



WORCESTER PUBLIC SCHOOLS



ANNUAL BUDGET FISCAL YEAR 2020 July 1, 2019 - June 30, 2020

Maureen F. Binienda
Superintendent of Schools

Worcester Public Schools
20 Irving Street
Worcester, Massachusetts 01609

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6 Year Recipient



Worcester Public Schools
Worcester, Massachusetts

Fiscal Year 2020

Annual Budget

Superintendent
Maureen F. Binienda



Worcester School Committee
Mayor Joseph M. Petty, Chairperson
Dianna L. Biancheria
Dante Comparetto
John L. Foley
Molly O. McCullough
John Monfredo
Brian A. O'Connell

Budget Cover Student Artwork:
Mercedes Bounnavang
Burncoat Middle School



District Administration Budget Committee

Ms. Maureen F. Binienda, *Superintendent*

Mr. Brian E. Allen, *Chief Financial and Operations Officer*

Ms. Sara P. Consalvo, *Budget Director*

Dr. Susan O'Neil, *Deputy Superintendent*

Dr. Mary Meade-Montague, *Manager of Instruction and School Leadership*

Ms. Marie Morse, *Manager of Instruction and School Leadership*

Ms. Maura Mahoney, *Manager of Social Emotional Learning*

Ms. Kay C. Seale, *Manager of Special Education and Intervention Services*

Dr. Magdalena Gantias, *Manager of Curriculum and Professional Learning*

Ms. Sarah Kyriazis, *Manager of Instructional Technology and Digital Learning*

Ms. Carmen Melendez, *Director of English Language Learners and Community Engagement*

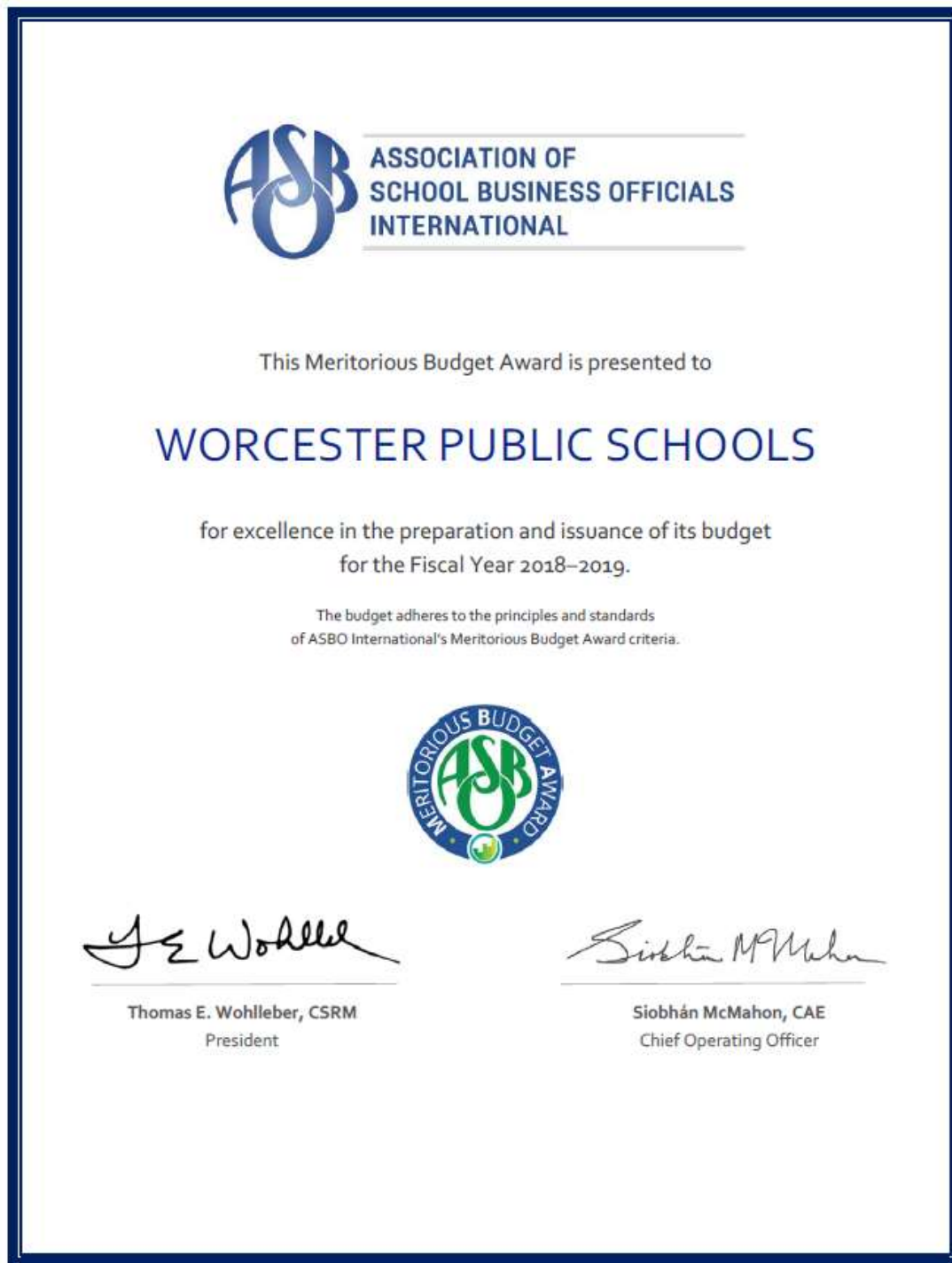
Ms. Christina Kuriacose, *Acting Director of School and Student Performance*





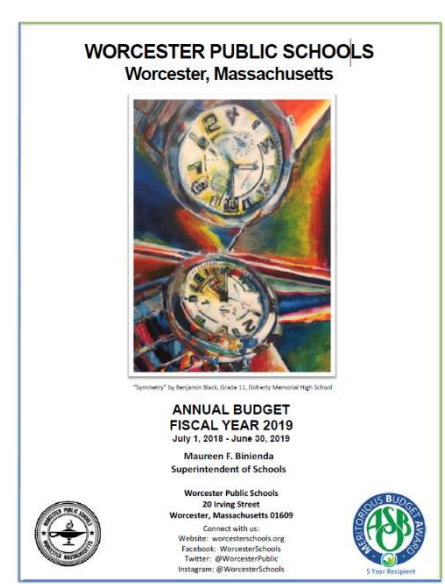
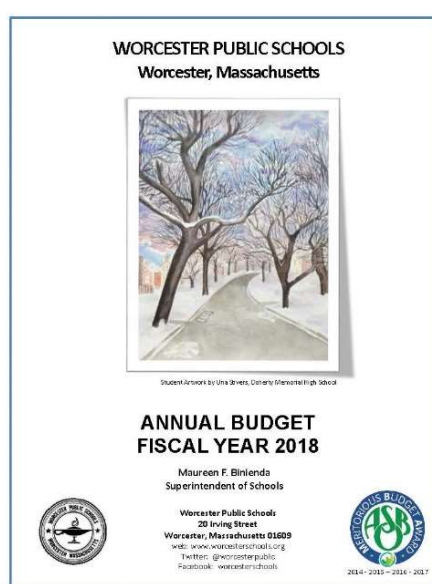
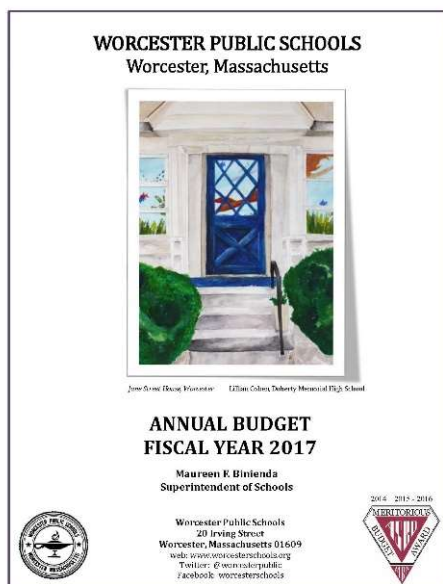
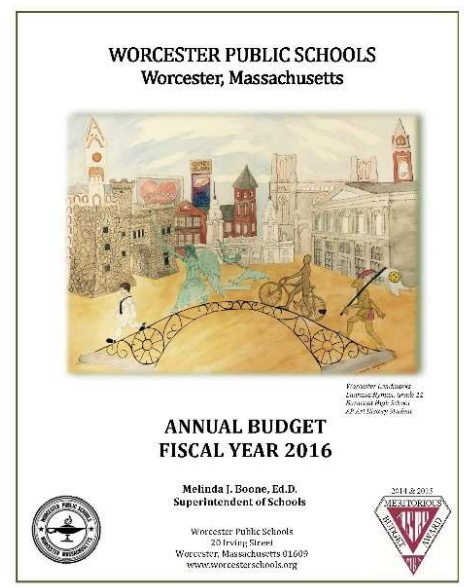
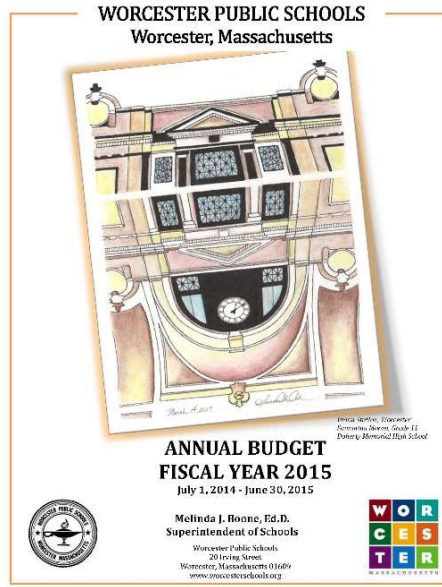
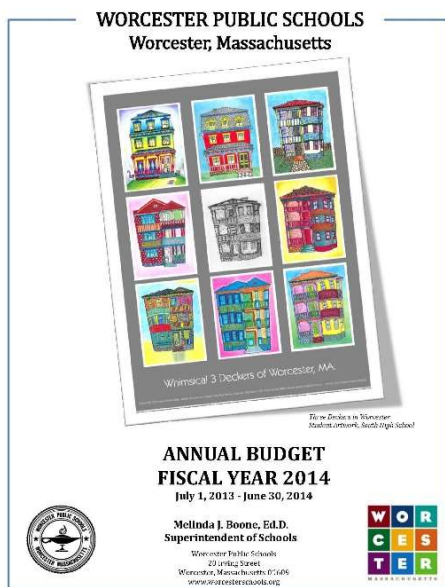
Budget Award

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, 2018. This is sixth consecutive year the district has received this award.





Budget Award History





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School Committee and District Administration

School Committee

2018-2019 Term



Mayor Joseph M. Petty
Chair of the School Committee



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



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



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



Molly O. McCullough
Vice Chair of the School Committee
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

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District Leadership



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



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

Stay Connected with the Worcester Public Schools





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Superintendent's Message

Maureen F. Binienda

This past year the Worcester Public Schools has helped lead a coalition of other Massachusetts Gateway Cities in the legislative advocacy for changing the state's funding for education through the Foundation Budget formula. This effort included presentations in Worcester, Holyoke and Fitchburg through a series of public forums that included over fifty school districts participating in a "Call to Action" for the Massachusetts Legislature to adopt the recommendations of the Foundation Budget Review Commission from October 2015. This advocacy has also resulted in many visits to the Massachusetts State House to bring attention to the urgency of these changes.



In March 2019, I testified at legislative hearing for the proposed funding change. In this hearing, I mentioned that I am a former WPS student, a special education teacher, department head, assistant principal, principal and Superintendent for the last 3 years. I have spent 43 years as an educator in Worcester. My advocacy is driven by seeing the faces and hearing the voices of all our urban students-immigrants from many countries, children living in poverty, children who have experienced trauma,

students with special needs, gifted students and ALL students who enter our schools carrying the belief and hope that we will prepare them for successful future careers.

Recently, I received a note from a parent of a former student that said, "I trust you with my children." As parents and community leaders, we all know how important our children are to each of us. We cannot continue to wait for another year until meaningful funding reforms are adopted. We made a promise to our children and families. We need to fulfill the trust bestowed to us. I ask, "Have we as a state lived up to this trust?"

I remain optimistic that a comprehensive change to the Foundation Budget that reflects the necessary changes in funding for special education, employee benefits, English learners, and low income students will occur in the near future. We have been very appreciative to the State Legislators that have supported this full funding change and we look forward to continued partnership with them on this and other important education bills.

Also, after a year of planning with the Worcester community, the district has begun to implement recommendations from the new strategic plan for the district - *Defining Our Path: A Strategic Plan for Education in Worcester*. This plan is used to inform our resource allocations in pursuit of our goals with particular focus on innovation, academic excellence, welcoming schools, investment in educators, and technology and operations. The FY20 budget development also reflects engaged collaboration with school and district leaders, as well as the input from students, parent groups, and community and business leaders.



Superintendent's Message

The FY20 district budget, from all funding sources is \$420,886,178, a \$19.6 million, or 4.9% increase over the FY19 adopted budget of \$401,231,936. Within this amount, the general fund budget of \$364,928,023 represents an increase of \$19.9 million, or 5.8% above the FY19 adopted budget of \$345,058,676.

The FY20 Budget of the Worcester Public Schools allocates resources, to the best extent possible, to deliver high quality instruction to all students. The budget reflects priorities of the Worcester School Committee, aligns resources towards district initiatives on advancing student achievement, and targets investments connected to the district's new strategic plan.

The growth in the budget reflects a modest increase in the state's foundation budget formula: per pupil inflation increase, new funds relating to the Foundation Budget Review Commission 2015 final report recommendations for employee benefits, and additional city contribution.

The collaboration of this budget recommendation extends to City Manager Augustus for working with me on addressing the budget needs of the Worcester Public Schools. The City Manager's budget provides funding that achieves \$2.1 million above required local spending. This spending amount above the required contribution is an amount that equals funding for 28 teaching positions. I appreciate the City Manager's continued commitment to provide these essential city resources to the Worcester Public Schools.

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

The FY20 budget uses the new funds and reallocated resources targeted directly to support high quality teaching and learning within our schools. The budget reflects 116 newly funded teacher positions, including 23.4 teachers at the middle and high school levels to address enrollment increases and course offering needs; 17 teachers and support positions and 14 instructional assistant positions to assist students with disabilities (SWD); 9 secondary guidance counselors to assist students with college and career planning, including the Early College Program; 8 elementary class size teachers and 6 elementary enrichment teachers (art, music, physical education, and a building-based determined content area) to support the pre-kindergarten level; 9 additional English as a Second Language (ESL) teachers to support English learners at mandated service levels based on student language proficiency; 4 additional school adjustment counselors and 2 school psychologists to support social-emotional learning of students throughout the district; and 77 other school-based and districtwide support positions around recruitment, instructional support, and student supports.

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

From here, students can go anywhere!

The FY20 budget aligns resources that will support student achievement and prepare students for college and career readiness. We must all work together to achieve this goal.

Maureen F. Binienda
Superintendent of Schools



Executive Summary



The fiscal year 2020 budget represents total spending for the Worcester Public Schools from all

Executive Summary



sources of **\$420,886,178**, a \$19.6 million or 4.9% increase from the FY19 adopted budget level of \$401,231,936. Within this amount, the total recommended general fund budget by the City Manager is \$364,928,023, which

represents an increase of \$19.9 million, or 5.8% increase from the FY19 School Committee's adopted budget of \$345,058,676. The budget increase represents a \$17.6 million increase in Chapter 70 state aid and charter school reimbursement, \$3.6 million increase in city contribution, offset by a \$1.4 million increase in charter school tuition, school choice and state special education assessments. Most federal grants continue with slight changes from the previous year. Also, most state grants are level-funded, except for the final year of a three-year phase-out of the Inclusive Pre-School Learning Grant for the Head Start program and the district is awaiting renewal of the Essential School Health Grant. Other special revenues are expected to decrease based on the reduction in the Displaced Student Assistance funds from the State. Finally, the School Nutrition funding is expected to remain essentially level funded from the FY19 budgeted amount due to sustained meal participation within the program.

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 23.4 teachers at the middle and high school levels to address enrollment increases and course offering needs. Included in this increase are the following:
 - ⊕ 6 teachers for Burncoat Middle School to address school enrollment, dual language program offerings, and the Hanover Academy for the fine arts program
 - ⊕ 3 enrichment teachers at Sullivan Middle School
 - ⊕ 3 teachers at Doherty High School: one internship & community service coordinator, one science and engineering, and one theater teacher
 - ⊕ 3 teachers at South High School: one AVID Teacher, one Innovation Pathways Coordinator, and one music teacher
 - ⊕ 2 additional middle school enrichment teachers to be assigned based on enrollment and student scheduling
 - ⊕ 1 enrichment teacher for Worcester East Middle School
 - ⊕ 1 math teacher at Burncoat High School
 - ⊕ 1 dance teacher to be allocated between both Burncoat High School and Burncoat Middle School
 - ⊕ 1 math teacher at Challenge and Reach Academies
 - ⊕ 1 physical education / health teacher at Claremont Academy



Executive Summary

- ⊕ 1 Chapter 74 Heating, Ventilation, and Air Conditioning (HVAC) trade teacher for Worcester Technical High School
- ⊕ 0.4 science teacher at University Park Campus School (UPCS)

- ⊕ Provides an increase of 9 secondary guidance counselors to assist students with college and career planning, including the Early College Program. These additional positions will closer align the average caseloads to the Massachusetts School Counselor Association recommended level of 250 students per counselor. Currently, the secondary district average guidance counselor ratio is 314 students per counselor, while individual schools have average caseloads ranging from 267 to 489 students. These additional counselors will reduce the average district caseload to 254 students, while individual schools will have average caseloads ranging from 159 to 326 students per counselor.

- ⊕ Provides 9 additional teachers and 6 English as a Second Language (ESL) tutors to support English learners at mandated service levels based on student language proficiency. (The FY18 and FY19 budgets included 19 and 5 additional ESL positions, respectively, to address mandated student instructional services). The FY20 budget also provides 2 bilingual intervention teachers to support the district's elementary dual language programs.

- ⊕ Creates an Assistant Director of English Language Learners and Community Engagement and provides for two additional ESL instructional coaches to support instruction, supervision and support for the district's 8,330 English learner students.

- ⊕ Creates a Chief Diversity Officer within the Human Resources Office to support the district's Strategic Plan goal of Investing in Educators with a focus on the following objectives:
 - ⊕ Increase the number of Highly Qualified teacher candidates
 - ⊕ Recruit educators knowledgeable in instruction in urban environments
 - ⊕ Expand and enhance recruitment of diverse educator candidates
 - ⊕ Provide supports to increase new teacher retention
 - ⊕ Develop a pipeline of educators among Worcester Public Schools students
 - ⊕ Attract recent college graduates to the Worcester Public Schools

- ⊕ Provides 17 teachers and support positions and 14 instructional assistant positions to assist students with disabilities (SWD) in the following areas:
 - ⊕ 2 Board Certified Behavior Analysts (BCBA's)
 - ⊕ 4 behavior specialists (3 at the secondary level and 1 at the Academic Center for Transition)
 - ⊕ 1 inclusion teacher at Doherty High School
 - ⊕ 2 K-1 program teachers
 - ⊕ 3 autism program teachers
 - ⊕ 2 Learning Disabilities / Language-Based Program teachers
 - ⊕ 3 elementary Structured Therapeutic Education Program (S.T.E.P.) teachers



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- ⊕ Provides 6 additional elementary teachers to provide enrichment classes (art, music, physical education, and additional school-based determined content area) to students at the pre-kindergarten level.
- ⊕ Provides 4 additional school adjustment counselors and 2 school psychologists to support social-emotional learning of students throughout the district. Upon approval of the state's Essential Health Grant, the Administration proposes adding a trauma support team to provide intervention services and assistance to groups of students and provide stability to the learning environment of the schools.
- ⊕ Provides the following school and district supports: A Secondary Turnaround Specialist to assist the district implement turnaround plans at underperforming schools as identified by the Massachusetts Department of Elementary and Secondary Education (DESE). An English Language Arts and a Mathematics Coach position to provide additional academic content support to schools. The budget also provides three additional Assistant Principal positions: one at Chandler Elementary School (due to the school using two different locations), one at Woodland Academy (due to school enrollment of 600 students), and one at Claremont Academy (due to school enrollment of 546 students). The budget also provides an additional Focused Instructional Coach to Burncoat High School, Sullivan Middle School and Worcester East Middle School to assist with implementing and supporting school turnaround plans.
- ⊕ Provides a wrap-around coordinator position for Canterbury Elementary School in partnership with Main South family and community supports with the Greater Worcester Community Foundation.
- ⊕ Provides two additional school nursing positions to support caseload management of school nurses.
- ⊕ Adds 8 elementary teachers for enrollment shifts and class size reduction. The FY20 budget maintains reasonable overall class size of 21.0 next year based on next year's anticipated student enrollment and 591 classroom teachers. Individual schools are expected to have average class sizes (Kindergarten to Grade 6) ranging from 17.2 to 23.1, with the following breakdown of projected elementary class sizes for next year:

Class Size Range	Number of Classrooms
Fewer than 23 students	403
23-26 students	183
27-30 students	5
31 or more students	0
Total	591

- ⊕ Provides \$225,000 in additional instructional supplies and materials to support effective instruction at schools.



Executive Summary

- ⊕ Establishes a school furniture account totaling \$153,000 to address increasing enrollments and furniture replacements within the district. These funds have been reallocated from one-time current spending.
- ⊕ Provides an additional Technology Instructional Coach to provide support to schools in instructional technology applications and devices. Also, provides an Information Technology Implementation Coordinator (funded to start at halfway through the fiscal year) to support the bid, selection, transition, and implementation of a third-party student information system (including online grading and parent portal) to be purchased in 2020-21 and implemented in 2021-22 school year. This budget also reflects \$30,000 for a temporary district-wide online grading module that can be used while the district transitions to the integrated student information system.
- ⊕ Increases athletic opportunities for students by adding 8 junior varsity volleyball teams (6/boys and 2/girls teams) in the district and one freshman football team at Doherty High School. The budget also adds four cross country coaches to assist with the growing number of participating students. The budget also provides a stipend to assist with the middle school sports program coordination.
- ⊕ Increases the Day-by-Day Substitute Rate by \$5 per day from \$70 to \$75 per day totaling a \$60,000 cost increase. The Administration recommends that the daily rate increase and increase \$5 per day for the next two years to reach a daily rate of \$85 per day.
- ⊕ Provides an increase of \$25,000 for school safety and security equipment and supplies.
- ⊕ Funds the Workers Compensation, Translations, and Legal Services accounts to reflect actual spending history.
- ⊕ Provides an increase of \$329,420 for building repairs (reflecting FY19 actual spending and inflation), and \$96,000 increase in environmental management funds (to reflect current actual spending). The account reflects a reallocation of \$60,000 from an unfilled electrician position to this account to provide funds for contracted school security and camera installation.

Executive Summary Revenue Change



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

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

Overall, the foundation budget growth for the district is \$21.7 million. This amount is attributed to a modest inflation rate growth of 3.75% applied to the per pupil rates (\$13.3 million), enrollment growth of 189 students (includes city resident students attending charter schools and school choice programs) (\$1.1 million), an increase of 310 economically disadvantaged students (\$1.2 million), and several



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Executive Summary

changes reflecting partial funding of the recommendations of the Foundation Budget Review Commission totaling \$6.2 million. The House Ways and Means FY20 Budget recommends additional funds in the following categories: employee benefits, out-of-district special education tuition, English learner increment, and economically disadvantaged student increment funding.

Overall, the 25,415 student enrollment for Worcester from the previous year changed as follows:

- 52 student decrease (-0.4%) in pre-kindergarten through grade 6 enrollment
- 145 student increase (0.4%) in grades 7 and 8 enrollment
- 16 student increase (0.2%) in grades 9-12 enrollment

Total Chapter 70 State Aid increases from \$253,211,785 (including the amounts for charter schools and school choice tuition offset) to \$271,330,278, a 7.2% increase.

City Contribution: The City's contribution of \$122,194,092 increases \$3.6 million over the FY19 adopted level of \$118,567,836. 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 FY20 minimum spending requirement by \$2.1 million. This amount includes funds for charter school assessments.

The city also spends money for the construction and renovation of school property using borrowed funds (as well as funding from the Massachusetts School Building Authority). In terms of total spending for education (operations and debt for capital projects), the city will spend \$130.2 million of local revenue in direct support of the Worcester Public Schools.



Based on the FY20 budget, the Worcester Public Schools represent \$4.93 of the residential property tax rate of \$18.00. The city also funds school related debt for construction and renovation projects,



Executive Summary

totaling approximately \$19 million. This amount equals \$0.76 of the residential tax bill. The total tax impact of the Worcester Public Schools is **\$5.69** of the residential rate of \$18.00, or **\$1,288** of the average tax bill of \$4,074.

- ⊕ **Federal Grants:** All federal grants are based on the FY19 award amounts, assumed to be level-funded in FY20, unless otherwise highlighted. Actual grant award amounts are typically known in July.
- ⊕ **School Nutrition Revenue:** The district will continue to operate under the USDA Community Eligibility Program, allowing all students to participate in breakfast, lunch, and snack programs at no cost to the students. This allows the district to collect full federal reimbursement for all meals and increase meal participation among students. While the FY20 budget reflects a level funded revenue, the district continues to launch new menu offerings and a marketing strategy to increase meal participation. The district is also developing plans to increase breakfast-in-the-classroom locations and secondary “grab-and-go” stations.
- ⊕ **State Grants:** The budget reflects actual or expected state grant awards. The budget reflects the third year of a three-year phase out of the Inclusive Pre-School Learning Grant as part of the Head Start program (a \$112,865 reduction in FY20). Also, the district has not yet been awarded the Essential Health Grant for FY20 and therefore no revenue is listed in this budget (a \$249,886 reduction).
- ⊕ **State Special Education Reimbursement:** The Circuit Breaker reimbursement is assumed at a 70% reimbursement rate for eligible students. At this rate, the reimbursement totals \$3.5 million, a decrease of \$80,000 from the amount included in the FY19 budget. However, at the 70% reimbursement level, the Worcester Public Schools is estimated to be underfunded from the statutory reimbursement rate of 75% by \$230,000.
- ⊕ **State Charter School Reimbursement:** The recommended budget uses the House Ways and Means budget of \$1.9 million for the Worcester Public Schools. This funding only covers the facilities assessment portion of the charter school tuition assessment. The change in the reimbursement method results in a reduction where the Worcester Public Schools is **underfunded by \$1.5 million**.
- ⊕ **State Displaced Student Aid:** The FY20 budget uses an estimated \$1.6 million in second (and final) year state assistance for students that have been displaced and relocated to Massachusetts school districts from Puerto Rico and U.S. Virgin Islands as a result of Hurricanes Maria and Irma in 2017. Students that were enrolled in the school district on October 1, 2018 are now counted in the district’s foundation budget enrollment.
- ⊕ **Fees and User Charges:** Revenue collected through athletic gate receipts, building use fees, and program revenue is expected to remain the same as the FY19 adopted budgeted revenue amount, except for revenue derived from the Educational Access Channel. The expected increase is \$188,000 based on current year actual receipts.



Executive Summary

Summary of Revenue Sources



Fees & User

	State Funds	City Contribution	Federal Funds	Charges	Total
General Fund*	\$252,152,209	\$112,775,814	\$0	\$0	\$364,928,023
Grant Funds	\$3,048,572	\$0	\$30,564,203	\$0	\$33,612,775
Nutrition Fund	\$441,072	\$0	\$14,790,032	\$25,763	\$15,256,867
Other Special Revenue	\$5,597,958	\$0	\$0	\$1,490,555	\$7,088,513
Total	\$261,239,811	\$112,775,814	\$45,354,235	\$1,516,318	\$420,886,178

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

Executive Summary Cost Increases



- ⊕ **Contractual Salary Increases:** The FY20 budget reflects negotiated or approved salary increases for all settled employee groups, of 2%, totaling \$5.5 million.
- ⊕ **New Positions:** There are 193 new instructional and instructional support positions added to the budget, from all funding sources, totaling \$8.9 million.
- ⊕ **Health Insurance and Retirement Assessments:** The City of Worcester has based health insurance with premium rates increasing 6% for all groups and plan enrollment, reflecting an increase of \$3.0 million. 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 \$964,600.
- ⊕ **Student Transportation:** The budget reflects contracted rates for student transportation, as the contracted rate for the 84 large school buses increases 4% to \$79,945 per year for each bus, the cost for 31 mid-size buses increases 3% to \$101,849 per year for each bus, and the cost for 21 wheelchair buses (an increase of one bus) increases 3% to \$106,976 per year for each bus next year. Within this amount, the budget also reflects the lease of ten additional mid-size buses reflecting the phased replacement and modernization of the current district-operated fleet of vehicles. The account also funds \$1.6 million for out-of-district student transportation and \$550,000 for mandated homeless student transportation.
- ⊕ **Special Education Tuition:** The increase in special education tuition, totaling \$624,000 is attributed to cost increases associated with the Central Massachusetts Collaborative (approximately \$570,000) and expected decrease in state reimbursement for special education students ("Circuit Breaker") (-\$80,000). The account also reflects the reduction of a Chapter 74 out-of-district placement (-\$22,600).



Executive Summary

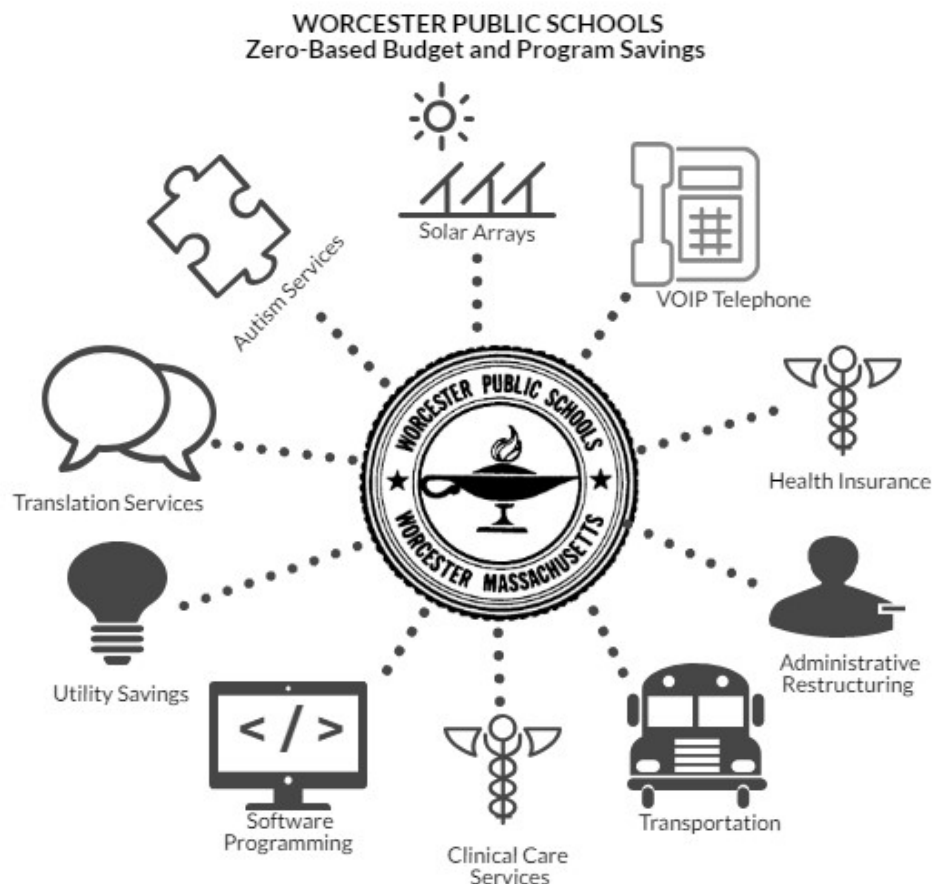
- ⊕ **Workers Compensation:** The FY20 budget reflects an increase of approximately \$277,000 to cover higher salary rates as well as to budget the account more in line with actual spending history. This account has been increased in each of the past several years based on actual spending. The FY20 budget amount is budgeted to be aligned with projected spending.
- ⊕ **Facilities Maintenance:** The account reflects an increase of \$590,664, reflecting an increase of \$265,500 of foundation budget inflation factor and actual spending, \$164,700 increase in trash removal fees, \$96,600 in environmental management costs to reflect actual spending, and \$60,000 in the reallocation of funds from an unfilled electrician position to contracted services for school security and camera installations.

Executive Summary Strategies to Balance Budget



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

process, the district has been able to identify savings or reallocations resulting in improved service delivery and the preservation of teacher and instructional support positions to the best extent possible. The district has a recognized history of achieving cost savings and reallocation of resources while improving services available to schools. The following is an overview of where savings have been achieved and funds reallocated to other instructional programs. These areas provide significant savings and cost avoidance to the district with the savings being reallocated for direct instructional services within the budget.



FY20 ANNUAL BUDGET

WORCESTER PUBLIC SCHOOLS



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Executive Summary

New positions, programs and initiatives in the FY20 budget include:

Executive Summary New Budget Initiatives



- ⊕ Creates an Assistant Director of English Language Learners and Community Engagement and provides for two additional ESL instructional coaches to support instruction, supervision and support for the district's 8,330 English learner students.
- ⊕ Creates a Chief Diversity Officer within the Human Resources Office to support the district's Strategic Plan goal of Investing in Educators.
- ⊕ Provides 6 additional elementary teachers to provide enrichment classes (art, music, physical education, and additional school-based determined content area) to students at the pre-kindergarten level.
- ⊕ Upon approval of the state's Essential Health Grant, the Administration proposes adding a trauma support team to provide intervention services and assistance to groups of students and provide stability to the learning environment of the schools.
- ⊕ Provides the following school and district supports: A Secondary Turnaround Specialist to assist district efforts of implementing turnaround plans at underperforming schools as identified by the Massachusetts Department of Elementary and Secondary Education (DESE). An English Language Arts and a Mathematics Coach position to provide additional academic content support to schools. The budget also provides three additional Assistant Principal positions: one at Chandler Elementary School (due to the school using two different locations), one at Woodland Academy (due to school enrollment of 600 students), and one at Claremont Academy (due to school enrollment of 546 students). The budget also provides an additional Focused Instructional Coach to Burncoat High School, Sullivan Middle School and Worcester East Middle School to assist with implementing and supporting school turnaround plans.
- ⊕ Provides an Information Technology Implementation Coordinator (funded to start at halfway through the fiscal year) to support the bid, selection, transition, and implementation of a third-party student information system (including online grading and parent portal) to be purchased in 2020-21 and implemented in 2021-22 school year. This budget also reflects \$30,000 for a temporary district-wide online grading module that can be used while the district transitions to the integrated student information system.
- ⊕ Establishes 8 new junior varsity volleyball teams (6/boys and 2/girls teams) in the district and one freshman football team at Doherty High School
- ⊕ Establishes a school furniture account totaling \$150,000 to address increasing enrollments and furniture replacements within the district. (Funds have been reallocated from one-time current spending.)
- ⊕ Increases the Day-by-Day Substitute Rate by \$5 per day from \$70 to \$75 per day totaling a \$60,000 cost increase. The Administration recommends that the daily rate increase and increase \$5 per day for the next two years to reach a daily rate of \$85 per day.



Executive Summary

Executive Summary Requests Not Funded



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

\$15.1 million in additional critical need personnel requests and instructional material and technology needs more than the FY20 budget will provide.

Although the FY20 budget reallocates spending in many instructional areas, the following items were identified as **priority needs** but were not able to be funded at this level of spending:

- ⊕ 63 Classroom and content teachers (\$5.6 million)
- ⊕ 18 Student support positions, including School Adjustment Counselors, and Guidance Counselors (\$1.6 million)
- ⊕ Technology purchases, including equipment and student information system (\$1.3 million)
- ⊕ 13 District support positions, including curriculum specialists, technology coach, finance and operations support staff (\$1.2 million)
- ⊕ 15 School support positions, including Assistant Principals, Focused Instructional Coaches, and school clerical (\$1.2 million)
- ⊕ 30 Kindergarten instructional assistants (\$1.1 million)
- ⊕ 24 Instructional assistants (\$0.9 million)
- ⊕ Urgent building repairs (\$1 million)
- ⊕ 7 School nurses and clinical care positions (\$0.5 million)
- ⊕ 22 Tutor positions (\$0.4 million)
- ⊕ Student furniture replacement (\$0.3 million)

Executive Summary Areas of Future Budget Watch



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

- ⊕ **Elementary Classroom Space:** Several elementary schools continue to experience large class sizes and overcrowding based on available space. The district will need to continue to rent eight classrooms to accommodate Chandler Elementary School students. Many elementary schools have utilized all spaces within their buildings and could not accommodate any additional space. While the district projects overall elementary enrollment to be relatively stable over the next several years, in the past year, some elementary schools had enrollment increases as high as 15% from the previous year.
- ⊕ **High School Student Enrollment:** The district expects continued growth for high school enrollment using both district enrollment projections and long-range enrollment projections by the Massachusetts School Building Authority (MSBA). The MSBA shows overall high school enrollment growth of 6.6% above current levels by 2025. Construction of a replacement South High School has begun and completion will occur in 2021 with a slightly increased enrollment capacity. The district is working with the Massachusetts School Building Authority on a feasibility study and educational plan for a new Doherty Memorial High School in the next 4-5 years. The School Committee and City Council have approved the district to submit Burncoat High School as the next



Executive Summary








priority project for consideration for funding by the Massachusetts School Building Authority.

- Foundation Budget Review Commission Recommendations:** The FY20 budgets from the Governor and House of Representatives included increases to address the recognized underfunding of several categories of the state's foundation budget formula. In 2015, the state's Foundation Budget Review Commission provided a number of recommendations around adjustments to the state's foundation budget formula, including additional funding for the areas of employee benefits, special education, low-income students, and English language learners.

Full and accurate implementation of these recommendations to match actual deficiencies would significantly increase Chapter 70 state funding to Worcester. In FY17, the district spent \$34.6 million more on special education and \$34.9 million more on employee benefits than the foundation budget provides. As a result, the district has 700 fewer teachers than the formula would otherwise provide, and spends significantly less on professional development, instructional equipment & technology, pupil services, and operations and maintenance. Efforts to fund these recommendations remains under consideration by the Massachusetts Legislature.

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

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

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



Executive Summary

Executive Summary

Areas of Budget Study for Savings



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

- ⊕ **Student Transportation:** The Administration has proposed this year a multi-year phased approach for district-operated student transportation. The initial phase included operating 11 big bus routes beginning in the 2018-19 school year in order to also provide athletic transportation (following the district receiving no bids for that service).

This phased approach will then include initial lease-purchase of pupil vans (known as 7D vans) that would support in-district programs and allow expanded student transportation opportunities for programs such as Early College, Innovation Pathways, transitions programs, and other enrichment opportunities. The district recommends to self-operate up to 30 pupil vans currently contracted to outside vendors over the next several years.

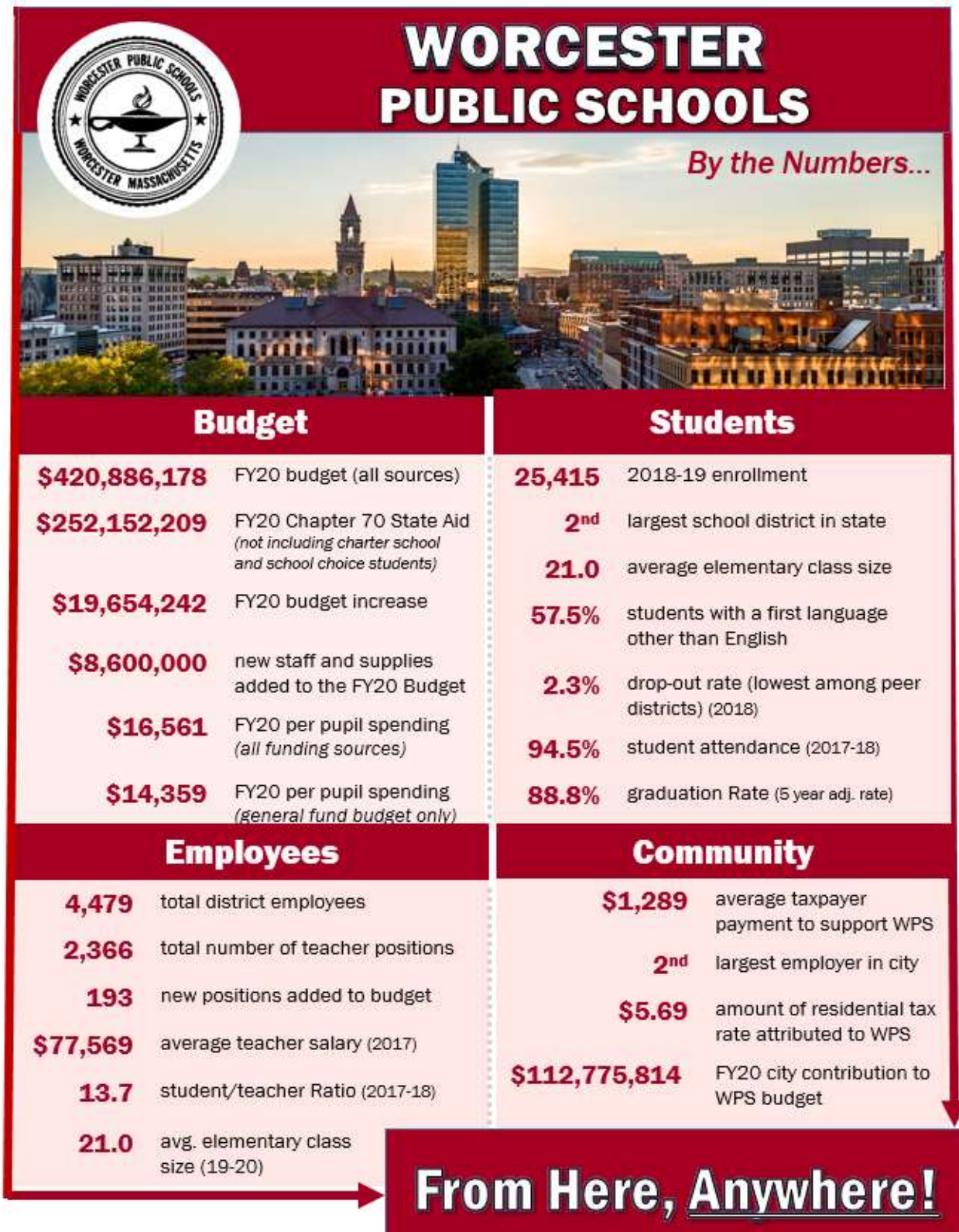
The purpose would be to provide cost savings to the district and reallocate the savings into other student transportation opportunities new to the district. For example, as the number of Early College programs with Quinsigamond Community College and Worcester State University expands in the future, the options to schools and students may change as well. Classes may be offered on campus or at high school locations during the morning or before the end of the traditional day. Having pupil vans, which would provide current level of services to students, and then be available for in-city transportation shuttles, would allow full access for students to these programs throughout the city.

The district would then explore moving towards full district-operated student transportation in subsequent years.

- ⊕ **Facilities Maintenance Consolidation Study:** The district continues exploring with the City Manager a shared or consolidated services model for facilities maintenance. The city has hired a consultant to conduct this analysis and recommendations for review, discussion, and determination.
- ⊕ **Energy Savings Projects:** The district is exploring additional energy savings projects, such as LED lighting and high efficiency boiler system for long-term energy savings for the budget.



Executive Summary





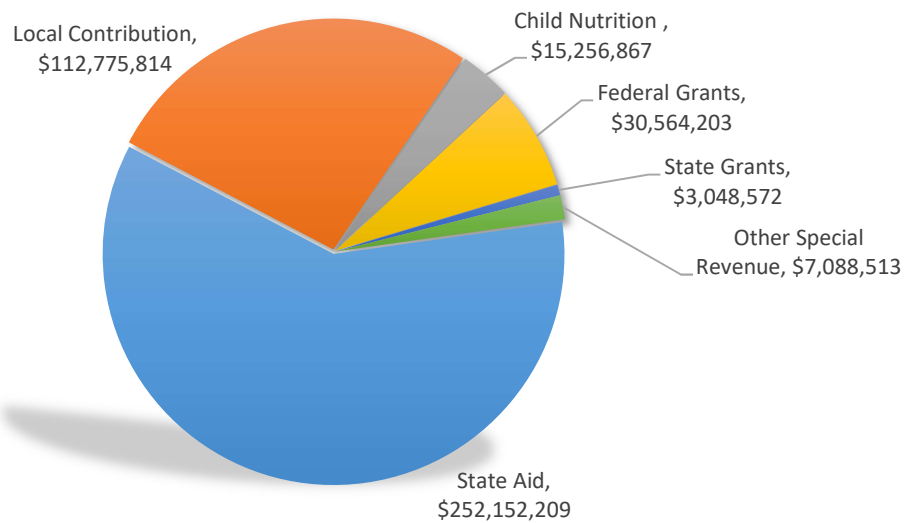
Executive Summary

Executive Summary District Financial Overview



The chart below summarizes the total projected FY 2020 revenues from all funds:

FY 2020 Projected Revenues (All Funds)



Source:	FY2020	% of total
State Aid*	\$252,152,209	59.9%
Local Contribution*	\$112,775,814	26.8%
Federal Grants	\$30,564,203	7.3%
Child Nutrition	\$15,256,867	3.6%
State Grants	\$3,048,572	0.7%
Other Special Revenue:	\$7,088,513	1.7%
Total :	\$420,886,178	100.0%

*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.

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 **\$420,886,178**.



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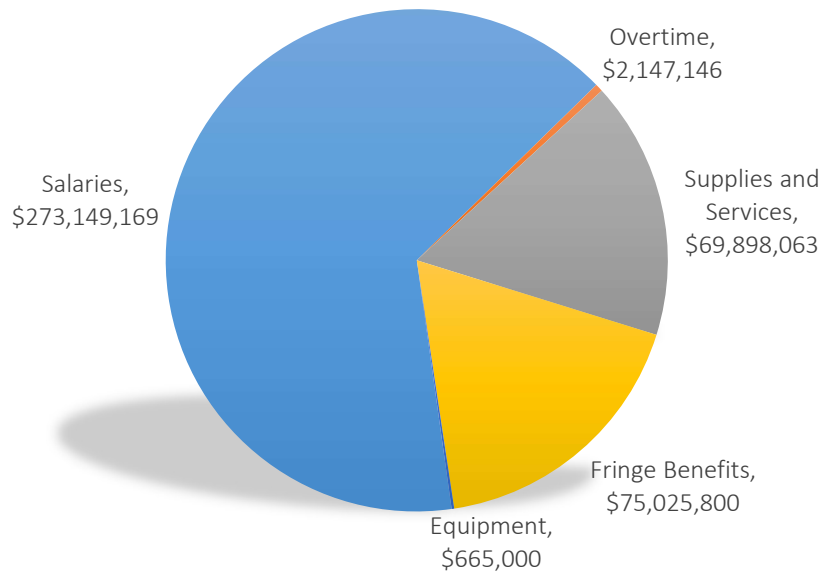
Executive Summary

Executive Summary District Financial Overview



The chart below summarizes the total projected FY 2020 expenditures from all funds:

**FY 2020 Projected Expenses (All Funds)
Stated in Statutory Account Areas**



Cost Account	FY2020	% of total
Salaries (91000)	\$273,149,169	64.9%
Supplies & Services (92000)	\$69,898,063	16.6%
Equipment (93000)	\$665,000	0.2%
Fringe Benefits (96000)	\$75,026,800	17.8%
Overtime (97000)	\$2,147,146	0.5%
Total Spending:	\$420,886,178	100.0%

Overall expenditures can be broken into three major categories. The majority of the district's expenditures (65.4%) are salaries and overtime. With fringe benefits, 83.2% of the budget reflects employee costs. Another major category is supplies and services (16.6%), 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 0.2% of the spending; mostly includes technology, and school nutrition equipment purchases.



Executive Summary

Summary of Revenue and Expenditures* FY19 Adopted to FY20 Budget (All Funds)

	FY19	FY20	Comparison	
Categories	Adopted	Budget	\$ Change	% Change
Revenues:				
State Aid**	\$235,854,443	\$252,152,209	\$16,297,766	6.9%
Local Contribution**	\$109,204,233	\$112,775,814	\$3,571,581	3.3%
Federal Grants	\$30,016,599	\$30,564,203	\$547,604	1.8%
Child Nutrition Programs	\$15,208,294	\$15,256,867	\$48,573	0.3%
State Grants	\$3,536,804	\$3,048,572	-\$488,232	-13.8%
Other Special Revenue	\$7,411,563	\$7,088,513	-\$323,050	-4.4%
Total Revenues	\$401,231,936	\$420,886,178	\$19,654,242	4.9%
Expenditures:				
Administration (1000)	\$4,474,000	\$4,468,400	-\$5,600	-0.1%
Instruction (2000)	\$226,326,545	\$238,397,881	\$12,071,336	5.3%
Other School Services (3000)	\$51,591,866	\$52,319,425	\$727,559	1.4%
Operations & Maintenance (4000)	\$22,302,629	\$23,598,127	\$1,295,498	5.8%
Fixed Charges (5000)	\$72,299,061	\$77,024,259	\$4,725,198	6.5%
Community Services (6000)	\$965,497	\$1,168,515	\$203,018	21.0%
Fixed Assets (7000)	\$566,730	\$659,642	\$92,912	16.4%
Debt Service (8000)	\$0	\$0	\$0	0.0%
Tuition Programs (9000)	\$22,705,608	\$23,249,929	\$544,321	2.4%
Total Expenditures	\$401,231,936	\$420,886,178	\$19,654,242	4.9%

* 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.

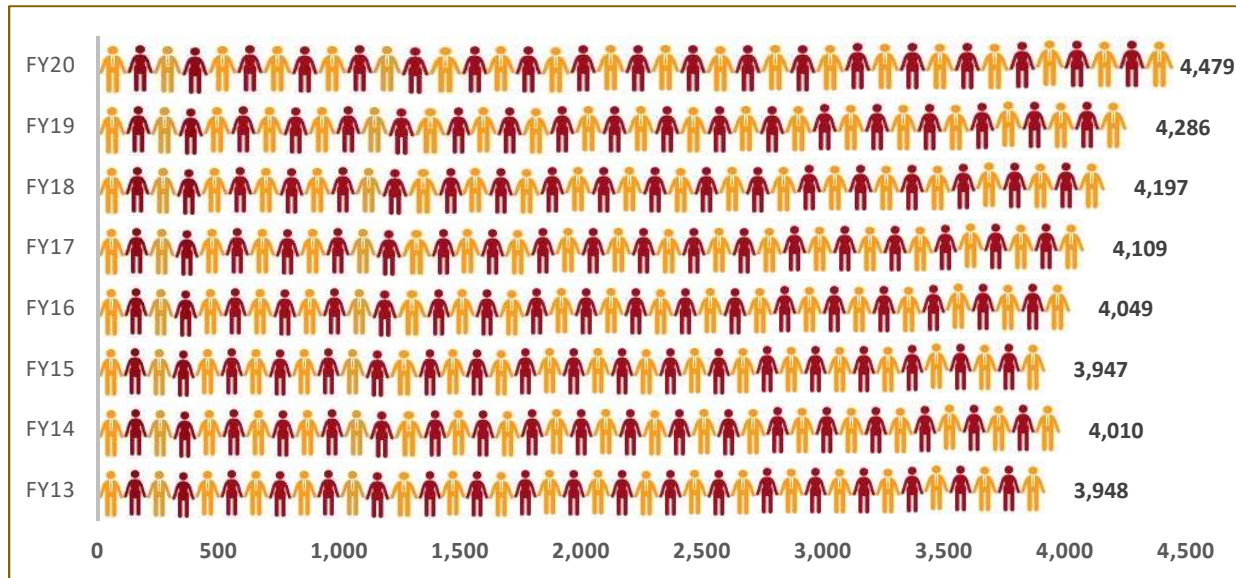


Executive Summary

Executive Summary Staffing History



Number of Employees
Full Time Equivalent Positions
FY13-FY20
(From All Funding Sources)



All Positions / All Funding Sources	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	Change from FY19	
District Administrators	26	25	23	23	24	26	24	26	2	8.3%
School Administrators	78	78	79	79	79	81	82	88	6	7.3%
Teachers	2,072	2,129	2,086	2,139	2,142	2,213	2,250	2,366	116	5.2%
Instructional Assistants	537	551	591	601	599	589	598	613	15	2.5%
Teacher Substitutes	97	97	97	97	97	97	97	105	8	8.2%
Crossing Guards	104	106	106	106	106	106	106	109	3	2.8%
Educational Support	124	119	83	107	106	105	107	120	13	12.1%
Custodial Services	153	153	150	153	153	154	154	154	0	0.0%
Maintenance Services	32	31	33	33	33	33	31	30	-1	-3.2%
Full Year Clerical	70	71	64	64	65	63	63	65	2	3.2%
School Year Clerical	71	70	68	68	68	70	71	72	1	1.4%
School Nurses	51	54	54	55	56	59	89	94	5	5.6%
District Support	48	52	50	52	53	52	52	55	3	5.8%
Student Transportation	73	81	81	81	82	82	103	103	0	0.0%
Child Nutrition	236	236	237	239	294	321	313	319	6	1.9%
Head Start	176	157	145	152	152	146	146	160	14	9.6%
Totals	3,948	4,010	3,947	4,049	4,109	4,197	4,286	4,479	193	4.6%


















Executive Summary

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

Executive Summary Benchmark Data



	Worcester	Springfield	Brockton	Lynn	Lowell
 Student enrollment 2018-19	25,415	25,297	16,349	15,571	14,548
 Student first language not English 2018-19	57.5%	29.1%	43.1%	54.6%	28.6%
 Student economically disadvantaged 2018-19	57.9%	76.7%	54.0%	56.7%	53.8%
 Student mobility rate 2018	17.1%	21.4%	15.1%	15.1%	14.6%
 5-year adjusted graduation rate 2017	88.8%	81.1%	87.2%	83.7%	88.0%
 Student Drop out Rate 2017-18	2.3%	5.1%	4.4%	4.5%	2.8%
 Mass Core completion rate 2017-18	89.2%	97.3%	28.2%	27.8%	30.5%
 Student attendance rate 2017-18	94.5%	92.8%	93.0%	93.8%	93.9%
 2018 Grade 10 proficiency or higher - English Language Arts	81%	74%	79%	74%	82%
 2018 Grade 10 proficiency or higher - Math	59%	47%	53%	55%	66%
 2018 Grade 10 proficiency or higher - Science, technology, Engineering	55%	38%	53%	52%	59%
 Student to Teacher Ratio 2017-18	13.7	13.2	16.9	14.0	13.8
 Average Class Size 2017-18	18.0	17.4	20.0	20.3	19.2
 Per Pupil Spending FY18	\$14,142	\$15,865	\$14,297	\$13,476	\$14,300
 Average Teacher Salary 2017	\$77,569	\$64,844	\$89,725	\$73,555	\$79,969

Data Source: Massachusetts Department of Elementary and Secondary Education, School and District Profiles and Per Pupil Expenditure Report.

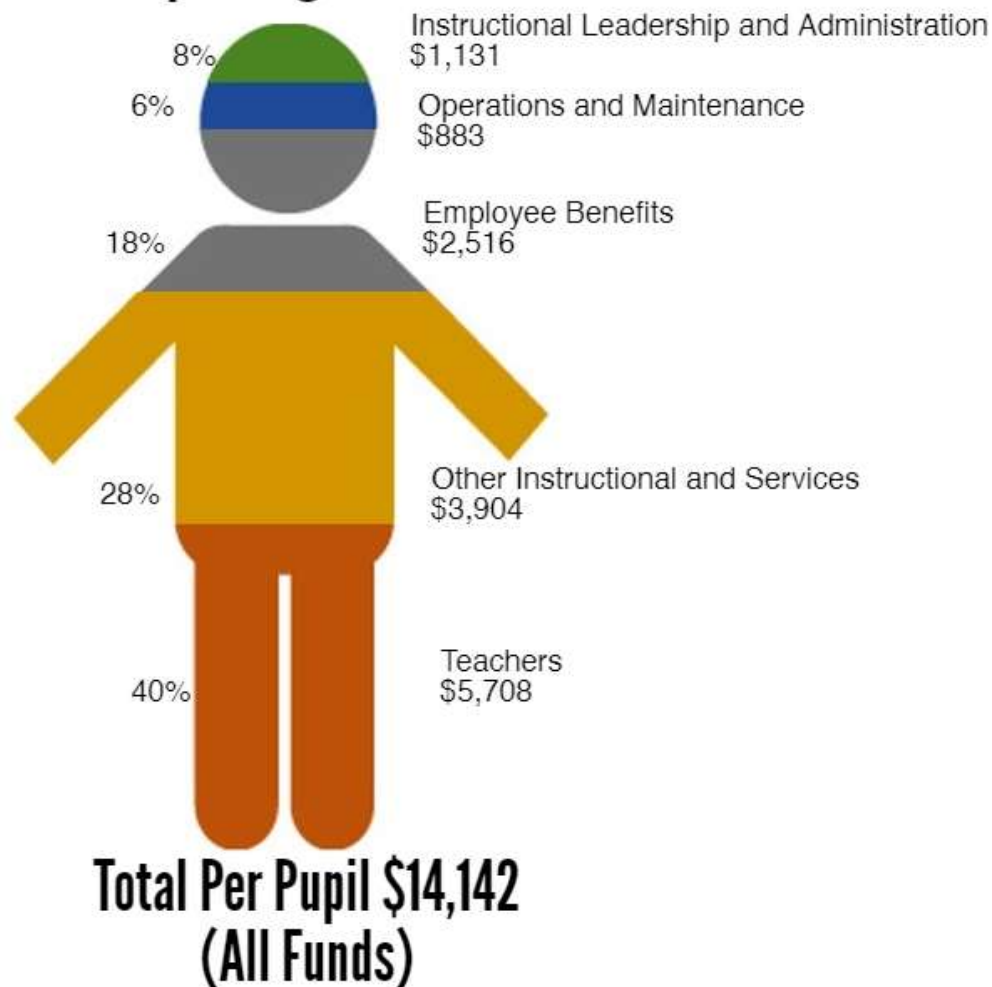


Executive Summary

Executive Summary Per Pupil Spending



Worcester's Per Pupil Spending FY18



Notes: FY18 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 FY18 for Instructional Leadership is \$757 per pupil and the amount for Administration is \$374 per pupil.

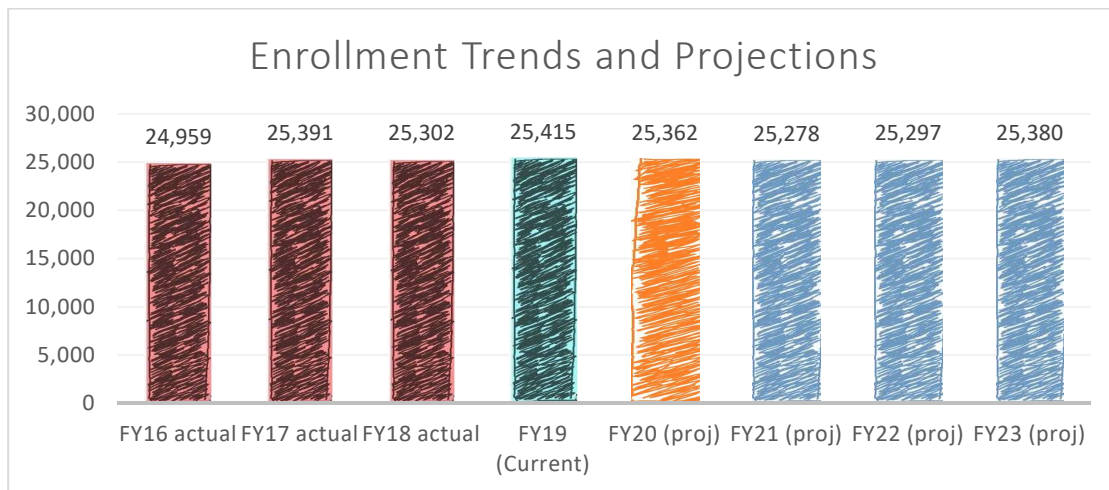
Other Instructional includes paraprofessionals, substitutes, medical/therapeutic services, librarians, professional development, instructional materials and equipment, guidance, and pupil services (including transportation, athletics, and security).



Trends and Projections

The Worcester Public Schools receives most of the district funds based on enrollment and demographic categories. The district also uses enrollment data for school-based staffing assignments each year. The following is a summary of the district's overall enrollment from FY13 through the projected levels in FY22.

Enrollment Trends



The district is expected fairly level overall enrollment (-0.1%) over the next four years based on district enrollment projections. Overall, students in Kindergarten through Grade 8 are expected to decrease 1.5% while enrollment in grades 9-12 are expected to increase 2.9% over the next four years.

Student demographics continue to change with 32.8% of students (8,336) categorized as English learners, an increase of 130% from FY06 (3,627); the number of students considered economically disadvantaged is currently 57.9%, compared to the state average of 31.2%. There has been a 140% increase in the number of Advanced Placement tests given between 2010 and 2018. In 2018, for the tenth consecutive year, the four-year graduation rate of high school students in the Worcester Public Schools has steadily increased while the annual drop-out rate of 2.3% was the lowest rate among peer districts.



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Trends and Projections

Budget Trends

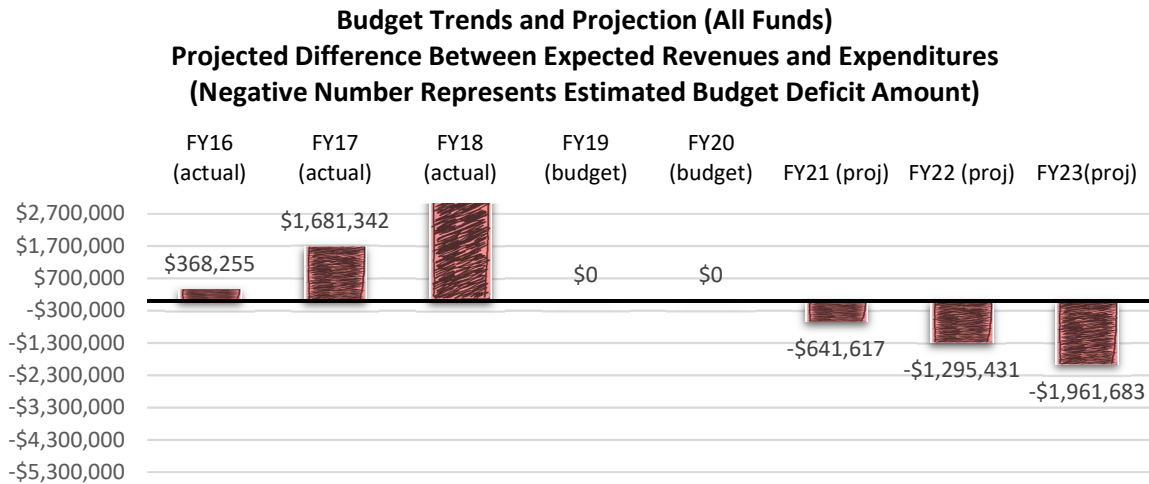


Budget Trends and Projections: (All Funds)
Dollar Amounts Expressed in Thousands

	Actual			Adopted Budget	Proposed Budget	Projected		
Revenues:	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
State Aid	\$214,330	\$217,607	\$227,091	\$235,854	\$252,152	\$260,978	\$270,112	\$279,566
Local Contribution	\$103,962	\$105,359	\$108,030	\$109,204	\$112,776	\$111,934	\$114,733	\$117,601
Federal Grants	\$30,482	\$30,081	\$30,460	\$30,017	\$30,564	\$30,534	\$30,504	\$30,473
Child Nutrition	\$12,724	\$13,012	\$16,004	\$15,208	\$15,257	\$15,638	\$16,029	\$16,430
State Grants	\$5,084	\$4,078	\$3,705	\$3,537	\$3,049	\$2,819	\$2,819	\$2,819
Other Special Rev.	\$5,098	\$5,329	\$5,078	\$7,412	\$7,089	\$5,370	\$5,376	\$5,383
Total Revenues	\$371,681	\$375,466	\$390,368	\$401,232	\$420,886	\$427,273	\$439,573	\$452,272
Expenditures (by object)								
Employee Salaries (91000)	\$236,526	\$238,807	\$245,925	\$261,927	\$273,149	\$277,020	\$285,879	\$295,018
Supplies and Services (92000)	\$66,513	\$64,026	\$71,046	\$66,275	\$69,898	\$70,810	\$72,593	\$74,440
Capital Equipment (93000)	\$549	\$325	\$596	\$765	\$665	\$680	\$694	\$709
Fringe Benefits (96000)	\$65,401	\$68,375	\$63,735	\$70,255	\$75,027	\$77,217	\$79,471	\$81,792
Employee Overtime (97000)	\$2,323	\$2,251	\$2,389	\$2,010	\$2,147	\$2,188	\$2,231	\$2,274
Total Expenditures (by object)	\$371,312	\$373,784	\$383,690	\$401,232	\$420,886	\$427,915	\$440,868	\$454,234
Difference from Total Revenue	\$368	\$1,681	\$6,677	\$0	\$0	-\$642	-\$1,295	-\$1,962
Expenditures (by function):								
Administration	\$3,998	\$4,762	\$5,134	\$4,474	\$4,468	\$4,558	\$4,649	\$4,742
Instruction	\$211,450	\$207,624	\$219,938	\$226,327	\$238,398	\$241,109	\$249,269	\$257,706
Other School Services	\$45,739	\$45,872	\$45,101	\$51,592	\$52,319	\$53,334	\$54,401	\$55,491
Operations & Maintenance	\$21,965	\$21,405	\$22,716	\$22,303	\$23,598	\$24,070	\$24,553	\$25,045
Fixed Charges	\$67,086	\$70,881	\$65,792	\$72,299	\$77,024	\$79,257	\$81,569	\$83,950
Community Services	\$808	\$1,295	\$1,341	\$965	\$1,169	\$1,213	\$1,232	\$1,251
Fixed Assets	\$422	\$523	\$530	\$567	\$660	\$673	\$686	\$700
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	\$19,845	\$21,423	\$23,138	\$22,706	\$23,250	\$23,701	\$24,509	\$25,349
Total Expenditures (by function)	\$371,312	\$373,784	\$383,690	\$401,232	\$420,886	\$427,915	\$440,868	\$454,234
Difference from Total Revenue	\$368	\$1,681	\$6,677	\$0	\$0	-\$642	-\$1,295	-\$1,962



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, and additional funding incorporating the recommendations of the Foundation Budget Review Commission following FY20 changes. The overall enrollment is expected to be level over the next three years. Federal grant revenue is expected to slightly decline based on recent trends of overall funding to Massachusetts. State grants are projected to be level funded, with the exception of the known phase-out of the Inclusive Preschool Learning state grant. Nutrition funds are expected to increase annually based on student participation rates and federal reimbursement rates under the Community Eligibility Program. Finally, other special revenue is mostly dependent on school choice revenue and special education reimbursement from the state. School choice revenue is predicted to remain constant and circuit breaker is expected to remain fairly level through the next three years. State funding for displaced aid (totaling \$1.6 million in FY20) will be eliminated in FY21. Overall, total revenues are expected to increase 7.3% between FY20 and FY23, or about 2.4% 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 slightly exceeding revenues in each of the next three years, primarily due to costs increasing in federal and state grant funded areas with level-funded or decreasing revenue. The administration will continue with zero-based budgeting as well as advocacy for the adoption of Foundation Budget Review Commission recommendations that lead to increased state revenue.



Anywhere!

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:



2018 College Acceptances

Just some of the colleges where our 2018 graduates attended this year...

American University
Bentley University
Boston College
Boston University
Brandeis University
Brigham Young University
Brown University
Bryant University
Carnegie Mellon University
Clark University
College of the Holy Cross
Columbia College

Drexel University
Fordham University
George Washington University
Hamilton College
Hofstra University
Lesley University
New York University
Northeastern University
Oberlin College
Pace University
Providence College
Quinnipiac University
Rochester Institute of Technology
Rutgers University
Stanford University
Suffolk University
SUNY - University of Albany

The Catholic University of America
Trinity College
Tufts University
University of Connecticut
University of Hartford
University of Illinois
University of Kentucky
University of Maine
University of Miami
University of Massachusetts
University of New Hampshire
University of Rhode Island
University of Rochester
University of Southern California
University of Vermont
Wheaton College
Worcester Polytechnic Institute
Xavier University



Worcester Schools

Congratulations to our students who received the Great Minds Scholarship - this will meet their full demonstrated financial need, up to the cost of tuition and fees to attend WPI. Zack Brown (Doherty High), Noraishah Yusuf (Burncoat High), and Ohemaa Prempeh (Worcester Technical High)



Worcester Schools

Very successful MCAC day at Burncoat High School. Over 200 acceptances today and over \$2.5 million in merit and scholarship over the course of 4 years awarded by colleges!



Worcester Schools

Here's to a successful MCAC Day at North High! \$664,000 received in scholarships for our students over the next four years!!! Way to go!



Worcester Schools

Congratulations to South High students Zachary Roy (Voice) and Kate Popinchalk (Bassoon) received All-State recognition. Alexandra Economou (tuba), Clarise Liu (clarinet), and Heather Bachand (voice) made districts.



Student Performance

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

State Accountability System

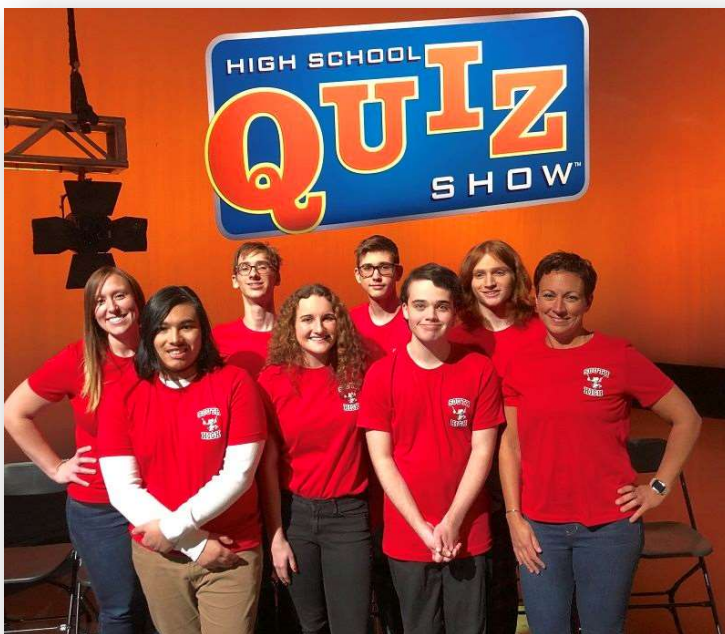


The ESSA plan advances the Commonwealth's vision of increasing equity and excellence for all students in Massachusetts, particularly disadvantaged and high need students. Massachusetts' strategies align closely to ESSA's priority areas: academic standards that help students become ready for post-secondary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

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

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

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



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

The state's new ESSA plan emphasizes the importance of social and emotional learning, health, and safety. The state will provide training, technical assistance, resources, and guidance to schools and districts as they ensure positive and healthy school environments.



Student Performance

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

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

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

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

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



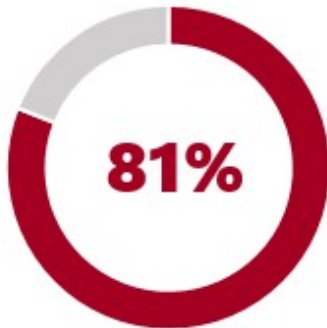
Student Performance

The following is a snapshot of student performance data for 2018:

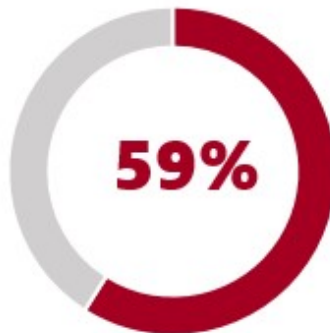
Highlights



MCAS Grade 10 ELA Proficiency



MCAS Grade 10 Math Proficiency



MCAS Grade 10 STE* Proficiency



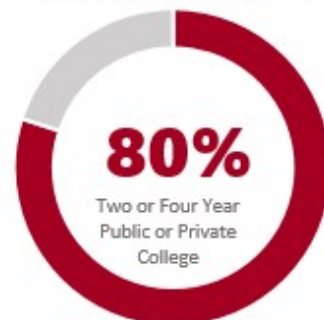
4 Year Graduation Rate



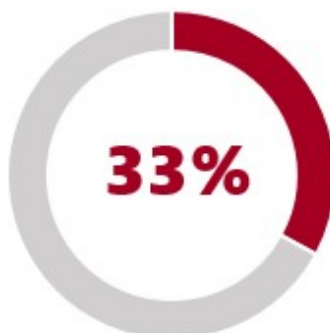
5 Year Adjusted Graduation Rate



College Plans for High School Graduates (2018)



AP Qualifying Score (2018)



Dropout Rate (2018)



Average SAT Score (2018)



*STE = Science, Technology, and Engineering



Anywhere!

District Guiding Documents

Mission Statement



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

Strategic Plan



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

Worcester Public Schools in 2023:

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



Burncoat High School Graduation 2018 (Telegram & Gazette)





District Guiding Documents

The FY20 Budget has been developed to the best extent possible to align available resources to support and achieve the following Strategic Plan Goals:

District Goals



Culture of Innovation



Support the incorporation of established and emerging best practices, the district will make the necessary adjustments that enable all students to learn and thrive, while ensuring enhancements (and lessons learned from them) benefit the entire school system.

Academic Excellence



Focus on enhancing early education, expanding the breadth and depth of coursework, increasing options for demonstrating knowledge, developing students' technological skills, and providing additional supports for students' college or career aspirations

Welcoming Schools



Ensure cultural competence among the staff consistent with its student population. Worcester will also focus on enhancing communication efforts with families and the community to ensure that this work is coordinated and allows students, their families, and educators to feel confident, nurtured, and able to thrive in school

Investing in Educators



Focus on recruiting a diverse, highly qualified teacher and administrative workforce, offering professional development in key instructional and support areas, and creating professional ladders and lattices to ensure career opportunities throughout an educator's tenure.

Technology and Operations



Develop collaborative interim solutions and advocate for the foundational issue of underfunding in the school district. By working together to improve our schools and strategizing to increase state funding, we will be well-equipped to develop an infrastructure that can support excellence in education.



Anywhere!

District Guiding Documents

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

Our Vision for 2023



If: We embrace a student-centered approach that:

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

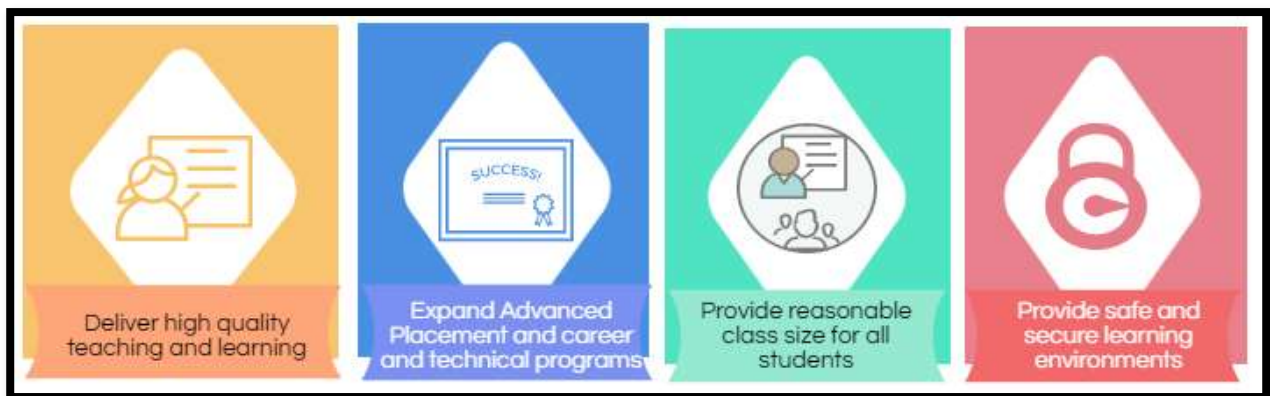
Theory of Change



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

The FY20 budget continues to reflect district priorities that have emerged through input from the School Committee, students, parents, staff, business leaders, community and civic leaders, and interested citizens. Budget recommendations are based on the following four district priorities:

District Priorities





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.



Worcester Public Schools employees at the Worcesters Comes Together celebration in August 2018 (Telegram and Gazette)

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 requests allow 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 the district prioritize small class size ratios and maintain course offerings. Business leaders have asked that the district 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 the district 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 are two public budget sessions in June, for the School Committee to review the recommended budget by the Superintendent, make any changes, and ultimately adopt a final budget for the upcoming year.



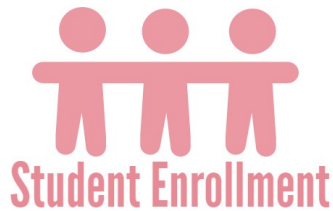
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Building the Budget

Budget Process



The fiscal year for the Worcester Public Schools begins on July 1 and ends on June 30 each year. The annual budget process for the Worcester Public Schools generally begins in October for the fiscal year for the following year beginning on July 1.



Student Enrollment

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

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



Governor's Budget

Subsequently, in the fourth week of January, the Governor releases his/her state budget recommendations for the upcoming year, including the funding for each school district based upon the foundation budget. The state budget includes the total level of educational state aid for each community as well as the amount that each community must minimally contribute from local funding sources to education based upon the state's Education Reform Act of 1993. Nearly 70% of the Worcester Public Schools' funding for the foundation budget comes from state aid.

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



Zero Based Budget

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



Building the Budget



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



The City Manager of the City of Worcester is responsible for recommending the total general fund allocation for the Worcester Public Schools to the City Council. The City Council appropriates the total general fund of the Worcester Public Schools as part of the overall city budget. Over 86% of the Worcester Public Schools' funding comes from the general fund budget. The general fund represents the Chapter 70 state aid and the amount from local funding sources (property taxes, other local revenue, and unrestricted state aid).



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



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



Anywhere!

Building the Budget

About this Document



This document presents the FY20 budget for the Worcester Public Schools. It serves as a guide to help administrators, staff, elected officials, parents, and the public and other interested parties understand the district's programs, services, goals, and finances for the 2019-2020 school year

(July 1, 2019 to June 30, 2020). 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 2020 budget document of the Worcester Public Schools continues to be aligned with the

format of the Association of School Business Officials International (ASBO) Meritorious Budget Award (MBA) format and is divided into five sections: (1) Executive Summary, (2) Organizational, (3) Financial (including Line Item Budget and Location Based Budget), and (4) Informational.



The Worcester Public Schools have been recipients of the ASBO Meritorious Budget Award for six consecutive years from 2014-2019.



Building the Budget

Anywhere!



Executive Summary

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



Organizational

The **Organizational** section provides an overview of the Worcester Public Schools organization. This section is critical to understanding why the budget is built the way it is. It includes an introduction to Worcester

Public Schools, the district's organizational chart, mission statement and goals, and budgeting process. It also highlights the district's budgetary management and controls.



Financial

The **Financial** section provides details of the funding structure, appropriations, and anticipated revenues. The section also provides information relative to the district's planned capital spending. Within the

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



Informational

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

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



ORGANIZATIONAL



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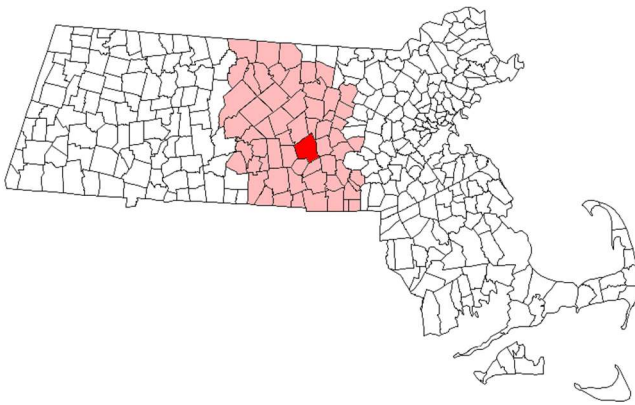
Anywhere!



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



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

Worcester's History in Education



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

An 1823 report on the conditions of public schooling in Worcester led to state passage of school governance laws, creating school committees and authorizing local taxation to support schools. Worcester has historically been a leader in progressive education, making secondary education coeducational in 1845, desegregating its public schools in 1848, electing women to its school board in 1868, and creating among the first vocational programs in the country in Boys Trade, founded by Milton Higgins in 1911.



Introduction to the Worcester Public Schools

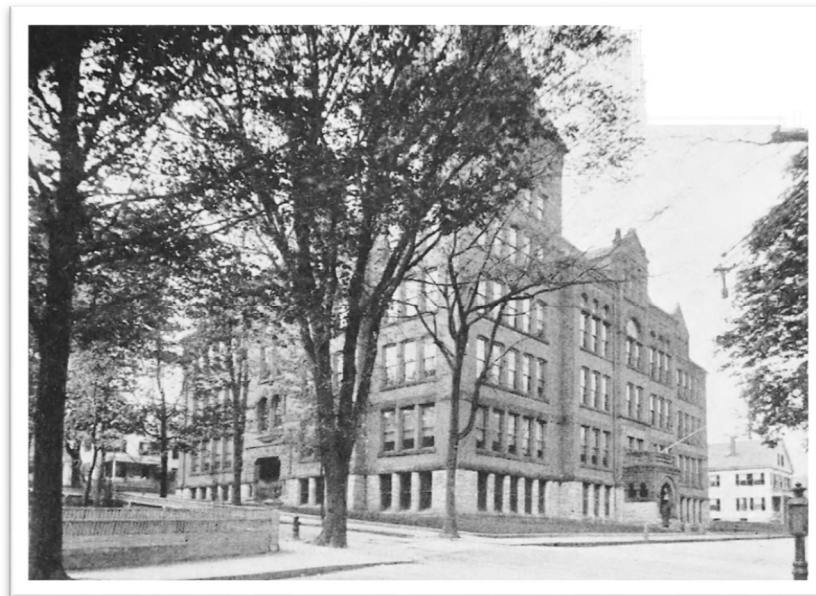


By vote of the town in 1752, the first grammar school was established consisting of a house with two rooms on Main Street at the corner of Foster Street. Up to 1824, the schools were supported by voluntary contributions. In that year authority was obtained from the Legislature to bring the steady support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

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

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

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



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



Anywhere!

Today, Worcester has thirty-three elementary schools, four middle schools (three with grades 7-8 and one with grades 6-8), 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 boundaries and are fully enrolled through a citywide magnet selection. University Park Campus School and Claremont Academy are both grade 7-12 schools in the district's South Quadrant and students, for the most part, come from a specific neighborhood zone. Many schools have both neighborhood attendance zones and enroll students through citywide magnet programs. Other schools can fill available seats with district students through an in-district school choice program.

Worcester Public Schools Today



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



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



Introduction to the Worcester Public Schools

As of January 1, 2019, there were over 28,618 school-aged children (Kindergarten to Grade 12) residing in the City of Worcester, and of that, over 24,174 of the students, or about 84.4%, attend the Worcester Public Schools (or specialized collaborative placements). When including pre-school students of 1,241 students, the district enrollment in 2018-2019 is 25,415 students within 44 schools and 5 alternative pathway programs. With 4,479 employees, including 2,366 teachers, the district is the second largest school district in the Commonwealth (behind Boston with 51,433 students) and the second largest employer in the City of Worcester behind UMass Memorial Health Care with 13,745 employees.



At 4,479 employees, the Worcester Public Schools is the City of Worcester's second largest employer.

Worcester's Peer Districts (by Enrollment)*	
Boston	51,433
Worcester	25,415
Springfield	25,297
Brockton	16,349
Lynn	15,751
Lowell	14,548
Lawrence	13,658
New Bedford	12,845
Fall River	10,120
Pre-Kindergarten to Grade 12	

Source: MA DESE School and District Profiles

Additionally, the City provides per pupil funding to charter schools that collectively enroll approximately 2,044 students, and to other neighboring school districts that collectively enroll about 506 students who reside in Worcester but attend schools in other

districts under the School Choice Program.

The student population demographics in Worcester includes 70% minority, 58% of the district's students have a first language other than English. Poverty is common in urban school districts, and in Worcester about 79% of the student body is classified as high needs (unduplicated count of students with disabilities, English language learners (ELL) and former ELL students, or low income students (eligible for free/reduced price school lunch). Of the district's enrollment, 58% of students are categorized as economically disadvantaged (students' participation in one or more state administered programs, such as Supplemental Nutrition Assistance, Transitional Assistance for Families with Dependent Children, the Department of Children and Families' foster care program, and MassHealth program). Nearly 5 million school meals are served annually which equates to 10,000 breakfasts and 17,500 lunches daily. Approximately 12,300 students, including charter school, parochial school, and private school students are provided transportation to and from school daily with approximately 225 buses and pupil vans traveling over 11,000 miles per day.



Introduction to the Worcester Public Schools

Enrollment



School Name	Grades Served	10/1/18 Enrollment	School Name	Grades Served	10/1/18 Enrollment
High Schools			Middle Schools		
Burncoat High	9-12	1,081	Burncoat Middle	7-8	685
Doherty Memorial	9-12	1,529	Forest Grove Middle	7-8	976
North High	9-12	1,279	Worcester East Middle	7-8	766
South High	9-12	1,397	Sullivan Middle	6-8*	902
Worcester Technical High	9-12	1,426			
Claremont Academy	7-12	546			
University Park Campus	7-12	240			
Total High Schools		7,498	Total Middle Schools		3,329
Elementary Schools					
Burncoat Street Preparatory	K-6	309	May Street	K-6	332
Belmont Street Community	PK-6	609	McGrath Elementary	K-6	245
Canterbury Street Magnet	PK-6	365	Midland Street	K-6	230
Chandler Elementary	K-6	507	Nelson Place	K-6	549
Chandler Magnet	PK-6	471	Norrback Avenue	PK-6	579
City View Discovery	PK-6	473	Quinsigamond Elementary	PK-6	745
Clark Street	K-6	274	Rice Square	K-6	476
Columbus Park Preparatory	PK-6	465	Roosevelt Elementary	PK-6	688
Elm Park Community	K-6	456	Tatnuck Magnet	PK-6	410
Flagg Street	K-6	388	Thorndyke Road	K-6	372
Gates Lane	PK-6	553	Union Hill	K-6	415
Goddard	PK-6	407	Vernon Hill	PK-6	517
Grafton Street	K-6	402	Wawecus Road	K-6	144
Heard Street	K-6	285	West Tatnuck Elementary	PK-6	371
Jacob Hiatt Magnet	PK-6	410	Woodland Academy	K-6	600
Lake View	K-6	329	Worcester Arts Magnet	PK-6	406
Lincoln Street	K-6	255	Head Start Program	PK	551
			Total Elementary Schools		14,588
Total District Enrollment					25,415

* Sullivan Middle School has an innovation academy that includes 6th grade students.

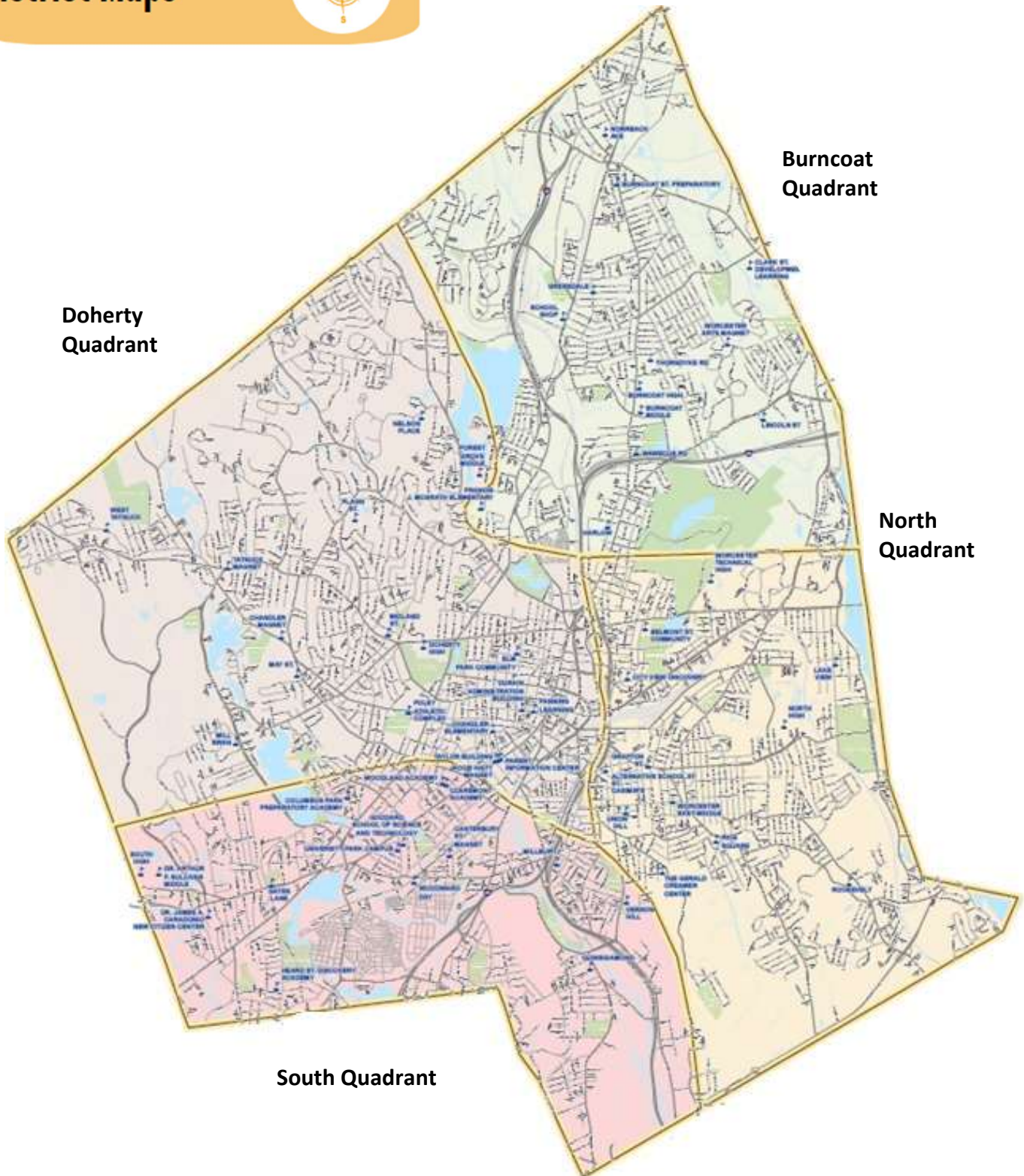
PK = indicates schools with Pre-Kindergarten (Preschool) Programs

K = Kindergarten



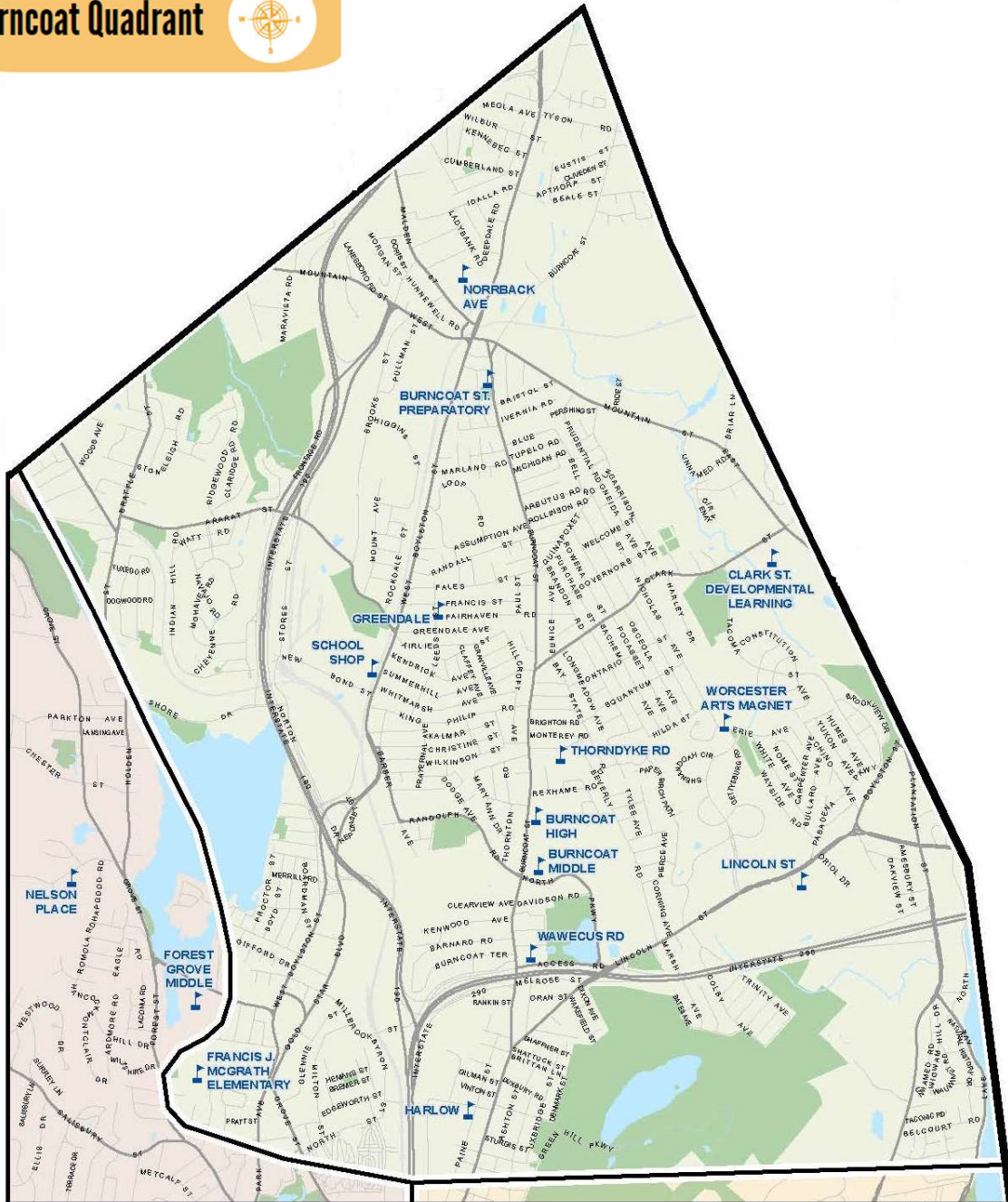
From Here,

District Maps





Burncoat Quadrant



High School

Burncoat High School

Elementary Schools

Burncoat Street Preparatory

Lincoln Street

Worcester Arts Magnet

Wawecus Road

Middle School

Burncoat Middle School

Clark Street

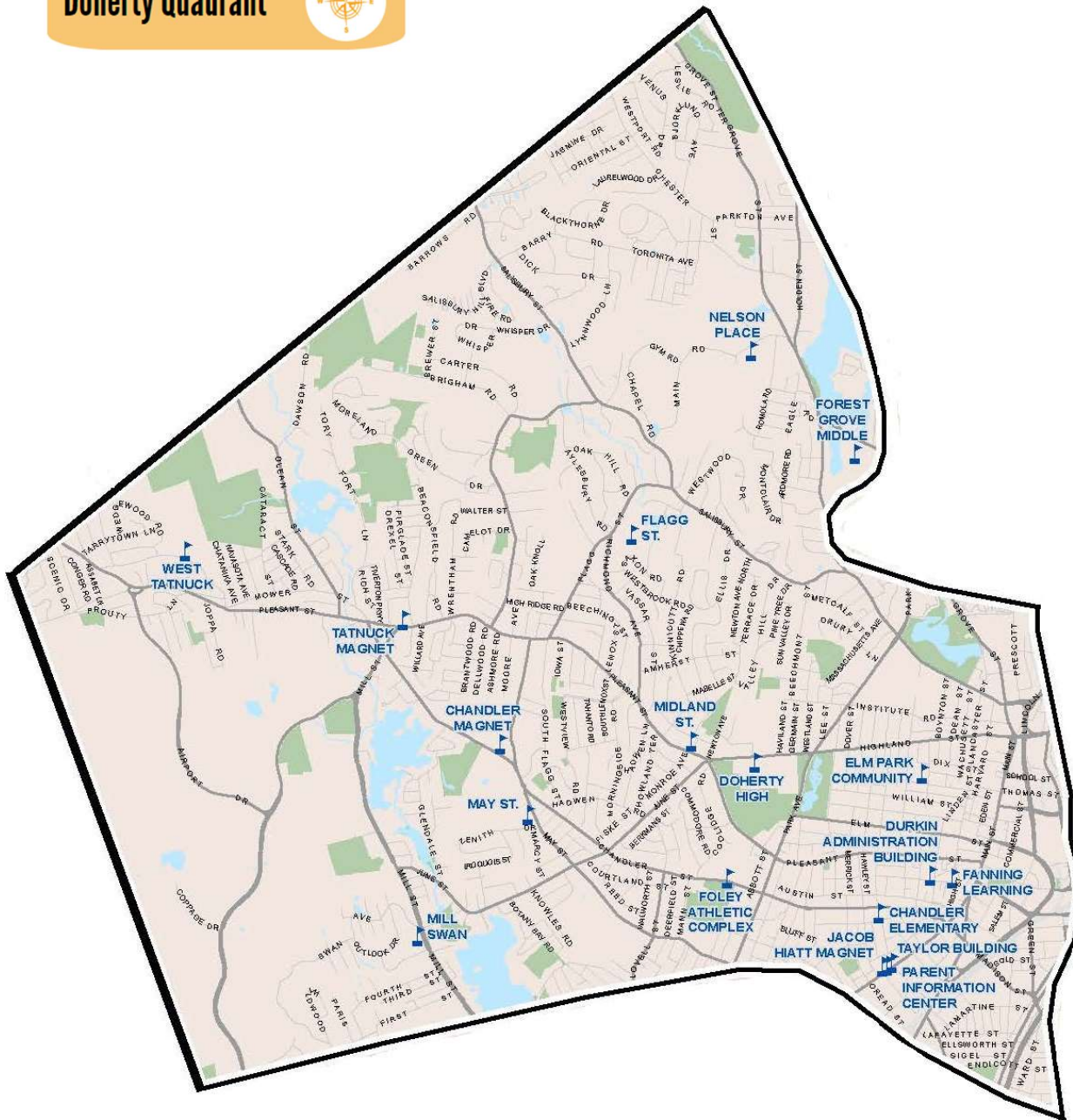
Norrback Avenue

Thorndyke Road

McGrath Elementary



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



Anywhere!

North Quadrant



High Schools

North High School

Elementary Schools

City View

Lake View

Roosevelt

Belmont Street

Middle School

Worcester East Middle School

Grafton Street

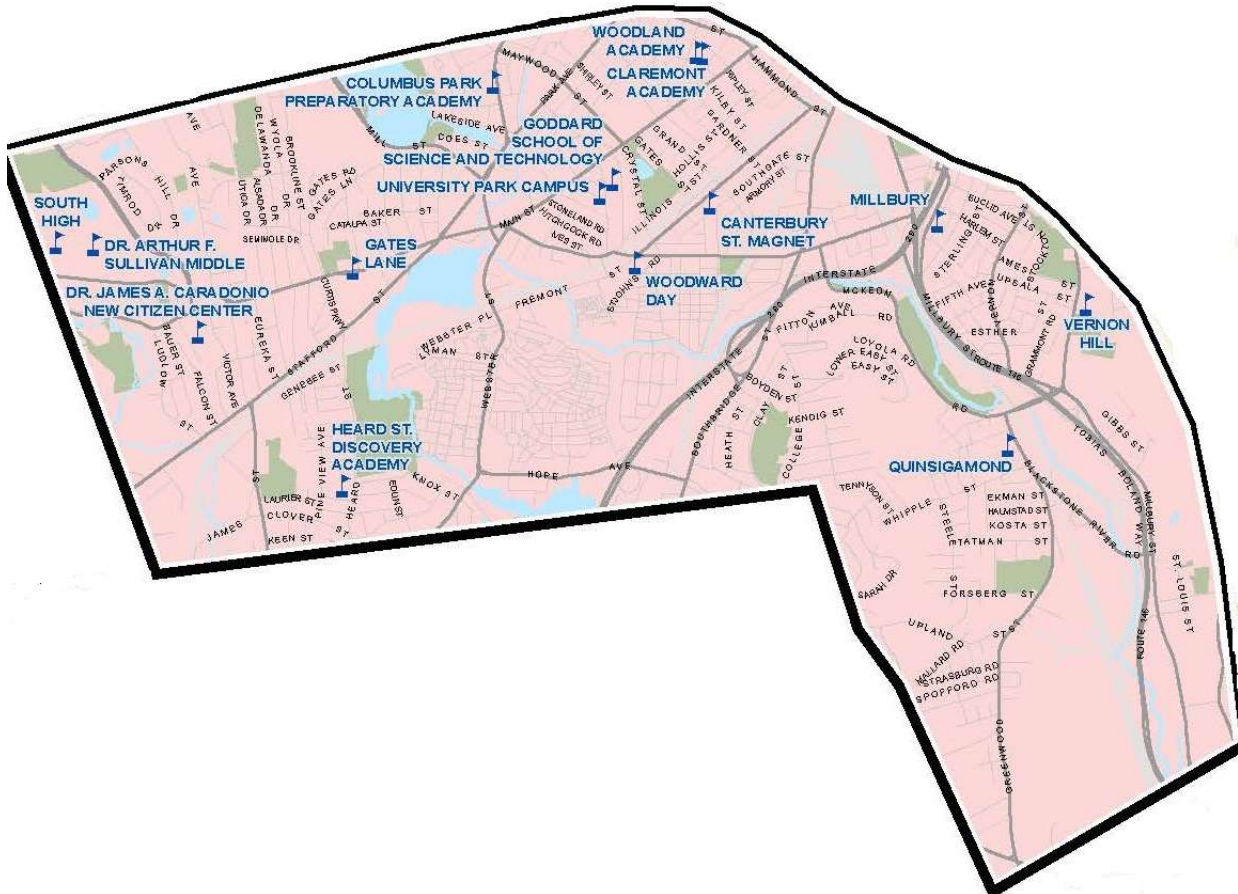
Rice Square

Union Hill

(Quadrant also includes Worcester Technical High School)



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 2018-2019 term School Committee members are: Mayor Joseph Petty, Dianna Biancheria, Dante A. Comparetto, John Foley, Molly O. McCullough, John Monfredo, and Brian O'Connell.

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

Superintendent

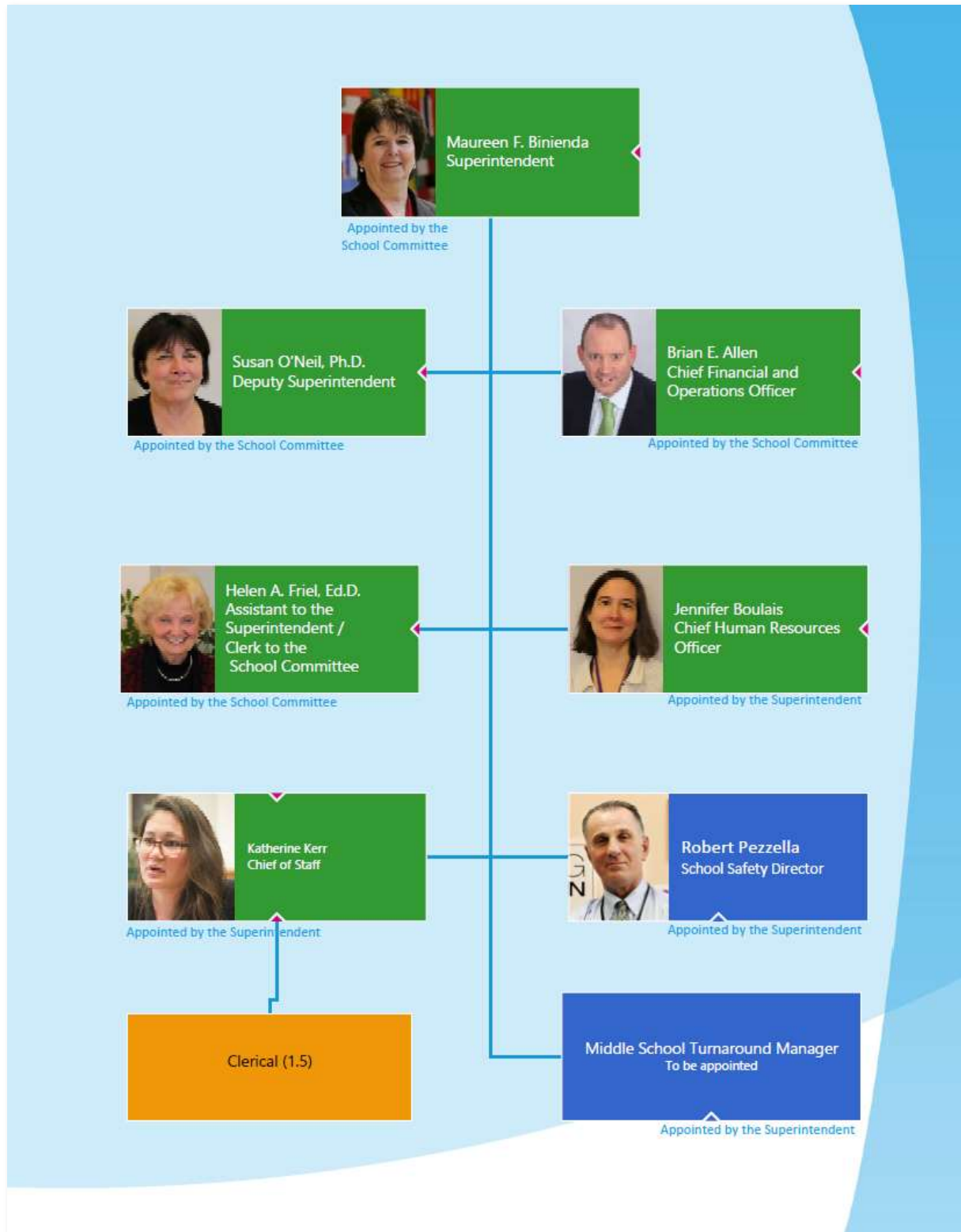
Hired by the School Committee, the Superintendent is responsible for managing the daily operations of the district, as well as implementing the policies adopted by the School Committee. Functioning similarly to a corporate chief executive officer, the Superintendent is the district's chief executive, with the day-to-day decision-making authority, accountable to the board. On March 14, 2016, the School Committee appointed Maureen F. Binienda to be Superintendent of the Worcester Public Schools.

Administrative Structure

The Superintendent has structured the organization into three divisions: Teaching, Learning, and Student Supports; Finance and Operations; and Human Resources. The division leaders report directly to the Superintendent, as does the Assistant to the Superintendent/Clerk to the School Committee and School Safety Director. The following pages illustrate the district's organizational structure by these divisions.

