of the Pupil Personnel and Special Education Offices, and augments Secondary Guidance Program needs for technology software and assessment reports.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) D. Testing & Value Added Assessment	\$17,608	\$17,608	\$17,608	0%

Funds from this account provide for both consumable and non-consumable standardized test materials and training. Teachers will continue to use Measures of Academic Progress (MAP) value-added tests as diagnostic tools in order to prepare WPS students for the annual MCAS exams.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) E. Charter School Assessment	\$350,000	\$0	\$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.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) F. District Textbooks	\$0	\$0	\$550,000	100%

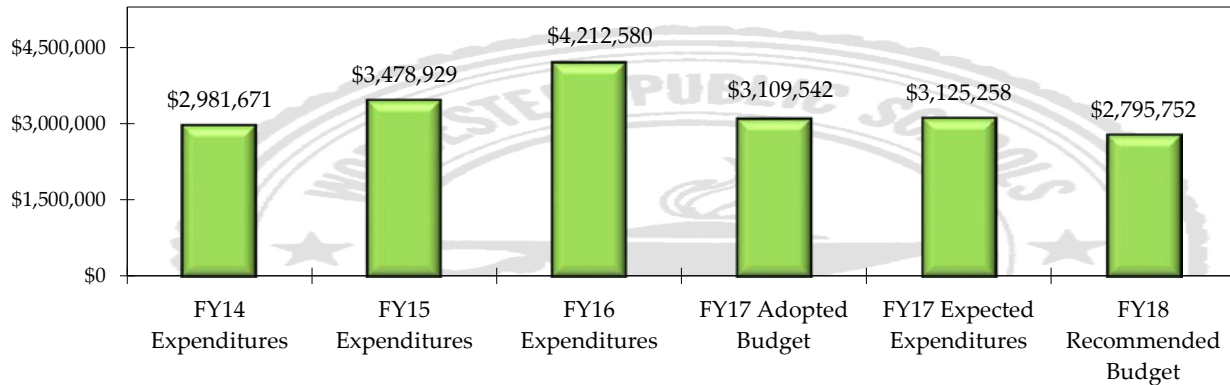
This account provides for necessary districtwide textbooks. The amount includes grades K-6 English Language Learners literacy textbooks.



500136-92000; 500136-93000; 540136-92000

MISCELLANEOUS EDUCATIONAL OM

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$3,109,542	\$3,125,258	\$2,800,752	-10%
GRANT SOURCES	\$362,533	\$362,533	\$362,533	0%
TOTAL MISCELLANEOUS EDUCATIONAL OM	\$3,472,075	\$3,487,791	\$3,163,285	-9%



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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$421,945	\$414,076	\$430,147	2%
(1000) B. Employee Recruitment/Advertising	\$31,600	\$31,600	\$31,600	0%
(1000) C. Dues and Memberships	\$49,023	\$73,496	\$49,611	1%
(1000) D. Moving Expenses	\$10,000	\$10,000	\$10,000	0%
(7000) E. Building & Parking Rentals (540136-92000)	\$538,374	\$537,486	\$540,794	0%
(4000) F. Maintenance and Repair of Equipment	\$27,000	\$27,000	\$27,000	0%
(2000) G. Instructional Technology	\$1,243,700	\$1,243,700	\$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	\$0	\$0	\$5,000	100%
(1000) K. Office Supplies	\$23,500	\$23,500	\$23,500	0%
(2000) L. Copier Leases and Maintenance	\$33,000	\$33,000	\$33,000	0%
(4000) M. Environmental Management Systems	\$350,000	\$350,000	\$0	-100%
(3000) N. School Nurses Medical Supplies	\$27,000	\$27,000	\$27,000	0%
(3000) O. School Safety Equipment	\$75,000	\$75,000	\$100,000	33%
(1000) P. Audit Fees	\$15,000	\$15,000	\$15,000	0%
(3000) Q. Worcester Future Teachers	\$6,400	\$6,400	\$6,400	0%
TOTAL	\$3,109,542	\$3,125,258	\$2,800,752	-10%



500136-92000; 500136-93000; 540136-92000

MISCELLANEOUS EDUCATIONAL OM

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$421,945	\$414,076	\$430,147	2%

This account funds fees and licenses related to educational programs including AVID licenses (\$55,763); credit recovery software for North High School, Creamer Center and Challenge & Reach Academies (\$74,000); Virtual High School (\$20,250); and PSAT (\$74,719); Measures of Academic Progress (\$169,000) and DIBELS (\$36,415). The increase line item reflects increased PSAT testing provided to students. The PSAT amount is assumed to be supplemented by community donations.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. Employee Recruitment/Advertising	\$31,600	\$31,600	\$31,600	0%

These expenditures are associated with the recruitment of administrators, teachers, support staff and building principals. This amount includes advertising in minority-oriented publications to help meet the district's affirmative action hiring goals.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) C. Dues and Memberships	\$49,023	\$73,496	\$49,611	1%

These expenditures fund the costs of annual dues for staff participation in professional associations. Their purpose is to provide information and access to activities and trends taking place in current educational practice, research, and development. Areas Include: New England Association of Schools and Colleges (\$25,650); Massachusetts Association of School Committees (\$7,695); Massachusetts Association of Superintendents (\$6,000); N.E. School Development Council (\$4,855); Massachusetts Association of School Business Officials (\$2,558); HACU Hispanic Membership (\$1,575); Human Resource Management Associates (\$325); Society for Human Resource Management (\$180); MASPA (\$185); MAPT (\$200). The increase in this account represents anticipated costs for FY18.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) D. Moving Expenses	\$10,000	\$10,000	\$10,000	0%

This account funds the cost of using outside contractors for moving furniture and equipment between buildings or in the event larger items are donated to the district and need to be delivered to a specific location.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(7000) E. Building & Parking Rentals (540136-92000)	\$538,374	\$537,486	\$540,794	0%

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 (\$187,914), use of gymnasium and parking lot at the YMCA for the Jacob Hiatt Magnet School (\$46,812), parking lot rental of Chatham Street (\$25,728), parking lot rental of Richard Street (\$7,000), rental of parking spaces for Gates Lane School (\$12,600), and the rental of classroom space for Chandler Elementary School to alleviate severe overcrowding (\$204,264).



500136-92000; 500136-93000; 540136-92000

MISCELLANEOUS EDUCATIONAL OM

	FY18			
	FY17 Adopted Budget	FY17 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. Transportation equipment maintenance costs are not included here; they are reflected in a separate account (Vehicle Maintenance 540141-92000).

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Instructional Technology	\$1,243,700	\$1,243,700	\$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. FY18 will be the fourth 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.

	FY18			
	FY17 Adopted Budget	FY17 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.

	FY18			
	FY17 Adopted Budget	FY17 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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) J. Out of State Travel	\$0	\$0	\$5,000	100%

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. This account has been transferred from the Out of State Travel Account (500105-92000) for FY18 and is recommended to be level funded.



500136-92000; 500136-93000; 540136-92000

MISCELLANEOUS EDUCATIONAL OM

	FY18			
	FY17 Adopted Budget	FY17 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.

	FY18			
	FY17 Adopted Budget	FY17 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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) M. Environmental Management Systems	\$350,000	\$350,000	\$0	-100%

This account has been moved to Account 500152-92000 Facilities Ordinary Maintenance for FY18.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) N. School Nurses Medical Supplies	\$27,000	\$27,000	\$27,000	0%

Funds assigned to this account are used to provide direct care and assessment to the students in each school. They represent the costs of necessary screenings and health care administered by the school nurses.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) O. School Safety Equipment	\$75,000	\$75,000	\$100,000	33%

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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) P. Audit Fees	\$15,000	\$15,000	\$15,000	0%

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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) Q. Worcester Future Teachers	\$6,400	\$6,400	\$6,400	0%

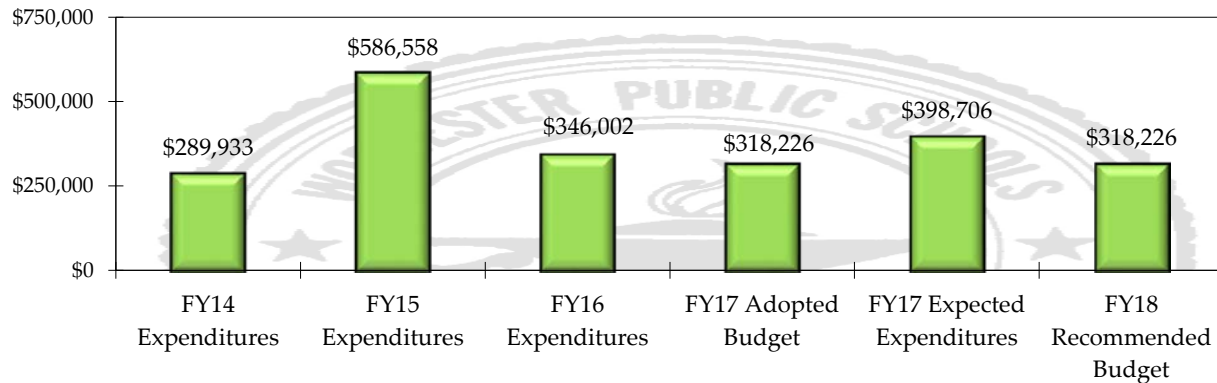
This funding supports the Worcester Future Teachers Academy (WFTA). The goals of the WFTA are to prepare and encourage at-risk minority and low income students to excel academically in secondary school, enroll in institutions of higher education and consider careers in education.



500137-96000

UNEMPLOYMENT COMPENSATION

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$318,226	\$398,706	\$318,226	0%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL UNEMPLOYMENT COMPENSATION	\$318,226	\$398,706	\$318,226	0%



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 is recommended to be level funded for FY18.

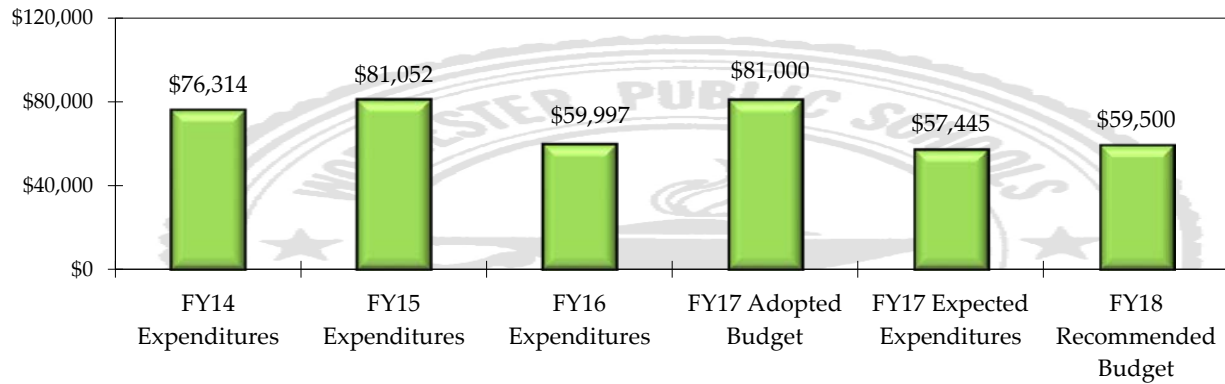
	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Unemployment Compensation	\$318,226	\$398,706	\$318,226	0%
TOTAL	\$318,226	\$398,706	\$318,226	0%



500138-92000

IN STATE TRAVEL

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$81,000	\$57,445	\$59,500	-27%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL IN STATE TRAVEL	\$81,000	\$57,445	\$59,500	-27%



This account provides for reimbursement of \$0.535 per mile, in accordance with the January 1, 2017 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. The decrease in this account represents actual expenditures.

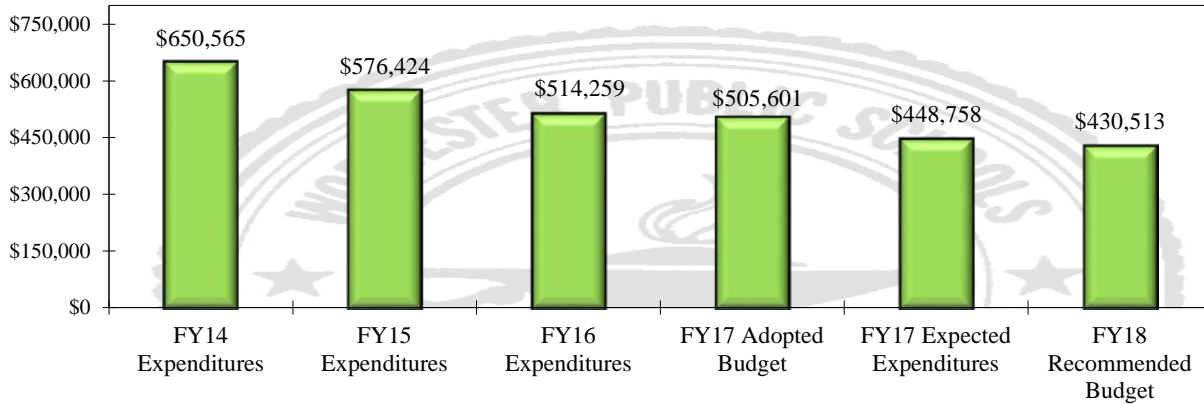
	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. In State Travel	\$81,000	\$57,445	\$59,500	-27%
TOTAL	\$81,000	\$57,445	\$59,500	-27%



500141-92000; 540141-92000

VEHICLE MAINTENANCE

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$505,601	\$448,758	\$430,513	-15%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL VEHICLE MAINTENANCE	\$505,601	\$448,758	\$430,513	-15%



This account funds the fuel and maintenance on all school department vehicles. In addition, the cost of gasoline for lawnmowers, snow blowers, trimmers, etc., is funded from this account. The decrease in this account reflects the anticipated reduction in vehicle maintenance with the newly leased mid-size buses, as well as the contract price of gasoline and diesel fuel purchased through the City of Worcester. The district maintains approximately 65 vehicles, including special education buses, facilities and site specific vehicles.

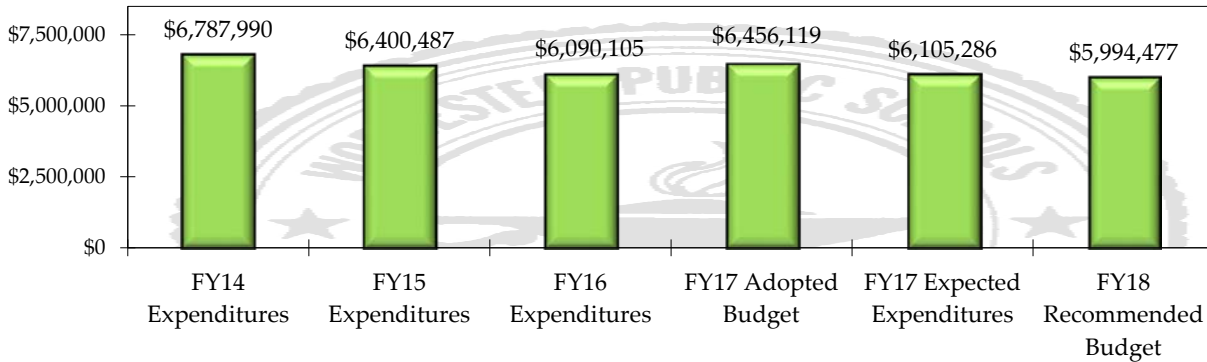
	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Transportation (540141)	\$414,384	\$347,740	\$324,790	-22%
(4000) B. Facilities	\$91,217	\$101,018	\$105,722	16%
TOTAL	\$505,601	\$448,758	\$430,513	-15%



500146-92000

BUILDING UTILITIES

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$6,456,119	\$6,105,286	\$5,994,477	-7%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL BUILDING UTILITIES	\$6,456,119	\$6,105,286	\$5,994,477	-7%



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			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$2,473,857	\$2,096,016	\$2,366,136	-4%
(4000) B. Electricity	\$3,394,452	\$3,398,632	\$3,029,506	-11%
(4000) C. #2 Fuel Oil	\$46,000	\$50,678	\$49,175	7%
(4000) D. Telephone and Data Service	\$541,811	\$559,960	\$549,660	1%
TOTAL	\$6,456,119	\$6,105,286	\$5,994,477	-7%

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$2,473,857	\$2,096,016	\$2,366,136	-4%

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 FY18 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 FY18 anticipated usage is approximately 2.0 million therms.



500146-92000

BUILDING UTILITIES

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) B. Electricity	\$3,394,452	\$3,398,632	\$3,029,506	-11%

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 21 million kWh that are utilized annually. The FY18 budget includes the reduction of approximately 3 million kWh. Those reductions include the installation of solar panels at eleven locations, as well as the opportunity to secure kWh that will be 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.

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) C. #2 Fuel Oil	\$46,000	\$50,678	\$49,175	7%

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 FY18 budget assumes an average cost of oil to be approximately \$1.74 per gallon (FY17 Average was \$1.69). The following is a historical perspective of this account:

<u>Fiscal Year</u>	<u>Gallons</u>	<u>Schools</u>	<u>Avg Price</u>	<u>Fiscal Year</u>	<u>Gallons</u>	<u>Schools</u>	<u>Avg Price</u>
FY17	28,987	3	\$1.69	FY15	30,120	3	\$2.11
FY16	24,900	3	\$1.42	FY14	25,750	3	\$3.30

	FY18			
	FY17 Adopted	FY17 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(4000) D. Telephone and Data Service	\$541,811	\$559,960	\$549,660	1%

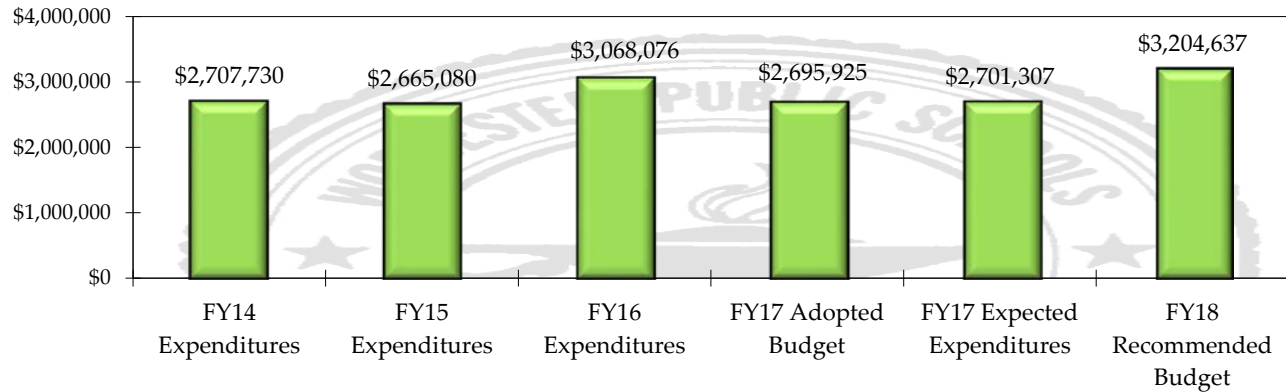
This account provides funds for the cost of telephone service (Centrex, long distance, fire alarm circuits, cellular) for the district. Also included are costs associated with data service, internet access and the Connect-Ed school-to-home communication system. The cost for Connect-Ed service was reduced during FY17 and remains the same rate for FY18. The increase to this account represents the continual phasing out of E-Rate funding for telephone service and corresponding change to Voice Over IP telephone system. After the initial implementation, this system will provide cost savings due to the reduction of necessary phone lines and long distances charges.



500152-92000

FACILITIES ORDINARY MAINTENANCE

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,695,925	\$2,701,307	\$3,204,637	19%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL FACILITIES OM	\$2,695,925	\$2,701,307	\$3,204,637	19%



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.

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(4000) A. Trash Removal	\$463,800	\$469,182	\$472,512	2%
(4000) B. Building Repair	\$1,269,350	\$1,269,350	\$1,269,350	0%
(4000) C. Construction Supplies	\$602,100	\$602,100	\$602,100	0%
(4000) D. Custodial Supplies	\$337,500	\$337,500	\$337,500	0%
(4000) E. Miscellaneous Facilities	\$23,175	\$23,175	\$23,175	0%
(4000) F. Environmental Management Systems	\$0	\$0	\$500,000	100%
TOTAL	\$2,695,925	\$2,701,307	\$3,204,637	16%

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(4000) A. Trash Removal	\$463,800	\$469,182	\$472,512	2%

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



500152-92000

FACILITIES ORDINARY MAINTENANCE

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Building Repair	\$1,269,350	\$1,269,350	\$1,269,350	0%

This account provides for the repair of buildings, (roofs, masonry, heating systems, plumbing, electrical, etc.) as well as the repair of elevators, fire extinguishers, sprinkler systems, emergency generators, fire alarm systems, security systems, intercoms, and clock and bell systems that are performed by outside contractors.

	FY18			
	FY17 Adopted Budget	FY17 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.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Custodial Supplies	\$337,500	\$337,500	\$337,500	0%

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

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) E. Miscellaneous Facilities	\$23,175	\$23,175	\$23,175	0%

This account provides funding for the purchase of office supplies, web-based computer software to facilitate work-order requests, rental of equipment, as well as other miscellaneous expenses required by the Facilities division.

	FY18			
	FY17 Adopted Budget	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) F. Environmental Management Systems	\$0	\$0	\$500,000	100%

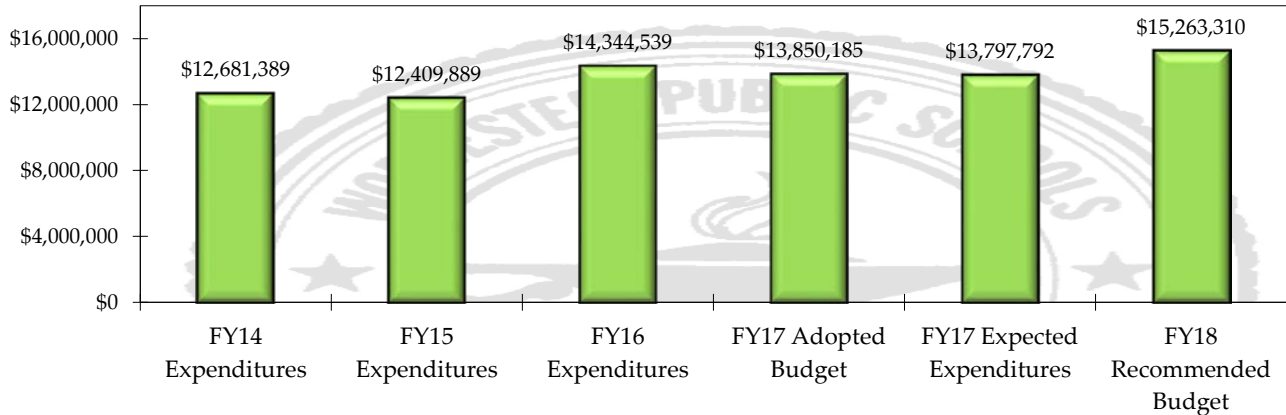
This account provides funds for consulting and evaluation services related to an Environmental Management System (EMS), as originally initiated through a consent agreement between the Worcester Public Schools, the Attorney General, and the State Department of Environmental Protection. The EMS was created 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. This account was previously located in Miscellaneous Educational OM Account 500136-92000.



50S502

CHILD NUTRITION PROGRAM

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$13,850,185	\$13,797,792	\$15,263,310	10%



The Nutrition Department's FY18 recommended budget is based on the average of daily meals, breakfasts and snacks served from September 2016 through June 2017, as well as the summer food program. The program serves over five million meals annually to the students of Worcester Public Schools. Approximately 17,400 lunches, 10,500 breakfasts, 1,000 adult and "a la carte" meals, and 600 afternoon snacks are prepared by district staff on a daily basis. The program also provided 30,000 summer meals (breakfast, lunch, supper) during June, July and August of 2016. All of these meals qualify for federal and state reimbursements under the Community Eligibility Provision (CEP) newly adopted for the 2015-2016 school year. This provision enables all students to be served at no cost regardless of household income. Meal participation has increased throughout the district as a result of CEP. 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 fourteen schools direct access to fruits and vegetables during the school day. Breakfast in the classroom expansion has increased participation rates and provides twenty-two elementary schools with services for students that would not routinely visit the cafeteria upon entrance in the morning. The FY18 budget includes several new positions, focusing on our culinary operations and excellence that will allow the department to provide the best quality food to students, expand cultural menu options as well as access through "breakfast after the bell" and potential supper programs. The FY18 budget includes an increase for equipment purchases that will be necessary to continue the district's new serving model that includes our own production and distribution of fresh menu options, instead of purchasing frozen pre-plated meals through an external vendor. Additional helper positions have been added to accommodate the increase of meal participation.



50S502

CHILD NUTRITION PROGRAM

	FY17 Adopted Budget	FY17 Expected Expenditures	FY18 Recommended	% Change From Present Budget
(3000) A. Administrators (Director & Asst Directors)	\$99,326	\$162,326	\$260,945	163%
(3000) B. Administrators (Supervisors)	\$176,672	\$185,982	\$229,627	30%
(3000) C. Production Chef	\$67,630	\$69,368	\$69,635	3%
(3000) D. School Based Managers	\$872,839	\$887,701	\$890,296	2%
(3000) E. Cooks & Bakers	\$976,892	\$958,304	\$1,034,490	6%
(3000) F. Kitchen Helpers	\$2,386,170	\$2,742,328	\$2,757,487	16%
(3000) G. Other Support Staff & Contractual Payments	\$886,198	\$909,519	\$1,042,909	18%
(3000) H. Summer Feeding Program	\$355,000	\$373,024	\$355,000	0%
(3000) I. Food Supplies	\$5,493,289	\$4,545,270	\$4,997,380	-9%
(4000) J. Maintenance and Repair	\$250,000	\$572,126	\$500,000	100%
(3000) K. Leases and Rentals	\$243,590	\$66,417	\$162,500	-33%
(3000) L. Other Supplies	\$421,970	\$577,611	\$572,275	36%
(4000) M. Equipment	\$50,000	\$33,459	\$750,000	1400%
(5000) N. Fringe Benefits	\$1,570,610	\$1,714,358	\$1,640,767	4%
TOTAL	\$13,850,185	\$13,797,792	\$15,263,310	10%

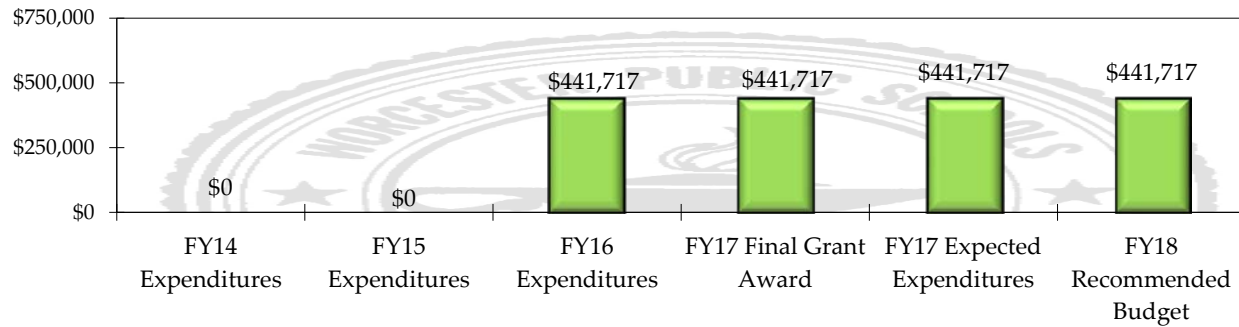
POSITION HISTORY	2016-17	2017-18
Administrators	2.00	3.00
Supervisors	4.00	4.00
Production Chef	1.00	1.00
School Based Managers	21.00	21.00
Cooks & Bakers	28.00	28.00
Kitchen Helpers	221.00	245.00
MEO Drivers	3.00	4.00
Program Support Staff	4.50	5.50
TOTAL	284.50	311.50



50S105

SCHOOL REDESIGN - ELM PARK COMMUNITY

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$441,717	\$441,717	\$441,717	0%



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

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 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	\$411,383	\$411,383	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	\$21,500	\$21,500	\$21,500	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$8,834	\$8,834	\$8,834	0%
TOTAL	\$441,717	\$441,717	\$441,717	0%

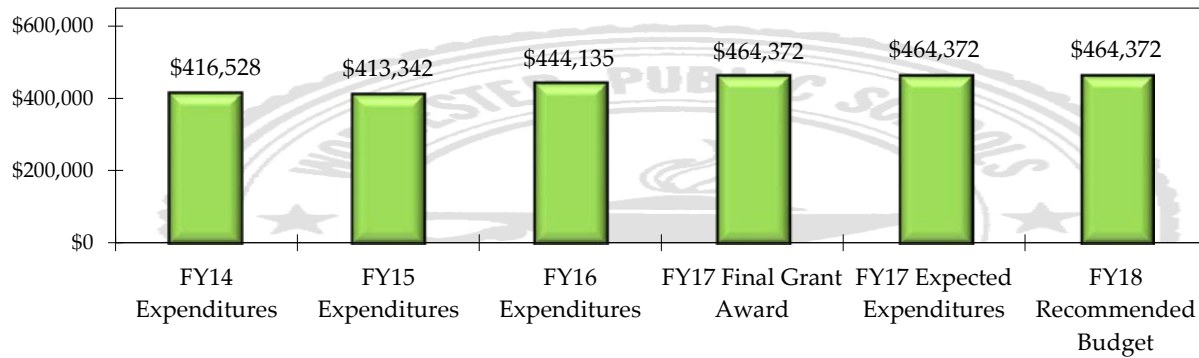
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S137

HEAD START SUPPLEMENTAL

	FY18			
	FY17 Final Grant Award	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$464,372	\$464,372	\$464,372	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 (HS) and Early Head Start (EHS) center-based and family child care programs to participate in QRIS, and provide non-federal matching funds for the Head Start program. The FY18 grant is anticipated to be level funded.

	FY18			
	FY17 Final Grant Award	FY17 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers • Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$396,615	\$396,615	\$396,615	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%
TOTAL	\$464,372	\$464,372	\$464,372	0%

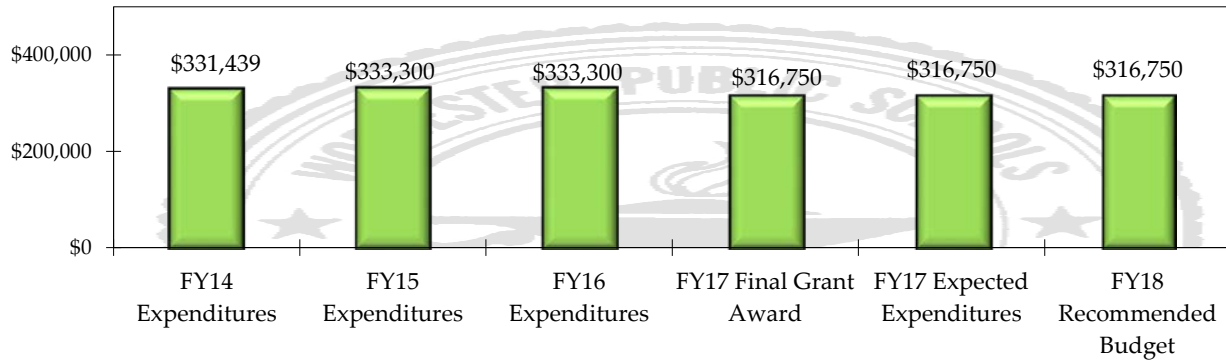
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S154

FRESH FRUITS AND VEGETABLES

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$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 FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 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%
TOTAL	\$316,750	\$316,750	\$316,750	0%

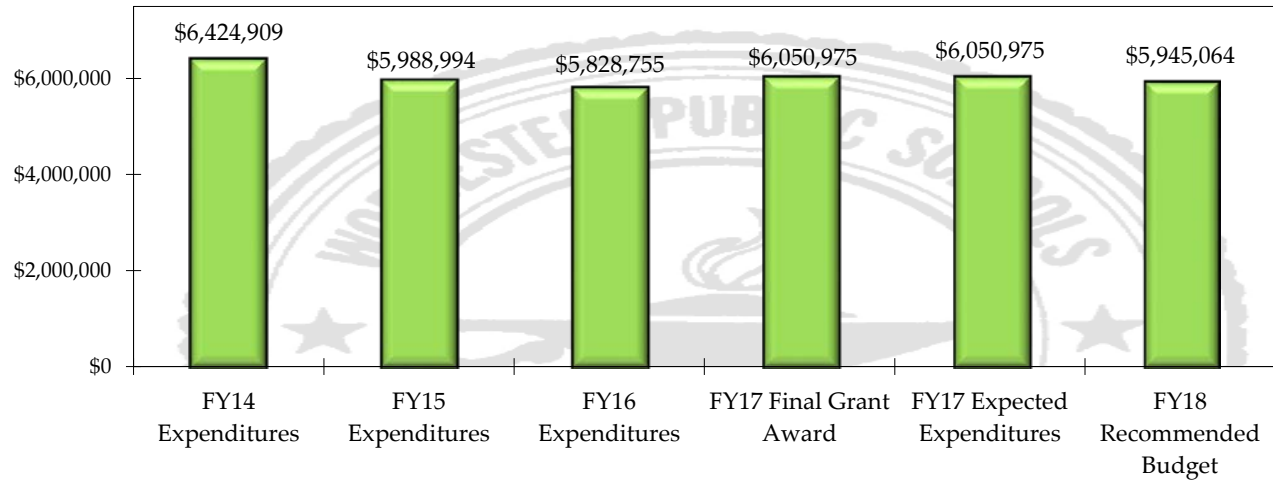
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	9.00	9.00
TOTAL	9.00	9.00



50S190

HEAD START

	FY17 Final	FY17 Expected	FY18	
	Grant Award	Expenditures	Recommended	% Change From
			Budget	Present Budget
TOTAL	\$6,050,975	\$6,050,975	\$5,945,064	-2%



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. The 2007 Head Start reauthorization requires programs to implement standards of learning in early literacy, language, science, social studies and numeracy to ensure all children will enter school with a solid foundation for lifelong learning. The Head Start Program is also mandated by the federal government to provide supplemental services. Head Start empowers families to identify individual strengths, challenges, interests and helps them solve problems and connect with community resources. Head Start support staff consists of Family Service Advocates, Nurses, Disabilities/Mental Health Staff, Hygienists, and Nutritionists that work together as a team to provide a continuum of care, education and services that allow stable uninterrupted support. Head Start fosters the role of parents/guardians as the primary educators of their children and works in partnership with families to actively engage them in the educational process.



50S190

HEAD START

	FY17 Final	FY17 Expected	FY18	% Change From
	Grant Award	Expenditures	Recommended Budget	Present Budget
(1000) A. Administration	\$112,822	\$112,822	\$112,822	0%
(2000) B. Teachers	\$582,166	\$582,166	\$582,166	0%
(2000) C. Instructional Assistants	\$897,194	\$897,194	\$897,194	0%
(4000) D. Custodial Salaries	\$266,416	\$266,416	\$266,416	0%
(3000) E. Transportation Salaries	\$12,988	\$12,988	\$12,988	0%
(3000) F. Clerical Salaries	\$269,763	\$269,763	\$269,763	0%
(3000) G. Family & Community Partner Personnel	\$422,155	\$422,155	\$422,155	0%
(3000) H. Other Staff Salaries	\$1,260,744	\$1,260,744	\$1,181,182	-6%
(3000) I. After School Programs & Staff Dev.	\$9,500	\$9,500	\$9,500	0%
(3000) J. Grant & Program Support	\$103,010	\$103,010	\$103,010	0%
(5000) L. Health, Retirement & Unemployment	\$1,460,360	\$1,460,360	\$1,460,360	0%
(3000) M. Contractual Services	\$71,255	\$71,255	\$71,255	0%
(1000) N. Legal & Accounting Services	\$5,500	\$5,500	\$5,500	0%
(5000) O. Health & Disability Services	\$4,000	\$4,000	\$4,000	0%
(3000) P. Food Service	\$43,500	\$43,500	\$43,500	0%
(3000) Q. Child Transportation	\$60,000	\$60,000	\$60,000	0%
(4000) R. Maintenance and Repair	\$168,287	\$168,287	\$168,287	0%
(4000) S. Utilities/Telephone	\$8,500	\$8,500	\$8,500	0%
(1000) T. Office Supplies	\$32,400	\$32,400	\$32,400	0%
(3000) U. Child and Family Services Supplies	\$70,815	\$70,815	\$46,585	-34%
(3000) V. Food Service Supplies	\$15,080	\$15,080	\$15,080	0%
(3000) W. Other Supplies	\$15,000	\$15,000	\$15,000	0%
(3000) X. Nutrition and Parent Services	\$5,000	\$5,000	\$5,000	0%
(5000) Y. Building & Child Liability Insurance	\$20,500	\$20,500	\$20,500	0%
(3000) Z. Local Travel	\$13,000	\$13,000	\$13,000	0%
(5000) AA. City Indirect Assessment	\$121,020	\$121,020	\$118,901	-2%
TOTAL	\$6,050,975	\$6,050,975	\$5,945,064	-2%

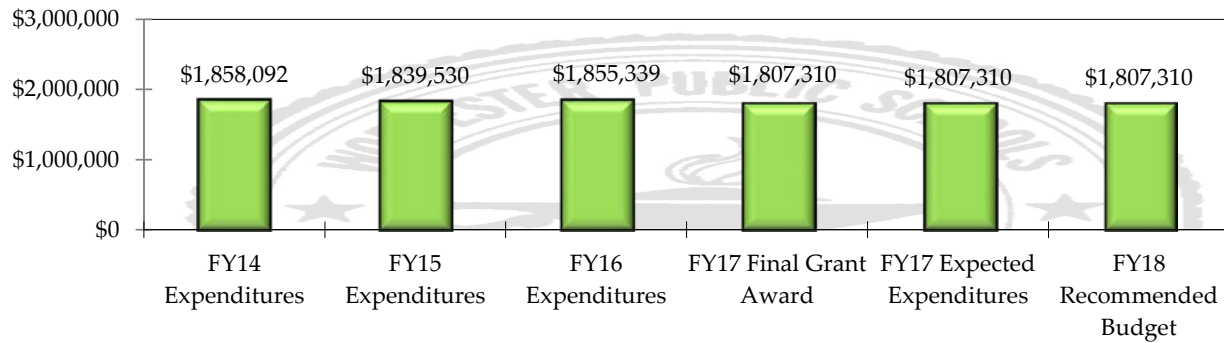
POSITION HISTORY	2016-17	2017-18
Administration	1.00	1.00
Teachers	15.50	15.50
Instructional Assistants	48.50	48.50
Educational Support	50.50	48.50
Grant & Program Support	5.50	5.50
TOTAL	121.00	119.00



50S208

TITLE II TEACHER QUALITY

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$1,807,310	\$1,807,310	\$1,807,310	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 fourteen Instructional Coach positions to all secondary and non-Title I elementary schools, as well as the funding for the Manager of Curriculum & Learning and support staff. The FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$139,000	\$139,000	\$139,000	0%
(2000) B. Instructional Coaches	\$1,172,808	\$1,172,808	\$1,172,808	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	\$108,200	\$108,200	\$108,200	0%
(5000) G. MTRS Assessment	\$118,063	\$118,063	\$118,063	0%
(5000) H. Health & Retirement	\$130,634	\$130,634	\$130,634	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	\$102,357	\$102,357	\$102,357	0%
(5000) M. City Indirect Assessment	\$34,248	\$34,248	\$34,248	0%
TOTAL	\$1,807,310	\$1,807,310	\$1,807,310	0%

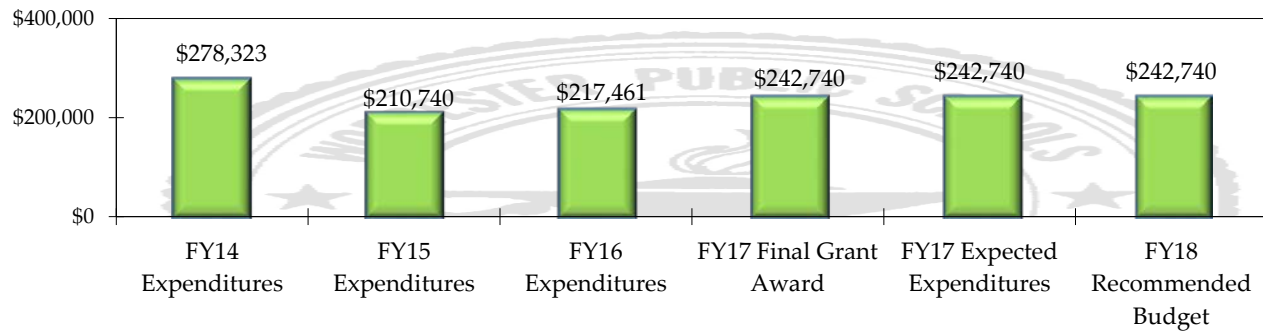
POSITION HISTORY	2016-17	2017-18
Administrators	1.00	1.00
Instructional Coaches	14.00	14.00
Instructional Assistants		
Educational Support		
Grant & Program Support	2.18	2.18
TOTAL	17.18	17.18



50S211

ESSENTIAL SCHOOL HEALTH

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$242,740	\$242,740	\$242,740	0%



The purpose of the Essential School Health grant is to continue to establish the infrastructure of providing all school-age children access to a school health service program. 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. The FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$20,000	\$20,000	\$20,000	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$93,600	\$93,600	\$93,600	0%
(3000) F. Grant & Program Support	\$28,000	\$28,000	\$28,000	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$50,820	\$50,820	\$50,820	0%
(3000) J. Non-Instructional Supplies & Materials	\$29,485	\$29,485	\$29,485	0%
(3000) K. Miscellaneous ED OM	\$4,500	\$4,500	\$4,500	0%
(5000) L. Non-Public School Allocation	\$11,480	\$11,480	\$11,480	0%
(5000) M. City Indirect Assessment	\$4,855	\$4,855	\$4,855	0%
TOTAL	\$242,740	\$242,740	\$242,740	0%

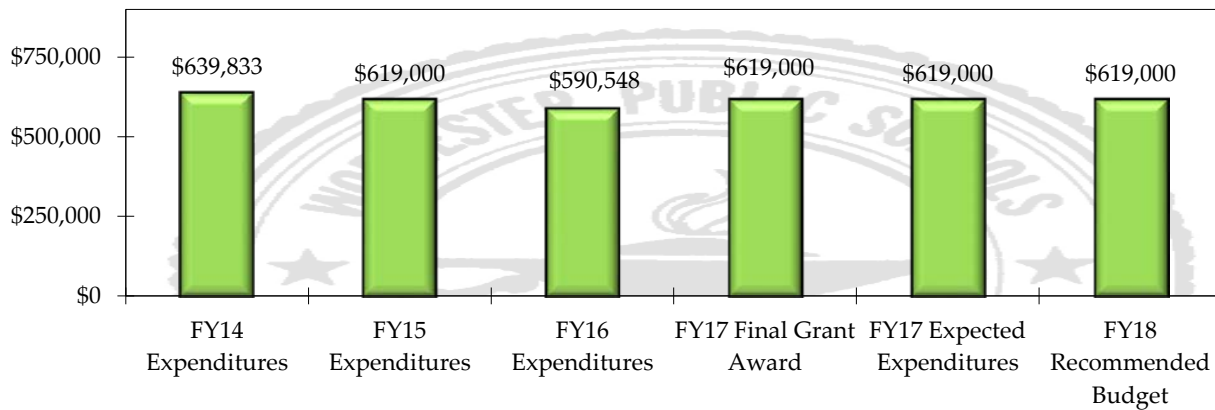
POSITION HISTORY	2016-17	2017-18
Administrators	0.20	0.20
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.20	0.20
TOTAL	0.40	0.40



50S254

**COORDINATED FAMILY AND
COMMUNITY ENGAGEMENT**

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$619,000	\$619,000	\$619,000	0%



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

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

The grant helps the community strengthen school readiness skills by supporting young children and their families. The grant provides families with opportunities to attend playgroups and literacy activities, inquire about programs and access family events, special needs information and other programs. These opportunities help to develop a systematic communication and collaboration between all stakeholders in the community. All activities of the grant are aligned to the Department of Early Education and Care's Strategic Plan, focusing on family engagement, early literacy and school readiness. The FY18 grant is anticipated to be level funded.



