

There were a total of 4 students from the Gerald Creamer Center and 4 students from Worcester Technical High School that started this pathways program which augmented their specific technical training and enhanced their skills.

Students completing the program in 2017 received:

- 10 Hour OSHA (Occupational Safety and Health Administration) General Industry (1 GCC and 4 WTH students)
- NIMS (National Incident Management System) – Measurement, Materials and Safety (1 GCC and 4 WTHS students)
- NIMS – Job Planning, Benchwork and Layout (4 WTHS students, the GCC student left with 5 minutes remaining on the certification test)
- MACWIC (Manufacturing Advancement Center Workforce Innovation Collaborative) Level 1 and 2 (WTHS students only)

Students interviewed with program partners such as Metso Automation, Saint Gobain and International Ceramics Engineering. Three of the four WTHS participants are employed through full-time and/or co-op employment (1 at METSO in a co-op position, 1 at Saint Gobain in a full-time position and 1 at International Ceramics Engineering in a co-op position). The one remaining WTHS participant remains a daytime student at WTHS and is a senior now eligible for co-op.

The 6Rs of Bullying Prevention is an award winning book written by Michele Borba who presented at the BRACE Conference in April of 2017. Her book highlights best proven practices to combat cruelty and build respect. The Administration is recommending that the School Committee file this outdated item.

The Worcester Public Schools joined forces with the Brockton Public Schools to present the "Tale of Two Cities." Worcester Public and Brockton Public schools first presented together at the Worcester School Committee Meeting and then with Brockton, Springfield and Holyoke at a public event in Holyoke. The Worcester Public and the Brockton Public schools are working with the Massachusetts Association of School Superintendents to coordinate additional events across the state with other Gateway districts as well as rural and suburban districts. At this time, a formal lawsuit has not been filed.

In response to Ms. Biancheria motion regarding the position of the Superintendent on the lawsuit, she feels it is important for legal authorities to review past litigation and to present a legal opinion before a formal lawsuit is filed.

- The district has relationships with other schools and universities in Massachusetts including particularly Westfield State University. The district participates in MERC (Massachusetts Education Recruitment Consortium), the state's largest job fair for educators. The district utilizes an external website (SchoolSpring) which can be accessed from anywhere in the world.
- Staff from the human resources department participate in a state-wide professional association of school personnel administrators and regularly converse with peers from other districts about personnel matters including recruiting.

X. GENERAL BUSINESS  
Administration/Mr. O'Connell  
(December 10, 2018)

CURRENT ITEM - gb #8-89.1  
S.C. MEETING - 12-20-18

1ST ITEM gb #8-89 S.C.MTG. 3-15-18  
2ND ITEM gb #8-89.1 S.C.MTG. 12-20-18

ITEM: (motion)

Response of the Administration to the request to review the Massachusetts Supreme Judicial Court decision in Public Employee Retirement Administration Commission v. Contributory Retirement Appeal Board (SJC-12331), and make its own modifications, if any are required, to its own practices in order to be in full compliance with the decision.

ORIGINAL ITEM: Mr. O'Connell/Miss McCullough/Mr. Monfredo/  
Miss Biancheria (February 26, 2018)

To determine whether the February 13<sup>th</sup> decision of the Massachusetts Supreme Judicial Court in Public Employee Retirement Administration Commission v. Contributory Retirement Appeal Board (SJC-12331) requires any change in practice regarding sick or vacation payments, if any, made to employees receiving workers' compensation.

PRIOR ACTION:

3-15-18 - Referred to the Administration.  
Miss Biancheria requested that her name be added to the item.  
Mr. O'Connell made the following motion:  
Request that the Administration review the decision and from  
Massachusetts Supreme Judicial Court.  
On a voice vote, the motion was approved.

BACKUP: The district has reviewed the February 13, 2018 SJC decision and the subsequent memoranda published by the Public Employee Retirement Administration Commission (PERAC) as a result of the SJC decision and the district is not required to make any changes to its own practices to be in full compliance with the decision.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Accept the response to the motion and file the item.

1. Provide a Report of the Superintendent on Instructional Technology.

The Report of the Superintendent on January 3, 2109 will be the Instructional Technology Plan.

2. 500136-92000 Miscellaneous Education – Non-Salary - Out of State Travel account.

There were no expenditures for Out of State Travel from this account during FY18.

3. 500137-96000 Unemployment Compensation

The current status of the Unemployment Compensation Plan account represents a projected deficit of \$147,349 through June 30, 2019 and is based on approximately 83 employee claims processed from July through the month of November 2018. The total count of claims includes 30 employees carried over from the prior fiscal year and approximately 53 new claims since July.

The projected deficit amount also includes an estimate for additional claims through the end of the fiscal year based on prior actual experience.

4. 500146-92000 Building Utilities - current telephone lines

In the past, E-Rate paid as much as 90% of the district's telephone charges. E-Rate is phasing out support for telephone charges and as a result, switching to VOIP is now more cost advantageous. The district has successfully been testing a VOIP solution by Shoretel (now owned by Mitel) and support from Harbor Networks. The results have been positive and the district implemented this new system at Nelson Place School where every classroom has a VOIP phone.

This fiscal year the district continues the second phase of testing as we roll out this same system to the remaining offices at the Durkin Administration Building. Assuming this phase remains on schedule, the Administration will plan a conversion of Centrex and P-lines to VOIP lines at schools.

Savings over 20 years \$1,483 per line, \$1.13 million for all 763 lines

In addition to these long term cost savings using VOIP, these additional features will be available to all users with the switch to VOIP:

- Users will be able to receive their voicemail as a sound file sent to their email
- Every user can be given an extension and voicemail without having a phone present in their room.
- VOIP phones have display screen that easily allow the user to see which staff are on another line before transferring them for better customer service.
- All phones have speakerphone, something not present on all Centrex phones
- VOIP phones have a telephone book accessible on the phone showing all other users on VOIP
- Calls can be transferred, merged, placed on hold, and be sent to voicemail

X. GENERAL BUSINESS  
Administration/Mayor Petty/  
Miss Biancheria/Mr. Comparetto/  
Mr. Foley/Miss McCullough/Mr. Monfredo/  
Mr. O'Connell  
(December 12, 2018)

CURRENT ITEM - gb #8-128.1  
S.C. MEETING - 12-20-18

1ST ITEM gb #8-128 S.C.MTG. 4-26-18  
2ND ITEM gb #8-128.1 S.C.MTG. 12-20-18

ITEM:

Response of the Administration to the request to work with the City Manager's office to develop an organizational chart and communication procedures for any public safety events in the Worcester Public Schools.

