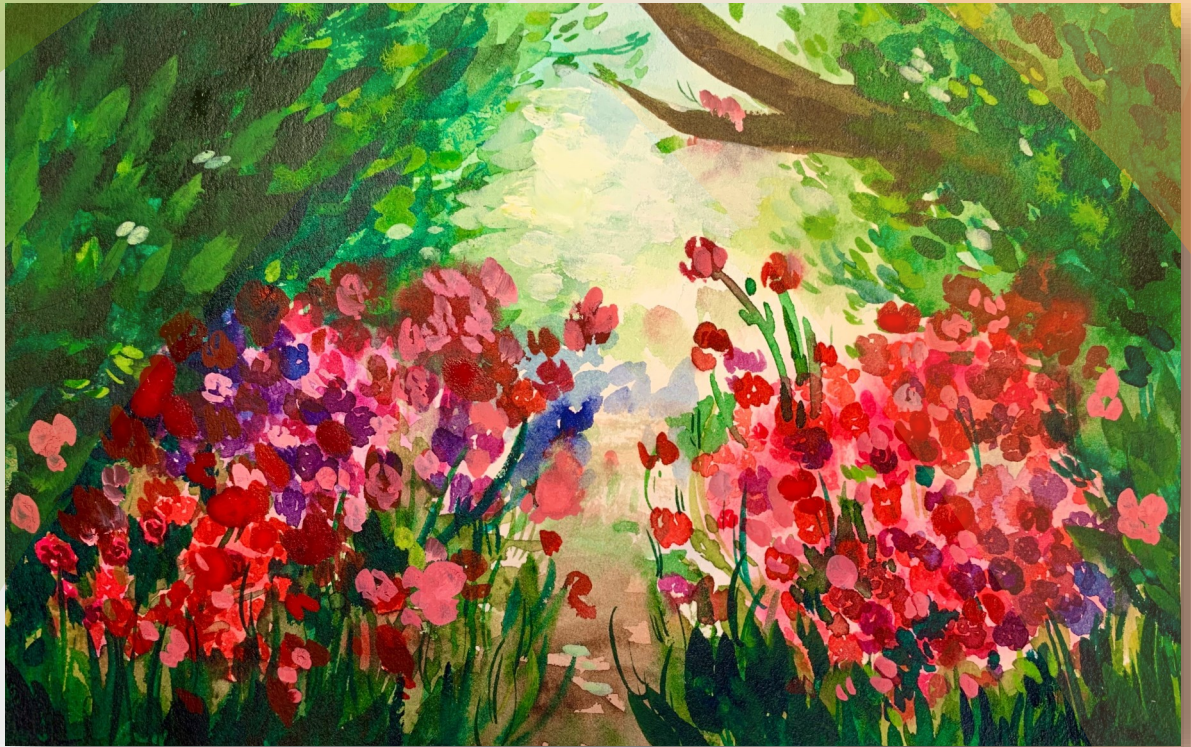


WORCESTER PUBLIC SCHOOLS

ANNUAL BUDGET FISCAL YEAR 2021

July 1, 2020 - June 30, 2021



Maureen F. Binienda
Superintendent of Schools

Worcester Public Schools
20 Irving Street
Worcester, Massachusetts
01609

Connect with us:

Website: worcesterschools.org

Facebook: [WorcesterSchools](https://www.facebook.com/WorcesterSchools)

Twitter: [@WorcesterPublic](https://twitter.com/WorcesterPublic)

Instagram: [@WorcesterSchools](https://www.instagram.com/WorcesterSchools)



7 Year Recipient

Front Cover Student Artwork by:

Gabriela Martinazzi
Burncoat High School
Class of 2021

"A New Path"

This piece shows the hope nature can give us.
Even when we are facing adversity, spring will always come and nature will always flourish.



Worcester Public Schools
Worcester, Massachusetts

Fiscal Year 2021

Annual Budget

Superintendent
Maureen F. Binienda



Worcester School Committee
Mayor Joseph M. Petty, Chairperson
Dianna L. Biancheria
Laura Clancey
John L. Foley, Vice Chairperson
Molly O. McCullough
John Monfredo
Tracy O'Connell Novick



District Budget Administration

Ms. Maureen F. Binienda, *Superintendent*

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

Budget Office Staff:

Ms. Sara P. Consalvo, *Budget Director*

Ms. Nancy Blomstrom, *Financial Analyst*

Mr. Mohammed Siddiqui, *Financial Analyst*

Ms. Ivanna Then, *Financial Coordinator*

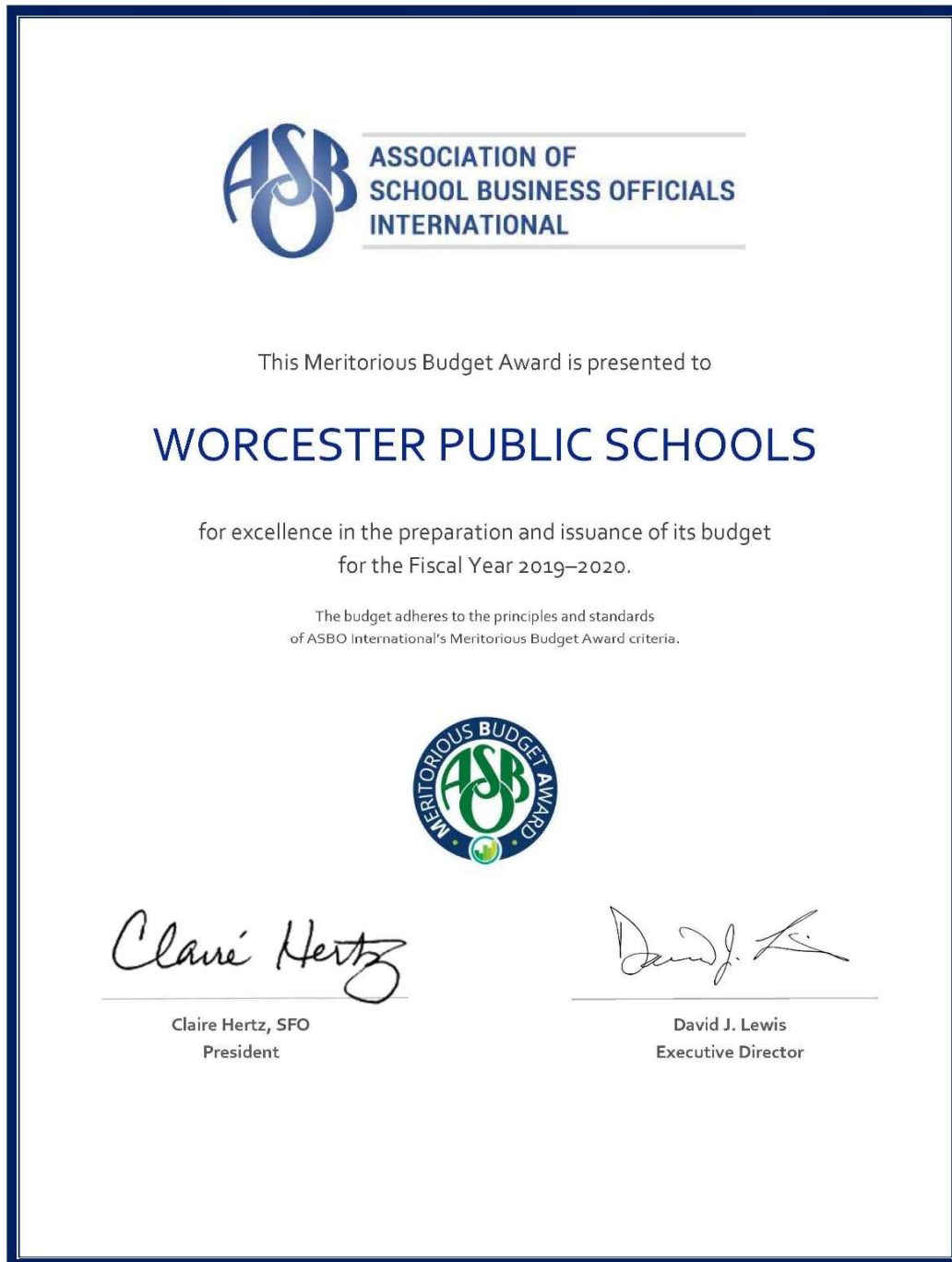
Ms. Kristen Tran, *Financial Analyst*





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, 2019. This is the seventh consecutive year the district has received this award.





Budget Award History





Contents

District Administration Budget Committee
Budget Award
Budget Award History

EXECUTIVE SUMMARY 1

Section Table of Contents.....	2
District Administration	3
Superintendent's Message.....	5
Executive Summary.....	7
Trends and Projections	25
Student Performance	28
District Guiding Documents	32
Building the Budget	35

ORGANIZATION 41

Section Table of Contents	42
Introduction to the Worcester Public Schools	43
Organizational Structure	54
District Guiding Documents.....	69
Budget Development Process	94
Budget Policy and Administration	100

FINANCIAL 109

Section Table of Contents.....	110
Description of Budget Accounts.....	112
All Funds Summary	115
General Fund Summary.....	122
Special Revenue Summary	146
Capital Improvement Plan.....	160

LINE ITEM BUDGET 173

Budget Summary by Account	174
---------------------------------	-----

General Fund Salaries

Administration Salaries	175
Teacher Salaries	177
School Committee Salaries.....	182
Teacher Substitute Salaries	183
Instructional Assistant Salaries	184
Athletic Coaches Salaries	186
Transportation Salaries.....	188
Supplemental Program Salaries.....	190
Custodial Salaries.....	194
Maintenance Service Salaries	196
Administrative Clerical Salaries.....	197
School Clerical Salaries.....	199
Non Instructional Support Salaries	201
Crossing Guards Salaries.....	204
Nursing & Clinical Care Salaries	205
Educational Support Salaries	207

Transportation Overtime Salaries.....	210
Custodial Overtime Salaries	211
Maintenance Overtime Salaries	212
Support Overtime Salaries.....	213

General Fund Non-Salaries

Retirement	214
Transportation	215
Athletic Ordinary Maintenance.....	217
Health Insurance	220
Other Insurance Programs	222
Workers Compensation	223
Personal Services	224
Tuition	228
Printing and Postage	230
Instructional Materials	232
Miscellaneous Educational OM	234
Unemployment Compensation.....	239
Building Utilities.....	240
Facilities Ordinary Maintenance	242

Special Revenue Funds

Child Nutrition Program	244
Head Start Supplemental	246
Adult Education: English Literacy	247
Fresh Fruits and Vegetables.....	248
Title IV	249
Head Start	250
Adult Education: Community Centers	252
21 st Century Continuation	253
Title II Teacher Quality	254
Comprehensive School Health Services	255
21 st Century Community Learning Center	256
Coordinated Family and Community Engagement	257
Inclusive Preschool Learning Environments	259
Expanded Learning Time	260
GED Test Centers.....	261
Universal Pre-Kindergarten	262
IDEA.....	263
Preschool Special Education	264
Title I	265
Perkins.....	267
McKinney-Vento	269
Title III.....	270



LOCATION BUDGET 273

Secondary Schools

Burncoat High School	274
Claremont Academy	276
Doherty Memorial High School	278
North High School	280
South High School	282
University Park Campus School	284
Worcester Technical High School.....	286
Burncoat Middle School	288
Arthur Sullivan Middle School	290
Forest Grove Middle School	292
Worcester East Middle School.....	294

Elementary Schools

Belmont Street Community School.....	296
Burncoat Street Preparatory School	298
Canterbury Street Magnet School	300
Chandler Elementary School	302
Chandler Magnet School.....	304
City View Discovery School.....	306
Clark Street Developmental Learning School.....	308
Columbus Park Preparatory Academy	310
Elm Park Community School	312
Flagg Street School	314
Francis J. McGrath School	316
Gates Lane School of International Studies	318
Goddard School of Science and Technology	320
Grafton Street School	322
Heard Street Discovery Academy	324
Jacob Hiatt Magnet School	326
Lake View School.....	328
Lincoln Street School	330
May Street School.....	332
Midland Street School.....	334
Nelson Place School.....	336
Norrback Avenue School.....	338
Quinsigamond Community School.....	340
Rice Square School.....	342
Roosevelt School	344
Tatnuck Magnet School.....	346
Thorndyke Road School	348
Union Hill School.....	350
Vernon Hill School.....	352
Wawecus Road School.....	354
West Tatnuck School	356
Woodland Academy	358
Worcester Arts Magnet School.....	360

Other Programs and Locations

Alternative School at St. Casimir's	362
New Citizens Center	363

The Gerald Creamer Center.....	364
Challenge and Reach Academies	365
Academic Center for Transition & Assessment	366
Durkin Administration Building.....	367
Foley Stadium & Athletics.....	370
Fanning Building	371
James L. Garvey Parent Information Center	372
Facilities Department	373
Transportation Department	374
System-wide	375

INFORMATIONAL 379

Section Table of Contents	380
Budget Forecast	381
Human Capital.....	383
School Staffing Formula.....	390
Student Enrollment	396
Student Characteristics	400
Student Outcomes	402
MA DESE Chart of Accounts	410
Understanding the State's Foundation Budget Formula.....	412
Municipal Spending for Education	416
Glossary of Terms.....	423
Acronyms	431

EXECUTIVE SUMMARY



In this Section



DISTRICT ADMINISTRATION

School Committee	3
District Leadership	4

SUPERINTENDENT'S MESSAGE 5

EXECUTIVE SUMMARY

Budget Summary	7
Revenue Change	9
Cost Increases	11
Strategies to Balance the Budget.....	12
New Budget Initiatives	14
Requests Not Funded	15
Areas of Future Budget Watch	15
Areas of Budget Study for Savings	17
Worcester Public Schools, By the Numbers.....	18
District Financial Overview	19
Staffing History	22
Benchmark Data	23
Per Pupil Spending.....	24

TRENDS AND PROJECTION

Enrollment Trends	25
Budget Trends.....	26

STUDENT PERFORMANCE

Academic Return on Investment.....	28
State Accountability System	29
Highlights	31

DISTRICT GUIDING DOCUMENTS

Mission Statement.....	32
Strategic Plan	32
District Goals.....	33
Our Vision for 2023	34
Theory of Change	34
District Priorities	34

BUILDING THE BUDGET

Guiding Principles	35
Budget Process.....	36
About this Document	38
Budget Document Format	38



Anywhere!

School Committee and District Administration

School Committee

2020-2021 Term



Mayor Joseph M. Petty
Chair of the School Committee



Dianna L. Biancheria
Vice Chair, Standing Committee for School and Student Performance
Member, Standing Committee on Finance and Operations



Laura Clancey
Chair, Standing Committee on Governance and Employee Issues
Member, Standing Committee for School and Student Performance



John L. Foley
Vice Chair of the School Committee
Chair, Standing Committee on Finance and Operations
Member, Standing Committee on Teaching, Learning and Student Supports



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



John Monfredo
Vice Chair, Standing Committee on Governance and Employee Issues
Vice Chair, Standing Committee on Teaching, Learning and Student Supports



Tracy O'Connell Novick
Chair, Standing Committee for School and Student Performance
Member, Standing Committee on Governance and Employee Issues

School Committee Office
Dr. John E. Durkin Administration Building
20 Irving Street
Worcester, Massachusetts 01609
508-799-3032



District Leadership



Maureen F. Binienda
Superintendent
508-799-3115



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



Susan O'Neil, Ph.D.
Deputy Superintendent
508-799-3018



Jennifer Boulais
Chief Human Resources Officer
508-799-3020



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



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

Stay Connected with the Worcester Public Schools:





Anywhere!

Superintendent's Message

Maureen F. Binienda

In May 2018, the Worcester Public Schools and Brockton Public Schools established a coalition of 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 call to action was labeled "The Tale of Cities" in a way meant to demonstrate the total impact of the underfunding of education in each community.



After several years of advocacy around this funding, the State Legislature passed, and the Governor signed in November 2019, Chapter 132 of the Acts of 2019, An Act Relative to Educational Opportunity for Students (also known as the Student Opportunity Act). Notably, the new Act establishes new, higher foundation budget rates all to be phased in over a seven-year period. Also, it re-defines low income students to previous methods, establishes a foundation budget review commission to review the components of the foundation

budget, adds certain transportation costs to special education circuit breaker reimbursement, commits to fully fund charter school reimbursement, increases Massachusetts School Building Authority (MSBA) funding, and requires each district to establish targets for addressing persistent disparities in achievement among student subgroups consistent with targets established by the department. The Worcester Public Schools Administration has estimated that this new funding formula will provide the district with \$98 million additional funds over the next seven years above the current funding formula levels.

This new level of financial support will allow the district to focus on state criteria for the new funds: expanded learning time (school day or year), common planning time for teachers, wraparound services for students' social-emotional and physical health, increase or improve professional development, purchase of curriculum materials and equipment, expanding early education and pre-kindergarten programs. These criteria are directly tied to the district's strategic plan - *Defining Our Path: A Strategic Plan for Education in Worcester*. This strategic 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 recent state-mandated school and non-essential business closures in March 2020 due to the COVID-19 pandemic has placed an incredible challenge on finishing the 2019-20 school year. We have been required to quickly and radically change instruction, engagement, and interaction with students.



Superintendent's Message

The economic impact makes the 2020-21 budget highly uncertain for federal, state, and local revenues. We expect the final budget to be much different than this recommended budget when revenue estimates become better known. However, at the current time and to the best extent possible, this budget is developed 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 strategic plan.

This initial budget growth reflects the first year of a planned seven-year phase in of the Student Opportunity Act. The new foundation budget rates are expected to provide the Worcester Public Schools with an increase of \$98 million in funding for low income students, employee benefits, special education, English learners, and guidance and student support category funding rate changes over the next seven years. The current FY21 increase for these categories provides a \$15.7 million increase to the Worcester Public Schools budget.

The FY21 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. This budget is prepared with the collaboration of the Worcester School Committee based on their collective input and priorities. The collaboration of this budget recommendation extends to City Manager Edward Augustus for working with me on addressing the budget needs of the Worcester Public Schools. I appreciate the City Manager's continued commitment to provide these essential city resources to the Worcester Public Schools. I also appreciate the continued support of Mayor Joseph Petty and the Worcester City Council for their support of the Worcester Public Schools budget and for the recent building construction projects.

The FY21 budget uses the new funds and reallocated resources targeted directly to support high quality teaching and learning within our schools. The budget reflects 22 newly funded teacher positions (8 added during FY20 after the adopted budget), including 7 teachers at the middle and high school levels to address enrollment increases, student supports, and course offering needs (offset by a reduction of 6 elementary teachers due to shifting enrollments), 10 teachers and support positions to assist students with disabilities (SWD); 6 additional English as a Second Language (ESL) teachers to support English learners at mandated service levels based on student language proficiency; 1 dual language pre-school teacher, 3 school psychologists, and 1 school adjustment counselor. The budget also reflects 16 instructional and district support positions based on student needs and district requirements.

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

The FY21 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 2021 budget represents total spending for the Worcester Public Schools from all

Executive Summary



sources of **\$441,881,680**, a \$16.2 million, or 3.8% increase from the FY20 adopted budget level of \$425,688,577. Within this amount, the total general fund budget by the City Manager is \$388,455,204 which represents an increase of \$18.9 million, or 5.1% increase from the FY20 School Committee's adopted budget of \$369,535,330. The budget increase represents a \$19.8 million increase in Chapter 70 state aid and charter school reimbursement, \$1.1 million increase in city contribution, offset by a \$2.0 million increase in charter school tuition, school choice and state special education assessments. Most federal grants assume level funding until actual grant awards are known, although reductions in the Federal Title 1 Grant are expected due to a decline in poverty census numbers. Also, most state grants are level-funded, except the elimination of the Extended Learning Time Grant, and phase out of both the Innovation Pathways and Inclusive Pre-School Learning Grants. 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 will slightly decrease based on expected meal participation rates.

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.
- ⊕ Aligns spending with **Defining Our Path: A Strategic Plan for Education in Worcester**. This strategic 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.
- ⊕ Implements elements of the state's new **Student Opportunity Act**, based on feedback from a series of public forums and a large survey of students, in four areas: expanding preschool and early childhood literacy programming; expanding early college and career training programs at the high schools; recruiting and developing more diverse teachers; and expanding social and emotional learning instruction.
- ⊕ Provides 13 teachers (two added during FY20) and 12 educational service positions to support students with disabilities (SWD) in the following areas:
 - ⊕ 3 Speech and Language Pathologists (SLPs) and 1 Speech and Language Pathologist Assistant (SLP-A)
 - ⊕ 2 elementary special education teachers (both added during FY20)
 - ⊕ 2 elementary autism program teachers



Executive Summary

- ⊕ 1 pre-school teacher
 - ⊕ 1 K-1 program teacher
 - ⊕ 1 Learning Disabilities / Language-Based Program teacher
 - ⊕ 2 elementary support positions at the Academic Center for Transition
 - ⊕ 1 Behavior Specialist
 - ⊕ 11 instructional assistants to support various programs in the district
- ⊕ Provides an additional 6 teachers (two added during FY20) at the middle and high school levels to address enrollment increases and course offering needs. Included in this increase are the following:
- ⊕ 1 Foreign Language teachers for Burncoat High School to support the dual language program offerings
 - ⊕ 1 Foreign Language teacher at Sullivan Middle School to support course section needs
 - ⊕ 1 Mathematics teacher at Doherty High School for course enrollment needs
 - ⊕ 1 History teacher at South High School for course enrollment needs
 - ⊕ 1 Health and Safety teacher (added during FY20)
 - ⊕ 1 Safety Center teacher (added during FY20)
- ⊕ Provides 7 additional teachers (1 added during FY20) to support English learners at mandated service levels based on student language proficiency. (Between FY18 through FY20 the district has provided 41 additional ESL positions to address mandated student instructional services). In addition, this budget provides two English Learner Instructional Assistants (one for Chandler Magnet School and one added in FY20 for Woodland Academy) to support the district's dual language program.
- ⊕ Provides 3 school psychologists (one added during FY20) to support social-emotional learning of students throughout the district. 2 Guidance Counselor (added during FY20), and 1 School Adjustment Counselor (added during FY20).
- ⊕ Provides one wrap-around coordinator position to support South High Community School.
- ⊕ Provides funding (\$291,000 additional funding) for 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.
- ⊕ Increases the Day-by-Day Substitute Rate by \$5 per day (from \$75 to \$80 per day) totaling a \$63,000 cost increase, continuing the Administration's commitment to phase-in the daily rate increase up to \$85 per day by the 2021-22 school year.



Anywhere!

Executive Summary

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 new 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, adjustments in the inflation factor, and the new phase-in formula components of the Student Opportunity Act (2019) within the foundation budget.

Overall, the foundation budget growth for the district is \$19.2 million. This amount is attributed to a modest inflation rate growth of 1.99% (and 2.34% applied to employee benefits and fixed charges based on the enrollment-weighted, three-year average premium increase for the state's Group Insurance Commission plans) that provides an increase of \$7.7 million, while an enrollment decline of 358 students (includes city resident students attending charter schools and school choice programs) results in a decrease of \$4.2 million. The first year phase-in of the new funding components for low income students, employee benefits, special education, and English learners, and guidance and student support categories is \$15.7 million.

Overall, the 25,044 student enrollment for Worcester from the previous year changed as follows:

- 376 student decrease (-2.6%) in pre-kindergarten through grade 6 enrollment
- 16 student decrease (-0.4 %) in grades 7 and 8 enrollment
- 11 student increase (0.2%) in grades 9-12 enrollment

Total Chapter 70 State Aid increases from \$275,454,036 (including the amounts for charter schools and school choice tuition offset) to \$293,503,420, a 6.6% increase.

City Contribution: The City's contribution of \$123,327,975 increases \$1.1 million over the FY20 adopted level of \$122,193,541. 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 FY21 minimum spending requirement by \$0.7 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 \$129.1 million of local revenue in direct support of the Worcester Public Schools.



Executive Summary



Based on the FY21 budget, the Worcester Public Schools represent \$4.59 of the residential property tax rate of \$17.00. The city also funds school related debt for construction and renovation projects, totaling approximately \$15.5 million. This amount equals \$0.63 of the residential tax bill. The total tax impact of the Worcester Public Schools is **\$5.22** of the residential rate of \$17.00, or **\$1,299** of the average tax bill of \$4,288.

- ⊕ **Federal Grants:** All federal grants are mostly based on the FY20 award amounts until actual grant awards are known. The Head Start Grant reflects the FY21 grant award, an increase of \$583,823. However, there is a \$361,129 reduction in state-funded preschool grants (see below).
- ⊕ **State Grants:** The budget reflects expected state grant awards based on the Governor's FY21 Budget recommendation. The budget reflects the elimination of the Extended Learning Time Grant for both City View Discovery School and Jacob Hiatt Magnet School (\$1.1 million), the phase out of the Inclusive Pre-School Learning Grant as part of the Head Start program (a \$229,151 reduction in FY21), and the elimination of the state's Universal Preschool Grant (a \$131,978 reduction).
- ⊕ **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 FY21 budget reflects a projected slight decrease in revenue (-0.7%), the district continues to launch new menu offerings and a marketing strategy to increase meal participation. The district is also developing plans to address state-mandated breakfast-in-the-classroom locations and secondary "grab-and-go" stations.
- ⊕ **State Special Education Reimbursement:** The Circuit Breaker reimbursement is assumed at a 75% reimbursement rate for eligible students. At this rate, the reimbursement totals \$3.6 million, an increase of \$113,324 from the amount included in the FY20 budget.




Anywhere!

Executive Summary

- ⊕ **State Charter School Reimbursement:** The budget reflects \$4.5 million for the Worcester Public Schools. This covers 100% of the facilities assessment portion of the charter school tuition reimbursement formula and 78% of the three-year transitional aid portion of the reimbursement formula. The current funding level underfunds the Worcester Public Schools by \$750,300.
- ⊕ **State Displaced Student Aid:** The FY20 budget used \$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. This special, supplemental funding is no longer available in FY21.
- ⊕ **Fees and User Charges:** Revenue collected through athletic gate receipts, building use fees, and program revenue is expected to remain the same as the FY20 adopted budgeted revenue amount. The revenue derived from the Educational Access Channel (a reduction of \$209,136) is based on the allocation provided to the Worcester Public Schools to support the public education and government cable access channels.

Summary of Revenue Sources

	 State Funds	 City Contribution	 Federal Funds	 Fees & User Charges	Total
General Fund*	\$274,851,598	\$113,603,606	\$0	\$0	\$388,455,204
Grant Funds	\$1,664,927	\$0	\$31,334,893	\$0	\$32,999,820
Nutrition Fund	\$437,883	\$0	\$14,683,113	\$25,577	\$15,146,573
Other Special Revenue	\$3,998,664	\$0	\$0	\$1,281,419	\$5,280,083
Total	\$280,953,072	\$113,603,606	\$46,018,006	\$1,306,996	\$441,881,680

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

- ⊕ **Contractual Salary Increases:** The FY21 budget reflects anticipated or approved salary increases for all employees totaling \$5.8 million.

Executive Summary Cost Increases



- ⊕ **New Positions:** There are 70 new instructional and instructional support positions added to the budget (51 in FY21 budget and 19 added during FY20), from all funding sources, totaling \$6.9 million.
- ⊕ **Health Insurance and Retirement Assessments:** The City of Worcester has based health insurance with premium rates increasing 7.9% for all group plans, reflecting an increase of \$3.9 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 \$1.1 million.



Executive Summary

- ⊕ **Student Transportation:** The budget reflects contracted rates for student transportation, as the contracted rate for the 87 large school buses increases 8.5% to \$86,751 per year for each bus, the cost for 33 mid-size buses increases 8.5% to \$110,507 per year for each bus, and the cost for 21 wheelchair buses increases 8.5% to \$116,069 per year for each bus next year. The budget reflects three additional contracted large school buses to accommodate routing and school change times (including the time changes for Jacob Hiatt Magnet School and City View Discovery School). In addition, two contracted special needs buses were added during FY20. 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, as well as the addition of five special needs routes to also accommodate routing and school change times. The account also funds \$1.4 million for out-of-district student transportation and \$864,000 for mandated homeless student transportation. The total increase in contracted student transportation costs in FY21 is \$1.7 million, or 10.5%.
- ⊕ **Tuition:** The increase in tuition assessments, totaling \$263,858 is attributed to cost increases associated with the Central Massachusetts Collaborative, including the Recovery High School, (approximately \$293,890) and an increase of \$83,292 in other out of district special education tuitions. These cost increases are partially offset by an increase in state reimbursement for special education students ("Circuit Breaker") (\$113,324).
- ⊕ **Building Utilities:** The account reflects a \$595,420 increase (10.5%) based on delivery rate increases for both electricity and natural gas, as well as an increase in electrical supply costs (totaling \$330,000).
- ⊕ **Unemployment Compensation:** The FY21 budget reflects an increase of \$320,537 to cover higher actual claims experience than the FY20 budget allocation.
- ⊕ **Personal Services (Non-Salary):** The account reflects an increase of \$382,767, reflecting an increase of \$220,000 for continued school turnaround support, \$55,000 for increased translation costs reflecting actual expenditure history, \$28,000 to support the diverse paraprofessional – teacher pipeline cohort with Worcester State University, and \$24,000 in special education contracted services.

Executive Summary Strategies to Balance Budget



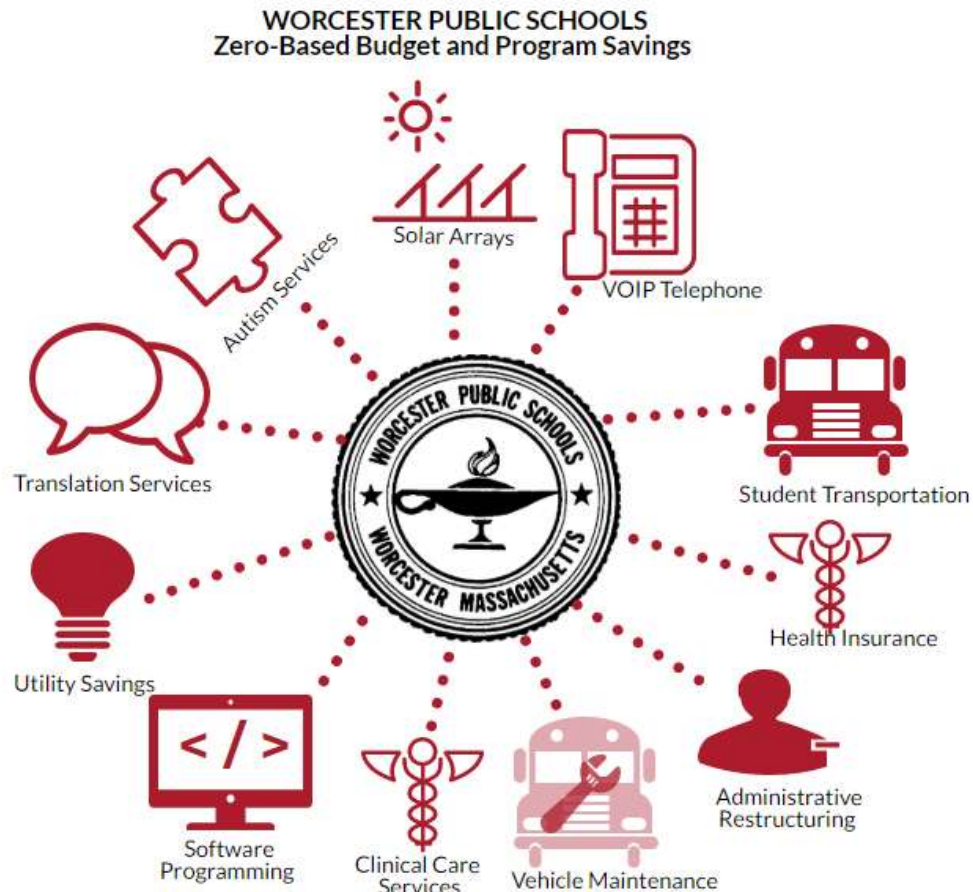
For the eleventh consecutive year, the district has used a zero-based budget approach to develop resource allocations within the annual budget. Through this strategic planning and review process, the district has been able to identify savings or reallocations resulting in improved service delivery and 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.



Anywhere!

Executive Summary

These areas provide significant savings and cost avoidance to the district with the savings reallocated for direct instructional services within the budget.



- ⊕ Reduces 6 elementary classroom positions based on enrollment shifts in the district. The FY21 budget maintains reasonable overall average elementary class size of 21.0 students next year based on next year's anticipated student enrollment and 591 classroom teachers; this represents the same average class size as the initial FY20 Budget amount. Individual schools are expected to have average class sizes (Kindergarten to Grade 6) ranging from 16.7 to 23.4, with the following breakdown of projected elementary class sizes for next year:

Class Size Range	Estimated Number of Classrooms
Fewer than 23 students	406
23-26 students	177
27-30 students	8
31 or more students	0
Total	591



Executive Summary

- ⊕ Reallocates 3 Special Education teacher positions, 18 tutor positions (12 elementary and 6 ESL tutors), 3 Board Certified Behavior Analysts (BCBA) to support the other added positions aligned to address student needs within the district.
- ⊕ Reallocates 3 large school buses resulting from the merger of the Holy Name Junior/Senior High School with St. Peter-Marian Junior/Senior High School by the Roman Catholic Diocese of Worcester. The Worcester Public Schools is required to provide student transportation to in-city private, parochial, and public charter school students. These reallocated buses will be used to address other transportation needs in the district, such as the change in school day times for City View Discovery School, Jacob Hiatt Magnet School, and Challenge and Reach Academies.
- ⊕ Provides an additional mechanic to the Transportation Department for vehicle maintenance reducing costs for contracted services. The additional mechanic provides a vehicle to mechanic ratio of 34 to 1. While this ratio is well above the industry average of 23.1 buses per mechanic for a fleet size of 50-99 vehicles, most of the Worcester Public Schools fleet is three years old or less based on the district's recent vehicle replacement schedule. This additional position will provide cost savings in vehicle maintenance of approximately \$25,000 annually.

Executive Summary New Budget Initiatives



New positions, programs and initiatives in the FY21 budget include:

- ⊕ Establishes a full-day dual language pre-school classroom at Chandler Magnet School aligned with the district's Student Opportunity Act plans for expanding preschool and early childhood literacy programming.
- ⊕ Establishes a full-day special education pre-school classroom at Chandler Magnet School aligned with the district's Student Opportunity Act plans for expanding preschool and early childhood literacy programming.
- ⊕ Funds the district's diverse teacher pipeline cohort for paraprofessionals aligned with the district's Student Opportunity Act plans for recruiting and developing more diverse teachers (\$28,000).
- ⊕ Provides \$516,000 in funding (\$291,000 increase in FY21) 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 the 2021-22 school year.
- ⊕ Increases the Day-by-Day Substitute Rate by \$5 per day from \$75 to \$80 per day totaling a \$63,000 cost increase, continuing the Administration's commitment to phase-in the daily rate increase and up to \$85 per day by the 2021-22 school year.



Anywhere!

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

\$14.1 million in additional critical need personnel requests and instructional material and technology needs more than the FY21 budget will provide.

Although the FY21 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:

- ⊕ 50 Student support positions, including School Adjustment Counselors, and Guidance Counselors (\$4.1 million)
- ⊕ 47 Classroom and content teachers (\$3.8 million)
- ⊕ 30 School support positions, including Assistant Principals, Focused Instructional Coaches, and school clerical (\$2.2 million)
- ⊕ 25 Instructional assistants (\$1.0 million)
- ⊕ 3 District support positions, including curriculum specialists and technology coaches (\$0.3 million)
- ⊕ 9 School nurses and clinical care positions (\$0.6 million)
- ⊕ 21 Tutor positions (\$0.6 million)
- ⊕ Technology purchases and equipment (\$0.5 million)
- ⊕ Urgent building repairs (\$1 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:



- ⊕ **COVID-19 and Impact on Student Opportunity Act Funding:** The signing of the Student Opportunity Act in November 2019 reflected nearly a decade of advocacy for a change in the state's education funding formula. It is expected that this new law will cost \$1.5 billion statewide when fully implemented. In Worcester, it is expected that this new funding formula, if phased-in over a seven-year period, would provide \$14 million additional funding annually to the Worcester Public Schools (\$98 million of new funds upon full implementation). Recent impacts of state and national emergency declarations resulting from the COVID-19 novel coronavirus pandemic significantly changes the state's economic forecast. Prior to March 2019, the state's economy was strong, revenue collection was exceeding benchmarks, and the state's "rainy day fund" was at its highest level in history. Current forecasts show a \$5 billion state budget shortfall next year and estimates it will take several years to return to early 2020 economic conditions. As of the release of this budget, the state budget for FY21, including education funding, remains highly uncertain for next year and planned funding growth from the Student Opportunity Act is uncertain for the next several years.



Executive Summary

- 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 (some spaces not intended for instructional areas) and could not accommodate any additional space. While the district projects overall elementary enrollment to slightly decrease over the next several years, in the past year 17 elementary schools had enrollment increases ranging from 0.7% to 9.2% growth.
- 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 priority project for consideration for funding by the Massachusetts School Building Authority.

Technology Support, Maintenance, and Training: The district maintains 20,000 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 20,000 Chromebooks
 WiFi Coverage	12 schools	All schools (by 2017)	All schools / every classroom
 1:1 Computing	None	2 Schools 1,000 students	Chromebooks: grades 7-9 1:1 2 schools 1:1 with iPads Other Schools 1:2
 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 20,000 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 a multi-year phased approach for district-operated student transportation. The first 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).

The phased approach includes the following timetable:

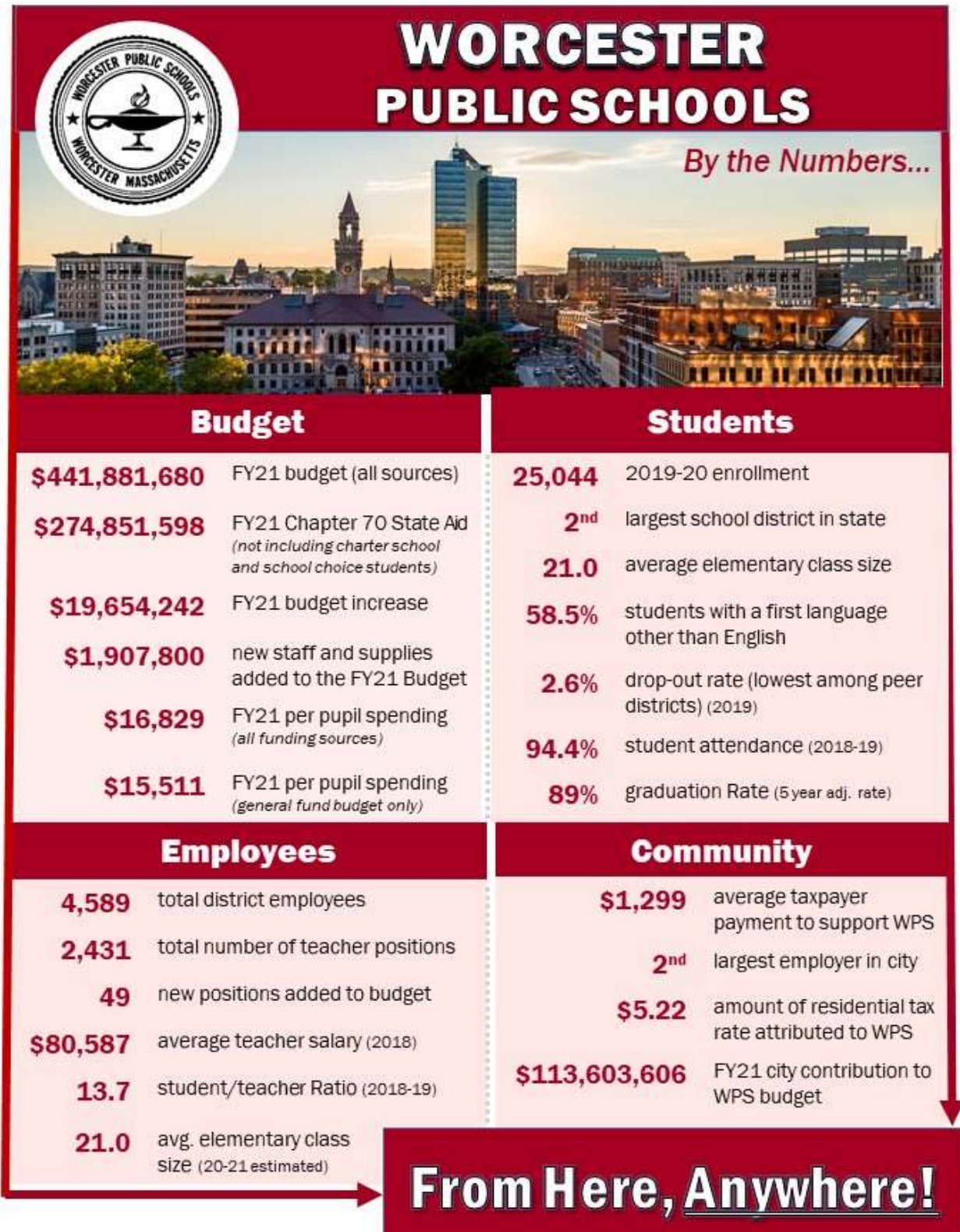
- Identify a new leased space for the Transportation Department and Facilities Department.
- Develop and define employee hiring, salary, and benefit parameters through Civil Service and collective bargaining process.
- Formalize a bus monitor-to-bus driver training program.
- In 2021-2022, begin 7D van transportation for selected routes.
- For 2022-2023 evaluate district-operated transportation for all buses.

The purpose would be to provide cost savings to the district and reallocate the savings into other student transportation opportunities new to the district. The Finance and Operations Division has estimated the savings to be \$30 million over a ten-year period.

- ⊕ **Energy Savings Projects:** The district is exploring additional energy savings projects, such as LED lighting and high efficiency boiler systems for long-term energy savings for the budget.



Executive Summary





Anywhere!

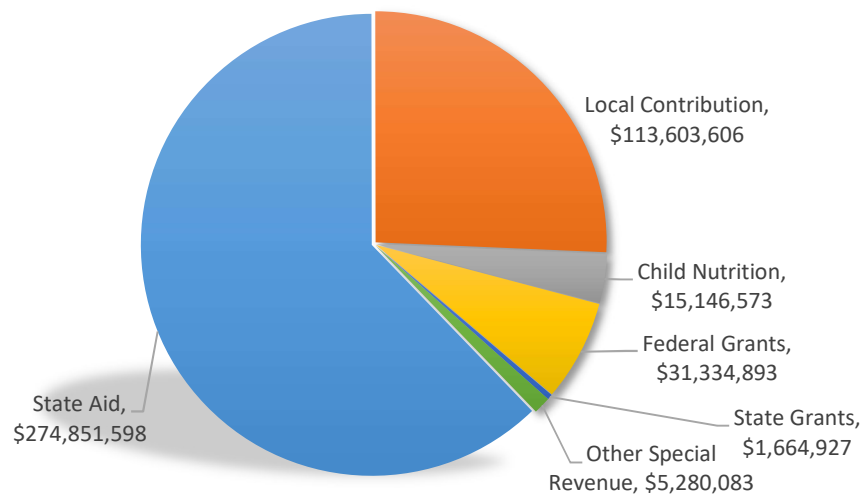
Executive Summary

Executive Summary District Financial Overview



The chart below summarizes the total FY21 revenues from all funds:

FY 21 Revenues (All Funds)



Source:	FY2021	% of total
State Aid*	\$274,851,598	62.2%
Local Contribution*	\$113,603,606	25.7%
Federal Grants	\$31,334,893	7.1%
Child Nutrition	\$15,146,573	3.4%
State Grants	\$1,664,927	0.4%
Other Special Revenue:	\$5,280,083	1.2%
Total :	\$441,881,680	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 FY21 general fund budget.

There are two main categories of funds available to the district, the general fund and various special revenue funds. The general fund primarily consists of Chapter 70 State Aid and the City's Local Contribution. Special revenue funds primarily consist of entitlement/allocation and competitive state and federal grants, the Child Nutrition revolving fund, and other special revenue funds. Totalling all funds, the district's budget is **\$441,881,680**.



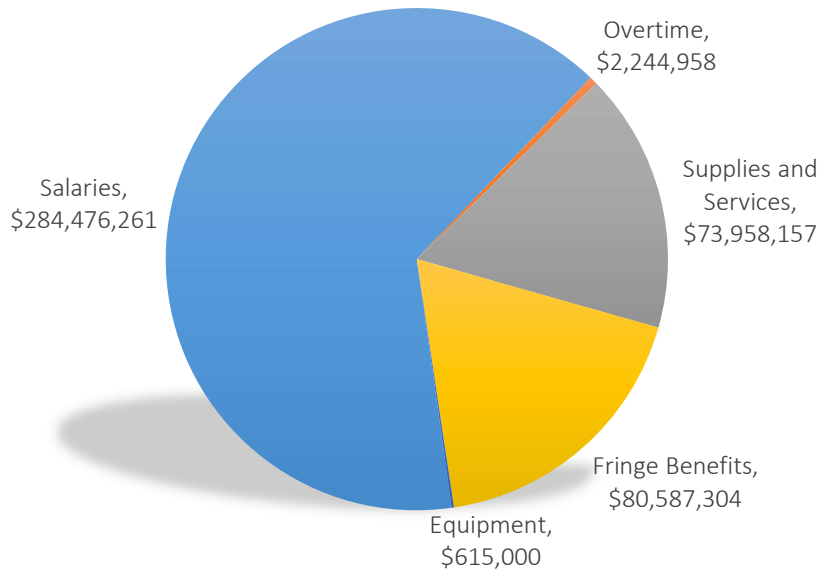
Executive Summary

Executive Summary District Financial Overview



The chart below summarizes the total FY21 expenditures from all funds:

**FY21 Budgeted Expenses (All Funds)
Stated in Statutory Account Areas**



Cost Account	FY2021	% of total
Salaries (91000)	\$284,476,261	64.4%
Supplies & Services (92000)	\$73,958,157	16.7%
Equipment (93000)	\$615,000	0.1%
Fringe Benefits (96000)	\$80,587,304	18.2%
Overtime (97000)	\$2,244,958	0.5%
Total Spending:	\$441,881,680	100.0%

Overall expenditures can be broken into three major categories. The majority of the district's expenditures (64.9%) are salaries and overtime. With fringe benefits, 83.1% of the budget reflects employee costs. Another major category is supplies and services (16.7%), which include the supplies allocated to schools and contracted services purchased by the district, special education tuition, and all maintenance services, among the largest cost centers. Capital equipment purchases represents 0.1% of the spending; mostly includes technology, and school nutrition equipment purchases.



Executive Summary

Summary of Revenue and Expenditures* FY20 to FY21 Budgets (All Funds)

Categories	FY20 Adopted	FY21 Budget	Comparison	
			\$ Change	% Change
Revenues:				
State Aid**	\$256,820,851	\$274,851,598	\$18,030,747	7.0%
Local Contribution**	\$112,714,478	\$113,603,606	\$889,128	0.8%
Federal Grants	\$30,676,811	\$31,334,893	\$658,082	2.1%
Child Nutrition Programs	\$15,256,867	\$15,146,573	-\$110,294	-0.7%
State Grants	\$3,131,056	\$1,664,927	-\$1,466,129	-46.8%
Other Special Revenue	\$7,088,513	\$5,280,083	-\$1,808,430	-25.5%
Total Revenues	\$425,688,576	\$441,881,680	\$16,193,104	3.8%
Expenditures:				
Administration (1000)	\$4,625,992	\$4,834,097	\$208,105	4.5%
Instruction (2000)	\$243,496,381	\$249,416,774	\$5,920,393	2.4%
Other School Services (3000)	\$51,541,954	\$55,131,730	\$3,589,776	7.0%
Operations & Maintenance (4000)	\$23,871,527	\$24,713,156	\$841,629	3.5%
Fixed Charges (5000)	\$77,358,960	\$82,340,184	\$4,981,224	6.4%
Community Services (6000)	\$884,191	\$1,188,086	\$303,895	34.4%
Fixed Assets (7000)	\$659,642	\$630,542	-\$29,100	-4.4%
Debt Service (8000)	\$0	\$0	\$0	0.0%
Tuition Programs (9000)	\$23,249,929	\$23,627,111	\$377,182	1.6%
Total Expenditures	\$425,688,576	\$441,881,680	\$16,193,104	3.8%

* Expenditures presented in DESE chart of account format. The categories of this format are described in more detail in the Informational Section.

** WPS funds only. Amounts reduced by charter school and school choice tuition offsets based on pro-rated costs. These two items equal the FY21 general fund budget.

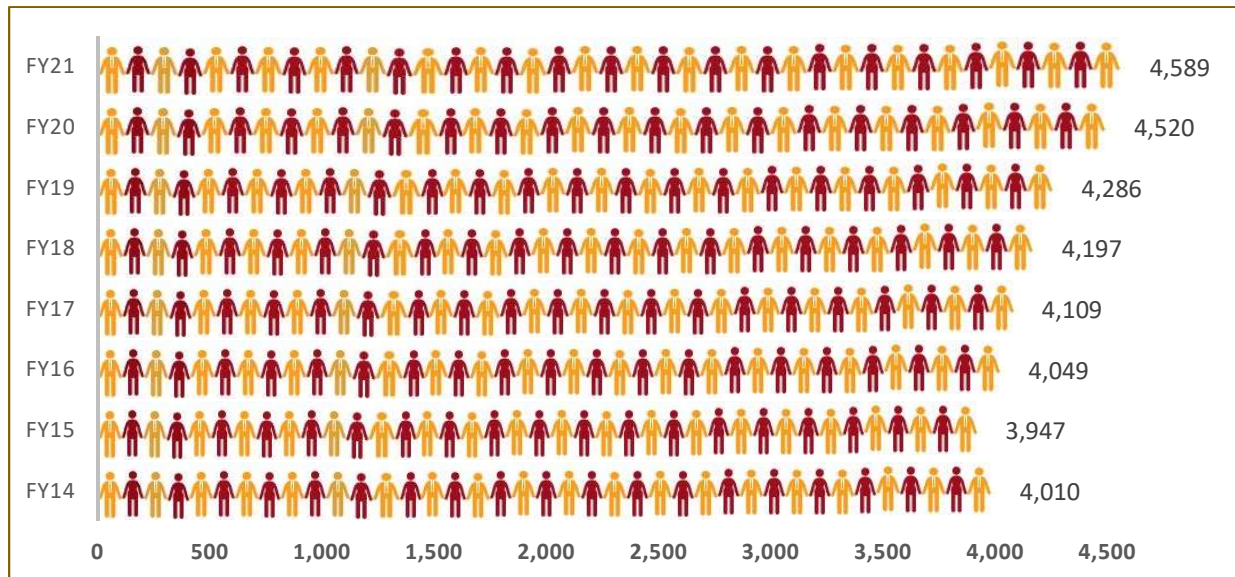


Executive Summary

Executive Summary Staffing History



Number of Employees
Full Time Equivalent Positions
FY14-FY21
(From All Funding Sources)



All Positions / All Funding Sources	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	Change from Prior Year	
District Administrators	25	23	23	24	26	24	27	27	0	0.0%
School Administrators	78	79	79	79	81	82	88	88	0	0.0%
Teachers	2,129	2,086	2,139	2,142	2,213	2,250	2,388	2,431	43	1.8%
Instructional Assistants	551	591	601	599	589	598	622	644	22	3.5%
Teacher Substitutes	97	97	97	97	97	97	105	105	0	0.0%
Crossing Guards	106	106	106	106	106	106	109	109	0	0.0%
Educational Support	119	83	107	106	105	107	130	112	-18	-13.8%
Custodial Services	153	150	153	153	154	154	154	154	0	0.0%
Maintenance Services	31	33	33	33	33	31	30	31	1	3.3%
Full Year Clerical	71	64	64	65	63	63	66	68	2	3.0%
School Year Clerical	70	68	68	68	70	71	71	75	4	5.6%
School Nurses	54	54	55	56	59	89	97	98	1	1.0%
District Support	52	50	52	53	52	52	56	56	0	0.0%
Student Transportation	81	81	81	82	82	103	103	113	10	9.7%
Child Nutrition	236	237	239	294	321	313	319	312	-7	-2.2%
Head Start	157	145	152	152	146	146	155	166	11	7.1%
Totals	4,010	3,947	4,049	4,109	4,197	4,286	4,520	4,589	69	1.6%


















Anywhere!

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 2019-20	25,044	25,007	16,024	16,088	14,434
 Student first language not English 2019-20	58.5%	30.0%	44.3%	58.7%	31.3%
 Student economically disadvantaged 2019-20	59.7%	77.6%	57.5%	58.2%	57.7%
 Student mobility rate 2019	12.4%	21.1%	11.0%	11.6%	14.7%
 5-year adjusted graduation rate 2018	88.7%	85.7%	86.1%	90.6%	87.2%
 Student Drop out Rate 2018-19	2.6%	5.5%	3.9%	4.7%	3.7%
 Mass Core completion rate 2018-19	92.8%	98.8%	24.8%	26.2%	39.6%
 Student attendance rate 2018-19	94.4%	92.7%	93.4%	94.0%	93.6%
 2019 Grade 10 meeting or exceeding expectations in English Language Arts	42%	30%	34%	37%	46%
 2019 Grade 10 meeting or exceeding expectations in Math	36%	24%	26%	38%	42%
 2019 Grade 10 proficient or higher in Science, technology, Engineering	58%	37%	48%	52%	58%
 Student to Teacher Ratio 2018-19	13.7	13.2	16.9	14.0	13.8
 Average Class Size 2018-19	16.4	17.2	19.9	20.1	19.8
 Per Pupil Spending FY18	\$14,468	\$15,798	\$14,491	\$14,245	\$14,624
 Average Teacher Salary 2018	\$80,587	\$71,001	\$96,174	\$76,870	\$76,091

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

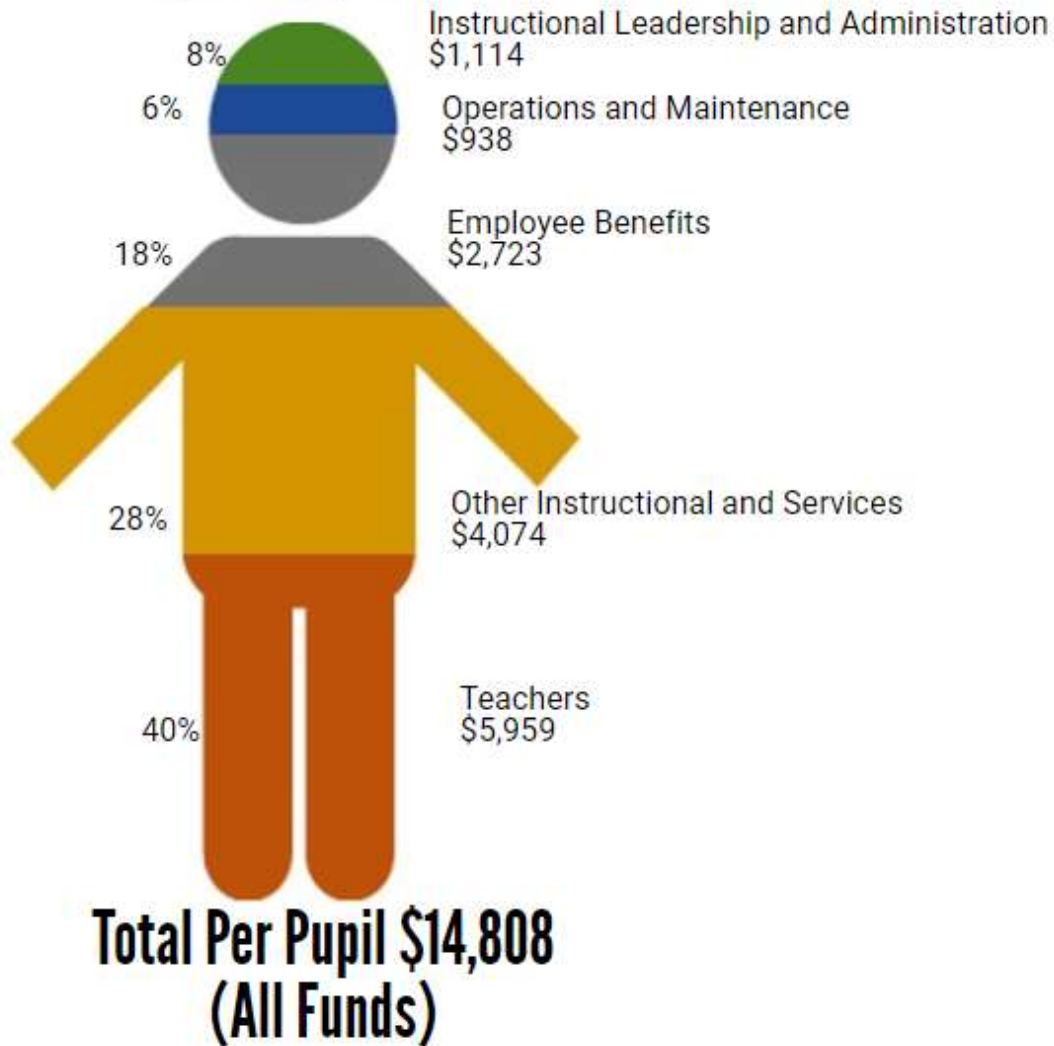


Executive Summary

Executive Summary Per Pupil Spending



Worcester's Per Pupil Spending FY19



Notes: FY19 is the most recent 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 FY19 for Instructional Leadership is \$752 per pupil and the amount for Administration is \$362 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).