50S254

**COORDINATED FAMILY AND
COMMUNITY ENGAGEMENT**

	FY18			
	FY17 Final Grant Award	FY17 Expected Expenditures	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	\$308,948	\$308,948	\$308,948	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	\$28,300	\$28,300	\$28,300	0%
(2000) J. Instructional Supplies & Materials	\$39,649	\$39,649	\$39,649	0%
(3000) K. Miscellaneous ED OM	\$51,400	\$51,400	\$51,400	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$6,190	\$6,190	\$6,190	0%
TOTAL	\$619,000	\$619,000	\$619,000	0%

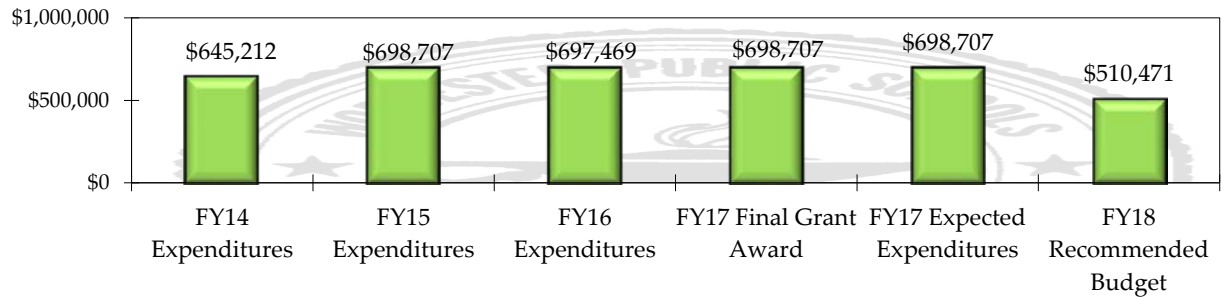
POSITION HISTORY	2016-17	2017-18
Administrators	1.00	1.00
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support	8.20	8.20
Grant & Program Support	0.10	0.10
TOTAL	9.30	9.30



50S256

**INCLUSIVE PRESCHOOL LEARNING
ENVIRONMENTS**

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$698,707	\$698,707	\$510,471	-27%



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. The 2018 grant award is anticipated to be \$510,471.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$322,005	\$322,005	\$231,210	-28%
(2000) C. Instructional Assistants	\$298,725	\$298,725	\$218,069	-27%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$77,977	\$77,977	\$61,192	-22%
(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%
TOTAL	\$698,707	\$698,707	\$510,471	-27%

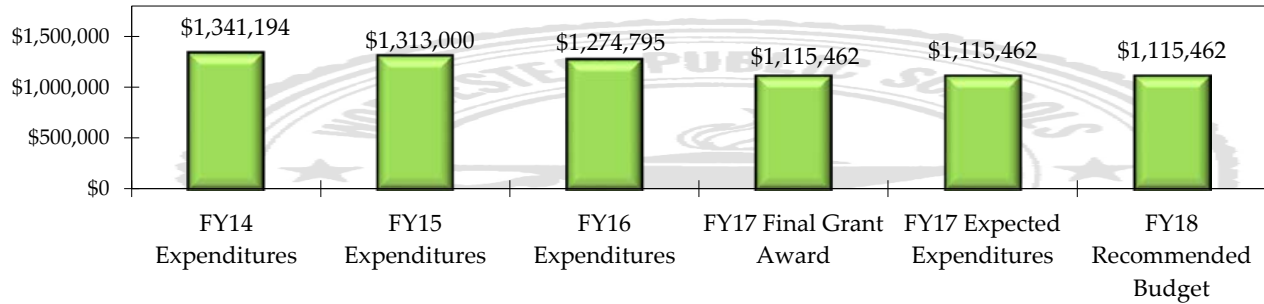
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers	11.00	8.00
Instructional Assistants	11.00	8.00
Educational Support		
Grant & Program Support		
TOTAL	22.00	16.00



50S269

EXPANDED LEARNING TIME

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$1,115,462	\$1,115,462	\$1,115,462	0%



This state funded grant program provides financial assistance to local school districts with schools that have approved Expanded Learning Time (ELT) implementation plans. All participating schools must increase the amount of time in 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 funding amount is calculated based on student count. The goal of the program is to provide more instructional opportunities in mathematics, literacy, science, and other core subjects to support student achievement, integrate enrichment opportunities into student learning, and provide adults with increased opportunities to plan and participate in professional development activities. The FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From 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.	\$1,083,443	\$1,083,443	\$1,083,443	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	\$22,309	\$22,309	\$22,309	0%
TOTAL	\$1,115,462	\$1,115,462	\$1,115,462	0%

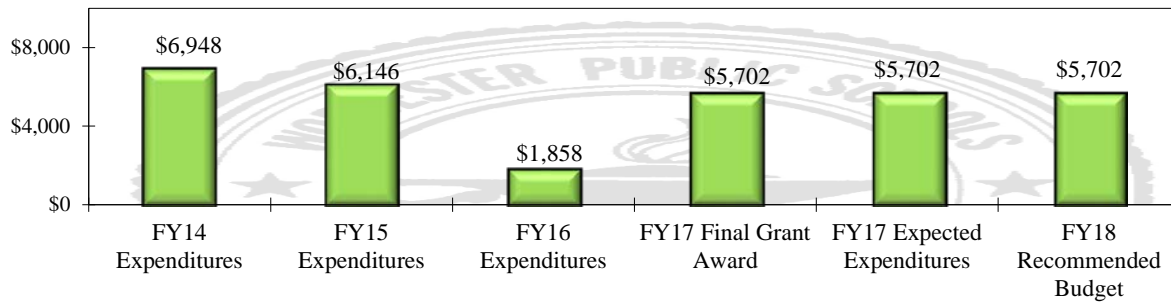
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S276

GED TEST CENTERS

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$5,702	\$5,702	\$5,702	0%



This state funded grant program is designed to assist in the daily operation of High School Equivalency Assessment Centers including test administration, test costs, scanning/scoring tests, special needs, and issuing required documents for the examinee and the state High School Equivalency Assessment Office at the Department of Elementary and Secondary Education. Worcester Public Schools is an approved test center. The FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 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	\$5,588	\$5,588	\$5,588	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	\$114	\$114	\$114	0%
TOTAL	\$5,702	\$5,702	\$5,702	0%

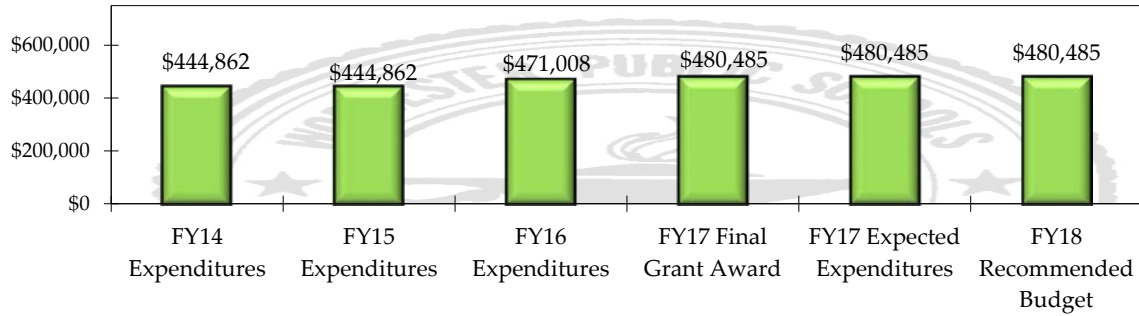
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S278

ADULT EDUCATION

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$480,485	\$480,485	\$480,485	0%



The purpose of this grant program is to establish free access for lesser educated 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
- Successfully transition undereducated and limited English proficient adults to higher education and good jobs that provide a living wage and opportunities for advancement
- Serve the students most in need of literacy and English communication skills
- Integrate ABE instructional services with other workforce development services

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$72,261	\$72,261	\$72,261	0%
(2000) B. Teachers	\$340,527	\$340,527	\$340,527	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$32,381	\$32,381	\$32,381	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$10,725	\$10,725	\$10,725	0%
(3000) I. Contractual Services	\$2,500	\$2,500	\$2,500	0%
(2000) J. Instructional Supplies & Materials	\$8,536	\$8,536	\$8,536	0%
(3000) K. Miscellaneous ED OM	\$3,945	\$3,945	\$3,945	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$9,610	\$9,610	\$9,610	0%
TOTAL	\$480,485	\$480,485	\$480,485	0%

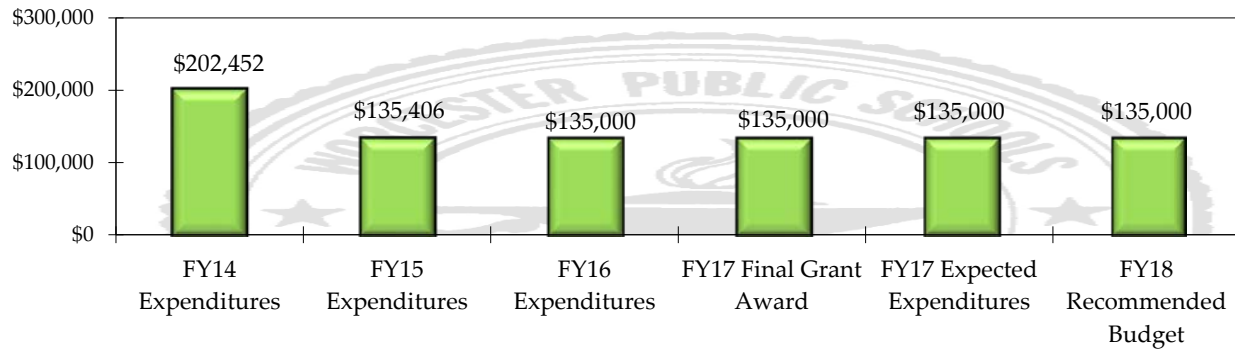
POSITION HISTORY	2016-17	2017-18
Administrators	1.00	1.00
Teachers	8.35	8.35
Instructional Assistants		
Educational Support		
Grant & Program Support	0.60	0.60
TOTAL	9.95	9.95



50S294 - 50S296

UNIVERSAL PRE-KINDERGARTEN

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$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 FY17 are eligible to apply for the renewal grant funds. The FY18 grants are not intended to expand current programs. The program must be licensed by the Department of Early Education and Care and meet a minimum of level three QRIS program status. This program is available at the following Head Start locations: Greendale, Mill Swan, Millbury. The FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 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%
TOTAL	\$135,000	\$135,000	\$135,000	0%

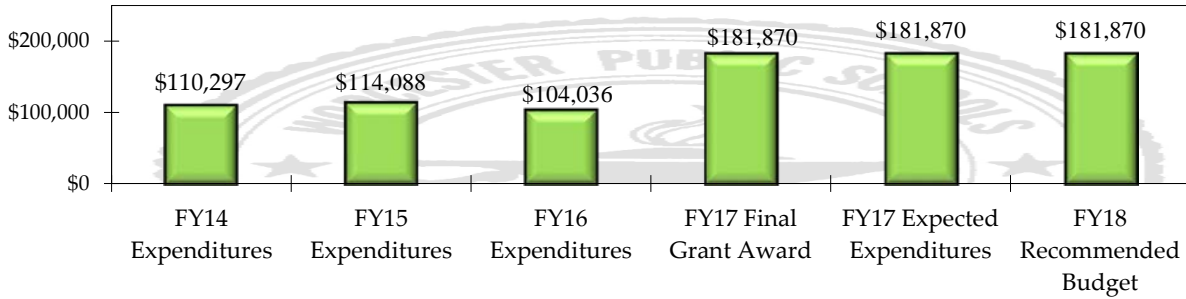
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers	2.61	2.61
Instructional Assistants	2.36	2.36
Educational Support		
Grant & Program Support		
TOTAL	4.97	4.97



50S300

21st CENTURY CONTINUATION

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$181,870	\$181,870	\$181,870	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. Sullivan Middle School and Burncoat Middle School were funded at \$91,870 and \$90,000, respectively for the 2016-2017 school year. The FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$12,800	\$12,800	\$12,800	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.	\$112,823	\$112,823	\$112,823	0%
(3000) F. Grant & Program Support	\$5,929	\$5,929	\$5,929	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$3,450	\$3,450	\$3,450	0%
(2000) J. Instructional Supplies & Materials	\$7,650	\$7,650	\$7,650	0%
(3000) K. Miscellaneous ED OM	\$35,581	\$35,581	\$35,581	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$3,637	\$3,637	\$3,637	0%
TOTAL	\$181,870	\$181,870	\$181,870	0%

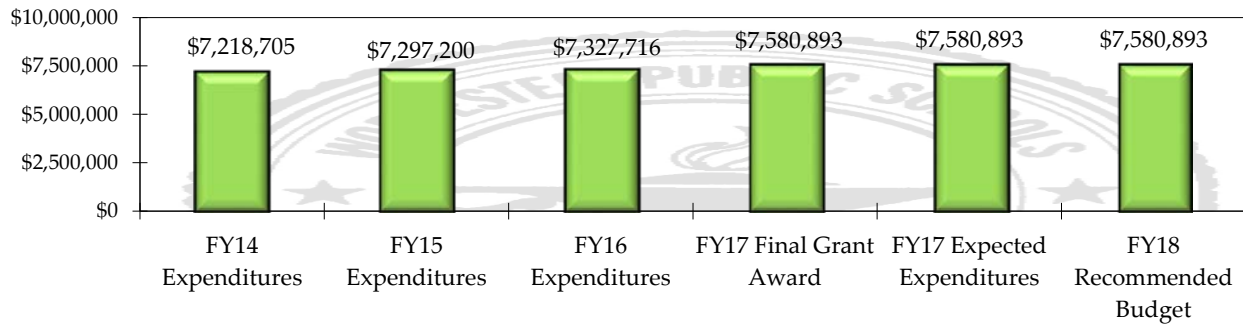
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.10	0.10
TOTAL	0.10	0.10



50S302

IDEA

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$7,580,893	\$7,580,893	\$7,580,893	0%



The IDEA Special Education Entitlement grant primarily supports salaries and benefits for 188 instructional assistants, grant and program support positions. Instructional assistants support students with disabilities in accessing the general education curriculum in order to receive Free and Appropriate Public Education (FAPE) in the least restrictive environment. The contractual services funding includes nursing services for students with complex medical needs who require constant monitoring by medically trained staff 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 FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$104,631	\$104,631	\$104,631	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$5,163,572	\$5,163,572	\$5,163,572	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$9,900	\$9,900	\$9,900	0%
(3000) F. Grant & Program Support	\$289,853	\$289,853	\$289,853	0%
(5000) G. MTRS Assessment	\$9,417	\$9,417	\$9,417	0%
(5000) H. Health & Retirement	\$1,219,572	\$1,219,572	\$1,219,572	0%
(3000) I. Contractual Services	\$437,708	\$437,708	\$437,708	0%
(2000) J. Instructional Supplies & Materials	\$160,443	\$160,443	\$160,443	0%
(3000) K. Miscellaneous ED OM	\$34,250	\$34,250	\$34,250	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$151,547	\$151,547	\$151,547	0%
TOTAL	\$7,580,893	\$7,580,893	\$7,580,893	0%

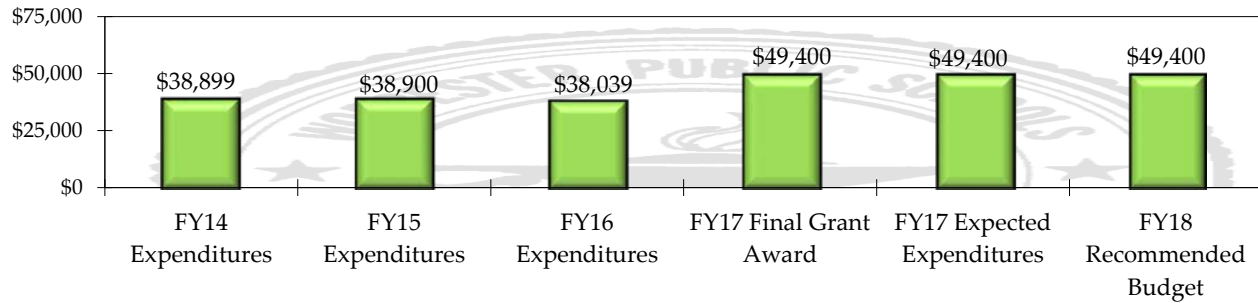
POSITION HISTORY	2016-17	2017-18
Administrators	1.00	1.00
Teachers ▪ Instructional Coaches		
Instructional Assistants	188.00	188.00
Educational Support		
Grant & Program Support	4.30	4.30
TOTAL	193.30	193.30



50S303

SPECIAL EDUCATION - MA URBAN

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$49,400	\$49,400	\$49,400	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 FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 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	\$48,412	\$48,412	\$48,412	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	\$988	\$988	\$988	0%
TOTAL	\$49,400	\$49,400	\$49,400	0%

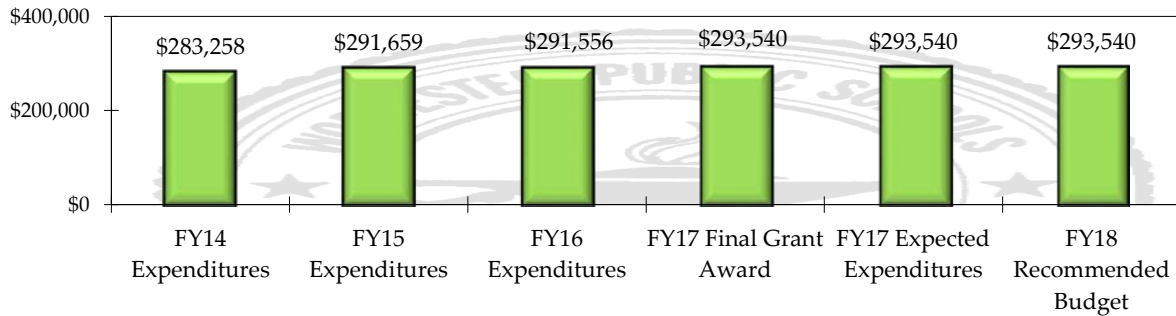
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S304

PRESCHOOL - SPECIAL EDUCATION

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$293,540	\$293,540	\$293,540	0%



The Early Childhood Special Education allocation funds preschool teachers' salaries in half-day integrated classrooms. Three, four, and five year olds with a range of disabilities including PDD/Autism, Behavior/Emotional Disorders, neurological and physical disabilities are enrolled in mixed delivery system classrooms that include children with disabilities and without. The grant enables staff to collaborate with Worcester's three Early Intervention Programs, UMASS, Pernet, and MSPCC. The district's Early Childhood Department works with individual schools to help develop their own school-based parent education and participation programs. The FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$263,192	\$263,192	\$263,192	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	\$23,687	\$23,687	\$23,687	0%
(5000) H. Health & Retirement	\$790	\$790	\$790	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$5,871	\$5,871	\$5,871	0%
TOTAL	\$293,540	\$293,540	\$293,540	0%

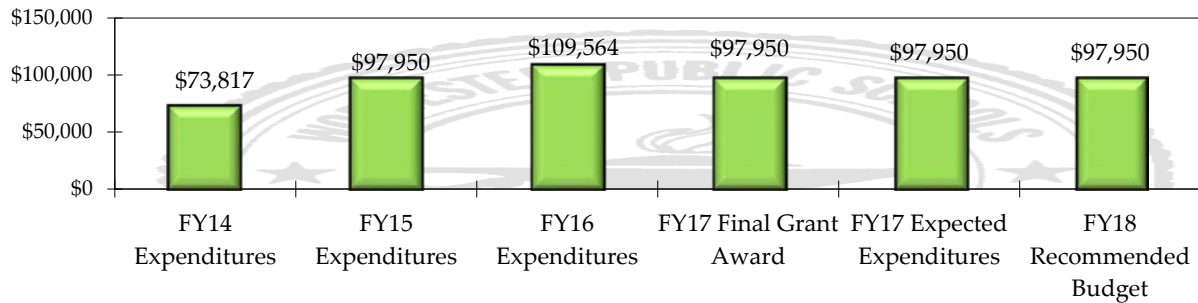
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers	3.50	3.50
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	3.50	3.50



50S305

SPECIAL EDUCATION - PROGRAM DEVELOPMENT

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$97,950	\$97,950	\$97,950	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 FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 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.	\$7,950	\$7,950	\$7,950	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$57,500	\$57,500	\$57,500	0%
(2000) J. Instructional Supplies & Materials	\$20,000	\$20,000	\$20,000	0%
(3000) K. Miscellaneous ED OM	\$12,500	\$12,500	\$12,500	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$0	\$0	\$0	0%
TOTAL	\$97,950	\$97,950	\$97,950	0%

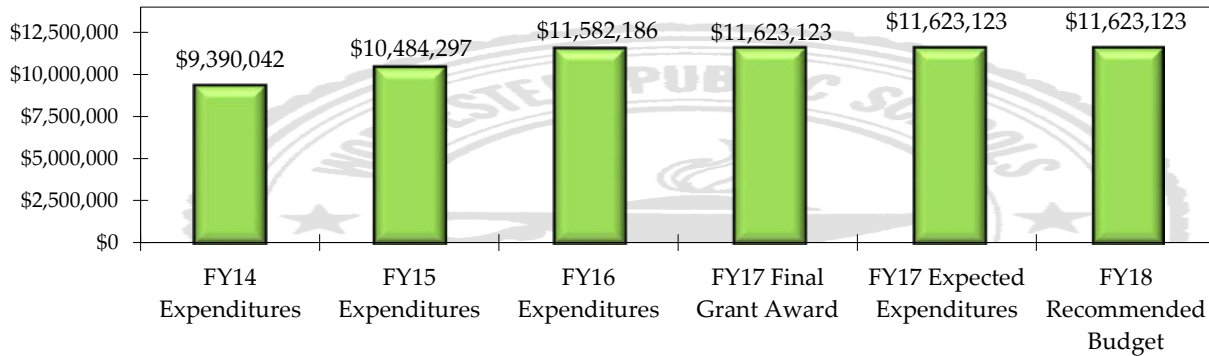
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S308

TITLE I

	FY17 Final	FY17 Expected	FY18	
	Grant Award	Expenditures	Recommended	% Change From
			Budget	Present Budget
TOTAL	\$11,623,123	\$11,623,123	\$11,623,123	0%



The No Child Left Behind Act of 2001 (NCLB) mandates that all programs established through the NCLB (e.g., Title II, Title III, Title IV, Title V), the Individuals with Disabilities Education Act, Carl D. Perkins Vocational and Technical Act of 1998, the McKinney-Vento Homeless Act, and other acts as appropriate, must be coordinated with the Title I program. Each district's Title I program must coordinate and integrate Title I services with other services, especially those provided by Even Start, Head Start, Reading First, Early Reading First, and other preschool programs. This coordination must include plans for the transition of participating students from such programs into the elementary school program. In addition, NCLB requires that the district coordinates services for children with limited English proficiency, children with disabilities, migratory children, neglected or delinquent youth, and homeless children. The statute also requires schools to particularly address the needs of low-achieving children and those at risk of not meeting the state student academic achievement standards. Each school defined completes a comprehensive needs assessment to help them determine the scientifically based school wide reform strategies that best meet the needs of the students in a particular building. Title I funds support direct services to students, program implementation, professional development, and parental involvement activities. The funding provides schools with extra resources to help improve instruction in high-poverty schools and ensure that all children have the same opportunity to meet challenging state academic standards. The FY18 budget is anticipated to be level funded.



50S308

TITLE I

	FY17 Final	FY17 Expected	FY18	% Change From
	Grant Award	Expenditures	Recommended Budget	Present Budget
(1000) A. Administrators	\$110,978	\$110,978	\$110,978	0%
(2000) B. Teachers ▪ Preschool	\$1,094,126	\$1,094,126	\$1,094,126	0%
(2000) C. Teachers ▪ Other	\$889,748	\$889,748	\$811,858	-9%
(2000) D. Teachers ▪ Instructional Coaches	\$2,831,822	\$2,831,822	\$2,909,712	3%
(3000) E. Wraparound Coordinators	\$500,654	\$500,654	\$500,654	0%
(2000) F. Instructional Assistants	\$921,169	\$921,169	\$921,169	0%
(3000) G. After School Programs & Staff Dev.	\$1,915,072	\$1,915,072	\$1,915,072	0%
(3000) H. Grant & Program Support	\$708,450	\$708,450	\$708,450	0%
(5000) I. MTRS Assessment	\$443,401	\$443,401	\$443,401	0%
(5000) J. Health & Retirement	\$1,267,829	\$1,267,829	\$1,267,829	0%
(3000) K. Contractual Services	\$6,000	\$6,000	\$6,000	0%
(2000) L. Supplemental Educational Services	\$391,751	\$391,751	\$391,751	0%
(5000) M. Neglected or Delinquent Children	\$150,690	\$150,690	\$150,690	0%
(2000) N. Instructional Supplies & Material	\$67,352	\$67,352	\$67,352	0%
(3000) O. Misc. Educational Support O.M.	\$23,500	\$23,500	\$23,500	0%
(5000) P. Non-Public School Allocation	\$75,213	\$75,213	\$75,213	0%
(5000) Q. City Indirect Assessment	\$225,368	\$225,368	\$225,368	0%
TOTAL	\$11,623,123	\$11,623,123	\$11,623,123	0%

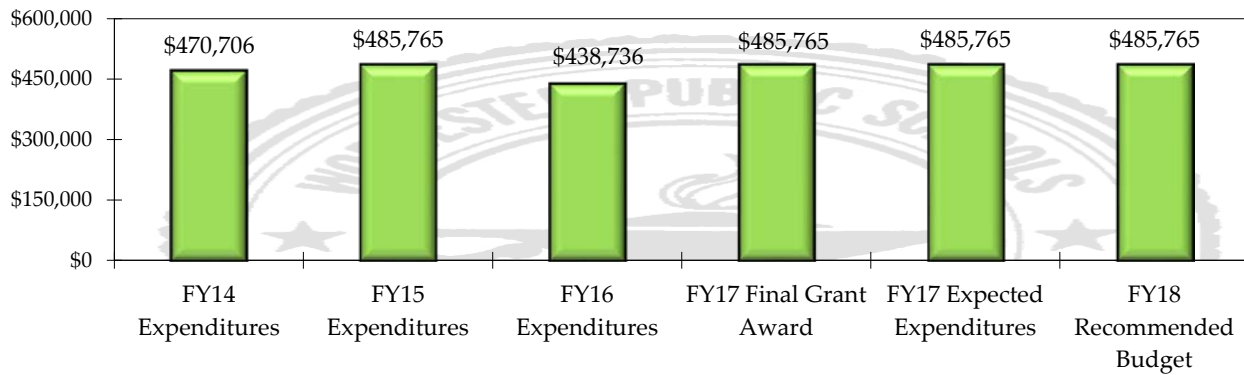
POSITION HISTORY	2016-17	2017-18
Administrators	0.95	0.95
Teachers ▪ Preschool	14.00	14.00
Teachers ▪ Other	12.00	11.00
Teachers ▪ Instructional Coaches	34.00	35.00
Wraparound Coordinators	7.00	7.00
Instructional Assistants	34.00	34.00
Educational Support	0.00	0.00
Grant & Program Support	14.82	14.82
TOTAL	116.77	116.77



50S312

PERKINS

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$485,765	\$485,765	\$485,765	0%



The Carl D. Perkins Applied Technology and Vocational Education Act provides administrative leadership and direction support in the form of equipment, tutoring, after-school programs, student transportation and professional development for our high schools and alternative programs in career and vocational-technical education. Programs and initiatives are focused on special populations including special education, LEP and non-traditional student populations. In the areas of professional development; teachers, administrators and staff attend important training conferences under the act including the Massachusetts Association of Vocational Administrators, and the Association of Career and Technical Education. Perkins supports tutoring for SPED and ELL students, after school programs in mathematics and science as well as the Grade 9 Jump Start Program. Another major goal of the Carl Perkins legislation is to foster the integration of vocational-technical and academic curricula. This focus is critical to the development of relevant programs that demonstrate the high academic levels needed to complete the tasks in today's high performance workplace. Career awareness programs are provided for all students to ensure that each and every student has fair and equitable access to each career and technical program that is available. Perkins provides funding to purchase equipment that will consistently upgrade programs in order for students and teachers to develop skills using the most current technology connected to industry standards. Presently, funding supports programs at Worcester Technical High School, the Engineering Academy at Doherty High School, the Health Science Academy at North High School and the Diesel Mechanic program at South High School. The FY18 budget will fund two Health Science Academy positions at North High School and a manufacturing position at Worcester Technical High School. The grant also supports the CVTE Leadership Coach position. The FY18 budget is anticipated to be level funded.



50S312

PERKINS

	FY17 Final	FY17 Expected	FY18 Recommended	% Change From
	Grant Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$250,000	\$250,000	\$250,000	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$40,160	\$40,160	\$40,160	0%
(3000) F. Grant & Program Support	\$26,090	\$26,090	\$26,090	0%
(5000) G. MTRS Assessment	\$22,500	\$22,500	\$22,500	0%
(5000) H. Health & Retirement	\$48,380	\$48,380	\$48,380	0%
(3000) I. Contractual Services	\$13,508	\$13,508	\$13,508	0%
(2000) J. Instructional Supplies & Materials	\$50,425	\$50,425	\$50,425	0%
(3000) K. Miscellaneous ED OM	\$24,987	\$24,987	\$24,987	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$9,715	\$9,715	\$9,715	0%
TOTAL	\$485,765	\$485,765	\$485,765	0%

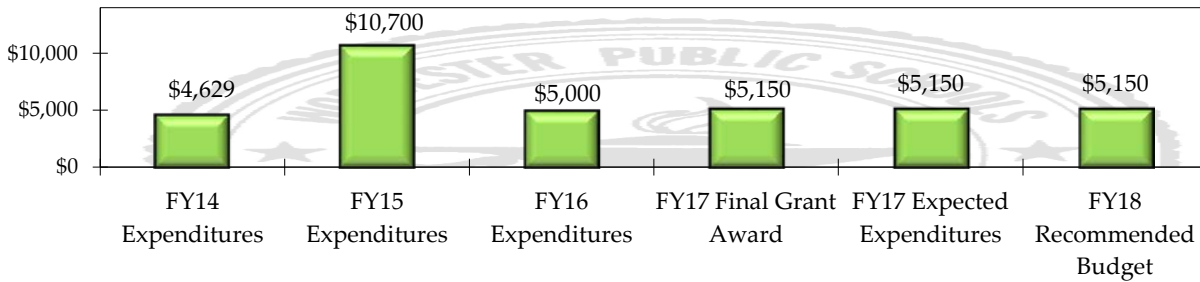
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers	4.00	4.00
Instructional Assistants		
Educational Support		
Grant & Program Support	0.10	0.10
TOTAL	4.10	4.10



50S336

PREK SPECIAL EDUCATION PROGRAM

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$5,150	\$5,150	\$5,150	0%



The purpose of this federal grant is to support school district activities to ensure that eligible children with disabilities, ages three to five, 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. Indirect costs are not allowable in this grant. The FY18 grant is anticipated to be level funded.

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 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.	\$490	\$490	\$490	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	\$4,660	\$4,660	\$4,660	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%
TOTAL	\$5,150	\$5,150	\$5,150	0%

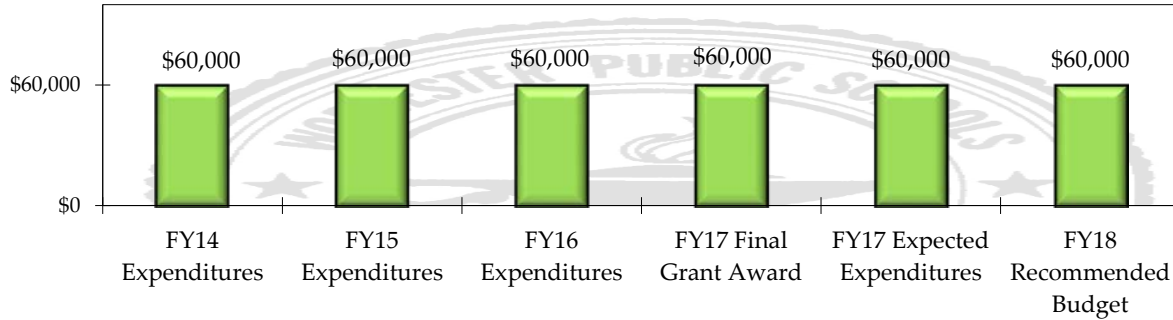
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S343

MCKINNEY-VENTO

	FY17 Final	FY17 Expected	FY18	% Change From
	Grant 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 textbooks and instructional materials needed to support these students. The grant is anticipated to be level funded for FY18.

	FY17 Final	FY17 Expected	FY18	% Change From
	Grant 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.	\$34,090	\$34,090	\$34,090	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	\$1,500	\$1,500	\$1,500	0%
(3000) K. Miscellaneous ED OM	\$1,200	\$1,200	\$1,200	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$1,200	\$1,200	\$1,200	0%
TOTAL	\$60,000	\$60,000	\$60,000	0%

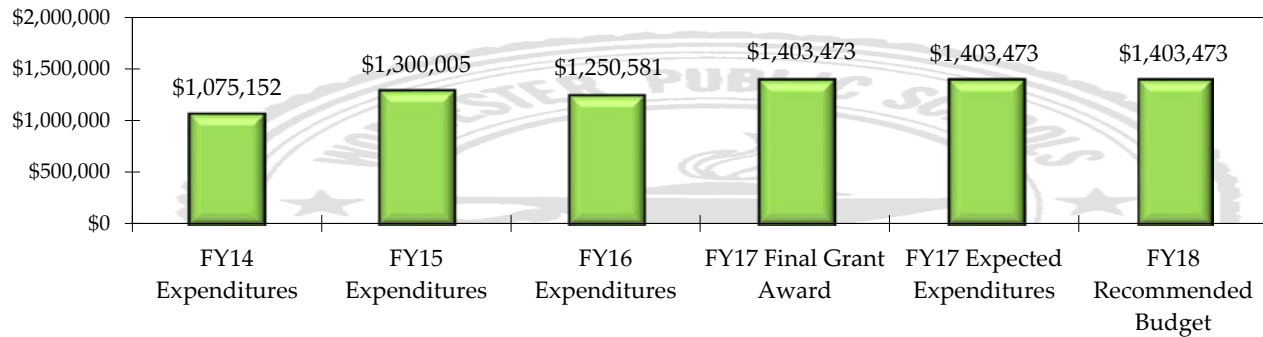
POSITION HISTORY	2016-17	2017-18
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	0.10	0.10
TOTAL	0.10	0.10



50S356

TITLE III

	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
TOTAL	\$1,403,473	\$1,403,473	\$1,403,473	0%



Title III provides federal funding for meeting the educational needs of English Language Learners (ELL) and is administered by the Massachusetts State Department of Education. Over one third of Worcester Public Schools (WPS) students are ELL and almost half of the students have a first language other than English. The goal of the district's Title III programming is to accelerate the development of the English reading, writing, speaking and listening skills of ELL students, enhance their academic achievement and support the district's graduation improvement efforts towards maximizing college and career readiness for ELL students. The district uses Title III funds to support ongoing professional development for teachers, reinforcing high quality teaching and learning for all students. In addition, these grant funds support community organizations that specialize in promoting the adaptation of newcomer students and their families, including a large population of refugee students. The funds also provide supplemental programs, both after school and during the summer to extend learning for students and broaden their access to experience based learning. The FY18 grant maintains the funding of seven Instructional Coaching positions. The FY18 grant is anticipated to be level funded.

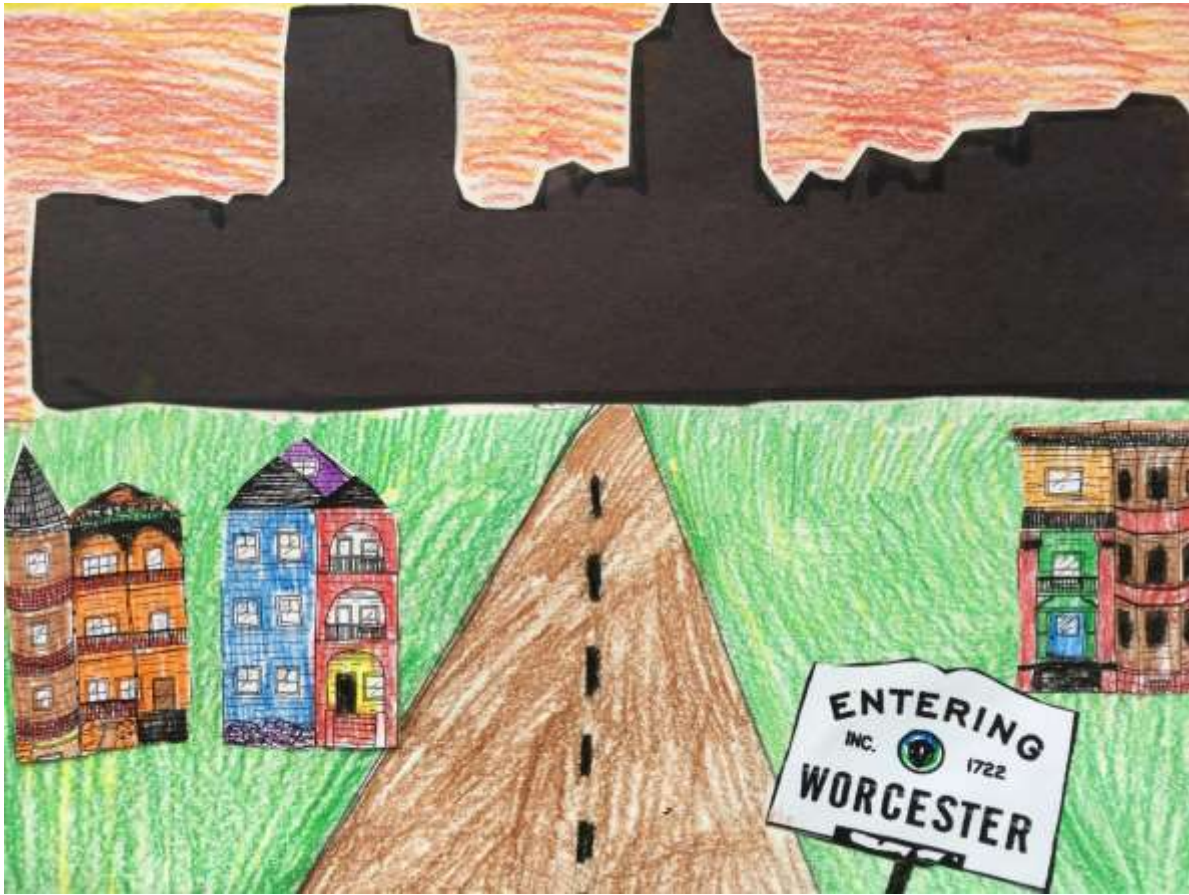
	FY17 Final Grant Award	FY17 Expected Expenditures	FY18 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Instructional Coaches	\$539,238	\$539,238	\$539,238	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$272,720	\$272,720	\$272,720	0%
(3000) F. Grant & Program Support	\$13,260	\$13,260	\$13,260	0%
(5000) G. MTRS Assessment	\$48,531	\$48,531	\$48,531	0%
(5000) H. Health & Retirement	\$93,450	\$93,450	\$93,450	0%
(3000) I. Contractual Services	\$236,250	\$236,250	\$236,250	0%
(2000) J. Instructional Supplies & Materials	\$76,541	\$76,541	\$76,541	0%
(3000) K. Miscellaneous ED OM	\$96,334	\$96,334	\$96,334	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$27,149	\$27,149	\$27,149	0%
TOTAL	\$1,403,473	\$1,403,473	\$1,403,473	0%



50S356

TITLE III

POSITION HISTORY	2016-17	2017-18
Administrators		
Instructional Coaches	7.00	7.00
Instructional Assistants		
Educational Support		
Grant & Program Support	0.25	0.25
TOTAL	7.25	7.25



Artwork: Lianna Maldonado, Belmont Street School, Grade 3

LOCATION BUDGET

Fiscal Year 2017-2018



Financial



2013-2014



2014-2015



2015-2016



2016-2017



Burncoat High School

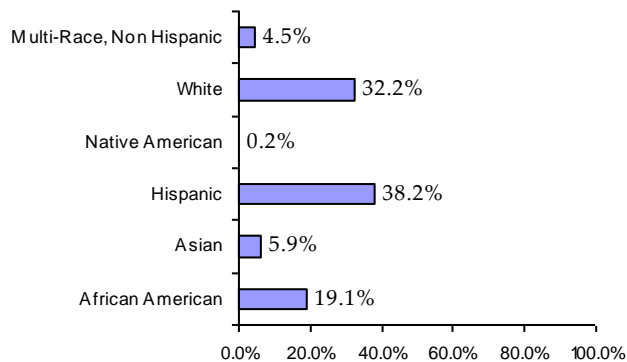
179 Burncoat Street Worcester, MA 01606 Principal: William Foley

Quick Facts

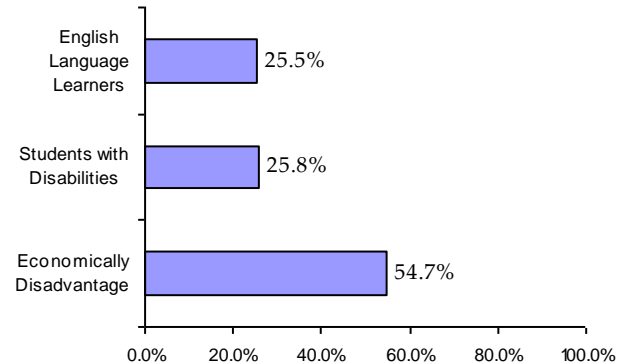
Quadrant	Burncoat	Enrollment	1,000
Grades	9-12	Graduation Rate	82.0%
Year Built	1964	Student Attendance	91.1%
Square Footage	144,388		



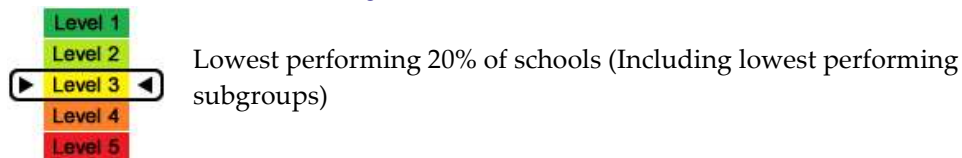
Student Race And Ethnicity



Student Demographics

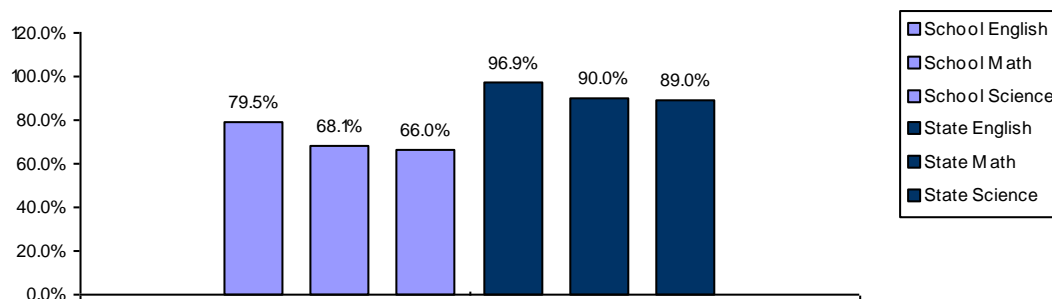


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE website April 2017)





Burncoat High School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$7,015,289	\$7,320,524
500130-92000 Arts Consultants (Burncoat Quadrant)	\$32,250	\$32,250
500130-92000 Graduation Expenses	\$7,283	\$7,283
500146-92000 Electricity	\$50,891	\$45,797
500146-92000 Natural Gas	\$121,714	\$125,978
500152-92000 Rubbish Removal	\$22,544	\$22,967
500-92204 Instructional Materials	\$58,870	\$58,290
540103-92000 Student Transportation	\$579,211	\$613,906
Burncoat High School Total Budget	\$7,888,052	\$8,226,996