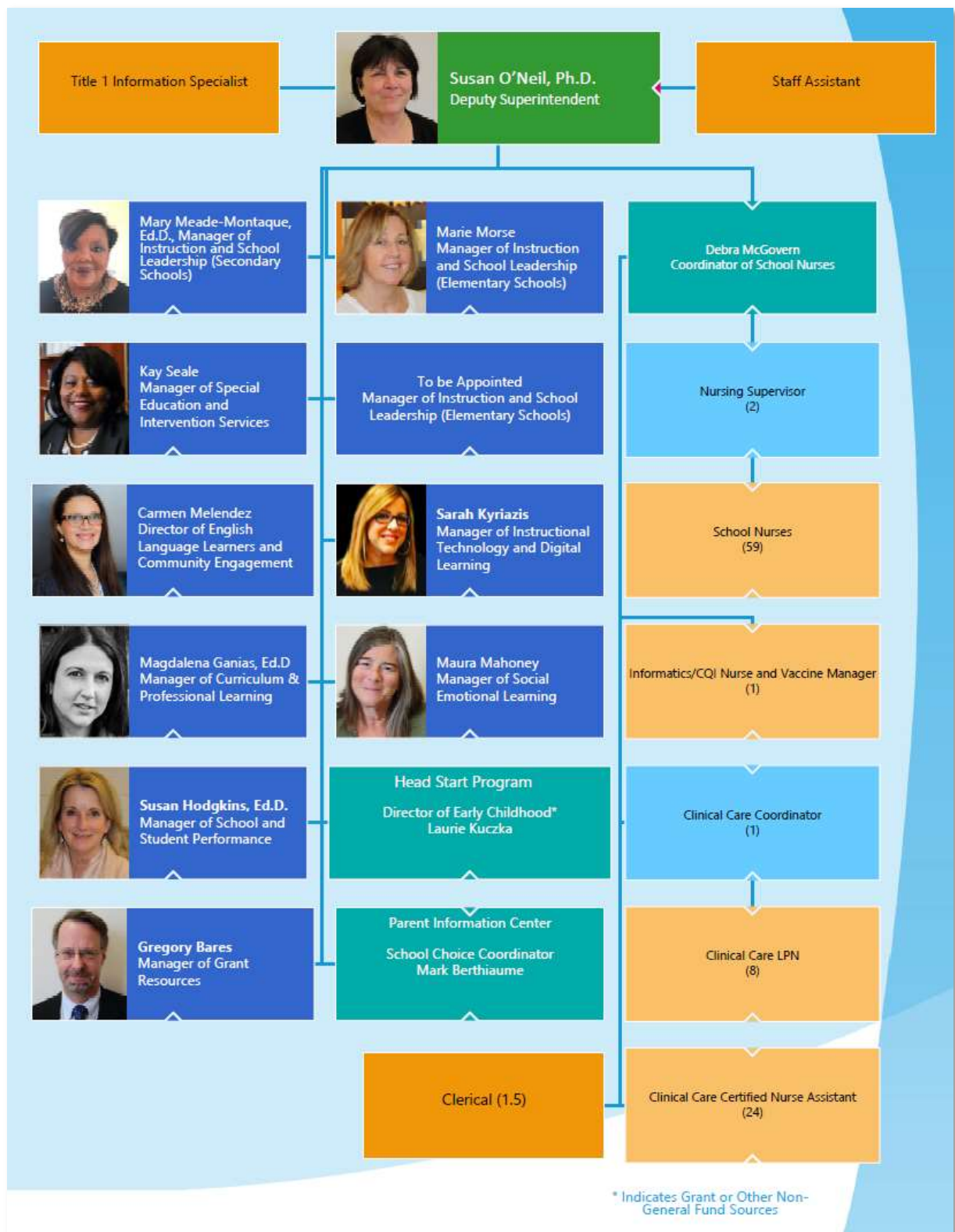


Division: Superintendent



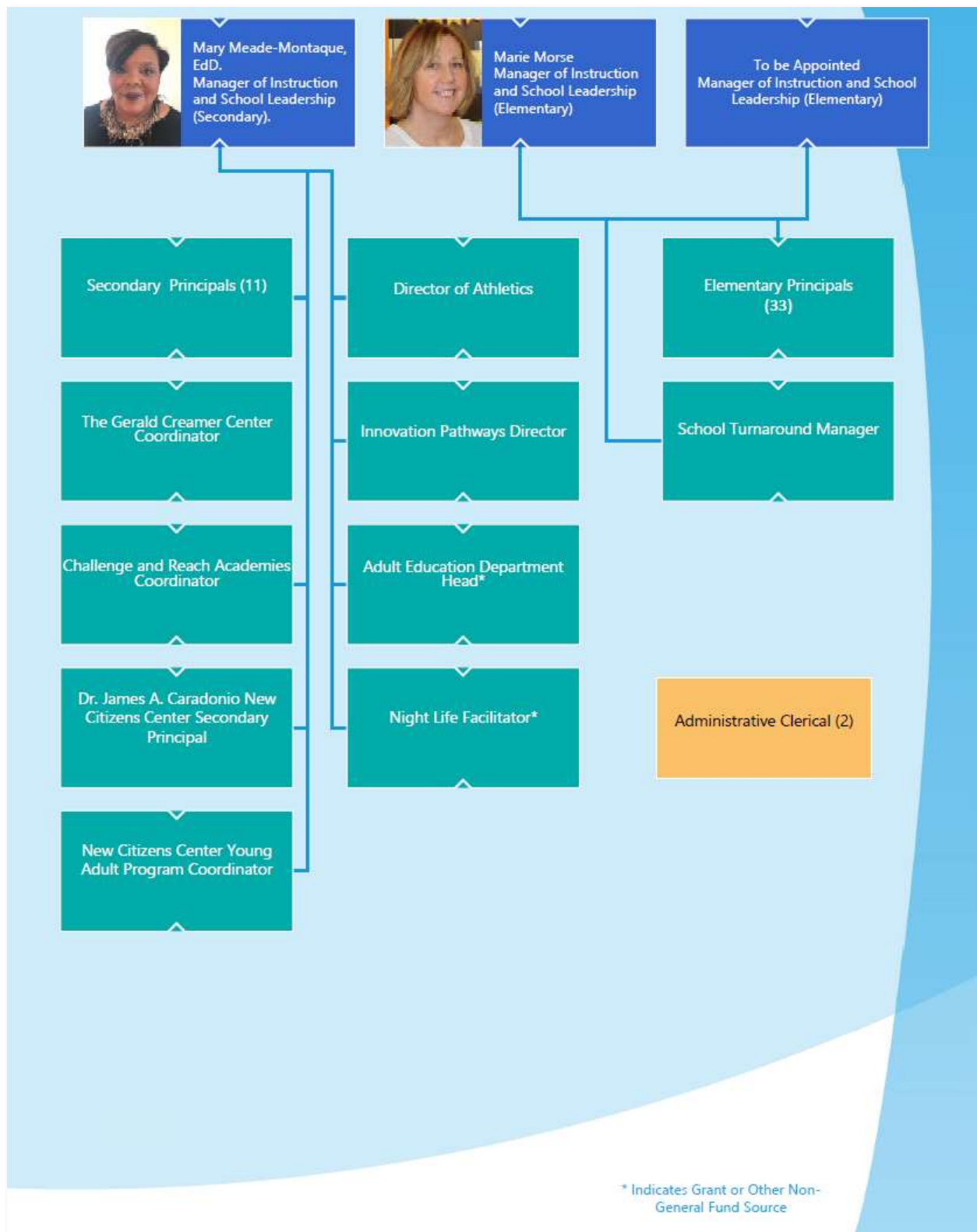


Division: Teaching and Learning



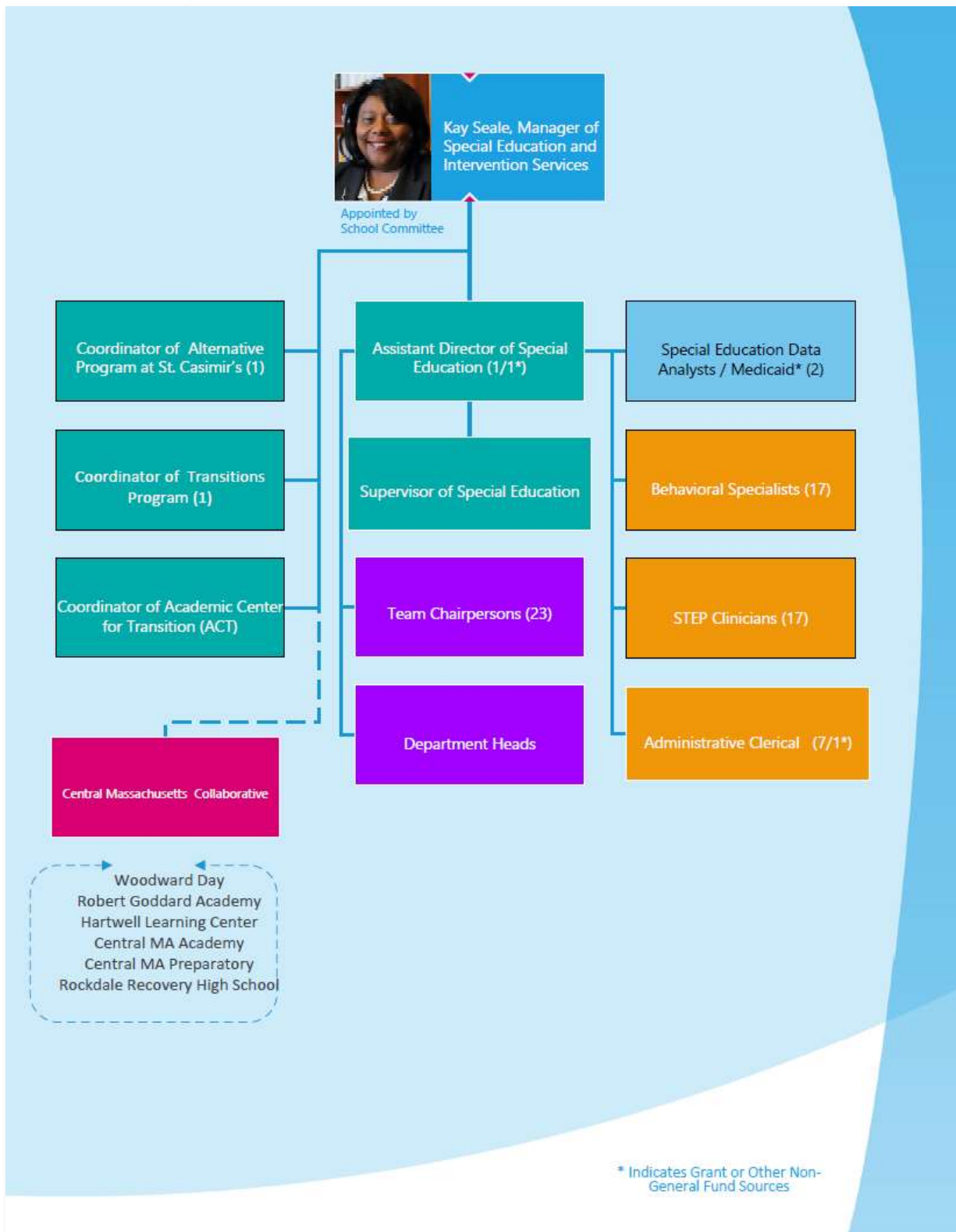


Division: **Teaching and Learning**
Department: **Instruction and School Leadership**



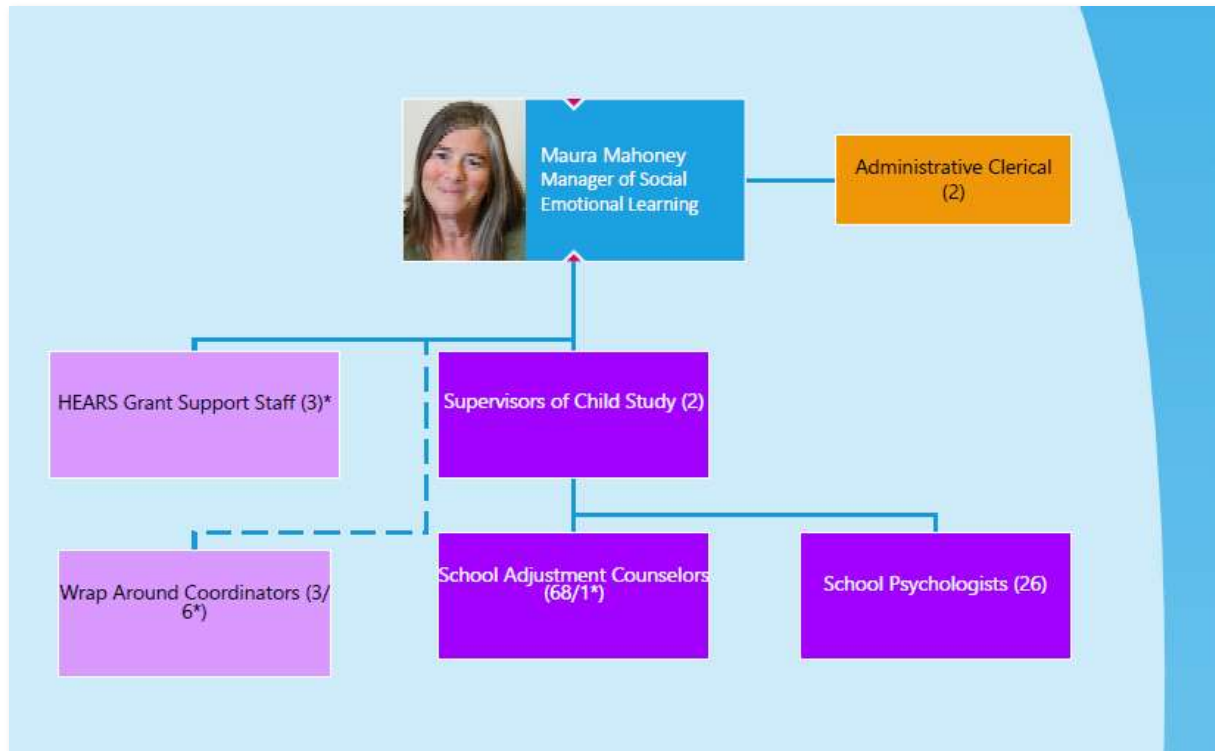


Division: Teaching and Learning
Department: Special Education & Intervention Services

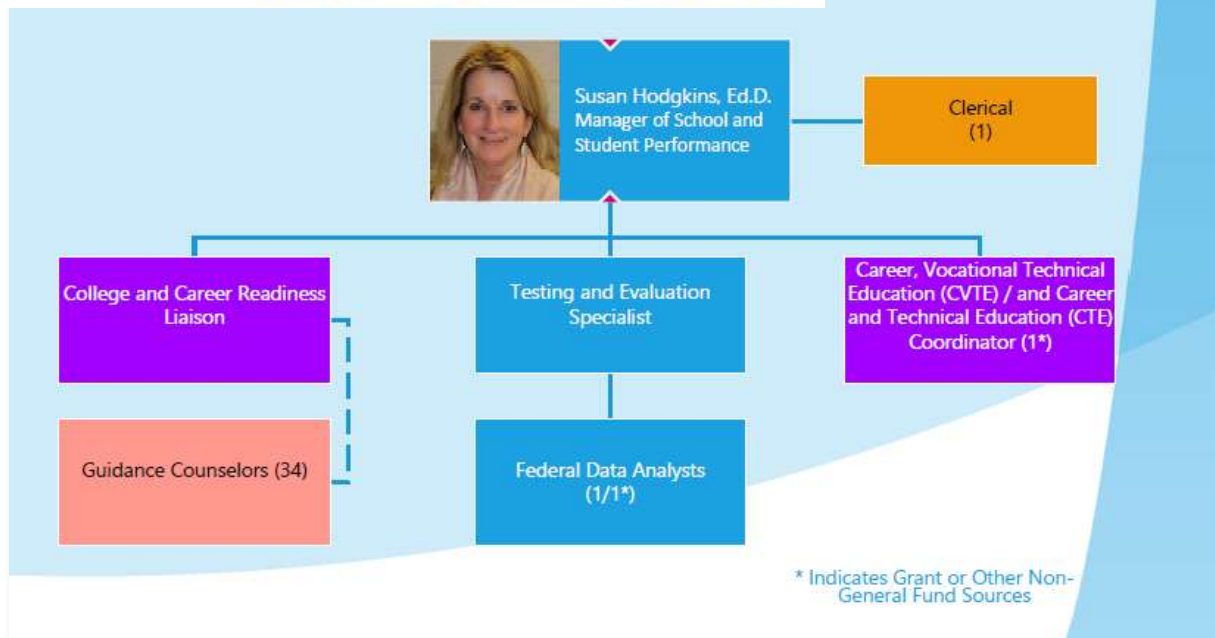




Division: **Teaching and Learning**
Department: **Social Emotional Learning**



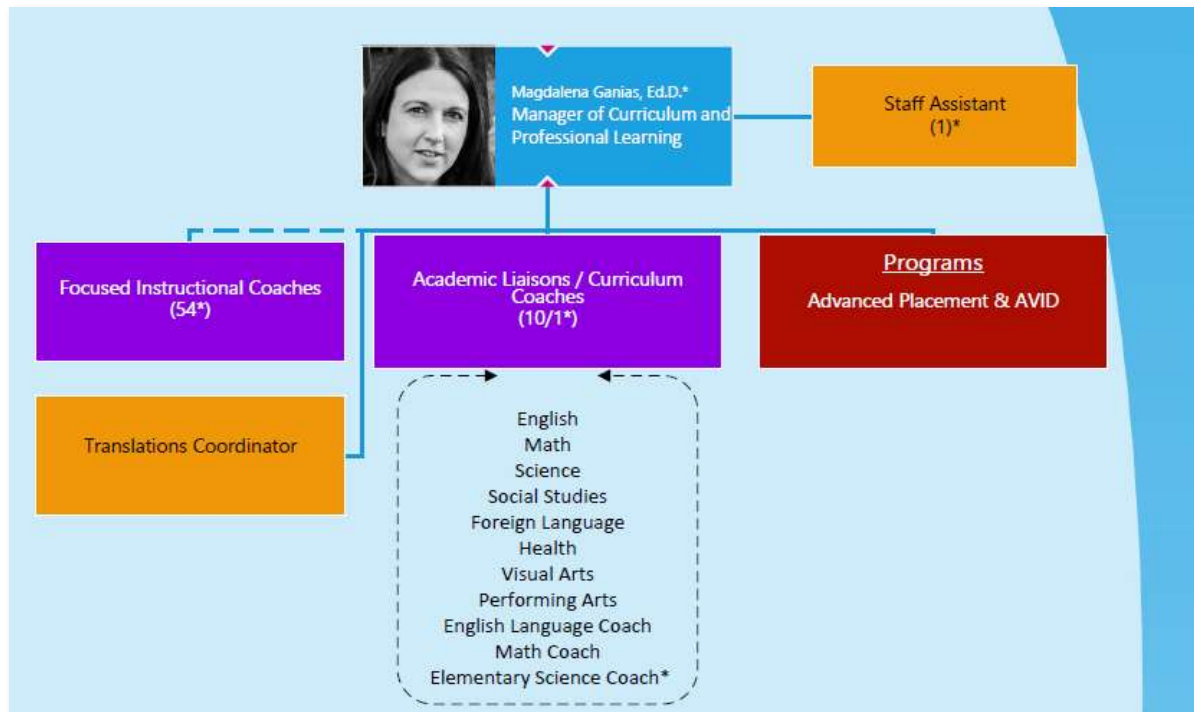
Division: **Teaching and Learning**
Department: **School and Student Performance**



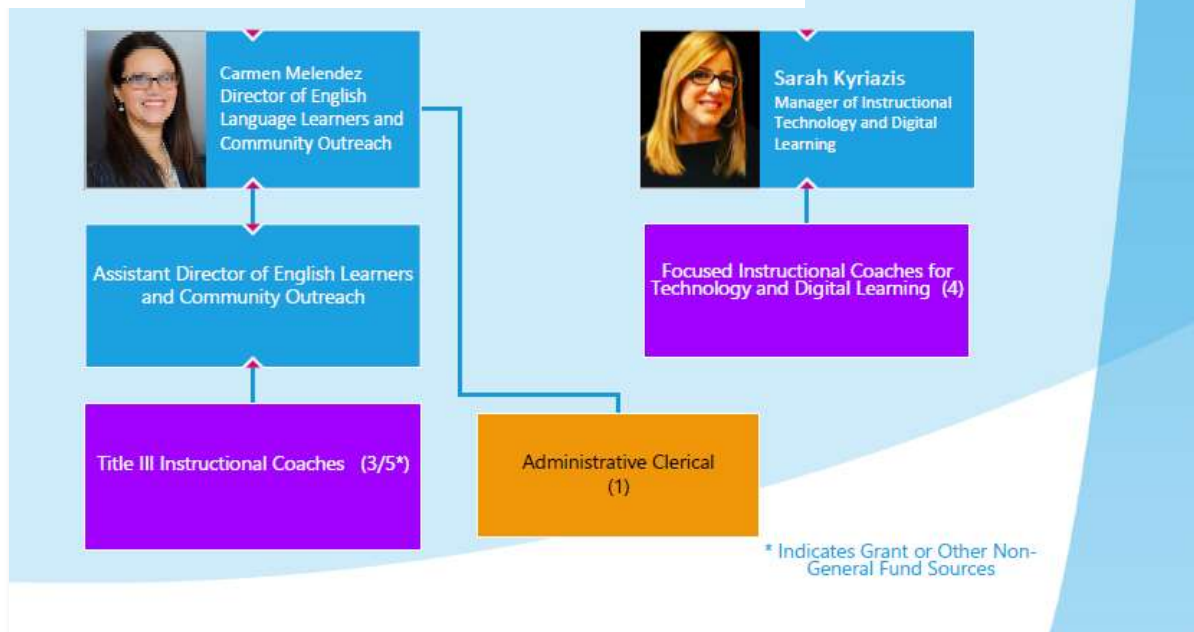
* Indicates Grant or Other Non-General Fund Sources



Division: Teaching and Learning
Department: Curriculum and Professional Learning



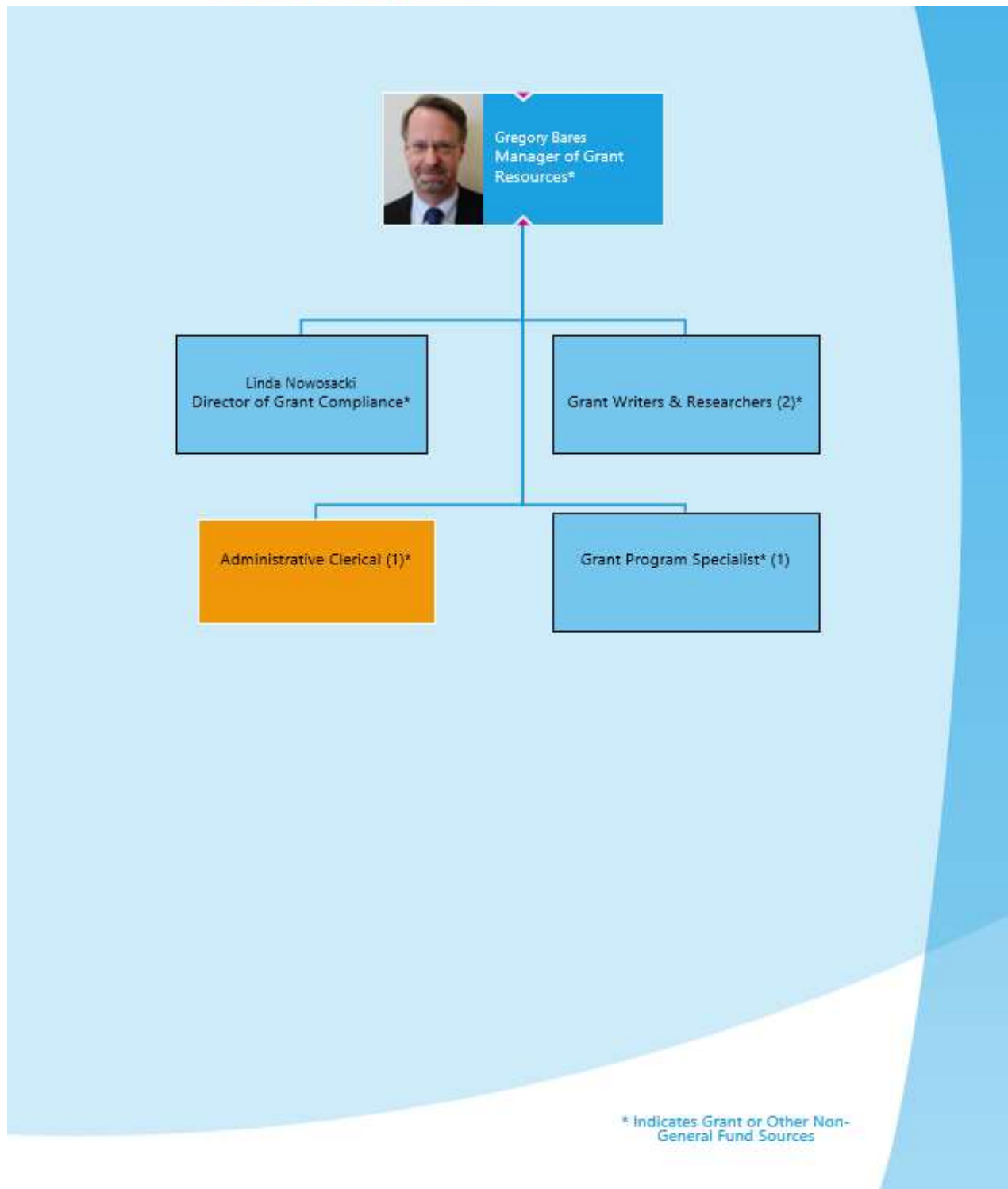
Division: Teaching and Learning
Department: English Language Learners & Instructional Technology and Digital Literacy



* Indicates Grant or Other Non-General Fund Sources

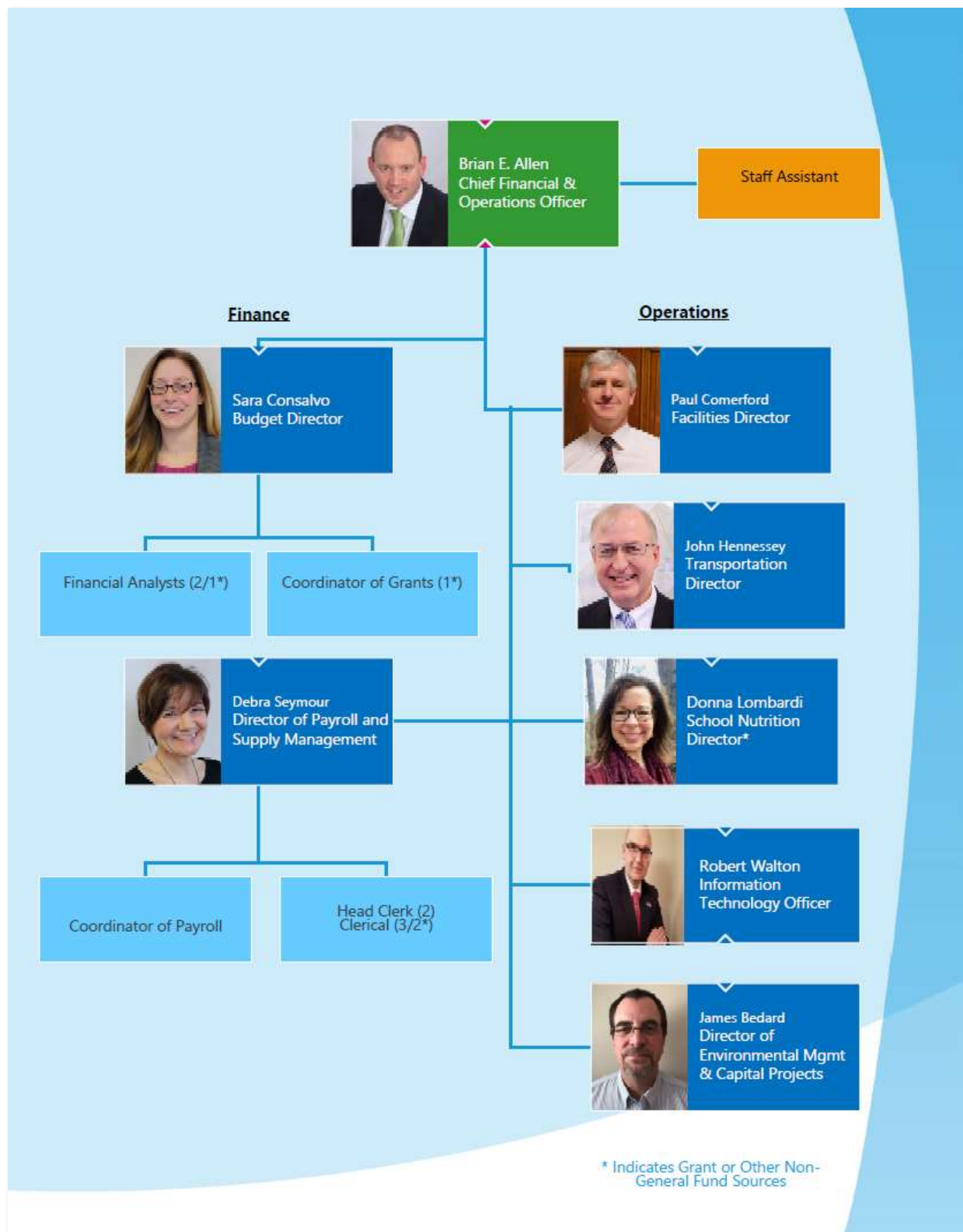


Division: Teaching and Learning
Department: **Grants Development**





Division: Finance and Operations

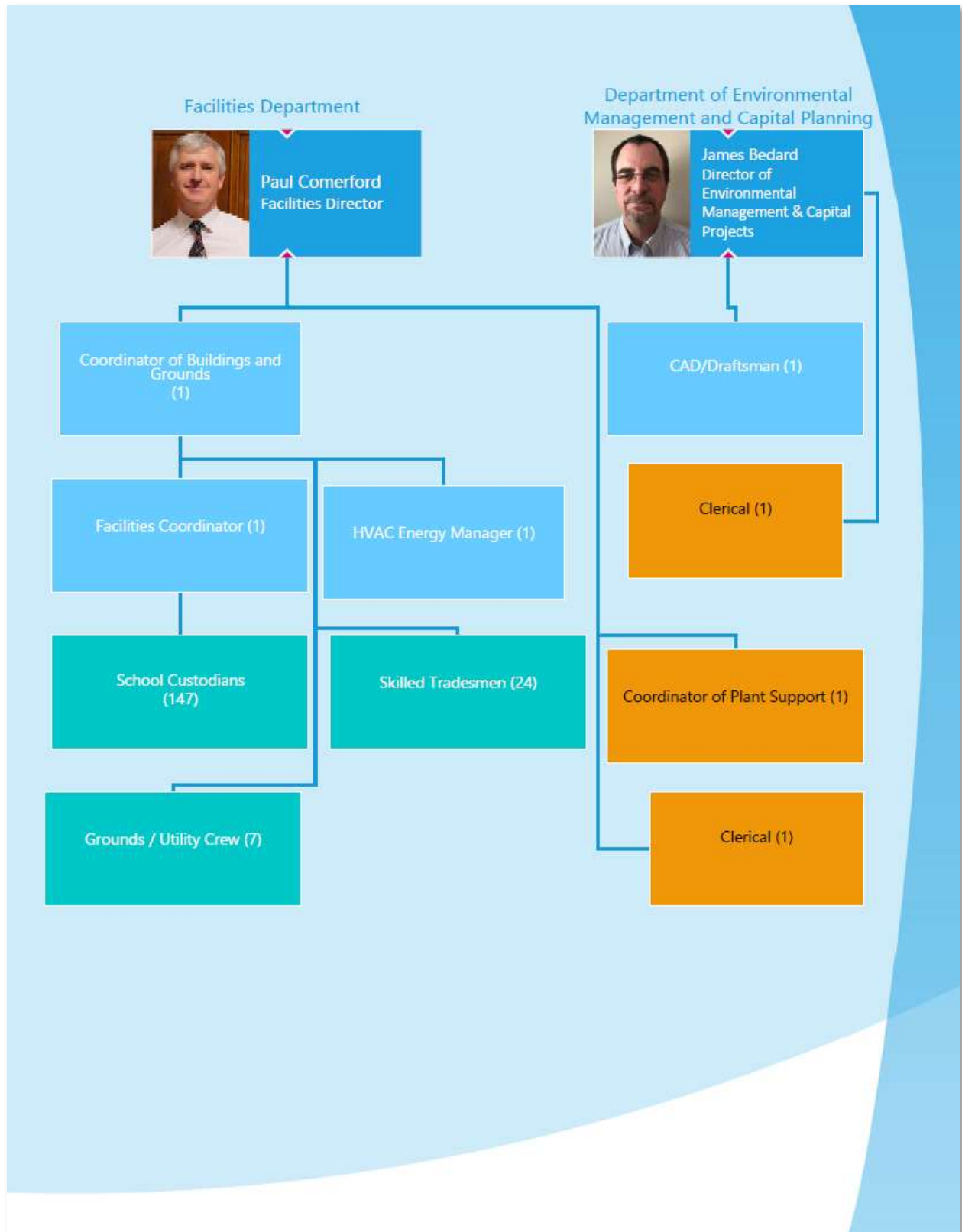




Division: **Finance and Operations**

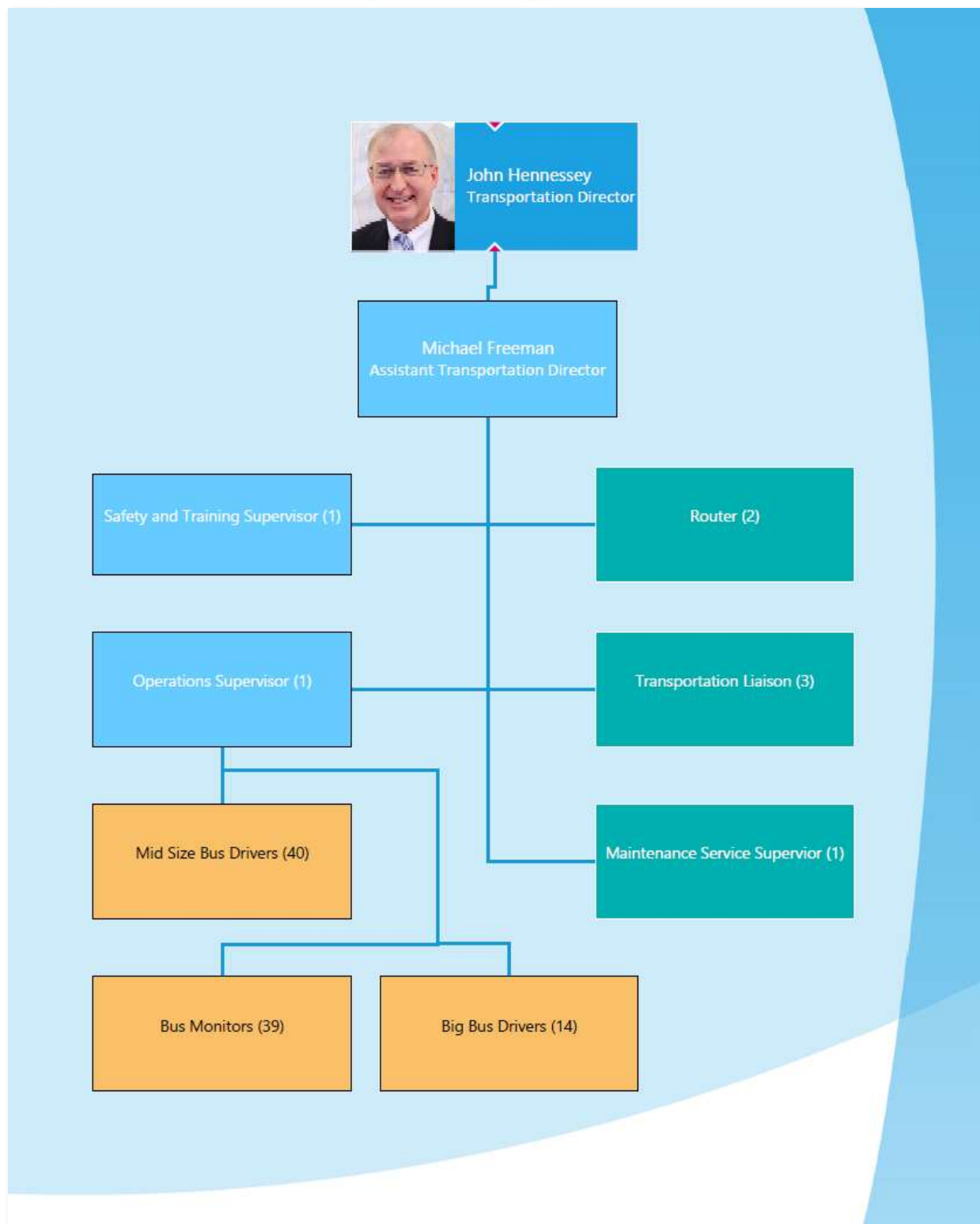
Department: **Facilities Department**

Department of Environmental Management & Capital Planning



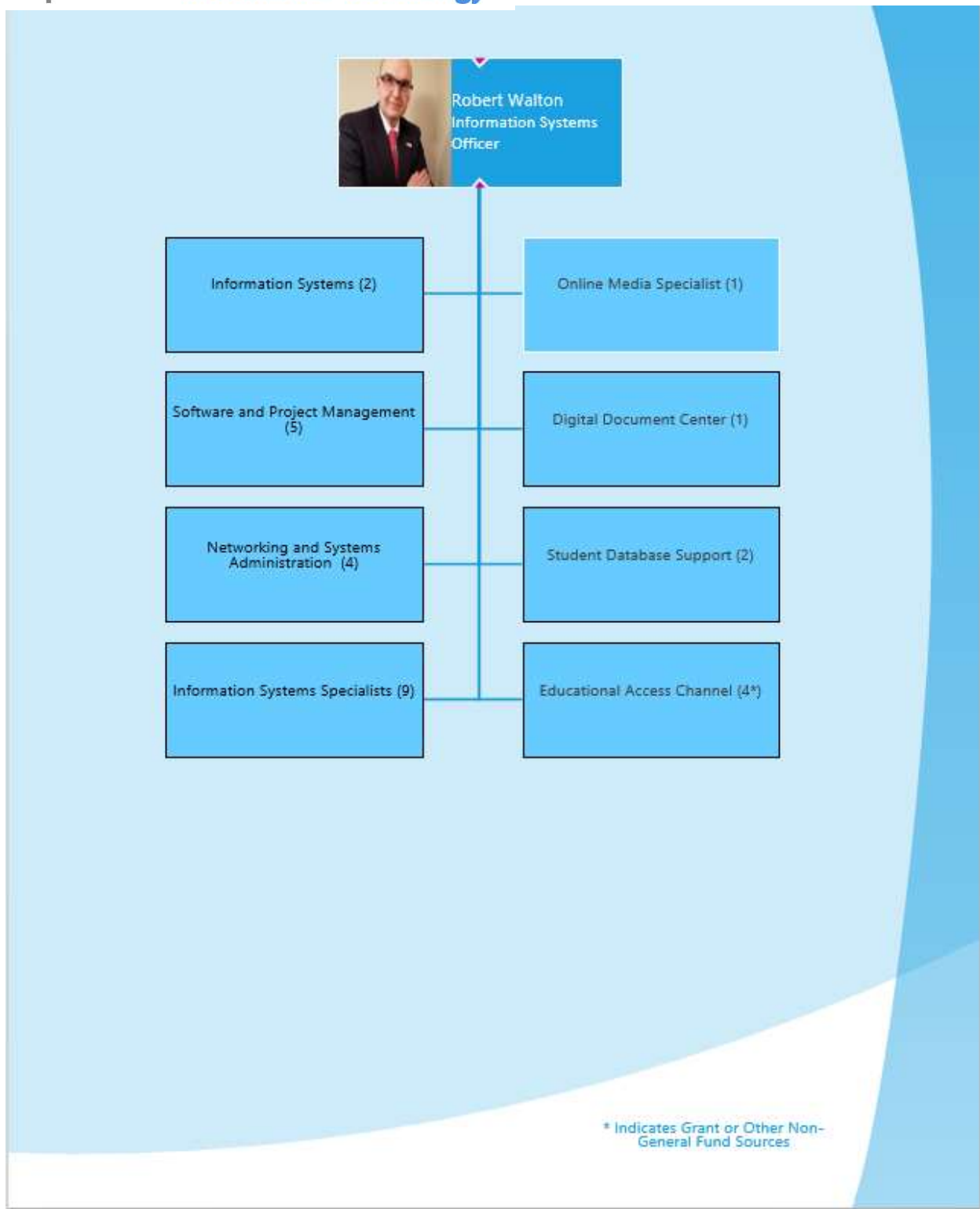


Division: Finance and Operations
Department: Student Transportation Department





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





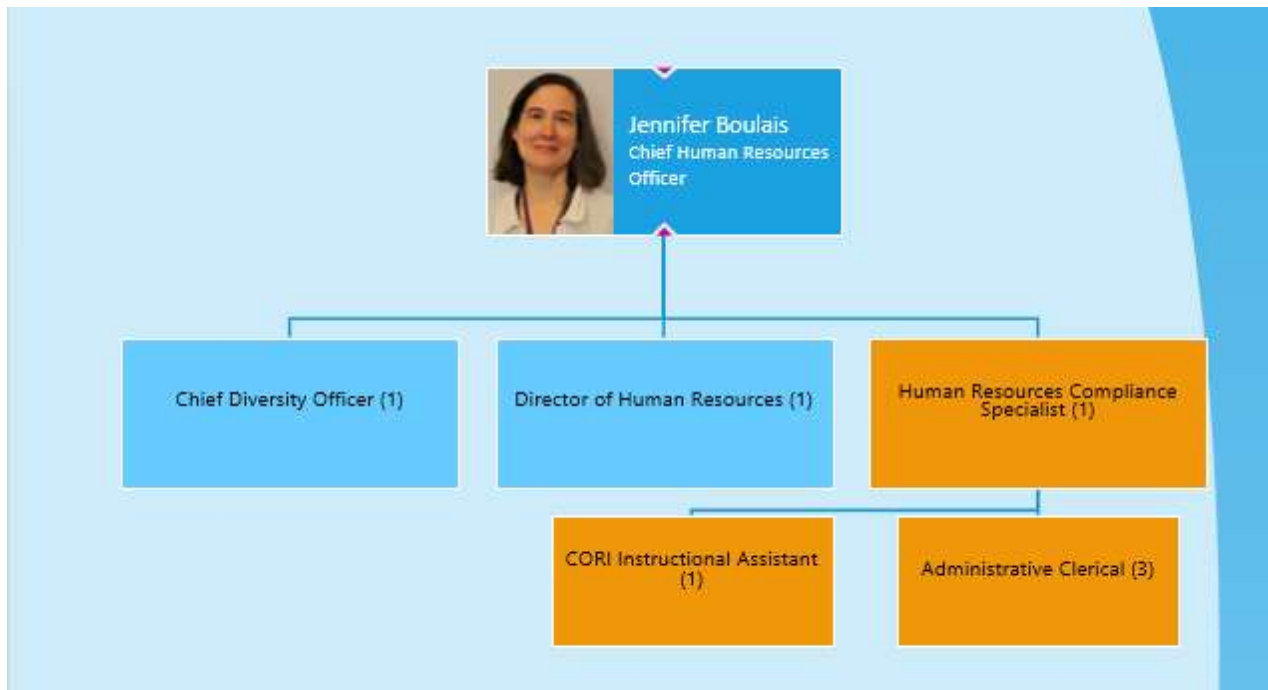
Anywhere!

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

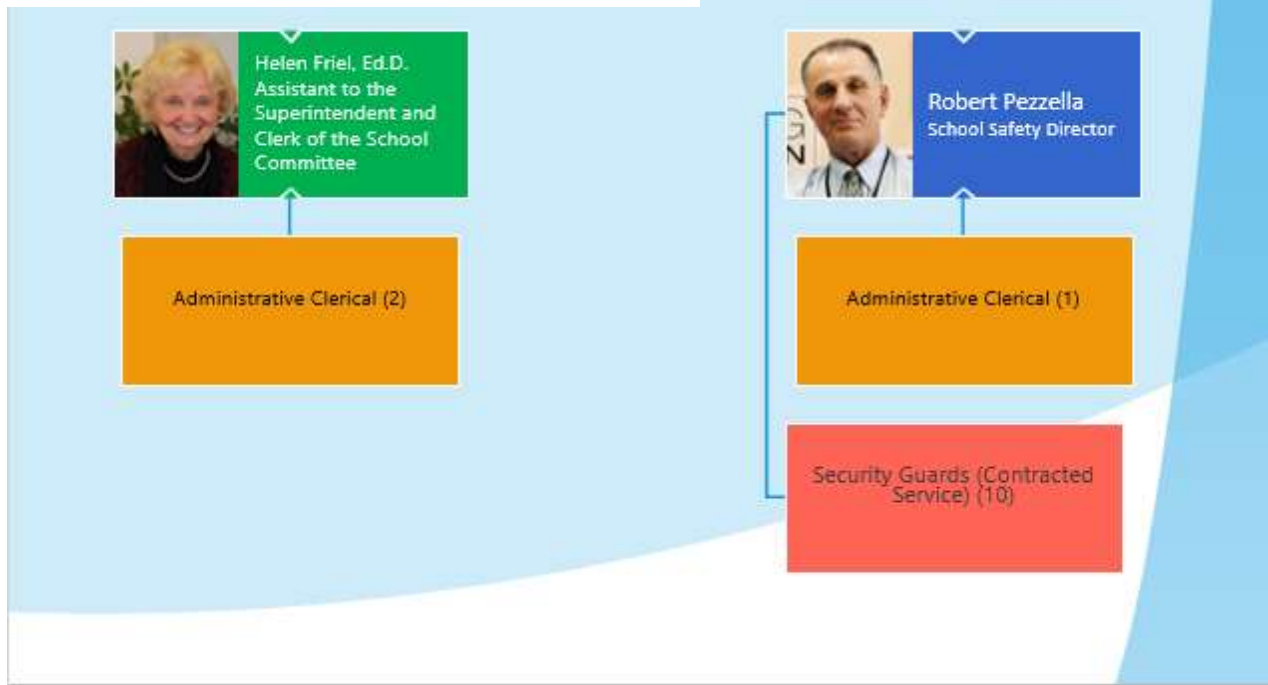




Division: Human Resources



Division: School Committee School Safety





Anywhere!

District Guiding Documents

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

Mission Statement



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

Our Vision for 2023



If:

We embrace a student-centered approach that:

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

Theory of Change



Then:

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

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



Doherty Memorial High School graduate Philip Owusu Adarkwah Jr. (2018).

Photo: Telegram and Gazette



District Guiding Documents

Defining Our Path: A Strategic Plan for
Education in Worcester

Strategic Plan Goals



A Strategic Plan for Education in Worcester 2018-2023

Focus Areas



CULTURE OF
INNOVATION



ACADEMIC
EXCELLENCE



WELCOMING
SCHOOLS



INVESTING IN
EDUCATORS



TECHNOLOGY+
OPERATIONS

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

Worcester Public Schools in 2023:

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



Anywhere!

District Guiding Documents

Investment: The financial investment needed to implement the objective

\$	\$0-\$100,000 No or minimal additional cost for implementation
\$\$	\$100,000 - \$499,000 Seed funding required for implementation
\$\$\$	\$500,000+ Substantial funding must be added for implementation

Level of Effort: The amount of resources, coordination, or operational change that would be required

★	Minimal effort required to implement objective (resources already exist)
★★	Medium effort required to implement objective (resources already exist, but may need to be coordinated or repurposed)
★★★	Maximum effort required to implement objective (new resources must be developed or brought on)

FY20 Initiatives Funded to Support Objective

Following each section, any new funding included in the FY20 Budget to support the Strategic Plan is listed to show progress towards meeting the stated objective.

Important Note: The budget items may appear in multiple sections across the Objectives as noted.

District Guiding Documents

Culture of Innovation

The achievement gap is a persistent and critical obstacle to ensuring the future personal, academic, and career success of today's youth. In Worcester, the gap exists primarily for students with disabilities and those from low-income, Latino, and/or language-diverse backgrounds, who are less likely than their peers to reach grade-level benchmarks and graduate from high school.

In Massachusetts, research shows that practices focused on school leadership, collective teacher efficacy, rigorous instruction, and high expectations for all students are critical to turning the tide in schools. Worcester has undertaken numerous initiatives to support the needs of students, with localized success. To see system-wide change, structures must be established so that effective practices can be tested and brought to scale. By developing a culture of innovation that supports the incorporation of established and emerging best practices, the district will make the necessary adjustments that enable all students to learn and thrive, while ensuring enhancements (and lessons learned from them) benefit the entire school system.



Organizational



District Guiding Documents

Culture of Innovation

OBJECTIVES AND STRATEGIES



1. Embrace a culture of innovation that develops and pilots evidence-based approaches and allocates resources to address chronic student achievement gaps and underperforming schools

- **Target District Supports for High Needs Schools:** Create a Superintendent Schools designation, afforded to consistently underperforming settings, that provides increased supports coupled with enhanced accountability, trainings, and resources for the school to implement transformative learning approaches
- **Proactive Supports to Enable School Improvements:** Identify and develop aggressive improvement strategies for lower-performing schools prior to required state intervention, incorporating successful turnaround practices from across Massachusetts and providing necessary operational flexibility for successful implementation

Investment: \$\$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

• Community Service Internship Coordinator	\$ 87,400
• Innovation Pathways Coordinator:	\$ 87,400
• Middle School Turnaround Specialist*	\$ 75,000
• Adult Education Testing Specialist	\$ 45,300
• Self-Regulated Strategy Development (SRSD)	\$ 20,000
• Afterschool Data Collection System	\$ 9,000
• Grants Department Training	\$ 3,000

Total FY20 Funding to Support Objective: \$327,100

** Partial funded in FY20*

2. Increase the capacity of school leadership to leverage existing resources for school improvement
With support from the community we will:

- **Enhance School Leader Training Initiatives:** Expand the New Principals' Institute through a third year of practice in partnership with community organizations, allowing aspiring and experienced principals to collaborate and catalyze innovative management practices that foster improvement and student success
- **Provide Supports and New Learning Experiences for Veteran Leaders:** Develop an Institute for veteran principals to support continued growth and development in school management and classroom pedagogy

Investment: \$\$\$

Effort: ★★



District Guiding Documents

Culture of Innovation



3. Identify demonstrated best practices regionally and across the globe that can be adapted to Worcester's unique conditions to alleviate achievement gaps

- **Expand Early Learning Supports:** Increase implementation of, and access to, early literacy and math interventions for all students through the 6th grade
- **Scale Early Learning Solutions:** Pilot early literacy initiatives in select elementary schools to determine the best fit for a district-wide approach
- **Sustain High Performance in Thriving Schools:** Engage and support the continued success of on-track and high performing schools by establishing a process to set next-level targets for student learning and spread effective practices

FY20 Initiatives Funded to Support Objective:

• Literacy Instructional Materials	\$225,000
• English Language Learner Assistant Director	\$110,000
• 1 Math Curriculum Coach	\$ 90,300
• 1 English Language Arts Coach	\$ 90,300
• English Language Learner Literacy Course	\$ 12,500
• Imagination Learning	\$ 9,400
• Seal of Biliteracy Assessments	\$ 4,200
Total FY20 Funding to Support Objective:	\$541,700

With support from the community, we will:

- **Develop a Network of Schools to Pilot and Scale Evidence-Based Practice:** Design an Incubation Hub drawing on tested, effective, and transferable practices from multiple school models (e.g., community and pathways schools). The hub will focus on scaling these practices in the district and be supported by a body of community members and elected officials.

Investment: \$\$\$

Effort: ★★



District Guiding Documents

Academic Excellence



As the second largest school district in the state, Worcester Public Schools makes an important contribution in equipping today's students with knowledge and skills to become tomorrow's engaged community and productive workforce. As the district builds on a legacy of success in preparing students with real world skills, it must expand its offerings to accommodate the learning needs and interests of its diverse population, ensuring that all students can chart a path to a meaningful postsecondary opportunity. In addition, it must equip students with the digital skills necessary for success in the modern workplace.

Academic excellence starts with universal access to the learning environment and a focus on foundational skills at the elementary level. This ensures that essential building blocks for knowledge are well established, laying the groundwork for more advanced courses in later years. Given the importance of rigorous learning experiences across all grades, WPS will focus on enhancing early education, expanding the breadth and depth of coursework, increasing options for demonstrating knowledge, developing students' technological skills, and providing additional supports for students' college or career aspirations.

OBJECTIVES AND STRATEGIES

1. Increase opportunities for students to develop critical thinking and problem-solving skills and demonstrate knowledge
 - **Implement Community-Based Learning Opportunities:** Strengthen experiential learning options across grades K-12, providing students with multiple strategies to acquire and demonstrate understanding of concepts
 - **Employ Demonstrated College and Career Academic Sequence:** Align class offerings to state requirements and ensure all students can access learning opportunities to fulfill the state's recommended course sequence for college and career readiness (MassCORE)
 - **Offer More Advanced Course Options:** Increase the number of advanced learning options and enrichment opportunities in 9th grade to better prepare students to succeed in advanced courses throughout high school



District Guiding Documents

Academic Excellence



- **Diversify and Increase High School Electives:** Foster deeper and broader subject matter exploration in areas relevant to student interests and societal needs by increasing the variety of electives in grades 9-12

Investment: \$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

• 23.4 Secondary Content Teachers	\$2,046,600
• 9 Guidance Counselors	\$787,150
• 8 English as a Second Language Teachers	\$699,700
• 6 Special Education Teachers	\$524,800
• 6 Elementary Fine Arts Teachers	\$524,800
• 3 Assistant Principals	\$317,000
• 3 Autism Program Teachers	\$262,200
• 3 Elementary Special Education Teachers	\$262,200
• Literacy Instructional Materials	\$225,000*
• 2 English Language Learner Coaches	\$180,600
• 6 English as a Second Language Tutors	\$127,000
• English Language Learner Assistant Director	\$110,000*
• Internship/ Community Service Coordinator	\$ 87,400
• 1 Secondary Special Education Teacher	\$ 87,400
• English Language Learner Literacy Course	\$ 12,500
• Imagination Learning	\$ 9,400

Total FY20 Funding to Support Objective: \$6,176,350

** Also reported in previous objectives. These amounts should not be double-counted in the total investment made in FY20 to meet the strategies and objectives.*

2. Develop students' technology fluency and ensure access to digital learning and computer science (DLCS) curricula
 - **Develop Digital Learning and Computer Science Options:** Create course curricula to meet state standards for DLCS and provide learning opportunities at the elementary, middle, and high school levels
 - **Implement Digital Skill-Building Opportunities:** Develop learning opportunities for students and their families to develop foundational digital skills



District Guiding Documents

Academic Excellence



- **Increase Access to Digital Learning Options and Courses:** Align curricula to include effective technology integration strategies and blended learning opportunities and ensure all students have the opportunity to participate in at least one digital learning experience each year

Investment: \$\$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

- 1 Instructional Technology Coach \$ 90,300
- Additional Chromebooks \$ 19,300

Total FY20 Funding to Support Objective: \$109,600

3. Increase career awareness and exploration at all grade levels through integrated coursework and a tiered career learning program
 - **Foster Career Skills Development:** Vertically align career exploration experiences from elementary through high school, creating age-appropriate learning opportunities that are rigorous, skill-building, and linked to meaningful postsecondary options
 - **Implement My Career and Academic Plan and Mentoring:** Increase relevance of learning experiences by aligning options to students' skills and interests through personalized learning plans and partnerships with students, families, and the community
 - **Increased Availability and Access of Career Learning Experiences:** Create opportunities for students to develop real-world skills through integrated academic and career pathway initiatives in their own or other district schools
 - **Enhance Career Exploration and Planning Process through Technology:** Use technology to streamline and support the postsecondary planning process by increasing access to career resources, assessments, and a digital portfolio of students' accomplishments

With support from the community, we will:

- **Increase Community-Based Career Learning Options:** Expand career learning opportunities for students by scaling existing pathways and developing new initiatives in partnership with business and community organizations
- **Develop Afterschool Career Learning Opportunities:** Enhance in-school and out-of-school-time options for students to participate in career exploration programs
- **Increase Accessibility of Career Learning:** Increase access to vocational learning opportunities by identifying operational resources to support student participation (e.g., schedule, transportation)



Anywhere!

District Guiding Documents

Academic Excellence



- **Implement Skill-Building Opportunities in Digital Literacy:**
Develop learning opportunities for families to build foundational digital skills

Investment: \$\$\$

Effort: ★★ ★

FY20 Initiatives Funded to Support Objective:

• 23.4 Secondary Content Teachers	\$2,046,600
• 9 Guidance Counselors	\$787,150
• 2 English Language Learner Coaches	\$180,600*
• English Language Learner Assistant Director	\$110,000*
• 1 Secondary Special Education Teacher	\$ 87,400
• Innovation Pathways Coordinator	\$ 87,400*

Total FY20 Funding to Support Objective: **\$3,299,150**

** Also reported in previous objectives. These amounts should not be double-counted in the total investment made in FY20 to meet the strategies and objectives.*

Expand Early College (with Quinsigamond Community College and Worcester State University) and Innovation Pathways Programs (at Worcester Technical High School) through external and existing funding sources.

4. Leverage Worcester's distinct community assets to increase choices in learning options and academic support through partnerships with higher education and community organizations

With support from the community, we will:

- **Document Effective Programs and Monitor Barriers to Access:** Establish partnerships with local universities and/or research centers to document existing advanced learning opportunities (e.g., dual enrollment, STEM programs), identify barriers to access, and monitor program impacts as well as effects of improvements
- **Monitor Student Interest to Design Relevant Coursework:** Develop and maintain an information system that monitors student interest and course needs to inform future learning options as well as academic supports
- **Collaborate with Community Leaders for Comprehensive Student Supports:** Establish a body that includes representatives from youth-serving organizations to develop strategies for supporting students' needs beyond the school schedule (e.g., after school, summer, and vacations)
- **Offer Credit-Bearing Courses in Partnership with Colleges and Universities:** Partner with local colleges and universities to offer high school students access to additional credit-bearing course opportunities through dual enrollment
- **Identify District Liaison to Organize and Manage Community Partnerships:** Develop a comprehensive and coordinated approach to community partnerships that is managed and executed by district liaison



District Guiding Documents

Academic Excellence



- **Develop an Enrichment Academy Supported by Learning Institutions in the Community:** Develop a public/ private enrichment academy to support advanced learners, including after-school and summer opportunities for children in grades 7-12, that leverages Worcester's distinct community, STEM, and civic assets

Investment: \$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

• 1 Innovation Pathways Coordinator	\$ 87,400
• 1 Community Service Internship Coordinator	\$ 87,400*
• 1 AVID Teacher	\$ 87,400
• Confratute Training	\$ 27,300
• Instructional Materials	\$ 20,000
• AVID Site Licenses	\$ 13,000
• Seal of Biliteracy Assessments	\$ 4,200

Total FY20 Funding to Support Objective: \$322,500

** Also reported in previous objectives. These amounts should not be double-counted in the total investment made in FY20 to meet the strategies and objectives.*

Expand Early College (with Quinsigamond Community College and Worcester State University) and Innovation Pathways Programs (at Worcester Technical High School) through external and existing funding sources.

District Guiding Documents

Welcoming Schools



Students sit at the center of a network of individuals vested in their success. Parents, educators, and community leaders know the value of developing the talent and skills of Worcester's youth so that they can become thriving adults and strong community members capable of addressing the demands of the workforce. A whole-child approach ensures that education accounts for many of the challenges that extend beyond the schools but have an impact on students' ability to learn. Research shows that an emphasis on social-emotional learning aids the development of the skills needed for advancing academically, building positive relationships, communicating effectively, and thriving in the face of adversity, thereby increasing the likelihood of success in college and career.

Schools that foster positive culture—and build partnerships between families and the community—create effective learning environments that can address whole child learning needs. Leveraging citywide assets for student success, Worcester will foster positive school culture by increasing resources to address students' social-emotional needs, raising awareness about trauma, and enhancing wraparound supports. As Worcester is a community rich in the ethnic and cultural diversity that characterizes our increasingly globalized world, each school will develop, as a part of its accountability plan, a program for ensuring



District Guiding Documents

Welcoming Schools



cultural competence among the staff consistent with its student population. Worcester will also focus on enhancing communication efforts with families and the community to ensure that this work is coordinated and allows students, their families, and educators to feel confident, nurtured, and able to thrive in school.

OBJECTIVES AND STRATEGIES

1. Prioritize development of systems that support a shared vision for social and emotional development across the district

- **Engage Working Group to Design and Implement Whole-Child Support System:** Convene district and building leaders to create a 3-year multi-tiered system of support (MTSS) implementation plan
- **Employ a System to Proactively Respond to Student Needs:** Develop an early warning system to identify students' needs, establish benchmarks for intervention, and provide personalized and proactive support for high-risk students
- **Monitor and Take Action to Improve Differences in Outcomes Among Student Groups:** Develop a district approach to monitor differences among groups in academic performance, absenteeism, and behavior referrals and take corrective actions if gaps between groups exceed a specific threshold (e.g., 25%)
- **Monitor Student Needs and Allocate Appropriate Supports:** Establish a consistent process for data conversations among educators and administrators to monitor student progress and determine necessary supports and interventions • **Support Behavioral and Mental Health of Students and Educators:** Implement an internal comprehensive behavioral health program for all schools
- **Increase Availability of Wraparound Resources:** Develop a wraparound coordinator position in all buildings, beginning with secondary and Superintendent's Schools

Investment: \$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

• 4 School Adjustment Counselors	\$349,900
• 3 Behavioral Specialists	\$262,400
• 2 School Psychologists	\$174,900
• 3 Board Certified Behavioral Analyst	\$262,400
• 2 School Nurses	\$164,800
• 1 Wrap Around Coordinator	\$ 69,700

Total FY20 Funding to Support Objective: \$1,284,100

2. Implement comprehensive, district-wide approach to monitoring and measuring social and emotional growth and school climate
 - **Measure Social-Emotional Learning and School Climate:** Employ validated measures of social-emotional development and school climate in each building



District Guiding Documents

Welcoming Schools



- **Develop District-wide Expectations for Social-Emotional Learning:** Articulate district goals for social-emotional competencies, to be achieved through school-based initiatives
- **Increase Staff Capacity to Address Trauma:** Provide training on trauma intervention and trauma-sensitive practices at each school
- **Scale Tested Trauma Supports to All Schools:** Pending results of the Worcester HEARS initiative, share best practices from the program framework at all schools (beginning with Superintendent's Schools) to monitor students' social-emotional growth

Investment: \$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

• 14 Instructional Assistants	\$542,200
• 4 School Adjustment Counselors	\$349,900*
• 3 Behavioral Specialists	\$262,400*
• 2 English Language Learner Coaches	\$180,600*
• 2 School Psychologists	\$174,900*
• 3 Board Certified Behavioral Analyst	\$262,400*
• 2 School Nurses	\$164,800*
• 1 Wrap Around Coordinator	\$ 69,700*

Total FY20 Funding to Support Objective: \$2,006,900

** Also reported in previous objectives. These amounts should not be double-counted in the total investment made in FY20 to meet the strategies and objectives.*

3. Foster and monitor positive school climate through articulation of shared values/ goals and implementation of effective practices in schools
 - **Develop District-wide Expectations for School Culture:** Articulate shared values and expectations for school climate in all public schools in Worcester and provide resources for schools to localize best practices
 - **Incorporate Student Participation in School Improvements:** Provide opportunities for students to participate in age-appropriate decision making at the school level
 - **Review Discipline Practices to Ensure Equitable Outcomes:** Implement system wide review and training on school and classroom management practices to ensure that the use of exclusionary discipline is limited, appropriate, targeted, and equitably implemented



District Guiding Documents

Welcoming Schools



- **Reduce Suspension Rates Across the District:** Build upon best practices from WPS, community-based programs, and beyond to include instructional and environmental supports that offer alternative consequences to suspension for non-drug, non-weapon, and non-criminal behaviors

Investment: \$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

• 8 English as a Second Language Teachers	\$699,700*
• 4 School Adjustment Counselors	\$349,900*
• 2 English Language Learner Coaches	\$180,600*
• 2 School Psychologists	\$174,900*
• 2 Bilingual Interventionist	\$174,900
• 6 English as a Second Language Tutors	\$127,000*
• 1 English Language Learner Assistant Director	\$110,000*
• 1 Bilingual Special Education Teacher	\$ 87,400
• 1 Wrap Around Coordinator	\$ 69,700*

Total FY20 Funding to Support Objective: \$1,974,100

** Also reported in previous objectives. These amounts should not be double-counted in the total investment made in FY20 to meet the strategies and objectives.*

4. Increase opportunities for family engagement and participation in decision making at the school level

- **Enhance and Increase Positive Parent Engagement Experiences:** Partner with community organizations to strengthen engagement with constituents and foster a welcoming, culturally sensitive environment in each school
- **Increase Parent Engagement in School-Level Decision Making:** Increase parent awareness and engagement in school planning and decision-making opportunities by providing training to participate in school leadership initiatives (e.g., site councils, parent-teacher organizations, and CPPAC)
- **Increase Collaboration Between Parents and Teachers:** Provide co-trainings for parents and teachers on how to collaborate effectively for student success and school improvement
- **Increase Understanding of the Impact of Operational Decisions on Student Experience:** Explore including an analyst, hired by CPPAC, to consider the impact of contract provisions on students
- **Increase Ease of Access to District Information:** Develop standardized communication protocols for families' ease of access including: regular updates to the district website, multilingual communications across all contact types (e.g., phone, email), a tool for sharing sensitive information, and annual updates to contact lists (to make sure families are receiving district communications)



District Guiding Documents

- **Increase Ease of Access to Student Information:** Provide timely and secure access to student information and progress indicators for families and students
- **Develop a Bilingual Parent Advisory Council:** Establish a parent advisory group that represents the diverse language community of Worcester and can contribute to school-level decision making

Investment: \$\$

Effort: ★★ ★



FY20 Initiatives Funded to Support Objective:

• 8 English as a Second Language Teachers	\$699,700
• 2 English Language Learner Coaches	\$180,600
• 2 Bilingual Interventionist	\$174,900
• 2 School Psychologists	\$174,900
• 6 English as a Second Language Tutors	\$127,000
• English Language Learner Assistant Director	\$110,000
• 1 Bilingual Special Education Teacher	\$ 87,400
• 1 Wrap Around Coordinator	\$ 69,700
• Project Software Manager (Half Year Start)	\$ 35,000
• Online Grading Software (Temporary Solution)	\$ 30,000
• English Proficiency Level Tester	\$ 17,400
• English Language Learner Literacy Course	\$ 12,500
• Additional Hours for Parent Info. Center	\$ 12,000
• Imagination Learning	\$ 9,400

Total FY20 Funding to Support Objective: \$1,740,500

District Guiding Documents

Investing in Educators

Educators are the life force of schools. In considering how to best support students, we must also reflect on support for educators, including classroom teachers, aides, specialists, and service providers. Worcester students have a variety of learning needs that require educators to apply new approaches, such as trauma-informed instruction and personalized learning. As educators and students cultivate relationships, it is beneficial to have a workforce with a variety of life experiences that can inspire and support students. The district will focus on recruiting a diverse, highly qualified teacher and administrative workforce, offering professional development in key instructional and support areas, and creating professional ladders and lattices to ensure career opportunities throughout an educator's tenure.





District Guiding Documents

Investing in Educators



OBJECTIVES AND STRATEGIES

Review teacher recruitment and retention approach and implement strategies that will increase access to a highly qualified, diverse teacher workforce

- **Increase the Number of Highly Qualified Teacher Candidates:** Partner with local teacher preparation programs to provide career pathways for top educators to train and remain in Worcester
- **Recruit Educators Knowledgeable in Instruction in Urban Environments:** Identify and develop partnerships between the district and exemplary teacher preparation programs in urban education
- **Expand and Enhance Recruitment of Diverse Educator Candidates:** Review recruitment and retention processes to maximize the district's ability to attract diverse candidates from across the nation and partner with local organizations to increase the community's awareness of opportunities
- **Provide Supports to Increase New Teacher Retention:** Enhance and scale mentoring strategies to support and retain new teachers
- **Develop a Pipeline of Educators among WPS Students:** Strengthen existing educator development initiatives in the district using best practices from effective teacher training models

FY20 Initiatives Funded to Support Objective:

- Teacher Salaries Contractual Increase \$3,300,000

Total FY20 Funding to Support Objective: \$3,300,000

- **Attract Recent College Graduates to WPS:** Develop a teacher residency program that recruits talent to WPS and encourages students to pursue the teaching profession

Investment: \$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

- Teacher Diversification Pilot Program Grant \$178,560
- Chief Diversity Officer \$120,000

Total FY20 Funding to Support Objective: \$298,560

2. Provide pathways for educators to demonstrate mastery and advance in their professional development

- **Recognize Skill Acquisition with Formal Credentials:** Provide opportunities for educators to receive credentials for new skill sets or leverage expertise by becoming a building coach



District Guiding Documents

Investing in Educators



- **Develop Career Advancement Opportunities for Top Educators:** Develop opportunities for educators to become teacher leaders, based on a consistent demonstration of efficacy in the classroom. Teacher leaders will receive recognition, participate in school and district decision making, and support their colleagues

Investment: \$\$

Effort: ★★

3. Increase educator capacity to provide high-quality instruction and address student needs by offering diverse professional development opportunities and positive supports

- **Provide Training in High-Need Content Areas:** Provide district-level training opportunities in emerging content areas, including but not limited to social-emotional learning, trauma-sensitive practices, and cultural sensitivity
- **Ensure Peer Learning Opportunities District-wide:** Establish district expectations and opportunities for peer learning that can be implemented in schools
- **Encourage Existing Peer Sharing Initiatives in Schools:** Support and encourage the development of existing communities of practice for educators
- **Create Inclusive General Education Classrooms for English Language Learners:** Implement staff training in co-teaching models for general education classes with English language learners beginning with elementary educators
- **Provide Trainings for Special and General Educators:** Offer learning opportunities on updated assessments in special education as well as support for co-teaching implementation strategies
- **Review Positive Incentives for Educator Engagement:** Explore ways to support and re-energize educators to cultivate renewed enthusiasm and reduce non-health-related absences

Investment: \$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

- | | |
|-----------------------------------------|-------------------|
| • 2 English Language Learner Coaches | \$180,600* |
| • 1 English Language Arts Content Coach | \$ 90,300* |
| • 1 Math Content Coach | <u>\$ 90,300*</u> |

Total FY20 Funding to Support Objective:	\$361,200
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4. Prioritize and provide supports to develop digital competence and confidence among all educators and leaders in the district to ensure the effective use of technology for teaching, learning, and communication



District Guiding Documents

Investing in Educators



- **Use Technology to Enhance Communication Options for Educators:** Ensure that technology resources for both internal and external communication are available and that all staff are trained in their use
- **Provide Professional Development on Available Technology:** Build the collective efficacy of teachers and leaders to utilize technology by developing a professional development plan based on current educator needs
- **Employ Instructional Coaches for Technology Integration:** Train instructional coaches in digital literacy at each school. Identify at least six educators with advanced technology and instruction skills to serve as master coaches who provide learning sessions for peers through a “train the trainer” model
- **Employ District Liaison in Digital Learning and Computer Science:** Identify and bring on board a district liaison to work with educators to create and monitor K-12 DLCS curriculum
- **Increase Training District-wide on Technology-Enhanced Classrooms:** Provide trainings on technical skills as well as strategies to maximize the impact of technology-integrated instruction
- **Provide Variety in Continued Learning Opportunities:** Offer self-paced and diverse professional learning for teachers

Investment: \$\$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

- | | |
|----------------------------------|-----------|
| • Instructional Technology Coach | \$ 90,300 |
| • Additional Chromebooks | \$ 19,300 |

Total FY20 Funding to Support Objective:	\$109,600
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District Guiding Documents

Technology and Operations



The vision of Worcester as a national leader in urban education can only be realized through wide-scale improvements in teaching and learning supported by a sustainable infrastructure. Worcester must address challenges that deeply impact the learning experience in the district— such as access to technology inside and outside the school building, transportation options for after-school programming, and funding gaps. This will require coordination among district administrators, School Committee members, municipal leaders, and community members. Together, the community can develop collaborative interim solutions and advocate for the foundational issue of underfunding in the school district. By working together to improve our schools and strategizing to increase state funding, we will be well-equipped to develop an infrastructure that can support excellence in education.

OBJECTIVES AND STRATEGIES

1. Coordinate and align school administration, governance, and municipal processes to prioritize and support educational improvements for the success of all students

The community will:

- **Review and Improve Governance Operations for Efficiency:** Review governance procedures and identify strategies to enhance the district's efficiency and foster continuous improvement
- **Increase Opportunities for the Community to Engage in Policy Discussions:** Expand School Committee planning and strategy processes to engage the public in policy discussions
- **Develop Joint Committee for Improvement:** Establish standing joint committee (School Committee and City Council) to address district challenges and improvement needs

Investment: \$

Effort: ★★

2. Identify and establish support for fiscal strategies that enhance and scale improvements with demonstrated effectiveness

- **Review and Identify Strategies to Support District Priorities within Current Budget:** Engage in a targeted review of district operational and fiscal efficiency to identify strategies for addressing high-priority improvements within current budget
- **Launch Campaign for Increased State Funding for School District:** Establish committee and campaign to advocate for an increase in the foundation budget

Investment: \$\$

Effort: ★★

This district continues to use a zero-based budget for annual review of spending and efficient service delivery. Active advocacy to change the foundation budget is expected to continue until the State Legislature adopts increased spending targets.



District Guiding Documents

Technology and Operations



3. Establish a strategic communication and outreach approach that promotes district opportunities and establishes Worcester as a leader in urban education
 - **Develop and Maintain Resources that Attract New Families to WPS:** Strengthen public presence (including web presence and social media) to promote opportunities in the school district
 - **Enhance Community Awareness of WPS Offerings:** Create central information points for community members to learn about and support the district

Investment: \$\$

Effort: ★★

4. Establish the infrastructure necessary to support technology access and integration across the district

With support from the community we will:

- **Establish District Culture and Operations Around Technology:** Develop policies and procedures for technology access, use, and improvement that will facilitate district-wide implementation and sustainability
- **Engage an Advisory Body on Technology Rollout:** Establish a committee on technology, representative of all stakeholders, to oversee implementation and ensure alignment with community needs
- **Employ an Updated Information System:** Invest in the acquisition and support of a student information system
- **Improve Wireless Access in School Buildings:** Develop and maintain a robust wireless infrastructure to support a 1:1 device initiative throughout the district
- **Develop a Strategy to Increase Access to Technology in Classrooms:** Craft a district-wide strategy to ensure all educators have access to basic technology that effectively supports instruction
- **Increase Student Access to Devices in All Grades:** Provide access to devices to ensure that all students can use technology for personalized learning experiences
- **Establish Funding for Device Maintenance:** Develop funding mechanisms for the maintenance and replacement of technology at appropriate intervals
- **Address the Digital Divide Outside of School:** Work on solutions to improve after-school access to technology and the internet to support student learning

Investment: \$\$\$

Effort: ★★

FY20 Initiatives Funded to Support Objective:

- | | |
|------------------------------------------------|-----------|
| • Instructional Technology Coach | \$ 90,300 |
| • Project Software Manager (Half Year Start) | \$ 35,000 |
| • Online Grading Software (Temporary Solution) | \$ 30,000 |

Total FY20 Funding to Support Objective: \$155,300

Use remaining eligible E-Rate funds to upgrade network switches at 27 of the district's schools.





District Guiding Documents

As the district uses strong instructional practices as our promise to the community on the delivery of high expectations and outstanding results for all students, the district also follows strong financial practices around the allocation of resources within the budget. The district Administration has also developed, and the School Committee adopted in 2014 the following **Seven Point Financial Plan for Advancing Student Achievement and**





Program Sustainability for the Worcester Public Schools. These financial management strategies have been adopted as School Committee Financial Policy DA: Fiscal Management Goals. These following seven points become the financial guiding document for the allocation of resources and budget planning:

Program Sustainability for the Worcester Public Schools. These financial management strategies have been adopted as School Committee Financial Policy DA: Fiscal Management Goals. These following seven points become the financial guiding document for the allocation of resources and budget planning:

Seven Point Plan Elements	2019-2020 Budget Adherence to Plan
 <p>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.</p>	<p>The district received the Meritorious Budget Award in 2019 for the <u>sixth consecutive year</u>.</p> <p>This FY20 Budget reflects the criteria for excellence in school budget presentation, setting a high standard for transparent budget development. Further, the recommendations in the budget reflect long-term enrollment, spending, and capital planning.</p>
 <p>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.</p>	<p>For the tenth consecutive year, the district has utilized a "Zero-Based" budget development and resource allocation process. The FY20 Budget recommendations, increases spending in certain areas and cost savings in others, have been based on scrutiny and prioritization of costs.</p>





District Guiding Documents

Seven Point Plan Elements	2019-2020 Budget Adherence to Plan
 <p>3. Transparent Budget Process: The budget process and method of instructional funding allocation will continue to be included in the annual budget document. This allows all readers to understand how staff is assigned to schools based on enrollment and student needs. The transparency ensures fairness in funding across the city while recognizing differentiated funding for schools based on their particular needs. The budget will continue to show budgeted expenses in detail by school or location. The Administration will make frequent budget presentations and updates to the School Committee and community throughout the budget planning and development phase in order to solicit input and priorities from as many stakeholders as possible.</p>	<p>The Administration provided budget presentations to a variety of stakeholders prior to release of the budget document, including the School Committee, City Wide Parent Planning Advisory Committee (CPPAC), and the community budget presentation held on April 23, 2019.</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 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 current 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		2019-2020 Budget Adherence to Plan
	<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 FY20 foundation budget allocation for Administration is \$16,252,133. The spending on Administration (as defined by the DESE chart of accounts) from the district's general fund budget in the FY19 budget is \$3,993,392 and remains below the self-imposed administrative spending cap of 1.5% of total foundation budget spending by more than \$1.6 million.</p>



District Guiding Documents

Seven Point Plan Elements	2019-2020 Budget Adherence to Plan
<div data-bbox="196 310 342 443"> </div> <p>7. Target on New Revenues</p> <p>All new revenues from the School Committee's general fund appropriation will be earmarked for instructional, student or school support and services, school safety, building maintenance, student transportation cost areas, except to address increases in health insurance, retirement assessments, unemployment, workers compensation, or other areas for statutory compliance. All other new spending will only be achieved through the reallocation of existing funds or cost savings identified through operational or programmatic efficiencies.</p>	<p>The FY20 General Fund budget increases \$19.9 million over the prior year adopted budget amount.</p> <p>Within the appropriated funding amount, \$11.0 million is attributed to inflationary increases (an amount below the foundation budget 3.75% inflation amount). New, targeted spending, totaling \$8.9 million is allocated to the following areas in the budget:</p> <p>23.4 Secondary Teachers 17 Special Education Teachers 15 ESL Teachers & Tutors 9 Guidance Counselors 8 Elementary Classroom Teachers 8 School-Based Support Positions 6 Pre-K Enrichment Teachers 4 School Adjustment Counselors 2 School Psychologists 2 School Nurses 1 Asst. Director of English Learners 1 Chief Diversity Officer 1 Wrap Around Coordinator 1 Technology Instructional Coach 1 Software Project Manager</p> <p>Increase funding for investments in instructional supplies (\$225,000), school furniture (\$150,000), building maintenance (\$329,420), school safety (\$25,000), expand athletic opportunities, and increase day-by-day substitute daily pay.</p> <p>New spending meets this target on new revenue policy.</p>



Budget Development Process

The annual budgeting process of the Worcester Public Schools is the mechanism by which the district's priorities are formulated and resources allocated. By strategically aligning goals with financial and human resources, the district is making a direct commitment to attaining those goals. During this process, the district's strategic priorities and financial plan for the year are formalized and approved by the School Committee. The budget process continues to evolve each year through increasing budget transparency and organization-wide collaboration. These changes will greatly improve the district's ability to allocate resources in a manner to improve student achievement.

Zero-Based-Budgeting: The district uses a zero-based budget approach to develop the recommended budget that is submitted to the School Committee for consideration. A zero-based budget approach requires each building principal, program leader, and support staff to be actively engaged in the budget process. For each budget cycle, staffing and resource allocations start at a base of zero funds, and are allocated based on enrollment and program needs and justification. The staffing levels for next year are based solely on the future (enrollment and programs) and do not build upon staffing that already exists at the school. It allows a budget to be built on agreed upon district goals rather than history of resource allocation.



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

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

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

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



Budget Development Process

The following items represent the most important factors effecting the FY20 budget:

- ⊕ **Revenue:** The state's Foundation Budget, the education funding formula for all school districts, is a differentiated per pupil rate based on student grade and program, with incremental funding for English learners and economically disadvantaged students. The foundation budget is adjusted annually by an inflation rate, known as Implicit Price Deflators for Gross Domestic Product, foundation budget inflation index, or inflation index. The revenue increases in this budget are attributed to the following foundation budget changes:



The inflation index of 3.75% provides an increase of \$13.3 million. An increase in funding for employee benefits, special education, and English learners incremental rate, as partially funded based on the recommendation of the Foundation Budget Review Commission's 2015 final report, provides a \$6.2 million increase.

Overall, there was an increase in the foundation student enrollment of 189 students for a total reduction of \$1.1 million. Also, an increase of 310 economically disadvantaged students totals an additional \$1.2 million. Overall, the foundation budget increases to \$375.4 million, a \$21.4 million, or 6.1%, increase above the FY19 level of \$353.7 million. Total Chapter 70 State Aid increases from \$253,211,785 (including the amounts for charter schools and school choice tuition offset) to \$271,330,278, a 7.2% increase.

The total city contribution increases \$3.6 million over the previous year amount, as calculated by the state's funding formula. At this level of spending, the City is projected to be \$2.1 million, or 0.5%, over the FY20 state's required spending amount.

Federal and State grants are assumed to be level-funded unless actual award amounts are known. State impact aid funding for students displaced by Hurricanes in 2017 is based on students remaining enrolled in the district on October 1, 2018 totals \$1.6 million and is the final year of the supplemental funding. School Nutrition Revenue is expected to increase sufficiently to cover all expenses and remaining fully self-funded (to include health insurance for active and retired employees). All other special revenue collected through user fees are budgeted based on actual history.

- ⊕ **Expenditures:** A level service budget requires an \$11.0 million increase attributed to contractual cost increases next year, including \$5.5 million in employee salaries, \$3.3 million in employee benefits, \$0.9 million in student transportation, \$0.6 million in out-of-district student special education tuition assessments, and \$0.7 million for all other areas of the budget. Additional funds allow for an additional 193 positions added to the budget (including 116 teachers, 15 instructional assistants, 13 educational support positions, and 49 other school and district support positions).



Budget Development Process

Budget Planning Phase



Operating Budget

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

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

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

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



Capital Budget

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

The City's annual Capital Investment Program typically provides \$3-5 million annually for school renovation projects. During the past fifteen years, the history of projects has concentrated on boiler replacements and other essential building upgrades, such as roof replacements, window replacements, high school science lab installations, and environmental compliance projects.

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



Budget Development Process

Budget Development Phase



Operating Budget

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

Reference: School Committee Policy - DBD Budget Planning

Capital Budget

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

Budget Adoption Phase



Operating Budget

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

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

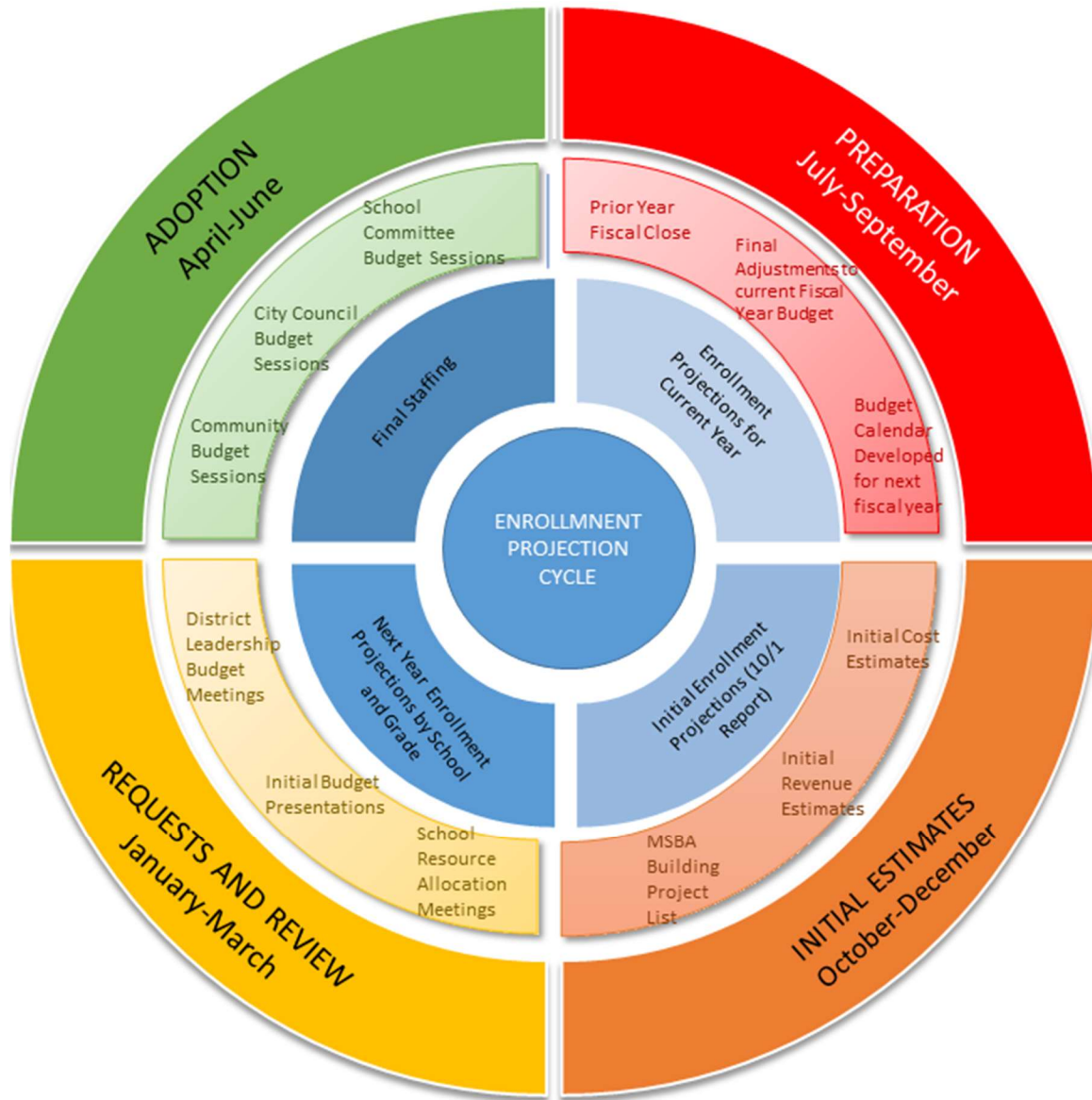
Capital Budget

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



Budget Development Process

Worcester Public Schools Budget Cycle





Budget Development Process

Developed September 2018

BUDGET DEVELOPMENT CALENDAR	
SEPTEMBER 2018	
4	FY20 Budget Calendar Developed
OCTOBER 2018	
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 2018	
15	Initial budget planning estimates determined using enrollment and cost center data
DECEMBER 2018	
20	Projects to be submitted to Massachusetts School Building Authority for Accelerated Repair Projects submitted to School Committee for approval
JANUARY 2019	
17	Projects to be submitted to Massachusetts School Building Authority for Major Renovation or Repair Projects submitted to School Committee for approval
23	Governor's Proposed State Budget released to public
FEBRUARY 2019	
7	Superintendent provides Preliminary Budget Presentation to School Committee
5	Projects to be submitted to Massachusetts School Building Authority for Accelerated Repair Projects submitted to City Council for approval
11	Individual school-based resources allocation meetings begin
15	Accelerated Repair Projects submitted to Massachusetts School Building Authority
18	Capital equipment plans are developed
MARCH 2019	
11	District level resource allocation meetings begin
13	Presentation of budget estimates to Citywide Parent Planning Advisory Committee
APRIL 2019	
10	Massachusetts House Ways and Means Budget released to public
12	Major renovation or replacement projects submitted to the Massachusetts School Building Authority
23	Standing Committee on Finance and Operation Holds Public Budget Hearing
29	Worcester Public Schools submits budget information to City of Worcester
MAY 2019	
8	Senate Ways and Means Budget released to public
10	Superintendent's Annual Budget Recommendations released
21	Budget Session with Worcester City Council
JUNE 2019	
6	School Committee Budget Session (4-6pm. Worcester City Hall)
20	School Committee Budget Session (4-6pm, Worcester City Hall)
26	Adopted Budget allocations shared with district managers
30	Final State Budget adopted
JULY 2019	
1	First day of the fiscal year
5	Final adjustments to the FY19 fiscal year; FY20 budget loaded into city financial system
18	Adjustments to budget based on final state budget submitted to School Committee (as necessary)

Reference: School Committee Policy - DBC Budget Deadlines and Schedules



Budget Policy and Administration

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

Organization and Authority



Worcester Public Schools is, by state statute and city charter, organized as a department of the City of Worcester. Because it is not an independent entity, the district does not have the legal authority to levy

taxes, issue bonds, or incur debt. For this reason, the district receives most of its revenue through the City's general fund. In addition, the district is required to follow the City's policies regarding budget administration and fiscal management.

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

Section 33 of MGL Chapter 43 provides the duties and powers of the School Committee, including "shall have control of all school buildings and grounds connected therewith and shall make all reasonable rules and regulations, consistent with law, for the management of the public schools of the city and for conducting the business of the committee."

Budget Development



Article 5 of the City of Worcester Home Rule Charter and MGL Chapter 44, Section 32 governs the municipal budget process. According to the Home Rule Charter, the "City Manager is required to submit to the City Council an annual budget which

shall be a statement of the amounts recommended by him/her for proposed expenditures of the city for the next fiscal year. The annual budget shall be classified and designated so as to show separately with respect to each city agency or undertaking for which an appropriation is recommended, to include a recommendation for the Worcester Public Schools." In accordance with state law, the City Manager is required to submit an annual budget to the City Council within one hundred and seventy days after the annual organization of the city government. The annual budget shall be classified and designated so as to show separately with respect to each department an appropriation is recommended:

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

- Salaries and wages of officers, officials and employees other than laborers or persons performing the duties of laborers; and
- Ordinary maintenance not included under (a); and Proposed expenditures for capital equipment with an estimated cost that exceeds one thousand dollars.

The City Council may, by majority vote, make appropriations for the purposes recommended and may reduce or reject any amount recommended in the annual budget, but except on recommendation of the



Budget Policy and Administration

City Manager, shall not increase any amount in or the total of the annual budget, nor add thereto any amount for a purpose not included therein, except as provided in section 33 of chapter 44 of the MGL.

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

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

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

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

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

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

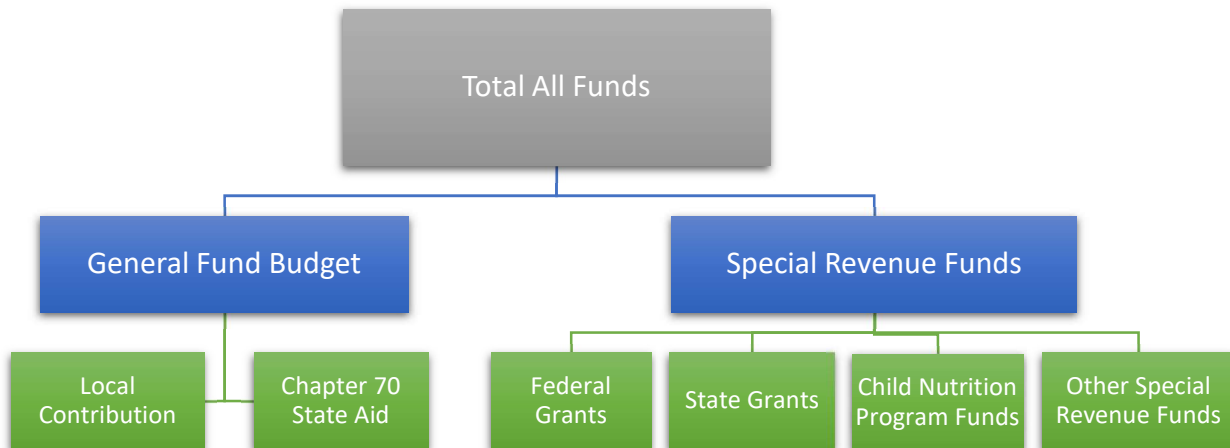
During the budget hearings, the School Committee reviews the recommended budget as presented by the Superintendent and approves line items or adjusts the recommendations, subject to majority vote of the Committee.

Reference: School Committee Policy - DB Annual Budget



Budget Policy and Administration

Pyramid of Funds



Revenue Section



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

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

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

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



Budget Policy and Administration

Program and the annual budget.

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

Expenditure Section



Massachusetts school districts are required to report all expenditures to the Department of Elementary and Secondary Education by the following functional categories:

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

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

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

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

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



Budget Policy and Administration

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

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

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

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

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

- Salary and Wages (91000)
- Ordinary Maintenance (92000)
- Capital Equipment (93000)
- Fringe Benefits (96000)
- Overtime Salaries (97000)

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

Finally, the Worcester School Committee (Department 500) appropriates these object account areas through the following departmental 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



Anywhere!

Budget Policy and Administration

And ordinary maintenance accounts of:

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

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

Budget Management and Controls



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

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



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



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

by the City Auditor prior to payment.

Throughout the fiscal year, the Budget Office reviews and monitors every expenditure and revenue account



Budget Policy and Administration

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

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



Annual Audit

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

part of this review, the auditors generally make recommendations for strengthening internal controls and operating efficiency.



GASB 34

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

trends and prospects for the future.



Federal Grants Audit

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



Student Activity Accounts

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



End of Year Financial Report

End of Year Financial Compliance Report: Every Massachusetts school district is required to, within nine months of the close of its fiscal year, arrange for and undergo an independent audit of its financial records, to include using the Department of Elementary & Secondary Education Compliance Supplement, and submit the report of this audit to the Massachusetts Department of Elementary & Secondary Education (DESE). Each city, town and regional school district is required to submit an End-of-Year



Anywhere!

Budget Policy and Administration

Financial Report (EOYR) to the DESE on or before September 30 of each year. The EOYR must be consistent with Department Regulations and Guidelines. The EOYR consists of several schedules as follows:

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



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



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

Basis of Budgeting

GAAP

Worcester Public Schools' general fund operating budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP), with the exception of encumbrances, which are considered expenditures in the period the commitment is

made. The district's budgetary and accounting systems are organized and operated on a "fund" basis, which is the basic procedure for recording revenues and liabilities in governmental financial reporting. The operations of each fund are budgeted independently. All governmental funds are accounted for using the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when measurable and available to pay current liabilities. Expenditures are recognized when the liability is incurred.

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



From Here,

Anywhere!

Our teacher
became a U.S.
President

John Adams

Our student was
the father of
modern rocketry

Robert H. Goddard





FINANCIAL



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Description of Budget Accounts

Funding Sources



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

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

General Fund

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

Grants Fund

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

Child Nutrition Fund

Child Nutrition Program Fund supports the breakfast, lunch, snack, supper, and summer programs of the Worcester Public Schools. The revenue of the Child Nutrition budget comes from federal reimbursement from the USDA, a state reimbursement allocation, and through paid meals. The Child Nutrition budget is fully self-funded for all expenses, including salaries, food costs, other supplies and services, and employee health insurance.

Other Special Revenue Fund

Other Special Revenue Fund programs consist of School Choice Revenue (payments from the state to provide funds by allowing non-resident students to attend the school district on a space available basis), Special Education Reimbursement (a state reimbursement program, also called the "Circuit Breaker" program, for certain high cost special education students), Adult Education & HiSET (a tuition based academic and enrichment program offered during evening hours), Athletics (revenue collected from gate receipts and concession sales in support of athletic programs), and school-based programs (certain school-based programs, such as a restaurant, cosmetology salon, automotive repair programs, and building use that charge fees to users for the operation of the program). The FY20 budget includes anticipated state funding for students displaced from Puerto Rico and U.S. Virgin Islands resulting from Hurricanes Maria and Irma.



Description of Budget Accounts

Expenditure Section



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

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

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

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

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

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

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

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

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



Description of Budget Accounts

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

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

- Salary and Wages (91000)
- Ordinary Maintenance (92000)
- Capital Equipment (93000)
- Fringe Benefits (96000)
- Overtime Salaries (97000)

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

Finally, the Worcester School Committee (Departments 500 and 540) appropriates these statutory account areas through departmental spending areas. The salary accounts consist of:

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

And ordinary maintenance accounts of:

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

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



All Funds Summary

Revenue and Expenditure Overview (All Funds)

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

General Fund

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

Special Revenue Funds

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

Revenue Section



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

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

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



All Funds Summary

Revenues and Expenditures

FY16-FY18 Actual Revenue and Expenditures
FY19 Adopted Budget
FY20 Budget

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted	FY20 Budget
Revenues:					
State Education Aid*	\$214,330,192	\$217,606,508	\$227,090,501	\$235,854,443	\$252,152,209
Local Contribution**	\$103,961,801	\$105,359,295	\$108,029,689	\$109,204,233	\$112,775,814
Federal Grants	\$30,482,431	\$30,081,166	\$30,459,548	\$30,016,599	\$30,564,203
Nutrition Program	\$12,724,390	\$13,011,610	\$16,004,376	\$15,208,294	\$15,256,867
State Grants	\$5,083,661	\$4,078,218	\$3,705,259	\$3,536,804	\$3,048,572
Other Special Revenue	\$5,098,254	\$5,328,741	\$5,078,162	\$7,411,563	\$7,088,513
Total Revenues	\$371,680,729	\$375,465,538	\$390,367,535	\$401,231,936	\$420,886,178
Expenditures (by object):					
Employee Salaries (91000)	\$236,525,568	\$238,807,136	\$245,925,185	\$261,926,541	\$273,149,169
Supplies and Services (92000)	\$66,513,250	\$64,026,049	\$71,045,752	\$66,275,451	\$69,898,063
Capital Equipment (93000)	\$549,111	\$325,293	\$595,641	\$765,000	\$665,000
Fringe Benefits (96000)	\$65,401,370	\$68,374,666	\$63,734,682	\$70,254,654	\$75,026,800
Employee Overtime (97000)	\$2,323,176	\$2,251,053	\$2,388,872	\$2,010,290	\$2,147,146
Total Expenditures (by object)	\$371,312,475	\$373,784,197	\$383,690,133	\$401,231,936	\$420,886,178
Difference from Total Revenue	\$368,255	\$1,681,341	\$6,677,403	\$0	\$0
Expenditures (by function):					
Administration (1000)	\$3,998,155	\$4,761,668	\$5,134,194	\$4,474,000	\$4,468,400
Instruction (2000)	\$211,449,529	\$207,624,184	\$219,937,804	\$226,326,545	\$238,397,881
Other School Services (3000)	\$45,738,821	\$45,871,671	\$45,101,209	\$51,591,866	\$52,319,425
Operations & Maint. (4000)	\$21,965,092	\$21,404,920	\$22,716,335	\$22,302,629	\$23,598,127
Fixed Charges (5000)	\$67,086,018	\$70,880,814	\$65,791,894	\$72,299,061	\$77,024,259
Community Services (6000)	\$807,855	\$1,294,534	\$1,340,755	\$965,497	\$1,168,515
Fixed Assets (7000)	\$421,951	\$523,393	\$530,064	\$566,730	\$659,642
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$19,845,054	\$21,423,012	\$23,137,879	\$22,705,608	\$23,249,929
Total Expenditures	\$371,312,475	\$373,784,196	\$383,690,133	\$401,231,936	\$420,886,178
Difference from Total Revenue	\$368,255	\$1,681,342	\$6,677,402	\$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-rated costs. These two items equal the WPS FY20 general fund budget.

The fiscal year 2020 budget represents total spending for the Worcester Public Schools from all sources of **\$420,886,178**, a \$19.6 million or 4.9% increase from the FY19 adopted budget level of \$401,231,936. Within this amount, the total recommended general fund budget by the City Manager is \$364,928,023, which represents an increase of \$19.9 million, or 5.8% increase from the FY19 School Committee's adopted budget of \$345,058,676.



All Funds Summary

Revenues and Expenditures

Three-Year Budget Forecast FY21-FY23 Projected Revenues and Expenditures

	FY21 Projected	FY22 Projected	FY23 Projected
Revenues:			
State Education Aid*	\$260,977,536	\$270,111,750	\$279,565,661
Local Contribution**	\$111,934,339	\$114,732,697	\$117,601,015
Federal Grants	\$30,533,869	\$30,503,566	\$30,473,293
Nutrition Program	\$15,638,289	\$16,029,246	\$16,429,977
State Grants	\$2,819,421	\$2,819,421	\$2,819,421
Other Special Revenue	\$5,369,555	\$5,376,046	\$5,382,667
Total Revenues	\$427,273,009	\$439,572,726	\$452,272,034
Expenditures (by object):			
Employee Salaries (91000)	\$277,020,191	\$285,879,348	\$295,018,491
Supplies and Services (92000)	\$70,809,745	\$72,592,719	\$74,440,152
Capital Equipment (93000)	\$679,500	\$694,328	\$709,490
Fringe Benefits (96000)	\$77,216,765	\$79,471,222	\$81,792,078
Employee Overtime (97000)	\$2,188,426	\$2,230,541	\$2,273,506
Total Expenditures (by object)	\$427,914,627	\$440,868,157	\$454,233,718
Difference from Total Revenue	-\$641,618	-\$1,295,431	-\$1,961,683
Expenditures (by function):			
Administration (1000)	\$4,557,768	\$4,648,923	\$4,741,902
Instruction (2000)	\$241,109,373	\$249,269,466	\$257,705,627
Other School Services (3000)	\$53,333,795	\$54,400,913	\$55,491,022
Operations & Maint. (4000)	\$24,070,105	\$24,552,863	\$25,045,353
Fixed Charges (5000)	\$79,256,671	\$81,569,112	\$83,950,010
Community Services (6000)	\$1,213,291	\$1,231,767	\$1,250,613
Fixed Assets (7000)	\$672,835	\$686,292	\$700,017
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$23,700,789	\$24,508,820	\$25,349,173
Total Expenditures	\$427,914,627	\$440,868,157	\$454,233,717
Difference from Total Revenue	-\$641,617	-\$1,295,431	-\$1,961,683

The budget reflects a \$17.6 million increase in Chapter 70 state aid and charter school reimbursement, and a \$3.6 million increase in city contribution, offset by a \$1.4 million increase in charter school tuition, school choice and state special education assessments. Most federal grants continue with slight changes from the previous year. Also, most state grants are level-funded, except for the final year of a three-year phase-out of the Inclusive Pre-School Learning Grant for the Head Start program. The district is awaiting renewal of the Essential School Health Grant. Other special revenues are expected to decrease based on the reduction in the Displaced Student Assistance funds from the State. Finally, the School Nutrition funding is expected to remain essentially level funded from

the FY19 budgeted amount due to sustained meal participation within the program.

General fund revenue is expected to grow over the next three years based on enrollment and demographic changes, and anticipated inflation growth as measured by the national price deflator index for state and local government purchases, and additional funding incorporating the recommendations of the Foundation Budget Review Commission following FY20 changes. The overall enrollment is projected to be level over the next three years. Federal grant revenue is expected to slightly decline based on recent trends of overall funding to Massachusetts. State grants are projected to be level funded, with the exception of the known phase-out of the Inclusive Preschool Learning state grant. Nutrition funds are expected to increase annually based on student participation rates and federal reimbursement rates under the Community Eligibility



All Funds Summary

Revenues and Expenditures

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. State funding for displaced aid (totaling \$1.6 million in FY20) will be eliminated in FY21. Overall, total revenues are expected to increase 7.3% between FY20 and FY23, or about 2.4% 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 slightly exceeding revenues in each of the next three years, primarily due to costs increasing in federal and state grant funded areas with level-funded or decreasing revenue. The administration will continue with zero-based budgeting as well as advocacy for adoption Foundation Budget Review Commission recommendations that leads to increased state revenue. As funding levels and operational needs of the district change, so do the staffing levels.

FY20 SUMMARY OF REVENUES (ALL FUNDS)

Funding Source	General Fund	Special Revenue Funds			Total
		Grants	Nutrition	Other Special Revenue	
Local Funds*	\$112,775,814	\$0	\$0	\$0	\$112,775,814
State Funds*	\$252,152,209	\$3,048,572	\$441,072	\$5,597,958	\$261,239,811
Federal Funds	\$0	\$30,564,203	\$14,790,032	\$0	\$45,354,235
Other	\$0	\$0	\$25,763	\$1,490,555	\$1,516,318
Total	\$364,928,023	\$33,612,775	\$15,256,867	\$7,088,513	\$420,886,178

*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.

FY20 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)	\$3,993,392	\$475,008	\$0	\$0	\$4,468,400
Instruction (2000)	\$219,774,219	\$16,250,606	\$0	\$2,373,056	\$238,397,881
Other School Services (3000)	\$29,101,359	\$9,550,482	\$12,864,073	\$803,511	\$52,319,425
Operations & Maint. (4000)	\$22,606,287	\$309,224	\$596,374	\$86,242	\$23,598,127
Fixed Charges (5000)	\$68,792,844	\$6,434,995	\$1,796,420	\$0	\$77,024,259
Community Services (6000)	\$195,585	\$592,460	\$0	\$380,470	\$1,168,515
Fixed Assets (7000)	\$659,642	\$0	\$0	\$0	\$659,642
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$19,804,695	\$0	\$0	\$3,445,234	\$23,249,929
Total Expenditures	\$364,928,023	\$33,612,775	\$15,256,867	\$7,088,513	\$420,886,178



All Funds Summary

Revenue Overview (All Funds)

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



Expenditures Overview (All Funds)

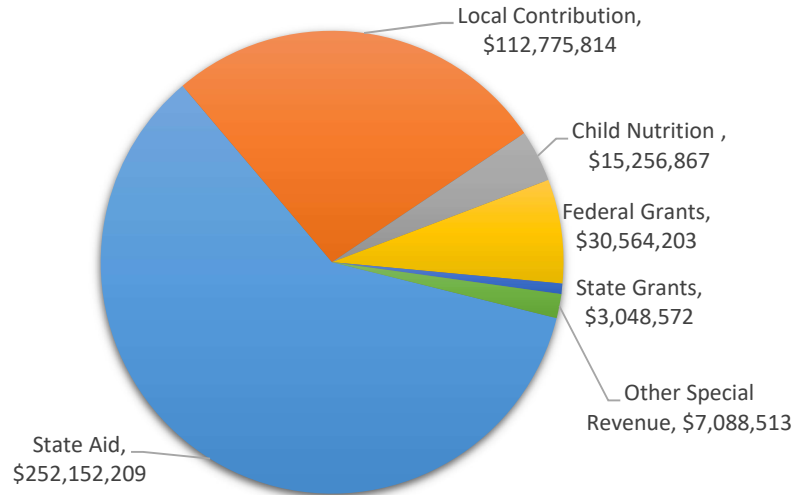




All Funds Summary

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

FY 2020 Projected Revenues (All Funds)



Source	FY2020	% Funding
State Aid*	\$252,152,209	59.9%
Local Contribution*	\$112,775,814	26.8%
Federal Grants	\$30,564,203	7.3%
Child Nutrition	\$15,256,867	3.6%
State Grants	\$3,048,572	0.7%
Other Special Revenue Funds	\$7,088,513	1.7%
Total	\$420,886,178	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 FY20 general fund budget.

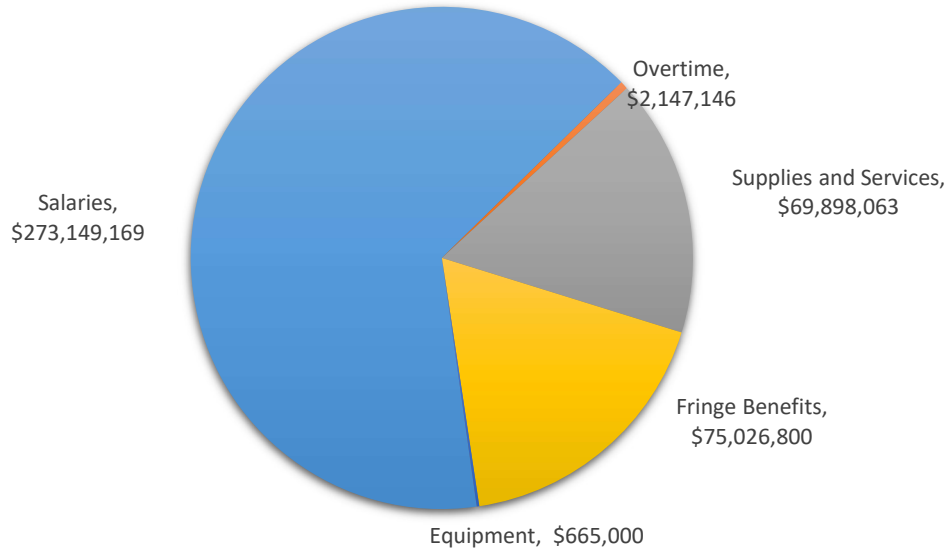
The following pages describe each revenue source in greater detail.



All Funds Summary

The chart below summarizes the total projected FY 2020 expenditures from all funds:

**FY 2020 Projected Expenses (All Funds)
Stated in Statutory Account Areas**

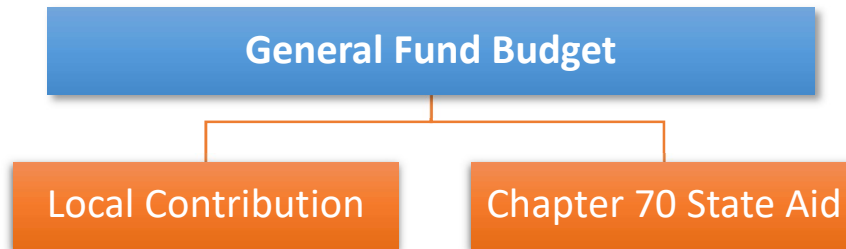


Cost Account	FY2020	% Funding
Salaries (91000)	\$273,149,169	64.9%
Supplies & Services (92000)	\$69,898,063	16.6%
Equipment (93000)	\$665,000	0.2%
Fringe Benefits (96000)	\$75,026,800	17.8%
Overtime (97000)	\$2,147,146	0.5%
Total	\$420,886,178	100.0%

The following pages describe expenditures in greater detail.



General Fund Summary



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

Calculation of FY20 General Fund Budget

Revenue:	FY19 Adopted	FY19 Budget	\$ Change	% Change
Chapter 70 State Aid & Reimbursement:				
Chapter 70 State Aid (Total)	\$253,211,785	\$271,330,278	\$18,118,493	7.2%
Charter School Reimbursement	<u>\$2,383,178</u>	<u>\$1,879,990</u>	<u>-\$503,188</u>	<u>-21.1%</u>
Total Chapter 70 State Aid & Reimbursement	\$255,594,963	\$273,210,268	\$17,615,305	6.9%
City Contribution				
Amount towards Required Spending	\$97,874,967	\$100,229,684	\$2,354,717	2.4%
Amount for Non-Net School Spending Items	\$20,692,869	\$21,964,408	\$1,271,539	6.1%
City Contribution	\$118,567,836	\$122,194,092	\$3,626,256	3.1%
Total General Fund Revenues	\$374,162,799	\$395,404,360	\$21,241,561	5.7%
Less Tuition Assessments:				
Charter School Tuition Assessment	\$25,955,575	\$27,017,786	\$1,062,211	4.1%
School Choice Tuition Assessment	\$2,903,457	\$3,201,786	\$298,329	10.3%
Special Education Revenue Offset	<u>\$245,091</u>	<u>\$256,765</u>	<u>\$11,674</u>	<u>4.8%</u>
Total Tuition Assessments	\$29,104,123	\$30,476,337	\$1,372,214	4.7%
TOTAL GENERAL FUND REVENUE:	\$345,058,676	\$364,928,023	\$19,869,347	5.8%

How to Calculate the Worcester Public Schools General Fund Budget:

To determine the WPS General Fund Budget:

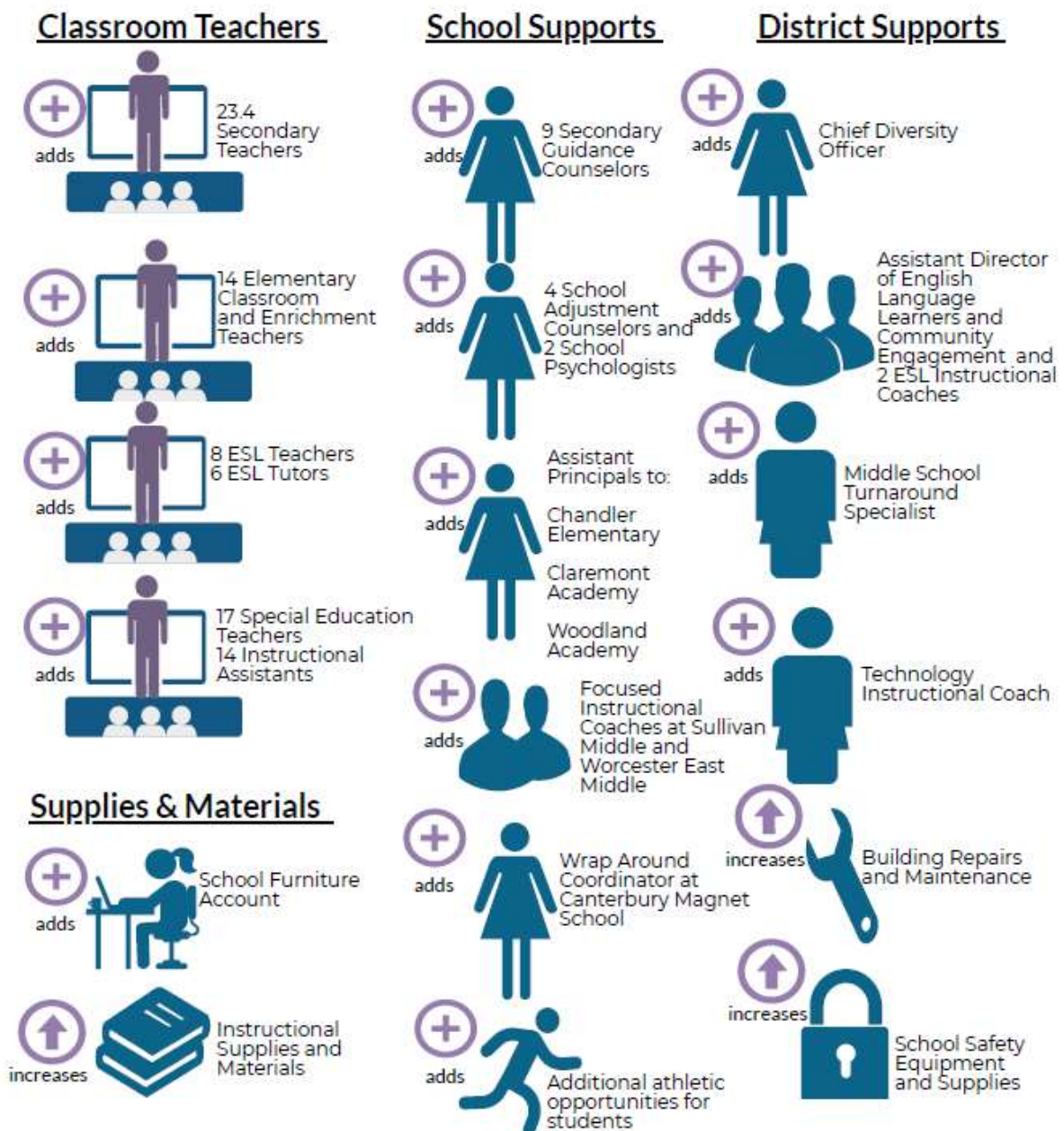
- Chapter 70 State Aid
- + Charter School Reimbursement
- + Total City Contribution
- Less Charter School and School Choice Tuition Assessment
- = **General Fund Budget Total**



General Fund Summary

Overall, the FY20 General Fund budget will increase \$19.9 million through an increase in the state's foundation budget formula and city contribution beyond the state's required increase. The budget reflects contractual obligations, student enrollment needs and adjustments, and program improvements. The following is a summary of the major changes within the budget:

Summary of the FY20 General Fund Budget Highlights





General Fund Summary

FY16-FY18 Actual Revenue and Expenditures FY19 Adopted Budget FY20 Budget

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted	FY20 Budget
Revenues:					
State Education Aid*	\$214,330,192	\$217,606,508	\$227,090,501	\$235,854,443	\$252,152,209
Local Contribution**	\$103,961,801	\$105,359,295	\$108,029,689	\$109,204,233	\$112,775,814
Total Revenues	\$318,291,993	\$322,965,803	\$335,120,190	\$345,058,676	\$364,928,023
Expenditures (by object):					
Employee Salaries (91000)	\$204,867,006	\$207,456,538	\$216,819,389	\$225,886,442	\$238,638,341
Supplies and Services (92000)	\$52,057,442	\$50,698,351	\$57,984,908	\$52,976,164	\$55,736,349
Capital Equipment (93000)	\$439,467	\$200,980	\$515,425	\$250,000	\$350,000
Fringe Benefits (96000)	\$58,764,629	\$62,496,806	\$57,590,390	\$64,103,280	\$68,223,687
Employee Overtime (97000)	\$2,163,448	\$2,109,636	\$2,207,013	\$1,842,790	\$1,979,646
Total Expenditures (by object)	\$318,291,992	\$322,962,310	\$335,117,125	\$345,058,676	\$364,928,023
Difference from Total Revenue	\$1	\$3,493	\$3,065	\$0	\$0
Expenditures (by function):					
Administration (1000)	\$3,182,349	\$4,022,803	\$4,429,791	\$3,762,720	\$3,993,392
Instruction (2000)	\$193,156,034	\$189,962,794	\$201,701,459	\$207,720,074	\$219,774,219
Other School Services (3000)	\$23,684,030	\$24,931,439	\$27,088,169	\$28,006,336	\$29,101,359
Operations & Maint. (4000)	\$20,890,443	\$20,338,207	\$21,694,735	\$20,957,277	\$22,606,287
Fixed Charges (5000)	\$60,556,886	\$64,381,283	\$59,119,007	\$64,669,614	\$68,792,844
Community Services (6000)	\$0	\$425,661	\$656,975	\$195,585	\$195,585
Fixed Assets (7000)	\$421,951	\$523,393	\$530,064	\$566,730	\$659,642
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$16,400,299	\$18,376,730	\$19,896,925	\$19,180,340	\$19,804,695
Total Expenditures	\$318,291,992	\$322,962,310	\$335,117,125	\$345,058,676	\$364,928,023
Difference from Total Revenue	\$1	\$3,493	\$3,065	\$0	\$0

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

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

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

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



General Fund Summary

Three-Year Budget Forecast FY21-FY23 Projected Revenues and Expenditures

	FY21 Projected	FY22 Projected	FY23 Projected
Revenues:			
State Education Aid	\$260,977,536	\$270,111,750	\$279,565,661
Local Contribution	\$111,934,339	\$114,732,697	\$117,601,015
Total Revenues	\$372,911,875	\$384,844,447	\$397,166,676
Expenditures (by object):			
Employee Salaries (91000)	\$243,414,163	\$251,632,133	\$260,127,329
Supplies and Services (92000)	\$56,851,076	\$58,410,041	\$60,017,243
Capital Equipment (93000)	\$357,000	\$364,140	\$371,423
Fringe Benefits (96000)	\$70,270,398	\$72,378,510	\$74,549,865
Employee Overtime (97000)	\$2,019,239	\$2,059,624	\$2,100,816
Total Expenditures (by object)	\$372,911,875	\$384,844,448	\$397,166,676
Difference from Total Revenue	\$0	\$0	\$0
Expenditures (by function):			
Administration (1000)	\$4,073,260	\$4,154,725	\$4,237,820
Instruction (2000)	\$224,172,758	\$232,005,901	\$240,108,572
Other School Services (3000)	\$29,683,386	\$30,277,054	\$30,882,595
Operations & Maint. (4000)	\$23,058,413	\$23,519,581	\$23,989,973
Fixed Charges (5000)	\$70,868,012	\$73,006,005	\$75,208,735
Community Services (6000)	\$182,422	\$186,070	\$189,792
Fixed Assets (7000)	\$672,835	\$686,292	\$700,017
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$20,200,789	\$21,008,820	\$21,849,173
Total Expenditures	\$372,911,875	\$384,844,447	\$397,166,676
Difference from Total Revenue	\$0	\$0	\$0

The general fund budget of the Worcester Public Schools represents the largest source of funding and spending for the district. The three year projection assumes 2.8% growth in revenue, through a combination of the foundation budget formula's annual inflation factor, enrollment changes, required municipal local contribution growth, and assumed modest changes to the foundation budget formula by the State Legislature following changes made in FY20. All expenses are projected to increase 2%, for the following assumptions:

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

The Administration is required to submit a balanced annual budget and will continue to use a zero-based budget approach to address the projected annual deficit over the next three years.