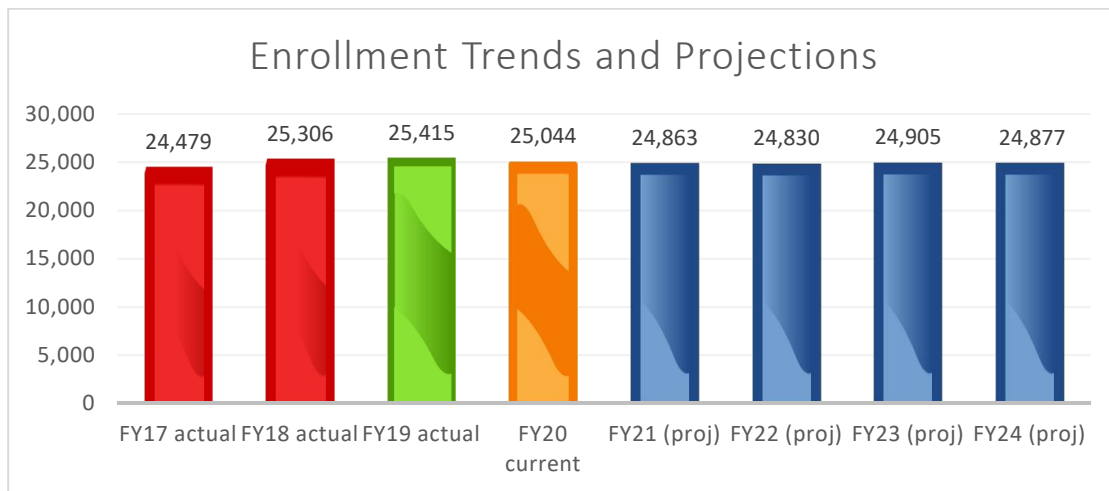


Anywhere!

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 FY17 through the projected levels in FY24.

Enrollment Trends



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 0.7% over the next four years. Within this projection, the elementary level is projected to decrease 2.4% from 13,819 in the current year to 13,481 in FY24. The middle school enrollment is projected to decrease 0.6% from 3,298 in the current year to 3,279 in FY24. The high school enrollment is projected to increase 2.1% from 7,534 in the current year to 7,692 in FY24. Using recent enrollment trends and population analysis, the school district plans for staffing and space allocations based on these projections.

Student demographics of the Worcester Public Schools is quite different from the state average. In Worcester, 31.7% of students are categorized as English learners, compared to 10.8% of the state average. The number of students with a first language not English is 58.5%, compared to the state average of 23.0%. The number of students considered economically disadvantaged is currently 59.7%, compared to the state average of 32.8%. The number of students considered 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) is 80.1%, compared to the state average of 48.7%.



Trends and Projections

Budget Trends

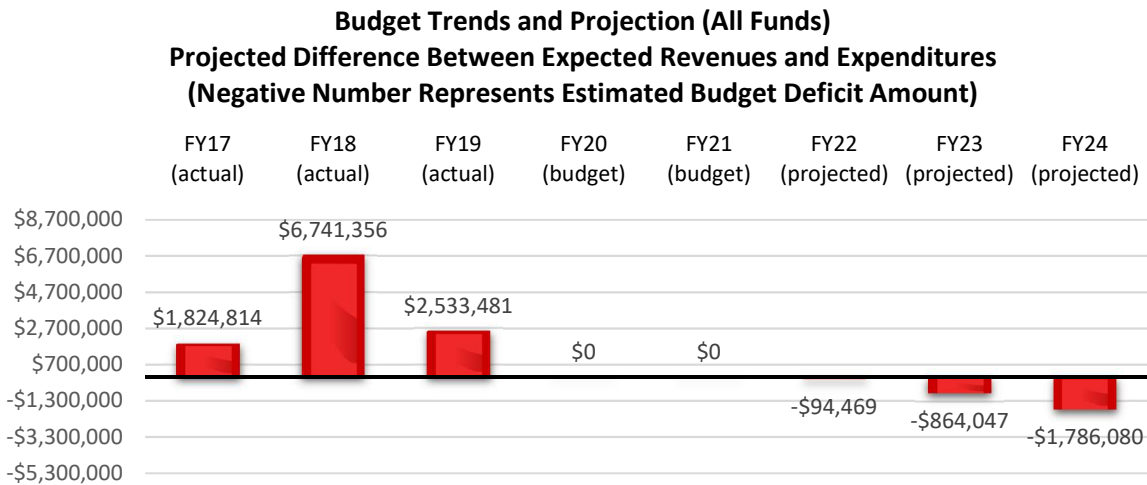


Budget Trends and Projections: (All Funds)
Dollar Amounts Expressed in Thousands

	Actual			Adopted Budget	Budget	Projected		
Revenues:	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
State Aid	\$217,607	\$227,091	\$235,854	\$256,821	\$274,852	\$292,077	\$309,021	\$326,232
Local Contribution	\$105,359	\$108,030	\$109,204	\$112,714	\$113,604	\$115,876	\$118,773	\$121,742
Federal Grants	\$30,225	\$30,524	\$30,560	\$30,677	\$31,335	\$31,304	\$31,273	\$31,108
Child Nutrition	\$13,012	\$16,004	\$15,208	\$15,257	\$15,147	\$15,638	\$16,029	\$16,430
State Grants	\$4,078	\$3,705	\$3,418	\$3,131	\$1,665	\$1,665	\$1,665	\$1,665
Other Special Rev.	<u>\$5,329</u>	<u>\$5,078</u>	<u>\$7,412</u>	<u>\$7,089</u>	<u>\$5,280</u>	<u>\$5,280</u>	<u>\$5,280</u>	<u>\$5,280</u>
Total Revenues	\$375,609	\$390,431	\$401,657	\$425,689	\$441,882	\$461,840	\$482,041	\$502,457
	0	0	\$0	\$0	\$0	0	0	0
Expenditures (by object)								
Employee Salaries (91000)	\$238,807	\$245,925	\$257,209	\$277,369	\$284,476	\$295,950	\$309,977	\$324,841
Supplies and Services (92000)	\$64,026	\$71,046	\$69,922	\$71,593	\$73,958	\$76,792	\$79,578	\$82,511
Capital Equipment (93000)	\$325	\$596	\$892	\$665	\$615	\$855	\$873	\$892
Fringe Benefits (96000)	\$68,375	\$63,735	\$68,430	\$73,915	\$80,587	\$86,070	\$90,166	\$93,643
Employee Overtime (97000)	<u>\$2,251</u>	<u>\$2,389</u>	<u>\$2,669</u>	<u>\$2,147</u>	<u>\$2,245</u>	<u>\$2,268</u>	<u>\$2,311</u>	<u>\$2,356</u>
Total Expenditures (by object)	\$373,784	\$383,690	\$399,123	\$425,689	\$441,882	\$461,934	\$482,905	\$504,243
Difference from Total Revenue	<u>\$1,825</u>	<u>\$6,741</u>	<u>\$2,533</u>	<u>\$0</u>	<u>\$0</u>	<u>-\$94</u>	<u>-\$864</u>	<u>-\$1,786</u>
Expenditures (by function):								
Administration	\$4,762	\$5,134	\$4,902	\$4,626	\$4,834	\$4,935	\$5,034	\$5,134
Instruction	\$207,624	\$219,938	\$227,681	\$243,496	\$249,417	\$262,486	\$277,596	\$292,856
Other School Services	\$45,872	\$45,101	\$47,507	\$51,542	\$55,132	\$56,311	\$57,493	\$58,700
Operations & Maintenance	\$21,405	\$22,716	\$17,632	\$23,872	\$24,713	\$25,251	\$25,757	\$26,273
Fixed Charges	\$70,881	\$65,792	\$77,086	\$77,359	\$82,340	\$87,183	\$90,407	\$93,777
Community Services	\$1,295	\$1,341	\$1,188	\$884	\$1,188	\$896	\$906	\$917
Fixed Assets	\$523	\$530	\$576	\$660	\$631	\$643	\$656	\$669
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	<u>\$21,423</u>	<u>\$23,138</u>	<u>\$22,551</u>	<u>\$23,250</u>	<u>\$23,627</u>	<u>\$24,230</u>	<u>\$25,056</u>	<u>\$25,916</u>
Total Expenditures (by function)	\$373,784	\$383,690	\$399,123	\$425,689	\$441,882	\$461,934	\$482,905	\$504,243
Difference from Total Revenue	<u>\$1,825</u>	<u>\$6,741</u>	<u>\$2,533</u>	<u>\$0</u>	<u>\$0</u>	<u>-\$94</u>	<u>-\$864</u>	<u>-\$1,786</u>



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 the phase-in of additional funding incorporating the new formula components of the Student Opportunity Act (2019). The overall enrollment is expected to slightly decrease over the next three years. Federal grant revenue is also expected to slightly decline based on recent trends of overall funding to Massachusetts. Remaining state grants are projected to be level funded. Nutrition funds are expected to increase annually based on student participation rates and federal reimbursement rates under the Community Eligibility Program. Finally, other special revenue is mostly dependent on school choice revenue and special education reimbursement from the state. School choice revenue is predicted to remain constant and circuit breaker is expected to remain fairly level through the next three years. Overall, absent recent impacts of COVID-19 impacts on state and local resources, total revenues are expected to increase 13.7% between FY21 and FY24, or about 4.3% per year, mostly attributed to the phase-in of the Student Opportunity Act.

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.

New funding from the Student Opportunity Act is intended to be used to establish targets for addressing persistent disparities in achievement among student subgroups. These actions would be aligned with the district's Strategic Plan. However, some of these new funds could be used to sustain positions, programs, and services funded by state or federal grants aligned with the district work on advancing student achievement.



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:



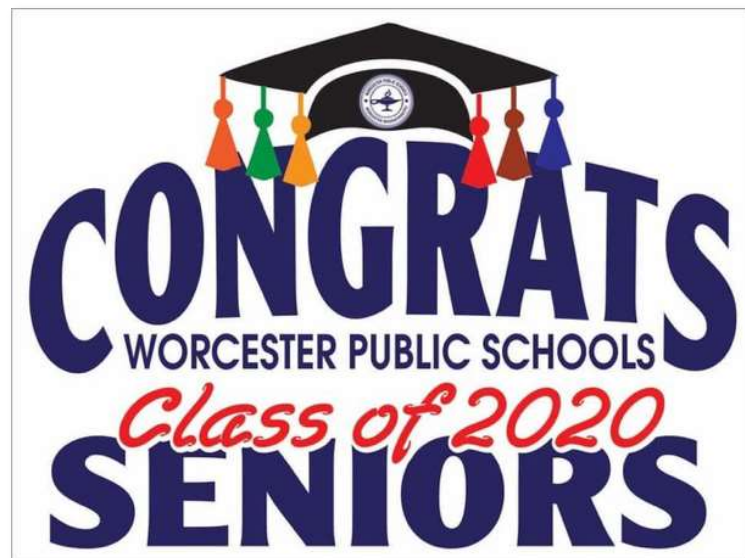
American University
Assumption College
Becker College
Bentley University
Berklee College of Music
Boston College
Boston University
Brandeis University
Brown University
Bryant University
Clark University
College of the Holy Cross
Colorado State University
Emerson College

2019 College Acceptances

Just some of the colleges where our 2019 graduates attended this year...

George Washington University
Harvard College
Lesley University
Loyola Marymount University
Mount Holyoke College
Muhlenberg College
New York University
Northeastern University
Oberlin College
Penn State University
Providence College
Rochester Institute of Technology
Smith College
Stonehill College
Suffolk University
Syracuse University
Tufts University
Union College

United States Naval Academy
University of Connecticut
University of Hartford
University of Maine
University of Miami
University of Massachusetts
University of New Hampshire
University of New Haven
University of Rhode Island
University of San Diego
University of Tampa
University of Tulsa
University of Virginia
Virginia Tech
Wellesley College
Wheaton College
Worcester Polytechnic Institute
Worcester State University
Xavier University





Anywhere!

Student Performance

With Governor Baker's November 2019 signing of the Student Opportunity Act (SOA), funding supporting the equity priorities of both the state's Every Student Succeeds Act and the Worcester Public Schools Strategic Plan will become available over the next several years. The Student Opportunity Act targets funding supports towards English learner and low income students, both traditionally underserved populations who are the focus of school and district accountability under the state's ESSA plan, as well as the Worcester Public Schools Strategic Plan.

State Accountability System



Ensuring these funds ensure an appropriate academic return on investment now is the responsibility of this and future budgets. The Worcester Public Schools' plan for Student Opportunity Act funding submitted in March of this year begins this process.

Recognizing work still to be done in the areas of third grade reading, collegiate success, educator diversity, and social emotional learning, the Worcester Public Schools' SOA plan:

- expands preschool with an emphasis on developing early literacy, targeting at third grade reading;
- expands early college programming, adding to the number of students planning on continuing their education;
- supports pipelines of further education for current Worcester Public School staff, diversifying staff through a 'grow your own' program;
- supports additional social-emotional learning and staffing within the district, supporting students who may have experienced trauma.

The state will be developing specific targets for each section of the plan later this year.

The SOA plan parallels themes within the Worcester Public Schools Strategic Plan, which outlines five focus areas tied to student, school, and district performance measures:

- Culture of Innovation
 - Measured by the number of schools that are at or below the lowest 10th percent
- Academic Excellence
 - Measured by the percent of students meeting or exceeding third grade reading and math proficiency
 - Measured by the percent of students with digital experiences through a course or skill building
- Welcoming Schools
 - Measured by the percentage of students chronically absent (10% or more days)
 - Measured by the percentage of schools with an active representative site council
 - Measured by the percentage of students disciplined or suspended for non-violent, non-criminal, non-drug-related offenses
- Investment in Educators
 - Measured by the diversity of new hires
- Technology and Operations
 - Measured by the increase in per pupil expenditures



Student Performance

The plan sets benchmarks for each two-year period of the plan as measured against the year of adoption.



*South High Students participate on WGBH's High School Quiz Show
(Telegram & Gazette)*

These in turn strengthen the Worcester Public Schools' work under the Massachusetts plan under the federal Every Student Succeeds Act, approved in September of 2017. 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. Under the revised state accountability system, district and school performance is more

heavily weighted for students who are learning English and for the lowest performing students than in the past:

- Districts and schools with English learners have student achievement on ACCESS testing count for 10% of the normative component of their measures.
- The measures of lowest performing students in all districts and schools counts for a full 50% of the criterion-referenced component of their measures.

The state's revised accountability system including student achievement, growth, and high school completion data, with an emphasis on closing gaps for historically low-performing subgroups, remain the foundations of the system as specified in the law. The federal law likewise emphasizes such data. As such, such data are heavily weighted.

However, in an effort to expand the measures included in the system to create a more comprehensive picture of student opportunity and outcomes in schools and districts, the state's plan makes the following notable additions:

- Chronic absenteeism (definition: absent for 10% of days) as an indicator of student engagement
- Extended engagement rate for students who take more than four years to graduate from high school
- Successful completion of a broad and challenging curriculum, including advanced coursework

Taken together, this shift in focus ensures the education of traditionally underserved student populations are the focus of district work while excellence in education for all students continues to be the goal for all served by the district.



Anywhere!

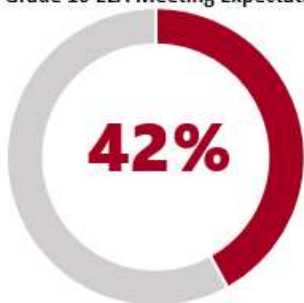
Student Performance

The following is a snapshot of student performance data for 2019:

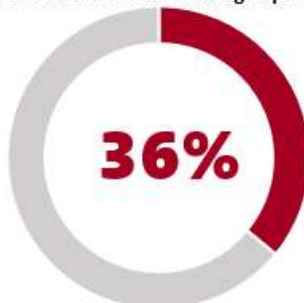
Highlights



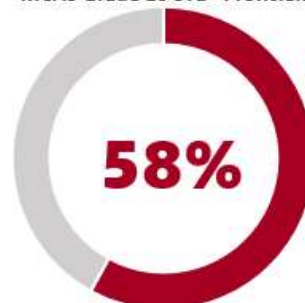
MCAS Grade 10 ELA Meeting Expectations



MCAS Grade 10 Math Meeting Expectations

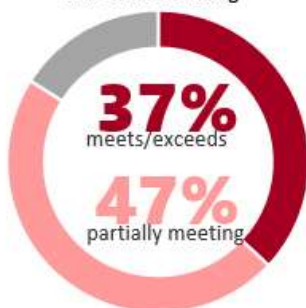


MCAS Grade 10 STE* Proficiency

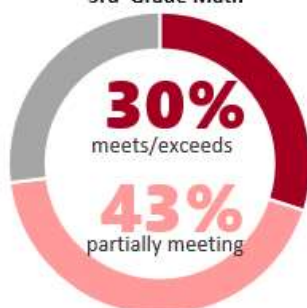


*STE = Science, Technology, and Engineering

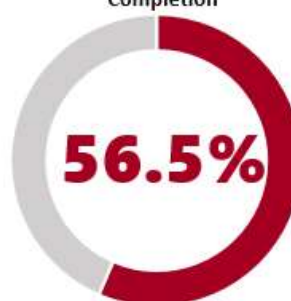
3rd Grade Reading



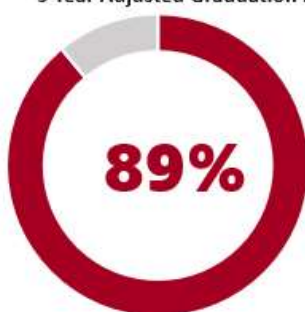
3rd Grade Math



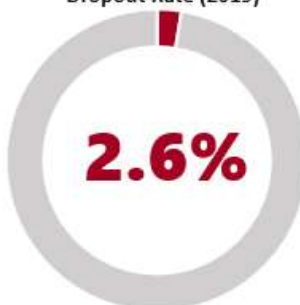
Advanced Course Completion



5 Year Adjusted Graduation Rate



Dropout Rate (2019)



Chronic absenteeism



Executive Summary



District Guiding Documents

Mission Statement



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.

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



North High School Graduation 2019 (Telegram & Gazette)



CULTURE OF
INNOVATION



ACADEMIC
EXCELLENCE



WELCOMING
SCHOOLS



INVESTING IN
EDUCATORS



TECHNOLOGY+
OPERATIONS



Anywhere!

District Guiding Documents

The FY21 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.



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;

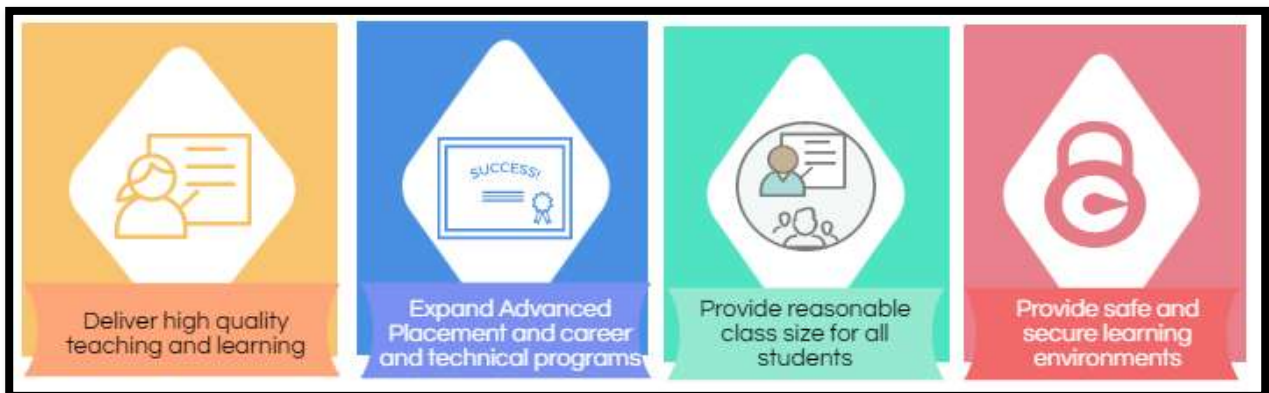
Theory of Change



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 FY21 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





Anywhere!

Building the Budget

Guiding Principles



The district use of a zero-based budget approach guides the shaping of the budget. The budget recommendations are aligned to the best extent possible with high quality teaching and learning, community values, and compliance requirements with

the resources available.

Between January and April of each year, the Administration works collaboratively with building principals



Worcester Public Schools employees at the Worcester Comes Together celebration in August 2019 (Telegram and Gazette)

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 for the district. This process allows individual site councils and instructional leadership teams to create templates for future school-based accountability and resource planning and the work can 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 of the Superintendent, make any changes, and ultimately adopt a final budget for the upcoming year.



Building the Budget

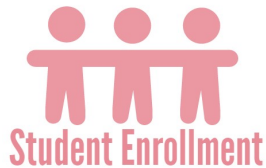
Budget Process



The Worcester Public Schools is a municipal department of the City of Worcester and several aspects of the budget, including the general fund budget total appropriation, and all capital budget spending require the recommendation of the City Manager and approval

by the Worcester City Council. As a result, the Worcester Public Schools do not have a direct allocation of the city's tax rate and there are no expenditures for debt cost associated with the Worcester Public Schools in this budget. Certain sections within the Executive Summary and Information Sections of this budget book estimates the Worcester Public Schools impact on the city's tax rate and amount of city costs for debt related to the school district in order to give better context of the total cost of Worcester Public Schools related costs on the municipal budget.

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 following fiscal year that begins 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. This per pupil funding formula is differentiated based upon the student's grade or program with additional funding based on socio-economic status.

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

Subsequently, in the fourth week of January, the Governor releases his/her state budget recommendations for the upcoming year, including the funding for each school district based upon the foundation budget. The state budget includes the total level of educational state aid for each community as well as the amount that each community must minimally contribute from local funding sources to education based upon the state's requirement as determined in Massachusetts General Laws, Chapter 70, Section 6. 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.



Governor's Budget



Anywhere!

Building the 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.



In April of each year¹, 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 budget allocation to the Worcester Public Schools as part of the overall city budget. Nearly 88% 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 Thursdays 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.

¹ * This date was delayed in 2020 due to national and state declarations of emergency due to the COVID-19 pandemic.



Building the Budget

About this Document



This document presents the FY21 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 2020-2021 school year

(July 1, 2020 to June 30, 2021). 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 2021 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 seven consecutive years from 2014-2020.



Building the Budget



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.



From Here,
Anywhere!

Our teacher
became a U.S.
President

John Adams

Our student was
the father of
modern rocketry

Robert H. Goddard



ORGANIZATIONAL



In this Section



INTRODUCTION TO THE WORCESTER PUBLIC SCHOOLS

43

Worcester's History in Education.....	43
Worcester Public Schools Today	46
Enrollment	48
District Maps	49

ORGANIZATION STRUCTURE

School Committee	54
Superintendent	54
Administrative Structure	54

DISTRICT GUIDING DOCUMENTS

Mission Statement.....	69
Our Vision for 2023	69
Theory of Change	69
Strategic Plan Goals	73
Seven Point Financial Plan	90

BUDGET DEVELOPMENT PROCESS

Budget Highlights.....	94
Key Factors in the Budget	95
Budget Planning Phase	96
Budget Development Phase	97
Budget Adoption Phase	97
Budget Development Calendar.....	98

BUDGET POLICY AND ADMINISTRATION

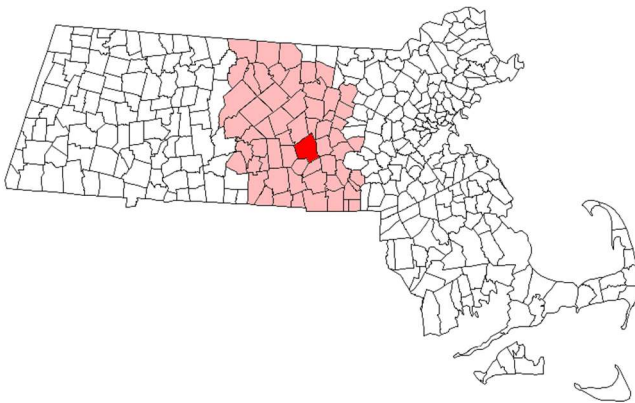
Organization and Authority	100
Budget Development	100
Pyramid of Funds	102
Budget Management and Controls.....	105
Basis of Budgeting	107



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



What is now the city of Worcester is located in what was the land of the Nipmucks, who had settlements on the hills of Pakachoag, Asnebumskit, and Wigwam Hill on the side of Lake Quinsigamond. 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 European settlement in what is now Worcester was in 1713 by Jonas Rice. Worcester was incorporated as a town in 1722. It was not until the spring of 1726 that the first recorded school was started in Worcester, held in Rice's home. In 1735, it was resolved that a school house be built in the center of the town; this would be the "proper grammar school" required by the colonial laws of any settlement of more than 100 families. In 1738, this first schoolhouse in Worcester opened at Lincoln Square on property purchased by a bequest in the will of Isaiah Thomas. John Adams, the country's future President, taught at this school for three years while studying law at the county courthouse.



Introduction to the Worcester Public Schools

As Worcester historian Charles Nutt wrote:

It is not granted to every school to have as one of its earliest masters a man who afterward became president of the United States; this distinction belongs to the Worcester Classical High School, for John Adams (1755-58) was the first recorded head of the Latin Grammar School which, together with Girls English High School was incorporated in the Worcester Classical and English High School as it was called from 1845 to 1892.



Adams later went on to explicitly include education among the responsibilities of the state when he wrote the Massachusetts Constitution.

Much of Worcester's early educational history is marked by tension between those in the outlying areas of what would become the city and the downtown area's more commercial class of citizens. For those in the outskirts, an itinerant school, meeting only for a few months of the year, was seen as sufficient. Many of those downtown wished their sons to have the education of a grammar school which would prepare them for Harvard. The outskirts resented paying for an educational system their children did not access and did not, in their view, have need of.

In 1823, a report on the conditions of public schooling in Worcester said "for several years past, the schools in this District have generally fallen below the common standard in the Commonwealth." Calling for additional funding as well as better and more regular attendance of students, the report led to the creation of an elected Board of Overseers, the forerunner of what would become the Worcester School Committee. It also led to state passage of school governance laws, creating school committees and further authorizing local taxation to support schools.

Worcester incorporated as a city on February, 29 1848. At that time, there were nine "infant schools," six "primary" schools, three "English" or "grammar" schools, and Classical High School and English High School, the successor to that first Boys Latin school at which Adams taught. At the turn of the century, Classical High, now split from English High, sent forth one of its most renowned graduates, Frances Perkins, who became the first woman to serve in the U.S. Cabinet, serving as Secretary of Labor in the Cabinet of President Franklin Delano Roosevelt.

South High, opened in 1901, and North High, opened in 1911, north and south of City Hall along Main Street, also served students who were seeking a more classical education. In 1904, South High's graduating class valedictorian was Robert Goddard, who had joined that class as a 19-year-old sophomore, illness having kept him out of school. In his valedictory address to his class he foreshadowed his own work:

In the sciences we have learned that we are too ignorant to pronounce anything impossible,... The dream of yesterday is the hope of today and the reality of tomorrow.

Goddard, an engineer, professor, physicist, and inventor often called "the Father of Modern Rocketry," later created and built the world's first liquid-fueled rocket, ushering in the Space Age.



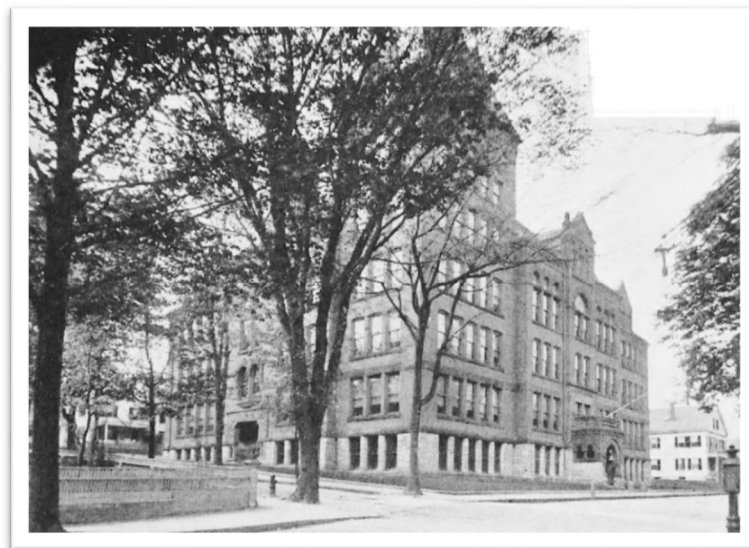
Introduction to the Worcester Public Schools

Boys Trade High School was founded in 1910, created by Milton Higgins specifically to train boys to enter the Worcester's many factories directly from high school. Early in the country's creation of vocational schools, Boys Trade was joined in 1914 by the now transformed English High School which became 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. By the Great Depression, Commerce had students enrolled in triple sessions to meet the community's needs.

The next wave of education theory, that of comprehensive secondary education, led to the building of Doherty Memorial High School and Burncoat High School, leading to the closing of both Classical High School and Commerce High School in the 1960's. North and South High Schools, both now moved from their downtown locations, likewise shifted to a comprehensive model. The current ambassador to Nigeria, Mary Beth Leonard, is a graduate of Doherty Memorial High School. Recent graduates of Burncoat High include actor Eddie Mekka, filmmaker Matt Aselton, chef Geoffrey Zakarian, and late New England Patriots player Ron Brace. The comprehensive high schools were intended to serve all students largely assigned on the basis of geography.

The 1998 merging of the historic vocational programs of Boys Trade and Fanning Trade, then Worcester Vocational Schools, into the Worcester Public Schools to become Worcester Technical High School offering further options to Worcester students through school day and after school opportunities.

During more recent decades, there have been increasing and varied attempts to ensure educational options for all students, including more experimental efforts like the Accelerated Learning Laboratory (A.L.L.) School and the partnership with Clark University which created University Park Campus School. The district has also made strides in increasing access for English learners and students with special needs, as well as creating programs for students who wish to concentrate on engineering, health sciences, or the arts.



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



Introduction to the Worcester Public Schools

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.



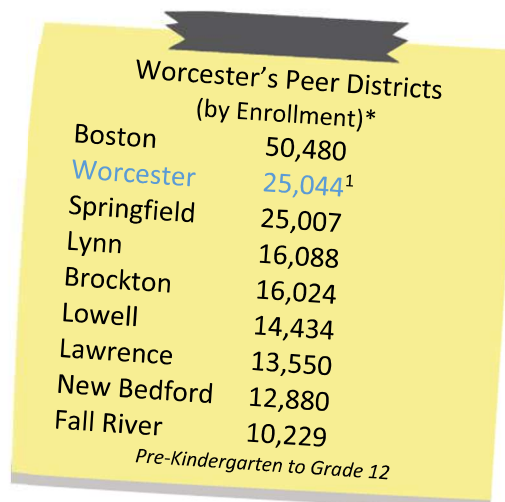
*Worcester Public Schools today!
South High School Schematic Design
Opening August 2021*



Anywhere!

Introduction to the Worcester Public Schools

As of January 1, 2020¹, there were over 28,620 school-aged children (Kindergarten to Grade 12) residing in the City of Worcester, and of that, over 24,175 of the students, or about 84.5%, attend the Worcester Public Schools (or specialized collaborative placements). When including pre-school students of 1,307 students, the district enrollment is 25,482 on January 1, 2020¹ which includes students within 44 schools and 5 alternative pathway programs. With 4,589 employees, including 2,431 teachers, the district is the second largest school district in the Commonwealth (behind Boston with 50,480 students) and the second largest employer in the City of Worcester behind UMass Memorial Health Care with 11,491 employees.



Boston	50,480
Worcester	25,044 ¹
Springfield	25,007
Lynn	16,088
Brockton	16,024
Lowell	14,434
Lawrence	13,550
New Bedford	12,880
Fall River	10,229

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 1,977 students, and to other neighboring school districts that collectively enroll about 334 students who reside in Worcester but attend schools in other districts under the School Choice Program.



The student demographics in Worcester includes 43% Hispanic, 29% White, 17% African American, 6.4% Asian, and 4.4% of other or multi-race designation. More than 58% of the district's students have a first language other than English. Poverty is common in urban school districts, and in Worcester about 80% 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, 60% 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 4.8 million school meals are served annually which equates to 9,860 breakfasts and 17,100 lunches daily, along with afternoon snacks/dinner and summer meals. Approximately 11,400 students, including charter school, parochial school, and private school students are provided transportation to and from school daily with approximately 230 buses and pupil vans traveling over 11,500 miles per day.

¹ The official count of students by the Massachusetts Department of Elementary and Secondary Education is on October 1 annually. On October 1, 2019, the district enrollment was 25,044 students.



Introduction to the Worcester Public Schools

Enrollment



School Name	Grades Served	10/1/19 Enrollment	School Name	Grades Served	10/1/19 Enrollment
High Schools			Middle Schools		
Burncoat High	9-12	1,111	Burncoat Middle	7-8	720
Doherty Memorial	9-12	1,499	Forest Grove Middle	7-8	938
North High	9-12	1,253	Worcester East Middle	7-8	728
South High	9-12	1,379	Sullivan Middle	6-8*	912
Worcester Technical High	9-12	1,466			
Claremont Academy	7-12	581			
University Park Campus	7-12	245			
Total High Schools		7,534	Total Middle Schools		3,298
Elementary Schools					
Burncoat Street Preparatory	K-6	282	May Street	K-6	313
Belmont Street Community	PK-6	621	McGrath Elementary	K-6	237
Canterbury Street Magnet	PK-6	359	Midland Street	K-6	222
Chandler Elementary	K-6	493	Nelson Place	PK-6	571
Chandler Magnet	PK-6	513	Norrback Avenue	PK-6	563
City View Discovery	PK-6	477	Quinsigamond Elementary	PK-6	744
Clark Street	PK-6	265	Rice Square	K-6	477
Columbus Park Preparatory	PK-6	427	Roosevelt Elementary	PK-6	697
Elm Park Community	K-6	426	Tatnuck Magnet	PK-6	425
Flagg Street	K-6	385	Thorndyke Road	K-6	354
Gates Lane	PK-6	561	Union Hill	K-6	385
Goddard	PK-6	374	Vernon Hill	PK-6	532
Grafton Street	K-6	369	Wawecus Road	K-6	154
Heard Street	K-6	263	West Tatnuck Elementary	PK-6	352
Jacob Hiatt Magnet	PK-6	412	Woodland Academy	K-6	601
Lake View	K-6	326	Worcester Arts Magnet	PK-6	410
Lincoln Street	K-6	229	Head Start Program	PK	393
			Total Elementary Schools		14,212
Total District Enrollment					25,044

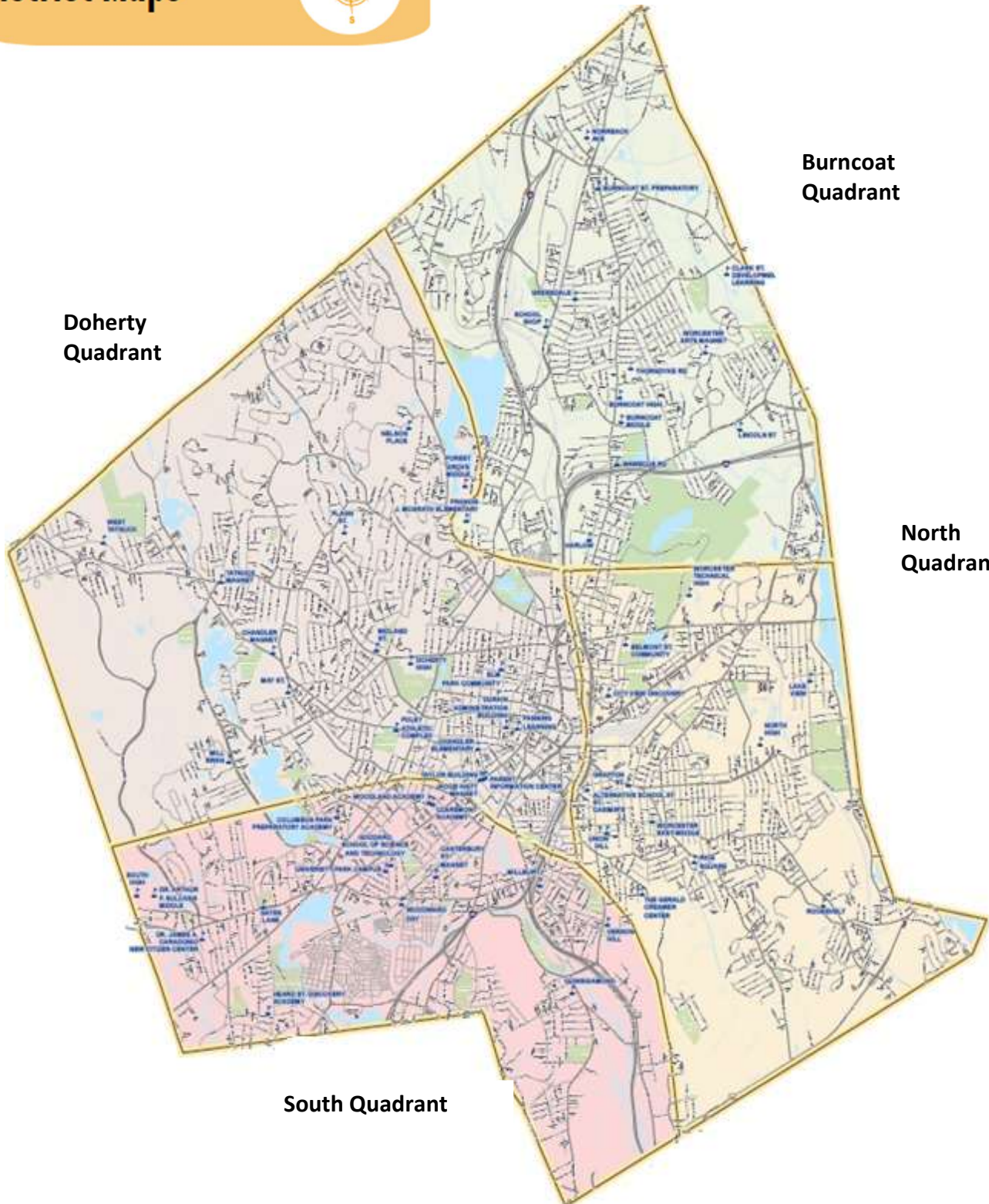
* Sullivan Middle School has an innovation academy that includes 6th grade students.

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

K = Kindergarten



District Maps



**Burncoat
Quadrant**

**North
Quadrant**

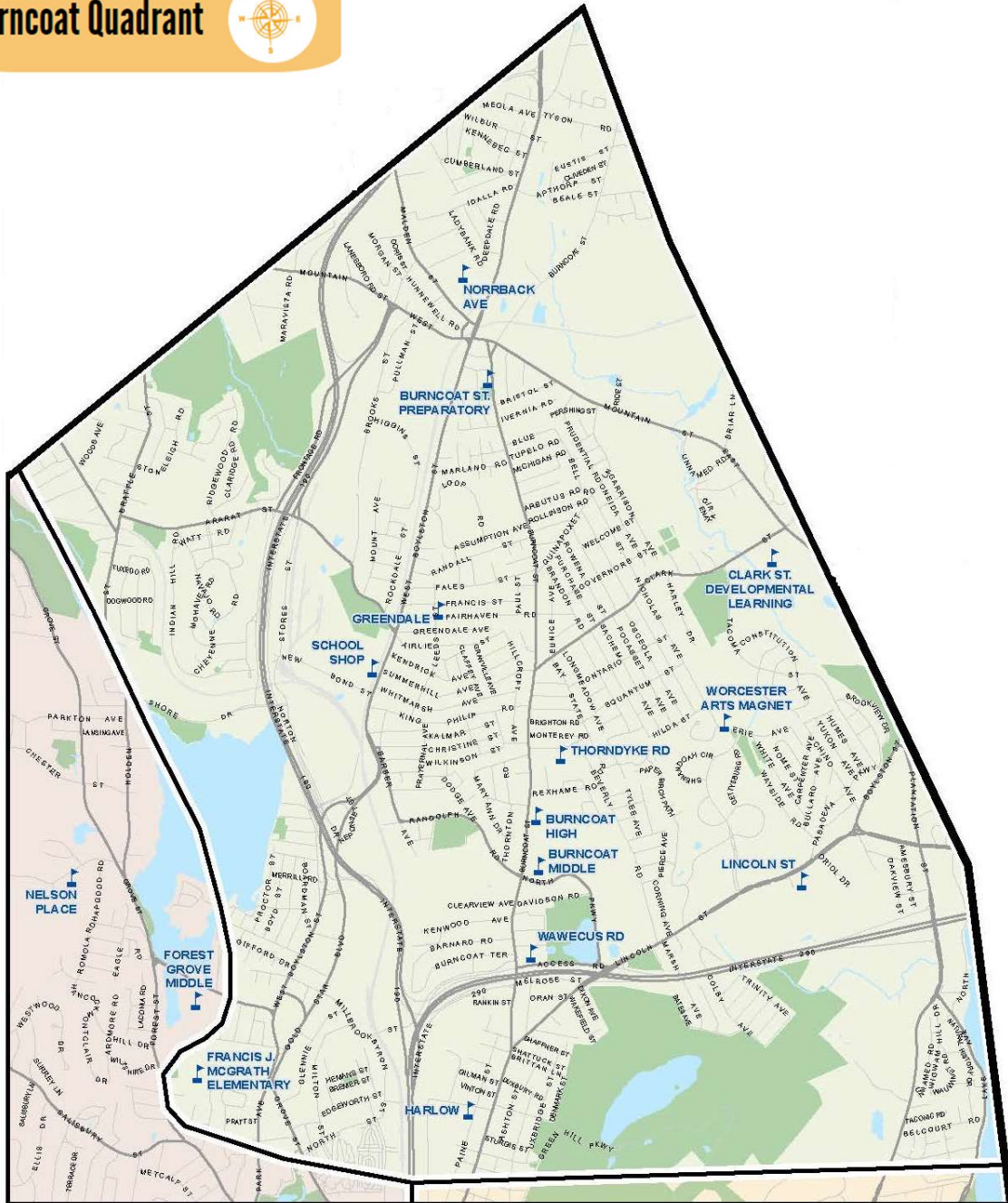
South Quadrant

**Doherty
Quadrant**

Organizational



Burncoat Quadrant



Organizational

High School

Burncoat High School

Elementary Schools

Burncoat Street Preparatory

Clark Street

Lincoln Street

McGrath Elementary

Middle School

Burncoat Middle School

Norrback Avenue

Thorndyke Road

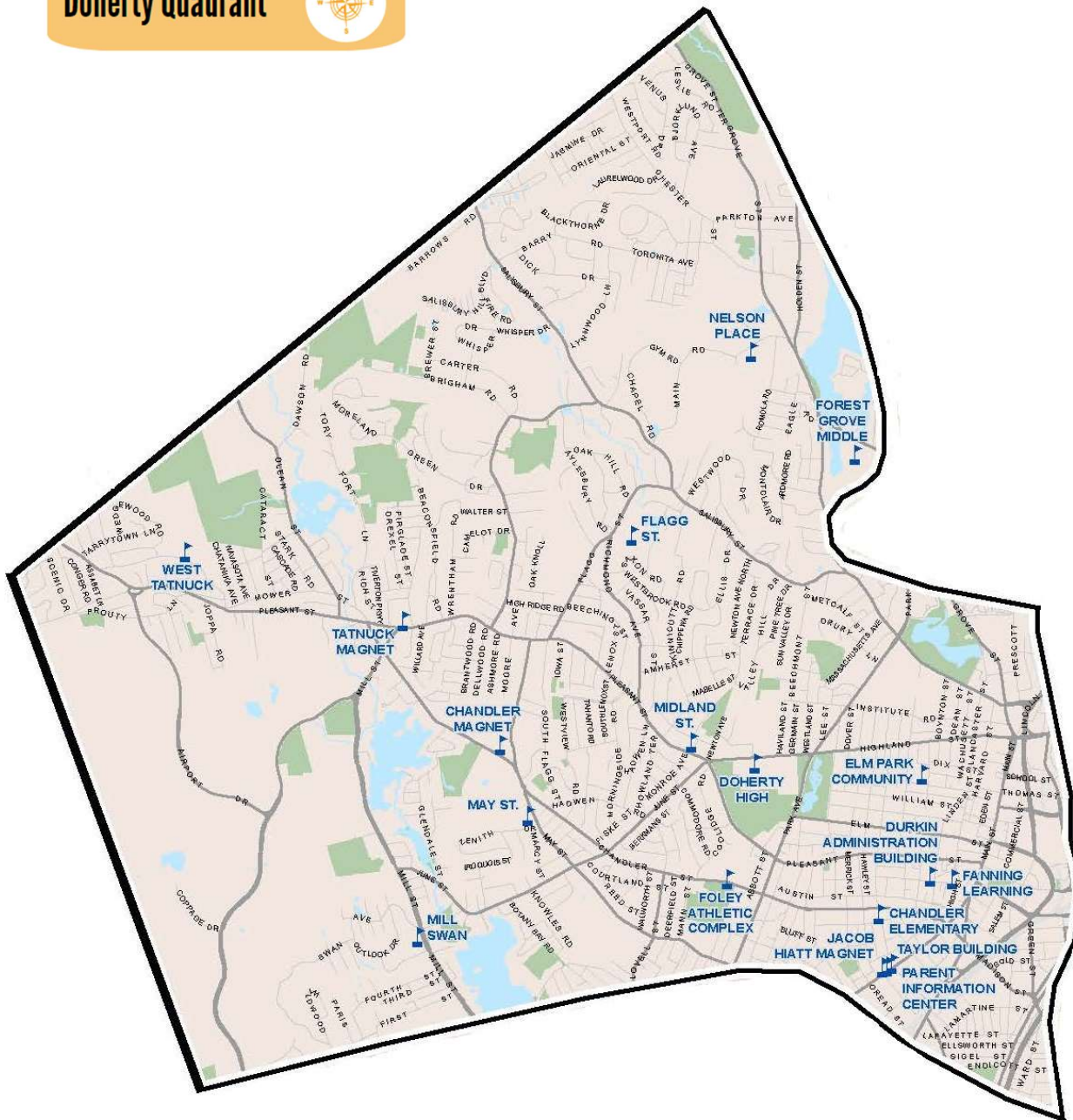
Wawecus Road

Worcester Arts Magnet



Anywhere!

Doherty Quadrant



High School

Doherty Memorial High School

Elementary Schools

Chandler Elementary

Chandler Magnet

Elm Park Community

Flagg Street

Jacob Hiatt Magnet

Middle School

Forest Grove Middle School

May Street

Midland Street

Nelson Place

Tatnuck Magnet

West Tatnuck



From Here,

North Quadrant



Organizational

High Schools

North High School
(Quadrant also includes Worcester Technical High School)

Elementary Schools

Belmont Street
City View
Grafton Street
Lake View

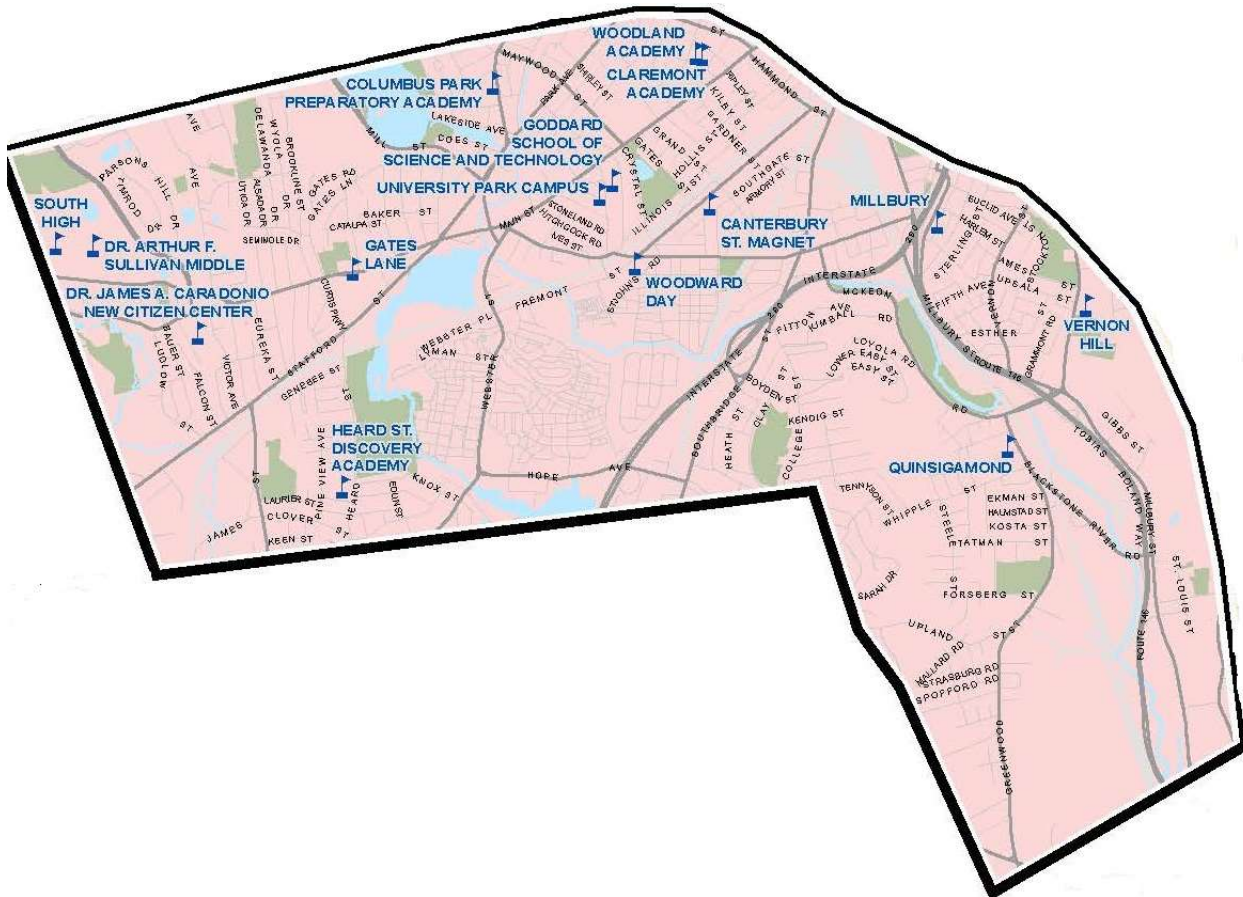
Middle School

Worcester East Middle School

Rice Square
Roosevelt
Union Hill



South Quadrant



High Schools

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

Elementary Schools

Canterbury Street
Columbus Park
Gates Lane
Goddard School

Middle School

Sullivan Middle School

Heard Street
Quinsigamond
Vernon Hill
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 2020-2021 term School Committee members are: Mayor Joseph Petty, Dianna Biancheria, Laura Clancey, John Foley, Molly O. McCullough, John Monfredo, and Tracy O'Connell Novick.

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) School and Student Performance.

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.