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	7.0	8.0
Mathematics Teachers	8.0	9.0
History & Social Science Teachers	9.0	9.0
Science Teachers	8.0	9.0
World Language Teachers	5.0	5.0
English Learner Teachers	3.0	3.0
Special Education Teachers	15.0	15.0
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	1.5
Occupational Arts Teachers	1.0	1.0
Art Teachers	3.0	3.0
AVID Teachers	1.0	1.0
Dance Teachers	0.5	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
Instructional Assistants	19.0	19.0
School Nurse	1.0	1.0
Custodial	4.5	5.0
Administrative Clerical	2.0	2.0
School Clerical	3.0	3.0
School Nutrition Staff	10.0	14.0
Total	123.7	131.7



Claremont Academy

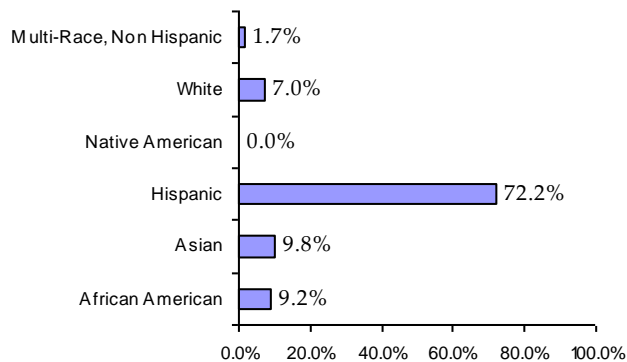
15 Claremont Street Worcester, MA 01610 Principal: Ricci Hall

Quick Facts

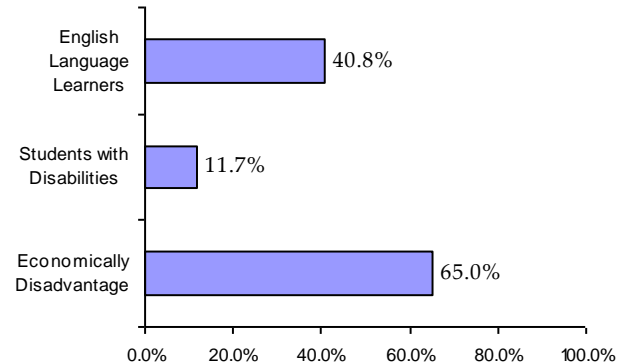
Quadrant	South	Enrollment	497
Grades	7-12	Graduation Rate	86.0%
Year Built	1999	Student Attendance	93.1%
Square Footage	64,861		



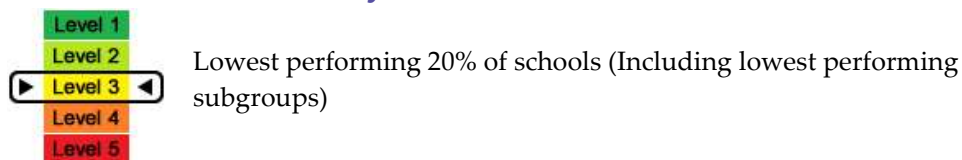
Student Race And Ethnicity



Student Demographics

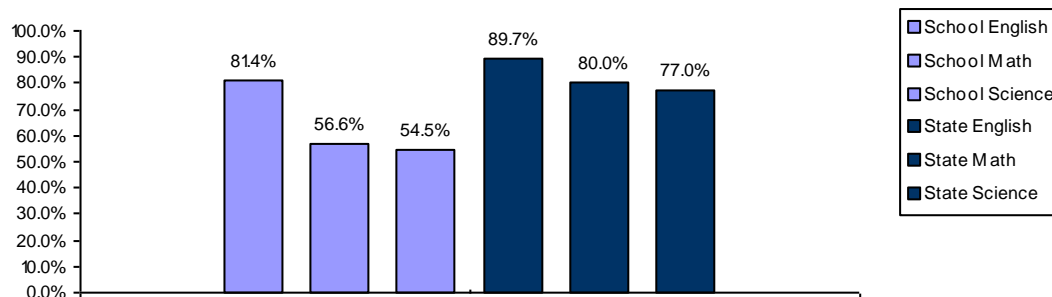


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Claremont Academy

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$3,492,278	\$3,610,887
500130-92000 Graduation Expenses	\$7,283	\$7,283
500146-92000 Electricity	\$85,905	\$90,719
500146-92000 Natural Gas	\$35,574	\$36,680
500-91000 AVID Fees	\$8,360	\$8,360
500-92204 Instructional Materials	\$29,058	\$31,088
540103-92000 Student Transportation	\$72,401	\$76,738
Claremont Academy Total Budget	\$3,730,860	\$3,861,756

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	0.5	0.5
English Language Arts Teachers	5.0	6.0
Mathematics Teachers	5.0	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	6.0
Guidance Counselor	1.0	1.0
Psychologists	0.4	0.5
School Adjustment Counselor	1.0	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	3.0
Crossing Guard	1.0	1.0
School Nurse	0.5	1.0
Custodial	2.0	2.0
Administrative Clerical	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	10.0	10.0
Total	62.8	64.9



Doherty Memorial High School

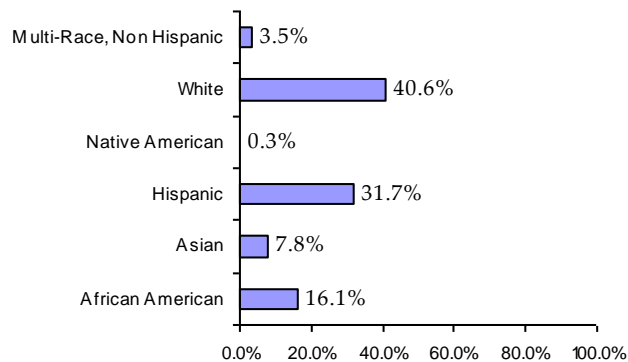
299 Highland Street Worcester, MA 01609 Principal: Sally Maloney

Quick Facts

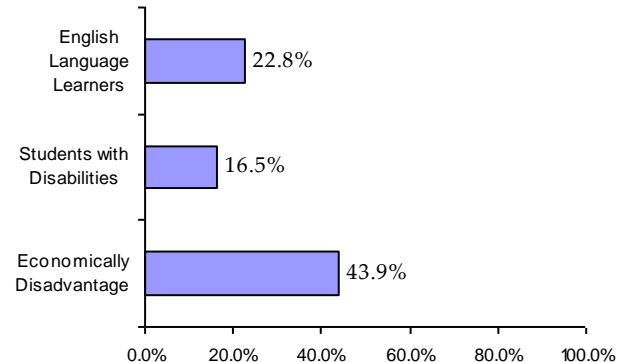
Quadrant	Doherty	Enrollment	1,442
Grades	9-12	Graduation Rate	84.4%
Year Built	1966	Student Attendance	93.0%
Square Footage	168,126		



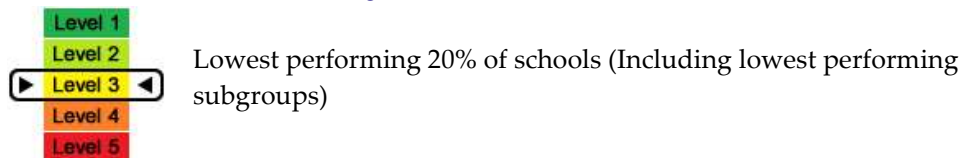
Student Race And Ethnicity



Student Demographics

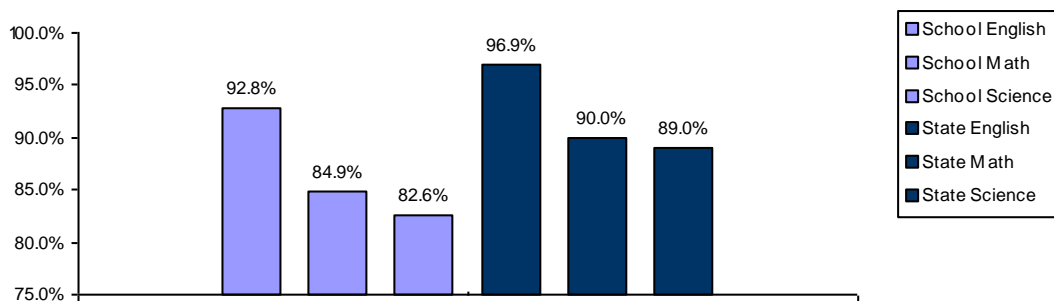


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Doherty Memorial High School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$8,663,403	\$8,830,068
500130-92000 Graduation Expenses	\$7,283	\$7,283
500130-92000 Security Guards	\$23,267	\$28,917
500146-92000 Electricity	\$132,328	\$123,019
500146-92000 Natural Gas	\$108,648	\$101,539
500152-92000 Rubbish Removal	\$12,386	\$12,619
500-92204 Instructional Materials	\$129,737	\$88,972
540103-92000 Student Transportation	\$265,472	\$281,374
Doherty Memorial High School Total Budget	\$9,342,524	\$9,473,791

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	11.0	12.0
Mathematics Teachers	15.0	15.0
History & Social Science Teachers	13.0	13.0
Science Teachers	12.0	13.0
World Language Teachers	8.5	9.0
English Learner Teachers	3.0	3.0
Special Education Teachers	11.0	11.0
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
Instructional Assistants	10.0	10.0
School Nurse	1.0	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
Total	139.3	142.8



North High School

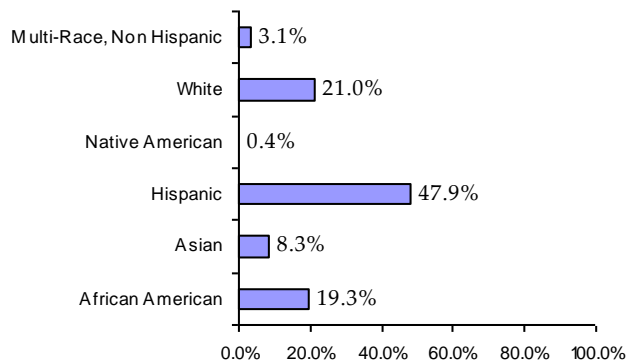
140 Harrington Way Worcester, MA 01604 Principal: Lisa Dyer

Quick Facts

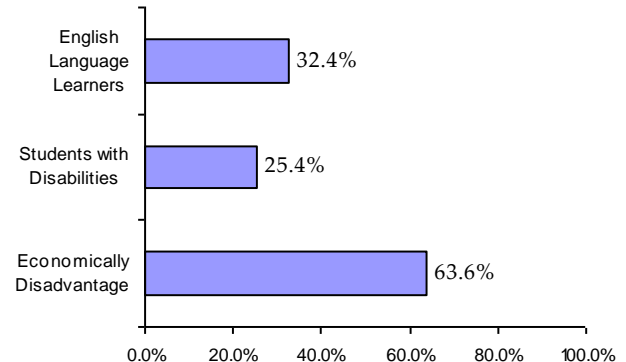
Quadrant	North	Enrollment	1,361
Grades	9-12	Graduation Rate	76.7%
Year Built	2011	Student Attendance	90.3%
Square Footage	190,000		



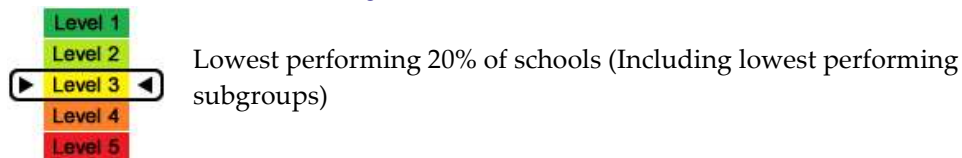
Student Race And Ethnicity



Student Demographics

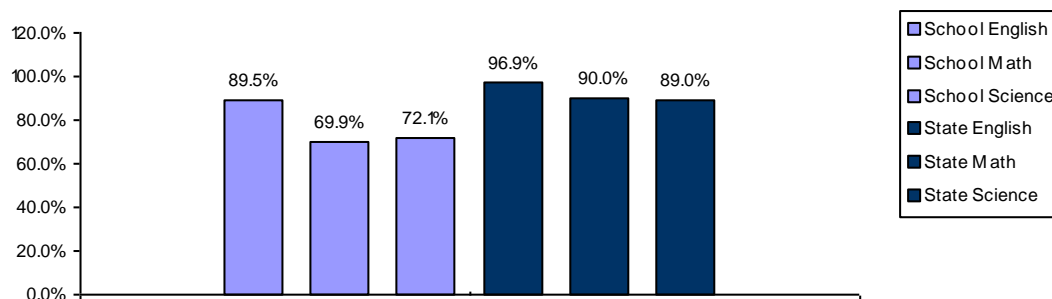


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





North High School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$8,832,440	\$8,821,845
500130-92000 Graduation Expenses	\$7,283	\$7,283
500130-92000 Security Guards	\$23,267	\$28,917
500130-92000 Worcester Pipeline	\$40,000	\$40,000
500136-92000 Educational Fees and Licences	\$24,667	\$24,667
500146-92000 Electricity	\$233,549	\$245,394
500146-92000 Natural Gas	\$41,846	\$57,328
500152-92000 Rubbish Removal	\$15,720	\$16,015
500-92204 Instructional Materials	\$93,029	\$258,238
540103-92000 Student Transportation	\$482,676	\$511,589
North High School Total Budget	\$9,794,475	\$10,011,276

Position Summary

Staffing	FY 2017	FY 2018
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	19.0	18.0
Guidance Counselor	4.0	4.0
Psychologists	0.8	0.8
School Adjustment Counselor	2.0	2.0
Health & Safety Teachers	2.0	2.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	2.0	2.0
Art 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	2.0	2.0
Chapter 74/CVTE Teachers	6.0	7.0
Other Teachers	2.0	2.0
Instructional Assistants	22.0	22.0
School Nurse	2.0	2.0
Custodial	7.0	7.0
Administrative Clerical	2.0	2.0
School Clerical	3.0	4.0
School Nutrition Staff	25.0	22.0
Total	167.8	165.8



South High School

170 Apricot Street

Worcester, MA 01603

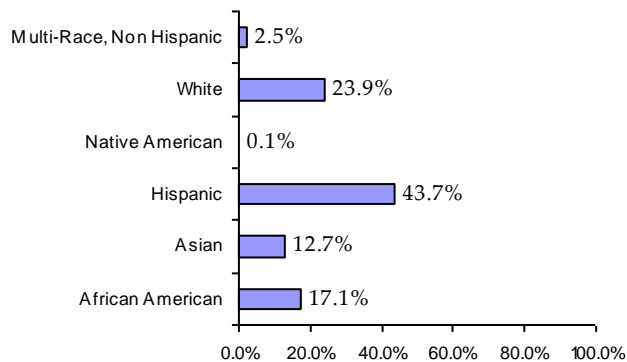
Principal: Diane Lynch, Acting

Quick Facts

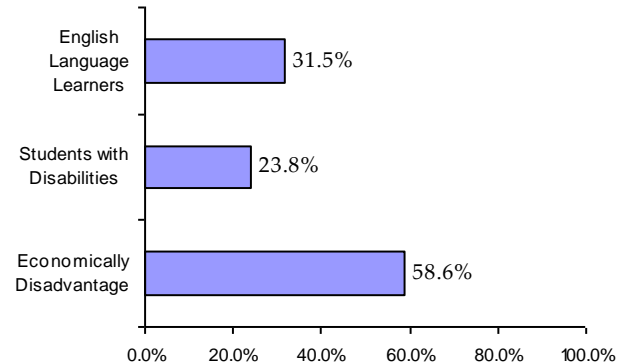
Quadrant	South	Enrollment	1,323
Grades	9-12	Graduation Rate	76.4%
Year Built	1978	Student Attendance	90.0%
Square Footage	246,000		



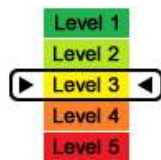
Student Race And Ethnicity



Student Demographics



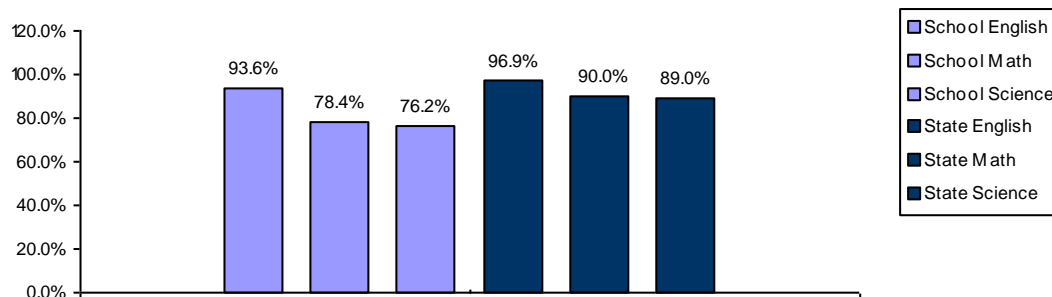
School Accountability



Lowest performing 20% of schools (Including lowest performing subgroups)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





South High Community School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$8,989,955	\$9,327,617
500130-92000 Graduation Expenses	\$7,283	\$7,283
500130-92000 Security Guards	\$23,267	\$28,917
500146-92000 Electricity	\$221,347	\$196,477
500146-92000 Natural Gas	\$32,479	\$33,645
500152-92000 Rubbish Removal	\$12,395	\$12,628
500-92204 Instructional Materials	\$75,922	\$80,968
540103-92000 Student Transportation	\$1,086,020	\$1,151,075
South High Community School Total Budget	\$10,448,668	\$10,838,610

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	10.0	10.0
Mathematics Teachers	11.0	11.0
History & Social Science Teachers	10.0	11.0
Science Teachers	11.0	11.0
World Language Teachers	7.0	7.5
English Learner Teachers	4.0	4.0
Special Education Teachers	22.0	22.0
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	2.0	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	3.0	4.0
School Nutrition Staff	12.0	12.0
Total	163.3	166.8



University Park Campus School

12 Freeland Street

Worcester, MA 01603

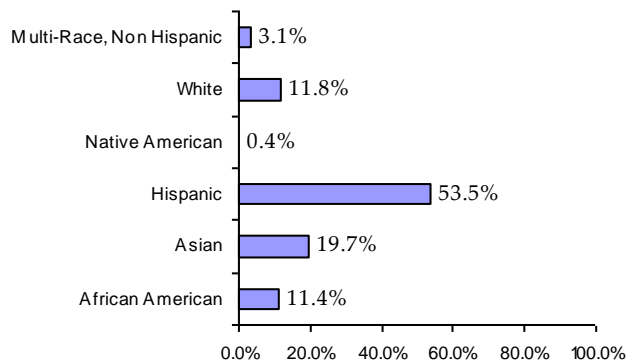
Principal: Daniel St. Louis

Quick Facts

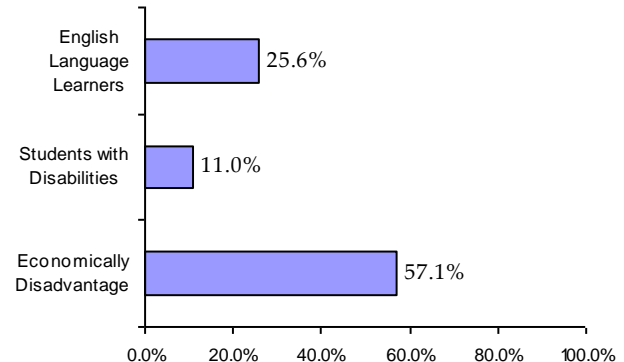
Quadrant	South	Enrollment	244
Grades	7-12	Graduation Rate	92.7%
Year Built	1885	Student Attendance	96.3%
Square Footage	18,984		



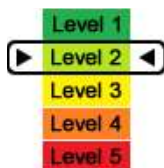
Student Race And Ethnicity



Student Demographics



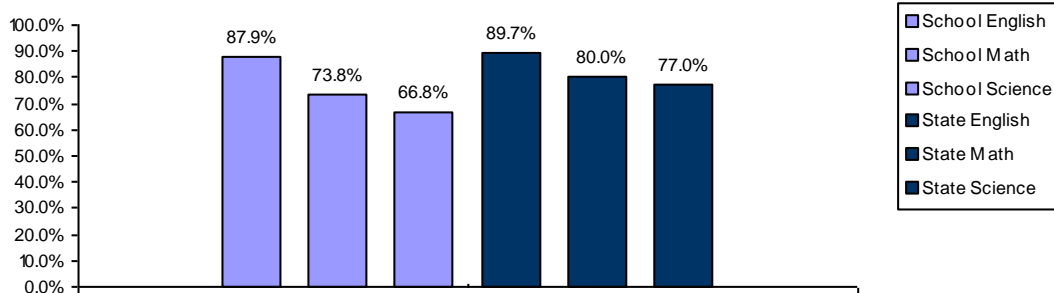
School Accountability



Not meeting gap narrowing goals (for all and/or high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





University Park Campus School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,621,894	\$1,595,410
500146-92000 Electricity	\$13,712	\$12,815
500146-92000 Natural Gas	\$19,788	\$19,877
500152-92000 Rubbish Removal	\$6,946	\$7,077
500-92204 Instructional Materials	\$14,500	\$14,616
540103-92000 Student Transportation	\$24,134	\$25,579
University Park Campus School Total Budget	\$1,700,974	\$1,675,373

Position Summary

Staffing	FY 2017	FY 2018
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	2.0	1.0
Total	25.7	24.7



Worcester Technical High School

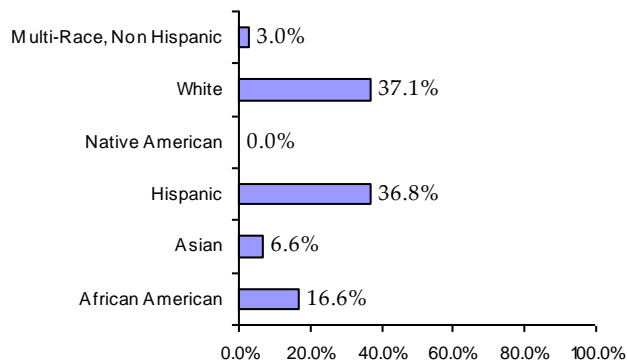
One Skyline Drive Worcester, MA 01605 Principal: Kyle Brenner

Quick Facts

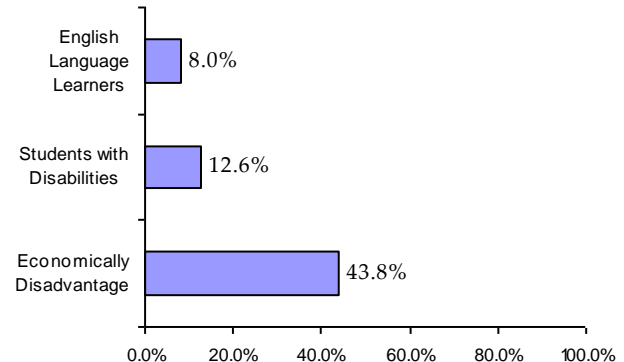
Quadrant	North	Enrollment	1,404
Grades	9-12	Graduation Rate	95.9%
Year Built	2006	Student Attendance	96.1%
Square Footage	400,000		



Student Race And Ethnicity



Student Demographics



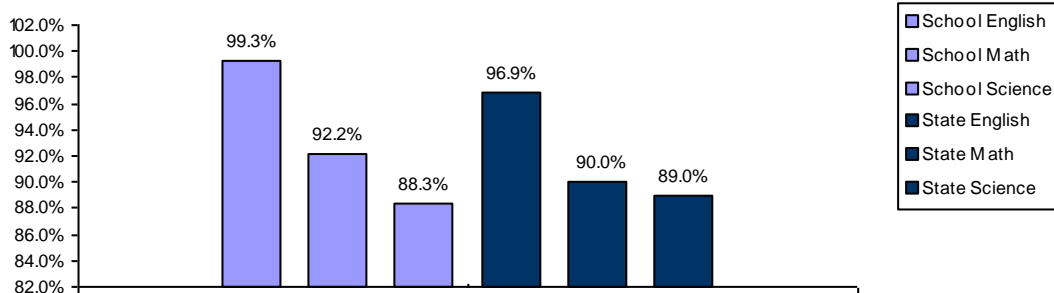
School Accountability



Meeting gap narrowing goals (For all and high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Worcester Technical High School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$12,265,864	\$12,589,369
500130-92000 Graduation Expenses	\$7,283	\$7,283
500130-92000 Security Guards	\$23,267	\$28,917
500146-92000 Electricity	\$606,287	\$625,039
500146-92000 Natural Gas	\$224,764	\$231,685
500152-92000 Rubbish Removal	\$40,650	\$41,413
500-92204 Instructional Materials	\$262,588	\$1,584,187
540103-92000 Student Transportation	\$724,013	\$767,383
Worcester Technical High School Total Budget	\$14,154,717	\$15,875,277

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Director - Technical Education	1.0	1.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	12.0	13.0
Mathematics Teachers	12.0	13.0
History & Social Science Teachers	9.0	10.0
Science Teachers	9.0	10.0
World Language Teachers	0.4	0.4
English Learner Teachers	2.0	2.0
Special Education Teachers	12.0	12.0
Guidance Counselor	4.0	4.0
Psychologists	0.6	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	72.0	71.0
Student Support Instructor	1.0	1.0
Other Teachers	1.0	1.0
Instructional Assistants	12.0	12.0
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	12.0	16.0
Total	195.4	202.6



Burncoat Middle School

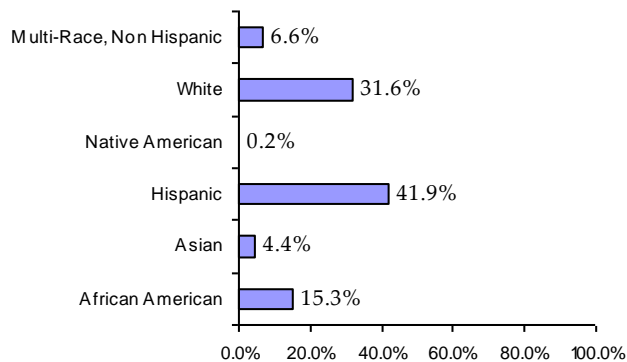
135 Burncoat Street Worcester, MA 01606 Principal: Lisa Houlihan

Quick Facts

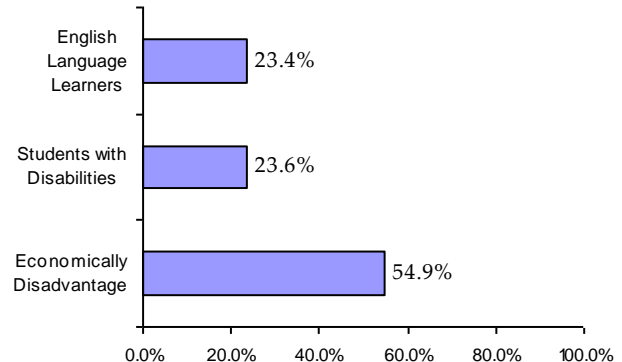
Quadrant	Burncoat	Enrollment	582
Grades	7-8	Graduation Rate	N/A
Year Built	1952	Student Attendance	95.7%
Square Footage	147,296		



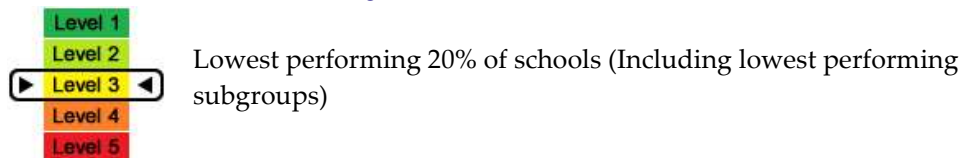
Student Race And Ethnicity



Student Demographics

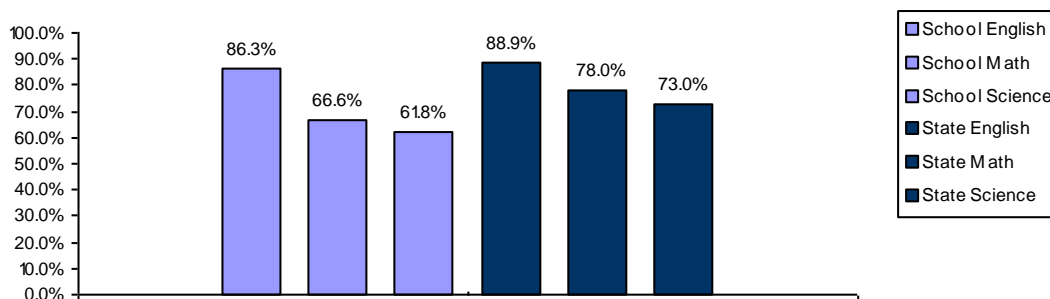


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Burncoat Middle School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$4,550,893	\$4,891,031
500130-92000 Arts Consultants (Burncoat Quadrant)	\$70,950	\$70,950
500146-92000 Electricity	\$54,005	\$51,335
500146-92000 Natural Gas	\$99,067	\$102,096
500152-92000 Rubbish Removal	\$15,017	\$15,299
500-92204 Instructional Materials	\$30,798	\$32,480
540103-92000 Student Transportation	\$579,211	\$613,906
Burncoat Middle School Total Budget	\$5,399,940	\$5,777,097

Position Summary

Staffing	FY 2017	FY 2018
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	5.0	6.0
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	0.5	1.5
Art Teachers	2.0	2.0
AVID Teachers	1.0	1.0
Dance Teachers	0.5	1.0
Librarians	1.0	1.0
Music Teachers	1.5	2.5
Theater Teachers	1.0	1.0
Instructional Assistants	14.0	14.0
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	8.0	10.0
Total	83.6	89.1



Arthur Sullivan Middle School

140 Apricot Street

Worcester, MA 01603

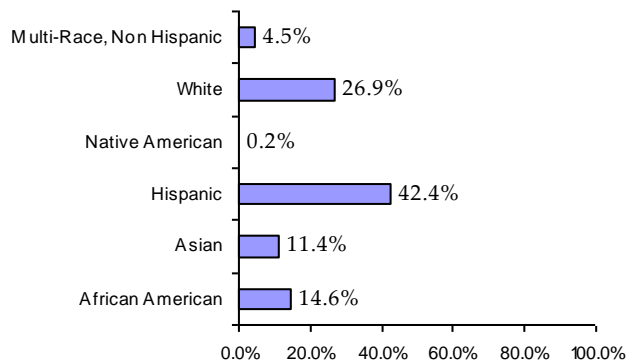
Principal: Dr. Josephine Robertson

Quick Facts

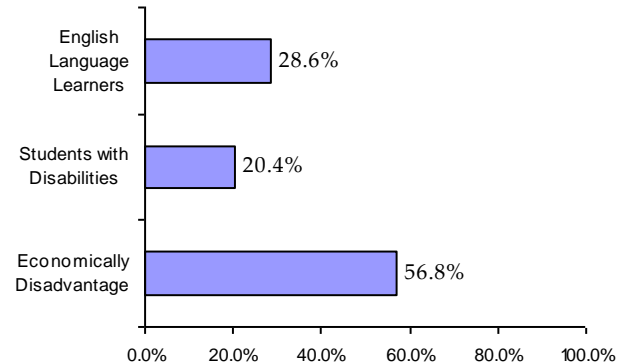
Quadrant	South	Enrollment	848
Grades	7-8	Graduation Rate	N/A
Year Built	1992	Student Attendance	94.6%
Square Footage	167,000		



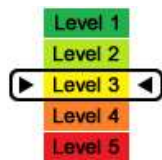
Student Race And Ethnicity



Student Demographics



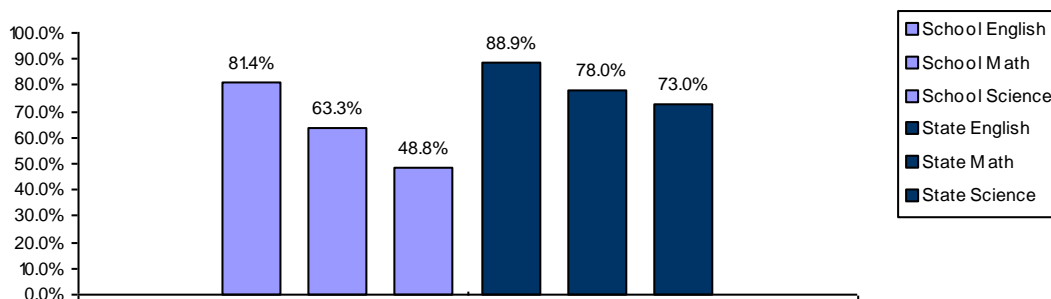
School Accountability



Lowest performing 20% of schools (Including lowest performing subgroups)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Dr. Arthur F. Sullivan Middle School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$6,797,672	\$6,779,042
500130-92000 Security Guards	\$23,267	\$28,917
500146-92000 Electricity	\$221,347	\$196,477
500146-92000 Natural Gas	\$68,435	\$70,361
500152-92000 Rubbish Removal	\$17,020	\$17,340
500-92204 Instructional Materials	\$59,208	\$70,921
540103-92000 Student Transportation	\$724,013	\$767,383
Dr. Arthur F. Sullivan Middle School Total Budget	\$7,910,962	\$7,930,440

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	11.0	11.0
Mathematics Teachers	11.0	11.0
History & Social Science Teachers	9.0	9.0
Science Teachers	8.0	8.0
World Language Teachers	3.5	3.5
English Learner Teachers	3.0	3.0
Special Education Teachers	14.0	14.0
Guidance Counselor	2.0	2.0
Psychologists	0.8	0.8
School Adjustment Counselor	1.4	1.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Art Teachers	1.0	1.0
AVID Teachers	1.0	1.0
Librarians	1.0	1.0
Music Teachers	2.0	2.5
Theater Teachers	0.0	1.0
Student Support Instructor	0.0	0.5
Instructional Assistants	16.0	16.0
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	1.0	1.5
School Nutrition Staff	11.0	12.0
Total	117.2	120.3



Forest Grove Middle School

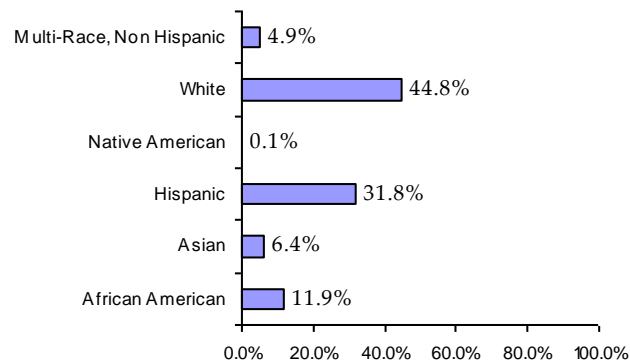
495 Grove Street Worcester, MA 01605 Principal: Kareem Tatum

Quick Facts

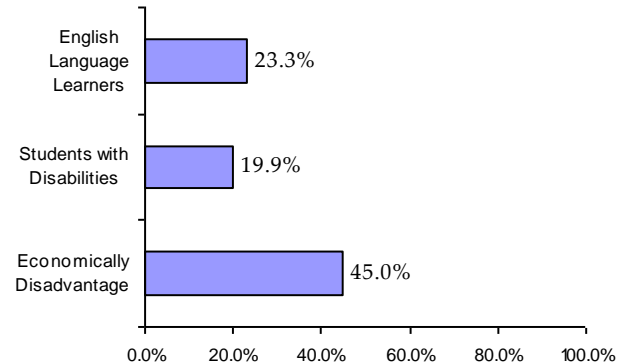
Quadrant	Doherty	Enrollment	931
Grades	7-8	Graduation Rate	N/A
Year Built	2001	Student Attendance	95.4%
Square Footage	198,713		



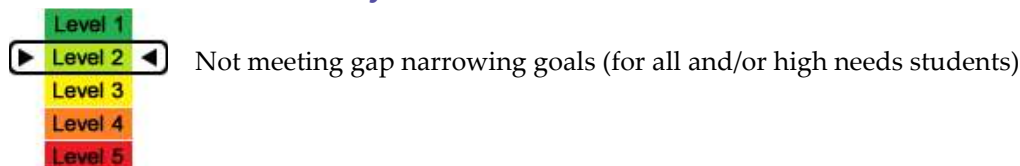
Student Race And Ethnicity



Student Demographics

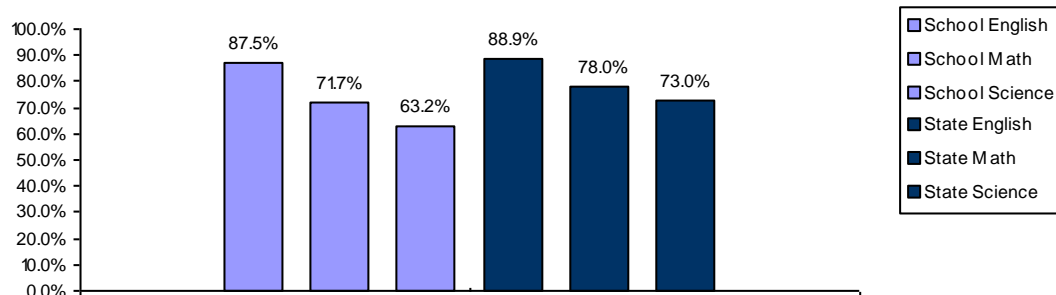


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Forest Grove Middle School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$6,351,746	\$6,636,731
500146-92000 Electricity	\$125,428	\$119,491
500146-92000 Natural Gas	\$72,963	\$78,964
500152-92000 Rubbish Removal	\$11,866	\$12,089
500-91000 AVID Fees	\$8,360	\$8,360
500-92204 Instructional Materials	\$57,014	\$58,000
540103-92000 Student Transportation	\$772,281	\$818,542
Forest Grove Middle School Total Budget	\$7,399,658	\$7,732,176

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	2.0	3.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	11.0	12.0
Mathematics Teachers	10.0	11.0
History & Social Science Teachers	8.0	9.0
Science Teachers	9.0	10.0
World Language Teachers	3.0	3.0
English Learner Teachers	2.0	2.0
Special Education Teachers	14.0	14.0
Guidance Counselor	2.0	2.0
Psychologists	0.8	0.8
School Adjustment Counselor	1.6	1.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	1.0	1.0
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
Total	110.9	115.3



Worcester East Middle School

420 Grafton Street

Worcester, MA 01604

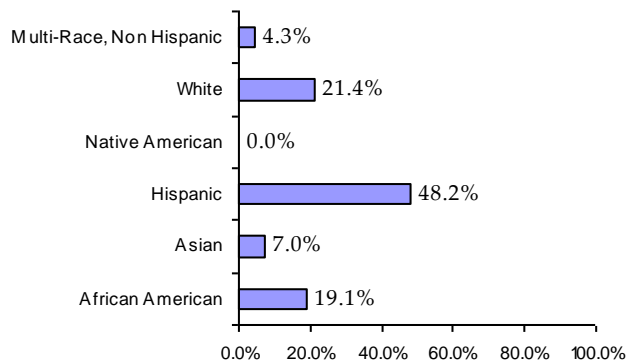
Principal: Dr. Rose Dawkins

Quick Facts

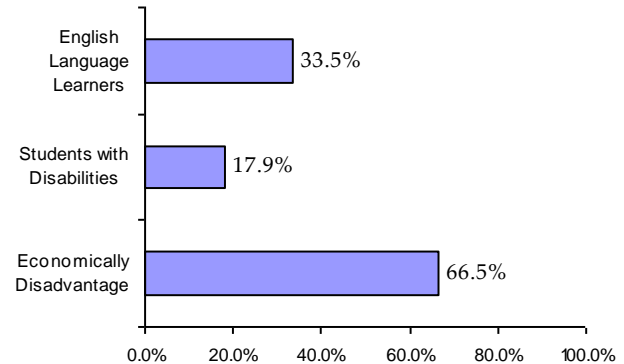
Quadrant	North	Enrollment	788
Grades	7-8	Graduation Rate	N/A
Year Built	1924	Student Attendance	94.7%
Square Footage	155,392		



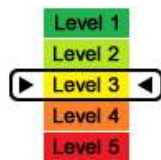
Student Race And Ethnicity



Student Demographics



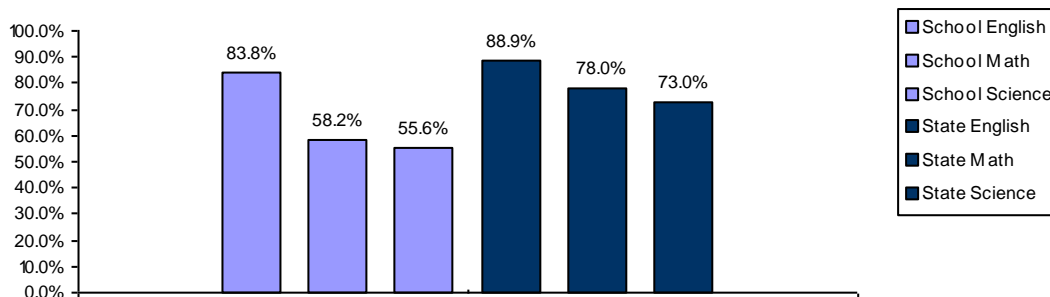
School Accountability



Lowest performing 20% of schools (Including lowest performing subgroups)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Worcester East Middle School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$5,696,830	\$5,619,651
500146-92000 Electricity	\$65,315	\$51,557
500146-92000 Natural Gas	\$124,843	\$129,172
500152-92000 Rubbish Removal	\$12,979	\$13,223
500-91000 AVID Fees	\$8,360	\$8,360
500-92204 Instructional Materials	\$45,646	\$47,154
540103-92000 Student Transportation	\$241,338	\$255,794
Worcester East Middle School Total Budget	\$6,195,310	\$6,124,912

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	2.0	2.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	10.0	10.0
Mathematics Teachers	8.0	8.0
History & Social Science Teachers	7.0	7.0
Science Teachers	9.0	9.0
World Language Teachers	1.0	1.0
English Learner Teachers	3.0	3.0
Special Education Teachers	9.0	9.0
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	2.0	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	2.0
Custodial	4.0	4.0
Administrative Clerical	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	11.0	13.0
Total	91.0	94.0



Belmont Street Community School

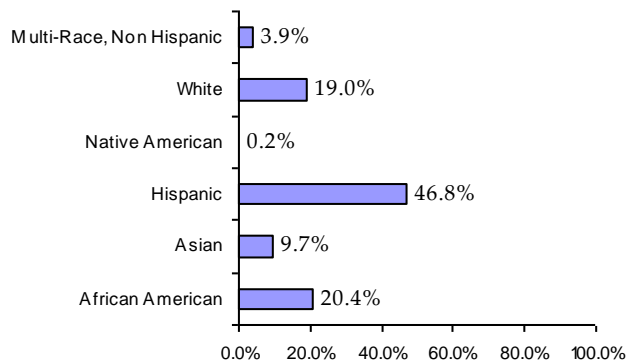
170 Belmont Street Worcester, MA 01605 Principal: Dr. Susan Hodgkins

Quick Facts

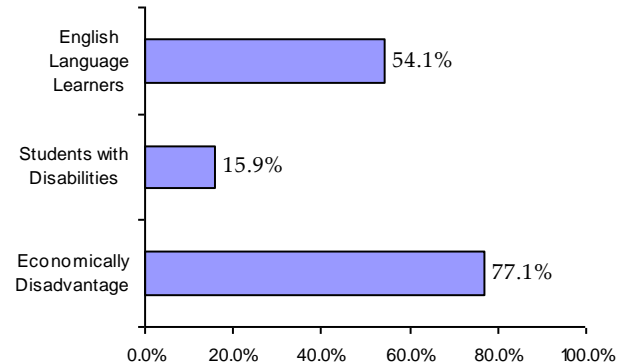
Quadrant	North	Enrollment	548
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1971	Student Attendance	94.2%
Square Footage	92,988		