ORIGINAL ITEM: Mayor Petty/Miss Biancheria/Mr. Comparetto/Mr. Foley/  
Miss McCullough/Mr. Monfredo/Mr. O'Connell (April 12, 2018)

Request the Superintendent's office work with the City Manager's office to develop an organizational chart and communication procedures for any public safety events in the Worcester Public Schools.

PRIOR ACTION:

4-26-18 - Referred to the Administration.

BACKUP: The Superintendent, Mayor and City Manager will communicate by phone messaging and/or emails with detailed information regarding any public safety issues. In addition, the Chief of Police and WPS Director of Safety will be sent these emails in order to coordinate messages to be shared with the public.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Accept and file.



X. GENERAL BUSINESS  
Administration/Miss McCullough/  
Miss Biancheria/Mr. Comparetto/  
Mr. Foley/Mr. Monfredo/Mr. O'Connell  
(December 12, 2018)

CURRENT ITEM - gb #8-151.1  
S.C. MEETING - 12-20-18

1ST ITEM gb #8-151 S.C.MTG. 5-17-18  
2ND ITEM gb #8-151.1 S.C.MTG. 12-20-18

ITEM:

Response of the Administration to the request to provide a progress report regarding additional vocational/technical opportunities for students not admitted to Worcester Technical High School.

ORIGINAL ITEM: Miss McCullough/Miss Biancheria/Mr. Comparetto/Mr. Foley/  
Mr. Monfredo/Mr. O'Connell (April 26, 2018)

Request that the Administration provide a progress report regarding additional vocational/technical opportunities for students not admitted to Worcester Technical High School.

PRIOR ACTION:

5-17-18 - Superintendent Binienda indicated that she would forward a copy of the Innovation Career Pathway Grant to the School Committee members.  
Miss Biancheria requested that the Administration provide a progress report in a Friday letter regarding the three year Innovation Career Pathway Grant.  
It was moved and voice voted to refer the item to the Administration.

BACKUP: The Report of the Superintendent on Innovative Career Pathways presented on October 4, 2018 addressed the progress regarding additional vocational/technical opportunities for students not admitted to Worcester Tech. Additionally, three Chapter 74 Programs were approved at South High Community School: Culinary, Diesel, and Early Childhood Education.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Accept and file.

The FY19 State Budget was finalized in mid-July. The final state budget used the Senate version of Chapter 70 resulting an additional \$3.4 million more than the amount that was adopted in June (based on the House budget amounts).

This level of Chapter 70 funding included the funding of ELL students as an increment (like the funding for economically disadvantaged students) rather than a base-funding amount. This increment is (or closely similar to) one of the four major recommendations that has been included in the Foundation Budget Review Commission (FBRC) final report. The remainder of the FBRC recommendations (health insurance, special education, low income) were not acted upon in the current legislative session.

Based on the level of added funding, and as provided by recommendation to the School Committee in June, the Administration has allocated funds to provide for the following:

Restore Elementary Tutors to FY18 Level:	\$ 500,000
12 Class Size Reduction Teachers	\$ 914,265
5 School Adjustment Counselors / Wrap-Around Coordinators	\$ 380,944
4 Secondary Teachers	\$ 304,755
1 Secondary Assistant Principal (Worcester East Middle)	\$ 100,000
1 Student and School Performance Analyst	\$ 75,000
15 High School Teachers for Enrichment Classes	<u>\$1,142,831</u>
Total	\$3,417,794

The addition of elementary tutors (restoring to FY18 level) and the 12 class size reduction teachers would reduce projected elementary class size from 22.1 to approximately 21.6 and eliminate or provide support to all classes above 27 students (where space prevents further reduction of class size).

The addition of 5 School Adjustment Counselors or Wrap Around Coordinators addresses some of the 13 positions that were requested by building principals during the FY19 budget development process.

The 4 secondary teachers provide immediate course offerings or school support that were unable to be provided during the FY19 budget process: 1/Art Teacher at North High, 1/Diesel Instructor at South High, 1/Community Service Teacher at South High, and 1/Animal Sciences Teacher at Worcester Technical High School. In the previous report, the Administration was recommending 1/MCAS Specialist at Claremont Academy. The district has since been able to add this position to the school after a reallocation of existing teachers at the school.

The enrollment of Worcester East Middle has increased from less than 600 students in 2010 to more than 800 students in the current year; and the enrollment is expected to remain at this level over the next four years. The WEMS enrollment is approaching and consistent with Sullivan Middle (866 students) and Forest Grove Middle (979 students). The Administration recommends that for effective school management and safety, an additional Assistant Principal should be added with these funds.

A vacant testing specialist position was reallocated within the FY19 budget to an electrician for school safety projects. This reallocation was necessary at the time in order to balance the budget. After further consideration, this position (renamed School and Student Performance Analyst to better align with the department's name change) is necessary to provide test administration support and data analysis for schools.

The Administration has identified a priority to reduce the number of instances that students are scheduled in "study halls" rather than in credit bearing courses during the school day. In 2017-18 school year, there were as many as 1,990 instances of "study hall" periods in all of the high schools (combined). In a perfect setting, the addition of 14 high school teachers would provide credit bearing course opportunities for 1,750 students, nearly all of the number of study hall periods this year.

The teachers have been assigned as follows:

School	Teachers to Add	Maximum* Students that Could Take an Additional Course
Doherty High	5	625
South High	6	750
North High	2	250
Burncoat High	2	250

\*Maximum students that could take an additional course is based on 125 students contractual limit for each teacher

However, due to actual scheduling issues, it is likely that an additional 6-8 teachers would be needed to eliminate all study hall periods in all high schools in FY20.