General Fund Summary

Foundation Budget



budget" for each community.

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

FY20 Foundation Budget Calculation House Ways and Means Version

Enrollment Category ¹	Per Pupil Rate	Foundation Enrollment ²	Total Foundation Amount
Pre-School, Kindergarten (Half)	\$ 4,029.44	1,243	\$ 5,008,589
Kindergarten (Full Day)	\$ 8,059.00	2,202	\$ 17,745,907
Elementary (Grades 1-5)	\$ 8,105.97	10,659	\$ 86,401,517
Middle School (Grades 6-8)	\$ 7,770.84	6,198	\$ 48,163,674
High School	\$ 9,538.51	6,086	\$ 58,051,366
Vocational	\$ 14,382.74	2,033	\$ 29,240,101
Special Education In-District ³	\$ 27,167.89	1,040	\$ 28,254,608
Special Education Out-of-District ⁴	\$ 29,629.38	251	\$ 7,436,974
Limited English PK-5 ⁵	\$ 2,177.17	5,308	\$ 11,556,418
Limited English Junior/Middle ⁵	\$ 2,721.46	1,246	\$ 3,390,939
Limited English High School ⁵	\$ 3,265.74	1,831	\$ 5,979,570
Economically Disadvantaged ⁶	\$ 4,207.44	17,630	\$ 74,177,167
TOTAL⁷		27,800	\$ 375,406,831

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. The foundation budget includes amount for resident students attending charter schools and other districts through the state's School Choice program. This tuition assessment totals \$30.5 million in FY20. The foundation budget does not include student transportation, crossing guards, building rentals, and adult education programs totaling \$22.0 million in FY20.

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 Limited English Language: Incremental funding above the base rate

⁶ Economically Disadvantaged Students: Incremental funding applied to student enrollment category

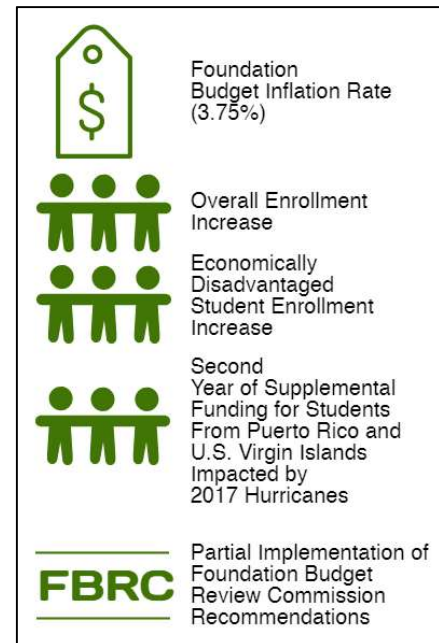
⁷ The Total Foundation Enrollment is the sum of the number of students in the Full-day Kindergarten, Elementary, Middle School, High School, ELL K-12, Vocational, and one half of the students in Pre-School, Half Day Kindergarten, and ELL Pre-K.



General Fund Summary

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

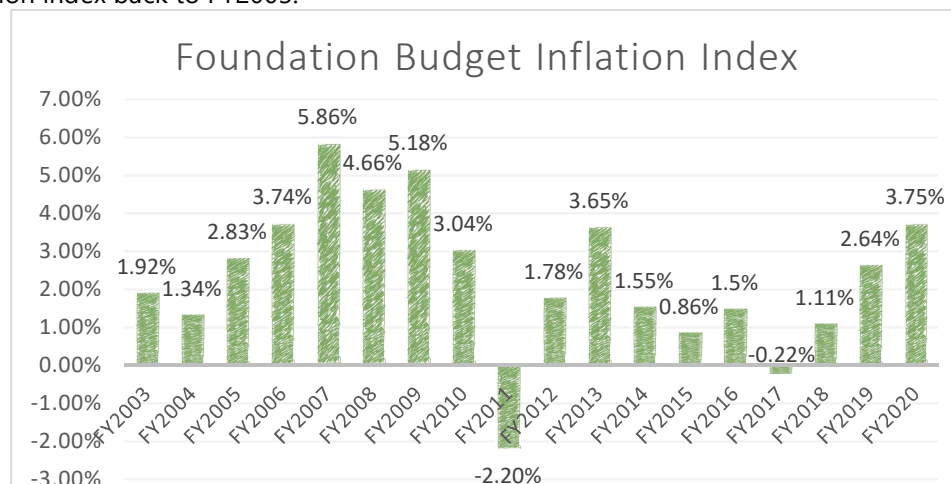
The inflation factor of 3.75% provides an increase of \$13.3 million. Overall, there is an increase in the foundation student enrollment of 189 students, for a funding increase of \$1.1 million. Also, there was an increase in the number of economically disadvantaged students (incremental per pupil funding) totaling \$1.2 million. The House Ways and Means version of the state budget includes an increase in funding for employee benefits, special education and English Language Learners, aligned with recommendations of the Foundation Budget Review Commission's 2015 final report, totaling a \$6.2 million increase. In total, the foundation budget increases to \$375.4 million, a \$21.7 million, or 6.15%, increase above the FY19 level of \$353.7 million.



Total Chapter 70 State Aid increases from \$253,211,785 (including the amounts for charter schools and school choice tuition offset) to \$271,330,278, a 7.2% increase, mostly attributable to the foundation budget inflation rate and the partial implementation of the Foundation Budget Review Commission Report recommendations.

The district budget utilizes \$1.6 million in state supplemental funding for FY20 for displaced students from Puerto Rico and U.S. Virgin Islands resulting from 2017 hurricanes affecting the islands. The basis of this funding is the number of students that remained enrolled in the district from these areas during 2018-19 school year. This is the final year of the supplemental funding and all remaining students will now be counted in a district's foundation budget enrollment in subsequent years.

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.





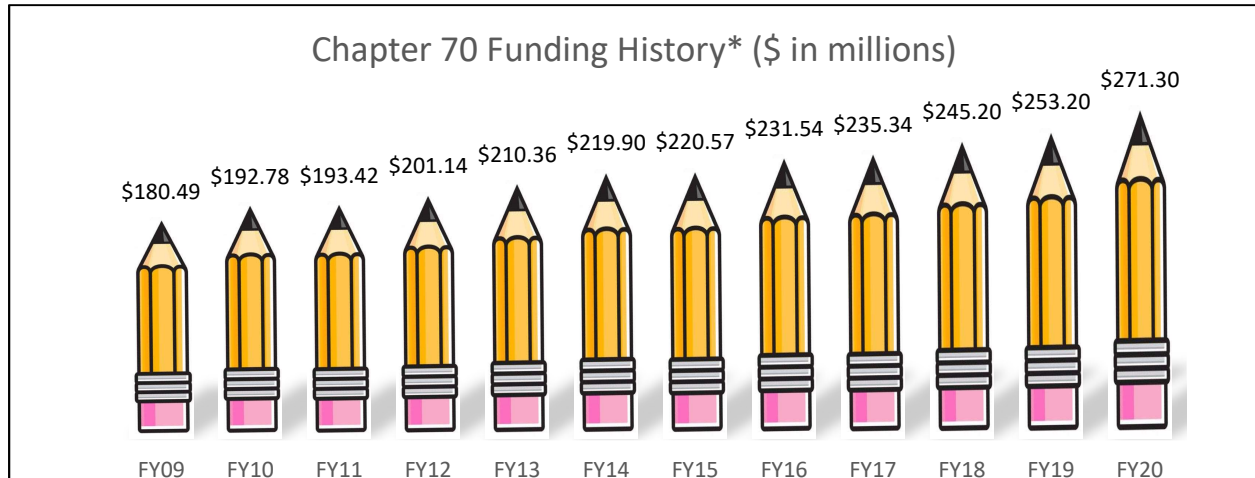
General Fund Summary

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 nearly 70% of the general fund budget. For FY19, based on the final state budget, the total Chapter 70 State Aid is **\$271,330,278**, an increase of \$18.1 million over the FY19 level of \$253,211,785.



*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 House Ways and Means proposed budget reverts to the previous reimbursement formula (before 2010) to a three-year declining rate of 100-60-40% reimbursement, but this reimbursement will now only be provided to high growth charter school districts, that does not include Worcester.

The charter school reimbursement of \$1.9 million in FY20 is based solely on 100% of the Facilities Tuition Assessment (\$1.9 million), and 0% of the tuition assessment reimbursement. At this level of reimbursement, the Worcester Public Schools is underfunded by \$1.5 million based on the reimbursement formula that has existed since 2010.



General Fund Summary

City Contribution



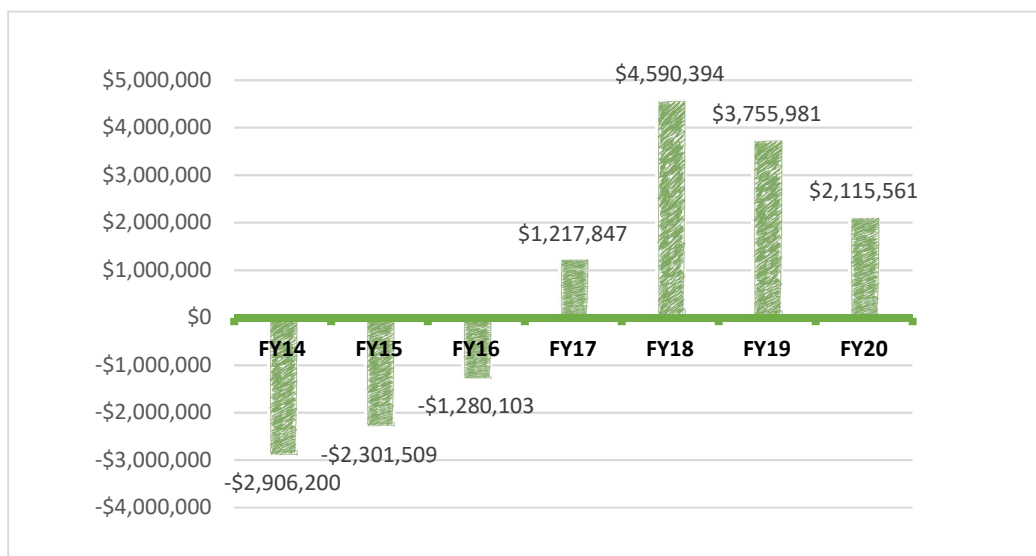
Under the state's foundation budget funding formula, each municipality has a target required contribution amount for education as determined by a formula that measures a community's ability to pay based on property and income wealth. This amount is

determined annually by the state based on updated property and income values for each community. To determine the municipality's actual required contribution for the year, the formula first determines a preliminary local contribution amount by calculating the prior year's actual required spending for the municipality increased using an inflation index called the "Municipal Revenue Growth Factor" (MRGF). The MRGF is a measure of the amount of revenue growth available to the municipality in the upcoming year based on increases in property tax revenue, non-school state aid, and other local receipts. This preliminary local contribution amount is then compared to the target required contribution. The state adjusts the preliminary local contribution (in increments) to reach the target amount to become the required local required contribution amount for the current year.

In addition, the City's contribution may 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.

Based upon the revenue estimates contained in the City Manager's FY20 budget, the city contribution will increase \$3.6 million. It is estimated that the city's contribution will exceed the FY20 minimum spending requirement by **\$2.1 million**.

Annual Net School Spending Amount in Relation
to the Required Local Contribution
FY14-FY20



In addition, the City provides capital equipment and building replacement / renovation funds to the Worcester Public Schools with annual debt services costs totaling **\$17.5 million** associated with the school district, or \$687 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 FY20 foundation budget is based upon the enrollment of the Worcester Public Schools as of October 1, 2018. The total enrollment used by the state to calculate the district's foundation budget is 27,800 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 as described as follows.

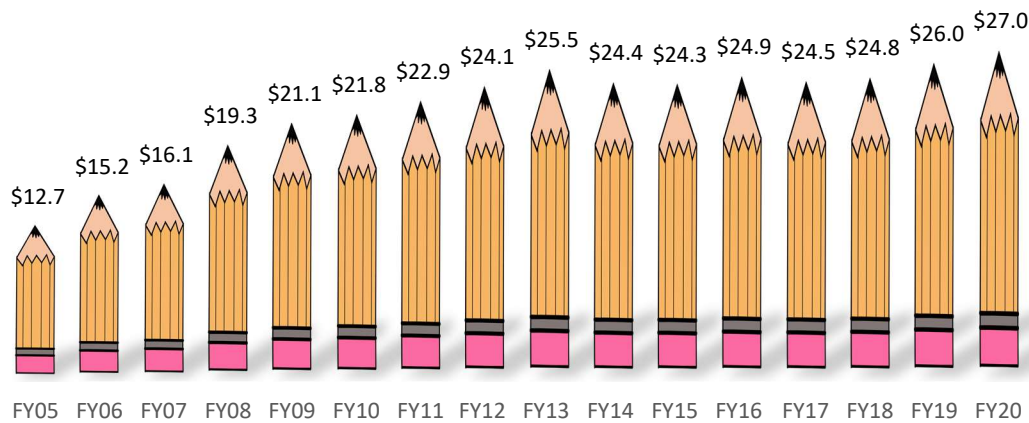
Charter School Tuition



The FY20 Charter School Tuition Assessment is \$27.0 million. The total amount projected for tuition assessment reflects an increase of \$1.0 million, or 4.1%, from the FY19 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, a transportation assessment (if applicable) and a charter school facilities payment (to be 100% reimbursed by the Commonwealth). The charter school tuition formula is:

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



General Fund Summary

The foundation budget per pupil rate is adjusted annually through an inflation index, the Implicit Price Deflators for Gross Domestic Product. In addition, the formula recognizes those communities that spend beyond the minimum level and allocates an equivalent per pupil amount to the charter schools. Also, the formula includes a transportation assessment charged to sending districts of the community in which the charter school is located. If the charter school provides its own transportation, the cost is assessed entirely to the home school district. 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

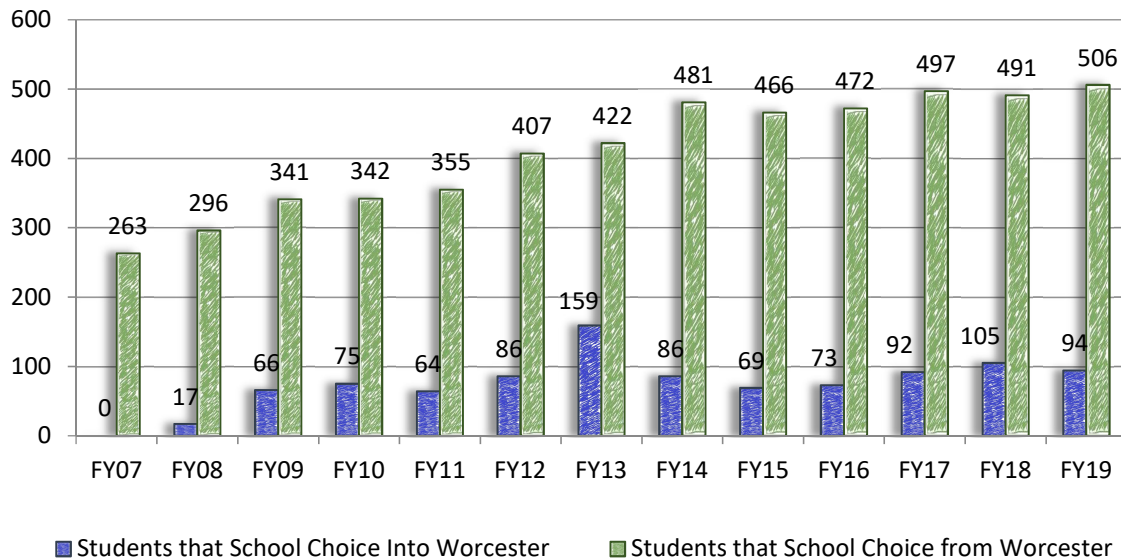


The tuition assessment to other school districts for students that participate in school choice is \$3.2 million in FY20, estimated to increase \$0.3 million from the FY19 amount.

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

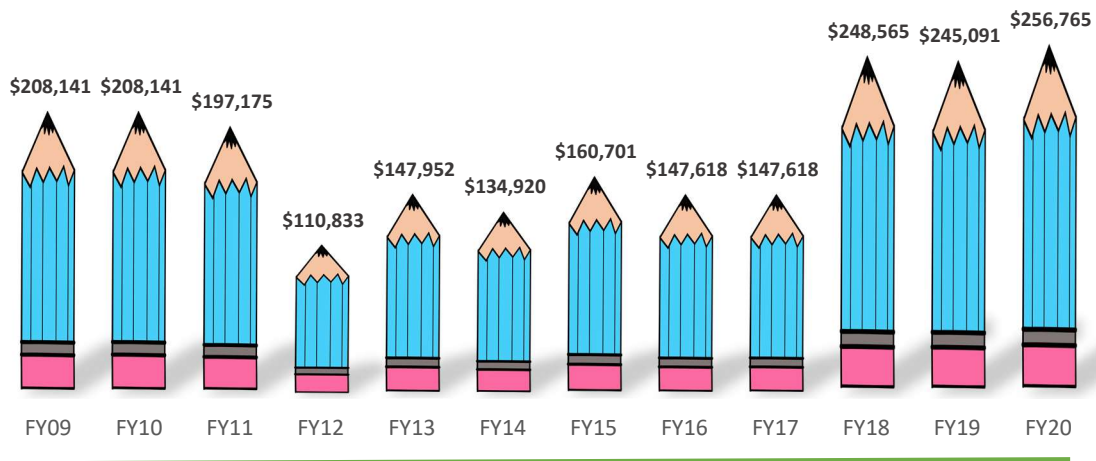


The Commonwealth of Massachusetts reduces state aid to districts in order to partially reimburse the state for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of

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



Revenue Offset Summary

Overall, the FY19 budget reflects total revenue offset of charter school, school choice, and special education tuition assessments of \$30,476,337, representing a \$1,372,214 or 4.7% increase from the previous year.

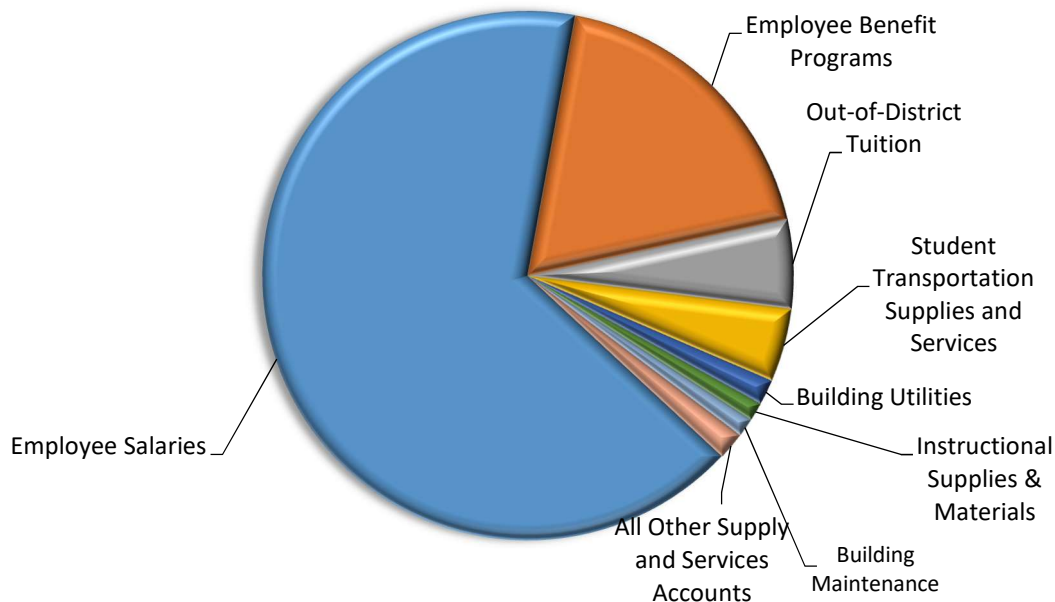


General Fund Summary

General Fund Expenditure Summary

Below is how the general operating budget is distributed among the major cost centers for FY20:

Stated In School Committee Chart of Account Summary Format



General Fund Expenditures		FY20 Budget	% of Budget
91000	Employee Salaries	\$240,617,986	65.9%
96000	Employee Benefit Programs	\$68,223,687	18.7%
92000	Out-of-District Tuition	\$19,804,695	5.4%
92000	Student Transportation Supplies & Service	\$16,313,235	4.5%
92000	Building Utilities	\$5,634,835	1.5%
92000	Instructional Supplies & Materials	\$4,139,261	1.1%
92000	Building Maintenance	\$4,080,525	1.1%
92000	All Other Supply and Services Accounts	\$6,113,799	1.7%
Total General Fund Expenditures		\$364,928,023	100%

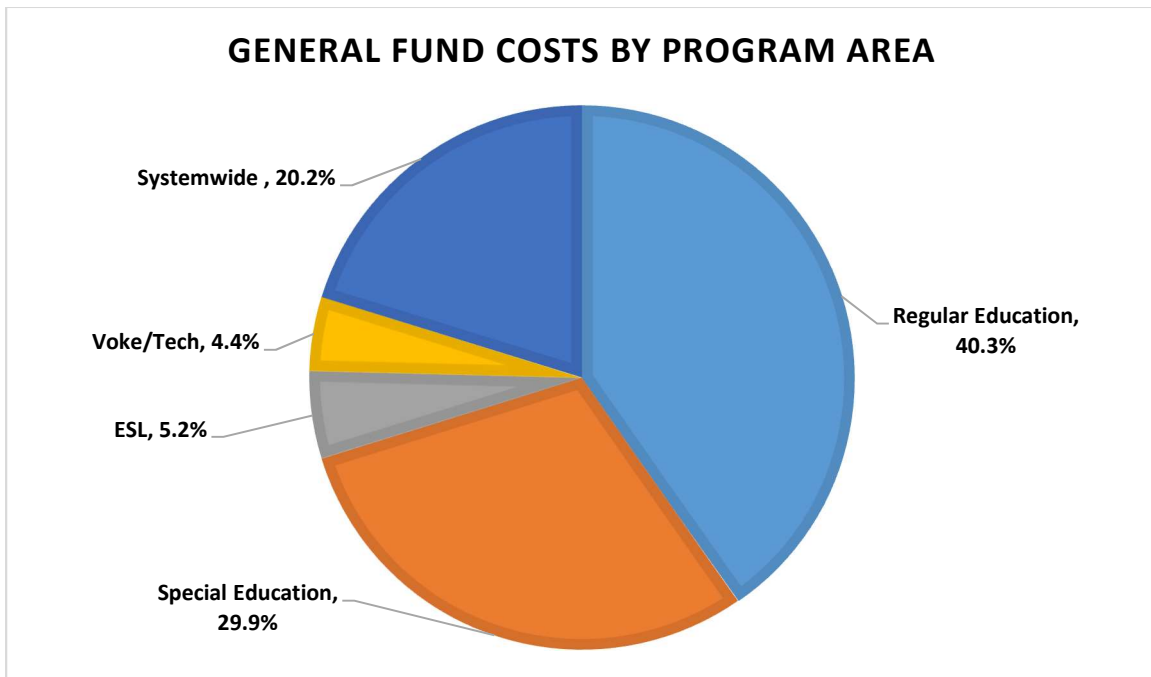
The general fund budget is comprised of 84.6% salary and employee benefit programs (health insurance, employee retirement costs, workers compensation, and unemployment compensation), 5.4% for out-of-district tuition assessments (includes regular education, vocational programs, and special education), 4.5% on student transportation supplies and contract service, 1.5% on building utilities, 1.1% on instructional supplies, 1.1% on building maintenance, and the remaining 1.7% for all other cost centers of the budget (including athletics, staff development, special education contracted services, and other non-salary expenses). As depicted here, other than the salaries for positions, there is limited funds within the budget for discretionary spending.



General Fund Summary

General Fund Costs by Program Area

	<u>Regular</u>	<u>Special Ed</u>	<u>ESL</u>	<u>Voke/Tech</u>	<u>Systemwide</u>	<u>Total</u>
Salaries	\$108,778,179	\$60,871,401	\$15,057,679	\$12,721,499	\$43,189,229	\$240,617,987
Non-Salaries	\$38,358,541	\$48,281,562	\$4,047,232	\$3,234,239	\$30,388,462	\$124,310,037
Total	\$147,136,720	\$109,152,963	\$19,104,911	\$15,955,738	\$73,577,691	\$364,928,023



The FY20 budget allocates 40.3% of spending on direct instructional programs not classified as special education, ESL, or vocational/technical programs. Nearly 30% of the budget is allocated on special education programs, while 5.2% of the budget is spent on ESL and 4.4% on vocational/technical programs. The remaining 20.2% 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

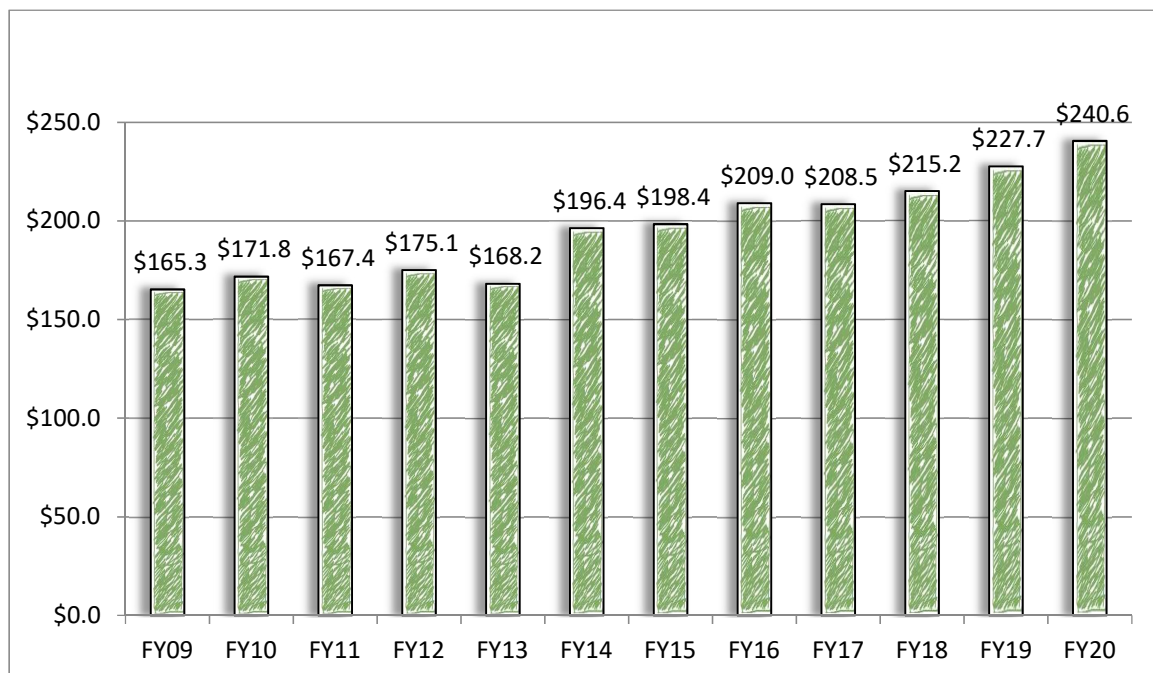


Employee Salaries

FY19 Adopted	FY20 Budget	\$ Change	% Change
\$227,683,233	\$240,617,986	\$12,934,753	5.7%

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 5.9%, mostly reflecting contractual salary increases and the new 171 positions added to the general fund budget. The following is a summary of changes to staffing and personnel allocations included in the FY20 budget:

Account No.	Account Name	Description of Change
500-91110	Administration	The recommended budget maintains all school-based and district leadership positions and adds the following positions: Chief Diversity Officer, Assistant Director of English Learners and Community Engagement, Secondary Schools Turnaround Manager, and an additional Assistant Principal at Claremont Academy. Two Supervisors of Child Study and a Supervisor of Special Education were added to this account during FY19 (reallocated from teacher positions to better reflect supervisory roles).
500-91111	Teacher Salaries	The budget reflects an increase of 113 teachers above the FY19 budget level: 17 elementary teachers, 44 secondary teachers (19 of these positions were added during the 2018-19 school year after the budget book), 15 Student Support Positions (3 were added during 2018-19), 22 Special Education teachers (5 added during 2018-19), 10 English Learner teachers (1 added during 2018-19) and 2 District-wide support teachers (1 was reallocated from the 500-91123 account during 2018-19). These teacher position increases reflect enrollment increases, course offering, and compliance requirements for special education and ESL instruction.
500-91112	School Committee	The account reflects the city ordinance level for School Committee pay for six members.
500-91114	Teacher Substitutes	The account reflects an increase in the daily rate for day-by-day substitutes from \$70 to \$75 per day as well as an increase to reflect actual spending history.
500-91115	Instructional Assistants	The budget reflects 14 additional special education programs for student service delivery; all other costs are contractual increases.
500-91116	Athletic Coaches' Salaries	The account reflects an increase in athletic opportunities for students by adding 8 junior varsity volleyball teams (6/boys and 2/girls teams) in the district and one freshman football team at Doherty High School. The budget also adds four cross country coaches to assist with the growing number of participating students.



General Fund Summary

Account No.	Account Name	Description of Change
540-91117	Transportation Salaries	The account reflects positions added in FY19 and contractual increases.
500-91118	Supplemental Programs	All programs are level funded except for the following changes: <ul style="list-style-type: none"> Special Education Summer School, Advanced Placement Program, ABA Home Servicing, AVID Programs, Student Drop-off Center and Library Processing have been decreased to reflect actual spending history Translation Services and Gerald Creamer Center Programs have been increased to reflect actual spending.
500-91119	Custodian Salaries	The account reflects level staffing and contractual increases
500-91120	Maintenance Services	The account reflects the reallocation of an unfilled electrician position to contracted services.
500-91121	Administrative Clerical	The account reflects an increase in two positions: one to the Special Education Department and one to the Superintendent's Office (added during FY19).
500-91122	School Clerical	The account reflects level staffing and contractual increases
500-91123	Non-Instructional Support	The account reflects an increase of two positions in Information Technology (a Technology Implementation Coordinator to start mid-year to assist with the bid, selection, transition, and implementation of a third party student information system and one position reallocated from grant funding). Also, the budget reflects a Testing Coordinator position added for the Adult Education Department.
540-91124	Crossing Guards	The account reflects an increase of three positions based on requests from building principals.
500-91133	School Nurses	The account reflects an increase of two nursing positions reflecting service coverage needs for schools, as well as three Licensed Practical Nurses (LPN) and two Certified Nursing Assistants (CNA) that were added during the 2018-19 school year.
500-91134	Educational Support	The account reflects the addition of 8 English as a Second Language (ESL) Tutors (2 were added during FY19), 4 Board Certified Behavioral Analysts (BCBA) (2 were added during FY19), 1 Wrap Around Coordinator (Canterbury Street School), and 1 Clinician (added during FY19).



General Fund Summary

Account No.	Account Name	Description of Change
540-97201	Transportation Overtime	The account reflects the reallocation of district-provided athletic transportation from the athletic account (500122-92000) to this overtime account
500-97203	Custodial Overtime	The account reflects a 2% increase to reflect contractual salary increases.
500-97204	Maintenance Overtime	The account reflects a 2% increase to reflect contractual salary increases.
500-97205	Support Overtime	The account reflects a 2% increase to reflect contractual salary increases.

500101-96000 Retirement Assessments

FY19 Adopted	FY20 Budget	\$ Change	% Change
\$17,615,995	\$18,580,578	\$964,583	5.5%

This account funds the Public Schools' share of the City of Worcester contributory retirement system's pension obligation for qualifying retirees and beneficiaries in accordance with the requirements of the Public Employees Retirement Administration Commission (PERAC). The pension obligation is based on a funding schedule established under Ch. 32, sec. 22D of Massachusetts General Laws requiring that municipalities fully fund their retirement system's accrued actuarial liability by June 30, 2038. The Worcester Retirement System is scheduled to be fully funded by 2032. Additionally, a portion of costs included in this account is based on the actual payroll costs for individuals receiving pension benefits whose service began prior to 1939 (non-contributory). This portion amounts to \$17,016 of this account's recommended total. The decrease in this line item is based on actual expenditures. In addition, supplemental contractual pension related costs for certain employees of the Laborers' International Union of North America are included in this account. Federal and State grants provide funding to cover the retirement obligations of employees paid with grant funds. The increase in this account reflects an increase in the assessment to fund the WPS portion of the Worcester Retirement System, as well as contractual increases to the Custodial and Secretarial Pension Fund.



General Fund Summary

Retirement Assessment Detail

Contributory Retirement Assessment	Annualized Salaries (non-MTRS employees)	% of City Total
Worcester Public Schools	\$50,630,582	29.0%
All other departments	\$123,807,148	71.0%

Total contributory amount to be raised:	\$48,180,204
Worcester Public Schools share (29.5%):	\$13,826,289
Less Reimbursement from Grant Sources:	<u>-\$814,392</u>
Total Contributory Pension Payment:	\$13,011,897
Pension Obligation Bonds	\$4,828,856
Non-Contributory Pension	\$17,016
Early Retirement Incentive 2002	\$0
Early Retirement Incentive 2010	\$104,255
Custodial Pension Fund	\$529,057
Educational Secretaries Pension Fund:	<u>\$89,497</u>
Total General Fund Budget	\$18,580,578

540103-92000 Student Transportation

FY19 Adopted	FY20 Budget	\$ Change	% Change
\$15,431,224	\$16,313,235	\$882,011	5.7%

The transportation of regular education students is provided through a combination of contracted vendor (using 84 buses in FY20) and district-operated transportation (using 11 buses in FY20). In addition, the transportation of special education students is provided through a combination of contracted services and WPS vehicles and employees. In FY20, 51 contracted buses and 36 WPS buses/vans provide in-district special education transportation. In addition, approximately 30 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.

FY20 represents the fifth year of a five-year contract with one vendor to provide both regular and special education transportation services and the second year of a five-year lease of vehicles district-operated big bus transportation as well as 100% of all athletic transportation.

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



General Fund Summary

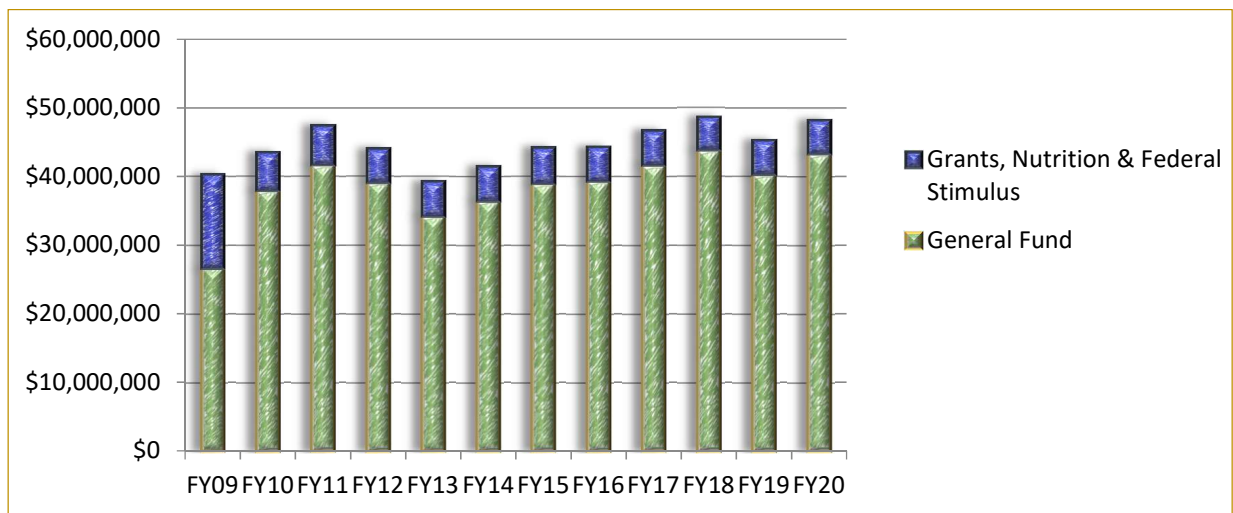
500123-96000 Health Insurance (Active and Retired Employees)

FY19 Adopted	FY20 Budget	\$ Change	% Change
\$44,322,761	\$47,358,719	\$3,035,958	6.8%

Under collective bargaining agreements, individual employment contracts, or City Manager actions for non-represented employees and retirees, the Worcester Public Schools covers 75% of the cost of employee healthcare premiums. The health insurance premium rates will increase 6% next year.

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

Health Insurance Spending by Funding Source



Enrollment is comprised of active employees, retirees, and surviving spouses; these categories are estimated to total approximately 5,979 members during FY20 (2,898 active employees and 3,081 retired employees). In addition, the Health Insurance account provides required funding for federal Medicare payments. Public Law 99-272 requires that all state and local employees hired after April 1, 1986 be covered by the Medicare system. This amount represents the employer's contribution of a matching 1.45% of gross wages for these individuals. This amount grows in direct proportion to the growth in the number and the wages of these employees. In addition, the account provides funding for the City's 50% matching share of a \$5,000 basic life insurance option available to all employees, including retirees (\$6.48 per employee per month). Funding will provide for the approximately 2,200 employees participating in this benefit.



General Fund Summary

500132-92000 Out of District Tuition

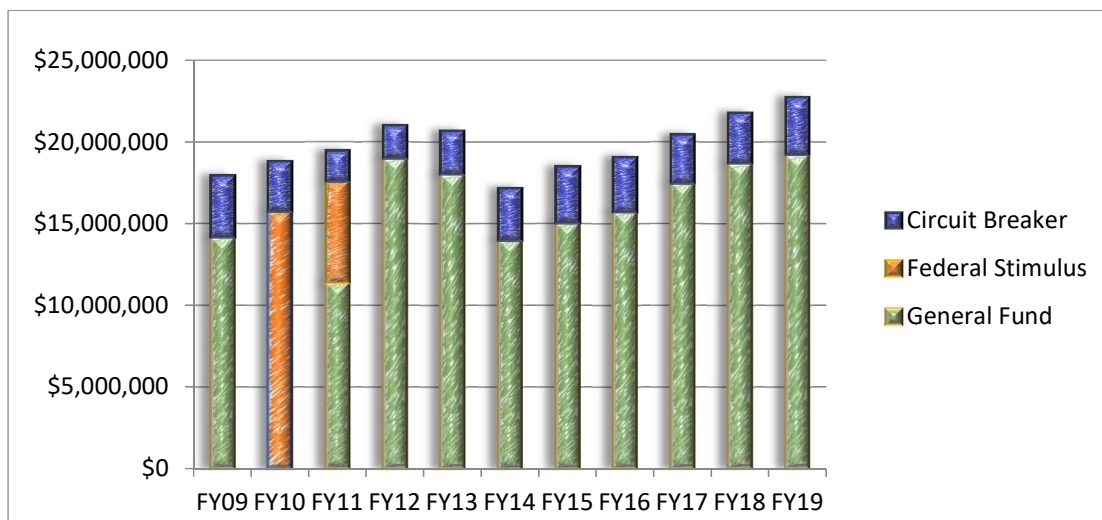
FY19 Adopted	FY20 Budget	\$ Change	% Change
\$19,180,340	\$19,804,695	\$624,355	3.3%

Federal (Individuals with Disabilities Education Act, IDEA) and state (603 CMR Section 28.00) special education laws and regulations require that a full continuum of services be available to meet the needs of students with disabilities. The tuition account supports placement of students in more restrictive settings (state approved special education day and residential programs) when 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 630 students annually.

The account also funds Rockdale Recovery High School and Woodward Day Alternative program.

The increase in this account reflects the estimated tuition costs for students attending schools through out-of-district placements and the Central Massachusetts Collaborative. This account is augmented by state special education reimbursement funding. The following is the total spending on special education tuition from all funding sources:

Special Education Tuition by Funding Source



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



General Fund Summary

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

Fiscal Year	Reimbursement	Change from Previous Year
FY04	\$2,734,380	
FY05	\$5,843,679	\$3,109,299
FY06	\$3,809,711	-\$2,033,968
FY07	\$3,615,051	-\$194,660
FY08	\$3,635,568	\$20,517
FY09	\$3,072,610	-\$562,958
FY10	\$1,865,334	-\$1,207,276
FY11	\$1,605,000	-\$260,334
FY12	\$2,005,000	\$400,000
FY13	\$2,668,732	\$663,732
FY14	\$3,188,995	\$520,263
FY15	\$3,456,151	\$267,156
FY16	\$3,444,755	-\$11,396
FY17	\$2,965,044	-\$479,711
FY18	\$3,101,115	\$136,071
FY19	\$3,525,268	\$424,153
FY20	\$3,445,234	-\$80,034
Total	\$53,981,627	

The FY20 budget for special education tuition is \$23.2 million with \$3.4 million in state special education reimbursement (referred to as "Circuit Breaker"). The Circuit Breaker funding is based on the state budget and the number of claims submitted by districts. The table below shows the number of students having costs that qualified for Circuit Breaker reimbursement and the level of reimbursement provided in the state budget (statutory amount is 75% but is subject to actual appropriation by State Legislature).

Fiscal Year	% of Reimbursement	# of Students
FY14	75%	151
FY15	73.5%	145
FY16	73%	129
FY17	70%	133
FY18	72%	129
FY19	72%	149



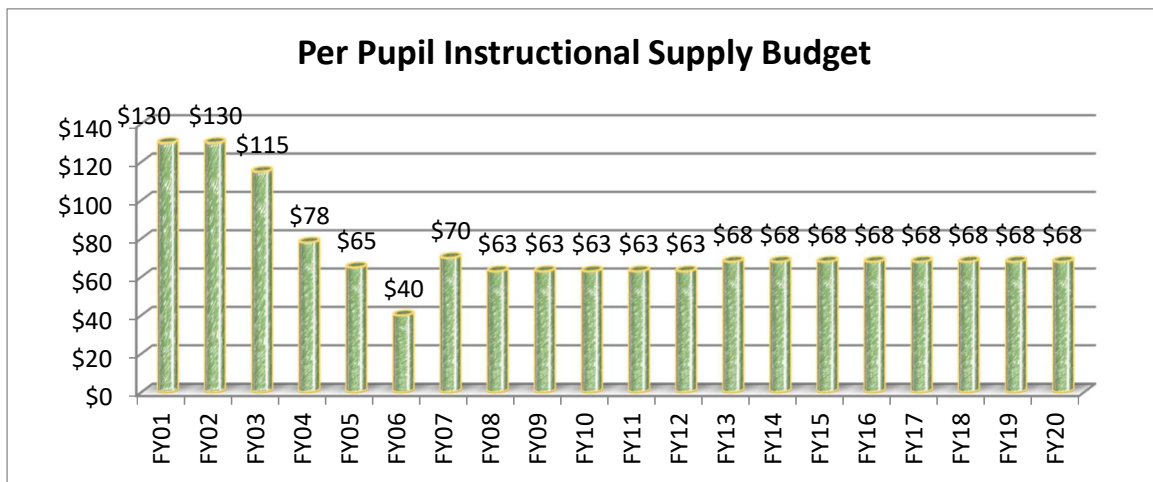
General Fund Summary

500-92204 Instructional Supplies & Materials

FY19 Adopted	FY20 Budget	\$ Change	% Change
\$3,809,986	\$4,139,261	\$329,275	8.6%

This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY20 budget maintains \$68 per pupil for instructional supplies and materials, the same amount since FY13. Schools use these funds to provide instructional supply and materials within the school.

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



500146-92000 Building Utilities

FY19 Adopted	FY20 Budget	\$ Change	% Change
\$5,782,741	\$5,634,835	-\$147,906	-2.6%

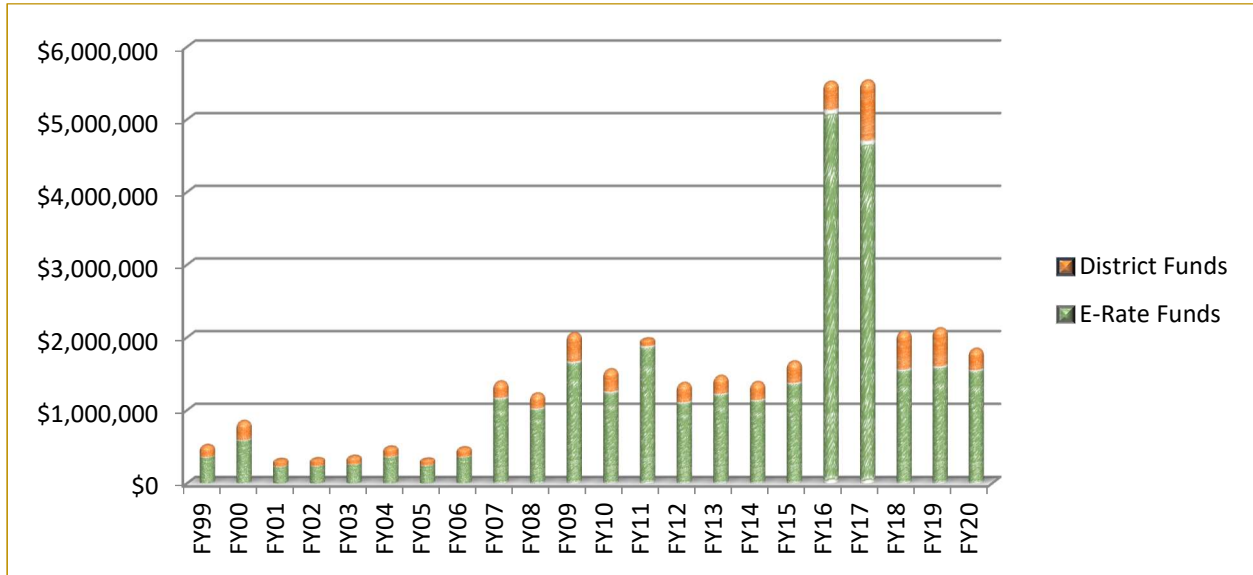
The FY20 budget reflects a \$147,906 decrease in the account, most notably from a \$565,193 reduction in natural gas contract rates. These savings are offset by an increase of \$366,789 in electricity costs due to a rate increase. Telephone and Internet Data Service will increase by \$35,494 as the final year of the FCC phase-out funding for telephone services from E-Rate funding. This account relies on the use of \$1.3 million in federal E-Rate reimbursement to provide internet service and internal connections to schools.



General Fund Summary

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

E-Rate Funding



In FY17 and FY18, the district allocated \$1.3 million in district operating and capital budget funds to leverage \$6.2 million in E-Rate funding. In FY19, the district allocated \$500,000 in district operating and capital budget funds to leverage \$1.5 million in E-Rate funding. E-Rate has now completely phased out funding for telephone and cellular service. The district has submitted E-Rate funding requests to accomplish the following:

- Fully spend down all available category 2 E-Rate funds to upgrade network switches at 27 of the district's schools
- Maintained the district's internet connections of 10Gbps
- Maintain the district wide area network (WAN) that provides a 10Gbps network connection to all school locations through a fiber network that was commissioned by the school district across the entire city of Worcester. Business, universities, and other city departments in Worcester have taken advantage of this fiber network that now blankets the city.



General Fund Summary

500152-92000 Facilities Maintenance (Supplies and Materials)

FY19 Adopted	FY20 Budget	\$ Change	% Change
\$3,489,861	\$4,080,525	\$590,664	16.9%

This account provides maintenance and repair of school buildings at \$2.4 million in FY20, equaling \$0.60 per square foot for the 4 million square feet of buildings in the district. The account also provides funding for custodial supplies (\$350,156), rubbish removal at all school locations (\$636,675), environmental management systems (\$596,563) for environmental abatement and implementation of best management practices, and funds for the repair and maintenance of Facilities Management vehicles (\$107,633).

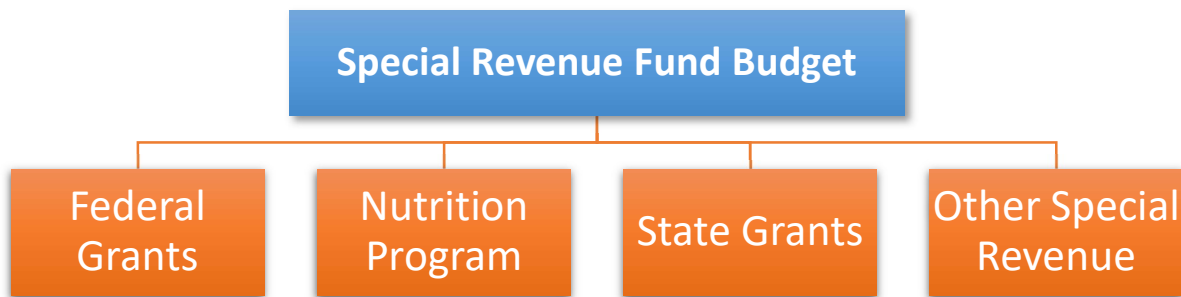
All Other Supply and Services Accounts: This line item includes the following accounts:

Account	Account Title	FY20 Budget
500122-92000	Athletics OM	\$375,372
500125-92000	Insurance	\$61,688
500129-92000	Workers Compensation	\$1,930,005
500130-92000	Personal Services	\$2,211,669
500133-92000	Printing & Postage	\$276,366
500136-92000	Miscellaneous OM	\$3,188,703
500137-96000	Unemployment Compensation	\$411,463
Total		\$8,455,266

The specific explanation of each of these accounts can be found within the FY20 line item budget section that follows.



Special Revenue Funds Summary



FY16-FY18 Actual Revenue and Expenditures
FY19 Adopted Budget
FY20 Budget

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted	FY20 Budget
Revenues:					
Federal Grants	\$30,482,431	\$30,081,166	\$30,459,548	\$30,016,599	\$30,564,203
Nutrition Program	\$12,724,390	\$13,011,610	\$16,004,376	\$15,208,294	\$15,256,867
State Grants	\$5,083,661	\$4,078,218	\$3,705,259	\$3,536,804	\$3,048,572
Other Special Revenue	\$5,098,254	\$5,328,741	\$5,078,162	\$7,411,563	\$7,088,513
Total Revenue	\$53,388,736	\$52,499,735	\$55,247,345	\$56,173,260	\$55,958,155
Expenditures (by object):					
Employee Salaries (91000)	\$31,658,561	\$31,350,598	\$29,105,796	\$36,040,099	\$34,510,828
Supplies and Services (92000)	\$14,455,808	\$13,327,698	\$13,060,844	\$13,299,287	\$14,161,714
Capital Equipment (93000)	\$109,644	\$124,313	\$80,217	\$515,000	\$315,000
Fringe Benefits (96000)	\$6,636,741	\$5,877,860	\$6,144,293	\$6,151,374	\$6,803,113
Employee Overtime (97000)	\$159,728	\$141,417	\$181,859	\$167,500	\$167,500
Total Expenditures (by object)	\$53,020,483	\$50,821,886	\$48,573,008	\$56,173,260	\$55,958,155
Difference from Total Revenue	\$368,253	\$1,677,849	\$6,674,337	\$0	\$0
Expenditures (by function):					
Administration (1000)	\$815,806	\$738,865	\$704,403	\$711,280	\$475,008
Instruction (2000)	\$18,293,495	\$17,661,390	\$18,236,345	\$18,606,471	\$18,623,662
Other School Services (3000)	\$22,054,791	\$20,940,232	\$18,013,040	\$23,585,530	\$23,218,066
Operations & Maint. (4000)	\$1,074,649	\$1,066,713	\$1,021,600	\$1,345,352	\$991,840
Fixed Charges (5000)	\$6,529,132	\$6,499,531	\$6,672,887	\$7,629,447	\$8,231,415
Community Services (6000)	\$807,855	\$868,873	\$683,780	\$769,912	\$972,930
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,444,755	\$3,046,282	\$3,240,954	\$3,525,268	\$3,445,234
Total Expenditures	\$53,020,483	\$50,821,886	\$48,573,008	\$56,173,260	\$55,958,155
Difference from Total Revenue	\$368,253	\$1,677,849	\$6,674,337	\$0	\$0

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



Special Revenue Funds Summary

Federal Grants

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

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

Nutrition Program

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

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

State Grants

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

appropriation to support particular educational programs

Other Special Revenue

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

through the sale of services or property rental.

Three-Year Budget Forecast FY21-FY23 Projected Revenues and Expenditures

	FY21 Projected	FY22 Projected	FY23 Projected
Revenues:			
Federal Grants	\$30,533,869	\$30,503,566	\$30,473,293
Nutrition Program	\$15,638,289	\$16,029,246	\$16,429,977
State Grants	\$2,819,421	\$2,819,421	\$2,819,421
Other Special Revenue	\$5,369,555	\$5,376,046	\$5,382,667
Total Revenue	\$54,361,134	\$54,728,279	\$55,105,358
Expenditures (by object):			
Employee Salaries (91000)	\$33,606,028	\$34,247,215	\$34,891,162
Supplies and Services (92000)	\$13,958,669	\$14,182,678	\$14,422,909
Capital Equipment (93000)	\$322,500	\$330,188	\$338,067
Fringe Benefits (96000)	\$6,946,368	\$7,092,712	\$7,242,214
Employee Overtime (97000)	\$169,188	\$170,917	\$172,690
Total Expenditures (by object)	\$55,002,752	\$56,023,710	\$57,067,042
Difference from Total Revenue	-\$641,618	-\$1,295,431	-\$1,961,684
Expenditures (by function):			
Administration (1000)	\$484,508	\$494,198	\$504,082
Instruction (2000)	\$16,936,615	\$17,263,566	\$17,597,056
Other School Services (3000)	\$23,650,409	\$24,123,859	\$24,608,427
Operations & Maint. (4000)	\$1,011,692	\$1,033,282	\$1,055,381
Fixed Charges (5000)	\$8,388,658	\$8,563,107	\$8,741,275
Community Services (6000)	\$1,030,869	\$1,045,697	\$1,060,821
Fixed Assets (7000)	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$3,500,000	\$3,500,000	\$3,500,000
Total Expenditures	\$55,002,752	\$56,023,710	\$57,067,042
Difference from Total Revenue	-\$641,618	-\$1,295,431	-\$1,961,684



Special Revenue Funds: Federal Grants

Federal Grants

FY16-FY18 Actual Revenue and Expenditures

FY19 Adopted Budget

FY20 Budget

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted	FY20 Budget
Federal Grant Revenue:					
Title I	\$12,381,636	\$11,623,123	\$11,979,077	\$11,979,077	\$11,729,063
IDEA	\$7,353,103	\$7,580,893	\$7,611,248	\$7,611,248	\$7,722,558
Head Start	\$5,945,064	\$6,050,975	\$6,050,975	\$6,049,743	\$6,281,821
Title IIA	\$1,859,767	\$1,807,310	\$1,484,093	\$1,484,093	\$1,198,516
Title III	\$1,395,841	\$1,403,473	\$1,217,393	\$1,217,393	\$1,150,035
Title IV	\$0	\$0	\$298,253	\$298,253	\$863,371
Perkins	\$503,656	\$485,765	\$483,401	\$483,401	\$445,536
21st Century Continuation	\$104,036	\$181,870	\$248,250	\$248,250	\$398,250
Pre-school - Special Education	\$291,556	\$293,540	\$284,330	\$284,330	\$291,456
Adult Education: Community Centers	\$0	\$0	\$0	\$0	\$252,972
McKinney-Vento	\$60,000	\$60,000	\$60,000	\$60,000	\$120,000
Special Education MA Urban	\$38,121	\$49,400	\$52,900	\$52,900	\$53,625
Adult Education: English Literacy	\$0	\$0	\$0	\$0	\$50,000
Early Childhood Special Ed.	\$5,000	\$5,150	\$3,000	\$3,000	\$7,000
21st Century CLCC	\$0	\$0	\$150,000	\$150,000	\$0
School Redesign Elm Park	\$441,717	\$441,717	\$441,717	\$0	\$0
Special Ed. Program Develop	\$102,934	\$97,950	\$94,911	\$94,911	\$0
Total Federal Grants	\$30,482,431	\$30,081,166	\$30,459,548	\$30,016,599	\$30,564,203
Expenditures (by object):					
Employee Salaries (91000)	\$21,846,632	\$21,624,328	\$19,989,256	\$22,619,495	\$22,402,832
Supplies and Services (92000)	\$2,706,787	\$2,585,588	\$2,284,193	\$2,959,625	\$3,244,160
Capital Equipment (93000)	\$62,399	\$47,405	\$46,667	\$0	\$0
Fringe Benefits (96000)	\$4,637,729	\$4,286,117	\$4,507,197	\$4,437,479	\$4,917,211
Employee Overtime (97000)	\$8,544	\$716	\$754	\$0	\$0
Total Expenditures (by object)	\$29,262,091	\$28,544,154	\$26,828,067	\$30,016,599	\$30,564,203
Difference from Total Revenue	\$1,220,340	\$1,537,012	\$3,631,481	\$0	\$0
Expenditures (by function):					
Administration (1000)	\$630,670	\$553,488	\$528,505	\$526,306	\$475,008
Instruction (2000)	\$16,060,539	\$15,624,872	\$15,967,376	\$15,228,158	\$15,445,949
Other School Services (3000)	\$7,623,412	\$6,978,455	\$4,714,056	\$8,028,028	\$7,736,164
Operations & Maint. (4000)	\$392,651	\$457,666	\$625,770	\$443,204	\$309,224
Fixed Charges (5000)	\$4,554,819	\$4,929,673	\$4,992,361	\$5,790,903	\$6,294,886
Community Services (6000)	\$0	\$0	\$0	\$0	\$302,972
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	\$29,262,091	\$28,544,154	\$26,828,067	\$30,016,599	\$30,564,203
Difference from Total Revenue	\$1,220,340	\$1,537,012	\$3,631,481	\$0	\$0



Special Revenue Funds: Federal Grants

Federal Grants

Three-Year Budget Forecast FY21-FY23 Projected Revenues and Expenditures

	FY21 Projected	FY22 Projected	FY23 Projected
Federal Grant Revenue:			
Title I	\$11,717,334	\$11,705,617	\$11,693,911
IDEA	\$7,714,835	\$7,707,121	\$7,699,413
Head Start	\$6,275,539	\$6,269,264	\$6,262,994
Title IIA	\$1,197,317	\$1,196,120	\$1,194,924
Title III	\$1,148,885	\$1,147,736	\$1,146,588
Title IV	\$862,508	\$861,645	\$860,783
Perkins	\$445,090	\$444,645	\$444,201
21st Century Continuation	\$397,852	\$397,454	\$397,056
Pre-school - Special Education	\$291,165	\$290,873	\$290,583
Adult Education: Community Centers	\$252,719	\$252,466	\$252,214
McKinney-Vento	\$120,000	\$120,000	\$120,000
Special Education MA Urban	\$53,625	\$53,625	\$53,625
Adult Education: English Literacy	\$50,000	\$50,000	\$50,000
Early Childhood Special Ed.	\$7,000	\$7,000	\$7,000
21st Century CLCC	\$0	\$0	\$0
School Redesign Elm Park	\$0	\$0	\$0
Special Ed. Program Develop	\$0	\$0	\$0
Total Federal Grants	\$30,533,869	\$30,503,566	\$30,473,293
Expenditures (by object):			
Employee Salaries (91000)	\$22,850,889	\$23,307,906	\$23,774,065
Supplies and Services (92000)	\$3,309,043	\$3,375,224	\$3,442,729
Capital Equipment (93000)	\$0	\$0	\$0
Fringe Benefits (96000)	\$5,015,555	\$5,115,866	\$5,218,184
Employee Overtime (97000)	\$0	\$0	\$0
Total Expenditures (by object)	\$31,175,487	\$31,798,997	\$32,434,977
Difference from Total Revenue	-\$641,618	-\$1,295,431	-\$1,961,684
Expenditures (by function):			
Administration (1000)	\$484,508	\$494,198	\$504,082
Instruction (2000)	\$15,754,868	\$16,069,965	\$16,391,365
Other School Services (3000)	\$7,890,887	\$8,048,705	\$8,209,679
Operations & Maint. (4000)	\$315,408	\$321,717	\$328,151
Fixed Charges (5000)	\$6,420,784	\$6,549,199	\$6,680,183
Community Services (6000)	\$309,031	\$315,212	\$321,516
Fixed Assets (7000)	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0
Total Expenditures	\$31,175,487	\$31,798,997	\$32,434,977
Difference from Total Revenue	-\$641,618	-\$1,295,431	-\$1,961,684



Special Revenue Funds: Federal Grants

Title I:

\$11,729,063

Title I, Part A of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to local school districts to help provide all children significant opportunity to receive a fair, equitable, and high-quality education and to close educational achievement gaps. This includes funds to strengthen the core program in schools and provide academic and/or support services to low-achieving students at the preschool, elementary, middle, and high school levels. Provide evidence-based programs that enable participating students to achieve the learning standards of the state curriculum frameworks and elevate the quality of instruction by providing eligible staff with substantial opportunities for professional development. This also includes engaging and involving parents/guardians of school children as active partners in education at the school through open, meaningful communication, training, and, as appropriate, inclusion in decision-making processes. This grant funds 46 Focused Instructional Coaches, 7 Pre-School Teachers, 34 Instructional Assistants for pre-school programs; 28 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.

IDEA – Special Education Entitlement:

\$7,722,558

The IDEA Special Education Entitlement grant primarily supports salaries and benefits of 188 instructional assistants, grant and program support positions, and professional development requirements. Instructional assistants support students with disabilities in accessing the general education curriculum in order to receive free and appropriate public education in the least restrictive environment. The contractual services funding includes nursing services for students with complex medical needs who require constant monitoring by medically trained staff during the school day, as well as bus transportation. Funds are also used to purchase technology and augmentative communication devices, specialized equipment for students with physical disabilities and supplies for students with significant emotional and behavioral disabilities. The district previously utilized third party vendors for student nursing services however have since created internal capacity and hired district certified nursing assistants and licensed practical nurses.

Head Start:

\$6,281,821

Head Start is a comprehensive preschool program, serving approximately 600 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 will commence on July 1, 2019 and will run through April 30, 2024. The primary responsibility of the Head Start Program is to establish a supportive learning environment for children and families. The federal government mandates that Head Start programs promote school readiness through cognitive, language, social and emotional development. Head Start reauthorization requires programs to implement standards of learning in early literacy, language, science, social studies and numeracy to ensure all children will enter school with a solid foundation for lifelong learning. The Head Start Program is also mandated by the federal government to provide supplemental services. Head Start empowers families to identify individual strengths, challenges, interests and helps them solve problems and connect with community resources. Head Start support staff consists of Family Service Advocates, Nurses, Disabilities/Mental Health Staff, Hygienists, and Nutritionists that work together as a team to provide a continuum of care, education and services that allow stable uninterrupted support. Head Start fosters the role of parents/guardians as the primary educators of their children and works in partnership with families to actively engage them in the educational process.



Special Revenue Funds: Federal Grants

Title IIA – Improving Educator Quality:

\$1,198,516

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 seven Instructional Coach positions to high schools, as well as the funding for the Manager of Curriculum & Learning and support staff. The FY20 grant award is expected to be reduced and four Instructional Coach positions are transferred to Title I grant to sustain funding of the positions.

Title III:

\$1,150,035

Title III provides federal funding for meeting the educational needs of English Language Learners. Over one third of the district's students are English Language Learners and almost half of the students have a first language other than English. The goal of the programming is to accelerate the development of English skills and enhance their academic achievement maximizing college and career readiness. The district uses these funds to support ongoing professional development for teachers and continuously reinforcing high quality teaching and learning for all students. In addition, these funds provide supplemental programs, both after school and during the summer to extend learning for students and provide adaptation services for newcomer students and their families, including a large population of refugee students.

Title IV

\$863,371

Title IV funding provides students with a well-rounded education, including access to STEM programs, supporting safe and healthy student choices and supporting the use of technologies in the classroom. The district's funds have provided Advanced Placement examination fees for students, as well as enhance school safety, academic enrichments and professional development of instructional technology for teaching staff. The budget allocation has been increased and provides additional access to professional development, instructional enrichments, and supplies and materials.

Perkins Secondary Allocation Grant:

\$445,536

The federally funded Carl D. Perkins Applied Technology and Vocational Education Act provides administrative leadership and support in the form of equipment, tutoring, after-school programs, student transportation and professional development for our high schools and alternative programs in career and vocational-technical education. Programs and initiatives are focused on special populations including special education, LEP and non-traditional student populations. Career awareness programs are provided for all students to ensure that each and every student has fair and equitable access to each career and technical program that is available. Perkins provides funding to purchase equipment that will consistently upgrade programs in order for students and teachers to develop skills using the most current technology connected to industry standards. Presently, funding supports programs at Worcester Technical High School, the Engineering Academy at Doherty High School, the Health Science Academy at North High School and the Diesel Mechanic program at South High School. The FY20 budget will fund a Health Science Academy position at North High School and a HVAC position at Worcester Technical High School. The grant also supports the CVTE Leadership Coach position.



Special Revenue Funds: Federal Grants

21st Century Continuation

\$398,250

The 21st Century Continuation grant is federally funded to support Community Learning Centers that operate during out-of-school hours and provide students with academic enrichment opportunities, along with other activities designed to complement students' regular academic programs. Community Learning Centers may also offer literacy and related educational development to families of these students along with a community partner to enhance their academics. Sullivan Middle School and Burncoat Middle School were funded for both school year and summer programming. The FY20 grant includes the 21st Century Community Learning Center (50S172) grant, which was previously separate.

Pre-School – Special Education

\$291,456

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.

Adult Education: Community Centers

\$252,972

This is a new federally funded program (Fund Code 340) that provides Integrated Education and Training and Integrated English Literacy and Civics Education services. The funding provides adult education instruction simultaneously with workforce preparation activities and workforce training. The purpose of these services is to accelerate credential attainment, workforce readiness, and entry into the workforce.

McKinney-Vento

\$120,000

These federal funds support McKinney-Vento Homeless Education programs that ensure homeless students enroll and attend school while having the opportunity to succeed. The grant funds support Head Start home visits as well as outreach and case management for homeless students. Additional funds are used for the purchase of instructional and other materials that support these students. The FY20 grant award has increased and includes an additional housing partnership position, as well as corresponding health insurance costs.



Special Revenue Funds: Federal Grants

Special Education - Massachusetts Urban

\$53,625

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.

Adult Education: English Literacy

\$50,000

This is a new federally funded program provides Integrated Education and Training and Integrated English Literacy and Civics Education services. The funding provides adult education instruction simultaneously with workforce preparation activities and workforce training. The purpose of these services is to accelerate credential attainment, workforce readiness, and entry into the workforce.

Early Childhood Special Education Program

\$7,000

The purpose of this federal grant is to support district activities to ensure that eligible children, aged three to five with disabilities, receive a free and appropriate public education that includes special education and related services designed to meet their individual needs.



Special Revenue Funds: State Grants

State Grants

FY16-FY18 Actual Revenue and Expenditures
FY19 Adopted Budget
FY20 Budget

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted	FY20 Budget
State Grant Revenues:					
Expanded Learning Time	\$1,219,838	\$1,115,462	\$1,083,928	\$1,083,928	\$1,008,678
Coordinated Family & Community	\$619,000	\$619,000	\$605,225	\$605,225	\$605,225
Head Start Supplemental	\$464,372	\$464,372	\$457,959	\$457,959	\$465,930
Inclusive Pre-school	\$698,707	\$698,707	\$510,471	\$342,016	\$229,151
Adult Education	\$471,008	\$480,485	\$340,618	\$340,618	\$284,200
Fresh Fruits & Vegetables	\$333,300	\$316,750	\$316,750	\$316,750	\$315,100
Universal Pre-K	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000
GED Test Centers	\$6,150	\$5,702	\$5,422	\$5,422	\$5,288
Essential School Health	\$210,740	\$242,740	\$249,886	\$249,886	\$0
Quality Kindergarten	\$751,388	\$0	\$0	\$0	\$0
Academic Support (FC 596)	\$49,500	\$0	\$0	\$0	\$0
Academic Support (FC 632)	\$80,000	\$0	\$0	\$0	\$0
Literacy Partnership	\$24,658	\$0	\$0	\$0	\$0
Financial Literacy Program	\$20,000	\$0	\$0	\$0	\$0
Total State Grants	\$5,083,661	\$4,078,218	\$3,705,259	\$3,536,804	\$3,048,572
Expenditures (by object):					
Employee Salaries (91000)	\$4,049,995	\$3,583,887	\$2,701,751	\$3,188,772	\$2,573,505
Supplies and Services (92000)	\$663,902	\$590,932	\$515,413	\$213,514	\$385,585
Capital Equipment (93000)	\$26,037	\$30,536	\$0	\$0	\$0
Fringe Benefits (96000)	\$396,930	\$222,469	\$213,970	\$134,518	\$89,482
Employee Overtime (97000)		\$133	\$353	\$0	\$0
Total Expenditures (by object)	\$5,136,864	\$4,427,957	\$3,431,487	\$3,536,804	\$3,048,572
Difference from Total Revenue	(\$53,203)	(\$349,739)	\$273,772	\$0	\$0
Expenditures (by function):					
Administration (1000)	\$185,136	\$185,377	\$175,898	\$184,974	\$0
Instruction (2000)	\$1,984,029	\$1,461,295	\$1,812,469	\$797,258	\$804,657
Other School Services (3000)	\$2,096,557	\$2,065,636	\$822,847	\$1,933,030	\$1,814,318
Operations & Maint. (4000)	\$0	\$6,206	\$2,623	\$16,335	\$0
Fixed Charges (5000)	\$393,984	\$223,256	\$271,609	\$259,167	\$140,109
Community Services (6000)	\$477,158	\$486,187	\$346,040	\$346,040	\$289,488
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	\$5,136,864	\$4,427,957	\$3,431,487	\$3,536,804	\$3,048,572
Difference from Total Revenue	(\$53,203)	(\$349,739)	\$273,772	\$0	\$0



Special Revenue Funds: State Grants

State Grants

Three-Year Budget Forecast
FY21-FY23 Projected Revenues and Expenditures

	FY21	FY22	FY23
	Projected	Projected	Projected
State Grant Revenues:			
Expanded Learning Time	\$1,008,678	\$1,008,678	\$1,008,678
Coordinated Family & Community	\$605,225	\$605,225	\$605,225
Head Start Supplemental	\$465,930	\$465,930	\$465,930
Inclusive Pre-school	\$0	\$0	\$0
Adult Education	\$284,200	\$284,200	\$284,200
Fresh Fruits & Vegetables	\$315,100	\$315,100	\$315,100
Universal Pre-K	\$135,000	\$135,000	\$135,000
GED Test Centers	\$5,288	\$5,288	\$5,288
Essential School Health	\$0	\$0	\$0
Quality Kindergarten	\$0	\$0	\$0
Academic Support (FC 596)	\$0	\$0	\$0
Academic Support (FC 632)	\$0	\$0	\$0
Literacy Partnership	\$0	\$0	\$0
Financial Literacy Program	\$0	\$0	\$0
Total State Grants	\$2,819,421	\$2,819,421	\$2,819,421
Expenditures (by object):			
Employee Salaries (91000)	\$2,357,919	\$2,357,919	\$2,357,919
Supplies and Services (92000)	\$372,020	\$372,020	\$372,020
Capital Equipment (93000)	\$0	\$0	\$0
Fringe Benefits (96000)	\$89,482	\$89,482	\$89,482
Employee Overtime (97000)	\$0	\$0	\$0
Total Expenditures (by object)	\$2,819,421	\$2,819,421	\$2,819,421
Difference from Total Revenue	\$0	\$0	\$0
Expenditures (by function):			
Administration (1000)	\$0	\$0	\$0
Instruction (2000)	\$589,071	\$589,071	\$589,071
Other School Services (3000)	\$1,814,318	\$1,814,318	\$1,814,318
Operations & Maint. (4000)	\$0	\$0	\$0
Fixed Charges (5000)	\$126,544	\$126,544	\$126,544
Community Services (6000)	\$289,488	\$289,488	\$289,488
Fixed Assets (7000)	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0
Total Expenditures	\$2,819,421	\$2,819,421	\$2,819,421
Difference from Total Revenue	\$0	\$0	\$0



Special Revenue Funds: State Grants

Expanded Learning Time

\$1,008,678

This state funded grant program provides financial assistance to districts with schools that have approved Expanded Learning Time (ELT) implementation plans. All participating schools must increase the amount of time in schedules to be able to operate at least 300 hours longer than the average of other schools within the district. Jacob Hiatt and City View schools currently have approved Expanded Learning Time programs. The goal of the program is to provide more instructional opportunities and enrichment opportunities into student learning, and provide adults with increased opportunities to plan and participate in professional development activities. The FY20 budget is expected to be reduced based on state budget funding.

Coordinated Family and Community Engagement

\$605,225

The Coordinated Family and Community Engagement (CFCE) grant is a consolidated application that includes the former Massachusetts Family Network, Community Partnership for Children and Parent Child Home Program/Joint Family Support programs. The grant provides comprehensive support for children and their families from infancy through elementary school. The grant is designed to build a collaborative system of comprehensive services that include the public schools, Head Start, Early Care & Education providers and community based agencies within Worcester. Worcester Public Schools serves as the lead agency for this community-based grant. All activities of the grant are aligned to the Department of Early Education and Care's Strategic Plan, focusing on family engagement, early literacy and school readiness. The FY20 grant is anticipated to be level funded.

Head Start Supplemental

\$465,930

These state awarded funds are intended to enhance program capacity to serve Head Start students. Other uses of funds include the increase of professional development opportunities available for staff, enhancement of program quality by requiring Head Start and Early Head Start family child care programs to participate in the state's Quality Rating and Improvement System (QRIS), and provide non-federal matching funds for the Head Start program.

Inclusive Pre-School Learning Environment

\$229,151

The Inclusive Preschool Learning Environments grant (IPLE) provides direct preschool services. The Department of Early Education and Care recently announced that this grant would be phased out over the next three years at an approximate reduction of 33% each year and FY20 will be final year of grant. The FY20 grant award is anticipated to be \$229,151 and will be final year of funding. These salary of positions are being transferred to the Head Start grant.

Adult Education

\$284,200

This program provides funds for local programs of adult education and literacy services, including workplace literacy services; family literacy services; English literacy programs and integrated English literacy-civics education programs. Participation in these programs is limited to adults and out-of-school youths who are not enrolled or required to be enrolled in secondary school under state law. The FY20 grant has been reduced, however the district was awarded a new federally funded adult education grant.



Special Revenue Funds: State Grants

Fresh Fruits and Vegetables

\$315,100

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.

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. This is a renewal grant. Only the agencies and programs that had received UPK funding for FY18 are eligible to apply for the renewal grant funds. The program must be licensed by the Department of Early Education and Care and meet specific requirements. This program is available at the following Head Start locations: Greendale, Mill Swan, and Millbury. The FY20 grant is anticipated to be level funded.

GED Test Centers

\$5,288

This state funded grant program is designed to assist in the daily operation of High School Equivalency Assessment Centers including test administration and issuing required documents for the examinee and the state High School Equivalency Assessment Office at the Department of Elementary and Secondary Education. Worcester Public Schools is an approved test center. .

Essential School Health

\$0

The purpose of the Essential School Health grant is to continue to establish the infrastructure of providing all school-age children access to a school health service program. It is designed to be linked with community partners and also offers a range of prevention, assessment, referral and treatment services for healthy weight, substance abuse, tobacco and mental health. The district is awaiting award of an FY20 grant.



Special Revenue Funds: Nutrition Program

Child Nutrition Fund

FY16-FY18 Actual Revenue and Expenditures
FY19 Adopted Budget
FY20 Budget

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted	FY20 Budget
Revenues:					
Federal Reimbursement	\$12,121,819	\$12,353,645	\$15,306,987	\$14,538,756	\$14,499,174
Food Sales	\$52,602	\$33,240	\$26,685	\$40,000	\$25,763
Severe Need Breakfast	\$0	\$0	\$17,592	\$0	\$0
Universal Breakfast	\$191,042	\$151,890	\$141,797	\$130,000	\$144,827
State Reimbursement	\$358,928	\$346,865	\$398,060	\$374,538	\$441,072
Summer Program Food Truck	\$0	\$125,970	\$113,256	\$125,000	\$146,031
Total Revenues	\$12,724,390	\$13,011,610	\$16,004,376	\$15,208,294	\$15,256,867
Expenditures (by object):					
Employee Salaries (91000)	\$5,412,860	\$5,722,349	\$6,085,995	\$6,531,350	\$6,516,813
Supplies and Services (92000)	\$7,262,229	\$6,156,568	\$6,218,065	\$6,530,067	\$6,576,134
Capital Equipment (93000)	\$14,225	\$13,460	\$6,284	\$500,000	\$300,000
Fringe Benefits (96000)	\$1,580,329	\$1,346,602	\$1,408,917	\$1,579,377	\$1,796,420
Employee Overtime (97000)	\$74,896	\$59,379	\$61,299	\$67,500	\$67,500
Total Expenditures (by object)	\$14,344,539	\$13,298,357	\$13,780,561	\$15,208,294	\$15,256,867
Difference from Total Revenue	-\$1,620,149	-\$286,747	\$2,223,815	\$0	\$0
Expenditures (by function):					
Administration (1000)	\$0	\$0	\$0	\$0	\$0
Instruction (2000)	\$0	\$0	\$0	\$0	\$0
Other School Services (3000)	\$12,244,995	\$11,462,038	\$12,020,328	\$12,828,917	\$12,864,073
Operations & Maint. (4000)	\$519,215	\$489,717	\$351,316	\$800,000	\$596,374
Fixed Charges (5000)	\$1,580,329	\$1,346,602	\$1,408,917	\$1,579,377	\$1,796,420
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	\$14,344,539	\$13,298,357	\$13,780,561	\$15,208,294	\$15,256,867
Difference from Total Revenue	-\$1,620,149	-\$286,747	\$2,223,815	\$0	\$0

Revenue Summary

The Nutrition Department's FY20 recommended budget is based on the average of daily breakfast, lunch, supper, and snacks served from September 2018 through June 2019, as well as during the summer. The National School Lunch Program (NSLP) serves nearly 5 million meals annually to the students of Worcester Public Schools. All of these meals qualify for federal and state reimbursement under the Community Eligibility Provision (CEP) that was adopted during the 2015-2016 school year. This provision enables all students to be served breakfast and lunch each school day for no cost, regardless of household income. The funding from federal and state reimbursements, along with minimal cash revenue, covers the operating expenditures and no local appropriation from the general fund will be required. The district also receives a Fresh Fruit & Vegetable Grant that funds nine additional helper positions and provides the students at 14 elementary schools direct access to fruits and vegetables during the school day.



Special Revenue Funds: Nutrition Program

Child Nutrition Fund

Three-Year Budget Forecast FY21-FY23 Projected Revenues and Expenditures

	FY21 Projected	FY22 Projected	FY23 Projected
Revenues:			
Federal Reimbursement	\$14,861,653	\$15,233,195	\$15,614,025
Food Sales	\$26,407	\$27,067	\$27,744
Severe Need Breakfast	\$0	\$0	\$0
Universal Breakfast	\$148,448	\$152,159	\$155,963
State Reimbursement	\$452,099	\$463,401	\$474,986
Summer Program Food Truck	\$149,682	\$153,424	\$157,259
Total Revenues	\$15,638,289	\$16,029,246	\$16,429,977
Expenditures (by object):			
Employee Salaries (91000)	\$6,679,733	\$6,846,727	\$7,017,895
Supplies and Services (92000)	\$6,740,537	\$6,909,051	\$7,081,777
Capital Equipment (93000)	\$307,500	\$315,188	\$323,067
Fringe Benefits (96000)	\$1,841,331	\$1,887,364	\$1,934,548
Employee Overtime (97000)	\$69,188	\$70,917	\$72,690
Total Expenditures (by object)	\$15,638,289	\$16,029,246	\$16,429,977
Difference from Total Revenue	\$0	\$0	\$0
Expenditures (by function):			
Administration (1000)	\$0	\$0	\$0
Instruction (2000)	\$0	\$0	\$0
Other School Services (3000)	\$13,185,675	\$13,515,317	\$13,853,200
Operations & Maint. (4000)	\$611,283	\$626,565	\$642,230
Fixed Charges (5000)	\$1,841,331	\$1,887,364	\$1,934,548
Community Services (6000)	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0
Total Expenditures	\$15,638,289	\$16,029,246	\$16,429,977
Difference from Total Revenue	\$0	\$0	\$0

Expenditure Summary

The Nutrition Department's FY20 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 FY20 budget includes new positions focusing on culinary excellence, compliance, marketing, and outreach that will allow the department to continually improve the quality of food for students, expand cultural menu options as well as access through "breakfast after the bell", supper programs in lieu of snacks, and additional summer meal sites. The FY20 budget also includes funds for equipment purchases necessary to continue the district's new serving model that includes our own production and distribution of fresh menu options utilizing locally sourced ingredients.



Special Revenue Funds: Other Funds

Other Special Revenue Fund

FY16-FY18 Actual Revenue and Expenditures
FY19 Adopted Budget
FY20 Budget

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted	FY20 Budget
Revenues:					
Special Education Reimburse.	\$3,046,282	\$3,240,954	\$3,537,918	\$3,525,268	\$3,445,234
Displaced Student Assistance	\$0	\$0	\$0	\$2,000,000	\$1,642,123
School Choice Revolving	\$391,327	\$486,263	\$511,663	\$581,055	\$510,601
Adult Ed & GED Revenue	\$90,058	\$84,981	\$41,288	\$87,920	\$85,000
Athletics & Foley Stadium	\$130,231	\$113,725	\$120,009	\$109,813	\$110,000
WTHS Program Revenue	\$185,496	\$389,701	\$176,083	\$345,555	\$345,555
Building Use & Program Income	\$899,633	\$707,889	\$379,249	\$450,000	\$450,000
Educational Access Channel	\$355,227	\$305,228	\$311,952	\$311,952	\$500,000
Total Revenues	\$5,098,254	\$5,328,741	\$5,078,162	\$7,411,563	\$7,088,513
Expenditures (by object):					
Employee Salaries (91000)	\$349,074	\$420,034	\$328,794	\$3,700,482	\$3,017,678
Supplies and Services (92000)	\$3,822,890	\$3,994,610	\$4,043,173	\$3,596,081	\$3,955,835
Capital Equipment (93000)	\$6,983	\$32,913	\$27,266	\$15,000	\$15,000
Fringe Benefits (96000)	\$21,754	\$22,672	\$14,208	\$0	\$0
Employee Overtime (97000)	\$76,288	\$81,189	\$119,452	\$100,000	\$100,000
Total Expenditures (by object)	\$4,276,989	\$4,551,418	\$4,532,893	\$7,411,563	\$7,088,513
Difference from Total Revenue	\$821,265	\$777,323	\$545,269	\$0	\$0
Expenditures (by function):					
Administration (1000)	\$0	\$0	\$0	\$0	\$0
Instruction (2000)	\$248,927	\$575,223	\$456,500	\$2,581,055	\$2,373,056
Other School Services (3000)	\$89,827	\$434,103	\$455,808	\$795,555	\$803,511
Operations & Maint. (4000)	\$162,783	\$113,124	\$41,891	\$85,813	\$86,242
Fixed Charges (5000)	\$0	\$0	\$0	\$0	\$0
Community Services (6000)	\$330,697	\$382,686	\$337,740	\$423,872	\$380,470
Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,444,755	\$3,046,282	\$3,240,954	\$3,525,268	\$3,445,234
Total Expenditures	\$4,276,989	\$4,551,418	\$4,532,893	\$7,411,563	\$7,088,513
Difference from Total Revenue	\$821,265	\$777,323	\$545,269	\$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 district relies on the revolving funds of the 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.



Special Revenue Funds: Other Funds

Other Special Revenue Fund

Three-Year Budget Forecast FY21-FY23 Projected Revenues and Expenditures

	FY21	FY22	FY23
	Projected	Projected	Projected
Revenues:			
Special Education Reimburse.	\$3,500,000	\$3,500,000	\$3,500,000
Displaced Student Assistance	\$0	\$0	\$0
School Choice Revolving	\$500,000	\$500,000	\$500,000
Adult Ed & GED Revenue	\$85,000	\$85,000	\$85,000
Athletics & Foley Stadium	\$105,000	\$105,000	\$105,000
WTHS Program Revenue	\$345,000	\$345,000	\$345,000
Building Use & Program Income	\$484,555	\$491,046	\$497,667
Educational Access Channel	\$350,000	\$350,000	\$350,000
Total Revenues	\$5,369,555	\$5,376,046	\$5,382,667
Expenditures (by object):			
Employee Salaries (91000)	\$1,717,487	\$1,734,663	\$1,741,284
Supplies and Services (92000)	\$3,537,068	\$3,526,383	\$3,526,383
Capital Equipment (93000)	\$15,000	\$15,000	\$15,000
Fringe Benefits (96000)			
Employee Overtime (97000)	\$100,000	\$100,000	\$100,000
Total Expenditures (by object)	\$5,369,555	\$5,376,046	\$5,382,667
Difference from Total Revenue	\$0	\$0	\$0
Expenditures (by function):			
Administration (1000)	\$0	\$0	\$0
Instruction (2000)	\$592,676	\$604,530	\$616,620
Other School Services (3000)	\$759,529	\$745,520	\$731,230
Operations & Maint. (4000)	\$85,000	\$85,000	\$85,000
Fixed Charges (5000)	\$0	\$0	\$0
Community Services (6000)	\$432,350	\$440,997	\$449,817
Fixed Assets (7000)	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0
Tuition Programs (9000)	\$3,500,000	\$3,500,000	\$3,500,000
Total Expenditures	\$5,369,555	\$5,376,046	\$5,382,667
Difference from Total Revenue	\$0	\$0	\$0

Special Education Reimbursement is state funding for certain, high-cost special education and are provided to districts as a reimbursement and placed in a special revenue account to defray expenses associated with special education costs and tuition. School Choice revenue is for students residing in other school districts but attending the Worcester Public Schools. State law governs student revenue and funds are deposited into a revolving fund. FY20 includes funds for assistance for displaced students from Puerto Rico and U.S. Virgin Islands that have relocated and enrolled in school districts resulting from 2017 hurricanes.



Capital Improvement Plan

Capital Improvement Plan

South High School Schematic Design
Opening September 2021



The Worcester Public Schools fiscal year 2020 Capital Improvement Plan (CIP) includes \$3.6 million of annual building rehabilitation projects and \$500,000 of annual capital equipment purchases. The City Manager recommends a capital budget allocation for the entire city, including for the Worcester Public Schools. Capital Improvement Plan equipment and projects are paid through borrowed funds. Debt payments for these projects are included in the City of Worcester's budget and are not part of the budget of the Worcester Public Schools. Actual annual debt payments made for Worcester Public Schools projects are reported in the district End of Year Financial Report submitted to the Massachusetts Department of Elementary and Secondary Education. The total debt payments for Worcester Public Schools school construction, building renovations, and capital equipment in FY19 was \$17.5 million. A multi-year history of the debt expenses are included in the Informational Section of this budget.

The CIP funds are used to leverage funding from the Massachusetts School Building Authority (MSBA) for Accelerated Repair Projects (windows, roofs, and boiler projects). Worcester receives 78% reimbursement from the MSBA for approved projects. Since 2012, the City of Worcester and Worcester Public Schools have partnered with the MSBA for \$63.0 million in Accelerated Repair Projects, with \$44.6 million funded from the MSBA and \$18.4 million funded from the City of Worcester. Separately from this funding, the MSBA also provides funding for new school construction. During this same time period, Worcester and MSBA has replaced Nelson Place School (\$77 million total project) and construction is underway for the replacement of South High School (\$212 million expected cost).

The remaining building renovation funds, after the Accelerated Repair Projects, are used to do other renovation or deferred maintenance improvements to school facilities.



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS SCHOOL REPLACEMENT PLANS & ACCELERATED REPAIR PLANS

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

2012 Completed Projects

Nelson Place School – Major Renovation or Replacement Project



Nelson Place School (**Opened August 2017**)

- Chandler Magnet School – Accelerated Repair Project – Window Replacement
- Jacob Hiatt Magnet School – Accelerated Repair Project – Boiler Replacement
- Lake View School – Accelerated Repair Project – Window Replacement
- May Street School – Accelerated Repair Project – Window Replacement
- New Citizens Center – Accelerated Repair Project – Window Replacement
- New Citizens Center – Accelerated Repair Project – Boiler Replacement

2013 Completed Projects

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

2014 Completed Projects

- Clark Street School – Accelerated Repair Program – Window Replacement
- Goddard School of Science and Technology – Accelerated Repair Program – Window Replacement
- Union Hill School – Accelerated Repair Program – Window Replacement
- West Tatnuck Elementary School - Accelerated Repair Program – Window Replacement



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

2014 Approved Projects

South High Community School –Replacement Project



Current Building



New Building Schematic



*2019 Project Status: Site and Foundation Construction
(Fontaine Brothers, Inc.)*



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

2015 Completed Projects

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

2016 Approved Projects

Doherty Memorial High School (major renovation or repairs)



*Project Status: Feasibility Phase
(2018-2019)*

2016 Completed Projects

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

2017 Approved Projects – Expected Completion by summer 2019

- Elm Park Community School (windows replacement)
- Lincoln Street School (windows and roof replacement)
- Thorndyke Road School (windows replacement)

2018 Approved Project (2019-2020 Construction)

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



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

2019 Submitted Projects (pending MSBA Approval)

Burncoat Preparatory School: Roof Replacement

The Burncoat Preparatory School was built in 1916. The original roof is tar & 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.



Lincoln Street Elementary School Boiler Replacement

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.





Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

2019 Submitted Projects (pending MSBA Approval)

Tatnuck Magnet Elementary School: Roof Replacement

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.



Vernon Hill Elementary School: Roof Replacement

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.





Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

2019 Submitted Projects (pending MSBA Approval)

Worcester East Middle School: Roof Replacement and Windows and Doors Replacement

The Worcester East Middle School was built in 1924. The age of the roof is approx. 48 years old and consists of tar & gravel. To extend the useful life of the building a full replacement is recommended. Most of the windows in the facility are original and are in very poor shape. These wood frames, single pane windows are well beyond their life expectancy and many are inoperable. The heat loss is dramatic as the windows are extremely inefficient, causing extreme fluctuations in temperatures throughout the building.



Burncoat High School has been submitted to the Massachusetts School Building Authority (MSBA) for major renovation or replacement consideration.



Capital Improvement Plan

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

School	Submittal Year	Planned Replacement Year	Windows & Doors	Roof	Boiler	Estimated City Share	Estimated MSBA Share	Estimated Project Cost
Vernon Hill School	2019	2020		✓		\$137,280	\$486,720	\$624,000
Burncoat Preparatory	2019	2020		✓		\$60,060	\$212,940	\$273,000
Tatnuck Magnet	2019	2020		✓		\$120,120	\$425,880	\$546,000
Lincoln Street	2019	2020			✓	\$147,400	\$522,600	\$670,000
Worcester East Middle	2019	2020	✓	✓		\$535,140	\$1,897,314	\$2,432,454
Total Project Costs						\$1,000,000	\$3,545,454	\$4,545,454
Worcester Arts Magnet	2020	2021		✓		\$244,530	\$866,970	\$1,111,500
Wawecus Road	2020	2021		✓		\$111,540	\$395,460	\$507,000
New Citizens Center	2020	2021		✓		\$72,930	\$258,570	\$331,500
Union Hill School	2020	2021		✓		\$145,860	\$517,140	\$663,000
Total Project Costs						\$574,860	\$2,038,140	\$2,613,000
Gates Lane	2021	2022			✓	\$553,840	\$1,946,880	\$2,496,000
Elm Park	2021	2022		✓		\$193,050	\$684,450	\$877,500
University Park	2021	2022		✓		\$34,320	\$121,680	\$156,000
Clark Street	2021	2022			✓	\$218,790	\$775,710	\$994,500
Total Project Costs						\$1,000,000	\$3,528,720	\$4,524,000
Canterbury Street	2022	2023		✓		\$107,250	\$380,250	\$487,500
City View	2022	2023		✓		\$128,700	\$456,300	\$585,000
Total Project Costs						\$235,950	\$836,550	\$1,072,500
McGrath Elementary	2023	2024		✓		\$102,960	\$365,040	\$468,000
Chandler Magnet	2023	2024		✓		\$308,880	\$1,095,120	\$1,404,000
Flagg Street	2023	2024		✓		\$193,050	\$684,450	\$877,500
Total Project Costs						\$604,890	\$2,144,610	\$2,749,500
Grand Total Project Costs						\$3,410,980	\$12,093,474	\$15,504,454

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

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



Capital Improvement Plan

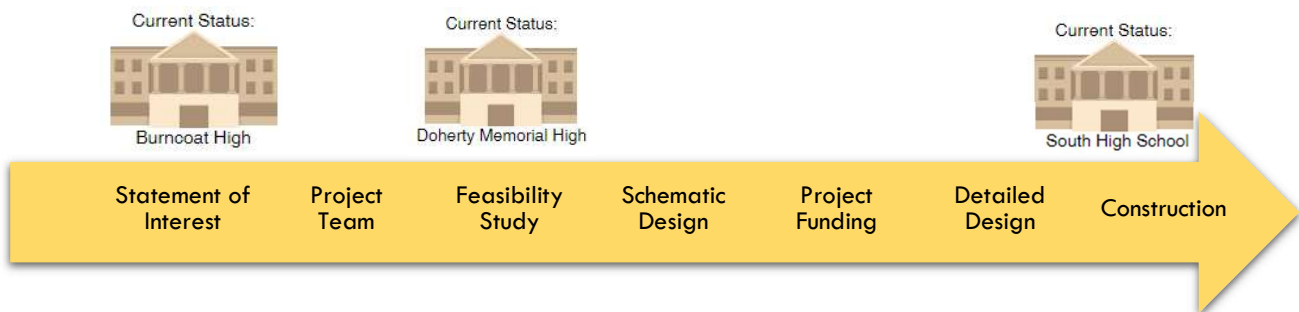
MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

MSBA Statements of Interest Overview:

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

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

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



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



Capital Improvement Plan

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

Location	Project	Estimated Cost
2019-2020 Projects		
Vernon Hill	Replace Boilers	\$250,000
Vernon Hill	Bathroom Renovation	\$225,000
Lincoln Street	Bathroom Renovation	\$225,000
Various Locations	Paving	\$225,000
Lake View	Retaining Wall Repair	\$200,000
Various Locations	Upgrade Building Controls	\$150,000
May Street	Pave Parking/Playground	\$110,000
Tatnuck Magnet	Retaining Wall Repair	\$100,000
Jacob Hiatt	Replace/Repair Plaza Stairs	\$100,000
Burncoat Middle	Replace Dance Floor	\$75,000
Doherty High	Boiler Replacement	\$75,000
Rice Square	Replace Boiler	\$75,000
Grafton Street	Reception/Office Creation	\$75,000
Sullivan Middle	Flooring Replacement	\$65,000
North High	Window Repair	\$60,000
Various Locations	Parking Lot Restriping	\$60,000
Midland Street	Repave Playground	\$50,000
Forest Grove & Sullivan	Replace Duct Insulation	\$50,000
Worcester Technical	Replace Heating Coil	\$50,000
Claremont Academy	Classroom Renovation	\$45,000
Various Locations	Lockers Replacement	\$40,000
Thorndyke Road	Repair Front Stairs & Walkway	\$30,000
Columbus Park	Stair Tread Repair	\$30,000
Various Locations	Underground Tank Removal Planning	\$30,000
Worcester Arts Magnet	Gym Ceiling Repair	\$30,000
Clark Street	Gym Ceiling Repair	\$30,000
Administration Bldg	Window Treatments	\$25,000
Sullivan Middle	Replace Fan Blower Section	\$25,000
Thorndyke Road	Lobby Repairs	\$25,000
Project Management		<u>\$70,000</u>
2019-2020 Projects		\$2,600,000
2020-2021 Projects		
Mill Swan Head Start	Replace/Repair Modulares	\$400,000
Various Locations	Deferred Maintenance	\$425,140
Flagg, BHS, Sullivan	Replace Boilers	\$325,000
Columbus Park	Bathroom Renovations	\$225,000
Foley Stadium	Bathroom Renovations	\$225,000
Various Locations	Paving	\$225,000
Burncoat High	Replace Fire Alarm	\$225,000
Worcester East Middle	Replace Fire Alarm	\$225,000
West Tatnuck	Replace Fire Alarm	\$180,000
Various Locations	Flooring Repair	\$100,000
Various Locations	Upgrade Building Controls	\$100,000
McGrath Elementary	Gym Floor Repair	\$100,000
Various Locations	Building Security / Cameras	\$200,000
Project Management		<u>\$70,000</u>
2020-2021 Projects		\$3,025,140

Location	Project	Estimated Cost
2021-2022 Projects		
Lincoln Street	Replace/Repair Modulares	\$400,000
Vernon Hill	Renovate Auditorium	\$300,000
Elm Park Community	Replace Boilers	\$230,000
Worcester East Middle	Bathroom Renovations	\$225,000
Chandler Elementary	Bathroom Renovations	\$225,000
Various Locations	Paving	\$225,000
McGrath/FGMS Road	Repave Road	\$225,000
Various Locations	Flooring Repair	\$100,000
Various Locations	Door Replacement	\$100,000
Various Locations	Upgrade Building Controls	\$100,000
West Tatnuck	Cafeteria Floor Repair	\$100,000
Various Locations	Building Security / Cameras	\$200,000
Chandler Elementary	Intercom System Replacement	\$100,000
Project Management		<u>\$70,000</u>
2021-2022 Projects		\$2,600,000
2022-2023 Projects		
Various Locations	Deferred Maintenance	\$764,050
Rice Square	Replace/Repair Modulares	\$400,000
Canterbury Street	Replace Boilers	\$250,000
Burncoat Middle	Bathroom Renovations	\$250,000
Flagg Street	Bathroom Renovations	\$250,000
Various Locations	Paving	\$250,000
Lincoln Street	Parking Front Parking & Walk	\$150,000
Goddard Elementary	Renovate Auditorium	\$300,000
Various Locations	Door Replacement	\$140,000
Various Locations	Flooring Repair	\$140,000
Various Locations	Upgrade Building Controls	\$100,000
Thorndyke Road	Cafeteria Floor Repair	\$100,000
Various Locations	Building Security / Cameras	\$200,000
Project Management		<u>\$70,000</u>
2022-2023 Projects		\$3,364,050
2023-2024 Projects		
Chandler Elementary	Replace/Repair Modulares	\$400,000
Various Locations	Deferred Maintenance	\$395,110
Burncoat Middle	Replace Boilers	\$250,000
Jacob Hiatt Magnet	Bathroom Renovations	\$250,000
May Street	Bathroom Renovations	\$250,000
Various Locations	Paving	\$250,000
Elm Park Community	Replace Gym Floor	\$200,000
Worcester Arts Magnet	Cafeteria Floor Repair	\$175,000
Greendale Head Start	Repave Parking Lot	\$175,000
Various Locations	Door Replacement	\$140,000
Various Locations	Flooring Repair	\$140,000
Various Locations	Upgrade Building Controls	\$100,000
Various Locations	Building Security / Cameras	\$200,000
Project Management		<u>\$70,000</u>
2023-2024 Projects		\$2,995,110



Capital Improvement Plan

Proposed FY19 Capital Equipment Budget

The Fiscal Year 2020 Capital Equipment Budget for the Worcester Public Schools continues prior year commitments to fund instructional technology, special education transportation vehicle replacements, and facilities maintenance equipment. In most instances, capital assets are replacing equipment that has reached the end of its useful life.

FY19 Capital Equipment Budget:

For FY20, the Capital Improvement Budget for the Worcester Public Schools is based on \$500,000. The Administration has proposed the following capital equipment purchases:

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

Technology Plan:

Technology continues to evolve in the Worcester Public Schools. In 2016, the MA Department of Elementary and Secondary Education (DESE) established Massachusetts Digital Literacy and Computer Science (DLCS) Curriculum Framework. This curriculum establishes learning concepts around technology as early as grades K-2. In addition, online testing requirements are doubling the number of students every year that need to be tested online. In response to this increase use of technology, the district has entered in to a new lease that puts 11,000 student Chromebooks in the classroom and 2,000 Chromebooks into the hands of teachers and other support personnel. The district also maintains approximate 1,500 Windows desktops PCs for administrative use and lab use at the secondary schools. In order to manage printing on the network, the district has deployed PaperCut print management software across the network. The district continues to maintain the infrastructure needed to support these devices with a robust wireless network at every school and a reliable high speed internet connection.