Worcester School Committee



Mayor Joseph M. Petty

Chair of the School Committee



Dianna L. Biancheria

*Vice Chair, Standing Committee for School and Student Performance
Member, Standing Committee on Finance and Operations*



Laura Clancey

*Chair, Standing Committee on Governance and Employee Issues
Member, Standing Committee for School and Student Performance*



John L. Foley

*Vice Chair of the School Committee
Chair, Standing Committee on Finance and Operations
Member, Standing Committee on Teaching, Learning and Student Supports*



Molly O. McCullough

*Chair, Standing Committee on Teaching, Learning and Student Supports
Vice Chair, Standing Committee on Finance and Operations*



John Monfredo

*Vice Chair, Standing Committee on Governance and Employee Issues
Vice Chair, Standing Committee on Teaching, Learning and Student Supports*



Tracy O'Connell Novick

*Chair, Standing Committee for School and Student Performance
Member, Standing Committee on Governance and Employee Issues*

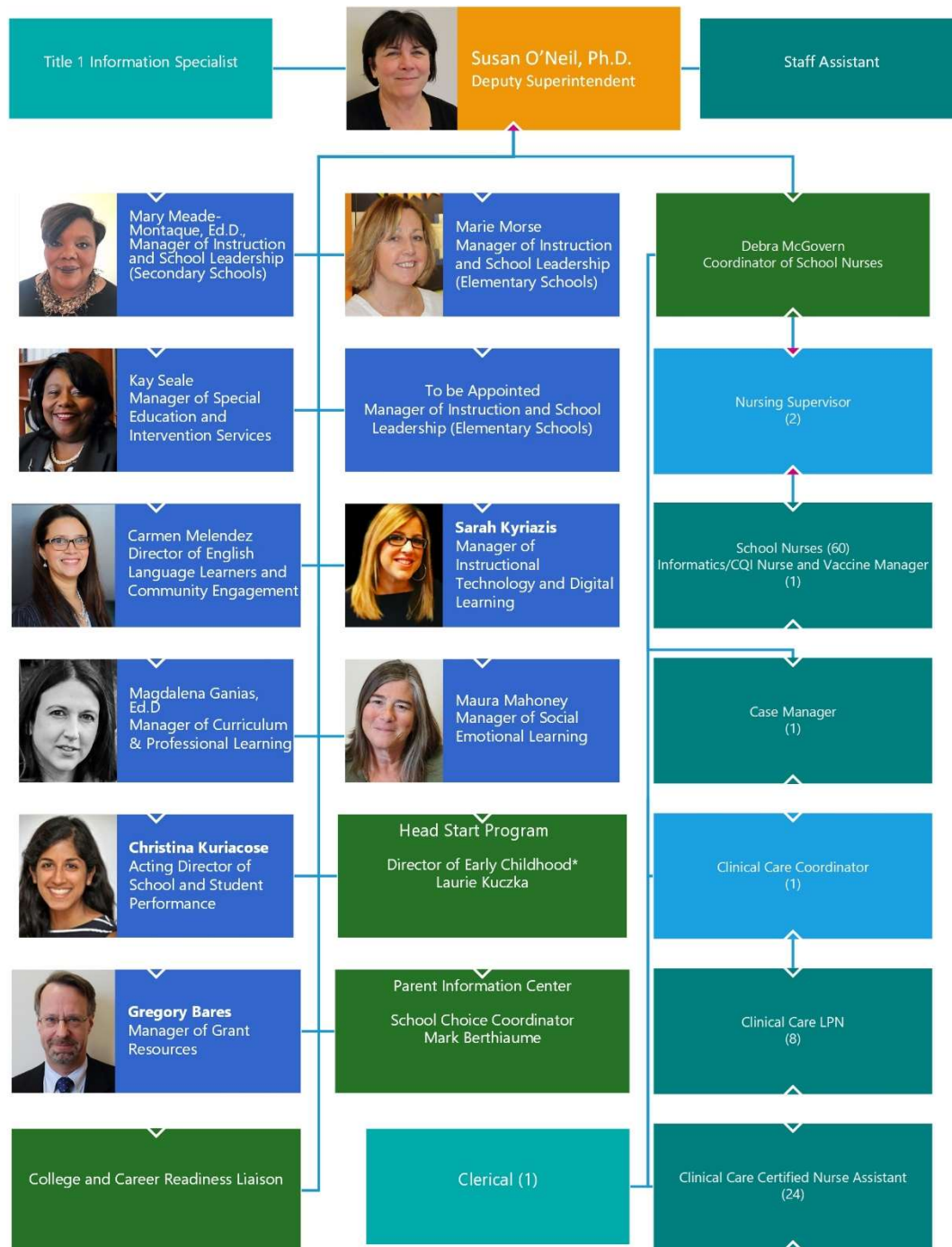


Division: Superintendent





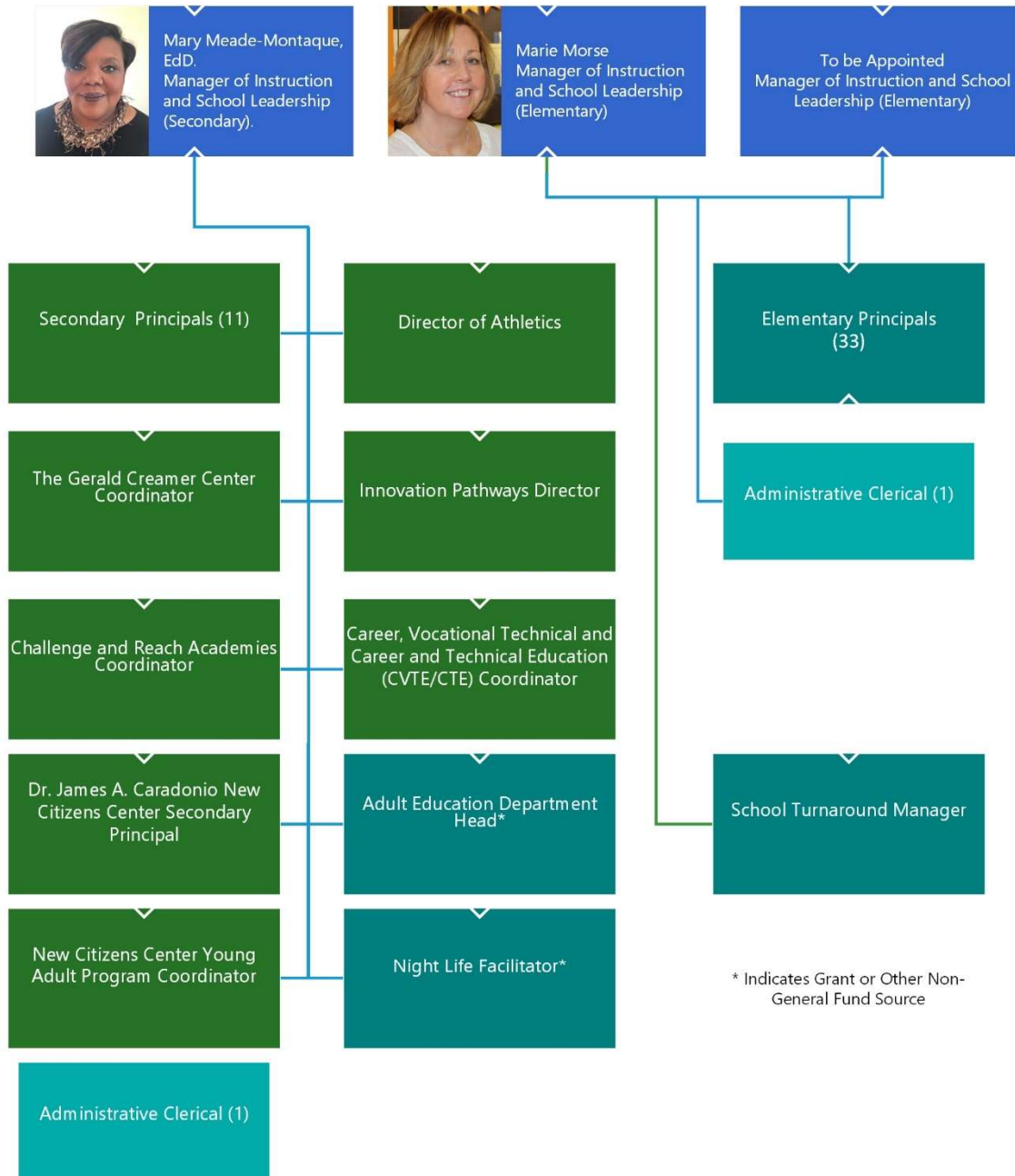
Division: Teaching and Learning



* Indicates Grant or Other Non-General Fund Sources

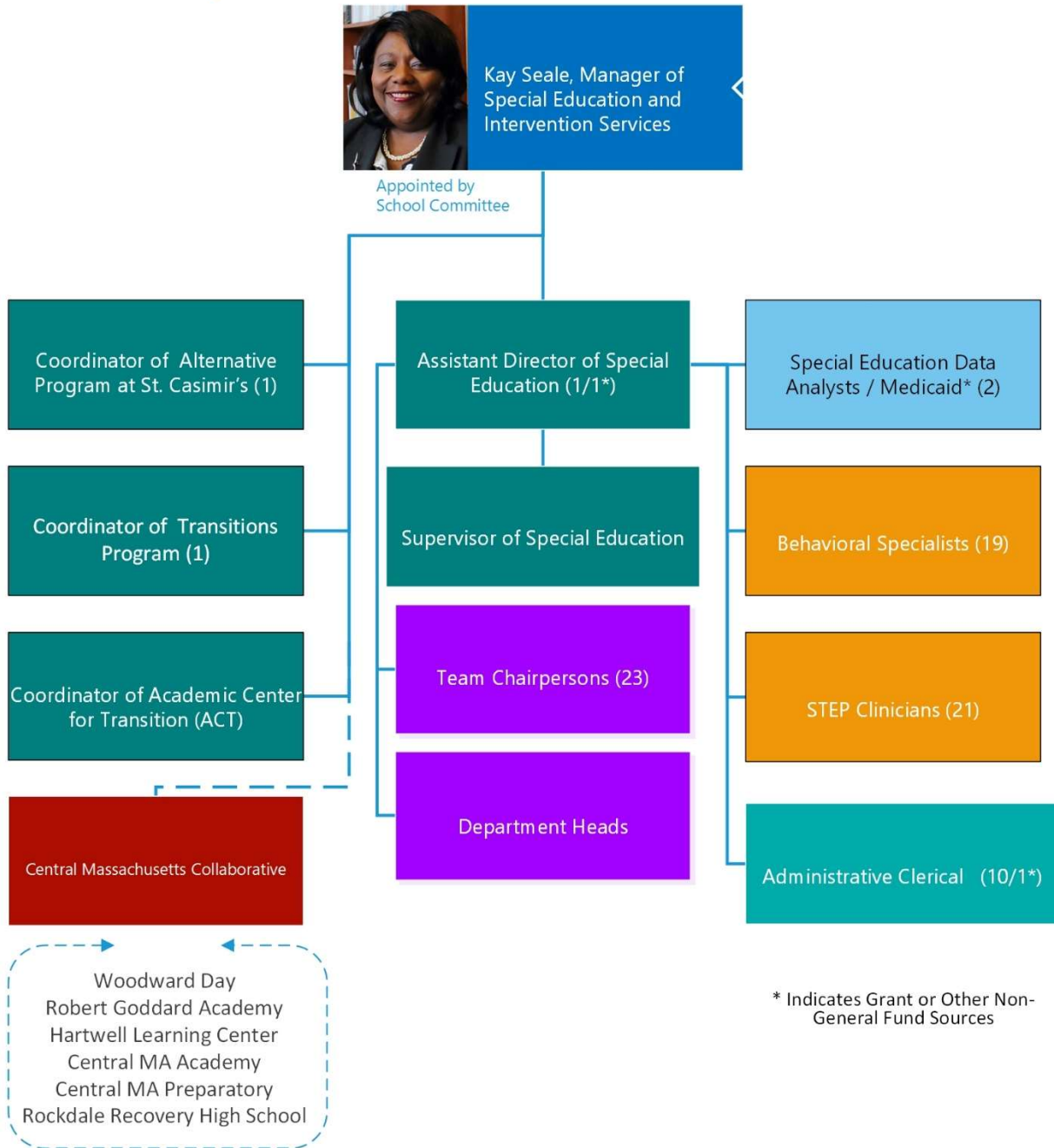


Division: **Teaching and Learning**
Department: **Instruction and School Leadership**



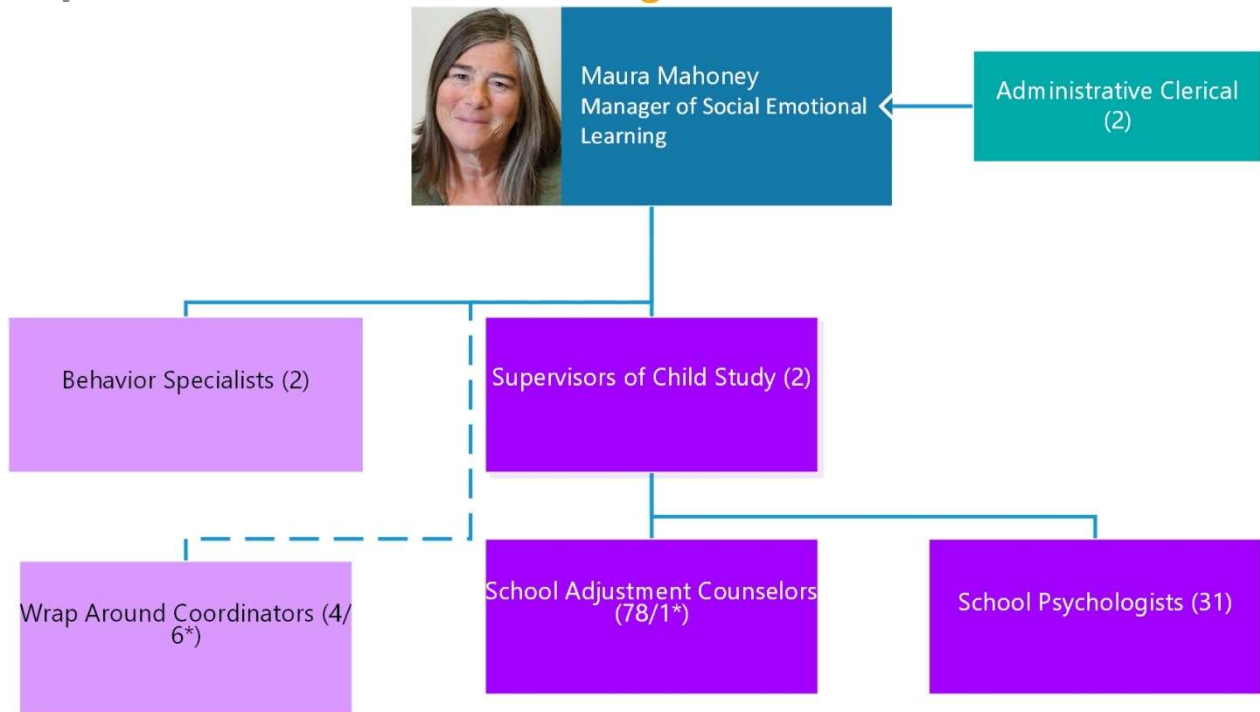


Division: Teaching and Learning
Department: Special Education & Intervention Services





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



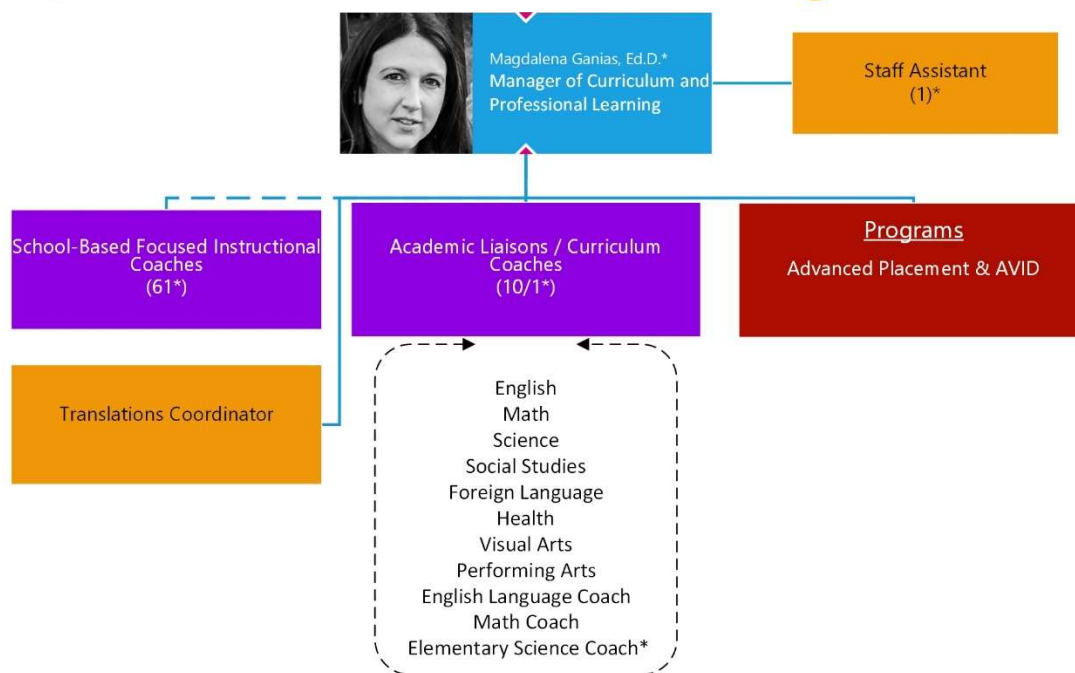
Division: **Teaching and Learning**
Department: **School and Student Performance**



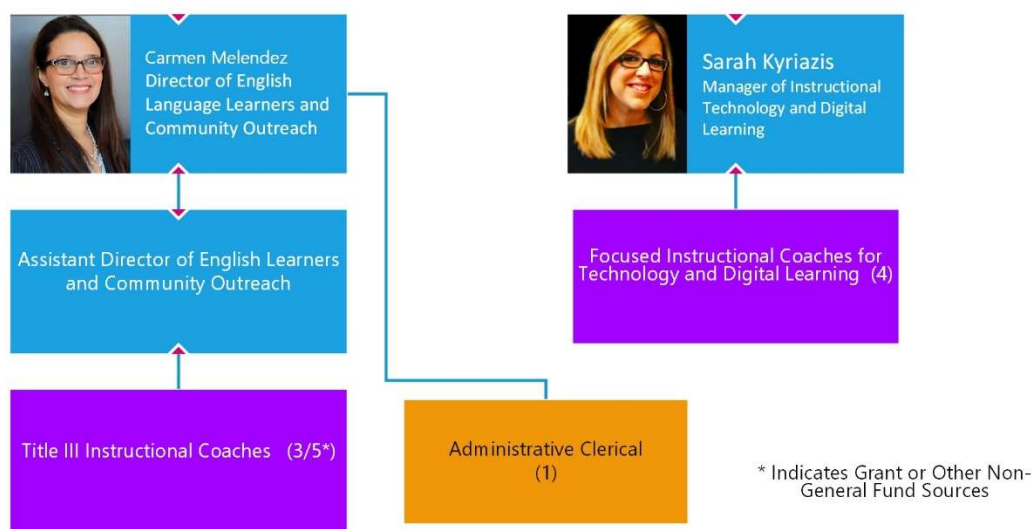


Anywhere!

Division: Teaching and Learning
Department: Curriculum and Professional Learning



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

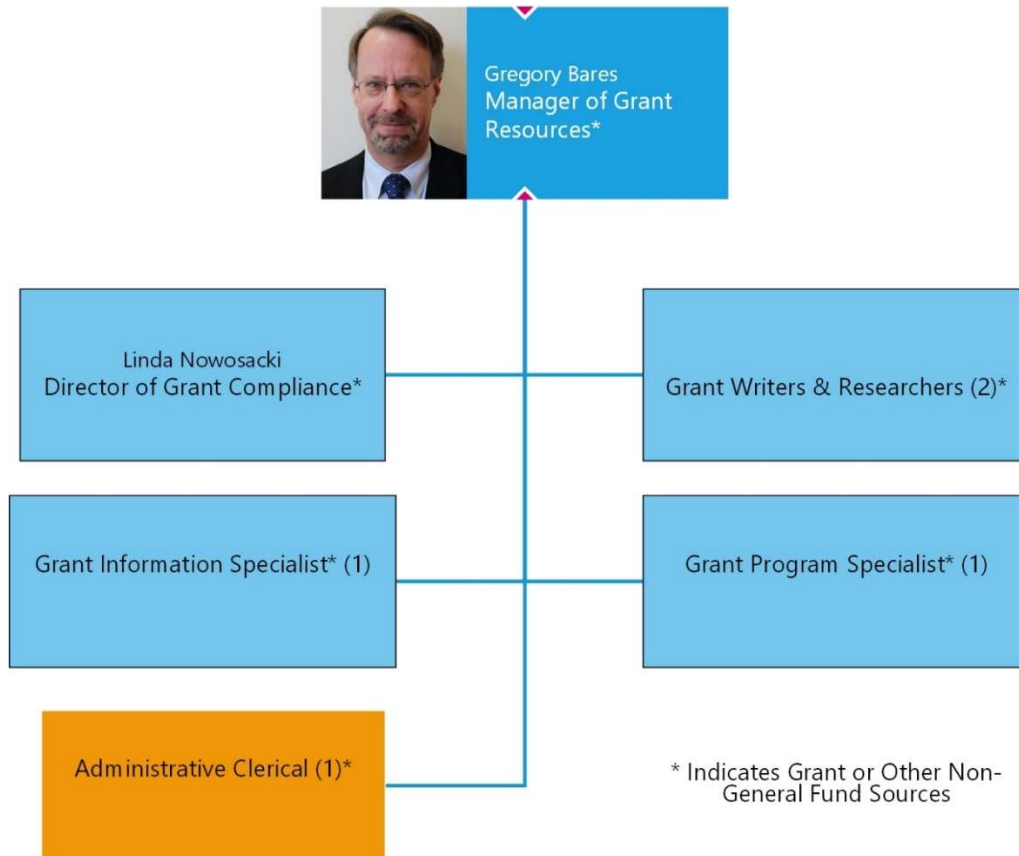


* Indicates Grant or Other Non-General Fund Sources

Organizational

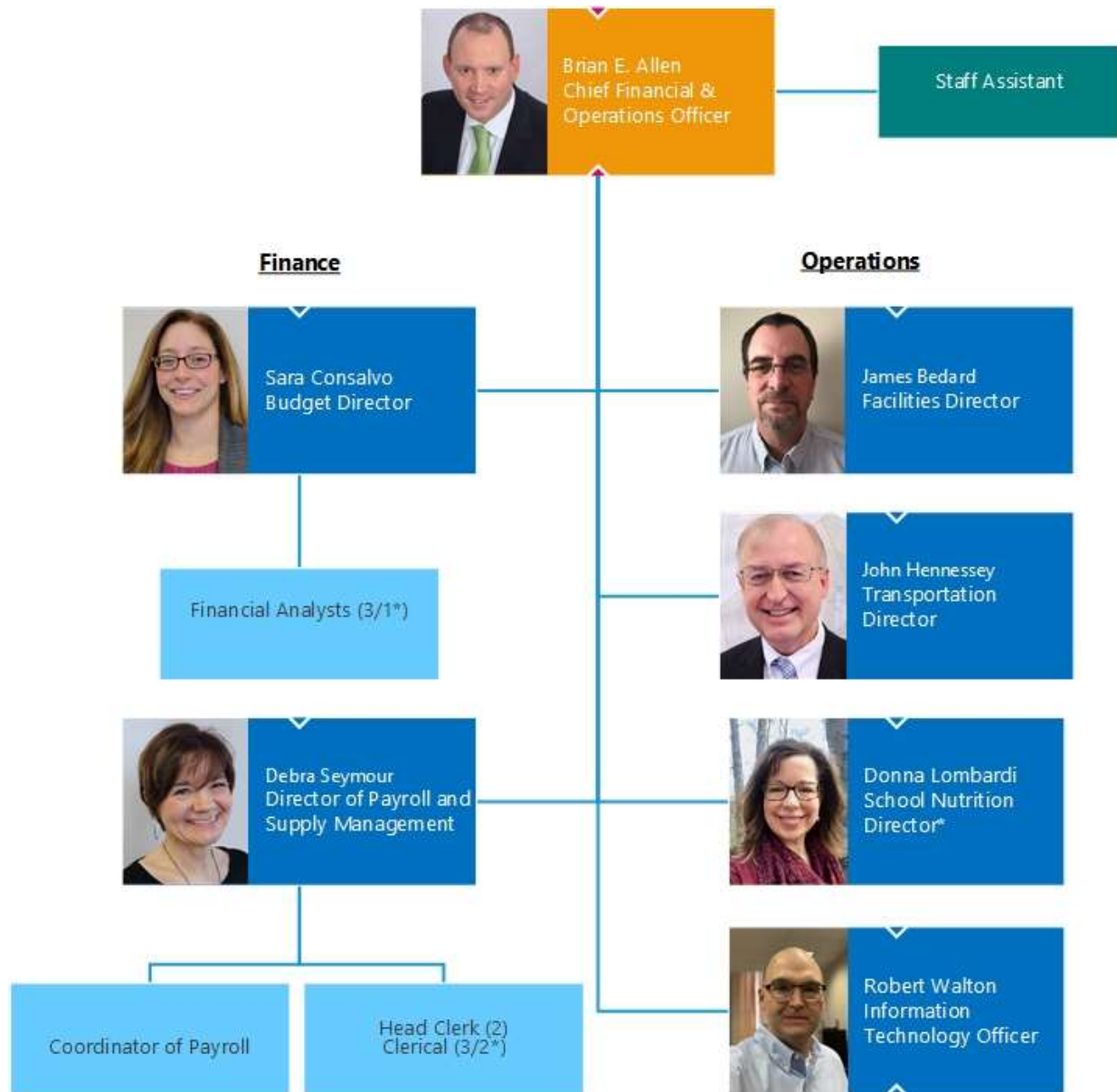


Division: **Teaching and Learning**
Department: **Grants Management**





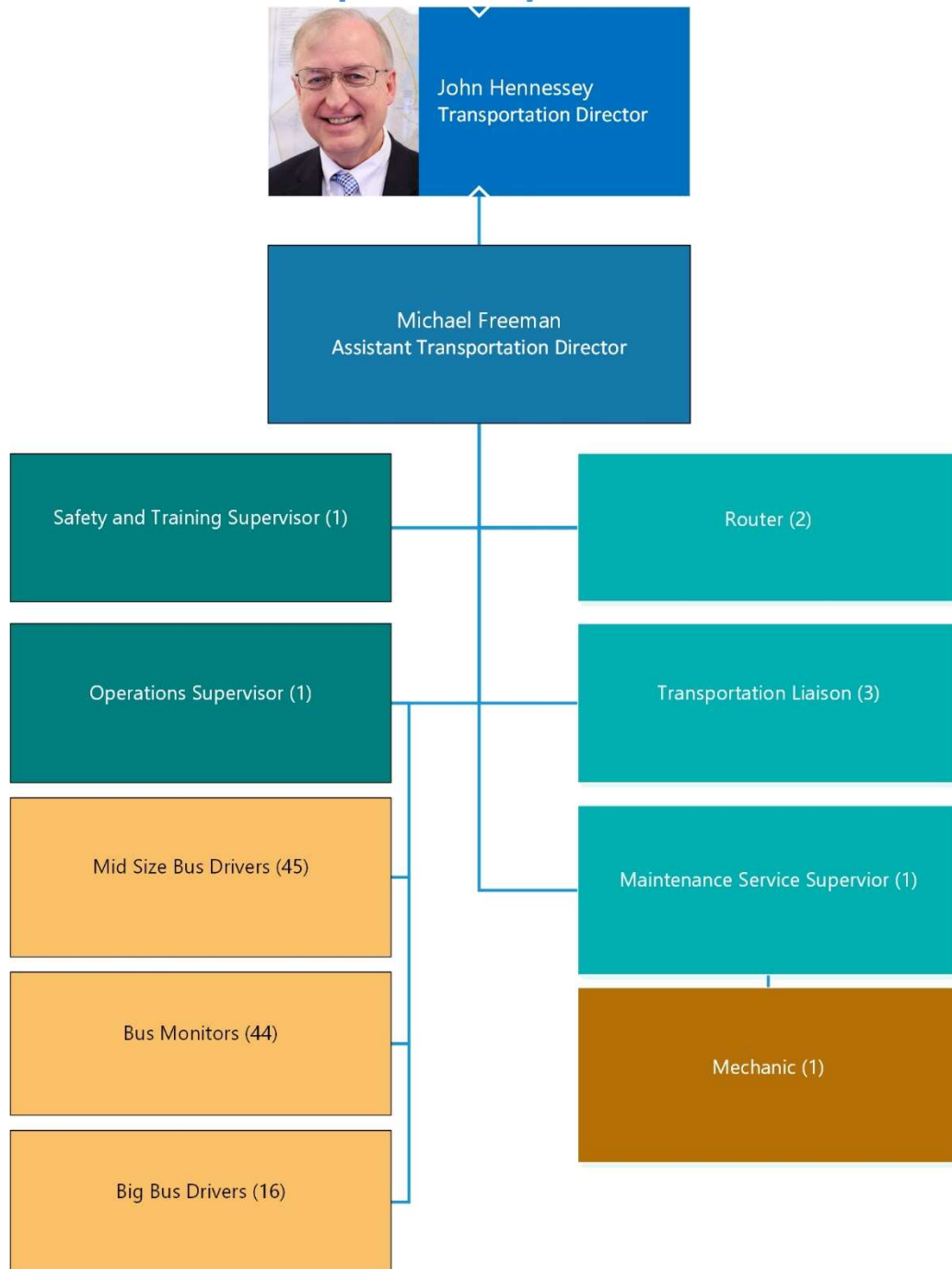
Division: Finance and Operations



* Indicates Grant or Other Non-General Fund Sources

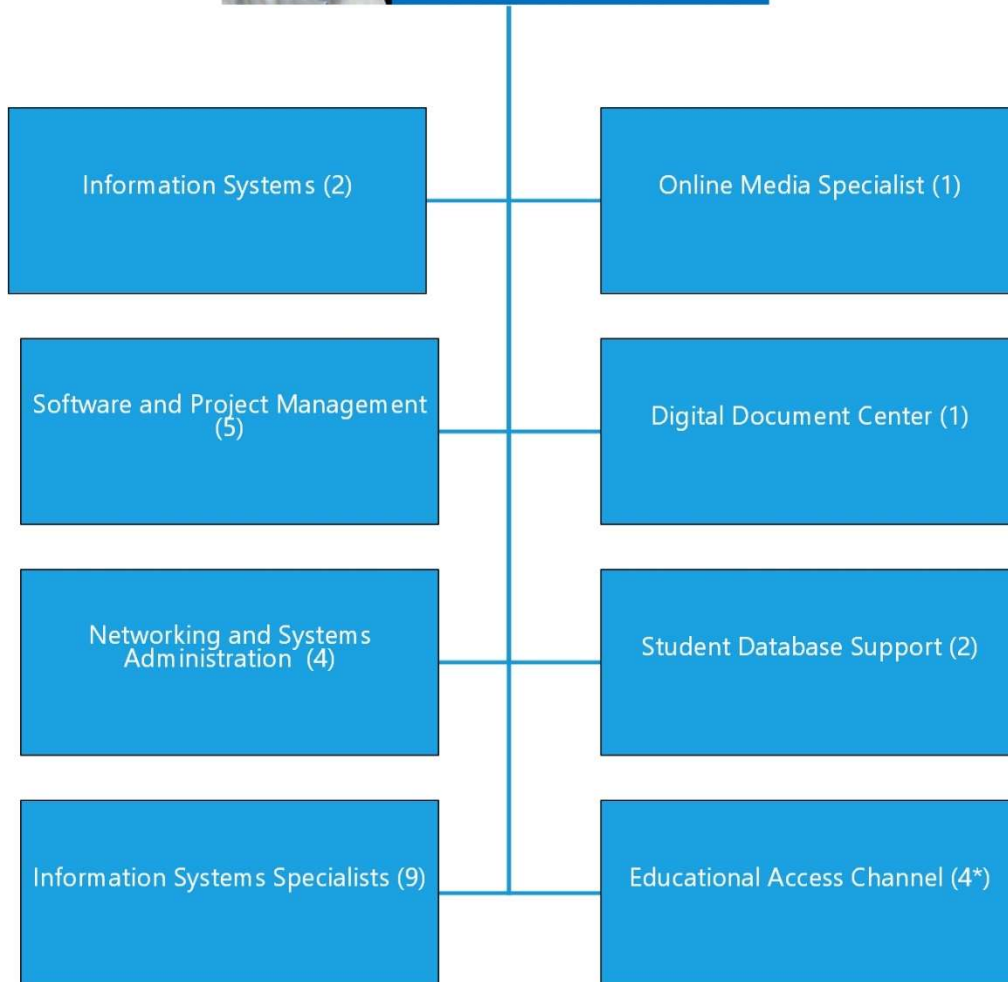


Division: Finance and Operations
Department: Student Transportation Department





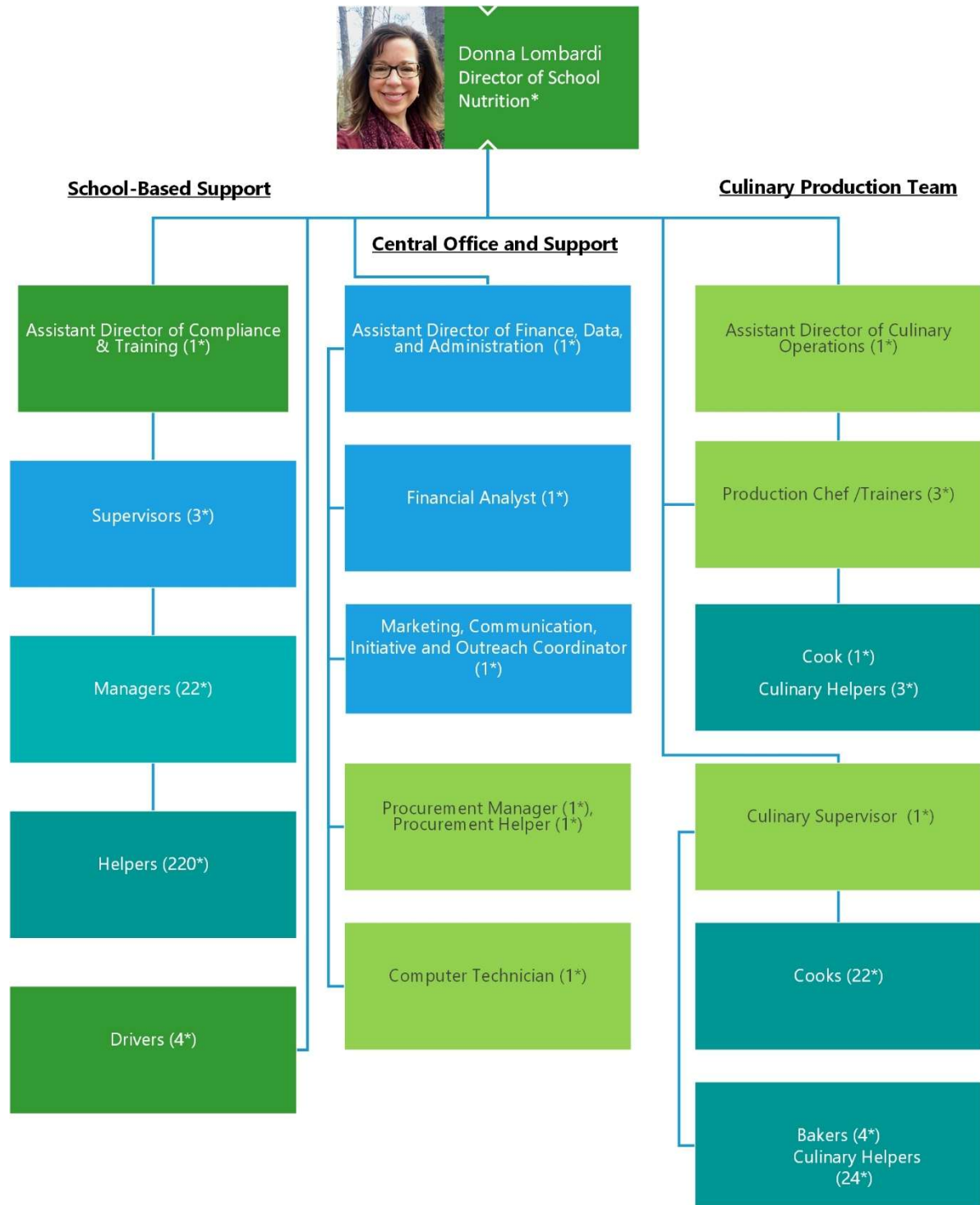
Division: Finance and Operations
Department: Information Technology



* Indicates Grant or Other Non-General Fund Sources



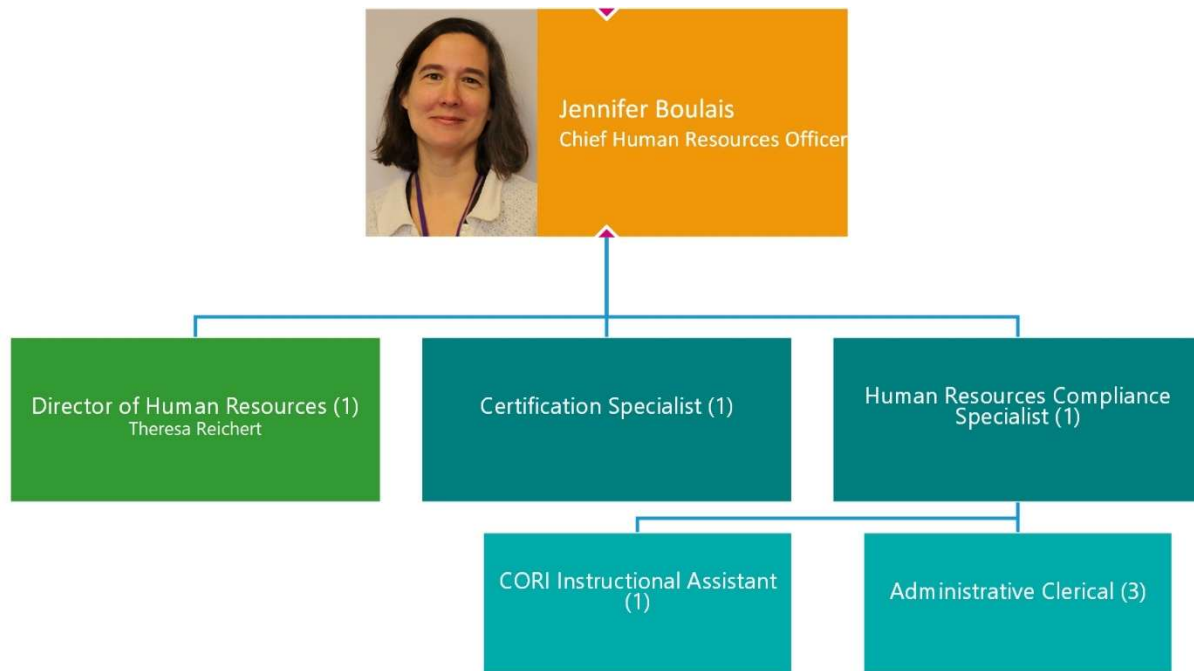
Division: Finance and Operations
Department: School Nutrition



* Indicates Grant or Other Non-General Fund Sources



Division: Human Resources



Division: School Committee School Safety





Anywhere!

District Guiding Documents

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

Mission Statement



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

Our Vision for 2023



If:

We embrace a student-centered approach that:

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

Theory of Change



Then:

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

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



South High community School High School graduate Alyssa Goins (2019).

Photo: Telegram and Gazette



District Guiding Documents

The historic signing into law of the Student Opportunity Act in November 2019 has not only brought additional resources into the district, but it also has brought additional accountability for the allocation of those resources. On March 26, 2020, the Worcester School Committee adopted the district's Student Opportunity Act plan in accordance with Act 132 of the Commonwealth of Massachusetts Acts of 2019.

Student Opportunity Act



Massachusetts Governor Charlie Baker signed an education funding bill at The English High School in Boston on Nov. 26, 2019.

Every district is required to make four commitments as part of their plan: to focus on student subgroups; to use evidence-based programs to close gaps; to monitor success with outcome merits and targets; and to engage all families. Aligning new and renewed funding with priorities set through a months-long public input process, the plan focuses on gaps in district performance and in meeting students' needs.

Initiatives Funded to Support Program:

Following each section, any new funding included in the FY21 budget to support the program is listed. The budget initiatives may appear here in addition to having been included in the following pages in the Strategic Plan section.

Important Note: The legally mandated deadline of April 1, 2020 for submission of the Student Opportunity Act plan required its submission prior to all revenue and expenditure projections being known. As a result, not all spending incorporated in the plan as submitted was able to be included in the FY21 Worcester Public Schools' budget. This section includes only what has been able to be funded through FY20 reallocation and is proposed for FY21 budgetary adoption.

The programs approved in the Worcester Public Schools' plan and the resources to be used to support them are as follows:



District Guiding Documents

Student Opportunity Act

Early Literacy

The district Student Opportunity Act plan expands preschool with an emphasis on developing early literacy, targeting at third grade reading. to create a district-wide, coherent and comprehensive early literacy plan and to ensure that all students are reading on or above grade level by grade 3. The district aims to expand research-based early literacy programming through comprehensive preschool-grade 3 professional development for teachers and literacy intervention materials. The district will also add two preschool classrooms, one within the dual language program at Chandler Magnet, and an ESL teacher at Woodland Academy.

FY21 funding of this objective	Amount
Preschool-grade 3 literacy professional development	\$100,000
Literacy consumables*	\$932,100
1 dual language preschool teacher	\$68,085
1 special education preschool teacher	\$68,085
1 English language instructional assistant	\$38,938
1 dual language instructional assistant	\$38,938
1 special education instructional assistant	\$38,938
Total	\$1,285,084

*represents FY20 midyear additional spending

Early College and Innovation Pathways

The district Student Opportunity Act plan expands early college and innovation pathways programming, adding to the number of students the district is working with to continue their education and connect to careers. This portion of the plan focuses on disparities in students pursuing and completing higher education and expanded access to vocational education. In FY21, the Worcester Public Schools will strengthen the existing district partnership with Worcester State University and Quinsigamond Community College for Early College programming and increase access to the district's Innovation Pathways programming by completing funding for a Director of Innovation Pathways, adding a guidance counselor, providing stipends for Pathway Instructors, and providing Innovation Pathways materials.

FY21 funding of this objective	Amount
1 Guidance Counselor*	\$68,085
Director of Innovation Pathways**	\$136,244
Innovation Pathway stipends	\$19,739
Innovation Pathway materials	\$17,000
Total	\$241,068

*represents FY20 midyear additional spending

**half funded FY20; half funded FY21



District Guiding Documents

Student Opportunity Act

Diversifying staff

The district's Student Opportunity Act plan supports pipelines of further education for current Worcester Public School staff by diversifying staff through a 'grow your own' program. As the Worcester Public Schools' student body continues to become more diverse, it is imperative that our staff is reflective of our student body, that all staff are culturally competent, and that issues of equity are at the forefront of all decision making. To lead this work, the FY21 budget supports a Chief Diversity Officer position to lead all district efforts to increase diversity, inclusion, and equity across all aspects of the district. The budget also supports a cohort of instructional assistants furthering their education and professional development for staff in culturally relevant pedagogy.

FY21 funding for this objective	Amount
Chief Diversity Officer	\$164,987
Culturally relevant pedagogy professional development	\$70,000
Diverse instructional assistants pipeline cohorts	\$28,000
Total	\$262,987

Social-emotional learning supports

The district's Student Opportunity Act plan supports additional social-emotional learning and staffing within the district, supporting students who may have experienced trauma. The Worcester Public Schools aims to expand research-based social-emotional programming in order to ensure all students can manage emotions, set goals, establish positive relationships, and make responsible decisions. While all students deserve and require support in these areas, students from historically marginalized groups are often most in need of these supports. In the FY21 budget, social-emotional learning supports are include expanded additional staffing: an additional school adjustment counselor, 5 behavioral health specialists, 3 school psychologists, a special education behavioral specialist, a health/safety teacher, a safety center teacher, and a nurse for the stabilization team.

FY21 funding for this objective	Amount
1 school adjustment counselor	\$68,085
5 behavioral health specialists*	\$340,425
3 psychologists**	\$204,255
1 special education behavior specialist	\$68,085
1 health and safety teacher*	\$68,085
1 safety center teacher*	\$68,085
1 school nurse*	\$68,631
Total	\$545,226

*represents FY20 midyear additional spending

**1 position funded in FY20



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



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



District Guiding Documents

Strategic Plan Goals

In addition to the above investments outlined within the Student Opportunity Act plan, the Worcester Public Schools' FY21 budget continues to pursue further the district Strategic Plan, adopted in 2018. The Strategic Plan addresses persistent challenges in the district and offers supports to schools in the interest of creating an environment for teaching and learning that fosters student success. The priority of the district is excellence in the Worcester Public Schools regardless of the financial climate.

Initiatives Funded to Support Objective

Following each section, any new funding included in the FY21 Budget or since the adoption of the FY20 budget to support the Strategic Plan is listed to show progress towards meeting the stated objective. The budget initiatives may appear here in addition to having been included above in the Student Opportunity Act report.

Important Note: Initiatives are listed where they are best matched to the objective, though a number support multiple of the Strategic Plan's objectives.

District Guiding Documents

Strategic Plans Goals: 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.



District Guiding Documents

Strategic Plans Goals: 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

Initiatives Funded to Support Objective	Amount
Institute for Strategic Leadership and Learning contract	\$150,000
Program Evaluation Specialist	\$40,000
Total	\$190,000

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
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



District Guiding Documents

Strategic Plans Goals: Culture of Innovation



Initiatives Funded to Support Objective	Amount
Dual language preschool teacher	\$68,085
Dual language preschool instructional assistant	\$38,935
Dual language coach*	\$68,085
Dual language curricular materials*	\$300,000
3 English as a Second Language teachers	\$204,255
English Language instructional assistant*	\$38,935
0.5 New Citizen Center clerical position*	\$35,000
Special education preschool teacher	\$68,085
Special education preschool instructional assistant	\$38,935
10 Kindergarten instructional assistants*	\$389,350
Fountas & Pinnell literacy training*	\$100,000
Special education preschool materials*	\$60,900
Collect, Interpret, Apply ELA materials*	\$10,000
Continuums materials*	\$2,100
Levelled-literacy intervention kits*	\$800,000
Lexia license*	\$100,000
Mathematics graphic materials*	\$23,550
ELA grade 7 & 8 curriculum*	\$614,000
World History and Geography grades 6 & 7 curriculum*	\$378,280
Project Lead the Way kits*	\$800,000
30 headsets for translation for students*	\$3,775
Total	\$4,142,270

*represents FY20 midyear additional spending

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.



District Guiding Documents

Strategic Plans Goals: 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

Strategic Plans Goals: 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

Initiatives Funded to Support Objective	Amount
2 Foreign Language teachers	\$136,170
Health & Safety teacher*	\$68,085
History teacher	\$68,085
Mathematics teacher	\$68,085
Safety Center teacher*	\$68,085
Advanced Placement textbooks*	\$75,000
Chemistry materials*	\$1490
Secondary textbooks*	\$191,116
Anatomy materials*	\$1807
AP Biology materials*	\$600
AP Chemistry/Chemistry materials*	\$400
AP Environmental science materials*	\$800
Biotechnology materials*	\$750
Engineering & Technology Academy materials*	\$97,870
Mathematics materials*	\$8967
Edcite online assessment*	\$34,500
ALEKS Secondary mathematics subscription*	\$110,000
Total	\$931,810

*represents FY20 midyear additional spending

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

Strategic Plans Goals: 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

Initiatives Funded to Support Objective	Amount
3300 Chromebooks*	\$1,000,000
Easy Tech elementary curriculum*	\$137,200
Total	\$1,137,200

**represents FY20 midyear additional spending*

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)



District Guiding Documents

Strategic Plans Goals: Academic Excellence



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

Initiatives Funded to Support Objective	Amount
Innovation Pathways Director**	\$136,244**
Innovation Pathways teacher after-school program	\$20,000
Innovation Pathways curriculum	\$17,000
Total	\$173,244

****half funded in FY20; half proposed for FY21**

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

Strategic Plans Goals: 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



Initiative Funded to Support Objective	Amount
Guidance Counselor*	\$68,085
Total	\$68,085

*represents FY20 additional funding

District Guiding Documents

Strategic Plans Goals: 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 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 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



District Guiding Documents

Strategic Plans Goals: Welcoming Schools



- **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

Initiatives Funded to Support Objective	Amount
2 SAIL teachers	\$136,170
Behavior specialist	\$68,085
K/1 special education teacher	\$68,085
Learning disabilities teacher	\$68,085
3 Speech and language pathologists	\$204,255
2 Special education teachers*	\$136,170
Board Certified Behavior Analyst*	\$60,000
Speech and language pathologist assistant	\$61,891
10 Special education instructional assistants	\$389,350
.05 Transitions clerical position*	\$35,000
School nurse*	\$68,085
Special education technology needs*	\$71,787
Special education adaptive and sensor equipment*	\$3,000
Special education functional learning materials	\$2,500
Special education equipment	\$70,000
Individual Education Plan Goalbook toolkits	\$40,000
Special education instructional materials	\$138,304
Other district assessments	\$123,940
Clinical resources	\$6,888
Speech and language pathology materials	\$203,631
Furniture for special education needs	\$50,000
Total	\$2,005,226

*represents FY20 additional funding



District Guiding Documents

Strategic Plans Goals: Welcoming Schools



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
 - **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

Initiatives funded to meet objective	Amount
5 behavioral specialists*	\$340,425
Adjustment counselor*	\$68,085
Wrap-around coordinator	\$68,085
Psychologist*	\$68,085
2 School psychologists	\$136,170
Second Step social-emotional learning curriculum*	\$45,000
Psychological evaluations	\$50,000
Total	\$775,850

*represents FY20 additional funding

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

Strategic Plans Goals: 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
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)
 - **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

Initiatives funded to support objective	Amount
Translations clerical position*	\$35,000
Snap survey scanning service*	\$2,395
Student Data Privacy Alliance membership*	\$6,000
Total	\$43,395

*represents FY20 additional funding



Anywhere!

District Guiding Documents

Strategic Plans Goals: 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.



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

Initiatives funded to support objective	Amount
Diverse paraprofessional pipeline cohorts	\$28,000
Total	\$28,000

Organizational



District Guiding Documents

Strategic Plans Goals: Investing in Educators



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
 - **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
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
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

Strategic Plans Goals: 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



District Guiding Documents

Strategic Plans Goals: 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.





District Guiding Documents

Strategic Plans Goals: Technology and Operations

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
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



With the signing of the Student Opportunity Act in November of 2019, this end goal of this objective has been fulfilled!

Initiatives to Support Strategic Objective	Amount
Custodial Supervisor*	\$75,000
Facilities supplies in support of pandemic effort*	\$224,000
Bus mechanic	\$52,000
5 bus drivers	\$172,002
5 bus monitors	\$172,002
3 full-size buses added to Durham contract	\$260,253
Grant program specialist*	\$75,000
School security*	\$50,000
Total	\$1,080,257

*represents FY20 additional funding



District Guiding Documents

Strategic Plans Goals: 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
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

Initiative to support of strategic objective	Amount
Student Information System	\$291,000
Worcester Tech phone system upgrade*	\$100,000
Instructional technology equipment*	\$65,000
IT equipment upgrade*	\$500,000
Total	\$956,000





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:



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	2020-2021 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 2020 for the <u>seventh consecutive year</u>.</p> <p>This FY21 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 projections, revenue and spending projections, and five-year 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 eleventh consecutive year, the district has utilized a "Zero-Based" budget development and resource allocation process. The FY21 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 for Advancing Student Achievement and Program Sustainability

Seven Point Plan Elements	2020-2021 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 and the City Wide Parent Planning Advisory Committee (CPPAC). This School Committee and Administration held four community input sessions related to the new Student Opportunity Act three-year plans.</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 for Advancing Student Achievement and Program Sustainability

Seven Point Plan Elements	2020-2021 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>All new grants are submitted to the School Committee for acceptance and to allow the grants to be considered as it relates to future impact on the district's budget prior to 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 FY21 foundation budget allocation for Administration is \$16,612,552. The spending on Administration (as defined by the DESE chart of accounts) from the district's general fund budget in the FY21 budget is \$4,363,319 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 for Advancing Student Achievement and Program Sustainability

Seven Point Plan Elements	2020-2021 Budget Adherence to Plan
 <p>7. Target on New Revenues All new revenues from the School Committee's general fund appropriation will be earmarked for instructional, student or school support and services, school safety, building maintenance, and 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 FY21 General Fund budget increases \$18.9 million over the prior year adopted budget amount.</p> <p>Within the appropriated funding amount, \$13.0 million is attributed to inflationary spending (3.2% increase), \$3.7 million is used to offset non-recurring revenue and state grant reductions.</p> <p>New, targeted spending, totaling \$2.2 million and reallocated funding totaling \$4.1 million is allocated to the following areas in the budget:</p> <ul style="list-style-type: none">10 Special Education Teachers6 Secondary Teachers4 ESL Teachers3 School Psychologists1 Guidance Counselor1 School Adjustment Counselor13 Instructional Assistants <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 affecting the FY21 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, the Implicit Price Deflators for Gross Domestic Product, (also known as the foundation budget inflation index, or inflation index).



The inflation index of 1.99% (and 2.34% applied to employee benefits and fixed charges based on the enrollment-weighted, three-year average premium increase for the state's Group Insurance Commission plans) provides an increase of \$7.7 million. The Governor's Budget recommendation reflects the first year of a planned seven-year phase in of the Student Opportunity Act enacted in November 2019. The new foundation budget rates are expected to provide the Worcester Public Schools with an increase of \$98

million in funding for low income students, employee benefits, special education, and English learners, and guidance and student support category funding rate changes over the next seven years. The FY21 increase for these categories provides a \$15.7 million increase.

However, overall, there was a decrease in the foundation student enrollment of 358 students for a reduction of \$4.2 million in the foundation budget. Overall, with inflation and new funding rate changes, with the enrollment decline, the foundation budget increases to \$398.7 million, a \$19.2 million, or 5.0%, increase above the FY20 level of \$379.5 million. Total Chapter 70 State Aid increases from \$275,454,036 (including the amounts for charter schools and school choice tuition offset) to \$293,503,420 an 6.6% increase.

The total city contribution increases \$1.1 million over the previous year amount, as calculated by the state's funding formula.

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 totaling \$1.6 million in the FY20 Budget is no longer available. The Governor's budget reflects the elimination of the Extended Learning Time Grant (\$1.0 million). School Nutrition Revenue is expected to cover all expenses and remain 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 a \$13.5 million increase attributed to contractual cost increases next year, including \$5.8 million in employee salaries, \$5.1 million in employee benefits, \$1.5 million in student transportation, \$0.3 million in out-of-district student special education tuition assessments, and \$0.8 million for all other areas of the budget. Remaining and reallocated funds allow for an additional 49 positions added to the budget (including 23 teachers and 22 instructional assistants).



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 2019

BUDGET DEVELOPMENT CALENDAR	
SEPTEMBER 2019	
4	FY21 Budget Calendar Developed
OCTOBER 2019	
1	Student Enrollment submitted to State used as basis of next year funding
NOVEMBER 2019	
15	Initial budget planning estimates determined using enrollment and cost center data
DECEMBER 2019	
13	Facilities Department prepares building assessment updates to five year building plan
JANUARY 2020	
16	Projects to be submitted to Massachusetts School Building Authority for Major Renovation or Repair Projects submitted to School Committee for approval
22	Governor's Proposed State Budget released to public
28	Individual school-based resources allocation meetings begin
FEBRUARY 2020	
4	Projects to be submitted to Massachusetts School Building Authority for Accelerated Repair Projects submitted to City Council for approval
6	Superintendent provides Preliminary Budget Presentation to School Committee
10	Community Budget Input Forum
13	Community Budget Input Forum
14	Accelerated Repair Projects submitted to Massachusetts School Building Authority
21	Capital equipment plans are developed
MARCH 2020	
2	Community Budget Input Forum
4	Community Budget Input Forum
5	Projects to be submitted to Massachusetts School Building Authority for Major Renovation or Repair Projects submitted to School Committee for approval
9	District level resource allocation meetings begin
12	Presentation of budget estimates to Citywide Parent Planning Advisory Committee
APRIL 2020	
15*	Massachusetts House Ways and Means Budget released to public
17	Worcester Public Schools submits budget information to City of Worcester
MAY 2020	
6	Major renovation or replacement projects submitted to the Massachusetts School Building Authority
13*	Senate Ways and Means Budget released to public
15	Superintendent's Annual Budget Recommendations released
25*	Standing Committee on Finance and Operations Holds Public Budget Hearing
26*	Budget Session with the Worcester City Council
JUNE 2020	
4	School Committee Budget Session (4-6pm, Worcester City Hall)
18	School Committee Budget Session (4-6pm, Worcester City Hall)
30	Final State Budget adopted
JULY 2020	
1	First day of the fiscal year
5	Final adjustments to the FY20 fiscal year; FY21 budget loaded into city financial system
16	Adjustments to budget based on final state budget submitted to School Committee (as necessary)

Reference: School Committee Policy - DBC Budget Deadlines and Schedules

* These dates are subject to change based on COVID-19 State and National Emergency Declarations



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).