Symmes Maini & McKee Associates (SMMA) provided the Worcester Public Schools with a comprehensive facilities master plan. The scope includes review of 28 schools including: 24 elementary schools; 2 middle schools; and 2 high schools. The study included, educational assessments, physical condition assessment, master plan options, as well as cost projections for the issues identified. The following information is provided for each of the schools: school specific data; floor plans showing current use; MSBA comparison plans; summary of spaces; educational review rubric; an itemized review spreadsheet; narrative explaining key issues. This analysis also contained the identification of building systems and or components for improvement or replacement; included but not limited to: Building Envelope, HVAC systems, Electrical, Plumbing & Fire Protection systems. The study also contained data relating to accessibility and ADA compliance per 521CMR, Site conditions including vehicular, pedestrian and recreational traffic flow.

Worcester Public Schools has been using this data in a variety of ways included but not limited to: Work Order Management; Environmental Remediation; MSBA Potential Submissions; Preventative Maintenance and five-year Capital Planning. The cost estimating component of the report has been a valuable tool in capital planning and financial budgeting. The information gathered is being further analyzed against current MSBA educational guidelines to determine gaps in our educational delivery. This will help influence long term district planning relating to academics, sports, art, music, special education, science, technology, collaborative spaces as well as nutrition and physical education.

On November 15, 2018, the Massachusetts School Building Authority notified the City of Worcester and Worcester Public Schools that the 2018 Accelerated Repair Program (ARP) Consultant assignments have been determined. The 2018 ARP projects are the Harlow Street (Challenge and Reach Academy) roof, window, and boiler replacement projects. MSBAN has assigned Arcadis U.S. Inc. as the Owners Project Manager (OPM) and Johnson Roberts Associates, Inc. as the project architect.

The City and WPS project team had an initial meeting with the OPM and then scheduled the first full team kick off meeting for November 27, 2018 with representatives from the Worcester Public Schools, City of Worcester, OPM, and the Architect. This meeting was to discuss contracts development, schedule and next steps. The city is now working with both firms relative to scope of work and contract negotiations. Upon contract execution, the Architect will begin the schematic design, and construction design phases of the project. Once completed, the city will then bid out the project and a contractor will be brought on board. With an OPM, Architect, and Construction Manager on board, a full construction schedule can be developed and approved by MSBA.

The Administration recommends the following Accelerated Repair Projects for 2019 Statement of Interest through the MSBA:

- |                          |                    |
|--------------------------|--------------------|
| • Lincoln Street         | Boiler Replacement |
| • Vernon Hill School     | Roof Replacement   |
| • Burncoat Preparatory   | Roof Replacement   |
| • Tatnuck Magnet         | Roof Replacement   |
| • Worcester East Middle* | Roof Replacement   |

\* Worcester East Middle has been submitted and approved as a combined Accelerated Repair Project for windows, boiler, and roof in 2013. After the ARP feasibility study, MSBA recommended that the school be moved to a major renovation / replacement project list. The district replaced the boiler at the school but withdrew the window and roof projects and has submitted the school for major renovation / replacement since 2014 and is currently the district's second priority project (behind Burncoat High School).

The district cannot submit the school as both an Accelerated Repair project and a Major Renovation / Replacement project in the same year. It is necessary to replace the roof at the school and the Administration recommends removing the school from the Major Renovation / Replacement Statement of Interest in 2019. The Administration recommends adding the school back to the Major Renovation / Replacement list in 2020 (assuming acceptance of the roof into the ARP program in 2019).

The district uses both contracted services and district employees to address building maintenance issues within the district's 60 buildings and 4 million interior square feet of space. The district has the following 26 skilled trades staff: carpenters (6), electricians (6), HVAC / energy management (6), plumbers (3), Glazier (1), Locksmith (1), Painters (2.5) and Storekeeper (.5).

Work orders are submitted by schools and departments and managed by the Facilities staff. Building life safety issues are prioritized and larger scale projects are scheduled during non-school session times (vacation periods or summer) to minimize disruption of instructional spaces. Similarly, over the past several years, the district has moved portions of the building repairs to after school hours (second shift) allowing for better access to areas within the building and not disrupting instructional time.

From January 2018 to current, 5,727 work orders have been submitted to date, with 4,745 completed and 982 orders remain open. Over the past five years, there have been nearly 30,700 work orders submitted, resulting in an average of 6,135 work orders submitted per year.

The district's FY19 budget for building repairs is \$2.05 million, or the equivalent of \$0.50 per square feet. With maintenance salaries included, the district spends approximately \$4.3 million on building maintenance, or \$1.07 per square feet.

Based on information presented as part of the underfunding of the foundation budget, the district spends 60% of the foundation budget allocation on operations and maintenance, equating to \$15.1 million less than the foundation budget provides. The foundation budget provides \$35.9 million in FY17 for operations and maintenance and in FY17 the district spent \$20.8 million. This spending includes the following categories (as defined by DESE): custodial salaries, heating of buildings, utility services, maintenance of grounds, maintenance of buildings, building security systems, maintenance of equipment, extraordinary maintenance, networking and telecommunications, and technology maintenance.

<b>Discipline</b>	<b>2018 Total Work Orders Submitted</b>	<b>2018 Work Orders Completed to Date</b>	<b>Current Open Work Orders</b>
HVAC	1,344	1,239	105
Electrical	1,231	996	235
Carpentry	1,094	833	261
Plumbing	943	796	147
Miscellaneous	222	174	48
Locksmith	190	123	67
Doors/Hardware	137	119	18
Glazier	124	89	35
Grounds	124	113	11
Telephones	67	47	20
Custodial Equipment Repair	59	55	4
Painting	50	40	10
Pest Control	34	34	0
Roofing	31	27	4
Moving	30	30	0
Intercoms	23	15	8
Masonry	13	8	5
Paving	11	7	4
<b>Totals</b>	<b>5,727</b>	<b>4,745</b>	<b>982</b>
<b>Work Orders Submitted for the Past Five Years</b>			
FY14	6498		
FY15	6391		
FY16	5384		
FY17	5957		
FY18	6446		
<b>Average Annual Work Orders</b>	<b>6135</b>		

X. GENERAL BUSINESS  
Administration/Mr. Foley  
(December 12, 2018)

CURRENT ITEM - gb #8-271.1  
S.C. MEETING - 12-20-18

1ST ITEM gb #8-271 S.C.MTG. 9-20-18  
2ND ITEM gb #8-271.1 S.C.MTG. 12-20-18

ITEM:

Response of the Administration to the request to consider changing the date of the Opening of Schools Event in order to give the teachers time to prepare their classrooms for the opening of school.