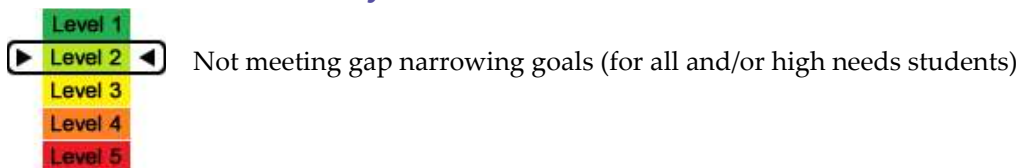
Student Race And Ethnicity



Student Demographics

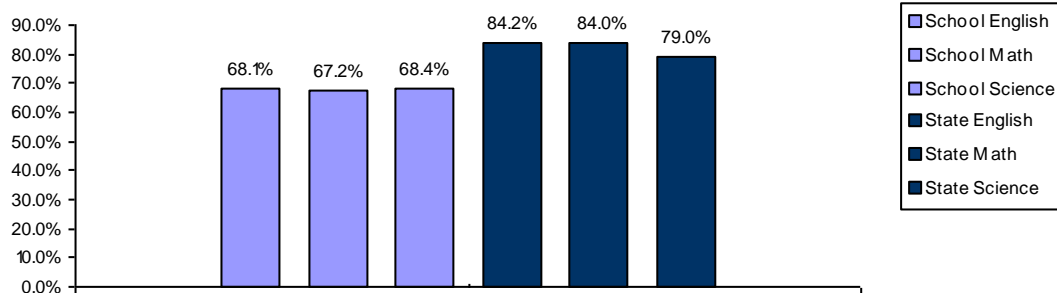


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Belmont Street Community School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$3,273,707	\$3,360,949
500146-92000 Electricity	\$89,066	\$75,327
500146-92000 Natural Gas	\$38,670	\$39,968
500152-92000 Rubbish Removal	\$11,021	\$11,228
500-92204 Instructional Materials	\$34,397	\$32,568
540103-92000 Student Transportation	\$96,535	\$102,318
Belmont Street Community School Total Budget	\$3,543,397	\$3,622,358

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	24.0	25.0
English Learner Teachers	4.5	4.5
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	5.0	6.0
Custodial	3.5	3.5
Crossing Guard	2.0	3.0
School Nurse	1.0	1.0
School Clerical	1.5	1.5
School Nutrition Staff	9.0	9.0
Total	60.8	63.8



Burncoat Street Preparatory School

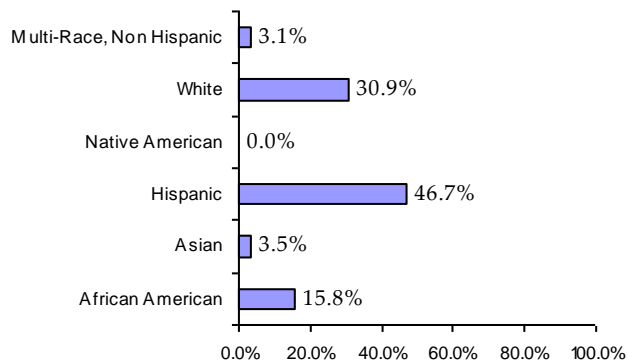
526 Burncoat Street Worcester, MA 01606 Principal: Deborah Catamero

Quick Facts

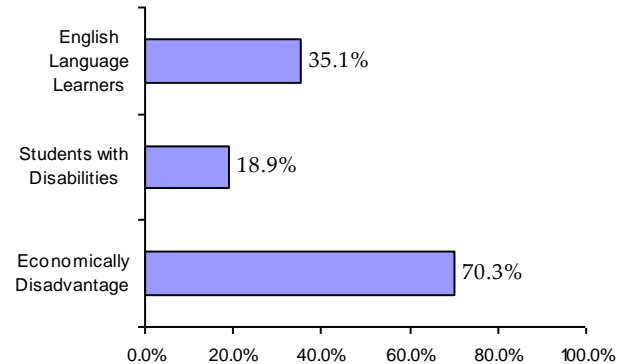
Quadrant	Burncoat	Enrollment	218
Grades	K-6	Graduation Rate	N/A
Year Built	1916	Student Attendance	95.1%
Square Footage	28,255		



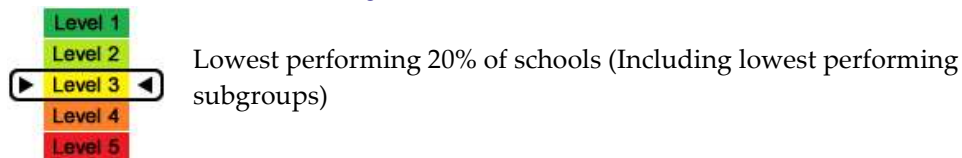
Student Race And Ethnicity



Student Demographics

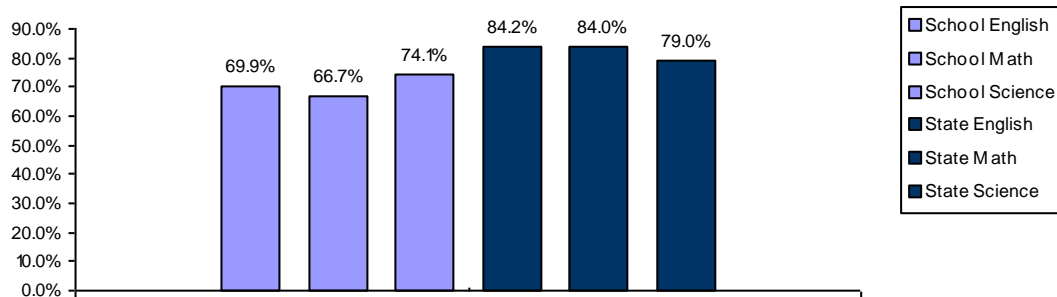


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Burncoat Street Preparatory School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,919,187	\$1,953,133
500146-92000 Electricity	\$19,992	\$15,239
500146-92000 Natural Gas	\$26,847	\$27,894
500152-92000 Rubbish Removal	\$3,316	\$3,378
500-92204 Instructional Materials	\$17,933	\$20,619
540103-92000 Student Transportation	\$120,669	\$127,897
Burncoat Street Preparatory School Total Budget	\$2,107,944	\$2,148,160

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	12.0	12.0
English Learner Teachers	1.0	1.0
Special Education Teachers	4.0	4.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	1.0	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	1.0	2.0
Total	37.5	37.5



Canterbury Street Magnet School

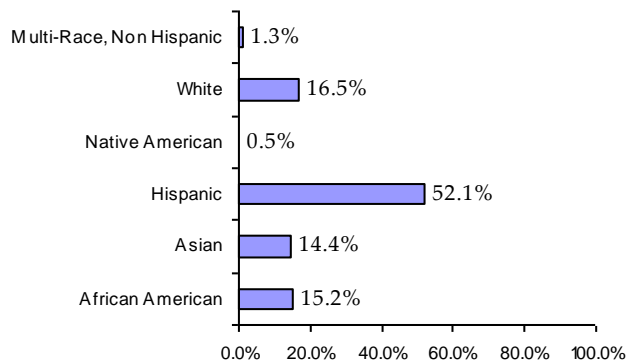
129 Canterbury Street Worcester, MA 01603 Principal: Mary Sealey

Quick Facts

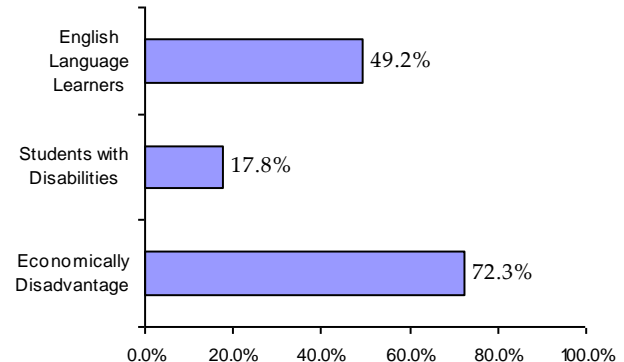
Quadrant	South	Enrollment	377
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1987	Student Attendance	95.0%
Square Footage	51,638		



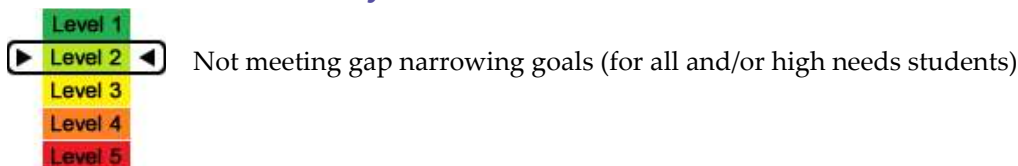
Student Race And Ethnicity



Student Demographics

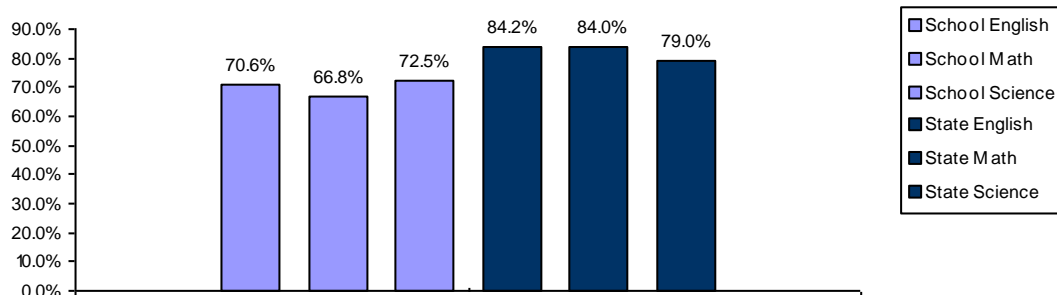


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Canterbury Street Magnet School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,656,756	\$2,712,074
500146-92000 Electricity	\$45,435	\$48,084
500146-92000 Natural Gas	\$35,273	\$36,499
500152-92000 Rubbish Removal	\$8,723	\$8,886
500-92204 Instructional Materials	\$21,830	\$21,771
540103-92000 Student Transportation	\$120,669	\$127,897
Canterbury Street Magnet School Total Budget	\$2,888,686	\$2,955,211

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	16.0	16.0
English Learner Teachers	3.0	3.0
Special Education Teachers	5.0	5.0
Psychologists	0.4	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	7.0
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	7.0	11.0
Total	55.3	59.4



Chandler Elementary Community School

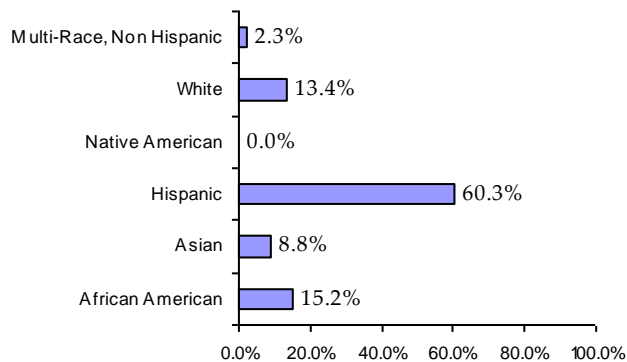
114 Chandler Street Worcester, MA 01609 Principal: Jessica Boss

Quick Facts

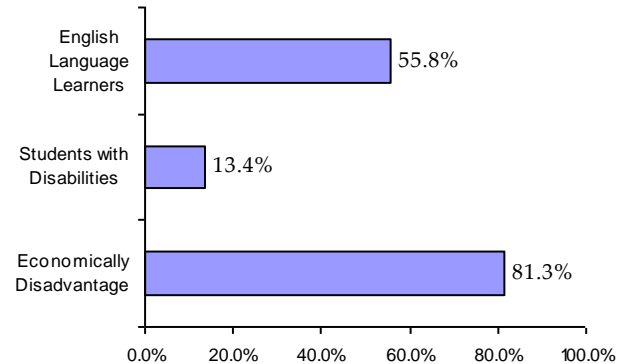
Quadrant	Doherty	Enrollment	457
Grades	K-6	Graduation Rate	N/A
Year Built	1977	Student Attendance	95.1%
Square Footage	37,671		



Student Race And Ethnicity



Student Demographics



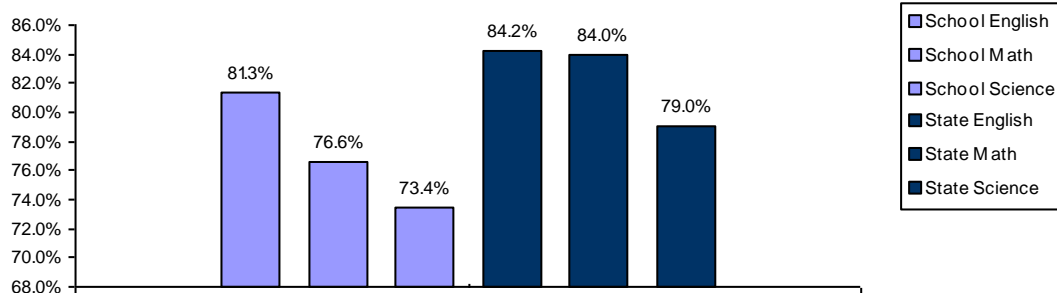
School Accountability



Meeting gap narrowing goals (For all and high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Chandler Elementary School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,932,857	\$2,952,111
500136-92000 Building or Parking Rentals	\$204,264	\$204,264
500146-92000 Electricity	\$40,370	\$37,281
500146-92000 Natural Gas	\$10,232	\$10,928
500152-92000 Rubbish Removal	\$5,623	\$5,729
500-92204 Instructional Materials	\$39,500	\$40,053
540103-92000 Student Transportation	\$72,401	\$76,738
Chandler Elementary School Total Budget	\$3,305,249	\$3,327,105

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	23.0	23.0
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	1.0	1.6
Wrap Around Zone Coordinator	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	4.0	5.0
Total	50.4	52.0



Chandler Magnet School

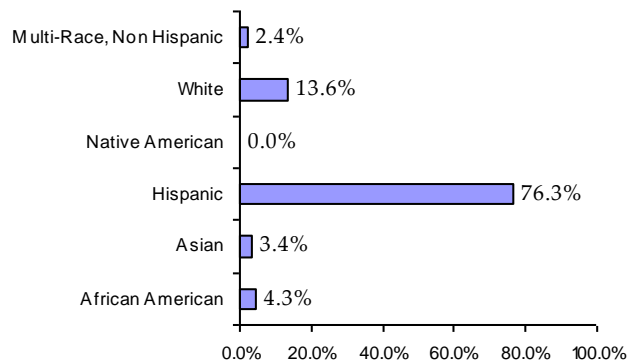
525 Chandler Street Worcester, MA 01602 Principal: Ivonne Perez

Quick Facts

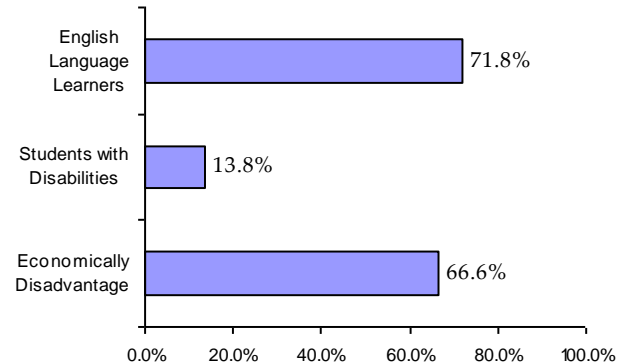
Quadrant	Doherty	Enrollment	473
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1953	Student Attendance	95.2%
Square Footage	102,000		



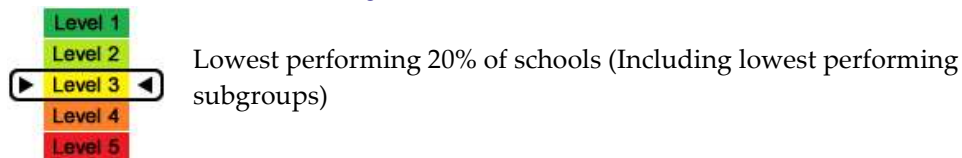
Student Race And Ethnicity



Student Demographics

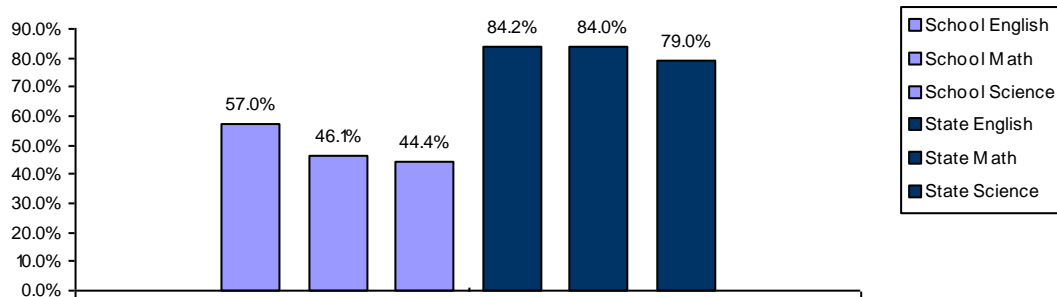


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Chandler Magnet School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$3,476,588	\$3,783,096
500146-92000 Electricity	\$68,038	\$71,585
500146-92000 Natural Gas	\$85,163	\$75,106
500152-92000 Rubbish Removal	\$10,672	\$10,873
500-92204 Instructional Materials	\$27,494	\$27,435
540103-92000 Student Transportation	\$458,542	\$486,009
Chandler Magnet School Total Budget	\$4,126,497	\$4,454,105

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	12.0	12.0
English Learner Teachers	16.5	16.5
Special Education Teachers	8.0	8.0
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	10.0
Crossing Guard	1.0	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
Total	69.2	70.2



City View Discovery School

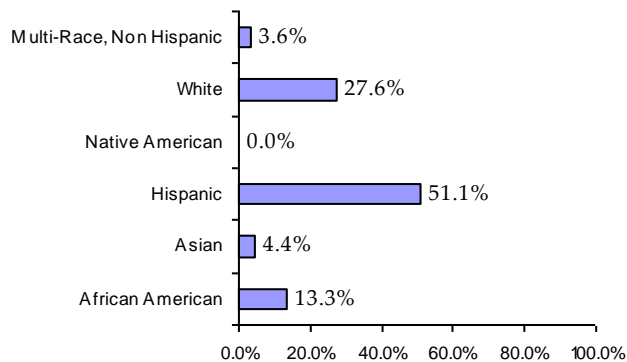
80 Prospect Street Worcester, MA 01605 Principal: Yeu Kue

Quick Facts

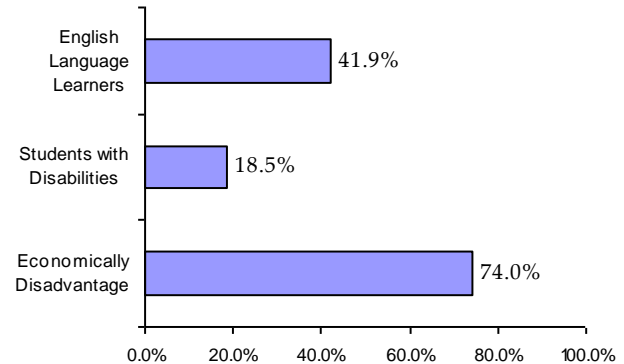
Quadrant	North	Enrollment	521
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1991	Student Attendance	94.4%
Square Footage	70,000		



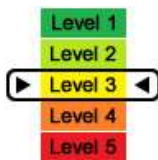
Student Race And Ethnicity



Student Demographics



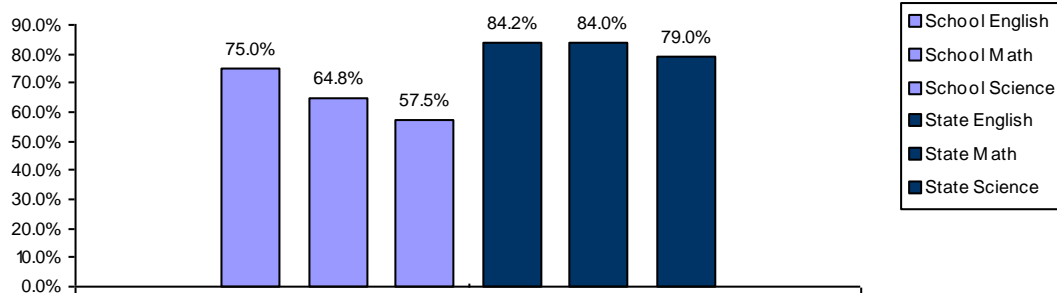
School Accountability



Lowest performing 20% of schools (Including lowest performing subgroups)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





City View Discovery School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$3,222,600	\$3,300,753
500146-92000 Electricity	\$59,107	\$60,490
500146-92000 Natural Gas	\$39,747	\$41,066
500152-92000 Rubbish Removal	\$10,176	\$10,367
500-92204 Instructional Materials	\$29,028	\$29,854
540103-92000 Student Transportation	\$362,007	\$383,692
City View Discovery School Total Budget	\$3,722,665	\$3,826,222

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	22.0	22.0
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	8.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	3.0	3.0
School Clerical	2.0	2.0
School Nutrition Staff	8.0	10.0
Total	65.9	67.9



Clark Street Developmental Learning School

280 Clark Street

Worcester, MA 01605

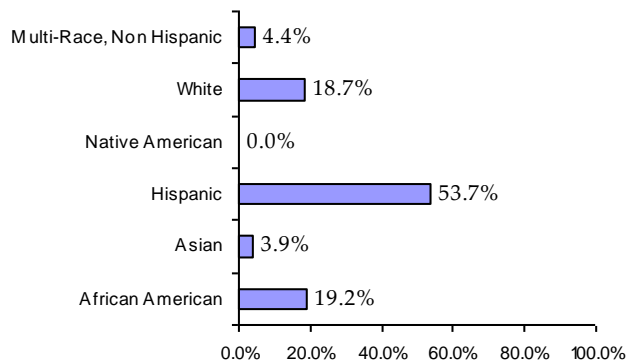
Principal: Fjodor Dukaj

Quick Facts

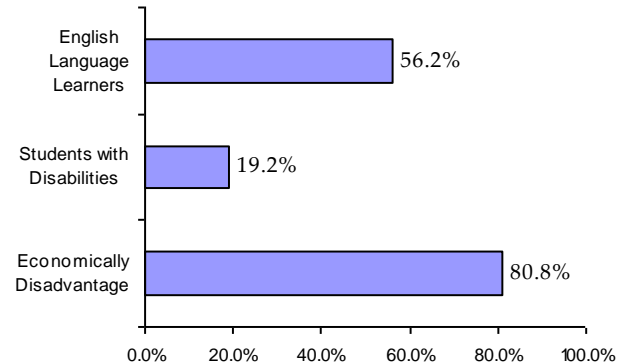
Quadrant	Burncoat	Enrollment	289
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1953	Student Attendance	93.8%
Square Footage	38,250		



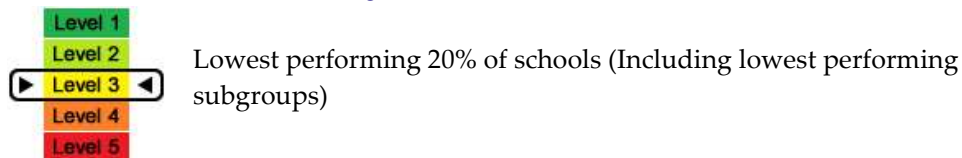
Student Race And Ethnicity



Student Demographics

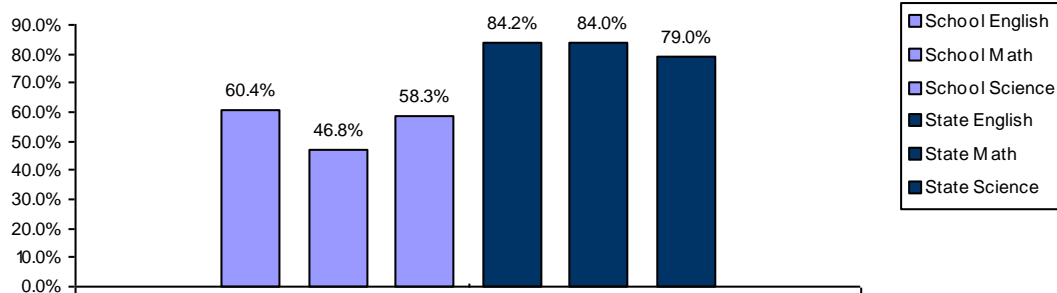


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Clark Street Developmental Learning School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,876,250	\$2,077,259
500146-92000 Electricity	\$16,080	\$18,445
500146-92000 Natural Gas	\$32,989	\$34,166
500152-92000 Rubbish Removal	\$9,808	\$9,992
500-92204 Instructional Materials	\$14,573	\$11,800
540103-92000 Student Transportation	\$120,669	\$127,897
Clark Street Developmental Learning School Total Budget	\$2,070,369	\$2,279,559

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	13.0
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	2.0	3.0
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
Total	36.2	37.2



Columbus Park Preparatory Academy

75 Lovell Street

Worcester, MA 01603

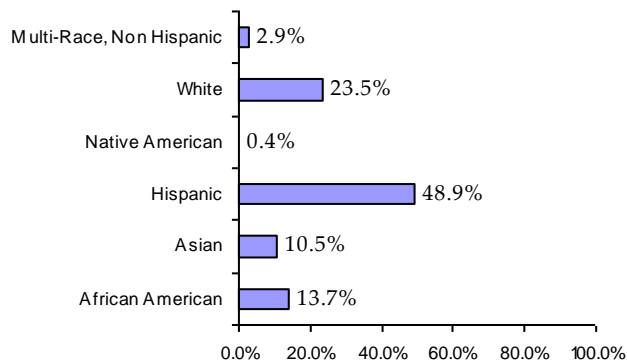
Principal: Siobhan Dennis

Quick Facts

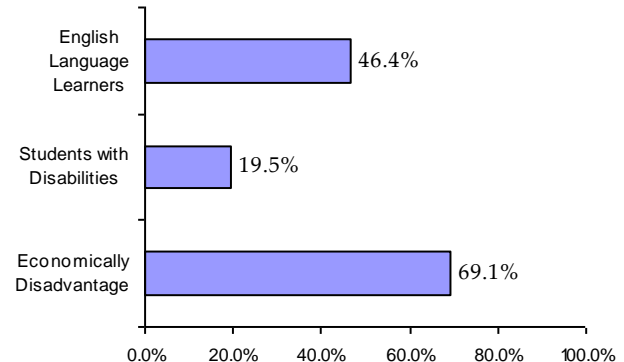
Quadrant	South	Enrollment	459
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1922	Student Attendance	94.7%
Square Footage	27,918		



Student Race And Ethnicity



Student Demographics



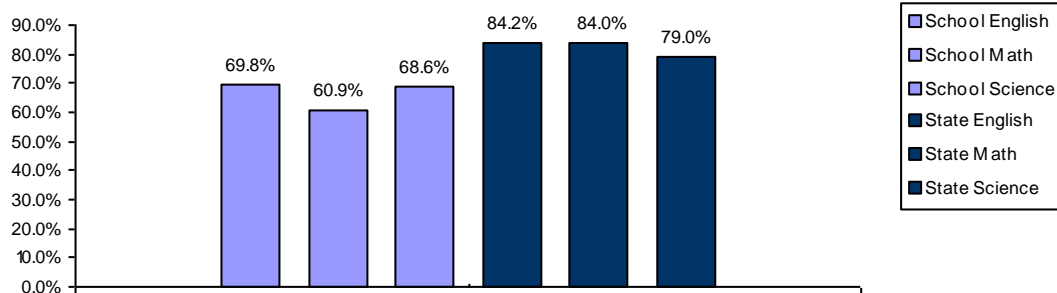
School Accountability



Meeting gap narrowing goals (For all and high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Columbus Park Preparatory Academy School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,786,624	\$3,046,512
500146-92000 Electricity	\$32,099	\$28,300
500146-92000 Natural Gas	\$75,534	\$63,796
500152-92000 Rubbish Removal	\$8,421	\$8,580
500-92204 Instructional Materials	\$26,786	\$28,320
540103-92000 Student Transportation	\$168,936	\$179,056
Columbus Park Preparatory Academy School Total Budget	\$3,098,401	\$3,354,564

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	18.0	19.0
English Learner Teachers	3.0	3.0
Special Education Teachers	6.0	6.0
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	9.0	8.0
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
Total	55.1	55.1



Elm Park Community School

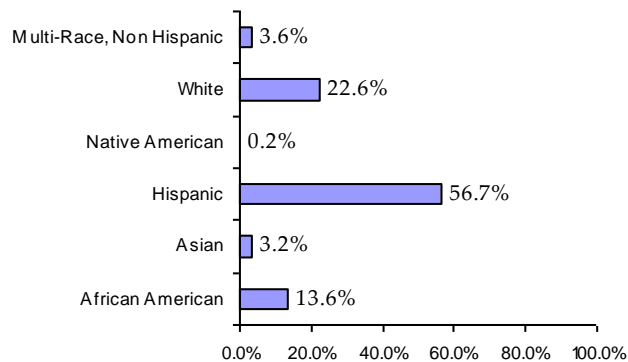
23 N. Ashland Street Worcester, MA 01609 Principal: Joany Santa

Quick Facts

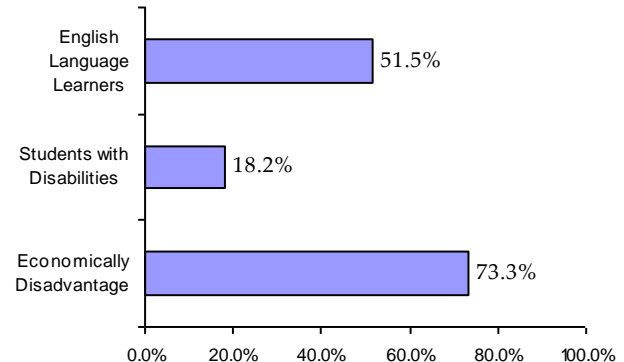
Quadrant	Doherty	Enrollment	488
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1971	Student Attendance	94.9%
Square Footage	66,651		



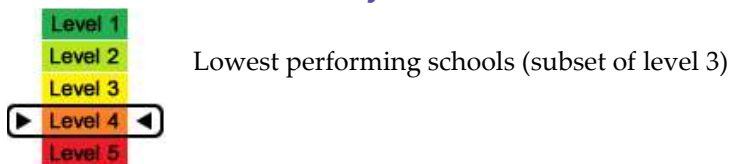
Student Race And Ethnicity



Student Demographics

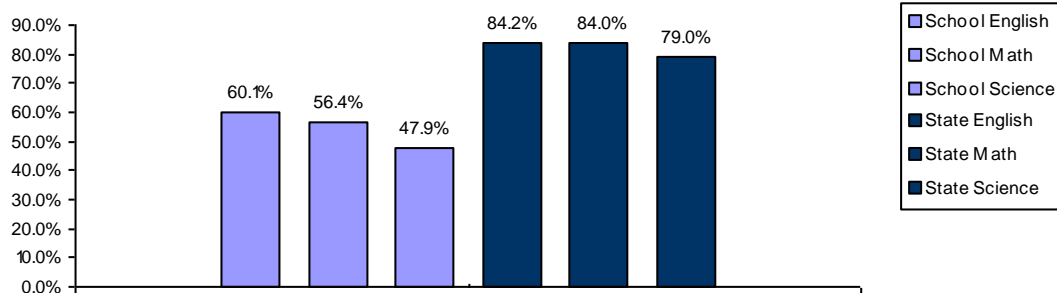


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Elm Park Community School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$3,484,123	\$3,355,655
500146-92000 Electricity	\$57,216	\$62,749
500146-92000 Natural Gas	\$47,311	\$48,790
500152-92000 Rubbish Removal	\$12,624	\$12,861
500-92204 Instructional Materials	\$38,236	\$39,737
540103-92000 Student Transportation	\$168,936	\$179,056
Elm Park Community School Total Budget	\$3,808,446	\$3,698,849

Position Summary

Staffing	FY 2017	FY 2018
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	7.0	6.0
Psychologists	0.4	1.0
School Adjustment Counselor	2.0	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	13.0	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
Total	69.8	66.8



Flagg Street School

115 Flagg Street

Worcester, MA 01602

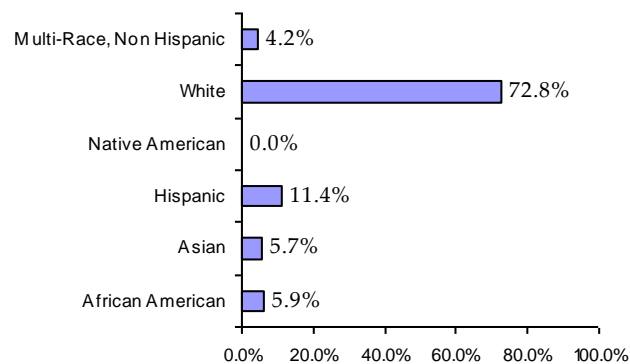
Principal: Mary Labuski

Quick Facts

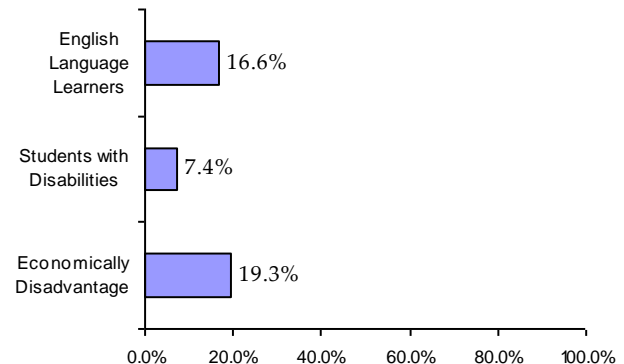
Quadrant	Doherty	Enrollment	413
Grades	K-6	Graduation Rate	N/A
Year Built	1953	Student Attendance	96.8%
Square Footage	43,617		



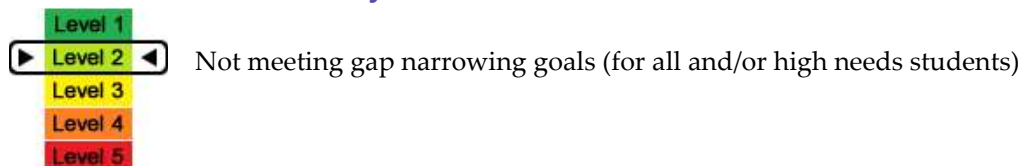
Student Race And Ethnicity



Student Demographics

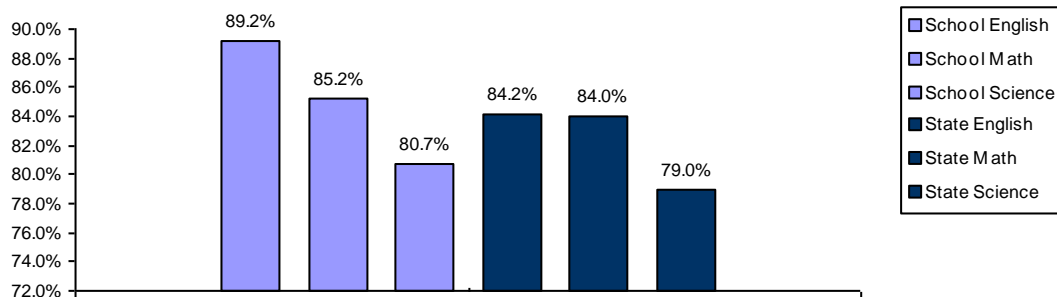


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Flagg Street School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,265,695	\$2,157,870
500146-92000 Electricity	\$18,442	\$22,226
500146-92000 Natural Gas	\$49,814	\$51,347
500152-92000 Rubbish Removal	\$5,040	\$5,134
500-92204 Instructional Materials	\$24,367	\$23,777
540103-92000 Student Transportation	\$120,669	\$127,897
Flagg Street School Total Budget	\$2,484,026	\$2,388,251

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	18.0	18.0
Special Education Teachers	2.0	2.0
Psychologists	1.0	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
Total	35.2	34.7



Francis J. McGrath School

493 Grove Street

Worcester, MA 01605

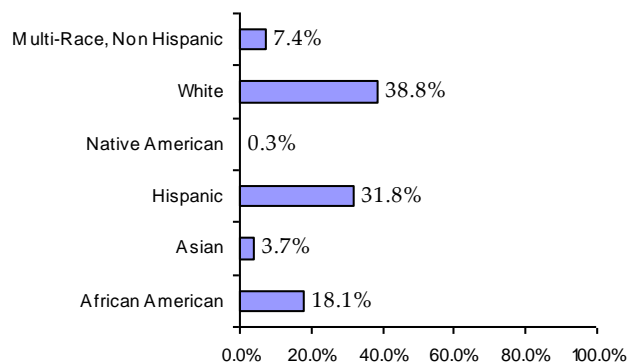
Principal: Paula Severin

Quick Facts

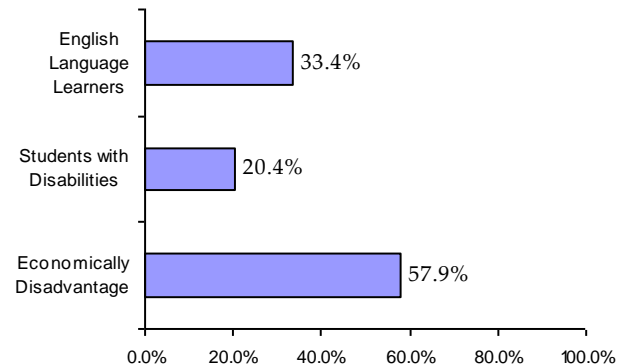
Quadrant	Burncoat	Enrollment	291
Grades	K to 6	Graduation Rate	N/A
Year Built	1977	Student Attendance	94.8%
Square Footage	35,845		



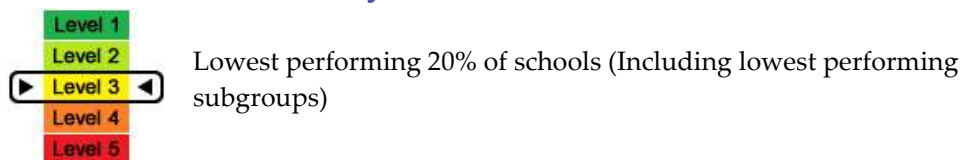
Student Race And Ethnicity



Student Demographics

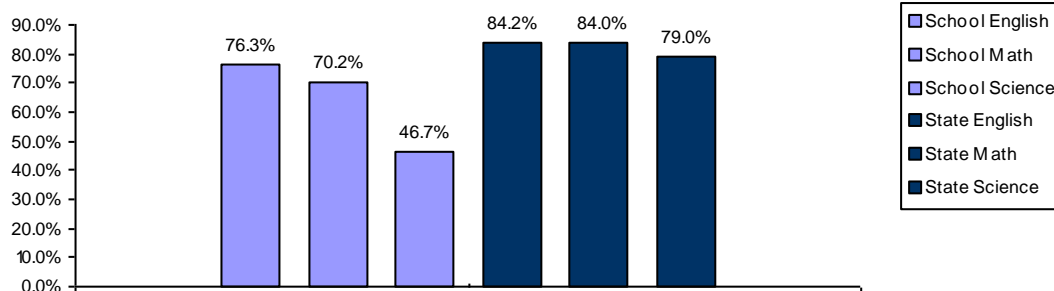


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Francis J. McGrath Elementary School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,662,080	\$1,637,322
500146-92000 Electricity	\$37,957	\$34,915
500146-92000 Natural Gas	\$20,159	\$21,065
500152-92000 Rubbish Removal	\$5,386	\$5,487
500-92204 Instructional Materials	\$17,110	\$17,051
540103-92000 Student Transportation	\$96,535	\$102,318
Francis J. McGrath Elementary School Total Budget	\$1,839,228	\$1,818,158

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	13.0
English Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
Psychologists	1.0	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	4.0	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
Total	31.8	30.4



Gates Lane of International Studies

1238 Main Street

Worcester, MA 01603

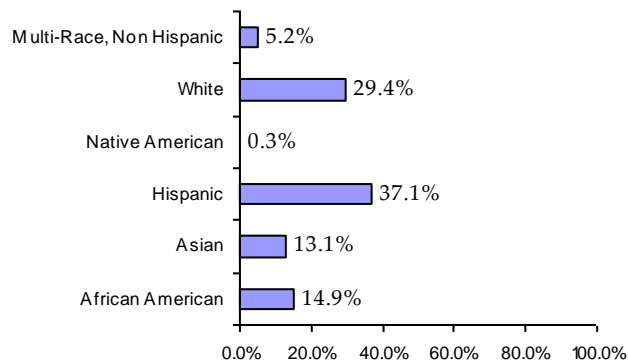
Principal: Ann Swenson

Quick Facts

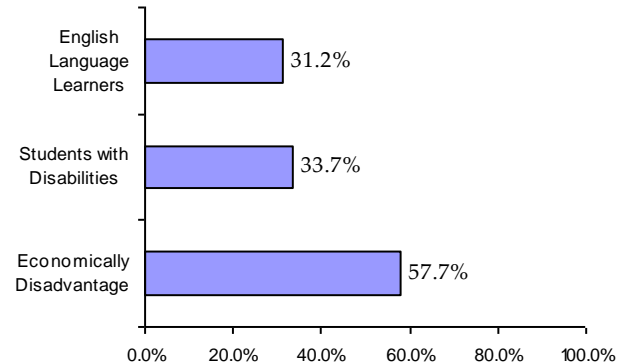
Quadrant	South	Enrollment	681
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1996	Student Attendance	94.8%
Square Footage	96,000		



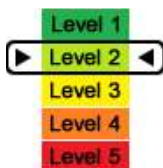
Student Race And Ethnicity



Student Demographics



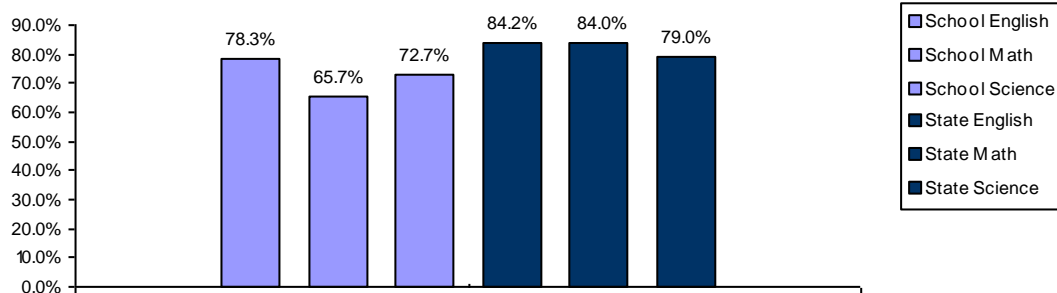
School Accountability



▶ Level 2 ◀ Not meeting gap narrowing goals (for all and/or high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Gates Lane School of International Studies

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$4,192,573	\$4,433,459
500136-92000 Building or Parking Rentals	\$12,600	\$12,600
500146-92000 Electricity	\$72,395	\$71,745
500146-92000 Natural Gas	\$48,604	\$48,407
500152-92000 Rubbish Removal	\$12,189	\$12,418
500-92204 Instructional Materials	\$38,055	\$35,282
540103-92000 Student Transportation	\$506,809	\$537,168
Gates Lane School Of International Studies Total Budget	\$4,883,226	\$5,151,079

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	20.0	20.0
English Learner Teachers	2.0	2.0
Special Education Teachers	16.0	16.0
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	43.0
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
Total	113.7	113.7



Goddard Science and Technology

14 Richard Street

Worcester, MA 01603

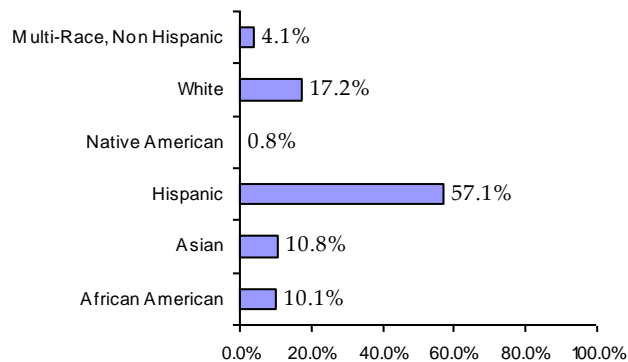
Principal: Dr. Karrie Allen

Quick Facts

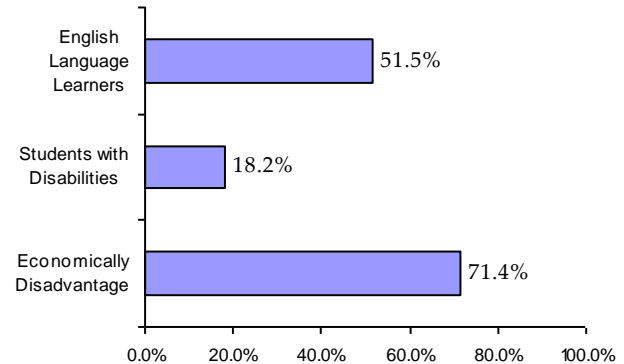
Quadrant	South	Enrollment	484
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1900	Student Attendance	94.6%
Square Footage	119,972		