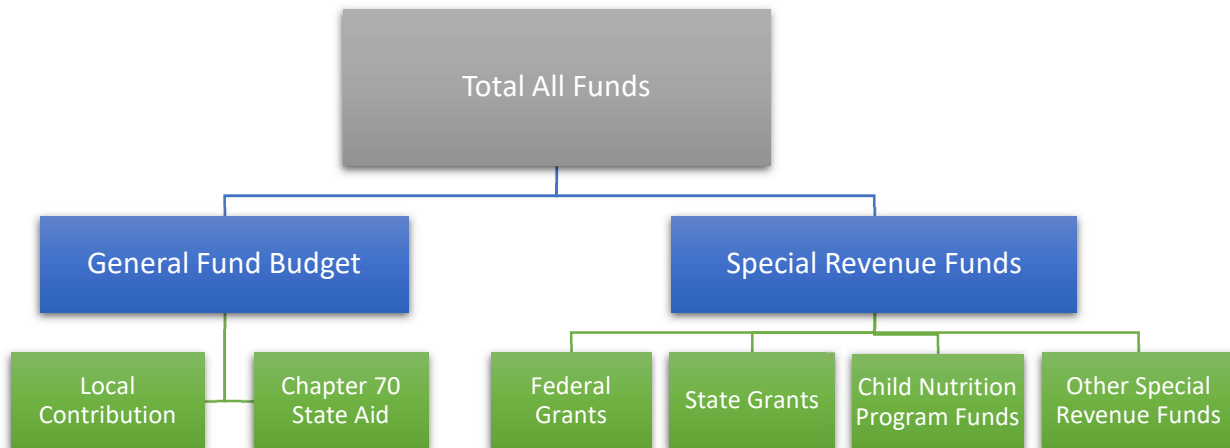
During the budget hearings, the School Committee reviews the recommended budget as presented by the Superintendent and approves line items or adjusts the recommendations, subject to majority vote of the Committee.

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 (Departments 500 and 540) 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



Budget Policy and Administration

(DESE). Each city, town and regional school district is required to submit an End-of-Year Financial Report (EOYR) to the DESE on or before September 30 of each year.

The EOYR must be consistent with Department Regulations and Guidelines. The EOYR consists of several schedules as follows:

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



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



In this Section



DESCRIPTION OF BUDGET ACCOUNTS 112

Funding Sources	112
Expenditure Section	113

ALL FUNDS SUMMARY 115

Revenue and Expenditures	116
FY21 Summary of Revenue (All Funds)	118
FY21 Summary of Expenditures (All Funds)	118
Revenue Overview (All Funds)	119
Expenditure Overview (All Funds)	119
FY21 Revenues	120
FY21 Expenses	121

GENERAL FUND SUMMARY 122

Foundation Budget	126
Chapter 70 State Aid	128
Charter School Reimbursement.....	128
City Contribution	129
Revenue Offsets	130
General Fund Expenditure Summary	133
General Fund Cost by Program Area	134
Account Summaries	135

SPECIAL REVENUE SUMMARY 146

Special Revenue Funds: Federal Grants.....	148
Special Revenue Funds: State Grants.....	152
Special Revenue Funds: Child Nutrition Fund	156
Special Revenue Funds: Other Revenue.....	158

CAPITAL IMPROVEMENT PLAN 160

Massachusetts School Building Authority Projects	161
Five Year Building Renovation Projects (non-MSBA).....	168
Proposed FY21 Capital Equipment Budget	169
Five Year Capital Equipment Budget	170
Five Year Building Renovation Budget Plan	171
Overall Capital Improvement Budget Plan	172

LINE ITEM BUDGET 173

Budget Summary by Account	174
---------------------------------	-----

General Fund Salaries

Administration Salaries	175
Teacher Salaries	177
School Committee Salaries	182
Teacher Substitute Salaries.....	183
Instructional Assistant Salaries.....	184
Athletic Coaches Salaries	186
Transportation Salaries.....	188
Supplemental Program Salaries	190
Custodial Salaries	194
Maintenance Service Salaries	196
Administrative Clerical Salaries	197
School Clerical Salaries	199
Non Instructional Support Salaries.....	201
Crossing Guards Salaries	204
Nursing & Clinical Care Salaries.....	205
Educational Support Salaries	207
Transportation Overtime Salaries.....	210
Custodial Overtime Salaries	211
Maintenance Overtime Salaries	212
Support Overtime Salaries.....	213

General Fund Non-Salaries

Retirement	214
Transportation	215
Athletic Ordinary Maintenance.....	217
Health Insurance	220
Other Insurance Programs	222
Workers Compensation	223
Personal Services	224
Tuition	228
Printing and Postage	230
Instructional Materials	232
Miscellaneous Educational OM	234
Unemployment Compensation.....	239
Building Utilities	240
Facilities Ordinary Maintenance	242



Special Revenue Funds

Child Nutrition Program.....	244
Head Start Supplemental	246
Adult Education: English Literacy.....	247
Fresh Fruits and Vegetables	248
Title IV.....	249
Head Start.....	250
Adult Education: Community Centers	252
21 st Century Continuation	253
Title II Teacher Quality	254
Comprehensive School Health Services	255
21 st Century Community Learning Center	256
Coordinated Family and Community Engagement.....	257
Inclusive Preschool Learning Environments.....	259
Expanded Learning Time.....	260
GED Test Centers	261
Universal Pre-Kindergarten	262
IDEA	263
Preschool Special Education	264
Title I.....	265
Perkins	267
McKinney-Vento	269
Title III	270

LOCATION BUDGET

273

Secondary Schools

Burncoat High School	274
Claremont Academy	276
Doherty Memorial High School	278
North High School	280
South High School	282
University Park Campus School	284
Worcester Technical High School.....	286
Burncoat Middle School	288
Arthur Sullivan Middle School	290
Forest Grove Middle School	292
Worcester East Middle School.....	294

Elementary Schools

Belmont Street Community School.....	296
Burncoat Street Preparatory School	298
Canterbury Street Magnet School	300
Chandler Elementary School	302
Chandler Magnet School.....	304
City View Discovery School.....	306
Clark Street Developmental Learning School.....	308
Columbus Park Preparatory Academy	310
Elm Park Community School	312
Flagg Street School	314
Francis J. McGrath School	316
Gates Lane School of International Studies	318

Goddard School of Science and Technology.....	320
Grafton Street School.....	322
Heard Street Discovery Academy.....	324
Jacob Hiatt Magnet School	326
Lake View School	328
Lincoln Street School	330
May Street School	332
Midland Street School	334
Nelson Place School.....	336
Norrback Avenue School	338
Quinsigamond Community School	340
Rice Square School	342
Roosevelt School.....	344
Tatnuck Magnet School	346
Thorndyke Road School	348
Union Hill School	350
Vernon Hill School	352
Wawecus Road School	354
West Tatnuck School.....	356
Woodland Academy.....	358
Worcester Arts Magnet School	360

Other Programs and Locations

Alternative School at St. Casimir's.....	362
New Citizens Center	363
The Gerald Creamer Center	364
Challenge and Reach Academies.....	365
Academic Center for Transition & Assessment.....	366
Durkin Administration Building	367
Foley Stadium & Athletics	370
Fanning Building.....	371
James L. Garvey Parent Information Center	372
Facilities Department.....	373
Transportation Department.....	374
Systemwide.....	375



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 is 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).



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

FY17-FY19 Actual Revenue and Expenditures FY20 Adopted Budget

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Revenues:				
State Education Aid*	\$217,606,508	\$227,090,501	\$235,854,443	\$256,820,851
Local Contribution**	\$105,359,295	\$108,029,689	\$109,204,233	\$112,714,478
Federal Grants	\$30,224,638	\$30,523,502	\$30,560,203	\$30,676,811
Nutrition Program	\$13,011,610	\$16,004,376	\$15,208,294	\$15,256,867
State Grants	\$4,078,218	\$3,705,259	\$3,418,010	\$3,131,056
Other Special Revenue	\$5,328,741	\$5,078,162	\$7,411,563	\$7,088,513
Total Revenues	\$375,609,010	\$390,431,489	\$401,656,746	\$425,688,576
Expenditures (by object):				
Employee Salaries (91000)	\$238,807,136	\$245,925,185	\$257,209,365	\$277,368,694
Supplies and Services (92000)	\$64,026,049	\$71,045,752	\$69,922,064	\$71,592,637
Capital Equipment (93000)	\$325,293	\$595,641	\$892,261	\$665,000
Fringe Benefits (96000)	\$68,374,666	\$63,734,682	\$68,430,125	\$73,915,099
Employee Overtime (97000)	\$2,251,053	\$2,388,872	\$2,669,449	\$2,147,146
Total Expenditures (by object)	\$373,784,197	\$383,690,133	\$399,123,265	\$425,688,576
<u>Difference from Total Revenue</u>	<u>\$1,824,813</u>	<u>\$6,741,357</u>	<u>\$2,533,481</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$4,761,668	\$5,134,194	\$4,901,824	\$4,625,992
Instruction (2000)	\$207,624,184	\$219,937,804	\$227,681,073	\$243,496,381
Other School Services (3000)	\$45,871,671	\$45,101,209	\$47,507,220	\$51,541,954
Operations & Maint. (4000)	\$21,404,920	\$22,716,335	\$17,631,850	\$23,871,527
Fixed Charges (5000)	\$70,880,814	\$65,791,894	\$77,086,184	\$77,358,960
Community Services (6000)	\$1,294,534	\$1,340,755	\$1,187,673	\$884,191
Fixed Assets (7000)	\$523,393	\$530,064	\$576,327	\$659,642
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$21,423,012	\$23,137,879	\$22,551,114	\$23,249,929
Total Expenditures	\$373,784,196	\$383,690,133	\$399,123,265	\$425,688,576
<u>Difference from Total Revenue</u>	<u>\$1,824,814</u>	<u>\$6,741,356</u>	<u>\$2,533,481</u>	<u>\$0</u>

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

** WPS funds only. Amounts reduced by charter school and school choice tuition offsets based on pro-rated costs. These two items equal the WPS FY21 general fund budget.

The fiscal year 2021 budget represents total spending for the Worcester Public Schools from all sources of \$441,881,680, a \$16.2 million, or 3.8%, increase from the FY20 adopted budget level of \$425,688,577. Within this amount, the total recommended general fund budget by the City Manager is \$388,455,204 which represents an increase of \$18.9 million, or 5.1% increase from the FY20 School Committee's adopted budget of \$369,535,330.



All Funds Summary

Revenues and Expenditures

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

	FY21 Budget	FY22 Projected	FY23 Projected	FY24 Projected
Revenues:				
State Education Aid*	\$274,851,598	\$292,076,558	\$309,021,197	\$326,232,307
Local Contribution**	\$113,603,606	\$115,875,678	\$118,772,570	\$121,741,884
Federal Grants	\$31,334,893	\$31,304,073	\$31,273,284	\$31,107,526
Nutrition Program	\$15,146,573	\$15,638,289	\$16,029,246	\$16,429,977
State Grants	\$1,664,927	\$1,664,927	\$1,664,927	\$1,664,927
Other Special Revenue	\$5,280,083	\$5,280,000	\$5,280,000	\$5,280,000
Total Revenues	\$441,881,680	\$461,839,525	\$482,041,224	\$502,456,621
Expenditures (by object):				
Employee Salaries (91000)	\$284,476,261	\$295,950,004	\$309,977,129	\$324,841,495
Supplies and Services (92000)	\$73,958,157	\$76,791,848	\$79,578,156	\$82,511,019
Capital Equipment (93000)	\$615,000	\$854,500	\$872,828	\$891,560
Fringe Benefits (96000)	\$80,587,304	\$86,069,848	\$90,165,662	\$93,642,547
Employee Overtime (97000)	\$2,244,958	\$2,267,795	\$2,311,496	\$2,356,081
Total Expenditures (by object)	\$441,881,680	\$461,933,994	\$482,905,270	\$504,242,702
Difference from Total Revenue	\$0	-\$94,469	-\$864,046	-\$1,786,081
Expenditures (by function):				
Administration (1000)	\$4,834,097	\$4,935,094	\$5,033,795	\$5,134,471
Instruction (2000)	\$249,416,774	\$262,485,725	\$277,596,054	\$292,856,299
Other School Services (3000)	\$55,131,730	\$56,310,968	\$57,492,636	\$58,699,585
Operations & Maint. (4000)	\$24,713,156	\$25,250,557	\$25,756,905	\$26,273,456
Fixed Charges (5000)	\$82,340,184	\$87,183,196	\$90,407,425	\$93,776,896
Community Services (6000)	\$1,188,086	\$895,692	\$906,006	\$916,526
Fixed Assets (7000)	\$630,542	\$643,153	\$656,016	\$669,136
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$23,627,111	\$24,229,610	\$25,056,434	\$25,916,331
Total Expenditures	\$441,881,680	\$461,933,994	\$482,905,271	\$504,242,701
Difference from Total Revenue	\$0	-\$94,469	-\$864,047	-\$1,786,080

The budget increase represents a \$19.8 million increase in Chapter 70 state aid and charter school reimbursement and \$1.1 million increase in city contribution, offset by a \$2.0 million increase in charter school tuition, school choice and state special education assessments. Most federal grants assume level funding until actual grant awards are known, although reductions in the Federal Title 1 Grant are expected due to a decline in poverty census numbers. Also, most state grants are level-funded, except the elimination of the Extended Learning Time Grant, and phase out of both the Innovation Pathways and Inclusive Pre-School Learning Grants. 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 will slightly decrease based on expected meal participation rates.



All Funds Summary

Revenues and Expenditures

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 the phase-in of additional funding incorporating the new formula components of the Student Opportunity Act (2019). The overall enrollment is expected to slightly decrease over the next three years. Federal grant revenue is also expected to slightly decline based on recent trends of overall funding to Massachusetts. Remaining state grants are projected to be level funded. Nutrition funds are expected to increase annually based on student participation rates and federal reimbursement rates under the Community Eligibility Program. Finally, other special revenue is mostly dependent on school choice revenue and special education reimbursement from the state. School choice revenue is predicted to remain constant and circuit breaker is expected to remain fairly level through the next three years. Overall, absent recent impacts of COVID-19 on state and local resources, total revenues are expected to increase 13.7% between FY21 and FY24, or about 4.3% per year, mostly attributed to the phase-in of the Student Opportunity Act.

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.

FY21 SUMMARY OF REVENUES (ALL FUNDS)

Funding Source	General Fund	Special Revenue Funds			Total
		Grants	Nutrition	Other Special Revenue	
Local Funds*	\$113,603,606	\$0	\$0	\$0	\$113,603,606
State Funds*	\$274,851,598	\$1,664,927	\$437,883	\$3,998,664	\$280,953,072
Federal Funds	\$0	\$31,334,893	\$14,683,113	\$0	\$46,018,006
Other	\$0	\$0	\$25,577	\$1,281,419	\$1,306,996
Total	\$388,455,204	\$32,999,820	\$15,146,573	\$5,280,083	\$441,881,680

*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.

FY21 SUMMARY OF EXPENDITURES (ALL FUNDS)

Stated in DESE Chart of Account Format

Funding Source	General Fund	Special Revenue Funds			Total
		Grants	Nutrition	Other Special Revenue	
Administration (1000)	\$4,363,319	\$470,778	\$0	\$0	\$4,834,097
Instruction (2000)	\$231,696,197	\$16,989,644	\$0	\$730,933	\$249,416,774
Other School Services (3000)	\$33,189,980	\$8,595,525	\$12,822,345	\$523,880	\$55,131,730
Operations & Maint. (4000)	\$23,762,613	\$256,000	\$608,301	\$86,242	\$24,713,156
Fixed Charges (5000)	\$74,548,415	\$6,075,842	\$1,715,927	\$0	\$82,340,184
Community Services (6000)	\$195,585	\$612,031	\$0	\$380,470	\$1,188,086
Fixed Assets (7000)	\$630,542	\$0	\$0	\$0	\$630,542
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$20,068,553	\$0	\$0	\$3,558,558	\$23,627,111
Total Expenditures	\$388,455,204	\$32,999,820	\$15,146,573	\$5,280,083	\$441,881,680



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.



* Excludes fees and user charges collected by the district

Expenditures Overview (All Funds)

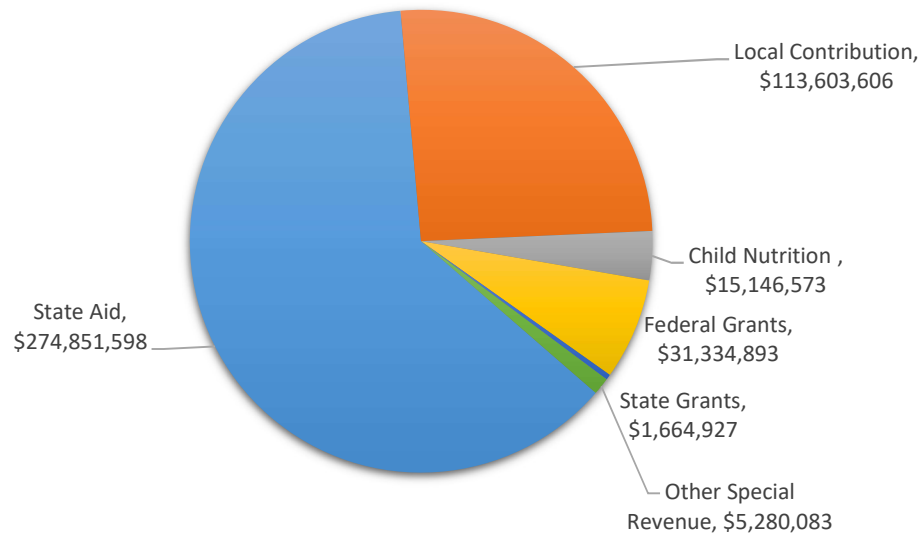




All Funds Summary

The following pages describe each expenditure category by each funding source in greater detail. The chart below summarizes the total FY21 revenues from all funding sources:

FY 21 Revenues (All Funds)



Source	FY2021	% Funding
State Aid*	\$274,851,598	62.2%
Local Contribution*	\$113,603,606	25.7%
Federal Grants	\$31,334,893	7.1%
Child Nutrition	\$15,146,573	3.4%
State Grants	\$1,664,927	0.4%
Other Special Revenue Funds	\$5,280,083	1.2%
Total	\$441,881,680	100.0%

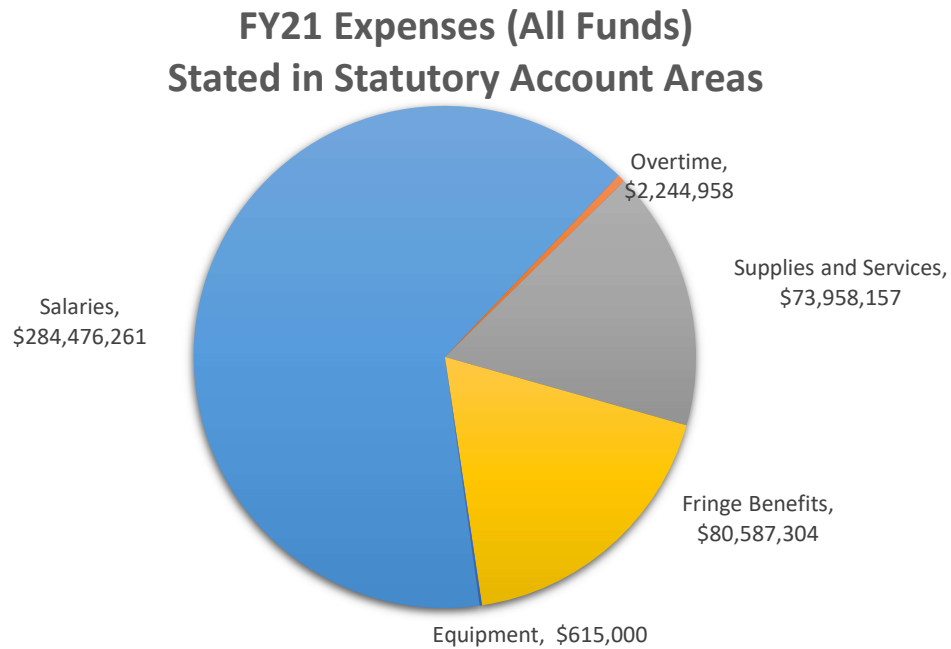
* Chapter 70 State Aid and Charter School Reimbursement. WPS funds only.
 Amounts reduced by charter school and school choice tuition offsets.
 Total of these two items equals the WPS FY21 general fund budget.

Each of these revenue sources are shown in greater detail in following pages in this section.



All Funds Summary

The chart below summarizes the total adopted FY21 expenditures from all funding sources:

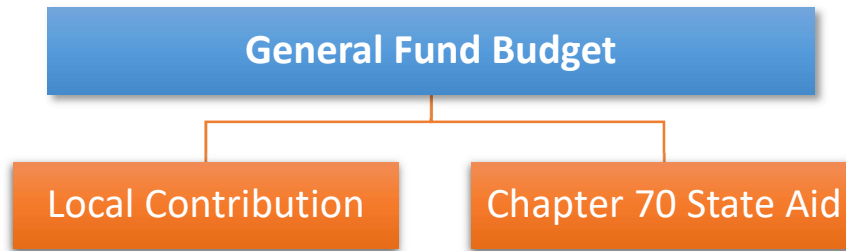


Cost Account	FY2021	% Funding
Salaries (91000)	\$284,476,261	64.4%
Supplies & Services (92000)	\$73,958,157	16.7%
Equipment (93000)	\$615,000	0.1%
Fringe Benefits (96000)	\$80,587,304	18.2%
Overtime (97000)	\$2,244,958	0.5%
Total	\$441,881,680	100.0%

Each of these expenditures are shown in greater detail for each funding source in following pages in this section.



General Fund Summary



The general fund budget contains the day-to-day costs of providing Pre-School through Grade 12, special needs programs up to age 22, 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.

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 FY21 General Fund Budget

Revenue:	FY20 Budget	FY21 Budget	\$ Change	% Change
Chapter 70 State Aid & Reimbursement:				
Chapter 70 State Aid (Total)	\$275,454,036	\$293,503,420	\$18,049,384	6.6%
Charter School Reimbursement	\$2,734,934	\$4,490,822	\$1,755,888	64.2%
Total Chapter 70 State Aid & Reimbursement	\$278,188,970	\$297,994,242	\$19,805,272	7.1%
City Contribution				
Amount towards Required Spending	\$100,229,133	\$100,229,133	\$0	0.0%
Amount for Non-Net School Spending Items	\$21,964,408	\$23,098,842	\$1,134,434	5.2%
City Contribution	\$122,193,541	\$123,327,975	\$1,134,434	0.9%
Total General Fund Revenues	\$400,382,511	\$421,322,217	\$20,939,706	5.2%
Less Tuition Assessments:				
Charter School Tuition Assessment	\$27,613,016	\$29,496,484	\$1,883,468	6.8%
School Choice Tuition Assessment	\$2,977,401	\$3,176,771	\$199,370	6.7%
Special Education Revenue Offset	\$256,765	\$193,758	-\$63,007	-24.5%
Total Tuition Assessments	\$30,847,182	\$32,867,013	\$2,019,831	6.5%
TOTAL GENERAL FUND REVENUE:	\$369,535,330	\$388,455,204	\$18,919,874	5.1%

How to Calculate the Worcester Public Schools General Fund Budget:

To determine the WPS General Fund Budget:

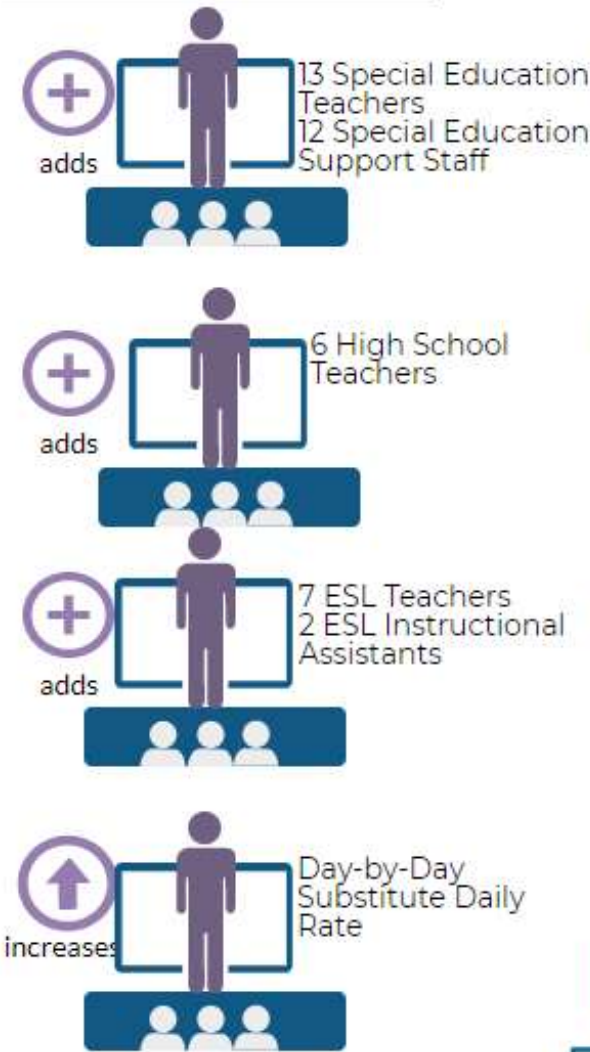
- Chapter 70 State Aid
- + Charter School Reimbursement
- + Total City Contribution
- Charter School and School Choice Tuition Assessment
- = General Fund Budget Total



General Fund Summary

Summary of the
FY21 General Fund Budget
Highlights*

Classroom Teachers



School Supports



District Supports



* Some of these positions were added during FY20 after the final budget was approved through other budget savings.



General Fund Summary

FY17-FY19 Actual Revenue and Expenditures FY20 Adopted Budget

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Revenues:				
State Education Aid*	\$217,606,508	\$227,090,501	\$235,854,443	\$256,820,851
Local Contribution**	\$105,359,295	\$108,029,689	\$109,204,233	\$112,714,478
Total Revenues	\$322,965,803	\$335,120,190	\$345,058,676	\$369,535,329
Expenditures (by object):				
Employee Salaries (91000)	\$207,456,538	\$216,819,389	\$222,411,017	\$242,735,321
Supplies and Services (92000)	\$50,698,351	\$57,984,908	\$56,540,400	\$57,347,315
Capital Equipment (93000)	\$200,980	\$515,425	\$838,843	\$350,000
Fringe Benefits (96000)	\$62,496,806	\$57,590,390	\$62,742,922	\$67,123,047
Employee Overtime (97000)	\$2,109,636	\$2,207,013	\$2,523,180	\$1,979,646
Total Expenditures (by object)	\$322,962,310	\$335,117,125	\$345,056,363	\$369,535,329
Difference from Total Revenue	\$3,493	\$3,065	\$2,313	\$0
Expenditures (by function):				
Administration (1000)	\$4,022,803	\$4,429,791	\$3,941,127	\$3,993,392
Instruction (2000)	\$189,962,794	\$201,701,459	\$205,875,421	\$223,138,918
Other School Services (3000)	\$24,931,439	\$27,088,169	\$28,656,392	\$29,724,184
Operations & Maint. (4000)	\$20,338,207	\$21,694,735	\$15,947,902	\$22,879,687
Fixed Charges (5000)	\$64,381,283	\$59,119,007	\$70,924,859	\$69,139,226
Community Services (6000)	\$425,661	\$656,975	\$138,365	\$195,585
Fixed Assets (7000)	\$523,393	\$530,064	\$576,327	\$659,642
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$18,376,730	\$19,896,925	\$18,995,970	\$19,804,695
Total Expenditures	\$322,962,310	\$335,117,125	\$345,056,363	\$369,535,329
Difference from Total Revenue	\$3,493	\$3,065	\$2,313	\$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)

Overall, the FY21 General Fund budget will increase \$18.9 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 three-year projection assumes an approximate 5.0% growth in revenue, through a combination of the foundation budget formula's annual inflation factor, enrollment changes, required municipal local contribution growth, and continued 1/7th phase-in of the new Student Opportunity Act funding formula by the State Legislature. All expenses are projected to increase 2%, for the following assumptions:



General Fund Summary

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

	FY21 Budget	FY22 Projected	FY23 Projected	FY24 Projected
Revenues:				
State Education Aid	\$274,851,598	\$292,076,558	\$309,021,197	\$326,232,307
Local Contribution	\$113,603,606	\$115,875,678	\$118,772,570	\$121,741,884
Total Revenues	\$388,455,204	\$407,952,236	\$427,793,767	\$447,974,191
Expenditures (by object):				
Employee Salaries (91000)	\$252,112,706	\$263,358,110	\$276,717,172	\$290,910,178
Supplies and Services (92000)	\$60,029,918	\$62,902,888	\$65,463,841	\$68,155,100
Capital Equipment (93000)	\$350,000	\$532,000	\$542,640	\$553,493
Fringe Benefits (96000)	\$73,905,122	\$79,060,630	\$82,929,534	\$86,172,029
Employee Overtime (97000)	\$2,057,458	\$2,098,607	\$2,140,579	\$2,183,391
Total Expenditures (by object)	\$388,455,204	\$407,952,236	\$427,793,767	\$447,974,191
Difference from Total Revenue	\$0	\$0	\$0	\$0
Expenditures (by function):				
Administration (1000)	\$4,363,319	\$4,450,585	\$4,539,597	\$4,630,389
Instruction (2000)	\$231,696,197	\$244,828,759	\$259,600,569	\$274,515,525
Other School Services (3000)	\$33,189,980	\$34,185,679	\$34,869,393	\$35,566,781
Operations & Maint. (4000)	\$23,762,613	\$24,237,865	\$24,722,623	\$25,217,075
Fixed Charges (5000)	\$74,548,415	\$78,736,088	\$81,704,649	\$84,810,398
Community Services (6000)	\$195,585	\$199,497	\$203,487	\$207,556
Fixed Assets (7000)	\$630,542	\$643,153	\$656,016	\$669,136
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$20,068,553	\$20,670,610	\$21,497,434	\$22,357,331
Total Expenditures	\$388,455,204	\$407,952,236	\$427,793,768	\$447,974,191
Difference from Total Revenue	\$0	\$0	\$0	\$0

- Transportation (Student Services 3000) will grow at 3% above existing contractual rate in FY22 and then 2% in subsequent years.
- Employee health insurance (included in Fixed Charges 5000) is projected at 5% annual growth based on recent average 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.
- Additional growth in spending for instructional areas to align with increased funding from Student Opportunity Act funds and is reflected in several of the line items above.

The Administration is required to submit a balanced annual budget and will use a zero-based budget approach to address the requirements of Student Opportunity Act funds and the district's Strategic Plan.



General Fund Summary

Foundation Budget



An Act Relative to Educational Opportunity for Students (Massachusetts General Laws, Chapter 132 of the Acts of 2019) establishes a new minimum level of spending for each community based on the student enrollment with

differentiated levels of funding for specific enrollment categories. This establishes a “foundation budget” for each community.

FY21 Foundation Budget Calculation

Enrollment Category ¹	Per Pupil Rate	Foundation Enrollment ²	Total Foundation Amount
Pre-School, Kindergarten (Half)	\$ 4,148.42	1,051	\$ 4,359,989
Kindergarten (Full Day)	\$ 8,296.99	2,196	\$ 18,220,190
Elementary (Grades 1-5)	\$ 8,344.89	10,343	\$ 86,311,197
Middle School (Grades 6-8)	\$ 8,002.25	6,213	\$ 49,717,979
High School	\$ 9,785.25	6,110	\$ 59,787,878
Vocational	\$ 14,954.65	2,054	\$ 30,716,851
Special Education In-District ³	\$ 27,488.07	1,049	\$ 28,834,985
Special Education Out-of-District ⁴	\$ 31,035.79	249	\$ 7,727,912
Limited English PK-5 ⁵	\$ 2,359.25	5,094	\$ 12,018,020
Limited English Junior/Middle ⁵	\$ 2,477.54	1,203	\$ 2,980,481
Limited English High School ⁵	\$ 2,100.21	1,629	\$ 3,421,242
Economically Disadvantaged ⁶	\$ 4,816.62	19,644	\$ 94,617,683
TOTAL⁷		27,442	\$ 398,714,407

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 \$32.9 million in FY21. The foundation budget does not include student transportation, crossing guards, building rentals, and adult education programs totaling \$24.5 million in FY21.

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 3.82% 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.

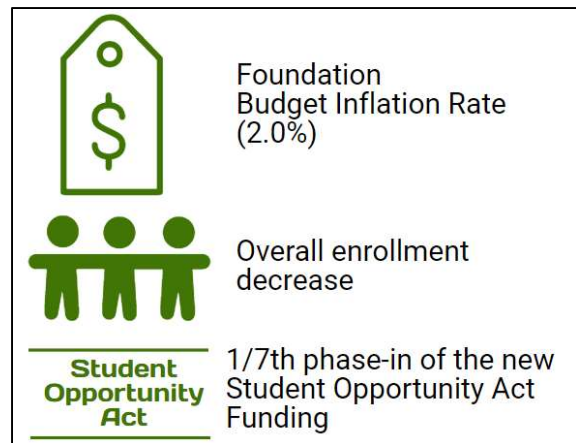


General Fund Summary

The state's Foundation Budget, the education funding formula, is driven entirely by student enrollment, per pupil rates, adjusted annually by an inflation factor. The new Student Opportunity Act increases certain per pupil rates reflecting recommendations from the state's Foundation Budget Review Commission Report (2015) in the areas of special education, employee benefits and fixed charges, low income, English learners, and guidance and student support. Attributable factors for the revenue increases in this budget are the following foundation budget changes:

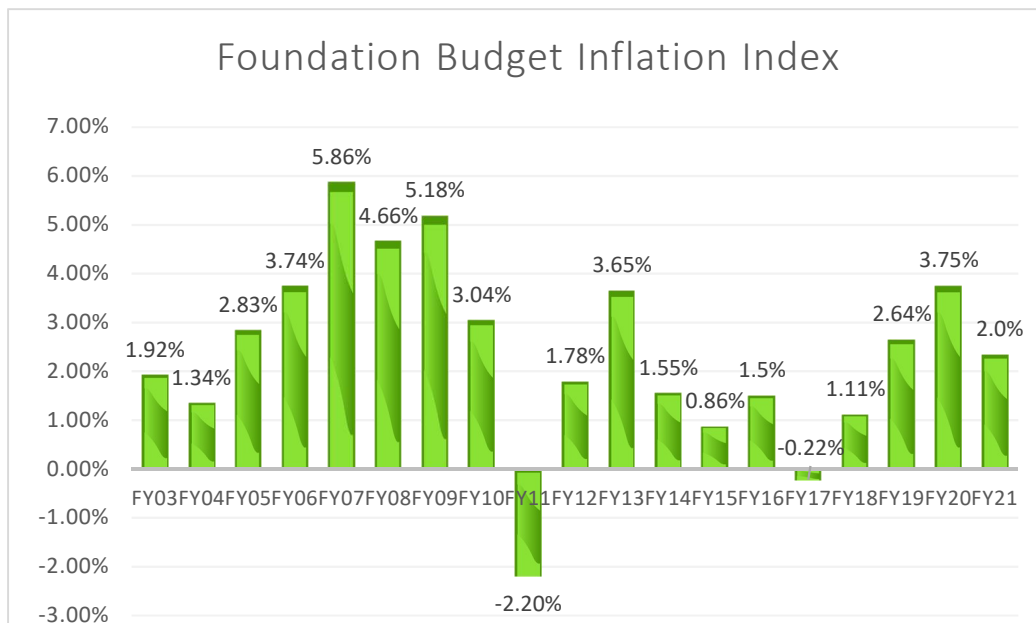
The inflation factor of 2.0% provides an increase of \$7.7 million. Overall, there is a decrease in the foundation student enrollment of 358 students, for a funding decrease of \$4.2 million. In addition, the first year phase-in of the Student Opportunity Act provides \$15.7 million in the following formula components:

Low Income Student Count:	\$9.7 million
Low Income Rate Change:	\$2.7 million
Employee Benefits:	\$2.2 million
English Learner Rate:	\$0.5 million
Guidance and Student Support:	\$0.3 million
Special Education Rate Change:	\$0.3 million



Total Chapter 70 State Aid increases from \$275,454,036 (including the amounts for charter schools and school choice tuition offset) to \$293,503,420, an \$18.0 million, or 6.6% increase, mostly attributable to initial phase-in of the new Student Opportunity Act funding.

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.





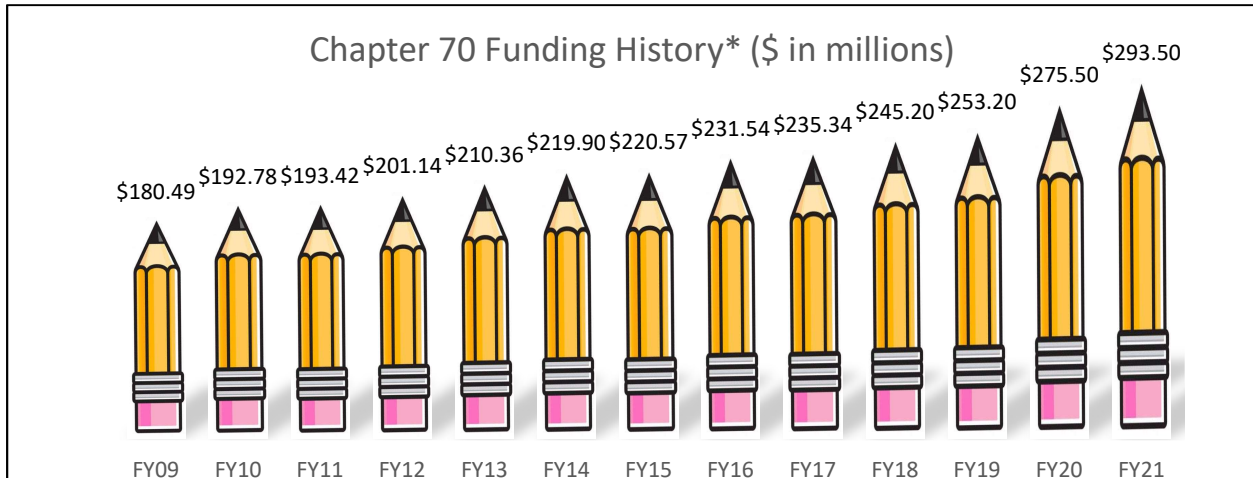
General Fund Summary

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 FY21, based on the Governor's proposed state budget, the total Chapter 70 State Aid is **\$293,503,420**, an increase of \$18.0 million over the FY20 level of \$275,454,036.



*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 updated by the Student Opportunity Act (2019) provides reimbursement of increases in the tuition assessment

to the sending district on a three-year declining basis. The reimbursement amount equals 100 percent of the increase in the year in which the increase occurs and 60% in the second year, and 40% in the third year.

The charter school reimbursement of \$4.5 million in FY21 is based on 100% of the Facilities Tuition Assessment (\$1.9 million), and \$2.6 million of the tuition assessment reimbursement. At this level of reimbursement, the Worcester Public Schools is underfunded by \$750,000 based on the reimbursement formula.



General Fund Summary

City Contribution

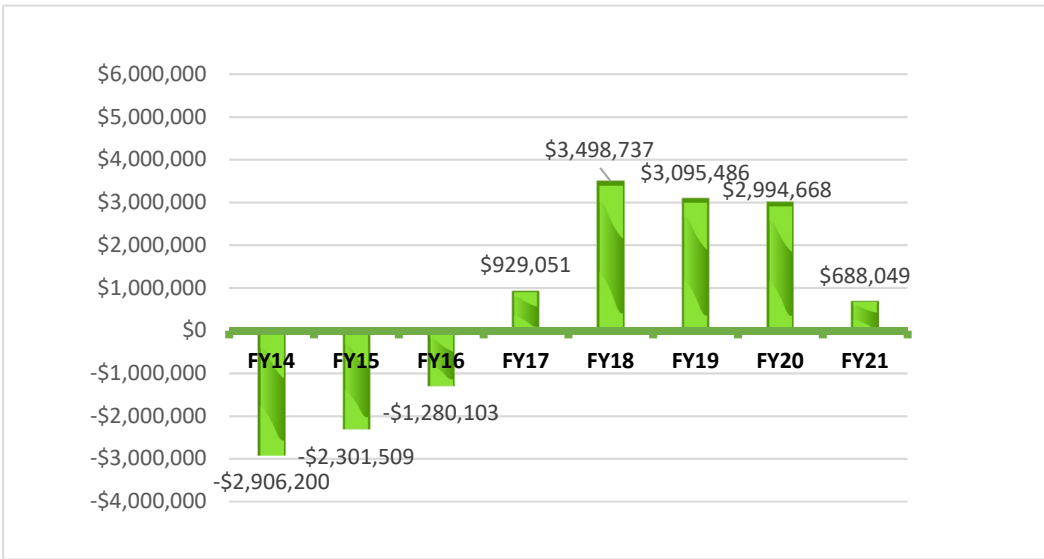


Under the state’s foundation budget funding formula, each municipality has a target required contribution amount for education as determined by a formula that measures a community’s ability to pay based on property and income wealth. This amount is determined annually by the state based on updated property 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 FY21 budget, the city contribution will increase \$1.1 million. It is estimated that the city’s contribution will exceed the FY21 minimum spending requirement by approximately \$700,000.

Annual Net School Spending Amount in Relation to the Required Local Contribution
FY14-FY21



In addition, the City provides capital equipment and building replacement / renovation funds to the Worcester Public Schools with annual debt services costs totaling **\$15.5 million** associated with the school district, or \$619 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 the FY21 foundation budget is based upon the enrollment of the Worcester Public Schools as of October 1, 2019. The total enrollment used by the state to calculate the district's foundation budget is 27,442 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.

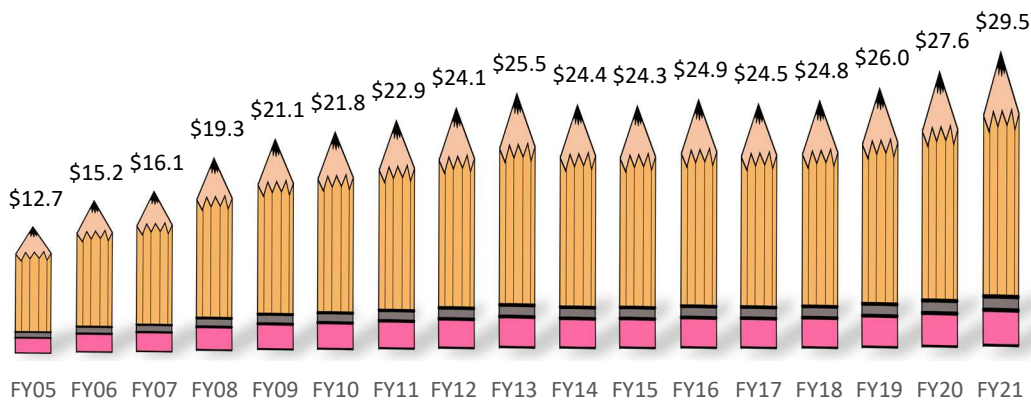
Charter School Tuition



The FY21 Charter School Tuition Assessment is \$29.5 million. The total amount projected for tuition assessment reflects an increase of \$1.9 million, or 6.8%, from the FY20 amount based on 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

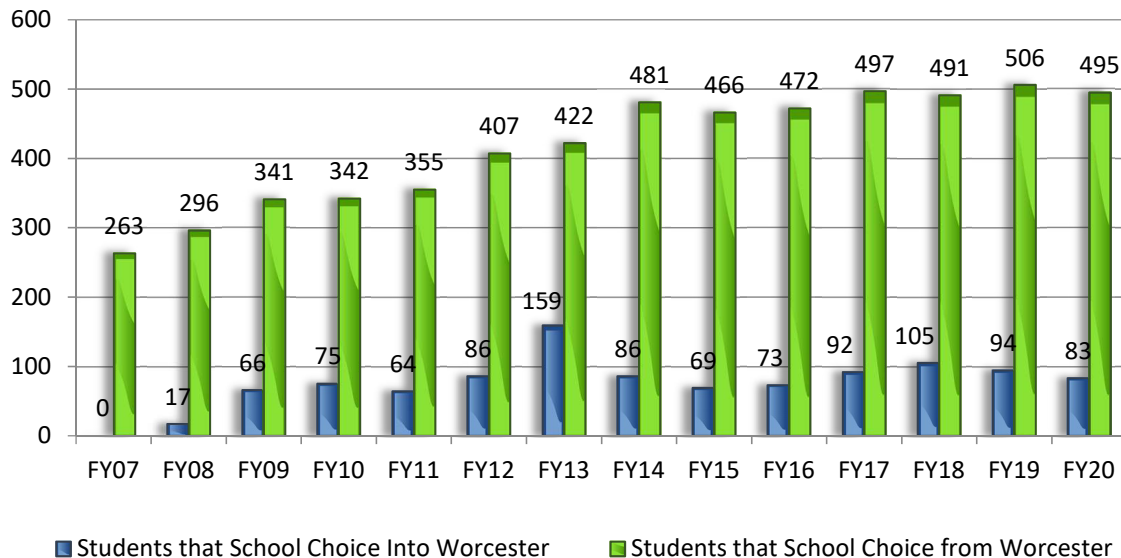


The tuition assessment to other school districts for students that participate in school choice is \$3.2 million in FY21, estimated to increase \$0.2 million from the FY20 amount.

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

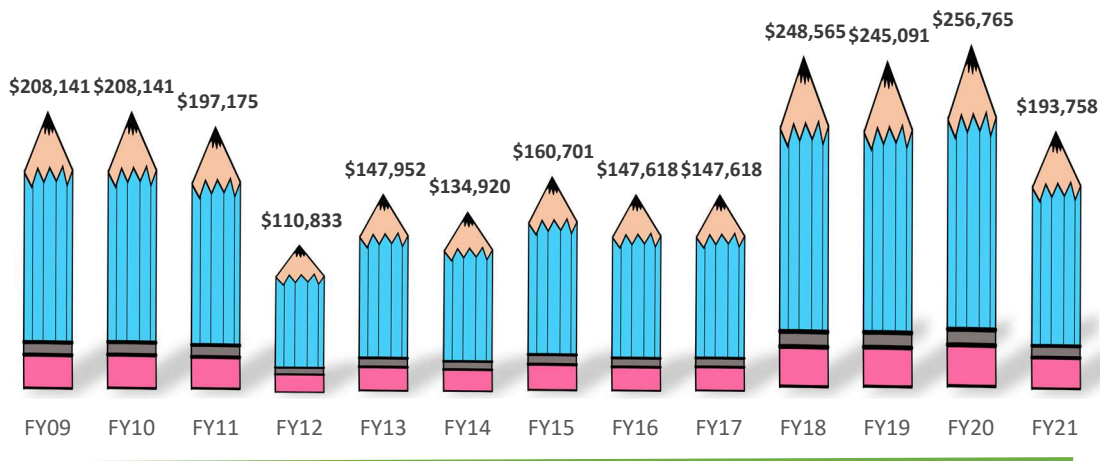


The Commonwealth of Massachusetts reduces state aid to districts in order to partially reimburse the state for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of

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 FY21 budget reflects total revenue offset of charter school, school choice, and special education tuition assessments of \$32,867,013, representing a \$2,019,831 or 6.5% increase from the previous year.

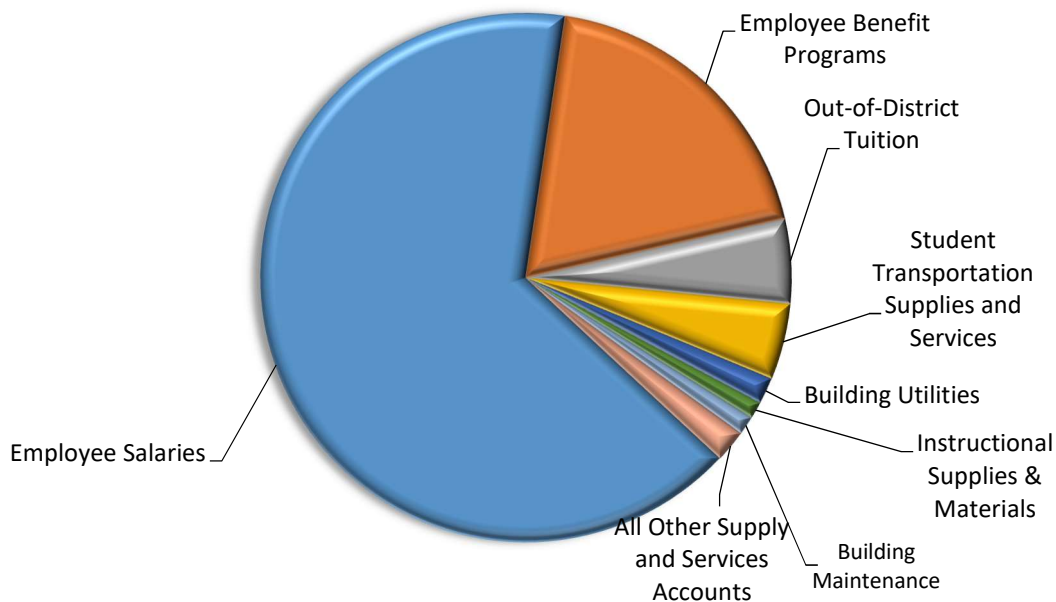


General Fund Summary

General Fund Expenditure Summary

Below is how the general operating budget is distributed among the major cost centers for FY21:

Stated In School Committee Chart of Account Summary Format



General Fund Expenditures		FY21 Budget	% of Budget
91000	Employee Salaries	\$254,170,163	65.4%
96000	Employee Benefit Programs	\$73,905,122	19.0%
92000	Out-of-District Tuition	\$20,068,553	5.2%
92000	Student Transportation Supplies & Service	\$18,030,031	4.6%
92000	Building Utilities	\$6,230,254	1.6%
92000	Instructional Supplies & Materials	\$3,965,969	1.0%
92000	Building Maintenance	\$4,435,469	1.1%
92000	All Other Supply and Services Accounts	\$7,649,642	2.0%
Total General Fund Expenditures		\$388,455,204	100%

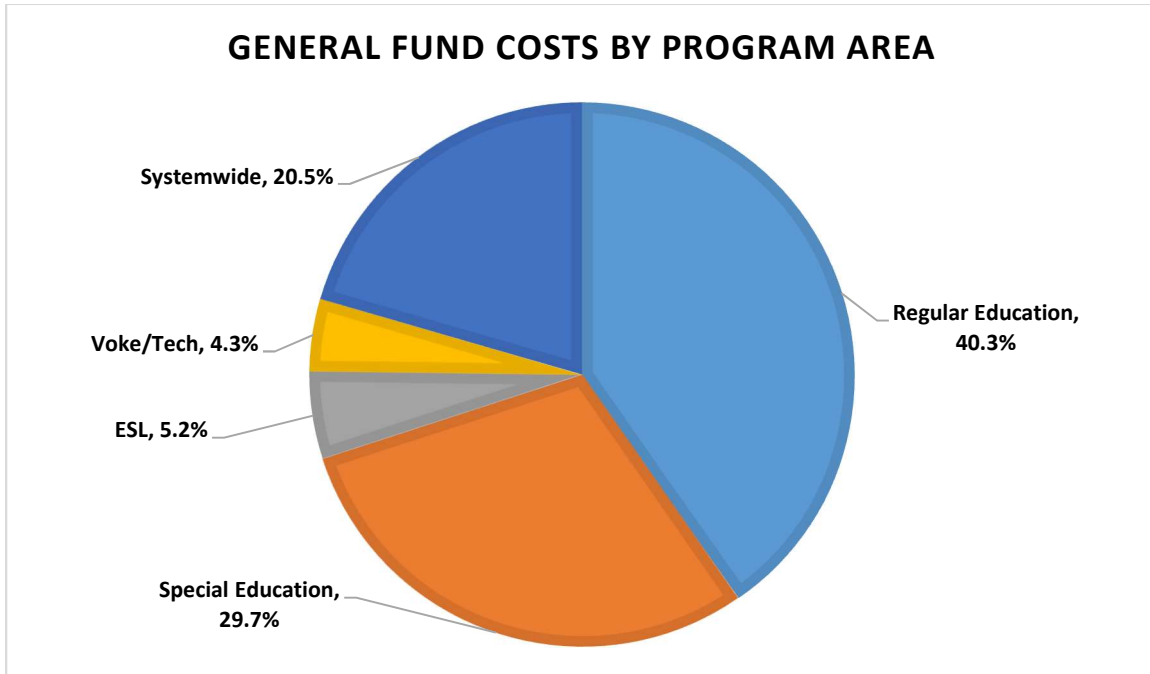
The general fund budget is comprised of 84.4% salary and employee benefit programs (health insurance, employee retirement costs, workers compensation, and unemployment compensation), 5.2% for out-of-district tuition assessments (includes regular education and special education), 4.6% on student transportation supplies and contract service, 1.6% on building utilities, 1.0% on instructional supplies, 1.1% on building maintenance, and the remaining 2.0% 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	\$115,067,023	\$65,467,959	\$16,143,088	\$13,130,350	\$44,361,744	\$254,170,164
Non-Salaries	\$40,264,628	\$46,782,359	\$4,294,124	\$3,431,228	\$39,512,701	\$134,285,040
Total	\$155,331,651	\$112,250,318	\$20,437,212	\$16,561,578	\$83,874,445	\$388,455,204



The FY21 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 4.3% on vocational/technical programs. The remaining 20.5% of the budget is spent on cost centers that impact all four of these areas and/or supports all students (building maintenance, building utilities, building principals, and environmental management, among others.)



General Fund Summary

Another way to examine the spending of the Worcester Public Schools is in the following major School Committee line item categories: Salaries, Health Insurance, Special Education Tuition, Retirement Assessments, Student Transportation, Building Utilities, Instructional Supplies and Materials, Building Maintenance, and other non-salary cost centers. These categories are major forces driving the district's budget. As described below, each of these areas impact the budget differently each year depending on the variables that influence the account.