ORIGINAL ITEM: Miss Biancheria/Mr. Monfredo/Mr. O'Connell/  
Miss McCullough (September 10, 2018)

Request that the School Committee congratulate the Superintendent, students, staff and the administrative team for the outstanding "Recognition of Excellence Program" and for the inspirational speaker, Dr. Adolph Brown, III at the DCU Center.

PRIOR ACTION:

9-20-18 - Miss McCullough requested that her name be added to the item.  
Mr. Foley requested that the Administration consider changing the date of the Opening of Schools Event in order to give the teachers time to prepare their classrooms for the opening of school.  
Superintendent Binienda stated that the teachers have ample time to visit their respective schools during the summer months to make these preparations and based on this fact, she will maintain the same process in future years.  
Referred to the Administration.

BACKUP: The School Committee congratulated the Superintendent, students, staff and administrative team for the outstanding "Recognition of Excellence Program" and the outstanding speaker at the School Committee meeting on September 20, 2018. The Administration has reserved August 23, 2019 for the Annual Convening Event.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Accept and file.



### **Positions Moved to Fremont Street**

On April 1, 2018, the Transportation Director (John Hennessey) and an Assistant Transportation Coordinator (the position was restructured in FY19 to a new position titled "Router") were moved from the Durkin Administration Building to the Fremont Street WPS bus yard facility. This is the eleventh year that the bus yard has operated from the Fremont Street location. The move of these two positions was done in order to have all transportation operations and supervision at one location, allow the Transportation Director to directly oversee all operations onsite, and to have the Director directly develop and implement a new support staff organization that was adopted in the FY19 budget. In addition, having the all Transportation Department staff in one location has enabled the development of a positive climate and culture among drivers and monitors that their supervisors are onsite, their supervisors are approachable, and demonstrate that all department staff are working together to support the transportation needs of the district. This move has been very well received and has been extremely successful in building a transportation team amongst drivers, monitors, support, and administrative staff.

The move was also intended to provide direct support of an additional eleven big bus routes that the district began directly providing this year resulting from not receiving any bids for the athletic transportation contract for this year. This is the first time in known history that the WPS is directly operating big bus transportation. In order to be cost effective in providing athletic transportation, the district also operates eleven morning and afternoon routes for home-to-school transportation. Overall, the transition of eleven district-operated big buses saved the district \$402,000, with \$208,000 invested in new support positions for transportation operations (see pages 62 and 176-177 of the FY19 budget book) resulting in FY19 savings of \$194,000. The current eleven district-operated big bus routes are attached. The afternoon routes are designed and assumed to be available for athletic transportation daily at 2:15pm.

### **Transportation Staffing**

Two recent administrative vacancies were the Assistant Transportation Director (position recently filled) and Operations Supervisor (currently vacant after retirement in October). The district is advertising, recruiting and in the process of filling this position as soon as possible.

Of the eleven district-operated big bus routes, the district has hired eight drivers and has covered the remaining routes with "mid-size" bus drivers and licensed support staff throughout the year thus far. To date, 100% of the eleven big bus routes have operated every single day this year. The district continues the civil service hiring process to add big bus drivers (up to the budget amount of 14).

### **Transportation Update**

Unrelated to the operation of big bus routes or the administrative office relocations, every year there are initial school year start-up issues that are resolved in the first few weeks of school. The issues are generally the same year-to-year and fall under the following categories:

- Special Education School and Transportation Assignments
- Bus Overcrowding
- New Bus Stop Requests
- Late Buses

Some of these issues were prolonged longer than usual this year and the district and transportation administration has been working to determine the root cause and long-term solutions to each of these areas.

The following describes these issues and solutions going forward:

### **Special Education Assignments**

Students eligible for curb-to-curb transportation on a midsize or wheelchair bus are generally coordinated through a Special Education Team Chairperson by submitting a transportation order for the student. The transportation order is uploaded into the district transportation routing software. Bus routes are then scheduled for students accordingly.

In order for students to be routed properly, all student information in the student database program (SAGE) or transportation routing software must be entered correctly. The student must be active in the system, must have the correct home address, the correct "special request" location (daycare or other), and must have the correct school or program to attend, and have proper AM or PM designation for preschool students. The Transportation Department does not have the ability to make any of these changes to the database and if any of these fields change (student moves, changes school, changes daycare, etc), that requires the student's SAGE system to be updated and uploaded into the transportation software for updated routing. If any of these data elements are incorrect could possibly result in a route change needed for the student.

It is very common for students to move or placements to change during the summer. To date, there have been 2,004 special education transportation route changes made from the beginning of the school year through November 15, 2018 accommodating a total of 2,108 students transported on mid-size or wheelchair school buses. Any change in a location for an existing student results in the re-routing of up to four bus routes: the two new routes (morning and afternoon) and the two prior routes (morning and afternoon) and the accommodation for a new student changes two bus routes (one morning and one afternoon) that need to be identified, scheduled, re-routed appropriately.

Special Education Transportation Order Solution: First, the Transportation and Special Education Departments will work collaboratively in late June to better identify / anticipate student transportation orders for planning purposes to eliminate as many late summer transportation orders (resulting in hundreds of route changes) as possible. Second, the district IT Department will develop a transportation order module as part of SAGE that will centralize (and electronically capture) all special education transportation orders and will allow appropriate transportation, special education, and district administrators to view the status of the order (pending, approved, completed, etc.). These transportation orders will be tracked in SAGE from submission to completion and will also track the frequency of address changes, school changes, and other relevant information. This transportation module will be scheduled to be in place for the 2019-20 school year.

### **Bus Overcrowding**

Scheduling and routing of school buses for the upcoming school year begins in early summer after the student enrollment database is "rolled over" to the new school year. Students eligible for transportation (distance or safety reasons at the elementary level) are routed on bus routes based on vehicle capacity and efficient use of the school bus. Overall, bus routes do not change significantly change from year-to-year. The adjustment and balancing of routes based on student enrollment (mostly as students transition to into middle and high schools) occurs based on expected ridership estimates. The district uses bus passes at the secondary level to manage bus loads. The bus passes are provided by the schools to students based on bus routes that are loaded by the Transportation Department into the district's SAGE program. Often, bus passes are distributed by the schools towards end of September when all school start up issues are resolving. Prior to that, the Transportation Department receives actual ridership headcounts at the

beginning of the year from bus drivers and balances ridership loads as quickly as possible. In this interim time between the start of the school year and the issuance of bus passes is typically when the greatest number of overcrowding issues occur. Often, we find that non-eligible riders (those that board buses before bus passes are assigned and live less than 2 miles from school) contribute to most of the overcrowding issues. We also see when students that enroll in the district or change schools (move) during the summer after the database "rollover" may contribute also, but far less often, to overcrowding issue as well. All of these issues are rebalanced or resolved as soon as possible.