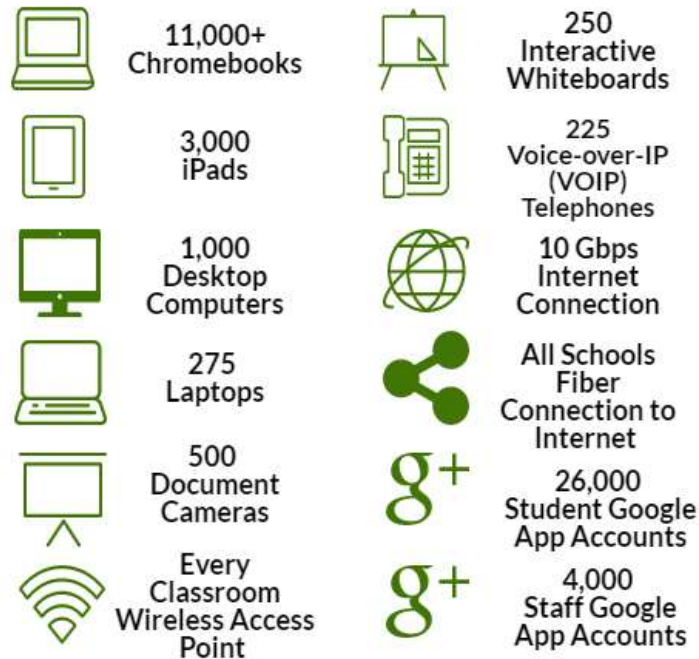


Capital Improvement Plan

Proposed FY20 Capital Equipment Budget

The district's capital equipment plan for technology supports maintaining a wide area of technology that includes:

Technology in the Worcester Public Schools



Capital Improvement Plan

Five-Year Capital Equipment Budget Plan

Area	2019-20	2020-21	2021-22	2022-23	2023-24	5-Year Total
Facilities	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Vehicle Replacement						
Student Transportation	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$550,000
Maintenance Equipment						
Technology	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000
Infrastructure Replacement						
Total Capital Improvement Plan	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000



Capital Improvement Plan

Five-Year Capital Equipment Budget Plan

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



Student Transportation: Provide for fleet maintenance and school bus equipment to support new leased vehicles, existing vehicle needs, and the transition to additional vehicles operated by the district. The following is the current School bus inventory:

Vehicle Category	Ownership Status	Location	Inventory (Quantity/Model Year)	Details
31 Mid-Size School Buses	Own	Fremont Street Bus Yard	1/2005, 3/2007, 3/2008, 8/2010, 7/2011, 3/2012, 6/2014,	
10 Mid-Size School Buses	Lease	Fremont Street Bus Yard	8/2017, 2/2018	
13 71-Passenger Buses	Lease	Fremont Street Bus Yard	13/2019	
2 Pupil Vans	Own	Fremont Street Bus Yard	2/2009	
1 Box Truck	Own	Fremont Street Bus Yard	1999	
1 Pickup Truck with Plow and Sander	Own	Fremont Street Bus Yard	2005	



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

Vehicle Category	Ownership Status	Location	Inventory (Quantity/Model Year)	Details
12 Pickup/Dump Trucks with Plow and Sander	Own	Foley Stadium (Utility Crew)	1/1999, 2/2004, 1/2005, 1/2006, 1/2009, 1/2013, 1/2014, 1/2016, 1/2017, 2/2019	
1 Pickup Truck with Plow and Sander	Own	Worcester Technical High School	2006	
3 Pickup/Rack Trucks with Plow and Sander	Own	School Shop	1/2008, 2/2018	
1 Delivery Truck	Own	Foley Stadium (Utility Crew)	2006	
1 Delivery Van	Own	Foley Stadium (Utility Crew)	2010	
2 Utility Vehicles	Own	Foley Stadium (Utility Crew)	1/1996, 1/2014	
3 Utility Vehicles	Own	Worcester Technical High School	3/2006	
1 Utility Vehicle	Own	Sullivan Middle	1986	
1 Utility Vehicle	Own	North High	2011	
1 Backhoe	Own	Foley Stadium (Utility Crew)	1997	



Capital Improvement Plan

Five-Year Building Renovation Budget Plan

School	Repair/Replacement Projects	Estimated City Share	Estimated MSBA Share	Estimated Total Project Cost
2019-2020 Projects				
Worcester East Middle	Window/ Roof Replacement	\$535,140	\$1,897,314	\$2,432,454
Lincoln Street	Boiler Replacement	\$147,400	\$522,600	\$670,000
Vernon Hill	Roof Replacement	\$137,280	\$486,720	\$624,000
Tatnuck Magnet	Roof Replacement	\$120,120	\$425,880	\$546,000
Burncoat Prep	Roof Replacement	\$60,060	\$212,940	\$273,000
Vernon Hill	Replace Boilers	\$250,000		\$250,000
Vernon Hill	Bathroom Renovation	\$225,000		\$225,000
Lincoln Street	Bathroom Renovation	\$225,000		\$225,000
Various Locations	Paving	\$225,000		\$225,000
Lake View	Retaining Wall Repair	\$200,000		\$200,000
Various Locations	Upgrade Building Controls	\$150,000		\$150,000
May Street	Pave Parking/Playground	\$110,000		\$110,000
Tatnuck Magnet	Retaining Wall Repair	\$100,000		\$100,000
Jacob Hiatt	Replace/Repair Plaza Stairs	\$100,000		\$100,000
Burncoat Middle	Replace Dance Floor	\$75,000		\$75,000
Doherty High	Boiler Replacement	\$75,000		\$75,000
Rice Square	Replace Boiler	\$75,000		\$75,000
Grafton Street	Reception/Office Creation	\$75,000		\$75,000
Sullivan Middle	Flooring Replacement	\$65,000		\$65,000
North High School	Window Repair	\$60,000		\$60,000
Various Locations	Parking Lot Restriping	\$60,000		\$60,000
Midland Street	Repave Playground	\$50,000		\$50,000
Forest Grove & Sullivan	Replace Duct Insulation	\$50,000		\$50,000
Worcester Technical	Replace Heating Coil	\$50,000		\$50,000
Claremont Academy	Classroom Renovation	\$45,000		\$45,000
Various Locations	Lockers Replacement	\$40,000		\$40,000
Thorndyke Road	Repair Front Stairs & Walkway	\$30,000		\$30,000
Columbus Park	Stair Treads Repairs	\$30,000		\$30,000
Various Locations	Underground Tank Removal Planning	\$30,000		\$30,000
Worcester Arts Magnet	Gym Ceiling Repair	\$30,000		\$30,000
Clark Street	Gym Ceiling Repair	\$30,000		\$30,000
Administration Bldg	Window Treatments	\$25,000		\$25,000
Sullivan Middle	Replace Fan Blower Section	\$25,000		\$25,000
Thorndyke Road	Lobby Repairs	\$25,000		\$25,000
Project Management		\$70,000		\$70,000
2019-2020 Projects		\$3,600,000	\$3,545,454	\$7,145,454



Capital Improvement Plan

Five-Year Building Renovation Budget Plan

School	Repair/Replacement Projects	Estimated City Share	Estimated MSBA Share	Estimated Total Project Cost
2020-2021 Projects				
Worcester Arts Magnet	Roof Replacement	\$244,530	\$866,970	\$1,111,500
Union Hill School	Roof Replacement	\$145,860	\$517,140	\$663,000
Wawecus Road	Roof Replacement	\$111,540	\$395,460	\$507,000
Mill Swan Head Start	Replace/Repair Modulares	\$400,000		\$400,000
Various Locations	Deferred Maintenance	\$425,140		\$425,140
New Citizens Center	Roof Replacement	\$72,930	\$258,570	\$331,500
Flagg, BHS, Sullivan	Replace Boilers	\$325,000		\$325,000
Columbus Park	Bathroom Renovations	\$225,000		\$225,000
Foley Stadium	Bathroom Renovations	\$225,000		\$225,000
Various Locations	Paving	\$225,000		\$225,000
Burncoat High	Replace Fire Alarm	\$225,000		\$225,000
Worcester East Middle	Replace Fire Alarm	\$225,000		\$225,000
West Tatnuck	Replace Fire Alarm	\$180,000		\$180,000
Various Locations	Flooring Repair	\$100,000		\$100,000
Various Locations	Upgrade Building Controls	\$100,000		\$100,000
McGrath Elementary	Gym Floor Repair	\$100,000		\$100,000
Various Locations	Building Security / Cameras	\$200,000		\$200,000
Project Management		<u>\$70,000</u>		<u>\$70,000</u>
2020-2021 Projects		\$3,600,000	\$2,038,140	\$5,638,140
2021-2022 Projects				
Gates Lane	Boiler Replacement	\$553,840	\$1,946,880	\$2,500,720
Clark Street	Boiler Replacement	\$218,790	\$775,710	\$994,500
Elm Park Community	Roof Replacement	\$193,050	\$684,450	\$877,500
Lincoln Street	Replace/Repair Modulares	\$400,000		\$400,000
Vernon Hill School	Renovate Auditorium	\$300,000		\$300,000
Elm Park Community	Replace Boilers	\$230,000		\$230,000
Worcester East Middle	Bathroom Renovations	\$225,000		\$225,000
Chandler Elementary	Bathroom Renovations	\$225,000		\$225,000
Various Locations	Paving	\$225,000		\$225,000
McGrath/FGMS Road	Repave Road	\$225,000		\$225,000
University Park Campus	Roof Replacement	\$34,320	\$121,680	\$156,000
Various Locations	Flooring Repair	\$100,000		\$100,000
Various Locations	Door Replacement	\$100,000		\$100,000
Various Locations	Upgrade Building Controls	\$100,000		\$100,000
West Tatnuck	Cafeteria Floor	\$100,000		\$100,000
Various Locations	Building Security / Cameras	\$200,000		\$200,000
Chandler Elementary	Intercom System Replacement	\$100,000		\$100,000
Project Management		<u>\$70,000</u>		<u>\$70,000</u>
2021-2022 Projects		\$3,600,000	\$3,528,720	\$7,128,720



Capital Improvement Plan

Five-Year Building Renovation Budget Plan

School	Repair/Replacement Projects	Estimated City Share	Estimated MSBA Share	Estimated Total Project Cost
2022-2023 Projects				
Various Locations	Deferred Maintenance	\$764,050		\$764,050
City View Discovery	Roof Replacement	\$128,700	\$456,300	\$585,000
Canterbury Street	Roof Replacement	\$107,250	\$380,250	\$487,500
Rice Square	Replace/Repair Modulares	\$400,000		\$400,000
Canterbury Street	Replace Boilers	\$250,000		\$250,000
Burncoat Middle	Bathroom Renovations	\$250,000		\$250,000
Flagg Street	Bathroom Renovations	\$250,000		\$250,000
Various Locations	Paving	\$250,000		\$250,000
Lincoln Street	Parking Front Parking & Walk	\$150,000		\$150,000
Goddard Elementary	Renovate Auditorium	\$300,000		\$300,000
Various Locations	Door Replacement	\$140,000		\$140,000
Various Locations	Flooring Repair	\$140,000		\$140,000
Various Locations	Upgrade Building Controls	\$100,000		\$100,000
Thorndyke Road	Cafeteria Floor Replacement	\$100,000		\$100,000
Various Locations	Building Security / Cameras	\$200,000		\$200,000
Project Management		<u>\$70,000</u>		<u>\$70,000</u>
2022-2023 Projects		\$3,600,000	\$836,550	\$4,436,550
2023-2024 Projects				
Chandler Magnet	Roof Replacement	\$308,880	\$1,095,120	\$1,404,000
Flagg Street	Roof Replacement	\$193,050	\$684,450	\$877,500
McGrath Elementary	Roof Replacement	\$102,960	\$365,040	\$468,000
Chandler Elementary	Replace/Repair Modulares	\$400,000		\$400,000
Various Locations	Deferred Maintenance	\$395,110		\$395,110
Burncoat Middle	Replace Boilers	\$250,000		\$250,000
Jacob Hiatt Magnet	Bathroom Renovations	\$250,000		\$250,000
May Street	Bathroom Renovations	\$250,000		\$250,000
Various Locations	Paving	\$250,000		\$250,000
Elm Park Community	Replace Gym Floor	\$200,000		\$200,000
Worcester Arts Magnet	Cafeteria Floor	\$175,000		\$175,000
Greendale Head Start	Repave Parking Lot	\$175,000		\$175,000
Various Locations	Door Replacement	\$140,000		\$140,000
Various Locations	Flooring Repair	\$140,000		\$140,000
Various Locations	Upgrade Building Controls	\$100,000		\$100,000
Various Locations	Building Security / Cameras	\$200,000		\$200,000
Project Management		<u>\$70,000</u>		<u>\$70,000</u>
2023-2024 Projects		\$3,600,000	\$2,144,610	\$5,744,610
TOTAL PROJECTS		\$18,000,000	\$12,093,474	\$30,093,474



Capital Improvement Plan

Overall Capital Improvement Plan Budget Plan

Funding Source	Budget 2019-2020	Forecast 2020-2021	Forecast 2021-2022	Forecast 2022-2023	Forecast 2023-2024	Total Projects
City Borrowed Funds	\$4,100,000	\$4,100,000	\$4,100,000	\$4,100,000	\$4,100,000	\$20,500,000
MSBA	\$3,545,454	\$2,038,140	\$3,528,720	\$836,550	\$2,144,610	\$12,093,474
Total Funding Sources	\$7,645,454	\$6,138,140	\$7,628,720	\$4,936,550	\$6,244,610	\$32,593,474
Expenditures (by category)						
Facilities	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Projects at Existing Schools	\$7,145,454	\$5,638,140	\$7,128,720	\$4,436,550	\$5,744,610	\$30,093,474
Student Transportation	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$550,000
Technology	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000
Total Capital Improvement Plan	\$7,645,454	\$6,138,140	\$7,628,720	\$4,936,550	\$6,244,610	\$32,593,474



LINE ITEM BUDGET

Worcester Public Schools



Financial



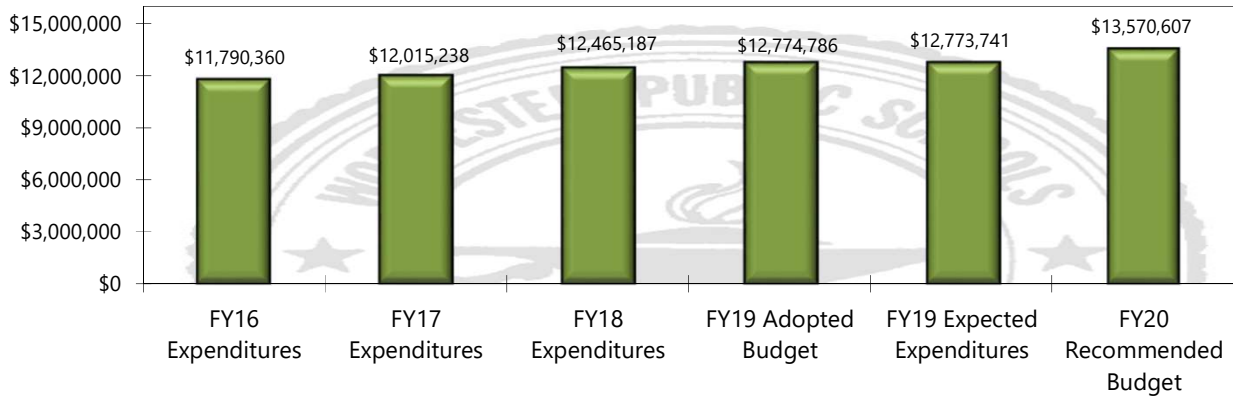
BUDGET SUMMARY BY ACCOUNT						
FY19 to FY20						
Account	Account Title	FY19 Adopted	FY19 Expected	FY20 Recommended	\$ Change	% Change
500-91110	Administration Salaries	\$12,774,786	\$12,773,741	\$13,570,607	\$795,821	6.2%
500-91111	Teacher Salaries	\$167,661,400	\$164,482,433	\$176,387,866	\$8,726,466	5.2%
500-91112	School Committee Salaries	\$88,692	\$80,576	\$88,692	\$0	0.0%
500-91114	Classroom Substitutes Salaries	\$2,198,440	\$2,236,785	\$2,535,850	\$337,410	15.3%
500-91115	Instructional Assistants Salaries	\$10,783,639	\$10,833,975	\$11,590,037	\$806,398	7.5%
500-91116	Athletic Coach Salaries	\$595,719	\$559,730	\$656,943	\$61,224	10.3%
540-91117	Transportation Salaries	\$3,554,542	\$3,450,985	\$3,699,673	\$145,131	4.1%
500-91118	Supplemental Program Salaries	\$1,809,487	\$1,659,750	\$1,722,466	-\$87,021	-4.8%
500-91119	Custodial Salaries	\$6,870,788	\$7,056,501	\$7,244,180	\$373,392	5.4%
500-91120	Maintenance Services Salaries	\$2,208,423	\$1,879,549	\$2,067,348	-\$141,075	-6.4%
500-91121	Administrative Clerical Salaries	\$3,195,272	\$3,200,199	\$3,330,948	\$135,676	4.2%
500-91122	School Clerical Salaries	\$2,181,610	\$2,232,472	\$2,226,311	\$44,701	2.0%
500-91123	Non-Instructional Support Salaries	\$2,353,025	\$2,334,623	\$2,577,249	\$224,224	9.5%
540-91124	Crossing Guard Salaries	\$506,745	\$492,081	\$507,469	\$724	0.1%
500-91133	School Nurses Salaries	\$5,156,099	\$5,050,397	\$5,687,206	\$531,107	10.3%
500-91134	Educational Support Salaries	\$3,901,776	\$4,042,799	\$4,745,497	\$843,721	21.6%
540-97201	Transportation Overtime	\$538,043	\$955,669	\$648,804	\$110,761	20.6%
500-97203	Custodian Overtime	\$1,078,481	\$1,385,852	\$1,100,050	\$21,569	2.0%
500-97204	Maintenance Services Overtime	\$155,351	\$183,849	\$158,458	\$3,107	2.0%
500-97205	Support Overtime	\$70,915	\$78,998	\$72,334	\$1,419	2.0%
Salary Total		\$227,683,233	\$224,970,963	\$240,617,987	\$12,934,754	5.7%
500101-96000	Retirement	\$17,615,995	\$17,625,035	\$18,580,578	\$964,583	5.5%
540103-92000	Transportation	\$15,431,224	\$15,316,300	\$16,313,235	\$882,011	5.7%
500122-92000	Athletics Ordinary Maintenance	\$454,052	\$349,790	\$375,372	-\$78,680	-17.3%
500123-96000	Health Insurance	\$44,322,761	\$44,625,947	\$47,301,641	\$2,978,880	6.7%
500125-92000	Other Insurance Programs	\$59,589	\$58,875	\$61,688	\$2,099	3.5%
500129-92000	Workers Compensation	\$1,653,061	\$1,986,393	\$1,930,005	\$276,944	16.8%
500130-92000	Personal Services	\$1,861,487	\$2,231,564	\$2,211,669	\$350,182	18.8%
500132-92000	Special Education Tuition	\$19,180,340	\$19,165,350	\$19,804,695	\$624,355	3.3%
500133-92000	Printing & Postage	\$257,432	\$270,338	\$276,366	\$18,934	7.4%
500-92204	Instructional Materials	\$3,809,986	\$4,643,236	\$4,139,261	\$329,275	8.6%
500136-92000	Miscellaneous Education OM	\$2,887,951	\$3,231,355	\$3,188,703	\$300,752	10.4%
500137-96000	Unemployment Compensation	\$511,463	\$546,292	\$411,463	-\$100,000	-19.6%
500138-92000	In-State Travel	\$57,500	\$58,100	\$0	-\$57,500	-100.0%
500141-92000	Vehicle Maintenance	\$0	\$0	\$0	\$0	0.0%
500146-92000	Building Utilities	\$5,782,741	\$5,531,229	\$5,634,835	-\$147,906	-2.6%
500152-92000	Facilities Department OM	\$3,489,861	\$3,950,209	\$4,080,525	\$590,664	16.9%
Non-Salary Total		\$117,375,443	\$119,590,013	\$124,310,037	\$6,934,593	5.9%
WPS General Fund		\$345,058,676	\$344,560,975	\$364,928,023	\$19,869,347	5.8%
Grant Programs		\$33,553,403	\$33,553,403	\$33,612,775	\$59,372	0.2%
Child Nutrition Program		\$15,208,294	\$15,208,294	\$15,256,867	\$48,573	0.3%
Other Special Revenue		\$7,411,563	\$7,411,563	\$7,088,513	-\$323,050	-4.4%
Total All Sources		\$401,231,936	\$400,734,235	\$420,886,178	\$19,654,242	4.9%



500-91110

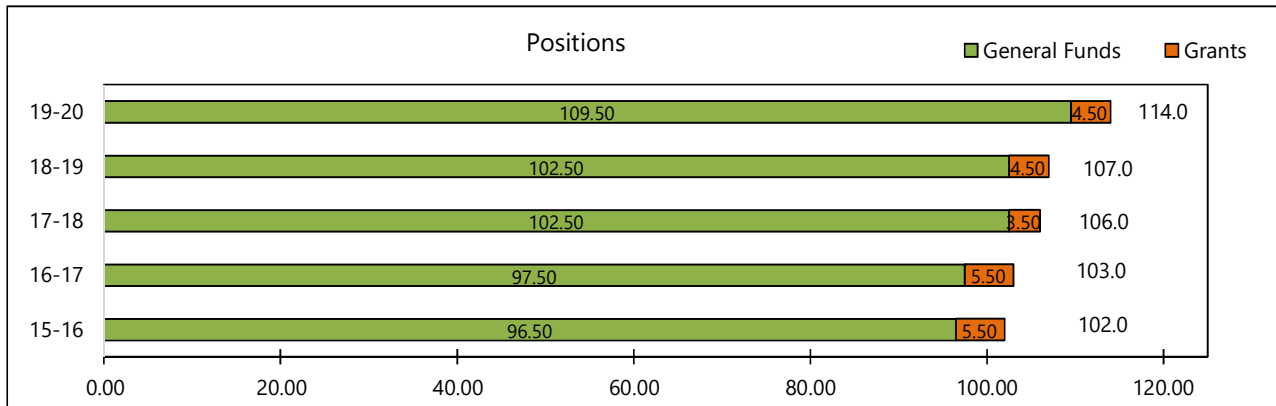
ADMINISTRATION SALARIES

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$12,774,786	\$12,773,741	\$13,570,607	6%
GRANT SOURCES	\$510,088	\$510,088	\$599,088	17%
TOTAL ADMINISTRATION	\$13,284,874	\$13,283,829	\$14,169,695	7%



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.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. System Supervision (8)	\$1,091,792	\$1,097,613	\$1,199,926	10%
(2000) B. Teaching & Learning Division (14.5)	\$1,687,318	\$1,501,884	\$1,901,243	13%
(2000) C. School-Based Supervision (87)	\$9,995,676	\$10,174,244	\$10,469,437	5%
TOTAL	\$12,774,786	\$12,773,741	\$13,570,607	6%

POSITION HISTORY

**500-91110****ADMINISTRATION SALARIES**

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) A. System Supervision (8)	\$1,091,792	\$1,097,613	\$1,199,926	10%

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 seven other Central Administration staff within this section work closely with the School Committee, state and federal education agencies, fifty schools and programs, alternative site educators, business and university partners, and other interested citizens to coordinate activities that maximize the opportunities for, and develop the potential of our students. In addition to the Superintendent, the positions in this section are: Chief Financial and Operations Officer, Assistant to the Superintendent & Clerk to the School Committee, Chief Human Resources Officer, Director of Human Resources, Information Technology Officer, and Budget Director. The FY20 budget includes a new Chief Diversity Officer for the district.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. Teaching & Learning Division (14.5)	\$1,687,318	\$1,501,884	\$1,901,243	13%

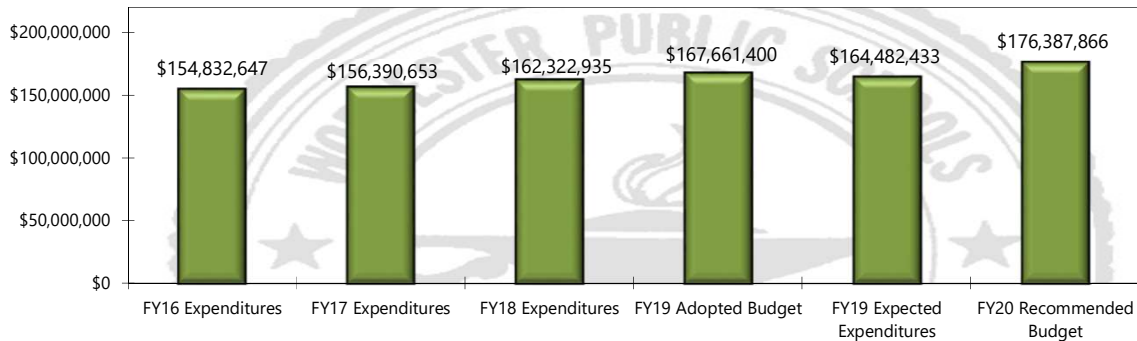
The Teaching & Learning Division oversees, supports and coordinates activities for developing and implementing programs and services including instructional leadership, strategic planning, curriculum and staff development. The Deputy Superintendent reports to the Superintendent and supervises Manager of School and Student Performance, three Managers of Instruction & School Leadership (2 for Elementary & 1 for Secondary), Director of English Language Learners & Community Engagement, Manager of Special Education and Intervention Services, Manager of Social Emotional Learning, Manager of Instructional Technology, and two School Turnaround Managers. The FY20 includes an additional School Turnaround Manager for Middle Schools and an Assistant Director of English Language Learners & Community Engagement. This account also funds the Director of Athletics and two Assistant Directors of Special Education. The following positions are funded through grants: Manager of Curriculum and Professional Learning, School Choice Coordinator (.5 Grant and .5 General Fund, located at the Parent Information Center), Manager of Grant Resources, and one of the Assistant Director of Special Education.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. School-Based Supervision (87)	\$9,995,676	\$10,174,244	\$10,469,437	5%

The School-Based positions are forty-five building principals (includes New Citizens Center), thirty-two secondary assistant principals, four alternative program coordinators (Alternative School, Creamer Center, Challenge and Reach Academies, and NCC Young Adult program), two special education coordinators (ACT at Chandler Magnet, and Special Education Transitions Program), and the Director of Technical Education. This line includes two new secondary assistant principals (one added at the start of FY19, as well as one for the FY20 budget). The line also includes two new Child Study Supervisors and one new Special Education Supervisor that have been converted from the Teacher Account (500-91111) during FY19. School leaders are responsible for fulfilling the district's improvement strategies by delivering on high expectations and outstanding results for every student. Continuous improvement of a school relies upon the school leader developing and implementing the school accountability plan, using formative and summative data effectively, and building capacity among all of the instructional staff. Effective planning and deep implementation of effective instruction that leads to high levels of student achievement and college and career readiness for every student. A state grant funds the Innovation Pathway Coordinator position located at the Technical High School.

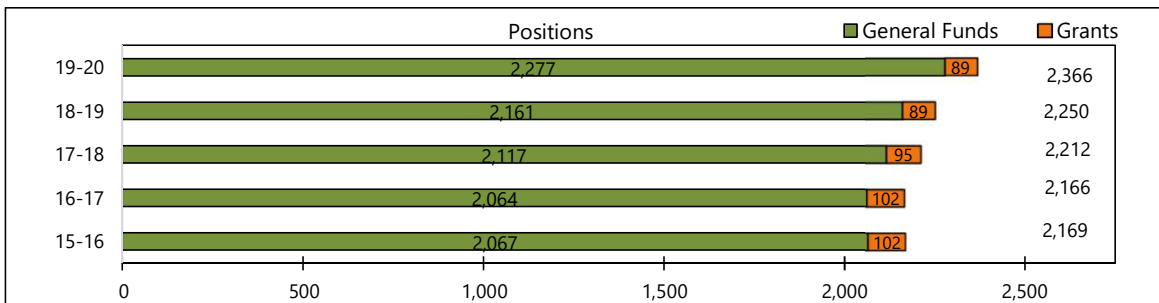
**500-91111****TEACHER SALARIES**

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$167,661,400	\$164,482,433	\$176,387,866	5%
GRANT SOURCES	\$7,902,392	\$7,902,392	\$7,469,384	-5%
TOTAL TEACHERS	\$175,563,792	\$172,384,825	\$183,857,250	5%



This account provides funding for the teaching requirements of the Worcester Public Schools. The teaching staff is responsible for ensuring that all students achieve college and career readiness skills. The account is staffed with 2,277 general fund positions for the FY20 budget compared to 2,161 of the final FY19 budget and includes all school-based and itinerant personnel. The account is supplemented by 89 teaching positions from various grant sources. More detail about individual disciplines is included on the following pages.

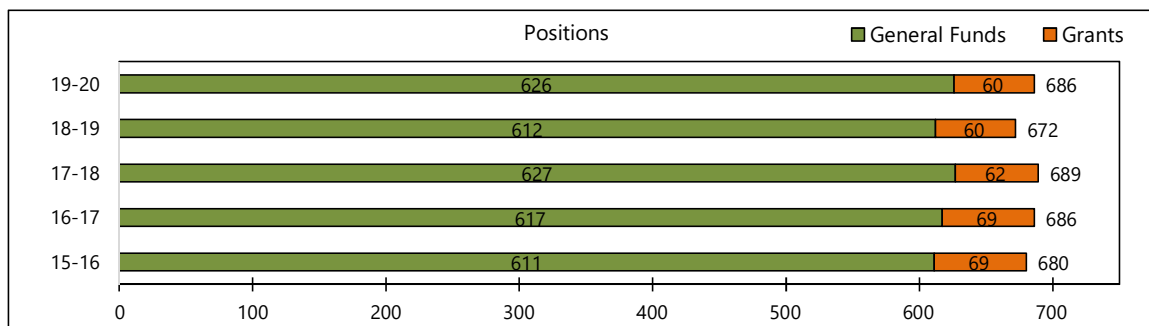
	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) A. Elementary Teachers (626)	\$47,482,081	\$46,581,790	\$48,527,206	2%
(2000) B. Secondary Teachers (753)	\$55,163,006	\$54,117,080	\$58,403,190	6%
(2000) C. Elementary Itinerants (116)	\$8,767,116	\$8,600,886	\$8,992,262	3%
(2000) D. Student Support Services (145)	\$9,853,308	\$9,666,483	\$11,240,327	14%
(2000) E. Special Education (454)	\$33,749,518	\$33,109,606	\$35,193,852	4%
(2000) F. English Learners (177)	\$12,491,201	\$12,254,360	\$13,720,951	10%
(2000) G. District-Wide Support (4)	\$155,170	\$152,228	\$310,078	100%
TOTAL	\$167,661,400	\$164,482,433	\$176,387,866	5%

POSITION HISTORY - DISTRICT

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

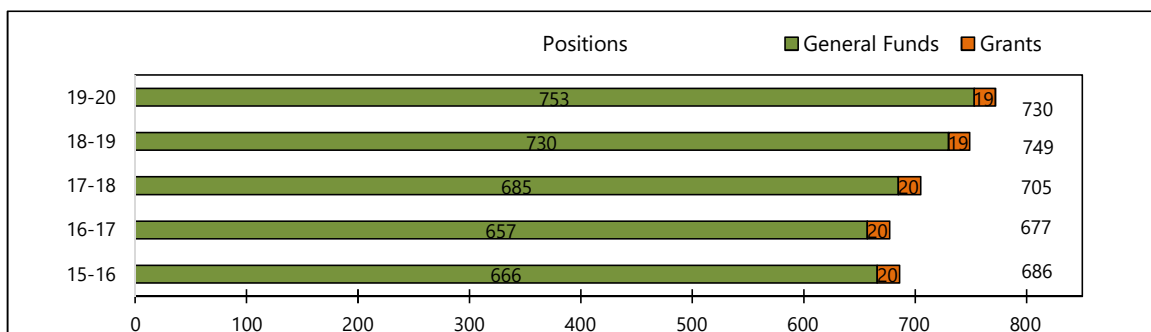
	FY19 Adopted Budget	FY19 Expected Expenditures	FY20	% Change From Present Budget
			Recommended Budget	
(2000) A. Elementary Teachers (626)	\$47,482,081	\$46,581,790	\$48,527,206	2%

The elementary component of the 500-91111 account provides the teaching staff for all of our elementary schools. The FY20 budget includes the addition of eight classroom positions to address enrollment shifts, two Non-Teaching Assistant Principals and three preschool staff that have been reallocated from grants. Grant sources provide an additional 60 teaching positions for the elementary grades, including Focus Instructional Coaches, Preschool, Lead Teachers, Librarian and Intervention Teachers. The average pupil/teacher ratio with this allocation of resources is estimated to be approximately 21.1 students per teacher.

POSITION HISTORY - ELEMENTARY

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20	% Change From Present Budget
			Recommended Budget	
(2000) B. Secondary Teachers (753)	\$55,163,006	\$54,117,080	\$58,403,190	6%

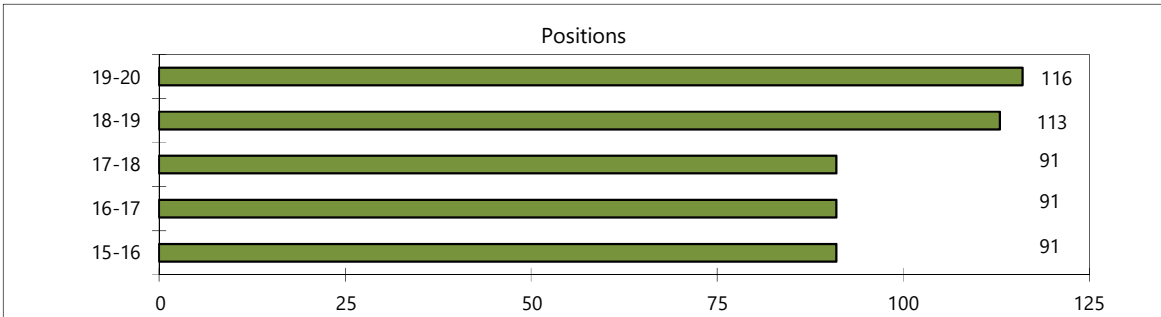
The secondary school teaching component is made up of various contract disciplines that provide instruction to students in the middle and high schools. The FY20 recommended staffing includes 23.4 new positions to address increased enrollment and student course selections. The final FY19 budget included 19 additional positions that were added for increased enrollments 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 19 teaching positions for the secondary schools are supported through grant funds, including Focus Instructional Coaches and CH74 teachers funded through the Perkins grant.

POSITION HISTORY - SECONDARY

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

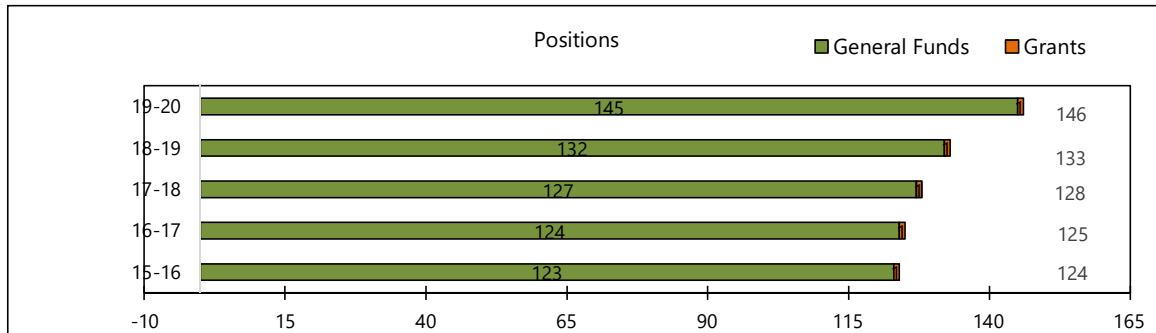
	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) C. Elementary Itinerants (116)	\$8,767,116	\$8,600,886	\$8,992,262	3%

This account includes all elementary, itinerant and liaison staffing for the Art, Music, Physical Education and Health programs of the elementary grades. Three positions were reallocated during the 2018-2019 school year and the FY20 recommends an additional six preschool enrichment staff for schools.

POSITION HISTORY - ELEMENTARY ITINERANTS

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) D. Student Support Services (145)	\$9,853,308	\$9,666,483	\$11,240,327	14%

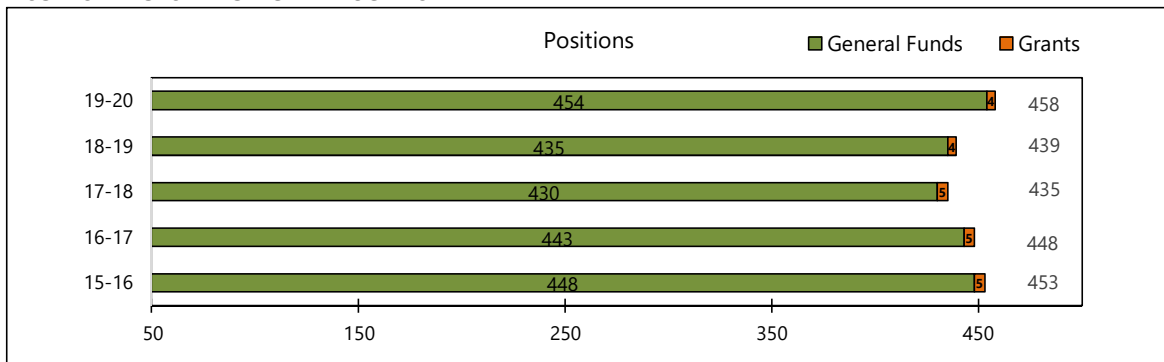
The Student Support Department consists of 28 School Psychologists, 73 School Adjustment Counselors and 44 Guidance Counselors. The FY20 budget recommends an increase of two school psychologists, four school adjustment counselors and nine guidance counselors. The district converted two school adjustment counselors at the start of the 2018-2019 school year to Child Study Supervisors. An additional school adjustment/homeless liaison position is funded through grants.

POSITION HISTORY - STUDENT SUPPORT SERVICES

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

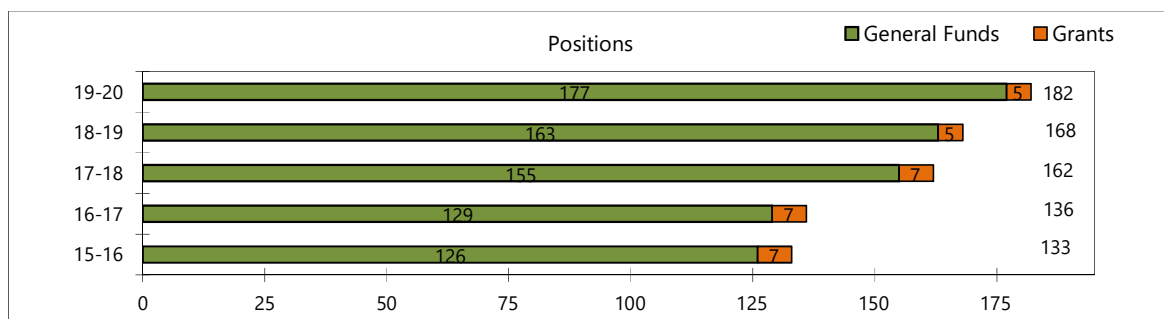
	FY19 Adopted Budget	FY19 Expected Expenditures	FY20	% Change From Present Budget
			Recommended Budget	
(2000) E. Special Education (454)	\$33,749,518	\$33,109,606	\$35,193,852	4%

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. During the 2018-2019 school year, the district added four teachers specializing in a stabilization team, one lead teacher, one evaluation team chair, and converted one position to special education supervisor (500-91110). The FY20 budget recommends an increase of fourteen positions. An additional four teaching positions are supported through grant funds.

POSITION HISTORY - SPECIAL EDUCATION

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20	% Change From Present Budget
			Recommended Budget	
(2000) F. English Learners (177)	\$12,491,201	\$12,254,360	\$13,720,951	10%

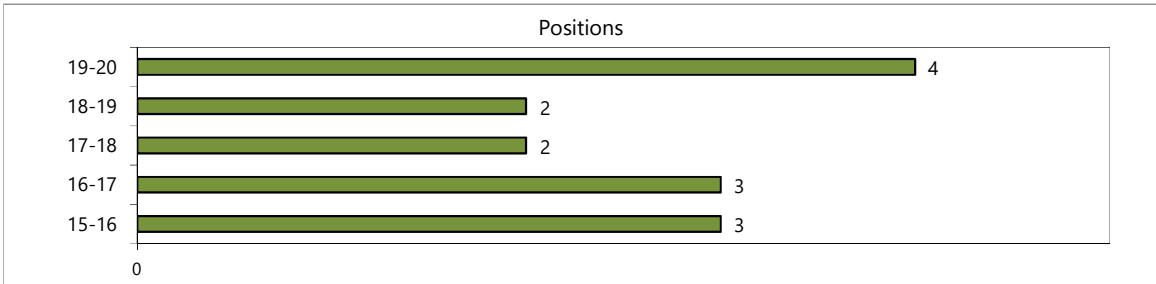
English as a Second Language (ESL) teaching staff provides the English language development instruction portion of the Sheltered English Immersion Program for English Learners, in accordance with each student's proficiency level. Positions are annually reallocated based upon changes to the level of service for students at individual schools. Also, included in this line item are dual language teachers and transitional bilingual education teachers. The FY20 budget includes the addition of 13 teachers to address student enrollment, one staff was added during the 2018-2019 school year. An additional five positions are supported through grant funds.

POSITION HISTORY - ENGLISH LANGUAGE LEARNERS

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

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) G. District-Wide Support (4)	\$155,170	\$152,228	\$310,078	100%

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 FY20 budget recommends one new position, as well as one added during the 2018-2019 school year.

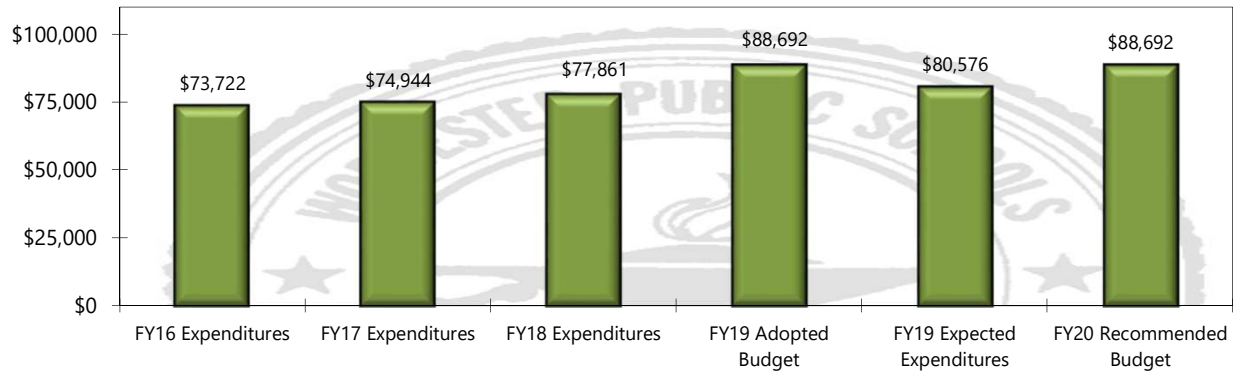
POSITION HISTORY - DISTRICT-WIDE SUPPORT



500-91112

SCHOOL COMMITTEE SALARIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$88,692	\$80,576	\$88,692	0%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL SCHOOL COMMITTEE	\$88,692	\$80,576	\$88,692	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.

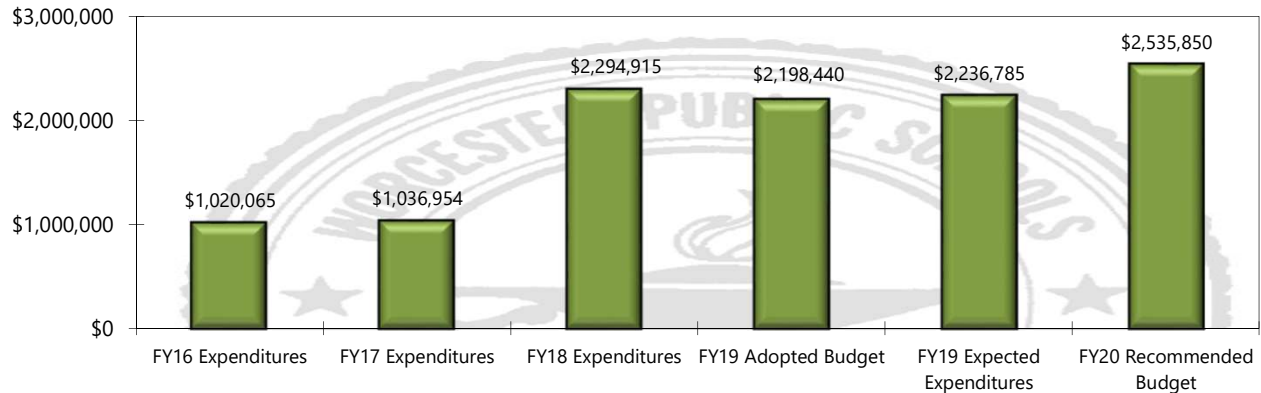
	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. School Committee Salaries	\$88,692	\$80,576	\$88,692	0%
TOTAL	\$88,692	\$80,576	\$88,692	0%



500-91114

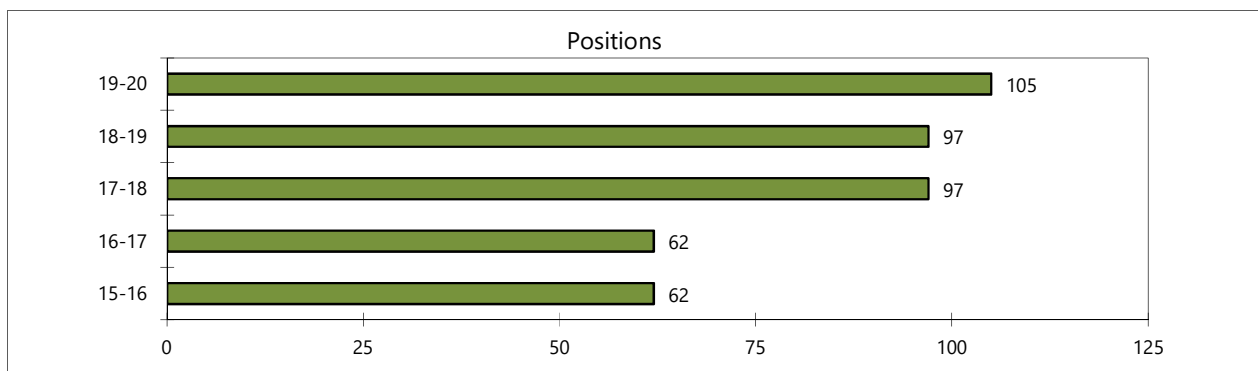
TEACHER SUBSTITUTE SALARIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,198,440	\$2,236,785	\$2,535,850	15%
GRANT SOURCES	\$5,000	\$5,000	\$5,000	0%
TOTAL TEACHER SUBSTITUTE SALARIES	\$2,203,440	\$2,241,785	\$2,540,850	15%



This account provides funding for daily substitute coverage of instructional staff absent for reasons of short-term illness, personal days, and bereavement. Also, this account provides funds for longer term coverage of authorized leaves of absences. Funding is also provided for various systemwide purposes requiring classroom substitutes covered by Instructional Assistants. This recommendation will provide funding for 70 daily substitutes, increased from 62, and 35 long term substitutes based on actual usage. The daily substitute rate has been increased from \$70 to \$75 and the long term substitute rate is \$263.99 per day for the 2019-2020 school year, in accordance with the collective bargaining agreement with the Educational Association of Worcester.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Long Term Substitutes	\$1,327,240	\$1,125,452	\$1,350,850	2%
(2000) B. Day-By-Day Substitutes	\$781,200	\$879,211	\$945,000	21%
(2000) C. Contractual Classroom Coverage	\$90,000	\$232,122	\$240,000	167%
TOTAL	\$2,198,440	\$2,236,785	\$2,535,850	15%

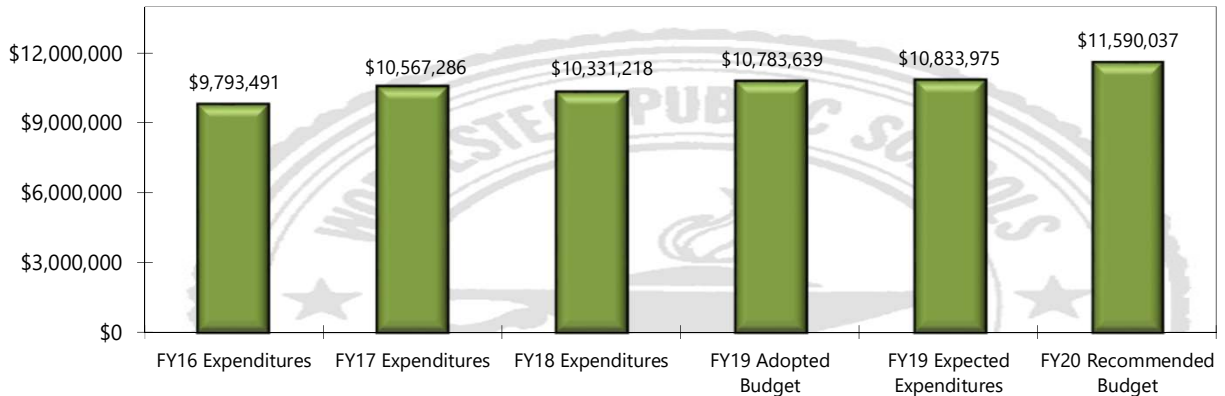
POSITION HISTORY



500-91115

INSTRUCTIONAL ASSISTANT SALARIES

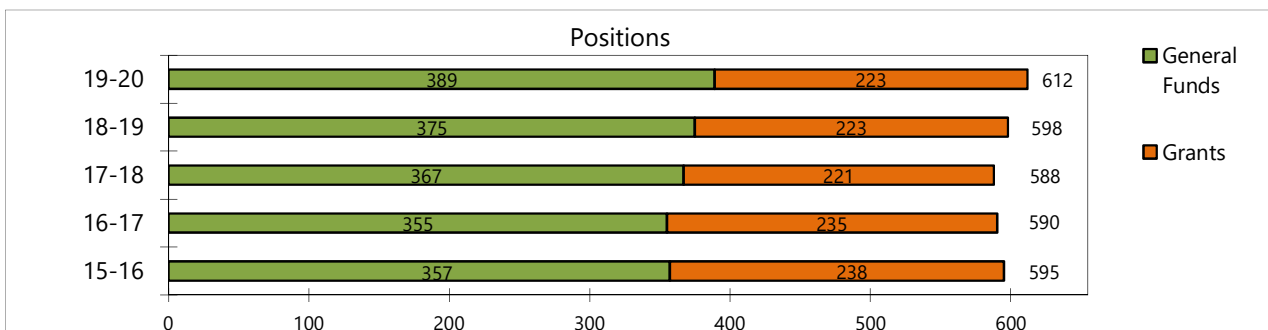
	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$10,783,639	\$10,833,975	\$11,590,037	7%
GRANT SOURCES	\$6,404,168	\$6,404,168	\$6,658,109	4%
TOTAL INSTRUCTIONAL ASSISTANTS	\$17,187,807	\$17,238,143	\$18,248,146	6%



This account funds 389 general fund instructional assistants (IA) in the following areas: Special Education, English Language Learners, Preschool, Kindergarten, Bilingual Office Aides, and other specialized areas. State and federal grants fund 223 additional IA positions in the areas of Special Education (188), Preschool (34) and Office Support (1), along with extended day stipends. The FY20 budget reflects the contractual salary increases, as well as an increase of fifteen additional instructional assistants (one added during FY19). Specific detail of changes are explained in the discipline sections of the next page.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Special Education (288)	\$7,586,754	\$7,584,786	\$8,303,495	9%
(2000) B. English Learners (5)	\$142,420	\$142,099	\$146,345	3%
(2000) C. Kindergarten (63)	\$1,737,524	\$1,764,492	\$1,785,409	3%
(2000) D. Other (33)	\$1,316,941	\$1,342,598	\$1,354,788	3%
TOTAL	\$10,783,639	\$10,833,975	\$11,590,037	7%

POSITION HISTORY



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

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) A. Special Education (288)	\$7,586,754	\$7,584,786	\$8,303,495	9%

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 FY20 budget reflects fourteen additional special education positions to be assigned, along with the reallocation of several positions from special education to alternative locations (Other Section). Also, the number of city funded instructional assistants are complemented by 188 positions that are paid for by the federal Individuals with Disabilities in Education Act (IDEA) grant and 34 preschool positions funded by Title I grant. The FY20 grant awards are anticipated to be level funded.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. English Learners (5)	\$142,420	\$142,099	\$146,345	3%

This account provides five English Learner instructional assistants that support alternative locations and dual language programs at Roosevelt and Chandler Magnet. All positions in this line item are funded through the general fund.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. Kindergarten (63)	\$1,737,524	\$1,764,492	\$1,785,409	3%

The district assigns a total of sixty-three kindergarten instructional assistant positions to many kindergarten classrooms throughout the district based on enrollment and school needs.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) D. Other (33)	\$1,316,941	\$1,342,598	\$1,354,788	3%

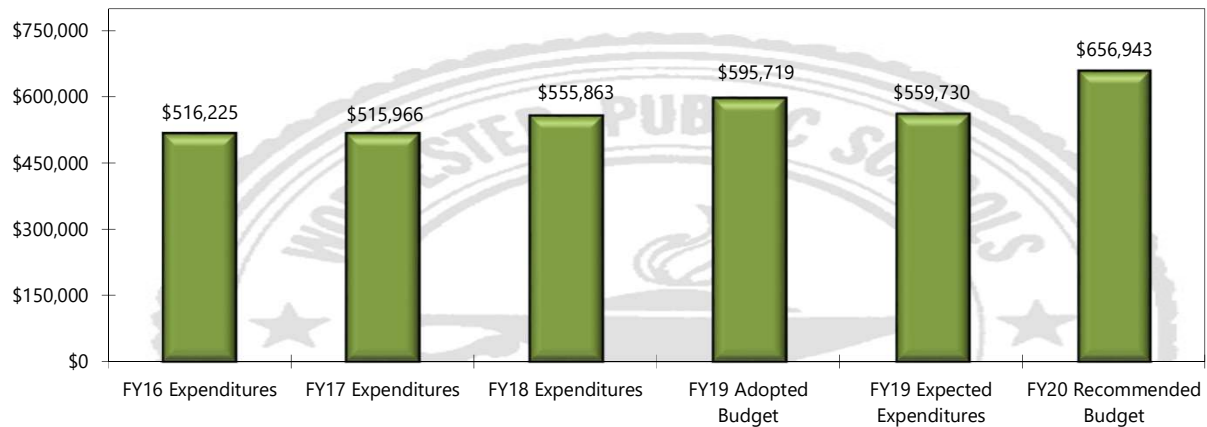
These positions assist students, teachers and parents in several areas: Fifteen bilingual office aides for schools, three supporting Challenge and Reach Academies, one supporting The Gerald Creamer Center, three supporting Goddard elementary, nine classroom assistants for teachers with disabilities, one school safety (Burncoat High School), and one assistant for the processing of CORI checks in the Human Resource Department. Title I funds an instructional assistant that works in the Office of School and Student Performance. The increase of this line reflects the contractual salary agreement. The additional stipends for instructional assistants expanded learning time located at schools with state approved Level 4 Turnaround or Exit Assurance Plans are funded through Title I grant.



500-91116

ATHLETIC COACH SALARIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$595,719	\$559,730	\$656,943	10%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL ATHLETIC SALARIES	\$595,719	\$559,730	\$656,943	10%



This salary account provides for the 190 part-time coaches that service students in all high school athletic programs and 10 part-time coaches per season for middle schools. 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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Fall Sports (High School)	\$212,132	\$197,340	\$248,269	17%
(3000) B. Winter Sports (High School)	\$133,048	\$125,968	\$134,196	1%
(3000) C. Spring Sports (High School)	\$157,354	\$157,354	\$166,288	6%
(3000) D. Middle School Programs	\$56,617	\$47,844	\$71,617	26%
(3000) E. Athletic Liaisons	\$18,541	\$13,192	\$18,541	0%
(3000) F. Cheerleader Teams	\$18,027	\$18,032	\$18,032	0%
TOTAL	\$595,719	\$559,730	\$656,943	10%

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

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) A. Fall Sports (High School)	\$212,132	\$197,340	\$248,269	17%

This account supports 84 fall sports coaches within the district's high schools. The FY20 budget has increased coaching for freshman football, cross country and JV volleyball.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) B. Winter Sports (High School)	\$133,048	\$125,968	\$134,196	1%

This account supports 47 winter sports coaches within the district's high schools, including freshman basketball teams.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) C. Spring Sports (High School)	\$157,354	\$157,354	\$166,288	6%

This account supports 59 spring sports coaches within the district's high schools. The FY20 budget has increased coaching for JV Volleyball.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) D. Middle School Programs	\$56,617	\$47,844	\$71,617	26%

This account supports the intramural programs, providing afterschool activities at all middle schools. The FY20 budget accounts for 10 coaching staff consisting of intramural and middle sports for the three athletic seasons. The FY20 budget also includes the addition of a middle school coordinator stipend for programming.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) E. Athletic Liaisons	\$18,541	\$13,192	\$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.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) F. Cheerleader Teams	\$18,027	\$18,032	\$18,032	0%

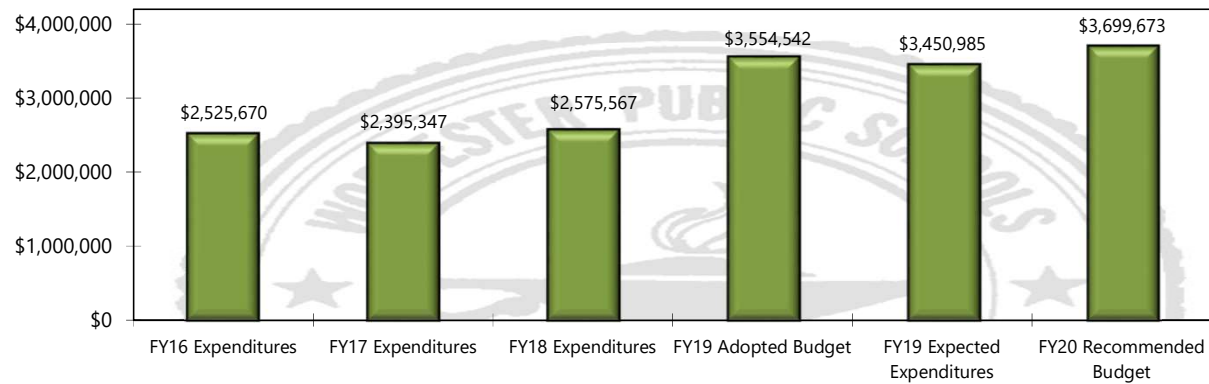
The account provides four cheerleading coaches at Doherty, North, South, and Worcester Technical High Schools.



540-91117

TRANSPORTATION SALARIES

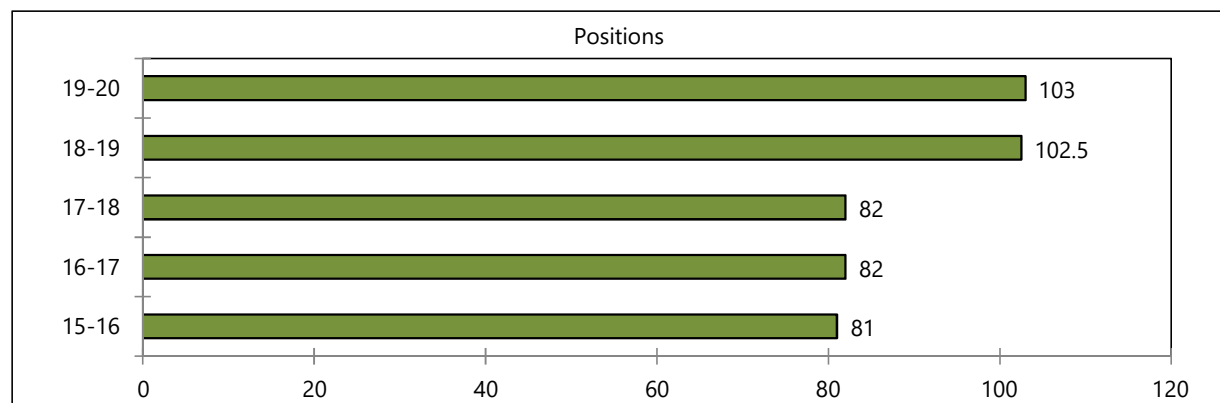
	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$3,554,542	\$3,450,985	\$3,699,673	4%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL TRANSPORTATION SALARIES	\$3,554,542	\$3,450,985	\$3,699,673	4%



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

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Administration (2)	\$220,856	\$186,699	\$224,988	2%
(3000) B. Transportation - Operations (8)	\$416,492	\$422,655	\$482,979	16%
(3000) C. Special Education Drivers (40)	\$1,583,237	\$1,669,418	\$1,654,697	5%
(3000) D. Special Education Bus Monitors (39)	\$993,518	\$960,494	\$979,883	-1%
(3000) E. Large Bus Drivers (14)	\$340,440	\$211,719	\$357,126	5%
TOTAL	\$3,554,542	\$3,450,985	\$3,699,673	4%

POSITION HISTORY





540-91117

TRANSPORTATION SALARIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Administration (2)	\$220,856	\$186,699	\$224,988	2%

The Director and Assistant Director of Transportation are responsible for all bus routing and scheduling of 12,300 pupils that are provided home-to-school transportation, as well as out-of-town special education placements, homeless students attending other school districts and athletic transportation. The district provides the direct daily operation and maintenance of 11 large buses, 36 mid-size buses that include monitors, as well as being integrated with the contracted services of 84 large, 31 mid-size, 5 mid-day preschool wheelchair and 21 wheelchair routes within the district on a daily basis.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Transportation - Operations (8)	\$416,492	\$422,655	\$482,979	16%

This account includes an operations supervisor, supervisor of safety & training, two transportation routers, three transportation liaisons for customer service, increased (.50 during FY19), and a service supervisor. These positions provide necessary supervision and support of district operated transportation and coordinating operations with the district's outside contractors.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Special Education Drivers (40)	\$1,583,237	\$1,669,418	\$1,654,697	5%

The Special Education Drivers line item consists of 40 full year drivers that are employees of the Worcester Public Schools and drive buses that are owned by the district. They transport approximately 54% of special needs students who are bused to school each day and during summer programming. The FY20 increase reflects the recently settled collective bargaining agreement.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Special Education Bus Monitors (39)	\$993,518	\$960,494	\$979,883	-1%

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.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Large Bus Drivers (14)	\$340,440	\$211,719	\$357,126	5%

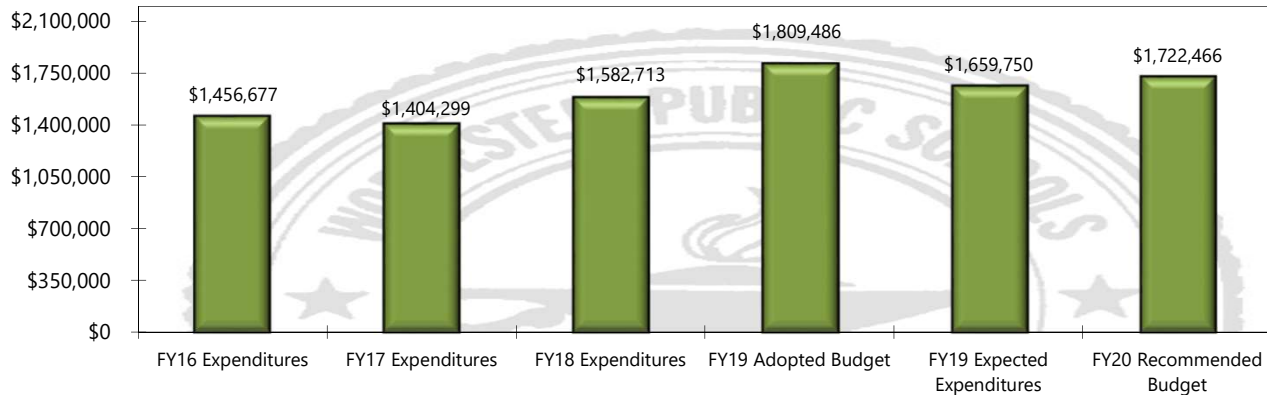
This account provides funding for 14 large bus drivers who will be assigned to 11 district operated routes, as well as all athletic transportation requirements.



500-91118; 540-91118

SUPPLEMENTAL PROGRAM SALARIES

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$1,809,486	\$1,659,750	\$1,722,466	-5%
GRANT SOURCES	\$3,980,382	\$3,980,382	\$4,028,530	1%
TOTAL SUPPLEMENTAL PROGRAMS	\$5,789,868	\$5,640,132	\$5,750,996	-1%



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

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) A. Special Education Summer School	\$455,000	\$321,692	\$365,000	-20%
(3000) B. Translation Services	\$304,200	\$403,832	\$405,600	33%
(2000) C. Gerald Creamer Center Programs	\$275,260	\$300,757	\$300,757	9%
(2000) D. Advanced Placement Program	\$121,000	\$76,921	\$77,000	-36%
(2000) E. ABA Home Servicing Program	\$101,250	\$63,121	\$67,500	-33%
(2000) F. AVID Programs	\$60,080	\$23,210	\$36,160	-40%
(3000) G. Student Afterschool Drop-Off Center	\$50,000	\$29,902	\$30,000	-40%
(2000) H. Mentoring Program	\$50,000	\$50,000	\$50,000	0%
(2000) I. High School Attendance Program	\$25,000	\$25,000	\$25,000	0%
(2000) J. St. Casimir's Clinical Program	\$18,000	\$18,000	\$18,000	0%
(3000) K. Music Enrichment Program	\$15,500	\$15,500	\$15,500	0%
(3000) L. Summer and Evening Guidance Services	\$9,500	\$9,500	\$9,500	0%
(3000) M. Library Processing	\$9,111	\$6,730	\$6,864	-25%
(3000) N. Worcester Police Services	\$120,000	\$120,000	\$120,000	0%
(6000) O. Worcester Recreation Program (540-91118)	\$100,000	\$100,000	\$100,000	0%
(6000) P. Adult Education (540-91118)	\$95,585	\$95,585	\$95,585	0%
TOTAL	\$1,809,486	\$1,659,750	\$1,722,466	-5%

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Special Education Summer School	\$455,000	\$321,692	\$365,000	-20%
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 2019.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Translation Services	\$304,200	\$403,832	\$405,600	33%
This account provides funding that allows for various school documents and notifications for parental information to be translated in a variety of different languages by district employees who have been certified to translate. This includes many mandated documents such as student individual education plans, student policies & procedures manual, and various systemwide and school-based notices. Additionally, language translations are required for Office of Civil Rights compliance. The increase in this account represents actual expenditures for these services.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Gerald Creamer Center Programs	\$275,260	\$300,757	\$300,757	9%
The Gerald Creamer Center Programs are designed to provide a flexible schedule that allows students who are unable to attend school during the day to obtain their high school diploma. The timeframe of this program enables the students to hold a job, meet family obligations, and obtain their high school diploma simultaneously. Programs also include credit recovery for over-age students, as well as serving students that are identified as at-risk in their home schools. The increase in this account reflects actual expenditures associated with this program.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Advanced Placement Program	\$121,000	\$76,921	\$77,000	-36%
This account will provide funding for the district's Advanced Placement Program with a focus on access and equity through support to teachers and students. The funding will provide students with individual and small group tutoring after school Saturdays and during vacations. Teachers are able to attend College Board and MMSI Pre-AP and AP training throughout the school year and summers, participate in vertical teaming grades 6-12, as well as district professional development to strengthen programs. This funding also includes the support of an AP Coordinator at each high school. The decrease in this account reflects actual expenditures associated with this program.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. ABA Home Servicing Program	\$101,250	\$63,121	\$67,500	-33%
The ABA Home Servicing Program provides supports for students with autism outside of the classroom. Typically these services are provided after school hours and vacation weeks. The district continues to provide ongoing training for staff that perform these specialized services in a more cost effective manner. The decrease in this account reflects actual expenditures associated with this program.				



500-91118; 540-91118

SUPPLEMENTAL PROGRAM SALARIES

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) F. AVID Programs	\$60,080	\$23,210	\$36,160	-40%
AVID is a grade 4-12 program to prepare students for four-year college eligibility. This funding supports the monthly team meetings for the innovative teachers and site coordinators within each individual school to prepare curriculum and activities to engage students. AVID also provides support for students' transition to middle school and their college and career readiness. The decrease in this account reflects actual expenditures associated with this program, however reflects the addition of locations for the 2019-2020 school year.				

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(3000) G. Student Afterschool Drop-Off Center	\$50,000	\$29,902	\$30,000	-40%
This funding supports the student afterschool drop-off center located at Quinsigamond school. If a parent or guardian is not present at an afternoon bus stop, the district transports them to a central location where they are properly supervised until pick up. The decrease in this account reflects actual expenditures associated with this program.				

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) H. Mentoring Program	\$50,000	\$50,000	\$50,000	0%
These funds are to provide the contractual teacher mentoring program within the district. This account is recommended to be level funded for FY20.				

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) I. High School Attendance Program	\$25,000	\$25,000	\$25,000	0%
High school students are eligible to voluntarily participate in this program to make up credits due to excessive absences during regular session days. This instruction takes place on Saturday mornings. This account is recommended to be level funded for FY20.				

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) J. St. Casimir's Clinical Program	\$18,000	\$18,000	\$18,000	0%
This funding provides clinical services in an effort to support student achievement and provide needed services in the least restrictive setting at the St. Casimir's special education program. These additional services provide opportunities within the school setting, reducing the need for out of district placements. Funding is used to support mental health initiatives and additional behavioral strategies for students involved in the court system and/or students who are experiencing significant challenges. Often students at St. Casimir's have experienced many challenges which have resulted in a reduced number of credits. This funding also provides opportunities for students to attain those credits through a buy-back system, thus enabling them the ability to graduate. This account is recommended to be level funded for FY20.				

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) K. Music Enrichment Program	\$15,500	\$15,500	\$15,500	0%
This program provides district-wide instrumental lessons for students through afterschool programs. This account is anticipated to be level funded for FY20.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) L. Summer and Evening Guidance Services	\$9,500	\$9,500	\$9,500	0%
This funding allows 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. This account is recommended to be level funded for FY20.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) M. Library Processing	\$9,111	\$6,730	\$6,864	-25%
This program was established to provide elementary schools centralized support in order to catalog and process new books for check-out by students. The decrease in this account reflects actual expenditures associated with this program.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) N. Worcester Police Services	\$120,000	\$120,000	\$120,000	0%
The Worcester Public Schools has reimbursed the Worcester Police Department for a number of years to fund the school resource officer 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.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(6000) O. Worcester Recreation Program (540-91118)	\$100,000	\$100,000	\$100,000	0%
This line item pays for site administration expenses for the Recreation Worcester program with the City of Worcester that are operating at school locations. This account is recommended to be level funded for FY20.				

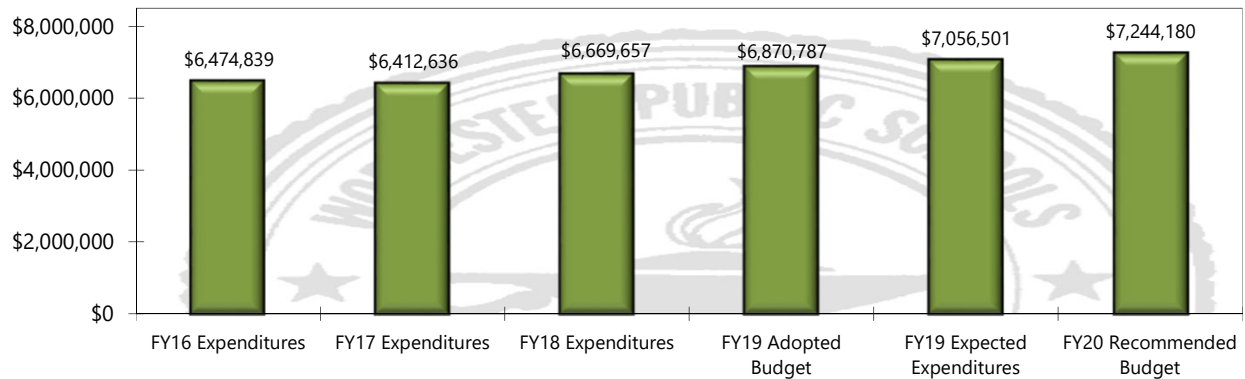
	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(6000) P. Adult Education (540-91118)	\$95,585	\$95,585	\$95,585	0%
Teachers/counselors provide English as a Second Language, basic literacy and GED services to undereducated adults. Federal and state funding provides approximately \$587,172 for programming and the district provides a mandated differential for hourly rates. This account is recommended to be level funded for FY20.				



500-91119

CUSTODIAL SALARIES

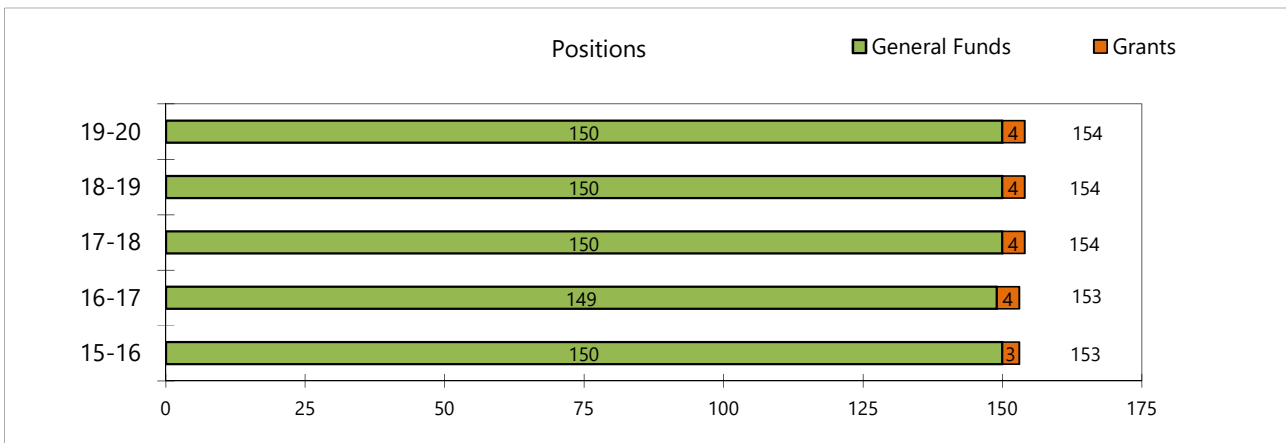
	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$6,870,787	\$7,056,501	\$7,244,180	5%
GRANT SOURCES	\$270,367	\$270,367	\$275,774	2%
TOTAL CUSTODIANS	\$7,141,154	\$7,326,868	\$7,519,955	5%



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

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(4000) A. Building Custodians (145)	\$6,601,670	\$6,786,038	\$6,969,370	6%
(4000) B. Utility Crew (5)	\$269,117	\$270,463	\$274,810	2%
TOTAL	\$6,870,787	\$7,056,501	\$7,244,180	5%

POSITION HISTORY



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

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20	
			Recommended Budget	% Change From Present Budget
(4000) A. Building Custodians (145)	\$6,601,670	\$6,786,038	\$6,969,370	6%

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 four custodians which are assigned to those locations.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20	
			Recommended Budget	% Change From Present Budget
(4000) B. Utility Crew (5)	\$269,117	\$270,463	\$274,810	2%

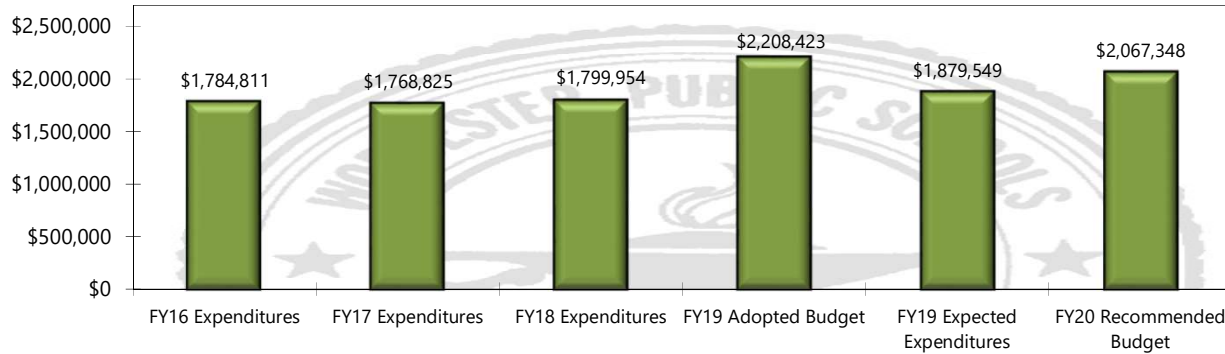
This account funds the salaries of five custodians assigned to the Utility Crew. These custodians maintain the athletic facilities (i.e. Foley Stadium, Burncoat Complex, and North High etc.) as well as the lawns of larger school sites. During the winter season this group performs snow removal, sanding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



500-91120

MAINTENANCE SERVICE SALARIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,208,423	\$1,879,549	\$2,067,348	-6%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL MAINTENANCE SERVICES	\$2,208,423	\$1,879,549	\$2,067,348	-6%

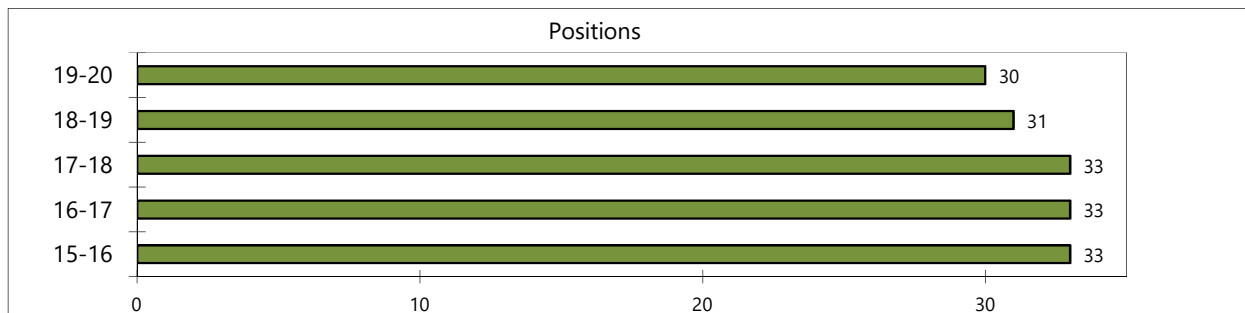


This account funds the salaries of 30 maintenance service staff members to support the building maintenance and repair of the district's facilities. The FY20 budget reflects the reallocation of funding for one electrician position to the Facilities Account (500152-92000) to utilize contracted services for school safety and security systems. The account funds the salaries of the following maintenance service personnel:

Facilities Director	1	Carpenters	6
Director of Environ. Mgmt & Capital Projects	1	Electricians	5
Coord. Custodial Services & Building Maint	1	Plumbers	3
Facilities Coordinator	1	Glazier	1
Energy Management Coordinator	1	Locksmith	1
CAD/Draftsman	1	Laborer/Painter	1
Steamfitters/HVAC	5	Painters	2
Total		30	

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Services	\$2,208,423	\$1,879,549	\$2,067,348	-6%
TOTAL	\$2,208,423	\$1,879,549	\$2,067,348	-6%

POSITION HISTORY

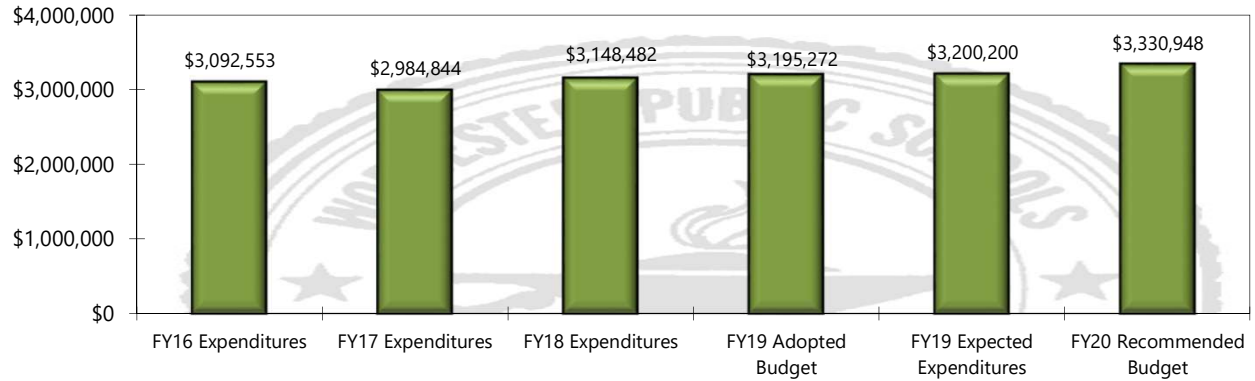




500-91121

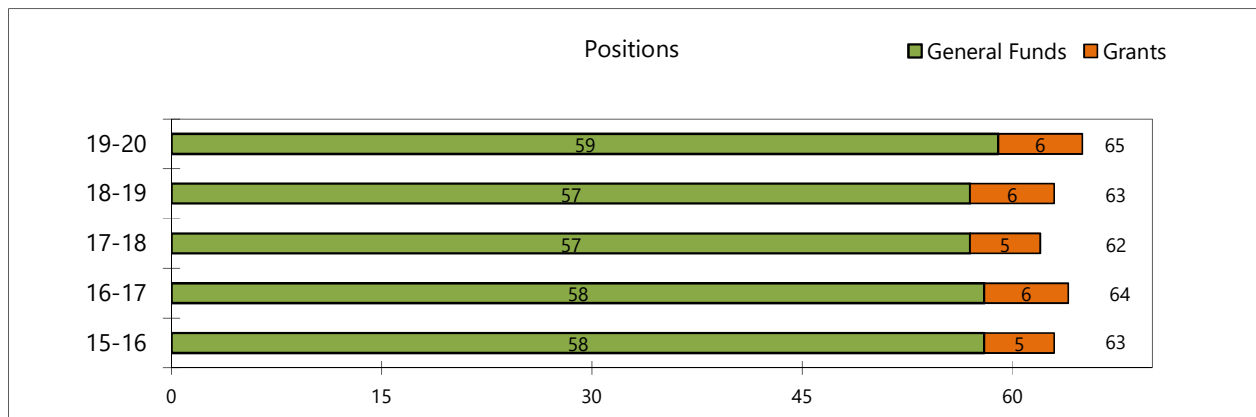
ADMINISTRATIVE CLERICAL SALARIES

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$3,195,272	\$3,200,200	\$3,330,948	4%
GRANT SOURCES	\$354,822	\$354,822	\$344,755	-3%
TOTAL ADMINISTRATIVE CLERICAL	\$3,550,094	\$3,555,022	\$3,675,703	4%



This account provides funding for 59 positions including 20 that are assigned to the secondary schools. The remaining 39 positions provide various services to the Central Administration and systemwide efforts: 4.5 System Administration, 20 Education Division, 4.5 Human Resources Division, 10 Finance and Operations Division.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (4.5)	\$236,762	\$248,889	\$280,592	19%
(2000) B. Teaching and Learning Division (40)	\$2,166,939	\$2,159,586	\$2,242,567	3%
(1000) C. Human Resources Division (4.5)	\$254,255	\$253,452	\$259,099	2%
(1000) D. Finance & Operations Division (10)	\$537,316	\$538,272	\$548,690	2%
TOTAL	\$3,195,272	\$3,200,200	\$3,330,948	4%

POSITION HISTORY



500-91121

ADMINISTRATIVE CLERICAL SALARIES

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (4.5)	\$236,762	\$248,889	\$280,592	19%

Two and one-half positions are located in the Office of the Superintendent, an increase of one position during FY19 and two positions are located in the School Committee Office. These personnel are responsible for the daily work that supports the district's administration.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) B. Teaching and Learning Division (40)	\$2,166,939	\$2,159,586	\$2,242,567	3%

The areas served are as follows: Deputy Superintendent (1), Managers of Instruction & School Leadership (2), Child Study (2) (Includes systemwide efforts in the areas of Guidance, School Adjustment Counselors and School Psychologists); Special Education (8), (FY20 increased by one) (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 the following positions for Grants Development (1), Adult Education (1), Office of Professional Learning (1), and Special Education (1).

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) C. Human Resources Division (4.5)	\$254,255	\$253,452	\$259,099	2%

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

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) D. Finance & Operations Division (10)	\$537,316	\$538,272	\$548,690	2%

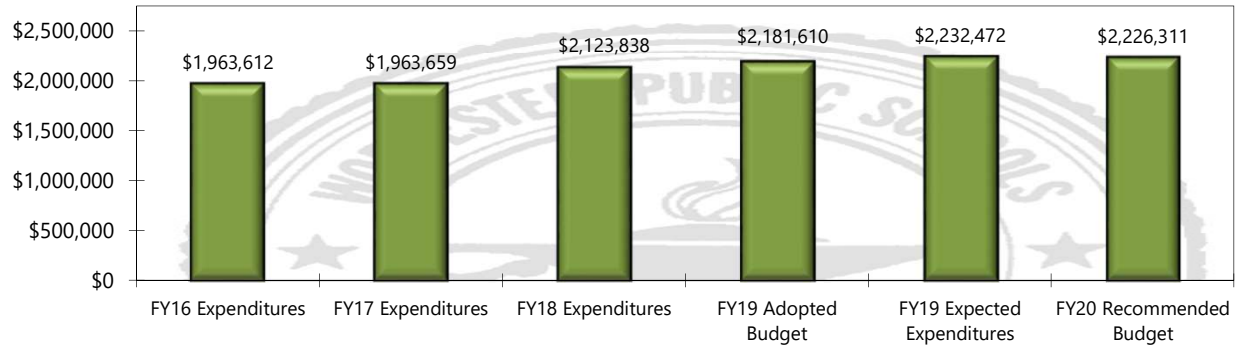
The positions within Finance and Operations provide support services in the areas of Payroll (2), Materials Management (3), Facilities Department (3), and Finance and Operation Administration (1). Two additional positions are funded by various grants to provide financial clerical support for Payroll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



500-91122

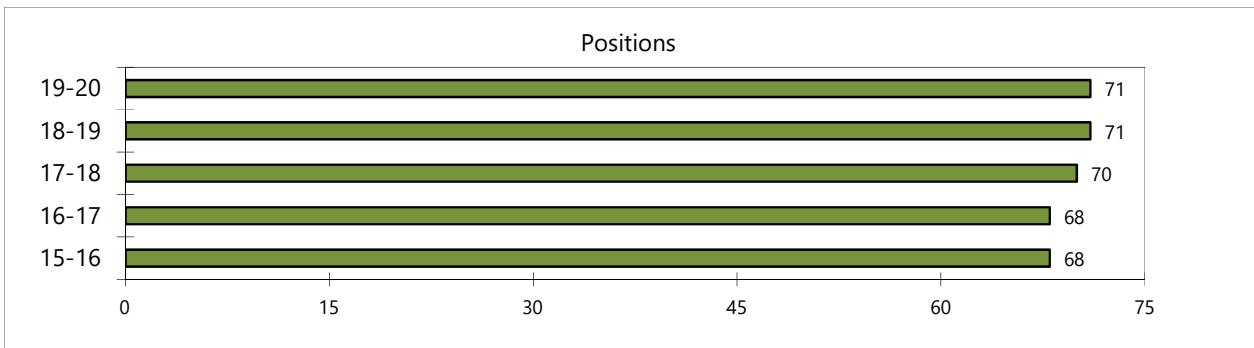
SCHOOL CLERICAL SALARIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,181,610	\$2,232,472	\$2,226,311	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL SCHOOL CLERICAL	\$2,181,610	\$2,232,472	\$2,226,311	2%



This account provides for secretarial coverage at the elementary (42 positions) and secondary (29 positions) schools and represents those clerical staff who primarily work the school-year schedule. The budget includes funds to provide additional clerical coverage to elementary schools from the period prior to the opening of school and the period immediately following the close of the school year. The account also provides for substitute funding to ensure school office coverage during absences. The FY20 budget reallocates actual expenditures associated with staffing to better align costs of substitute coverage.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (42)	\$1,219,027	\$1,171,303	\$1,197,565	-2%
(2000) B. Secondary School Clerks (29)	\$896,583	\$910,564	\$902,745	1%
(2000) C. Substitute Coverage	\$66,000	\$150,605	\$126,000	91%
TOTAL	\$2,181,610	\$2,232,472	\$2,226,311	2%

POSITION HISTORY

**500-91122****SCHOOL CLERICAL SALARIES**

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (42)	\$1,219,027	\$1,171,303	\$1,197,565	-2%

There are 33 school clerks assigned to the elementary schools in order to provide full-time clerical coverage. In addition, the following five schools are provided with an additional school clerical position: Chandler Elementary, Gates Lane, Norrback, Quinsigamond, and Roosevelt. The following six schools are provided with a half additional position: Belmont Street, City View, Elm Park Community, Goddard School, Vernon Hill and Woodland. There is also a school clerk assigned to the Center for Academic Transition.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Secondary School Clerks (29)	\$896,583	\$910,564	\$902,745	1%

There are 29 school clerks assigned to the four comprehensive high schools, four middle schools, the Technical High School, Claremont Academy, University Park School, Creamer Center, Alternative School, Challenge and Reach Academies, and the New Citizen's Center. This budget reflects a work year which consists of the school year plus the week before the opening of schools and the week after the close of schools. Clerical coverage at the secondary schools is supplemented with 52-week secretarial personnel from the Administrative Clerical (500-91121) account.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Substitute Coverage	\$66,000	\$150,605	\$126,000	91%

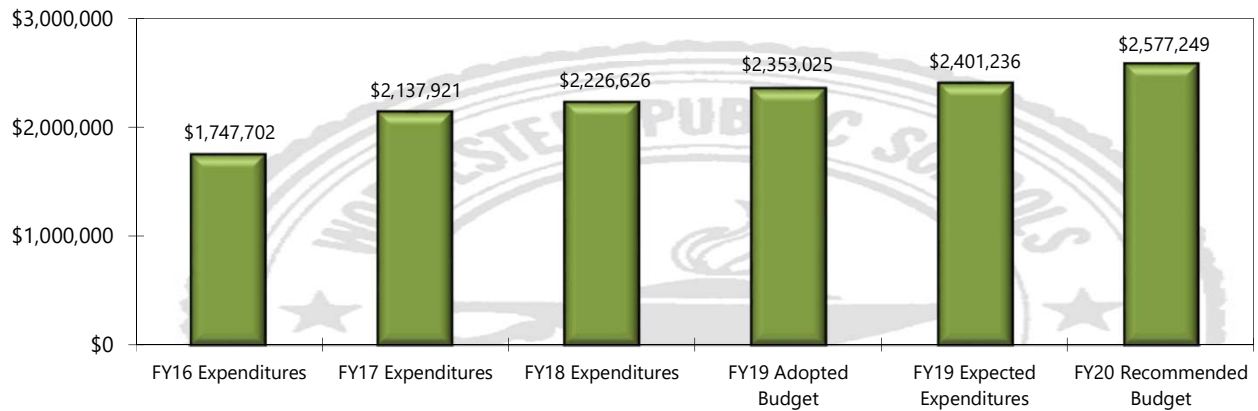
This account includes additional funding for substitute secretarial coverage for reasons of short-term illnesses and leaves of absence. These funds also provide any needed coverage at the individual schools for sporadic increased workflow, including the days prior to school opening in August and days after school closes in June. The FY20 budget reflects actual expenditures associated with staffing to better align costs of substitute coverage.



500-91123

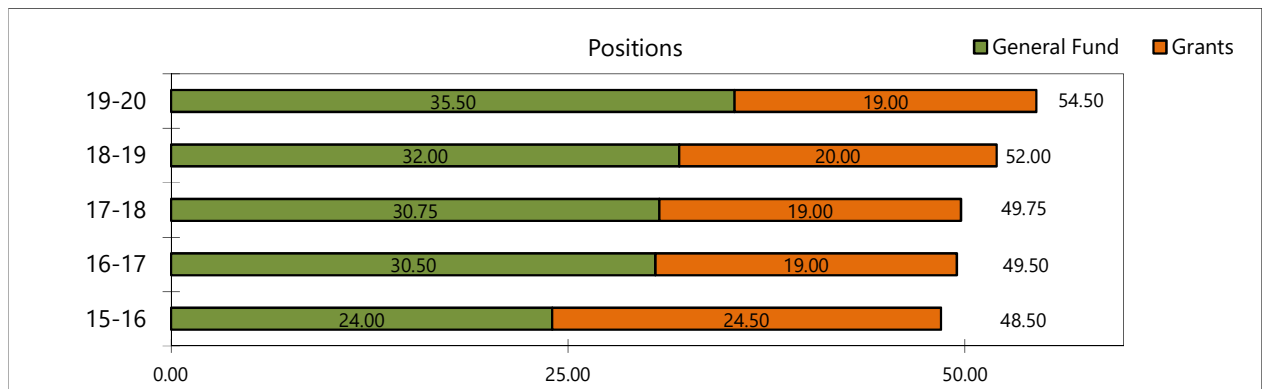
NON INSTRUCTIONAL SUPPORT SALARIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,353,025	\$2,401,236	\$2,577,249	10%
GRANT SOURCES	\$1,241,019	\$1,241,019	\$1,113,900	-10%
TOTAL NON INSTRUCTIONAL SUPPORT	\$3,594,044	\$3,642,255	\$3,691,149	3%



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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Financial Support Staff (4)	\$333,042	\$256,294	\$343,972	3%
(4000) B. Information Systems (23)	\$1,467,894	\$1,517,610	\$1,645,087	12%
(3000) C. District Support (5.5)	\$378,797	\$464,210	\$414,319	9%
(3000) F. Parent Liaisons (3)	\$173,293	\$163,121	\$173,871	0%
TOTAL	\$2,353,025	\$2,401,236	\$2,577,249	10%

POSITION HISTORY



500-91123

NON INSTRUCTIONAL SUPPORT SALARIES

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. Financial Support Staff (4)	\$333,042	\$256,294	\$343,972	3%

The Director of Payroll and Supply Management, Coordinator of Payroll, and Financial Analysts are Finance Division employees primarily responsible for managing the material ordering, payables, payroll functions, budgeting, financial accounting, and reporting for the district. In addition, there are two positions budgeted to be funded by grants that provide financial support and oversight to grant financial reporting.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(4000) B. Information Systems (23)	\$1,467,894	\$1,517,610	\$1,645,087	12%

The Information System department provides system-wide support in various media and technology initiatives. The district maintains more than 7,500 computers, 3,000 iPads, 500 Chromebooks, 500 document cameras, and 150 interactive whiteboards, wireless access points, and network servers that support student assessment, student information, human resources, and school security information. These devices require proper school district-based support, maintenance, and training. The district also maintain programs for human resources, student database systems, transportation, school nutrition, nursing department, an employee portal with electronic paystubs, parent portal with attendance and a lunch payment system, a modernized television station, website communication and social media tools such as Facebook and Twitter. Due to the addition of a student gradebook, a new Technology Implementation Coordinator will be added in January 2020. This account also reflects an increase of .50 to the general fund for the restructuring of the Essential Health grant, the remaining .50 is supported through grants. Worcester Education Access Channel 11 funds four positions through educational access cable revenues provided by the city.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(3000) C. District Support (5.5)	\$378,797	\$464,210	\$414,319	9%

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 Translation Coordinator provides coordination and compliance for the support of translations and interpretation in accordance with the Department of Justice settlement agreement. The Testing & Evaluation Specialist position is located in the Office of School & Student Performance, along with two Data Specialist positions, one Data Specialist position is grant funded. Grants and Special Revenue Funds provide support for the following positions: one Title I Specialist reports to the Deputy Superintendent, two Data Analysts for Special Education IEP development, one Resource Development Specialist for the Office of Professional Learning, Evening Program Coordinator located at Worcester Technical High School, and new Testing Specialist position for the Adult Education program partially funded by grants. The Grants Development staff is fully funded by grants and includes the Director of Grant Compliance, two Grant Writers, and one Grant Specialist.

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Parent Liaisons (3)	\$173,293	\$163,121	\$173,871	0%

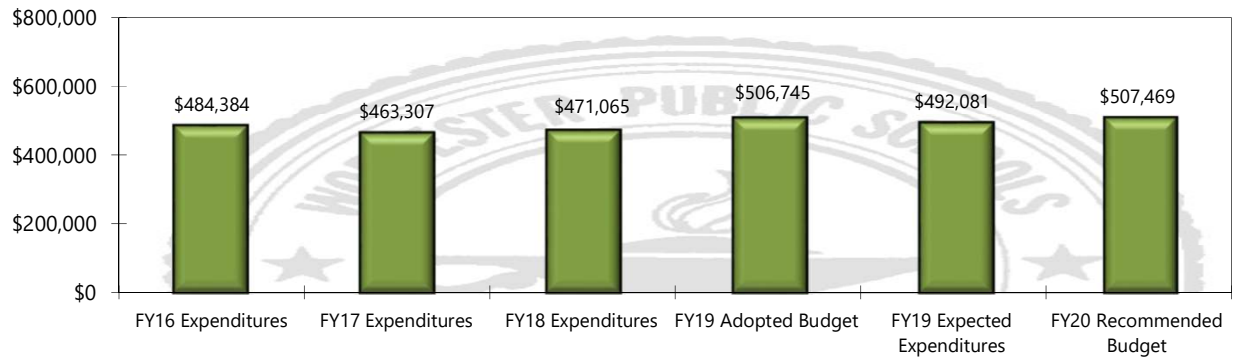
These positions are responsible for coordinating outreach efforts to have parents more involved in the education of their children. Five full-year parent liaison positions are assigned to the Parent Information Center (PIC) and are partially funded through Title I. The Parent Information Center continues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



540-91124

CROSSING GUARD SALARIES

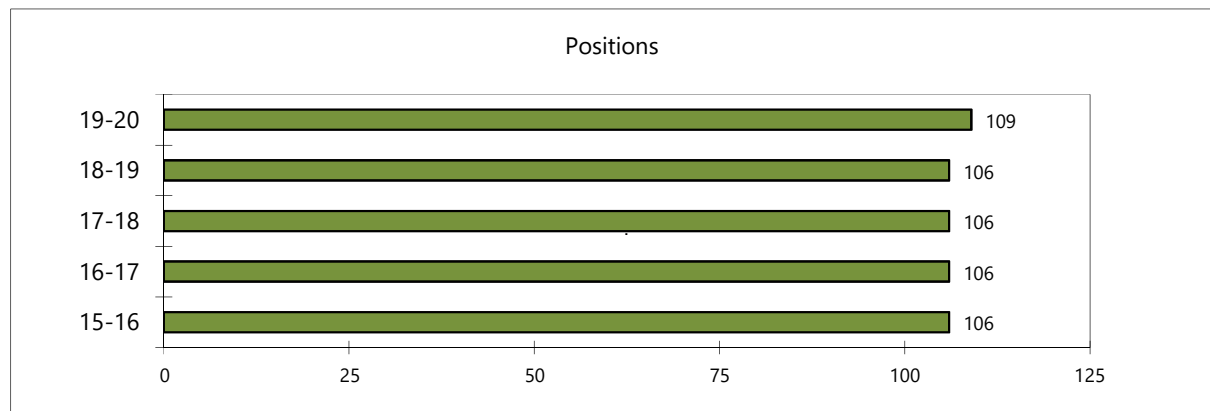
	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$506,745	\$492,081	\$507,469	0%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL CROSSING GUARDS	\$506,745	\$492,081	\$507,469	0%



This account funds 109 part-time crossing guards at various locations throughout the city. The district reallocated and increased staffing at several locations to improve safety of students at street crossings. 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.

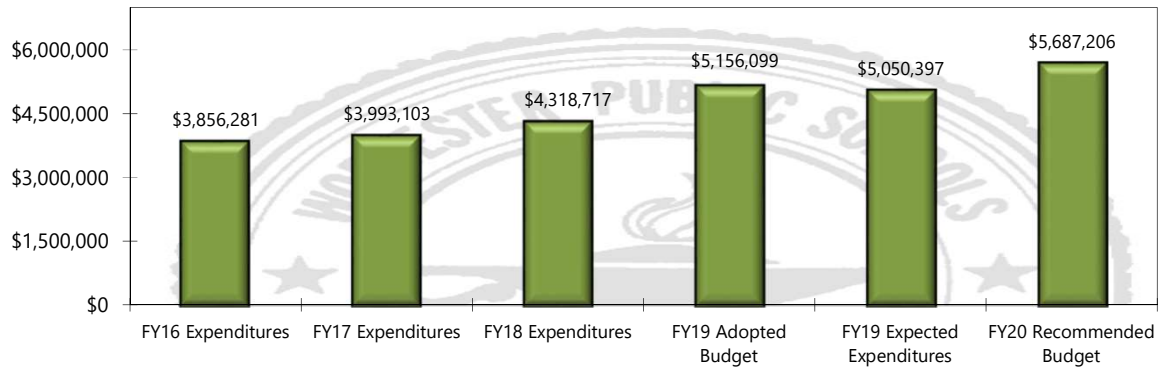
	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(5000) A. Crossing Guards	\$506,745	\$492,081	\$507,469	0%
TOTAL	\$506,745	\$492,081	\$507,469	0%

POSITION HISTORY



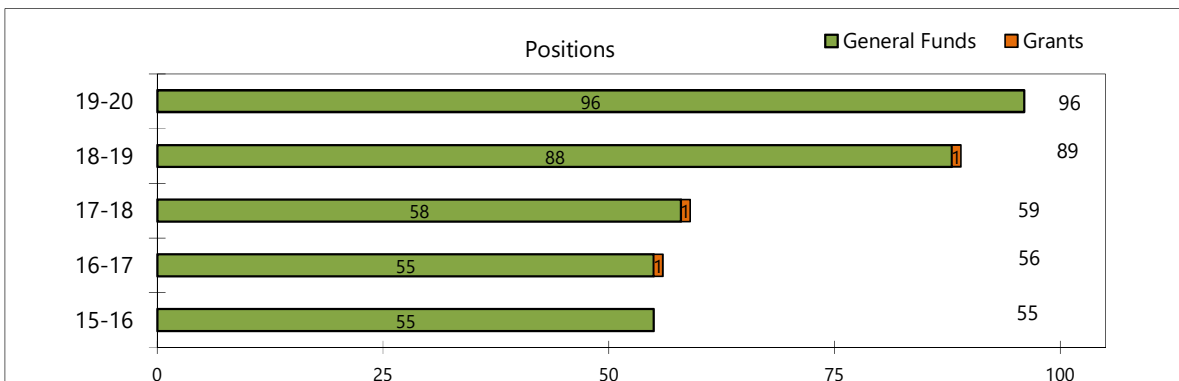
**500-91133****NURSING & CLINICAL CARE SALARIES**

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$5,156,099	\$5,050,397	\$5,687,206	10%
GRANT SOURCES	\$109,000	\$109,000	\$220,000	102%
TOTAL NURSING & CLINICAL SALARIES	\$5,265,099	\$5,159,397	\$5,907,206	12%



This account provides for school nursing services, as well as the new clinical care coordination program that has been added for the FY20 budget. Details for each line item provided below.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(3000) A. Nursing Administration (4)	\$340,027	\$352,685	\$406,542	20%
(3000) B. School Nurses (60)	\$4,261,576	\$4,061,914	\$4,544,711	7%
(3000) C. Clinical Care Coordination (32)	\$554,496	\$635,798	\$735,953	33%
TOTAL	\$5,156,099	\$5,050,397	\$5,687,206	10%

POSITION HISTORY



WORCESTER PUBLIC SCHOOLS

500-91133

NURSING & CLINICAL CARE SALARIES

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) A. Nursing Administration (4)	\$340,027	\$352,685	\$406,542	20%

The Nursing Administration line includes a Nurse Coordinator, two Nurse Supervisors and new Clinical Care Coordinator. The Nurse Coordinator and Nurse Supervisors monitor and support the delivery of service at each site including the individual medical needs of identified students, collaborate between community based health clinics, and adhere to all state public health requirements, as well as the coordination of staff development opportunities for all nursing staff. The Clinical Care Coordinator is directly involved with coordinating nursing services directly to students requiring specialized medical services.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) B. School Nurses (60)	\$4,261,576	\$4,061,914	\$4,544,711	7%

School nurses are located directly in schools to provide routine and emergency care for district students and this account provides 59 full-time school-based nurses and one position located at the Parent Information Center that was previously funded by the Essential Health grant which has been discontinued. The FY20 budget includes the addition of two full-time nurses to support student caseloads in the district.

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) C. Clinical Care Coordination (32)	\$554,496	\$635,798	\$735,953	33%

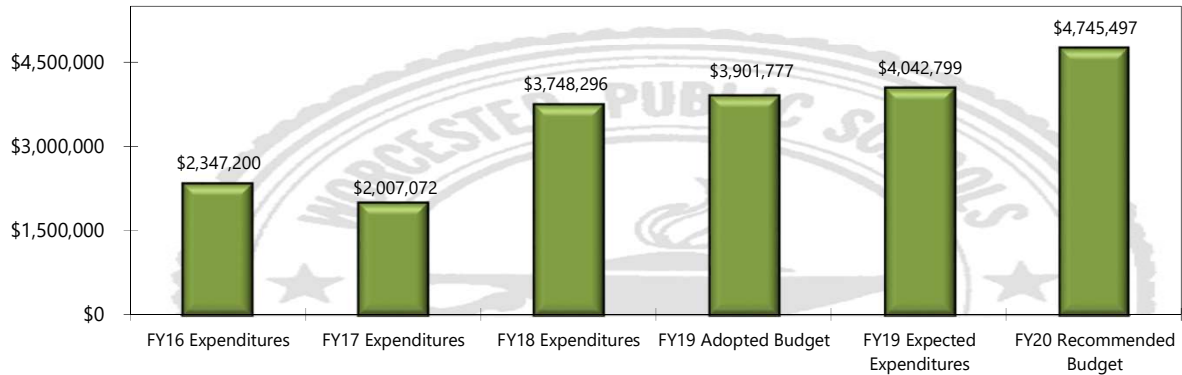
The clinical care coordination program provides direct nursing services to district students. This program provides 8 Licensed Practical Nurses, and 24 Certified Nursing Assistants to provide for students requiring specialized medical services. The FY20 budget reflects the addition of three Licenses Practical Nurses and two Certified Nursing Assistants that were added during FY19 to address student needs.



500-91134

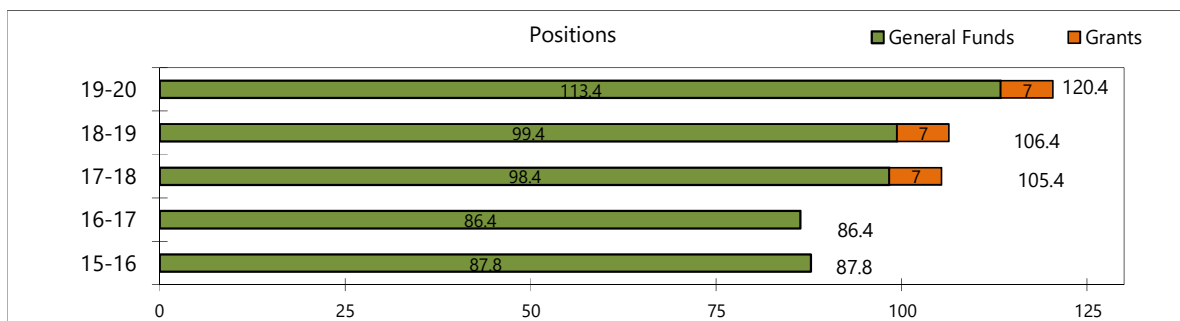
EDUCATIONAL SUPPORT SALARIES

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$3,901,777	\$4,042,799	\$4,745,497	22%
GRANT SOURCES	\$518,908	\$518,908	\$428,180	-17%
TOTAL EDUCATIONAL SUPPORT	\$4,420,685	\$4,561,707	\$5,173,677	17%



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

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (14)	\$124,812	\$139,130	\$318,573	155%
(3000) B. English Proficiency Level Tester (3)	\$47,768	\$56,883	\$64,428	35%
(2000) C. Therapy Assistants (15.4)	\$698,944	\$688,085	\$723,617	4%
(2000) D. Interpreters & Speech Assistants (8)	\$453,245	\$474,228	\$476,800	5%
(2000) E. Tutors - Literacy (36)	\$500,000	\$505,310	\$559,965	12%
(2000) F. Board Certified Behavior Analysts (17)	\$984,998	\$1,095,163	\$1,330,348	35%
(3000) G. Wraparound Coordinators (3)	\$115,502	\$113,313	\$179,605	55%
(2000) H. Clinicians (17)	\$976,508	\$970,687	\$1,092,161	12%
TOTAL	\$3,901,777	\$4,042,799	\$4,745,497	22%

POSITION HISTORY

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget

(2000) A. English Language Learner Tutors (14)

\$124,812

\$139,130

\$318,573

155%

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. The FY20 budget includes eight additional tutor positions.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget

(3000) B. English Proficiency Level Tester (3)

\$47,768

\$56,883

\$64,428

35%

The three testers evaluate and identify the language dominance of students entering the school system. This information is used to determine EPL codes, ensuring that students are placed in the appropriate program and is both a state and federal mandate. There are approximately 4,000 students tested each year. The FY20 budget includes one additional testing position that will be funded by the IDEA grant to support private/parochial school students.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget

(2000) C. Therapy Assistants (15.4)

\$698,944

\$688,085

\$723,617

4%

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.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget

(2000) D. Interpreters & Speech Assistants (8)

\$453,245

\$474,228

\$476,800

5%

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.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget

(2000) E. Tutors - Literacy (36)

\$500,000

\$505,310

\$559,965

12%

Tutors of the Worcester Public Schools are generally licensed teachers that work a reduced schedule. The FY20 budget allocates 36 positions for placement to be determined in September 2019 based on needs of schools.

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) F. Board Certified Behavior Analysts (17)	\$984,998	\$1,095,163	\$1,330,348	35%

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. The FY20 budget includes four additional BCBA positions to support students within the district.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Wraparound Coordinators (3)	\$115,502	\$113,313	\$179,605	55%

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 positions at North High School and Sullivan Middle School are included in the general fund. Also, the FY20 budget includes an additional position located at Canterbury School which will be included in the general fund.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. Clinicians (17)	\$976,508	\$970,687	\$1,092,161	12%

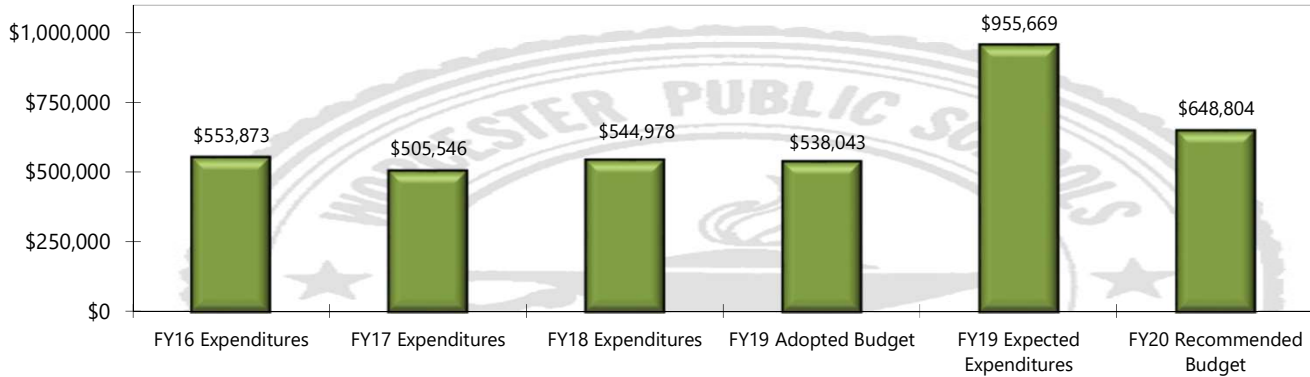
These positions participate in the Student Support Process to identify pro-active strategies/interventions for general education students who may have a suspected emotional disability. Clinicians will also consult and collaborate with STEP teachers in the development and implementation of a behavior support plans, as well as being responsible for case management of assigned inclusion students and STEP students. These positions will also support the development and implementation of therapeutic groups. The increase in this line item reflects actual salaries, and one additional position to the FY20 budget.



540-97201

TRANSPORTATION OVERTIME SALARIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$538,043	\$955,669	\$648,804	21%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL TRANSPORTATION OT SALARIES	\$538,043	\$955,669	\$648,804	21%



This account provides funding for the special education drivers and monitors that are employed by the district to transport approximately 54% of special needs pupils who are bused to school each day. This funding is specific to cover routes during daily absences, as well as necessary short term leaves. The increase represents the reallocation of funds from the Athletics (500122-92000) account to provide athletic transportation services.

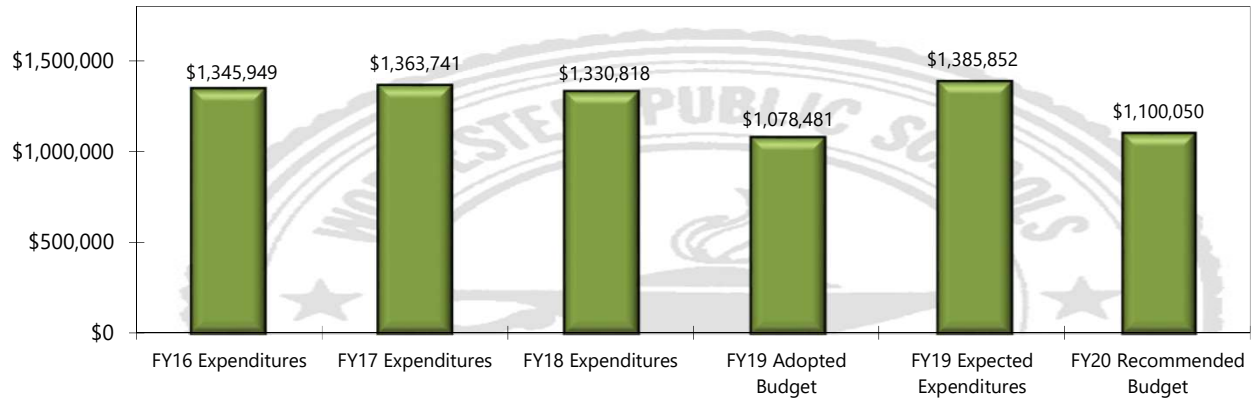
	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Transportation Driver & Monitor Overtime	\$538,043	\$857,406	\$548,804	2%
(3000) B. Transportation Driver Athletics	\$0	\$98,263	\$100,000	100%
TOTAL	\$538,043	\$955,669	\$648,804	21%



500-97203

CUSTODIAL OVERTIME SALARIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$1,078,481	\$1,385,852	\$1,100,050	2%
GRANT SOURCES	\$40,000	\$40,000	\$40,000	0%
TOTAL CUSTODIAL OVERTIME	\$1,118,481	\$1,425,852	\$1,140,050	2%



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

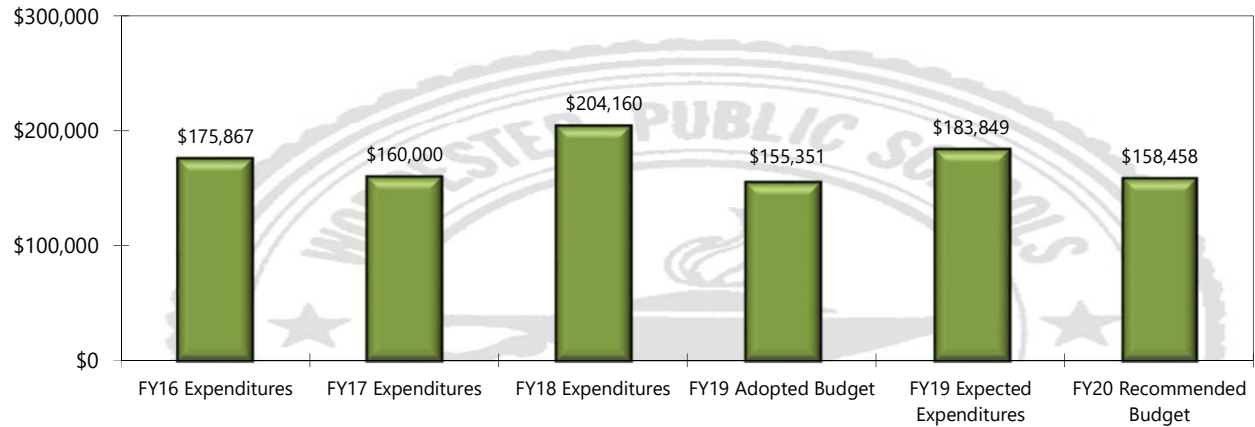
	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Custodial Overtime	\$1,078,481	\$1,385,852	\$1,100,050	2%
TOTAL	\$1,078,481	\$1,385,852	\$1,100,050	2%



500-97204

MAINTENANCE OVERTIME SALARIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$155,351	\$183,849	\$158,458	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL MAINTENANCE OVERTIME	\$155,351	\$183,849	\$158,458	2%

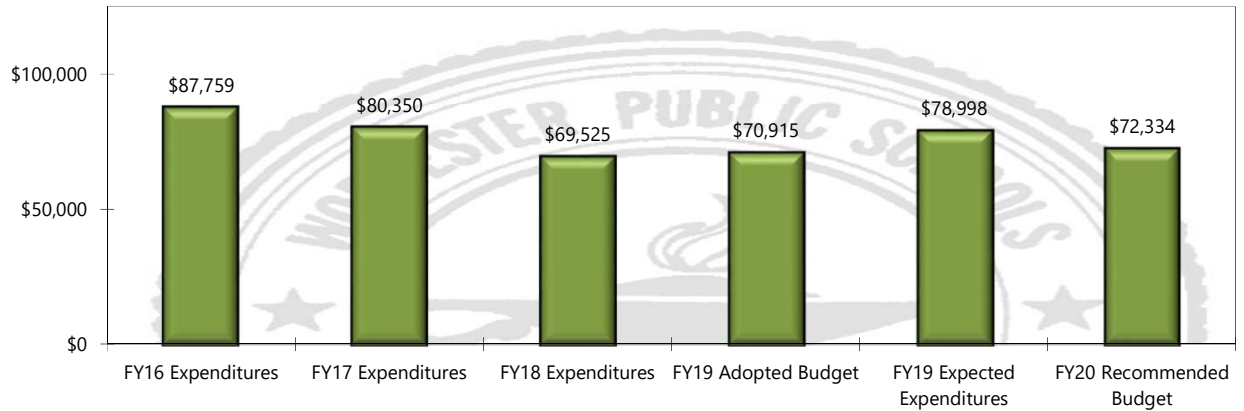


This account provides funds for all maintenance service overtime needed to make repairs caused by building emergencies or other services needed outside of the normal workday, i.e., boiler failures, broken pipes, fires, electrical problems, and broken windows. It also provides the funds for overtime needed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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Overtime	\$155,351	\$183,849	\$158,458	2%
TOTAL	\$155,351	\$183,849	\$158,458	2%

**500-97205****SUPPORT OVERTIME SALARIES**

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$70,915	\$78,998	\$72,334	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL SUPPORT OVERTIME	\$70,915	\$78,998	\$72,334	2%



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

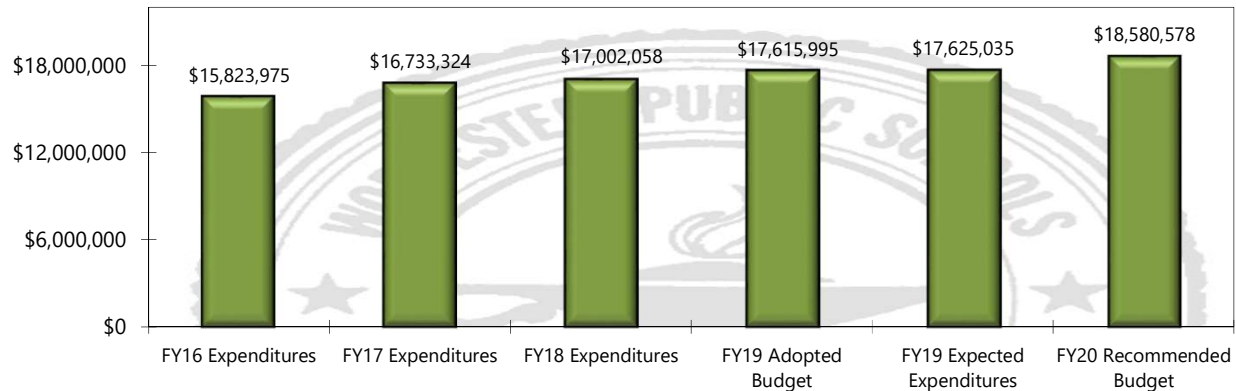
	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Non Instructional Support	\$70,915	\$78,998	\$72,334	2%
TOTAL	\$70,915	\$78,998	\$72,334	2%



500101-96000

RETIREMENT

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$17,615,995	\$17,625,035	\$18,580,578	5%
GRANT SOURCES	\$814,392	\$814,392	\$814,392	0%
TOTAL RETIREMENT	\$18,430,387	\$18,439,427	\$19,394,970	5%



This account funds the Public Schools' share of the City of Worcester contributory retirement system's pension obligation for qualifying retirees and beneficiaries in accordance with the requirements of the Public Employees Retirement Administration Commission (PERAC). The pension obligation is based on a funding schedule established under Ch. 32, sec. 22D of Massachusetts General Laws requiring that municipalities fully fund their retirement system's accrued actuarial liability by June 30, 2038. The Worcester Retirement System is scheduled to be fully funded by 2032. Additionally, a portion of costs included in this account is based on the actual payroll costs for an individual receiving pension benefits whose service began prior to 1939 (non-contributory). This portion amounts to \$17,016 of this account's recommended total. The decrease in this line item is based on actual expenditures. In addition, supplemental contractual pension related costs for certain employees of the Laborers' International Union of North America are included in this account. Federal and State grants provide funding to cover the retirement obligations of employees paid with grant funds. The increase in this account reflects an increase in the assessment to fund the school's portion of the Worcester Retirement System, as well as contractual increases to the Custodial and Secretarial Pension Fund.