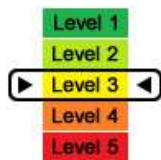
Student Race And Ethnicity



Student Demographics



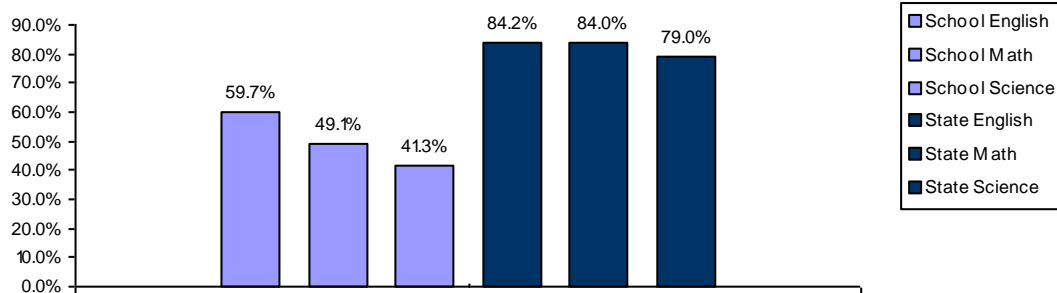
School Accountability



Lowest performing 20% of schools (Including lowest performing subgroups)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Goddard School of Science & Technology

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$3,333,533	\$3,240,532
500136-92000 Building or Parking Rentals	\$7,000	\$7,000
500146-92000 Electricity	\$45,745	\$44,664
500146-92000 Natural Gas	\$85,495	\$88,238
500152-92000 Rubbish Removal	\$6,599	\$6,723
500-92204 Instructional Materials	\$28,792	\$29,854
540103-92000 Student Transportation	\$193,070	\$204,635
Goddard School Of Science & Technology Total Budget	\$3,700,235	\$3,621,646

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	2.0
Elementary Classroom Teachers	20.0	20.0
English Learner Teachers	4.0	4.0
Special Education Teachers	5.0	5.0
Psychologists	0.6	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	1.0	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	1.0
School Nutrition Staff	13.0	14.0
Total	70.2	71.1



Grafton Street School

311 Grafton Street

Worcester, MA 01604

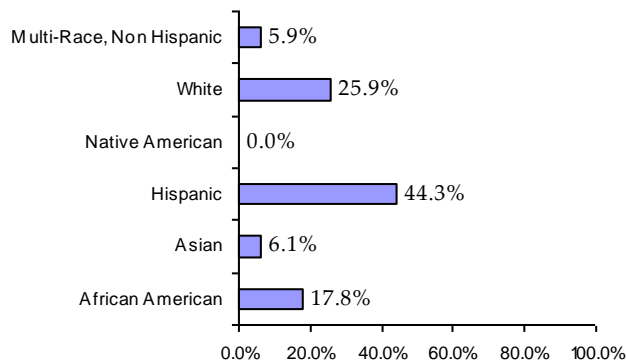
Principal: Tina Schirner

Quick Facts

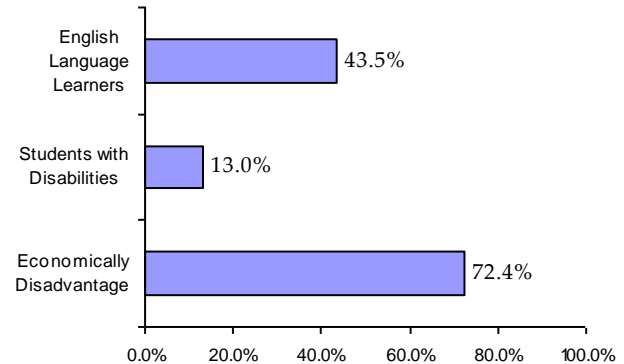
Quadrant	North	Enrollment	384
Grades	K to 6	Graduation Rate	N/A
Year Built	1879	Student Attendance	94.9%
Square Footage	41,065		



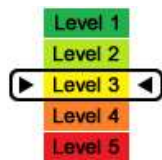
Student Race And Ethnicity



Student Demographics



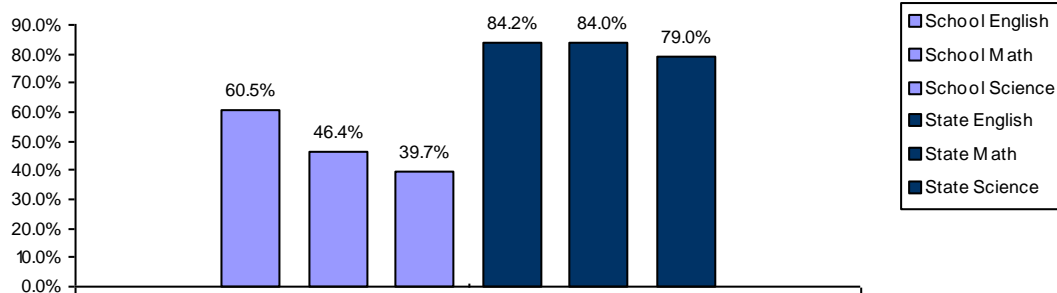
School Accountability



Lowest performing 20% of schools (Including lowest performing subgroups)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Grafton Street School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,272,674	\$2,423,786
500146-92000 Electricity	\$15,801	\$18,682
500146-92000 Natural Gas	\$80,743	\$46,837
500152-92000 Rubbish Removal	\$7,423	\$7,562
500-92204 Instructional Materials	\$21,535	\$23,777
540103-92000 Student Transportation	\$48,268	\$51,159
Grafton Street School Total Budget	\$2,446,443	\$2,571,803

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	18.0	19.0
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	0.1	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	4.0
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
Total	44.8	45.8



Heard Street Discovery Academy

200 Heard Street

Worcester, MA 01603

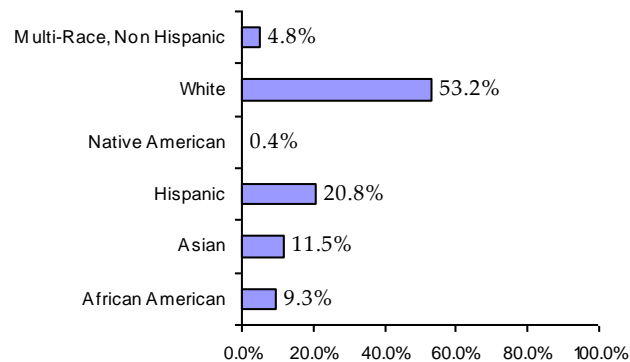
Principal: Thomas Brindisi

Quick Facts

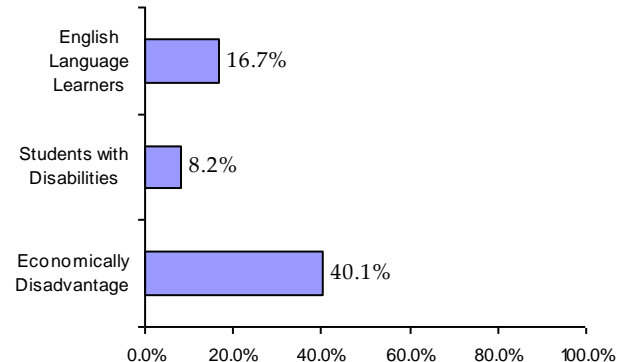
Quadrant	South	Enrollment	285
Grades	K-6	Graduation Rate	N/A
Year Built	1932	Student Attendance	97.3%
Square Footage	23,800		



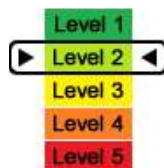
Student Race And Ethnicity



Student Demographics



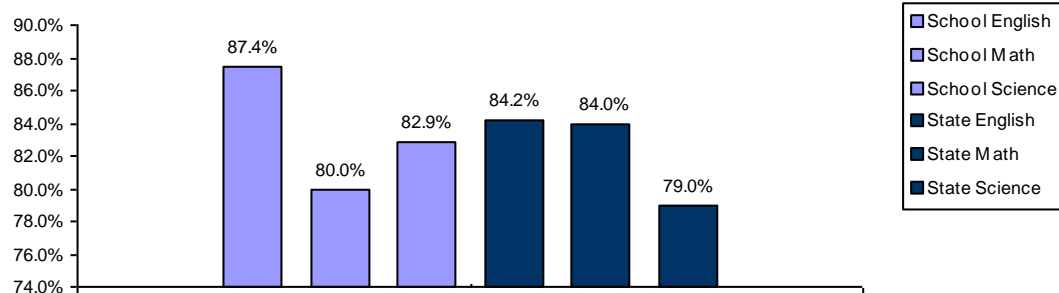
School Accountability



Not meeting gap narrowing goals (for all and/or high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Heard Street Discovery Academy School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,641,218	\$1,565,946
500146-92000 Electricity	\$19,935	\$19,842
500146-92000 Natural Gas	\$15,242	\$16,044
500152-92000 Rubbish Removal	\$5,646	\$5,752
500-92204 Instructional Materials	\$17,582	\$15,812
540103-92000 Student Transportation	\$72,401	\$76,738
Heard Street Discovery Academy School Total Budget	\$1,772,026	\$1,700,135

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
Special Education Teachers	1.0	1.0
Psychologists	1.0	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
Total	27.0	26.2



Jacob Hiatt Magnet School

772 Main Street

Worcester, MA 01601

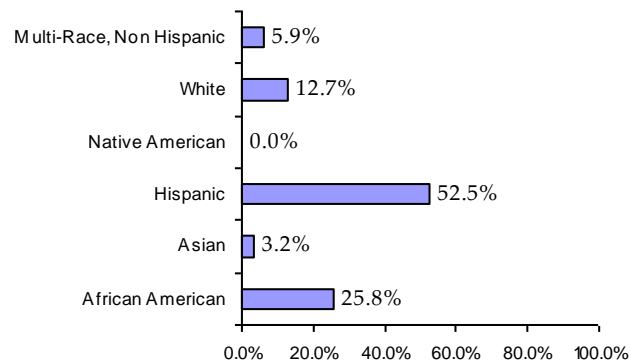
Principal: Jyodi Datta

Quick Facts

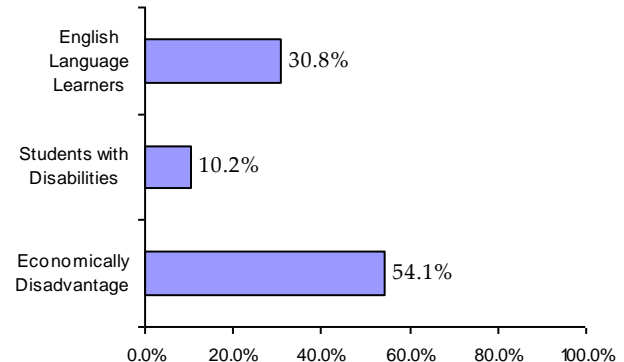
Quadrant	Doherty	Enrollment	457
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1990	Student Attendance	95.8%
Square Footage	52,000		



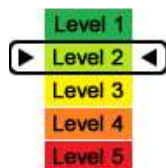
Student Race And Ethnicity



Student Demographics



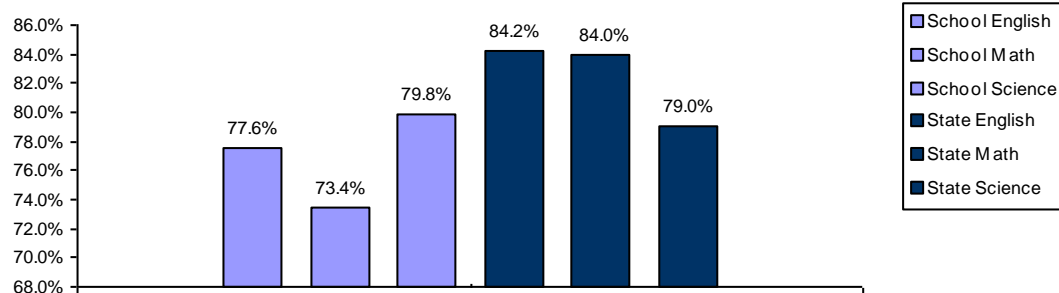
School Accountability



Not meeting gap narrowing goals (for all and/or high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Jacob Hiatt Magnet School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,415,261	\$2,559,188
500136-92000 Building or Parking Rentals	\$46,812	\$46,812
500146-92000 Electricity	\$73,898	\$50,040
500146-92000 Natural Gas	\$27,588	\$28,651
500152-92000 Rubbish Removal	\$8,463	\$8,622
500-92204 Instructional Materials	\$26,432	\$26,255
540103-92000 Student Transportation	\$265,472	\$281,374
Jacob Hiatt Magnet School Total Budget	\$2,863,925	\$3,000,941

Position Summary

Staffing	FY 2017	FY 2018
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	2.0
Special Education Teachers	3.0	3.0
School Adjustment Counselor	1.0	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
Total	45.9	45.7



Lake View School

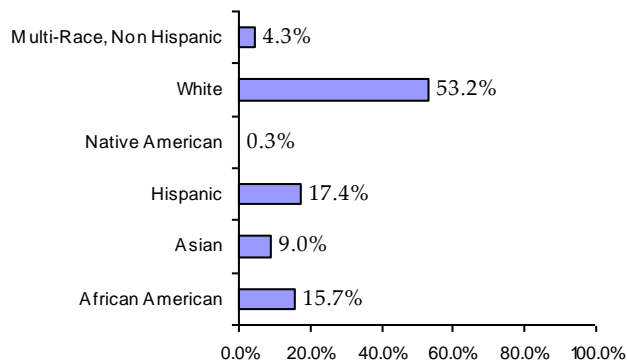
133 Coburn Avenue Worcester, MA 01604 Principal: Principal Selection In Process

Quick Facts

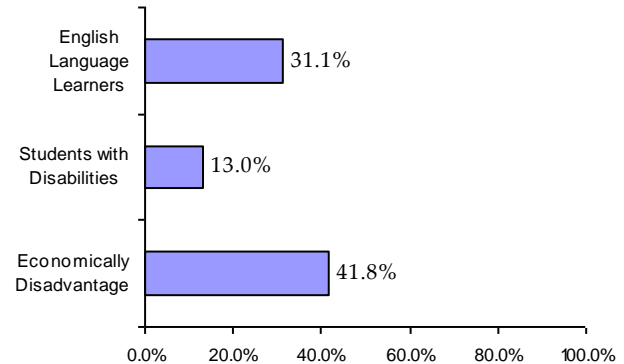
Quadrant	North	Enrollment	289
Grades	K-6	Graduation Rate	N/A
Year Built	1922	Student Attendance	96.5%
Square Footage	27,918		



Student Race And Ethnicity



Student Demographics



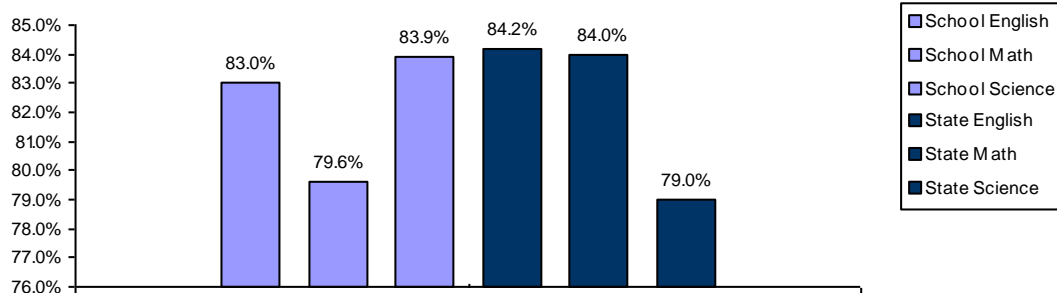
School Accountability



Meeting gap narrowing goals (For all and high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Lake View School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,700,909	\$1,686,395
500146-92000 Electricity	\$10,333	\$11,025
500146-92000 Natural Gas	\$20,134	\$21,039
500152-92000 Rubbish Removal	\$3,316	\$3,378
500-92204 Instructional Materials	\$17,110	\$17,700
540103-92000 Student Transportation	\$96,535	\$102,318
Lake View School Total Budget	\$1,848,337	\$1,841,855

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	1.5	1.5
Special Education Teachers	1.0	1.0
School Adjustment Counselor	1.0	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
Total	29.4	28.9



Lincoln Street School

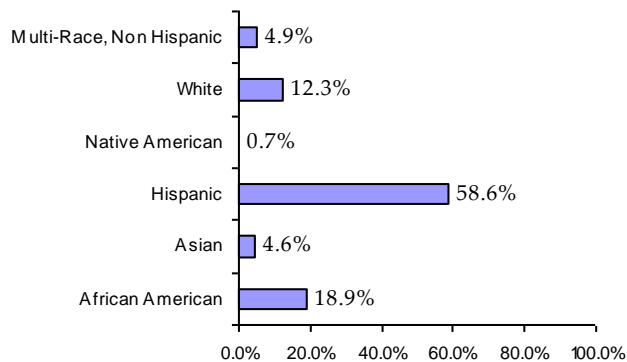
549 Lincoln Street Worcester, MA 01605 Principal: Martha Dewar

Quick Facts

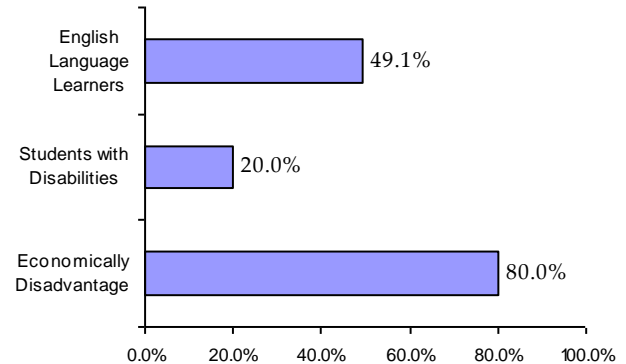
Quadrant	Burncoat	Enrollment	276
Grades	K to 6	Graduation Rate	N/A
Year Built	1929	Student Attendance	94.2%
Square Footage	25,766		



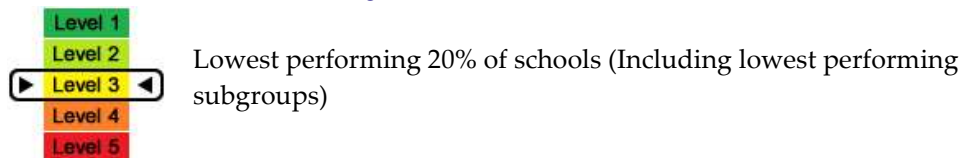
Student Race And Ethnicity



Student Demographics

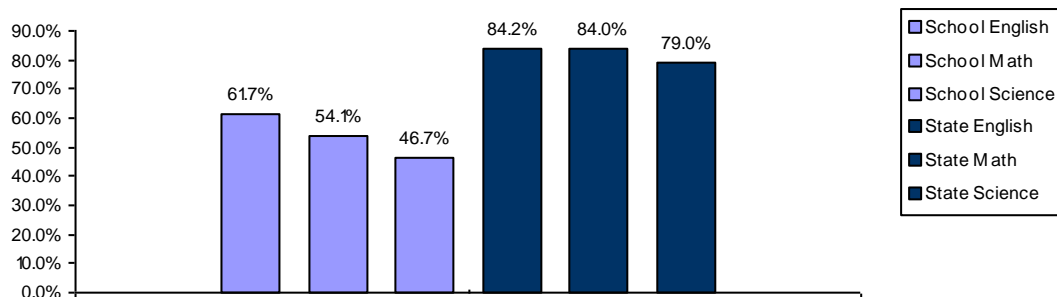


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Lincoln Street School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,828,633	\$1,975,667
500146-92000 Electricity	\$19,245	\$18,273
500146-92000 Natural Gas	\$16,214	\$17,037
500152-92000 Rubbish Removal	\$5,040	\$5,134
500-92204 Instructional Materials	\$15,399	\$16,992
540103-92000 Student Transportation	\$96,535	\$102,318
Lincoln Street School Total Budget	\$1,981,065	\$2,135,422

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	14.0
English Learner Teachers	2.0	2.0
Special Education Teachers	2.0	2.0
Psychologists	0.4	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	3.0	2.0
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	2.0	3.0
Total	33.3	34.5



May Street School

265 May Street

Worcester, MA 01602

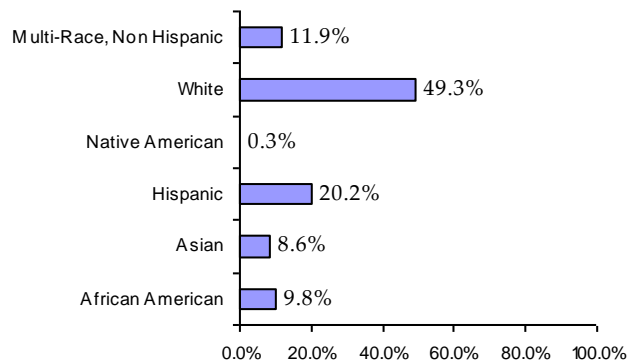
Principal: Luke Robert

Quick Facts

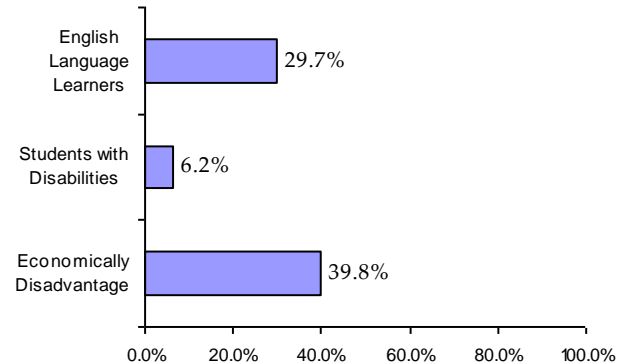
Quadrant	Doherty	Enrollment	329
Grades	K-6	Graduation Rate	N/A
Year Built	1927	Student Attendance	96.6%
Square Footage	35,912		



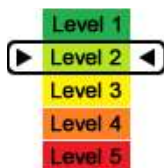
Student Race And Ethnicity



Student Demographics



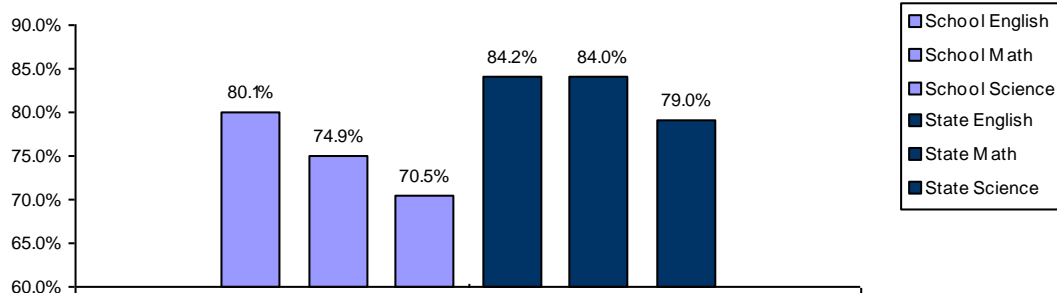
School Accountability



Not meeting gap narrowing goals (for all and/or high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





May Street School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,726,218	\$1,804,054
500146-92000 Electricity	\$11,721	\$12,277
500146-92000 Natural Gas	\$32,846	\$33,924
500152-92000 Rubbish Removal	\$3,316	\$3,378
500-92204 Instructional Materials	\$19,529	\$19,706
540103-92000 Student Transportation	\$72,401	\$76,738
May Street School Total Budget	\$1,866,031	\$1,950,077

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	1.0	1.0
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
Total	31.1	31.1



Midland Street School

18 Midland Street

Worcester, MA 01602

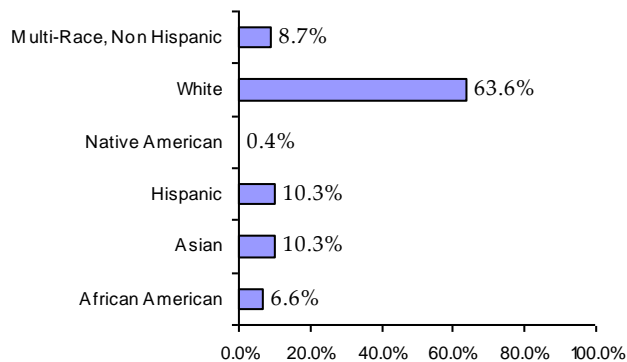
Principal: Michele Lodowsky

Quick Facts

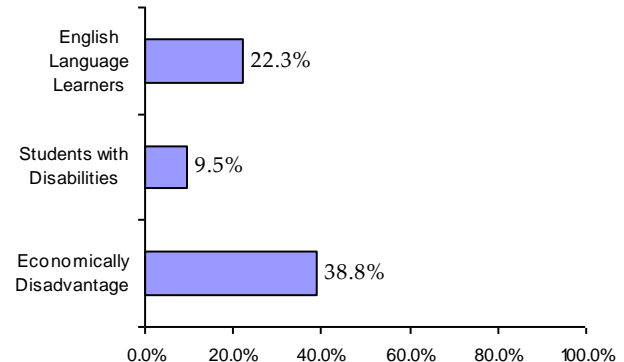
Quadrant	Doherty	Enrollment	244
Grades	K-6	Graduation Rate	N/A
Year Built	1896	Student Attendance	96.3%
Square Footage	22,113		



Student Race And Ethnicity



Student Demographics



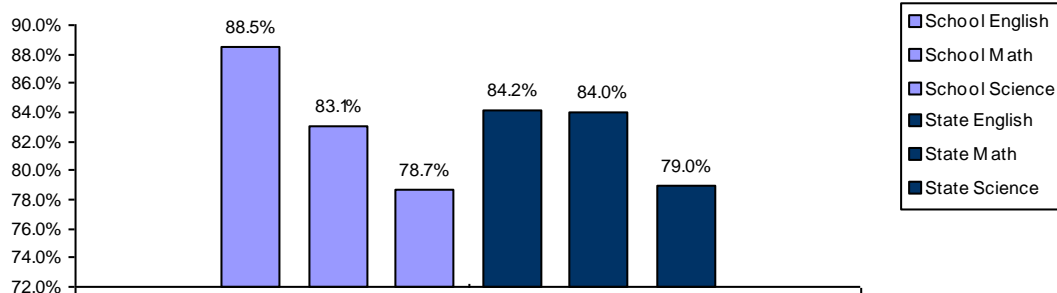
School Accountability



Meeting gap narrowing goals (For all and high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Midland Street School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,562,892	\$1,511,287
500146-92000 Electricity	\$8,654	\$8,431
500146-92000 Natural Gas	\$21,605	\$22,542
500152-92000 Rubbish Removal	\$2,882	\$2,937
500-92204 Instructional Materials	\$13,511	\$14,219
540103-92000 Student Transportation	\$24,134	\$25,579
Midland Street School Total Budget	\$1,633,679	\$1,584,995

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	13.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	1.0	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
Total	28.8	28.4



Nelson Place School

35 Nelson Place

Worcester, MA 01605

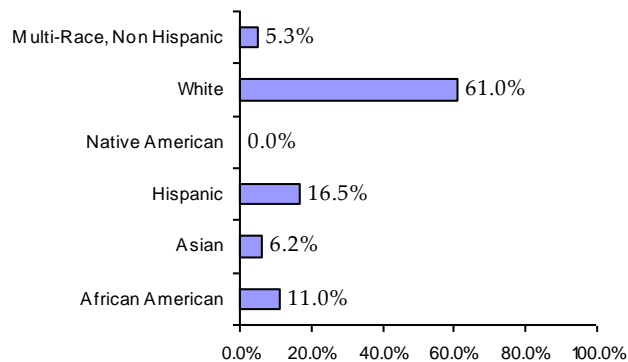
Principal: Monica Poitras

Quick Facts

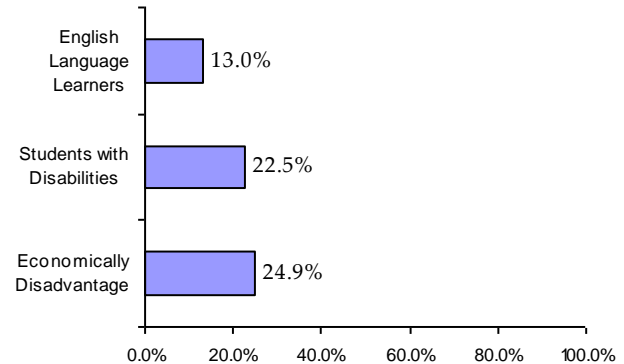
Quadrant	Doherty	Enrollment	486
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1927	Student Attendance	96.7%
Square Footage	44,963		



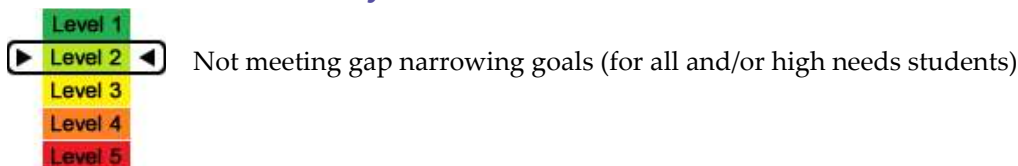
Student Race And Ethnicity



Student Demographics

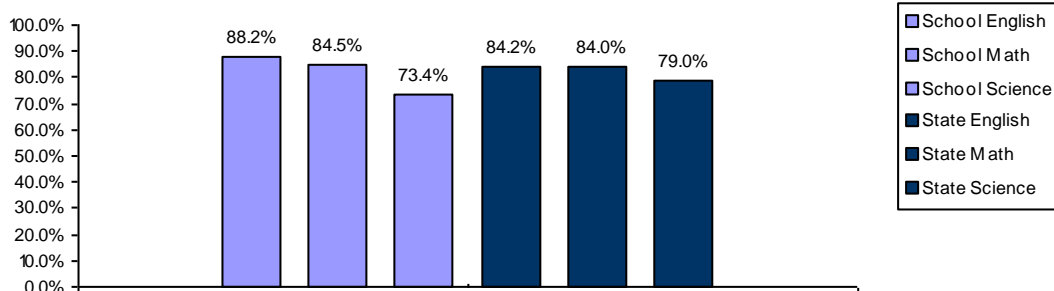


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Nelson Place School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,833,058	\$3,270,050
500146-92000 Electricity	\$26,342	\$0
500146-92000 Natural Gas	\$51,210	\$17,736
500152-92000 Rubbish Removal	\$9,418	\$9,595
500-92204 Instructional Materials	\$27,671	\$26,727
540103-92000 Student Transportation	\$313,739	\$332,533
Nelson Place School Total Budget	\$3,261,438	\$3,656,641

Position Summary

Staffing	FY 2017	FY 2018
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	5.0	7.0
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	23.0	27.0
Crossing Guard	1.0	1.0
School Nurse	1.0	1.0
Custodial	2.0	4.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	61.4	69.4



Norrback Avenue School

44 Malden Street

Worcester, MA 01606

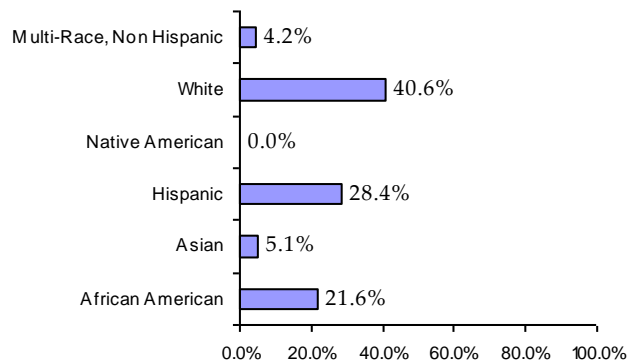
Principal: Christina Troiano, Acting

Quick Facts

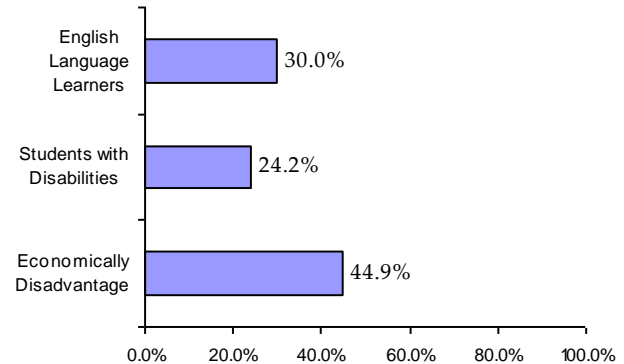
Quadrant	Burncoat	Enrollment	584
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1999	Student Attendance	95.8%
Square Footage	113,500		



Student Race And Ethnicity



Student Demographics



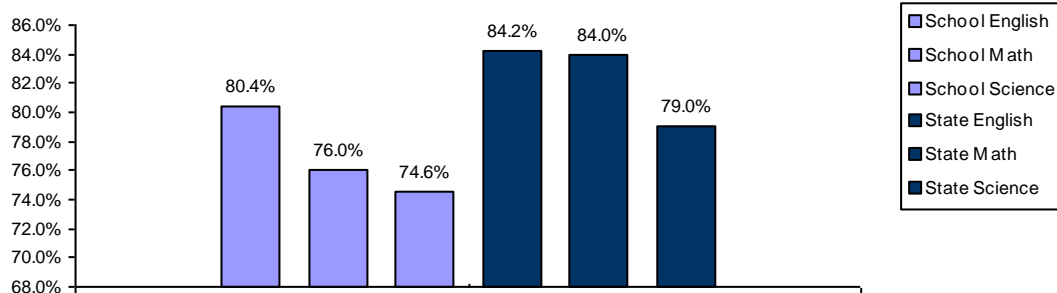
School Accountability



Meeting gap narrowing goals (For all and high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Norrback Avenue School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$3,864,944	\$3,695,205
500146-92000 Electricity	\$89,682	\$78,573
500146-92000 Natural Gas	\$51,934	\$53,512
500152-92000 Rubbish Removal	\$7,531	\$7,672
500-92204 Instructional Materials	\$34,043	\$33,394
540103-92000 Student Transportation	\$458,542	\$486,009
Norrback Avenue School Total Budget	\$4,506,676	\$4,354,365

Position Summary

Staffing	FY 2017	FY 2018
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	7.0	7.0
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	23.0
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	6.0	7.0
Total	79.8	80.8



Quinsigamond Community School

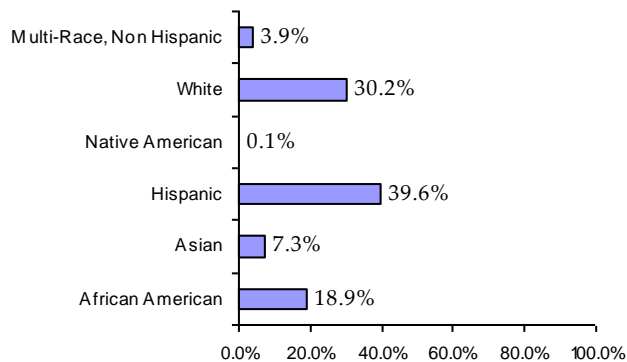
14 Blackstone River Ro Worcester, MA 01607 Principal: Margaret Doyle

Quick Facts

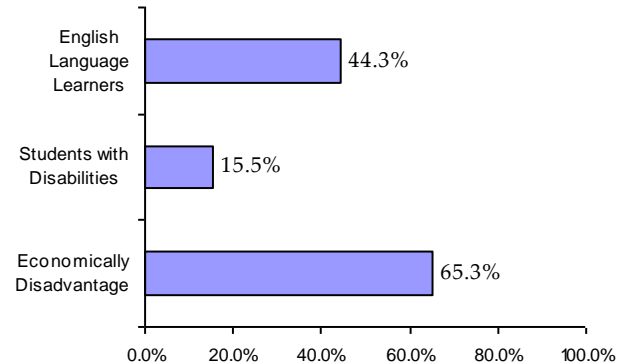
Quadrant	South	Enrollment	795
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1998	Student Attendance	94.6%
Square Footage	141,847		



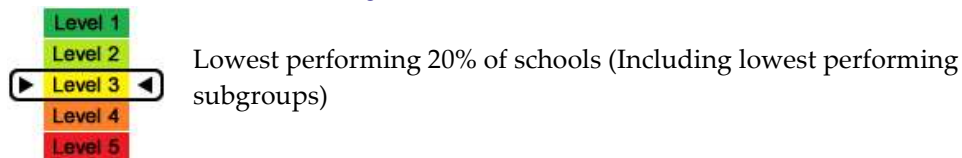
Student Race And Ethnicity



Student Demographics

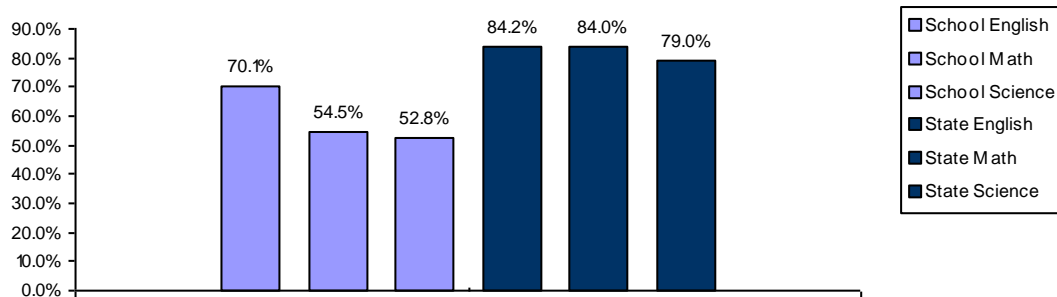


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Quinsigamond Elementary School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$4,096,058	\$4,055,670
500146-92000 Electricity	\$118,706	\$115,879
500146-92000 Natural Gas	\$35,922	\$37,161
500152-92000 Rubbish Removal	\$13,437	\$13,689
500-92204 Instructional Materials	\$45,548	\$47,790
540103-92000 Student Transportation	\$530,943	\$562,748
Quinsigamond Elementary School Total Budget	\$4,840,614	\$4,832,937

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	2.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	30.0	29.0
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	13.0	14.0
Crossing Guard	3.0	3.0
School Nurse	2.0	2.0
Custodial	4.5	4.5
School Clerical	2.0	2.0
School Nutrition Staff	9.0	10.0
Total	83.4	83.4



Rice Square School

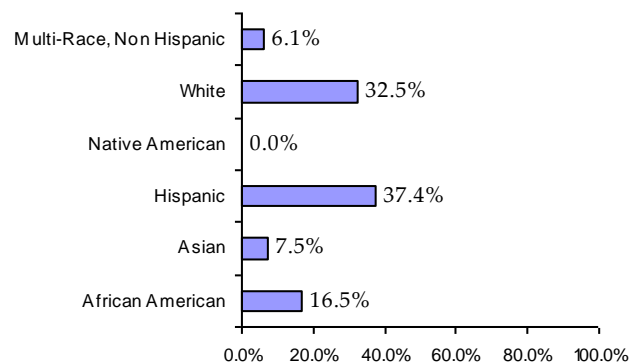
76 Massasoit Road Worcester, MA 01604 Principal: Susan Donahue

Quick Facts

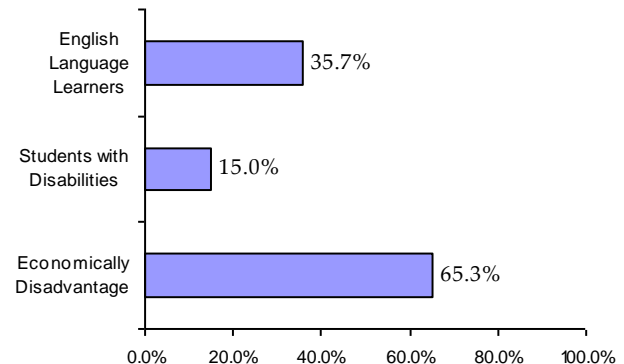
Quadrant	North	Enrollment	428
Grades	K-6	Graduation Rate	N/A
Year Built	1914	Student Attendance	95.6%
Square Footage	36,000		



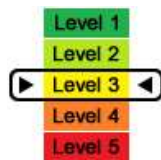
Student Race And Ethnicity



Student Demographics



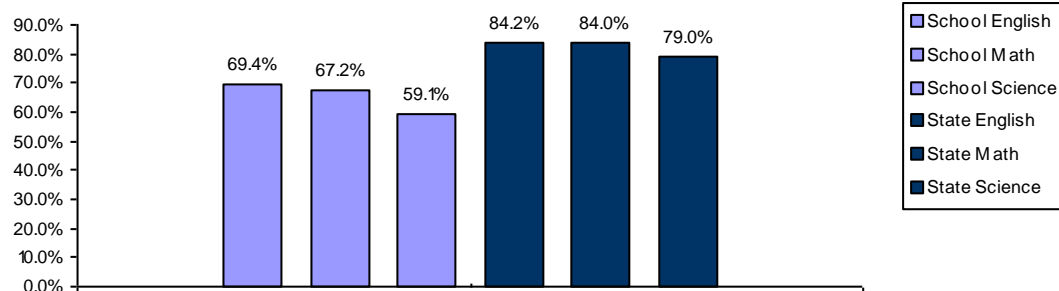
School Accountability



Lowest performing 20% of schools (Including lowest performing subgroups)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Rice Square School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,557,349	\$2,630,675
500146-92000 Electricity	\$30,620	\$35,095
500146-92000 Natural Gas	\$30,069	\$31,184
500152-92000 Rubbish Removal	\$6,773	\$6,900
500-92204 Instructional Materials	\$24,898	\$24,603
540103-92000 Student Transportation	\$120,669	\$127,897
Rice Square School Total Budget	\$2,770,378	\$2,856,354

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	20.0	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	3.0	2.0
Total	45.7	45.7



Roosevelt School

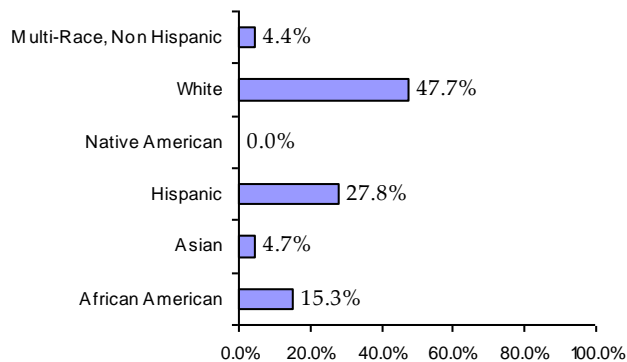
1006 Grafton Street Worcester, MA 01604 Principal: Ellen Kelley

Quick Facts

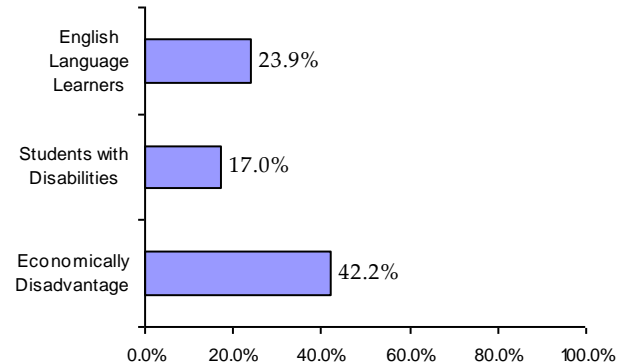
Quadrant	North	Enrollment	675
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	2001	Student Attendance	95.7%
Square Footage	120,656		