Solution: The district Transportation Department proposes that all bus passes will be generated for students in the summer and distributed to the school to be handed to students on the first day of school. Presently the bus pass is a simple paper card, and the district can continue this method, but the district is also exploring bus passes encoded with RFID technology (radio-frequency identification) can be linked to existing GPS technology on buses. This technology can be used for immediate and accurate passenger counts to allow for quicker response to any overcrowding issues. This technology can also be linked to a secure parent portal that informs parents/guardians if and when their student got on and off their school bus and at which location. This new technology is in the early stages of research, study, and cost analysis and no recommendation from the Administration is provided at this time.

**New Stop Requests** (also response for gb#8-341)

The Student Handbook (page 44) describes the process for new stop requests as, "all requests for additions or changes of school bus stops must be made through the student's school principal or designee." The district evaluates and processed new stop requests from schools (not directly from parents/guardians). The process is slightly different for private, parochial, and charter schools, as the district requires these students to apply for transportation on an annual basis. As part of the application process, stop requests are considered based on a number of factors as described below.

New stop requests are evaluated based on safety, distance from school, and reasonableness issues. Instances where student safety is an issue is prioritized and addressed as soon as the safety issue is confirmed. Stops may be added to the existing trip or routes may change depending on how the new stop impacts existing routes to the school. Generally, new stop requests around distance from school occurs when students are newly enrolled in citywide programs (WTHS, Burncoat fine arts, Goddard Scholars, etc.) and the student enrolled late or the student database for school / academy within a school assignment is incorrect. While students maybe expected to be up to a mile from their assigned bus stop, every reasonable effort is made to accommodate requests much closer to home when possible.

To date, there have been nearly 500 changes to big bus route this year through November 14, 2018. This total is approximately 130 more (or 40% more) than the five-year previous average through the same point in time of the year.

Solution: The district is exploring a new electronic workflow management module that can track all new bus stop requests and will allow the district transportation liaisons to have real-time information regarding the status of the request to be able to share with the parent/guardian or school.

**Late Buses and Solutions:**

The district attributes the vast majority of late buses this year to the following reasons: (1) driver absence (combined routes), (2) overcrowding (double-tripping routes), (3) loading times, routing / traffic and road construction issues, and (4) chronically late buses.

When driver absences in excess of any spare drivers occur, routes are often combined resulting in extended route times and lateness to the next schools (or in some cases the bus doesn't show up). As of November 15, 2018, since the WPS took on 11 big bus routes this year from Durham, these bus routes have operated at 100% coverage this school year. However, the district continues to monitor Durham School Services driver absences, daily bus shortages, or reported bus delays. The district withholds payments when buses do not operate; Durham has indicated that they do not intend to self-reduce billing to the district for these non-operated/combined buses. The Administration has developed a reporting protocol for schools to report late bus issues so that Transportation Department can explore these issues with Durham (and deduct payment as warranted and authorized under the contract).

While addressing overcrowded buses, in some cases buses had to "double-trip" the run – taking one group of students to/from school and returning for the remaining group. This caused some of the late buses earlier in the year and these are immediately resolved when overcrowding loads are rebalanced. The ability to reduce/eliminate early year overcrowding (see solution on previous page) will also eliminate late buses in subsequent trips.

The planning of routes assumes reasonable time for student dismissal, loading, and buses leaving school property. Delays at one school cause a ripple of delays at other schools later in the day. In our study of late buses this year, we experienced a number of instances that the dismissal, loading, and exiting of buses was taking much longer than anticipated (or in some cases needed). There are a variety of contributing site-by-site factors to these delays. In many cases, we have encouraged schools to be more efficient with the dismissal process. In other cases, we need to segregate student / parent traffic patterns where possible. The Administration has also identified street flow issues that should be looked at for future traveling efficiencies as well. These issues will be continually addressed as needed going forward.

In some cases, trips may be scheduled too efficiently (too tightly), and they need to be adjusted based on current conditions: construction, traffic, or otherwise to allow for greater travel time. Sometimes these issues may be temporary and other cases the solution requires a routing change. This issue most often occurs in buses that are travelling across the city to/from citywide programs.

Finally, a recent review of several chronic late buses indicate that the buses are (1) not combined, (2) there has been no overcrowding issues earlier in the day/route, and (3) there are no traffic/road construction issues impacting arrival times. Simply stated, the Administration believes that there is ample time to arrive at the next school on time for dismissal or arrival.

Student Transportation is an important link for the 12,000 students that board buses each day. The timeliness of the buses is important so that students have the full instructional day available to them, so that parents can get to work or other obligations on time, and so that schools can operate smoothly without interruption in schedules. The proposed solutions will make significant improvements in scheduling and balancing of buses in a more efficient and effective manner. The district expects to be held accountable for the performance of the 11 big bus routes and 35 mid-size bus routes that the WPS operates. The district will hold all contracted vendors accountable for the routes that have been assigned to them as well.

X. GENERAL BUSINESS  
Administration/Mr. Comparetto/  
Mr. Foley/Miss McCullough/Mr. Monfredo/  
Mr. O'Connell  
(December 12, 2018)

CURRENT ITEM - gb #8-309.1  
S.C. MEETING - 12-20-18

1ST ITEM gb #8-309 S.C.MTG. 10-18-18  
2ND ITEM gb #8-309.1 S.C.MTG. 12-20-18

ITEM:

Response of the Administration to the request to interact with the City Manager and City Solicitor to make certain that all City of Worcester employees are fully informed about the State's guidelines regarding appointed and public employees' public participation in political fundraising efforts and endorsements.

ORIGINAL ITEM: Mr. Comparetto/Mr. Foley/Miss McCullough/  
Mr. Monfredo/Mr. O'Connell (October 10, 2018)

Request that the Administration interact with the City Manager and City Solicitor to make certain that all City of Worcester employees are fully informed about the State's guidelines regarding appointed and public employees' public participation in political fundraising efforts and endorsements.