Account Summaries

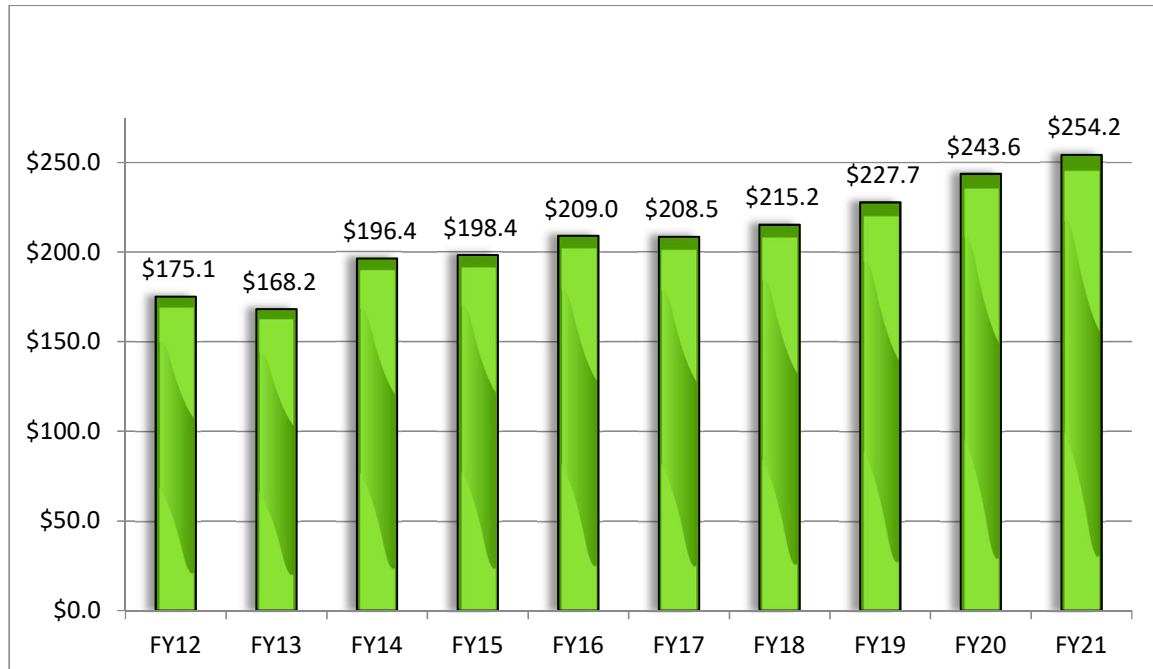


Employee Salaries

FY20 Budget	FY21 Budget	\$ Change	% Change
\$243,607,331	\$254,170,163	\$10,562,832	4.3%

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

General Fund Employee Salaries
(\$ in millions)





General Fund Summary

Overall, the general fund budget for employee salaries increases 4.4%, mostly reflecting contractual salary increases and the new 49 positions added to the general fund budget. The following is a summary of changes to staffing and personnel allocations included in the FY21 budget:

Account No.	Account Name	Description of Change
500-91110	Administration	The recommended budget maintains all school-based and district leadership positions. The FY21 budget reflects contractual and assumed salary increases.
500-91111	Teacher Salaries	The budget reflects an increase of 43 teachers above the FY20 adopted budget level: 22 Behavioral Specialists previously in Account 500-91134 into this account, 8 secondary teachers (3 of these positions were approved by the School Committee and added during the 2019-20 school year after the adopted budget), 4 Student Support Positions (2 were added during 2019-20), 10 Special Education teachers (2 added during 2019-20), 7 English Learner teachers (1 added during 2019-20), and 1 position previously funded by the Perkins Grant. The FY21 budget also reflects a reduction of 6 elementary positions from the 2019-20 adopted budget. These teacher position increases reflect enrollment increases, course offerings, 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 \$75 to \$80 per day in accordance with the Administration's recommendation to increase the daily rate to \$85 per day by 2021-2022.
500-91115	Instructional Assistants	The budget reflects 22 additional special education positions for student service delivery; all other costs are assumed contractual increases.
500-91116	Athletic Coaches' Salaries	The account reflects the same number of coaching positions as approved in the 2019-20 adopted budget. The cost increase reflects contractual salary amounts.
540-91117	Transportation Salaries	The account reflects 5 midsize bus drivers and 5 bus monitors added to reflect school schedule changes and routing needs for 2020-21, as well as two big bus positions added in FY20 and contractual increases.



General Fund Summary

Account No.	Account Name	Description of Change
500-91118	Supplemental Programs	All programs are level funded except for the following changes: <ul style="list-style-type: none"> Funding for the district's diverse teacher pipeline cohort for paraprofessionals aligned with the district's Student Opportunity Act plans for recruiting and developing more diverse teachers. Funding for teacher stipends for the Innovation Pathways Program (previously funded by state grants).
500-91119	Custodian Salaries	The account reflects level staffing and contractual increases.
500-91120	Maintenance Services	The account reflects the implementation of the Facilities Department reorganization implemented in 2019-20, including the creation of a custodial supervisor, conversion of the energy management position to coordinator of environmental health and safety, and conversion of project management /environmental management position to a new coordinator of building assessments position.
500-91121	Administrative Clerical	The account reflects an increase in two positions: one to the Special Education Department and one to Human Resources, (added during FY20).
500-91122	School Clerical	The account reflects three positions added during 2019-20.
500-91123	Non-Instructional Support	The account reflects level number of positions from 2019-20 and the phase-out of a FY20 partial year funded Staffing, Mentoring, and Recruitment Coordinator. (This position was converted to Chief Diversity Officer in the FY20 Budget).
540-91124	Crossing Guards	The account reflects level staffing from 2019-20 levels.
500-91133	School Nurses	The account reflects an increase of one nursing position for service coverage needs at schools. This position was added during the 2019-20 school year.
500-91134	Educational Support	The account reflects the move of 22 Behavioral Specialist positions to the Teacher Account 500-91111, the reduction/reallocation 12 literacy tutors, 6 English as a Second Language (ESL) tutors, and 3 Board Certified Behavioral Analysts (BCBA). The FY21 budget also reflects (the addition of 1 Wrap Around Coordinator at South High Community School, 1 Speech Language Pathologist Assistant, and 5 Behavioral Health Specialists that were added during 2019-20.



General Fund Summary

Account No.	Account Name	Description of Change
540-97201	Transportation Overtime	The account reflects actual anticipated expenditures.
500-97203	Custodial Overtime	The account reflects actual anticipated expenditures.
500-97204	Maintenance Overtime	The account reflects actual anticipated expenditures.
500-97205	Support Overtime	The account reflects actual anticipated expenditures.

500101-96000 Retirement Assessments

FY20 Adopted	FY21 Budget	\$ Change	% Change
\$18,580,578	\$19,683,751	\$1,103,173	5.9%

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 \$12,000 of this account's recommended total. The decrease in this line item is based on actual expenditures. In addition, supplemental contractual pension related costs for certain employees of the Laborers' International Union of North America are included in this account. Federal and State grants provide funding to cover the retirement obligations of employees paid with grant funds. The increase in this account reflects an increase in the assessment to fund the WPS portion of the Worcester Retirement System, as well as contractual increases to the Custodial and Secretarial Pension Fund.



General Fund Summary

Retirement Assessment Detail

Contributory Retirement Assessment	Annualized Salaries (non-MTRS employees)	% of City Total
Worcester Public Schools	\$54,325,161	29.4%
All other departments	\$130,624,694	70.6%

Total contributory amount to be raised:	\$50,560,370
Worcester Public Schools share (at 29.4%)	\$14,851,054
Less Reimbursement from Grant Sources:	<u>-\$814,392</u>
Total Contributory Pension Payment:	\$14,036,662
Pension Obligation Bond Payment:	\$4,887,469
Non-Contributory Pension:	\$12,000
Early Retirement Incentive 2010:	\$104,159
Custodial Pension Fund:	\$549,831
Educational Secretaries Pension Fund:	<u>\$93,630</u>
Total General Fund Budget:	\$19,683,751

540103-92000 Student Transportation

FY20 Budget	FY21 Budget	\$ Change	% Change
\$16,313,235	\$18,030,031	\$1,716,796	10.5%

The transportation of regular education students is provided through a combination of contracted vendor (using 87 buses in FY21) and district-operated transportation (using 14 buses in FY21). In addition, the transportation of special education students is provided through a combination of contracted services and district-operated vehicles and employees. In FY21, 54 contracted buses and 41 district-operated buses will provide in-district special education transportation. In addition, approximately 56 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 11,400 students (including private and charter schools) are transported by the Transportation Department.

FY21 represents the first year of a new two-year contract with one vendor to provide both regular and special education transportation services and the third year of a five-year lease of vehicles for district-operated big bus transportation as well as 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

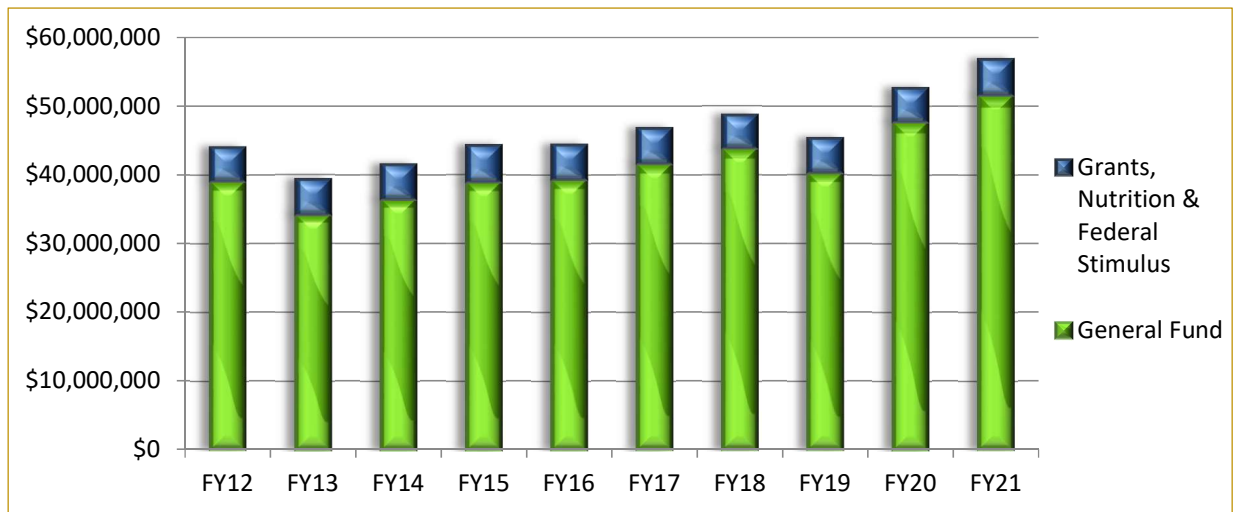
500123-96000 Health Insurance (Active and Retired Employees)

FY20 Budget	FY21 Budget	\$ Change	% Change
\$47,648,023	\$51,521,725	\$3,873,702	8.1%

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 7.9% 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 5,023 members during FY21 (2,887 active employees and 3,136 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

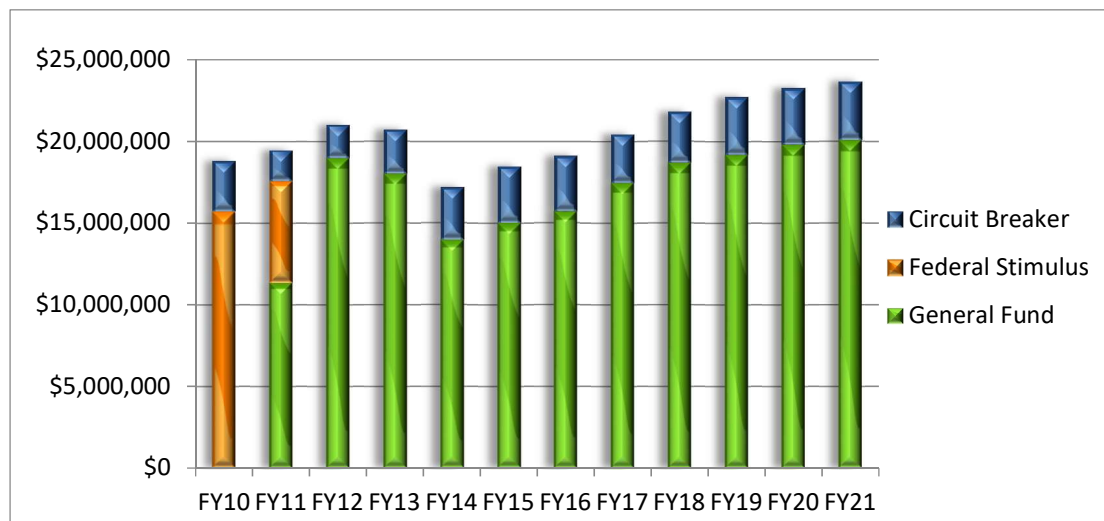
FY20 Budget	FY21 Budget	\$ Change	% Change
\$19,804,695	\$20,068,553	\$263,858	1.3%

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

This account funds the out-of-district tuition for approximately 600 students annually.

The increase in this account reflects the estimated tuition costs for students attending schools through out-of-district placements and the Central Massachusetts Collaborative and a reduction in the number of out-of-district placements. 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 (Massachusetts General Laws Chapter 71, Section 5A) 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
FY21	\$3,558,997	\$113,763
Total	\$57,540,624	

The FY21 budget for special education tuition is \$23.6 million with \$3.6 million funded through 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
FY20	75%	139



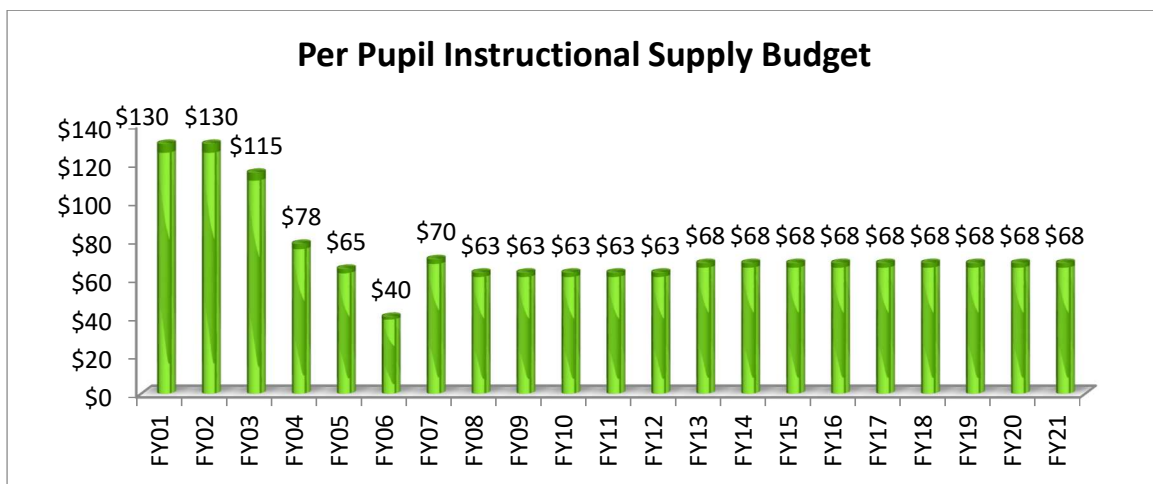
General Fund Summary

500-92204 Instructional Supplies & Materials

FY20 Budget	FY21 Budget	\$ Change	% Change
\$4,216,261	\$3,965,969	-\$250,292	-5.9%

This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY21 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 reduction in the account reflects an elimination of a charter school tuition assessment amount set aside amount to balance final state budget tuition and reimbursement amounts.

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



500146-92000 Building Utilities

FY20 Budget	FY21 Budget	\$ Change	% Change
\$5,634,835	\$6,230,254	\$595,419	10.6%

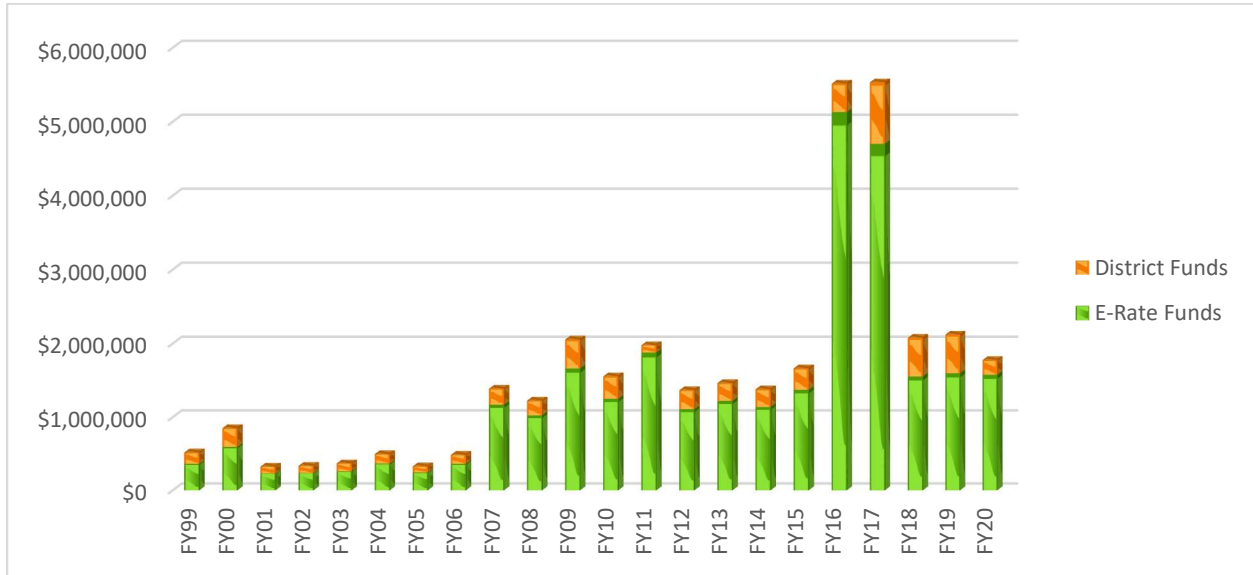
The FY21 budget reflects a \$595,419 increase in the account, most notably from a \$475,800 increase in electricity costs due to a rate increase and \$65,700 in natural gas costs due to a rate increase. Telephone and Internet Data Service will increase by \$46,500 due to an increase in the number of cellphone users (resulting from COVID-19 remote access) and cost increases associated with the district's school-to-home communication application. 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 a 70-90% discount on these items since FY99 as follows:

E-Rate Funding



In FY16 and FY17, the district allocated \$1.2 million in district operating and capital budget funds to leverage \$9.8 million in E-Rate funding. In FY18 and FY19, the district allocated \$1.0 in district operating and capital budget funds to leverage \$3.2 million in E-Rate funding. In FY20, the district allocated \$195,000 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. For FY21, E-Rate has added an additional year for Category 2 network infrastructure. The district has submitted E-Rate funding requests to accomplish the following:

- 🔧 Replace older WiFi access points and add additional WiFi coverage within the schools for shared spaces
- 🔧 Maintain 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)

FY20 Budget	FY21 Budget	\$ Change	% Change
\$4,353,925	\$4,435,469	\$81,544	1.9%

This account provides cleaning, maintaining and repairing of school buildings at \$3.1 million in FY21, equaling \$0.78 per square foot for the 4 million square feet of buildings in the district. The account also provides funding for rubbish removal at all school locations (\$643,874), environmental management systems (\$608,494) for environmental abatement and implementation of best management practices, and funds for the repair and maintenance of Facilities Management vehicles (\$109,786).

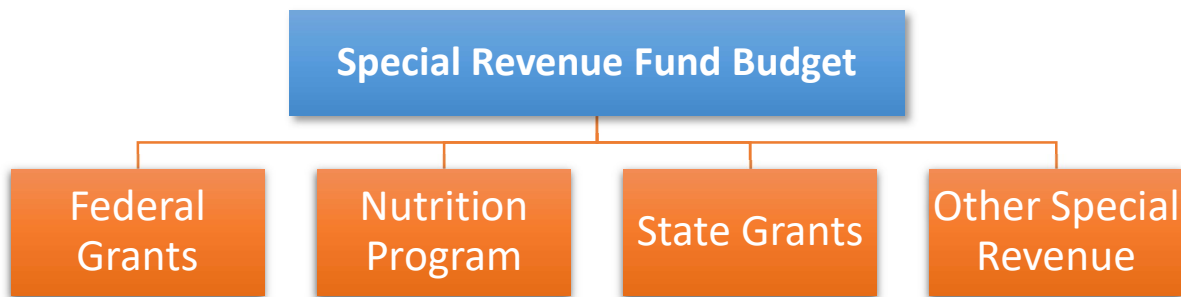
All Other Supply and Services Accounts: This line item includes the following accounts:

Account	Account Title	FY21 Budget
500122-92000	Athletics OM	\$465,819
500125-92000	Insurance	\$63,086
500129-92000	Workers Compensation	\$1,967,646
500130-92000	Personal Services	\$2,662,087
500133-92000	Printing & Postage	\$317,272
500136-92000	Miscellaneous OM	\$4,141,378
500137-96000	Unemployment Compensation	\$411,463
Total		\$10,028,751

The specific explanation of each of these accounts can be found within the FY21 line item budget section that follows.



Special Revenue Funds Summary



FY17-FY19 Actual Revenue and Expenditures
FY20 Adopted Budget

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Revenues:				
Federal Grants	\$30,224,638	\$30,523,502	\$30,560,203	\$30,676,811
Nutrition Program	\$13,011,610	\$16,004,376	\$15,208,294	\$15,256,867
State Grants	\$4,078,218	\$3,705,259	\$3,418,010	\$3,131,056
Other Special Revenue	\$5,328,741	\$5,078,162	\$7,411,563	\$7,088,513
Total Revenue	\$52,643,207	\$55,311,299	\$56,598,070	\$56,153,247
Expenditures (by object):				
Employee Salaries (91000)	\$31,350,598	\$29,105,796	\$34,798,348	\$34,633,373
Supplies and Services (92000)	\$13,327,698	\$13,060,844	\$13,381,664	\$14,245,322
Capital Equipment (93000)	\$124,313	\$80,217	\$53,418	\$315,000
Fringe Benefits (96000)	\$5,877,860	\$6,144,293	\$5,687,203	\$6,792,052
Employee Overtime (97000)	\$141,417	\$181,859	\$146,269	\$167,500
Total Expenditures (by object)	\$50,821,886	\$48,573,008	\$54,066,902	\$56,153,247
Difference from Total Revenue	\$1,821,321	\$6,738,291	\$2,531,168	\$0
Expenditures (by function):				
Administration (1000)	\$738,865	\$704,403	\$960,697	\$632,600
Instruction (2000)	\$17,661,390	\$18,236,345	\$21,805,652	\$20,357,463
Other School Services (3000)	\$20,940,232	\$18,013,040	\$18,850,828	\$21,817,770
Operations & Maint. (4000)	\$1,066,713	\$1,021,600	\$1,683,948	\$991,840
Fixed Charges (5000)	\$6,499,531	\$6,672,887	\$6,161,325	\$8,219,734
Community Services (6000)	\$868,873	\$683,780	\$1,049,308	\$688,606
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,046,282	\$3,240,954	\$3,555,144	\$3,445,234
Total Expenditures	\$50,821,886	\$48,573,008	\$54,066,902	\$56,153,247
Difference from Total Revenue	\$1,821,321	\$6,738,291	\$2,531,168	\$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.

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

	FY21 Budget	FY22 Projected	FY23 Projected	FY24 Projected
Revenues:				
Federal Grants	\$31,334,893	\$31,304,073	\$31,273,284	\$31,107,526
Nutrition Program	\$15,146,573	\$15,638,289	\$16,029,246	\$16,429,977
State Grants	\$1,664,927	\$1,664,927	\$1,664,927	\$1,664,927
Other Special Revenue	\$5,280,083	\$5,280,000	\$5,280,000	\$5,280,000
Total Revenue	\$53,426,476	\$53,887,289	\$54,247,457	\$54,482,430
Expenditures (by object):				
Employee Salaries (91000)	\$32,363,555	\$32,591,894	\$33,259,956	\$33,931,317
Supplies and Services (92000)	\$13,928,239	\$13,888,959	\$14,114,315	\$14,355,919
Capital Equipment (93000)	\$265,000	\$322,500	\$330,188	\$338,067
Fringe Benefits (96000)	\$6,682,182	\$7,009,218	\$7,236,127	\$7,470,518
Employee Overtime (97000)	\$187,500	\$169,188	\$170,917	\$172,690
Total Expenditures (by object)	\$53,426,476	\$53,981,758	\$55,111,503	\$56,268,511
Difference from Total Revenue	\$0	-\$94,470	-\$864,046	-\$1,786,081
Expenditures (by function):				
Administration (1000)	\$470,778	\$484,508	\$494,198	\$504,082
Instruction (2000)	\$17,720,577	\$17,656,966	\$17,995,485	\$18,340,775
Other School Services (3000)	\$21,941,750	\$22,125,289	\$22,623,243	\$23,132,804
Operations & Maint. (4000)	\$950,543	\$1,012,692	\$1,034,282	\$1,056,381
Fixed Charges (5000)	\$7,791,769	\$8,447,108	\$8,702,776	\$8,966,498
Community Services (6000)	\$992,501	\$696,195	\$702,519	\$708,970
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,558,558	\$3,559,000	\$3,559,000	\$3,559,000
Total Expenditures	\$53,426,476	\$53,981,758	\$55,111,503	\$56,268,510
Difference from Total Revenue	\$0	-\$94,469	-\$864,046	-\$1,786,080



Special Revenue Funds: Federal Grants

Federal Grants

FY17-FY19 Actual Revenue and Expenditures
FY20 Adopted Budget

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Federal Grant Revenue:				
Title I	\$11,623,123	\$11,979,077	\$11,729,063	\$11,570,634
IDEA	\$7,580,893	\$7,611,248	\$7,718,558	\$7,827,865
Head Start	\$6,050,975	\$6,050,975	\$6,281,821	\$6,316,901
Title IIA	\$1,807,310	\$1,484,093	\$1,198,516	\$1,228,563
Title III	\$1,403,473	\$1,217,393	\$1,150,035	\$1,120,151
Title IV	\$0	\$298,253	\$863,371	\$789,078
Adult Education: Community Centers	\$0	\$0	\$252,972	\$537,172
Perkins	\$485,765	\$483,401	\$445,536	\$474,016
Pre-school - Special Education	\$293,540	\$284,330	\$291,456	\$297,431
21st Century Community Learning Center	\$91,870	\$150,000	\$0	\$175,000
21st Century Continuation	\$181,870	\$186,325	\$398,250	\$150,000
McKinney-Vento	\$60,000	\$60,000	\$120,000	\$140,000
Adult Education: English Literacy	\$51,602	\$160,149	\$50,000	\$50,000
Special Education MA Urban	\$49,400	\$52,900	\$53,625	\$0
Early Childhood Special Ed.	\$5,150	\$3,000	\$7,000	\$0
School Redesign Elm Park	\$441,717	\$407,447	\$0	\$0
Special Ed. Program Develop	\$97,950	\$94,911	\$0	\$0
Total Federal Grants	\$30,224,638	\$30,523,502	\$30,560,203	\$30,676,811
Expenditures (by object):				
Employee Salaries (91000)	\$21,624,328	\$19,989,256	\$23,198,095	\$22,515,440
Supplies and Services (92000)	\$2,585,588	\$2,284,193	\$2,729,548	\$3,244,160
Capital Equipment (93000)	\$47,405	\$46,667	\$0	\$0
Fringe Benefits (96000)	\$4,286,117	\$4,507,197	\$4,192,576	\$4,917,211
Employee Overtime (97000)	\$716	\$754	\$59,289	\$0
Total Expenditures (by object)	\$28,544,154	\$26,828,067	\$30,179,508	\$30,676,811
Difference from Total Revenue	\$1,680,484	\$3,695,435	\$380,695	\$0
Expenditures (by function):				
Administration (1000)	\$553,488	\$528,505	\$854,257	\$475,008
Instruction (2000)	\$15,624,872	\$15,967,376	\$17,856,174	\$15,558,557
Other School Services (3000)	\$6,978,455	\$4,714,056	\$5,528,479	\$7,736,164
Operations & Maint. (4000)	\$457,666	\$625,770	\$988,458	\$309,224
Fixed Charges (5000)	\$4,929,673	\$4,992,361	\$4,622,083	\$6,294,886
Community Services (6000)	\$0	\$0	\$330,057	\$302,972
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0
Total Expenditures	\$28,544,154	\$26,828,067	\$30,179,508	\$30,676,811
Difference from Total Revenue	\$1,680,484	\$3,695,435	\$380,695	\$0



Special Revenue Funds: Federal Grants

Federal Grants

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

	FY21 Budget	FY22 Projected	FY23 Projected	FY24 Projected
Federal Grant Revenue:				
Title I	\$11,585,589	\$11,574,003	\$11,562,429	\$11,550,867
IDEA	\$7,858,913	\$7,851,054	\$7,843,203	\$7,835,360
Head Start	\$6,900,724	\$6,893,823	\$6,886,929	\$6,880,043
Title IIA	\$1,238,673	\$1,237,434	\$1,236,197	\$1,234,961
Title III	\$1,120,151	\$1,119,031	\$1,117,912	\$1,116,794
Title IV	\$789,078	\$788,289	\$787,501	\$786,713
Adult Education: Community Centers	\$554,867	\$554,312	\$553,758	\$553,204
Perkins	\$474,016	\$473,542	\$473,068	\$472,595
Pre-school - Special Education	\$297,882	\$297,584	\$297,287	\$296,989
21st Century Community Learning Center	\$175,000	\$175,000	\$175,000	\$175,000
21st Century Continuation	\$150,000	\$150,000	\$150,000	\$15,000
McKinney-Vento	\$140,000	\$140,000	\$140,000	\$140,000
Adult Education: English Literacy	\$50,000	\$50,000	\$50,000	\$50,000
Special Education MA Urban	\$0	\$0	\$0	\$0
Early Childhood Special Ed.	\$0	\$0	\$0	\$0
School Redesign Elm Park	\$0	\$0	\$0	\$0
Special Ed. Program Develop	\$0	\$0	\$0	\$0
Total Federal Grants	\$31,334,893	\$31,304,073	\$31,273,284	\$31,107,526
Expenditures (by object):				
Employee Salaries (91000)	\$23,482,757	\$22,965,749	\$23,425,064	\$23,893,565
Supplies and Services (92000)	\$2,961,798	\$3,309,043	\$3,375,224	\$3,442,729
Capital Equipment (93000)	\$0	\$0	\$0	\$0
Fringe Benefits (96000)	\$4,890,338	\$5,089,313	\$5,267,439	\$5,451,800
Employee Overtime (97000)	\$0	\$0	\$0	\$0
Total Expenditures (by object)	\$31,334,893	\$31,364,105	\$32,067,727	\$32,788,093
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>-\$60,032</u>	<u>-\$794,443</u>	<u>-\$1,680,568</u>
Expenditures (by function):				
Administration (1000)	\$470,778	\$484,508	\$494,198	\$504,082
Instruction (2000)	\$15,954,117	\$15,869,728	\$16,187,123	\$16,510,865
Other School Services (3000)	\$8,081,087	\$7,890,887	\$8,048,705	\$8,209,679
Operations & Maint. (4000)	\$256,000	\$315,408	\$321,717	\$328,151
Fixed Charges (5000)	\$5,968,044	\$6,494,542	\$6,700,773	\$6,913,799
Community Services (6000)	\$604,867	\$309,031	\$315,212	\$321,516
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0
Total Expenditures	\$31,334,893	\$31,364,105	\$32,067,727	\$32,788,093
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>-\$60,032</u>	<u>-\$794,443</u>	<u>-\$1,680,567</u>



Special Revenue Funds: Federal Grants

Title I: **\$11,585,589**

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 through evidence-based programs. This grant funds 52 Focused Instructional Coaches, 31 instructional, support staff, and Wrap Around Coordinator positions, as well as expanded learning time, staff development, common planning time at former Level 4 schools and Turnaround schools, and other district support positions.

IDEA – Special Education Entitlement: **\$7,858,913**

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.

Head Start: **\$6,900,724**

Head Start is a comprehensive preschool program, serving approximately 560 children ranging from three years to kindergarten entrance age. Currently, there are three Head Start locations within the district: Greendale School, Millbury Street School, and Mill Swan School. Worcester Public Schools was awarded a competitive five year grant that commenced 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.

Title IIA – Improving Educator Quality: **\$1,238,673**

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 two support staff.

Title III: **\$1,120,151**

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 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.



Special Revenue Funds: Federal Grants

Title IV **\$789,078**

Title IV funding provides students with 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.

Adult Education: Community Centers **\$554,867**

This 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.

Perkins Secondary Allocation Grant: **\$474,016**

The federally funded Carl D. Perkins Applied Technology and Vocational Education Act provides equipment, tutoring, after-school programs, student transportation and professional development for high schools and alternative programs in career and vocational-technical education. Programs and initiatives are focused on special populations including special education, limited English proficient 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. The FY21 budget will fund a Clinical Coordinator for Allied Health at North High School and Worcester Technical High School and a Robotics teacher at Worcester Technical High School.

Pre-School – Special Education **\$297,882**

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 disabilities.

21st Century Community Learning Center **\$175,000**

21st Century Continuation **\$150,000**

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.

McKinney-Vento **\$140,000**

These federal funds support McKinney-Vento Homeless Education programs that ensure homeless students enroll and attend school while having the opportunity to succeed. Funds are used for the purchase of instructional and other materials that support these students.

Adult Education: English Literacy **\$50,000**

This 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.



Special Revenue Funds: State Grants

State Grants

FY17-FY19 Actual Revenue and Expenditures
FY20 Adopted Budget

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
State Grant Revenues:				
Coordinated Family & Community	\$619,000	\$605,225	\$605,225	\$605,225
Head Start Supplemental	\$464,372	\$457,959	\$465,930	\$527,438
Fresh Fruits & Vegetables	\$316,750	\$316,750	\$315,100	\$307,100
Comprehensive School Health Service	\$0	\$0	\$0	\$218,000
GED Test Centers	\$5,702	\$5,422	\$5,288	\$5,164
Expanded Learning Time	\$1,115,462	\$1,083,928	\$1,008,678	\$1,107,000
Inclusive Pre-school	\$698,707	\$510,471	\$342,016	\$229,151
Universal Pre-school	\$135,000	\$135,000	\$131,978	\$131,978
Adult Education	\$480,485	\$340,618	\$284,200	\$0
Essential School Health	\$242,740	\$249,886	\$259,595	\$0
Total State Grants	\$4,078,218	\$3,705,259	\$3,418,010	\$3,131,056
Expenditures (by object):				
Employee Salaries (91000)	\$3,583,887	\$2,701,751	\$3,053,152	\$2,583,442
Supplies and Services (92000)	\$590,932	\$515,413	\$552,403	\$469,193
Capital Equipment (93000)	\$30,536	\$0	\$0	\$0
Fringe Benefits (96000)	\$222,469	\$213,970	\$96,163	\$78,421
Employee Overtime (97000)	\$133	\$353	\$5,319	\$0
Total Expenditures (by object)	\$4,427,957	\$3,431,487	\$3,707,037	\$3,131,056
Difference from Total Revenue	<u>(\$349,739)</u>	<u>\$273,772</u>	<u>(\$289,027)</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$185,377	\$175,898	\$106,440	\$157,592
Instruction (2000)	\$1,461,295	\$1,812,469	\$1,993,183	\$2,425,850
Other School Services (3000)	\$2,065,636	\$822,847	\$1,054,179	\$414,022
Operations & Maint. (4000)	\$6,206	\$2,623	\$128,613	\$0
Fixed Charges (5000)	\$223,256	\$271,609	\$140,778	\$128,428
Community Services (6000)	\$486,187	\$346,040	\$283,844	\$5,164
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0
Total Expenditures	\$4,427,957	\$3,431,487	\$3,707,037	\$3,131,056
Difference from Total Revenue	<u>(\$349,739)</u>	<u>\$273,772</u>	<u>(\$289,027)</u>	<u>\$0</u>



Special Revenue Funds: State Grants

State Grants

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

	FY21 Budget	FY22 Projected	FY23 Projected	FY24 Projected
State Grant Revenues:				
Coordinated Family & Community	\$605,225	\$605,225	\$605,225	\$605,225
Head Start Supplemental	\$527,438	\$527,438	\$527,438	\$527,438
Fresh Fruits & Vegetables	\$307,100	\$307,100	\$307,100	\$307,100
Comprehensive School Health Service	\$218,000	\$218,000	\$218,000	\$218,000
GED Test Centers	\$7,164	\$7,164	\$7,164	\$7,164
Expanded Learning Time	\$0	\$0	\$0	\$0
Inclusive Pre-school	\$0	\$0	\$0	\$0
Universal Pre-school	\$0	\$0	\$0	\$0
Adult Education	\$0	\$0	\$0	\$0
Essential School Health	\$0	\$0	\$0	\$0
Total State Grants	\$1,664,927	\$1,664,927	\$1,664,927	\$1,664,927
Expenditures (by object):				
Employee Salaries (91000)	\$1,204,828	\$1,228,925	\$1,253,503	\$1,278,573
Supplies and Services (92000)	\$384,182	\$391,866	\$399,703	\$407,697
Capital Equipment (93000)	\$0	\$0	\$0	\$0
Fringe Benefits (96000)	\$75,917	\$78,574	\$81,324	\$84,171
Employee Overtime (97000)	\$0	\$0	\$0	\$0
Total Expenditures (by object)	\$1,664,927	\$1,699,364	\$1,734,530	\$1,770,441
Difference from Total Revenue	\$0	-\$34,437	-\$69,603	-\$105,514
Expenditures (by function):				
Administration (1000)	\$0	\$0	\$0	\$0
Instruction (2000)	\$1,035,527	\$1,056,238	\$1,077,362	\$1,098,910
Other School Services (3000)	\$514,438	\$524,727	\$535,221	\$545,926
Operations & Maint. (4000)	\$0	\$0	\$0	\$0
Fixed Charges (5000)	\$107,798	\$111,236	\$114,639	\$118,152
Community Services (6000)	\$7,164	\$7,164	\$7,307	\$7,453
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0
Total Expenditures	\$1,664,927	\$1,699,364	\$1,734,530	\$1,770,440
Difference from Total Revenue	\$0	(\$34,437)	(\$69,603)	(\$105,513)



Special Revenue Funds: State Grants

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.

Head Start Supplemental

\$527,438

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.

Fresh Fruits and Vegetables

\$307,100

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, Grafton Street, Lincoln Street, Union Hill, Vernon Hill, and Woodland Academy.

Comprehensive School Health Services

\$218,000

This state funded grant will enhance comprehensive school health services, primarily in areas where students have greater economic disadvantage. This grant will be used to provide mental and physical health services aimed at improving student attendance and boosting academic achievement.

GED Test Centers

\$7,164

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.



Special Revenue Funds: State Grants

The following state grants were funded in FY20 but are not funded in FY21:

Expanded Learning Time

\$0

This state funded grant program provides financial assistance to districts with schools that have approved Expanded Learning Time (ELT) implementation plans. All participating schools must increase the amount of time in schedules to be able to operate at least 300 hours longer than the average of other schools within the district. Jacob Hiatt and City View schools currently have approved Expanded Learning Time programs. The goal of the program is to provide more instructional opportunities and enrichment opportunities into student learning, and provide adults with increased opportunities to plan and participate in professional development activities. The Governor's FY21 Budget did not include funding for this grant.

Universal Pre-Kindergarten

\$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. The program must be licensed by the Department of Early Education and Care and meet specific requirements. The Head Start Program was no longer eligible for the grant.

Inclusive Pre-School Learning Environment

\$0

The Inclusive Pre-school Learning Environments grant (IPLE) provides direct pre-school services. The Department of Early Education and Care recently announced that this grant would be phased out over three years at an approximate reduction of 33% each year and FY20 was the final year of grant.



Special Revenue Funds: Nutrition Program

Child Nutrition Fund

FY17-FY19 Actual Revenue and Expenditures
FY20 Adopted Budget

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Revenues:				
Federal Reimbursement	\$12,353,645	\$15,306,987	\$14,538,756	\$14,499,174
Food Sales	\$33,240	\$26,685	\$40,000	\$25,763
Severe Need Breakfast	\$0	\$17,592	\$0	\$0
Universal Breakfast	\$151,890	\$141,797	\$130,000	\$144,827
State Reimbursement	\$346,865	\$398,060	\$374,538	\$441,072
Summer Program Food Truck	\$125,970	\$113,256	\$125,000	\$146,031
Total Revenues	\$13,011,610	\$16,004,376	\$15,208,294	\$15,256,867
Expenditures (by object):				
Employee Salaries (91000)	\$5,722,349	\$6,085,995	\$6,400,223	\$6,516,813
Supplies and Services (92000)	\$6,156,568	\$6,218,065	\$6,266,881	\$6,576,134
Capital Equipment (93000)	\$13,460	\$6,284	\$2,252	\$300,000
Fringe Benefits (96000)	\$1,346,602	\$1,408,917	\$1,398,464	\$1,796,420
Employee Overtime (97000)	\$59,379	\$61,299	\$79,235	\$67,500
Total Expenditures (by object)	\$13,298,357	\$13,780,561	\$14,147,055	\$15,256,867
Difference from Total Revenue	<u>-\$286,747</u>	<u>\$2,223,815</u>	<u>\$1,061,239</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$0	\$0	\$0	\$0
Instruction (2000)	\$0	\$0	\$0	\$0
Other School Services (3000)	\$11,462,038	\$12,020,328	\$12,216,056	\$12,864,073
Operations & Maint. (4000)	\$489,717	\$351,316	\$532,535	\$596,374
Fixed Charges (5000)	\$1,346,602	\$1,408,917	\$1,398,464	\$1,796,420
Community Services (6000)	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0
Total Expenditures	\$13,298,357	\$13,780,561	\$14,147,055	\$15,256,867
Difference from Total Revenue	<u>-\$286,747</u>	<u>\$2,223,815</u>	<u>\$1,061,239</u>	<u>\$0</u>

Revenue Summary

The Nutrition Department's FY21 recommended budget is based on the daily average of 17,100 lunches, 9,860 breakfasts, 1,000 adult and "a la carte" meals, and 375 afternoon snacks. The program serves over 4.8 million meals annually to the district's students. The Child and Adult Care Food program converted snacks to afternoon meals in February 2019. The program continues to expand, providing over 275 supper/weekend meals per day among 23 afterschool programs. The Summer Food Service program also provided over 53,457 summer meals (breakfast, lunch, and supper) served at neighborhood sites throughout the city during June, July, and August of 2019. The district has participated in the federal Community Eligibility Provision (CEP) program since the 2015-2016 school year. This provision enables all students to be served meals each school day for no cost, regardless of household income.



Special Revenue Funds: Nutrition Program

Child Nutrition Fund

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

	FY21 Budget	FY22 Projected	FY23 Projected	FY24 Projected
Revenues:				
Federal Reimbursement	\$14,394,358	\$14,861,653	\$15,233,195	\$15,614,025
Food Sales	\$25,577	\$26,407	\$27,067	\$27,744
Severe Need Breakfast	\$0	\$0	\$0	\$0
Universal Breakfast	\$143,780	\$148,448	\$152,159	\$155,963
State Reimbursement	\$437,883	\$452,099	\$463,401	\$474,986
Summer Program Food Truck	\$144,975	\$149,682	\$153,424	\$157,259
Total Revenues	\$15,146,573	\$15,638,289	\$16,029,246	\$16,429,977
Expenditures (by object):				
Employee Salaries (91000)	\$6,300,415	\$6,679,733	\$6,846,727	\$7,017,895
Supplies and Services (92000)	\$6,792,731	\$6,740,537	\$6,909,051	\$7,081,777
Capital Equipment (93000)	\$250,000	\$307,500	\$315,188	\$323,067
Fringe Benefits (96000)	\$1,715,927	\$1,841,331	\$1,887,364	\$1,934,548
Employee Overtime (97000)	\$87,500	\$69,188	\$70,917	\$72,690
Total Expenditures (by object)	\$15,146,573	\$15,638,289	\$16,029,246	\$16,429,977
Difference from Total Revenue	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$0	\$0	\$0	\$0
Instruction (2000)	\$0	\$0	\$0	\$0
Other School Services (3000)	\$12,822,345	\$13,185,675	\$13,515,317	\$13,853,200
Operations & Maint. (4000)	\$608,301	\$611,283	\$626,565	\$642,230
Fixed Charges (5000)	\$1,715,927	\$1,841,331	\$1,887,364	\$1,934,548
Community Services (6000)	\$0	\$0	\$0	\$0
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0
Total Expenditures	\$15,146,573	\$15,638,289	\$16,029,246	\$16,429,977
Difference from Total Revenue	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Expenditure Summary

The Nutrition Department's FY21 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 FY21 Budget continues to focus 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 FY21 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

FY17-FY19 Actual Revenue and Expenditures
FY20 Adopted Budget

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Revenues:				
Special Education Reimburse.	\$3,240,954	\$3,537,918	\$3,525,268	\$3,445,234
Displaced Student Assistance	\$0	\$0	\$2,000,000	\$1,642,123
School Choice Revolving	\$486,263	\$511,663	\$581,055	\$510,601
Adult Ed & GED Revenue	\$84,981	\$41,288	\$87,920	\$85,000
Athletics & Foley Stadium	\$113,725	\$120,009	\$109,813	\$110,000
WTHS Program Revenue	\$389,701	\$176,083	\$345,555	\$345,555
Building Use & Program Income	\$707,889	\$379,249	\$450,000	\$450,000
Educational Access Channel	\$305,228	\$311,952	\$311,952	\$500,000
Total Revenues	\$5,328,741	\$5,078,162	\$7,411,563	\$7,088,513
Expenditures (by object):				
Employee Salaries (91000)	\$420,034	\$328,794	\$2,146,878	\$3,017,678
Supplies and Services (92000)	\$3,994,610	\$4,043,173	\$3,832,832	\$3,955,835
Capital Equipment (93000)	\$32,913	\$27,266	\$51,166	\$15,000
Fringe Benefits (96000)	\$22,672	\$14,208	\$0	\$0
Employee Overtime (97000)	\$81,189	\$119,452	\$2,426	\$100,000
Total Expenditures (by object)	\$4,551,418	\$4,532,893	\$6,033,302	\$7,088,513
Difference from Total Revenue	<u>\$777,323</u>	<u>\$545,269</u>	<u>\$1,378,261</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$0	\$0	\$0	\$0
Instruction (2000)	\$575,223	\$456,500	\$1,956,295	\$2,373,056
Other School Services (3000)	\$434,103	\$455,808	\$52,114	\$803,511
Operations & Maint. (4000)	\$113,124	\$41,891	\$34,342	\$86,242
Fixed Charges (5000)	\$0	\$0	\$0	\$0
Community Services (6000)	\$382,686	\$337,740	\$435,407	\$380,470
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,046,282	\$3,240,954	\$3,555,144	\$3,445,234
Total Expenditures	\$4,551,418	\$4,532,893	\$6,033,302	\$7,088,513
Difference from Total Revenue	<u>\$777,323</u>	<u>\$545,269</u>	<u>\$1,378,261</u>	<u>\$0</u>

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

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

	FY21 Budget	FY22 Projected	FY23 Projected	FY24 Projected
Revenues:				
Special Education Reimburse.	\$3,558,558	\$3,500,000	\$3,500,000	\$3,500,000
Displaced Student Assistance	\$0	\$0	\$0	\$0
School Choice Revolving	\$440,106	\$500,000	\$500,000	\$500,000
Adult Ed & GED Revenue	\$85,000	\$85,000	\$85,000	\$85,000
Athletics & Foley Stadium	\$110,000	\$110,000	\$110,000	\$110,000
WTHS Program Revenue	\$345,555	\$345,000	\$345,000	\$345,000
Building Use & Program Income	\$450,000	\$450,000	\$450,000	\$450,000
Educational Access Channel	\$290,864	\$290,000	\$290,000	\$290,000
Total Revenues	\$5,280,083	\$5,280,000	\$5,280,000	\$5,280,000
Expenditures (by object):				
Employee Salaries (91000)	\$1,375,555	\$1,717,487	\$1,734,663	\$1,741,284
Supplies and Services (92000)	\$3,789,528	\$3,447,513	\$3,430,337	\$3,423,716
Capital Equipment (93000)	\$15,000	\$15,000	\$15,000	\$15,000
Fringe Benefits (96000)	\$0			
Employee Overtime (97000)	\$100,000	\$100,000	\$100,000	\$100,000
Total Expenditures (by object)	\$5,280,083	\$5,280,000	\$5,280,000	\$5,280,000
Difference from Total Revenue	\$0	\$0	\$0	\$0
Expenditures (by function):				
Administration (1000)	\$0	\$0	\$0	\$0
Instruction (2000)	\$730,933	\$731,000	\$731,000	\$731,000
Other School Services (3000)	\$523,880	\$524,000	\$524,000	\$524,000
Operations & Maint. (4000)	\$86,242	\$86,000	\$86,000	\$86,000
Fixed Charges (5000)	\$0	\$0	\$0	\$0
Community Services (6000)	\$380,470	\$380,000	\$380,000	\$380,000
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,558,558	\$3,559,000	\$3,559,000	\$3,559,000
Total Expenditures	\$5,280,083	\$5,280,000	\$5,280,000	\$5,280,000
Difference from Total Revenue	\$0	\$0	\$0	\$0

Special Education Reimbursement is state funding for certain, high-cost special education students and is 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 how school choice revenue are deposited into a revolving fund. The FY21 budget reduction reflects the loss of non-recurring state 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 2021 Capital Improvement Plan (CIP) includes \$3.5 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 FY20 was \$15.5 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 \$72.4 million in Accelerated Repair Projects, with \$52.3 million funded from the MSBA and \$20.1 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

	
Original School	New 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



*Project Status: Construction (March 2020)
(Fontaine Brothers, Inc.)*



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

2015 Completed Projects

- Flagg Street School – Accelerated Repair Project - Windows Replacement
- Francis J. McGrath Elementary School – Accelerated Repair Project - Windows Replacement
- Grafton Street Elementary School– Accelerated Repair Project - Windows and Boiler Replacement
- Jacob Hiatt Magnet School– Accelerated Repair Project - Windows Replacement

2016 Approved Projects

Doherty Memorial High School (major renovation or repairs)



*Project Status: Feasibility Phase
(2018-2020)*

2016 Completed Projects

- Belmont Street Elementary School– Accelerated Repair Project - Windows and Boiler Replacement
- Chandler Elementary School– Accelerated Repair Project - Windows and Boiler Replacement
- Gerald Creamer Center– Accelerated Repair Project - Windows and Boiler Replacement
- Wawecus Road School– Accelerated Repair Project - Windows Replacement

2017 Completed Projects

- Elm Park Community School– Accelerated Repair Project - Windows Replacement
- Lincoln Street School – Accelerated Repair Project - Windows and Roof Replacement
- Thorndyke Road School– Accelerated Repair Project - Windows Replacement

2018 Approved Project (2020 Construction)

- Challenge and Reach Academies (at Harlow Street) – Accelerated Repair Project - Windows, Roof and Boiler replacement



Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

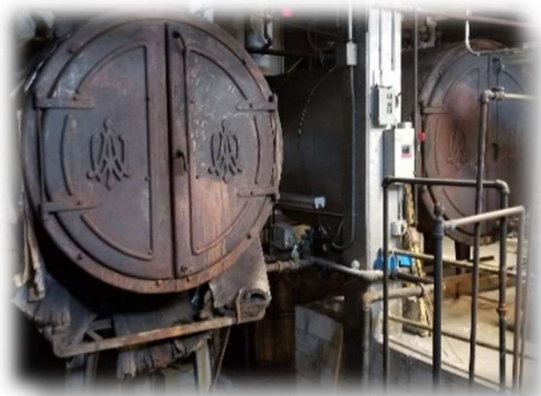
2019 Approved Projects (2020-2021 Construction)

- Burncoat Preparatory School – Accelerated Repair Project - Roof Replacement
- Lincoln Street Elementary School – Accelerated Repair Project - Boiler Replacement
- Tatnuck Magnet School – Accelerated Repair Project - Roof Replacement
- Vernon Hill Elementary School – Accelerated Repair Project - Roof Replacement
- Worcester East Middle School – Accelerated Repair Project - Roof Replacement

2020 Submitted Statement of Interest Projects

Vernon Hill Elementary School – Accelerated Repair Project - Boiler Replacement

The Vernon Hill Elementary School was built in 1931. The existing boilers are gas-fired, hot water boilers and are in need of full replacement to provide energy-efficiency, proper temperature levels, redundancy, and control.





Capital Improvement Plan

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

Worcester Arts Magnet Elementary School – Accelerated Repair Project - Roof Replacement

The Worcester Arts Magnet Elementary School was built in 1961 with an addition in 1971. 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.



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	2020	2021			✓	\$880,000	\$3,120,000	\$4,000,000
Worcester Arts Magnet	2020	2021		✓		\$396,000	\$1,404,000	\$1,800,000
Total Project Costs						\$1,276,000	\$4,524,000	\$5,800,000
Wawecus Road	2021	2022		✓		\$418,000	\$1,482,000	\$1,900,000
Union Hill School	2021	2022		✓		\$550,000	\$1,950,000	\$2,500,000
Total Project Costs						\$968,000	\$3,432,000	\$4,400,000
Gates Lane	2022	2023			✓	\$609,720	\$2,145,000	\$2,750,000
Clark Street	2022	2023			✓	\$440,000	\$1,560,000	\$2,000,000
Total Project Costs						\$1,049,720	\$3,705,000	\$4,750,000
Elm Park Community School	2023	2024		✓		\$1,100,000	\$3,900,000	\$5,000,000
University Park Campus School	2023	2024		✓		\$330,000	\$1,170,000	\$1,500,000
Total Project Costs						\$1,430,000	\$5,070,000	\$6,500,000
Canterbury Street School	2024	2025		✓		\$605,000	\$2,145,000	\$2,750,000
City View Discovery School	2024	2025		✓		\$715,000	\$2,535,000	\$3,250,000
Total Project Costs						\$1,320,000	\$4,680,000	\$6,000,000
Grand Total Project Costs						\$6,043,720	\$21,411,000	\$27,450,000

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

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



Capital Improvement Plan

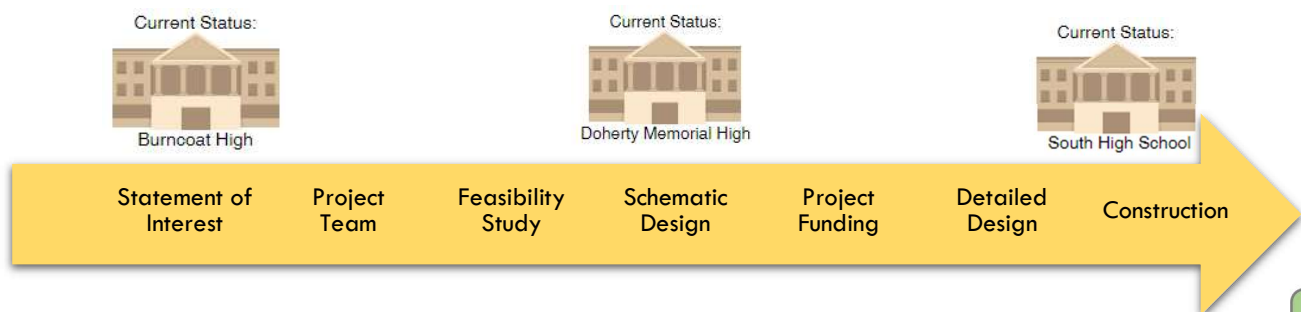
MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

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 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)

		Estimated
Location	Project	Cost
2020-2021		
Roosevelt	Traffic Reconfiguring (Phase 1)	\$500,000
Worcester East Middle	Replace Fire Alarm	\$300,000
Vernon Hill	Replace Auditorium Seating	\$300,000
Lincoln Street	Bathroom Renovation (Phase 2)	\$300,000
West Tatnuck	Replace Fire Alarm	\$250,000
McGrath Elementary	Replace Gym / Cafeteria Floor	\$100,000
West Tatnuck	Replace Cafeteria Floor	\$100,000
Various Locations	Paving	\$100,000
Various Locations	Flooring	\$75,000
Various Locations	Upgrade Building Controls	\$75,000
Various Locations	Cameras / Security	\$75,000
Administration/Engineering		<u>\$100,000</u>
2020-2021 Projects		\$2,275,000
2021-2022		
Roosevelt Elementary	Traffic Reconfiguring (Phase 2)	\$500,000
Worcester East Middle	Bathroom Renovations	\$425,000
Chandler Elementary	Bathroom Renovations	\$425,000
Elm Park Community	Replace Boilers	\$300,000
Elm Park Community	Replace Gym Floor	\$325,000
Chandler Elementary	Intercom System Replacement	\$100,000
Various Locations	Paving	\$100,000
Various Locations	Flooring	\$100,000
Various Locations	Upgrade Building Controls	\$100,000
Various Locations	Cameras/Security	\$100,000
Administration/Engineering		<u>\$100,000</u>
2021-2022 Projects		\$2,575,000
2022-2023 Projects		
Canterbury Street	Replace Boilers	\$400,000
Burncoat Middle	Bathroom Renovations	\$450,000
Flagg Street	Bathroom Renovations	\$450,000
Goddard	Renovate Auditorium	\$300,000
Lincoln Street	Front Parking & Walkway	\$200,000
Thorndyke	Cafeteria Floor	\$100,000
Various Locations	Paving	\$100,000
Various Locations	Flooring	\$100,000
Various Locations	Door Replacement	\$100,000
Various Locations	Upgrade Building Controls	\$100,000
Various Locations	Cameras/Security	\$100,000
Administration/Engineering		<u>\$100,000</u>
2022-2023 Projects		\$2,500,000

[illegible]



Capital Improvement Plan

Proposed FY21 Capital Equipment Budget

The Fiscal Year 2021 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.