Student Race And Ethnicity



Student Demographics



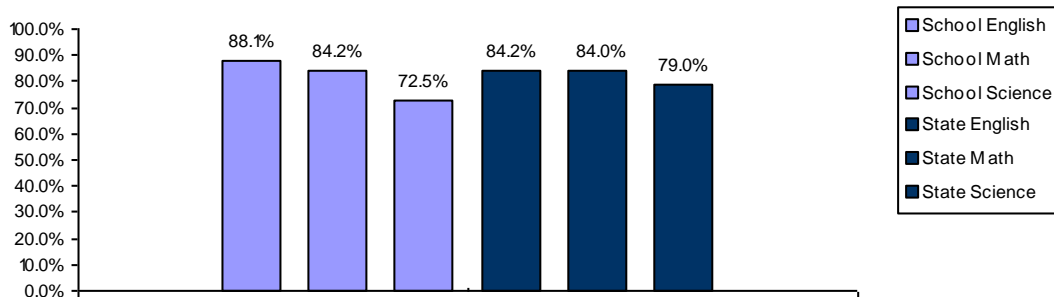
School Accountability



Meeting gap narrowing goals (For all and high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Roosevelt Elementary School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$3,952,129	\$4,114,192
500146-92000 Electricity	\$56,300	\$49,734
500146-92000 Natural Gas	\$66,246	\$55,615
500152-92000 Rubbish Removal	\$9,830	\$10,014
500-92204 Instructional Materials	\$37,878	\$38,822
540103-92000 Student Transportation	\$579,211	\$613,906
Roosevelt Elementary School Total Budget	\$4,701,594	\$4,882,284

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	20.0	21.0
English Learner Teachers	9.0	9.0
Special Education Teachers	8.0	8.0
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	18.0	19.0
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
Total	83.5	85.5



Tatnuck Magnet School

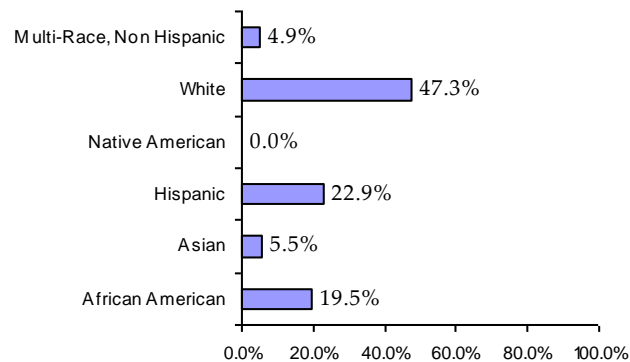
1083 Pleasant Street Worcester, MA 01602 Principal: Erin Dobson

Quick Facts

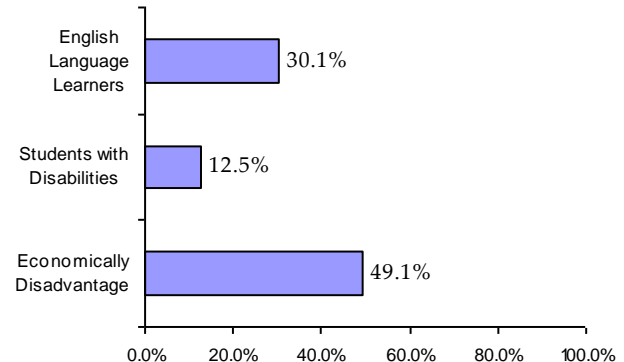
Quadrant	Doherty	Enrollment	413
Grades	K-6	Graduation Rate	N/A
Year Built	1922	Student Attendance	96.5%
Square Footage	42,384		



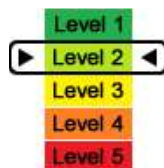
Student Race And Ethnicity



Student Demographics



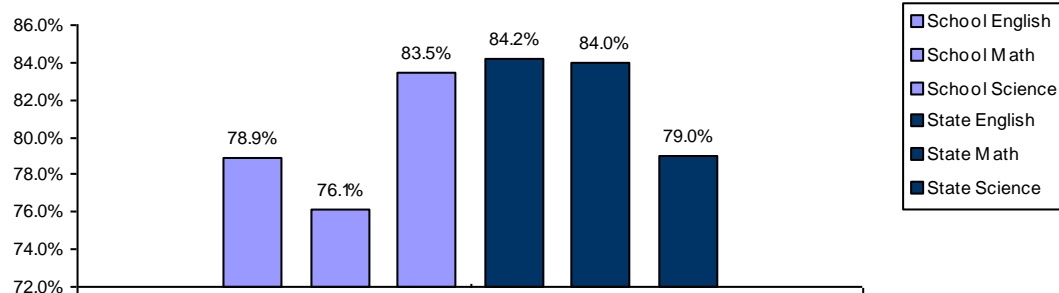
School Accountability



Not meeting gap narrowing goals (for all and/or high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Tatnuck Magnet School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,391,783	\$2,571,511
500146-92000 Electricity	\$19,683	\$19,619
500146-92000 Natural Gas	\$69,699	\$71,652
500152-92000 Rubbish Removal	\$9,288	\$9,462
500-92204 Instructional Materials	\$22,538	\$22,597
540103-92000 Student Transportation	\$193,070	\$204,635
Tatnuck Magnet School Total Budget	\$2,706,061	\$2,899,477

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	16.0	17.0
English Learner Teachers	2.0	2.0
Special Education Teachers	4.0	4.0
Psychologists	1.0	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	6.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	2.0	2.5
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
Total	42.9	43.9



Thorndyke Road School

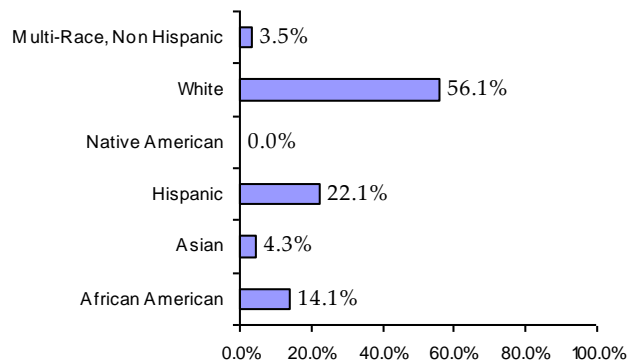
20 Thorndyke Road Worcester, MA 01606 Principal: Kathleen Lee

Quick Facts

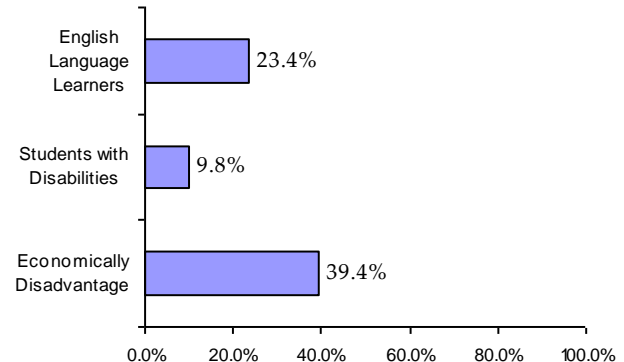
Quadrant	Burncoat	Enrollment	362
Grades	K-6	Graduation Rate	N/A
Year Built	1927	Student Attendance	96.2%
Square Footage	43,425		



Student Race And Ethnicity



Student Demographics



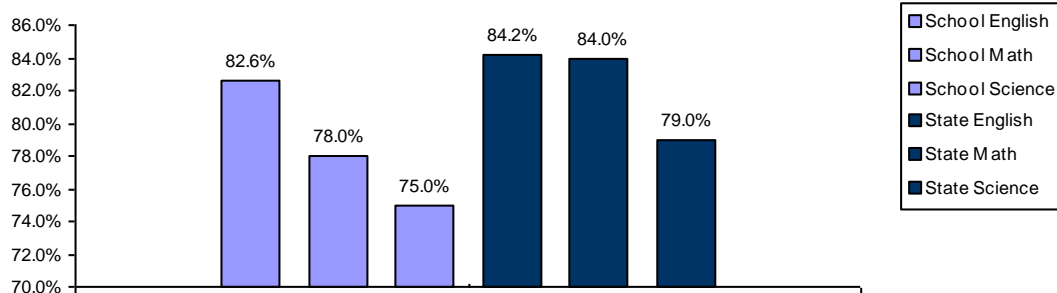
School Accountability



Meeting gap narrowing goals (For all and high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Thorndyke Road School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,963,909	\$1,959,374
500146-92000 Electricity	\$14,914	\$12,604
500146-92000 Natural Gas	\$24,934	\$25,941
500152-92000 Rubbish Removal	\$3,890	\$3,963
500-92204 Instructional Materials	\$21,358	\$22,361
540103-92000 Student Transportation	\$72,401	\$76,738
Thorndyke Road School Total Budget	\$2,101,408	\$2,100,981

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	17.0	17.0
English Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	1.0	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	7.0	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
Total	38.0	36.5



Union Hill School

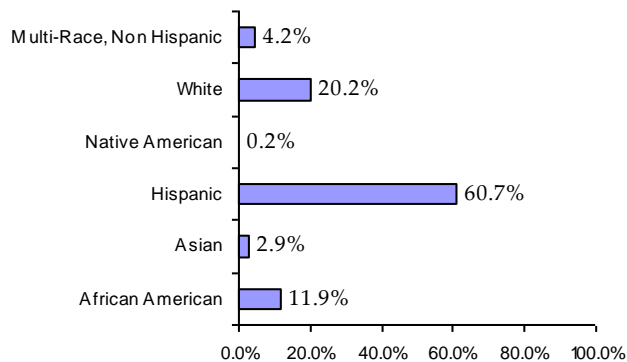
One Chapin Street Worcester, MA 01604 Principal: Ishmael Tabales, Acting

Quick Facts

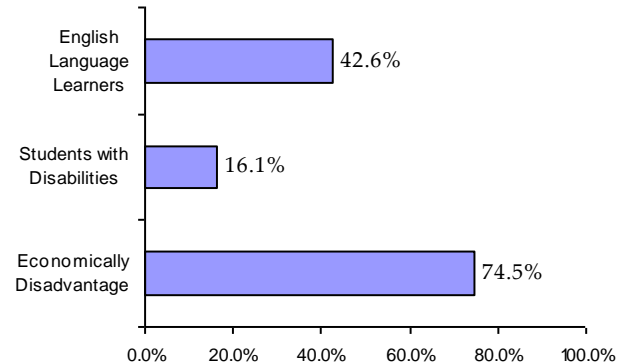
Quadrant	North	Enrollment	449
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1922	Student Attendance	94.0%
Square Footage	43,216		



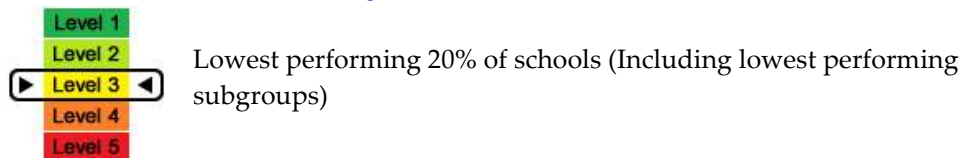
Student Race And Ethnicity



Student Demographics

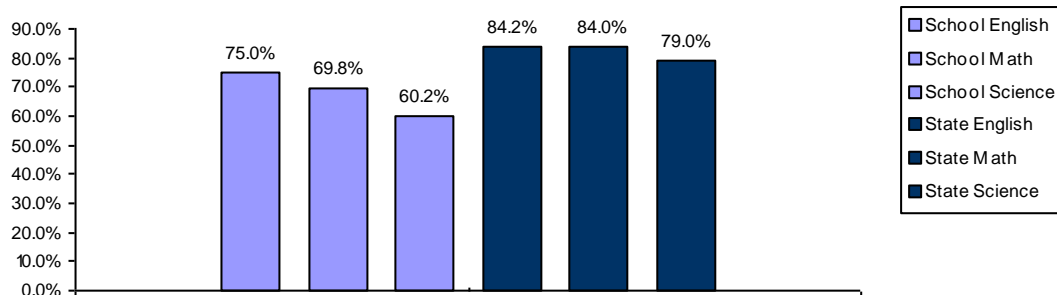


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Union Hill School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$3,126,879	\$3,005,865
500146-92000 Electricity	\$22,403	\$25,575
500146-92000 Natural Gas	\$29,556	\$30,888
500152-92000 Rubbish Removal	\$8,485	\$8,645
500-92204 Instructional Materials	\$38,631	\$41,633
540103-92000 Student Transportation	\$72,401	\$76,738
Union Hill School Total Budget	\$3,298,356	\$3,189,344

Position Summary

Staffing	FY 2017	FY 2018
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	5.0	5.0
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	6.0	5.0
Crossing Guard	2.0	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
Total	54.8	54.8



Vernon Hill School

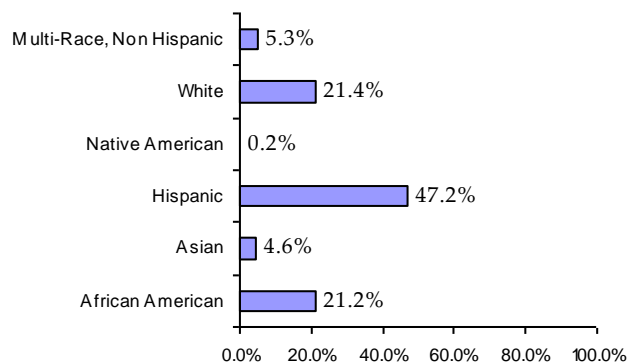
211 Providence Street Worcester, MA 01604 Principal: Principal Selection In Process

Quick Facts

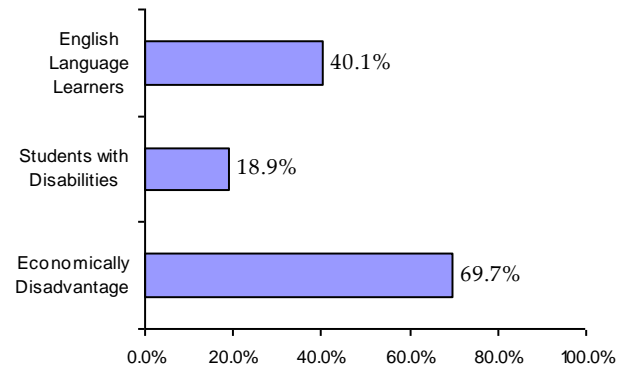
Quadrant	South	Enrollment	549
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1931	Student Attendance	94.1%
Square Footage	83,060		



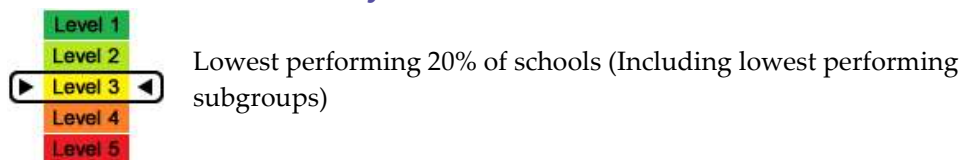
Student Race And Ethnicity



Student Demographics

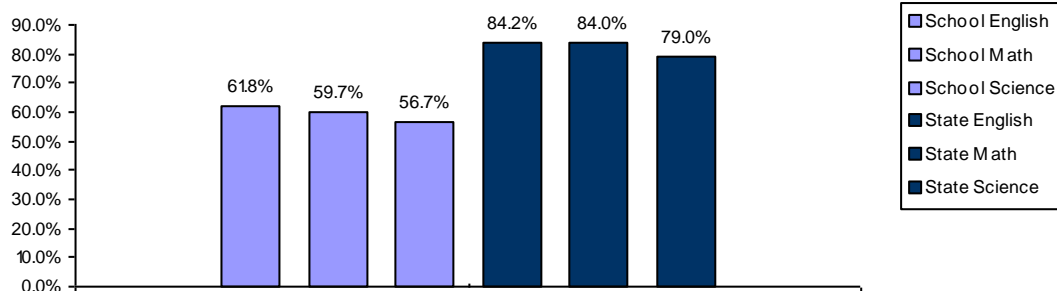


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Vernon Hill School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,985,476	\$2,961,883
500146-92000 Electricity	\$39,774	\$44,150
500146-92000 Natural Gas	\$47,857	\$49,349
500152-92000 Rubbish Removal	\$11,515	\$11,732
500-92204 Instructional Materials	\$30,975	\$32,922
540103-92000 Student Transportation	\$120,669	\$127,897
Vernon Hill School Total Budget	\$3,236,266	\$3,227,932

Position Summary

Staffing	FY 2017	FY 2018
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	3.0
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	11.0	9.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	3.0	3.0
School Clerical	1.0	1.0
School Nutrition Staff	11.0	13.0
Total	63.2	63.2



Wawecus Road School

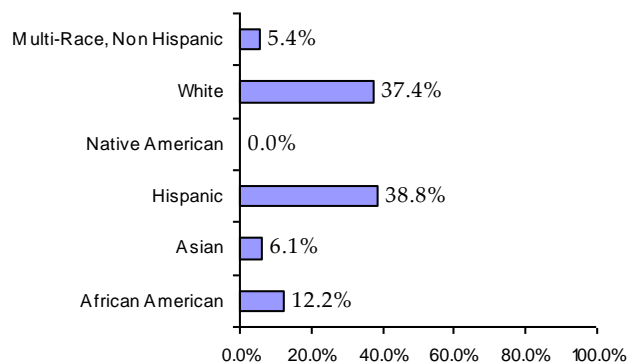
20 Wawecus Street Worcester, MA 01605 Principal: Joanna Loftus

Quick Facts

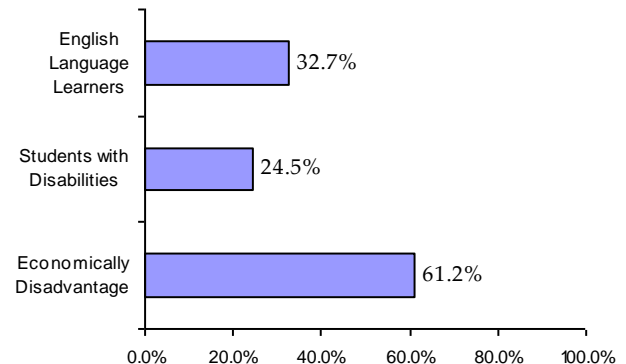
Quadrant	Burncoat	Enrollment	152
Grades	K-6	Graduation Rate	N/A
Year Built	1963	Student Attendance	96.2%
Square Footage	22,974		



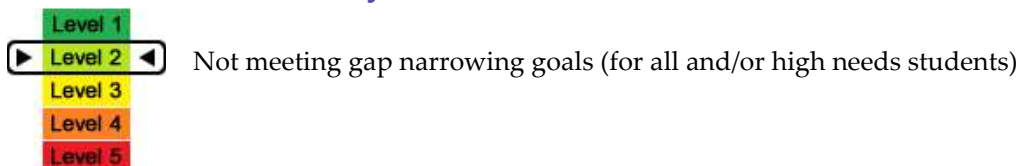
Student Race And Ethnicity



Student Demographics

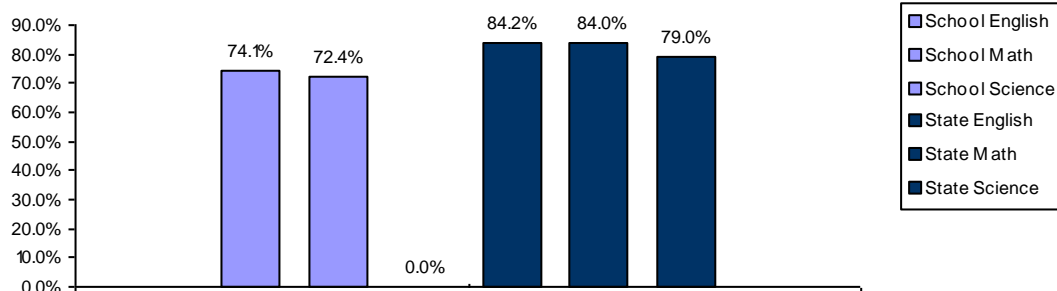


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Wawecus Road School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,296,197	\$1,275,949
500146-92000 Electricity	\$15,333	\$13,599
500146-92000 Natural Gas	\$14,545	\$15,333
500152-92000 Rubbish Removal	\$3,316	\$3,378
500-92204 Instructional Materials	\$8,555	\$8,791
540103-92000 Student Transportation	\$168,936	\$179,056
Wawecus Road School Total Budget	\$1,506,883	\$1,496,106

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	7.0	7.0
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	5.0
Crossing Guard	4.0	4.0
School Nurse	1.0	0.5
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	2.0
Total	29.1	27.6



West Tatnuck School

300 Mower Street

Worcester, MA 01602

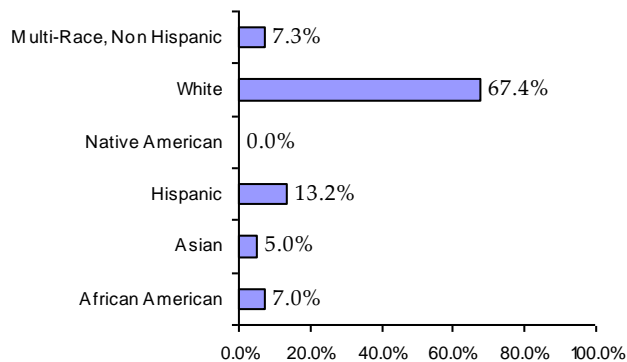
Principal: Principal Selection In Process

Quick Facts

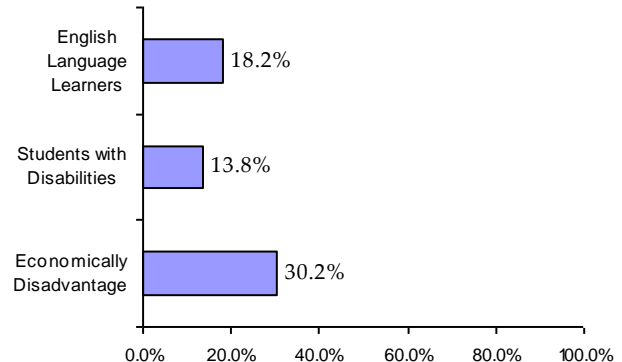
Quadrant	Doherty	Enrollment	355
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1961	Student Attendance	95.5%
Square Footage	37,544		



Student Race And Ethnicity



Student Demographics



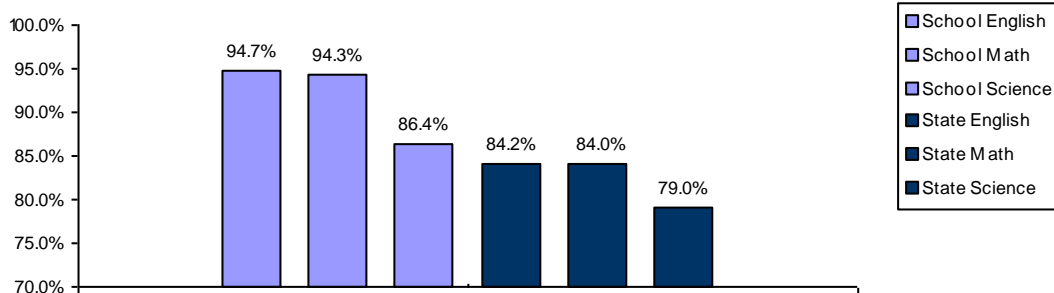
School Accountability



Meeting gap narrowing goals (For all and high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





West Tatnuck School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,967,205	\$1,802,840
500146-92000 Electricity	\$20,092	\$22,458
500146-92000 Natural Gas	\$30,790	\$31,921
500152-92000 Rubbish Removal	\$7,163	\$7,297
500-92204 Instructional Materials	\$20,237	\$20,119
540103-92000 Student Transportation	\$482,676	\$511,589
West Tatnuck School Total Budget	\$2,528,162	\$2,396,224

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
Special Education Teachers	3.0	3.0
Psychologists	1.0	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	12.0
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
Total	39.9	39.5



Woodland Academy

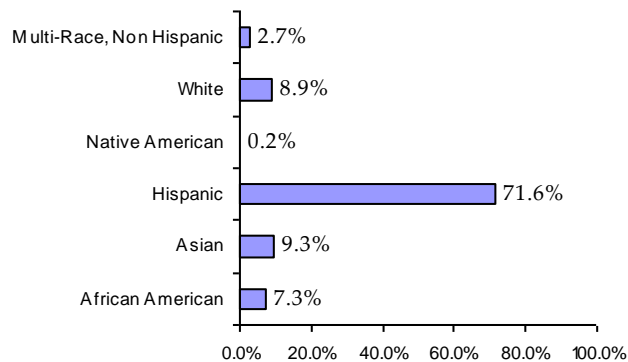
93 Woodland Street Worcester, MA 01610 Principal: Patricia Padilla

Quick Facts

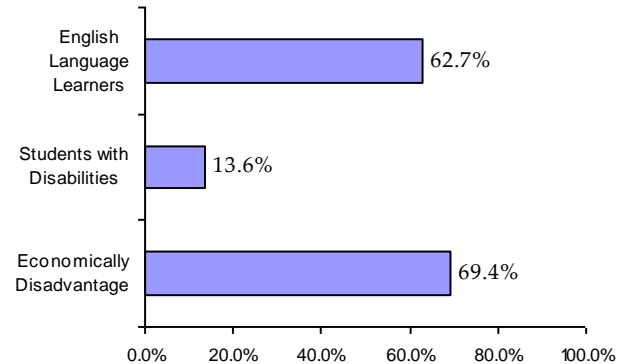
Quadrant	South	Enrollment	613
Grades	K to 6	Graduation Rate	N/A
Year Built	1999	Student Attendance	96.3%
Square Footage	71,127		



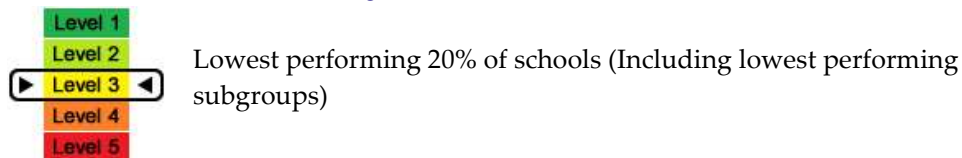
Student Race And Ethnicity



Student Demographics

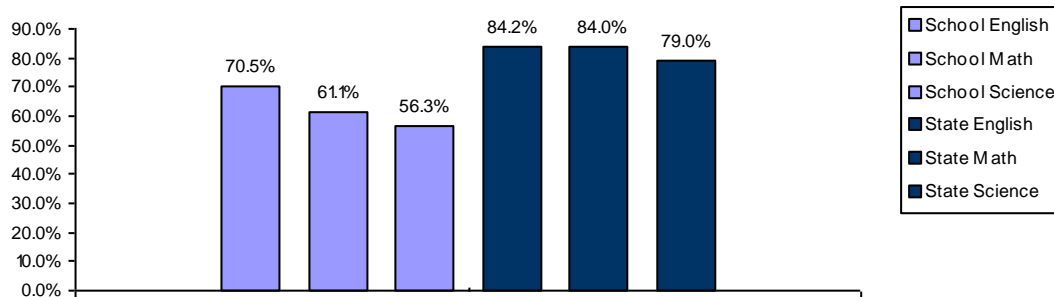


School Accountability



Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Woodland Academy School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$3,354,057	\$3,458,594
500146-92000 Electricity	\$85,905	\$90,719
500146-92000 Natural Gas	\$35,574	\$36,680
500152-92000 Rubbish Removal	\$12,223	\$12,453
500-92204 Instructional Materials	\$37,229	\$36,816
540103-92000 Student Transportation	\$72,401	\$76,738
Woodland Academy School Total Budget	\$3,597,389	\$3,712,000

Position Summary

Staffing	FY 2017	FY 2018
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	5.0
Special Education Teachers	3.0	3.0
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	4.0	3.0
Crossing Guard	2.0	3.0
School Nurse	0.5	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	3.0	3.0
School Clerical	2.0	2.0
School Nutrition Staff	10.0	10.0
Total	63.9	64.4



Worcester Arts Magnet School

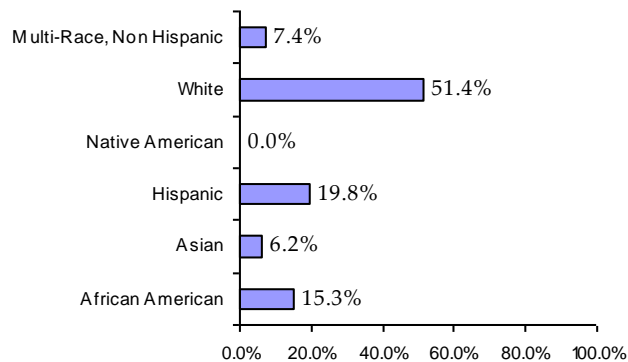
315 St. Nicholas Avenue Worcester, MA 01608 Principal: Mary Ellen Scanlon, Acting

Quick Facts

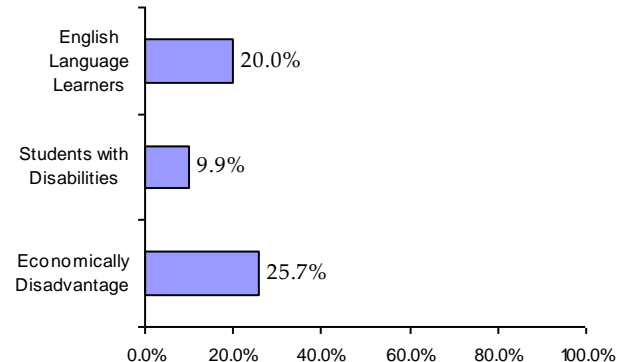
Quadrant	Burncoat	Enrollment	404
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1961	Student Attendance	96.7%
Square Footage	56,657		



Student Race And Ethnicity



Student Demographics



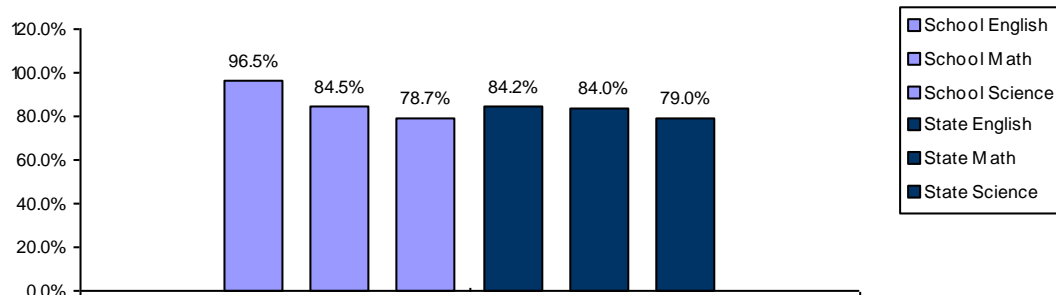
School Accountability



Meeting gap narrowing goals (For all and high needs students)

Student Achievement

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. Our school's transitional CPIs for 2016 are below. (DESE Website April 2017)





Worcester Arts Magnet School

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,119,384	\$2,067,478
500130-92000 Arts Consultants (Burncoat Quadrant)	\$25,800	\$25,800
500146-92000 Electricity	\$28,728	\$30,004
500146-92000 Natural Gas	\$39,071	\$40,377
500152-92000 Rubbish Removal	\$7,423	\$7,562
500-92204 Instructional Materials	\$23,895	\$24,308
540103-92000 Student Transportation	\$193,070	\$204,635
Worcester Arts Magnet School Total Budget	\$2,437,372	\$2,400,165

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
Assistant Principal	0.0	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	1.0	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
Total	36.2	35.4



Alternative School @ St. Casimir's

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,704,090	\$1,721,673
500136-92000 Building or Parking Rentals	\$55,917	\$56,476
500146-92000 Electricity	\$8,405	\$8,292
500146-92000 Heating Oil	\$13,000	\$14,796
500152-92000 Rubbish Removal	\$4,789	\$4,879
500-91000 St. Casimir's After school	\$18,000	\$18,000
500-92204 Instructional Materials	\$5,580	\$44,651
540103-92000 Student Transportation	\$120,669	\$127,897
Alternative School @ St. Casimir's Total Budget	\$1,930,449	\$1,996,665

Position Summary

Staffing	FY 2017	FY 2018
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	0.3
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
Total	28.1	28.1



New Citizens Center

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,447,098	\$1,173,723
500146-92000 Electricity	\$12,697	\$12,232
500146-92000 Natural Gas	\$6,156	\$6,515
500152-92000 Rubbish Removal	\$3,316	\$3,378
500-92204 Instructional Materials	\$6,800	\$10,000
540103-92000 Student Transportation	\$144,803	\$153,477
New Citizens Center Total Budget	\$1,620,870	\$1,359,324

Position Summary

Staffing	FY 2017	FY 2018
Principal	1.0	1.0
English Learner Teachers	11.0	11.0
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
Total	17.5	17.5



The Gerald Creamer Center

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,659,870	\$2,087,859
500130-92000 Security Guards	\$23,267	\$28,917
500136-92000 Educational Fees and Licences	\$24,667	\$24,667
500146-92000 Electricity	\$13,573	\$10,382
500146-92000 Natural Gas	\$24,105	\$25,095
500152-92000 Rubbish Removal	\$6,989	\$7,121
500-91000 Evening Creamer Center Programs	\$313,060	\$220,260
500-92204 Instructional Materials	\$20,925	\$18,209
540103-92000 Student Transportation	\$168,936	\$179,056
The Gerald Creamer Center Total Budget	\$2,255,392	\$2,601,565

Position Summary

Staffing	FY 2017	FY 2018
Coordinator - Alternative Education Program	1.0	1.0
English Language Arts Teachers	3.0	5.0
Mathematics Teachers	4.0	5.0
History & Social Science Teachers	3.0	3.0
Science Teachers	2.0	3.0
World Language Teachers	1.0	2.0
English Learner Teachers	0.3	0.3
Guidance Counselor	0.4	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	0.5	0.8
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	24.2	30.1



Challenge and Reach Academies

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,260,990	\$1,296,201
500136-92000 Educational Fees and Licences	\$24,667	\$24,667
500146-92000 Electricity	\$11,204	\$11,317
500146-92000 Heating Oil	\$26,000	\$31,071
500152-92000 Rubbish Removal	\$2,166	\$2,207
500-92204 Instructional Materials	\$10,000	\$9,825
Challenge and Reach Academies Total Budget	\$1,335,027	\$1,375,288

Position Summary

Staffing	FY 2017	FY 2018
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	0.3
Guidance Counselor	0.4	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
Total	18.6	19.2



Chandler Magnet ACT

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$1,024,552	\$923,612
500-92204 Instructional Materials	\$4,080	\$5,580
Chandler Magnet ACT Total Budget	\$1,028,632	\$929,192

Position Summary

Staffing	FY 2017	FY 2018
Coordinator - Special Education Programs	1.0	1.0
English Learner Teachers	0.5	0.5
Special Education Teachers	6.0	6.0
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
Total	24.1	24.1



Durkin Administration Building

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$5,833,572	\$5,955,081
500130-92000 HR Automated Services	\$79,552	\$89,739
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	\$112,968	\$113,172
500146-92000 Natural Gas	\$22,048	\$22,994
500152-92000 Rubbish Removal	\$9,241	\$9,414
500-91000 Other Contractual Salaries	\$22,850	\$17,837
Durkin Administration Building Total Budget	\$6,170,458	\$6,298,465

Position Summary

Staffing	FY 2017	FY 2018
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 Chief Academic Officer		
Chief Academic Officer	1.0	1.0
Staff Assistant	1.0	1.0
Focus Instructional Coach	1.0	1.0
Hears Project Coordinator	1.0	1.0
Hears Support Team	0.0	2.0
Office of Curriculum & Learning		
Manager of Curriculum & Learning	1.0	1.0
Director - Advanced Academy	1.0	0.0
Director - Instructional Technology	0.0	1.0
Specialist - Community Resources	1.0	1.0
Liaison - AVID Program	1.0	1.0
Administrative Clerical	1.0	1.0
Office of Instruction & School Leadership		
Manager of Instruction & School Leadership	3.0	3.0
Turnaround Manager	0.0	1.0
Administrative Clerical	2.0	2.0
Office of Research, Evaluation, Assessments, and Accountability		
Chief Accountability Officer	1.0	1.0
Director - Testing and Assessment	1.0	1.0
Instructional Assistant - Other	1.0	1.0
Data Analyst	1.0	1.0
Administrative Clerical	1.0	1.0



Position Summary

Staffing	FY 2017	FY 2018
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
Managers of English Learners		
Manager of English Learners	1.0	1.0
Director of Supplemental Educational Services	1.0	0.0
Administrative Clerical	2.0	1.0
Human Resources Department		
Chief Human Resources Officer	1.0	1.0
Director of Instructional Support Staff	1.0	1.0
Coordinator - Staff, Mentoring, and Recruitment	1.0	1.0
Instructional Assistant - CORI	1.0	1.0
Administrative Clerical	5.5	5.5
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
Director of Grant Compliance	1.0	1.0
Coordinator of Grants	1.0	1.0
Financial Analyst	3.0	3.0
Grants Management		
Manager - Grants Resources	1.0	1.0
Grant Writer/Researcher	1.0	2.0
Grant Information Specialist	1.0	1.0
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
Department of Payroll And Supply Management		
Director - Payroll & Supply Management	1.0	1.0
Coordinator of Payroll	1.0	1.0
Account Clerical	8.0	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
Student Transportation		
Director - Transportation	1.0	1.0
Assistant Coordinator - Transportation	1.0	1.0



Position Summary

Staffing	FY 2017	FY 2018
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	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	2.0
Nutritionist	0.5	0.5
Cafeteria Helpers	1.0	1.0
Translation Coordinator	1.0	1.0
Total	103.1	105.1



Foley Stadium & Athletics

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$230,897	\$232,818
500122-92000 Athletic OM	\$467,820	\$467,820
500146-92000 Electricity	\$62,346	\$64,101
500146-92000 Heating Oil	\$7,000	\$3,307
500152-92000 Rubbish Removal	\$5,806	\$5,915
500-91000 Athletic Coaches Salaries	\$524,427	\$524,427
Foley Stadium & Athletics Total Budget	\$1,298,296	\$1,298,389

Position Summary

Staffing	FY 2017	FY 2018
Athletic Director	1.0	1.0
Physical Education and Health Liaison	1.0	1.0
Administrative Clerical	1.0	1.0
Total	3.0	3.0



Fanning Building

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$749,846	\$930,679
500136-92000 School Nurse Supplies	\$27,000	\$27,000
500146-92000 Electricity	\$28,982	\$28,917
500146-92000 Natural Gas	\$39,185	\$40,493
500152-92000 Rubbish Removal	\$3,489	\$3,555
Fanning Building Total Budget	\$848,503	\$1,030,644

Position Summary

Staffing	FY 2017	FY 2018
Department of Social & Emotional Learning		
Manager of Social & Emotional Learning	0.0	1.0
Administrative Clerical	2.0	2.0
Adult Education		
Director - Adult Education/GED Program	1.0	1.0
Coordinator - Nightlife	1.0	1.0
Administrative Clerical	1.0	1.0
Department of Nursing		
Director of Nurses	1.0	1.0
Supervisor - School Nurse	2.0	2.0
Nurse Substitute Coverage	6.0	6.0
Administrative Clerical	1.0	1.0
Custodial	2.0	2.0
Total	17.0	18.0



James L. Garvey Parent Information Center

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$252,856	\$353,789
500146-92000 Electricity	\$4,149	\$5,341
500146-92000 Natural Gas	\$5,167	\$5,504
500152-92000 Rubbish Removal	\$1,473	\$1,501
James L. Garvey Parent Information Center Total Budget	\$263,645	\$366,135

Position Summary

Staffing	FY 2017	FY 2018
Coordinator - School Choice	1.0	1.0
LAU Tester	3.0	3.0
Instructional Assistants	2.0	2.0
School Nurse	1.0	1.0
Parent Liaison	4.0	4.0
Custodial	1.0	1.0
Administrative Clerical	1.0	1.0
Total	13.0	13.0



Facilities Department

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,535,649	\$2,388,554
500141-92000 Vehicle Maintenance-Facilities	\$91,217	\$105,722
500152-92000 Rubbish Removal	\$867	\$883
500152-93000 Facilities OM	\$2,232,125	\$2,732,125
500-97000 Custodians OT	\$1,046,865	\$1,057,334
500-97000 Maintenance OT	\$150,797	\$152,305
Facilities Department Total Budget	\$6,057,519	\$6,436,923

Position Summary

Staffing	FY 2017	FY 2018
Coordinator of Building & Grounds	1.0	1.0
Maintenance Supervisor	1.0	1.0
Energy Management	2.0	1.0
Environmental Management	1.0	1.0
CAD/Draftsman	1.0	1.0
Storekeeper & Inventory	1.0	1.0
Plumber	4.0	4.0
Locksmith	1.0	1.0
HVAC Technician	5.0	4.0
Electrician	5.0	5.0
Carpenter	7.0	8.0
Utility Crew	7.0	5.0
Steamfitter	3.0	3.0
Glazier	2.0	2.0
Custodial	4.0	4.0
Administrative Clerical	1.0	1.0
Total	46.0	43.0



Bus Yard

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$2,495,705	\$2,504,088
500136-92000 Building or Parking Rentals	\$186,053	\$187,914
500141-92000 Vehicle Maintenance-Transportation	\$414,384	\$324,790
500152-92000 Rubbish Removal	\$2,166	\$2,207
500-97000 Transportation OT	\$473,736	\$478,473
Bus Yard Total Budget	\$3,572,045	\$3,497,473

Position Summary

Staffing	FY 2017	FY 2018
Coordinator - Transportation	1.0	1.0
Assistant Coordinator - Transportation	1.0	1.0
Bus Driver	40.0	40.0
Bus Monitor	39.0	39.0
Total	81.0	81.0



Systemwide

Financial Summary

Category	FY 2017 Adopted	FY 2018 Proposed
Total Salaries	\$22,542,877	\$22,630,191
500101-96000 Retirement	\$16,751,681	\$17,022,698
500123-96000 Health Insurance	\$44,806,753	\$47,146,319
500125-92000 Other Insurance Programs	\$53,491	\$52,938
500129-91000 Workers Compensation	\$1,352,305	\$1,452,305
500130-92000 Advanced Placement Program	\$145,000	\$193,180
500130-92000 Contractual Tuition Reimbursement	\$31,500	\$31,500
500130-92000 Employee Assistance Program	\$24,283	\$24,283
500130-92000 Legal Consultation	\$281,000	\$298,877
500130-92000 Physical Consultation & Nursing Services	\$20,000	\$20,000
500130-92000 Special Education Personal & Medical Services	\$1,598,170	\$971,075
500130-92000 Staff/Curriculum Development	\$205,500	\$205,500
500130-92000 Translation	\$195,000	\$156,000
500132-92000 Alternative Programs	\$774,680	\$759,627
500132-92000 Non-Special Education	\$61,213	\$22,592
500132-92000 Tuition	\$16,615,473	\$17,892,190
500133-92000 Printing and Postage	\$224,595	\$256,654
500136-92000 Audit Fees	\$15,000	\$15,000
500136-92000 Dues and Memberships	\$49,023	\$49,611
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 Safety Equipment	\$75,000	\$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	\$347,945	\$356,147
500136-93000 Technology Equipment	\$250,000	\$250,000
500137-96000 Unemployment Compensation	\$318,226	\$318,226
500138-92000 In-State Travel	\$81,000	\$59,500
500146-92000 Telephone	\$541,811	\$549,660
500-91000 Advanced Placement Program	\$121,000	\$121,000
500-91000 AVID Fees	\$35,000	\$35,000
500-91000 Contractual Accumulated Leave Benefits	\$248,550	\$200,000
500-91000 Contractual Advisor Stipends	\$1,028,000	\$1,028,000
500-91000 Miscellaneous Salaries	\$786,011	\$772,849
500-91000 School Committee	\$89,445	\$89,445
500-91000 Student Drop-Off Center	\$50,000	\$220,260
500-91000 Teacher Substitute Salaries	\$871,200	\$2,448,440
500-92204 Instructional Materials	\$1,476,399	\$2,101,789
500-97000 Support OT	\$68,837	\$69,525
540103-92000 Student Transportation	\$1,743,791	\$1,915,540
Systemwide Total Budget	\$115,198,458	\$121,154,620



Position Summary

Staffing	FY 2017	FY 2018
Department of Curriculum & Learning		
Curriculum Liaison	8.0	8.0
Technology Integration Specialist (School-Based)	3.0	2.0
Information Technology		
Computer Technician	8.0	8.0
Student Database Trainer	2.0	2.0
Network Administrator	1.0	1.0
Network Technician	1.0	1.0
Software Systems Implementation Specialist	0.5	0.5
Channel 11		
Television Producer	1.0	1.0
Production Assistant	3.0	3.0
Teachers		
Special Education Teachers	12.8	10.8
Guidance Counselor	1.2	1.2
Psychologists	2.8	6.0
School Adjustment Counselor	13.0	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	0.0	7.0
English Learner Teachers	8.0	27.0
English Language Tutor	24.0	6.0
Literacy Tutor	36.0	36.0
Instructional Assistants- Kindergarten	63.0	63.0
Special Education		
Assistive Technology Specialist	3.0	3.0
Behavior Management Department Head	5.0	5.0
Board Certified Behavior Analyst	13.0	13.0
Coordinator - Special Education Programs	0.0	1.0
Home & Hospital	5.0	6.0
Instructional Assistants - Special Education	116.0	121.0
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	42.0
Learning Disabilities	32.0	32.0
Alternative Support	3.0	3.0
Deaf - Hard of Hearing	3.0	3.0
Vision	3.0	3.0
COTA	15.4	15.6
Speech Assistant	6.0	6.0
School Nutrition Staff		
Assistant Director of Culinary Operations	0.0	1.0
Supervisor - Culinary Compliance	0.0	1.0
HVAC Technician	0.0	1.0



Position Summary

Staffing	FY 2017	FY 2018
Computer Technician	1.0	1.0
Production Chef	1.0	1.0
Meo Driver	3.0	4.0
Total	497.1	521.5

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INFORMATIONAL



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Budget Forecast

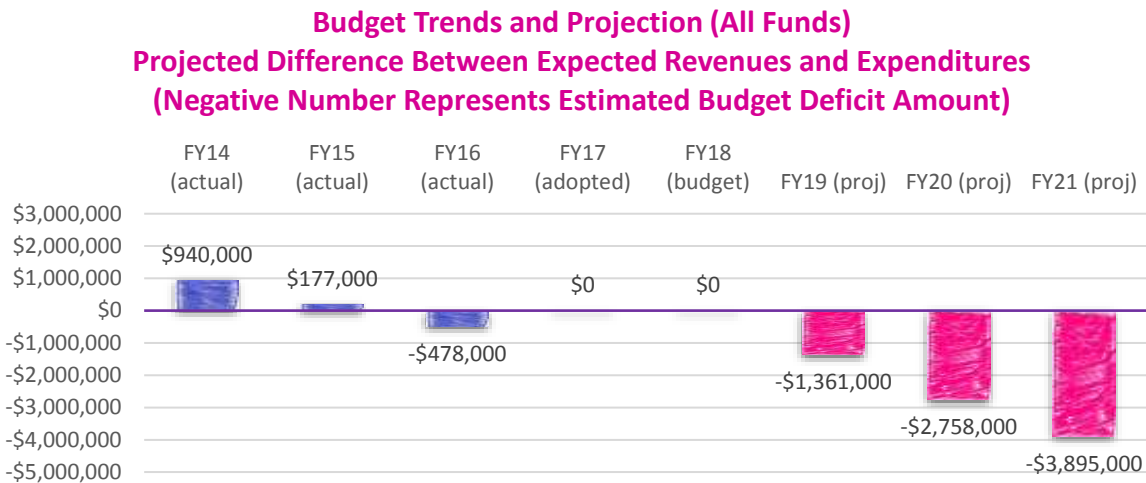


FY14-FY16 Actual Revenue and Expenditures
FY17 Adopted Revenue and Expenditure Budget Amounts
FY18 Proposed Revenue and Expenditure Budget Amounts
FY19-FY21 Projected Revenue and Expenditure Amounts

	Actual			Adopted Budget	Proposed Budget	Projected		
Revenues:	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
State Aid	\$202,739	\$203,399	\$214,330	\$217,607	\$227,091	\$232,768	\$238,587	\$244,552
Local Contribution	\$96,307	\$101,353	\$103,962	\$105,359	\$107,180	\$109,860	\$112,606	\$115,421
Federal Grants	\$30,645	\$29,677	\$29,924	\$30,081	\$29,975	\$29,675	\$29,378	\$29,085
Child Nutrition	\$13,714	\$11,831	\$12,724	\$13,850	\$15,263	\$15,568	\$15,880	\$16,197
State Grants	\$6,092	\$5,178	\$5,065	\$4,078	\$3,890	\$3,590	\$3,290	\$3,290
Other Special Rev.	\$5,333	\$5,409	\$5,098	\$4,851	\$5,148	\$5,199	\$5,251	\$5,304
Total Revenues	\$354,830	\$356,847	\$371,103	\$375,826	\$388,547	\$396,661	\$404,993	\$413,849
Expenditures:								
Administration	\$4,801	\$4,692	\$5,469	\$4,207	\$4,191	\$4,275	\$4,360	\$4,448
Instruction	\$213,307	\$206,031	\$211,690	\$209,090	\$215,274	\$219,579	\$223,971	\$228,450
Other School Servs.	\$33,243	\$39,070	\$43,969	\$47,294	\$49,650	\$50,643	\$51,656	\$52,689
Operations & Maint.	\$20,935	\$20,736	\$21,871	\$22,332	\$22,324	\$22,770	\$23,226	\$23,690
Fixed Charges	\$62,424	\$66,042	\$67,985	\$71,565	\$74,280	\$77,251	\$80,341	\$83,555
Community Services	\$339	\$625	\$330	\$445	\$511	\$521	\$532	\$542
Fixed Assets	\$386	\$406	\$422	\$538	\$541	\$552	\$563	\$574
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	\$18,455	\$19,068	\$19,845	\$20,355	\$21,776	\$22,429	\$23,102	\$23,795
Total Expenditures	\$353,890	\$356,670	\$371,581	\$375,826	\$388,547	\$398,021	\$407,751	\$417,744
Difference	\$940	\$177	-\$478	\$0	\$0	-\$1,361	-\$2,758	-\$3,895



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 modest growth over the next three years. Federal grant revenue is expected to slightly decline based on recent trends of overall funding to Massachusetts. The forecast does not assume any reductions based upon any proposed federal budget cuts in FY18 or later. 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 5.2% between FY18 and FY21, or about 1.3% 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.