PRIOR ACTION:

10-18-18 - Hold.  
11-1-18 - Referred to the Administration.

BACKUP: All WPS employees are fully informed about the State's guidelines regarding appointed and public employees' public participation in political fundraising efforts and endorsements. Principals received instructions from district managers to review MA Association of School Committee Policy on August 20, 2018 with all employees. Employees must sign electronically that they have read the provided policies to have access to teamonline.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Accept and file.

X. GENERAL BUSINESS

Mr. O'Connell/Miss Biancheria/  
Mr. Comparetto/Mr. Foley/Miss McCullough/  
Mr. Monfredo  
(December 10, 2018)

ITEM - gb #8-368  
S.C. MEETING - 12-20-18

ITEM:

To review the United States Department of Agriculture Press Release No. 0263.18. announcing a "final rule on school meal flexibilities," and to ask the administration to determine whether the rule, which "is designed to make meals more appetizing to students, and to reduce food waste," warrants any modification in the meals offered to students and staff in the Worcester Public Schools.

PRIOR ACTION:

BACKUP:

The rule

"Provides the option to offer flavored, low-fat milk to children participating in school meal programs, and to participants ages six and older in the Special Milk Program for Children (SMP) and the Child and Adult Care Food Program (CACFP); Requires half of the weekly grains in the school lunch and breakfast menu be whole grain-rich; and Provides more time to reduce sodium levels in school meals."

See: <https://www.usda.gov/media/press-releases/2018/12/06/responding-needs-local-schools-usda-publishes-school-meals-final>).

RECOMMENDATION OF MAKER:

Refer to the Administration.

RECOMMENDATION OF ADMINISTRATION:

The Administration concurs with the maker.

Worcester Public Schools  
Massachusetts School Building Authority  
Accelerated Repair Project List and 2019 Recommendations

The Worcester Public Schools have successfully partnered with the Massachusetts School Building Authority (MSBA) for 30 Accelerated Repair Projects (Window/Door, Roof and Boiler) Replacement projects at 24 schools to date totaling over \$60 million in building improvements with approximately \$41.5 million funded from the MSBA.

The 2019 MSBA accelerated repair submission process is expected to be open through Friday, February 15, 2019. The traditional major renovation/replacement, or so-called core projects, submission process is expected to be open through Friday, April 12, 2019.

**History of Approved Projects with the Massachusetts School Building Authority**

The Massachusetts School Building Authority (MSBA) approved the following projects for Accelerated Repair funding:

**2012 Schools**

Chandler Magnet School  
Jacob Hiatt Magnet  
Lake View School  
May Street School  
New Citizens Center  
New Citizens Center

**SOI Project**

Window/Door Replacement  
Boiler Replacement  
Window/Door Replacement  
Window/Door Replacement  
Window/Door Replacement  
Boiler Replacement

Total Estimated Project Costs:	\$8,434,649
MSBA Funding Share:	\$7,319,014
City of Worcester Share:	\$1,115,635

**2013 Schools**

Columbus Park School  
Columbus Park School  
Tatnuck Magnet School  
Worcester East Middle School  
Worcester East Middle School  
Worcester East Middle School  
Worcester Arts Magnet School

**SOI Project**

Window/Door Replacement  
Boiler Replacement  
Window/Door Replacement  
Window/Door Replacement\*  
Roof Replacement\*  
Boiler Replacement  
Window/Door Replacement

Total Estimated Project Costs:	\$8,504,168
MSBA Funding Share:	\$5,220,427
City of Worcester Share:	\$3,283,741

\* These projects were withdrawn by the City of Worcester / Worcester Public Schools and refiled as part of a major renovation project under the MSBA core program. The scope of the larger renovation project includes the complete replacement and upgrade of all mechanical, electrical, and plumbing systems within

the school. The project will also include the replacement of the windows and roof as part of this expanded scope of work.

**2014 Schools**

Clark Street School  
Goddard School of Science and Technology  
Union Hill School  
West Tatnuck Elementary School

**SOI Project**

Window/Door Replacement  
Window/Door Replacement  
Window/Door Replacement  
Window/Door Replacement

Total Estimated Project Cost: \$9,119,504  
MSBA Funding Share: \$7,020,832  
City of Worcester Share: \$2,098,672

**2015 Schools**

Flagg Street School:  
Francis J. McGrath School  
Grafton Street School  
Grafton Street School  
Jacob Hiatt School:

**SOI Project**

Window/Door Replacement  
Window/Door Replacement  
Window/Door Replacement  
Boiler Replacement  
Window/Door Replacement

Total Estimated Project Costs: \$13,053,571  
MSBA Funding Share: \$ 7,696,208  
City of Worcester Share: \$ 5,357,363

**2016 Schools**

Belmont Elementary School  
Chandler Elementary School:  
Chandler Elementary School  
Gerald Creamer Center  
Gerald Creamer Center  
Wawecus Elementary School

**SOI Project**

Window/Door Replacements  
Window/Door Replacements  
Boiler Replacement  
Window/Door Replacements  
Boiler Replacement  
Window/Door Replacement

Total Estimated Project Costs: \$10,945,198  
MSBA Funding Share: \$ 8,517,878  
City of Worcester Share: \$ 2,427,320



**2017 Schools**

Elm Park Community School  
Lincoln Street School  
Lincoln Street School  
Thorndyke Road School

Total Estimated Project Costs:  
MSBA Funding Share:  
City of Worcester Share:

**SOI Project**

Window/Door Replacement  
Window/Door Replacement  
Roof Replacement  
Window Replacement

\$9,394,428  
\$5,760,846  
\$3,633,582

**2018 Schools**

Challenge & Reach Academy  
Challenge & Reach Academy  
Challenge & Reach Academy

Total Estimated Project Costs:  
MSBA Funding Share:  
City of Worcester Share:

**SOI Project**

Window/Door Replacements  
Roof Replacement  
Boiler Replacement

To be determined  
To be determined  
To be determined

Final project design, budget development, and MSBA authorization in process.