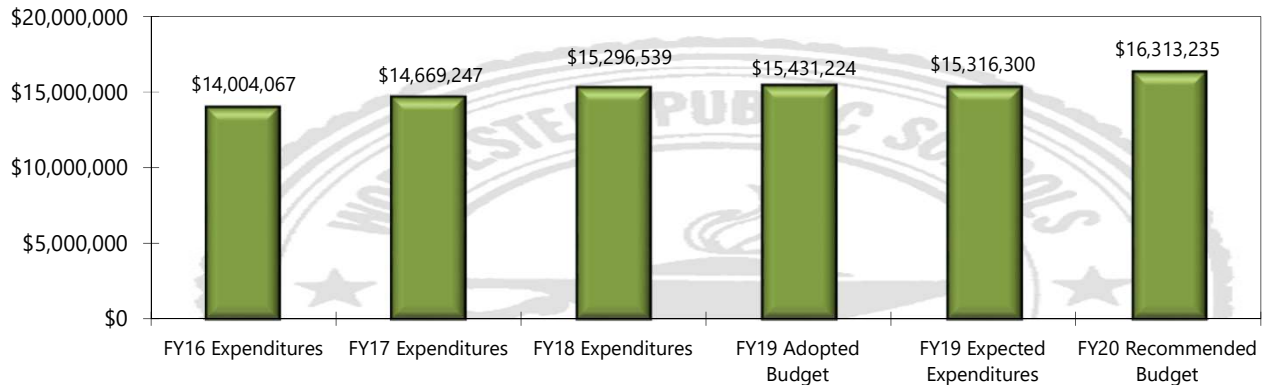
	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Retirement System Assessment	\$12,135,748	\$12,135,748	\$13,011,897	7%
(5000) B. Pension Obligation Bonds	\$4,795,916	\$4,795,916	\$4,828,856	1%
(5000) C. Non-Contributory Pensions	\$20,860	\$17,016	\$17,016	-18%
(5000) D. City Early Retirement Incentive 2010	\$104,787	\$104,787	\$104,255	-1%
(5000) E. Educational Secretaries Pension Fund	\$81,136	\$87,060	\$89,497	10%
(5000) F. Building Custodians Pension Fund	\$477,549	\$484,508	\$529,058	11%
TOTAL	\$17,615,995	\$17,625,035	\$18,580,578	5%



540103-92000

TRANSPORTATION

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$15,431,224	\$15,316,300	\$16,313,235	6%
GRANT SOURCES	\$60,000	\$60,000	\$60,000	0%
TOTAL TRANSPORTATION	\$15,491,224	\$15,376,300	\$16,373,235	6%



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 FY20 is the final year of a five year contract for transportation services. The WRTA also provides some services in this account. In addition, services are provided to private and charter schools in accordance with state regulations. Approximately 12,300 students are transported by the Transportation Department. Funds are also recommended to provide mandated transportation services to homeless students under the McKinney-Vento Homeless Assistance Act. The Federal McKinney-Vento law requires, but does not fund, these mandated transportation services. State reimbursement for this program is deposited to the city's general fund as required by state law. This account includes funds for district operated vehicles and maintenance costs.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Regular Transportation	\$6,453,726	\$6,249,535	\$6,761,976	5%
(3000) B. Special Education	\$7,658,921	\$7,459,865	\$7,905,969	3%
(3000) C. Mandated McKinney-Vento	\$425,000	\$707,636	\$550,000	29%
(3000) D. District Operated Transportation	\$893,577	\$899,264	\$1,095,291	23%
TOTAL	\$15,431,224	\$15,316,300	\$16,313,235	6%



540103-92000

TRANSPORTATION

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Regular Transportation	\$6,453,726	\$6,249,535	\$6,761,976	5%

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 will remain at 84 buses for a contracted rate of \$444.14 for 180 days. Regular transportation also includes funds for WRTA services of students. This account reflects the contractual increases for FY20 transportation services.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Special Education	\$7,658,921	\$7,459,865	\$7,905,969	3%

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. The out of city transportation fluctuates according to student placements. The out of city transportation is provided by third party vendors. The budget reflects 31 in-city mid-size buses at a daily contracted rate of \$565.83 for 180 days. In addition, 21 wheelchair vehicles are budgeted at a daily cost of \$594.31 for 180 days. The increase in this account reflects an addition of one wheelchair bus, as well as the contractual increases of the various vendors.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Mandated McKinney-Vento	\$425,000	\$707,636	\$550,000	29%

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. The state partially reimburses 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. The district has received an increase of transportation requests during the 2018-2019 school year.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. District Operated Transportation	\$893,577	\$899,264	\$1,095,291	23%

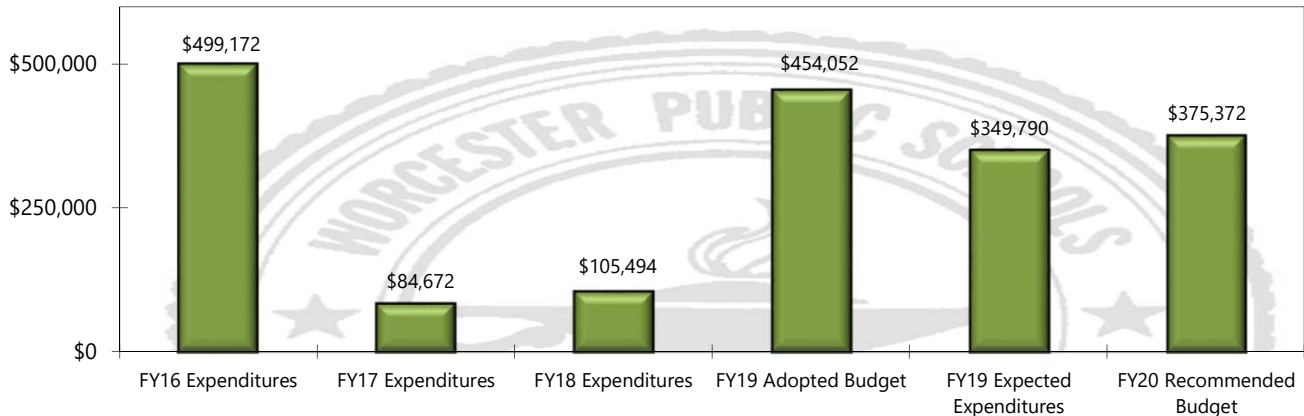
The district operates 11 big bus routes, including Head Start, additional charter days, as well as athletic transportation. The district maintains the leasing of 20 mid-size special education vehicles to accommodate the aging fleet. This will be the second year of a five year lease cycle for both these vehicles. The increase in this line item includes the beginning of a second five year lease for 10 mid-size special education vehicles to accommodate the district's fleet replacement schedule. This line item also includes vehicle maintenance, including fuel costs.



500122-92000

ATHLETIC ORDINARY MAINTENANCE

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$454,052	\$349,790	\$375,372	-17%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL ATHLETICS	\$454,052	\$349,790	\$375,372	-17%



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. This account is supplemented with proceeds collected through events at the Commerce Bank Field at Foley Stadium.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries ▪ Officials	\$215,490	\$222,732	\$224,110	4%
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$47,545	\$56,285	\$56,285	18%
(3000) C. Maintenance/Repair Equipment	\$22,231	\$20,940	\$22,231	0%
(3000) D. Supplies	\$99,006	\$99,793	\$99,006	0%
(3000) E. Rental	\$31,560	\$31,320	\$35,520	13%
(3000) F. Athletic Transportation	\$138,000	\$18,500	\$38,000	-72%
(3000) G. Estimated Gate Receipts	(\$92,280)	(\$92,280)	(\$92,280)	0%
(3000) H. Other Athletic Revenue	(\$7,500)	(\$7,500)	(\$7,500)	0%
TOTAL	\$454,052	\$349,790	\$375,372	-17%

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries ▪ Officials	\$215,490	\$222,732	\$224,110	4%

This account provides salaries for ticket managers, ticket sellers, ticket takers, clock operators, game officials, police coverage and medical technicians. The FY20 budget includes rate increases for MIAA (Massachusetts Interscholastic Athletic Association) and police details.



500122-92000

ATHLETIC ORDINARY MAINTENANCE

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$47,545	\$56,285	\$56,285	18%

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. The increase in this line includes insurance coverage, as well as additional dues and memberships for athlete participation.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Maintenance/Repair Equipment	\$22,231	\$20,940	\$22,231	0%

This account provides reconditioning and repair of athletic equipment.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Supplies	\$99,006	\$99,793	\$99,006	0%

This account is for all athletic uniforms and supplies, including office, recreational, and medical.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Rental	\$31,560	\$31,320	\$35,520	13%

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 space necessary for South High students due to ongoing construction.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Athletic Transportation	\$138,000	\$18,500	\$38,000	-72%

This account provides out-of-city third party vendor transportation for various athletic teams as well as certain in-city transportation to Commerce Bank Field at Foley Stadium and other school locations to supplement in-district operated transportation services when needed. This transportation includes the middle school and high school programming. A portion of the funding has been reallocated to Transportation Overtime (540-97201) account.

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Estimated Gate Receipts	(\$92,280)	(\$92,280)	(\$92,280)	0%

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) H. Other Athletic Revenue	(\$7,500)	(\$7,500)	(\$7,500)	0%

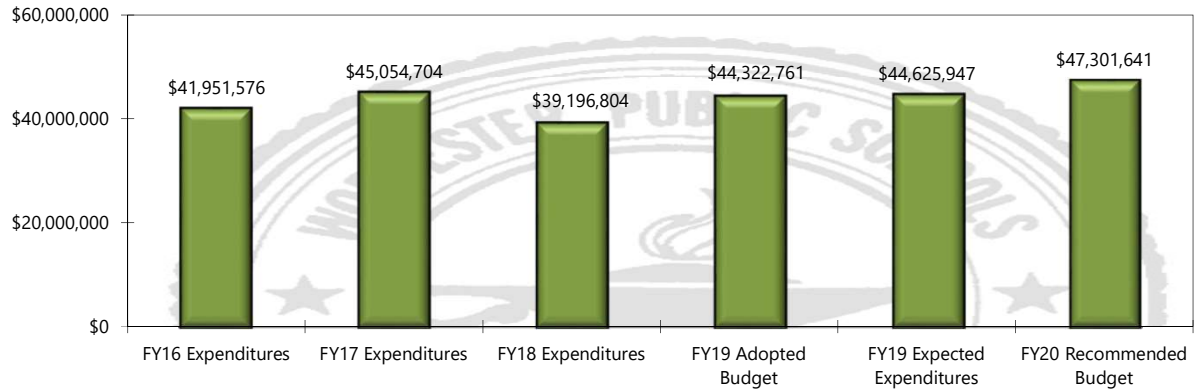
Proceeds generated through concession stand revenue at Commerce Bank Field at Foley Stadium are used to support the purchase of athletic supplies and equipment.



500123-96000

HEALTH INSURANCE

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$44,322,761	\$44,625,947	\$47,301,641	7%
GRANT SOURCES	\$3,623,087	\$3,623,087	\$3,464,887	-4%
TOTAL HEALTH INSURANCE	\$47,945,848	\$48,249,034	\$50,766,528	6%



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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$40,571,761	\$40,670,420	\$43,298,891	7%
(5000) B. Life Insurance	\$160,000	\$159,239	\$160,000	0%
(5000) C. Federal Medicare	\$3,370,000	\$3,525,903	\$3,571,750	6%
(5000) D. Workers Compensation	\$221,000	\$270,385	\$271,000	23%
TOTAL	\$44,322,761	\$44,625,947	\$47,301,641	7%

**500123-96000****HEALTH INSURANCE**

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$40,571,761	\$40,670,420	\$43,298,891	7%

The recommended budget is based on the premium rates which will become effective July 1, 2019. This account reflects an increase in premium rates of 6% for the Blue Care Elect Preferred, Network Blue New England, City of Worcester Advantage and Direct Plans through Fallon and new City of Worcester Advantage Qualified Plan. Enrollment is comprised of active employees, retirees, and surviving spouses; these categories are estimated to total approximately 5,879 members during FY20 (2,798 active employees and 3,081 retired employees).

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) B. Life Insurance	\$160,000	\$159,239	\$160,000	0%

This amount represents the employer's 50% share of a \$5,000 basic life insurance option available to all employees, including retirees (\$6.48 per employee per month). Funding will provide for the approximately 2,057 employees participating in this benefit.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) C. Federal Medicare	\$3,370,000	\$3,525,903	\$3,571,750	6%

Public Law 99-272 requires that all state and local employees hired after April 1, 1986 be covered by the Medicare system. This amount represents the employer's contribution of a matching 1.45% of gross wages for these individuals. They will be eligible for the Medicare-hospital insurance portion of the Social Security system. This amount grows in direct proportion to the growth in the number and the wages of these employees.

Health Insurance Enrollment DetailActive Employees

Total City Annual Cost for Health Insurance	Family Plan	Individual Plan	Plan Enrollments
BCBS Blue Care Elect Preferred (PPO)	\$21,951	\$8,490	8
BCBS Network Blue New England	\$19,446	\$7,521	711
City of Worcester Direct (HMO)	\$12,863	\$5,121	479
City of Worcester Advantage (HMO)	\$15,701	\$6,324	1,593
City of Worcester Advantage (H.S.A)	\$11,985	\$4,827	7
Total Active Enrollments			2,798

Retired Employees

Total City Annual Cost for Health Insurance	Family Plan	Individual Plan	Plan Enrollments
BCBS Blue Care Elect Preferred (PPO)	\$21,951	\$8,490	39
BCBS Network Blue New England	\$19,446	\$7,521	196
City of Worcester Direct (HMO)	\$12,863	\$5,121	48
City of Worcester Advantage (HMO)	\$15,701	\$6,324	255
City of Worcester Advantage (H.S.A)	\$11,985	\$4,827	0

Retired Employees

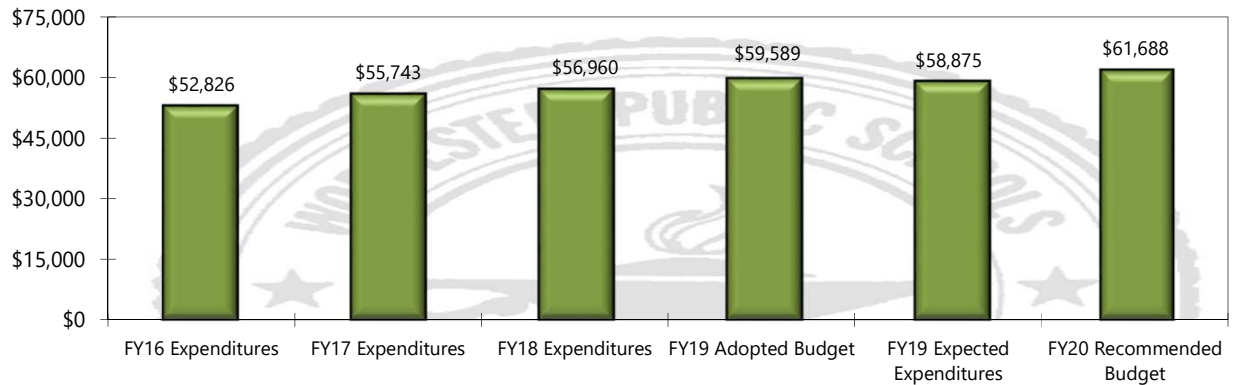
Total City Annual Cost - Medicare Supplemental	Family Plan	Individual Plan	Plan Enrollments
BCBS Medex II	\$5,724	\$2,862	1,804
Tufts Complement	\$5,904	\$2,952	503
Tufts Preferred Prime (HMO)	\$5,364	\$2,682	236
Total Retiree Enrollments			3,081



500125-92000

OTHER INSURANCE PROGRAMS

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$59,589	\$58,875	\$61,688	4%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL OTHER INSURANCE PROGRAMS	\$59,589	\$58,875	\$61,688	4%

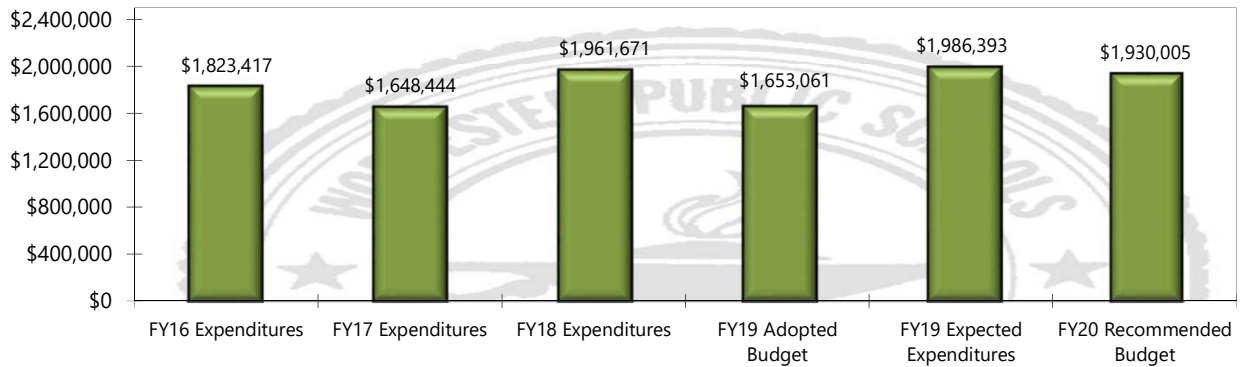


The FY20 budget reflects boiler insurance coverage (\$37,414), as well as the required building insurance for the rental property at St. Casimir's (\$15,749). In addition, this budget provides annual funds to cover Worcester Technical High School student accident insurance which has increased in pricing (\$5,720). The student activity (\$1,399) and athletic bonding insurance (\$1,406) maintain three year cycles and is anticipated again for FY20.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Building Insurance	\$15,749	\$15,741	\$15,749	0%
(5000) B. Building Boiler Insurance	\$38,120	\$37,414	\$37,414	-2%
(5000) C. Other Insurance Programs	\$5,720	\$5,720	\$8,525	49%
TOTAL	\$59,589	\$58,875	\$61,688	4%

**500129-96000****WORKERS COMPENSATION**

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$1,653,061	\$1,986,393	\$1,930,005	17%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL WORKERS COMPENSATION	\$1,653,061	\$1,986,393	\$1,930,005	17%



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 FY20 budget based on actual expenditure history, including a portion of the City's Management Fee.

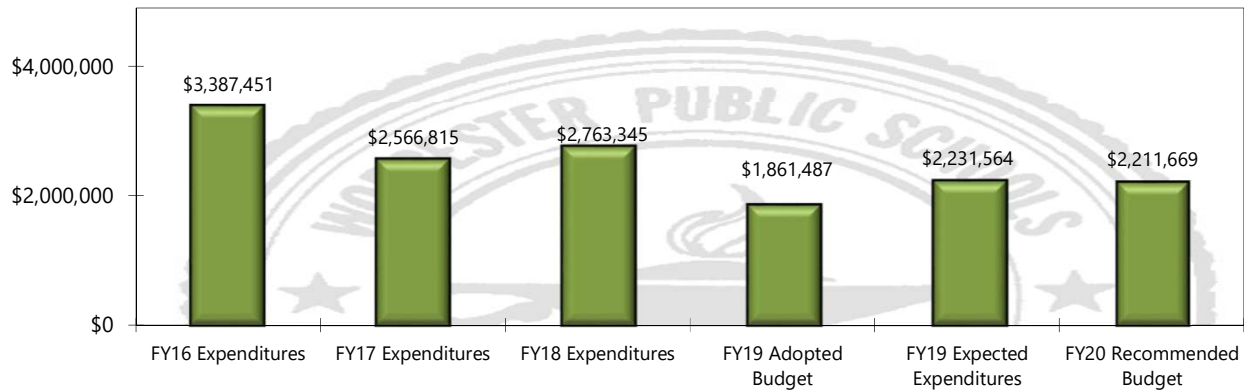
	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(5000) A. Active Salaries (91000)	\$814,056	\$961,766	\$925,000	14%
(5000) B. Inactive Salaries (91000)	\$200,000	\$217,629	\$219,000	10%
(5000) C. Cost Containment (92000)	\$145,305	\$296,177	\$275,000	89%
(5000) D. Management Fee (92000)	\$0	\$52,305	\$52,305	100%
(5000) E. Medical Bills (96000)	\$493,700	\$458,516	\$458,700	-7%
TOTAL	\$1,653,061	\$1,986,393	\$1,930,005	17%



500130-92000; 500130-96000

PERSONAL SERVICES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$1,861,487	\$2,231,564	\$2,211,669	19%
GRANT SOURCES	\$878,219	\$878,219	\$586,266	-33%
TOTAL PERSONAL SERVICES	\$2,739,706	\$3,109,783	\$2,797,935	2%



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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Staff Development	\$205,500	\$205,000	\$225,500	10%
(1000) B. Legal Consultation & Settlements	\$351,000	\$492,707	\$496,000	41%
(3000) C. Physician Consultation	\$20,000	\$20,000	\$20,000	0%
(2000) D. Special Education Services	\$157,500	\$308,554	\$208,900	33%
(3000) E. Graduation Expenses	\$43,700	\$47,672	\$47,672	9%
(1000) F. Human Resources Automated Services	\$113,742	\$106,888	\$136,022	20%
(2000) G. Collaborations	\$40,000	\$40,000	\$40,000	0%
(2000) H. NEASC Evaluations	\$5,000	\$886	\$15,000	0%
(3000) I. Security Guards	\$216,125	\$243,513	\$243,513	13%
(1000) J. Employee Assistance Program (96000)	\$30,240	\$24,283	\$24,283	-20%
(1000) K. Contractual Employee Reimbursement	\$31,500	\$17,251	\$32,600	3%
(2000) L. Arts Consultants	\$129,000	\$129,000	\$129,000	0%
(3000) M. Translation	\$325,000	\$402,630	\$400,000	23%
(2000) N. Advanced Placement Program	\$193,180	\$193,180	\$193,180	0%
TOTAL	\$1,861,487	\$2,231,564	\$2,211,669	19%

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Staff Development	\$205,500	\$205,000	\$225,500	10%

This account funds all the expenses related to curriculum and staff/professional development for the district. Staff Development monies support the on-going workshops for all employees in the Worcester Public Schools, both instructional and non-instructional. The account is recommended to be increased to include professional development for secondary schools to implement self-regulated strategy development (SRSD) for writing.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. Legal Consultation & Settlements	\$351,000	\$492,707	\$496,000	41%

This account represents the costs associated with outside legal consultation dealing primarily in areas of labor relations (including contract negotiations/administration and grievance/arbitrations) and 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 FY20 budget reflects funding to support actual expenditures.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Physician Consultation	\$20,000	\$20,000	\$20,000	0%

The FY20 budget reflects funding for the contract with UMass Memorial for physician consulting services as required by the district.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Special Education Services	\$157,500	\$308,554	\$208,900	33%

This account maintains funds for a variety of services provided for special education students including independent evaluations, educational services, and contracted hospital instruction. The majority of these funds were transferred to Nursing Salaries (500-91133) during the FY19 budget to establish the Clinical Care program in order to provide direct nursing services to students. The increase in this accounts represents maintaining certain third party services for student requirements.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Graduation Expenses	\$43,700	\$47,672	\$47,672	9%

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. The FY20 budget reflects funding to support actual expenditures.



500130-92000; 500130-96000

PERSONAL SERVICES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) F. Human Resources Automated Services	\$113,742	\$106,888	\$136,022	20%
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 \$35,709, the on-line employment application process (through SchoolSpring, Inc.) is \$12,440 and the electronic educator evaluation program (through Teachpoint) is \$60,291. This line item also includes funds to implement pilot of a new timeclock system (through Timeclock Plus, \$15,000) for improved payroll reporting and the addition of an electronic workflow system for onboarding (through DocStar, \$12,582).				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Collaborations	\$40,000	\$40,000	\$40,000	0%
This account provides funding for the collaboration between the WPS and the UMass Medical Pipeline for health career opportunities for all schools in the North Quadrant.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. NEASC Evaluations	\$5,000	\$886	\$15,000	0%
Claremont Academy is scheduled for their accreditation site visit by the New England Association of Schools and Colleges (NEASC) during FY20.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. Security Guards	\$216,125	\$243,513	\$243,513	13%
This funding provides for the security guards stationed at the South, Sullivan, Doherty, North, Worcester Technical High, Gerald Creamer Center, Jacob Hiatt, Fanning Building and the Durkin Administrative Building. These guards are located inside (outside when necessary) of school buildings and their primary responsibility is to monitor individuals entering onto school property, ensuring that the individuals are authorized visitors. The increase in this line item is based upon the addition of a security guard at Burncoat High School.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) J. Employee Assistance Program (96000)	\$30,240	\$24,283	\$24,283	-20%
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 ability for continued service.				

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) K. Contractual Employee Reimbursement	\$31,500	\$17,251	\$32,600	3%
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.				

	FY20			
	FY19 Adopted Budget	FY19 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.				

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) M. Translation	\$325,000	\$402,630	\$400,000	23%
This account provides funding that allows for various school documents and notifications for parental information to be translated in a variety of different languages by third party vendors. This includes many mandated documents such as student individual education plans, student policies & procedures manual, and various systemwide and school-based notices. Additionally, language translations are required for Office of Civil Rights compliance. This account also funds contracted interpretive services for the district. This account is supplemented by part-time employees located in the Supplemental Salaries Account 500-91118. The FY20 budget reflects funding to support actual expenditures.				

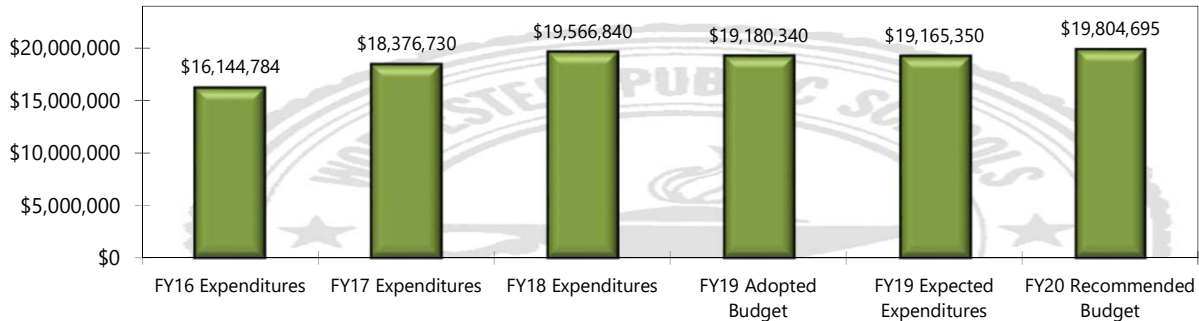
	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) N. Advanced Placement Program	\$193,180	\$193,180	\$193,180	0%
This account provides funds for the continued expansion of the Advanced Placement Program. This account provides for additional AP textbooks for new courses and added sections as well as technology and ongoing professional development materials. These funds also support materials for each school's AP clubs and AP family awareness nights in the elementary and middle schools. Also, this account funds student transportation throughout the year to authentic learning experiences such as visits to the UMASS Biology labs and Saturday sessions.				



500132-92000

TUITION

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$19,180,340	\$19,165,350	\$19,804,695	3%
GRANT SOURCES	\$3,525,268	\$3,540,311	\$3,445,234	-2%
TOTAL TUITION	\$22,705,608	\$22,705,661	\$23,249,929	2%



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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Central MA Collaborative	\$14,050,584	\$14,050,584	\$14,625,826	4%
(9000) B. Special Education Tuition	\$5,052,217	\$5,047,393	\$5,110,181	1%
(9000) C. Alternative Programs	\$54,947	\$67,373	\$68,688	25%
(9000) D. Chapter 74 Out of District Program	\$22,592	\$0	\$0	-100%
TOTAL	\$19,180,340	\$19,165,350	\$19,804,695	3%

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Central MA Collaborative	\$14,050,584	\$14,050,584	\$14,625,826	4%

The Central Massachusetts Collaborative provides district students with specialized education, as well as necessary clinical and therapeutic services. The Collaborative specializes in several special education programming tailored to specific learning environments. The program also provides alternative programs that offer support to regular education students who have received long-term suspensions from the district and students recovery from addiction that need specialized care. These programs maintain a safe environment in which appropriate levels of academic instruction and support are necessary to accommodate the individual educational need of a diverse population. Additionally, this program, in cooperation with the Worcester Youth Guidance Center, offers a variety of treatment services including individual counseling, mediation and family counseling. The district funds approximately 510 students attending various programs located at the Collaborative.

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) B. Special Education Tuition	\$5,052,217	\$5,047,393	\$5,110,181	1%

Federal (Individuals with Disabilities Education Act, IDEA) and state (603 CMR Section 28.00) special education laws and regulations require that a full continuum of services be available to meet the needs of students with disabilities. The tuition account supports placement of students in more restrictive settings (state approved special education day and residential programs) when a special education team determines that this is the most appropriate placement to meet the educational needs of a child. This account funds the out-of-district tuition for approximately 118 students annually. The account is supplemented with \$3.4 million in special education reimbursement from the state through the commonly named "circuit breaker" funding. This reimbursement amount is expected to be fully funded in the state budget. The increase in this account is associated with authorized program rates approved by the state's Operation Services Division (OSD).

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) C. Alternative Programs	\$54,947	\$67,373	\$68,688	25%

The alternative programs consist of providing support to regular education students recovering from addiction that need specialized care. These programs maintain a safe environment in which appropriate levels of academic instruction and support are necessary to accommodate the individual educational need of a diverse population. The staff works closely with the district's home school staff to ensure the curriculum of a student is similar to that being offered by the home school.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) D. Chapter 74 Out of District Program	\$22,592	\$0	\$0	-100%

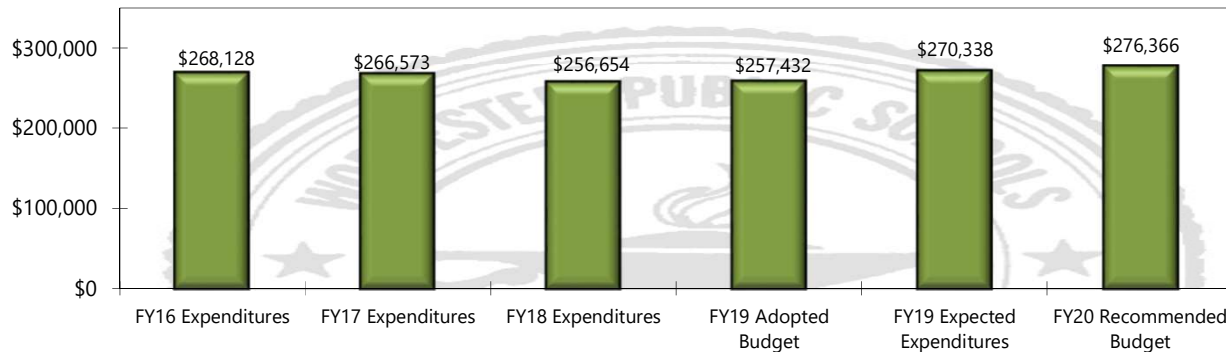
This account provides funding for DESE required tuition payment for out-of-district Chapter 74 vocational students. The FY20 budget reflects no anticipated students enrolled in programming next year.



500133-92000

PRINTING & POSTAGE

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$257,432	\$270,338	\$276,366	7%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL PRINTING & POSTAGE	\$257,432	\$270,338	\$276,366	7%



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.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$125,000	\$130,000	\$130,000	4%
(1000) B. District Digital Document Center	\$132,432	\$140,338	\$146,366	11%
TOTAL	\$257,432	\$270,338	\$276,366	15%

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$125,000	\$130,000	\$130,000	4%

This account funds the cost of postage throughout the district, as well as postage issued to the building principals for school mailings. Approximately 200,000 pieces of first class mail are processed annually through the district's central mailroom which includes, but is not limited to interim and final report cards, Human Resource correspondence to staff and teaching candidates, Medicaid inquiries with return postage, purchase orders, transportation notification of route assignments to certain students, student transfer materials, grant submission documents, and pupils' cumulative records. Cost-effective bulk mail rates are used when possible and the district participates in a postage savings program. This line item accounts for increased postage rates, as well as an increase of volume submitted from school locations for processing.

**500133-92000****PRINTING & POSTAGE**

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. District Digital Document Center	\$132,432	\$140,338	\$146,366	11%

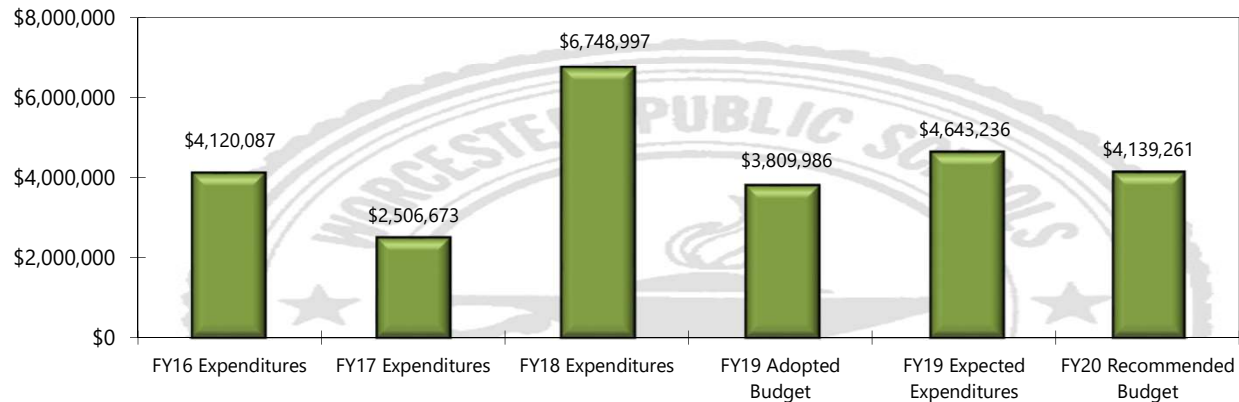
During FY15, the Digital Document Center (DDC) was created at the Durkin Administration Building to reduce district and school printing costs. Print jobs are submitted electronically and delivered back to school locations via courier within two business days. This has reduced the need for printing supplies 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. The increase in this account represents an additional copy machine to accommodate the increased volume as well as additional supplies.



500-92204

INSTRUCTIONAL MATERIALS

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$3,809,986	\$4,643,236	\$4,139,261	9%
GRANT SOURCES	\$408,224	\$408,224	\$299,942	-27%
TOTAL INSTRUCTIONAL MATERIALS	\$4,218,210	\$5,051,460	\$4,439,203	5%



This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY20 budget provides \$68 per pupil for instructional supplies and materials, representing the same allocation as the FY19 budget. Schools use these funds to support their school's improvement plan. The budget also provides funding of \$1 per pupil for elementary recess supplies.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Instructional Materials	\$2,073,135	\$2,073,135	\$2,139,310	3%
(2000) B. Education Division Materials	\$639,662	\$639,662	\$902,762	41%
(2000) C. District Textbooks	\$747,189	\$1,930,439	\$594,189	-20%
(2000) D. District Furniture	\$0	\$0	\$153,000	100%
(2000) E. Charter School Assessment	\$350,000	\$0	\$350,000	0%
TOTAL	\$3,809,986	\$4,643,236	\$4,139,261	9%

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Instructional Materials	\$2,073,135	\$2,073,135	\$2,139,310	3%

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 FY19 budget. The elementary recess funding is included in this line item.

**500-92204****INSTRUCTIONAL MATERIALS**

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Education Division Materials	\$639,662	\$639,662	\$902,762	41%

This account provides districtwide instructional materials for the following departments: District Instructional Materials (\$443,850), Special Education (\$160,000), Curriculum Development (\$122,520), Child Study & Pupil Personnel (\$123,000), English Language Learners (\$42,350), and School & Student Performance (\$11,042). The FY20 budget includes a district increase of \$263,100 for various school based educational materials, including leveled literacy intervention kits, biliteral assessments for english language learners, and district curriculum.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Textbooks	\$747,189	\$1,930,439	\$594,189	-20%

This account provides for necessary districtwide textbooks. The amount includes elementary Math, secondary Algebra and grades K-6 English Language Learners literacy textbooks. The school choice account also funds (\$375,000) in this line item.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Student Furniture	\$0	\$0	\$153,000	100%

This new account provides for replacement of school furniture based on schools needs and expanding classrooms.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Charter School Assessment	\$350,000	\$0	\$350,000	0%

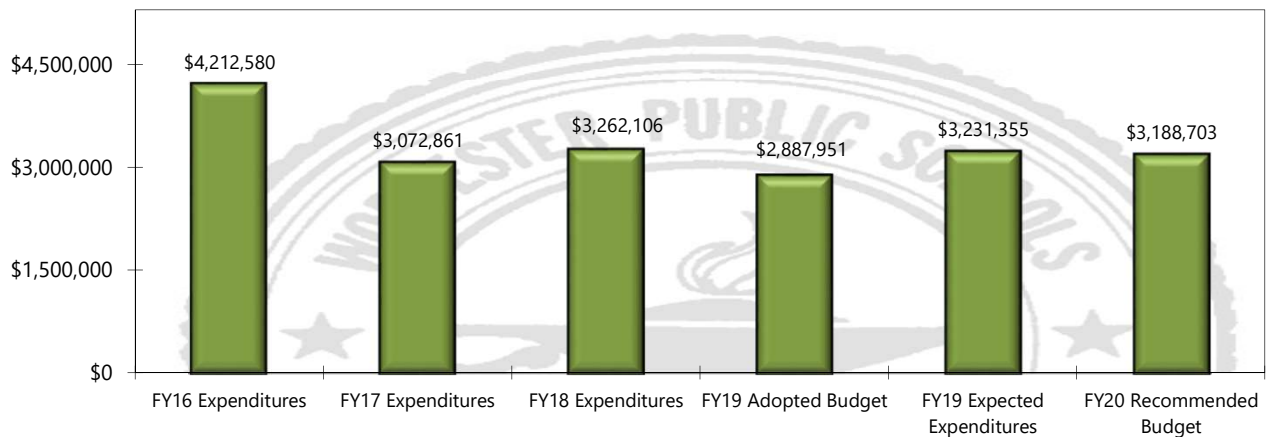
This budget reflects the anticipated increase in charter school tuition assessment that will result from the final state assessment in July. Historically, the charter school tuition assessments included in the House of Representative's budget are lower than the final assessment determined in July. The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



500136-92000; 500136-93000; 540136-92000

MISCELLANEOUS EDUCATIONAL OM

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,887,951	\$3,231,355	\$3,188,703	10%
GRANT SOURCES	\$316,678	\$316,678	\$348,382	10%
TOTAL MISCELLANEOUS EDUCATIONAL OM	\$3,204,629	\$3,548,033	\$3,537,085	10%



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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$430,147	\$422,526	\$435,668	1%
(1000) B. Employee Recruitment/Advertising	\$31,600	\$31,600	\$31,600	0%
(1000) C. Dues and Memberships	\$70,424	\$70,686	\$73,925	5%
(1000) D. Moving Expenses	\$10,000	\$10,000	\$10,000	0%
(7000) E. Building & Parking Rentals (540136-92000)	\$566,730	\$539,318	\$659,642	16%
(4000) F. Maintenance and Repair of Equipment	\$27,000	\$27,000	\$27,000	0%
(2000) G. Instructional Technology	\$1,243,700	\$1,494,737	\$1,303,519	5%
(2000) H. Instructional Technology Equipment (93000)	\$250,000	\$250,000	\$250,000	0%
(1000) I. Food, Meetings, Receptions	\$8,000	\$8,000	\$8,000	0%
(1000) J. Out of State Travel	\$5,000	\$0	\$5,000	0%
(1000) K. In State Travel	\$0	\$0	\$59,500	0%
(1000) L. Office Supplies	\$23,500	\$23,500	\$24,381	4%
(2000) M. Copier Leases and Maintenance	\$33,000	\$24,034	\$30,000	-9%
(3000) N. School Nurses Medical Supplies	\$67,000	\$67,000	\$116,658	74%
(3000) O. School Safety Equipment	\$100,000	\$250,000	\$125,000	25%
(1000) P. Audit Fees	\$15,450	\$11,180	\$22,410	45%
(3000) R. Worcester Future Teachers	\$6,400	\$1,774	\$6,400	0%
TOTAL	\$2,887,951	\$3,231,355	\$3,188,703	10%

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$430,147	\$422,526	\$435,668	1%

This account funds fees and licenses related to educational programs including AVID licenses, including additional sites (\$69,054); credit recovery software for secondary students (\$79,684); Virtual High School (\$23,300); and PSAT (\$83,713); and STAR Assessments (Previously Measures of Academic Progress) (\$179,917).

	FY20			
	FY19 Adopted Budget	FY19 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 staff diversity hiring goals.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) C. Dues and Memberships	\$70,424	\$70,686	\$73,925	5%

These expenditures fund the costs of annual dues for staff participation in professional associations. Their purpose is to provide information and access to activities and trends taking place in current educational practice, research, and development. Areas Include: New England Association of Schools and Colleges, Massachusetts Association of School Committees, Massachusetts Association of Superintendents, N.E. School Development Council, Massachusetts Association of School Business Officials, Human Resource Management Associates, Society for Human Resource Management. The account reflects expected membership for the 2019-2020 school year.

	FY20			
	FY19 Adopted Budget	FY19 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.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(7000) E. Building & Parking Rentals (540136-92000)	\$566,730	\$539,318	\$659,642	16%

This account funds the rental of space (Expiring June 30, 2020) for the special education alternative program at St. Casimir's (\$57,380), the special education bus lot on Fremont Street for the WPS owned vehicles (\$212,914), use of gymnasium and parking lot at the YMCA for the Jacob Hiatt Magnet School (\$47,748), parking lot rental of Chatham Street (\$39,000), parking lot rental of Richard Street (\$7,000), rental of parking spaces for Gates Lane School (\$12,600), rental of classroom space for Chandler Elementary School to alleviate severe overcrowding (\$208,000), and one month of June 2020 (estimated at \$75,000), for new proposed transportation and facility maintenance space.



500136-92000; 500136-93000; 540136-92000

MISCELLANEOUS EDUCATIONAL OM

	FY20			
	FY19 Adopted Budget	FY19 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 digital equipment.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Instructional Technology	\$1,243,700	\$1,494,737	\$1,303,519	5%

The technology budget is used to maintain, upgrade, and supplement the existing educational and administrative technology. The FY20 budget includes leasing of approximately 11,000 Chromebooks, including units for the Hanover Academy of the Arts at Burncoat Middle and High school locations. Also, FY20 is the first full year (FY19 was partial) of another five year cycle for 1,000 desktop computers for administrators and various other staffing. This account also provides the purchase of various necessary units for incoming staff, as well as other software cost for district's technology.

	FY20			
	FY19 Adopted Budget	FY19 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.

	FY20			
	FY19 Adopted Budget	FY19 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.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) J. Out of State Travel	\$5,000	\$0	\$5,000	0%

This account provides out-of-state travel expenses for personnel recruitment which implements the district's recruitment plan and achieving equal employment opportunity goals. Expenses include airfare, lodgings and meals.

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) K. In State Travel	\$0	\$0	\$59,500	0%

This account provides for reimbursement of \$0.58 per mile, in accordance with the January 1, 2019 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. This account was previously a separate In State travel (500138-92000) account.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) L. Office Supplies	\$23,500	\$23,500	\$24,381	4%

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 award presentation supplies for the school committee office.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) M. Copier Leases and Maintenance	\$33,000	\$24,034	\$30,000	-9%

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) N. School Nurses Medical Supplies	\$67,000	\$67,000	\$116,658	74%

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. The increase in this account is due to the elimination of the State's Essential Health grant which supported additional equipment and consultants.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) O. School Safety Equipment	\$100,000	\$250,000	\$125,000	25%

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. The FY20 budget reflects a \$25,000 increase to this account.



500136-92000; 500136-93000; 540136-92000

MISCELLANEOUS EDUCATIONAL OM

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) P. Audit Fees	\$15,450	\$11,180	\$22,410	45%

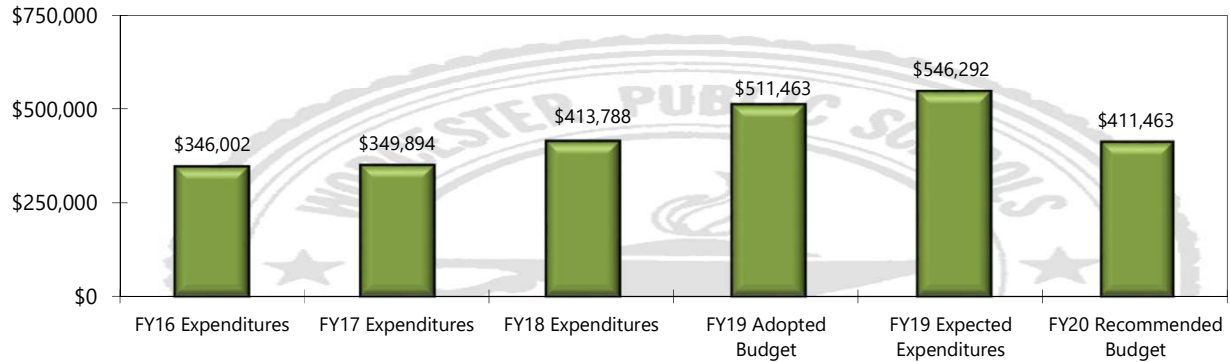
This account funds the cost of the annual audit of the End of Year Pupil and Financial Report, as well as the student activity audit. The increase in this account reflects new student activity software.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) R. Worcester Future Teachers	\$6,400	\$1,774	\$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**

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$511,463	\$546,292	\$411,463	-20%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL UNEMPLOYMENT COMPENSATION	\$511,463	\$546,292	\$411,463	-20%



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 due to performance criteria, the non-renewal of employees who have not complied with the system's certification guidelines, and those eligible for benefits as a result of layoffs. The school system is required to reimburse the state on a dollar-for-dollar basis for the specific amounts of each employment claim that is approved. The account reflects an estimate of anticipated needs for budget and non-budget (performance) costs.

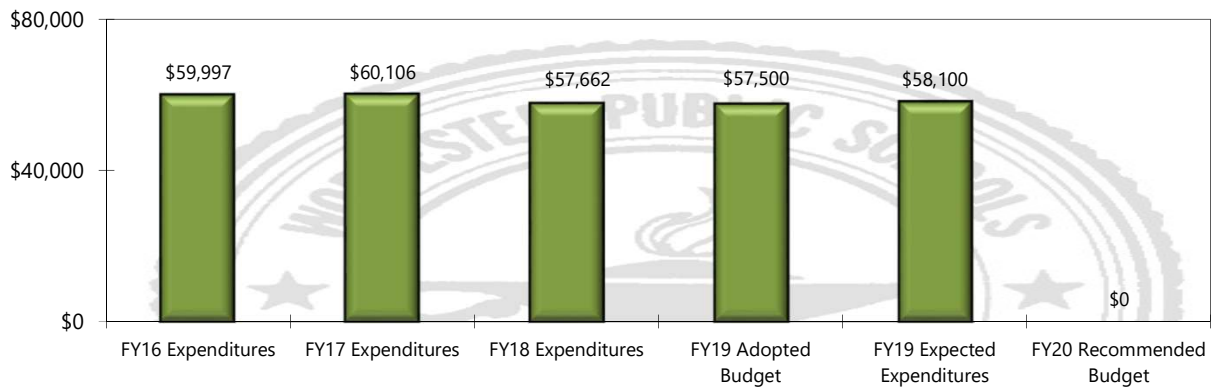
	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Unemployment Compensation	\$511,463	\$546,292	\$411,463	-20%
TOTAL	\$511,463	\$546,292	\$411,463	-20%



500138-92000

IN STATE TRAVEL

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$57,500	\$58,100	\$0	-100%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL IN STATE TRAVEL	\$57,500	\$58,100	\$0	-100%

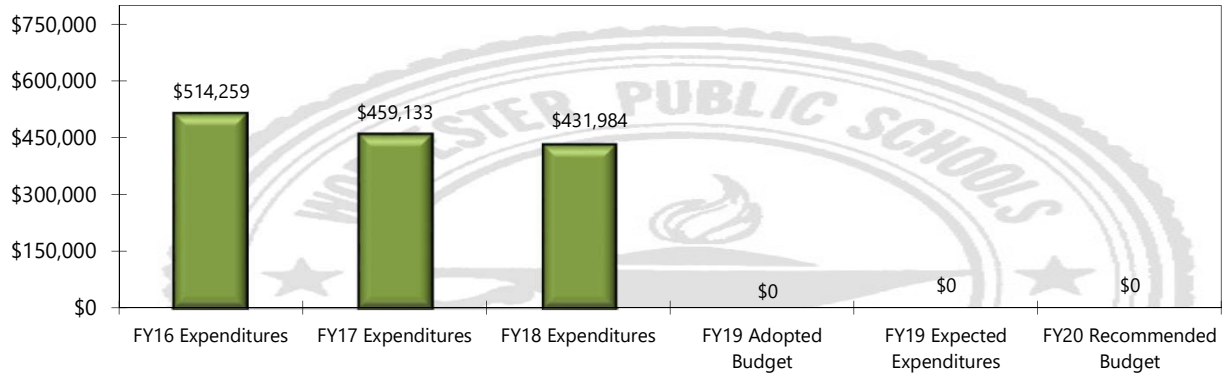


This account has been moved to the Micellaneous Educational OM (500136-92000) account reference in Line K.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. In State Travel	\$57,500	\$58,100	\$0	-100%
TOTAL	\$57,500	\$58,100	\$0	-100%

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$0	\$0	\$0	0%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL VEHICLE MAINTENANCE	\$0	\$0	\$0	0%



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

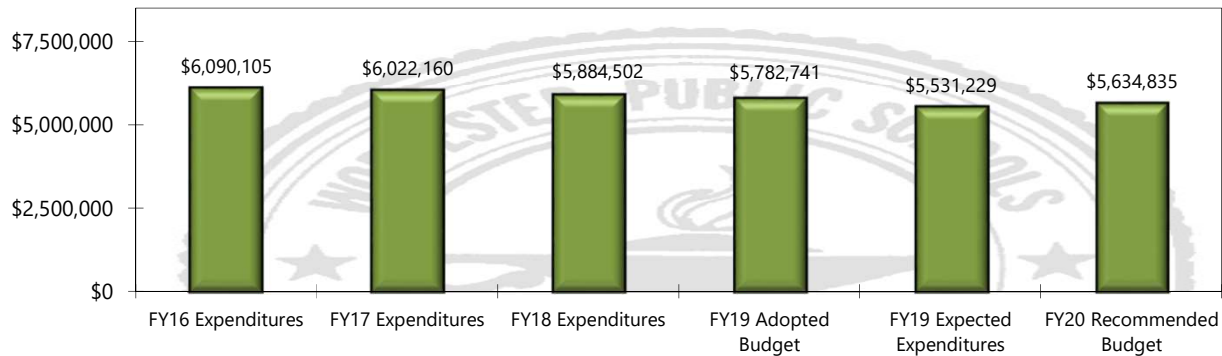
	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Transportation (540141)	\$0	\$0	\$0	0%
(4000) B. Facilities	\$0	\$0	\$0	0%
TOTAL	\$0	\$0	\$0	0%



500146-92000

BUILDING UTILITIES

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$5,782,741	\$5,531,229	\$5,634,835	-3%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL BUILDING UTILITIES	\$5,782,741	\$5,531,229	\$5,634,835	-3%



This account provides funding for the cost of utilities (oil, natural gas, electricity) to all Worcester Public School buildings. Energy saving measures and computerized energy management systems continue to be implemented in the buildings in order to help control the costs in this account.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$2,143,506	\$1,543,168	\$1,578,313	-26%
(4000) B. Electricity	\$2,960,979	\$3,203,395	\$3,327,768	12%
(4000) C. #2 Fuel Oil	\$51,415	\$143,915	\$66,419	29%
(4000) D. Telephone and Data Service	\$626,841	\$640,751	\$662,335	6%
TOTAL	\$5,782,741	\$5,531,229	\$5,634,835	-3%

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$2,143,506	\$1,543,168	\$1,578,313	-26%

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 FY20 budget is based on the City's recently negotiated supply contract. Eighteen accounts were reallocated to the new contract rates and the price has been reduced from \$0.848/therm to \$.49183/therm. With the remaining 39 accounts being reallocated to the Eversource default supply rate that varies. This reduction of contracted rates has resulted in significant savings. The FY20 anticipated usage is at approximately 2 million therms.

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Electricity	\$2,960,979	\$3,203,395	\$3,327,768	12%

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 22 million kWh that are utilized annually. The FY20 budget includes the City's recently negotiated contract that increases the price per kWh to \$0.17 cents and is inclusive of both supply and delivery rates. The district receives ongoing savings from the installation of solar panels at eleven locations, as well as the opportunity to secure net metering credits provided from the City's landfill at a reduced rate.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) C. #2 Fuel Oil	\$51,415	\$143,915	\$66,419	29%

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. An additional temporary fuel tank for heating was necessary at Tatnuck Magnet school during the 2018-2019 school year. The FY20 budget assumes an average cost of oil to be approximately \$2.35 per gallon (FY19 average was \$2.36). Harlow Street is being converted to natural gas during FY20 as part of an accelerated repair project with the Massachusetts School Building Authority (MSBA).

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Telephone and Data Service	\$626,841	\$640,751	\$662,335	6%

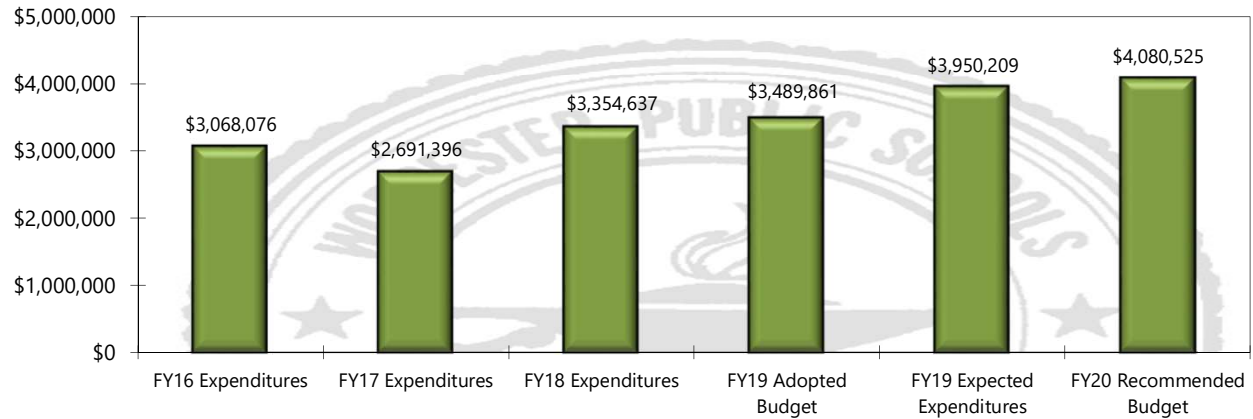
This account provides funds for the cost of telephone service (Centrex, long distance, fire alarm circuits, cellular) for the district. Also included are costs associated with data service, internet access and the Connect-Ed school-to-home communication system. The increase to this account represents the elimination of E-Rate funding for telephone services, as well as the increase of services of Connect-Ed school-to-home communication system that will provide additional notifications to parents and students.



500152-92000; 500152-93000

FACILITIES ORDINARY MAINTENANCE

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$3,489,861	\$3,950,209	\$4,080,525	17%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL FACILITIES OM	\$3,489,861	\$3,950,209	\$4,080,525	17%



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 district staff, construction and custodial supplies, as well as other miscellaneous expenses.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Trash Removal	\$471,993	\$626,993	\$636,675	35%
(4000) B. Building Repair	\$1,451,350	\$1,541,730	\$1,615,776	11%
(4000) C. Construction Supplies	\$602,100	\$642,100	\$649,679	8%
(4000) D. Custodial Supplies	\$337,500	\$347,623	\$350,156	4%
(4000) E. Miscellaneous Facilities	\$23,175	\$23,400	\$24,044	4%
(4000) F. Environmental Management Systems	\$500,000	\$565,000	\$596,563	19%
(4000) G. Vehicle Maintenance	\$103,743	\$103,743	\$107,633	4%
(4000) H. Capital Equipment (93000)	\$0	\$99,620	\$100,000	0%
TOTAL	\$3,489,861	\$3,950,209	\$4,080,525	14%

**500152-92000; 500152-93000****FACILITIES ORDINARY MAINTENANCE**

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Trash Removal	\$471,993	\$626,993	\$636,675	35%

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

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Building Repair	\$1,451,350	\$1,541,730	\$1,615,776	11%

This account provides for the repair of buildings, (roofs, masonry, heating systems, plumbing, electrical, etc.) as well as the repair of elevators, fire extinguishers, sprinkler systems, emergency generators, fire alarm systems, security systems, intercoms, and clock and bell systems that are performed by outside contractors. The FY20 budget reflects an increase based on actual history, as well as school safety and emergency building repairs and the funding reallocation of the vacant electrician position for security wiring and installation from the Maintenance Services (500-91120) account.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) C. Construction Supplies	\$602,100	\$642,100	\$649,679	8%

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. The FY20 budget reflects an increase for construction supplies.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Custodial Supplies	\$337,500	\$347,623	\$350,156	4%

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. The FY20 budget reflects an increase for custodial supplies.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) E. Miscellaneous Facilities	\$23,175	\$23,400	\$24,044	4%

This account provides funding for the purchase of office supplies, web-based computer software to facilitate work-order requests, rental of equipment, as well as other miscellaneous expenses required by the Facilities division. The FY20 budget reflects an increase for miscellaneous expenses.



500152-92000; 500152-93000

FACILITIES ORDINARY MAINTENANCE

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(4000) F. Environmental Management Systems	\$500,000	\$565,000	\$596,563	19%

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. The FY20 budget reflects actual expenditures, as well as an increase to address increasing testing and abatement with the schools.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(4000) G. Vehicle Maintenance	\$103,743	\$103,743	\$107,633	4%

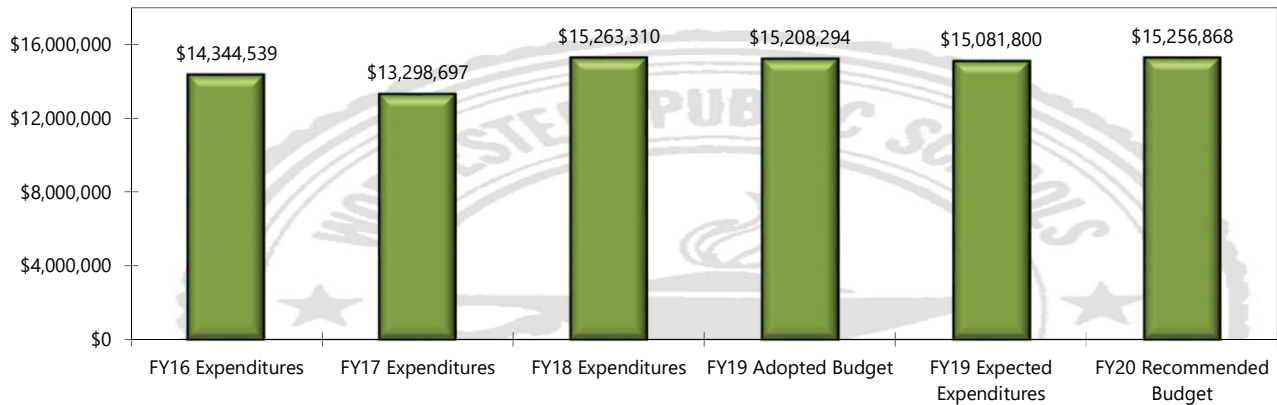
This account funds the fuel and maintenance on all vehicles located in Facilities. In addition, the cost of gasoline for lawnmowers, snow blowers, trimmers, etc., is funded from this account. Gasoline and diesel fuel are purchased through the City of Worcester contracts. The FY20 budget reflects an increase to align with expected need.



50S502

CHILD NUTRITION PROGRAM

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$15,208,294	\$15,081,800	\$15,256,868	0%



The Nutrition Department's FY20 recommended budget is based on the average of daily breakfast, lunch, supper, and snacks served from September 2018 through June 2019, as well as during the summer. The National School Lunch Program (NSLP) serves over 4.8 million meals annually to the students of Worcester Public Schools. Each day, district staff coordinate, prepare, and serve approximately 17,400 lunches, 9,100 breakfasts, 1,000 adult and "a la carte" meals, and 500 afternoon snacks. In February 2019, the Child and Adult Care Food program commenced. This program provides over 100 supper/weekend meals per day. The program is expected to expand to during the 2019-2020 school year. The Summer Food Service program also provided over 35,000 summer meals (breakfast, lunch, and supper) served at schools and neighborhood sites throughout the city during June, July, and August of 2018. All of these meals qualify for federal and state reimbursement under the Community Eligibility Provision (CEP) that was adopted during the 2015-2016 school year. This provision enables all students to be served breakfast and lunch each school day for no cost, regardless of household income. The funding from federal and state reimbursements, along with minimal cash revenue, covers the operating expenditures and no local appropriation from the general fund will be required. The district also receives a grant for the Fresh Fruit & Vegetable program that funds nine additional helper positions and provides the students at 14 elementary schools and over 6,000 students direct access to fruits and vegetables during the school day. Breakfast in the Classroom (BIC)/After the Bell continues to expand beyond the current 22 elementary schools into secondary schools ensuring students have access to a health breakfast even if they are unable to visit the cafeteria upon morning arrival. The FY20 budget is focused on meal program expansion including in-house production of unprocessed commodities and increased fresh menu options using locally sourced ingredients.



50S502

CHILD NUTRITION PROGRAM

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended	% Change From Present Budget
(3000) A. Administration (Director & Asst Directors)	\$304,614	\$358,860	\$414,051	36%
(3000) B. Supervisors	\$302,436	\$308,901	\$639,256	111%
(3000) C. School Based Personnel	\$4,657,504	\$4,822,326	\$4,639,065	0%
(3000) D. Other Support Staff & Contractual Payments	\$1,154,297	\$1,034,817	\$943,985	-18%
(3000) E. Summer Feeding Program	\$355,000	\$360,876	\$355,000	0%
(3000) F. Food Supplies	\$5,097,328	\$5,096,419	\$5,184,355	2%
(3000) G. Other Supplies	\$595,239	\$651,753	\$595,239	0%
(4000) H. Maintenance and Repair	\$500,000	\$425,776	\$500,000	0%
(3000) I. Leases and Rentals	\$162,500	\$94,938	\$121,540	-25%
(4000) J. Equipment	\$500,000	\$232,397	\$300,000	-40%
(5000) K. Fringe Benefits	\$1,579,377	\$1,694,737	\$1,564,377	-1%
TOTAL	\$15,208,294	\$15,081,800	\$15,256,868	0%

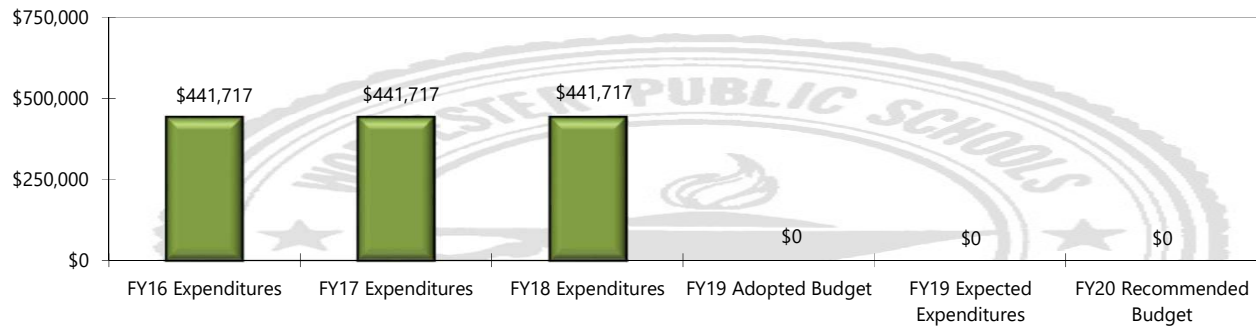
POSITION HISTORY	2018-19	2019-20
Administrators	4.00	4.00
Production Chef	2.00	3.00
Supervisors	4.00	9.00
School Based Managers	21.00	21.00
Cooks & Bakers	28.00	28.00
Kitchen Helpers	245.00	245.00
MEO Drivers	4.00	4.00
Program Support Staff	4.50	4.00
TOTAL	312.50	318.00



50S105

SCHOOL REDESIGN - ELM PARK COMMUNITY

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$0	\$0	\$0	0%



The federally funded School Redesign grant for Elm Park provided funding to implement plans that were built on one of four federally defined school intervention models: Turnaround, Restart, Transformation, or Closure at the state's persistently lowest-achieving schools. The grant was a competitive grant and awarded to Elm Park Community School to implement changes outlined in the school turnaround model. The School Redesign grant was for a three year period, from September 2015 through August 2018. The grant was complete at the end of the 2017-2018 school year. These funds covered the contractual extended day stipends for teaching staff located at Elm Park and are now funded in Title I grant.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 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	\$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	\$0	\$0	\$0	0%

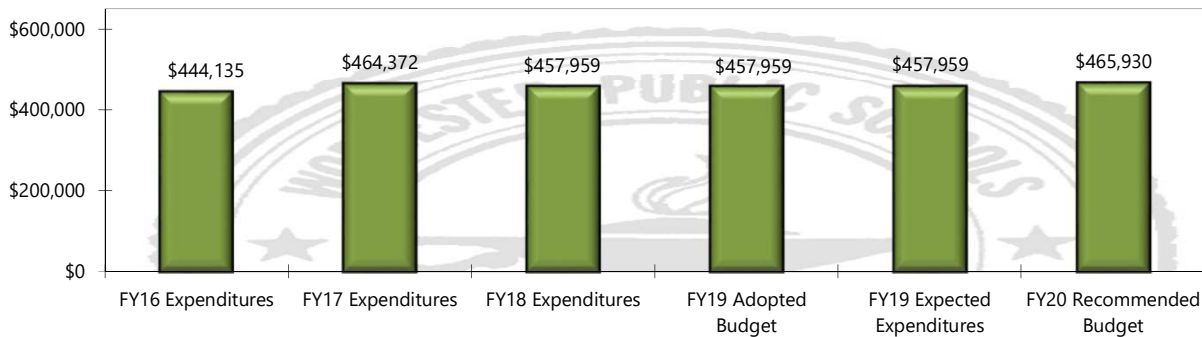
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S137

HEAD START SUPPLEMENTAL

	FY19 Adopted Grant	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$457,959	\$457,959	\$465,930	2%



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

	FY19 Adopted Grant	FY19 Expected Expenditures	FY20 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.	\$448,800	\$448,800	\$456,612	2%
(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%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$9,159	\$9,159	\$9,318	2%
TOTAL	\$457,959	\$457,959	\$465,930	2%

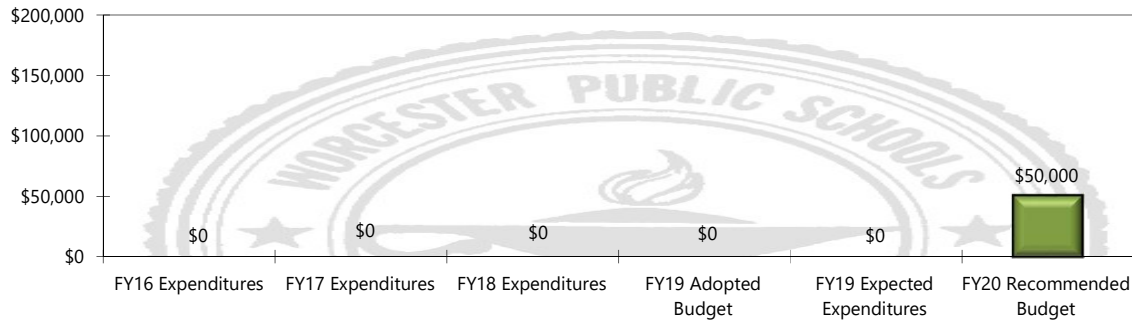
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S151

ADULT EDUCATION: ENGLISH LITERACY

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$0	\$0	\$50,000	100%



This is a new federally funded program (Fund Code 359) that provides Integrated Education and Training and Integrated English Literacy and Civics Education services. The funding provides adult education instruction simultaneously with workforce preparation activities and workforce training. The purpose of these services is to accelerate credential attainment, workforce readiness, and entry into the workforce.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$13,560	100%
(2000) B. Teachers	\$0	\$0	\$22,328	100%
(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	\$0	\$0	\$6,525	100%
(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	\$6,587	100%
(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	\$1,000	100%
TOTAL	\$0	\$0	\$50,000	100%

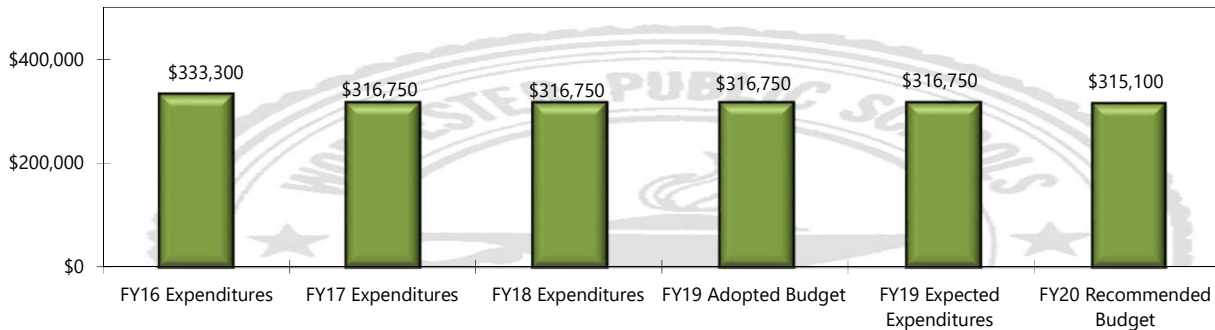
POSITION HISTORY	2018-19	2019-20
Administrators		0.28
Teachers		0.74
Instructional Assistants		
Educational Support		
Grant & Program Support		0.20
TOTAL	0.00	1.22



50S154

FRESH FRUITS AND VEGETABLES

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$316,750	\$316,750	\$315,100	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.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 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	\$192,123	-1%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$6,335	\$6,335	\$6,335	0%
TOTAL	\$316,750	\$316,750	\$315,100	0%

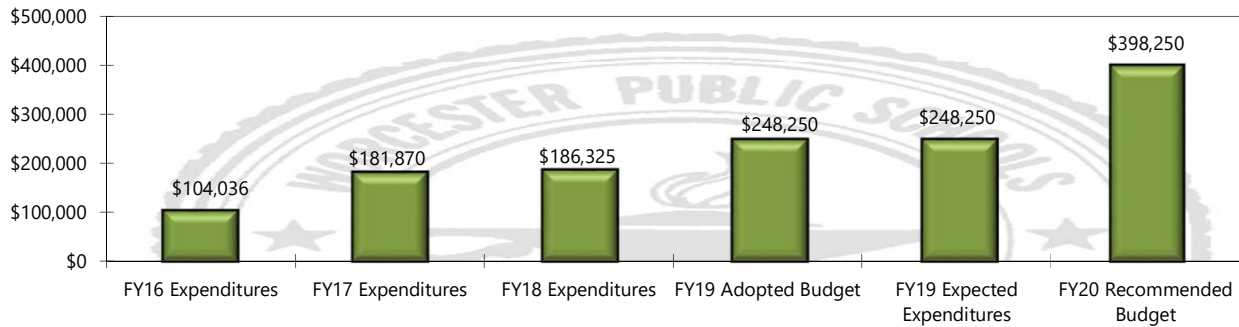
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	9.00	9.00
TOTAL	9.00	9.00



50S168

21st CENTURY CONTINUATION

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$248,250	\$248,250	\$398,250	60%



The 21st Century Continuation grant is federally funded to support Community Learning Centers that operate during out-of-school hours and provide students with academic enrichment opportunities, along with other activities designed to complement students' regular academic programs. Community Learning Centers may also offer literacy and related educational development to families of these students along with a community partner to enhance their academics. Sullivan Middle School and Burncoat Middle School were funded for both school year and summer programming. The FY20 grant includes the 21st Century Community Learning Center (50S172) grant, which was previously separate.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 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.	\$162,581	\$162,581	\$193,800	19%
(3000) F. Grant & Program Support	\$10,679	\$10,679	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$12,570	\$12,570	\$100,350	698%
(2000) J. Instructional Supplies & Materials	\$6,296	\$6,296	\$26,427	320%
(3000) K. Miscellaneous ED OM	\$51,158	\$51,158	\$69,708	36%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$4,966	\$4,966	\$7,965	60%
TOTAL	\$248,250	\$248,250	\$398,250	60%

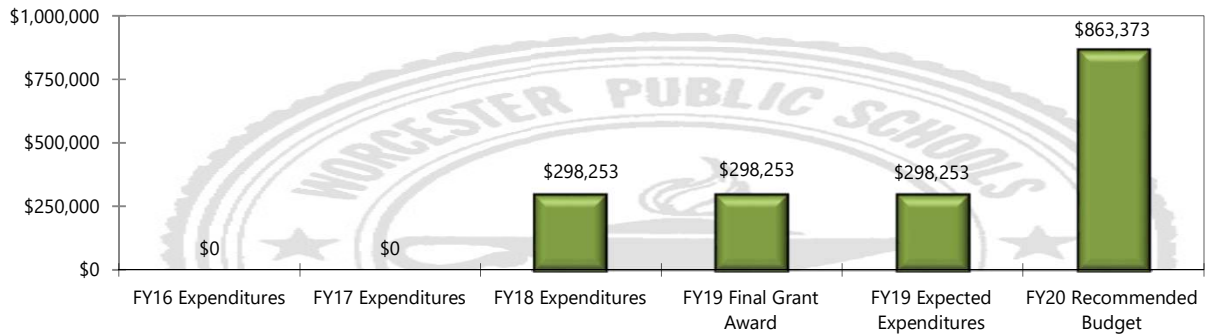
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S169

TITLE IV

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$298,253	\$298,253	\$863,373	189%



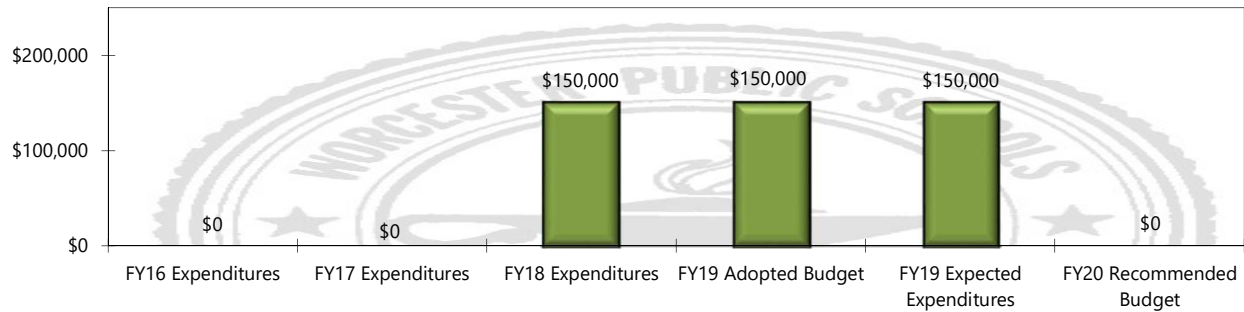
Title IV funding provides students with a well-rounded education, including access to STEM programs, supporting safe and healthy student choices and supporting the use of technologies in the classroom. The district's funds have provided Advanced Placement examination fees for students, as well as enhance school safety, academic enrichments and professional development of instructional technology for teaching staff. The FY20 allocation was significantly increased and provides additional access to professional development, instructional enrichments, and supplies and materials.

	FY20			
	FY19 Adopted Budget	FY19 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.	\$49,320	\$49,320	\$385,490	682%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$157,208	\$157,208	\$144,900	-8%
(2000) J. Instructional Supplies & Materials	\$78,700	\$78,700	\$153,982	96%
(3000) K. Miscellaneous ED OM	\$7,060	\$7,060	\$86,064	1119%
(5000) L. Non-Public School Allocation	\$0	\$0	\$75,670	100%
(5000) M. City Indirect Assessment	\$5,965	\$5,965	\$17,267	189%
TOTAL	\$298,253	\$298,253	\$863,373	189%

POSITION HISTORY	2018-19	2019-20
Administrators		
Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00

**50S172****21st CENTURY COMMUNITY LEARNING CENTER**

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$150,000	\$150,000	\$0	-100%



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. This grant has been consolidated with the 21st Century Continuation (50S168) grant.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 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.	\$117,200	\$117,200	\$0	-100%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$14,710	\$14,710	\$0	-100%
(2000) J. Instructional Supplies & Materials	\$8,100	\$8,100	\$0	-100%
(3000) K. Miscellaneous ED OM	\$7,050	\$7,050	\$0	-100%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$2,940	\$2,940	\$0	-100%
TOTAL	\$150,000	\$150,000	\$0	-100%

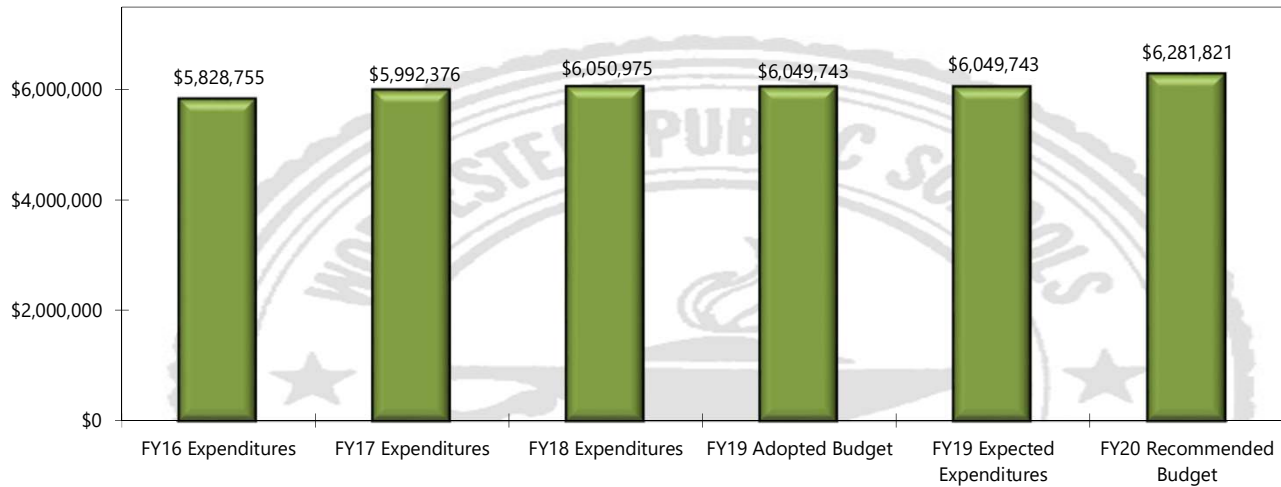
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S190

HEAD START

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$6,049,743	\$6,049,743	\$6,281,821	4%



Head Start is a comprehensive preschool program, serving approximately 600 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 will commence on July 1, 2019 and will run through April 30, 2024. The primary responsibility of the Head Start Program is to establish a supportive learning environment for children and families. The federal government mandates that Head Start programs promote school readiness through cognitive, language, social and emotional development. Head Start reauthorization requires programs to implement standards of learning in early literacy, language, science, social studies and numeracy to ensure all children will enter school with a solid foundation for lifelong learning. The Head Start Program is also mandated by the federal government to provide supplemental services. Head Start empowers families to identify individual strengths, challenges, interests and helps them solve problems and connect with community resources. Head Start support staff consists of Family Service Advocates, Nurses, Disabilities/Mental Health Staff, Hygienists, and Nutritionists that work together as a team to provide a continuum of care, education and services that allow stable uninterrupted support. Head Start fosters the role of parents/guardians as the primary educators of their children and works in partnership with families to actively engage them in the educational process.

**50S190****HEAD START**

	FY19 Adopted	FY19 Expected	FY20	% Change From
	Budget	Expenditures	Recommended Budget	Present Budget
(1000) A. Administration	\$112,822	\$112,823	\$113,097	0%
(2000) B. Teachers	\$638,077	\$638,076	\$728,097	14%
(2000) C. Instructional Assistants	\$947,194	\$947,194	\$994,559	5%
(4000) D. Custodial Salaries	\$266,416	\$266,416	\$268,493	1%
(3000) E. Transportation Salaries	\$12,988	\$12,988	\$13,747	6%
(3000) F. Clerical Salaries	\$269,763	\$269,763	\$237,642	-12%
(3000) G. Family & Community Partner Personnel	\$422,155	\$422,155	\$345,006	-18%
(3000) H. Other Staff Salaries	\$1,181,182	\$1,181,182	\$1,160,373	-2%
(3000) I. After School Programs & Staff Dev.	\$9,500	\$9,500	\$9,500	0%
(3000) J. Grant & Program Support	\$103,010	\$103,010	\$107,998	5%
(5000) L. Health, Retirement & Unemployment	\$1,460,360	\$1,460,360	\$1,460,360	0%
(3000) M. Contractual Services	\$71,255	\$71,255	\$84,410	18%
(1000) N. Legal & Accounting Services	\$5,500	\$5,500	\$5,500	0%
(5000) O. Health & Disability Services	\$4,000	\$4,000	\$10,000	150%
(3000) P. Food Service	\$43,500	\$43,500	\$43,500	0%
(3000) Q. Child Transportation	\$60,000	\$60,000	\$60,000	0%
(4000) R. Maintenance and Repair	\$167,055	\$167,055	\$280,224	68%
(4000) S. Utilities/Telephone	\$8,500	\$8,500	\$8,500	0%
(1000) T. Office Supplies	\$32,400	\$32,400	\$42,400	31%
(3000) U. Child and Family Services Supplies	\$46,585	\$46,585	\$41,000	-12%
(3000) V. Food Service Supplies	\$15,080	\$15,080	\$15,080	0%
(3000) W. Other Supplies	\$15,000	\$15,000	\$30,000	100%
(3000) X. Parent Services	\$5,000	\$5,000	\$5,000	0%
(5000) Y. Building & Child Liability Insurance	\$20,500	\$20,500	\$20,500	0%
(3000) Z. Local Travel	\$13,000	\$13,000	\$20,500	58%
(5000) AA. City Indirect Assessment	\$118,901	\$118,901	\$176,335	48%
TOTAL	\$6,049,743	\$6,049,743	\$6,281,821	4%

POSITION HISTORY

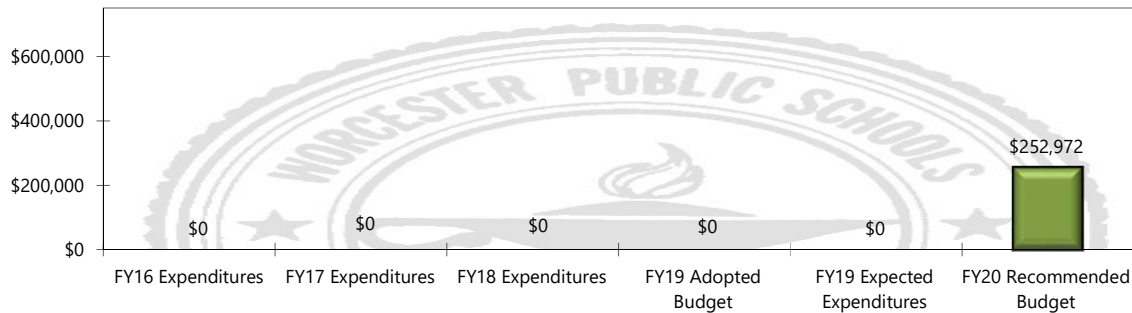
	2018-19	2019-20
Administration	2.00	2.00
Teachers	26.00	32.00
Instructional Assistants	51.00	52.00
Educational Support	50.50	57.00
Grant & Program Support	16.50	17.00
TOTAL	146.00	160.00



50S197

ADULT EDUCATION: COMMUNITY CENTERS

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$0	\$0	\$252,972	100%



This is a new federally funded program (Fund Code 340) that provides Integrated Education and Training and Integrated English Literacy and Civics Education services. The funding provides adult education instruction simultaneously with workforce preparation activities and workforce training. The purpose of these services is to accelerate credential attainment, workforce readiness, and entry into the workforce.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$28,080	100%
(2000) B. Teachers	\$0	\$0	\$146,552	100%
(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	\$0	\$0	\$16,218	100%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$0	\$0	\$38,000	100%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$14,063	100%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$5,000	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$0	\$0	\$5,059	100%
TOTAL	\$0	\$0	\$252,972	100%

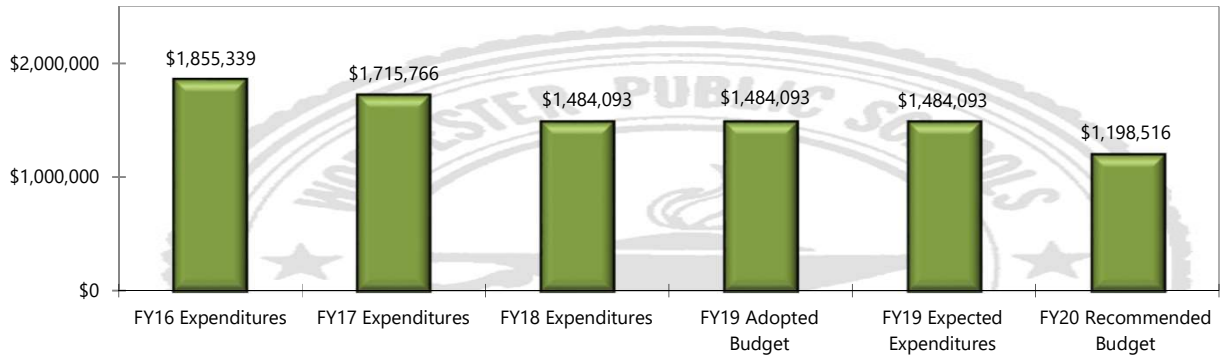
POSITION HISTORY	2018-19	2019-20
Administrators		0.45
Teachers		3.24
Instructional Assistants		
Educational Support		
Grant & Program Support		0.50
TOTAL	0.00	4.19



50S208

TITLE II TEACHER QUALITY

	FY19 Adopted Budget	FY19 Projected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$1,484,093	\$1,484,093	\$1,198,516	-19%



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 seven Instructional Coach positions to high schools, as well as the funding for the Manager of Curriculum & Learning and support staff. The FY20 grant award is expected to be reduced and four Instructional Coach positions are transferred to Title I grant to sustain funding of the positions.

	FY19 Adopted Budget	FY19 Projected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$145,000	\$145,000	\$154,729	7%
(2000) B. Instructional Coaches	\$877,418	\$877,418	\$615,229	-30%
(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	\$133,034	23%
(5000) G. MTRS Assessment	\$92,018	\$92,018	\$69,296	-25%
(5000) H. Health & Retirement	\$127,760	\$127,760	\$100,242	-22%
(3000) I. Contractual Services	\$0	\$0	\$16,671	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$2,000	\$2,000	\$15,000	650%
(5000) L. Non-Public School Allocation	\$102,015	\$102,015	\$70,343	-31%
(5000) M. City Indirect Assessment	\$29,682	\$29,682	\$23,972	-19%
TOTAL	\$1,484,093	\$1,484,093	\$1,198,516	-19%

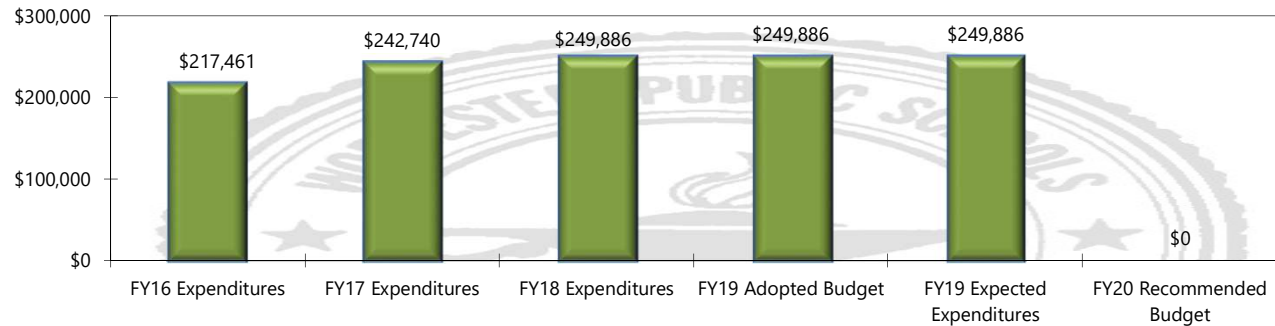
POSITION HISTORY	2018-19	2019-20
Administrators	1.00	1.00
Instructional Coaches	11.00	7.00
Instructional Assistants		
Educational Support		
Grant & Program Support	1.65	1.65
TOTAL	13.65	9.65



50S211

ESSENTIAL SCHOOL HEALTH

	FY19 Adopted Budget	FY19 Projected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$249,886	\$249,886	\$0	-100%



The purpose of the Essential School Health grant was to continue to establish the infrastructure of providing all school-age children access to a school health service program. The grant has been eliminated at the end of the 2018-2019 school year and all line items have been moved to the general fund. The district is awaiting final award notification of a grant proposal to the Massachusetts Department of Public Health for additional funding of comprehensive school health services for students with economic disadvantages. These new funds would be used to support a trauma-informed teams.

	FY19 Adopted Budget	FY19 Projected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$40,000	\$40,000	\$0	-100%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$110,000	\$110,000	\$0	-100%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$44,000	\$44,000	\$0	-100%
(3000) J. Non-Instructional Supplies & Materials	\$21,202	\$21,202	\$0	-100%
(3000) K. Miscellaneous ED OM	\$23,060	\$23,060	\$0	-100%
(5000) L. Non-Public School Allocation	\$6,626	\$6,626	\$0	-100%
(5000) M. City Indirect Assessment	\$4,998	\$4,998	\$0	-100%
TOTAL	\$249,886	\$249,886	\$0	-100%

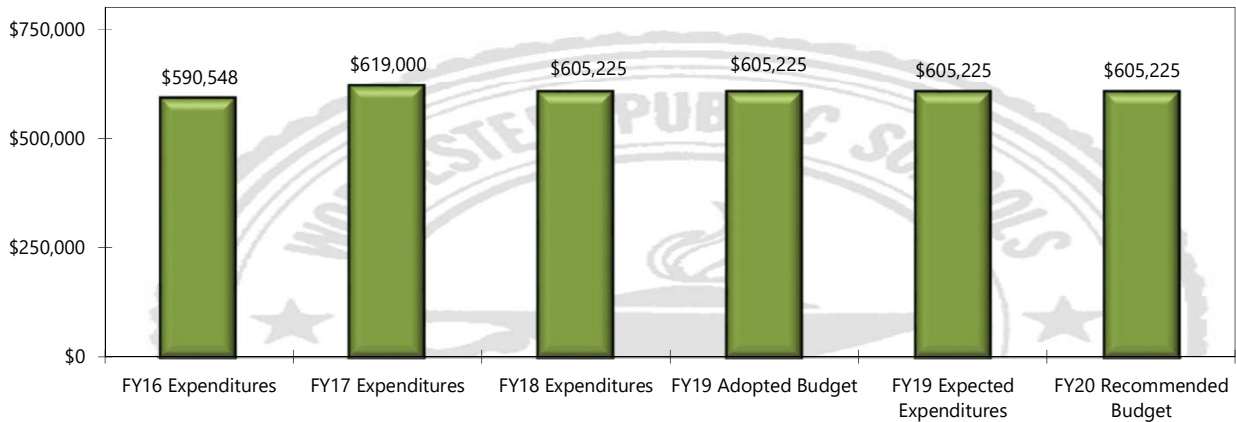
POSITION HISTORY	2018-19	2019-20
Administrators	0.50	
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support	1.50	
TOTAL	2.00	0.00



50S254

**COORDINATED FAMILY AND COMMUNITY
ENGAGEMENT**

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$605,225	\$605,225	\$605,225	0%



The Coordinated Family and Community Engagement (CFCE) grant is a consolidated application that includes the former Massachusetts Family Network, Community Partnership for Children and Parent Child Home Program/Joint Family Support programs. The grant provides comprehensive support for children and their families from infancy through elementary school. The grant is designed to build a collaborative system of comprehensive services that include the public schools, Head Start, Early Care & Education providers and community based agencies within Worcester. Worcester Public Schools serves as the lead agency for this community-based grant. All activities of the grant are aligned to the Department of Early Education and Care's Strategic Plan, focusing on family engagement, early literacy and school readiness. The FY20 grant is anticipated to be level funded.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$84,663	\$84,663	\$84,663	0%
(2000) B. Teachers • Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$312,366	\$312,366	\$312,366	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	\$75,917	\$75,917	\$75,917	0%
(3000) I. Contractual Services	\$30,300	\$30,300	\$30,300	0%
(2000) J. Instructional Supplies & Materials	\$32,791	\$32,791	\$32,791	0%
(3000) K. Miscellaneous ED OM	\$31,633	\$31,633	\$31,633	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$11,889	\$11,889	\$11,889	0%
TOTAL	\$605,225	\$605,225	\$605,225	0%



50S254

**COORDINATED FAMILY AND COMMUNITY
ENGAGEMENT**

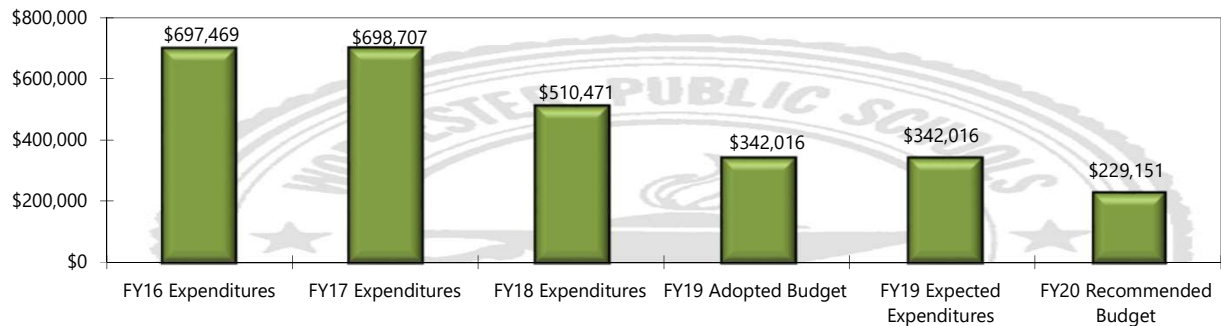
POSITION HISTORY	2018-19	2019-20
Administrators	1.00	1.00
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support	8.20	8.20
Grant & Program Support	0.10	0.10
TOTAL	9.30	9.30



50S256

**INCLUSIVE PRESCHOOL LEARNING
ENVIRONMENTS**

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$342,016	\$342,016	\$229,151	-33%



The Inclusive Preschool Learning Environments grant (IPLE) provides direct preschool services. The Department of Early Education and Care recently announced that this grant would be phased out over the next three years at an approximate reduction of 33% each year and FY20 will be final year of grant. The FY20 grant award is anticipated to be \$229,151 and will be final year of funding. These salary of positions are being transferred to the Head Start grant.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$321,770	\$321,770	\$219,374	-32%
(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	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$20,246	\$20,246	\$9,777	-52%
(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	\$342,016	\$342,016	\$229,151	-33%

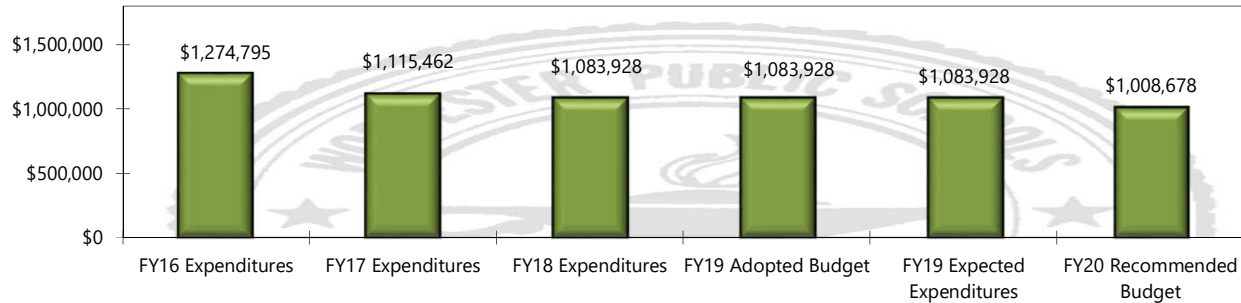
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers	11.00	7.00
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	11.00	7.00



50S269

EXPANDED LEARNING TIME

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$1,083,928	\$1,083,928	\$1,008,678	-7%



This state funded grant program provides financial assistance to districts with schools that have approved Expanded Learning Time (ELT) implementation plans. All participating schools must increase the amount of time in schedules to be able to operate at least 300 hours longer than the average of other schools within the district. Jacob Hiatt and City View schools currently have approved Expanded Learning Time programs. The goal of the program is to provide more instructional opportunities and enrichment opportunities into student learning, and provide adults with increased opportunities to plan and participate in professional development activities. The FY20 budget is expected to be reduced based on state budget funding.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 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.	\$1,062,249	\$1,062,249	\$988,504	-7%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$21,679	\$21,679	\$20,174	-7%
TOTAL	\$1,083,928	\$1,083,928	\$1,008,678	-7%

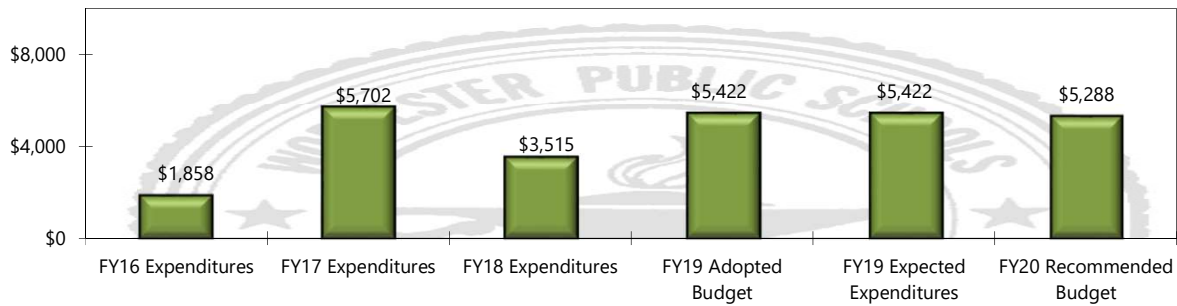
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S276

GED TEST CENTERS

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$5,422	\$5,422	\$5,288	0%



This state funded grant program is designed to assist in the daily operation of High School Equivalency Assessment Centers including test administration and issuing required documents for the examinee and the state High School Equivalency Assessment Office at the Department of Elementary and Secondary Education. Worcester Public Schools is an approved test center.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers • Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$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	\$5,422	\$5,422	\$5,288	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	\$5,422	\$5,422	\$5,288	0%

POSITION HISTORY

2018-19

2019-20

Administrators

Teachers • Instructional Coaches

Instructional Assistants

Educational Support

Grant & Program Support

TOTAL

0.00

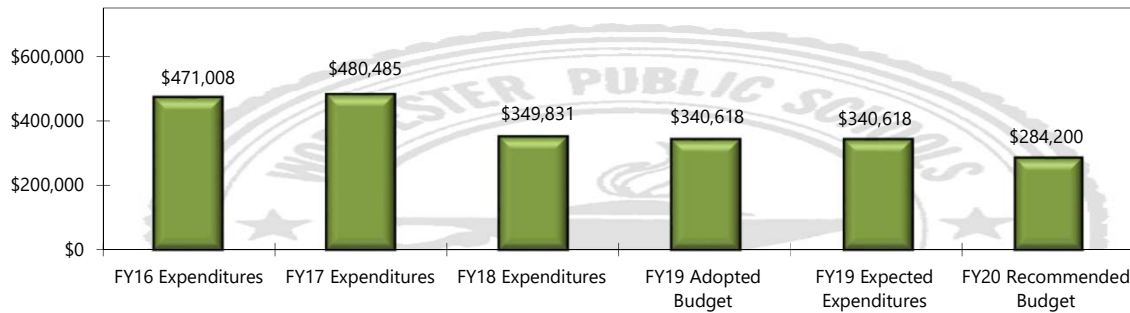
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50S278

ADULT EDUCATION

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$340,618	\$340,618	\$284,200	-17%



This program provides funds for local programs of adult education and literacy services, including workplace literacy services; family literacy services; English literacy programs and integrated English literacy-civics education programs. Participation in these programs is limited to adults and out-of-school youths who are not enrolled or required to be enrolled in secondary school under state law. The FY20 grant has been reduced, however the district was awarded a new federally funded adult education grant.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$67,685	\$67,685	\$24,960	-63%
(2000) B. Teachers	\$229,119	\$229,119	\$203,616	-11%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$32,140	\$32,140	\$14,451	-55%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$2,500	\$2,500	\$4,000	0%
(2000) J. Instructional Supplies & Materials	\$5,768	\$5,768	\$18,990	229%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$12,500	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$3,406	\$3,406	\$5,683	67%
TOTAL	\$340,618	\$340,618	\$284,200	-17%

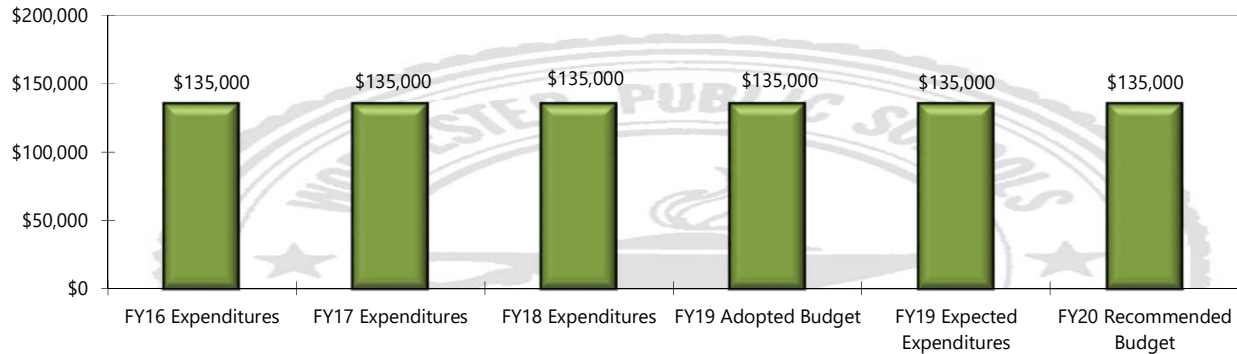
POSITION HISTORY	2018-19	2019-20
Administrators	1.00	0.40
Teachers	7.35	4.27
Instructional Assistants		
Educational Support		
Grant & Program Support	0.60	0.40
TOTAL	8.95	5.07



50S294 - 50S296

UNIVERSAL PRE-KINDERGARTEN

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 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 FY18 are eligible to apply for the renewal grant funds. The program must be licensed by the Department of Early Education and Care and meet specific requirements. This program is available at the following Head Start locations: Greendale, Mill Swan, and Millbury. The FY20 grant is anticipated to be level funded.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 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%

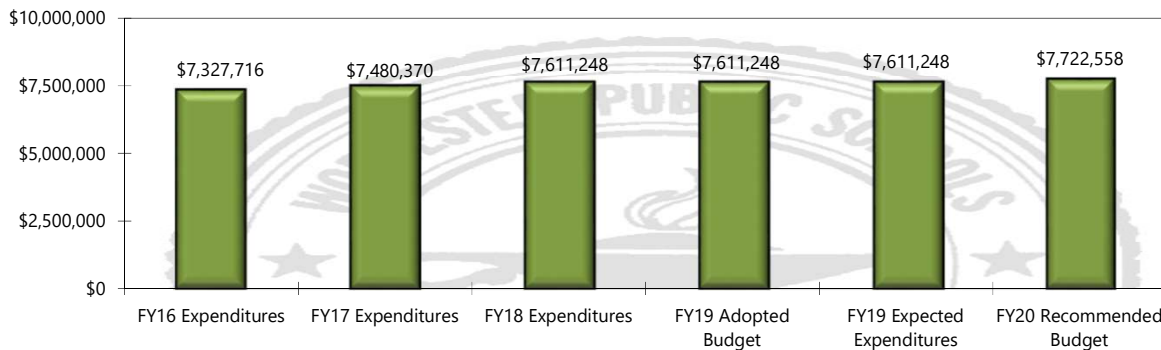
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers	2.61	2.61
Instructional Assistants	2.36	2.36
Educational Support		
Grant & Program Support		
TOTAL	4.97	4.97



50S302

IDEA

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$7,611,248	\$7,611,248	\$7,722,558	1%



The IDEA Special Education Entitlement grant primarily supports salaries and benefits of 188 instructional assistants, grant and program support positions, and professional development requirements. Instructional assistants support students with disabilities in accessing the general education curriculum in order to receive free and appropriate public education in the least restrictive environment. The contractual services funding includes nursing services for students with complex medical needs who require constant monitoring by medically trained staff during the school day, as well as bus transportation. Funds are also used to purchase technology and augmentative communication devices, specialized equipment for students with physical disabilities and supplies for students with significant emotional and behavioral disabilities. The district previously utilized third party vendors for student nursing services however have since created internal capacity and hired district certified nursing assistants and licensed practical nurses.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$112,143	\$112,143	\$121,274	8%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$5,354,992	\$5,354,992	\$5,358,944	0%
(3000) D. Educational Support	\$0	\$0	\$198,000	0%
(3000) E. After School Programs & Staff Dev.	\$4,900	\$4,900	\$9,900	0%
(3000) F. Grant & Program Support	\$300,650	\$300,650	\$309,627	3%
(5000) G. MTRS Assessment	\$10,093	\$10,093	\$10,915	8%
(5000) H. Health & Retirement	\$1,243,963	\$1,243,963	\$1,243,963	0%
(3000) I. Contractual Services	\$332,255	\$332,255	\$207,770	-37%
(2000) J. Instructional Supplies & Materials	\$11,563	\$11,563	\$11,562	0%
(3000) K. Miscellaneous ED OM	\$25,560	\$25,560	\$10,000	-61%
(5000) L. Non-Public School Allocation	\$62,823	\$62,823	\$86,062	0%
(5000) M. City Indirect Assessment	\$152,306	\$152,306	\$154,541	1%
TOTAL	\$7,611,248	\$7,611,248	\$7,722,558	1%

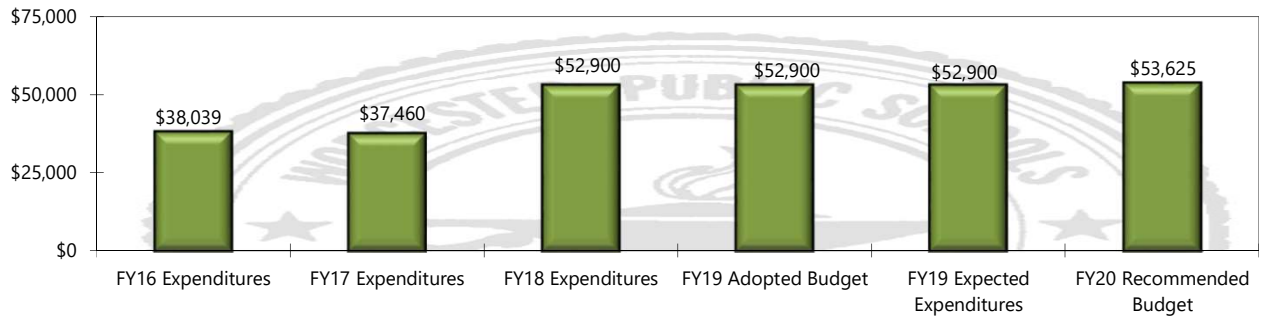
POSITION HISTORY	2018-19	2019-20
Administrators	1.00	1.00
Teachers ▪ Instructional Coaches		
Instructional Assistants	188.00	188.00
Educational Support		
Grant & Program Support	4.00	4.00
TOTAL	193.00	193.00



50S303

SPECIAL EDUCATION - MA URBAN

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$52,900	\$52,900	\$53,625	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 FY20 grant is anticipated to have a slight increase.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers • Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$51,842	\$51,842	\$52,552	1%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$1,058	\$1,058	\$1,073	1%
TOTAL	\$52,900	\$52,900	\$53,625	0%

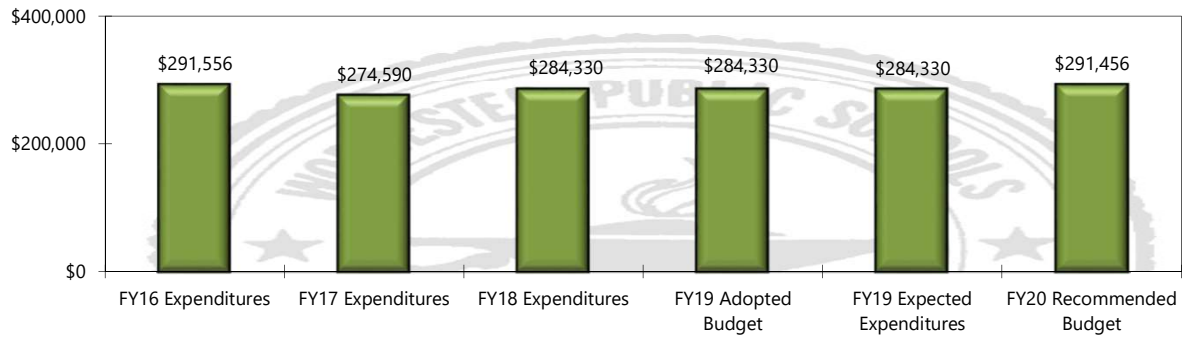
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S304

PRESCHOOL - SPECIAL EDUCATION

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$284,330	\$284,330	\$291,456	3%



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 FY20 grant is anticipated to have a slight increase.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$255,637	\$255,637	\$262,620	3%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$23,007	\$23,007	\$23,007	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$5,686	\$5,686	\$5,829	0%
TOTAL	\$284,330	\$284,330	\$291,456	3%

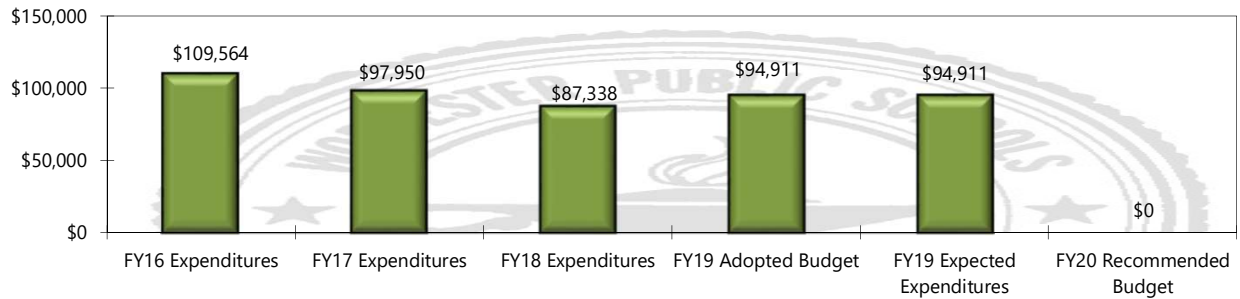
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers	3.50	3.50
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	3.50	3.50



50S305

SPECIAL EDUCATION - PROGRAM DEVELOPMENT

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$94,911	\$94,911	\$0	-100%



The purpose of the Special Education Program Improvement grant was to fund professional development activities that align with the Massachusetts Standards for Professional Development. This grant has been eliminated.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. DxD Substitutes	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$10,500	\$10,500	\$0	-100%
(3000) F. Grant & Program Support	\$4,025	\$4,025	\$0	-100%
(5000) G. MTRS Assessment	\$945	\$945	\$0	-100%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$43,625	\$43,625	\$0	-100%
(2000) J. Instructional Supplies & Materials	\$25,000	\$25,000	\$0	-100%
(3000) K. Miscellaneous ED OM	\$10,816	\$10,816	\$0	-100%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$0	\$0	\$0	0%
TOTAL	\$94,911	\$94,911	\$0	-100%

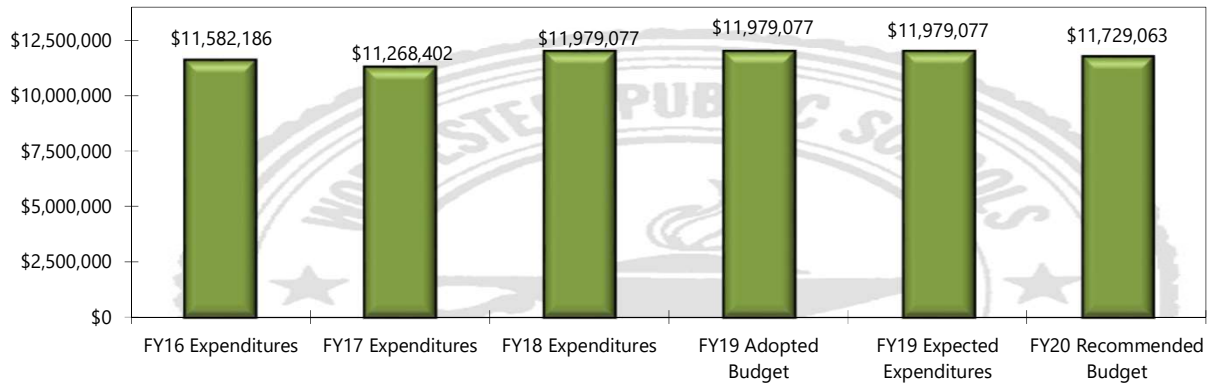
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S308

TITLE I

			FY20	
	FY19 Adopted	FY19 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
TOTAL	\$11,979,077	\$11,979,077	\$11,729,063	-2%



Title I, Part A of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to local school districts to help provide all children significant opportunity to receive a fair, equitable, and high-quality education and to close educational achievement gaps. This includes funds to strengthen the core program in schools and provide academic and/or support services to low-achieving students at the preschool, elementary, middle, and high school levels. Provide evidence-based programs that enable participating students to achieve the learning standards of the state curriculum frameworks and elevate the quality of instruction by providing eligible staff with substantial opportunities for professional development. This also includes engaging and involving parents/guardians of school children as active partners in education at the school through open, meaningful communication, training, and, as appropriate, inclusion in decision-making processes. This grant funds 46 Focused Instructional Coaches, including the four secondary from Title II grant; 7 Pre-School Teachers, 34 Instructional Assistants for pre-school programs; 28 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.