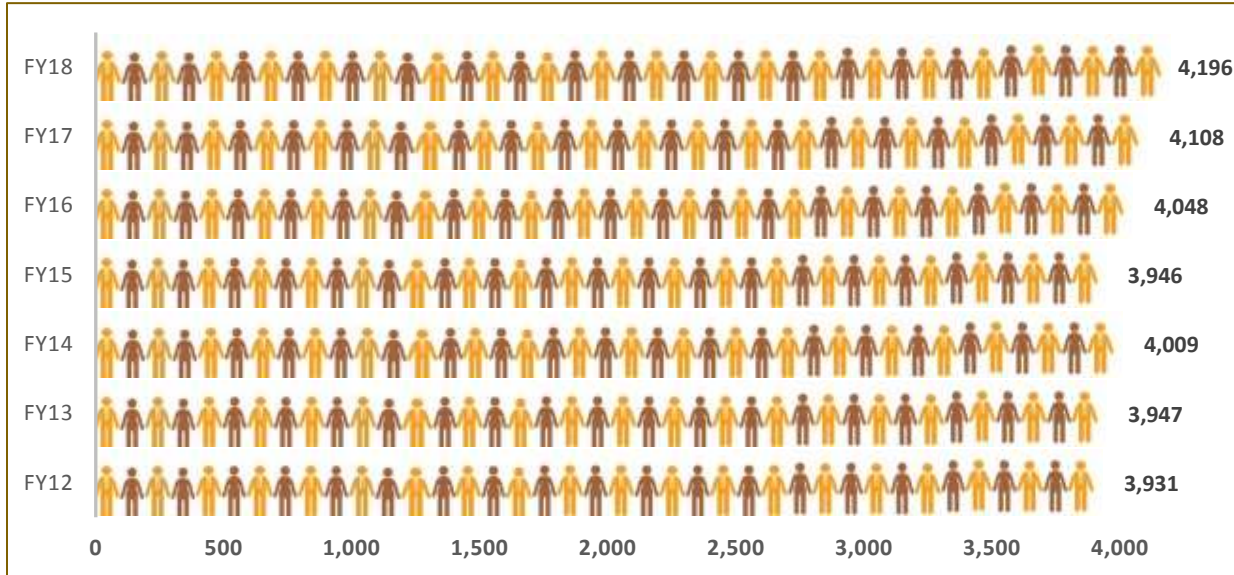
These predictions show expenditures exceeding revenues in each of the next three years, with the most challenging deficits in FY20 and FY21. The administration will continue with zero-based budgeting as well as advocacy for increased revenue through the state's Foundation Budget Review Commission recommendations. 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	Change from FY17	
District Administrators	26	26	25	23	23	24	26	2	8.3%
School Administrators	78	78	78	79	79	79	81	2	2.5%
Teachers	2,031	2,072	2,129	2,086	2,139	2,142	2,213	71	3.3%
Instructional Assistants	524	537	551	591	601	599	589	-10	-1.7%
Teacher Substitutes	97	97	97	97	97	97	97	0	0.0%
Crossing Guards	104	104	106	106	106	106	106	0	0.0%
Educational Support	130	124	119	83	107	106	105	-1	-0.9%
Custodial Services	151	153	153	150	153	153	154	1	0.7%
Maintenance Services	32	32	31	33	33	33	33	0	0.0%
Full Year Clerical	67	69	70	63	63	64	62	-2	-3.1%
School Year Clerical	70	71	70	68	68	68	70	2	2.9%
School Nurses	45	51	54	54	55	56	59	3	5.4%
District Support	48	48	52	50	52	53	52	-1	-1.9%
Student Transportation	73	73	81	81	81	82	82	0	0.0%
Child Nutrition	247	236	236	237	239	294	321	27	9.2%
Head Start	208	176	157	145	152	152	146	-6	-3.9%
Totals	3,931	3,947	4,009	3,946	4,048	4,108	4,196	88	2.1%



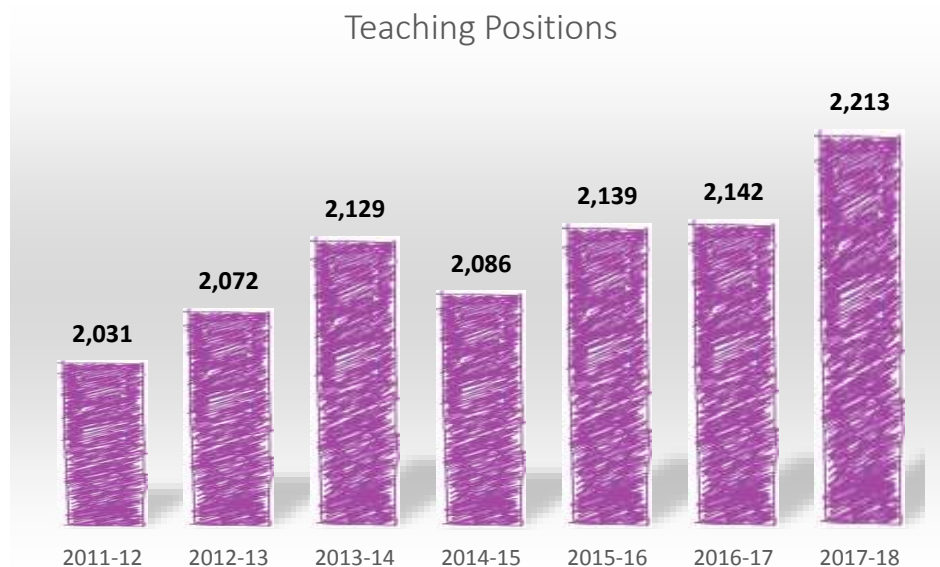
Human Capital

Teachers and Administration

Salaries and personnel costs comprise a substantial portion of the budget for the Worcester Public Schools. In FY 2018, nearly \$165.7 million (42.6%), of the district's \$388.5 million budget is for teacher salaries. Another \$3.8 million (1.0%) is appropriated to district administration (using DESE chart of account method).

For 2017-18, there are 2,213 teaching positions planned in the district. As indicated in the following table, this is an increase of 182 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.



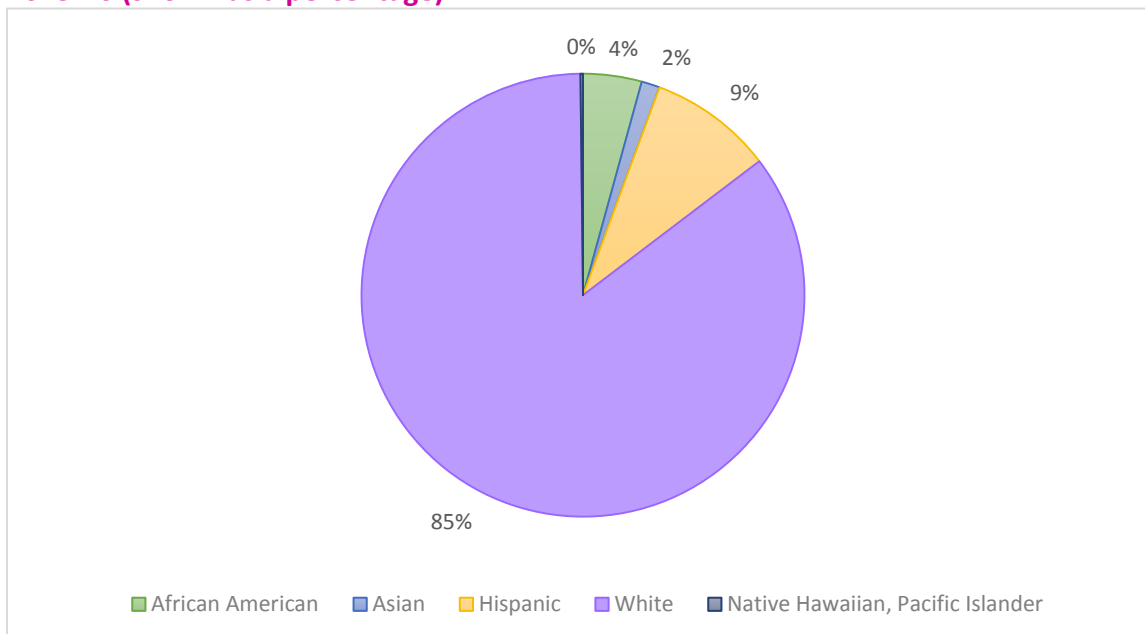
Human Capital

Student to teacher ratio in the Worcester Public Schools compared to statewide, FY 2009-2016

Student: Teacher Ratio	WPS	State
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 FY16 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, 2015-16 (shown as a percentage)

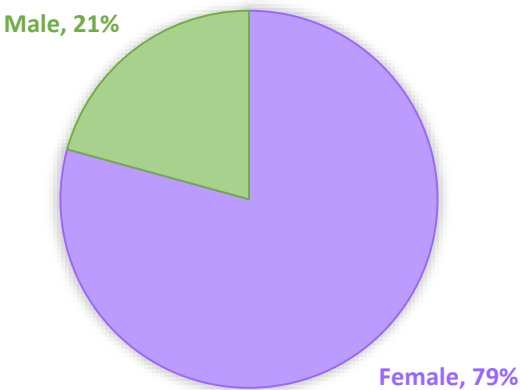




Human Capital

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 2015-16, 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, 2015-16



The next table shows the distribution of teachers in FY2016 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 percent of teachers are aged 32 or under compared to 21.6 percent across the state.

Distribution of full-time equivalent teachers by age: Worcester Public Schools compared to statewide, 2015-16 (shown as a percentage of staff)

Age Range	WPS	State
Under 26	4.8	5.7
26-32	12.2	15.9
33-40	16.6	18.6
41-48	23.0	20.8
49-56	23.2	20.5
57-64	16.3	15.5
Over 64	3.8	3.0



Human Capital

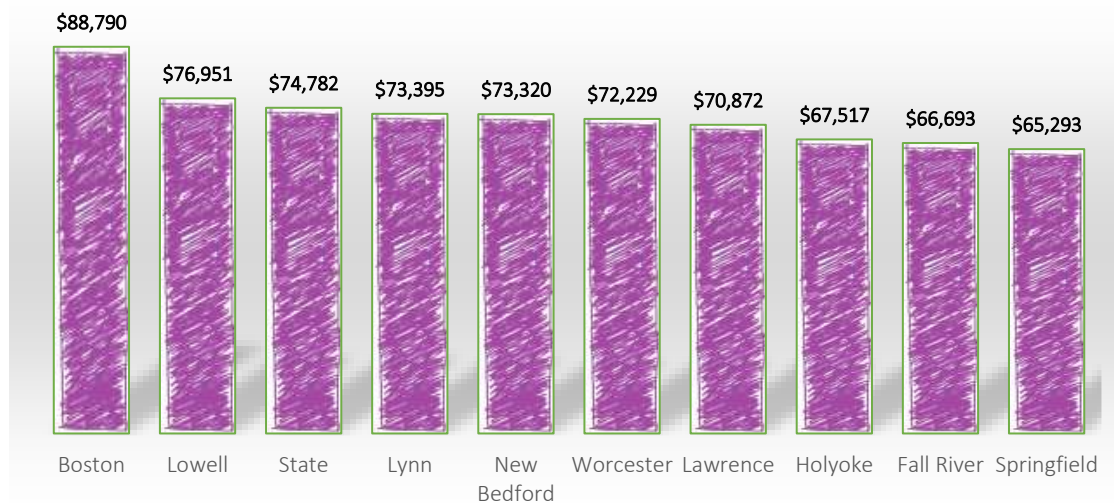
Teachers in the Worcester Public Schools had an average salary of \$72,229¹ compared to the statewide average of \$74,782 in FY 2015.

Average Teaching Salary in the Worcester Public Schools compared to statewide, 2008-09 – 2013-14

Fiscal Year	WPS Average Teaching Salary ⁷	State Average Teaching Salary
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
2009-10	\$67,069	\$68,781

An examination of 2014-15 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, 2014-15⁷



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

¹Latest information available for comparable districts. Worcester average uses FY15 budget for teacher salaries divided by the teacher FTE for FY15. All other average salaries from DESE website.



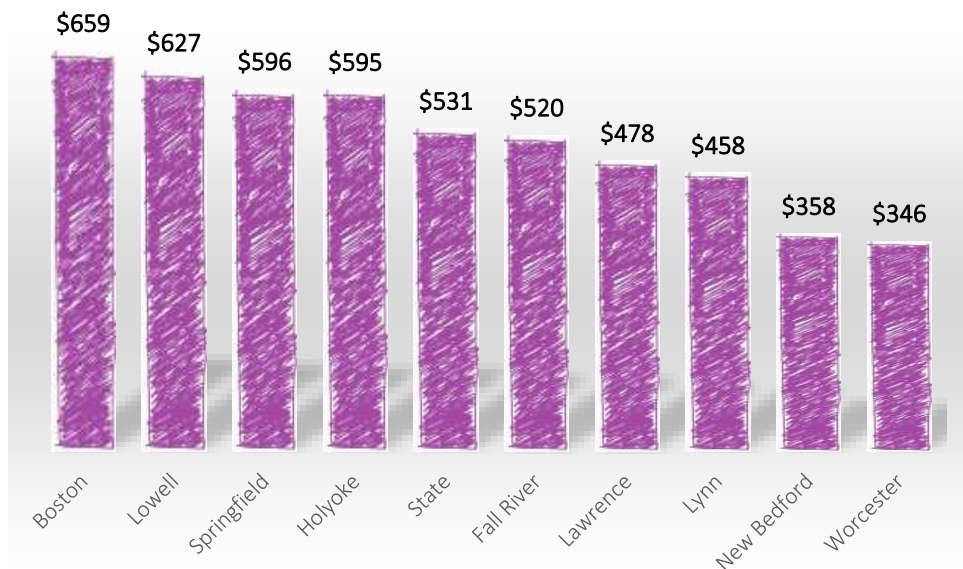
Human Capital

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 2014-15.

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 Administration² for the Worcester Public Schools compared to other urban districts in the Commonwealth and statewide. Of the nine urban districts, the Worcester Public Schools spends less per pupil (\$346/student) on Administration than all of the other communities. The Worcester Public Schools falls below the statewide average of \$531 per pupil.

Comparison of per pupil expenditures on District Administration between the Worcester Public Schools and urban peer districts, 2014-15



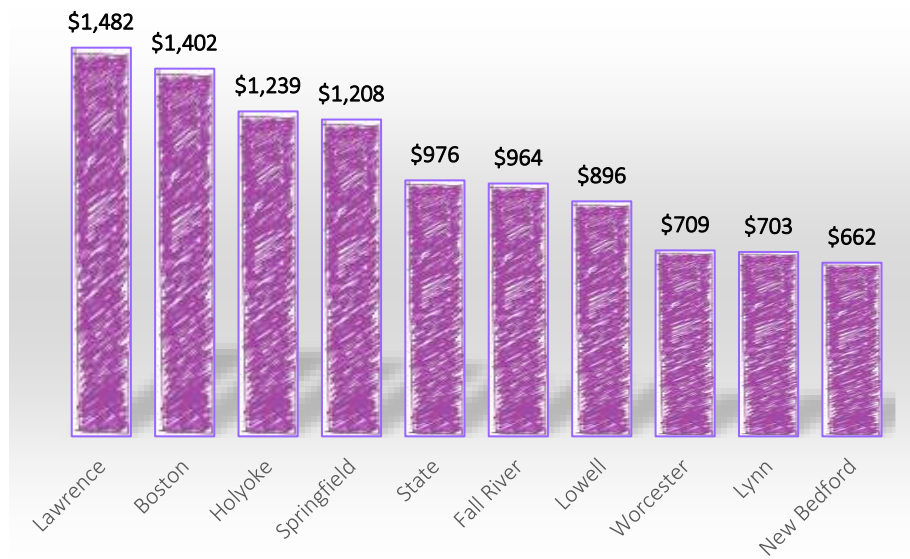
²The DESE Administration budgetary category includes the following sub-categories: School Committee; Superintendent; Assistant Superintendents; Other District-Wide Administration; Business and Finance; Human Resources and Benefits; Legal Service for School Committee, Legal Settlements, District-wide 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 \$709 per pupil in the Worcester Public Schools. The statewide average for FY 2015 statewide was \$976. 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 Lawrence, Boston, 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 2015





Student Enrollment

As of January 1, 2017, 28,707 school-aged children were residing in the City of Worcester (Massachusetts Department of Education, School Attending Children Report, 2017). As indicated in Table 1, 83.2% of these children were enrolled in the Worcester Public Schools in grades K-12. In addition, 6.2% of school-aged children were enrolled in private or parochial schools while 7.3% 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, 87.7 percent of kindergarten students residing in the city attend the WPS compared to 82.2 percent of 6th graders. This rate drops to 80.9 percent for children in the 7th grade.

Percent of city students enrolled in various school types by grade, 2015-16

Grade	Worcester Public Schools	Charter Schools	Out-of-District Public Schools	Private & Parochial Schools	Total Number of Students
K	87.72%	7.51%	0.52%	4.15%	2,289
Gr. 1	84.66%	8.85%	0.73%	4.90%	2,328
Gr. 2	85.12%	8.75%	0.69%	4.66%	2,319
Gr. 3	85.53%	8.99%	0.70%	3.65%	2,302
Gr. 4	83.76%	9.23%	1.34%	4.29%	2,168
Gr. 5	84.75%	8.75%	1.86%	3.40%	2,263
Gr. 6	82.17%	9.03%	2.40%	4.61%	2,170
Gr. 7	80.87%	9.03%	1.83%	6.68%	2,081
Gr. 8	79.63%	7.92%	2.53%	7.82%	2,096
Gr. 9	82.29%	4.05%	2.49%	9.19%	2,371
Gr. 10	82.18%	4.02%	2.81%	8.56%	2,138
Gr. 11	82.26%	4.22%	2.04%	9.44%	2,204
Gr. 12	80.03%	4.10%	4.10%	10.21%	1,978
Total	83.24%	7.29%	7.29%	6.22%	28,707

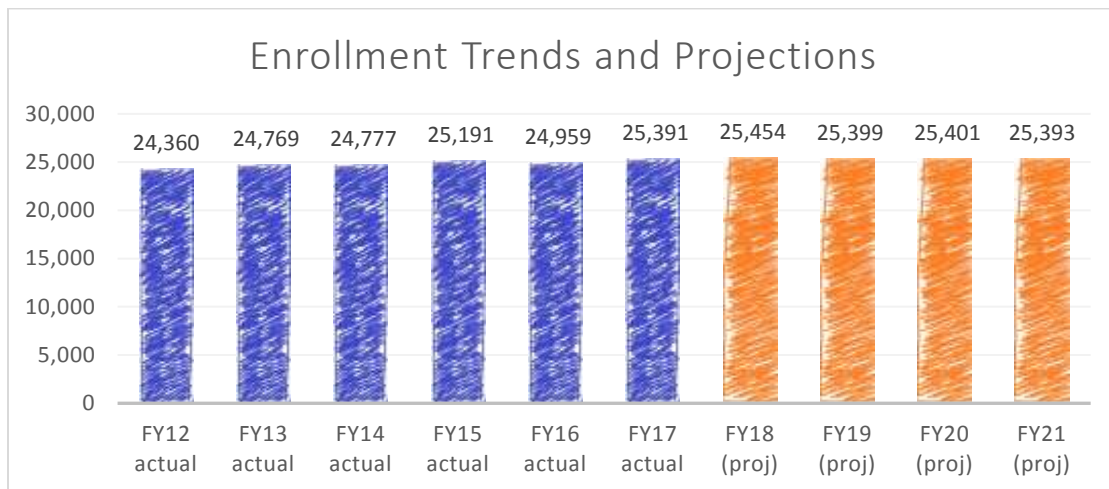


Student Enrollment

Trends and Projections



The enrollment of the Worcester Public Schools has been increasing over the last several years, primarily at the elementary level, although this year, enrollment increased at all levels after being relatively flat in the previous year. Using recent trends, the enrollment is projected to remain flat overall during the next four years, with decreases at the elementary level and increases at the middle and high school levels. Using recent enrollment trends and population analysis, the school district plans for staffing and space allocations based on these projections. Included below is the summary of the overall enrollment between FY12-FY17 and projected enrollments for FY18-FY21. On the following pages, these enrollments are calculated for individual schools.



Elementary enrollment analysis: The district uses a cohort survival method to forecast enrollment trends by grade level. The district also examines local birth rates to predict the entering kindergarten enrollments. The cohort survival method projects enrollments based upon the annual rate of change between grade levels and the number of births five years previous that become kindergarten students. With enough information, the method becomes a reasonable predictor of a school district enrollment trend over the next five years.

Middle School enrollment analysis: The district uses a cohort survival methodology to examine the transition of elementary school enrollment to the middle school level. The analysis considers factors for special programs and non-public school options. These enrollment estimates are used to determine staffing and space allocations for the district.

High School enrollment analysis: The district uses a cohort survival methodology to examine the transition of middle school enrollment to the high school level. The district examines enrollment at feeder middle schools and factors special programs (such as the district's Technical

High School) in order to determine the incoming ninth grade class enrollment at each high school. These enrollment estimates are used to determine staffing and space allocations for the district.



Student Enrollment

Enrollment Trends and Projections by School: Elementary Schools

	Actual					Current	Projected			
School Name	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
Burncoat Quadrant										
Burncoat St Prep	215	189	187	218	227	261	264	264	271	264
Clark St	372	350	318	289	247	200	219	224	232	237
Lincoln St	258	256	266	276	261	288	277	266	252	249
Norrback Av	611	614	571	584	577	566	598	591	589	576
Worcester Arts Mag	354	375	388	404	405	412	445	449	445	431
Thorndyke Road	338	337	332	362	362	379	390	397	404	403
Wawecus Road	146	164	163	152	145	149	149	146	140	135
McGrath	268	275	285	291	290	289	259	271	283	290
Doherty Quadrant										
Chandler Elementary	350	402	419	456	500	507	490	478	455	437
Flagg St	473	433	415	413	413	403	393	374	363	350
Jacob Hiatt Mag	479	459	461	457	448	445	460	464	469	471
May St	324	313	314	329	331	334	321	317	308	299
Midland St	230	230	236	243	229	241	241	233	237	231
Nelson Place	490	502	490	486	469	453	445	422	418	417
Tatnuck Magnet	426	430	444	413	382	383	373	371	365	349
West Tatnuck	334	347	354	356	343	341	338	329	322	315
Chandler Magnet	452	417	440	473	484	465	430	451	466	458
Elm Park Community	495	495	491	490	466	503	504	505	497	480
North Quadrant										
City View	591	579	552	521	492	506	512	489	479	466
Grafton St	392	380	365	384	365	403	388	382	386	375
Lake View	300	316	296	289	290	300	307	310	317	315
Rice Square	426	406	385	428	422	417	396	377	368	365
Roosevelt	710	715	681	675	642	658	657	642	637	624
Union Hill	390	451	467	449	489	527	501	470	451	435
Belmont Street	471	523	540	548	583	552	603	607	614	612
South Quadrant										
Canterbury St Mag	376	357	336	377	370	369	372	367	367	372
Columbus Park Prep	387	416	465	459	454	480	459	452	434	437
Goddard School	597	598	528	484	488	506	460	440	425	416
Gates Lane	727	678	656	681	645	598	575	536	535	521
Heard St	273	267	275	285	298	268	265	255	255	251
Quinsigamond	692	741	758	795	772	810	827	835	818	789
Vernon Hill	448	465	470	549	525	558	553	546	533	517
Woodland Academy	509	523	553	611	631	624	613	594	595	583
Total Elementary	13,904	14,003	13,901	14,227	14,045	14,195	14,084	13,853	13,730	13,474



Student Enrollment

Enrollment Trends and Projections by School: Secondary Schools & Head Start and Enrollment Totals

	Actual					Current	Projected			
School Name	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
High Schools										
Burncoat High	1,016	1,033	1,011	988	1,015	1005	968	931	852	863
Doherty Memorial High	1,331	1,332	1,358	1,428	1,467	1534	1,612	1,617	1,668	1,690
North High	1,193	1,265	1,329	1,341	1,290	1284	1,281	1,251	1,248	1,295
South High	1,337	1,290	1,271	1,305	1,309	1396	1,444	1,450	1,566	1,739
Worcester Technical High	1,366	1,355	1,362	1,405	1,359	1391	1,397	1,427	1,487	1,522
Claremont Academy	399	438	444	497	501	536	524	519	493	475
University Park Campus	244	253	230	244	250	252	253	259	266	268
Total High Schools	6,886	6,966	7,005	7,208	7,191	7398	7,479	7,454	7,580	7,853
Middle Schools										
Burncoat Middle	570	563	572	582	531	560	579	594	608	633
Forest Grove	892	977	963	931	983	1000	1,003	1,013	995	1,025
Worc East Middle	612	655	702	787	787	813	789	814	792	750
Sullivan Middle	776	902	880	849	852	862	956	1107	1133	1094
Total Middle School	2,850	3,097	3,117	3,149	3,153	3235	3328	3528	3528	3503
Head Start	720	703	754	607	570	563	563	563	563	563
Enrollment Totals	24,360	24,769	24,777	25,191	24,959	25,391	25,454	25,399	25,401	25,393



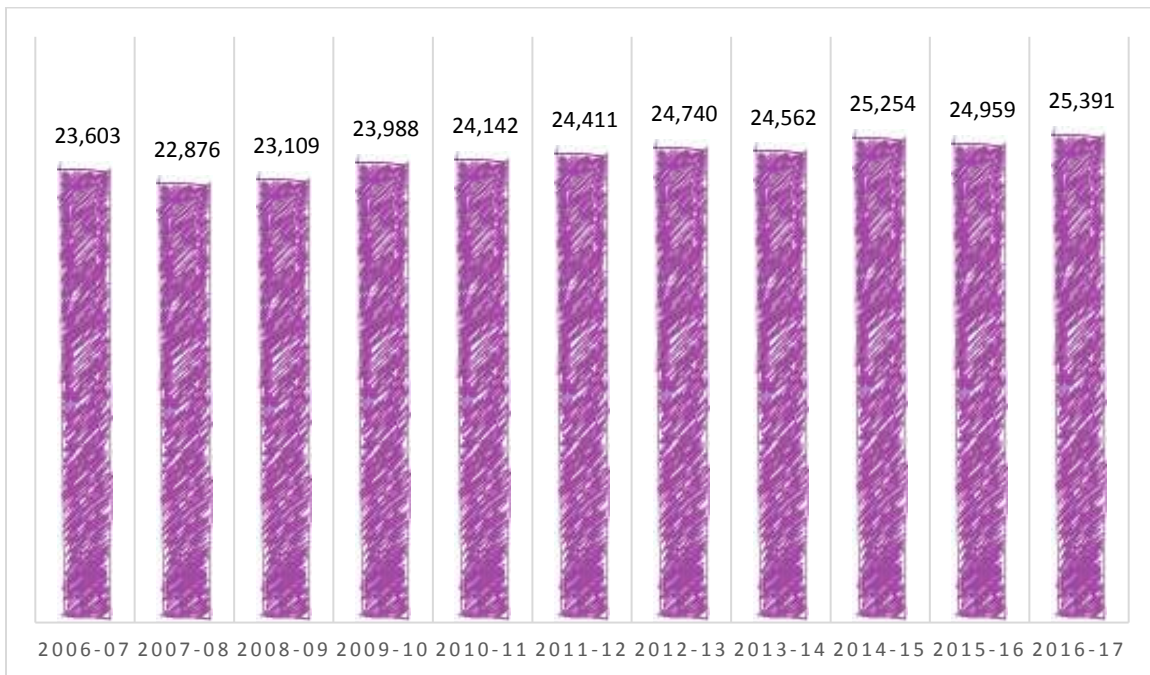
Student Enrollment

As of October 1 of the 2016-17 school year, 25,391 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: 2006-07 to 2016-17

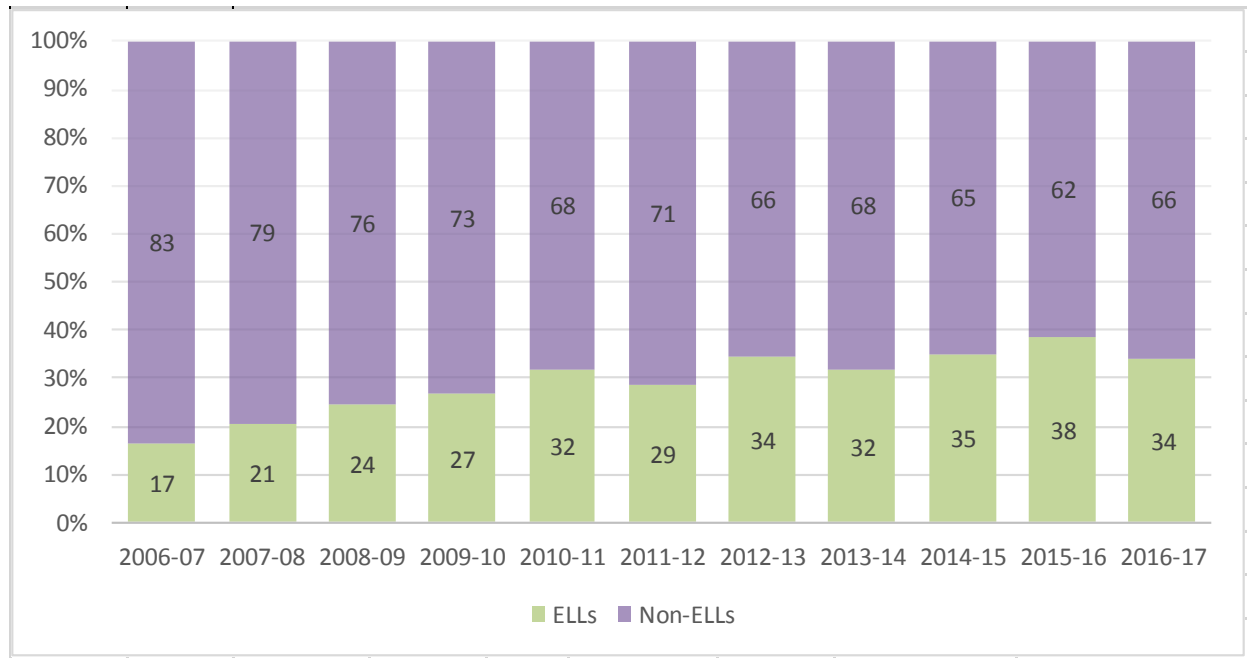


An examination of demographic data over time demonstrates that the profile of students attending the Worcester Public Schools has changed during the past decade. The following chart displays the proportion of enrollment in the Worcester Public Schools by the status of students as English Language Learners (ELL). A decade ago, only 17 percent of students were classified as ELL students. In 2016-17, 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 (54%), Chandler Elementary (56%), Chandler Magnet School (72%), Clark Street Community School (56%), Elm Park Community School (52%), Goddard School of Science and Technology (52%), Lincoln Street (57%) and Woodland Academy (63%).



Student Characteristics

Student enrollment in the Worcester Public Schools by student ELL status: 2006-07 to 2016-17



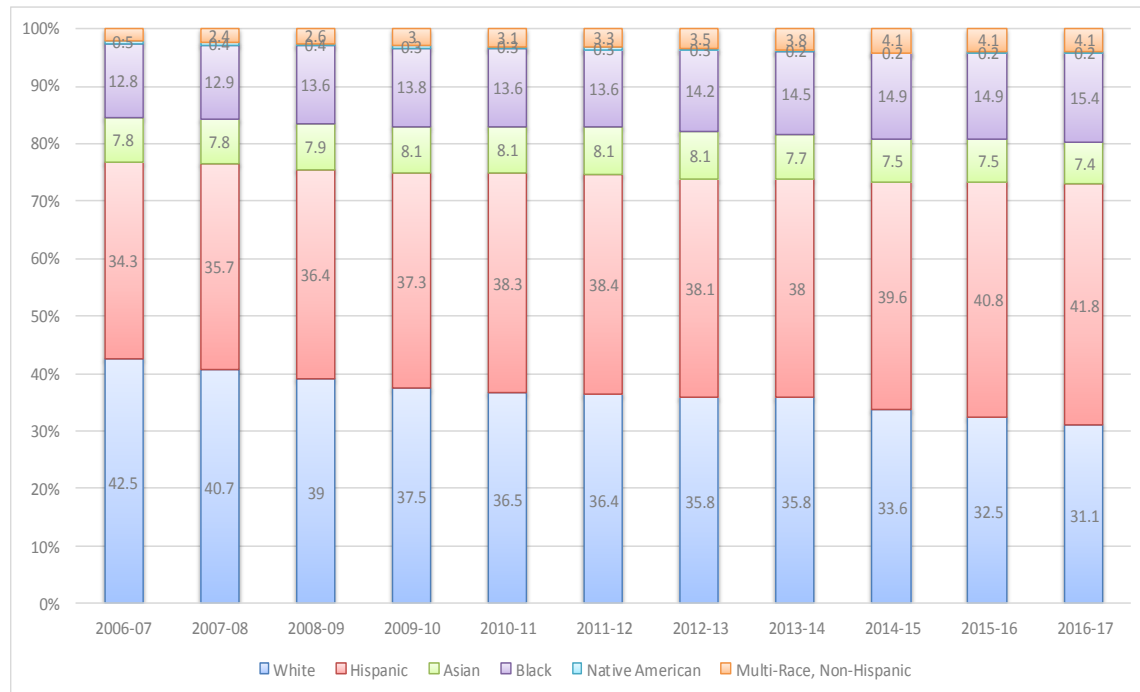
As indicated in both the next table and chart, in 2006-07, 42.5% of students in the WPS were White, 34.3% were Hispanic, 12.8% were Black, and 7.8% were Asian. In the 2016-17 school year, Hispanic students are now the majority at 41.8% while the proportion of students who are White has declined to 31.1%. The proportion of Black students increased only slightly to 15.4% during this period.

Year	White	Hispanic	Asian	Black	Native American	Multi-Race, Non-Hispanic
2006-07	42.5	34.3	7.8	12.8	0.5	2.1
2007-08	40.7	35.7	7.8	12.9	0.4	2.4
2008-09	39	36.4	7.9	13.6	0.4	2.6
2009-10	37.5	37.3	8.1	13.8	0.3	3
2010-11	36.5	38.3	8.1	13.6	0.3	3.1
2011-12	36.4	38.4	8.1	13.6	0.3	3.3
2012-13	35.8	38.1	8.1	14.2	0.3	3.5
2013-14	35.8	38	7.7	14.5	0.2	3.8
2014-15	33.6	39.6	7.5	14.9	0.2	4.1
2015-16	32.5	40.8	7.5	14.9	0.2	4.1
2016-17	31.1	41.8	7.4	15.4	0.2	4.1



Student Characteristics

Student enrollment in the Worcester Public Schools by race/ethnicity: 2006-07 to 2016-17



Students in the Worcester Public Schools are also increasingly challenged by poverty. The next graph displays the proportion of the WPS students who are low-income students as measured by eligibility for free or reduced price lunch. The proportion of low-income students grew from 63 percent in 2006-07 to 75 percent in 2014-15. In 2015-16, the method for calculating socio-economic status changed from Low-income (free and reduced lunch eligibility) to Economically Disadvantaged (based on a student's participation in one or more of the following state-administered programs: the Supplemental Nutrition Assistance Program (SNAP); the Transitional Assistance for Families with Dependent Children (TAFDC); the Department of Children and Families' (DCF) foster care program; and MassHealth (Medicaid)).



Student Characteristics

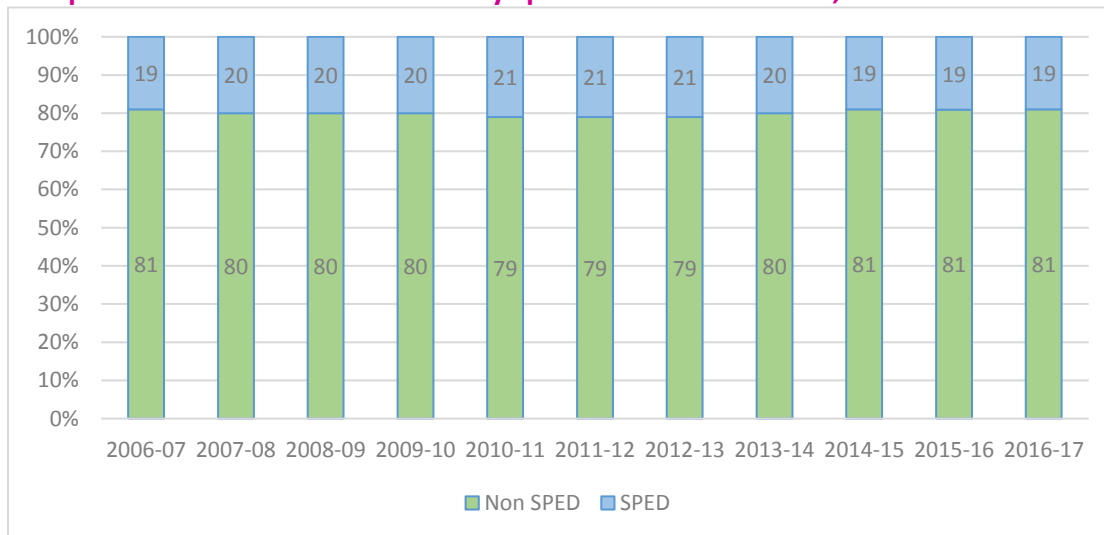
Student enrollment in the Worcester Public Schools by student socio-economic status*: 2006-07 to 2016-17



* 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 recently returned to 19 percent, as in 2006-07.

Proportion of student enrollment by special education status, 2006-07 to 2016-17





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 FY18 budget.