The Administration recommends the following projects be authorized for submittal to the Massachusetts School Building Authority in 2019 for funding consideration through the Accelerated Repair Program:

Burncoat Preparatory School	Roof Replacement
Lincoln Street School	Boiler Replacement
Tatnuck Magnet School	Roof Replacement
Worcester East Middle School	Roof Replacement

The 2019 MSBA accelerated repair submission process is open through Friday, February 15, 2019. The traditional major renovation/replacement, or so-called "core projects", submission process is open through Friday, April 12, 2019.

The following pages describe the MSBA process and the recommended Accelerated Repair projects.

**MSBA Statements of Interest Overview:**

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



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

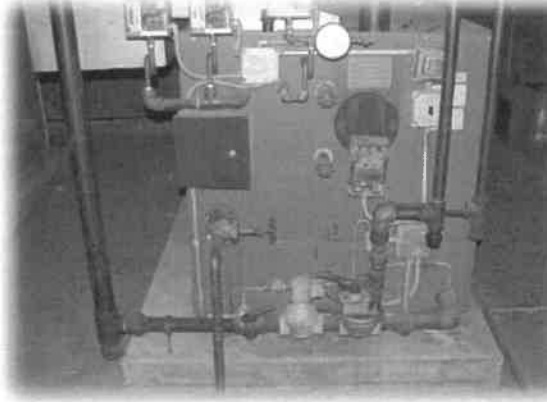

1. Replacement or renovation of a building which is structurally unsound or otherwise in a condition seriously jeopardizing the health and safety of school children, where no alternative exists, as determined in the judgment of the Authority;
2. Elimination of existing severe overcrowding, as determined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


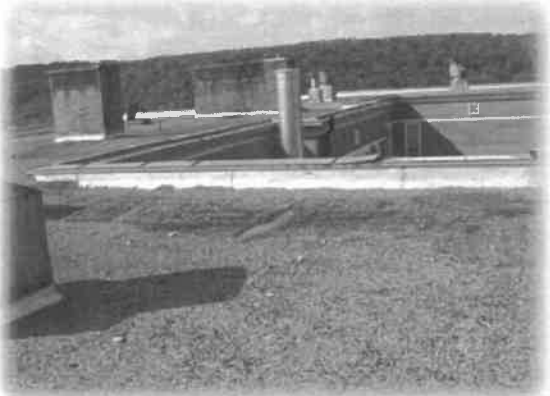
**MSBA Process Overview:**



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



**2019 Recommended Accelerated Repair Projects**

<b>Burncoat Preparatory School</b>	<b>Roof Replacement</b>
<p>The Burncoat Preparatory School was built in 1916. The original roof is tar &amp; gravel and well beyond its life expectancy. Leaks and repairs are becoming more frequent and costly. To extend the useful life of the building, a full roof replacement is recommended.</p>	
	

<b>Lincoln Street Elementary School</b>	<b>Boiler Replacement</b>
<p>The Lincoln Street Elementary School was built in 1929. The boilers were replaced in 1994 with gas-fired, steam boilers. New boilers are needed to provide energy-efficiency, proper temperature levels, redundancy, and control.</p>	
	

<b>Tatnuck Magnet Elementary School</b>	<b>Roof Replacement</b>
The Tatnuck Magnet Elementary School was built in 1909 with an addition constructed in the late 1960's. The roof is tar & gravel and has exceeded its life expectancy. To extend the useful life of the building, a full roof is recommended.	
	

<b>Vernon Hill Elementary School</b>	<b>Roof Replacement</b>
The Vernon Hill Elementary School was built in 1931. The original roof is membrane and has been experiencing a significant increase in leaks. The roof is beyond its life expectancy. To extend the useful life of the building, a full roof replacement is recommended.	
	

Worcester East Middle School	Roof Replacement
<p>The Worcester East Middle School was built in 1924. The age of the roof is approx. 48 years old and consists of tar &amp; gravel. To extend the useful life of the building, a full replacement is recommended</p>	
 A black and white photograph showing the exterior of a long, single-story brick building. The building has a flat roof and a series of windows along its side. The foreground is a grassy area.	 A black and white aerial photograph of the same brick building, showing its rectangular footprint and the surrounding area, including a paved area in front and some trees in the background.

The final state budget adopted in July included a \$3.4 million increase for the Worcester Public Schools above the amount adopted by the School Committee in June. The final state budget adopted the Chapter 70 funding as contained in the Senate version of the budget, notably, the funding of ELL students as an increment (like the funding for economically disadvantaged students) rather than a base funding amount. The Administration notified the School Committee of this change in July and indicated that, based on conversations with City Manager Augustus, the final adjustments to the WPS budget (to reflect this additional Chapter 70 money) will be done at the time the city completes the tax rate setting process. The Administration identified and implemented the following recommendations to start the school year. The Worcester City Council adopted the tax rate on December 11, 2018. The Administration recommends adoption of the revised budget reflecting actions taken to start the school year.

The following is a summary of the final state budget actions compared to the School Committee adopted budget:

	FY19 Adopted Budget	FY19 Final State Budget	Difference
Chapter 70 State Aid & Reimbursement:			
Chapter 70 State Aid	\$249,894,895	\$253,211,785	\$3,316,890
Charter School Reimbursement	<u>\$2,276,589</u>	<u>\$2,383,178</u>	<u>\$106,589</u>
Total State Funding	<b>\$252,171,484</b>	<b>\$255,594,963</b>	<b>\$3,423,479</b>
City Contribution			
Total City Contribution	<b>\$118,567,836</b>	<b>\$118,567,836</b>	<b>\$0</b>
Total General Fund Revenues	<b>\$370,739,320</b>	<b>\$374,162,799</b>	<b>\$3,423,479</b>
Less Tuition Assessments:			
Charter School Tuition Assessment	\$26,019,458	\$25,955,575	\$-63,883
School Choice Tuition Assessment	\$2,833,889	\$2,903,457	\$69,568
Special Education Revenue Offset	<u>\$245,091</u>	<u>\$245,091</u>	<u>\$0</u>
Total Tuition Assessments	<b><u>\$29,098,438</u></b>	<b><u>\$29,104,123</u></b>	<b><u>\$5,685</u></b>
Total General Fund Revenue:	<b>\$341,640,882</b>	<b>\$345,058,676</b>	<b>\$3,417,794</b>

As previously provided, the Administration implemented the following budget actions based on the final state budget, reflecting the priority list that was provided during the budget hearings:

Restore Elementary Tutors to FY18 Level:	\$ 500,000
12 Class Size Reduction Teachers	\$ 914,265
5 School Adjustment Counselors / Wrap-Around Coordinators	\$ 380,944
4 Secondary Teachers	\$ 304,755
1 Secondary Assistant Principal (Worcester East Middle)	\$ 100,000
1 Student and School Performance Analyst	\$ 75,000
15 High School Teachers for Enrichment Classes	<u>\$1,142,831</u>
<b>Total</b>	<b>\$3,417,794</b>

The Administration utilized these funds through the following actions:

- The addition of elementary tutors (restoring to FY18 level) and the 12 class size reduction teachers would reduce projected elementary class size from 22.1 to approximately 21.6 and eliminate or provide support to all classes above 27 students (where space prevents further reduction of class size).
- The addition of 5 School Adjustment Counselors or Wrap Around Coordinators addresses some of the 13 positions that were requested by building principals during the FY19 budget development process.
- The 4 secondary teachers provided immediate course offerings or school support that were unable to be provided during the FY19 budget process: 1/Art Teacher at North High, 1/Diesel Instructor at South High, 1/Community Service Teacher at South High, and 1/Animal Sciences Teacher at Worcester Technical High School.
- The enrollment of Worcester East Middle has increased from less than 600 students in 2010 to more than 800 students in the current year; and the enrollment is expected to remain at this level over the next four years. The WEMS enrollment is approaching and consistent with Sullivan Middle (866 students) and Forest Grove Middle (979 students). The Administration recommended that for effective school management and safety, an additional Assistant Principal was added with these funds.
- A vacant testing specialist position was reallocated within the FY19 budget to an electrician for school safety projects. This reallocation was necessary at the time in order to balance the budget. After further consideration, this position (renamed School and Student Performance Analyst to better align with the department's name change) is necessary to provide test administration support and data analysis for schools.
- The Administration has identified a priority to reduce the number of instances that students are scheduled in "study halls" rather than in credit bearing courses during the school day. In 2017-18 school year, there were as many as 1,990 instances of "study hall" periods in all of the high schools (combined). In a perfect setting, the addition of 14 high school teachers would provide credit bearing course opportunities for 1,750 students, nearly all of the number of study hall periods this year.

The teachers were assigned as follows:

School	Teachers to Add	Maximum* Students that Could Take an Additional Course
Doherty High	5	625
South High	6	750
North High	2	250
Burncoat High	2	250

\*Maximum students that could take an additional course is based on 125 students contractual limit for each teacher

Based on these actions, the Administration recommends that the budget be allocated and adopted as follows:

<u>Account</u>	<u>Account Name &amp; Description</u>	<u>Amount</u>
500-91110	Administration Salaries (C. School Based Supervision):	\$ 90,500
500-91111	Teacher Salaries	\$2,400,794
500-91123	Non-Instructional Support (C. District Support)	\$ 65,500
500-91134	Educational Support (E. Tutors – Literacy)	\$ 500,000
500123-96000	Health Insurance	\$ 361,000
	Total FY19 Budget Adjustments	\$3,417,794

And adopt the FY19 General Fund Budget in the amount of **\$345,058,676**.





# CITY OF WORCESTER, MASSACHUSETTS

Department of Administration and Finance  
Budget Office Division

ANNEX A  
gb #8-372  
Page 4

Thomas F. Zidelis  
Chief Financial Officer

Erin Arvizu  
Budget Director

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**To:** Edward M. Augustus, Jr., City Manager  
**From:** Thomas F. Zidelis, Chief Financial Officer  
**Date:** December 6, 2018  
**Re:** Fiscal Year 2019 Tax Recap

The City's annual budget is developed and predicated on assumptions of revenue estimates by both the Commonwealth and the City based upon the best information at the time. From when the budget is formulated, recommended to, and adopted by the City Council; revenues, inclusive of state aid, are finalized or refined and adjustments are required to finalize the annual City budget. The FY19 Budget follows the above described process and to finalize the Budget for submission of the City's annual tax recapitulation (Tax Recap) to the Department of Revenue, the adjustments described hereunder are required to be recommended and voted by the City Council.

These adjustments include the recognition of changes in the Cherry Sheet revenues and expenses, which have occurred between the adoption of the City's FY19 Budget and the adoption of the Commonwealth's FY19 Budget. The financial recommendation also appropriates the FY18 certified free cash in accordance with the City's revised financial plan adopted by the City Council. I respectfully recommend that this item be placed before and voted by the City Council prior to setting of the FY19 tax rate.

**Source:**

Account#	Description	Amount
466303	Chapter 70	3,316,890.00
466305	Charter Tuition Reimbursement	106,589.00
466700	Veterans Benefits	(264,381.00)
461100	State Owned Land	36,011.00
2212019	Overlay Reserve	190,891.00
		<hr/> 3,386,000.00



**Use:**

<b>Account#</b>	<b>Description</b>	<b>Amount</b>
500-91000	Worcester Public Schools Personnel Services	3,417,794.00
39817	School Choice Sending Tuition	69,568.00
39815	Charter School Sending Tuition	(63,883.00)
398XX	Mosquito Control Projects	(37,479.00)
		<hr/> 3,386,000.00

**Source:**

<b>Account#</b>	<b>Description</b>	<b>Amount</b>
35920	Free Cash	4,298,144.00

**Use:**

35921	Bond Stabilization Fund	2,149,072.00
04T803	OPEB Trust Reserve	1,289,443.00
010-91000	City Council Personnel Services	23,335.00
040-93000	City Manager's Office Capital	40,000.00
043-92000	Economic Development Ordinary Maintenance	25,000.00
110-91000	E&AM Personnel Services	16,270.00
260-92000	Fire Ordinary Maintenance	22,800.00
260-93000	Fire Capital	85,608.00
330-92000	Health Ordinary Maintenance	5,000.00
331-91000	HHS - Veteran's Office Personnel Services	21,571.00
331-92000	HHS - Youth/Rec Worcester Ordinary Maintenance	25,000.00
410-93000	DPW Capital	125,840.00
680-92000	Technical Services Ordinary Maintenance	176,500.00
680-93000	Technical Services Capital	200,000.00
900-92000	Contingency	92,705.00
		<hr/> 4,298,144.00

Sincerely,



Thomas F. Zidelis  
Chief Financial Officer