50S308

TITLE I

	FY19 Adopted	FY19 Expected	FY20	% Change From
	Budget	Expenditures	Recommended	Present Budget
(1000) A. Administrators	\$117,654	\$117,654	\$117,528	0%
(2000) B. Teachers ▪ Preschool	\$980,493	\$980,493	\$564,342	-42%
(2000) C. Teachers ▪ Other	\$859,078	\$859,078	\$822,852	-4%
(2000) D. Teachers ▪ Instructional Coaches	\$3,543,720	\$3,543,720	\$3,989,539	13%
(3000) E. Wraparound Coordinators	\$526,692	\$526,692	\$442,164	-16%
(2000) F. Instructional Assistants	\$968,733	\$968,733	\$968,447	0%
(3000) G. After School Programs & Staff Dev.	\$1,941,811	\$1,941,811	\$1,690,163	-13%
(3000) H. Grant & Program Support	\$702,115	\$702,115	\$726,807	4%
(5000) I. MTRS Assessment	\$474,335	\$474,335	\$494,483	4%
(5000) J. Health & Retirement	\$1,296,184	\$1,296,184	\$1,333,498	3%
(3000) K. Contractual Services	\$6,000	\$6,000	\$6,000	0%
(2000) L. Supplemental Educational Services	\$0	\$0	\$0	0%
(5000) M. Neglected or Delinquent Children	\$117,236	\$117,236	\$117,236	0%
(2000) N. Instructional Supplies & Material	\$22,749	\$22,749	\$24,629	8%
(3000) O. Misc. Educational Support O.M.	\$11,750	\$11,750	\$11,750	0%
(5000) P. Non-Public School Allocation	\$170,945	\$170,945	\$185,372	8%
(5000) Q. City Indirect Assessment	\$239,582	\$239,582	\$234,253	-2%
TOTAL	\$11,979,077	\$11,979,077	\$11,729,063	-2%

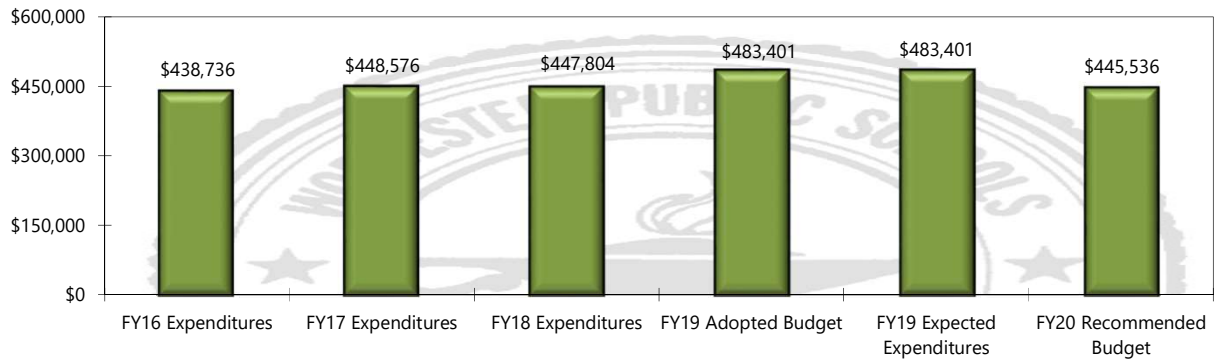
POSITION HISTORY	2018-19	2019-20
Administrators	0.95	0.90
Teachers ▪ Preschool	14.00	7.00
Teachers ▪ Other	11.00	10.00
Teachers ▪ Instructional Coaches	38.00	46.00
Wraparound Coordinators	7.00	6.00
Instructional Assistants	34.00	34.00
Educational Support	0.00	0.00
Grant & Program Support	13.00	12.20
TOTAL	117.95	116.10



50S312

PERKINS

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$483,401	\$483,401	\$445,536	-8%



The federally funded Carl D. Perkins Applied Technology and Vocational Education Act provides administrative leadership and support in the form of equipment, tutoring, after-school programs, student transportation and professional development for our high schools and alternative programs in career and vocational-technical education. Programs and initiatives are focused on special populations including special education, LEP and non-traditional student populations. Career awareness programs are provided for all students to ensure that each and every student has fair and equitable access to each career and technical program that is available. Perkins provides funding to purchase equipment that will consistently upgrade programs in order for students and teachers to develop skills using the most current technology connected to industry standards. Presently, funding supports programs at Worcester Technical High School, the Engineering Academy at Doherty High School, the Health Science Academy at North High School and the Diesel Mechanic program at South High School. The FY20 budget will fund a Health Science Academy position at North High School and a HVAC position at Worcester Technical High School. The grant also supports the CVTE Leadership Coach position. The FY20 budget is anticipated to be reduced.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$237,000	\$237,000	\$229,442	-3%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$40,695	\$40,695	\$39,227	-4%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$21,330	\$21,330	\$20,650	-3%
(5000) H. Health & Retirement	\$36,285	\$36,285	\$36,285	0%
(3000) I. Contractual Services	\$51,934	\$51,934	\$50,524	-3%
(2000) J. Instructional Supplies & Materials	\$60,235	\$60,235	\$38,676	-36%
(3000) K. Miscellaneous ED OM	\$26,254	\$26,254	\$21,821	-17%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$9,668	\$9,668	\$8,911	-8%
TOTAL	\$483,401	\$483,401	\$445,536	-8%

**50S312****PERKINS**

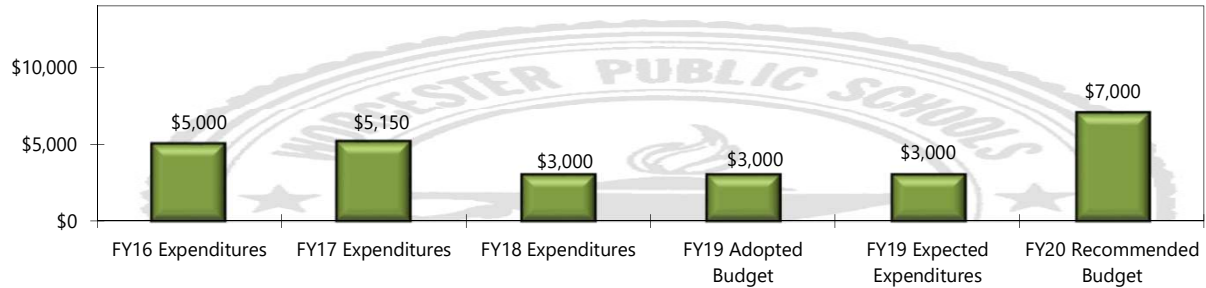
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers	3.00	3.00
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	3.00	3.00



50S336

PRE-K SPECIAL EDUCATION PROGRAM

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$3,000	\$3,000	\$7,000	133%



The purpose of this federal grant is to support district activities to ensure that eligible children, aged three to five with disabilities, receive a free and appropriate public education that includes special education and related services designed to meet their individual needs. Indirect costs are not allowable in this grant. The FY20 grant is anticipated to be increased.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 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.	\$1,400	\$1,400	\$4,250	204%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$1,600	\$1,600	\$2,250	41%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$500	100%
(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	\$3,000	\$3,000	\$7,000	133%

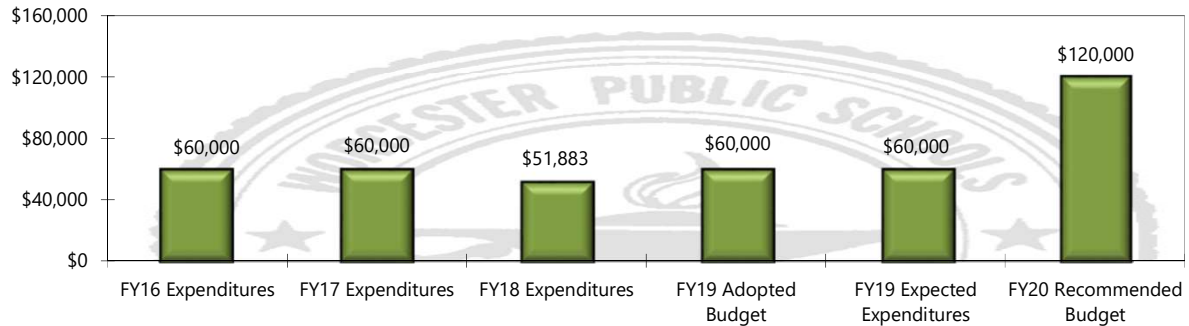
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S343

MCKINNEY-VENTO

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$60,000	\$60,000	\$120,000	100%



These federal funds support McKinney-Vento Homeless Education programs that ensure homeless students enroll and attend school while having the opportunity to succeed. The grant funds support Head Start home visits as well as outreach and case management for homeless students. Additional funds are used for the purchase of instructional and other materials that support these students. The FY20 grant award has increased and includes an additional housing partnership position, as well as corresponding health insurance costs.

	FY20			
	FY19 Adopted Budget	FY19 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$8,175	\$8,175	\$8,175	0%
(2000) B. Teachers • Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$61,525	0%
(3000) E. After School Programs & Staff Dev.	\$33,780	\$33,780	\$13,800	-145%
(3000) F. Grant & Program Support	\$6,735	\$6,735	\$6,775	1%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$4,600	\$4,600	\$15,565	70%
(3000) I. Contractual Services	\$2,500	\$2,500	\$3,500	29%
(2000) J. Instructional Supplies & Materials	\$2,010	\$2,010	\$4,820	58%
(3000) K. Miscellaneous ED OM	\$1,000	\$1,000	\$3,440	71%
(5000) L. Non-Public School Allocation	\$0	\$0	\$0	0%
(5000) M. City Indirect Assessment	\$1,200	\$1,200	\$2,400	50%
TOTAL	\$60,000	\$60,000	\$120,000	100%

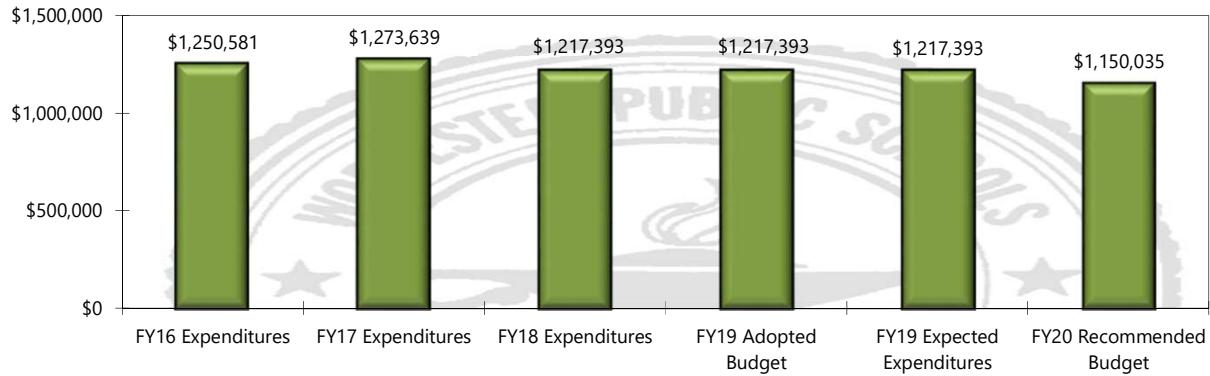
POSITION HISTORY	2018-19	2019-20
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		1.30
Grant & Program Support		
TOTAL	0.00	1.30



50S356

TITLE III

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
TOTAL	\$1,217,393	\$1,217,393	\$1,150,035	-6%



Title III provides federal funding for meeting the educational needs of English Language Learners. Over one third of the district's students are English Language Learners and almost half of the students have a first language other than English. The goal of the programming is to accelerate the development of English skills and enhance their academic achievement maximizing college and career readiness. The district uses these funds to support ongoing professional development for teachers and continuously reinforcing high quality teaching and learning for all students. In addition, these funds provide supplemental programs, both after school and during the summer to extend learning for students and provide adaptation services for newcomer students and their families, including a large population of refugee students. The FY20 grant award is expected to be reduced.

	FY19 Adopted Budget	FY19 Expected Expenditures	FY20 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Instructional Coaches	\$434,682	\$434,682	\$443,480	2%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$178,980	\$178,980	\$303,590	70%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$39,121	\$39,121	\$39,913	2%
(5000) H. Health & Retirement	\$67,680	\$67,680	\$69,034	2%
(3000) I. Contractual Services	\$246,700	\$246,700	\$114,200	-54%
(2000) J. Instructional Supplies & Materials	\$163,970	\$163,970	\$47,350	-71%
(3000) K. Miscellaneous ED OM	\$62,400	\$62,400	\$76,473	23%
(5000) L. Non-Public School Allocation	\$0	\$0	\$32,994	0%
(5000) M. City Indirect Assessment	\$23,860	\$23,860	\$23,001	-4%
TOTAL	\$1,217,393	\$1,217,393	\$1,150,035	-6%

**50S356****TITLE III**

POSITION HISTORY	2018-19	2019-20
Administrators		
Instructional Coaches	5.00	5.00
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	5.00	5.00





LOCATION BUDGET

Worcester Public Schools





Burncoat High School

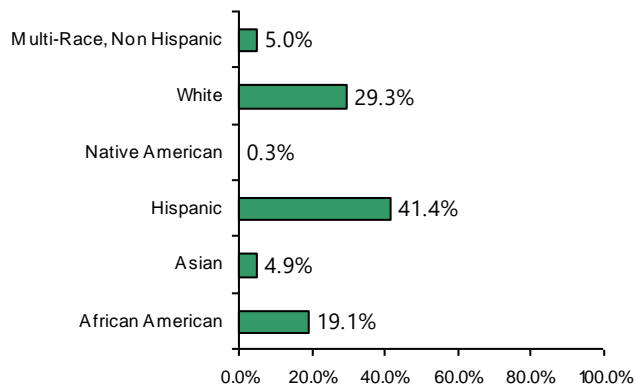
179 Burncoat Street Worcester, MA 01606 Principal: William Foley

Quick Facts

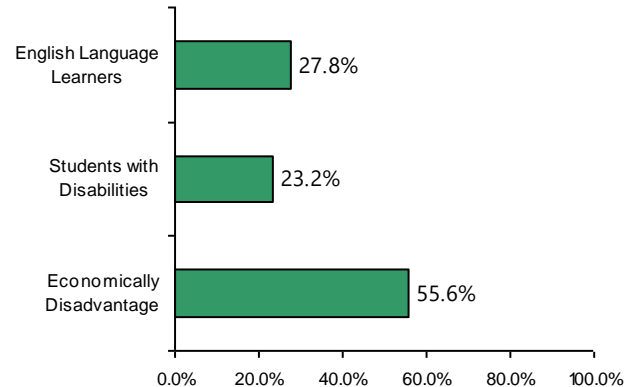
Quadrant	Burncoat	Enrollment	1,081
Grades	9-12	Graduation Rates	82.9%
Year Built	1964	Student Attendance	92.5%
Square Footage	144,388		



Student Race And Ethnicity



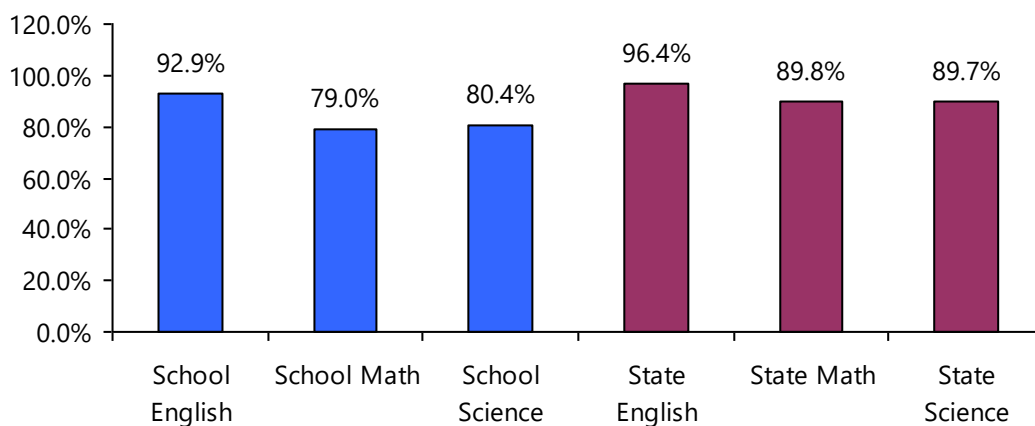
Student Demographics



Student Achievement

Legacy MCAS (CPI)

The 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 students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. School's CPIs for 2018 are below. (DESE Website April 2019)





Burncoat High School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$7,699,699	\$8,575,256
500130-92000 Arts Consultants (Burncoat Quadrant)	\$32,250	\$32,250
500130-92000 Graduation Expenses	\$7,283	\$7,945
500136-92000 Educational Fees and Licences	\$14,722	\$14,912
500146-92000 Electricity	\$41,217	\$64,285
500146-92000 Natural Gas	\$114,801	\$96,569
500152-92000 Rubbish Removal	\$22,942	\$30,947
500-92204 Instructional Materials	\$58,812	\$61,596
540103-92000 Student Transportation	\$372,876	\$392,355
Burncoat High School Total Budget	\$8,364,603	\$9,276,115

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	1.0	2.0
English Language Arts Teachers	8.0	8.0
Mathematics Teachers	9.0	10.0
History & Social Science Teachers	9.0	9.0
Science Teachers	9.0	9.0
World Language Teachers	5.0	5.0
English Learner Teachers	3.0	4.0
Special Education Teachers	16.0	17.0
Guidance Counselor	4.0	4.5
School Adjustment Counselor	2.0	2.5
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	3.0	3.0
Business & Technology Teachers	3.0	3.0
Occupational Arts Teachers	1.0	1.0
Art Teachers	3.0	3.0
AVID Teachers	1.0	1.0
Dance Teachers	1.0	1.5
Junior Reserve Officer	2.0	2.0
Librarians	1.0	1.0
MCAS Teachers	1.0	1.0
Music Teachers	2.4	2.4
Theater Teachers	1.0	1.0
Other Teachers	1.0	0.0
Innovation Pathways Coordinator	0.0	1.0
Instructional Assistants	21.0	20.0
School Nurse	1.0	1.0
Custodial	5.0	5.0
Administrative Clerical	2.0	2.0
School Clerical	3.0	3.0
School Nutrition Staff	9.0	8.0
Total	132.4	135.9



Claremont Academy

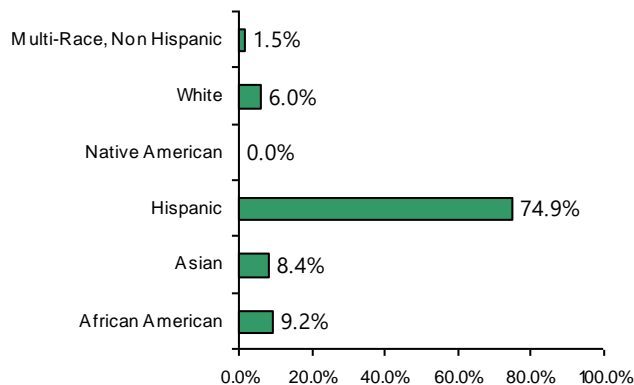
15 Claremont Street Worcester, MA 01610 Principal: Principal Selection In Process

Quick Facts

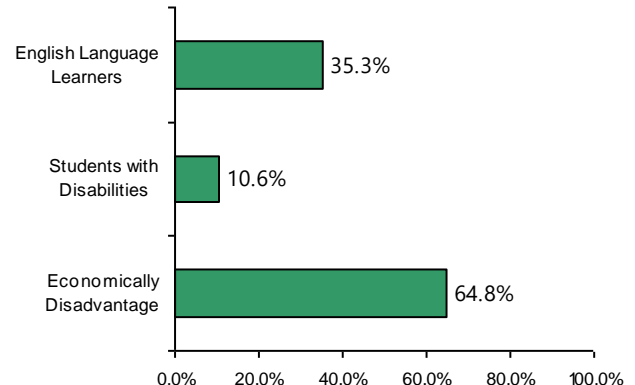
Quadrant	South	Enrollment	546
Grades	7-12	Graduation Rates	85.6%
Year Built	1999	Student Attendance	93.1%
Square Footage	64,861		



Student Race And Ethnicity



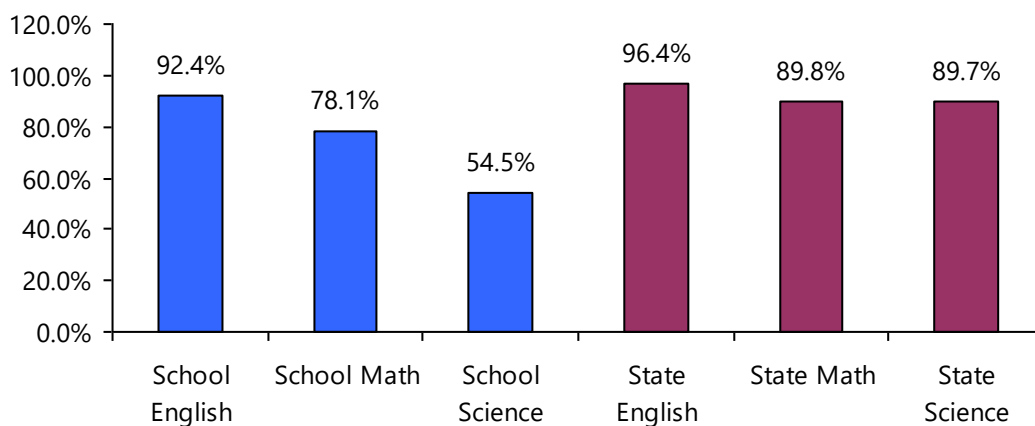
Student Demographics



Student Achievement

Legacy MCAS (CPI)

The 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 students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. School's CPIs for 2018 are below. (DESE Website April 2019)





Claremont Academy

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,755,770	\$4,120,433
500130-92000 Graduation Expenses	\$7,283	\$7,945
500130-92000 NEASC Evaluation	\$5,000	\$15,000
500136-92000 Educational Fees and Licences	\$7,222	\$7,315
500146-92000 Electricity	\$81,647	\$68,736
500146-92000 Natural Gas	\$51,102	\$35,322
500-91000 AVID Fees	\$8,360	\$5,062
500-92204 Instructional Materials	\$32,016	\$31,668
540103-92000 Student Transportation	\$23,305	\$24,522
Claremont Academy Total Budget	\$3,971,705	\$4,316,004

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	2.0
Focus Instructional Coach	0.5	0.5
English Language Arts Teachers	6.0	6.0
Mathematics Teachers	6.0	6.0
History & Social Science Teachers	6.0	6.0
Science Teachers	5.0	5.0
World Language Teachers	3.0	3.0
English Learner Teachers	3.0	3.0
Special Education Teachers	5.0	5.0
Guidance Counselor	1.0	1.5
School Adjustment Counselor	0.5	1.4
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.7	1.7
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	5.0	4.0
Crossing Guard	1.0	1.0
School Nurse	1.0	1.0
Custodial	2.5	2.5
Administrative Clerical	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	20.0	10.0
Total	75.9	68.3



Doherty Memorial High School

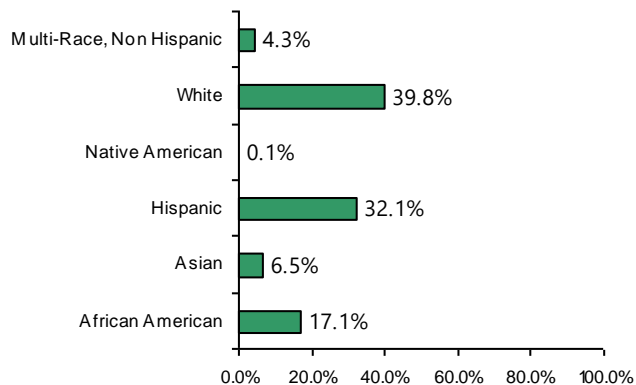
299 Highland Street Worcester, MA 01609 Principal: Sally Maloney

Quick Facts

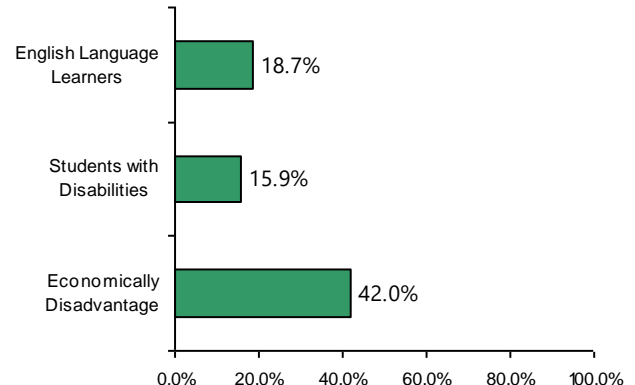
Quadrant	Doherty	Enrollment	1,529
Grades	9-12	Graduation Rates	88.1%
Year Built	1966	Student Attendance	93.6%
Square Footage	168,126		



Student Race And Ethnicity



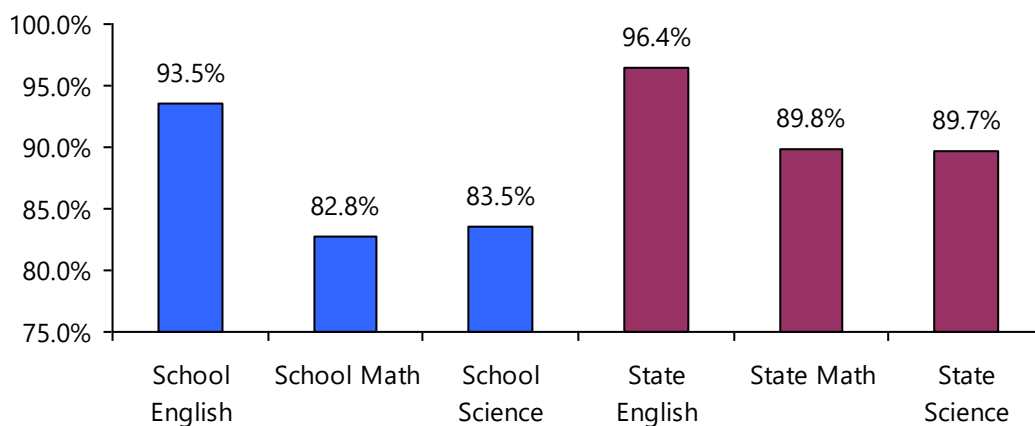
Student Demographics



Student Achievement

Legacy MCAS (CPI)

The 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 students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. School's CPIs for 2018 are below. (DESE Website April 2019)





Doherty Memorial High School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$9,308,339	\$10,389,690
500130-92000 Graduation Expenses	\$7,283	\$7,945
500130-92000 Security Guards	\$25,200	\$25,200
500136-92000 Educational Fees and Licences	\$14,722	\$14,912
500146-92000 Electricity	\$113,177	\$120,200
500146-92000 Natural Gas	\$103,886	\$69,000
500152-92000 Rubbish Removal	\$12,605	\$17,003
500-92204 Instructional Materials	\$134,261	\$139,194
540103-92000 Student Transportation	\$302,962	\$318,789
Doherty Memorial High School Total Budget	\$10,022,437	\$11,101,932

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	14.0	14.0
Mathematics Teachers	16.0	16.0
History & Social Science Teachers	14.0	14.0
Science Teachers	13.0	14.0
World Language Teachers	9.0	9.0
English Learner Teachers	3.0	3.0
Special Education Teachers	13.0	13.0
Guidance Counselor	5.0	6.0
School Adjustment Counselor	2.0	2.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	3.0	3.0
Business & Technology Teachers	2.0	2.0
Art Teachers	3.0	3.0
AVID Teachers	1.0	1.0
Librarians	1.0	1.0
MCAS Teachers	1.0	1.0
Music Teachers	2.0	2.0
Theater Teachers	1.0	2.0
Chapter 74 Teachers	4.0	4.0
Student Support Instructor	1.0	1.0
Other Teachers	1.0	1.0
Innovation Pathways Coordinator	0.0	1.0
Instructional Assistants	10.0	10.0
School Nurse	2.0	2.0
Custodial	6.0	6.0
Administrative Clerical	2.0	2.0
School Clerical	4.0	4.0
School Nutrition Staff	12.0	11.0
Total	152.0	155.0



North High School

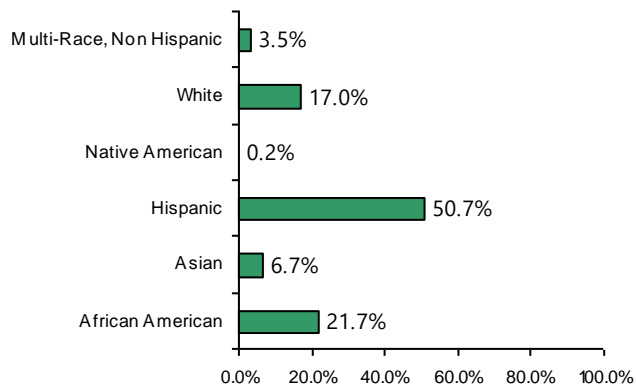
140 Harrington Way Worcester, MA 01604 Principal: Lisa Houlihan

Quick Facts

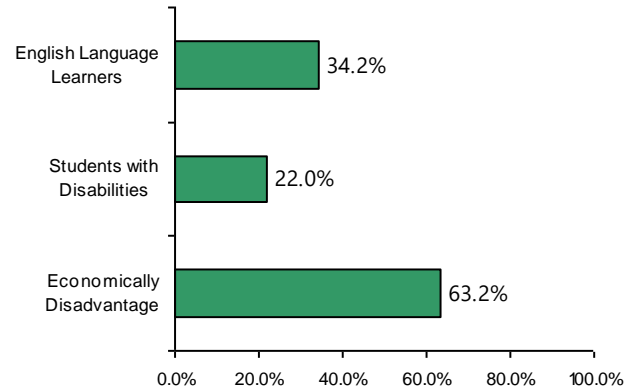
Quadrant	North	Enrollment	1,279
Grades	9-12	Graduation Rates	83.7%
Year Built	2011	Student Attendance	90.9%
Square Footage	190,000		



Student Race And Ethnicity



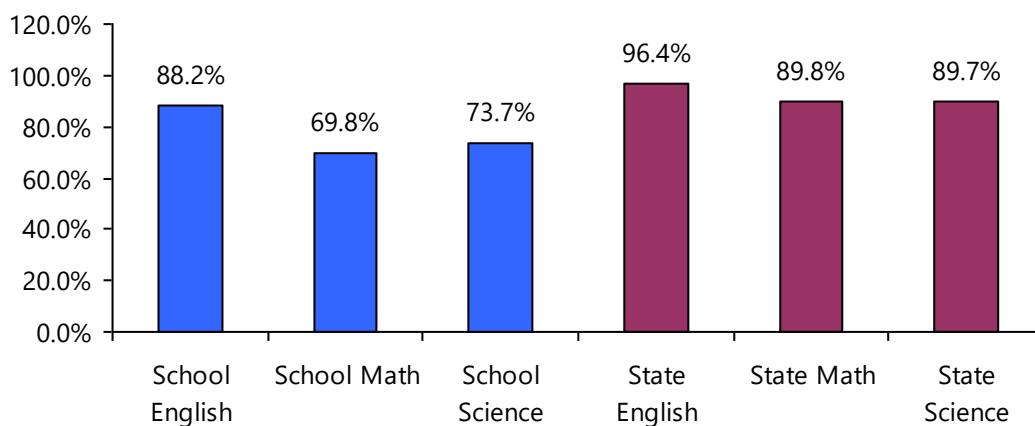
Student Demographics



Student Achievement

Legacy MCAS (CPI)

The 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 students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. School's CPIs for 2018 are below. (DESE Website April 2019)





North High School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$9,121,283	\$10,150,979
500130-92000 Graduation Expenses	\$7,283	\$7,945
500130-92000 Security Guards	\$25,200	\$25,200
500130-92000 Worcester Pipeline	\$40,000	\$40,000
500136-92000 Educational Fees and Licences	\$15,055	\$15,249
500146-92000 Electricity	\$198,769	\$242,660
500146-92000 Natural Gas	\$57,842	\$62,521
500152-92000 Rubbish Removal	\$15,997	\$21,579
500-92204 Instructional Materials	\$92,159	\$93,720
540103-92000 Student Transportation	\$442,791	\$465,922
North High School Total Budget	\$10,016,379	\$11,125,775

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Focus Instructional Coach	1.0	2.0
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	21.0	20.0
Guidance Counselor	4.0	4.5
School Adjustment Counselor	2.0	2.4
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	4.0	4.0
Business & Technology Teachers	2.0	2.0
Art Teachers	3.0	3.0
Junior Reserve Officer	2.0	2.0
Librarians	1.0	1.0
MCAS Teachers	1.0	1.0
Music Teachers	2.0	2.0
Chapter 74/CVTE Teachers	7.0	7.0
Other Teachers	3.0	3.0
Instructional Assistants	19.0	18.0
School Nurse	2.0	2.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	7.0	7.0
Administrative Clerical	2.0	2.0
School Clerical	4.0	4.0
School Nutrition Staff	25.0	23.0
Total	173.0	170.9



South High School

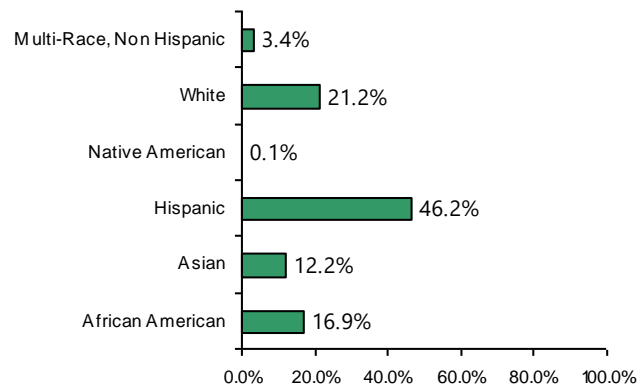
170 Apricot Street Worcester, MA 01603 Principal: Principal Selection In Process

Quick Facts

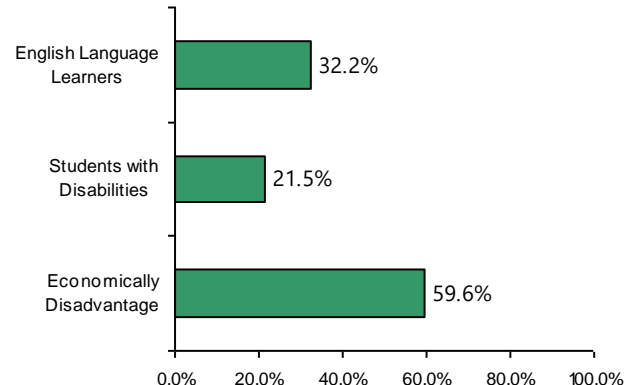
Quadrant	South	Enrollment	1,397
Grades	9-12, Pre-K	Graduation Rates	77.5%
Year Built	1978	Student Attendance	90.6%
Square Footage	246,000		



Student Race And Ethnicity



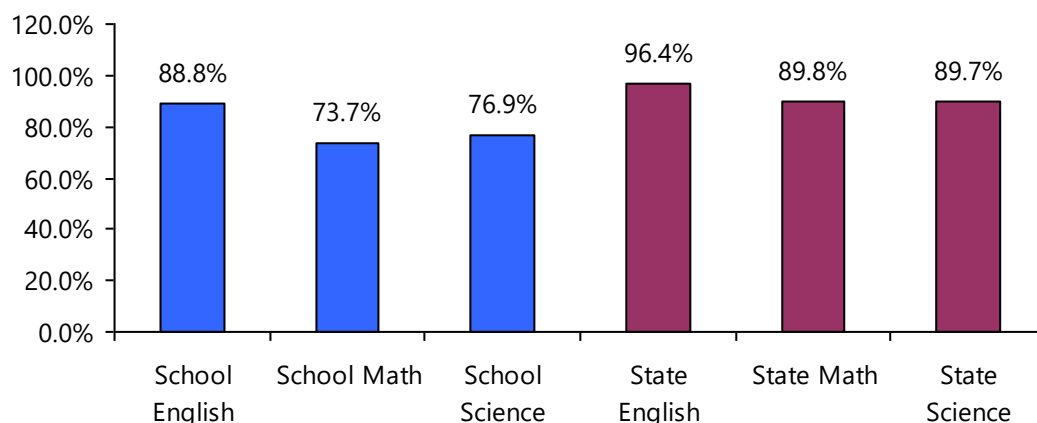
Student Demographics



Student Achievement

Legacy MCAS (CPI)

The 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 students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. School's CPIs for 2018 are below. (DESE Website April 2019)





South High School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$9,825,270	\$10,902,478
500130-92000 Graduation Expenses	\$7,283	\$7,945
500130-92000 Security Guards	\$25,200	\$25,200
500136-92000 Educational Fees and Licences	\$15,055	\$15,249
500146-92000 Electricity	\$176,829	\$184,221
500146-92000 Natural Gas	\$32,603	\$22,744
500152-92000 Rubbish Removal	\$12,614	\$17,016
500-92204 Instructional Materials	\$92,823	\$96,868
540103-92000 Student Transportation	\$722,448	\$760,188
South High School Total Budget	\$10,910,126	\$12,031,909

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	12.0	12.0
Mathematics Teachers	11.0	11.0
History & Social Science Teachers	12.0	12.0
Science Teachers	12.0	12.0
World Language Teachers	7.5	7.5
English Learner Teachers	4.0	5.0
Special Education Teachers	21.0	19.0
Guidance Counselor	5.0	5.5
School Adjustment Counselor	2.0	2.6
Physical Education Teachers	6.0	6.0
Business & Technology Teachers	1.0	1.0
Occupational Arts Teachers	1.0	1.0
Art Teachers	3.0	3.0
AVID Teachers	0.0	1.0
Junior Reserve Officer	2.0	2.0
Librarians	1.0	1.0
MCAS Teachers	1.0	1.0
Music Teachers	2.0	3.0
Occupational Arts/Consumer Science	3.0	3.0
TV	1.0	1.0
Chapter 74 Teachers	2.0	2.0
Student Support Instructor	1.0	1.0
Other Teachers	2.0	2.0
Innovation Pathways Coordinator	0.0	1.0
Instructional Assistants	30.0	27.0
School Nurse	2.0	2.0
Custodial	6.5	6.5
Administrative Clerical	2.0	2.0
School Clerical	4.0	4.0
School Nutrition Staff	12.0	12.0
Total	175.0	175.1



University Park Campus School

12 Freeland Street

Worcester, MA 01603

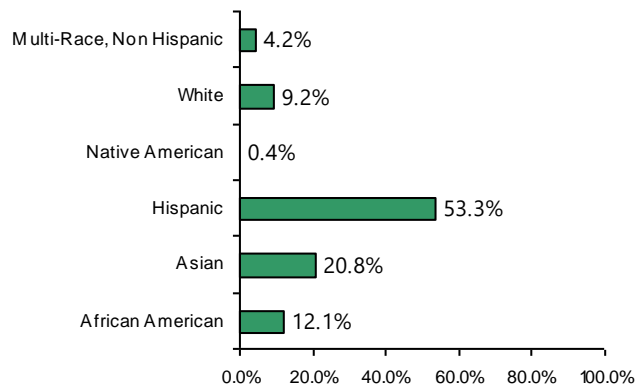
Principal: Daniel St. Louis

Quick Facts

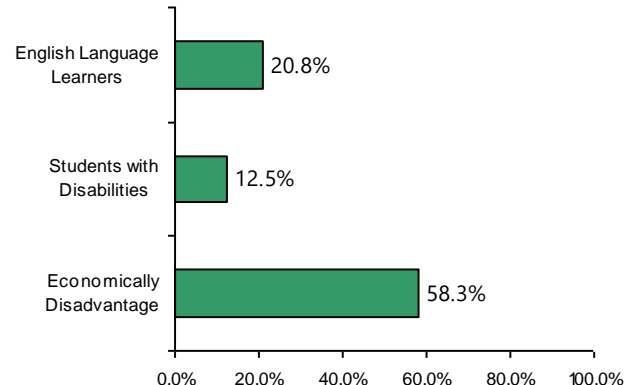
Quadrant	South	Enrollment	240
Grades	7-12	Graduation Rates	89.7%
Year Built	1885	Student Attendance	95.6%
Square Footage	18,984		



Student Race And Ethnicity



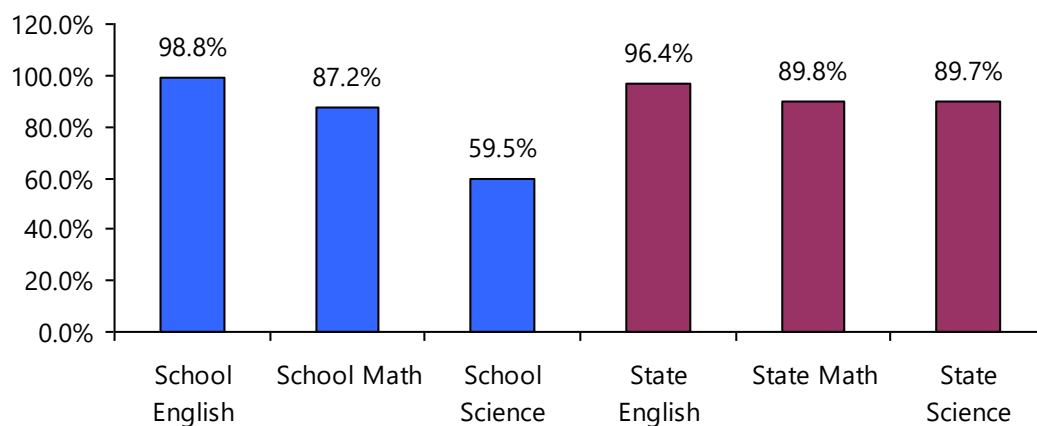
Student Demographics



Student Achievement

Legacy MCAS (CPI)

The 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 students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. School's CPIs for 2018 are below. (DESE Website April 2019)





University Park Campus School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,653,380	\$1,838,352
500136-92000 Educational Fees and Licences	\$7,224	\$7,317
500146-92000 Electricity	\$11,533	\$12,823
500146-92000 Natural Gas	\$20,327	\$11,752
500152-92000 Rubbish Removal	\$7,069	\$9,535
500-92204 Instructional Materials	\$13,920	\$13,920
University Park Campus School Total Budget	\$1,713,453	\$1,893,698

Position Summary

Staffing	FY 2019	FY 2020
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	1.5
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	2.0
Total	25.7	26.2



Worcester Technical High School

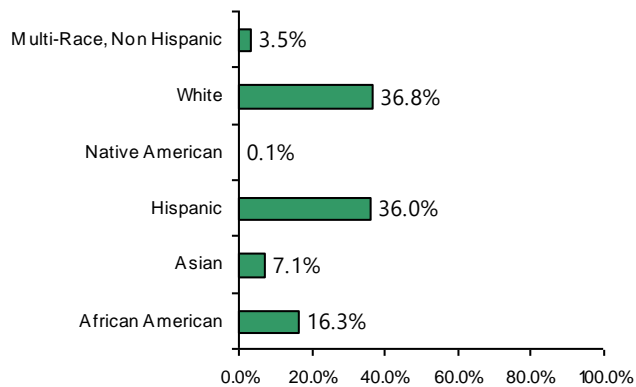
One Skyline Drive Worcester, MA 01605 Principal: Kyle Brenner

Quick Facts

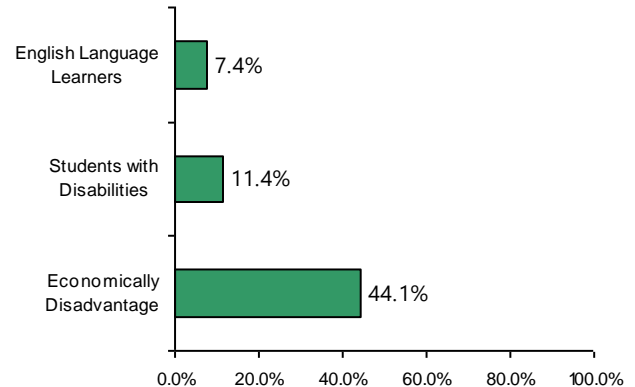
Quadrant	North	Enrollment	1,426
Grades	9-12, Pre-K	Graduation Rates	95.6%
Year Built	2006	Student Attendance	96.2%
Square Footage	400,000		



Student Race And Ethnicity



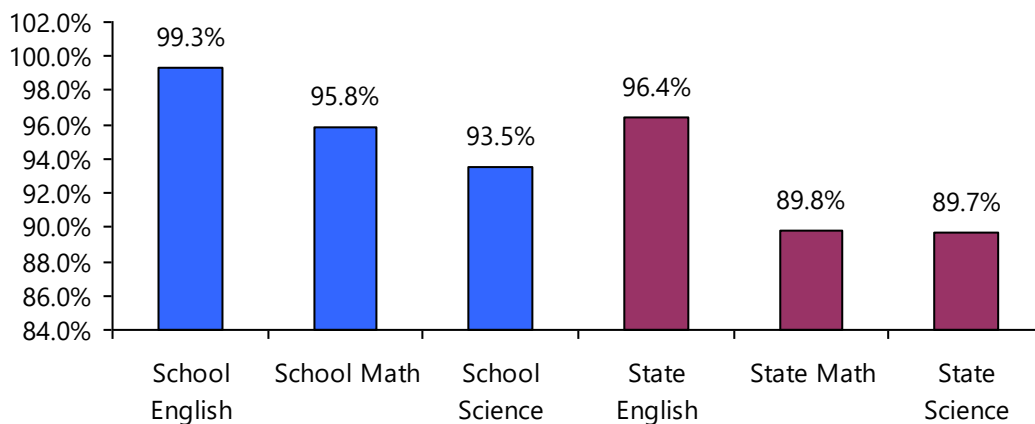
Student Demographics



Student Achievement

Legacy MCAS (CPI)

The 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 students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. School's CPIs for 2018 are below. (DESE Website April 2019)





Worcester Technical High School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$12,857,278	\$13,510,896
500130-92000 Graduation Expenses	\$7,283	\$7,945
500130-92000 Security Guards	\$25,200	\$25,200
500146-92000 Electricity	\$556,285	\$690,825
500146-92000 Natural Gas	\$134,105	\$134,897
500152-92000 Rubbish Removal	\$41,368	\$55,801
500-92204 Instructional Materials	\$265,803	\$259,887
540103-92000 Student Transportation	\$745,752	\$784,711
Worcester Technical High School Total Budget	\$14,633,074	\$15,470,161

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Director - Technical Education	1.0	1.0
Evening Program Coordinator	1.0	1.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	13.0	13.0
Mathematics Teachers	13.0	13.0
History & Social Science Teachers	10.0	10.0
Science Teachers	10.0	10.0
World Language Teachers	1.0	1.0
English Learner Teachers	2.0	3.0
Special Education Teachers	13.0	12.0
Guidance Counselor	4.0	5.0
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	73.0
Student Support Instructor	1.0	1.0
Other Teachers	1.0	1.0
Instructional Assistants	11.0	10.0
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	14.0
Total	200.4	203.4



Burncoat Middle School for Arts

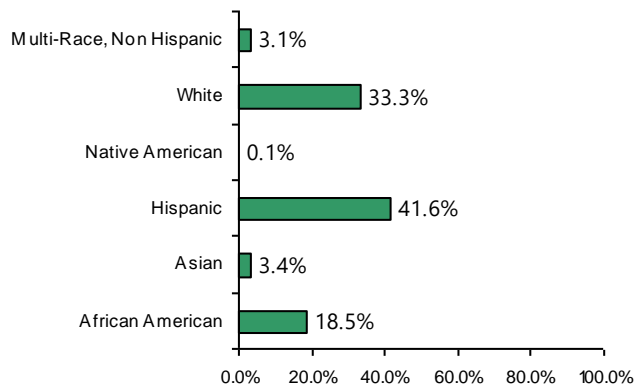
135 Burncoat Street Worcester, MA 01606 Principal: Mary Scully, Acting

Quick Facts

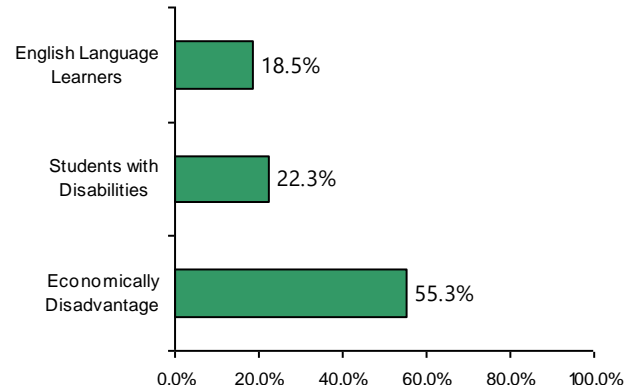
Quadrant	Burncoat	Enrollment	685
Grades	7-8	Graduation Rate	N/A
Year Built	1952	Student Attendance	94.9%
Square Footage	147,296		



Student Race And Ethnicity



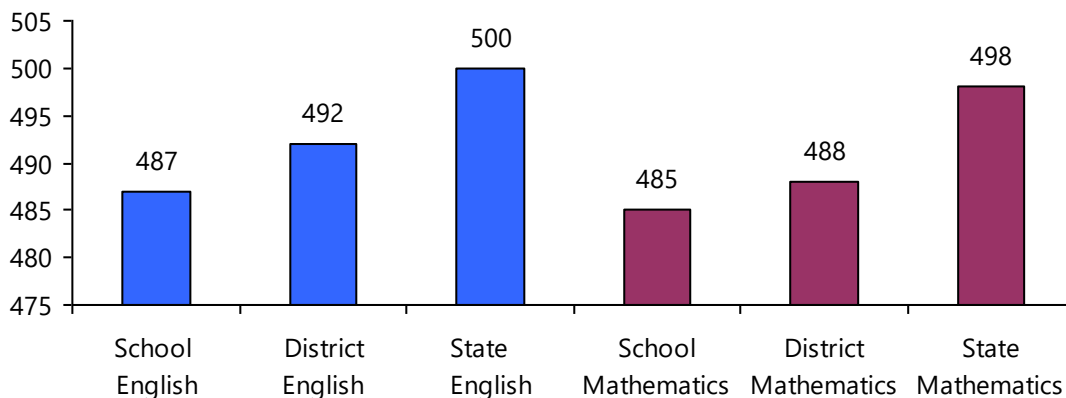
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Burncoat Middle School for Arts

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$5,140,292	\$6,052,503
500130-92000 Arts Consultants (Burncoat Quadrant)	\$70,950	\$70,950
500146-92000 Electricity	\$46,202	\$58,992
500146-92000 Natural Gas	\$93,522	\$64,488
500152-92000 Rubbish Removal	\$15,282	\$20,614
500-92204 Instructional Materials	\$39,476	\$55,212
540103-92000 Student Transportation	\$186,438	\$196,178
Burncoat Middle School for Arts Total Budget	\$5,592,162	\$6,518,936

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	2.0	2.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	7.0	8.0
Mathematics Teachers	5.0	7.0
History & Social Science Teachers	7.0	8.0
Science Teachers	5.0	6.0
World Language Teachers	2.0	3.0
English Learner Teachers	2.0	2.0
Special Education Teachers	10.0	11.0
Guidance Counselor	2.0	2.5
School Adjustment Counselor	1.0	1.4
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	1.0	1.0
Business & Technology Teachers	2.0	2.0
Art Teachers	2.0	2.0
AVID Teachers	1.0	1.0
Dance Teachers	1.0	1.5
Librarians	1.0	1.0
Music Teachers	2.5	2.5
Theater Teachers	2.0	2.0
Instructional Assistants	12.0	12.0
School Nurse	1.0	1.0
Custodial	4.5	4.5
Administrative Clerical	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	8.0	9.0
Total	87.0	96.4



Arthur Sullivan Middle School

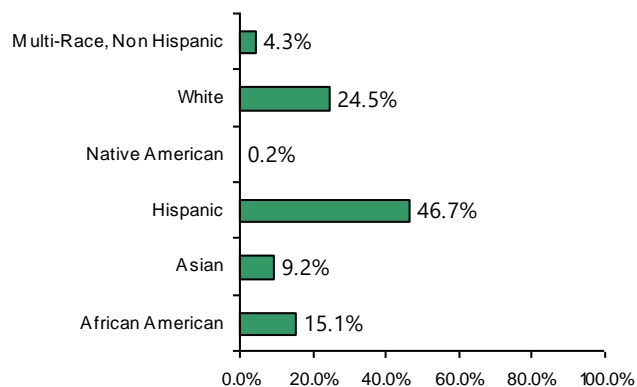
140 Apricot Street Worcester, MA 01603 Principal: Principal Selection In Process

Quick Facts

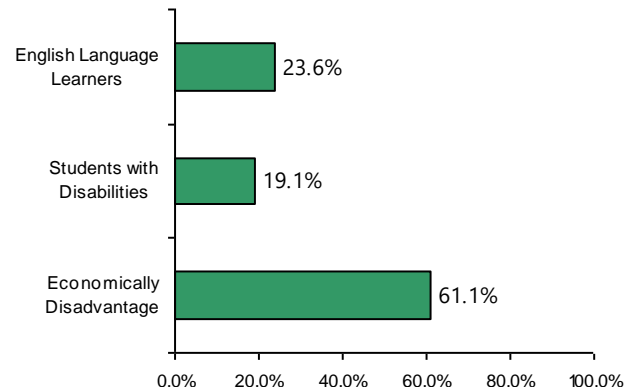
Quadrant	South	Enrollment	976
Grades	7-8	Graduation Rate	N/A
Year Built	1992	Student Attendance	94.1%
Square Footage	167,000		



Student Race And Ethnicity



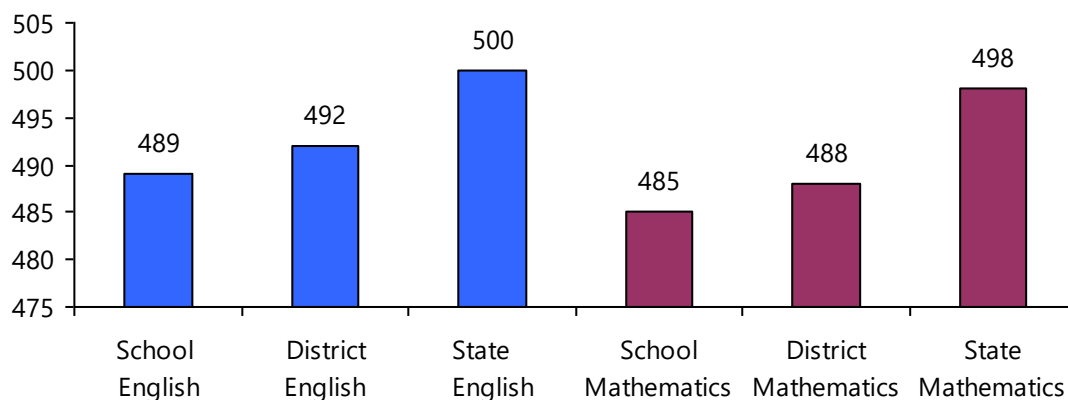
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Arthur Sullivan Middle School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$7,542,924	\$8,492,751
500130-92000 Security Guards	\$26,775	\$26,775
500146-92000 Electricity	\$176,829	\$184,221
500146-92000 Natural Gas	\$75,051	\$46,660
500152-92000 Rubbish Removal	\$17,321	\$23,364
500-92204 Instructional Materials	\$60,020	\$62,030
540103-92000 Student Transportation	\$559,314	\$588,533
Arthur Sullivan Middle School Total Budget	\$8,458,234	\$9,424,334

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	1.0	2.0
English Language Arts Teachers	12.0	12.0
Mathematics Teachers	12.0	12.0
History & Social Science Teachers	10.0	10.0
Science Teachers	10.0	10.0
World Language Teachers	3.5	4.5
English Learner Teachers	3.0	3.0
Special Education Teachers	17.0	17.0
Guidance Counselor	2.0	3.0
School Adjustment Counselor	1.0	2.4
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	0.0	1.0
Art Teachers	2.0	2.0
AVID Teachers	1.0	1.0
Dance Teachers	0.0	1.0
Librarians	1.0	1.0
Music Teachers	2.5	2.5
Theater Teachers	1.0	1.0
Student Support Instructor	0.5	0.5
Instructional Assistants	20.0	18.0
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	2.0
School Clerical	1.5	2.5
School Nutrition Staff	11.0	12.0
Total	131.5	136.9



Forest Grove Middle School

495 Grove Street

Worcester, MA 01605

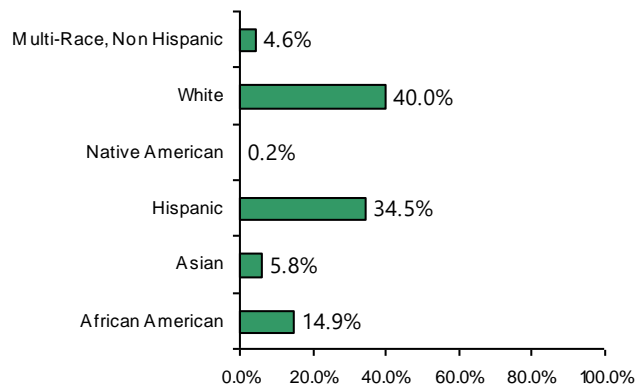
Principal: Principal Selection In Process

Quick Facts

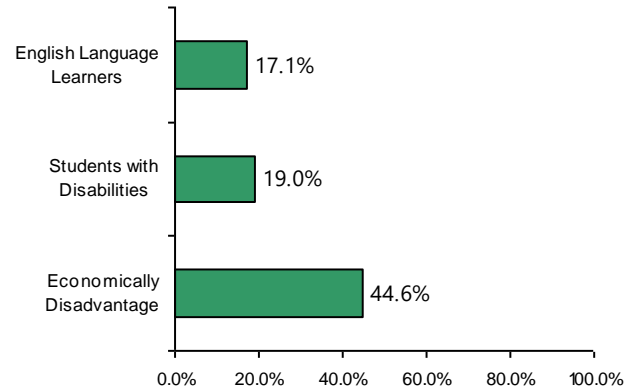
Quadrant	Doherty	Enrollment	902
Grades	7-8	Graduation Rate	N/A
Year Built	2001	Student Attendance	95.3%
Square Footage	198,713		



Student Race And Ethnicity



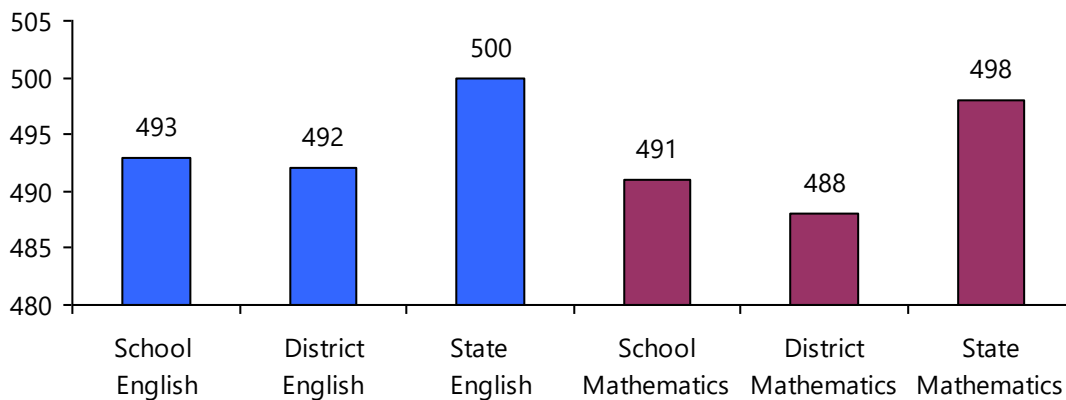
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Forest Grove Middle School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$7,063,644	\$7,529,473
500146-92000 Electricity	\$109,931	\$98,775
500146-92000 Natural Gas	\$78,492	\$50,474
500152-92000 Rubbish Removal	\$12,076	\$16,289
500-91000 AVID Fees	\$8,360	\$5,062
500-92204 Instructional Materials	\$56,782	\$56,608
540103-92000 Student Transportation	\$536,010	\$564,011
Forest Grove Middle School Total Budget	\$7,865,295	\$8,320,692

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	12.0	12.0
Mathematics Teachers	11.0	11.0
History & Social Science Teachers	9.0	9.0
Science Teachers	10.0	10.0
World Language Teachers	4.0	4.0
English Learner Teachers	3.0	3.0
Special Education Teachers	14.0	14.0
Guidance Counselor	2.0	3.0
School Adjustment Counselor	1.0	1.6
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	2.0	2.0
Occupational Arts Teachers	1.0	1.0
Art Teachers	1.0	1.0
AVID Teachers	1.0	1.0
Librarians	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistants	16.0	17.0
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	9.0	9.0
Total	116.5	119.1



Worcester East Middle School

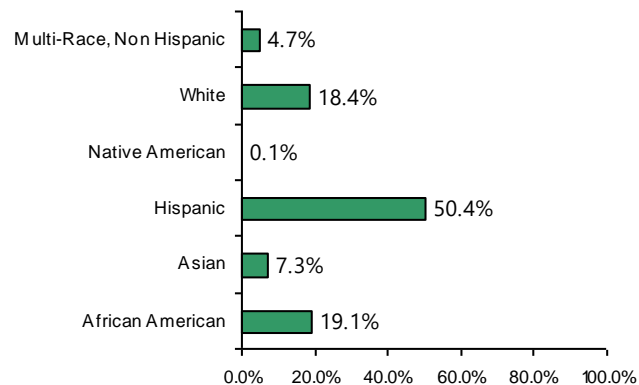
420 Grafton Street Worcester, MA 01604 Principal: Kareem Tatum

Quick Facts

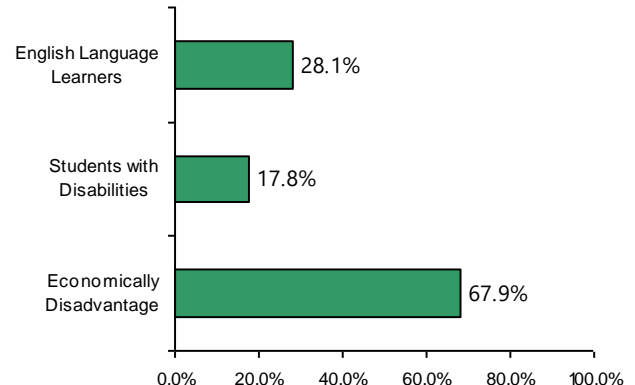
Quadrant	North	Enrollment	766
Grades	7-8	Graduation Rate	N/A
Year Built	1924	Student Attendance	93.9%
Square Footage	155,392		



Student Race And Ethnicity



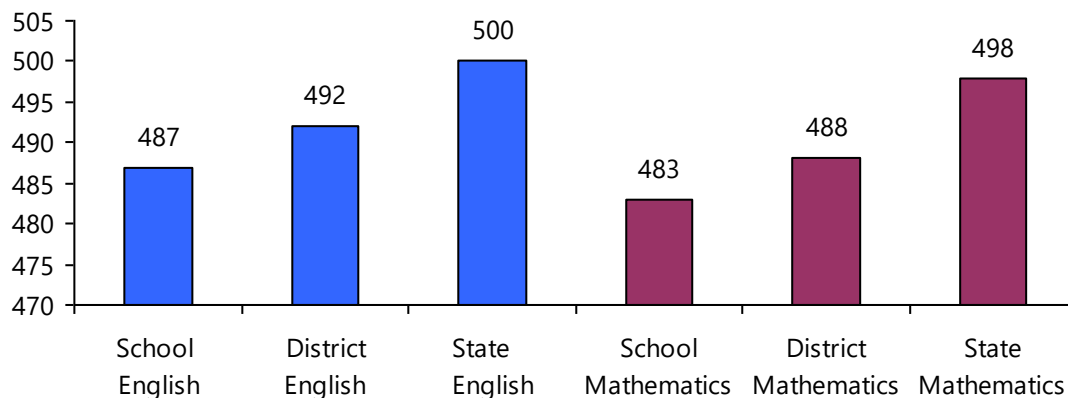
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Worcester East Middle School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$6,133,952	\$6,824,224
500146-92000 Electricity	\$46,401	\$57,080
500146-92000 Natural Gas	\$116,416	\$125,396
500152-92000 Rubbish Removal	\$13,208	\$17,817
500-91000 AVID Fees	\$8,360	\$5,062
500-92204 Instructional Materials	\$47,212	\$44,312
540103-92000 Student Transportation	\$209,743	\$220,700
Worcester East Middle School Total Budget	\$6,575,293	\$7,294,591

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	2.0	3.0
Focus Instructional Coach	1.0	2.0
English Language Arts Teachers	11.0	11.0
Mathematics Teachers	9.0	9.0
History & Social Science Teachers	8.0	8.0
Science Teachers	10.0	10.0
World Language Teachers	1.0	1.0
English Learner Teachers	4.0	4.0
Special Education Teachers	12.0	12.0
Guidance Counselor	2.0	3.0
School Adjustment Counselor	1.4	1.6
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	2.0	3.0
Art Teachers	3.0	3.0
AVID Teachers	1.0	1.0
Librarians	1.0	1.0
Music Teachers	2.0	2.0
Instructional Assistants	5.0	5.0
School Nurse	1.5	2.0
Custodial	4.0	4.0
Administrative Clerical	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	11.0	10.0
Total	98.9	102.6



Belmont Street Community School

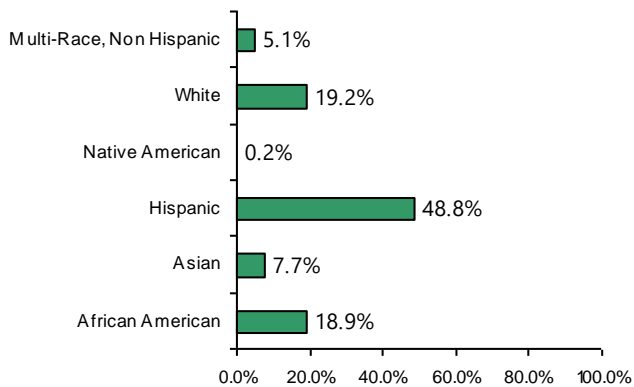
170 Belmont Street Worcester, MA 01605 Principal: Jennifer Keating

Quick Facts

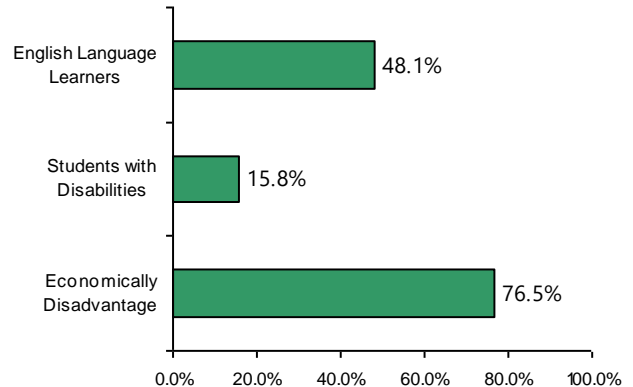
Quadrant	North	Enrollment	609
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1971	Student Attendance	94.5%
Square Footage	92,988		



Student Race And Ethnicity



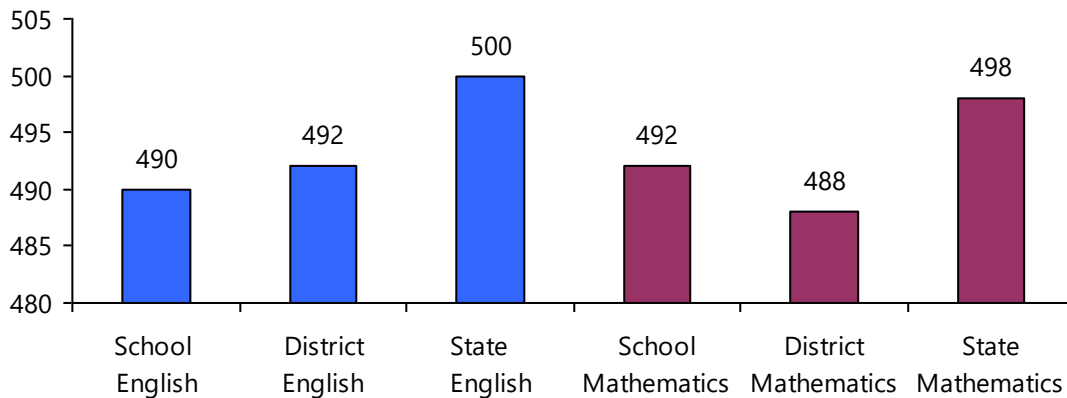
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Belmont Street Community School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,375,474	\$3,516,180
500146-92000 Electricity	\$67,795	\$49,640
500146-92000 Natural Gas	\$35,606	\$36,324
500152-92000 Rubbish Removal	\$11,216	\$15,129
500-92204 Instructional Materials	\$32,214	\$34,515
540103-92000 Student Transportation	\$163,133	\$171,655
Belmont Street Community School Total Budget	\$3,685,438	\$3,823,443

Position Summary

Staffing	FY 2019	FY 2020
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	5.0	5.0
Special Education Teachers	2.0	2.0
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	7.0
Custodial	3.5	3.5
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
School Clerical	1.5	1.5
School Nutrition Staff	9.0	7.0
Total	60.9	60.9



Burncoat Street Preparatory School

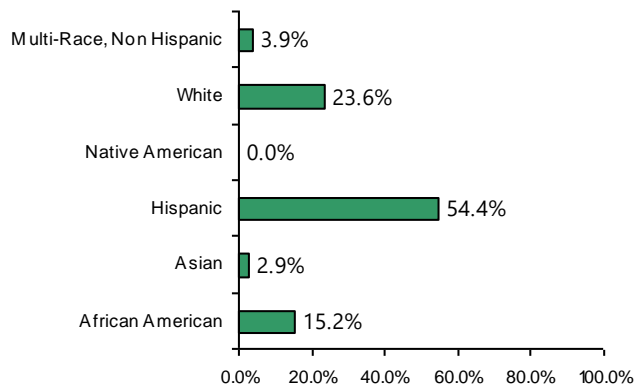
526 Burncoat Street Worcester, MA 01606 Principal: Deborah Catamero

Quick Facts

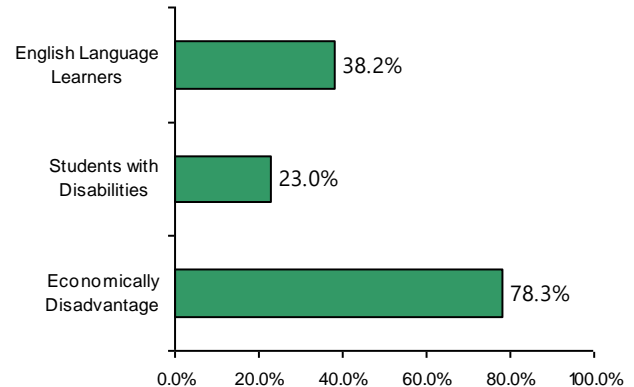
Quadrant	Burncoat	Enrollment	309
Grades	K to 6	Graduation Rate	N/A
Year Built	1916	Student Attendance	95.0%
Square Footage	28,255		



Student Race And Ethnicity



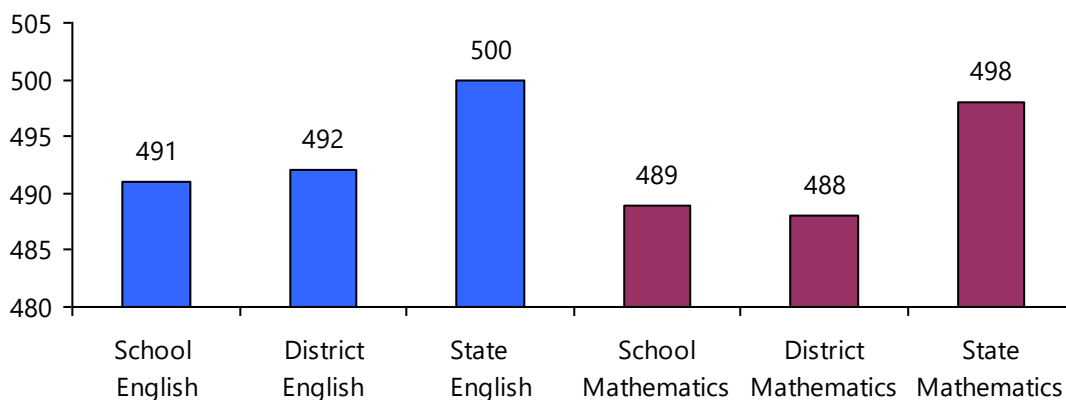
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Burncoat Street Preparatory School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,159,885	\$2,513,694
500146-92000 Electricity	\$13,715	\$14,724
500146-92000 Natural Gas	\$28,531	\$19,367
500152-92000 Rubbish Removal	\$3,374	\$4,552
500-92204 Instructional Materials	\$23,463	\$24,490
540103-92000 Student Transportation	\$139,829	\$147,133
Burncoat Street Preparatory School Total Budget	\$2,368,797	\$2,723,959

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant 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	4.0	4.0
School Adjustment Counselor	1.0	1.0
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	1.0
Total	38.5	39.5



Canterbury Street Magnet School

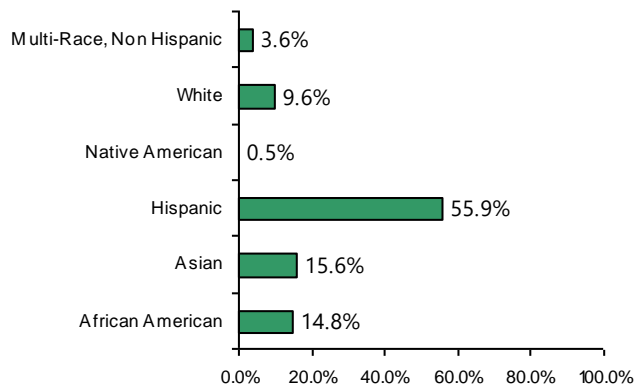
129 Canterbury Street Worcester, MA 01603 Principal: Mary Sealey

Quick Facts

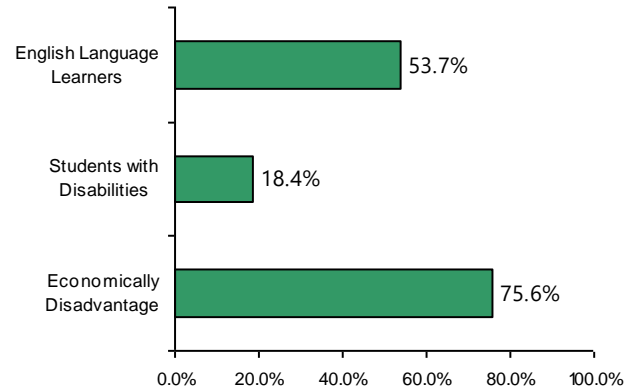
Quadrant	South	Enrollment	365
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1987	Student Attendance	95.0%
Square Footage	51,638		



Student Race And Ethnicity



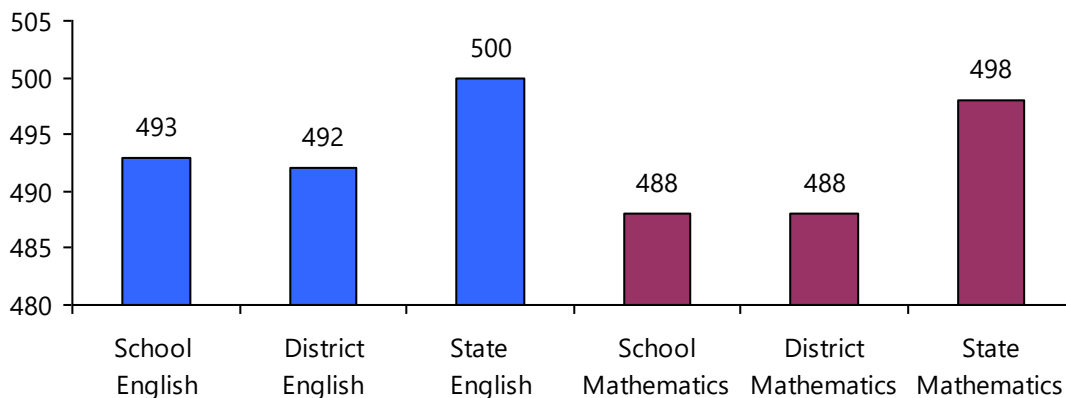
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Canterbury Street Magnet School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,666,441	\$2,903,061
500146-92000 Electricity	\$43,275	\$45,707
500146-92000 Natural Gas	\$30,197	\$20,114
500152-92000 Rubbish Removal	\$8,877	\$11,974
500-92204 Instructional Materials	\$21,889	\$21,417
540103-92000 Student Transportation	\$93,219	\$98,089
Canterbury Street Magnet School Total Budget	\$2,863,898	\$3,100,361

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	15.0
English Learner Teachers	3.0	3.0
Special Education Teachers	4.0	4.0
School Adjustment Counselor	1.0	1.8
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	8.0	10.0
Crossing Guard	6.0	6.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	0.0	1.0
Custodial	2.5	2.5
School Clerical	1.0	1.0
School Nutrition Staff	7.0	7.0
Total	52.9	57.7



Chandler Elementary Community School

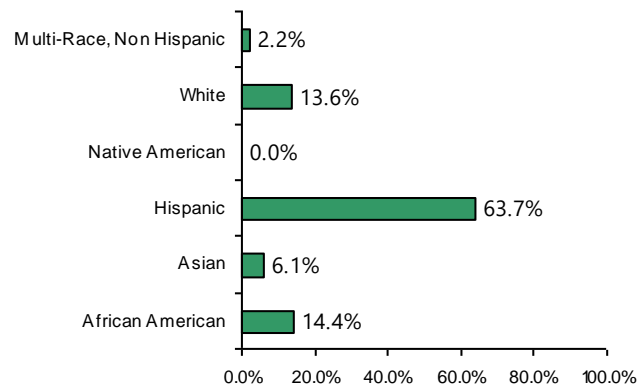
114 Chandler Street Worcester, MA 01609 Principal: Jessica Boss

Quick Facts

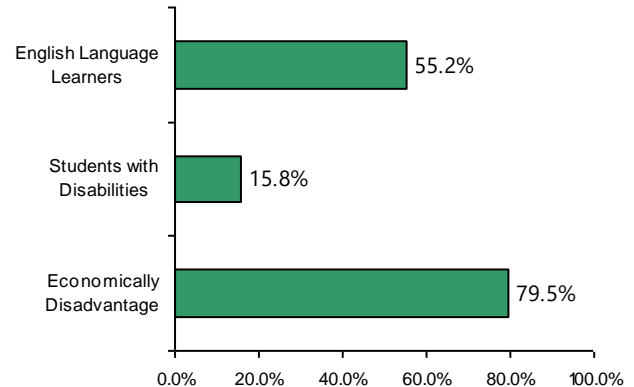
Quadrant	Doherty	Enrollment	507
Grades	K to 6	Graduation Rate	N/A
Year Built	1977	Student Attendance	95.0%
Square Footage	37,671		



Student Race And Ethnicity



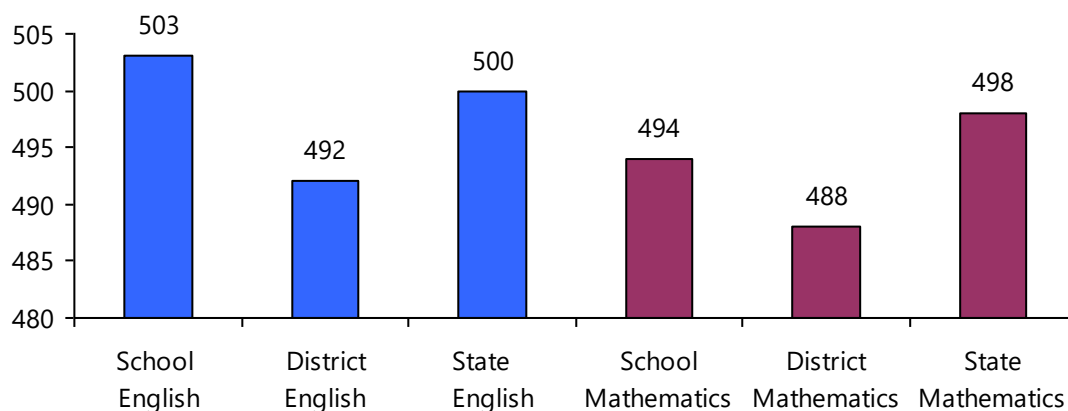
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Chandler Elementary Community School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,997,834	\$3,589,567
500136-92000 Building or Parking Rentals	\$204,264	\$208,000
500146-92000 Electricity	\$33,553	\$35,780
500146-92000 Natural Gas	\$9,658	\$5,198
500152-92000 Rubbish Removal	\$5,723	\$7,720
500-92204 Instructional Materials	\$38,394	\$40,369
540103-92000 Student Transportation	\$69,914	\$73,567
Chandler Elementary School Total Budget	\$3,359,340	\$3,960,200

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	2.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	22.0	23.0
English Learner Teachers	4.0	5.0
Special Education Teachers	2.0	3.0
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	3.0	6.0
Crossing Guard	2.0	2.0
School Nurse	1.6	2.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	2.0	2.0
School Clerical	2.0	2.0
School Nutrition Staff	4.0	4.0
Total	51.6	59.0



Chandler Magnet School

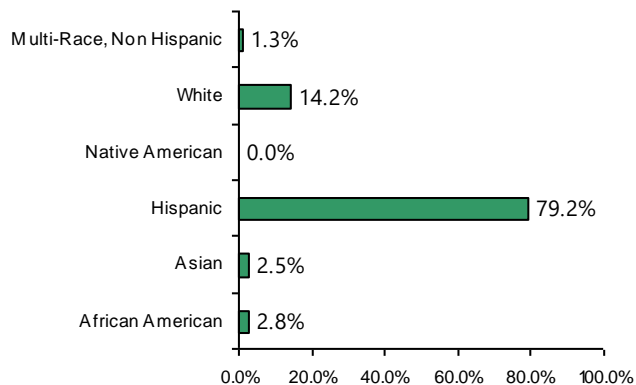
525 Chandler Street Worcester, MA 01602 Principal: Ivonne Perez

Quick Facts

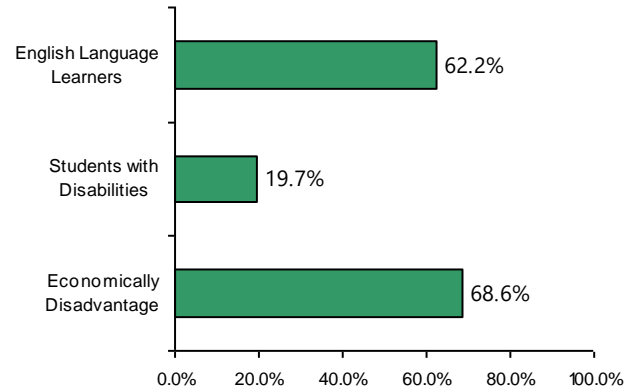
Quadrant	Doherty	Enrollment	471
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1953	Student Attendance	95.6%
Square Footage	102,000		



Student Race And Ethnicity



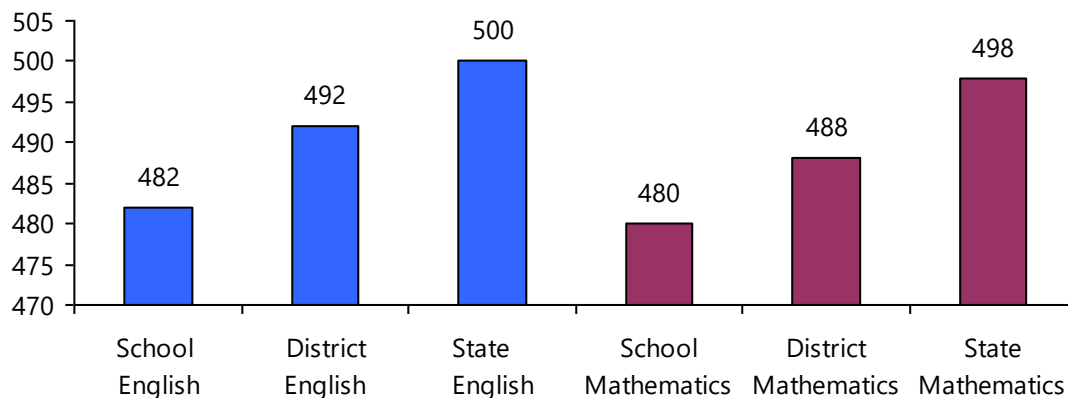
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Chandler Magnet School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$4,251,182	\$3,956,813
500146-92000 Electricity	\$64,427	\$65,298
500146-92000 Natural Gas	\$76,842	\$51,481
500152-92000 Rubbish Removal	\$10,861	\$14,650
500-92204 Instructional Materials	\$25,547	\$27,494
540103-92000 Student Transportation	\$186,438	\$196,178
Chandler Magnet School Total Budget	\$4,615,297	\$4,311,913

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	0.0	1.0
Elementary Classroom Teachers	13.0	12.0
English Learner Teachers	20.0	20.0
Special Education Teachers	4.0	4.0
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	8.0	8.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	0.0
Custodial	3.5	3.5
School Clerical	1.0	1.0
School Nutrition Staff	6.0	4.0
Total	65.7	62.7



City View Discovery School

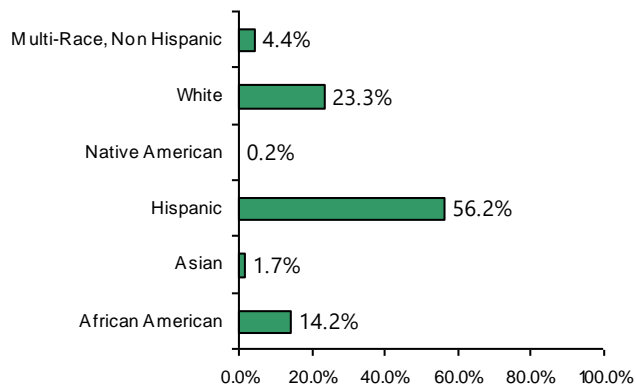
80 Prospect Street Worcester, MA 01605 Principal: Gregory G Tremba II

Quick Facts

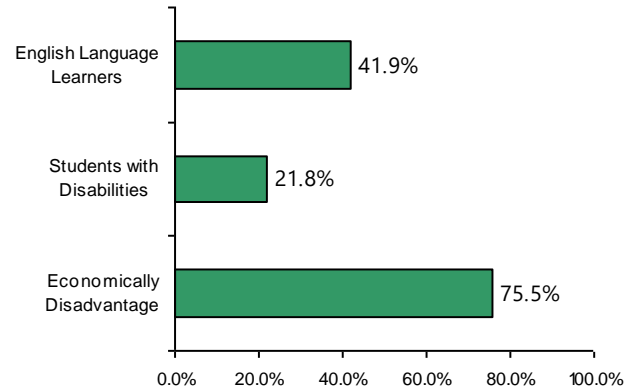
Quadrant	North	Enrollment	473
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1991	Student Attendance	94.2%
Square Footage	70,000		



Student Race And Ethnicity



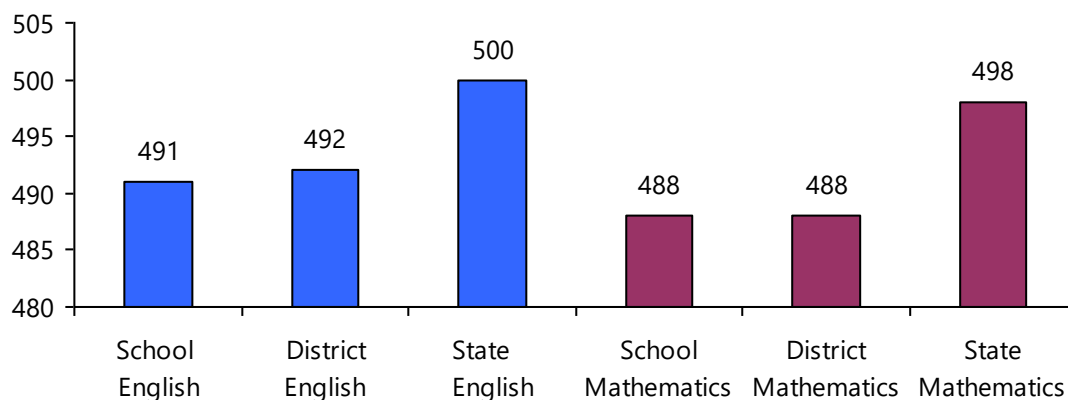
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





City View Discovery School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,202,879	\$3,313,653
500146-92000 Electricity	\$54,441	\$61,060
500146-92000 Natural Gas	\$31,455	\$24,920
500152-92000 Rubbish Removal	\$10,356	\$13,969
500-92204 Instructional Materials	\$28,497	\$27,907
540103-92000 Student Transportation	\$326,267	\$343,311
City View Discovery School Total Budget	\$3,653,895	\$3,784,820

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	19.0	20.0
English Learner Teachers	3.0	3.0
Special Education Teachers	6.0	5.0
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	10.0	9.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	3.0	3.0
School Clerical	1.5	1.5
School Nutrition Staff	8.0	10.0
Total	63.9	64.9



Clark Street Developmental Learning School

280 Clark Street

Worcester, MA 01605

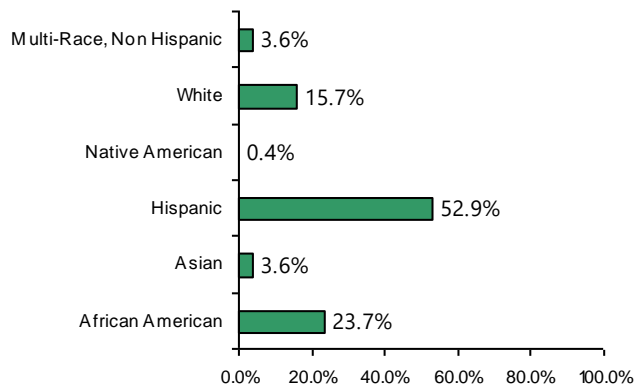
Principal: Fjodor Dukaj

Quick Facts

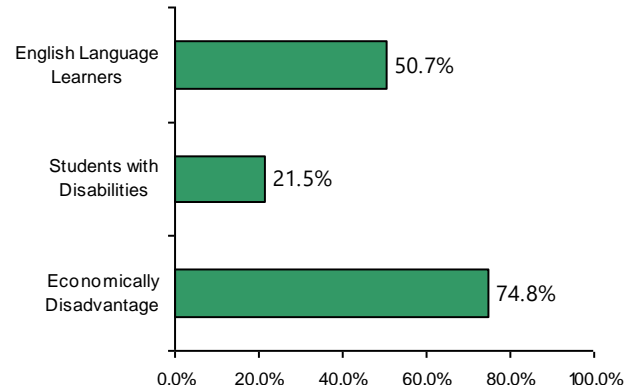
Quadrant	Burncoat	Enrollment	274
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1953	Student Attendance	94.2%
Square Footage	38,250		



Student Race And Ethnicity



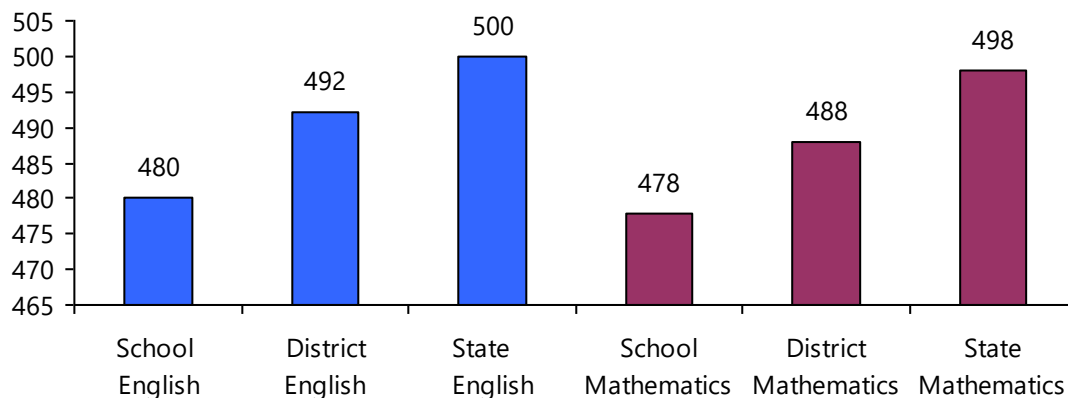
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Clark Street Developmental Learning School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,935,738	\$2,164,942
500146-92000 Electricity	\$16,600	\$16,336
500146-92000 Natural Gas	\$31,455	\$22,033
500152-92000 Rubbish Removal	\$9,981	\$13,464
500-92204 Instructional Materials	\$16,579	\$17,287
540103-92000 Student Transportation	\$139,829	\$147,133
Clark Street Developmental Learning School Total Budget	\$2,150,182	\$2,381,194

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	11.0	12.0
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	4.0	6.0
Crossing Guard	3.0	1.0
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

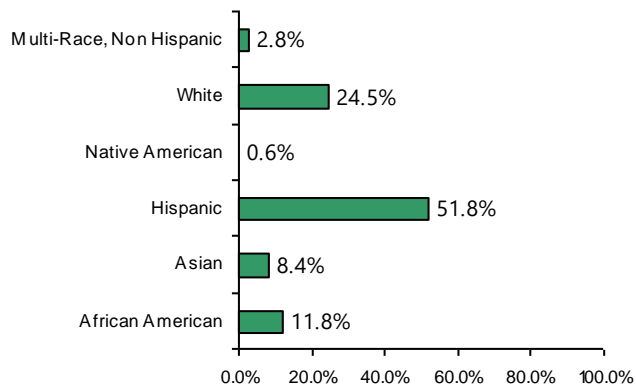
Principal: Kathy Martinelli

Quick Facts

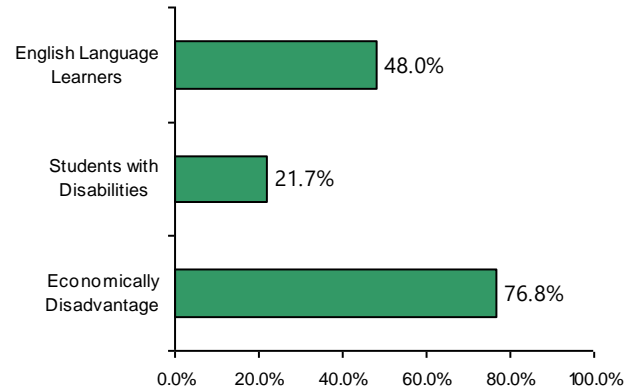
Quadrant	South	Enrollment	465
Grades	K to 6	Graduation Rate	N/A
Year Built	1922	Student Attendance	94.6%
Square Footage	27,918		



Student Race And Ethnicity



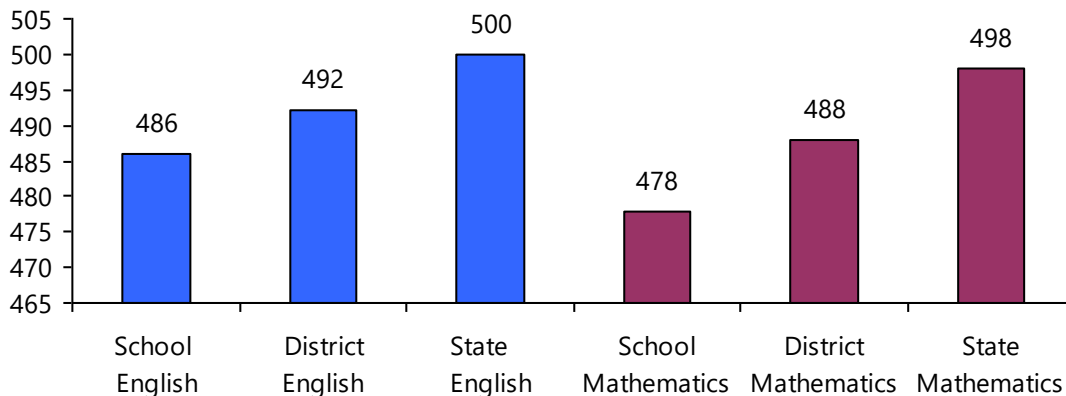
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Columbus Park Preparatory Academy

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,102,106	\$3,195,724
500146-92000 Electricity	\$25,470	\$26,448
500146-92000 Natural Gas	\$53,253	\$34,880
500152-92000 Rubbish Removal	\$8,570	\$11,560
500-92204 Instructional Materials	\$26,491	\$26,904
540103-92000 Student Transportation	\$116,524	\$122,611
Columbus Park Preparatory Academy Total Budget	\$3,332,414	\$3,418,128

Position Summary

Staffing	FY 2019	FY 2020
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	4.0
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	7.0	8.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	2.0	2.5
School Clerical	1.0	1.0
School Nutrition Staff	5.0	3.0
Total	55.5	54.0



Elm Park Community School

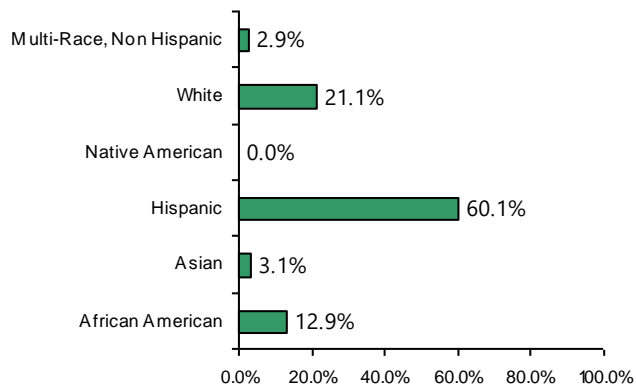
23 N. Ashland Street Worcester, MA 01609 Principal: Ellen Kelley

Quick Facts

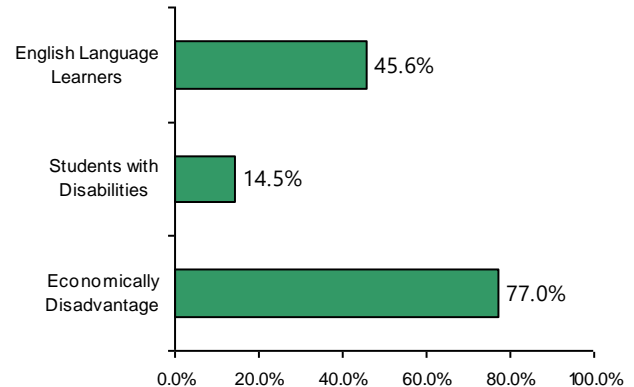
Quadrant	Doherty	Enrollment	456
Grades	K to 6	Graduation Rate	N/A
Year Built	1971	Student Attendance	94.3%
Square Footage	66,651		



Student Race And Ethnicity



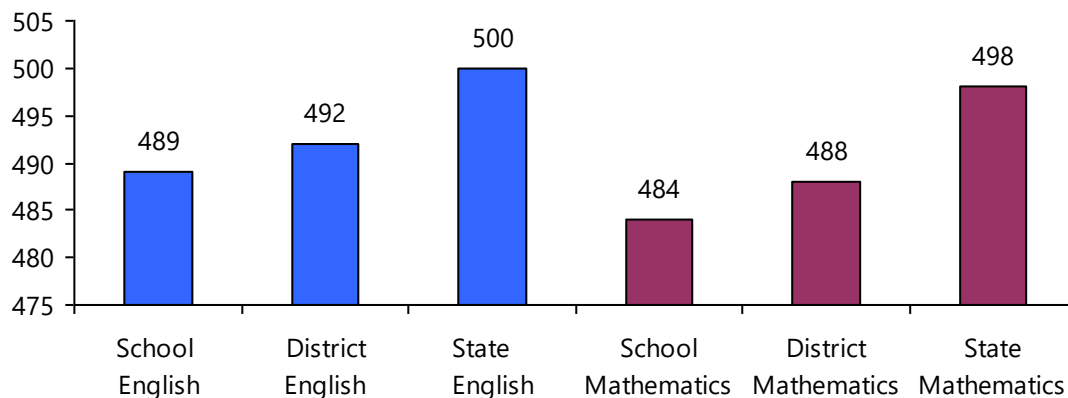
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Elm Park Community School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,557,316	\$3,549,405
500146-92000 Electricity	\$56,475	\$68,160
500146-92000 Natural Gas	\$49,912	\$34,095
500152-92000 Rubbish Removal	\$12,847	\$17,330
500-92204 Instructional Materials	\$37,446	\$36,024
540103-92000 Student Transportation	\$46,610	\$49,044
Elm Park Community School Total Budget	\$3,760,606	\$3,754,058

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	21.0	21.0
English Learner Teachers	3.0	4.0
Special Education Teachers	5.0	3.0
School Adjustment Counselor	1.4	2.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	0.9	0.9
Art Teachers	0.9	0.9
Librarians	1.0	1.0
Music Teachers	0.9	0.9
Lead Teacher	1.0	1.0
Instructional Assistants	11.0	9.0
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	3.0
Total	65.8	62.4



Flagg Street School

115 Flagg Street

Worcester, MA 01602

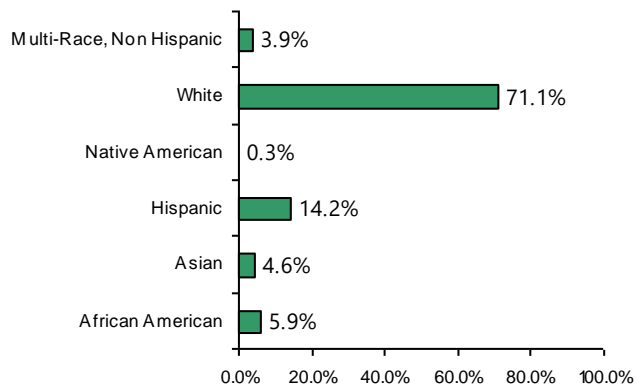
Principal: Mary Labuski

Quick Facts

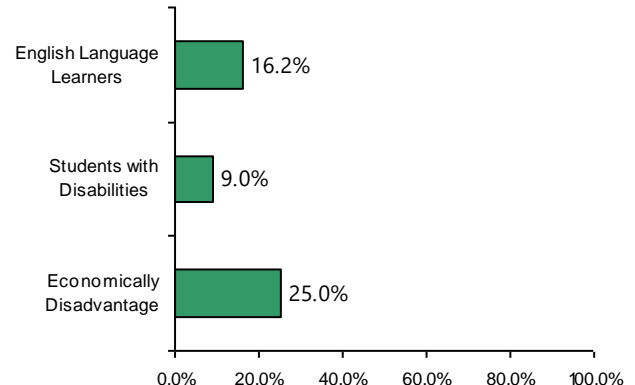
Quadrant	Doherty	Enrollment	388
Grades	K to 6	Graduation Rate	N/A
Year Built	1953	Student Attendance	96.6%
Square Footage	43,617		



Student Race And Ethnicity



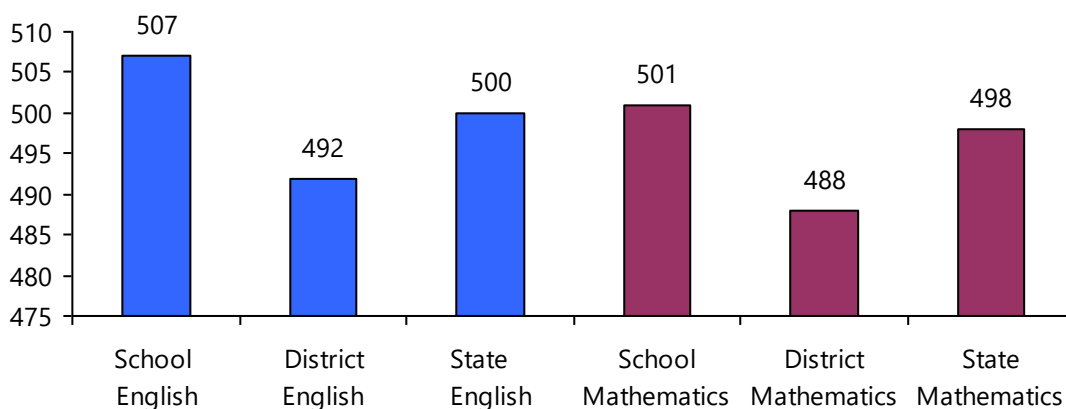
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Flagg Street School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,226,940	\$2,280,038
500146-92000 Electricity	\$20,004	\$19,088
500146-92000 Natural Gas	\$40,633	\$25,190
500152-92000 Rubbish Removal	\$5,129	\$6,918
500-92204 Instructional Materials	\$24,367	\$22,892
540103-92000 Student Transportation	\$93,219	\$98,089
Flagg Street School Total Budget	\$2,410,291	\$2,452,215

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	17.0	17.0
English Learner Teachers	1.0	0.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	0.0	0.4
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	3.0
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	34.2	34.6



Francis J. McGrath School

493 Grove Street

Worcester, MA 01605

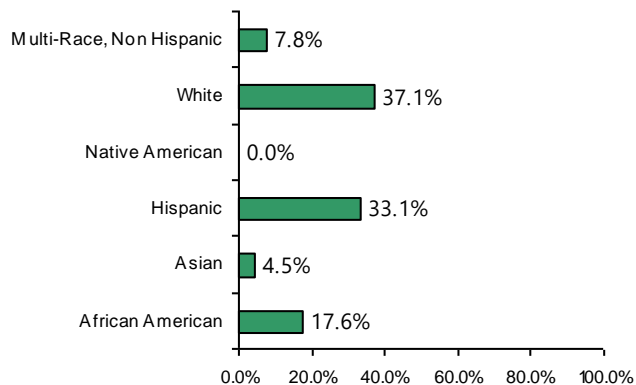
Principal: Principal Selection In Process

Quick Facts

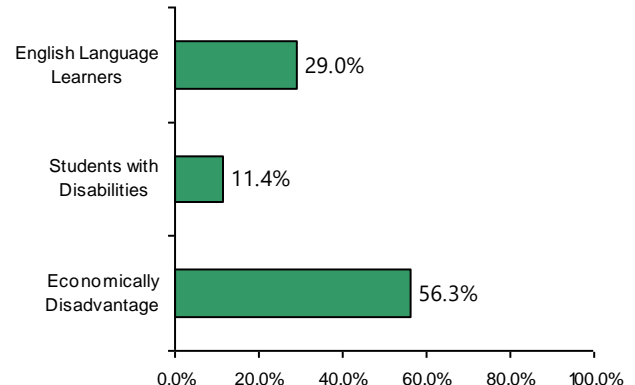
Quadrant	Burncoat	Enrollment	245
Grades	K to 6	Graduation Rate	N/A
Year Built	1977	Student Attendance	96.0%
Square Footage	35,845		



Student Race And Ethnicity



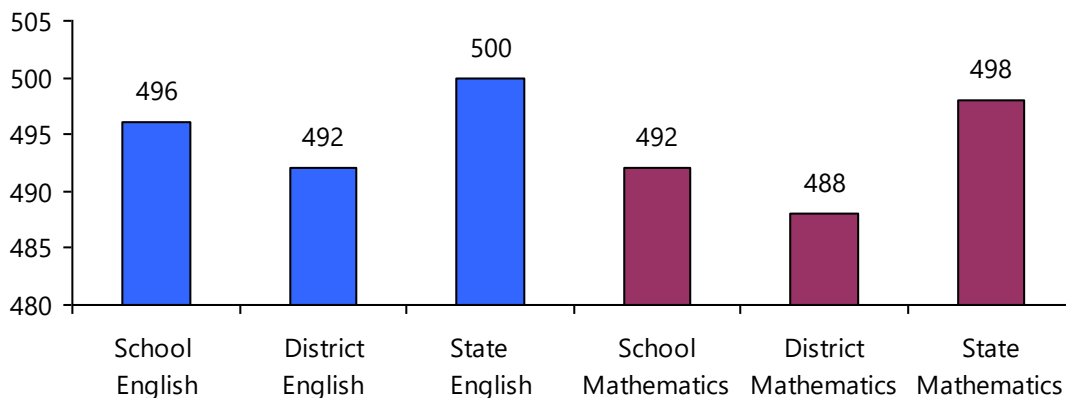
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Francis J. McGrath School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,661,643	\$1,614,748
500146-92000 Electricity	\$31,424	\$37,700
500146-92000 Natural Gas	\$21,543	\$12,054
500152-92000 Rubbish Removal	\$5,481	\$7,394
500-92204 Instructional Materials	\$14,042	\$14,573
540103-92000 Student Transportation	\$69,914	\$73,567
Francis J. McGrath School Total Budget	\$1,804,047	\$1,760,036

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	12.0	11.0
English Learner Teachers	2.0	1.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	0.0	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	3.0	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	2.0	2.0
Total	29.8	27.4



Gates Lane of International Studies

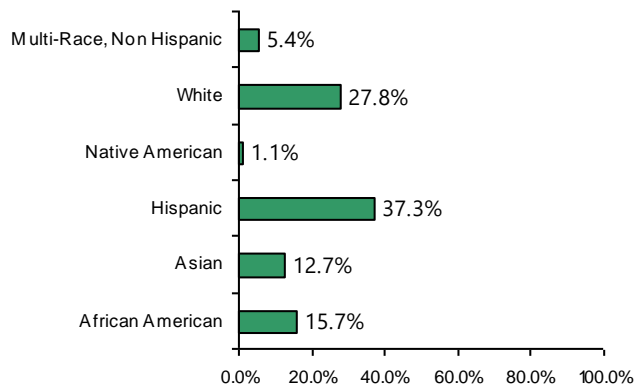
1238 Main Street Worcester, MA 01603 Principal: Ann Swenson

Quick Facts

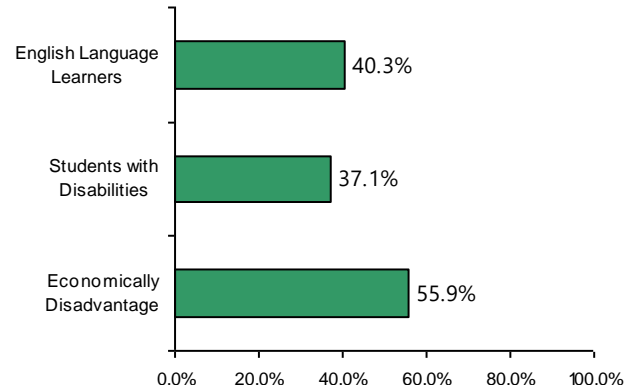
Quadrant	South	Enrollment	553
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1996	Student Attendance	95.5%
Square Footage	96,000		



Student Race And Ethnicity



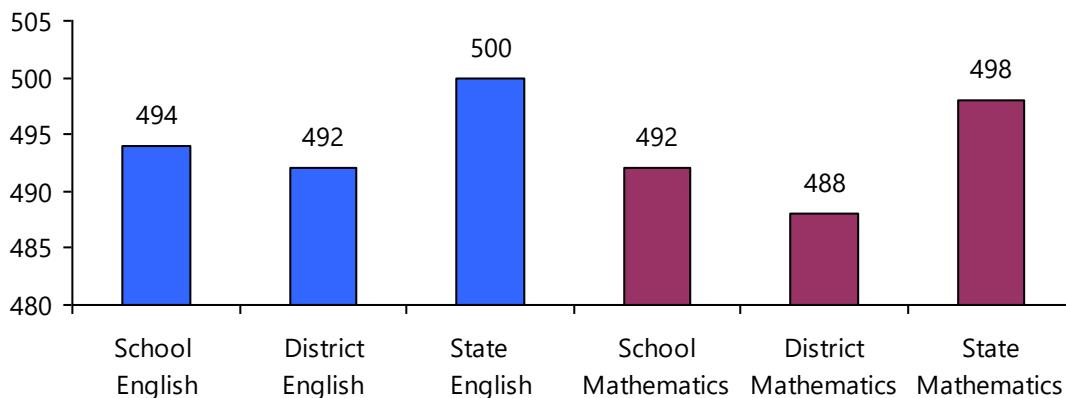
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Gates Lane of International Studies

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$4,423,777	\$4,425,694
500136-92000 Building or Parking Rentals	\$12,600	\$12,600
500146-92000 Electricity	\$64,570	\$86,955
500146-92000 Natural Gas	\$32,603	\$24,020
500152-92000 Rubbish Removal	\$12,404	\$16,732
500-92204 Instructional Materials	\$33,630	\$32,745
540103-92000 Student Transportation	\$372,876	\$392,355
Gates Lane of International Studies Total Budget	\$4,952,461	\$4,991,101

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	18.0	18.0
English Learner Teachers	3.0	3.0
Special Education Teachers	17.0	13.0
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	42.0	41.0
Crossing Guard	3.0	4.0
School Nurse	1.0	1.0
Custodial	4.0	4.0
School Clerical	2.0	2.0
School Nutrition Staff	13.0	12.0
Total	111.9	106.9



Goddard School of Science & Technology

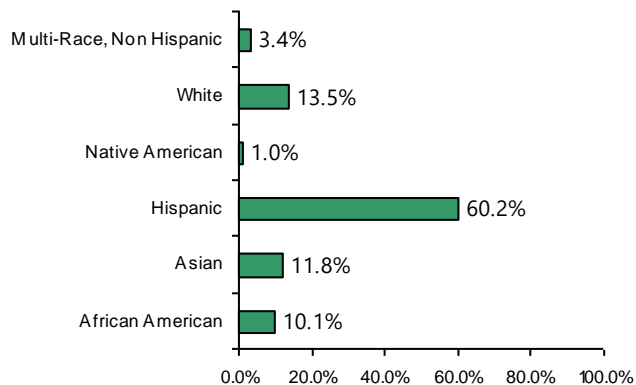
14 Richard Street Worcester, MA 01603 Principal: Dr. Karrie Allen