FY21 Capital Equipment Budget:

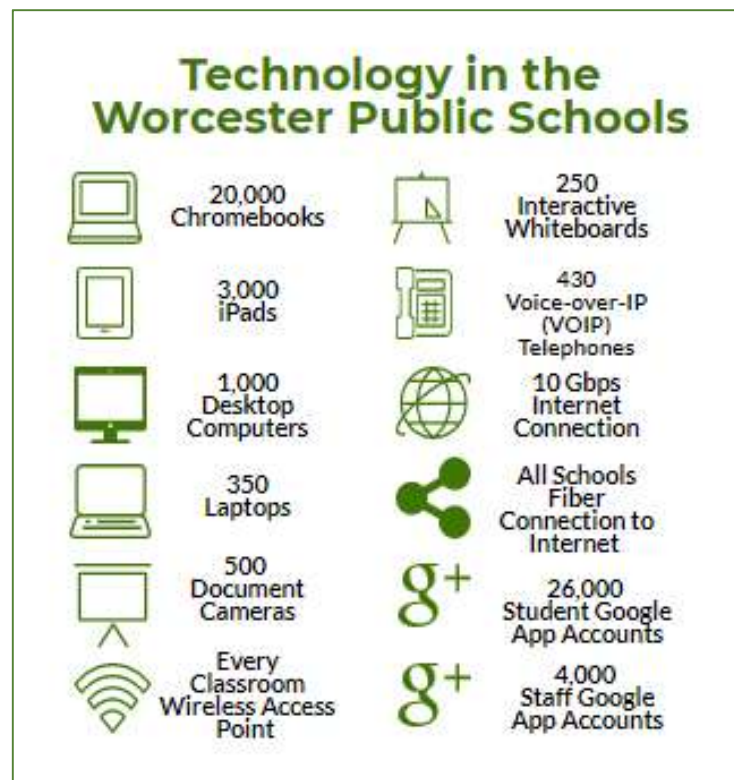
For FY21 the Capital Improvement Budget for the Worcester Public Schools is based on \$500,000. The Administration has proposed the following capital equipment purchases:

Student Transportation (Fleet Maintenance Equipment)	\$ 60,000
Facilities Department (School-based and District Equipment)	\$200,000
Technology Infrastructure	<u>\$240,000</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 increased use of technology, the district has entered into a new lease that provides 16,000 student Chromebooks in the classroom and 2,100 Chromebooks for teachers and other support personnel. The district also maintains other donated Chromebooks and approximately 1,000 Windows desktop 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.

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





Capital Improvement Plan

Five-Year Capital Equipment Budget Plan

Area	2020-21	2021-22	2022-23	2023-24	2024-25	5-Year Total
Facilities Department						
Vehicle Replacement and Equipment	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Student Transportation Department						
Vehicle Replacement and Equipment	\$60,000	\$110,000	\$110,000	\$110,000	\$110,000	\$500,000
Information Technology						
Infrastructure Replacement	\$240,000	\$190,000	\$190,000	\$190,000	\$190,000	\$1,000,000
Total Capital Improvement Plan	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

Technology Plan: Support the 20,000 Chromebooks, 3,000 iPads, 1,000 desktop computers, and 275 laptops in the district, as well as document cameras, interactive whiteboards, and the 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		Inventory Details (Quantity/Model Year)
	Status	Location	
23 Mid-Size School Buses	Own	Fremont Street Bus Yard	1/2007, 2/2008, 7/2010, 4/2011, 3/2012, 6/2014
20 Mid-Size School Buses	Lease	Fremont Street Bus Yard	8/2017, 12/2018
13 71-Passenger Buses	Lease	Fremont Street Bus Yard	13/2019
3 77-Passenger Buses	Own	Fremont Street Bus Yard	1/2019, 2/2020
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		Inventory Details (Quantity/Model Year)
	Status	Location	
15 Pickup/Dump Trucks with Plow and Sander	Own	Foley Stadium (Utility Crew)	1/1999, 2/2004, 2/2005, 1/2006, 1/2009, 1/2013, 1/2014, 1/2016, 1/2017, 4/2019
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)	1999
1 Delivery Van	Own	Foley Stadium (Utility Crew)	2010
2 Utility Vehicles	Own	Foley Stadium (Utility Crew)	1/1996, 1/2014
2 Utility Vehicles	Own	Worcester Technical High School	2/2006
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
2020-2021 Projects				
Vernon Hill School	Boiler Replacement	\$378,000	\$1,422,000	\$1,800,000
Worcester Arts Magnet	Roof Replacement	\$840,000	\$3,160,000	\$4,000,000
Roosevelt	Traffic Reconfiguring (Phase 1)	\$500,000		\$500,000
Worcester East Middle	Replace Fire Alarm	\$300,000		\$300,000
Vernon Hill	Replace Auditorium Seating	\$300,000		\$300,000
Lincoln Street	Bathroom Renovation (Phase 2)	\$300,000		\$300,000
West Tatnuck	Replace Fire Alarm	\$250,000		\$250,000
McGrath Elementary	Replace Gym / Cafeteria Floor	\$100,000		\$100,000
West Tatnuck	Replace Cafeteria Floor	\$100,000		\$100,000
Various Locations	Paving	\$100,000		\$100,000
Various Locations	Flooring	\$75,000		\$75,000
Various Locations	Upgrade Building Controls	\$75,000		\$75,000
Various Locations	Cameras / Security	\$75,000		\$75,000
Administration/Engineering		\$100,000		\$100,000
2020-2021 Projects		\$3,493,000	\$4,582,000	\$8,075,000
2021-2022 Projects				
Wawecus Road School	Roof Replacement	\$399,000	\$1,501,000	\$1,900,000
Union Hill School	Roof Replacement	\$525,000	\$1,975,000	\$2,500,000
Roosevelt Elementary	Traffic Reconfiguring (Phase 2)	\$500,000		\$500,000
Worcester East Middle	Bathroom Renovations	\$425,000		\$425,000
Chandler Elementary	Bathroom Renovations	\$425,000		\$425,000
Elm Park Community	Replace Boilers	\$300,000		\$300,000
Elm Park Community	Replace Gym Floor	\$325,000		\$325,000
Chandler Elementary	Intercom System Replacement	\$100,000		\$100,000
Various Locations	Paving	\$100,000		\$100,000
Various Locations	Flooring	\$100,000		\$100,000
Various Locations	Upgrade Building Controls	\$100,000		\$100,000
Various Locations	Cameras/Security	\$100,000		\$100,000
Administration/Engineering		\$100,000		\$100,000
2021-2022 Projects		\$3,499,000	\$3,476,000	\$6,975,000
2022-2023 Projects				
Gates Lane School	Boiler Replacement	\$577,500	\$2,172,500	\$2,750,000
Clark Street School	Boiler Replacement	\$420,000	\$1,580,000	\$2,000,000
Canterbury Street	Replace Boilers	\$400,000		\$400,000
Burncoat Middle	Bathroom Renovations	\$450,000		\$450,000
Flagg Street	Bathroom Renovations	\$450,000		\$450,000
Goddard	Renovate Auditorium	\$300,000		\$300,000
Lincoln Street	Front Parking & Walkway	\$200,000		\$200,000
Thorndyke	Cafeteria Floor	\$100,000		\$100,000
Various Locations	Paving	\$100,000		\$100,000
Various Locations	Flooring	\$100,000		\$100,000
Various Locations	Door Replacement	\$100,000		\$100,000
Various Locations	Upgrade Building Controls	\$100,000		\$100,000
Various Locations	Cameras/Security	\$100,000		\$100,000
Administration/Engineering		\$100,000		\$100,000
2022-2023 Projects		\$3,497,500	\$3,752,500	\$7,250,000



Capital Improvement Plan

Five-Year Building Renovation Budget Plan

School	Repair/Replacement Projects	Estimated City Share	Estimated MSBA Share	Estimated Total Project Cost
2023-2024 Projects				
Elm Park Community	Roof Replacement	\$1,050,000	\$3,950,000	\$5,000,000
University Park Campus	Roof Replacement	\$315,000	\$1,185,000	\$1,500,000
Burncoat Middle	Replace Boilers	\$450,000		\$450,000
Jacob Hiatt Magnet	Bathroom Renovations	\$450,000		\$450,000
May Street	Bathroom Renovations	\$450,000		\$450,000
Greendale Head Start	Repave Parking Lot	\$200,000		\$200,000
Various Locations	Paving	\$100,000		\$100,000
Various Locations	Flooring	\$100,000		\$100,000
Various Locations	Door Replacement	\$100,000		\$100,000
Various Locations	Upgrade Building Controls	\$100,000		\$100,000
Various Locations	Cameras	\$100,000		\$100,000
Administration/Engineering		\$100,000		\$100,000
2023-2024 Projects		\$3,515,000	\$5,135,000	\$8,650,000
2024-2025 Projects				
Canterbury Street School	Roof Replacement	\$577,500	\$2,172,500	\$2,750,000
City View Discovery School	Roof Replacement	\$682,500	\$2,567,500	\$3,250,000
Columbus Park	Bathroom Reovation	\$450,000		\$450,000
Grafton Street	Bathroom Reovation	\$450,000		\$450,000
McGrath/Forest Grove	Repave Road	\$450,000		\$450,000
Worcester Arts Magnet	Cafeteria Floor	\$250,000		\$250,000
Various Locations	Paving	\$100,000		\$100,000
Various Locations	Flooring	\$100,000		\$100,000
Various Locations	Door Replacement	\$100,000		\$100,000
Various Locations	Upgrade Building Controls	\$100,000		\$100,000
Various Locations	Cameras/Security	\$100,000		\$100,000
Administration/Engineering		\$100,000		\$100,000
2019-2020 Projects		\$3,460,000	\$4,740,000	\$8,200,000
TOTAL PROJECTS		\$17,464,500	\$21,685,500	\$39,150,000

Capital Improvement Plan

Overall Capital Improvement Plan Budget Plan

Funding Source	Budget 2020-2021	Forecast 2021-2022	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Total Projects
City Borrowed Funds	\$3,993,000	\$3,999,000	\$3,997,500	\$4,015,000	\$3,960,000	\$19,964,500
MSBA	\$4,582,000	\$3,476,000	\$3,752,500	\$5,135,000	\$4,740,000	\$21,685,500
Total Funding Sources	\$8,575,000	\$7,475,000	\$7,750,000	\$9,150,000	\$8,700,000	\$41,650,000
Expenditures (by category)						
Facilities	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Projects at Existing Schools	\$8,075,000	\$6,975,000	\$7,250,000	\$8,650,000	\$8,200,000	\$41,650,000
Student Transportation	\$60,000	\$110,000	\$110,000	\$110,000	\$110,000	\$500,000
Technology	\$240,000	\$190,000	\$190,000	\$190,000	\$190,000	\$1,000,000
Total Capital Improvement Plan	\$8,575,000	\$7,475,000	\$7,750,000	\$9,150,000	\$8,700,000	\$41,650,000



Our teacher
became a U.S.
President

John Adams

Our student was
the father of
modern rocketry

Robert H. Goddard



LINE ITEM BUDGET

Worcester Public Schools



Financial



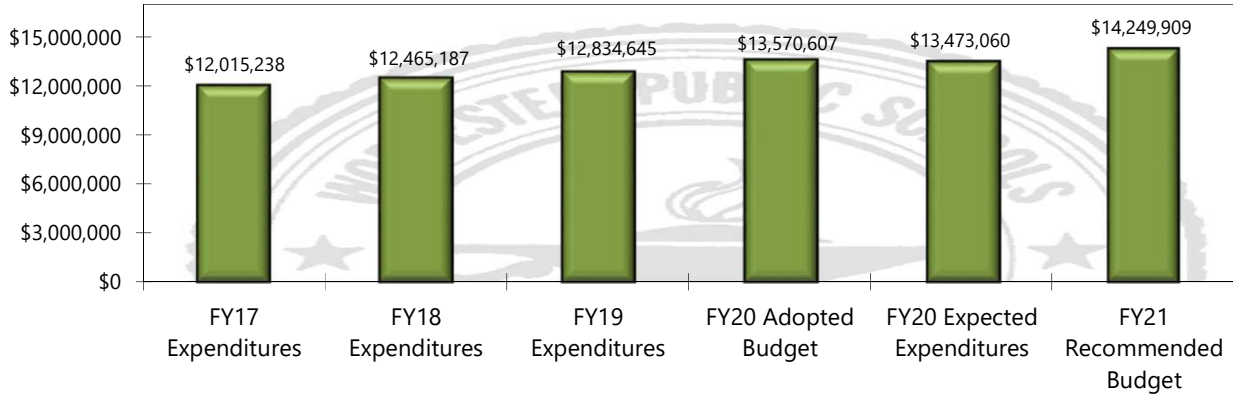
BUDGET SUMMARY BY ACCOUNT						
FY20 to FY21						
<u>Account</u>	<u>Account Title</u>	<u>FY20 Adopted</u>	<u>FY20 Expected</u>	<u>FY21 Recommended</u>	<u>\$ Change</u>	<u>% Change</u>
500-91110	Administration Salaries	\$13,570,607	\$13,473,060	\$14,249,909	\$679,302	5.0%
500-91111	Teacher Salaries	\$178,219,800	\$175,513,274	\$185,222,212	\$7,002,412	3.9%
500-91112	School Committee Salaries	\$88,692	\$91,322	\$98,628	\$9,936	11.2%
500-91114	Classroom Substitutes Salaries	\$2,535,850	\$1,933,632	\$2,439,515	-\$96,335	-3.8%
500-91115	Instructional Assistants Salaries	\$11,861,092	\$11,958,736	\$13,962,930	\$2,101,837	17.7%
500-91116	Athletic Coach Salaries	\$705,723	\$645,433	\$712,702	\$6,980	1.0%
540-91117	Transportation Salaries	\$3,699,673	\$3,821,782	\$4,374,990	\$675,316	18.3%
500-91118	Supplemental Program Salaries	\$1,722,466	\$1,464,888	\$1,755,466	\$33,000	1.9%
500-91119	Custodial Salaries	\$7,244,180	\$7,392,714	\$7,541,209	\$297,029	4.1%
500-91120	Maintenance Services Salaries	\$2,067,348	\$1,781,783	\$2,322,454	\$255,106	12.3%
500-91121	Administrative Clerical Salaries	\$3,396,448	\$3,247,280	\$3,607,045	\$210,597	6.2%
500-91122	School Clerical Salaries	\$2,246,483	\$2,315,201	\$2,420,178	\$173,696	7.7%
500-91123	Non-Instructional Support Salar	\$2,723,613	\$2,529,657	\$2,738,924	\$15,311	0.6%
540-91124	Crossing Guard Salaries	\$507,469	\$508,970	\$518,320	\$10,851	2.1%
500-91133	School Nurses Salaries	\$5,746,381	\$5,593,892	\$5,973,882	\$227,501	4.0%
500-91134	Educational Support Salaries	\$5,245,497	\$5,041,448	\$4,174,342	-\$1,071,155	-20.4%
540-97201	Transportation Overtime	\$648,804	\$753,375	\$700,000	\$51,196	7.9%
500-97203	Custodian Overtime	\$1,100,050	\$992,379	\$1,122,051	\$22,001	2.0%
500-97204	Maintenance Services Overtime	\$158,458	\$157,961	\$161,627	\$3,169	2.0%
500-97205	Support Overtime	\$72,334	\$116,975	\$73,780	\$1,447	2.0%
Salary Total		\$243,560,967	\$239,333,761	\$254,170,164	\$10,609,197	4.4%
500101-96000	Retirement	\$18,580,578	\$18,600,460	\$19,683,751	\$1,103,173	5.9%
540103-92000	Transportation	\$16,313,235	\$14,933,959	\$18,030,031	\$1,716,795	10.5%
500122-92000	Athletics Ordinary Maintenance	\$456,592	\$421,592	\$465,819	\$9,228	2.0%
500123-96000	Health Insurance	\$47,648,023	\$47,507,351	\$51,521,725	\$3,873,702	8.1%
500125-92000	Other Insurance Programs	\$61,688	\$62,962	\$63,086	\$1,398	2.3%
500129-92000	Workers Compensation	\$1,930,005	\$1,962,628	\$1,967,646	\$37,641	2.0%
500130-92000	Personal Services	\$2,279,319	\$2,489,328	\$2,662,087	\$382,767	16.8%
500132-92000	Special Education Tuition	\$19,804,695	\$19,043,094	\$20,068,553	\$263,858	1.3%
500133-92000	Printing & Postage	\$276,366	\$481,020	\$317,272	\$40,906	14.8%
500-92204	Instructional Materials	\$4,216,261	\$8,098,261	\$3,965,969	-\$250,292	-5.9%
500136-92000	Miscellaneous Education OM	\$4,007,377	\$5,841,501	\$4,141,378	\$134,001	3.3%
500137-96000	Unemployment Compensation	\$411,463	\$769,899	\$732,000	\$320,537	77.9%
500146-92000	Building Utilities	\$5,634,835	\$4,902,710	\$6,230,254	\$595,420	10.6%
500152-92000	Facilities Department OM	\$4,353,925	\$5,086,490	\$4,435,469	\$81,544	1.9%
Non-Salary Total		\$125,974,362	\$130,201,255	\$134,285,040	\$8,310,678	6.6%
WPS General Fund		\$369,535,329	\$369,535,016	\$388,455,204	\$18,919,875	5.1%
Grant Programs		\$33,807,867	\$33,807,867	\$32,999,820	-\$808,047	-2.4%
Child Nutrition Program		\$15,256,867	\$14,698,741	\$15,146,573	-\$110,294	-0.7%
Other Special Revenue		\$7,088,513	\$7,088,513	\$5,280,083	-\$1,808,430	-25.5%
Total All Sources		\$425,688,576	\$425,130,137	\$441,881,680	\$16,193,104	3.8%



500-91110

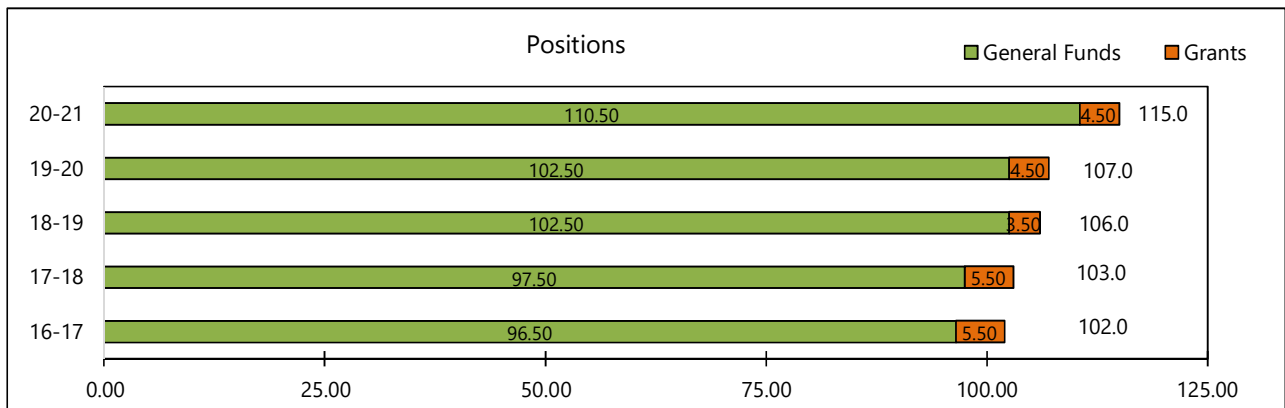
ADMINISTRATION SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$13,570,607	\$13,473,060	\$14,249,909	5%
GRANT SOURCES	\$599,088	\$599,088	\$470,778	-21%
TOTAL ADMINISTRATION	\$14,169,695	\$14,072,148	\$14,720,687	4%



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.

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) A. System Supervision (8)	\$1,199,926	\$1,107,557	\$1,296,628	8%
(2000) B. Teaching & Learning Division (13.5)	\$1,901,243	\$1,736,804	\$1,824,632	-4%
(2000) C. School-Based Supervision (90)	\$10,469,437	\$10,628,699	\$11,128,648	6%
TOTAL	\$13,570,607	\$13,473,060	\$14,249,909	5%

POSITION HISTORY



500-91110

ADMINISTRATION SALARIES

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(1000) A. System Supervision (8)	\$1,199,926	\$1,107,557	\$1,296,628	8%

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, Chief Diversity Officer, Information Technology Officer, and Budget Director.

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. Teaching & Learning Division (13.5)	\$1,901,243	\$1,736,804	\$1,824,632	-4%

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 one School Turnaround Manager. The FY21 reduces one School Turnaround Manager for Middle Schools. This account also funds the Director of Athletics, two Assistant Directors of Special Education and one Assistant Director of English Language Learners. 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.

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. School-Based Supervision (90)	\$10,469,437	\$10,628,699	\$11,128,648	6%

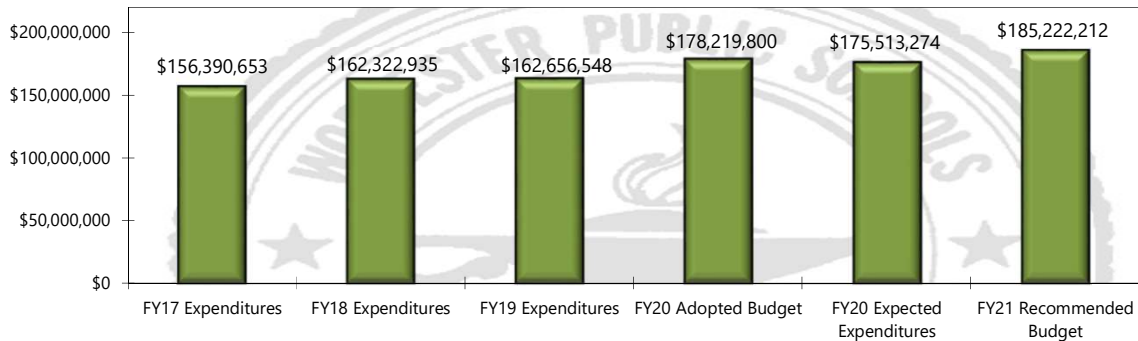
The School-Based positions are forty-five building principals (includes New Citizens Center), thirty-two secondary assistant principals, five alternative program coordinators (Alternative School, Creamer Center (2), Challenge and Reach Academies, and NCC Young Adult program), two special education coordinators (ACT at Chandler Magnet, and Special Education Transitions Program), two supervisors of Child Study, supervisor of special education, and two Directors of Technical Education. The line includes an additional Director of Technical Education that was converted from the Teacher Account (500-91111) during FY20, as well as the Director of Innovation Pathways that is no longer partially funded by state grant. School leaders are responsible for fulfilling the district's improvement strategies by delivering on high expectations and outstanding results for every student. Continuous improvement of a school relies upon the school leader developing and implementing the school accountability plan, using formative and summative data effectively, and building capacity among all of the instructional staff. Effective planning and deep implementation of effective instruction that leads to high levels of student achievement and college and career readiness for every student.



500-91111

TEACHER SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$178,219,800	\$175,513,274	\$185,222,212	4%
GRANT SOURCES	\$7,469,384	\$7,469,384	\$7,177,763	-4%
TOTAL TEACHERS	\$185,689,184	\$182,982,658	\$192,399,975	4%



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 2,344 general fund positions for the FY21 budget compared to 2,299 of the final FY20 budget and includes all school-based and itinerant personnel. The account is supplemented by 87 teaching positions from various grant sources. More detail about individual disciplines is included on the following pages.

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(2000) A. Elementary Teachers (609)	\$48,906,973	\$48,164,250	\$48,114,796	-2%
(2000) B. Secondary Teachers (770)	\$59,168,912	\$58,270,346	\$60,866,402	3%
(2000) C. Elementary Itinerants (110)	\$8,990,822	\$8,854,284	\$8,690,686	-3%
(2000) D. Student Support Services (153)	\$11,393,542	\$11,220,515	\$12,087,954	6%
(2000) E. Special Education (509)	\$35,343,232	\$34,806,494	\$40,214,172	14%
(2000) F. English Learners (189)	\$14,106,290	\$13,892,066	\$14,932,178	6%
(2000) G. District-Wide Support (4)	\$310,028	\$305,320	\$316,025	2%
TOTAL	\$178,219,800	\$175,513,274	\$185,222,212	4%

POSITION HISTORY - ALL POSITIONS



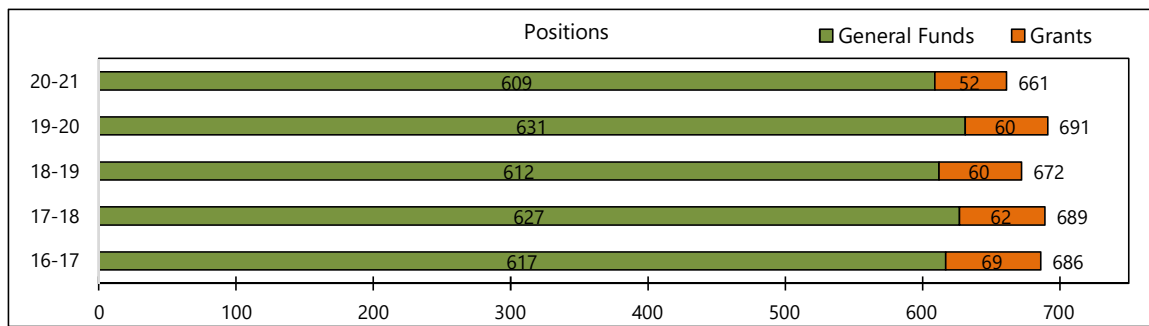
500-91111

TEACHER SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(2000) A. Elementary Teachers (609)	\$48,906,973	\$48,164,250	\$48,114,796	-2%

The elementary component of the 500-91111 account provides the teaching staff for all of our elementary schools. This account is recommended to be level funded for FY21, however the elementary classroom allocations have been restructured due to enrollment changes. Twenty-two preschool positions have been moved to the special education line item to capture all preschool positions. Grant sources provide an additional 52 teaching positions for the elementary grades, including Focus Instructional Coaches, Lead Teachers, Librarian and Intervention Teachers. The average pupil/teacher ratio with this allocation of resources is estimated to be approximately 21.0 students per teacher.

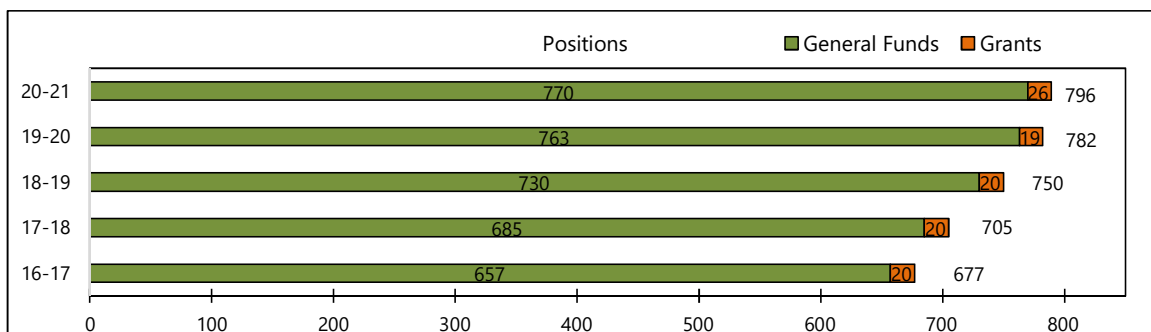
POSITION HISTORY - ELEMENTARY



	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(2000) B. Secondary Teachers (770)	\$59,168,912	\$58,270,346	\$60,866,402	3%

The secondary school teaching component is made up of various contract disciplines that provide instruction to students in the middle and high schools. The FY21 recommended staffing includes four new positions to address increased enrollment and student course selections. During the 2019-2020 school year, the district added two additional secondary positions for Health and Safety and an expected reallocation from the Perkins funding. 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 26 teaching positions for the secondary schools are supported through grant funds, including Focus Instructional Coaches and Vocational/Technical teachers funded through the Perkins grant.

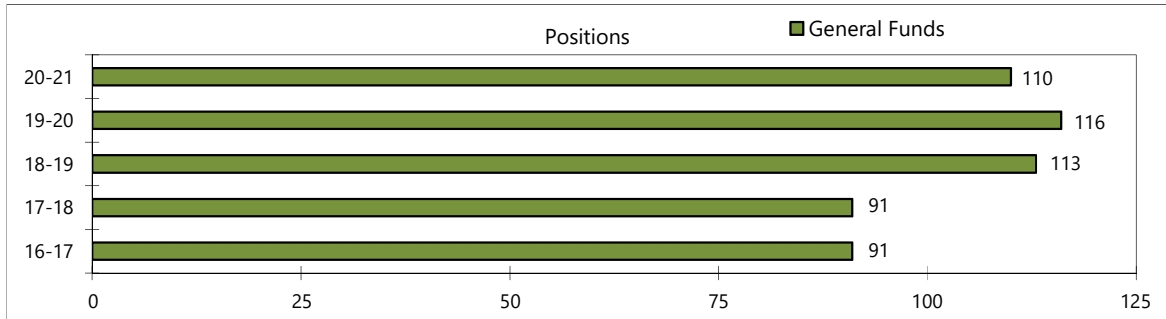
POSITION HISTORY - SECONDARY



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

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(2000) C. Elementary Itinerants (110)	\$8,990,822	\$8,854,284	\$8,690,686	-3%

This account includes all elementary, itinerant and liaison staffing for the Art, Music, Physical Education and Health programs of the elementary grades. The additional six preschool enrichment positions have been reallocated.

POSITION HISTORY - ELEMENTARY ITINERANTS

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(2000) D. Student Support Services (153)	\$11,393,542	\$11,220,515	\$12,087,954	6%

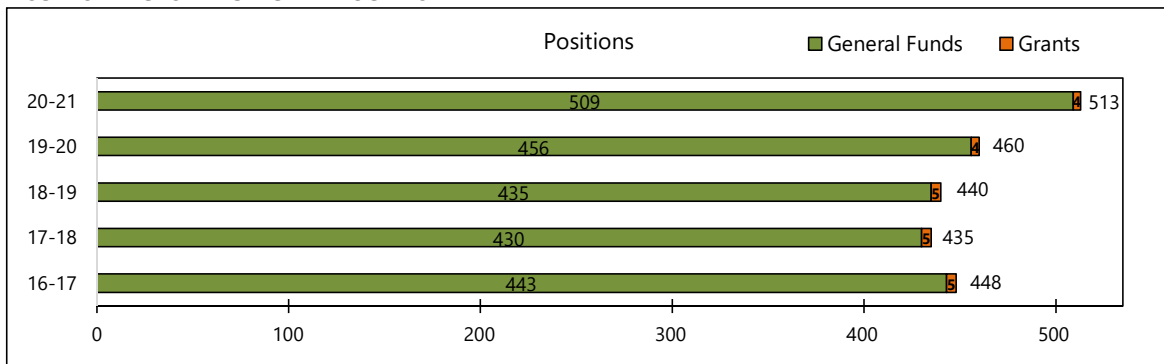
The Student Support Department consists of 30 School Psychologists, 74 School Adjustment Counselors and 48 Guidance Counselors. The FY21 budget recommends an increase of two school psychologists. During the 2019-2020 school year, the district added one school adjustment counselors, one psychologist and two additional guidance counselors for Early College and Career Pathways. An additional school adjustment/homeless liaison position is funded through grants.

POSITION HISTORY - STUDENT SUPPORT SERVICES

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

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21	% Change From Present Budget
			Recommended Budget	
(2000) E. Special Education (509)	\$35,343,232	\$34,806,494	\$40,214,172	14%

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 2019-2020 school year, the district added two teachers for the elementary grades due to enrollment shifts. The FY21 budget recommends an increase of seven positions. Twenty-two preschool positions were previously allocated to the elementary teacher line have been moved to the special education line item to capture all 35 positions. Also, 22 behavioral specialist positions have been reallocated from the Education Support Account (500-91134). An additional four teaching positions are supported through grant funds.

POSITION HISTORY - SPECIAL EDUCATION

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21	% Change From Present Budget
			Recommended Budget	
(2000) F. English Learners (189)	\$14,106,290	\$13,892,066	\$14,932,178	6%

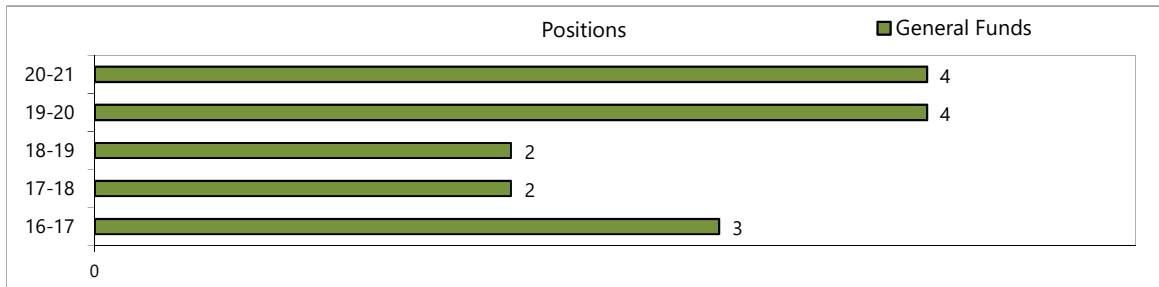
English as a Second Language (ESL) teaching staff provides the English language development instruction portion of the Sheltered English Immersion Program for English Learners, in accordance with each student's proficiency level. Positions are annually reallocated based upon changes to the level of service for students at individual schools. Also, included in this line item are dual language teachers and transitional bilingual education teachers. The FY21 budget includes the addition of six teachers to address student enrollment, one staff was added during the 2019-2020 school year. An additional five positions are supported through grant funds.

POSITION HISTORY - ENGLISH LANGUAGE LEARNERS

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

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(2000) G. District-Wide Support (4)	\$310,028	\$305,320	\$316,025	2%

The Technology Integration Specialist positions support all teachers throughout the district with professional development on the use of technologies and integrating technology into the curriculum. These positions support the district in remaining up to date with the new and emerging technologies, as well as online course development and facilitation around teaching and learning. This account is recommended to be level funded for FY21

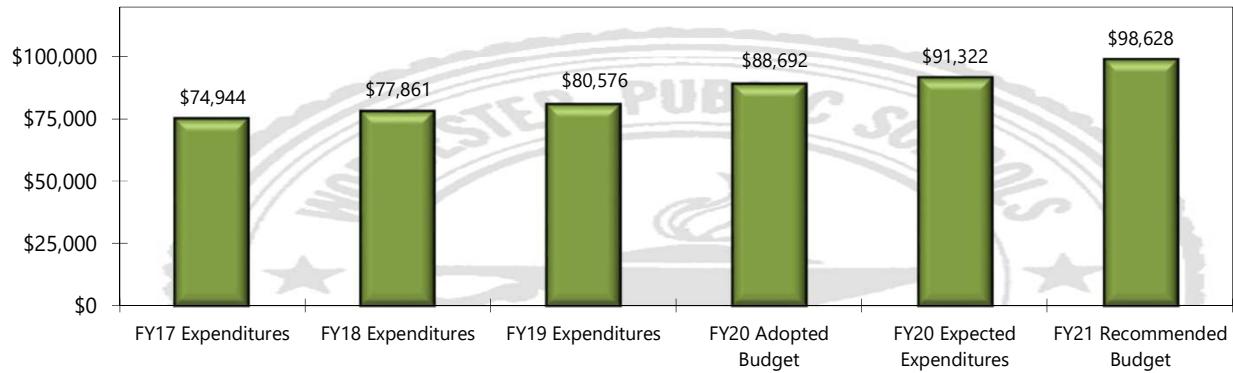
POSITION HISTORY - DISTRICT-WIDE SUPPORT



500-91112

SCHOOL COMMITTEE SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$88,692	\$91,322	\$98,628	11%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL SCHOOL COMMITTEE	\$88,692	\$91,322	\$98,628	11%



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.

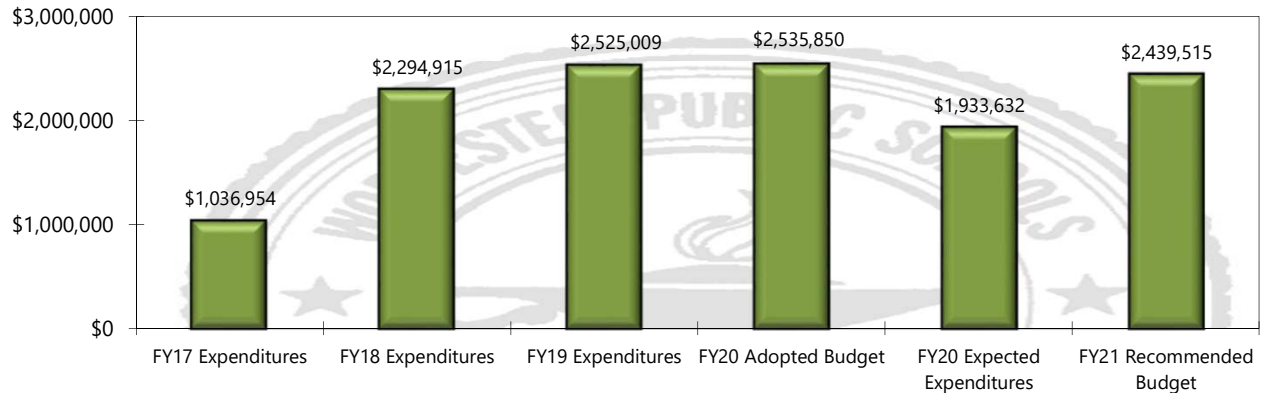
	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) A. School Committee Salaries	\$88,692	\$91,322	\$98,628	11%
TOTAL	\$88,692	\$91,322	\$98,628	11%



500-91114

TEACHER SUBSTITUTE SALARIES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,535,850	\$1,933,632	\$2,439,515	-4%
GRANT SOURCES	\$5,000	\$5,000	\$5,000	0%
TOTAL TEACHER SUBSTITUTE SALARIES	\$2,540,850	\$1,938,632	\$2,444,515	-4%



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. The daily substitute rate has been increased from \$75 to \$80 and the long term substitute rate is the expected rate for the 2020-2021 school year, in accordance with the collective bargaining agreement with the Educational Association of Worcester.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Long Term Substitutes	\$1,350,850	\$907,568	\$1,191,515	-12%
(2000) B. Day-By-Day Substitutes	\$945,000	\$749,810	\$1,008,000	7%
(2000) C. Contractual Classroom Coverage	\$240,000	\$276,254	\$240,000	0%
TOTAL	\$2,535,850	\$1,933,632	\$2,439,515	-4%

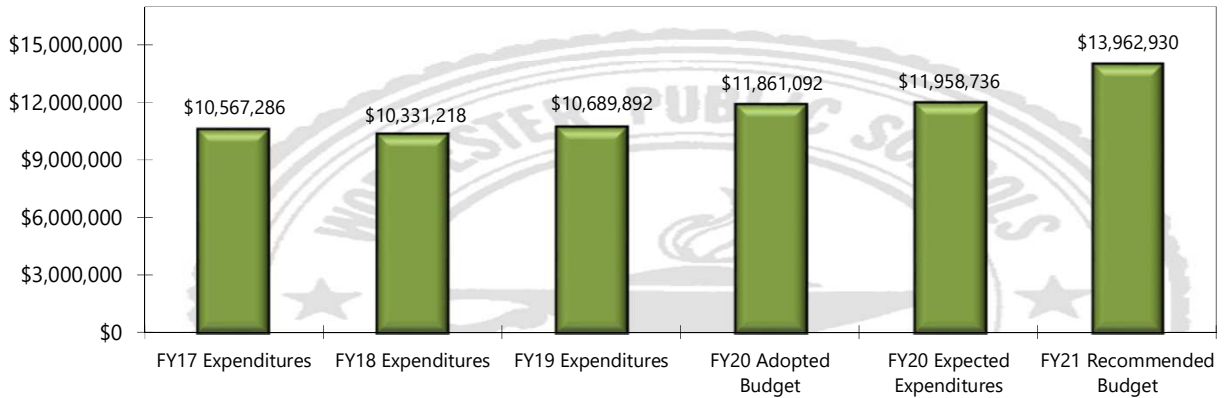
POSITION HISTORY



500-91115

INSTRUCTIONAL ASSISTANT SALARIES

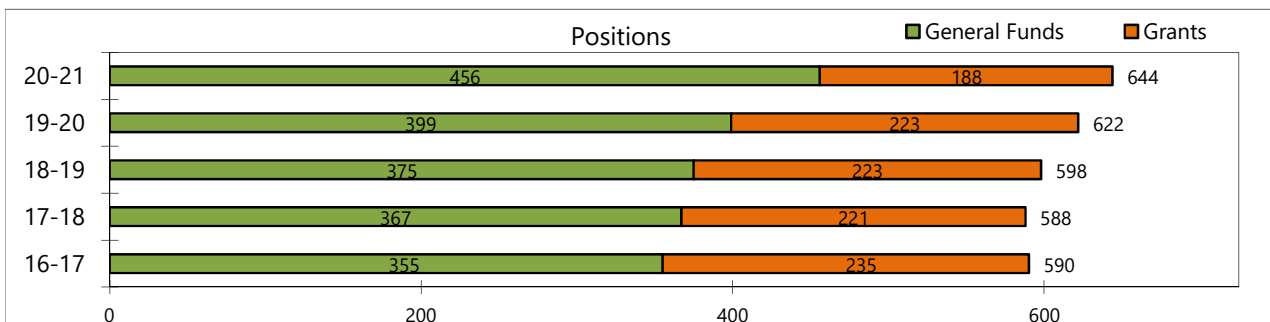
	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$11,861,092	\$11,958,736	\$13,962,930	18%
GRANT SOURCES	\$6,658,109	\$6,658,109	\$5,971,029	-10%
TOTAL INSTRUCTIONAL ASSISTANTS	\$18,519,201	\$18,616,845	\$19,933,959	8%



This account funds 456 general fund instructional assistants (IA) in the following areas: Special Education, English Language Learners, Preschool, Kindergarten, Bilingual Office Aides, and other specialized areas. Federal grants fund 188 additional IA positions in the areas of Special Education. The FY21 budget reflects all expected salary costs for this group of employees, as well as an increase of ten additional kindergarten instructional assistants added during FY20. The FY21 budget also reflects eleven additional special education and two additional english language learner instructional assistants. Other specific detail of changes are explained in the discipline sections of the next page.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Special Education (343)	\$8,574,550	\$8,650,884	\$9,975,998	16%
(2000) B. English Learners (7)	\$146,345	\$172,509	\$208,981	43%
(2000) C. Kindergarten (73)	\$1,785,409	\$1,836,005	\$2,120,832	19%
(2000) D. Other (33)	\$1,354,788	\$1,299,338	\$1,657,119	22%
TOTAL	\$11,861,092	\$11,958,736	\$13,962,930	18%

POSITION HISTORY



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

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) A. Special Education (343)	\$8,574,550	\$8,650,884	\$9,975,998	16%

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 FY21 budget reflects eleven additional special education positions to be assigned, 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. All Title I funded positions have been moved to the general fund. The FY21 IDEA grant award is anticipated to be level funded.

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) B. English Learners (7)	\$146,345	\$172,509	\$208,981	43%

This account provides seven English Learner instructional assistants that support alternative locations and dual language programs at Roosevelt and Chandler Magnet. The FY21 budget reflects two additional positions for the dual language program. All positions in this line item are funded through the general fund.

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) C. Kindergarten (73)	\$1,785,409	\$1,836,005	\$2,120,832	19%

The district assigns a total of seventy-three kindergarten instructional assistant positions to many kindergarten classrooms throughout the district based on enrollment and school needs. The FY21 budget reflects the increase of ten additional kindergarten instructional assistants added during FY20.

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) D. Other (33)	\$1,354,788	\$1,299,338	\$1,657,119	22%

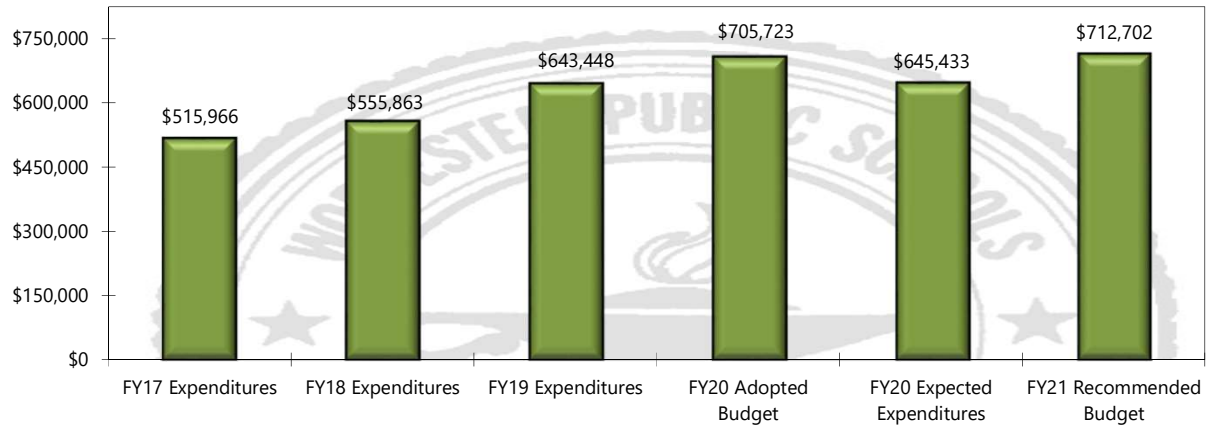
These positions assist students, teachers and parents in several areas: Fifteen bilingual office aides for schools, three supporting Challenge and Reach Academies, one supporting The Gerald Creamer Center, three supporting Goddard elementary, nine classroom assistants for teachers with disabilities, one school safety (Burncoat High School), and one assistant for the processing of CORI checks in the Human Resource Department. The instructional assistant position that works in the Office of School and Student Performance has been converted to the Non-Instructional Account (500-91123). The increase of this line reflects the change of the additional stipends for instructional assistants located at schools with state approved Level 4 Turnaround or Exit Assurance Plans are no longer funded through the Title I grant. The state's expanded learning time grant has been eliminated.



500-91116

ATHLETIC COACH SALARIES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$705,723	\$645,433	\$712,702	1%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL ATHLETIC SALARIES	\$705,723	\$645,433	\$712,702	1%



This salary account provides for the 203 part-time coaches that service students in all high school athletic programs and 22 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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Fall Sports (High School)	\$248,269	\$217,230	\$252,699	2%
(3000) B. Winter Sports (High School)	\$169,116	\$147,467	\$171,402	1%
(3000) C. Spring Sports (High School)	\$166,288	\$166,288	\$166,551	0%
(3000) D. Middle School Programs	\$85,477	\$80,131	\$85,477	0%
(3000) E. Athletic Liaisons	\$18,541	\$18,540	\$18,541	0%
(3000) F. Cheerleader Teams	\$18,032	\$15,777	\$18,032	0%
TOTAL	\$705,723	\$645,433	\$712,702	1%

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Fall Sports (High School)	\$248,269	\$217,230	\$252,699	2%

This account supports 85 fall sports coaches within the district's high schools for the following sports: Football, Soccer, Field Hockey, Crew, Cross Country, Volleyball, Cheerleading, and Golf

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Winter Sports (High School)	\$169,116	\$147,467	\$171,402	1%

This account supports 59 winter sports coaches within the district's high schools for the following sports: Basketball, Track, Hockey, Swimming, Cheerleading, and Wrestling

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Spring Sports (High School)	\$166,288	\$166,288	\$166,551	0%

This account supports 59 spring sports coaches within the district's high school for the following sports: Baseball, Softball, Tennis, Outdoor Track, Crew, Lacrosse, Volleyball, and Golf

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Middle School Programs	\$85,477	\$80,131	\$85,477	0%

This account supports the intramural programs, providing afterschool activities at all middle schools. The FY21 budget accounts for 22 coaching staff consisting of intramural and middle sports for the three athletic seasons, along with a middle school coordinator stipend for programming.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Athletic Liaisons	\$18,541	\$18,540	\$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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Cheerleader Teams	\$18,032	\$15,777	\$18,032	0%

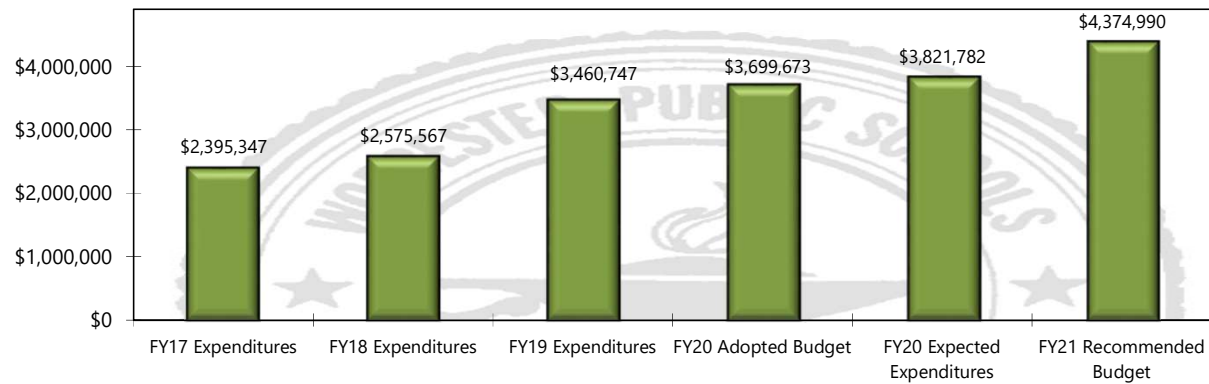
The account provides four cheerleading coaches at Doherty, North, South, and Worcester Technical High Schools.



540-91117

TRANSPORTATION SALARIES

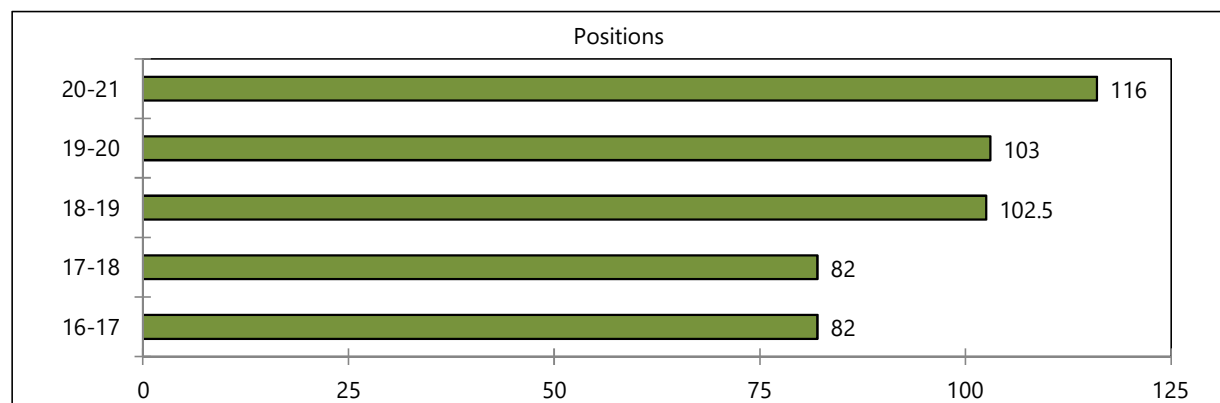
	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$3,699,673	\$3,821,782	\$4,374,990	18%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL TRANSPORTATION SALARIES	\$3,699,673	\$3,821,782	\$4,374,990	18%



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.

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Administration (2)	\$224,988	\$224,988	\$229,426	2%
(3000) B. Transportation - Operations (9)	\$482,979	\$469,574	\$571,813	18%
(3000) C. Special Education Drivers (45)	\$1,654,697	\$1,654,710	\$1,909,350	15%
(3000) D. Special Education Bus Monitors (44)	\$979,883	\$1,070,956	\$1,216,123	24%
(3000) E. Large Bus Drivers (16)	\$357,126	\$401,554	\$448,278	26%
TOTAL	\$3,699,673	\$3,821,782	\$4,374,990	18%

POSITION HISTORY





540-91117

TRANSPORTATION SALARIES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Transportation - Administration (2)	\$224,988	\$224,988	\$229,426	2%

The Director and Assistant Director of Transportation are responsible for all bus routing and scheduling of 11,400 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 14 large buses, 41 mid-size buses that include monitors, as well as being integrated with the contracted services of 87 large, 33 mid-size, 4 mid-day preschool wheelchair and 21 wheelchair routes within the district on a daily basis.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Transportation - Operations (9)	\$482,979	\$469,574	\$571,813	18%

This account includes an operations supervisor, supervisor of safety & training, two transportation routers, three transportation liaisons for customer service, and a service supervisor. The FY21 reflects the addition of a mechanic converted from a reduction of contracted services in the Transportation Account (540103-92000). These positions provide necessary supervision and support of district operated transportation and coordinating operations with the district's outside contractors.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Special Education Drivers (45)	\$1,654,697	\$1,654,710	\$1,909,350	15%

The Special Education Drivers line item consists of 45 full and school 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 FY21 increase reflects the addition of five drivers for additional routes necessary due to the elimination of the State's extended learning grant and other programming needs, as well as the expected salary cost for this group of employees.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Special Education Bus Monitors (44)	\$979,883	\$1,070,956	\$1,216,123	24%

This account provides funding for 44 bus monitors who are assigned to buses transporting special needs students (approximately 850). All Special Education buses are assigned a bus monitor and the FY21 increase reflects the addition of five monitors for additional routes necessary due to the elimination of the State's extended learning grant and other programming needs, as well as the expected salary cost for this group of employees.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Large Bus Drivers (16)	\$357,126	\$401,554	\$448,278	26%

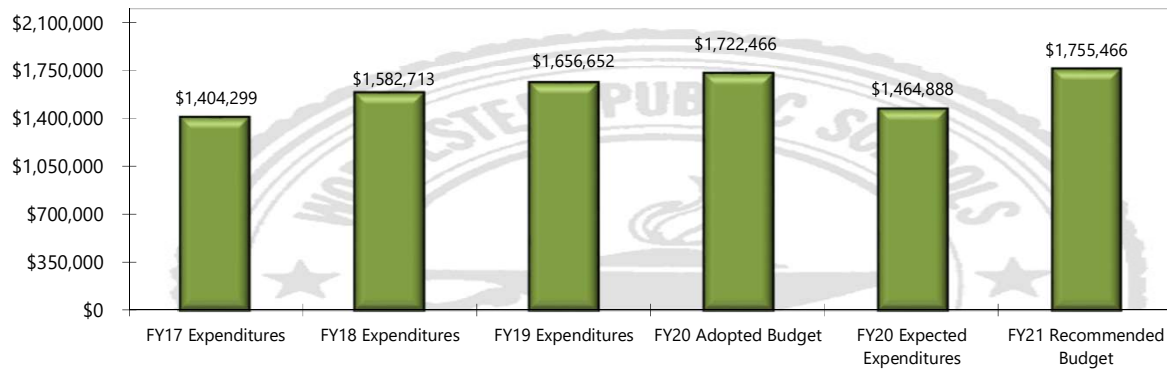
This account provides funding for 16 large bus drivers who will be assigned to 14 district operated routes, as well as all athletic transportation requirements. The FY21 increase reflects the addition of two large bus drivers during FY20 for increased student ridership, as well as the expected salary cost for this group of employees.