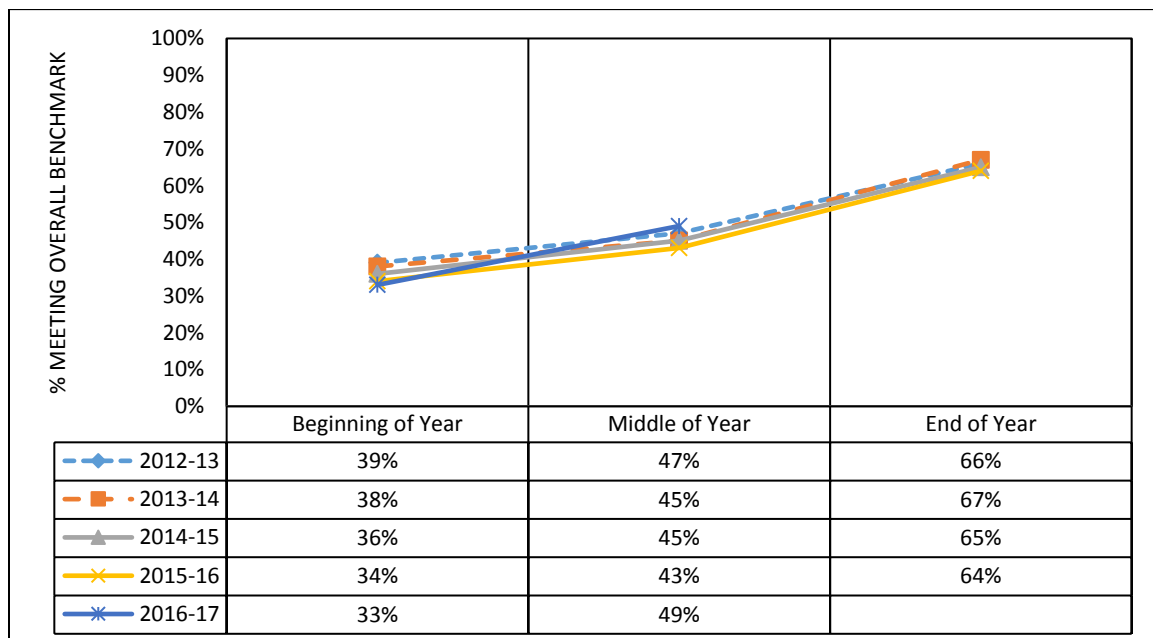
Beginning in 2016-17, the district transitioned from requiring DIBELS to be administered to all students in kindergarten and grade 1 to allowing schools to decide how they will use the assessment. In most elementary schools, these short (one minute) fluency measures are used to regularly monitor student 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 2016-17, 2015-16, 2014-15, 2013-14 and 2012-13. By the middle of 2016-17, 49% 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 2016-17.

2012-13 through 2015-16 DIBELS Next: % Meeting Benchmark





Student Outcomes

State Testing



In 2013, the Board of Elementary and Secondary Education voted to adopt a 2-year “pilot” of a next-generation assessment, PARCC (Partnership for

Assessment of Readiness for College and Careers), in order to potentially replace the Massachusetts Comprehensive Assessment System (MCAS). In 2014-15 and 2015-16, the Department of Elementary and Secondary Education (DESE) administered both the MCAS and PARCC tests in English Language Arts (ELA) and Mathematics to students in the Commonwealth. While most school districts selected one or the other to administer to students in grades 3-8, the Worcester Public Schools (along with Boston and Springfield) chose a hybrid of both – with some schools administering MCAS while others had students participate in PARCC.³ Results for WPS students on both tests are reported below.

Partnership for Assessment of Readiness for College and Careers (PARCC)

The PARCC is an assessment developed by a consortium of states including Massachusetts. The PARCC ELA and Mathematics tests are aligned to the Common Core Standards and were designed as a computer-based assessment, though a paper form is made available as well. The results of the 2016 PARCC administration are reported for individual students, schools and districts according to five performance levels defined by the PARCC consortium: Level 5 (Exceeded Expectations), Level 4 (Met Expectations), Level 3 (Approached Expectations), Level 2 (Partially Met Expectations), and Level 1 (Did Not Yet Meet Expectations). In the WPS, just over 7,000 students in 26 schools participated in the paper-based version of PARCC testing in 2016.

Among students in PARCC participating schools in the WPS, 42 percent of students “met or exceeded expectations” on the PARCC ELA assessments (see Table 14) administered to students in grades 3-8. Students in Grades 6 and 8 were the most likely to meet or exceed performance expectations on the ELA PARCC test with 49 percent at Grade 6 and 50 percent at Grade 8 doing so. In Mathematics, 31 percent of grade 3-8 students either met or exceeded expectations (see Table 15). Grade 3 and Grade 8 students had the highest proportion of students meeting or exceeding expectations with 34 percent and 33 percent respectively.

As only a subpopulation of WPS students participated in PARCC testing in ELA and Mathematics, it is important to recognize that these scores are not representative of the entire population of Grade 3-8 students in the district. Similarly, it is not appropriate to make direct comparisons of the “meeting expectations” achievement level on PARCC and the Proficient and/or Advanced performance levels on MCAS that are in the next section.

³ Due to state graduation requirements, the grade 10 MCAS test was used by all districts in the state. High school students as well as students in Grades 5 and 8, also continued to participate in Science and Technology/Engineering (STE) MCAS tests.



Student Outcomes

English Language Arts PARCC Results by Grade Level

Grade Level	Number of Students	Level 5 – Exceeded Expectations	Level 4 – Met Expectations	Level 3 – Approached Expectations	Level 2 – Partially Met Expectations	Level 1 – Did Not Meet Expectations	Median SGP
3-8	7,184	7	36	27	18	12	51.0
3	1,055	3	33	24	21	20	.
4	1,094	4	28	28	24	15	38.0
5	1,023	3	39	35	16	9	59.0
6	1,004	8	41	30	14	8	66.0
7	1,500	13	33	26	17	11	43.0
8	1,508	9	41	25	16	9	53.0

Mathematics PARCC Results by Grade Level

Grade Level	Number of Students	Level 5 – Exceeded Expectations	Level 4 – Met Expectations	Level 3 – Approached Expectations	Level 2 – Partially Met Expectations	Level 1 – Did Not Meet Expectations	Median SGP
3-8	7,224	4	27	27	25	17	45.0
3	1,067	5	29	26	22	18	.
4	1,099	1	25	25	27	22	36.0
5	1,038	4	23	24	30	18	41.0
6	1,011	4	26	29	28	14	57.0
7	1,496	4	25	34	25	12	48.0
8	1,465	4	29	24	21	21	46.0

One way to examine student progress over time is to examine student growth percentiles (SGP). SGPs show how a student's achievement on PARCC compares to that of other students in the state who began the year at the same level. This transitional SGP was generated by DESE using students' current PARCC and prior MCAS scores. The middle SGP, or median, is an indicator of how well the typical student in a district, school or class performed relative to similar students in Massachusetts. A typical school or district in the Commonwealth would have a median student growth percentile of 50.

Among students in PARCC participating schools in the WPS, the median ELA SGP for students across all grades was 51, indicating that the typical student in the PARCC participating schools in the WPS scored slightly higher in 2016 than Massachusetts students with similar performance histories.



Student Outcomes

Massachusetts Comprehensive Assessment System (MCAS)

The Massachusetts Comprehensive Assessment System (MCAS) was designed to meet the requirements of the Education Reform Act of 1993. In accordance with the law, state assessments in English Language Arts (ELA) and mathematics are administered to students in grades 3 through 8 and in high school. Science and Technology/Engineering tests are administered to students in grades 5 and 8 and in high school. These assessments measure performance based on the Massachusetts Curriculum Framework learning standards. Results are reported for individual students, schools, and districts according to four performance levels defined by the Board of Elementary and Secondary Education: Advanced, Proficient, Needs Improvement and Warning/Failing.

In MCAS participating schools in 2015-16, 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, 10th 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.

English Language Arts MCAS Results by Grade Level⁴

Grade	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
All	4552	64	19	45	25	11	56.0
3	734	42	5	37	43	14	.
4	753	47	9	38	32	20	59.0
5	698	51	19	42	29	10	61.0
6	637	61	14	47	27	13	51.0
7							
8							
10	1730	82	31	51	12	5	54.0

⁴ All middle schools participated in ELA PARCC during 2015-16.



Student Outcomes

Mathematics MCAS Results by Grade Levels

Grade	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
All	4574	52	24	28	30	18	58.0
3	734	53	21	32	28	19	.
4	748	38	10	28	45	17	53.0
5	702	35	19	26	36	19	65.0
6	639	52	18	34	29	19	67.0
7							
8							
10	1751	60	36	24	23	17	53.0

Science and Technology/Engineering MCAS Results by Grade Level

Grade	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
All	5053	33	7	26	42	25
5	1787	29	7	22	45	26
8	1624	20	2	18	40	39
10	1642	51	12	39	39	10

Since only a subpopulation of WPS students participated in MCAS testing in ELA and Mathematics it is not appropriate to make direct comparisons of 2016 district-wide proficiency level distributions to those from previous years. Comparisons can be made, however, with the grade 10 MCAS results as well with STE.

In grade 10, trends since 2011 show significant improvement in both ELA and STE and slight rates of improvement in Mathematics. In grade 10, 82 percent of students scored Proficient or Advanced on the ELA MCAS, up from 81 percent in 2015 and from 68 percent in 2011. In Mathematics, 60 percent of students scored Proficient or Advanced compared to 58 percent in 2015 and 59 percent five years earlier in 2011.

⁵ All middle schools participated in Mathematics PARCC during 2015-16.



Student Outcomes

English Language Arts Grade 10 MCAS, 2011-2016

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
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

Mathematics Grade 10 MCAS, 2011-2016

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
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, 51 percent of students scored Proficient or Advanced, up from 49 percent in 2015 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 33 percent from 28 percent in 2011.

Science & Technology/Engineering Grade 10 MCAS, 2011-2016

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
2016	1,642	51	12	39	39	10
2015	1,458	49	12	37	41	10
2014	1,559	46	12	34	43	11
2013	1,455	45	9	36	44	10
2012	1,405	46	7	39	43	11
2011	1,478	40	6	34	45	15



Student Outcomes

Table 22. Science & Technology/Engineering, All grades, MCAS, 2011-2016

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
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

Looking Forward

In November of 2015, the Board of Elementary and Secondary Education voted to not adopt PARCC as the new state assessment. In response to this decision, the state of Massachusetts 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 will be administered for the first time to students in grades 3-8 during the Spring of 2017. Mathematics and ELA will be tested with this assessment system (Science curriculum standards are currently being revised). 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.

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 31.9 percent in 2016.

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 2016, 1,364 students across the district took at least one AP exam. This represents a 35.1% increase over six years.



Student Outcomes

AP Exams: WPS Score Distribution by Year, 2011 – 2016

		2011	2012	2013	2014	2015	2016
1	%	30.9%	35.9%	32.2%	35.3%	42.6%	40.4%
	#	449	607	582	732	974	907
2	%	29.1%	26.2%	29.7%	30.1%	26.3%	27.8%
	#	423	444	536	624	601	623
3	%	23.0%	21.6%	23.0%	18.7%	19.2%	18.0%
	#	334	365	415	387	438	404
4	%	11.0%	10.9%	9.5%	11.1%	8.5%	9.4%
	#	159	185	172	230	195	210
5	%	6.0%	5.4%	5.6%	5.1%	3.5%	4.5%
	#	87	92	101	105	79	101
3 or above	%	39.9%	37.9%	38.1%	34.8%	25.9%	31.9%
	#	580	642	688	722	593	715
Total # of Exams		1,452	1,693	1,806	2,071	2,287	2,245
Total # of Test Takers		885	1,067	1,135	1,270	1,379	1,364

SAT Participation and Performance



The SAT is a paper-based standardized college entrance test generally administered to 11th and 12th graders to help colleges and universities identify students who could succeed at their institutions.

Three scores in critical reading, mathematics, and writing are reported on a 200 to 800-point scale.

SAT Participation and Performance and Participation

	2011	2012	2013	2014	2015	2016
# Test Takers	953	857	907	875	982	969
Average Critical Reading	438	433	435	439	430	437
Average Math	451	456	458	459	450	451
Average Writing	426	426	430	431	420	426

Participation in the SAT among WPS students has fluctuated over the last 6 years. With slight fluctuations, average reading and writing performance has generally been consistent over the last six years (with average scaled scores ranging from 430 to 439 and 420 to 431 respectively). In mathematics average performance has risen steadily with a slight decrease in 2015.



Student Outcomes

...then all Worcester Public Schools' students will continuously achieve higher performance levels.

In 2016, for the seventh 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 2016, 81.9 percent graduated within four years. District-wide, the graduation rates have risen by 10.5 percent since 2010, increasing from 71.4 to 81.9 percent over this 7-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 2016 was 87.5 percent, up slightly from 87.3 percent in 2015 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 1.9 percent from 1.7 percent in 2015. Statewide, the dropout rate remained the same for 2016 as it was in 2015 (1.9%). The district adjusted dropout rate currently the same as the state adjusted drop out rate..

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
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



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



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, and Music	<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>Three – 40 minute preparation periods per week</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>Physical Education All students grades 7 & 8 must participate.</p> <p>25 hours minimum per student each year</p> <p>25 -30 students maximum per teacher per class</p>	<p>Physical Education</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>Art and Music: 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 Classroom teacher stays in room (not a prep period) to reinforce lesson throughout week	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	½ day programs: 8 typically developing children 7 Sped children	Facility check to insure safety of children based on location of classroom.
Inclusion/ Resource	All Inclusion classrooms must include ratios that promote optimal learning: The number of regular education students should be greater than the number of students with disabilities. Effective inclusion models should include a general education teacher and a certified special educator. Overall – Special Needs Teacher caseloads average up to 36 students	Staff to student ratios must be considered when determining the staffing needs/caseloads.
Resource / Learning Center	Calculation for Resource Room and Inclusion staffing needs: = ALL SWD - minus related services only - minus sub-separate programs (i.e. life skills/STEP/SAIL/COAST) Regulation 603CMR 28.06(6)(f) 48 Month Rule: The age of the youngest and oldest student in any instructional grouping shall not exceed more than 48 months. DOB for <u>instructional groups</u> must NOT exceed 48 months	Secondary Level special education staff must be highly qualified in the content area(s) being taught. Staff to student ratios must be considered when determining the staffing needs/caseloads A teacher of record's caseload may exceed 48 months but the instructional groupings must not. Other considerations: - School enrollment -Elementary level needs vs. Secondary level needs -IEP level of need



**School Staffing
Allocation Formula**



Special Education (All Levels as Applicable)

Substantially/Separate Special Needs Programs	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.
Primarily for students with complex special needs.	8 SWD + (1) Certified Special Educator	
Students with Disabilities (SWD)	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	<p>As much as possible, support the “integrated” model by assigning ELLs to Dual Licensed (Elementary/ESL) from the building</p> <p>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).</p> <p>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).</p>	<p>ELLs level 1, 2 and low level 3s: Two periods of ESL (period = at least 45 minutes, 90 minutes total)</p> <p>ELLs high level 3, level 4 and level 5, one period of ESL.</p>	<p>ELLs level 1 and 2; 2 periods of ESL (Language and Literacy Acquisition A/B courses).</p> <p>Low level 3s, two periods of ESL (Language and Literacy Acquisition C)</p> <p>High level 3s; one period of ESL (Language or Literacy Acquisition C courses, or Academic language A or B).</p> <p>Level 4 and 5 students, one period of ESL (Language or Literacy Acquisition D courses for level 4s, Academic Language A or B courses).</p>
	<p>*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>.</p>		
	<p>* 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</p>		
	<p><u>*Considerations:</u></p> <ul style="list-style-type: none"> Students may have a new proficiency level next year ELL students with disabilities should be scheduled with ESL courses in congruence with the parameters above and the district’s Guidance for ELL Scheduling. 		



Massachusetts Department of Education Chart of Accounts

B

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)
Building Technology (2250)
Teachers, Classroom (2305)
Teachers, Specialists (2310)
Instructional Coordinators and Team Leaders (2315)
Medical/ Therapeutic Services (2320)
Substitute Teachers (2325)
Non-Clerical Para-Professionals/Instructional Assistants (2330)
Librarians and Media Center Directors (2340)
Professional Development Leadership (2351)
Teacher/Instructional Staff-Professional Days (2353)
Substitutes for Instructional Staff at Prof. Development (2355)
Prof. Development Stipends, Providers and Expenses (2357)
Textbooks and Related Software/Media/Materials (2410)
Other Instructional Materials (2415)
Instructional Equipment (2420)
General Supplies (2430)
Other Instructional Services (2440)
Classroom Instructional Technology (2451)
Other Instructional Hardware (2453)
Instructional Software (2455)
Guidance Counselors and Adjustment Counselors (2710)
Testing and Assessment (2720)
Psychological Services (2800)

Function Code 3000 – Other School Services

Attendance and Parent Liaison Services (3100)
Medical/Health Services (3200)
Transportation Services (3300)
Food Services (3400)
Athletics (3510)
Other Student Body Activities (3520)
School Security (3600)

Function Code 4000 – Operations & 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)
Insurance for Active Employees (5200)
Insurance for Retired School Employees (5250)
Other Non-Employee Insurance (5260)
Rental Lease of Equipment (5300)
Rental Lease of Buildings (5350)
Short Term Interest RAN's (5400)
Short Term Interest BAN'S (5450)
Other Fixed Charges (5500)
School Crossing Guards (5550)
Indirect Cost Transfers

Function Code 6000 – Community Services

Civic Activities and Community Services (6200)
Recreation Services (6300)
Health Services to Non-Public Schools (6800)
Transportation To Non-Public Schools (6900)

Function Code 7000 – Acquisition, Improvement and

Purchase of Land & Buildings (7100, 7200)
Equipment (7300, 7400)
Capital Technology (7350)
Motor Vehicles (7500, 7600)



Massachusetts Department of Education Chart of Accounts

B

Function Code 8000 – Debt and Retirement and Service

Debt Retirement/School Construction (8100)

Debt Service/School Construction (8200)

Debt Service/Educ. & Other (8400, 8600)

Function Code 9000 – Programs with Other School Districts

Tuition to Mass. Schools (9100)

School Choice Tuition (9110)

Tuition to Commonwealth Charter Schools (9120)

Tuition to Horace Mann Charter Schools (9120)

Tuition to Out-of-State Schools (9200)

Tuition to Non-Public Schools (9300)

Tuition to Collaboratives (9400)

Regional School Assessment (9500)



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

Student Demographic	FY18 Per Pupil Allotment	Comment
Pre-School	\$ 3,705.07	
Kindergarten-Half	\$ 3,705.07	
Kindergarten-Full	\$ 7,410.18	
Elementary	\$ 7,454.31	Grades 1-5
Junior/Middle	\$ 7,089.19	Grades 6-8
High School	\$ 8,798.50	
Special Ed-In School	\$ 25,602.43	Not actual headcount: assumed at 3.75% of enrollment
Special Ed-Tuitioned Out	\$ 26,696.34	Not actual headcount: assumed at 1% of enrollment
Limited English PK	\$ 4,719.05	
Limited English K Half Time	\$ 4,719.05	
Limited English Full-time	\$ 9,428.42	
Vocational	\$ 13,382.02	
Economically Disadvantaged	\$ 4,180.91	Increment funding to student grade above

Using this state formula per pupil allocation, the FY18 foundation budget for the Worcester Public Schools is \$341.9 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 2018, the City’s calculated minimum local contribution amount is \$97.4 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 2018, this amount is \$244.5 million.



The following is the preliminary net school spending (NSS) requirement for FY2018. Final numbers are determined upon approval of the State budget and submittal to the DESE for official calculation.

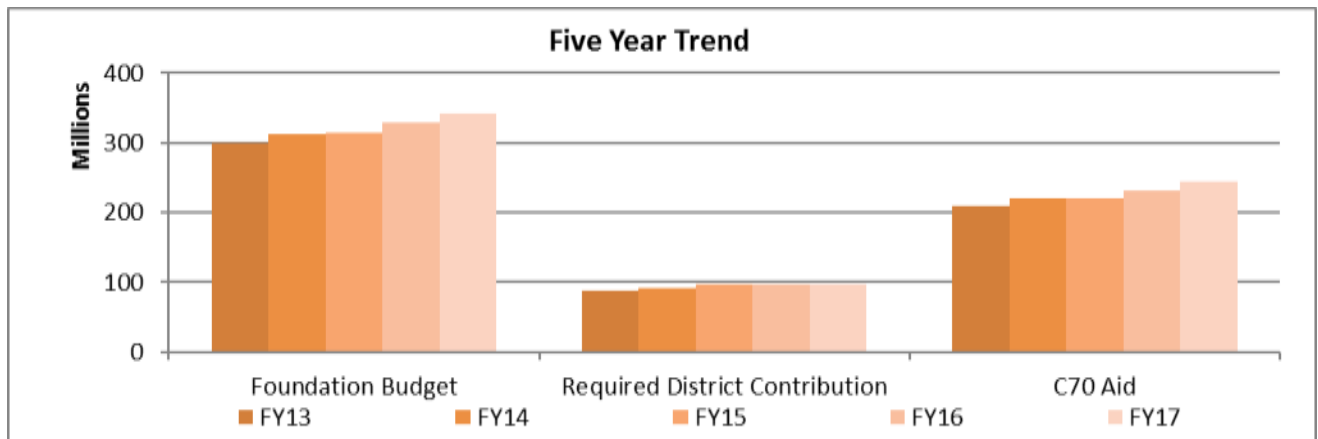
Understanding the State's Foundation Budget



FY17 to FY18 Comparison

	FY17	FY18	Change	Pct Chg
Foundation budget	\$332,590,292	\$341,948,705	\$9,358,413	2.81%
Required district contribution	\$97,188,059	\$97,415,574	\$227,515	0.23%
Chapter 70 aid	\$235,402,233	\$244,533,131	\$9,130,898	3.88%
Required net school spending (NSS)	\$332,590,292	\$341,948,705	\$9,358,413	2.81%
Target state aid share of budget	70.80%	71.72%		
Chapter 70 aid % of foundation	70.76%	71.51%		
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 FY18

Effort Goal

1) 2016 equalized valuation	12,237,662,200
2) Property percentage	0.3538%
3) Local effort from property wealth	43,299,718
4) 2014 income	3,760,890,000
5) Income percentage	1.4202%
6) Local effort from income	53,413,375
7) Combined effort yield (row 3+ row 6)	96,713,093
8) Foundation budget FY18	341,948,705
9) Maximum local contribution (82.5% * row 8)	282,107,682
10) Target local contribution (lesser of row 7 or row 9)	96,713,093
11) Target local share (row 10 as % of row 8)	28.28%
12) Target aid share (100% minus row 11)	71.72%

FY18 Increments Toward Goal

13) Required local contribution FY17	97,188,059
14) Municipal revenue growth factor (DOR)	4.33%
15) FY18 preliminary contribution (13 x 14)	101,396,302
16) Preliminary contribution pct of foundation (15/8)	29.65%

If preliminary contribution is above the target share:

17) Excess local effort (15 - 10)	4,683,209
18) 85% reduction toward target (17 x 85%)	3,980,728
19) FY18 required local contribution (15 - 18), capped at 90% of foundation	97,415,574
20) Contribution as percentage of foundation (19 / 8)	28.49

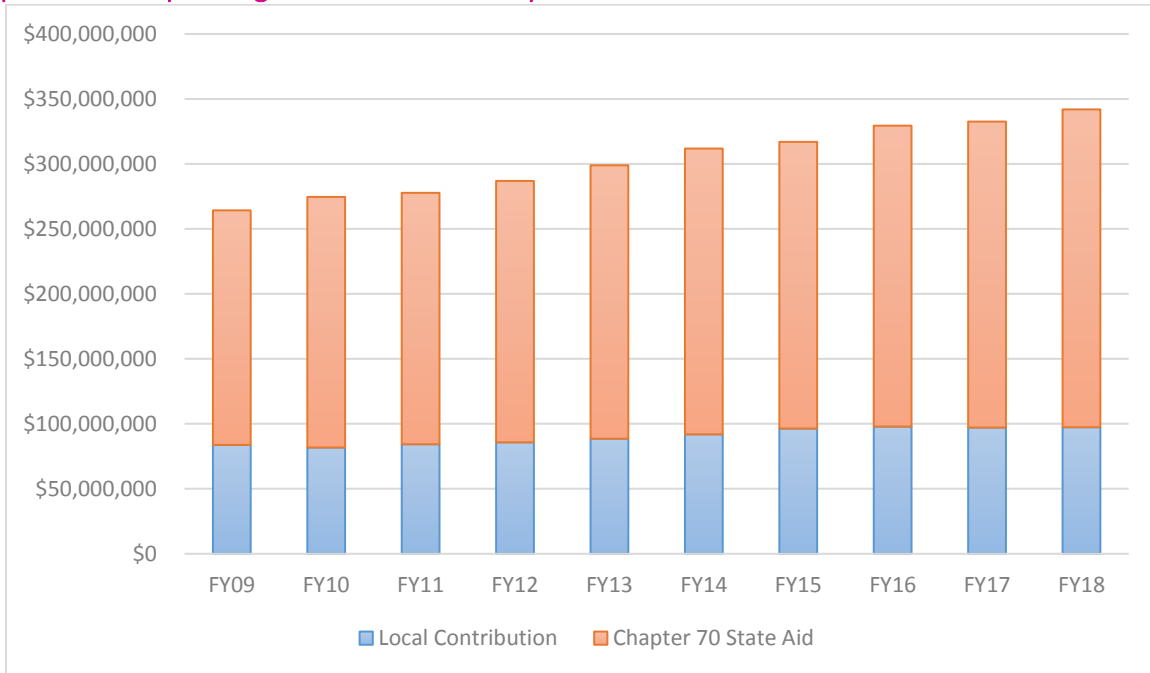


The following is the revenue trends for both Chapter 70 state aid and the required local contribution from FY09-FY18:

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	\$180,493,94	\$264,256,286
FY10	\$81,810,677	\$192,784,39	\$274,595,072
FY11	\$84,305,903	\$193,424,62	\$277,730,523
FY12	\$85,772,826	\$201,135,27	\$286,908,105
FY13	\$88,586,175	\$210,364,13	\$298,950,312
FY14	\$91,934,732	\$219,897,73	\$311,832,465
FY15	\$96,374,700	\$220,569,58	\$319,944,283
FY16	\$97,927,769	\$231,540,73	\$329,468,507
FY17	\$97,188,059	\$235,402,23	\$332,590,292
FY18	\$97,415,574	\$244,533,13	\$341,948,705

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

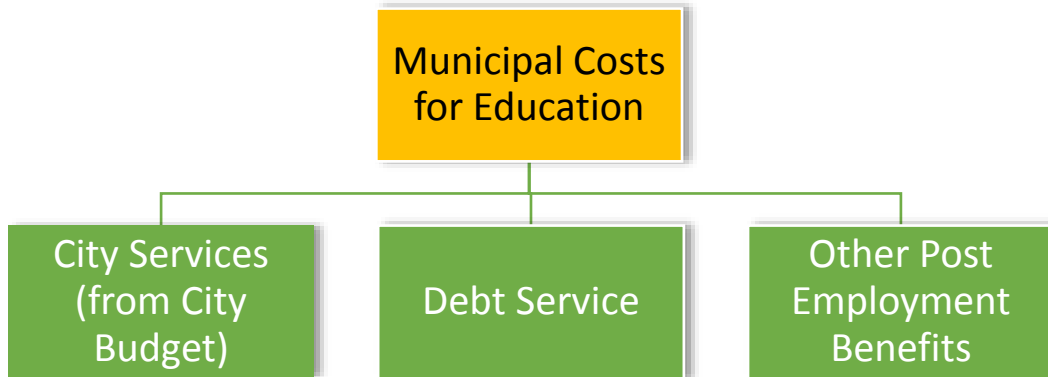


Municipal Spending for Education



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 FY17, the city's debt costs associated with Worcester Public Schools was \$19.3 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 2018 and 2017 Budget, Actual Spending for 2014-2016

	Actual 2014	Actual 2015	Actual 2016	Adopted 2017	Budget 2018
Calculation of Required Contribution:					
1 Foundation budget	311,832,465	316,944,283	329,468,507	332,590,292	342,622,757
Less:					
2 Chapter 70 aid	219,897,733	220,569,583	231,540,738	235,402,233	245,207,183
3 Required Contribution	91,934,732	96,374,700	97,927,769	97,188,059	97,415,574
Calculation of Actual Contribution:					
School expenditures:					
4 School budget	299,045,854	304,751,781	318,291,993	322,965,803	334,270,495
Add state charges:					
Charter schools	24,433,604	24,456,630	24,793,043	24,542,124	24,709,706
School Choice	2,684,637	2,700,679	2,669,896	2,767,477	2,848,508
Special Education	157,550	141,940	179,832	187,025	248,565
5 Total	326,321,645	332,051,030	345,934,764	350,462,429	362,077,274
Less School Local Aid:					
Chapter 70 aid	219,897,733	220,569,583	231,540,738	235,402,233	245,207,183
Charter school tuition reimbursement	2,668,126	1,840,663	2,084,813	1,815,469	1,897,848
6 Total School Local Aid	222,565,859	222,410,246	233,625,551	237,217,702	247,105,031
7 Actual contribution	103,755,786	109,640,784	112,309,213	113,244,727	114,972,243
8 Required contribution	91,934,732	96,374,700	97,927,769	97,188,059	97,415,574
9 Excess contribution	11,821,054	13,266,084	14,381,444	16,056,668	17,556,669
Calculations of total excess contributions:					
Excess contribution from above schedule	11,821,054	13,266,084	14,381,444	16,056,668	17,556,669
Additional contributions (city services):					
City Administration (1)	4,016,965	4,014,156	4,046,924	4,235,305	4,320,011
Police(1)	339,590	407,084	763,558	785,679	801,393
Water/Sewer	497,078	523,414	506,975	520,951	531,370
10 Total excess contributions	16,674,687	18,210,738	19,698,901	21,598,603	23,209,443
School expenditures not eligible for net school spending:					
Transportation	16,226,565	16,538,082	17,637,181	17,962,844	18,823,628
Crossing Guards	514,841	497,644	484,384	543,346	552,934
Equipment					
Building Rentals	386,402	405,937	409,039	538,374	540,794
Adult Education	63,134	98,904	70,598	95,585	95,585
Prior year unexpended encumbrances	146,442	65,480	76,293		
11 Total Non Educational Expenditures	17,337,384	17,606,047	18,677,495	19,140,149	20,012,941
12 Excess (deficient) contribution	(662,697)	604,691	1,021,406	2,458,454	3,196,502
13 Required Spending Shortfall Prior Year	(2,243,503)	(2,906,200)	(2,301,509)	(1,280,103)	
14 Funding (Deficiency)	(2,906,200)	(2,301,509)	(1,280,103)	1,178,351	3,196,502



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

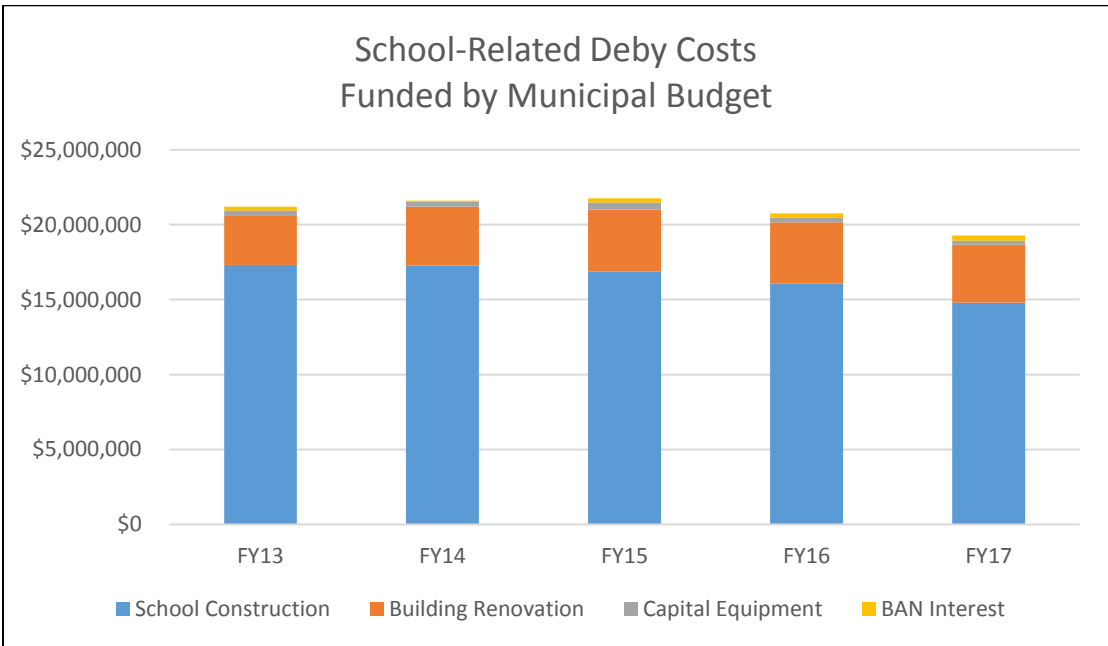


City Costs for School Debt

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	FY13	FY14	FY15	FY16	FY17
School Construction	\$17,318,049	\$17,272,824	\$16,857,499	\$16,080,436	\$14,793,296
Building Renovations	\$3,258,745	\$3,929,455	\$4,159,205	\$4,066,403	\$3,875,142
Capital Equipment	\$366,223	\$345,905	\$453,209	\$322,487	\$261,414
BAN Interest	\$254,239	\$53,192	\$292,422	\$278,739	\$360,424
TOTAL	\$21,197,256	\$21,601,376	\$21,762,335	\$20,748,065	\$19,290,276





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	
Unfunded Actuarial Accrued Liability (UAL)	\$509,807,319	\$532,755,476
Annual Required Contribution (ARC):		
Normal Cost	\$14,279,793	\$14,850,984
Amortization of UAL	\$16,993,577	\$17,758,515
Interest	\$1,250,935	\$1,304,382
Total	\$32,524,305	\$33,913,881
Annual OPEB Cost		
Annual Required Contribution	\$32,524,305	\$33,913,881
Interest on Net OPEB Obligation	\$5,911,390	\$6,769,517
Adjustment to ARC	-\$4,926,159	-\$5,641,264
Annual OPEB cost/(expense)	\$33,509,536	\$35,042,134
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
Net OPEB Obligation - end of year	169,237,934	191,496,973



Impact of the Education Budget on Local Revenue and Taxes

E

Based upon Department of Revenue and Department of Elementary and Secondary Education calculations, the City is required to contribute 28.9% 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	\$371,315,817	\$256,343,574	\$107,179,994	\$7,792,249

* 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 18 Budget
TOTAL CITY BASE REVENUE (Not Including Educational State Aid)	\$371,315,817
City Contribution to Worcester Public Schools (Less Pro-Rated City Costs for Resident Charter School and School Choice Assessment).	<u>\$107,179,994</u>
Total City Revenue Contribution to Education	28.9%

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 fund are allocated to support these tuition assessments on a pro-rated basis. In FY18, the Worcester Public Schools account for 92% of all education spending from local and state resources, while tuition assessments for charter schools and school choice equal 8.0%. The following is the share of school and municipal services on the city's FY17 tax rate:

Impact of Education on the individual property tax rate (using FY17 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	\$19.22	\$13.27	\$5.55	\$0.40
Commercial, Industrial, and Personal Property	\$32.93	\$22.73	\$9.51	\$0.69

With an average median home value of \$210,000, the annual property tax bill of \$4,036 results in \$1,165 of the payment to the Worcester Public Schools.



School Calendar

F

August 2017	September 2017	October 2017
S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5	1 1 2	1 2 3 4 5 6 7
6 7 8 9 10 11 12	3 4 5 6 7 8 9	8 9 10 11 12 13 14
13 14 15 16 17 18 19	10 11 12 13 14 15 16	15 16 17 18 19 20 21
20 21 22 23 24 25 26	17 18 19 20 21 22 23	22 23 24 25 26 27 28
27 28 29 30 31 32 33	24 25 26 27 28 29 30	29 30 31
November 2017	December 2017	January 2018
S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4	1 2	1 2 3 4 5 6
5 6 7 8 9 10 11	3 4 5 6 7 8 9	7 8 9 10 11 12 13
12 13 14 15 16 17 18	10 11 12 13 14 15 16	14 15 16 17 18 19 20
19 20 21 22 23 24 25	17 18 19 20 21 22 23	21 22 23 24 25 26 27
26 27 28 29 30	24 25 26 27 28 29 30 31	28 29 30 31
February 2018	March 2018	April 2018
S M T W T F S	S M T W T F S	S M T W T F S
1 2 3	1 2 3	1 2 3 4 5 6 7
4 5 6 7 8 9 10	4 5 6 7 8 9 10	8 9 10 11 12 13 14
11 12 13 14 15 16 17	11 12 13 14 15 16 17	15 16 17 18 19 20 21
18 19 20 21 22 23 24	18 19 20 21 22 23 24	22 23 24 25 26 27 28
25 26 27 28	25 26 27 28 29 30 31	29 30
May 2018	June 2018	July 2018
S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5	1 2	1 2 3 4 5 6 7
6 7 8 9 10 11 12	3 4 5 6 7 8 9	8 9 10 11 12 13 14
13 14 15 16 17 18 19	10 11 12 13 14 15 16	15 16 17 18 19 20 21
20 21 22 23 24 25 26	17 18 19 20 21 22 23	22 23 24 25 26 27 28
27 28 29 30 31	24 25 26 27 28 29 30	29 30 31

Monday, August 28, 2017: First Day of School for Grades 1-12'

Tuesday, September 5, 2017: First Day of School for PreK-Kindergarten

Monday, June 11, 2018: Last Day of School (depending on number of snow days)

Last day of school for Grade 12: May 23, 2018

End of marking quarters: November 3, January 19, April 6, and last day of school

☐ denotes days when school is not in session for students

2017	2018
August 24 - Staff Reporting Day	January 1 - New Years Day
August 25 - Staff Development	January 15 - Martin Luther King Day
August 28 - First Day of School	February 19 - President's Day
September 4 - Labor Day	February 20-23 - Winter Vacation
October 6 - Staff Development	March 30 - No School Day
October 9 - Columbus Day	April 16 - Patriots' Day
November 10 - Veterans Day	April 17-20 - Spring Vacation
November 22-24 - Thanksgiving	May 28 - Memorial Day
December 25-29 - Holiday Vacation	June 11 - Last Day of School



Glossary of Selected Municipal and School Finance Terms



Accounting System – The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Appropriation – An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See Encumbrance, Line-Item Transfer, Free Cash)

Available Funds – Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs. Examples of available funds include free cash, stabilization funds, overlay surplus, water surplus, and enterprise net assets unrestricted (formerly retained earnings).

Budget – A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Level Funded Budget, Performance Budget, Program Budget, Zero Based Budget)

Budget Unit – A board or department to which the municipality's legislative body appropriates funds.

Capital Assets – All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities

typically define capital assets in terms of a minimum useful life and a minimum initial cost.

Capital Budget – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended.

Capital Improvements Program – A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Chapter 70 School Aid – Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.

Cherry Sheet – Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

Cherry Sheet Assessments – Estimates of annual charges to cover the cost of certain state and county programs.

Cherry Sheet Offset Items – Local aid that may be spent without appropriation in the budget, but which must be spent for specific municipal



and regional school district programs. Current offset items include racial equality grants, school lunch grants, and public libraries grants.

Collective Bargaining – The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.

Cost of Living Adjustment (COLA) – It is often used in municipal contracts that provide for annual or periodic increases in salaries and wages for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, i.e., consumer price index (CPI).

Deficit – The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

Education Reform Act of 1993 – State law that authorized the seven-year, Ch. 70 funding program for education and that established spending targets for school districts as a means to remedy educational inequities. Scheduled to end by FY00, the program has been extended, pending agreement on further reforms.

Encumbrance – A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.

Estimated Receipts – A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projections of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

Expenditure – An outlay of money made by

municipalities to provide the programs and services within their approved budget.

Fiduciary Funds – Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pensions (and other employee benefits) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Fiscal Year (FY) – Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. Since 1976, the federal government fiscal year has begun on October 1 and ended September 30.

Fixed Assets – Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs – Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Foundation Budget – The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.

Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be

Glossary of Selected Municipal and School Finance Terms





Glossary of Selected Municipal and School Finance Terms



certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.

Fund – An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting – Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance – The difference between assets and liabilities reported in a governmental fund. Also known as fund equity.

GASB 45 – This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund – The fund used to account for most financial resources and activities governed

by the normal town meeting/city council appropriation process.

Governing Body – A board, committee, commission, or other executive or policymaking body including the school committee of a municipality.

Governmental Accounting Standards Board (GASB) – The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.

Home Rule – This refers to the power of municipalities to regulate their affairs by bylaw/ordinance or home-rule charter subject to certain limitations.

House 1 or 1A – Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except that a newly elected governor has eight weeks from the day he/she takes office to submit a budget. The budget is designated House 1 in the first year of the two year legislative session and House 1A in the second year.

Indirect Cost – Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Legal Level of Budgetary Control – The level at which a government's management may not reallocate resources without approval from the



legislative body.

Levy – The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2½ provisions.

Levy Ceiling – A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion. (See Levy Limit)

Levy Limit – A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion. (See Levy Ceiling)

Line-Item Budget – A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Line-Item Transfer – The reallocation of a budget appropriation between two line-items within an expenditure category (e.g., salaries, expenses). Employed as a management tool, line-item transfer authority allows department heads to move money to where a need arises for a similar purpose and without altering the bottom line. Whether or not line item transfers are permitted depends on how the budget is presented (i.e., format) and what level of budget detail town meeting approves.

Local Aid – Revenue allocated by the Commonwealth to cities, towns, and regional

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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).



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Municipal Revenue Growth Factor (MRGF) – An estimate of the percentage change in a municipality's revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the levy limit, estimated new growth, the change in selected unrestricted state aid categories, and the change in selected unrestricted local receipts (Education Reform Act of 1993).

Net School Spending (NSS) – School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education (DOE). (See Education Reform Act of 1993)

New Growth – The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY14 is based on new construction, etc. that occurred between January and December 2012 (or July 2012 and June 2013 for accelerated new growth communities). In the fall of 2013, when new growth is being determined to set the FY14 levy limit, the FY13 tax rate is used in the calculation.

Non-Recurring Revenue Source – A one-time source of money available to a city or town. By its nature, a non-recurring revenue source

cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source)

OPEB (Other Postemployment Benefits) –

Employees of state and local governments may be compensated in a variety of forms in exchange for their services. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the government ends. The most common type of these postemployment benefits is a pension. Postemployment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB. (See GASB 45)

Operating Budget – A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Override – A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount.

Payments in Lieu of Taxes – An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Pension (and other employee benefits) Trust Funds – A fiduciary fund type used to report resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, other postemployment benefit (OPEB) plans, or other employee benefit plans.



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Pension Cost – A measure of the periodic cost of an employer's participation in a defined benefit pension plan.

Personnel Costs – The cost of salaries, wages and related employment benefits.

Program – A combination of activities to accomplish an end.

Program Budget – A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Proposition 2½ – A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.

Purchased Services – The cost of services that are provided by a vendor.

Recurring Revenue Source – A source of money used to support municipal expenditures, which by its nature can be relied upon, at some level, in future years. (See Non-recurring Revenue Source)

Revenues – All monies received by a governmental unit from any source.

Revolving Fund – Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E½ stipulates that each fund must be reauthorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees

may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Sequestration – The term used to describe the practice of using mandatory spending cuts in the federal budget if the cost of running the government exceeds either an arbitrary amount or the gross revenue it brings during the fiscal year. Simply put, sequestration is the employment of automatic, across-the-board spending cuts in the face of annual budget deficits.

Special Revenue Fund – Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

Tax Rate – The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Trust Fund – In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by town meeting. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Unfunded Mandate – A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or indirect costs to the body made responsible for



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its implementation.

Unfunded OPEB Liability – This is the difference between the value assigned to the benefits (other than retirement) already earned by a municipality’s employees and the assets the local government will have on hand to meet these obligations. While there is no requirement in Massachusetts to fund this liability, GASB 45 requires that the dollar value of the unfunded OPEB liability is determined every two years. (See GASB 45; OPEB)

Unfunded Pension Liability – Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality’s employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is determined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future

costs of living increases to pensioners.

Uniform Municipal Accounting System (UMAS) – UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting Principles (GAAP), offers increased consistency in reporting and record keeping, as well.

User Charges/Fees – A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Note that any increases in the fees must satisfy the three tests set forth in the so called Emerson case. (See Emerson College v. Boston, 391 Mass. 415 (1984))

Zero Based Budget – A budget building technique where each department begins at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins again at zero prompting close scrutiny and prioritization of costs annually.

Source: Municipal Finance Glossary, May 2008, Massachusetts Department of Revenue Division of Local Services