Quick Facts

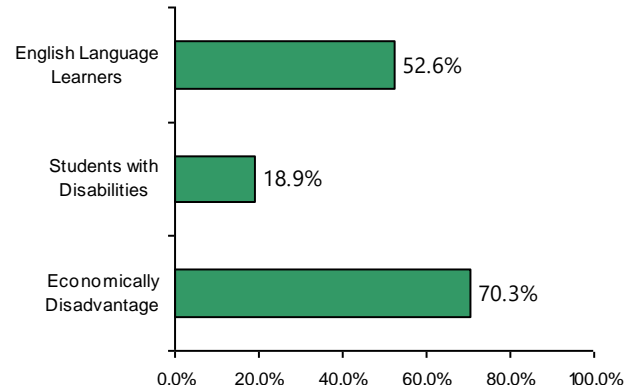
Quadrant	South	Enrollment	407
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1900	Student Attendance	95.9%
Square Footage	119,972		



Student Race And Ethnicity



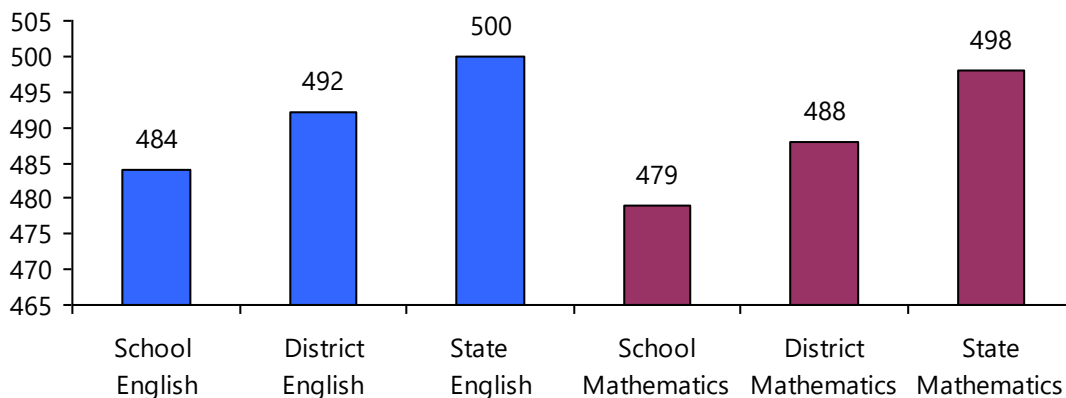
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Goddard School of Science & Technology

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,380,138	\$3,745,804
500130-92000 Security Guards	\$0	\$25,200
500136-92000 Building or Parking Rentals	\$7,000	\$7,000
500146-92000 Electricity	\$40,197	\$44,214
500146-92000 Natural Gas	\$73,102	\$49,053
500152-92000 Rubbish Removal	\$6,716	\$9,059
500-92204 Instructional Materials	\$27,553	\$24,013
540103-92000 Student Transportation	\$116,524	\$122,611
Goddard School Of Science & Technology Total Budget	\$3,651,231	\$4,026,955

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	21.0	20.0
English Learner Teachers	4.0	4.0
Special Education Teachers	7.0	7.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	1.2	1.2
Art Teachers	1.0	1.0
Music Teachers	1.2	1.2
Other Teachers	0.0	0.0
Instructional Assistants	10.0	11.0
Crossing Guard	2.0	3.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	4.0	4.0
School Clerical	1.5	1.5
School Nutrition Staff	13.0	13.0
Total	73.1	74.1



Grafton Street School

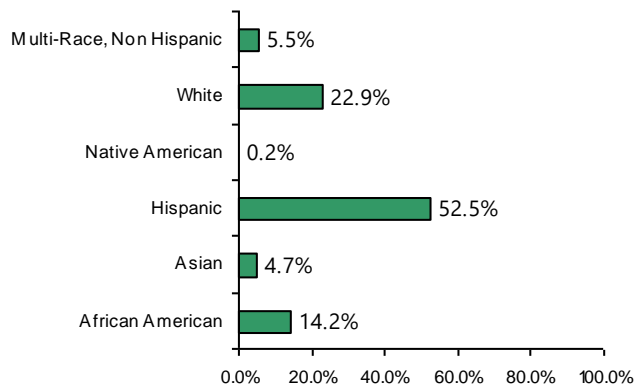
311 Grafton Street Worcester, MA 01604 Principal: Principal Selection In Process

Quick Facts

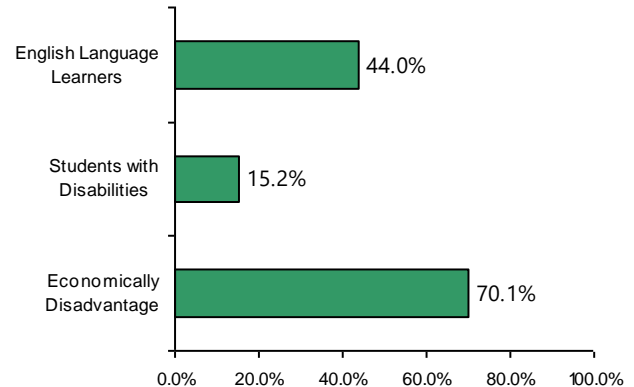
Quadrant	North	Enrollment	402
Grades	K to 6	Graduation Rate	N/A
Year Built	1879	Student Attendance	94.9%
Square Footage	41,065		



Student Race And Ethnicity



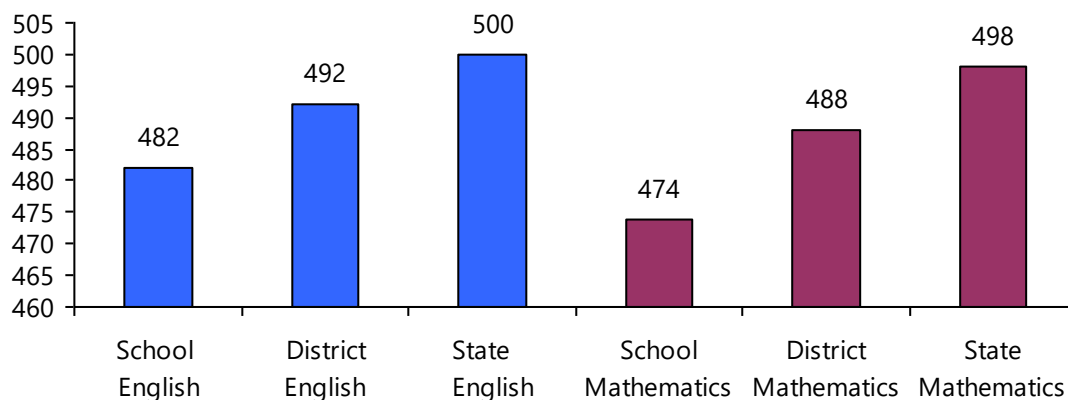
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Grafton Street School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,632,397	\$3,001,314
500146-92000 Electricity	\$16,814	\$17,371
500146-92000 Natural Gas	\$35,377	\$26,118
500152-92000 Rubbish Removal	\$7,554	\$10,189
500-92204 Instructional Materials	\$22,951	\$23,895
540103-92000 Student Transportation	\$23,305	\$24,522
Grafton Street School Total Budget	\$2,738,398	\$3,103,409

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	20.0	20.0
English Learner Teachers	3.0	4.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	1.0	2.0
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	5.0	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	3.0
Total	48.4	48.4



Heard Street Discovery Academy

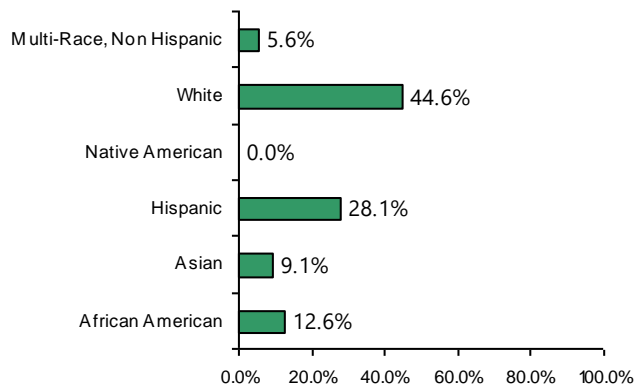
200 Heard Street Worcester, MA 01603 Principal: Cynthia Vail

Quick Facts

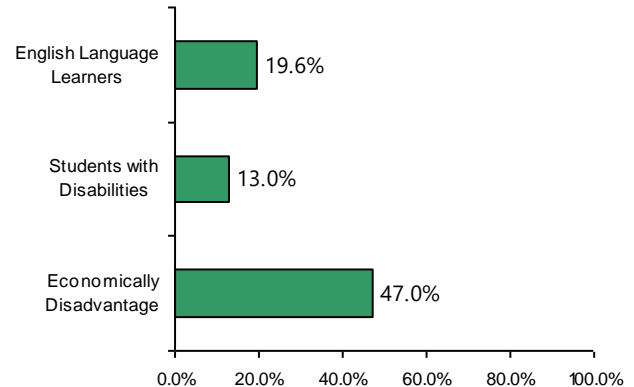
Quadrant	South	Enrollment	285
Grades	K to 6	Graduation Rate	N/A
Year Built	1932	Student Attendance	97.3%
Square Footage	23,800		



Student Race And Ethnicity



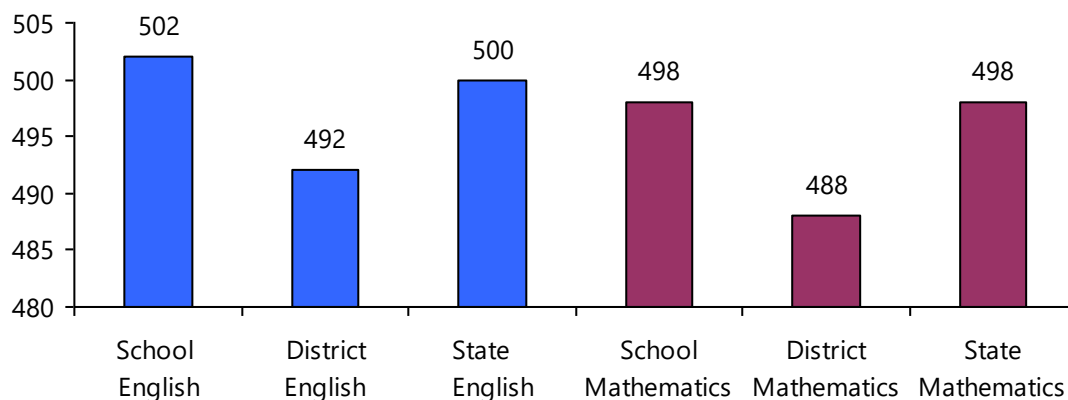
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Heard Street Discovery Academy

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,701,509	\$1,707,296
500146-92000 Electricity	\$17,858	\$18,955
500146-92000 Natural Gas	\$11,952	\$8,706
500152-92000 Rubbish Removal	\$5,746	\$7,751
500-92204 Instructional Materials	\$17,523	\$16,874
540103-92000 Student Transportation	\$69,914	\$73,567
Heard Street Discovery Academy Total Budget	\$1,824,503	\$1,833,148

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	1.0	0.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	0.0	0.6
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.6	0.6
Art Teachers	0.6	0.6
Music Teachers	0.7	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	26.6



Jacob Hiatt Magnet School

772 Main Street

Worcester, MA 01601

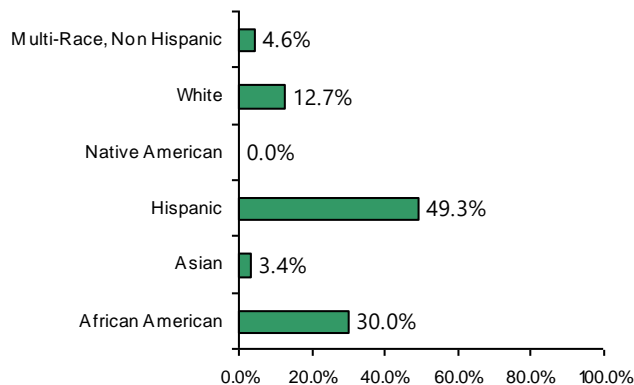
Principal: Jyodi Datta

Quick Facts

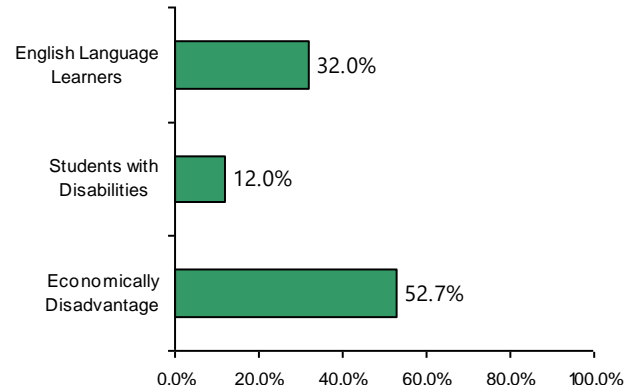
Quadrant	Doherty	Enrollment	410
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1990	Student Attendance	95.9%
Square Footage	52,000		



Student Race And Ethnicity



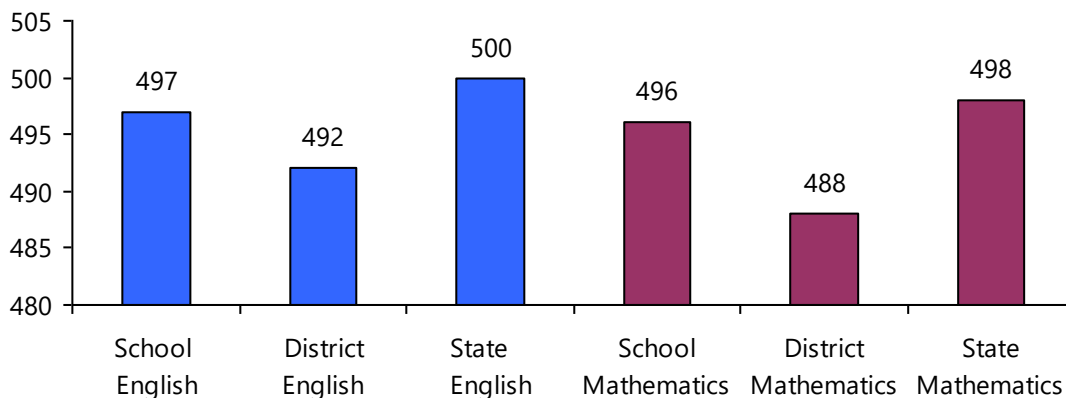
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Jacob Hiatt Magnet School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,486,687	\$2,599,851
500130-92000 Security Guards	\$26,775	\$26,775
500136-92000 Building or Parking Rentals	\$47,748	\$47,748
500146-92000 Electricity	\$45,036	\$52,252
500146-92000 Natural Gas	\$23,425	\$16,162
500152-92000 Rubbish Removal	\$8,612	\$11,617
500-92204 Instructional Materials	\$23,836	\$24,013
540103-92000 Student Transportation	\$209,743	\$220,700
Jacob Hiatt Magnet School Total Budget	\$2,871,862	\$2,999,118

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	17.0	16.0
English Learner Teachers	2.0	2.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	0.8	1.0
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	42.7	41.9



Lake View School

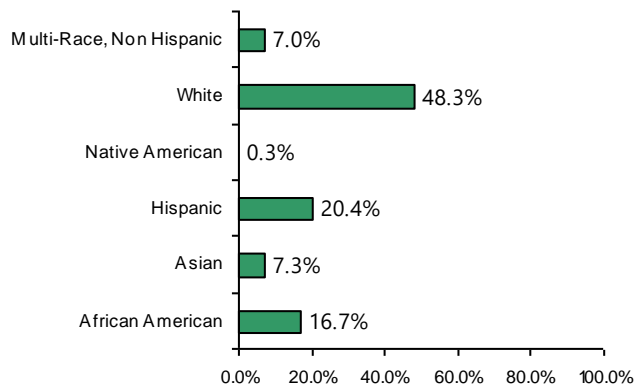
133 Coburn Avenue Worcester, MA 01604 Principal: Maureen Power

Quick Facts

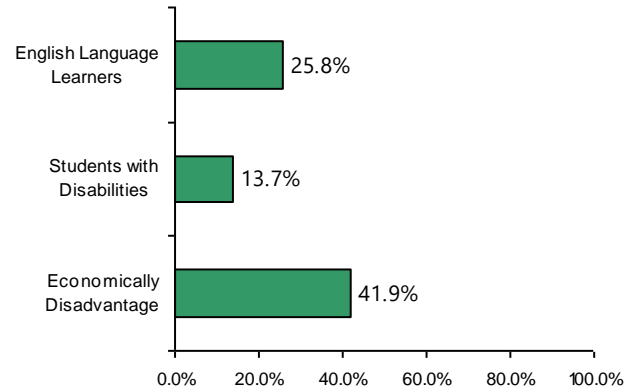
Quadrant	North	Enrollment	329
Grades	K to 6	Graduation Rate	N/A
Year Built	1922	Student Attendance	96.8%
Square Footage	27,918		



Student Race And Ethnicity



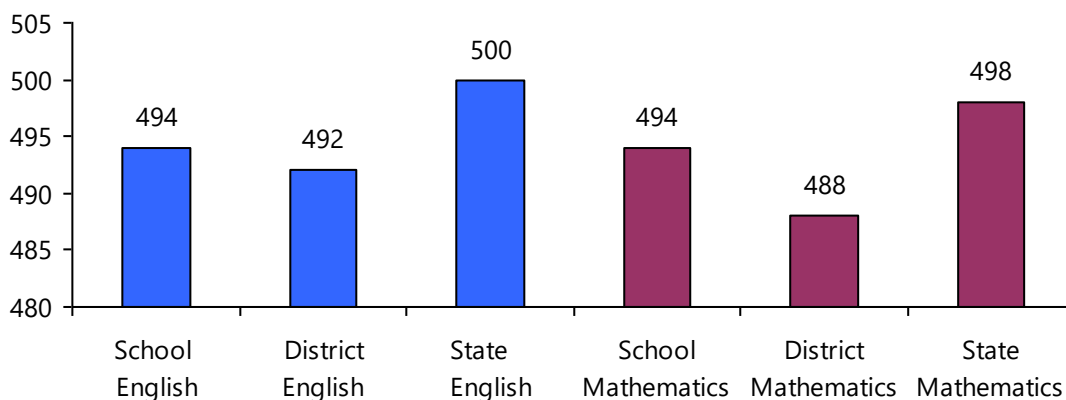
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Lake View School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,694,438	\$1,885,244
500146-92000 Electricity	\$9,923	\$10,109
500146-92000 Natural Gas	\$17,689	\$12,301
500152-92000 Rubbish Removal	\$3,374	\$4,552
500-92204 Instructional Materials	\$16,874	\$19,352
540103-92000 Student Transportation	\$46,610	\$49,044
Lake View School Total Budget	\$1,788,907	\$1,980,602

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	2.0	1.5
Special Education Teachers	1.0	1.0
School Adjustment Counselor	0.5	1.6
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	2.0
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	1.0
Total	29.4	30.0



Lincoln Street School

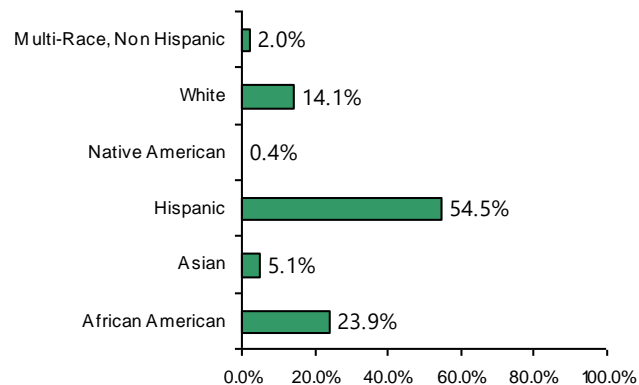
549 Lincoln Street Worcester, MA 01605 Principal: Shannon Conley

Quick Facts

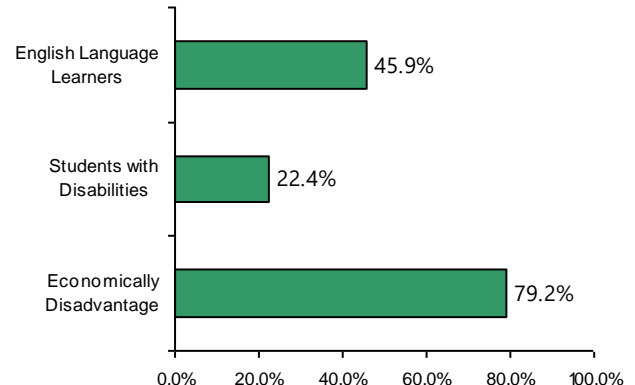
Quadrant	Burncoat	Enrollment	255
Grades	K to 6	Graduation Rate	N/A
Year Built	1929	Student Attendance	94.7%
Square Footage	25,766		



Student Race And Ethnicity



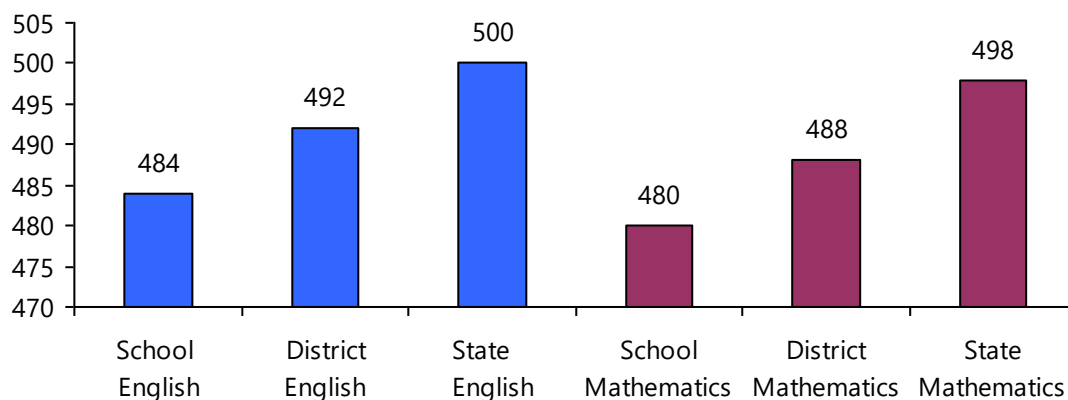
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Lincoln Street School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,959,221	\$1,946,287
500146-92000 Electricity	\$16,446	\$18,720
500146-92000 Natural Gas	\$17,421	\$10,227
500152-92000 Rubbish Removal	\$5,129	\$6,918
500-92204 Instructional Materials	\$15,732	\$14,927
540103-92000 Student Transportation	\$93,219	\$98,089
Lincoln Street School Total Budget	\$2,107,168	\$2,095,168

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	13.0
English Learner Teachers	2.0	2.0
Special Education Teachers	2.0	2.0
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	2.0
Total	33.9	31.9



May Street School

265 May Street

Worcester, MA 01602

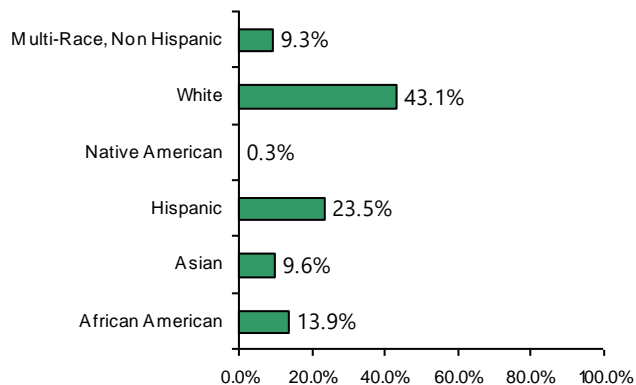
Principal: Luke Robert

Quick Facts

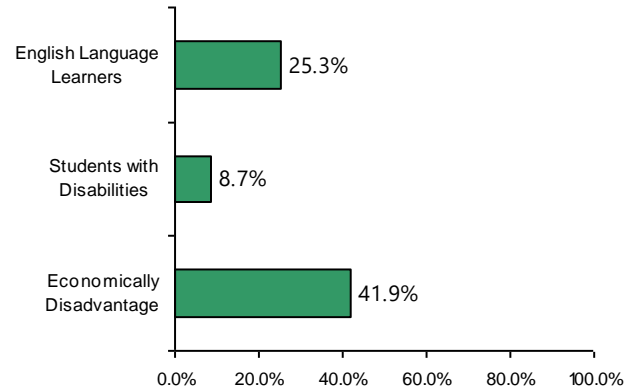
Quadrant	Doherty	Enrollment	332
Grades	K to 6	Graduation Rate	N/A
Year Built	1927	Student Attendance	96.5%
Square Footage	35,912		



Student Race And Ethnicity



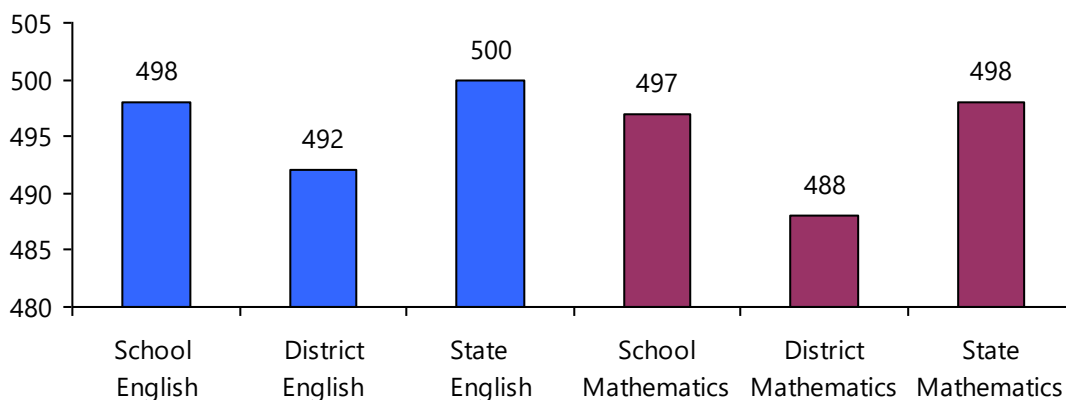
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





May Street School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,935,953	\$2,019,158
500146-92000 Electricity	\$11,050	\$13,342
500146-92000 Natural Gas	\$29,065	\$19,163
500152-92000 Rubbish Removal	\$3,374	\$4,552
500-92204 Instructional Materials	\$20,237	\$19,588
540103-92000 Student Transportation	\$69,914	\$73,567
May Street School Total Budget	\$2,069,594	\$2,149,369

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	15.0	15.0
English Learner Teachers	2.0	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	0.0
Total	33.1	31.1



Midland Street School

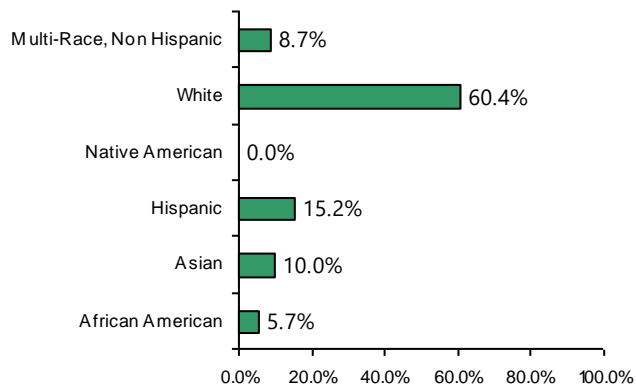
18 Midland Street Worcester, MA 01602 Principal: Principal Selection In Process

Quick Facts

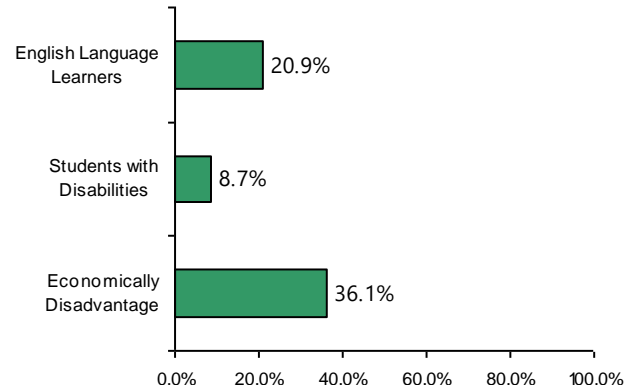
Quadrant	Doherty	Enrollment	230
Grades	K to 6	Graduation Rate	N/A
Year Built	1896	Student Attendance	96.9%
Square Footage	22,113		



Student Race And Ethnicity



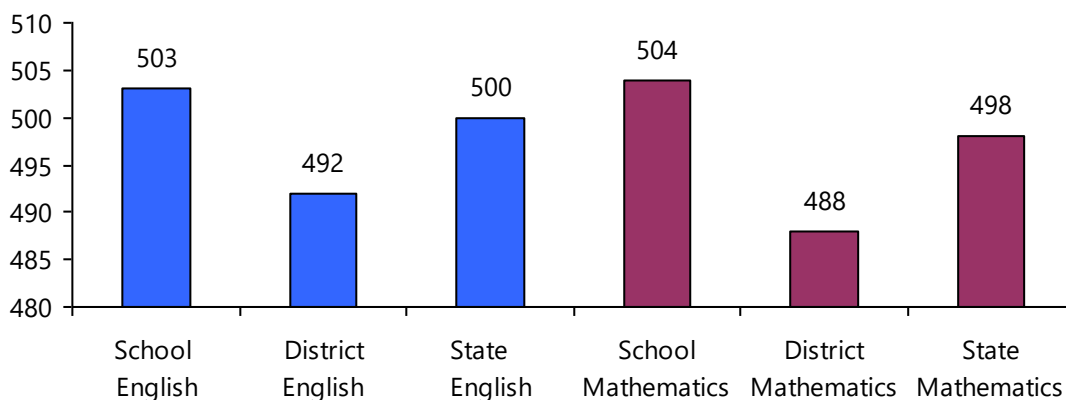
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Midland Street School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,561,013	\$1,746,823
500146-92000 Electricity	\$7,588	\$8,330
500146-92000 Natural Gas	\$23,054	\$18,027
500152-92000 Rubbish Removal	\$2,933	\$3,957
500-92204 Instructional Materials	\$13,393	\$13,629
540103-92000 Student Transportation	\$23,305	\$24,522
Midland Street School Total Budget	\$1,631,286	\$1,815,288

Position Summary

Staffing	FY 2019	FY 2020
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	1.0	1.0
School Adjustment Counselor	0.6	1.6
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	4.0
School Nurse	1.0	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	1.0
Total	28.4	28.4



Nelson Place School

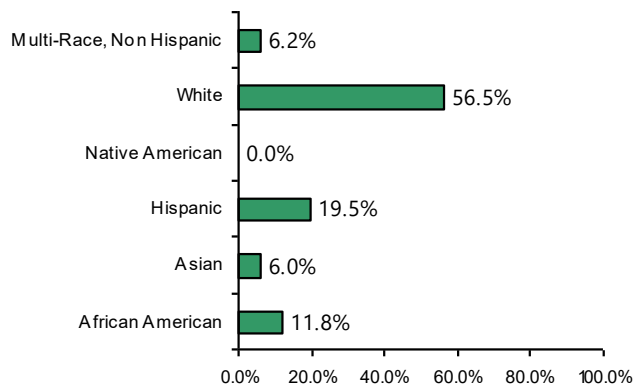
35 Nelson Place Worcester, MA 01605 Principal: Monica Poitras

Quick Facts

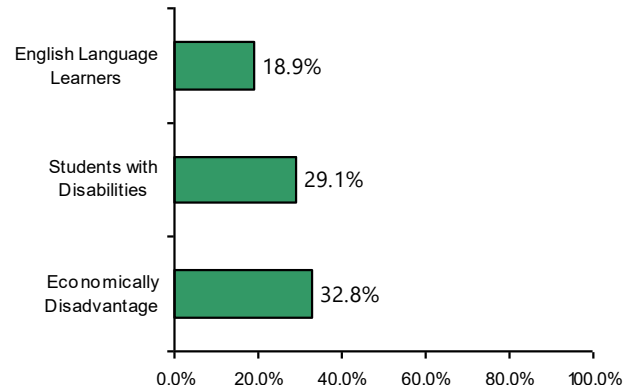
Quadrant	Doherty	Enrollment	549
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	2017	Student Attendance	96.3%
Square Footage	112,000		



Student Race And Ethnicity



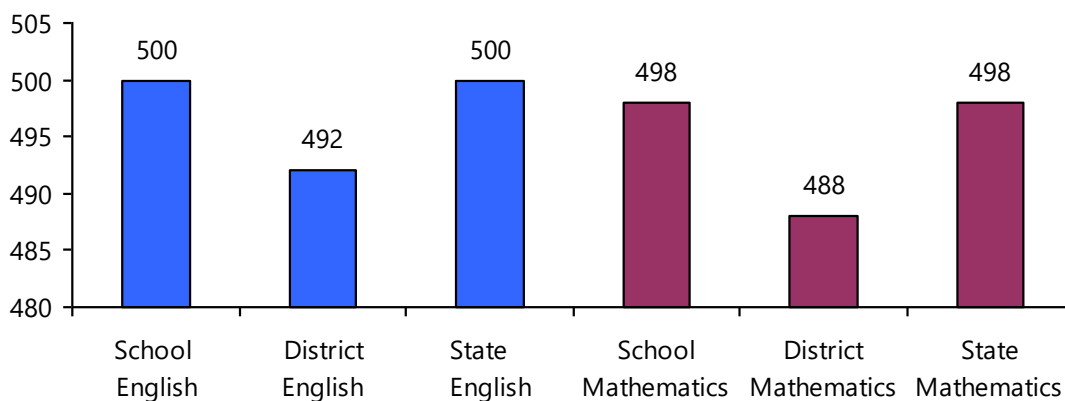
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Nelson Place School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,323,533	\$3,954,837
500146-92000 Electricity	\$30,592	\$40,085
500146-92000 Natural Gas	\$29,161	\$21,140
500152-92000 Rubbish Removal	\$9,584	\$12,928
500-92204 Instructional Materials	\$31,093	\$32,509
540103-92000 Student Transportation	\$326,267	\$343,311
Nelson Place School Total Budget	\$3,750,230	\$4,404,810

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	20.0	20.0
English Learner Teachers	1.0	1.0
Special Education Teachers	10.0	10.0
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	28.0	30.0
Crossing Guard	1.0	1.0
School Nurse	1.0	1.0
Custodial	4.0	4.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	5.0
Total	76.0	80.0



Norrback Avenue School

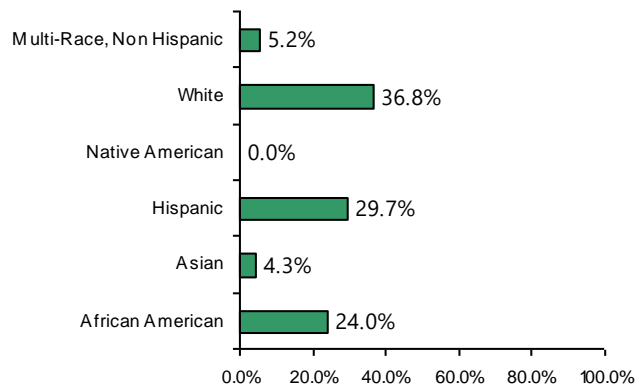
44 Malden Street Worcester, MA 01606 Principal: Christina Troiano

Quick Facts

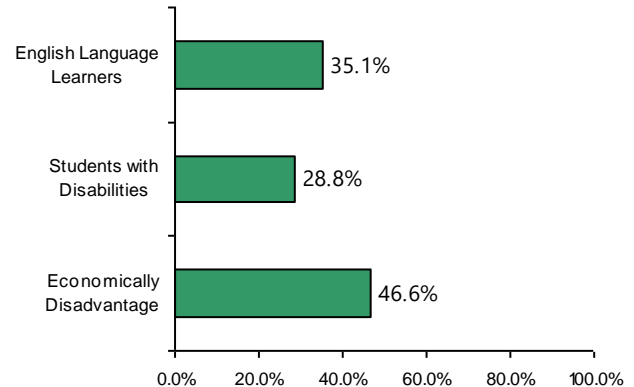
Quadrant	Burncoat	Enrollment	579
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1999	Student Attendance	96.0%
Square Footage	113,500		



Student Race And Ethnicity



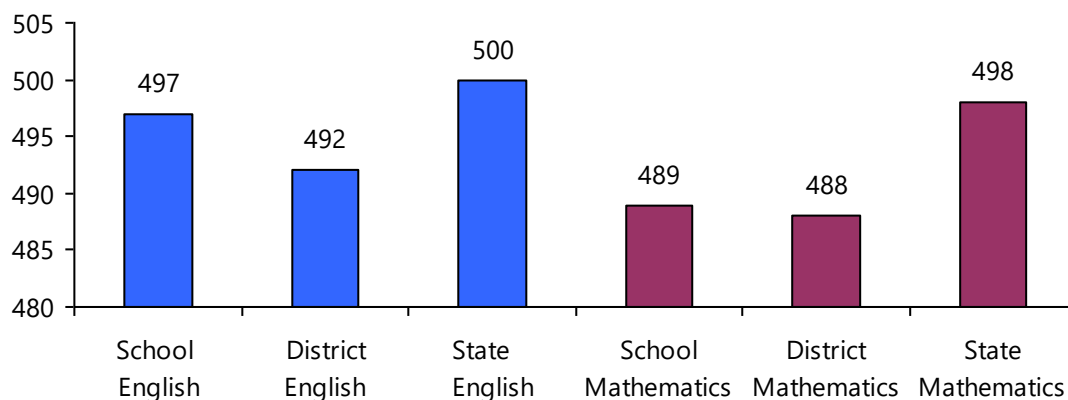
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Norrback Avenue School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,728,895	\$4,428,195
500146-92000 Electricity	\$70,715	\$78,218
500146-92000 Natural Gas	\$52,106	\$35,189
500152-92000 Rubbish Removal	\$7,664	\$10,338
500-92204 Instructional Materials	\$33,158	\$34,279
540103-92000 Student Transportation	\$326,267	\$343,311
Norrback Avenue School Total Budget	\$4,218,805	\$4,929,531

Position Summary

Staffing	FY 2019	FY 2020
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	3.0
Special Education Teachers	10.0	12.0
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	24.0	25.0
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	5.0
Total	82.2	86.2



Quinsigamond Community School

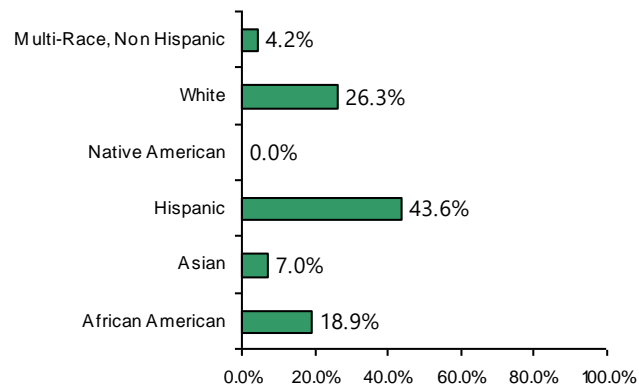
14 Blackstone River Rd Worcester, MA 01607 Principal: Yeu Kue

Quick Facts

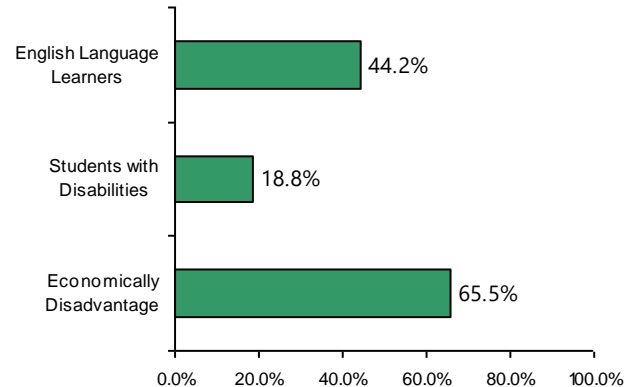
Quadrant	South	Enrollment	745
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1998	Student Attendance	95.3%
Square Footage	141,847		



Student Race And Ethnicity



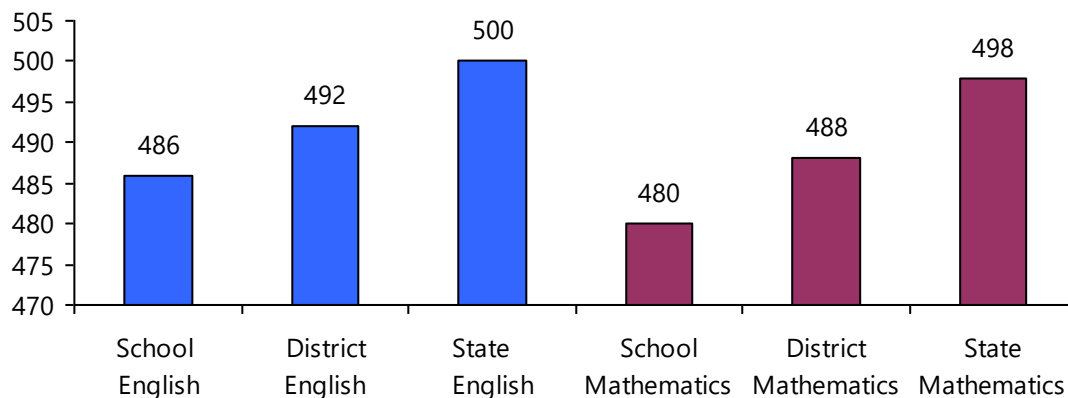
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Quinsigamond Community School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,958,477	\$4,636,292
500146-92000 Electricity	\$106,609	\$121,909
500146-92000 Natural Gas	\$32,603	\$20,986
500152-92000 Rubbish Removal	\$13,674	\$18,445
500-92204 Instructional Materials	\$43,955	\$43,955
540103-92000 Student Transportation	\$372,876	\$392,355
Quinsigamond Community School Total Budget	\$4,528,194	\$5,233,941

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	29.0	29.0
English Learner Teachers	5.0	6.0
Special Education Teachers	5.0	8.0
School Adjustment Counselor	1.0	1.4
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	11.0	12.0
Crossing Guard	3.0	3.0
School Nurse	2.0	2.0
Custodial	4.0	4.0
School Clerical	2.0	2.0
School Nutrition Staff	9.0	7.0
Total	78.1	81.5



Rice Square School

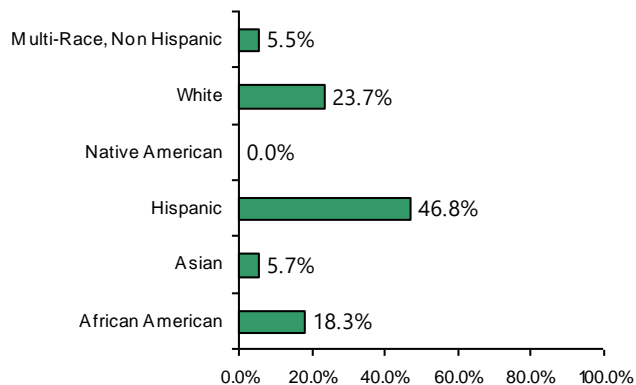
76 Massasoit Road Worcester, MA 01604 Principal: Susan Donahue

Quick Facts

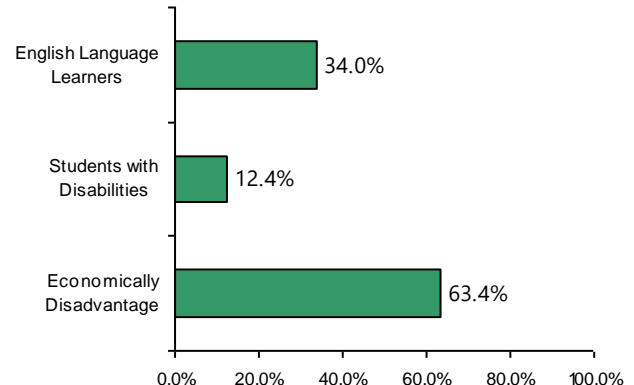
Quadrant	North	Enrollment	476
Grades	K to 6	Graduation Rate	N/A
Year Built	1914	Student Attendance	94.9%
Square Footage	36,000		



Student Race And Ethnicity



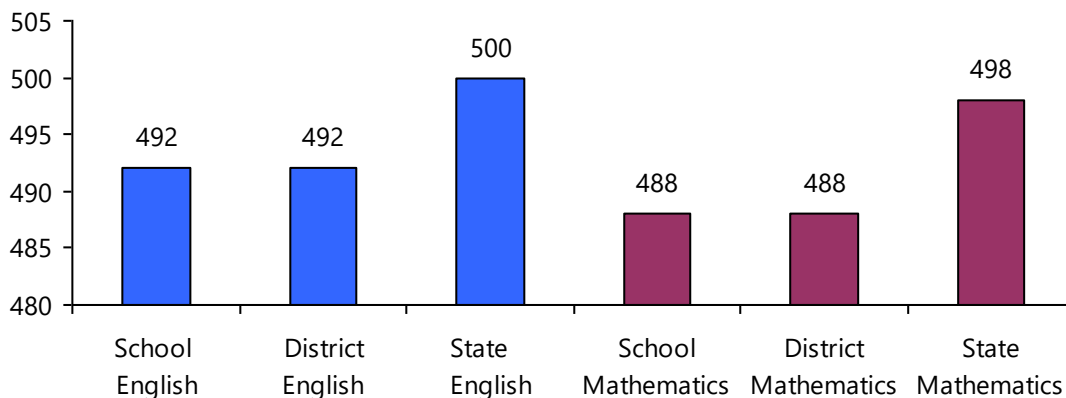
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Rice Square School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,714,878	\$2,933,320
500146-92000 Electricity	\$31,585	\$32,452
500146-92000 Natural Gas	\$29,161	\$24,428
500152-92000 Rubbish Removal	\$6,892	\$9,297
500-92204 Instructional Materials	\$25,193	\$28,084
540103-92000 Student Transportation	\$116,524	\$122,611
Rice Square School Total Budget	\$2,924,233	\$3,150,192

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	20.0	22.0
English Learner Teachers	2.0	3.0
Special Education Teachers	2.0	2.0
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	3.0
Total	45.3	48.3



Roosevelt School

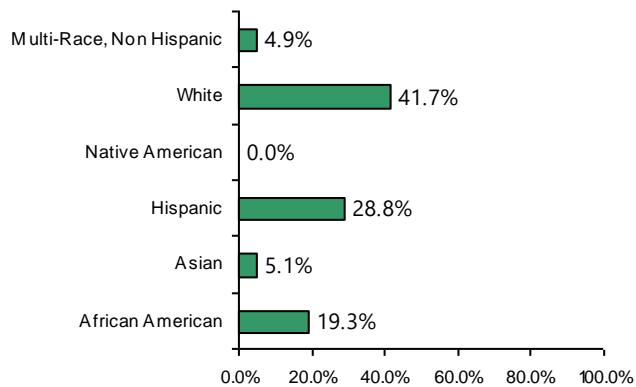
1006 Grafton Street Worcester, MA 01604 Principal: Kelly Williamson

Quick Facts

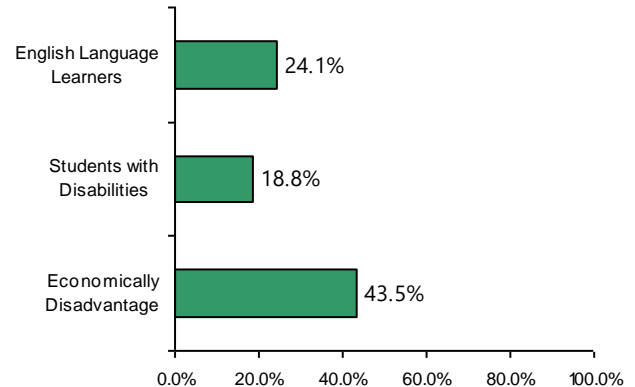
Quadrant	North	Enrollment	688
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	2001	Student Attendance	95.2%
Square Footage	120,656		



Student Race And Ethnicity



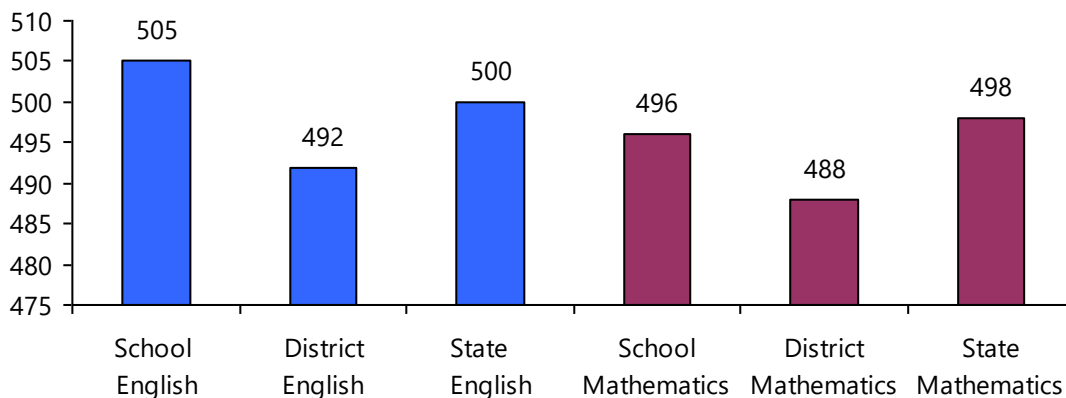
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Roosevelt School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$4,105,599	\$4,824,731
500146-92000 Electricity	\$44,761	\$79,552
500146-92000 Natural Gas	\$52,106	\$28,774
500152-92000 Rubbish Removal	\$10,003	\$13,493
500-92204 Instructional Materials	\$39,766	\$40,769
540103-92000 Student Transportation	\$349,571	\$367,833
Roosevelt School Total Budget	\$4,601,806	\$5,355,153

Position Summary

Staffing	FY 2019	FY 2020
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	9.0	11.0
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	16.0	22.0
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	81.9	90.9



Tatnuck Magnet School

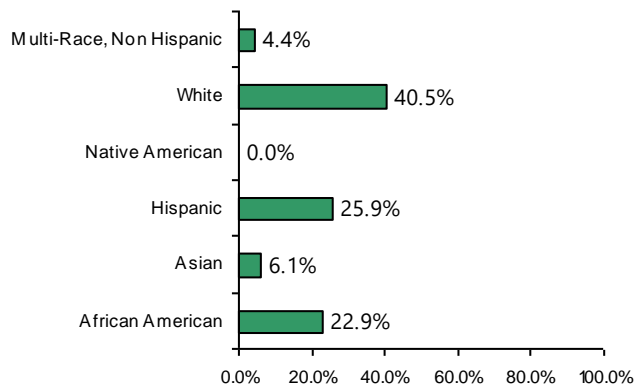
1083 Pleasant Street Worcester, MA 01602 Principal: Erin Dobson

Quick Facts

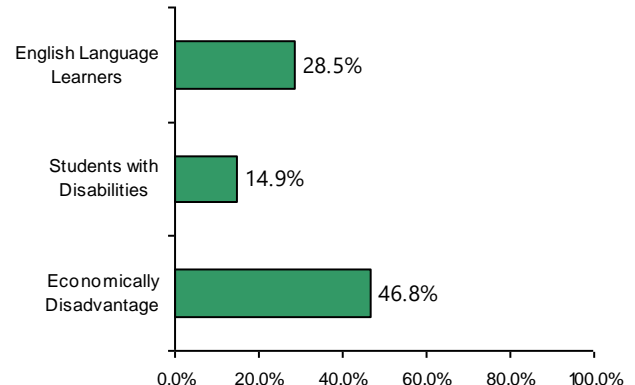
Quadrant	Doherty	Enrollment	410
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1922	Student Attendance	96.5%
Square Footage	42,384		



Student Race And Ethnicity



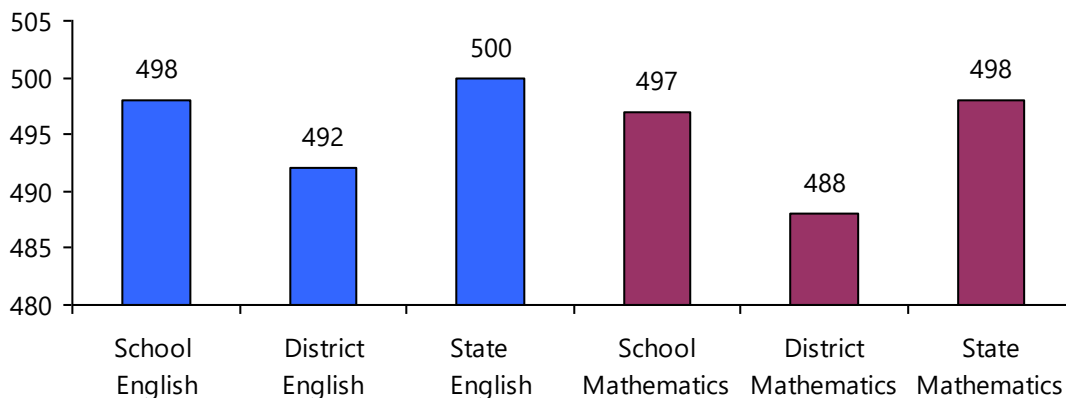
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Tatnuck Magnet School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,618,202	\$2,649,029
500146-92000 Electricity	\$17,657	\$19,572
500146-92000 Natural Gas	\$46,370	\$27,139
500152-92000 Rubbish Removal	\$9,452	\$12,750
500-92204 Instructional Materials	\$23,128	\$24,131
540103-92000 Student Transportation	\$69,914	\$73,567
Tatnuck Magnet School Total Budget	\$2,784,723	\$2,806,187

Position Summary

Staffing	FY 2019	FY 2020
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
English Learner Teachers	2.0	2.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	0.0	0.6
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	5.0	6.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	2.5	2.5
School Clerical	1.0	1.0
School Nutrition Staff	2.0	1.0
Total	41.4	42.0



Thorndyke Road School

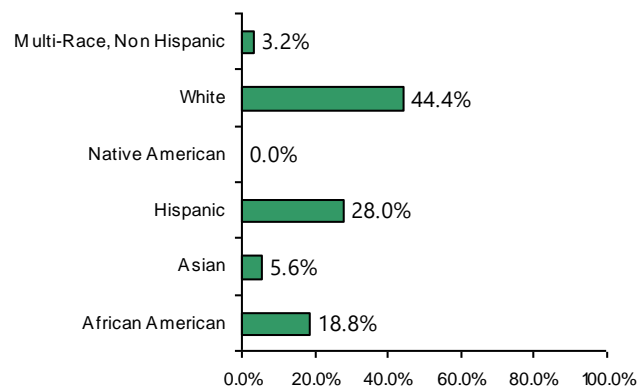
20 Thorndyke Road Worcester, MA 01606 Principal: Kathleen Lee

Quick Facts

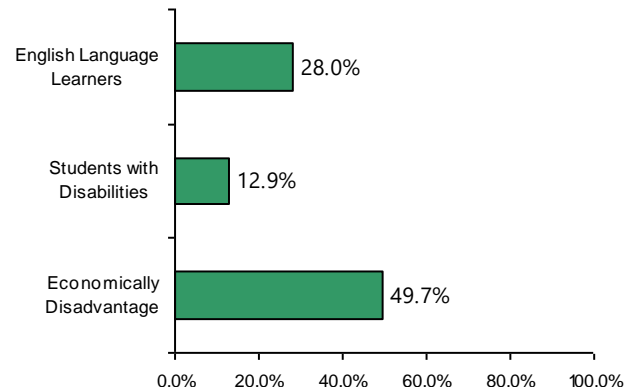
Quadrant	Burncoat	Enrollment	372
Grades	K to 6	Graduation Rate	N/A
Year Built	1927	Student Attendance	96.3%
Square Footage	43,425		



Student Race And Ethnicity



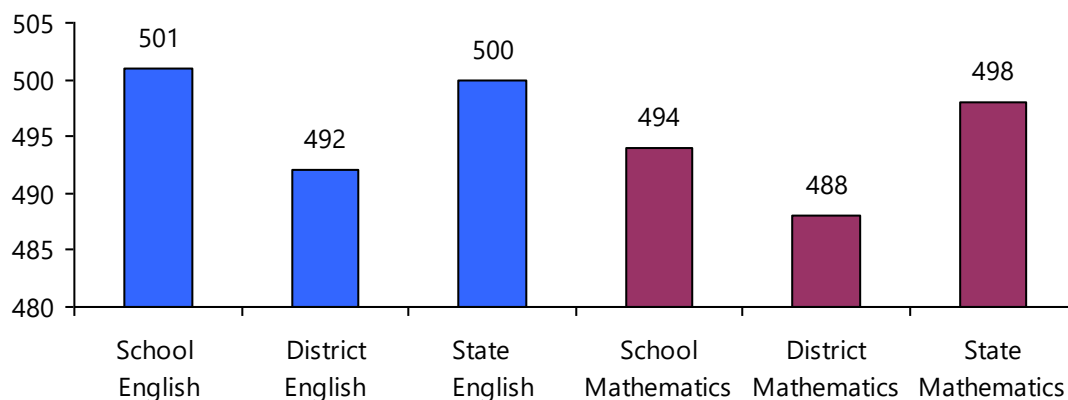
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Thorndyke Road School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,097,399	\$2,189,586
500146-92000 Electricity	\$11,343	\$13,406
500146-92000 Natural Gas	\$23,425	\$11,819
500152-92000 Rubbish Removal	\$3,959	\$5,340
500-92204 Instructional Materials	\$22,420	\$21,771
540103-92000 Student Transportation	\$46,610	\$49,044
Thorndyke Road School Total Budget	\$2,205,156	\$2,290,968

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	17.0	16.0
English Learner Teachers	2.0	2.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	0.5	1.8
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.6	0.6
Art Teachers	0.5	0.5
Music Teachers	0.8	0.8
Instructional Assistants	3.0	3.0
Crossing Guard	6.0	6.0
School Nurse	1.0	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	37.5	37.8



Union Hill School

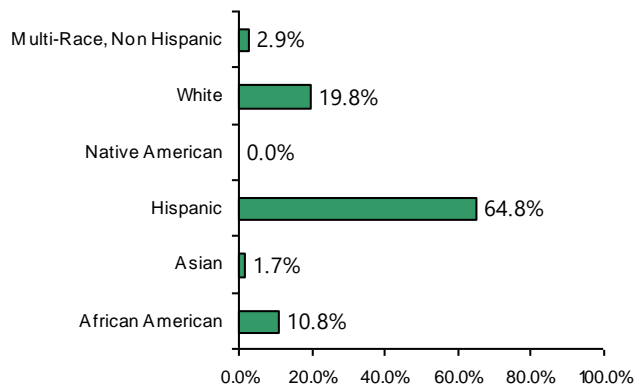
One Chapin Street Worcester, MA 01604 Principal: Ishmael Tabales

Quick Facts

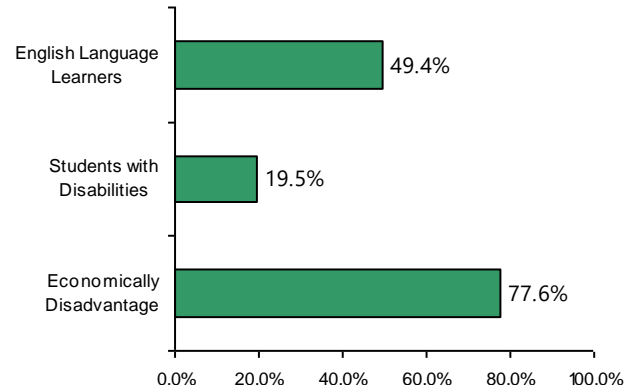
Quadrant	North	Enrollment	415
Grades	K to 6	Graduation Rate	N/A
Year Built	1922	Student Attendance	95.2%
Square Footage	43,216		



Student Race And Ethnicity



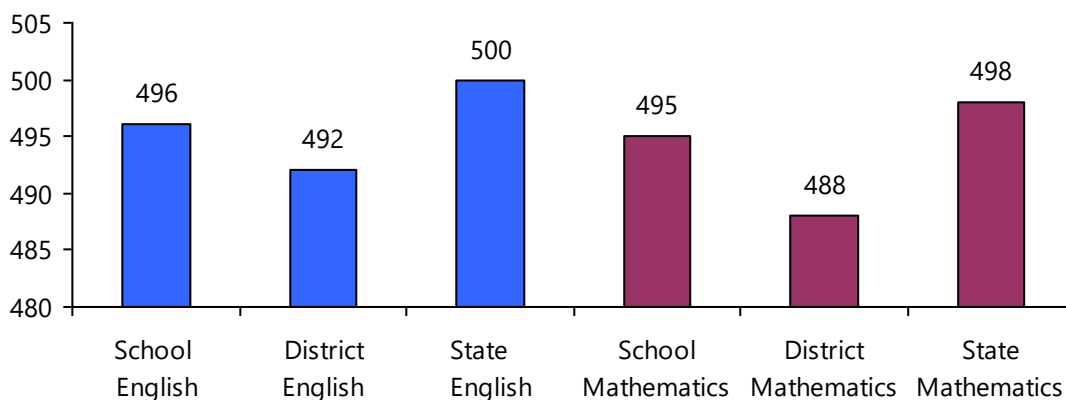
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Union Hill School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,953,883	\$3,066,538
500146-92000 Electricity	\$23,017	\$24,442
500146-92000 Natural Gas	\$31,589	\$16,552
500152-92000 Rubbish Removal	\$8,635	\$11,648
500-92204 Instructional Materials	\$35,629	\$32,864
540103-92000 Student Transportation	\$23,305	\$24,522
Union Hill School Total Budget	\$3,076,059	\$3,176,566

Position Summary

Staffing	FY 2019	FY 2020
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	2.0	2.0
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	3.0	3.0
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	2.0
Total	49.4	48.4



Vernon Hill School

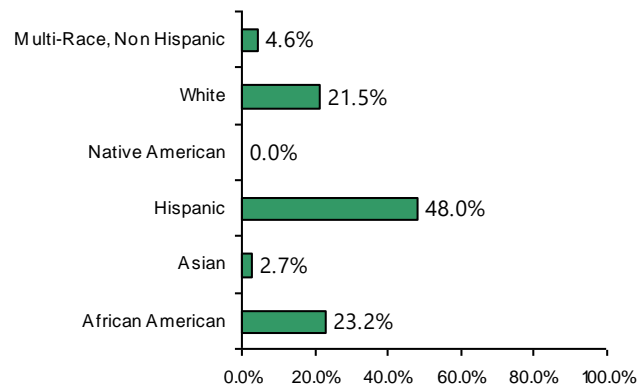
211 Providence Street Worcester, MA 01604 Principal: Principal Selection In Process

Quick Facts

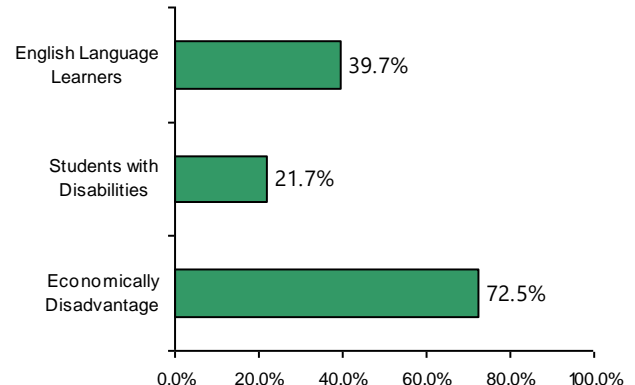
Quadrant	South	Enrollment	517
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1931	Student Attendance	94.3%
Square Footage	83,060		



Student Race And Ethnicity



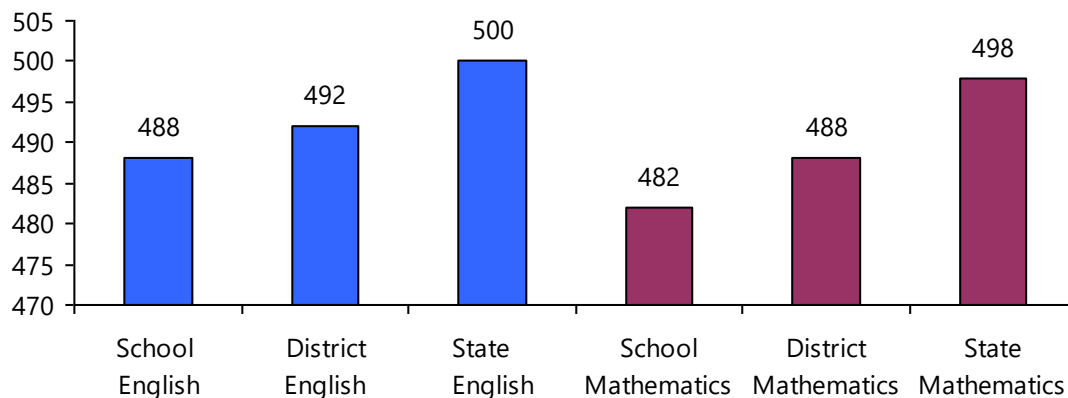
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Vernon Hill School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,201,572	\$3,314,303
500146-92000 Electricity	\$39,735	\$44,186
500146-92000 Natural Gas	\$50,484	\$36,700
500152-92000 Rubbish Removal	\$11,719	\$15,807
500-92204 Instructional Materials	\$32,096	\$30,503
540103-92000 Student Transportation	\$139,829	\$147,133
Vernon Hill School Total Budget	\$3,475,434	\$3,588,633

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	22.0	21.0
English Learner Teachers	3.0	3.0
Special Education Teachers	6.0	4.0
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	12.0	10.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	3.0	3.0
School Clerical	1.5	1.5
School Nutrition Staff	11.0	10.0
Total	68.2	62.2



Wawecus Road School

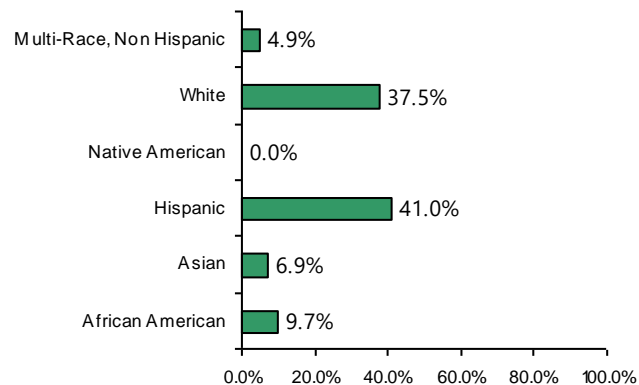
20 Wawecus Street Worcester, MA 01605 Principal: Joanna Loftus

Quick Facts

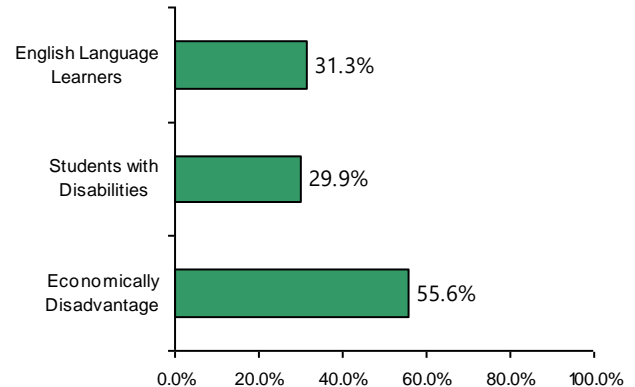
Quadrant	Burncoat	Enrollment	144
Grades	K to 6	Graduation Rate	N/A
Year Built	1963	Student Attendance	96.1%
Square Footage	22,974		



Student Race And Ethnicity



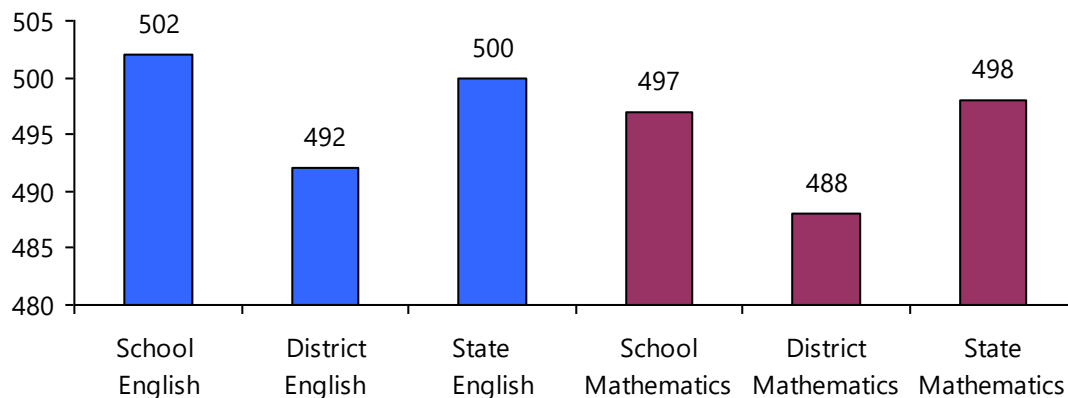
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Wawecus Road School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,355,654	\$1,499,469
500146-92000 Electricity	\$12,239	\$14,374
500146-92000 Natural Gas	\$15,677	\$9,378
500152-92000 Rubbish Removal	\$3,374	\$4,552
500-92204 Instructional Materials	\$8,850	\$8,437
540103-92000 Student Transportation	\$116,524	\$122,611
Wawecus Road School Total Budget	\$1,512,318	\$1,658,821

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	7.0	7.0
English Learner Teachers	1.0	1.0
Special Education Teachers	3.0	3.0
School Adjustment Counselor	0.6	0.6
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.5	0.5
Art Teachers	0.3	0.3
Music Teachers	0.6	0.6
Instructional Assistants	4.0	6.0
Crossing Guard	4.0	4.0
School Nurse	0.5	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	1.0
Total	28.6	29.1



West Tatnuck School

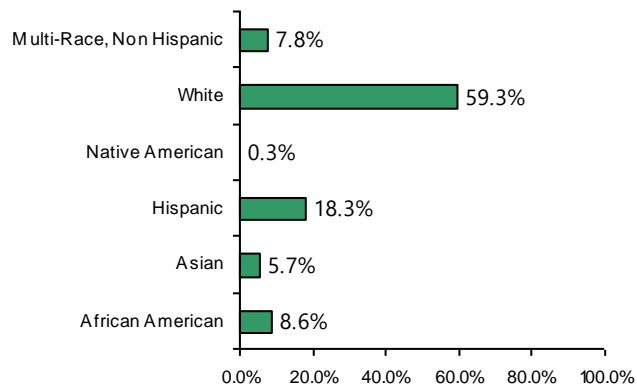
300 Mower Street Worcester, MA 01602 Principal: Ellen Moynihan

Quick Facts

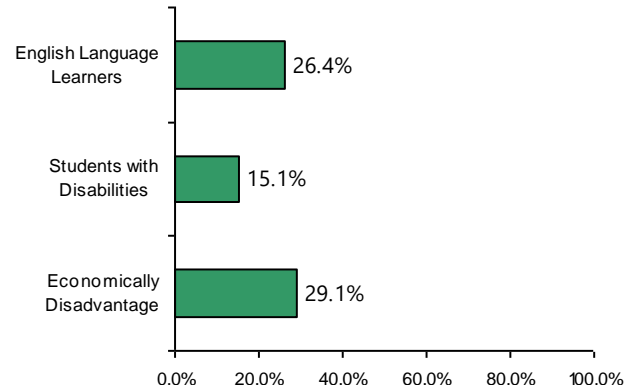
Quadrant	Doherty	Enrollment	371
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1961	Student Attendance	95.6%
Square Footage	37,544		



Student Race And Ethnicity



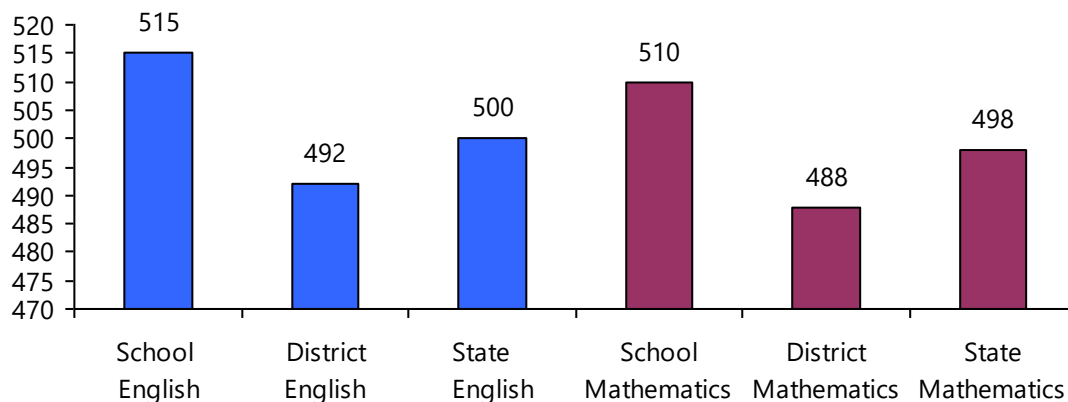
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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West Tatnuck School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,825,337	\$2,259,827
500146-92000 Electricity	\$20,212	\$22,244
500146-92000 Natural Gas	\$29,161	\$17,652
500152-92000 Rubbish Removal	\$7,289	\$9,833
500-92204 Instructional Materials	\$21,712	\$21,889
540103-92000 Student Transportation	\$163,133	\$171,655
West Tatnuck School Total Budget	\$2,066,845	\$2,503,100

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	0.0	1.0
Special Education Teachers	4.0	3.0
School Adjustment Counselor	0.0	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	10.0	11.0
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	37.9	39.5



Woodland Academy

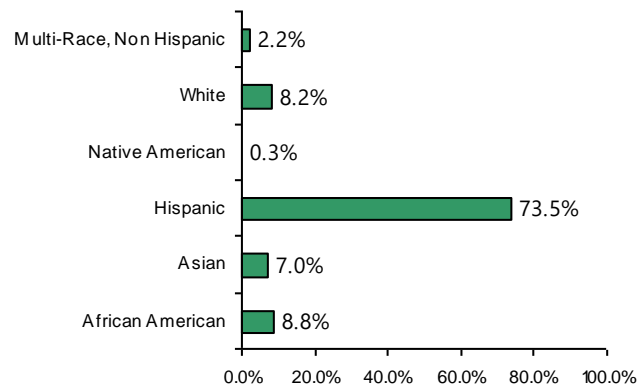
93 Woodland Street Worcester, MA 01610 Principal: Patricia Padilla

Quick Facts

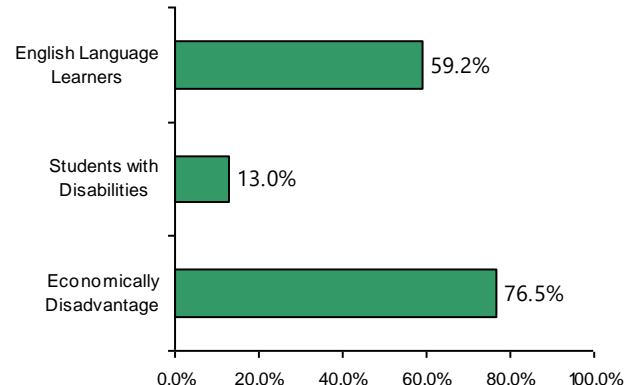
Quadrant	South	Enrollment	600
Grades	K to 6	Graduation Rate	N/A
Year Built	1999	Student Attendance	95.7%
Square Footage	71,127		



Student Race And Ethnicity



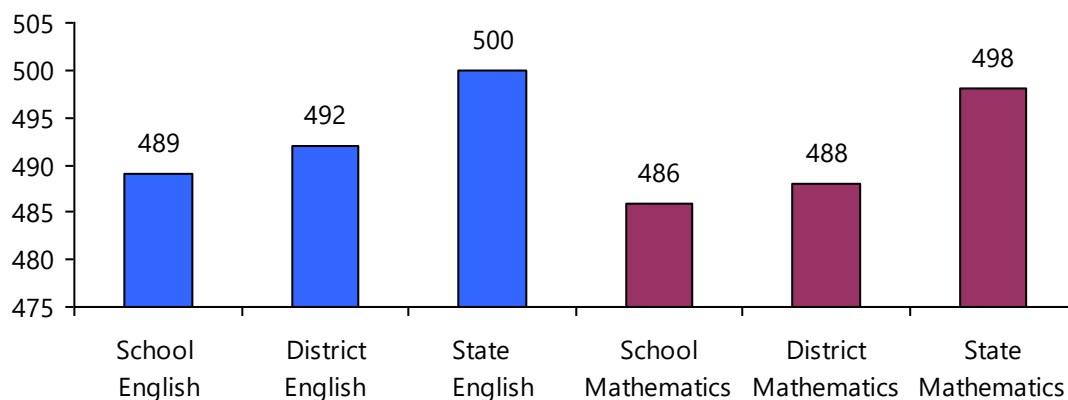
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

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Woodland Academy

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,603,315	\$3,747,246
500146-92000 Electricity	\$81,647	\$68,736
500146-92000 Natural Gas	\$51,102	\$35,322
500152-92000 Rubbish Removal	\$12,439	\$16,779
500-92204 Instructional Materials	\$35,754	\$35,577
540103-92000 Student Transportation	\$23,305	\$24,522
Woodland Academy Total Budget	\$3,807,562	\$3,928,182

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
Assistant Principal	1.0	2.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	26.0	28.0
English Learner Teachers	6.0	6.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	1.0	1.0
Art Teachers	0.8	0.8
Music Teachers	0.8	0.8
Instructional Assistants	3.0	3.0
Crossing Guard	3.0	6.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	2.5	2.5
School Clerical	1.5	1.5
School Nutrition Staff	0.0	10.0
Total	52.8	68.8



Worcester Arts Magnet School

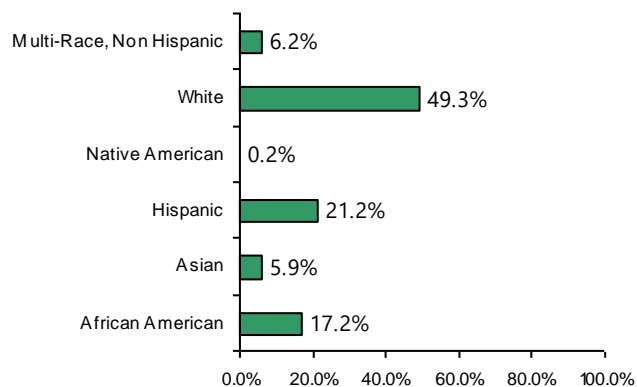
315 St. Nicholas Avenue Worcester, MA 01608 Principal: Mary Ellen Scanlon

Quick Facts

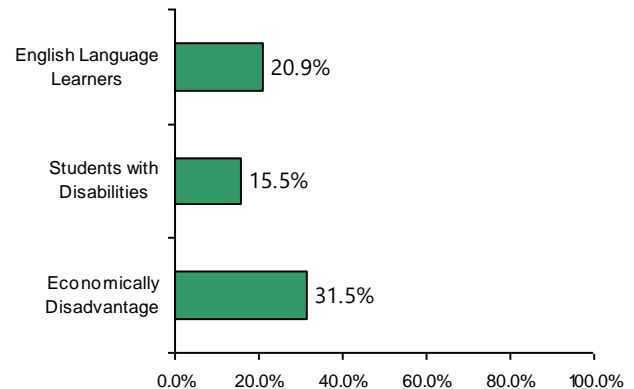
Quadrant	Burncoat	Enrollment	406
Grades	Pre-K to 6	Graduation Rate	N/A
Year Built	1961	Student Attendance	96.9%
Square Footage	56,657		



Student Race And Ethnicity



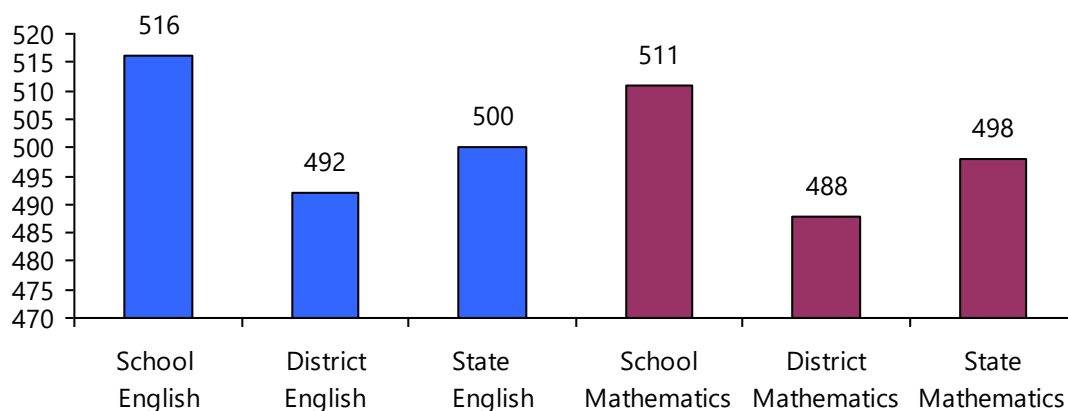
Student Demographics



Student Achievement

Next Generation MCAS (Average Scaled Score) (Grades 3-8)

The Next-Generation MCAS will build upon the best aspects of the MCAS assessments that have served the Commonwealth well for the past two decades. The test will include innovative items created to assess the Massachusetts learning standards. Accountability and assessment data are reported for the 2017–2018 school year. (DESE Website April 2019)





Worcester Arts Magnet School

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,133,258	\$2,324,826
500130-92000 Arts Consultants (Burncoat Quadrant)	\$25,800	\$25,800
500146-92000 Electricity	\$27,004	\$29,724
500146-92000 Natural Gas	\$41,303	\$26,881
500152-92000 Rubbish Removal	\$7,554	\$10,189
500-92204 Instructional Materials	\$23,954	\$23,954
540103-92000 Student Transportation	\$139,829	\$147,133
Worcester Arts Magnet School Total Budget	\$2,398,701	\$2,588,508

Position Summary

Staffing	FY 2019	FY 2020
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	1.0	1.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	0.0	0.6
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	35.2	35.8



Alternative School @ St. Casimir's

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,811,865	\$1,803,165
500136-92000 Building or Parking Rentals	\$56,476	\$57,380
500146-92000 Electricity	\$7,463	\$7,923
500146-92000 Heating Oil	\$15,470	\$19,984
500152-92000 Rubbish Removal	\$4,874	\$6,574
500-91000 St. Casimir's After school	\$18,000	\$18,000
500-92204 Instructional Materials	\$5,580	\$5,580
540103-92000 Student Transportation	\$139,829	\$147,133
Alternative School @ St. Casimir's Total Budget	\$2,059,556	\$2,065,740

Position Summary

Staffing	FY 2019	FY 2020
Coordinator - Alternative Education Program	1.0	1.0
Mathematics Teachers	1.0	1.0
World Language Teachers	0.6	0.6
English Learner Teachers	0.5	0.5
Special Education Teachers	8.0	8.0
Guidance Counselor	0.4	0.5
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	28.5	28.6



New Citizens Center

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$994,249	\$1,033,102
500146-92000 Electricity	\$11,009	\$11,559
500146-92000 Natural Gas	\$6,661	\$5,467
500152-92000 Rubbish Removal	\$3,374	\$4,552
500-92204 Instructional Materials	\$6,800	\$16,800
540103-92000 Student Transportation	\$69,914	\$73,567
New Citizens Center Total Budget	\$1,092,007	\$1,145,046

Position Summary

Staffing	FY 2019	FY 2020
Principal	1.0	1.0
English Learner Teachers	8.0	8.0
Guidance Counselor	0.2	0.4
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	14.7	14.9



The Gerald Creamer Center

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,369,794	\$2,360,056
500130-92000 Security Guards	\$12,600	\$12,600
500146-92000 Electricity	\$9,344	\$10,727
500146-92000 Natural Gas	\$23,425	\$14,380
500152-92000 Rubbish Removal	\$7,113	\$9,595
500-91000 Evening Creamer Center Programs	\$275,260	\$300,757
500-92204 Instructional Materials	\$20,925	\$20,925
540103-92000 Student Transportation	\$23,305	\$24,522
The Gerald Creamer Center Total Budget	\$2,741,765	\$2,753,562

Position Summary

Staffing	FY 2019	FY 2020
Coordinator - Alternative Education Program	1.0	1.0
English Language Arts Teachers	5.0	5.0
Mathematics Teachers	5.0	5.0
History & Social Science Teachers	3.0	3.0
Science Teachers	3.0	3.0
World Language Teachers	2.0	2.0
English Learner Teachers	1.0	1.0
Special Education Teachers	2.0	2.0
Guidance Counselor	0.6	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	0.4	0.4
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	32.0	32.4



Challenge and Reach Academies

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,396,772	\$1,456,647
500146-92000 Electricity	\$10,185	\$10,847
500146-92000 Heating Oil	\$32,487	\$41,967
500152-92000 Rubbish Removal	\$2,205	\$2,974
500-92204 Instructional Materials	\$10,000	\$10,000
540103-92000 Student Transportation	\$279,657	\$294,266
Challenge and Reach Academies Total Budget	\$1,731,306	\$1,816,701

Position Summary

Staffing	FY 2019	FY 2020
Coordinator - Alternative Education Program	1.0	1.0
English Language Arts Teachers	2.0	2.0
Mathematics Teachers	2.0	3.0
History & Social Science Teachers	2.0	2.0
Science Teachers	2.0	2.0
World Language Teachers	1.0	1.0
English Learner Teachers	1.0	1.0
Guidance Counselor	0.4	0.5
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
Instructional Assistants	2.0	3.0
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	20.3	22.4



Academic Center for Transition & Assessment

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$1,243,469	\$1,490,442
500-92204 Instructional Materials	\$4,080	\$5,100
540103-92000 Student Transportation	\$209,743	\$220,700
Academic Center for Transition & Assessment Total Budget	\$1,457,291	\$1,716,242

Position Summary

Staffing	FY 2019	FY 2020
Coordinator - Special Education Programs	1.0	1.0
Lead Teacher	0.0	1.0
English Learner Teachers	0.5	0.5
Special Education Teachers	10.0	10.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.3	0.3
Art Teachers	0.2	0.2
Instructional Assistants	14.0	16.0
School Clerical	1.0	1.0
Total	28.1	31.1



Durkin Administration Building

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$6,373,496	\$6,576,782
500130-92000 HR Automated Services	\$113,742	\$136,022
500130-92000 Security Guards	\$35,000	\$37,188
500136-92000 Building or Parking Rentals	\$25,728	\$39,000
500136-92000 Copier Leases and Maintenance	\$33,000	\$30,000
500136-92000 Meetings & Receptions	\$8,000	\$8,000
500136-92000 Office Supplies	\$23,500	\$24,381
500146-92000 Electricity	\$101,855	\$102,534
500146-92000 Natural Gas	\$23,517	\$16,507
500152-92000 Rubbish Removal	\$9,404	\$12,685
500-91000 Other Contractual Salaries	\$18,205	\$18,205
Durkin Administration Building Total Budget	\$6,765,447	\$7,001,304

Position Summary

Staffing	FY 2019	FY 2020
Office of the Superintendent		
Superintendent	1.0	1.0
Administrative Clerical	1.5	2.5
School Committee Office		
Assistant to Superintendent/ Clerk to School Committee	1.0	1.0
Administrative Clerical	2.0	2.0
Office of the Deputy Superintendent		
Deputy Superintendent	1.0	1.0
Staff Assistant	1.0	1.0
Title I Information Specialist	1.0	1.0
Grants Development Office		
Manager of Grants Resources	1.0	1.0
Director of Grant Compliance	1.0	1.0
Grant Writer/Researcher	2.0	2.0
Grant Program Specialist	1.0	1.0
Administrative Clerical	1.0	1.0
Office of Curriculum & Learning		
Manager of Curriculum & Professional Learning	1.0	1.0
Specialist - Community Resources	1.0	1.0
Translation Coordinator	1.0	1.0
Staff Assistant	1.0	1.0
Office of Instruction & School Leadership		
Manager of Instruction & School Leadership	3.0	3.0
School Turnaround Managers	1.0	2.0
Director - Innovative Pathways	1.0	1.0
Administrative Clerical	2.0	2.0
Office of School & Student Performance		
Manager of School & Student Performance	1.0	1.0
Testing and Evaluation Specialist	1.0	1.0
Focus Instructional Coach - Career, Voc Tech	1.0	1.0
Instructional Assistant - Other	1.0	1.0



Position Summary

Staffing	FY 2019	FY 2020
Data Analyst	1.0	2.0
Graduate Assistant	0.0	0.5
Administrative Clerical	1.0	1.0
Curriculum Liaison - College & Career	1.0	1.0
Department of Social & Emotional Learning		
Manager of Social & Emotional Learning	1.0	1.0
Hears Support Team	3.0	3.0
Administrative Clerical	2.0	2.0
Office of Instructional Technology & Digital Learning		
Manager of Instructional Technology & Digital Learning	1.0	1.0
Special Education Administration		
Manager of Special Education & Intervention Services	1.0	1.0
Assistant Director of Special Education	2.0	2.0
Supervisor of Special Education	0.0	1.0
Data Analyst	2.0	2.0
Administrative Clerical	8.0	9.0
Office of English Learners & Community Outreach		
Director of English Language Learners & Community Engagement	1.0	1.0
Assistant Director of English Language Learners & Community Engagem	0.0	1.0
Administrative Clerical	1.0	1.0
Human Resources Department		
Chief Human Resources Officer	1.0	1.0
Director of Human Resources	1.0	1.0
Chief Diversity Officer	0.0	1.0
Coordinator - Staff, Mentoring, and Recruitment	1.0	0.0
Instructional Assistant - CORI	1.0	1.0
Quality Assurance Specialist	1.0	1.0
Administrative Clerical	3.5	3.5
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
Financial Coordinator of Grants	1.0	1.0
Financial Analyst	3.0	3.0
Information Technology Administration		
Information Technology Officer	1.0	1.0
Senior Software Developer	1.0	1.0
Senior Systems Analyst	1.0	1.0
Software Quality Assurance Analyst	1.0	1.0
Technology Implementation Coach	0.0	0.5
Web Application/Analyst	2.0	2.0
Technology Support Specialist	2.0	2.0
Online Media Specialist	1.0	1.0
Media Application Specialist	1.0	1.0
Mail Room Assistant	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	7.0	7.0
School Safety Administration		
Director - School Safety	1.0	1.0
Administrative Clerical	1.0	1.0



Position Summary

Staffing	FY 2019	FY 2020
School Nutrition Staff		
School Nutrition Director	1.0	1.0
Assistant Director of Compliance Operations	1.0	1.0
Assistant Director of Finance & Operations	1.0	1.0
Coordinator of Marketing & Outreach	1.0	1.0
School Nutrition Supervisors	3.0	3.0
Financial Analyst	1.0	1.0
Food Procurement Manager	1.0	1.0
Clerical	0.0	1.0
Compliance Dietician	0.5	0.0
Cafeteria Helpers	1.0	1.0
Total	102.5	110.0



Foley Stadium & Athletics

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$244,066	\$247,608
500122-92000 Athletic OM	\$406,052	\$375,372
500146-92000 Electricity	\$57,691	\$68,753
500146-92000 Heating Oil	\$3,458	\$4,467
500146-92000 Natural Gas	\$7,685	\$5,925
500152-92000 Rubbish Removal	\$5,909	\$7,970
500-91000 Athletic Coaches Salaries	\$565,719	\$656,943
Foley Stadium & Athletics Total Budget	\$1,290,580	\$1,367,038

Position Summary

Staffing	FY 2019	FY 2020
Director of Athletics	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 2019 Adopted	FY 2020 Recommended
Total Salaries	\$596,288	\$2,211,452
500130-92000 Security Guards	\$14,175	\$14,175
500146-92000 Electricity	\$26,025	\$27,317
500146-92000 Natural Gas	\$41,423	\$30,449
500152-92000 Rubbish Removal	\$3,551	\$4,790
500-92204 Instructional Materials	\$3,060	\$13,060
540103-92000 Student Transportation	\$69,914	\$73,567
Fanning Building Total Budget	\$754,436	\$2,374,810

Position Summary

Staffing	FY 2019	FY 2020
Adult Education		
Director - Adult Education/GED Program	1.0	0.0
Adult ED Program Coordinator	1.0	1.0
Testing Specialist	0.0	1.0
Administrative Clerical	1.0	1.0
NCC Young Adult		
Coordinator - Alternative Education Program	1.0	1.0
English Learner Teachers	5.0	5.0
Transitions Program		
Coordinator - Special Education Programs	1.0	1.0
Transitions	9.0	9.0
Instructional Assistants - Special Education	26.0	26.0
School Adjustment Counselor	0.2	0.2
Custodial	2.0	2.0
School Nutrition Staff	0.0	1.0
Total	47.2	48.2



James L. Garvey Parent Information Center

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$431,004	\$660,985
500146-92000 Electricity	\$4,807	\$6,204
500146-92000 Natural Gas	\$5,627	\$3,965
500152-92000 Rubbish Removal	\$1,499	\$2,022
James L. Garvey Parent Information Center Total Budget	\$442,937	\$673,177

Position Summary

Staffing	FY 2019	FY 2020
School Choice Coordinator	1.0	1.0
EPL Tester	3.0	4.0
English Language Coach	2.0	2.0
Informatics/CQI Nurse & Vaccine Manager	1.0	1.0
Parent Liaison	5.0	5.0
Custodial	1.0	1.0
Administrative Clerical	1.0	1.0
Total	14.0	15.0



Facilities Department

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$2,132,960	\$2,729,597
500152-92000 Rubbish Removal	\$882	\$1,190
500152-93000 Facilities OM	\$3,017,868	\$3,443,851
500-97000 Custodians OT	\$1,078,481	\$1,100,050
500-97000 Maintenance OT	\$155,351	\$158,458
Facilities Department Total Budget	\$6,385,541	\$7,433,146

Position Summary

Staffing	FY 2019	FY 2020
Facilities Administration		
Director of Facilities	1.0	1.0
Coordinator - Facilities	1.0	1.0
Administrative Clerical	1.0	1.0
Custodial	2.0	2.0
Facilities Administration		
Director of Environmental & Capital Projects	1.0	1.0
CAD/Draftsman	1.0	1.0
Administrative Clerical	1.0	1.0
Facilities Administration		
Coordinator of Building & Grounds	1.0	1.0
Facilities Coordinator	1.0	1.0
Energy Management	1.0	1.0
Laborer / Painter	1.0	1.0
Plumber	3.0	3.0
Painter	2.0	2.0
Locksmith	1.0	1.0
Steamfitter / HVAC	5.0	5.0
Electrician	6.0	5.0
Carpenter	6.0	6.0
Utility Crew	5.0	5.0
Glazier	1.0	1.0
Custodial	4.0	4.0
Total	45.0	44.0



Transportation Department

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$3,554,542	\$3,675,177
500136-92000 Building or Parking Rentals	\$212,914	\$287,914
500152-92000 Rubbish Removal	\$2,205	\$2,974
540-97000 Transportation OT	\$538,043	\$648,804
540103-92000 District Operated Transportation	\$893,577	\$1,095,291
540103-92000 District Systemwide Transportation	\$2,120,734	\$2,231,521
540103-92000 Mandated McKinney-Vento	\$425,000	\$550,000
540103-92000 Out of City - Special Education	\$1,535,256	\$1,550,136
540103-92000 Special Education Summer School	\$349,199	\$278,461
540103-92000 Transition Program Vehicles	\$529,200	\$529,200
Transportation Department Total Budget	\$10,160,669	\$10,849,477

Position Summary

Staffing	FY 2019	FY 2020
Director - Transportation	1.0	1.0
Assistant Director - Transportation	1.0	1.0
Operations Supervisor	1.0	1.0
Safety & Training Supervisor	1.0	1.0
Transportation Router	2.0	2.0
Service Manager	1.0	1.0
Transportation Liaisons	2.5	3.0
Bus Driver	40.0	40.0
Bus Monitor	39.0	39.0
Large Bus Drivers	14.0	14.0
Total	102.5	103.0



Systemwide

Financial Summary

Category	FY 2019 Adopted	FY 2020 Recommended
Total Salaries	\$27,289,103	\$30,041,957
500101-96000 Retirement	\$17,615,995	\$18,580,578
500123-96000 Health Insurance	\$43,961,761	\$47,301,641
500125-92000 Other Insurance Programs	\$59,589	\$61,688
500129-91000 Workers Compensation	\$1,653,061	\$1,930,005
500130-92000 Advanced Placement Program	\$193,180	\$193,180
500130-92000 Contractual Employee Reimbursement	\$31,500	\$32,600
500130-92000 Employee Assistance Program	\$30,240	\$24,283
500130-92000 Legal Consultation	\$351,000	\$496,000
500130-92000 Physical Consultation & Nursing Services	\$20,000	\$20,000
500130-92000 Special Education Personal & Medical Services	\$157,500	\$208,900
500130-92000 Staff/Curriculum Development	\$205,500	\$225,500
500130-92000 Translation	\$325,000	\$400,000
500132-92000 Alternative Programs	\$759,627	\$3,659,449
500132-92000 Non-Special Education	\$22,592	\$0
500132-92000 Tuition	\$18,398,121	\$16,145,246
500133-92000 Printing and Postage	\$257,432	\$276,366
500136-92000 Audit Fees	\$15,450	\$22,410
500136-92000 Dues and Memberships	\$70,424	\$73,925
500136-92000 Employee Recruitment/Advertising	\$31,600	\$31,600
500136-92000 Freight & Trucking	\$10,000	\$10,000
500136-92000 Maintenance & Repair Of Equipment	\$27,000	\$27,000
500136-92000 School Nurse Supplies	\$67,000	\$116,658
500136-92000 School Safety Equipment	\$100,000	\$125,000
500136-92000 Technology Plan	\$1,243,700	\$1,303,519
500136-92000 Worcester Future Teachers	\$6,400	\$6,400
500136-92000 Educational Fees and Licences	\$356,147	\$360,715
500136-92000 In State Travel	\$0	\$59,500
500136-92000 Out of State Travel	\$5,000	\$5,000
500136-93000 Technology Equipment	\$250,000	\$250,000
500137-96000 Unemployment Compensation	\$511,463	\$411,463
500138-92000 In-State Travel	\$59,500	\$0
500146-92000 Telephone	\$626,841	\$662,335
500-91000 Advanced Placement Program	\$121,000	\$77,000
500-91000 AVID Fees	\$35,000	\$20,973
500-91000 Contractual Accumulated Leave Benefits	\$200,000	\$200,000
500-91000 Contractual Advisor Stipends	\$1,020,000	\$1,020,000
500-91000 Miscellaneous Salaries	\$1,809,486	\$1,722,466
500-91000 School Committee	\$88,692	\$88,692
500-91000 Student Drop-Off Center	\$50,000	\$30,000
500-91000 Teacher Substitute Salaries	\$2,198,440	\$2,535,850
500-92204 Instructional Materials	\$2,008,891	\$1,876,851
500-97000 Support OT	\$70,915	\$72,334
Systemwide Total Budget	\$122,314,151	\$130,707,084



Position Summary

Staffing	FY 2019	FY 2020
Department of Curriculum & Learning		
Curriculum Liaison	8.0	8.0
Information Technology		
Computer Technician	8.0	8.0
Student Database Trainer	2.0	2.0
Network Administrator	2.0	2.0
Network Technician	1.0	1.0
Software Systems Implementation Specialist	1.0	1.0
Channel 11		
Television Producer	1.0	1.0
Production Assistant	2.0	3.0
Department of Social & Emotional Learning		
Supervisor of Child Study	0.0	2.0
Office of Instructional Technology & Digital Learning		
Technology Integration Coach	2.0	4.0
Digital & Social Media Specialist	1.0	0.0
Office of English Learners & Community Outreach		
English Language Coach	4.0	6.0
Locations to be Assigned		
Elementary Classroom Teachers	8.0	5.0
English Learner Teachers	5.0	13.0
English Language Tutor	6.0	14.0
Literacy Tutor	36.0	36.0
Special Education Teachers	11.0	20.0
Guidance Counselor	1.2	1.2
Psychologists	28.0	28.0
School Nurse	2.0	2.0
Focus Instructional Coach	0.0	3.0
Elementary Itinerant Teachers	22.0	14.0
School Adjustment Counselor	18.0	11.0
Instructional Assistants- Kindergarten	63.0	63.0
World Language Teachers	0.5	1.4
Physical Education Teachers	1.0	1.0
Special Education - Locations to be Assigned	3.0	3.0
Art Teachers	2.4	1.0
Music Teachers	1.0	1.0
Special Education		
Assistive Technology Specialist	3.0	3.0
Behavior Management	5.0	5.0
Board Certified Behavior Analyst	13.0	17.0
Clinicians	16.0	17.0
Home & Hospital	3.0	3.0
Interpreter	2.0	3.0
Transitional Life Skills	2.0	2.0
Instructional Assistants - Special Education	102.0	92.0
Occupational and Physical Therapy	17.0	17.0
Chairperson - Special Education	23.0	24.0
Speech and Language Therapist	41.0	41.0
Learning Disabilities	32.0	32.0
Alternative Support	3.0	3.0
Deaf - Hard of Hearing	2.0	2.0
Vision	4.0	4.0
COTA	15.4	15.4



Position Summary

Staffing	FY 2019	FY 2020
Speech Assistant	6.0	5.0
Department of Nursing		
Coordinator of Nursing Services	1.0	1.0
Supervisor - School Nurse	2.0	2.0
Clinical Care Coordinator	1.0	1.0
Licensed Practical Nurse	5.0	8.0
Certified Nursing Assistants	22.0	24.0
Administrative Clerical	1.0	1.0
School Nutrition Staff		
Assistant Director of Culinary Operations	1.0	1.0
Production Chef	2.0	3.0
Supervisor - Culinary Compliance	1.0	2.0
School Nutrition Supervisors	0.0	4.0
Computer Technician	1.0	1.0
HVAC Technician	1.0	0.0
Meo Driver	4.0	4.0
Helpers - Locations to Be Assigned	35.0	35.0
Total	606.5	628.0



The image features a large, solid teal rectangle in the upper center. To its left, a white rounded rectangle is partially visible, with a teal outline that extends downwards and to the left. Below the teal rectangle, there is a large teal area with a vertical gradient, transitioning from a lighter shade at the top to a darker shade at the bottom. On the right side of this gradient area, there are two overlapping teal shapes: a rounded rectangle and a larger, more complex shape. The word "INFORMATIONAL" is written in white, bold, uppercase letters across the center of the teal rectangle.

INFORMATIONAL



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Budget Forecast

Budget Forecast

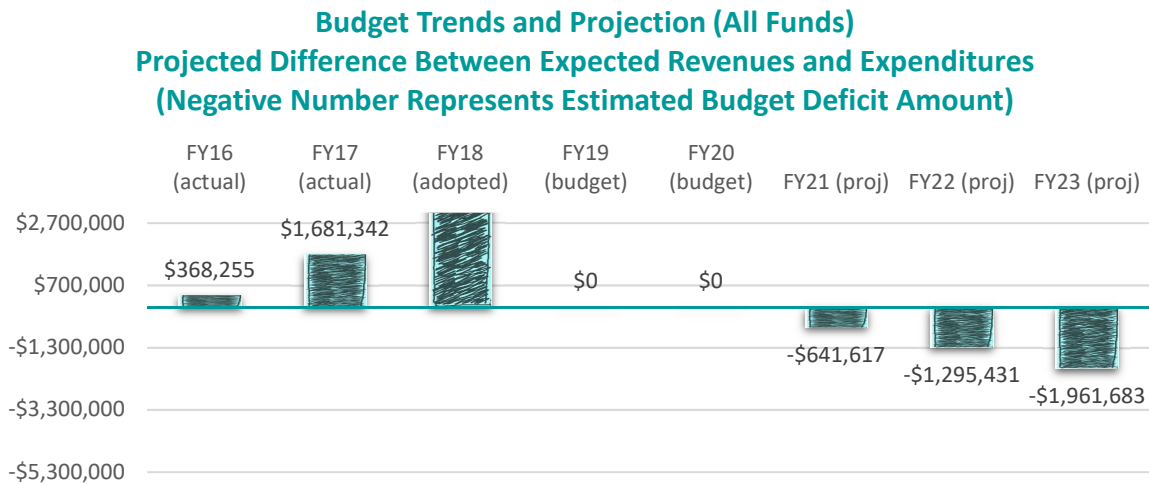


FY16-FY18 Actual Revenue and Expenditures
 FY19 Adopted Revenue and Expenditure Budget Amounts
 FY20 Proposed Revenue and Expenditure Budget Amounts
 FY21-FY23 Projected Revenue and Expenditure Amounts
 (Dollars expressed in Thousands)

	Actual			Adopted Budget	Proposed Budget	Projected		
Revenues:	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
State Aid	\$214,330	\$217,607	\$227,091	\$235,854	\$252,152	\$260,978	\$270,112	\$279,566
Local Contribution	\$103,962	\$105,359	\$108,030	\$109,204	\$112,776	\$111,934	\$114,733	\$117,601
Federal Grants	\$30,482	\$30,081	\$30,460	\$30,017	\$30,564	\$30,534	\$30,504	\$30,473
Child Nutrition	\$12,724	\$13,012	\$16,004	\$15,208	\$15,257	\$15,638	\$16,029	\$16,430
State Grants	\$5,084	\$4,078	\$3,705	\$3,537	\$3,049	\$2,819	\$2,819	\$2,819
Other Special Rev.	<u>\$5,098</u>	<u>\$5,329</u>	<u>\$5,078</u>	<u>\$7,412</u>	<u>\$7,089</u>	<u>\$5,370</u>	<u>\$5,376</u>	<u>\$5,383</u>
Total Revenues	\$371,681	\$375,466	\$390,368	\$401,232	\$420,886	\$427,273	\$439,573	\$452,272
Expenditures (by object)								
Employee Salaries (91000)	\$236,526	\$238,807	\$245,925	\$261,927	\$273,149	\$277,020	\$285,879	\$295,018
Supplies and Services (92000)	\$66,513	\$64,026	\$71,046	\$66,275	\$69,898	\$70,810	\$72,593	\$74,440
Capital Equipment (93000)	\$549	\$325	\$596	\$765	\$665	\$680	\$694	\$709
Fringe Benefits (96000)	\$65,401	\$68,375	\$63,735	\$70,255	\$75,027	\$77,217	\$79,471	\$81,792
Employee Overtime (97000)	<u>\$2,323</u>	<u>\$2,251</u>	<u>\$2,389</u>	<u>\$2,010</u>	<u>\$2,147</u>	<u>\$2,188</u>	<u>\$2,231</u>	<u>\$2,274</u>
Total Expenditures (by object)	\$371,312	\$373,784	\$383,690	\$401,232	\$420,886	\$427,915	\$440,868	\$454,234
Difference from Total Revenue	\$368	\$1,681	\$6,677	\$0	\$0	-\$642	-\$1,295	-\$1,962
Expenditures (by function):								
Administration	\$3,998	\$4,762	\$5,134	\$4,474	\$4,468	\$4,558	\$4,649	\$4,742
Instruction	\$211,450	\$207,624	\$219,938	\$226,327	\$238,398	\$241,109	\$249,269	\$257,706
Other School Services	\$45,739	\$45,872	\$45,101	\$51,592	\$52,319	\$53,334	\$54,401	\$55,491
Operations & Maintenance	\$21,965	\$21,405	\$22,716	\$22,303	\$23,598	\$24,070	\$24,553	\$25,045
Fixed Charges	\$67,086	\$70,881	\$65,792	\$72,299	\$77,024	\$79,257	\$81,569	\$83,950
Community Services	\$808	\$1,295	\$1,341	\$965	\$1,169	\$1,213	\$1,232	\$1,251
Fixed Assets	\$422	\$523	\$530	\$567	\$660	\$673	\$686	\$700
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	<u>\$19,845</u>	<u>\$21,423</u>	<u>\$23,138</u>	<u>\$22,706</u>	<u>\$23,250</u>	\$23,701	\$24,509	\$25,349
Total Expenditures (by function)	\$371,312	\$373,784	\$383,690	\$401,232	\$420,886	\$427,915	\$440,868	\$454,234
Difference from Total Revenue	\$368	\$1,681	\$6,677	\$0	\$0	-\$642	-\$1,295	-\$1,962



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, and additional funding incorporating the recommendations of the Foundation Budget Review Commission following FY20 changes. The overall enrollment is expected to be level over the next three years. Federal grant revenue is expected to slightly decline based on recent trends of overall funding to Massachusetts. State grants are projected to be level funded, with the exception of the known phase-out of the Inclusive Preschool Learning state grant. Nutrition funds are expected to increase annually based on student participation rates and federal reimbursement rates under the Community Eligibility Program. Finally, other special revenue is mostly dependent on school choice revenue and special education reimbursement from the state. School choice revenue is predicted to remain constant and circuit breaker is expected to remain fairly level through the next three years. State funding for displaced aid (totaling \$1.6 million in FY20) will be eliminated in FY21. Overall, total revenues are expected to increase 7.3% between FY20 and FY23, or about 2.4% 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.

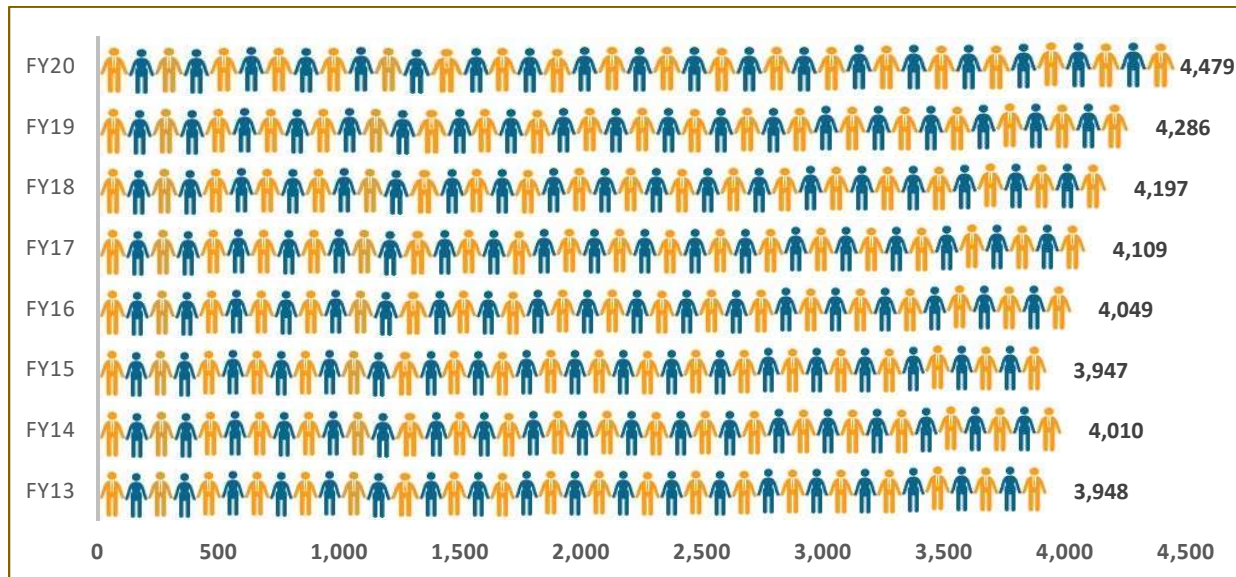
These predictions show expenditures slightly exceeding revenues in each of the next three years, primarily due to costs increasing in federal and state grant funded areas with level-funded or decreasing revenue. The administration will continue with zero-based budgeting as well as advocacy for adoption Foundation Budget Review Commission recommendations that leads to increased state revenue.