500-91118; 540-91118

SUPPLEMENTAL PROGRAM SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$1,722,466	\$1,464,888	\$1,755,466	2%
GRANT SOURCES	\$4,028,530	\$4,028,530	\$3,215,065	-20%
TOTAL SUPPLEMENTAL PROGRAMS	\$5,750,996	\$5,493,418	\$4,970,531	-14%



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

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(2000) A. Special Education Summer School	\$365,000	\$385,134	\$365,000	0%
(3000) B. Translation Services	\$405,600	\$339,600	\$405,600	0%
(2000) C. Gerald Creamer Center Programs	\$300,757	\$233,377	\$300,757	0%
(2000) D. Advanced Placement Program	\$77,000	\$51,910	\$77,000	0%
(2000) E. ABA Home Servicing Program	\$67,500	\$37,855	\$67,500	0%
(2000) F. AVID Programs	\$36,160	\$24,418	\$36,160	0%
(3000) G. Student Afterschool Drop-Off Center	\$30,000	\$24,018	\$30,000	0%
(2000) H. Mentoring Program	\$50,000	\$69,994	\$63,000	26%
(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	\$11,469	\$15,500	0%
(3000) L. Summer and Evening Guidance Services	\$9,500	\$7,306	\$9,500	0%
(3000) M. Library Processing	\$6,864	\$6,662	\$6,864	0%
(3000) N. Worcester Police Services	\$120,000	\$120,000	\$120,000	0%
(6000) O. Worcester Recreation Program (540-91118)	\$100,000	\$69,330	\$100,000	0%
(6000) P. Adult Education (540-91118)	\$95,585	\$40,815	\$95,585	0%
(2000) Q. Innovation Pathways	\$0	\$0	\$20,000	N/A
TOTAL	\$1,722,466	\$1,464,888	\$1,755,466	2%

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Special Education Summer School	\$365,000	\$385,134	\$365,000	0%

Some students with disabilities require extended year programs which provide academic, therapeutic and social activities to maintain the skills mastered during the school year, and to prevent substantial regression. Most of these students have significant disabilities, including multiple handicaps, autism, developmental delays, emotional disabilities, visual impairment or hearing impairment. Many students with disabilities are included in the regular education summer school programs with appropriate support. This line represents funding for summer 2020. This account is recommended to be level funded for FY21.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Translation Services	\$405,600	\$339,600	\$405,600	0%

This account provides funding that allows for various school documents and notifications for parental information to be translated in a variety of different languages by 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. This account is recommended to be level funded for FY21.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Gerald Creamer Center Programs	\$300,757	\$233,377	\$300,757	0%

The Gerald Creamer Center Programs are designed to provide a flexible schedule that allows students who are unable to attend school during the day to obtain their high school diploma. The timeframe of this program enables the students to hold a job, meet family obligations, and obtain their high school diploma simultaneously. Programs also include credit recovery for over-age students, as well as serving students that are identified as at-risk in their home schools. This account is recommended to be level funded for FY21.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Advanced Placement Program	\$77,000	\$51,910	\$77,000	0%

This account will provide funding for the district's Advanced Placement Program with a focus on access and equity through support to teachers and students. The funding will provide students with individual and small group tutoring after school, Saturdays and during vacations. Teachers are able to attend College Board and MMSI Pre-AP and AP training throughout the school year and summers, participate in vertical teaming grades 6-12, as well as district professional development to strengthen programs. This funding also includes the support of an AP Coordinator at each high school. This account is recommended to be level funded for FY21.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. ABA Home Servicing Program	\$67,500	\$37,855	\$67,500	0%

The ABA Home Servicing Program provides supports for students with autism outside of the classroom. Typically these services are provided after school hours and vacation weeks. The district continues to provide ongoing training for staff that perform these specialized services in a more cost effective manner. This account is recommended to be level funded for FY21.



500-91118; 540-91118

SUPPLEMENTAL PROGRAM SALARIES

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) F. AVID Programs	\$36,160	\$24,418	\$36,160	0%

AVID is a grade 4-12 program to prepare students for four-year college eligibility. This funding supports the monthly team meetings for the innovative teachers and site coordinators within each individual school to prepare curriculum and activities to engage students. AVID also provides support for students' transition to middle school and their college and career readiness. This account is recommended to be level funded for FY21.

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(3000) G. Student Afterschool Drop-Off Center	\$30,000	\$24,018	\$30,000	0%

This funding supports the student afterschool drop-off center located at Quinsigamond school. If a parent or guardian is not present at an afternoon bus stop, the district transports them to a central location where they are properly supervised until pick up. This account is recommended to be level funded for FY21.

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	Present Budget
(2000) H. Mentoring Program	\$50,000	\$69,994	\$63,000	26%

These funds are to provide the contractual teacher mentoring program within the district. The increase in this account reflects additional training to be provided to district staff.

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	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 FY21.

			FY21	
	FY20 Adopted	FY20 Expected	Recommended	% Change From
	Budget	Expenditures	Budget	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 FY21.

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) K. Music Enrichment Program	\$15,500	\$11,469	\$15,500	0%
This program provides district-wide instrumental lessons for students through afterschool programs. This account is anticipated to be level funded for FY21.				

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) L. Summer and Evening Guidance Services	\$9,500	\$7,306	\$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 FY21.				

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) M. Library Processing	\$6,864	\$6,662	\$6,864	0%
This program was established to provide elementary schools centralized support in order to catalog and process new books for check-out by students. This account is recommended to be level funded for FY21.				

	FY21			
	FY20 Adopted Budget	FY20 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.				

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(6000) O. Worcester Recreation Program (540-91118)	\$100,000	\$69,330	\$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 FY21.				

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(6000) P. Adult Education (540-91118)	\$95,585	\$40,815	\$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 FY21.				

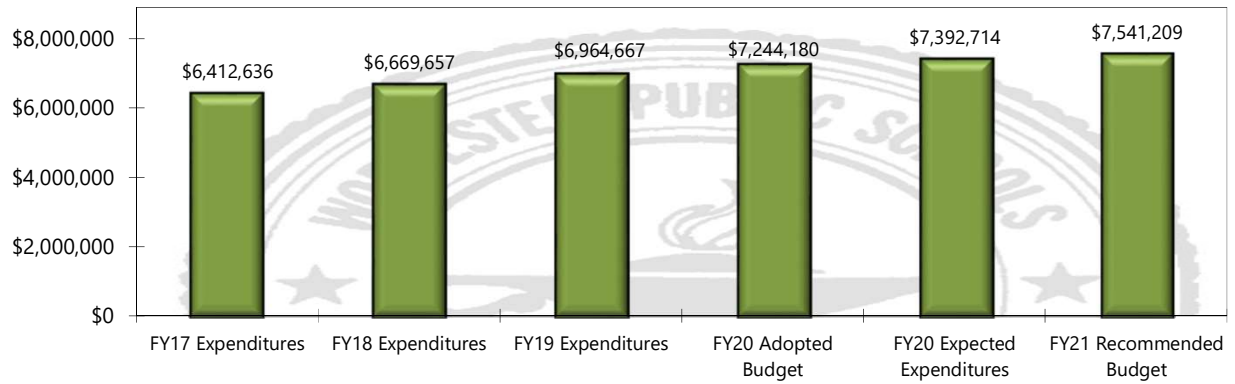
	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) Q. Innovation Pathways	\$0	\$0	\$20,000	N/A
The FY21 budget reflects the change from the Innovation Pathways program being funded from grants. This line item is for teachers that support the program during afterschool hours.				



500-91119

CUSTODIAL SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$7,244,180	\$7,392,714	\$7,541,209	4%
GRANT SOURCES	\$275,774	\$275,774	\$240,000	-13%
TOTAL CUSTODIANS	\$7,519,954	\$7,668,488	\$7,781,209	3%



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

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(4000) A. Building Custodians (145)	\$6,969,370	\$7,125,590	\$7,263,944	4%
(4000) B. Utility Crew (5)	\$274,810	\$267,124	\$277,265	1%
TOTAL	\$7,244,180	\$7,392,714	\$7,541,209	4%

POSITION HISTORY



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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Building Custodians (145)	\$6,969,370	\$7,125,590	\$7,263,944	4%

This account funds the salaries of 145 custodians assigned to school buildings and other public school facilities within the district. The Head Start program provides funding for the four custodians which are assigned to those locations. The account reflects all expected salary cost for this group of employees.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Utility Crew (5)	\$274,810	\$267,124	\$277,265	1%

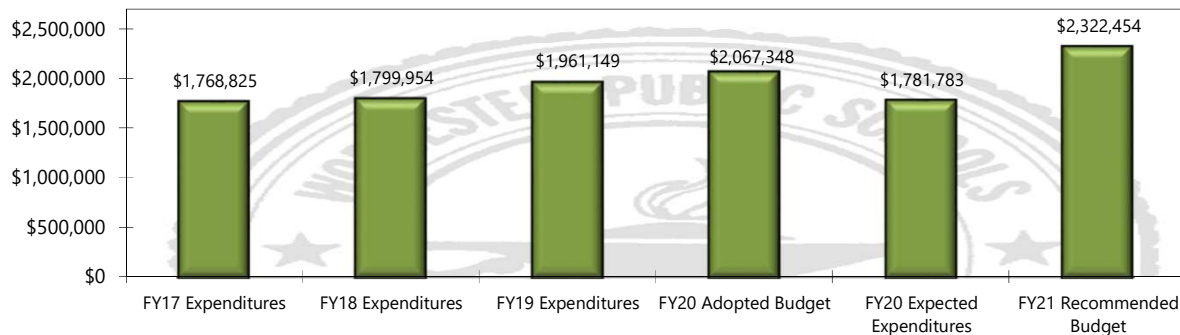
This account funds the salaries of five custodians assigned to the Utility Crew. These custodians maintain the athletic facilities (i.e. Foley Stadium, Burncoat Complex, and North High etc.) as well as the lawns of larger school sites. During the winter season this group performs snow removal, sanding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



500-91120

MAINTENANCE SERVICE SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,067,348	\$1,781,783	\$2,322,454	12%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL MAINTENANCE SERVICES	\$2,067,348	\$1,781,783	\$2,322,454	12%



This account funds the salaries of 31 maintenance service staff members to support the building maintenance and repair of the district's facilities. The FY21 budget reflects the reallocation of several positions including the elimination of the Director of Environmental Management and Capital Projects and Energy Management and includes the addition of the Coordinator of Building Assessments, Environmental Health & Safety Management and a Custodial Supervisor added during FY20. The account funds the salaries of the following maintenance service personnel:

Facilities Director	1	CAD/Draftsman	1
Director of Environ. Mgmt & Capital Projects	0	Steamfitters/HVAC	5
Coordinator Building & Grounds	1	Carpenters	6
Coordinator of Building Assessments	1	Electricians	5
Facilities Supervisor	1	Plumbers	3
Custodial Supervisor	1	Glazier	1
Energy Management Coordinator	0	Locksmith	1
Environmental Health & Safety Management	1	Laborer/Painter	1
		Painters	2
Total			31

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Services	\$2,067,348	\$1,781,783	\$2,322,454	12%
TOTAL	\$2,067,348	\$1,781,783	\$2,322,454	12%

POSITION HISTORY

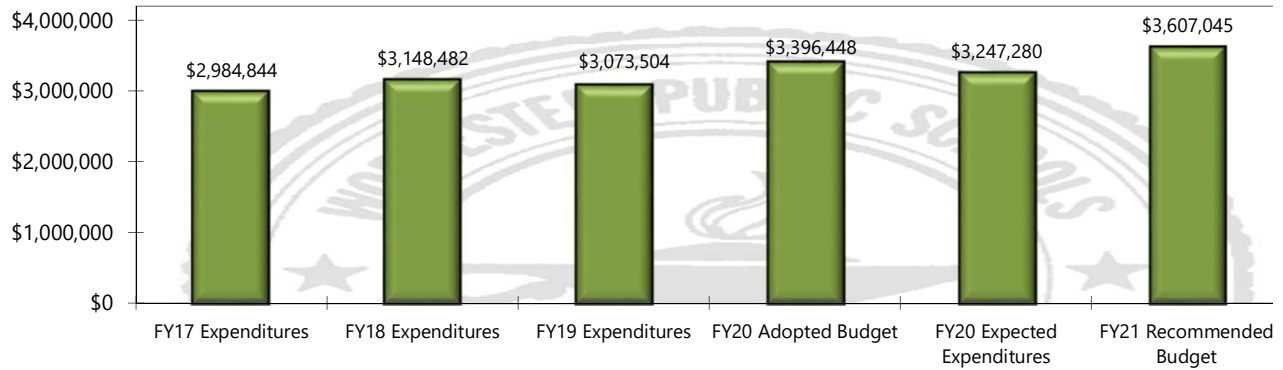




500-91121

ADMINISTRATIVE CLERICAL SALARIES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$3,396,448	\$3,247,280	\$3,607,045	6%
GRANT SOURCES	\$344,755	\$344,755	\$362,702	5%
TOTAL ADMINISTRATIVE CLERICAL	\$3,741,203	\$3,592,035	\$3,969,747	6%



This account provides funding for 62 positions including 20 that are assigned to the secondary schools. The remaining 39 positions provide various services to the Central Administration and systemwide efforts: 5 System Administration, 22 Education Division, 5 Human Resources Division, 10 Finance and Operations Division. This account also includes six positions funded through grants.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. System Administration (5.0)	\$280,592	\$298,845	\$316,782	13%
(2000) B. Teaching and Learning Division (42)	\$2,308,067	\$2,120,124	\$2,421,509	5%
(1000) C. Human Resources Division (5)	\$259,099	\$289,748	\$299,281	16%
(1000) D. Finance & Operations Division (10)	\$548,690	\$538,563	\$569,473	4%
TOTAL	\$3,396,448	\$3,247,280	\$3,607,045	6%

POSITION HISTORY



500-91121

ADMINISTRATIVE CLERICAL SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) A. System Administration (5.0)	\$280,592	\$298,845	\$316,782	13%

Three positions, including the Chief of Staff are located in the Office of the Superintendent and includes an increase of .50 position during FY20, as well as the upgrading of two existing positions. Two positions are located in the School Committee Office. These personnel are responsible for the daily work that supports the district's administration.

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(2000) B. Teaching and Learning Division (42)	\$2,308,067	\$2,120,124	\$2,421,509	5%

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 (10), (FY20 increased by one) (Responsibilities include preparation of documents and record keeping relating to Individual Education Plans and other requirements of Massachusetts General Law Chapter 71B, 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); School Nurse (1); Secondary Schools (21); 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).

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) C. Human Resources Division (5)	\$259,099	\$289,748	\$299,281	16%

The five 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. The increase in this account represents the addition of a Certification Specialist.

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) D. Finance & Operations Division (10)	\$548,690	\$538,563	\$569,473	4%

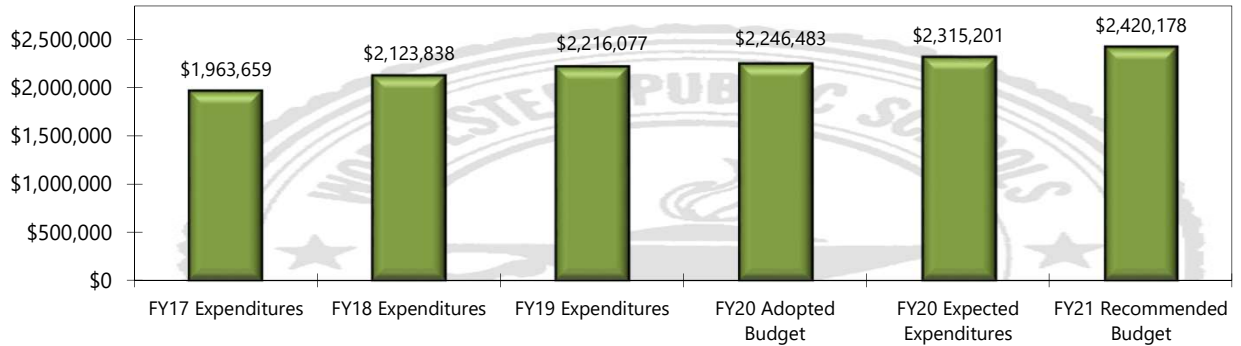
The positions within Finance and Operations provide support services in the areas of Payroll (2), Materials Management (3), Facilities Department (3), Mail Room (1) and Finance and Operation Administration (1). Two additional positions are funded by various grants to provide financial clerical support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



500-91122

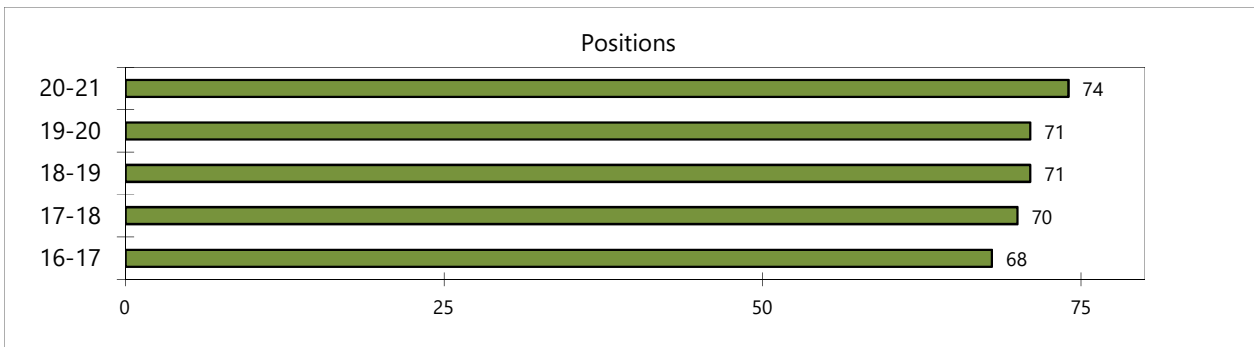
SCHOOL CLERICAL SALARIES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,246,483	\$2,315,201	\$2,420,178	8%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL SCHOOL CLERICAL	\$2,246,483	\$2,315,201	\$2,420,178	8%



This account provides for secretarial coverage at the elementary (43 positions) and secondary (31 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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (43)	\$1,197,565	\$1,170,968	\$1,235,179	3%
(2000) B. Secondary School Clerks (31)	\$932,917	\$962,790	\$998,999	7%
(2000) C. Substitute Coverage	\$116,000	\$181,443	\$186,000	60%
TOTAL	\$2,246,483	\$2,315,201	\$2,420,178	8%

POSITION HISTORY

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Elementary School Clerks (43)	\$1,197,565	\$1,170,968	\$1,235,179	3%

There are 43 school clerks assigned to the elementary schools in order to provide full-time clerical coverage. In addition, several other locations are provided with an additional full-time or half-time clerical staff to provide additional coverage. This line also reflects a school clerk assigned to the Center for Academic Transition. This account reflects all expected salary costs for this group of employees.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Secondary School Clerks (31)	\$932,917	\$962,790	\$998,999	7%

There are 31 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, Fanning Building 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. This account reflects two additional positions added during FY20, one for the Translations Department located in the Durkin Administration Building and a split position in the Fanning Building to support Special Education and the New Citizen's Center Young Adult Program. This account also reflects the expected salary costs for this group of employees.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Substitute Coverage	\$116,000	\$181,443	\$186,000	60%

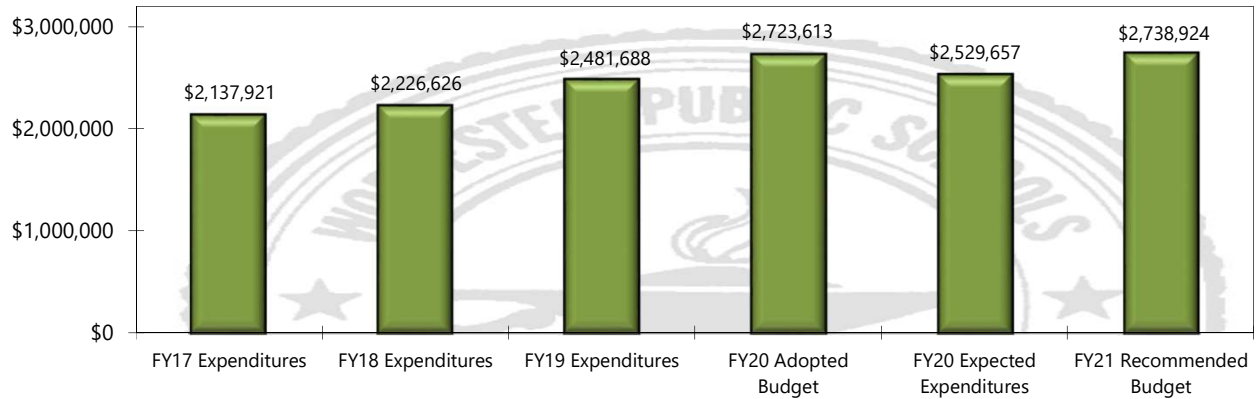
This account includes additional funding for substitute secretarial coverage for reasons of short-term illnesses and leaves of absence. These funds also provide any needed coverage at the individual schools for sporadic increased workflow, including the days prior to school opening in August and days after school closes in June. The FY21 increase reflects actual expenditures.



500-91123

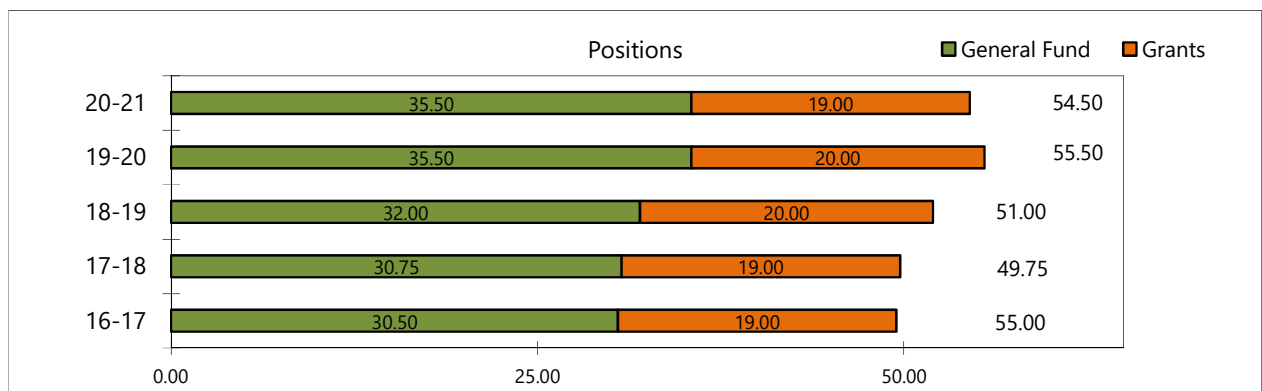
NON INSTRUCTIONAL SUPPORT SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,723,613	\$2,529,657	\$2,738,924	1%
GRANT SOURCES	\$1,113,900	\$1,113,900	\$1,111,105	0%
TOTAL NON INSTRUCTIONAL SUPPORT	\$3,837,513	\$3,643,557	\$3,850,029	0%



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

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) A. Financial Support Staff (4)	\$490,336	\$496,641	\$507,196	3%
(4000) B. Information Systems (23)	\$1,645,087	\$1,556,986	\$1,672,549	2%
(3000) C. District Support (5.5)	\$414,319	\$301,023	\$378,873	-9%
(3000) F. Parent Liaisons (3)	\$173,871	\$175,007	\$180,306	4%
TOTAL	\$2,723,613	\$2,529,657	\$2,738,924	1%

POSITION HISTORY



500-91123

NON INSTRUCTIONAL SUPPORT SALARIES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Financial Support Staff (4)	\$490,336	\$496,641	\$507,196	3%

The Director of Payroll and Supply Management, Coordinator of Payroll, Financial Coordinator, 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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Information Systems (23)	\$1,645,087	\$1,556,986	\$1,672,549	2%

The district maintains 20,000 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. The district also maintains programs for human resources, student database systems, transportation, school nutrition, nursing department, an employee portal with electronic pay stubs, parent portal, a modernized television station, website communication and social media tools such as Facebook and Twitter. Worcester Education Access Channel 11 funds four positions through educational access cable revenues provided by the city.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. District Support (5.5)	\$414,319	\$301,023	\$378,873	-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 Office of School & Student Performance includes three Data Specialist positions, one and one-half Data Specialist positions are grant funded. The FY21 budget includes the restructuring of additional Data Specialist position from the Instructional Assistant Account (500-91115). 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 the previous Testing Specialist position for the Adult Education program was converted to the Teacher Account (500-91111) during FY20. The Grants Development staff is fully funded by grants and includes the Director of Grant Compliance, two Grant Writers, and two Grant Specialist.

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Parent Liaisons (3)	\$173,871	\$175,007	\$180,306	4%

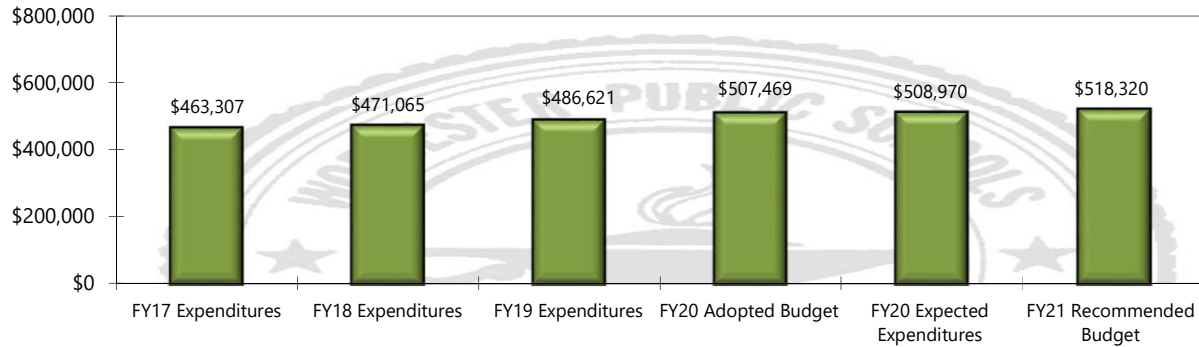
These positions are responsible for coordinating outreach efforts to have parents more involved in the education of their children. Five full-year parent liaison positions are assigned to the Parent Information Center (PIC) and are partially funded through Title I. The Parent Information Center continues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



540-91124

CROSSING GUARD SALARIES

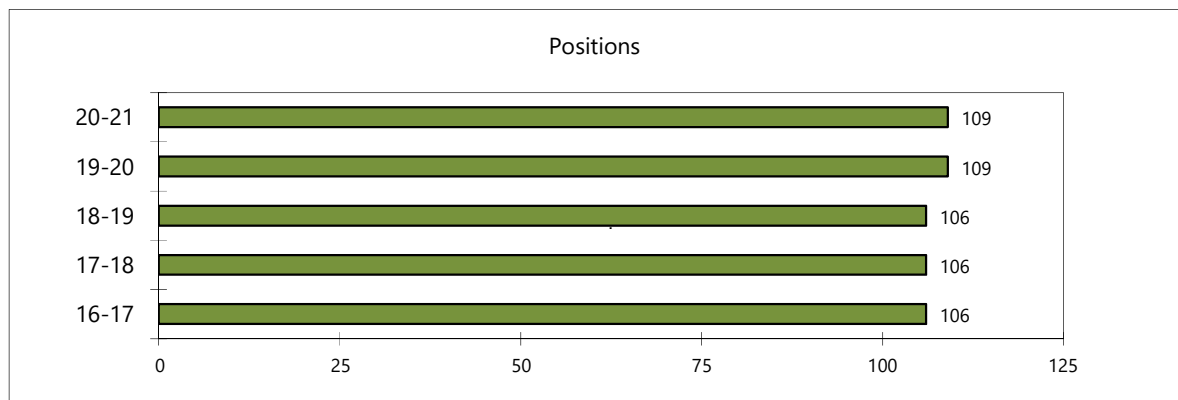
	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$507,469	\$508,970	\$518,320	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL CROSSING GUARDS	\$507,469	\$508,970	\$518,320	2%



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. The account reflects all expected salary costs for this group of employees.

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(5000) A. Crossing Guards	\$507,469	\$508,970	\$518,320	2%
TOTAL	\$507,469	\$508,970	\$518,320	2%

POSITION HISTORY

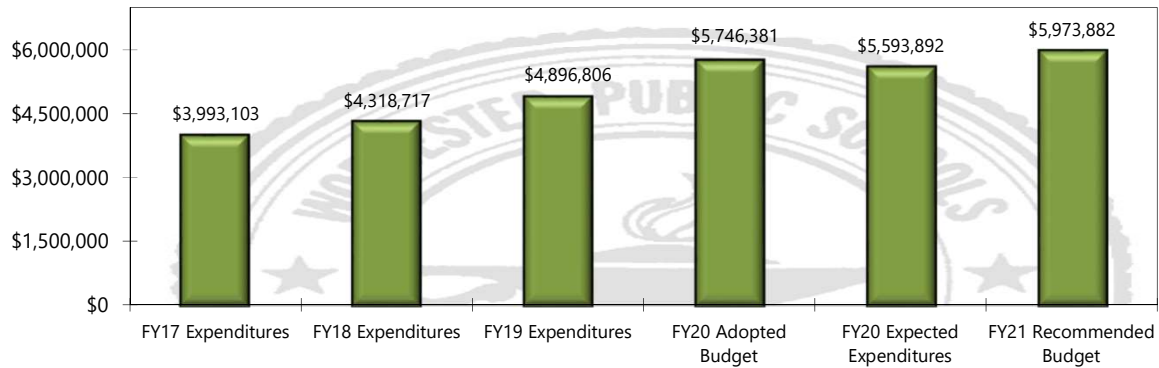




500-91133

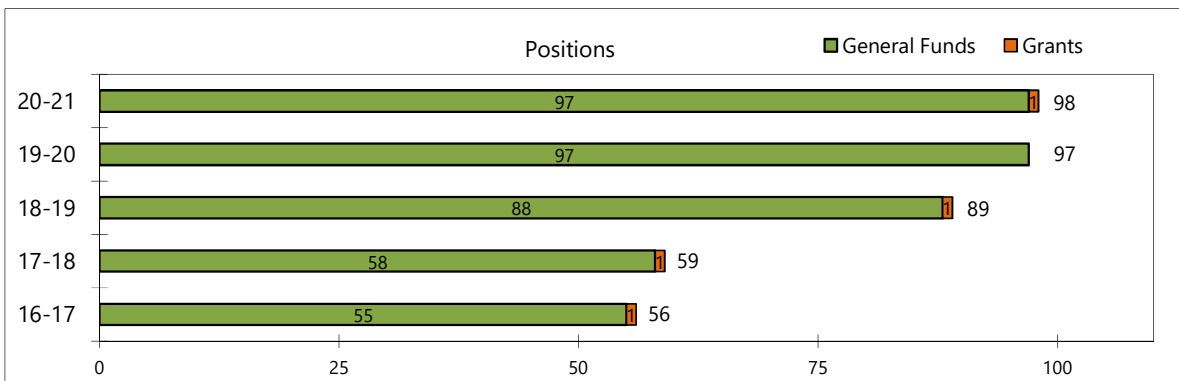
NURSING & CLINICAL CARE SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$5,746,381	\$5,593,892	\$5,973,882	4%
GRANT SOURCES	\$220,000	\$220,000	\$289,000	31%
TOTAL NURSING & CLINICAL SALARIES	\$5,966,381	\$5,813,892	\$6,262,882	5%



This account provides for school nursing services, as well as the new clinical care coordination program and reflects all expected salary costs for this group of employees. Details for each line item provided below.

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(3000) A. Nursing Administration (4)	\$406,542	\$352,565	\$415,184	2%
(3000) B. School Nurses (61)	\$4,603,886	\$4,546,863	\$4,793,923	4%
(3000) C. Clinical Care Coordination (32)	\$735,953	\$694,464	\$764,776	4%
TOTAL	\$5,746,381	\$5,593,892	\$5,973,882	4%

POSITION HISTORY

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Nursing Administration (4)	\$406,542	\$352,565	\$415,184	2%

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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. School Nurses (61)	\$4,603,886	\$4,546,863	\$4,793,923	4%

School nurses are located directly in schools to provide routine and emergency care for district students and this account provides 61 full-time school-based nurses, including one position located at the Parent Information Center. This account also includes a Case Manager position that is funded by the State's Comprehensive School Health Service grant.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Clinical Care Coordination (32)	\$735,953	\$694,464	\$764,776	4%

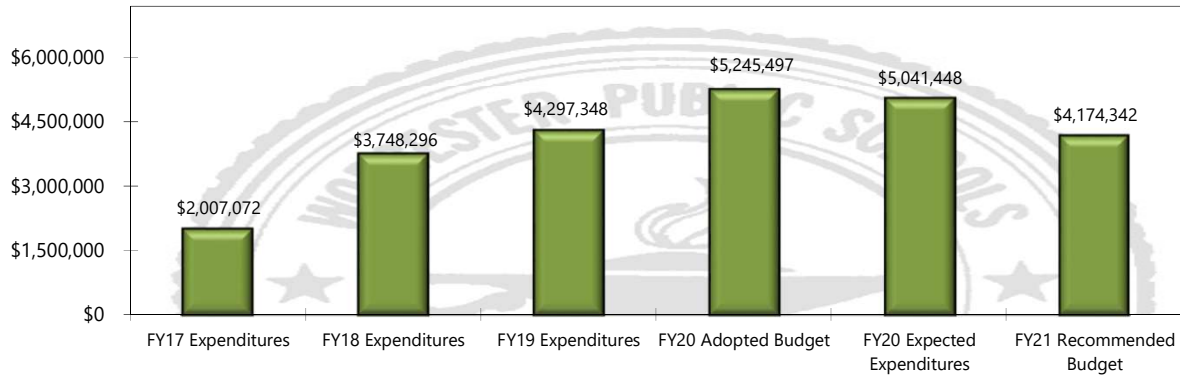
The clinical care coordination program provides direct nursing services to district students. This program provides 8 Licensed Practical Nurses, and 24 Certified Nursing Assistants to provide for students requiring specialized medical services. The increase in this account represents actual salaries for these services, as well as extended day hours necessary for student support.



500-91134

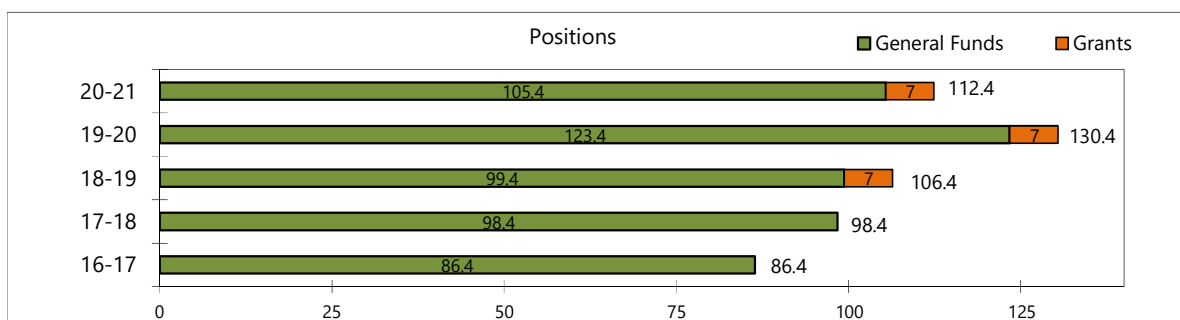
EDUCATIONAL SUPPORT SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$5,245,497	\$5,041,448	\$4,174,342	-20%
GRANT SOURCES	\$428,180	\$428,180	\$504,744	18%
TOTAL EDUCATIONAL SUPPORT	\$5,673,677	\$5,469,628	\$4,679,086	-18%



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

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (5)	\$318,573	\$104,156	\$118,306	-63%
(3000) B. English Proficiency Level Tester (2)	\$84,428	\$63,349	\$89,874	6%
(2000) C. Therapy Assistants (15.4)	\$723,617	\$655,910	\$725,508	0%
(2000) D. Interpreters & Speech Assistants (10)	\$476,800	\$559,113	\$622,893	31%
(2000) E. Tutors - Literacy (34)	\$752,201	\$660,318	\$523,480	-30%
(2000) F. Tutors - MCAS (14)	\$287,764	\$84,374	\$272,348	-5%
(2000) G. Board Certified Behavior Analysts (14)	\$1,330,348	\$1,124,846	\$1,151,766	-13%
(3000) H. Wraparound Coordinators (4)	\$179,605	\$174,854	\$242,810	35%
(2000) I. Clinicians (0)	\$1,092,161	\$1,614,528	\$0	-100%
(2000) J. Behavioral Health Specialist (7)	\$0	\$0	\$427,356	100%
TOTAL	\$5,245,497	\$5,041,448	\$4,174,342	-20%

POSITION HISTORY

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. English Language Learner Tutors (5)	\$318,573	\$104,156	\$118,306	-63%

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 FY21 budget reflects a reduction of six positions with the funding reallocated to provide two English Language teaching positions in the Teacher Account (500-91111).

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. English Proficiency Level Tester (2)	\$84,428	\$63,349	\$89,874	6%

The two 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 FY21 budget includes the conversion of the three previous part-time positions to two full-time positions for coverage.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Therapy Assistants (15.4)	\$723,617	\$655,910	\$725,508	0%

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Interpreters & Speech Assistants (10)	\$476,800	\$559,113	\$622,893	31%

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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Tutors - Literacy (34)	\$752,201	\$660,318	\$523,480	-30%

Tutors of the Worcester Public Schools are generally licensed teachers that work a reduced schedule. The FY21 budget reallocates 12 positions to the Teacher Account (500-91111). The 34 positions are budgeted at fifteen hours per week and locations will be determined in September 2020 based on needs of schools.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) F. Tutors - MCAS (14)	\$287,764	\$84,374	\$272,348	-5%

Tutors of the Worcester Public Schools are generally licensed teachers that work a reduced schedule. The 14 positions are budgeted at 19.5 hours per week and locations will be determined in September 2020 based on needs of schools.

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Board Certified Behavior Analysts (14)	\$1,330,348	\$1,124,846	\$1,151,766	-13%

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 FY21 budget reflects a reduction of four positions with the funding reallocated to provide four Special Education teaching positions in the Teacher Account (500-91111).

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) H. Wraparound Coordinators (4)	\$179,605	\$174,854	\$242,810	35%

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 six are funded through Title I. The positions at North High School, Sullivan Middle School and Canterbury are included in the general fund. The FY21 budget includes an additional position located at South High School, which will be included in the general fund.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) I. Clinicians (0)	\$1,092,161	\$1,614,528	\$0	-100%

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. These position have been transferred to the Teacher Account (500-91111) for the FY21 budget.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) J. Behavioral Health Specialist (7)	\$0	\$0	\$427,356	100%

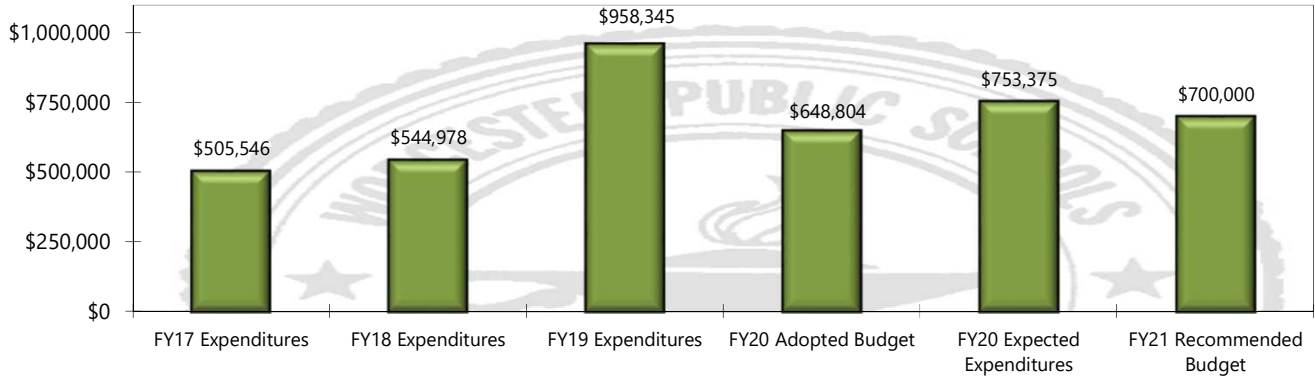
Five positions were added during the FY20 school year to provide the delivery of mental health clinical supports and social casework to students and families. Two positions were previously included in the HEARS grant that will no longer be funded for the FY21 budget.



540-97201

TRANSPORTATION OVERTIME SALARIES

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$648,804	\$753,375	\$700,000	8%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL TRANSPORTATION OT SALARIES	\$648,804	\$753,375	\$700,000	8%



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. This account includes support staff, as well as athletic transportation services. The increase represents actual expenditures.

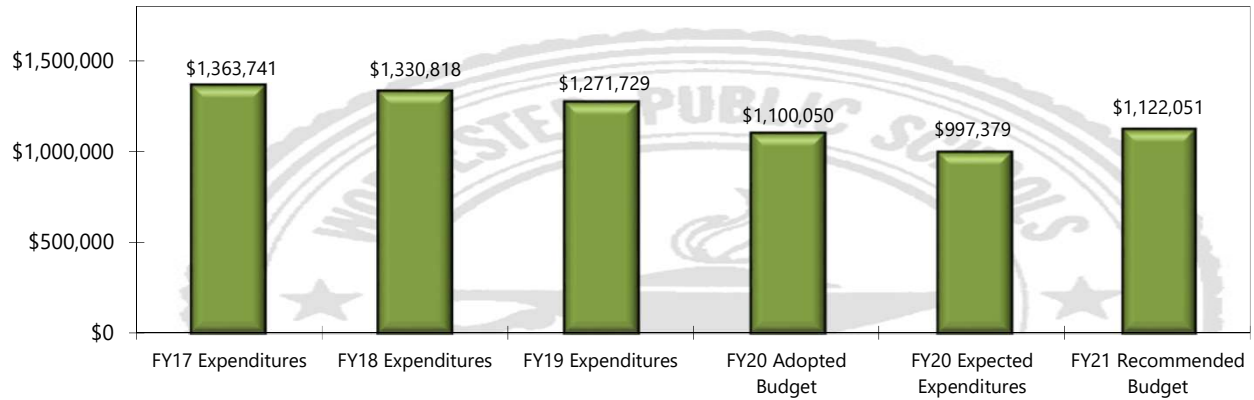
	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(3000) A. Transportation Overtime	\$648,804	\$753,375	\$700,000	8%
TOTAL	\$648,804	\$753,375	\$700,000	8%



500-97203

CUSTODIAL OVERTIME SALARIES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$1,100,050	\$997,379	\$1,122,051	2%
GRANT SOURCES	\$40,000	\$40,000	\$40,000	0%
TOTAL CUSTODIAL OVERTIME	\$1,140,050	\$1,037,379	\$1,162,051	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.

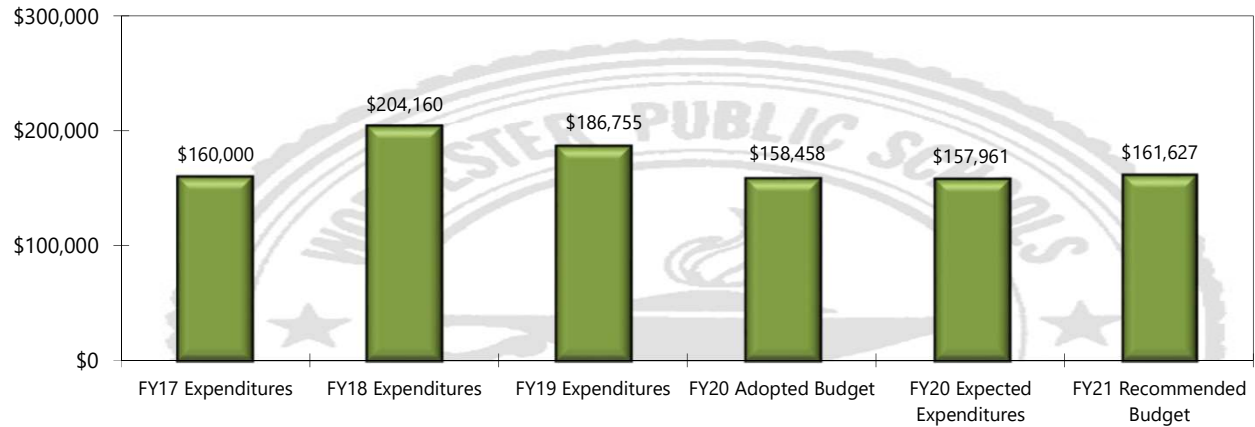
	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Custodial Overtime	\$1,100,050	\$997,379	\$1,122,051	2%
TOTAL	\$1,100,050	\$997,379	\$1,122,051	2%



500-97204

MAINTENANCE OVERTIME SALARIES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$158,458	\$157,961	\$161,627	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL MAINTENANCE OVERTIME	\$158,458	\$157,961	\$161,627	2%

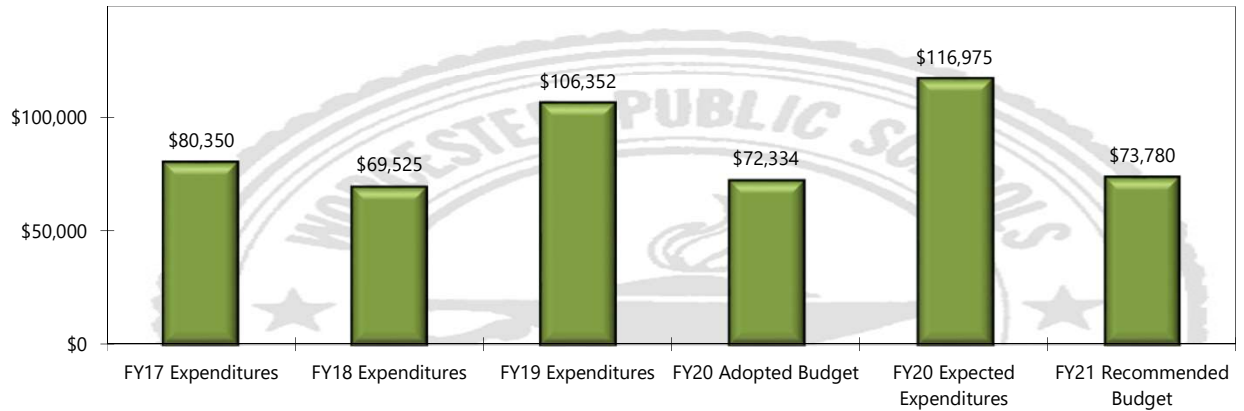


This account provides funds for all maintenance service overtime needed to make repairs caused by building emergencies or other services needed outside of the normal workday, i.e., boiler failures, broken pipes, fires, electrical problems, and broken windows. It also provides the funds for overtime needed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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Maintenance Overtime	\$158,458	\$157,961	\$161,627	2%
TOTAL	\$158,458	\$157,961	\$161,627	2%

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$72,334	\$116,975	\$73,780	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL SUPPORT OVERTIME	\$72,334	\$116,975	\$73,780	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.

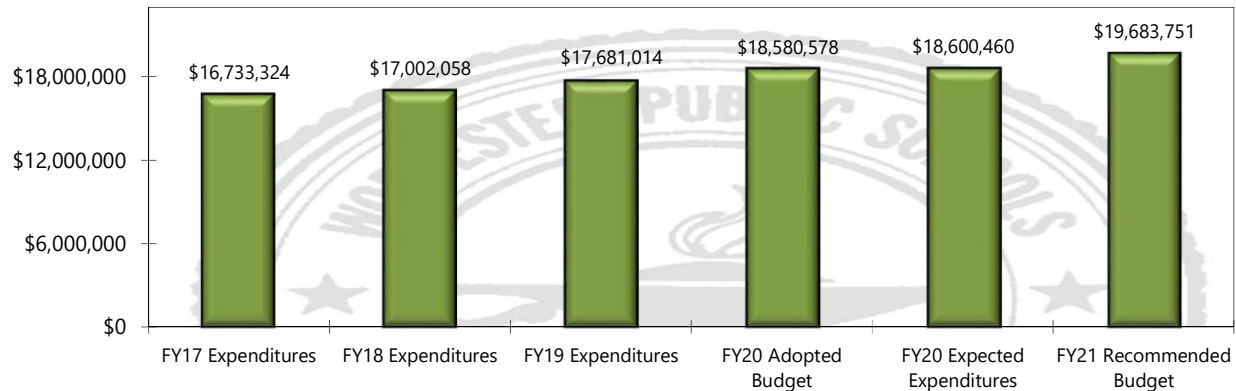
	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Non Instructional Support	\$72,334	\$116,975	\$73,780	2%
TOTAL	\$72,334	\$116,975	\$73,780	2%



500101-96000

RETIREMENT

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$18,580,578	\$18,600,460	\$19,683,751	6%
GRANT SOURCES	\$814,392	\$814,392	\$814,392	0%
TOTAL RETIREMENT	\$19,394,970	\$19,414,852	\$20,498,143	6%



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 Massachusetts General Laws, Chapter 32, Section 22D 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 \$12,000 of this account's recommended total. The decrease in this line item is based on actual expenditures. In addition, supplemental contractual pension related costs for certain employees of the Laborers' International Union of North America are included in this account. Federal and State grants provide funding to cover the retirement obligations of employees paid with grant funds. The increase in this account reflects an increase in the assessment to fund the school's portion of the Worcester Retirement System. The increases to the Custodial and Secretarial Pension Fund are attributed to additional positions, along with full staffing. There is no scheduled contractual rate increases.

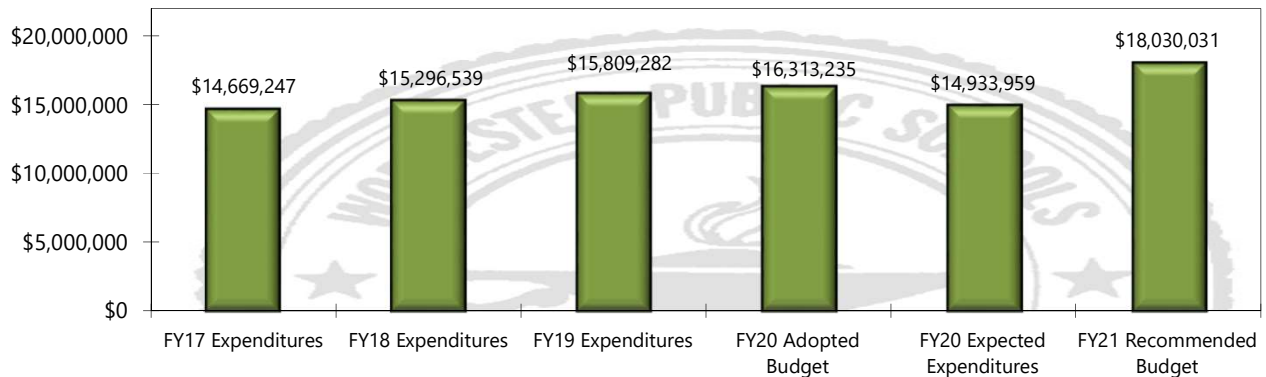
	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Retirement System Assessment	\$13,011,897	\$13,011,897	\$14,036,662	8%
(5000) B. Pension Obligation Bonds	\$4,828,856	\$4,828,856	\$4,887,469	1%
(5000) C. Non-Contributory Pensions	\$17,016	\$11,991	\$12,000	-29%
(5000) D. City Early Retirement Incentive 2010	\$104,255	\$104,255	\$104,159	0%
(5000) E. Educational Secretaries Pension Fund	\$89,497	\$93,630	\$93,630	5%
(5000) F. Building Custodians Pension Fund	\$529,058	\$549,831	\$549,831	4%
TOTAL	\$18,580,578	\$18,600,460	\$19,683,751	6%



540103-92000

TRANSPORTATION

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$16,313,235	\$14,933,959	\$18,030,031	11%
GRANT SOURCES	\$60,000	\$60,000	\$60,000	0%
TOTAL TRANSPORTATION	\$16,373,235	\$14,993,959	\$18,090,031	10%



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 FY21 is the first year of a two year contract with one year optional extension 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 11,400 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 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(3000) A. Regular Transportation	\$6,761,976	\$6,233,583	\$7,616,069	13%
(3000) B. Special Education	\$7,905,969	\$7,008,715	\$8,335,584	5%
(3000) C. Mandated McKinney-Vento	\$550,000	\$751,789	\$864,000	57%
(3000) D. District Operated Transportation	\$1,095,291	\$939,872	\$1,214,378	11%
TOTAL	\$16,313,235	\$14,933,959	\$18,030,031	11%

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Regular Transportation	\$6,761,976	\$6,233,583	\$7,616,069	13%

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 increase to 87 buses for a contracted rate of \$481.95 for 180 days. Regular transportation also includes funds for WRTA services of students. This account reflects the new contractual increases for FY21 transportation services, along with three additional contracted buses for changes necessary from the elimination of the State's extended learning time grant.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. Special Education	\$7,905,969	\$7,008,715	\$8,335,584	5%

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 33 in-city mid-size buses at a daily contracted rate of \$613.93 for 180 days. In addition, 21 wheelchair vehicles are budgeted at a daily cost of \$644.83 for 180 days. The increase in this account reflects an addition of two mid-size added during FY20, as well as the new contractual increases of the various vendors.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Mandated McKinney-Vento	\$550,000	\$751,789	\$864,000	57%

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 continues to receive an increase of transportation requests and the FY21 budget reflects the full year cost, not the expected expenditures calculated for the shut down period of 2019-2020 school year.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. District Operated Transportation	\$1,095,291	\$939,872	\$1,214,378	11%

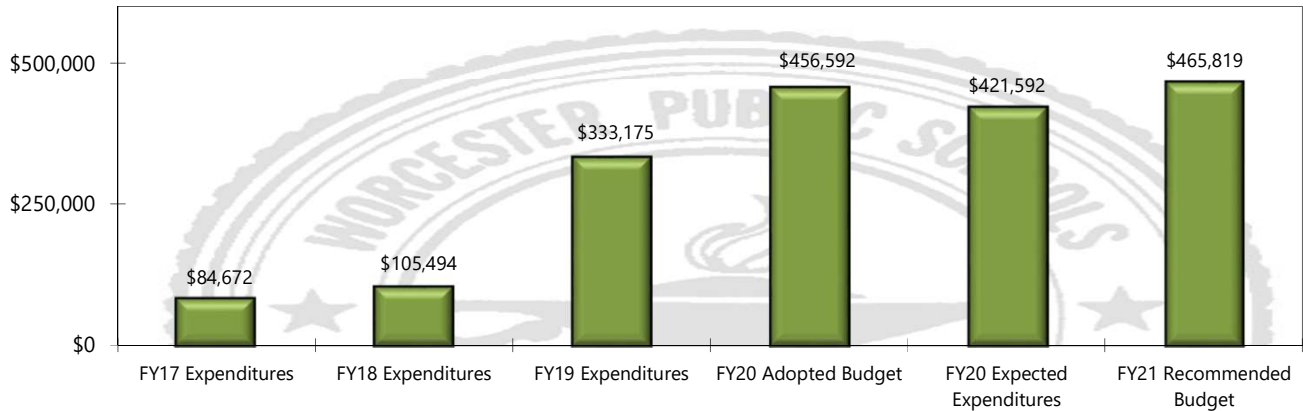
The district operates 14 big bus routes, including Head Start, additional charter days, as well as athletic transportation. The district maintains the leasing of 20 mid-size special education vehicles to accommodate the aging fleet. This will be the third year of a five year lease cycle for both these vehicles. The increase in this line item includes the beginning of a third, five year lease for 10 mid-size special education vehicles to accommodate the district's fleet replacement schedule. The annual lease amount is estimated at \$150,000. This line item also includes vehicle maintenance, including fuel costs. Funding from vehicle maintenance has been transferred to the Transportation Salaries Account (540-91117) for a mechanic.