Human Capital

**Number of Employees
Full Time Equivalent Positions
FY13-FY20
(From All Funding Sources)**

Human Capital



All Positions / All Funding Sources	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	Change from FY19	
District Administrators	26	25	23	23	24	26	24	26	2	8.3%
School Administrators	78	78	79	79	79	81	82	88	6	7.3%
Teachers	2,072	2,129	2,086	2,139	2,142	2,213	2,250	2,366	116	5.2%
Instructional Assistants	537	551	591	601	599	589	598	613	15	2.5%
Teacher Substitutes	97	97	97	97	97	97	97	105	8	8.2%
Crossing Guards	104	106	106	106	106	106	106	109	3	2.8%
Educational Support	124	119	83	107	106	105	107	120	13	12.1%
Custodial Services	153	153	150	153	153	154	154	154	0	0.0%
Maintenance Services	32	31	33	33	33	33	31	30	-1	-3.2%
Full Year Clerical	70	71	64	64	65	63	63	65	2	3.2%
School Year Clerical	71	70	68	68	68	70	71	72	1	1.4%
School Nurses	51	54	54	55	56	59	89	94	5	5.6%
District Support	48	52	50	52	53	52	52	55	3	5.8%
Student Transportation	73	81	81	81	82	82	103	103	0	0.0%
Child Nutrition	236	236	237	239	294	321	313	319	6	1.9%
Head Start	176	157	145	152	152	146	146	160	14	9.6%
Totals	3,948	4,010	3,947	4,049	4,109	4,197	4,286	4,479	193	4.6%

Informational



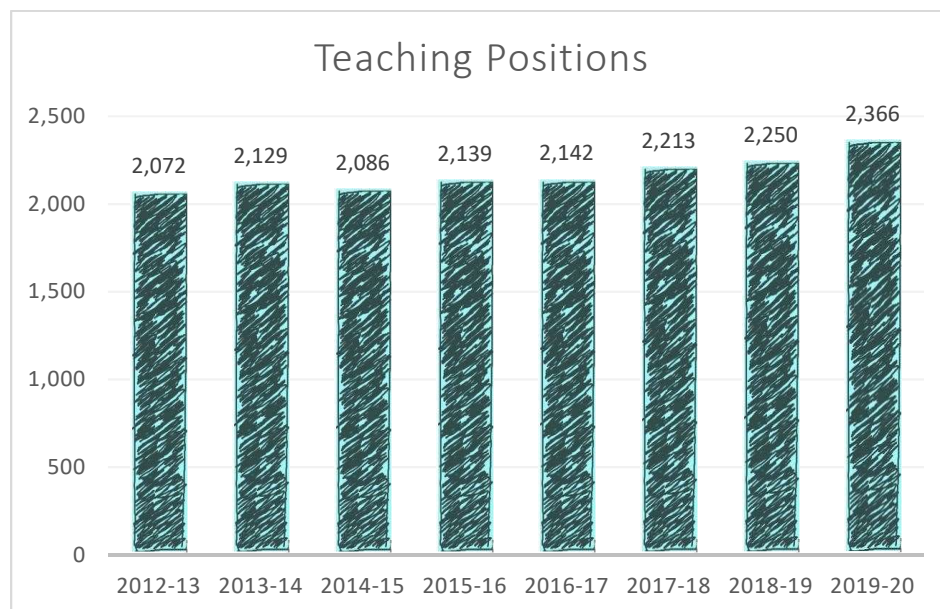
Human Capital

Teachers and Administration

Salaries and personnel costs comprise a substantial portion of the budget for the Worcester Public Schools. In FY 2020, nearly \$183.9 million (43.6%), of the district's \$420.9 million budget is for teacher salaries. Another \$4.5 million (1.0%) is appropriated to district administration (using DESE chart of account method).

For 2019-2020, there are 2,366 teaching positions planned in the district. As indicated in the following table, this is an increase of 294, or 14.2%, in teaching positions from 2012-2013.

Number of FTE teaching positions in the Worcester Public Schools: 2013 - 2020



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 decreased from 14.1 to 1 in 2009-10 to 13.7 to 1 in 2018-19.



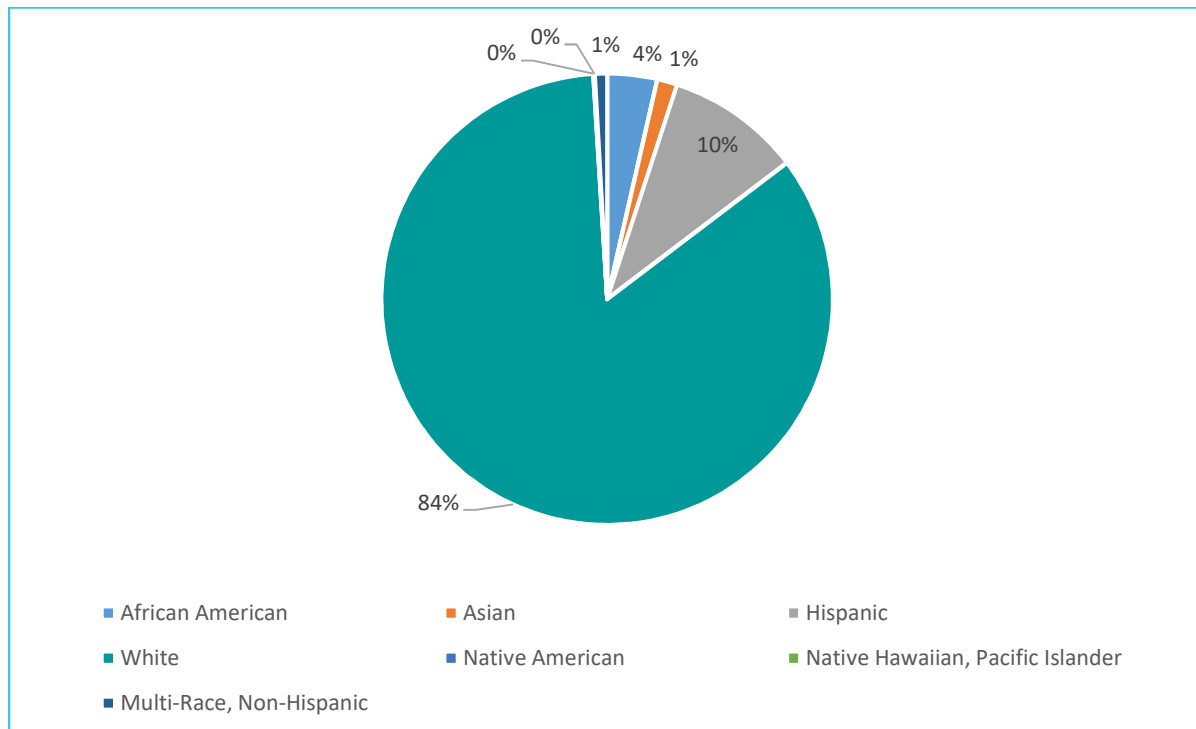
Human Capital

Student to teacher ratio in the Worcester Public Schools compared to statewide, FY 2009-2019

Student: Teacher Ratio	WPS	State
2018-19	13.7 to 1	12.9 to 1
2017-18	14.2 to 1	13.0 to 1
2016-17	14.2 to 1	13.2 to 1
2015-16	14.2 to 1	13.2 to 1
2014-15	13.8 to 1	13.3 to 1
2013-14	17.4 to 1	13.6 to 1
2012-13	15.6 to 1	13.5 to 1
2011-12	15.1 to 1	13.9 to 1
2010-11	14.0 to 1	13.7 to 1
2009-10	14.1 to 1	13.6 to 1

Compared to the racial breakdown of students in the WPS, a look at FY19 teachers in the WPS by race/ethnicity shows that teachers employed by the WPS look much different than students in their classrooms. The next chart displays teaching positions by race/ethnicity. As shown in the pie chart, only a small portion of teaching positions in the Worcester Public Schools are filled by non-white teachers.

Full-time equivalent teaching positions in the Worcester Public Schools by race/ethnicity, 2016-17 (shown as a percentage)

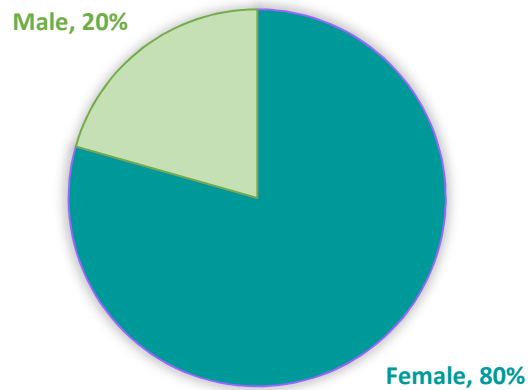




Human Capital

Similarly, an examination of teaching positions by gender shows that the vast majority are filled by female teachers. The following graph displays the proportion of teaching positions by gender. In 2018-19, 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, 2018-19



The next table shows the distribution of teachers in FY2019 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, 20.9 percent of teachers are aged 32 or under compared to 23.8 percent across the state.

Distribution of full-time equivalent teachers by age: Worcester Public Schools compared to statewide, 2018-19 (shown as a percentage of staff)

Age Range	WPS	State
Under 26	6.6	7.6
26-32	14.3	16.2
33-40	17.7	19.8
41-48	22.0	21.0
49-56	22.3	19.8
57-64	14.0	13.1
Over 64	3.2	2.5



Human Capital

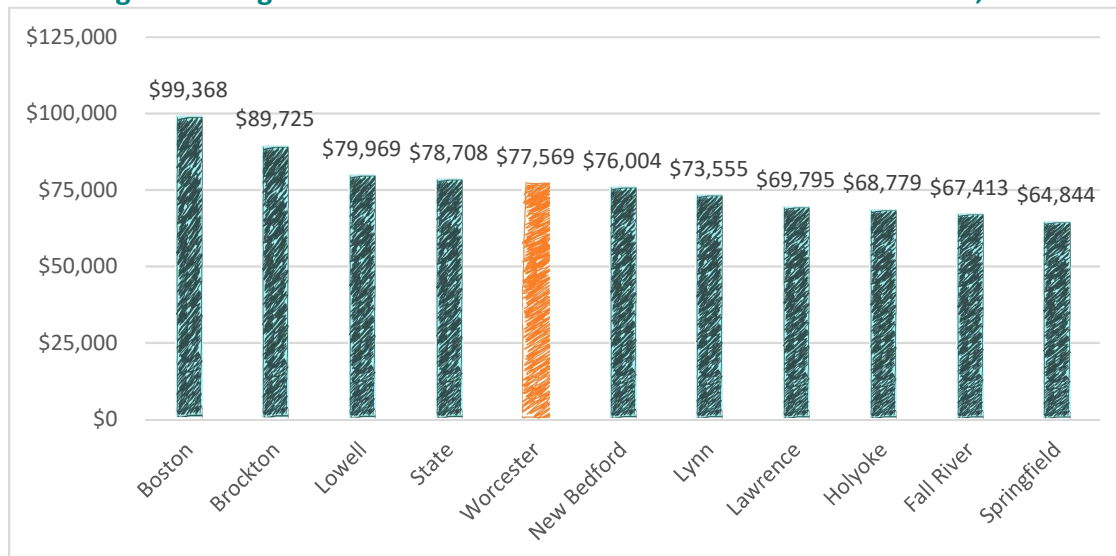
Teachers in the Worcester Public Schools had an average salary of \$77,569 compared to the statewide average of \$78,708 in FY 2017¹.

Average Teaching Salary in the Worcester Public Schools compared to statewide, 2011-12 – 2016-17

Fiscal Year	WPS Average Teaching Salary ¹	State Average Teaching Salary
2016-17	\$77,569	\$78,708
2015-16	\$77,862	\$76,442
2014-15	\$78,256	\$74,782
2013-14 ²	\$71,625	\$73,908
2012-13	\$71,074	\$71,620
2011-12	\$70,728	\$70,960

An examination of 2016-17 average teaching salaries for other urban districts in Massachusetts shows that the average salaries of teachers in the Worcester Public Schools are in the upper-middle of its urban peers and near the state average.

Average Teaching Salaries in Selected Urban Districts in Massachusetts, 2016-17



¹Latest information available for comparable districts.

² The amounts listed for 2013-14 and previous years for Worcester uses the annual budget for teachers divided by the annual teacher full time equivalent (FTE) positions.



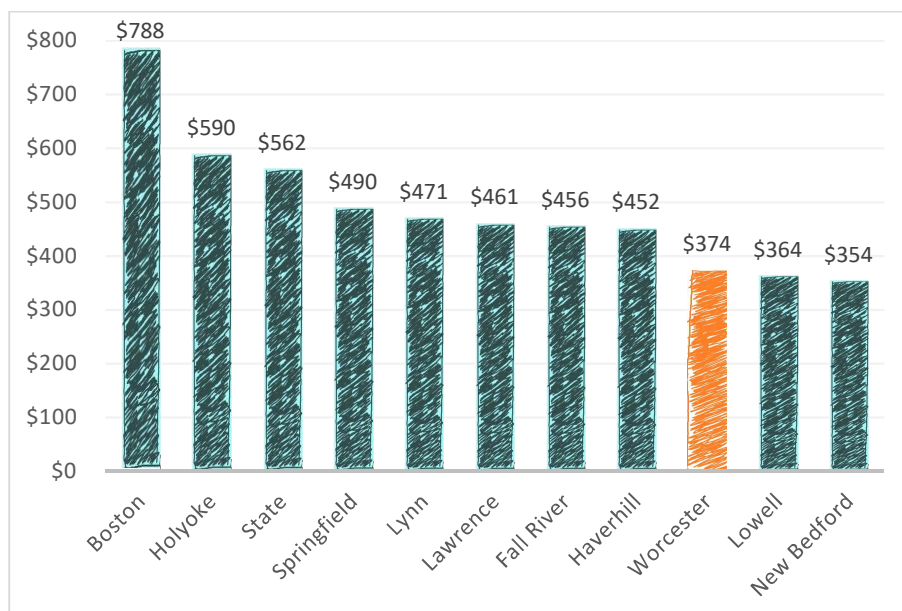
Human Capital

A comparison of data reported by school districts to the Massachusetts Department of Elementary and Secondary Education provides additional opportunity to assess the extent to which staffing and expenses associated with district administration differ from districts elsewhere in Massachusetts. However, there are limitations to these data. The varying organizational structures of school districts make it difficult to compare staffing numbers across school districts. While the DESE reports the number of administrators by school district, it is not always clear how school districts classify employees into the different reporting categories.

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 Administration³ for the Worcester Public Schools compared to other urban districts in the Commonwealth and statewide. Of the ten urban districts, the Worcester Public Schools spends less per pupil (\$374/student) on Administration than seven of the comparable urban communities. The Worcester Public Schools falls well below the statewide average of \$562 per pupil.

Comparison of per pupil expenditures on District Administration between the Worcester Public Schools and urban peer districts, 2017-18



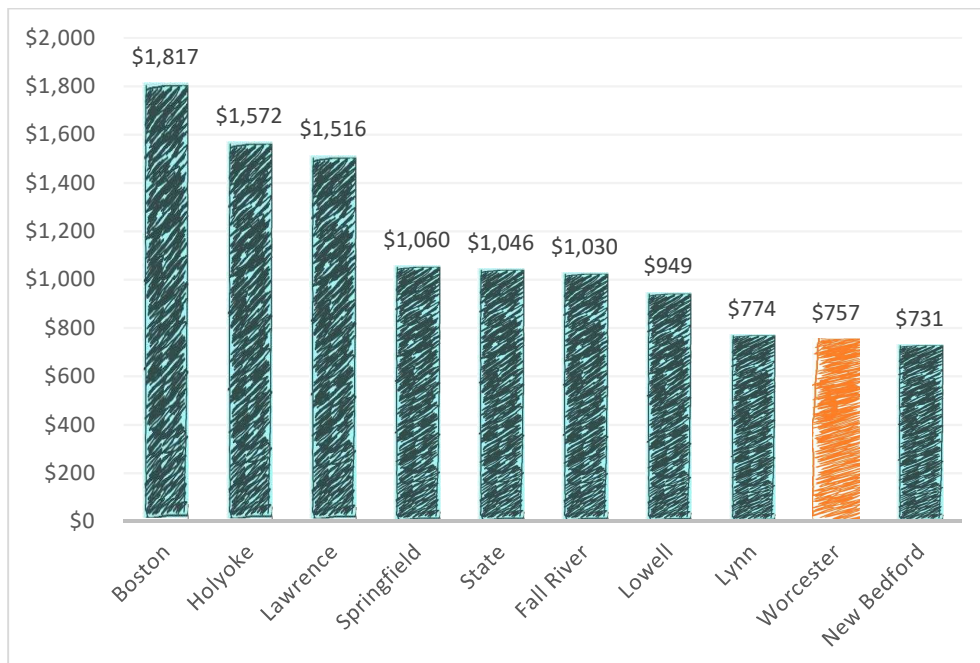
³ The DESE Administration budgetary category includes the following sub-categories: School Committee; Superintendent; Assistant Superintendents; Other District-Wide Administration; Business and Finance; Human Resources and Benefits; Legal Service for School Committee, Legal Settlements, District-wide Information Management and Technology.



Human Capital

Similarly, the next graph displays the expenditures per pupil for expenses in the Instructional Leadership budgetary category. Taken in the aggregate, the expenses in the various sub-categories for Instructional Leadership amount to \$757 per pupil in the Worcester Public Schools. The statewide average for FY 2018 was \$1,046. Compared to the other urban districts in the Commonwealth, Worcester had a relatively lower per pupil expenditure in this category, falling below the expenditures of Boston, Lawrence, Holyoke, Springfield, Fall River, Lowell and the state average.

Comparison of per pupil expenditures on Instructional Leadership between the Worcester Public Schools and urban peer districts, FY 2018





School Staffing Allocation Formula

The Worcester Public Schools uses 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	<p>Schools with 400 or more pupils should have one non-teaching assistant principal.</p> <p>Schools with less than 400 pupils and a STEP Program should have one non-teaching assistant principal.</p> <p>Schools with less than 400 pupils should have a teaching assistant principal unless need is otherwise demonstrated through student data.</p>	All schools will have two non-teaching assistant principals unless need is otherwise demonstrated through student data.	<p>Schools with student enrollment of 1300 or more will have 4 assistant principals.</p> <p>Schools with student enrollment between 1000 – 1299 will have 3 assistant principals.</p> <p>Schools with student enrollment below 999 will have 2 assistant principals.</p>



School Staffing Allocation Formula

Category	Elementary	Middle School	High School	
Focused Instructional Coach	All schools will have an instructional coach. Additional instructional coaches may be assigned based on data-driven school demonstrated need.			
Classroom Teachers	Classroom Allocation:	Classroom Allocation:	Classroom Allocation	
	Enrollment (per grade)	Number of Teachers	Step 1: Determine the number of teams/clusters based on enrollment:	Identify all courses that will be offered next year based on student needs.
	Up to 27	1	Enrollment	For the following disciplines, the number of academic sections needed is determined by the total enrollment divided by 25.
	28-50	2	Number of Teams	
	51-75	3	100	1
	76-100	4	Up to 225	2
	Greater than 100	5 or as appropriate	Up to 350	3
			Up to 475	4
			Up to 600	5
			Up to 725	6
		Up to 850	7	
		Up to 975	8	
		Step 2: Multiply the number of teams by 6 to give the total number of teachers for school.	English/Reading Foreign Language Art Math Business Music Science Home Economics Television Social Studies Industrial Arts Dance/Theater	
		School Adjustment Counselor, School Psychologist, Librarian (all middle schools provided one librarian position), or Student Support Instructor, based on existence of program).	The total number of sections within a content area divided by 5 will determine the number of teachers needed per academic area.	



School Staffing Allocation Formula

Category	Elementary	Middle School	High School
Physical Education, Art, Music, and Enrichment	<p>All students Grades K – 6 must participate</p> <p>One - 40 minute class per week</p> <p>5 – 10 minutes between classes</p> <p>Single classes only, classes should never be combined for safety and instructional reasons</p> <p>Four – 40 minute preparation periods per week (including Health Education for Grades 4-6)</p> <p>30 minute duty free lunch daily</p> <p>All schools should offer at least one of the following: Chorus, Band or Ensemble group (music only)</p>	<p>Physical Education</p> <p>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 Physical Education in whole or in part through participation in traditional courses or participation in on campus team sports, or off campus options.</p> <p>All schools should offer both the traditional Physical Education courses as well as the alternate options.</p> <p>All students 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 sports programs.</p>
		<p>Art and Music:</p> <p>All schools must offer art and music</p>	



School Staffing Allocation Formula

Category	Elementary	Middle School	High School
Health Education	Grades 4 – 6 (.5 year, once a week) Grades K-3 (between 5 – 10 classes, as schedule permits) 40 minute classes 5 minutes between classes Single classes only, classes should not be combined	All students grades 7 & 8 25 – 30 students per class	.5 credit needed to graduate Health Issues I and Health Issues II are two courses offered Scheduling recommendation: Schedule health 5 days a week for one semester opposite physical education 25 -30 students per class
Guidance		The American School Counselor Association recommended caseload for guidance counselors is 250:1. The district plans 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

Special Education (All Levels as Applicable)

Setting	Parameters	Additional Consideration
Pre-school	½ day programs: 8 typically developing children 7 special education 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 students with disabilities (SWD) <ul style="list-style-type: none"> • 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 differential of the youngest and oldest student in any instructional grouping shall not exceed more than 48 months. Date of birth differential 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: <ul style="list-style-type: none"> • School enrollment • Elementary level needs vs. Secondary level needs • IEP level of need
Substantially/Separate Special Needs Programs Primarily for students with complex special needs. Students with Disabilities (SWD)	Regulations 603CMR28.06(6)(c) and (d) Instructional Groupings Ratios: 8 SWD + (1) Certified Special Educator 9 – 12 SWD + (1) Certified Special Educator is assisted by + (1) IA Instructional Assistant 16 SWD + (1) Certified Special Educator is assisted by + (2) I A's Instructional Assistants Regulation 603CMR 28.06(6)(f) 48 Month Rule: The age differential of the youngest and oldest student in any instructional grouping shall not exceed more than 48 months. Date of birth differential for <u>instructional groups</u> must NOT exceed 48 months	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 Additionally, class size and staffing needs also consider the type of program: opportunities to co-treatment for related services, Transition Planning, Post-secondary outcomes A teacher of record's caseload may exceed 48 month differential but the instructional groupings must not



School Staffing Allocation Formula

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 Guidance for ELL Scheduling.</p>		
	<p>* ESL certified teachers from the ELL Department are expected to teach ESL only.</p> <p>* 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. 		



Student Enrollment

As of January 1, 2019, 28,618 school-aged children were residing in the City of Worcester (Massachusetts Department of Education, School Attending Children Report, 2019). As indicated below, 83.4% of these children were enrolled in the Worcester Public Schools in grades K-12. In addition, 6.3% of school-aged children were enrolled in private or parochial schools while 7.1% 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.

Student Enrollment



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, 87.3 percent of kindergarten students residing in the city attend the WPS compared to 82.9 percent of 6th graders. This rate drops to 79.4 percent for children in the 7th grade.

Percent of city students enrolled in various school types by grade, 2018-19

Grade	Worcester Public Schools	Charter Schools	Out-of-District Public Schools	Private & Parochial Schools	Total Number of Students
K	87.3%	8.2%	0.3%	3.9%	2,316
Gr. 1	86.6%	7.9%	0.4%	4.1%	2,323
Gr. 2	86.1%	8.7%	0.7%	3.6%	2,121
Gr. 3	83.5%	9.1%	0.7%	5.2%	2,156
Gr. 4	84.7%	8.5%	0.7%	5.0%	2,246
Gr. 5	84.8%	8.4%	0.6%	5.0%	2,254
Gr. 6	82.9%	8.8%	1.5%	4.7%	2,160
Gr. 7	79.4%	8.2%	2.1%	7.9%	2,232
Gr. 8	80.1%	7.3%	2.6%	8.0%	2,202
Gr. 9	82.9%	4.6%	2.1%	8.4%	2,350
Gr. 10	83.2%	4.3%	2.2%	7.9%	2,126
Gr. 11	80.4%	4.2%	2.3%	11.3%	2,129
Gr. 12	82.4%	3.9%	3.4%	7.2%	2,003
Total	83.4%	7.1%	1.5%	6.3%	28,618



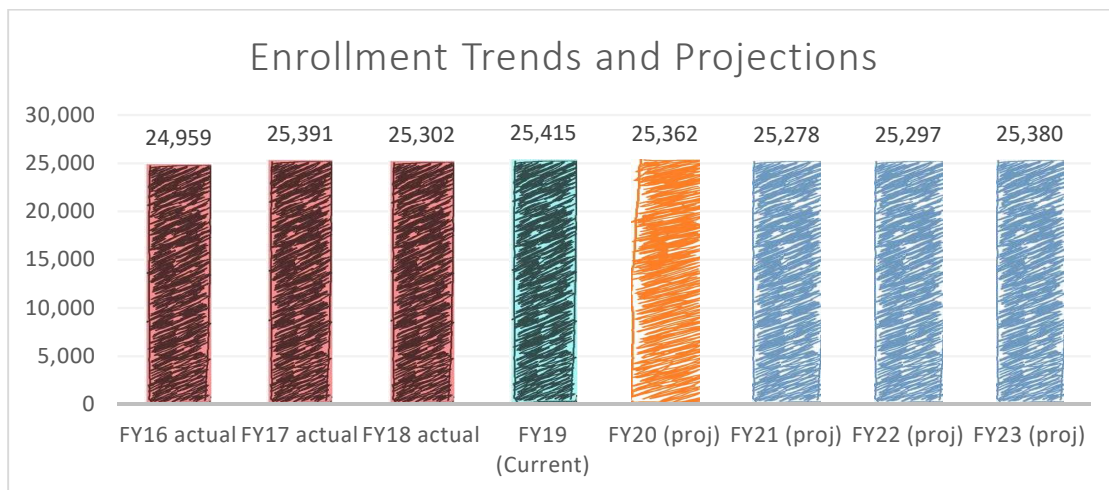
Student Enrollment

Trends and Projections



The enrollment of the Worcester Public Schools has increased or remained relatively stable over the last several years. Using recent trends, the overall enrollment is projected to slightly decrease and remain flat enrollment over the next four years. Within this projection, the elementary level is projected to decrease 1.5% from 14,037 in the current year to 13,830 in FY23. The middle school enrollment is projected to decrease 1.6% from 3,329 in the current year to 3,276 in FY23. The high school enrollment is projected to increase 2.9% from 7,498 in the current year to 7,714 in FY23. 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 FY14-FY19 and projected enrollments for FY20-FY23. On the following pages, these enrollments are calculated for individual schools.



Elementary enrollment analysis: The district uses a five-year weighted 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 five-year weighted 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 five-year weighted cohort survival methodology to examine the transition of middle school enrollment to the high school level. The district examines enrollment at feeder middle schools and factors special programs (such as the district's Technical High School) in order to determine the incoming ninth grade class enrollment at each high school. These enrollment estimates are used to determine staffing and space allocations for the district.



Student Enrollment

Enrollment Trends and Projections by School: Elementary Schools

School Name	Actual			Current	Projected			
	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
Belmont Street	583	552	582	609	603	619	628	631
Burncoat St Prep	227	261	297	309	323	326	323	311
Canterbury St Mag	370	369	371	365	351	350	339	332
Chandler Elementary	500	507	486	507	499	503	492	483
Chandler Magnet	484	465	433	471	497	491	480	473
City View	492	506	483	473	478	485	477	473
Clark St	247	200	261	274	275	281	283	285
Columbus Park Prep	454	480	507	465	460	458	461	463
Elm Park Community	466	503	474	456	443	439	428	425
Flagg St	413	403	413	388	391	392	389	386
Gates Lane	645	598	570	553	562	546	545	545
Goddard School	488	506	467	407	391	376	378	370
Grafton St	365	403	389	402	413	413	404	405
Heard St	298	268	297	285	289	293	291	294
Jacob Hiatt Mag	448	445	404	410	400	398	395	394
Lake View	290	300	286	329	333	327	333	331
Lincoln St	261	288	266	255	244	245	250	245
May St	331	334	343	332	331	330	317	320
McGrath	290	289	238	245	255	260	254	257
Midland St	229	241	227	230	233	228	227	230
Nelson Place	469	453	527	549	565	581	578	600
Norrback Av	577	566	562	579	571	558	555	555
Quinsigamond	772	810	745	745	720	685	674	683
Rice Square	422	417	427	476	488	504	525	532
Roosevelt	642	658	674	688	705	700	697	708
Tatnuck Magnet	382	383	392	410	416	412	416	420
Thorndyke Road	362	379	380	372	363	353	351	344
Union Hill	489	527	451	415	398	382	372	369
Vernon Hill	525	558	544	517	493	475	477	487
Wawecus Road	145	149	150	144	144	135	136	132
West Tatnuck	343	341	368	371	360	359	357	364
Woodland Academy	631	624	606	600	598	584	585	594
Worcester Arts Mag	<u>405</u>	<u>412</u>	<u>406</u>	<u>406</u>	<u>401</u>	<u>392</u>	<u>389</u>	<u>387</u>
Total Elementary	14,045	14,195	14,026	14,037	13,991	13,881	13,804	13,830



Student Enrollment

Enrollment Trends and Projections by School: Secondary Schools & Head Start and Enrollment Totals

School Name	Actual			Current	Projected			
	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
High Schools								
Burncoat High	1,015	1,005	1,014	1,081	1,075	1,081	1,117	1,129
Doherty Memorial High	1,467	1,534	1,545	1,529	1,543	1,520	1,515	1,552
North High	1,290	1,284	1,275	1,279	1,294	1,332	1,327	1,301
South High	1,309	1,396	1,373	1,397	1,383	1,377	1,391	1,386
Worcester Technical High	1,359	1,391	1,389	1,426	1,449	1,481	1,491	1,505
Claremont Academy	501	536	552	546	546	547	576	585
University Park Campus	<u>250</u>	<u>252</u>	<u>240</u>	<u>240</u>	<u>243</u>	<u>246</u>	<u>250</u>	<u>256</u>
Total High Schools	7,191	7,398	7,388	7,498	7,533	7,584	7,667	7,714
Middle Schools								
Burncoat Middle	531	560	622	685	677	641	648	658
Forest Grove	983	1,000	979	976	968	985	990	990
Worc East Middle	787	813	814	766	748	739	737	737
Sullivan Middle	<u>852</u>	<u>862</u>	<u>866</u>	<u>902</u>	<u>885</u>	<u>889</u>	<u>891</u>	<u>891</u>
Total Middle School	3,153	3,235	3,281	3,329	3,278	3,253	3,266	3,276
Head Start	<u>570</u>	<u>563</u>	<u>607</u>	<u>551</u>	<u>560</u>	<u>560</u>	<u>560</u>	<u>560</u>
Enrollment Totals	24,959	25,391	25,302	25,415	25,362	25,278	25,297	25,380



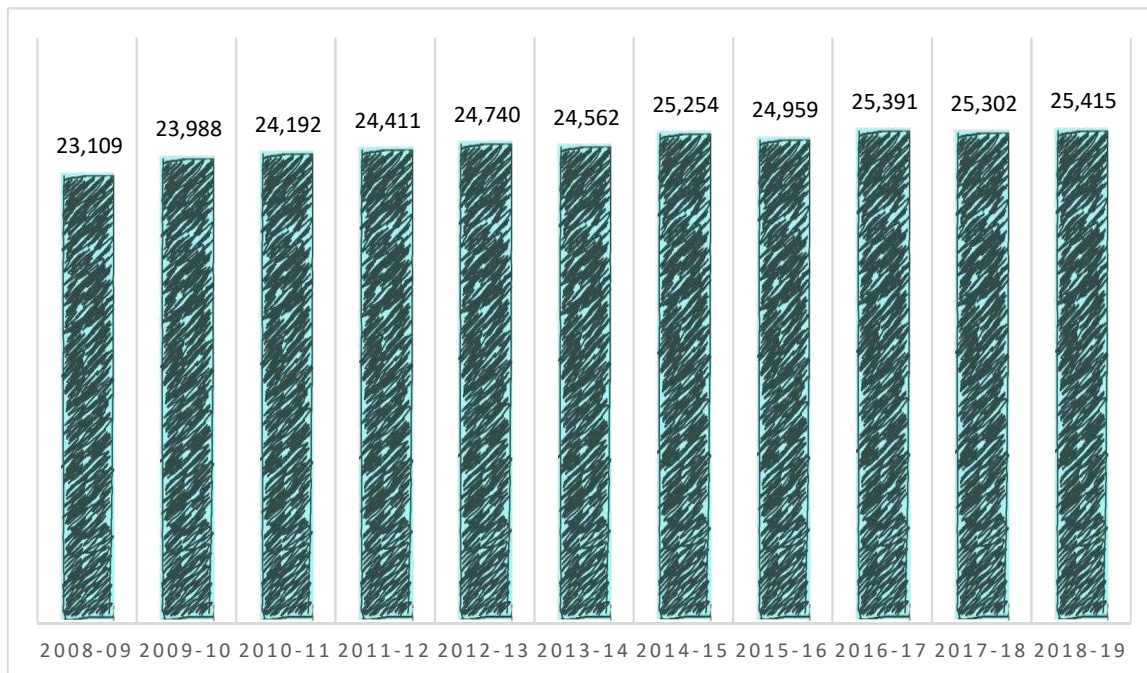
Student Enrollment

As of October 1, 2018, 25,415 pre-kindergarten to grade 12 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 over the past several years.

Student Characteristics



Student enrollment in the Worcester Public Schools: 2008-09 to 2018-2019

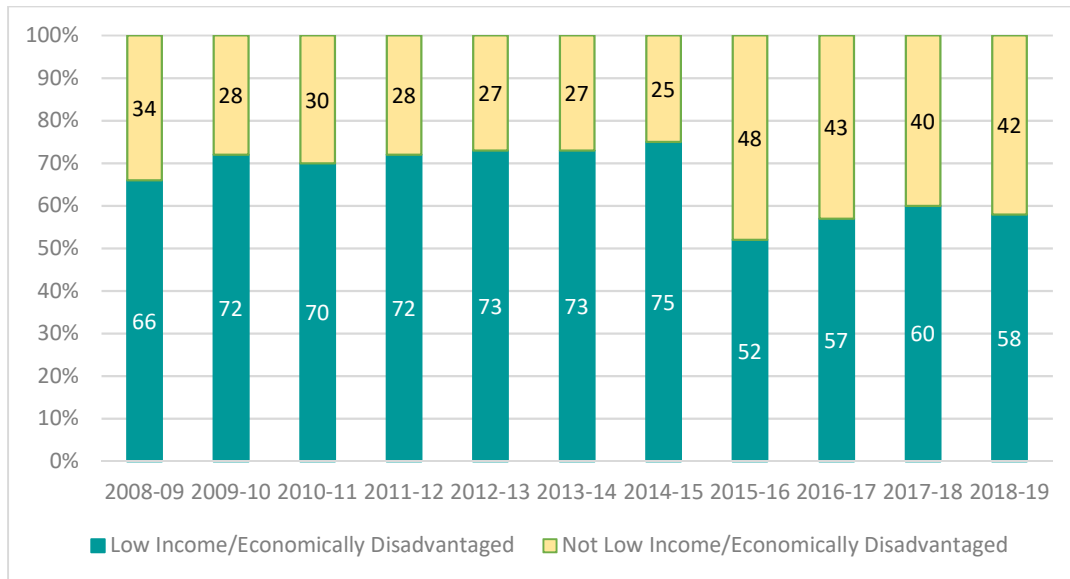


An examination of demographic data over time demonstrates that the profile of students attending the Worcester Public Schools has changed during the past decade. The following chart displays the proportion of enrollment in the Worcester Public Schools by the status of students as English Learners (EL). A decade ago, only 17 percent of students were classified as EL students. In 2018-19, 32.8% of students across the district are EL students. In addition, there are six schools in the district in which the majority of students are English Learners: Canterbury Street (54%), Chandler Elementary (55%), Chandler Magnet School (62%), Clark Street Community School (51%), Goddard School of Science and Technology (53%), and Woodland Academy (59%).



Student Characteristics

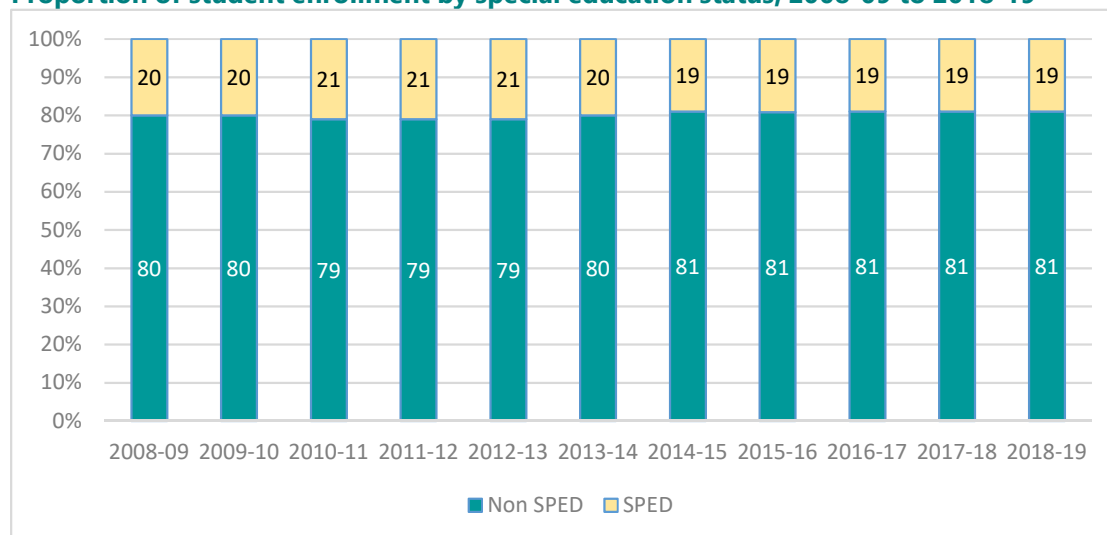
Student enrollment in the Worcester Public Schools by student socio-economic status*: 2008-09 to 2018-19



* Because Low-income and Economically Disadvantaged are separate valid measures, the percent of students who are Economically Disadvantaged cannot be directly compared to the percent of Low-income Students in previous years.

To a lesser extent, the proportion of Worcester Public Schools students receiving special education services has also changed over the past decade. As shown in the next graph, the proportion of special education students in the district has fluctuated over the past decade, but has held steady at 19 percent for the past 5 years, one percent lower than in 2008-09.

Proportion of student enrollment by special education status, 2008-09 to 2018-19





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 FY20 budget.

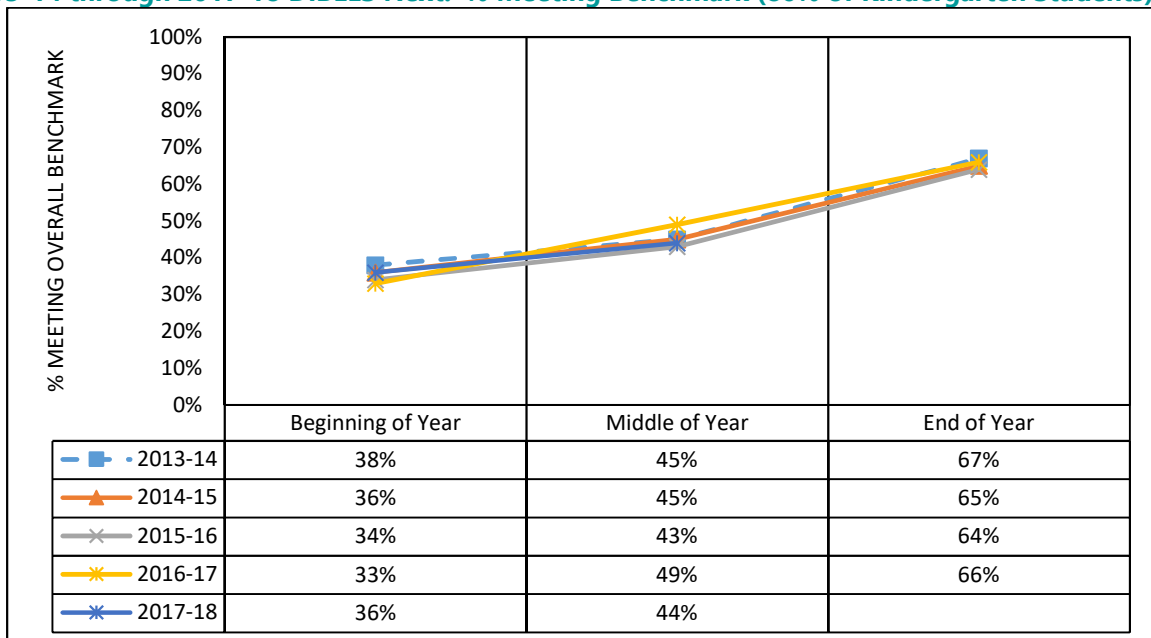
Beginning in 2016-17, the district transitioned from requiring Dynamic Indicators for Basic Early Literacy Skills (DIBELS) to be administered to all students in kindergarten and grade 1 to allowing schools to decide how they will use the assessment. In most elementary schools, these short (one minute) fluency measures are used to regularly monitor student progress. However, the change in testing requirements should be taken into consideration when interpreting the data.

Early Literacy Skill Development



The following graph summarizes kindergarten performance with respect to important foundational reading skills based on beginning, middle and end of year measures collected during 2013-2018 School Years. By the middle of 2017-18, 44% of tested kindergarteners had met expected literacy skill benchmarks. Compared with DIBELS Next data collected throughout the prior four years, literacy development among kindergarteners is on track to be similar during 2017-18.

2013-14 through 2017-18 DIBELS Next: % Meeting Benchmark (80% of Kindergarten Students)





Student Outcomes

Massachusetts Comprehensive Assessment System (MCAS)

State Testing



The Massachusetts Comprehensive Assessment System (MCAS) was designed to meet the requirements of the Education Reform Act of 1993. In accordance with the law, state assessments in English Language Arts (ELA) and mathematics are administered to students in grades 3 through 8 and in high school. Science and Technology/Engineering tests are administered to students in grades 5 and 8 and in high school. These assessments measure performance based on the Massachusetts Curriculum Framework learning standards. In 2017-2018, the state revised the reporting of the Next Generation MCAS (Grades 3-8) and the new scoring categories better communicate to families what students' strengths are and where there is more work to be done. In 2018-19, High schools transitioned from legacy MCAS to Next Generation MCAS in ELA and Math. However, science reporting is still in accordance with the original categories (Advanced, Proficient, Needs Improvement and Warning/Failing). The new categories for Grades 3-8 are: Exceeding Expectations: A student who performed at this level exceeded grade-level expectations by demonstrating mastery of the subject matter; Meeting Expectations: A student who performed at this level met grade-level expectations and is academically on track to succeed in the current grade in this subject; Partially Meeting Expectations: A student who performed at this level partially met grade-level expectations in this subject. The school, in consultation with the student's parent/guardian, should consider whether the student needs additional academic assistance to succeed in this subject; and Not Meeting Expectations: A student who performed at this level did not meet grade-level expectations in this subject. The school, in consultation with the student's parent/guardian, should determine the coordinated academic assistance and/or additional instruction the student needs to succeed in this subject. Because of the change in the scoring categories, it is difficult to compare the results from the previous years in Grades 3-8.

In MCAS participating schools in 2017-2018, 35 percent of WPS students scored Meeting or Exceeding Expectations in the ELA MCAS assessment. In Mathematics, 29 percent of students scored Meeting or Exceeding Expectations, while in Science and Technology/Engineering, 42% of students in the grade levels tested scored Meeting or Exceeding Expectations. Across all three subjects tested under MCAS, 10th grade students had the highest proportion of students scoring Proficient or above.

Among students in MCAS participating schools, the median English Language Arts (ELA) Student Growth Percentile (SGP) for students across all grades was 48.7, indicating that the typical student in the MCAS participating schools in the WPS scored slightly lower in 2018 than Massachusetts students with similar performance histories. In mathematics, the median SGP across all grades was 51.4, indicating higher performance in 2018 than Massachusetts students with similar performance histories.



Student Outcomes

In November of 2015, the Board of Elementary and Secondary Education voted to not adopt Partnership for Assessment of Readiness for College and Careers (PARCC) as the new state assessment. In response to this decision, the state of Massachusetts has developed a new "Next Generation" (Next-Gen) MCAS assessment that will include MCAS- and PARCC-like items, as well as some newly developed items. This assessment is available in computer-based and paper-based form. The new MCAS assessment was administered for the first time to students in grades 3-8 during the spring of 2017. In 2016-17, students in grades 4 and 8 took the computer based form of MCAS. High school students participated in the new MCAS for the first time in the spring of 2019.

English Language Arts MCAS 2.0 Results by Grade Level (Next Generation MCAS Grades 3-8)

Grade	Number of Students	% Exceeding & Meeting Expectations	% Exceeding Expectations	% Meeting Expectations	% Partially Meeting Expectations	% Not Meeting Expectations	Median SGP
3	1868	36	4	32	51	13	
4	1,923	38	5	33	43	19	47.5
5	1780	38	4	34	48	14	51.3
6	1823	38	7	32	43	19	54.6
7	1709	28	4	23	41	31	43.8
8	1664	33	4	29	38	29	44.8

Mathematics MCAS 2.0 Results by Grade Level (Next Generation MCAS Grades 3-8)

Grade	Number of Students	% Exceeding & Meeting Expectations	% Exceeding Expectations	% Meeting Expectations	% Partially Meeting Expectations	% Not Meeting Expectations	Median SGP
3	1883	33	4	29	46	22	
4	1925	32	3	29	43	25	50.3
5	1778	29	2	27	51	19	52.5
6	1823	33	4	28	48	20	59.8
7	1709	22	2	20	49	29	41.2
8	1666	23	2	21	50	27	41.5



Student Outcomes

English Language Arts MCAS Results 10th Grade (Legacy MCAS)

Grade	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
10	1732	81	34	47	13	6	48.9

Mathematics MCAS Results 10th Grade (Legacy MCAS)

Grade	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
10	1716	59	32	27	25	16	53.4

Science and Technology/Engineering (STE) MCAS Results by Grade Level (Legacy MCAS)

Grade	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
All Grades	5012	35	9	26	42	24
5	1777	33	10	23	45	22
8	1666	17	1	16	43	40
10	1569	55	16	39	36	9

English Language Arts Results, Grade 10 MCAS, 2011-2018 (Legacy MCAS)

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
2018	1732	81	34	47	13	6	48.9
2017	1640	80	31	49	14	6	49.0
2016	1730	82	31	51	12	5	54.0
2015	1632	81	30	51	14	5	52.0
2014	1707	77	22	55	16	8	47.0
2013	1585	80	27	53	15	5	57.0
2012	1517	76	21	55	19	5	50.0
2011	1579	68	19	49	22	10	53.0

In grade 10, ELA and Science, Technology and Engineering (STE) performance has improved compared to 2011, but has remained somewhat static in the last few years. The math scores have remained static. In grade 10, 81 percent of students scored Proficient or Advanced on the ELA MCAS, up from 68 percent in 2011. In Mathematics, 59 percent of students scored Proficient or Advanced compared to 58 percent in 2015 and 59 percent five years earlier in 2011.



Student Outcomes

Mathematics Grade 10 MCAS, 2011-2018 (Legacy MCAS)

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing	Median SGP
2018	1716	59	32	27	25	16	53.4
2017	1651	58	34	23	22	20	51.0
2016	1751	60	36	24	23	17	53.0
2015	1635	58	35	23	23	18	53.0
2014	1705	58	32	26	24	17	49.0
2013	1589	62	37	25	22	16	49.0
2012	1517	62	35	27	23	14	53.0
2011	1576	59	31	28	23	18	55.0

In STE, student performance dropped slightly compared to 2017 with 55 percent of students scoring Advanced or Proficient. However, student scores remain improved when compared to 2011, up from 51 percent in 2016 and from 40 percent in 2011. In the aggregate, across all grade levels in STE, the percentage of students scoring Proficient or Advanced remained improved at 35 percent when compared to 28 percent in 2011.

Science & Technology/Engineering Grade 10 MCAS, 2011-2018 (Legacy MCAS)

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
2018	1569	55	16	39	36	9
2017	1532	58	17	41	31	11
2016	1642	51	12	39	39	10
2015	1458	49	12	37	41	10
2014	1559	46	12	34	43	11
2013	1455	45	9	36	44	10
2012	1405	46	7	39	43	11
2011	1478	40	6	34	45	15

Science & Technology/Engineering, All grades, MCAS, 2011-2018 (Legacy MCAS)

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
2018	5012	35	9.0	26	41	24
2017	5003	38	9.6	28	38	24
2016	5,053	33	7	26	42	25
2015	4,793	33	7	26	42	25
2014	5,052	34	8	26	42	24
2013	4,793	31	6	25	43	25
2012	4,610	31	5	26	40	28
2011	4,848	28	4	24	42	30



Student Outcomes

An established nationally recognized program, Advanced Placement (AP) courses offer students the opportunity to undertake more complex and challenging college-level course work while still in high school. Currently, all seven public high schools in Worcester offer a variety of AP course options. This is consistent with the district's goal to have students successfully complete high school coursework that prepares them for both college and career.

Advanced Placement



The table below displays trends in the performance of WPS students on Advanced Placement exams in the aggregate across subjects over the past six administrations. When examined over the last 7 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 33.0 percent in 2018. 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 2018, 1,675 students across the district took at least one AP exam. This represents a 51% increase over six years.

Score		2011	2012	2013	2014	2015	2016	2017	2018
1	%	30.9%	35.9%	32.2%	35.3%	42.6%	40.4%	38.0%	38.9%
	#	449	607	582	732	974	907	900	1,098
2	%	29.1%	26.2%	29.7%	30.1%	26.3%	27.8%	29.4%	28.1%
	#	423	444	536	624	601	623	696	794
3	%	23.0%	21.6%	23.0%	18.7%	19.2%	18.0%	19.7%	19.7%
	#	334	365	415	387	438	404	465	536
4	%	11.0%	10.9%	9.5%	11.1%	8.5%	9.4%	8.4%	9.2%
	#	159	185	172	230	195	210	199	261
5	%	6.0%	5.4%	5.6%	5.1%	3.5%	4.5%	3.3%	5.1
	#	87	92	101	105	79	101	77	136
3 or above	%	39.9%	37.9%	38.1%	34.8%	25.9%	31.9%	31.3%	33.0%
	#	580	642	688	722	593	715	741	933
Total # of Exams		1,452	1,693	1,806	2,071	2,287	2,245	2,366	2,825
Total # of Test Takers		885	1,067	1,135	1,270	1,379	1,364	1,422	1,675



Student Outcomes

SAT Participation and Performance



The Scholastic Assessment Test (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. From 2011-2015, three scores in critical reading, mathematics, and writing were reported on a 200 to 800-point scale.

SAT Participation and Performance 2011-2015

	2011	2012	2013	2014	2015
# Test Takers	953	857	907	875	982
Average Critical Reading	438	433	435	439	430
Average Math	451	456	458	459	450
Average Writing	426	426	430	431	420

In 2016, SAT was redesigned, with scores reported in two critical areas: evidence based reading and writing and mathematics.

SAT Participation and Performance 2016-2018

	2016	2017	2018
# Test Takers	855	1782	1891
Average Math	505	490	481
Average Evidence Based Reading and Writing	497	484	478
Average Total Score	1003	973	958

Participation in the SAT among WPS students fluctuated from 2011 through 2018, but significantly increased in 2017 due to district initiatives to expand testing opportunities. There were slight decreases in average reading and writing and mathematics performance from 2016 to 2018, but these are insignificant given the large increase in participation.



Student Outcomes

In 2018, for the eighth consecutive year, the four-year graduation rate of high school students in the Worcester Public Schools increased. Of the high school seniors attending school in Worcester in 2018, 83.5 percent graduated within four years.

District-wide, the graduation rates have risen by 11.5 percent since 2011, increasing from 72.0 to 83.5 percent over this 8-year period. The four-year graduation rate statistic tracks a cohort of students from 9th grade through high school and represents the percentage of the cohort that has graduated within that period. Statewide, the percentage of students graduating within four years in 2018 was 87.9 percent, down slightly from 88.3 percent in 2017.

Graduation and Dropout



The annual dropout rate provides information about high school students and the rate at which students in grades 9-12 dropped out of school in a given year. The adjusted annual dropout rate for Worcester Public Schools increased slightly this year to 2.3 percent from 2.2 percent in 2017. Statewide, the dropout rate increased slightly from 2017.

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
2018	83.5	87.9	2.3	1.9
2017	83.3	88.3	2.2	1.8
2016	81.9	87.5	1.9	1.9
2015	80.8	87.3	1.7	1.9
2014	79.2	86.1	2.4	2.0
2013	73.4	85.0	3.4	2.2
2012	72.3	84.7	4.1	2.5
2011	72.0	83.4	3.7	2.7



Massachusetts Department of Education

Chart of Accounts

Massachusetts Department of Education Chart of Accounts



This section describes the general requirements for reporting expenditure data from school committee appropriation, municipal spending in support of schools, revolving and special funds and state and federal grants and contracts to the Massachusetts Department of Elementary and Secondary Education. Each school district shall report the following revenues and expenditures as required in the annual End-of-Year Financial Report in accordance with M.G.L. c.72, s.3.

This section specifies the criteria for reporting functional categories of expenditures and gives the specific items that should be reported under these categories. The Worcester Public Schools budget aligns each expenditure category to the following function codes, in accordance with MA DESE reporting requirements:

Function Code 1000 - Administration

School Committee (1110)
Superintendent (1210)
Assistant Superintendents (1220)
Other District-Wide Administration (1230)
Business and Finance (1410)
Human Resources and Benefits (1420)
Legal Service For School Committee (1430)
Legal Settlements (1435)
District Information Management and Technology (1450)

Function Code 2000 – Instructional Services

Curriculum Directors (Supervisory) (2110)
Department Heads (Non-Supervisory) (2120)
School Leadership-Building (2210)
Curriculum Leaders/Department Heads-Building Level (2220)
Admin. Building Technology (2250)
Teachers, Classroom (2305)
Medical/ Therapeutic Services (2320)
Substitute Teachers, Long Term (2324)
Substitute Teachers, Short Term (2325)
Non-Clerical Para-Professionals (2330)
Librarians and Media Center Directors (2340)
Professional Development Leadership (2351)
Instructional Coaches (2352)
Stipends for teachers providing instructional coaching (2354)

Instructional Staff Costs to Attend Professional Development
Outside Professional Development Provider (2358)
Textbooks and Related Software/Media/Materials (2410)
Other Instructional Materials (2415)
Instructional Equipment (2420)
General Supplies (2430)
Other Instructional Services (2440)
Classroom Instructional Technology (2451)
Other Instructional Hardware (2453)
Instructional Software (2455)
Guidance Counselors and Adjustment Counselors (2710)
Testing and Assessment (2720)
Psychological Services (2800)

Function Code 3000 – Other School Services

Attendance and Parent Liaison Services (3100)
Medical/Health Services (3200)
Transportation Services (3300)
Food Services (3400)
Athletics (3510)
Other Student Body Activities (3520)
School Security (3600)



Massachusetts Department of Education

Chart of Accounts

Function Code 4000 – Operations & Maintenance

Custodial Services (4110)
Heating of Buildings (4120)
Utility Services (4130)

Maintenance of Grounds (4210)
Maintenance of Buildings (4220)
Building Security System (4225)
Maintenance of Equipment (4230)
Extraordinary Maintenance (4300)
Networking and Telecommunications (4400)
Technology Maintenance (4450)

Function Code 5000 – Fixed Charges

Employer Retirement Contributions (5100)
Employee Separation Costs (5150)
Insurance for Active Employees (5200)
Insurance for Retired School Employees (5250)
Other Non-Employee Insurance (5260)
Rental Lease of Equipment (5300)
Rental Lease of Buildings (5350)
Short Term Interest RAN's (5400)
Short Term Interest BAN'S (5450)
Other Fixed Charges (5500)
School Crossing Guards (5550)
Indirect Cost Transfers (5990)

Function Code 6000 – Community Services

Civic Activities and Community Services (6200)
Recreation Services (6300)
Health Services to Non-Public Schools (6800)
Transportation To Non-Public Schools (6900)

Function Code 7000 – Acquisition, Improvement and Replacement of Fixed Assets

Purchase of Land & Buildings (7100, 7200),
Equipment (7300, 7400)
Capital Technology (7350)
Motor Vehicles (7500, 7600)

Function Code 8000 – Debt and Retirement and Service

Debt Retirement/School Construction (8100)
Debt Service/School Construction (8200)
Debt Service/Educ. & Other (8400, 8600)

Function Code 9000 – Programs with Other School Districts

Tuition to Mass. Schools (9100)
School Choice Tuition (9110)
Tuition to Commonwealth Charter Schools (9120)
Tuition to Horace Mann Charter Schools (9125)
Tuition to Out-of-State Schools (9200)
Tuition to Non-Public Schools (9300)
Tuition to Collaboratives (9400)
Regional School Assessment (9500)



Massachusetts Department of Education

Foundation Budget Formula

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:

Understanding the State’s Foundation Budget



Foundation Budget Per Pupil Allocation (House Ways and Means Budget Version)

Student Demographic	FY20 Per Pupil Allotment	Comment
Pre-School, Kindergarten Half	\$4,029.44	
Kindergarten-Full	\$8,059.00	
Elementary	\$8,105.97	Grades 1-5
Junior/Middle	\$7,770.84	Grades 6-8
High School	\$9,538.51	
Special Ed-In School	\$27,167.89	Not actual headcount: assumed at 3.75% of enrollment
Special Ed-Tuitioned Out	\$29,629.38	Not actual headcount: assumed at 1% of enrollment
Vocational	\$14,382.74	
Limited English PK-Grade 5	\$2,177.17	Increment funding to student grade above.
Limited English Junior/Middle	\$2,721.46	Increment funding to student grade above.
Limited English High School	\$3,265.74	Increment funding to student grade above.
Economically Disadvantaged	\$4,207.44	Increment funding to student grade above (Decile 10 rate). Worcester is in 10 th decile
Worcester’s Average Foundation Budget Per Pupil Rate	\$13,504	Foundation Budget \$375,406,931 divided by 27,800 pupils.

Using this state formula per pupil allocation, the FY20 foundation budget for the Worcester Public Schools is \$375.4 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 FY20 the City’s calculated minimum local contribution amount is \$104.1 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 FY20, this amount is \$271.3 million.



Massachusetts Department of Education

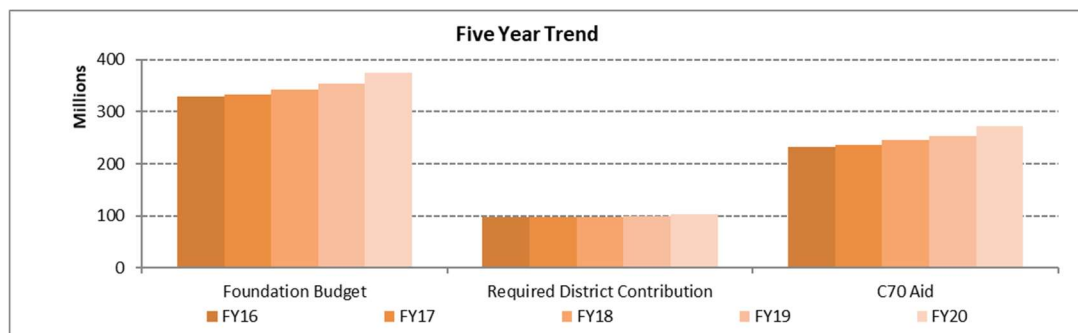
Foundation Budget Formula

The following is the preliminary net school spending (NSS) requirement for FY20. Final numbers are determined upon approval of the State budget and submittal to the DESE for official calculation.

FY19 to FY20 Comparison (House of Representatives Version of State Budget for FY20)

	FY19	FY20	Change	Pct. Chg.
Foundation budget	\$353,662,082	\$375,406,831	\$21,744,749	6.15%
Required district contribution	\$100,450,297	\$104,076,553	\$3,626,256	3.61%
Chapter 70 aid	\$253,211,785	\$271,330,278	\$18,118,493	7.16%
Required net school spending (NSS)	\$353,662,082	\$375,406,831	\$21,744,749	6.15%
Target state aid share of budget	71.6%	72.1%		
Chapter 70 aid % of foundation	71.6%	72.3%		
Required NSS % of foundation	100%	100%		

Foundation Budget, Required district contribution, and State Aid
Five Year Trend





Massachusetts Department of Education Foundation Budget Formula

Determination of City Total Required Contribution FY19

Effort Goal

1) 2018 equalized valuation	13,336,462,800
2) Uniform property percentage	0.3424%
3) Local effort from property wealth	45,669,760
4) 2016 income	3,971,207,000
5) Uniform income percentage	1.4845%
6) Local effort from income	58,951,507
7) Combined effort yield (3 + 6)	104,621,268
8) FY20 Foundation budget	375,406,831
9) Maximum local contribution (82.5% * 8)	309,710,636
10) Target local contribution (lesser of 7 or 9)	104,621,268
11) Target local share (10 as % of 8)	27.87%
12) Target aid share (100% minus 11)	72.13%

FY20 Increments Toward Goal

13) Required local contribution FY19	100,450,297
14) Municipal revenue growth factor (DOR)	3.61%
15) FY20 preliminary contribution (13 raised by 14)	104,076,553
16) Preliminary contribution pct of foundation (15 / 8)	27.72%

If preliminary contribution is below the target share:

21) Shortfall from target local share (11 - 16)	0.15%
22) Added increment toward target (13 x 1% or 2%)*	0
<i>*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%</i>	
23) Special increment toward 82.5% target**	0
<i>**if combined effort yield > 175% foundation</i>	
Combined effort yield as % of foundation	
24) Shortfall from target after adding increments (10 - 15 - 22 - 23)	544,715
25) FY20 required local contribution (15 + 22 + 23)	104,076,553
26) Contribution as percentage of foundation (25 / 8)	27.72%

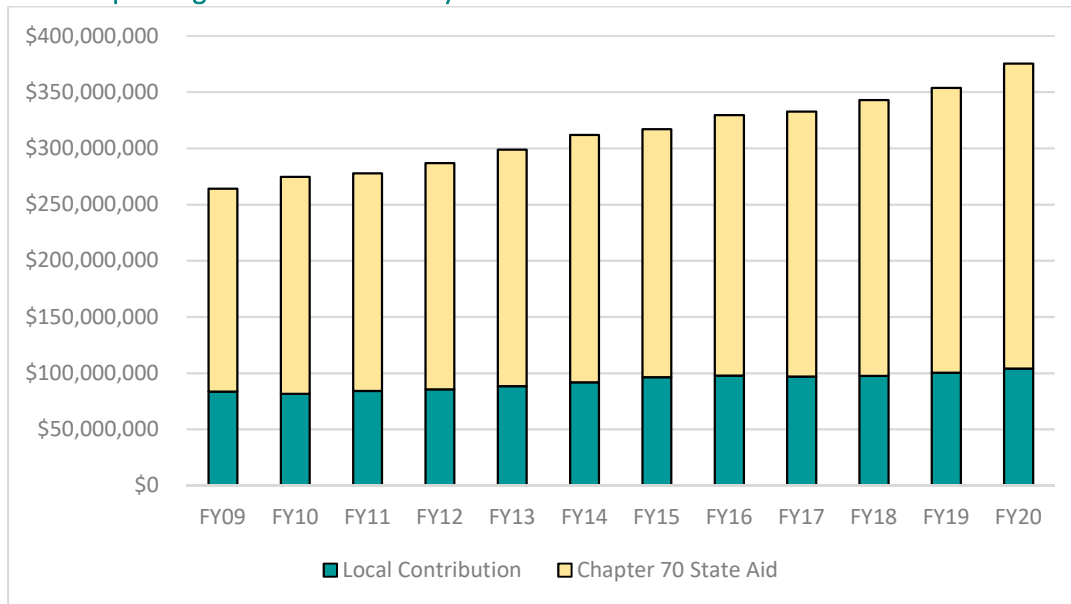


Massachusetts Department of Education

Foundation Budget Formula

The following is the revenue trends for both Chapter 70 state aid and the required local contribution from FY09-FY20:

Required Local Spending and State Aid History

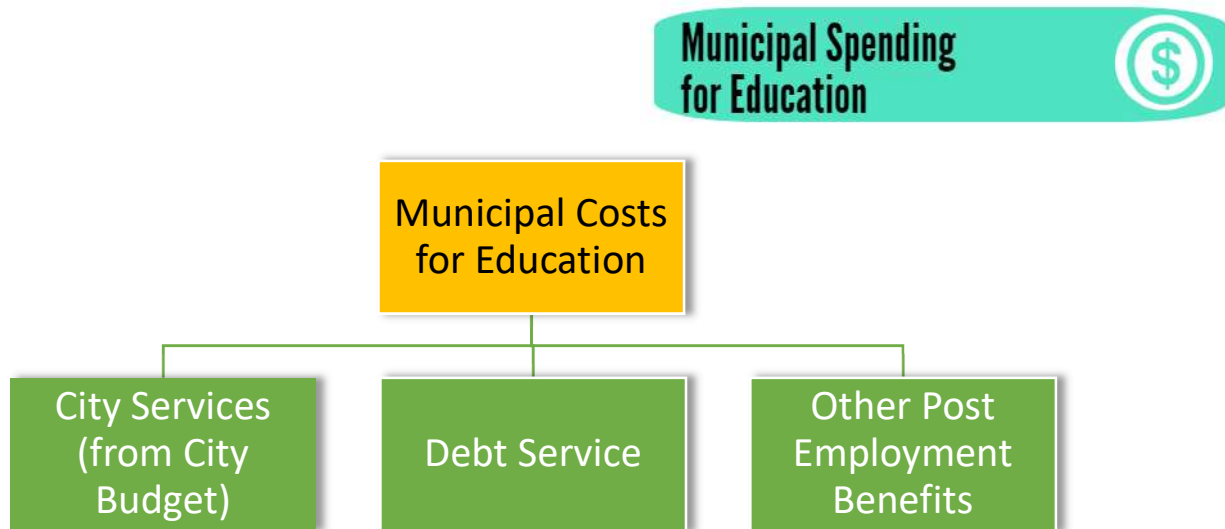


Fiscal Year	Required Local Spending	Chapter 70 State Aid	Total Required Spending
FY09	\$83,762,339	\$180,493,947	\$264,256,286
FY10	\$81,810,677	\$192,784,395	\$274,595,072
FY11	\$84,305,903	\$193,424,620	\$277,730,523
FY12	\$85,772,826	\$201,135,279	\$286,908,105
FY13	\$88,586,175	\$210,364,137	\$298,950,312
FY14	\$91,934,732	\$219,897,733	\$311,832,465
FY15	\$96,374,700	\$220,569,583	\$319,944,283
FY16	\$97,927,769	\$231,540,738	\$329,468,507
FY17	\$97,188,059	\$235,402,233	\$332,590,292
FY18	\$97,679,398	\$245,207,183	\$342,886,581
FY19	\$100,450,297	\$353,662,082	\$353,662,082
FY20	\$104,076,553	\$271,330,278	\$375,406,831

There are a number of items contained within the school district budget that do not qualify towards the community's required spending level. In accordance with MGL Chapter 70, Section 6 and 603 CMR 10.06, spending on cost centers such as student transportation, crossing guards, building rentals, adult education programs, and extraordinary maintenance are not eligible towards a city's required spending amount. Therefore, in determining whether the City has complied with the state's educational funding formula, the state calculates a so-called "net school spending" amount. Required net school spending is the sum of Chapter 70 aid and the local contribution for eligible cost areas as determined by the Department of Elementary and Secondary Education (DESE).



Municipal Spending for Education



Share of Local 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 FY20, these costs total \$22.0 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 FY19, the city's debt costs associated with Worcester Public Schools was \$17.5 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.



Municipal Spending for Education

Fiscal Years 2020 and 2019 Budget,
Actual Spending for 2016-2018

State Spending Compliance Net School Spending Calculation



	Actual 2016	Actual 2017	Actual 2018	Adopted 2019	Budget 2020
Calculation of Required Contribution:					
1 Foundation budget	329,468,507	332,590,292	342,886,581	353,662,082	375,406,831
Less:					
2 Chapter 70 aid	231,540,738	235,402,233	245,207,183	253,211,785	271,330,278
3 Required Contribution	97,927,769	97,188,059	97,679,398	100,450,297	104,076,553
Calculation of Actual Contribution:					
School expenditures:					
4 School budget	318,291,993	322,962,307	335,120,190	345,058,676	364,928,023
Add state charges:					
Charter schools	24,793,043	24,539,164	24,851,912	25,955,575	27,017,786
School Choice	2,669,896	2,774,599	2,795,409	2,903,457	3,201,786
Special Education	179,832	249,164	259,131	245,091	256,765
5 Total	345,934,764	350,525,234	363,026,642	374,162,799	395,404,360
Less School Local Aid:					
Chapter 70 aid	231,540,738	235,402,233	245,207,183	253,211,785	271,330,278
Charter school tuition reimbursement	2,084,813	1,804,840	1,779,749	2,390,708	2,383,178
6 Total School Local Aid	233,625,551	237,207,073	246,986,932	255,602,493	273,713,456
7 Actual contribution	112,309,213	113,318,161	116,039,710	118,560,306	121,690,904
8 Required contribution	97,927,769	97,188,059	97,679,398	100,450,297	104,076,553
9 Excess contribution	14,381,444	16,130,102	18,360,312	18,110,009	17,614,351
Calculations of total excess contributions:					
Excess contribution from above schedule	14,381,444	16,130,102	18,360,312	18,110,009	17,614,351
Additional contributions (city services):					
City Administration (1)	4,046,924	4,235,305	4,667,044	4,850,969	4,947,988
Police(1)	763,558	1,021,768	812,646	907,415	925,563
Water/Sewer	506,975	520,951	530,079	580,457	592,066
10 Total excess contributions	19,698,901	21,908,126	24,370,081	24,448,850	24,079,969
School expenditures not eligible for net school spending:					
Transportation	17,637,181	18,039,447	18,825,628	19,523,809	20,661,712
Crossing Guards	484,384	463,307	552,934	506,745	507,469
Building Rentals	409,039	520,951	540,794	566,730	659,642
Adult Education	70,598	114,663	107,820	95,585	135,585
Prior year unexpended encumbrances	76,293	271,808	0	0	0
11 Total Non Educational Expenditures	18,677,495	19,410,176	20,027,176	20,692,869	21,964,408
12 Excess (deficient) contribution	1,021,406	2,497,950	4,342,905	3,755,981	2,115,561
13 Required Spending Shortfall Prior Year	(2,301,509)	(1,280,103)			
14 Funding (Deficiency)	(1,280,103)	1,217,847	4,342,905	3,755,981	2,115,561



Municipal Spending for Education

Agreement for Allowable Municipal Expenditures City of Worcester and Worcester Public Schools

City Costs for School Services



In accordance with 603 CMR 10.04, the Worcester Public Schools and City of Worcester have agreed to the following charges to be recorded as allowable municipal expenses for the purposes of determining the City's compliance with Chapter 70 Net School Spending for education:

Administrative Services: The City and Schools agree that all administrative services (limited to Auditing, Purchasing, Technical Services, City Treasurer, and Budget Office) will be assessed as an indirect municipal expenditure on an annual basis determined by the following calculation: Total cost of the department (salary and ordinary maintenance) multiplied by the ratio of the Worcester Public Schools' budget to the City's total budget.

Educational Media and Library Services, Exclusive of Capital Outlay: The City and Schools agree that all expenditures related to educational media and library services directly and solely for the Worcester Public Schools will be funded by the Worcester Public Schools, only as recommended by the Superintendent and approved by the Worcester School Committee. No municipal charges are expected to be used for this purpose unless otherwise provided in a separate agreement.

Health Services: The City and Schools agree that all health service expenditures for the Worcester Public Schools will be directly funded by the Worcester Public Schools, only as recommended by the Superintendent and approved by the Worcester School Committee. No municipal charges are expected for this purpose unless otherwise provided in a separate agreement.

School Security Services: The City and Schools agree that all Worcester Police Department services will be assessed to the Worcester Public Schools as an indirect municipal expense on an annual basis based on the actual salary and fringe benefit cost for time actually dedicated to the Worcester Public Schools, less any actual appropriation included in the budget of the Worcester Public Schools.

Student Transportation Services: The City and Schools agree that all student transportation services for students of the Worcester Public Schools (or students otherwise required by state statute) will be directly funded by the Worcester Public Schools, only

as recommended by the Superintendent and approved by the Worcester School Committee. No municipal charges are expected to be used for this purpose unless otherwise provided in a separate agreement. Both City and Schools recognize that student transportation services do not qualify for net school spending purposes.

Operation and Maintenance of School Facilities: The City and Schools agree that only water and sewer utility expenses for the Worcester Public Schools will be assessed as an indirect municipal expense on an annual basis based on the actual usage as determined by the Department of Public Works. No additional municipal operations or facility maintenance expenses are expected to be provided unless otherwise provided in a separate agreement.

Employee Benefits: The City and Schools agree that all employee benefits related for all current and retired employees of the Worcester Public Schools will be directly funded by the Worcester Public Schools based upon actual charges incurred, or other eligible charges as agreed by the Superintendent of Schools and City Manager.

Non-Employee Insurance: The City and Schools agree that all non-employee insurance expenditures related to the Worcester Public Schools will be directly funded by the Worcester Public Schools, only as recommended by the Superintendent and approved by the Worcester School Committee. No municipal charges are expected to be used for this purpose unless otherwise provided in a separate agreement.



Municipal Spending for Education

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

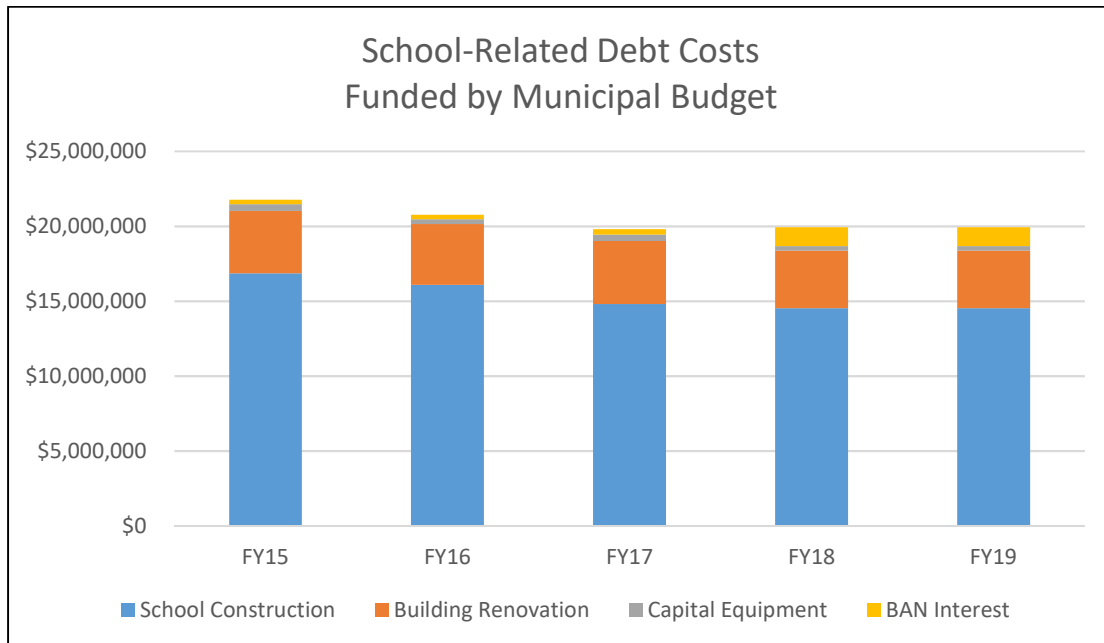
As a municipal department of the City of Worcester, the Worcester Public Schools cannot incur debt for the purchase of equipment or buildings. The City of Worcester funds capital

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.

City Costs for School Debt



Description	FY15	FY16	FY17	FY18	FY19
School Construction	\$16,857,499	\$16,080,436	\$14,793,371	\$14,522,175	\$12,849,968
Building Renovations	\$4,159,205	\$4,066,403	\$4,214,093	\$3,853,724	\$3,752,085
Capital Equipment	\$453,209	\$322,487	\$437,415	\$293,443	\$231,446
BAN Interest	\$292,422	\$278,739	\$360,424	\$1,264,186	\$631,969
TOTAL	\$21,762,335	\$20,748,065	\$19,805,303	\$19,933,528	\$17,465,468





Municipal Spending for Education

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 Lewis & Ellis Actuaries and Consultants in December 2018 to highlight the costs of the OPEB for school district employees.

School Share of OPEB Liability



Summary of Member Data	
Active Members	2,293
Retired Members & Survivors	3,707
Total	6,000
Balance as of 6/30/2017	\$482,378,414
Changes for the Current Year	
Service Cost	\$19,310,792
Interest	\$17,926,575
Difference between expected and actual	\$3,487,732
Benefit payments	-\$12,959,898
Total	\$27,765,201
Balance as of 6/30/2018	510,143,615
Service Cost	\$19,310,792
Interest on the Total OPEB Liability	\$17,926,575
Expensed portion of current-period difference between expected and actual experience in	
Total OPEB Liability	\$633,916
Total OPEB Expense	\$37,871,283



Municipal Spending for Education

Based upon the City of Worcester's estimated FY20 general fund budget and the Department of Revenue and Department of Elementary and Secondary Education calculations, the City is required to contribute 27.4% of all local revenue sources (other than Chapter 70 State Education Aid) to the Worcester Public Schools.

Impact of the Education Budget on Local Revenue and Taxes



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	\$411,789,732	\$289,595,640	\$112,775,814	\$9,418,278

* 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.

	FY20 Budget
TOTAL CITY BASE REVENUE (Not Including Educational State Aid)	\$411,789,732
City Contribution to Worcester Public Schools (Less Pro-Rated City Costs for Resident Charter School and School Choice Assessment)	\$112,775,814
Total City Revenue Contribution to Education	27.4%

Of these totals, it is also important to highlight that costs for charter schools and students attending other school districts through the state's school choice are included in the required spending for education (both through local and state funds) and municipal funds are allocated to support these tuition assessments on a pro-rated basis. In FY20, the Worcester Public Schools account for 92.3% of all education spending from local and state resources, while tuition assessments for charter schools and school choice equal 7.7%. The following is the share of school and municipal services on the city's FY19 tax rate:

Impact of Education on the individual property tax rate (using FY19 Rates):

Tax Rate	Total Tax Rate Per \$1,000 valuation	Share for non-school municipal services	Share to WPS	Share to charter/choice schools
Residential	\$18.00	\$12.66	\$4.93	\$0.41
Commercial, Industrial, and Personal Property	\$34.90	\$24.54	\$9.56	\$0.80

With an average median home value of \$226,325, the annual property tax bill of \$4,074 results in **\$1,116** of the payment to the Worcester Public Schools. The city also funds school related debt for construction and renovation projects, totaling approximately \$17.5 million. This amount equals \$0.76 of the residential tax bill and \$1.48 of the commercial, industrial, and personal property tax bill. This equals \$173 annually for the average homeowner.



Glossary of 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.

Adopted Budget: An annual plan of financial operations approved School Committee.

Allocation Grants: Grants awarded to recipients based on formulas developed to promote Massachusetts Department of Elementary and Secondary Education priorities.

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)

Advanced Placement: A program in the United States and Canada created by the College Board which offers college-level curricula and examinations to high school students. American colleges and universities may grant placement and course credit to students who obtain high scores on the examinations.

Advancement Via Individual Determination (AVID): A non-profit organization that helps districts prepare all students for college, career, and life. For more information, see www.avid.org

Biliteracy: The ability to read and write proficiently in two languages

Bond Anticipation Notes (BANs): A short-term interest-bearing security issued in advance of a larger, future bond issue. Bond anticipation notes are smaller short-term bonds that are issued by corporations and governments, such as local municipalities, wishing to generate funds for upcoming projects.

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)

Capital Budget: See *Capital Improvement Program*.

Capital Equipment: Equipment includes all tangible property other than land and buildings such as computers (hardware and software), rolling stock (vehicles), machinery, other electronic and electrical devices and furnishings with a useful life of at least two years and a cost in excess of \$1,000.

Capital Improvements Program (CIP): 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 (State Aid): Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed to communities to help establish educational equity among municipal and regional school districts.

Chapter 74: Term used to describe vocational and technical programs meeting certain requirements as defined in Commonwealth of Massachusetts' General Law (M.G.L.) Chapter 74.

Charter School: Authorized by the Commonwealth of Massachusetts' Education Reform Act of 1993, charter schools are independent public schools that operate under five year charters granted by the Commonwealth's Board of Elementary and Secondary Education. Once the Board of Elementary and Secondary Education has awarded a charter, the new charter school has the freedom to organize around a core mission, curriculum, theme, or teaching method. It is allowed to control its own budget and hire (and fire) teachers and staff. In return for this freedom, a charter school must demonstrate good results within five years or risk losing its charter.

Charter School Facility Assessment: Massachusetts charter schools are not eligible for state financing for school construction. Therefore, the state adds a per pupil facilities assessment to the charter school tuition assessment, simulating the direct aid districts receive from the state's Massachusetts School Building Authority for capital projects.



Glossary of Terms

Charter School Reimbursement: State funding to assist sending districts for increased tuition costs associated with charter school tuition assessments over previous year's amount.

Charter School Tuition Assessment: A per pupil based formula for students attending charter schools replicating the foundation rate formula is to establish a tuition that is comparable to what would have been spent on a charter student had he or she stayed in the home district.

Circuit Breaker: Massachusetts General Laws, General Laws Chapter 71B §5A, effective July 1, 2003, provides reimbursement to school districts for certain high cost of special education students. The program is termed "Circuit Breaker Reimbursement."

Code of Massachusetts Regulations (CMR): is the canonical collection of regulations promulgated by various agencies of the Commonwealth of Massachusetts. It is the state counterpart to the national Code of Federal Regulations (CFR).

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.

Community Eligibility Provision (CEP): a non-pricing meal service option for schools and school districts in low-income areas as allowed under the United States Department of Agriculture (USDA). CEP allows the nation's highest poverty schools and districts to serve breakfast and lunch at no cost to all enrolled students without collecting household applications. Instead, schools that adopt CEP are reimbursed using a formula based on the percentage of students categorically eligible for free meals based on their participation in other specific means-tested programs, such as the Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF).

Competitive Grants: Grants are open to applicants that meet eligibility criteria within the grant application. Reading teams and rating sheets are used in the review process to ensure a fair and open competition among eligible applicants.

Continuation Grants: Grants are those in which the

recipients of grants in one year are awarded funds at the same level for the following year. These are grants that were initially competitive and are funded for multiple years on a continuation basis.

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.

Department of Elementary and Secondary Education (DESE): The Massachusetts department that oversees Kindergarten through Grade 12 education in the state. Work of the department includes licensing educators, distributing state and federal education money, helping districts implement learning standards, overseeing statewide standardized tests, monitoring schools and districts, and convening districts and individuals to share best practices. For more information, see www.doe.mass.edu

Dynamic Indicators of Basic Early Literacy Skills (DIBELS): A set of procedures and measures for assessing the acquisition of early literacy skills. They are designed to be short (one minute) fluency measures used to regularly monitor the development of early literacy and early reading skills.

Early College Program: This early college program brings together the local community college and the state university to provide a district-wide model in all seven high schools in Worcester. Students will be exposed to preparatory work in 9th and 10th grade, and then in 11th and 12th grade they will take courses at either Worcester State University or Quinsigamond Community College to earn 12 college credits. This program will offer three pathways in either engineering/biotechnology, computer science, or early childhood education.

Early Education and Care (EEC): *See Massachusetts Early Education and Care.*

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.

Educational Association of Worcester (EAW): The collective bargaining representative for several employee groups, including teachers and certain administrators, instructional assistants, bus drivers and bus monitors, and other smaller groups.



Glossary of Terms

Elementary and Secondary Education (ESE): see Department of Elementary and Secondary Education

End of Year Report (EOYR): A comprehensive financial revenue and expenditure report prepared by Massachusetts school districts submitted annually by September 30 to the Massachusetts Department of Elementary and Secondary Education (DESE) in accordance reporting criteria set forth in state law, state regulations, and guidelines published by the DESE.

Energy Manager: Monitors and manages the energy efficiency of the school district. Also, the position implements conservation measures, monitors energy consumption, assesses business decisions for sustainability and seeks out opportunities for increasing energy efficiency.

Energy Service Company (ESCO): A commercial or non-profit business providing a broad range of energy solutions including designs and implementation of energy savings projects, retrofitting, energy conservation, energy infrastructure outsourcing, power generation and energy supply, and risk management.

English as a Second Language (ESL): A program of techniques, methodology and special curriculum designed to teach English learner students English language skills, which may include listening, speaking, reading, writing, study skills, content vocabulary, and cultural orientation. ESL instruction is usually in English with little use of native language.

English Language Arts (ELA): The course for students that includes reading, writing, speaking, listening and viewing.

English Language Learner: See *English Learner*

English Learners (EL): The term “English learner” is defined in the Elementary and Secondary Education Act (ESEA), Section 8101(20), as amended by the Every Student Succeeds Act (ESSA) as follows.

- A. who is aged 3 through 21;
- B. who is enrolled or preparing to enroll in an elementary school or secondary school;
- C. (i) who was not born in the United States or whose native language is a language other than English;

- (ii) (I) who is a Native American or Alaska Native, or a native resident of the outlying areas; and
- (II) who comes from an environment where a language other than English has had a significant impact on the individual's level of English language proficiency; or
- (iii) who is migratory, whose native language is a language other than English, and who comes from an environment where a language other than English is dominant; and
- D. whose difficulties in speaking, reading, writing, or understanding the English
- E. language may be sufficient to deny the individual —
 - i. the ability to meet the challenging State academic standards;
 - ii. the ability to successfully achieve in classrooms where the language of instruction is English; or
 - iii. the opportunity to participate fully in society.

Massachusetts law defines the term “English learner” as “a student who does not speak English or whose native language is not English, and who is not currently able to perform ordinary classroom work in English.”

May also be shown as ELs (English Learners)

Entitlement Grants: Federal grants are awarded to recipients on the basis of formulas set forth in laws or regulations.

E-Rate: The schools and libraries universal service support program, commonly known as the E-rate program, helps schools and libraries to obtain affordable broadband through subsidies administered by the Universal Service Administrative Company under the direction of the Federal Communications Commission.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Federal Stimulus: Funds provided to school districts under the federal American Recovery and Reinvestment Act of 2009. Fund were used to provide additional Title I and IDEA funding, as well as funds used to augment the state's foundation budget funding to assist with federal stimulus of the economy between 2009-2011.



Glossary of Terms

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.

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. The foundation budget is determined by the sum of district's student enrollment multiplied by a differentiated per pupil rate (based on grade level or program).

Foundation Budget Enrollment: Resident students, including students attending charter schools and other school districts through the state's School Choice program, enrolled on October 1 each year are used to determine the foundation budget for the community starting on July 1 of the subsequent fiscal year.

Foundation Budget Inflation Factor: The measure of inflation in the prices of goods and services produced in the United States, including exports. The inflation measure is used annually to adjust the per pupil foundation budget rates based using the State and Local Government measure as contained in Bureau of Economic Affairs Table 1.1.9.

Also referred to as Foundation Budget Inflation Index, Foundation Budget Per Pupil Inflation Index, Inflation Factor, Implicit Price Deflators for Gross Domestic Product, Inflation Index, National Price Deflator Index, or

Foundation Budget Inflation Index: *See Foundation Budget Inflation Factor*

Foundation Budget Per Pupil Inflation Index: *See Foundation Budget Inflation Factor*

Foundation Budget Review Commission: Sections 124 and 278 of the FY15 Massachusetts State Budget established the Foundation Budget Review Commission (FBRC) to "determine the educational programs and services necessary to achieve the Commonwealth's educational goals" and to "review the way foundation budgets are calculated and to make recommendations for potential changes in those calculations as the commission deems appropriate." In conducting such review, the FBRC was charged with

determining "the educational programs and services necessary to achieve the commonwealth's educational goals and to prepare students to achieve passing scores on the Massachusetts Comprehensive Assessment System examinations." The statute also directed the FBRC to "determine and recommend measures to promote the adoption of ways in which resources can be most effectively utilized and consider various models of efficient and effective resource allocation." The FBRC issued a final report of findings and recommendations on October 30, 2015.

Full Time Equivalent (FTE): The ratio of the total number of paid hours during a period by the number of working hours in that pay period. The total number of hours worked in a pay period is determined by each employee's group scheduled work schedule.

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 Balance: The difference between assets and liabilities reported in a governmental fund. Also known as fund equity.

GASB 34: Financial reporting requirements for state and local governments throughout the United States established by the Governmental Accounting Standards Board.

GASB 45: The financial accounting for and report other postemployment benefits (See OPEB) in its accounting statements as established by the Governmental Accounting Standards Board. 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.

Generally Accepted Accounting Principles (GAAP): A collection of commonly-followed accounting rules and standards for financial reporting.

Governmental Accounting Standards Board (GASB): The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.



Glossary of Terms

Heating, Ventilation and Air Conditioning (HVAC):

A program of study at Worcester Technical School and a set of employees of the Worcester Public Schools specializing in the installation and maintenance of systems that provide heating and cooling services to buildings.

High School Equivalency Test (HiSET): Used for educational testing services designed to provide a high school equivalency credential.

Inflation Factor: See *Foundation Budget Inflation Factor*

Inflation Index: See *Foundation Budget Inflation Factor*

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.

Individualized Education Program (IEP): A legal plan individualized for each qualifying student that lays out the program of special education instruction, supports and services for students in order to make progress and succeed in school.

Individuals with Disabilities in Education Act (IDEA): Federal law that makes available a free appropriate public education to eligible children with disabilities throughout the nation and ensures special education and related services to those children. The federal government provides formula grants (passed through state Departments of Education to school districts) for meeting the excess costs of providing special education and related services to children with disabilities.

Innovation Pathways: Educational programs that connect students' learning to a particular career pathway by providing work-based learning experiences, along with rigorous college-level coursework. Students from the district's six comprehensive high schools take designated course

work and then are bussed to take a series of courses at Worcester Technical High School in late afternoon programs providing experience in a specific high-demand industry, such as information technology, engineering, healthcare, life sciences and advanced manufacturing.

Legacy MCAS: The state's student assessment system used from 1993-2018, primarily a paper and pencil based assessment.

Related: MCAS and Next-Gen MCAS

Level Funded: The same budget amount as the previous year.

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.

Local Contribution: The amount of education funding from the municipal government's general fund budget.

Local Required Contribution: The amount of education funding required from a municipality to be provided to the school district(s) in the community. The contribution is based on a formula that is based on the prior year's required contribution, increased by the community's growth in available non-school aid revenue (Municipal Revenue Growth Factor), and adjusted towards targets calculated based on the community's wealth factors.

Massachusetts Comprehensive Assessment System (MCAS): The Commonwealth's statewide standards-based assessment program.

Related: Legacy MCAS and Next-Gen MCAS

Massachusetts Early Education and Care (EEC): An eleven member Board of Early Education and Care sets policies and regulations related to early education and care programs and services in the Commonwealth of Massachusetts. Early education and care includes formal programs for infants, toddlers, preschoolers, and school age children during out-of-school time; group homes; foster care and adoption placement agencies; and residential schools for children with special needs; as well as programs in informal settings such as home visiting, and community-based family engagement networks.



Glossary of Terms

Massachusetts Interscholastic Athletic Association (MIAA): Is the state association that provides governance and administration for interscholastic athletic programs in Massachusetts. See www.miaa.net

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.

Massachusetts Teachers Retirement System (MTRS): The state board that administers the teachers' retirement system authorized under Massachusetts General Laws Chapter 15, Section 16. See <https://mtrs.state.ma.us>

MassCore: Adopted by the Board of Elementary and Secondary Education in 2007 and amended in 2018, MassCore is a state-recommended program of study intended to align high school coursework with college and workforce expectations.

The program of studies includes the successful completion of four units of English, four units of mathematics, three units of a lab-based science, three units of history, two units of the same foreign language, one unit of the arts, and five additional "core" courses. A computer science course that includes rigorous mathematical or scientific concepts and aligns with the 2016 Digital Literacy and Computer Science Framework can substitute for either a mathematics course or a laboratory science course.

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).

Multi-Tiered System of Support (MTSS): The practice of providing high-quality instruction and interventions matched to student need, monitoring progress frequently to make decisions about changes in instruction or goals, and applying child response

data to important educational decisions

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).

National Price Deflator Index: See *Foundation Budget Inflation Index*

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).

New England Association of Schools and Colleges (NEASC): An independent, voluntary, nonprofit membership accreditation organization which connects and serves public, independent, and international schools in establishing and maintaining high standards for all levels of education. See www.neasc.org

Next-Gen (Next Generation) MCAS: The state's student assessment system that began in 2019 (while in some cases districts participated in 2017 and 2018), primarily a computer-based assessment.

Related: MCAS and Legacy MCAS

No Child Left Behind (NCLB): The No Child Left Behind Act of 2001 was a U.S. Act of Congress that reauthorized the Elementary and Secondary Education Act between 2002 and 2015; it included Title I provisions applying to disadvantaged students.

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)



Glossary of Terms

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Ordinary Maintenance (OM): Non-salary expenditures of the school district, not including employee benefits of capital equipment or improvements.

Other Postemployment Benefits (OPEB): 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)

Partnership for Assessment of Readiness for College and Careers (PARCC): A group of states working together to develop a set of assessments that measure whether students are on track to be successful in college and careers.

Massachusetts ultimately did not adopt PARCC as an assessment system.

Related: See MCAS and Next-Gen MCAS

Pension Cost: A measure of the periodic cost of an employer's participation in a defined benefit pension plan.

Per Pupil Inflation: See *Foundation Budget Inflation Factor*

Personnel Costs: The cost of salaries, wages and related employment benefits.

Polychlorinated biphenyls (PCBs): A broad family of man-made organic chemicals known as chlorinated hydrocarbons that were manufactured from 1929 until manufacturing was banned in 1979 and identified as a probable human carcinogen. Due to their non-flammability, chemical stability, high boiling point and

electrical insulating properties, PCBs were used in hundreds of industrial and commercial applications that included window caulk, expansion joints, light ballasts, and other commercial building materials.

Preliminary Scholastic Assessment Test (PSAT): also known as the PSAT/NMSQT® (National Merit Scholarship Qualifying Test), is a practice version of the SAT exam. You can only take the PSAT once per year, and many students take the test in both 10th and 11th grade. If you earn a high score on the PSAT your junior year, you could qualify to receive a National Merit Scholarship—\$180 million dollars in merit scholarships are awarded to students each year. The PSAT is 2 hours and 45 minutes long and tests your skills in reading, writing, and math. Unlike the SAT, the highest score possible on the PSAT is 1520.

Quality Rating and Improvement System (QRIS): A program developed by the Massachusetts Department of Early Education and Care to improve the quality of early education and care programs across the state.

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.

Revenue Offsets: State assessments for resident students attending other public institutions for education, such as charter schools, other school districts, and specialized hospital settings. These assessments are reduced from the state aid for the municipality.

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.



Glossary of Terms

Scholastic Assessment Test (SAT): Is an entrance exam used by most colleges and universities to make admissions decisions. It is a multiple-choice, pencil-and-paper test administered by the College Board.

The purpose of the SAT is to measure a high school student's readiness for college, and provide colleges with one common data point that can be used to compare all applicants. College admissions officers will review standardized test scores alongside your high school GPA, the classes you took in high school, letters of recommendation from teachers or mentors, extracurricular activities, admissions interviews, and personal essays. How important SAT scores are in the college application process varies from school to school.

School Choice: The school choice program allows parents to send their children to schools in communities other than the city or town in which they reside. Tuition is paid by the sending district to the receiving district. Districts may elect not to enroll school choice students if no space is available.

School Climate: Refers to the quality and character of school life. School climate is based on patterns of students', parents' and school personnel's experience of school life and reflects norms, goals, values, interpersonal relationships, teaching and learning practices and organizational structures.

Social Emotional Learning (SEL): The process through which children and adults understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.

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.

State Aid: State payment is distributed to communities to help establish educational equity among municipal and regional school districts as established by Massachusetts General Law Chapter 70 under the Education Reform Act of 1993.

Structured English Immersion (SEI): The goal of this program is acquisition of English language skills so that the ELL student can succeed in an English-only mainstream classroom. All instruction in an immersion strategy program is in English. Teachers have specialized training in meeting the needs of ELL students, possessing either a bilingual education or ESL teaching credential and/or training, and strong receptive skills in the students' primary language.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$18.00 per \$1,000 of assessed valuation of taxable real and personal property.

Transitions Program: Massachusetts students with disabilities who receive special education services are entitled under federal and state laws to receive appropriate transition services to support their movement beyond school, beginning at age 14. Massachusetts has a long tradition of providing transition planning for students with the most significant disabilities to access appropriate adult services as needed under Massachusetts Chapter 688 (1984). In addition, IDEA, the federal special education legislation, and Chapter 71B, the Massachusetts special education law, contain expanded responsibilities for providing for the transition of all children with disabilities that are eligible for special education.

Universal Design for Learning (UDL): A framework to improve and optimize teaching and learning for all people based on scientific insights into how humans learn. UDL is based on three main principles: representation, action and expression, and engagement. For more information, see: <http://udlguidelines.cast.org/>

University Park Campus School (UPCS): A grade 7-12 middle/high school in the South Quadrant of the Worcester Public Schools, located at 12 Freeland Street, Worcester.

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)



Glossary of Terms

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): 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.

Voice Over Internet Protocol (VOIP): Transmission of voice and multimedia content over Internet Protocol (IP) networks. The Worcester Public Schools is transitioning all of its phone service over to VOIP services from traditional hardwired landline services.

Worcester Arts Magnet School (WAM): A Pre-citywide kindergarten to grade 6 elementary magnet school in the Burncoat Quadrant of the Worcester Public Schools, located at 315 St. Nicholas Ave, Worcester.

Worcester East Middle School (WEMS): A grade 7-8 middle school in the North Quadrant of the Worcester Public Schools, located at 420 Grafton Street, Worcester.

Worcester Regional Transit Authority (WRTA): A public, non-profit organization charged with providing public transportation to the city of Worcester, Massachusetts and the surrounding towns. The WRTA was created in September 1974 under Chapter 161B of the Massachusetts General Laws

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.

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7D Vans:

Massachusetts General Laws Chapter 90, Section 7D is the state law that governs pupil transportation in vehicles other than school buses. These vehicles are called "school pupil transport vehicles" (or "7D vehicles" after the Section number creating the law) and are generally vans and station wagons. The law restricts them to carrying a maximum of eight (8) passengers.

ABA: Applied Behavioral Analysis

The use of scientific and systematic processes to help influence an individual's behavior used in certain areas like autism, developmental disabilities, or mental health issues.

AP: Advanced Placement

A program in the United States and Canada created by the College Board which offers college-level curricula and examinations to high school students. American colleges and universities may grant placement and course credit to students who obtain high scores on the examinations.

AVID: Advancement Via Individual Determination:

A non-profit organization that helps districts prepare all students for college, career, and life. For more information, see www.avid.org

BANs: Bond Anticipation Notes

A short-term interest-bearing security issued in advance of a larger, future bond issue. Bond anticipation notes are smaller short-term bonds that are issued by corporations and governments, such as local municipalities, wishing to generate funds for upcoming projects.

BCBA: Board Certified Behavior Analyst

A person with a certification in applied behavior analysis.

CEP: Community Eligibility Provision

A non-pricing meal service option for schools and school districts in low-income areas. CEP allows the nation's highest poverty schools and districts to serve breakfast and lunch at no cost to all enrolled students without collecting household applications. Instead, schools that adopt CEP are reimbursed using a formula based on the percentage of students categorically eligible for free meals based on their participation in other specific means-tested programs, such as the



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Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF).

CFCE: Coordinated Family and Community Engagement

State funded programs that provide child development services and resources to families with young children, such as parent education and family engagement, early literacy and child development, collaboration between local early education and care partners, transitions between early education and care settings, home and school, and high-quality programs and service delivery

CIP: 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.

CMR: Code of Massachusetts Regulations

The canonical collection of regulations promulgated by various agencies of the Commonwealth of Massachusetts. It is the state counterpart to the national Code of Federal Regulations (CFR).

COAST: Creative Opportunities for Adolescents on the Secondary Tier

A program designed for students with disabilities, grades 7-12 diagnosed with an autism disability. The principles and approaches are based on Applied Behavior Analysis (ABA) methodologies with a focus on education and transition planning to life after high school. When a student is found eligible for services in the COAST program, the student will be supported by a Special Education teacher and a BCBA (Board Certified Behavior Analyst) if needed. The student's placement and IEP services could range from inclusion to a substantially separate classroom. IEP services may also vary based on IEP Team recommendations.

COLA: Cost of Living Adjustment

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).

CPI: Composite Performance Index

A measure of the extent to which students are progressing toward proficiency in English language arts (ELA) and mathematics, respectively using the state's student assessment MCAS test. For more detailed information on the CPI, see <http://www.doe.mass.edu/>

CPPAC: City-wide Parent Planning Advisory Committee

An advisory council to the Administration and School Committee of the Worcester Public Schools. The council is made up of parents who represent the schools that their children attend.

CVTE: Career Vocational Technical Education

Programs of high school study governed under Commonwealth of Massachusetts' General Law (M.G.L.) Chapter 74 and the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006 P.L. 109-270 (Perkins IV).

DESE: Department of Elementary and Secondary Education

The Massachusetts department that oversees Kindergarten through Grade 12 education in the state. Work of the department includes licensing educators, distributing state and federal education money, helping districts implement learning standards, overseeing statewide standardized tests, monitoring schools and districts, and convening districts and individuals to share best practices. For more information, see www.doe.mass.edu

DIBELS: Dynamic Indicators of Basic Early Literacy Skills

A set of procedures and measures for assessing the acquisition of early literacy skills. They are designed to be short (one minute) fluency measures used to regularly monitor the development of early literacy and early reading skills.

EAW: Educational Association of Worcester

The collective bargaining representative for several employee groups, including teachers and certain administrators, instructional assistants, bus drivers and bus monitors, and other smaller groups. For more information, see <https://Worcester.massteachers.org>

EEC: Early Education and Care

An eleven member Board of Early Education and Care sets policies and regulations related to early education and care programs and services in the Commonwealth



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of Massachusetts. Early education and care includes formal programs for infants, toddlers, preschoolers, and school age children during out-of-school time; group homes; foster care and adoption placement agencies; and residential schools for children with special needs; as well as programs in informal settings such as home visiting, and community-based family engagement networks.

Also: Massachusetts Early Education and Care.

EL: English Learners

The term “English learner” is defined in the Elementary and Secondary Education Act (ESEA), Section 8101(20), as amended by the Every Student Succeeds Act (ESSA) as follows.

- A. who is aged 3 through 21;
- B. who is enrolled or preparing to enroll in an elementary school or secondary school;
- C. (i) who was not born in the United States or whose native language is a language other than English;
 - (ii) (I) who is a Native American or Alaska Native, or a native resident of the outlying areas; and
 - (II) who comes from an environment where a language other than English has had a significant impact on the individual's level of English language proficiency; or
 - (iii) who is migratory, whose native language is a language other than English, and who comes from an environment where a language other than English is dominant; and
- D. whose difficulties in speaking, reading, writing, or understanding the English
- E. language may be sufficient to deny the individual —
 - i. the ability to meet the challenging State academic standards;
 - ii. the ability to successfully achieve in classrooms where the language of instruction is English; or
 - iii. the opportunity to participate fully in society.

Massachusetts law defines the term “English learner” as “a student who does not speak English or whose native language is not English, and who is not currently able to perform ordinary classroom work in English.”

May also be shown as ELs (English Learners)

ELA: English Language Arts

The course for students that includes reading, writing, speaking, listening and viewing.

ELL: English Language Learner

See English Learner

EOYR: End of Year Report

A comprehensive financial revenue and expenditure report prepared by Massachusetts school districts submitted annually by September 30 to the Massachusetts Department of Elementary and Secondary Education (DESE) in accordance reporting criteria set forth in state law, state regulations, and guidelines published by the DESE.

EPL: English Proficiency Level

Refers to the degree to which the student exhibits control over the use of language, including the measurement of expressive and receptive language skills in the areas of phonology, syntax, vocabulary, and semantics and including the areas of pragmatics or language use within various domains or social circumstances.

ESE: Elementary and Secondary Education

Massachusetts Department of Elementary and Secondary Education

ESCO: Energy Service Company

A commercial or non-profit business providing a broad range of energy solutions including designs and implementation of energy savings projects, retrofitting, energy conservation, energy infrastructure outsourcing, power generation and energy supply, and risk management.

ESL: English as a Second Language

A program of techniques, methodology and special curriculum designed to teach English Language Learner students English language skills, which may include listening, speaking, reading, writing, study skills, content vocabulary, and cultural orientation. ESL instruction is usually in English with little use of native language.

FBRC: Foundation Budget Review Commission:

Sections 124 and 278 of the FY15 Massachusetts State Budget established the Foundation Budget Review Commission (FBRC) to “determine the educational programs and services necessary to achieve the Commonwealth’s educational goals” and to “review the way foundation budgets are calculated and to make



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recommendations for potential changes in those calculations as the commission deems appropriate." The FBRC was charged with determining "the educational programs and services necessary to achieve the commonwealth's educational goals and to prepare students to achieve passing scores on the Massachusetts Comprehensive Assessment System examinations." The statute also directed the FBRC to "determine and recommend measures to promote the adoption of ways in which resources can be most effectively utilized and consider various models of efficient and effective resource allocation." The FBRC issued a final report of findings and recommendations on October 30, 2015.

FTE: Full Time Equivalent

The ratio of the total number of paid hours during a period by the number of working hours in that pay period. The total number of hours worked in a pay period is determined by each employee's group scheduled work schedule.

FY: Fiscal Year

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.

GAAP: Generally Accepted Accounting Principles

A collection of commonly-followed accounting rules and standards for financial reporting.

 GASB: Governmental Accounting Standards Board

The authoritative accounting and financial reporting standard-setting body for state and local governments.

GED: General Educational Development

Used for educational testing services designed to provide a high school equivalency credential.

Also known as Graduate Equivalency Degree, General Education Diploma

Related: See HiSET

HiSET: High School Equivalency Test

Used for educational testing services designed to provide a high school equivalency credential as an alternative test to the GED. *Related: See GED*

HVAC: Heating, Ventilation and Air Conditioning A

program of study at Worcester Technical School and a set of employees of the Worcester Public Schools specializing in the installation and maintenance of systems that provide heating and cooling services to buildings.

IDEA: Individuals with Disabilities in Education Act

Federal law that makes available a free appropriate public education to eligible children with disabilities throughout the nation and ensures special education and related services to those children. The federal government provides formula grants (passed through state Departments of Education to school districts) for meeting the excess costs of providing special education and related services to children with disabilities.

IEP: Individualized Education Program

A legal plan individualized for each qualifying student that lays out the program of special education instruction, supports and services for students in order to make progress and succeed in school.

MassCore: Adopted by the Board of Elementary and Secondary Education in 2007 and amended in 2018, MassCore is a state-recommended program of study intended to align high school coursework with college and workforce expectations.

The program of studies includes the successful completion of four units of English, four units of mathematics, three units of a lab-based science, three units of history, two units of the same foreign language, one unit of the arts, and five additional "core" courses. A computer science course that includes rigorous mathematical or scientific concepts and aligns with the 2016 Digital Literacy and Computer Science Framework can substitute for either a mathematics course or a laboratory science course.

MCAS: Massachusetts Comprehensive Assessment System

The Commonwealth's statewide standards-based assessment program.

Related: Legacy MCAS and Next-Gen MCAS

MEO: Motor Equipment Operator**MIAA: Massachusetts Interscholastic Athletic Association**

The state association that provides governance and administration for interscholastic athletic programs in Massachusetts. See www.miaa.net



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MRGF: Municipal Revenue Growth Factor

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).

MSBA: Massachusetts School Building Authority:

State agency that 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.

MTRS: Massachusetts Teachers Retirement System

The state board that administers the teachers' retirement system authorized under Massachusetts General Laws Chapter 15, Section 16. See <https://mtrs.state.ma.us>

MTSS: Multi-Tiered System of Support

The practice of providing high-quality instruction and interventions matched to student need, monitoring progress frequently to make decisions about changes in instruction or goals, and applying child response data to important educational decisions

NCLB: No Child Left Behind

The No Child Left Behind Act of 2001 was a U.S. Act of Congress that reauthorized the Elementary and Secondary Education Act between 2002 and 2015; it included Title I provisions applying to disadvantaged students.

NEASC: New England Association of Schools and Colleges

An independent, voluntary, nonprofit membership accreditation organization which connects and serves public, independent, and international schools in establishing and maintaining high standards for all levels of education. See www.neasc.org

NSS: Net School Spending

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)

OM: Ordinary Maintenance

Non-salary expenditures of the school district, not including employee benefits of capital equipment or improvements.

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)

PARCC: Partnership for Assessment of Readiness for College and Careers

A group of states working together to develop a set of assessments that measure whether students are on track to be successful in college and careers. Massachusetts ultimately did not adopt PARCC as an assessment system.

Related: See MCAS and Next-Gen MCAS

PCBs: Polychlorinated biphenyls

A broad family of man-made organic chemicals known as chlorinated hydrocarbons that were manufactured from 1929 until manufacturing was banned in 1979 and identified as a probable human carcinogen. Due to their non-flammability, chemical stability, high boiling point and electrical insulating properties, PCBs were used in hundreds of industrial and commercial applications that included window caulk, expansion joints, light ballasts, and other commercial building materials.



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PDD: Pervasive Developmental Disorder

Delays in how a child typically develops, problems with socializing and communicating, trouble when a routine changes, and repetitive movements and behaviors. PDDs are also called autism spectrum disorder.

PSAT: Preliminary Scholastic Assessment Test

A practice version of the SAT exam. You can only take the PSAT once per year, and many students take the test in both 10th and 11th grade. If you earn a high score on the PSAT your junior year, you could qualify to receive a National Merit Scholarship—\$180 million dollars in merit scholarships are awarded to students each year. The PSAT is 2 hours and 45 minutes long and tests your skills in reading, writing, and math. Unlike the SAT, the highest score possible on the PSAT is 1520.

Also known as the PSAT/NMSQT® (National Merit Scholarship Qualifying Test)

QRIS: Quality Rating and Improvement System

A program developed by the Massachusetts Department of Early Education and Care to improve the quality of early education and care programs across the state.

SAIL: Specialized Approaches to Individual Learning

A program designed for students with disabilities, grades pre-kindergarten through sixth grade diagnosed with an autism disability. The principles and approaches are based on Applied Behavior Analysis (ABA) methodologies. When a student is found eligible for services in a SAIL program, the student will be supported by a Special Education teacher and a BCBA (Board Certified Behavior Analyst) if needed. The student's placement and IEP services could range from inclusion to a substantially separate classroom. IEP services may also vary based on IEP Team recommendations.

SAT: Scholastic Assessment Test

An entrance exam used by most colleges and universities to make admissions decisions. It is a multiple-choice, pencil-and-paper test administered by the College Board. The purpose of the SAT is to measure a high school student's readiness for college, and provide colleges with one common data point that can be used to compare all applicants.

SEI: Structured English Immersion

The goal of this program is acquisition of English language skills so that the English Language Learner (ELL) student can succeed in an English-only mainstream classroom. All instruction in an immersion strategy program is in English. Teachers have specialized training in meeting the needs of ELL students, possessing either a bilingual education or English as a Second Language (ESL) teaching credential and/or training, and strong receptive skills in the students' primary language.

SEL: Social Emotional Learning

The process through which children and adults understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.

SGP: Student Growth Percentile

A measure of student progress that compares changes in a student's MCAS scores to changes in MCAS scores of other students with similar achievement profiles.

SRSD: Self-Regulated Strategy Development

An instructional model used to teach a variety of writing strategies to elementary, middle, and high school aged students.

STE: Science, Technology, and Engineering

STEM: Science, Technology, Engineering and Mathematics

STEP: Structured Therapeutic Education Program

A program designed to meet the academic needs of students with disabilities, and improve upon Social Emotional Learning, which is defined as the process of developing students' and adults' social and emotional competencies - the knowledge, skills, attitudes, and behaviors that individuals need to make successful choices" (Collaborative for Academic, Social, and Emotional Learning (CASEL)). The five core Social Emotional Learning competencies addressed in this program are self-regulation, social awareness, responsible decision-making, relationship skills, and self-awareness. Students are instructed on how to accurately identify and regulate their own emotions, thoughts, and behaviors. They also learn therapeutic strategies to take on the perspective of others, establish and maintain healthy relationships, and make positive and appropriate choices involving their social interactions and personal behavior.



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SWD: Students with Disabilities

A student who is determined by a school multidisciplinary eligibility team to have a disability according to state rules and regulations and who by reason of that disability requires special education and related services.

UDL: Universal Design for Learning

A framework to improve and optimize teaching and learning for all people based on scientific insights into how humans learn. UDL is based on three main principles: representation, action and expression, and engagement. For more information, see: <http://udlguidelines.cast.org/>

UPCS: University Park Campus School

A grade 7-12 middle/high school in the South Quadrant of the Worcester Public Schools, located at 12 Freeland Street, Worcester.

USDA: United States Department of Agriculture

The federal government agency that administers several programs that provide healthy food to children including the National School Lunch Program, School Breakfast Program, Child and Adult Care Food Program, Summer Food Service Program, Fresh Fruit and Vegetable Program, and Special Milk Program. Administered by state agencies, each of these programs helps fight hunger and obesity by reimbursing organizations such as schools, child care centers, and after-school programs for providing healthy meals to children.

VOIP: Voice Over Internet Protocol

Transmission of voice and multimedia content over Internet Protocol (IP) networks. The Worcester Public Schools is transitioning all of its phone service over to VOIP services from traditional hardwired landline services.

WAM: Worcester Arts Magnet School

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WEMS: Worcester East Middle School

A grade 7-8 middle school in the North Quadrant of the Worcester Public Schools, located at 420 Grafton Street, Worcester.

WFTA: Worcester Future Teachers Academy

A collaboration between the Worcester Public Schools and Worcester State University to a pipeline for Worcester Public School graduates to pursue a career in education and future possible employment with the Worcester Public Schools.

WPS: Worcester Public Schools

WRTA: Worcester Regional Transit Authority

A public, non-profit organization charged with providing public transportation to the city of Worcester, Massachusetts and the surrounding towns. The WRTA was created in September 1974 under Chapter 161B of the Massachusetts General Laws.



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