500122-92000

ATHLETIC ORDINARY MAINTENANCE

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$456,592	\$421,592	\$465,819	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL ATHLETICS	\$456,592	\$421,592	\$465,819	2%



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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries • Officials	\$224,110	\$226,971	\$228,592	2%
(3000) B. MIAA Dues • Memberships • Insurance	\$56,285	\$60,535	\$61,030	8%
(3000) C. Maintenance/Repair Equipment	\$22,231	\$23,914	\$22,231	0%
(3000) D. Supplies	\$180,226	\$160,769	\$180,226	0%
(3000) E. Rental	\$35,520	\$30,400	\$35,520	0%
(3000) F. Athletic Transportation	\$38,000	\$22,335	\$38,000	0%
(3000) G. Estimated Gate Receipts & Other Revenue	(\$99,780)	(\$103,331)	(\$99,780)	0%
TOTAL	\$456,592	\$421,592	\$465,819	2%

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) A. Game Salaries • Officials	\$224,110	\$226,971	\$228,592	2%

This account provides salaries for ticket managers, ticket sellers, ticket takers, clock operators, game officials, police coverage and medical technicians. The FY21 budget includes rate increases for MIAA (Massachusetts Interscholastic Athletic Association) and police details.



500122-92000

ATHLETIC ORDINARY MAINTENANCE

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) B. MIAA Dues ▪ Memberships ▪ Insurance	\$56,285	\$60,535	\$61,030	8%

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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Maintenance/Repair Equipment	\$22,231	\$23,914	\$22,231	0%

This account provides reconditioning and repair of athletic equipment.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) D. Supplies	\$180,226	\$160,769	\$180,226	0%

This account is for all athletic uniforms and supplies, including office, recreational, and medical.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Rental	\$35,520	\$30,400	\$35,520	0%

This account provides ice time for varsity and junior varsity hockey programs, as well as the pool located at the Boys and Girls Club. This account is recommended to be level funded for the FY21 budget and includes additional rental space necessary for South High students due to ongoing construction.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) F. Athletic Transportation	\$38,000	\$22,335	\$38,000	0%

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. Athletic transportation is also supplemented from the Transportation Overtime (540-97201) account.

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) G. Estimated Gate Receipts & Other Revenue	(\$99,780)	(\$103,331)	(\$99,780)	0%

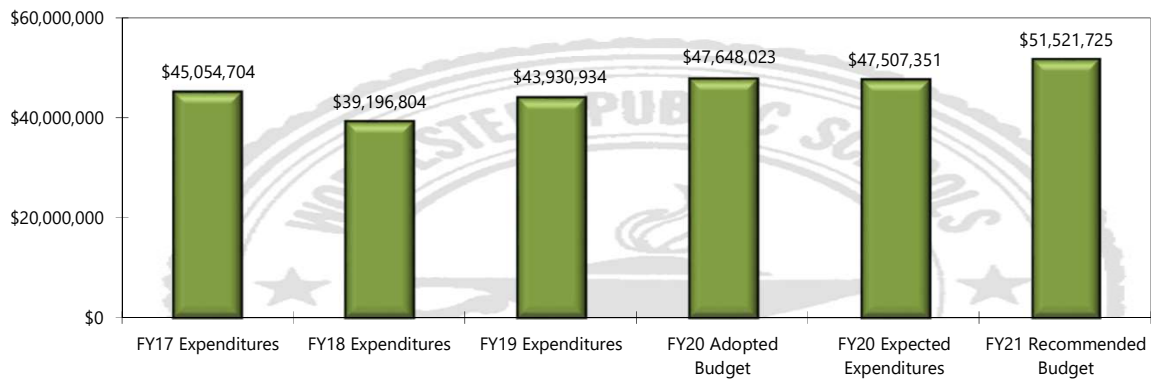
Proceeds generated through revenue at Commerce Bank Field at Foley Stadium are used to support the purchase of athletic supplies and equipment. This line item is the estimated gate revenues from football, soccer, field hockey, and basketball. The current ticket price for athletic games for students and 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. This account also includes any proceeds generated through the concession stand revenue.



500123-96000

HEALTH INSURANCE

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$47,648,023	\$47,507,351	\$51,521,725	8%
GRANT SOURCES	\$3,464,887	\$3,464,887	\$3,478,330	0%
TOTAL HEALTH INSURANCE	\$51,112,910	\$50,972,238	\$55,000,055	8%



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 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$43,645,273	\$43,537,086	\$47,538,258	9%
(5000) B. Life Insurance	\$160,000	\$161,132	\$160,000	0%
(5000) C. Federal Medicare	\$3,571,750	\$3,599,243	\$3,607,468	1%
(5000) D. Workers Compensation	\$271,000	\$209,890	\$216,000	-20%
TOTAL	\$47,648,023	\$47,507,351	\$51,521,725	8%

**500123-96000****HEALTH INSURANCE**

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Health Insurance	\$43,645,273	\$43,537,086	\$47,538,258	9%

The recommended budget is based on the premium rates which will become effective July 1, 2020. This account reflects an increase in premium rates of 8% 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 6,023 members during FY21 (2,887 active employees and 3,136 retired employees).

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) B. Life Insurance	\$160,000	\$161,132	\$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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) C. Federal Medicare	\$3,571,750	\$3,599,243	\$3,607,468	1%

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

<u>Total City Annual Cost for Health Insurance</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Blue Care Elect Preferred (PPO)	\$23,684	\$9,160	9
BCBS Network Blue New England	\$20,980	\$8,115	754
City of Worcester Direct (HMO)	\$13,878	\$5,525	484
City of Worcester Advantage (HMO)	\$16,940	\$6,823	1,625
City of Worcester Advantage (H.S.A)	\$12,285	\$4,948	15
Total Active Enrollments			2,887

Retired Employees

<u>Total City Annual Cost for Health Insurance</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Blue Care Elect Preferred (PPO)	\$23,684	\$9,160	43
BCBS Network Blue New England	\$20,980	\$8,115	190
City of Worcester Direct (HMO)	\$13,878	\$5,525	47
City of Worcester Advantage (HMO)	\$16,940	\$6,823	258
City of Worcester Advantage (H.S.A)	\$12,285	\$4,948	3

Retired Employees

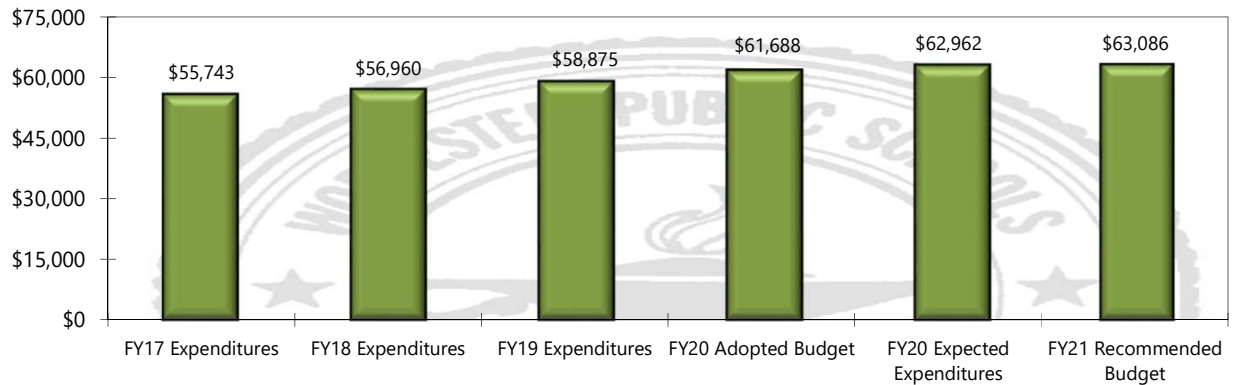
<u>Total City Annual Cost - Medicare Supplemental</u>	<u>Family Plan</u>	<u>Individual Plan</u>	<u>Plan Enrollments</u>
BCBS Medex II	\$5,904	\$2,952	1,809
Tufts Complement	\$5,364	\$2,682	544
Tufts Preferred Prime (HMO)	\$5,904	\$2,952	212
Fallon Medicare Plus	\$5,364	\$2,682	19
Fallon Medicare Central	\$4,104	\$2,052	11
Total Retiree Enrollments			3,136



500125-92000

OTHER INSURANCE PROGRAMS

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$61,688	\$62,962	\$63,086	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL OTHER INSURANCE PROGRAMS	\$61,688	\$62,962	\$63,086	2%

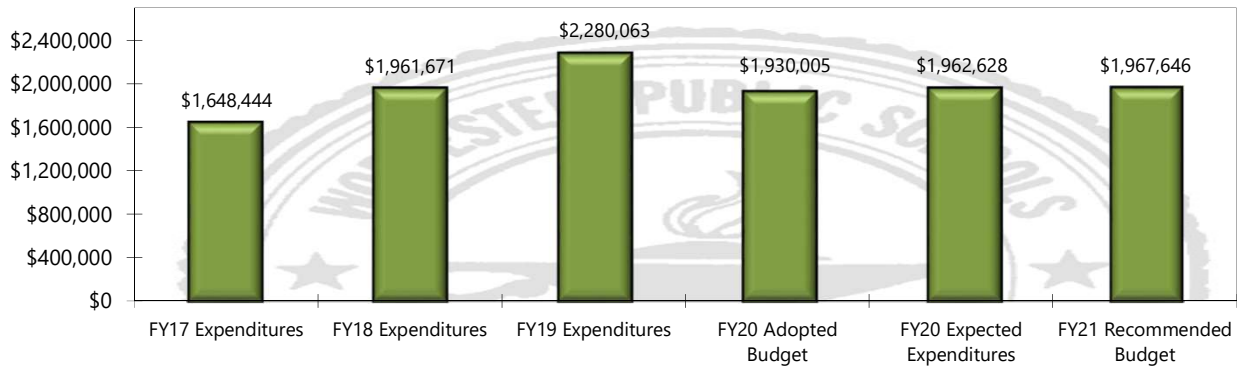


The FY21 budget reflects boiler insurance coverage (\$37,414), as well as the required building insurance for the rental property at St. Casimir's (\$16,443). In addition, this budget provides annual funds to cover Worcester Technical High School student accident insurance which has increased in pricing (\$6,424). The student activity (\$1,399) and athletic bonding insurance (\$1,406) maintain three year cycles.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Building Insurance	\$15,749	\$16,443	\$16,443	4%
(5000) B. Building Boiler Insurance	\$37,414	\$37,290	\$37,414	0%
(5000) C. Other Insurance Programs	\$8,525	\$9,229	\$9,229	8%
TOTAL	\$61,688	\$62,962	\$63,086	2%

**500129-96000****WORKERS COMPENSATION**

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$1,930,005	\$1,962,628	\$1,967,646	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL WORKERS COMPENSATION	\$1,930,005	\$1,962,628	\$1,967,646	2%



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 FY21 budget based on actual expenditure history, including a portion of the City's Management Fee.

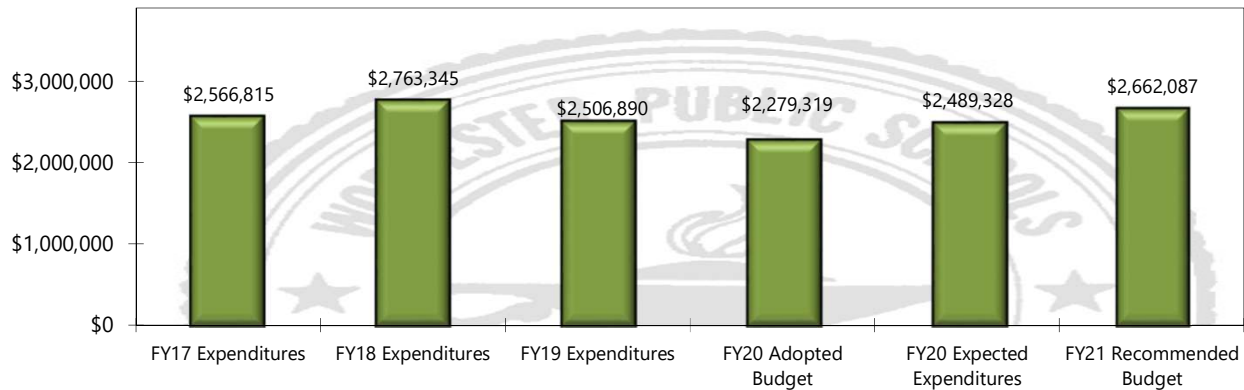
	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Salaries (91000)	\$1,144,000	\$1,163,197	\$1,166,880	2%
(5000) B. Cost Containment (92000)	\$275,000	\$64,393	\$70,000	-75%
(5000) C. Management Fee (92000)	\$52,305	\$52,305	\$52,305	0%
(5000) D. Medical Bills, Settlements (96000)	\$458,700	\$682,733	\$678,461	48%
TOTAL	\$1,930,005	\$1,962,628	\$1,967,646	2%



500130-92000; 500130-96000

PERSONAL SERVICES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$2,279,319	\$2,489,328	\$2,662,087	17%
GRANT SOURCES	\$586,266	\$586,266	\$738,345	26%
TOTAL PERSONAL SERVICES	\$2,865,585	\$3,075,594	\$3,400,432	19%



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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Staff Development	\$313,150	\$379,929	\$561,150	79%
(1000) B. Legal Consultation & Settlements	\$476,000	\$521,328	\$495,000	4%
(3000) C. Physician Consultation	\$20,000	\$20,000	\$20,000	0%
(2000) D. Special Education Services	\$208,900	\$228,922	\$233,333	12%
(3000) E. Graduation Expenses	\$47,672	\$57,707	\$57,736	21%
(1000) F. Human Resources Automated Services	\$136,022	\$130,581	\$139,826	3%
(2000) G. Collaborations	\$40,000	\$40,000	\$40,000	0%
(2000) H. NEASC Evaluations	\$15,000	\$9,133	\$15,000	0%
(3000) I. Security Guards	\$243,513	\$269,527	\$255,763	5%
(1000) J. Employee Assistance Program (96000)	\$24,283	\$29,287	\$29,287	21%
(1000) K. Contractual Employee Reimbursement	\$32,600	\$24,204	\$32,600	0%
(2000) L. Arts Consultants	\$129,000	\$131,580	\$134,212	4%
(3000) M. Translation	\$400,000	\$453,950	\$455,000	14%
(2000) N. Advanced Placement Program	\$193,180	\$193,180	\$193,180	0%
TOTAL	\$2,279,319	\$2,489,328	\$2,662,087	17%

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Staff Development	\$313,150	\$379,929	\$561,150	79%

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 contracted services for turnaround support for schools, as well as the paraprofessional pipeline cohort.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. Legal Consultation & Settlements	\$476,000	\$521,328	\$495,000	4%

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 FY21 budget reflects funding to support upcoming contractual negotiations.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) C. Physician Consultation	\$20,000	\$20,000	\$20,000	0%

The FY21 budget reflects funding for the contract with UMass Memorial for physician consulting services as required by the district.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Special Education Services	\$208,900	\$228,922	\$233,333	12%

This account maintains funds for a variety of services provided for special education students including independent evaluations, educational services, contracted hospital instruction, and the remaining nursing service requirements. The increase in this accounts represents maintaining certain third party services for student requirements.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) E. Graduation Expenses	\$47,672	\$57,707	\$57,736	21%

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 FY21 budget reflects funding to support actual expenditures.



500130-92000; 500130-96000

PERSONAL SERVICES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) F. Human Resources Automated Services	\$136,022	\$130,581	\$139,826	3%

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 \$14,274 and the electronic educator evaluation program (through Teachpoint) is \$62,261. This line item also includes funds to continue to implement the 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).

	FY21			
	FY20 Adopted Budget	FY20 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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) H. NEASC Evaluations	\$15,000	\$9,133	\$15,000	0%

This account for accreditation site visits by the New England Association of Schools and Colleges (NEASC) are recommended to be level funded for the FY21 budget.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) I. Security Guards	\$243,513	\$269,527	\$255,763	5%

This funding provides for the security guards stationed at the Burncoat, 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 estimated rate increases.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) J. Employee Assistance Program (96000)	\$24,283	\$29,287	\$29,287	21%

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**

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) K. Contractual Employee Reimbursement	\$32,600	\$24,204	\$32,600	0%
This account provides funding required by collective bargaining agreements with the EAW Vocational Teachers, School Nurses, and Instructional Assistants to provide for certain levels of tuition reimbursement. This account also funds reimbursement for bus drivers' CDL renewals through the Registry of Motor Vehicles and annual license renewals through the Department of Public Utilities.				

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) L. Arts Consultants	\$129,000	\$131,580	\$134,212	4%
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. The account reflects all expected costs for this group of consultants.				

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) M. Translation	\$400,000	\$453,950	\$455,000	14%
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 FY21 budget reflects funding to support actual expenditures.				

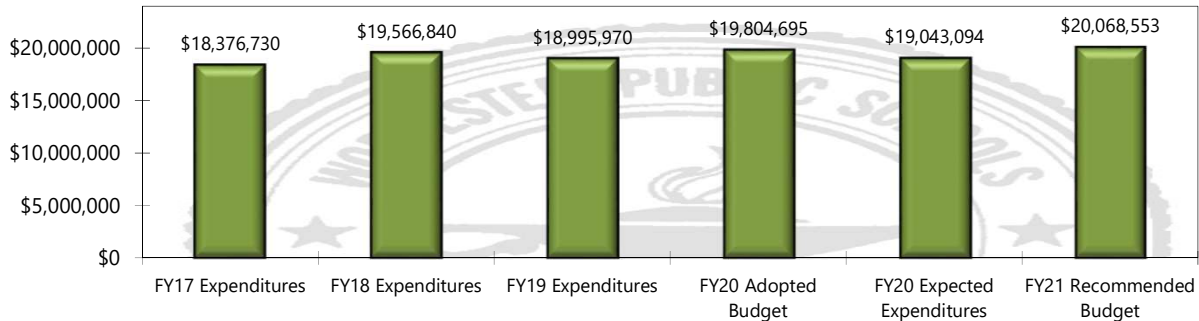
	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) N. Advanced Placement Program	\$193,180	\$193,180	\$193,180	0%
This account provides funds for the continued expansion of the Advanced Placement Program. This account provides for additional 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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$19,804,695	\$19,043,094	\$20,068,553	1%
GRANT SOURCES	\$3,525,268	\$3,540,311	\$3,445,234	-2%
TOTAL TUITION	\$23,329,963	\$22,583,405	\$23,513,787	1%



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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Central MA Collaborative	\$14,625,826	\$14,625,826	\$14,918,342	2%
(9000) B. Special Education Tuition	\$5,110,181	\$4,360,028	\$5,080,149	-1%
(9000) C. Alternative Programs	\$68,688	\$57,240	\$70,062	2%
(9000) D. Chapter 74 Out of District Program	\$0	\$0	\$0	0%
TOTAL	\$19,804,695	\$19,043,094	\$20,068,553	1%

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) A. Central MA Collaborative	\$14,625,826	\$14,625,826	\$14,918,342	2%

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 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. 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 460 students attending various programs located at the Collaborative.

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) B. Special Education Tuition	\$5,110,181	\$4,360,028	\$5,080,149	-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 110 students annually. The account is supplemented with \$3.5 million in special education reimbursement from the state through the commonly named "circuit breaker" funding. This reimbursement amount is expected to be fully funded in the state budget. The FY21 budget reflects the authorized program rates approved by the state's Operation Services Division (OSD).

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) C. Alternative Programs	\$68,688	\$57,240	\$70,062	2%

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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(9000) D. Chapter 74 Out of District Program	\$0	\$0	\$0	0%

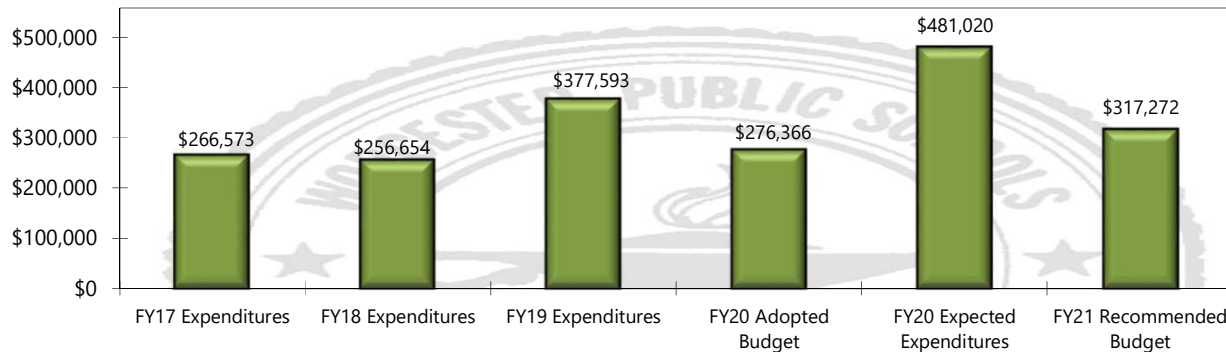
This account provides funding for DESE required tuition payment for out-of-district Massachusetts General Law Chapter 74 vocational students. The FY21 budget reflects no anticipated students enrolled in programming next year.



500133-92000

PRINTING & POSTAGE

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$276,366	\$481,020	\$317,272	15%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL PRINTING & POSTAGE	\$276,366	\$481,020	\$317,272	15%



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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$130,000	\$249,025	\$130,000	0%
(1000) B. District Digital Document Center	\$146,366	\$231,995	\$187,272	28%
TOTAL	\$276,366	\$481,020	\$317,272	28%

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Postage	\$130,000	\$249,025	\$130,000	0%

This account funds the cost of postage throughout the district, as well as postage issued to the building principals for school mailings. Approximately 200,000 pieces of first class mail are processed annually through the district's central mailroom which includes, but is not limited to interim and final report cards, Human Resource correspondence to staff and teaching candidates, Medicaid inquiries with return postage, purchase orders, transportation notification of route assignments to certain students, student transfer materials, grant submission documents, and pupils' cumulative records. Cost-effective bulk mail rates are used when possible and the district participates in a postage savings program. 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**

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) B. District Digital Document Center	\$146,366	\$231,995	\$187,272	28%

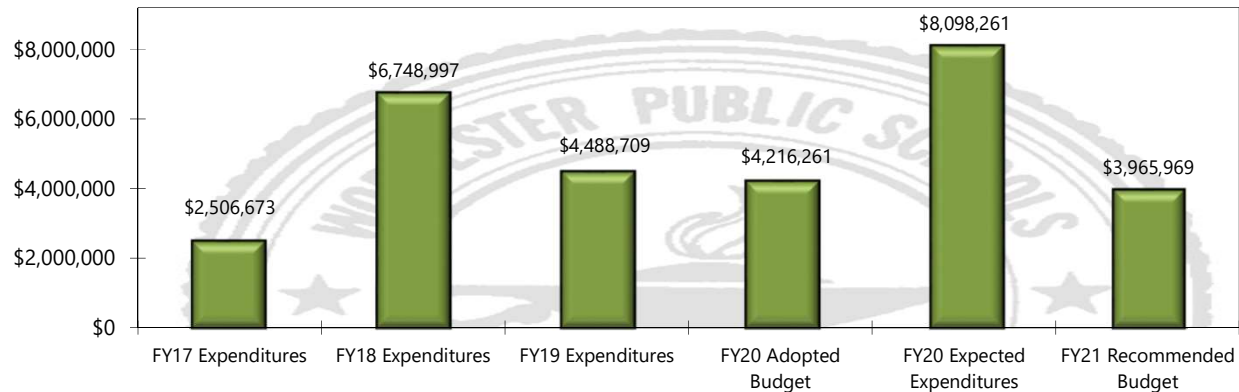
During FY15, the Digital Document Center (DDC) was created at the Durkin Administration Building to reduce district and school printing costs. Print jobs are submitted electronically and delivered back to school locations via courier within two business days. This has reduced the need for printing supplies 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 the new lease cycle for the Center's three copy machines, as well as additional supplies for increased volume.



500-92204

INSTRUCTIONAL MATERIALS

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$4,216,261	\$8,098,261	\$3,965,969	-6%
GRANT SOURCES	\$299,942	\$299,942	\$362,814	21%
TOTAL INSTRUCTIONAL MATERIALS	\$4,516,203	\$8,398,203	\$4,328,783	-4%



This account provides for the instructional materials and school improvement needs of the district and individual schools. The FY21 budget provides \$68 per pupil for instructional supplies and materials, representing the same allocation as the FY20 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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Instructional Materials	\$2,139,310	\$2,139,310	\$2,139,018	0%
(2000) B. Education Division Materials	\$979,762	\$2,153,407	\$1,079,762	10%
(2000) C. Textbooks	\$594,189	\$3,302,544	\$594,189	0%
(2000) D. Student Furniture	\$153,000	\$153,000	\$153,000	0%
(2000) E. Charter School Assessment	\$350,000	\$350,000	\$0	-100%
TOTAL	\$4,216,261	\$8,098,261	\$3,965,969	-6%

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Instructional Materials	\$2,139,310	\$2,139,310	\$2,139,018	0%

School related supplies include the per pupil allocation. It is recommended to fund \$68 per pupil as the allocation for school improvement purposes, capital improvement needs and approved technology plan needs. The disbursement of these funds will support the school improvement plans. This account reflects the same level of per pupil funding as the FY20 budget. The elementary recess funding is included in this line item.

**500-92204****INSTRUCTIONAL MATERIALS**

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) B. Education Division Materials	\$979,762	\$2,153,407	\$1,079,762	10%

This account provides districtwide instructional materials for the following departments: District Instructional Materials (\$543,850), 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 FY21 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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) C. Textbooks	\$594,189	\$3,302,544	\$594,189	0%

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 for this line item.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) D. Student Furniture	\$153,000	\$153,000	\$153,000	0%

This new account provides for replacement of school furniture based on schools needs and expanding classrooms.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) E. Charter School Assessment	\$350,000	\$350,000	\$0	-100%

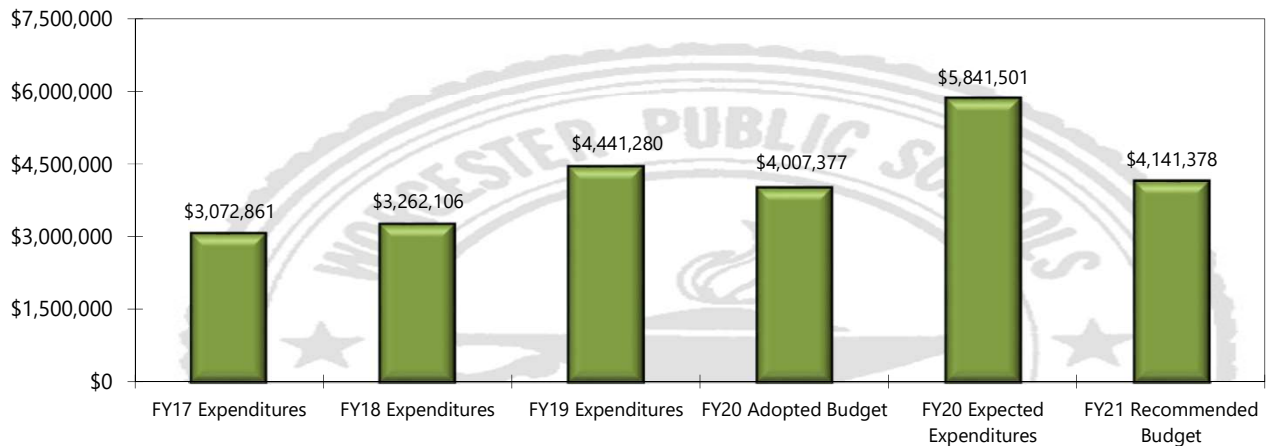
This budget previously reflected the increases in charter school tuition assessment resulting from the final state assessment process. Historically, the charter school tuition assessments included in the House of Representative's budget are lower than the final assessment determined in July. These funds have been reallocated.



500136-92000; 500136-93000; 540136-92000

MISCELLANEOUS EDUCATIONAL OM

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$4,007,377	\$5,841,501	\$4,141,378	3%
GRANT SOURCES	\$348,382	\$348,382	\$290,137	-17%
TOTAL MISCELLANEOUS EDUCATIONAL OM	\$4,355,759	\$6,189,883	\$4,431,515	2%



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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$473,480	\$478,020	\$481,988	2%
(1000) B. Employee Recruitment/Advertising	\$31,600	\$31,600	\$31,600	0%
(1000) C. Dues and Memberships	\$73,925	\$74,396	\$75,415	2%
(1000) D. Moving Expenses	\$10,000	\$10,000	\$10,000	0%
(7000) E. Building & Parking Rentals (540136-92000)	\$639,642	\$614,121	\$660,542	3%
(4000) F. Maintenance and Repair of Equipment	\$27,000	\$27,000	\$27,000	0%
(2000) G. Instructional Technology	\$1,924,519	\$3,728,237	\$2,180,389	13%
(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	\$59,500	\$59,500	\$59,500	0%
(1000) L. Office Supplies	\$24,381	\$24,381	\$24,869	2%
(2000) M. Copier Leases and Maintenance	\$30,000	\$32,387	\$32,387	8%
(3000) N. School Nurses Medical Supplies	\$136,520	\$189,520	\$140,350	3%
(3000) O. School Safety Equipment	\$285,000	\$285,000	\$125,000	-56%
(1000) P. Audit Fees	\$22,410	\$22,938	\$22,938	2%
(3000) R. Worcester Future Teachers	\$6,400	\$6,400	\$6,400	0%
TOTAL	\$4,007,377	\$5,841,501	\$4,141,378	3%

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) A. Fees and Licenses	\$473,480	\$478,020	\$481,988	2%

This account funds fees and licenses related to educational programs including AVID licenses, including additional sites (\$63,001); credit recovery software for secondary students (\$79,684); Virtual High School (\$26,975); and PSAT (\$83,713); and STAR Assessments (\$228,615).

	FY21			
	FY20 Adopted Budget	FY20 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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) C. Dues and Memberships	\$73,925	\$74,396	\$75,415	2%

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 costs for the 2020-2021 school year.

	FY21			
	FY20 Adopted Budget	FY20 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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(7000) E. Building & Parking Rentals (540136-92000)	\$639,642	\$614,121	\$660,542	3%

This account funds the rental of space (Expiring June 30, 2020) for the special education alternative program at St. Casimir's (\$60,904), the special education bus lot for the WPS owned vehicles (\$229,947), use of gymnasium and parking lot at the YMCA for the Jacob Hiatt Magnet School (\$49,190), parking lot rental of Chatham Street (\$42,600), 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 (\$213,300), and one month of June 2020 (estimated at \$30,000) for new proposed transportation and facility maintenance space. The FY21 budget also includes St. Bernards Church gymnasium for Challenge and Reach students that was added during FY20 (\$15,000).



500136-92000; 500136-93000; 540136-92000

MISCELLANEOUS EDUCATIONAL OM

	FY21			
	FY20 Adopted Budget	FY20 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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) G. Instructional Technology	\$1,924,519	\$3,728,237	\$2,180,389	13%

The technology budget is used to maintain, upgrade, and supplement the existing educational and administrative technology. The FY21 budget includes leasing of approximately 20,000 Chromebooks, including units for the Hanover Academy of the Arts at Burncoat Middle and High school locations. Also, FY20 is the third year of a 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. This account also represents the development of RFP for a new student information system and implementation process.

	FY21			
	FY20 Adopted Budget	FY20 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.

	FY21			
	FY20 Adopted Budget	FY20 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.

	FY21			
	FY20 Adopted Budget	FY20 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**

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) K. In State Travel	\$59,500	\$59,500	\$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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) L. Office Supplies	\$24,381	\$24,381	\$24,869	2%

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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(2000) M. Copier Leases and Maintenance	\$30,000	\$32,387	\$32,387	8%

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) N. School Nurses Medical Supplies	\$136,520	\$189,520	\$140,350	3%

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 the annual license cost of program software.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) O. School Safety Equipment	\$285,000	\$285,000	\$125,000	-56%

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 included an additional \$160,000 for a security systems upgrade at Sullivan Middle School that was a one time purchase.

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) P. Audit Fees	\$22,410	\$22,938	\$22,938	2%

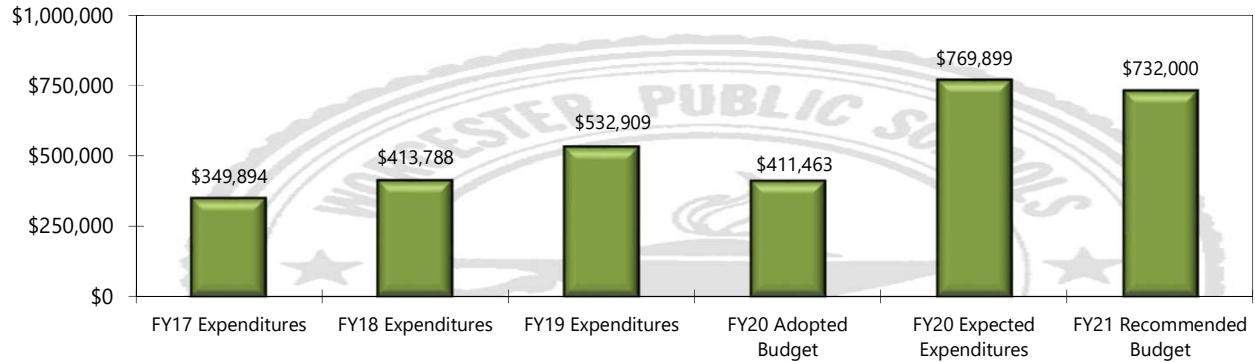
This account funds the cost of the annual audit of the End of Year Pupil and Financial Report, as well as the student activity audit. The increase in this account reflects new student activity software.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(3000) R. Worcester Future Teachers	\$6,400	\$6,400	\$6,400	0%

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

**500137-96000****UNEMPLOYMENT COMPENSATION**

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$411,463	\$769,899	\$732,000	78%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL UNEMPLOYMENT COMPENSATION	\$411,463	\$769,899	\$732,000	78%



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 and includes an increase based on estimated expenditures of current claims for the FY21 budget.

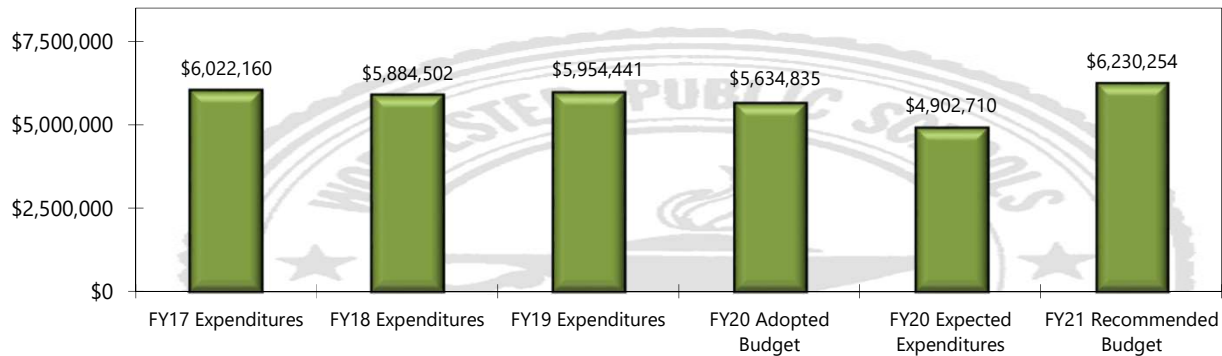
	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(5000) A. Unemployment Compensation	\$411,463	\$769,899	\$732,000	78%
TOTAL	\$411,463	\$769,899	\$732,000	78%



500146-92000

BUILDING UTILITIES

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
CITY FUNDING	\$5,634,835	\$4,902,710	\$6,230,254	11%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL BUILDING UTILITIES	\$5,634,835	\$4,902,710	\$6,230,254	11%



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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$1,578,313	\$1,453,273	\$1,644,055	4%
(4000) B. Electricity	\$3,327,768	\$2,645,617	\$3,803,562	14%
(4000) C. #2 Fuel Oil	\$66,419	\$64,419	\$73,841	11%
(4000) D. Telephone and Data Service	\$662,335	\$739,401	\$708,796	7%
TOTAL	\$5,634,835	\$4,902,710	\$6,230,254	11%

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) A. Natural Gas	\$1,578,313	\$1,453,273	\$1,644,055	4%

This account provides the funding for the cost of natural gas, which is used in the heating of the majority of the district's buildings. The FY21 budget is based on the City's 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. The FY21 budget includes the increase of delivery rates across all rate classes.

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

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Electricity	\$3,327,768	\$2,645,617	\$3,803,562	14%

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 FY21 budget increase includes the City moving to the Worcester Community Choice Electricity Aggregation supply rate, as well as the increase of monthly customer charges. The district continues to receive 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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) C. #2 Fuel Oil	\$66,419	\$64,419	\$73,841	11%

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) and an additional emergency generator for Claremont/Woodland with an estimate of 1,500 gallons. The FY21 budget assumes an average cost of oil to be approximately \$2.46 per gallon (FY20 average was \$2.35). Harlow Street is being converted to natural gas during FY21 as part of an accelerated repair project with the Massachusetts School Building Authority (MSBA).

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Telephone and Data Service	\$662,335	\$739,401	\$708,796	7%

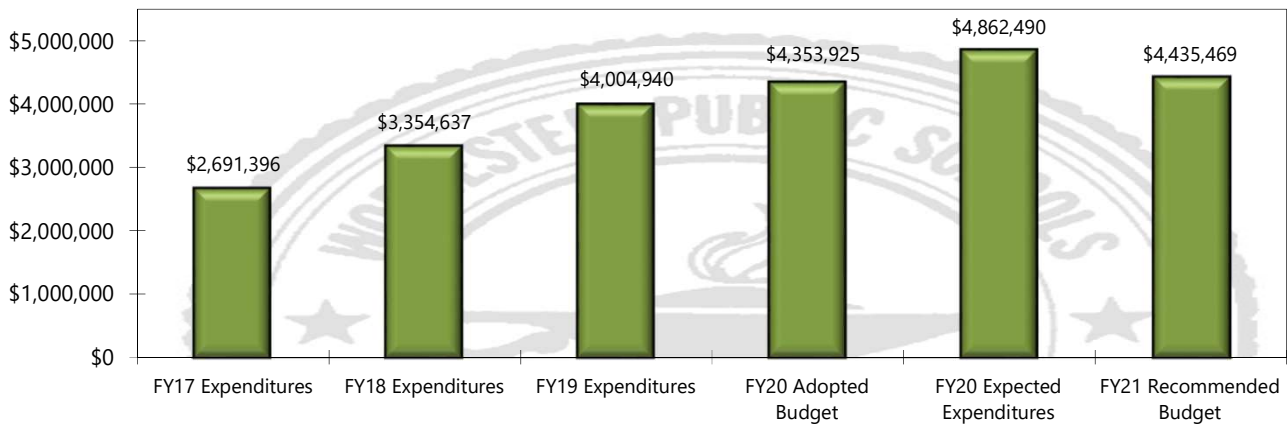
This account provides funds for the cost of telephone service (Centrex, long distance, fire alarm circuits, cellular) for the district. Also included are costs associated with data service, internet access and the Connect-Ed school-to-home communication system. The increase to this account represents 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 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
CITY FUNDING	\$4,353,925	\$4,862,490	\$4,435,469	2%
GRANT SOURCES	\$0	\$0	\$0	0%
TOTAL FACILITIES OM	\$4,353,925	\$4,862,490	\$4,435,469	2%



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 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(4000) A. Facility Maintenance	\$2,913,054	\$3,416,435	\$2,971,315	2%
(4000) B. Trash Removal	\$636,675	\$532,690	\$643,874	1%
(4000) C. Environmental Management Systems	\$596,563	\$576,844	\$608,494	2%
(4000) D. Vehicle Maintenance	\$107,633	\$111,950	\$109,786	2%
(4000) E. Capital Equipment (93000)	\$100,000	\$224,571	\$102,000	2%
TOTAL	\$4,353,925	\$4,862,490	\$4,435,469	2%

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(4000) A. Facility Maintenance	\$2,913,054	\$3,416,435	\$2,971,315	2%

This account provides for the maintenance and repair of all district buildings, including exterior and grounds, as well as interior and classrooms. This includes but is not limited to roofs, masonry, heating systems, plumbing, electrical, 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. This account also represents necessary supplies and leases associated with the maintenance and repair of all district buildings.

**500152-92000; 500152-93000****FACILITIES ORDINARY MAINTENANCE**

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) B. Trash Removal	\$636,675	\$532,690	\$643,874	1%

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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) C. Environmental Management Systems	\$596,563	\$576,844	\$608,494	2%

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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) D. Vehicle Maintenance	\$107,633	\$111,950	\$109,786	2%

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.

	FY21			
	FY20 Adopted Budget	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(4000) E. Capital Equipment (93000)	\$100,000	\$224,571	\$102,000	2%

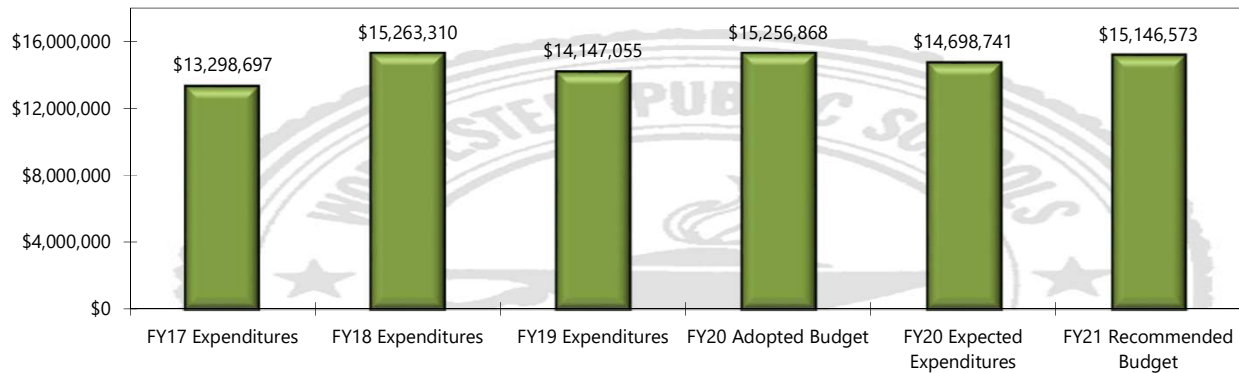
This account provides funding for all capital equipment purchases for facility repair and maintenance.



50S502

CHILD NUTRITION PROGRAM

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
TOTAL	\$15,256,868	\$14,698,741	\$15,146,573	-1%



The Nutrition Department's FY21 recommended budget is based on the average of daily breakfast, lunch, supper, and snacks served from September 2019 through June 2020, as well as during the summer. The National School Lunch Program (NSLP) historically serves over 4.8 million meals annually to the students of Worcester Public Schools. Each day, district staff coordinate, prepare, and serve approximately 17,000 lunches, 9,800 breakfasts, 1,000 adult and "a la carte" meals, and 385 afternoon snacks. The Child and Adult Care Food Program (CACFP) commenced in February 2019. The continually expanding CACFP program provides approximately 240 supper/weekend meals per school day among 23 afterschool programs. The Summer Food Service program also provided over 50,000 summer meals (breakfast, lunch, and supper) served at schools and neighborhood sites throughout the city during June, July, and August of 2019. Due to unanticipated school closures in March 2020 due to COVID-19, the number of NSLP meals served during the 19-20 school year was almost 3.2 million meals. The school lunch program switched to the Summer Food Service method in mid-March 2020 and will serve an estimated 165,000 meals through the end of June 2020. 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. CEP was renewed during the 2019-2020 school year for an additional four year cycle. This provision enables all students to be served breakfast and lunch each school day for no cost, regardless of household income. The district also receives a grant for the Fresh Fruit & Vegetable program that funds 9 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 FY21 budget is focused on meal program expansion including in-house production of unprocessed commodities and increased fresh menu options using locally sourced ingredients.

	FY20 Adopted Budget	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(3000) A. Administration (Director & Assistant Directors)	\$414,051	\$335,130	\$446,830	8%
(3000) B. Supervisors	\$639,256	\$357,392	\$309,732	-52%
(3000) C. School Based Personnel	\$4,639,066	\$4,285,807	\$4,462,851	-4%
(3000) D. Other Support Staff & Contractual Payments	\$943,984	\$833,336	\$903,502	-4%
(3000) E. Summer Feeding Program	\$355,000	\$440,000	\$440,000	24%
(3000) F. Food Supplies	\$5,184,355	\$5,321,200	\$5,396,231	4%
(3000) G. Other Supplies	\$595,239	\$601,500	\$601,500	1%
(4000) H. Maintenance and Repair	\$500,000	\$500,000	\$500,000	0%
(3000) I. Leases and Rentals	\$121,540	\$120,000	\$120,000	-1%
(4000) J. Equipment	\$300,000	\$300,000	\$250,000	-17%
(5000) K. Fringe Benefits	\$1,564,377	\$1,604,377	\$1,715,927	10%
TOTAL	\$15,256,868	\$14,698,741	\$15,146,573	-1%

**505502****CHILD NUTRITION PROGRAM**

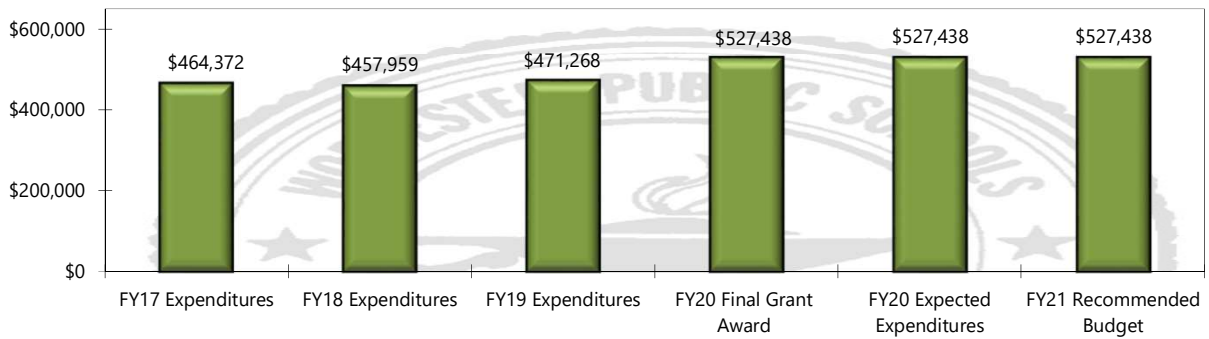
POSITION HISTORY	2019-20	2020-21
Administrators	4.00	4.00
Production Chef	3.00	3.00
Supervisors	9.00	4.00
School Based Managers	22.00	22.00
Cooks & Bakers	28.00	27.00
Kitchen Helpers	245.00	245.00
MEO Drivers	4.00	4.00
Program Support Staff	4.00	3.00
TOTAL	319.00	312.00



50S137

HEAD START SUPPLEMENTAL

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$527,438	\$527,438	\$527,438	0%



These state awarded funds are intended to enhance program capacity to serve Head Start students. Other uses of funds include the increase of professional development opportunities available for staff, enhancement of program quality by requiring Head Start and Early Head Start family child care programs to participate in QRIS, and provide non-federal matching funds for the Head Start program. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY21			
	FY20 Final Grant Award	FY20 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.	\$518,108	\$518,108	\$518,108	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%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. City Indirect Assessment	\$9,330	\$9,330	\$9,330	0%
TOTAL	\$527,438	\$527,438	\$527,438	0%

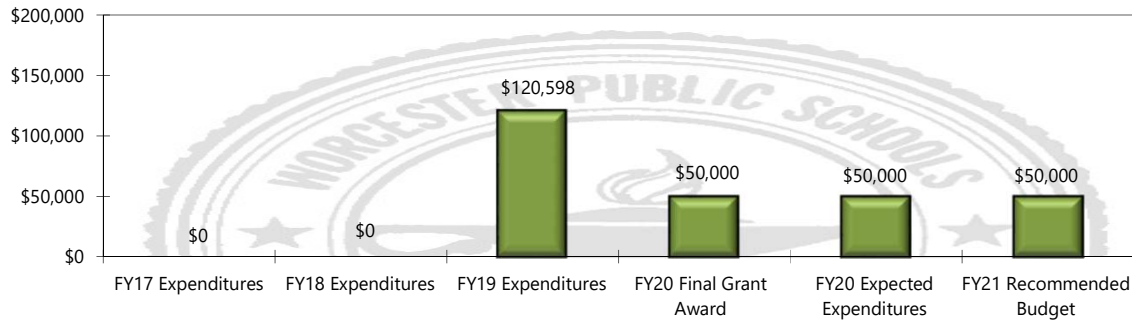
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S151

ADULT EDUCATION - ENGLISH LITERACY

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$50,000	\$50,000	\$50,000	0%



Adult Education - English Literacy Fund Code 359 is a federally funded program 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. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$8,388	\$8,388	\$8,388	0%
(2000) B. Teachers	\$12,880	\$12,880	\$12,880	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	\$3,006	\$3,006	\$3,006	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$21,980	\$21,980	\$21,980	0%
(2000) J. Instructional Supplies & Materials	\$2,746	\$2,746	\$2,746	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. City Indirect Assessment	\$1,000	\$1,000	\$1,000	0%
TOTAL	\$50,000	\$50,000	\$50,000	0%

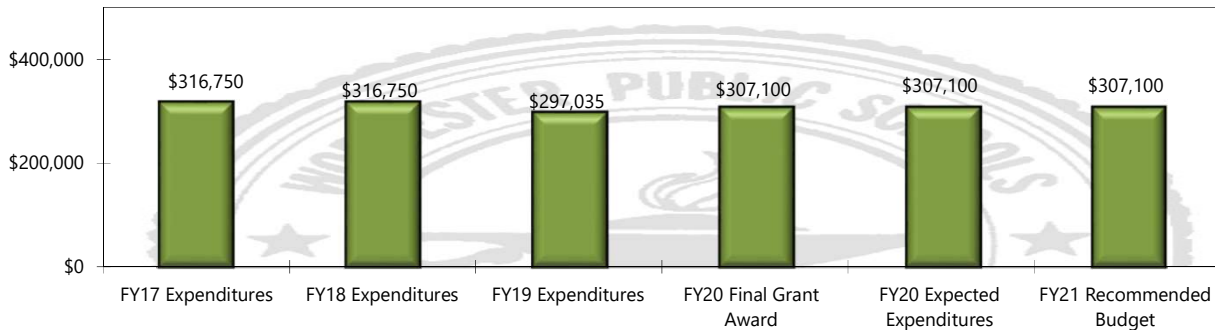
POSITION HISTORY	2019-20	2020-21
Administrators	0.19	0.19
Teachers	0.43	0.43
Instructional Assistants		
Educational Support		
Grant & Program Support	0.20	0.20
TOTAL	0.82	0.82



50S154

FRESH FRUITS AND VEGETABLES

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$307,100	\$307,100	\$307,100	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. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$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	\$45,269	\$45,269	\$45,269	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	\$260,926	\$260,926	\$260,926	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. City Indirect Assessment	\$905	\$905	\$905	0%
TOTAL	\$307,100	\$307,100	\$307,100	0%

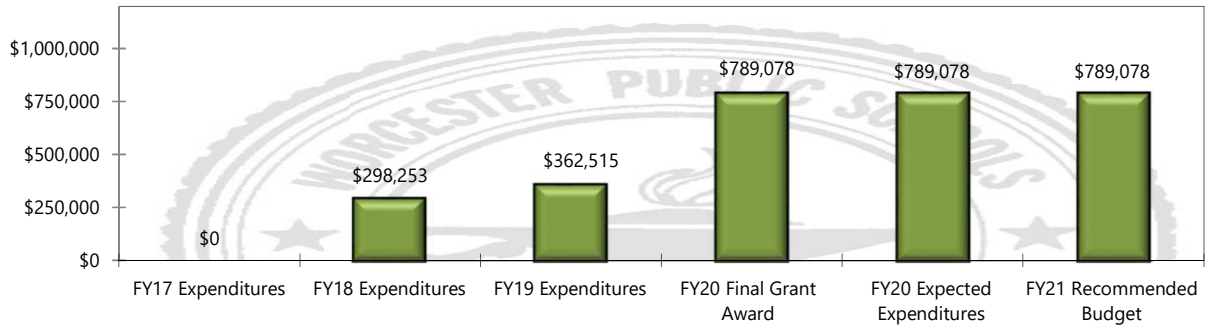
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers		
Instructional Assistants		
Educational Support		
Grant & Program Support	9.00	9.00
TOTAL	9.00	9.00



50S169

TITLE IV

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$789,078	\$789,078	\$789,078	0%



Title IV federal 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 FY21 recommended budget is based upon the actual FY20 grant award.

	FY21			
	FY20 Final Grant Award	FY20 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.	\$359,964	\$359,964	\$359,964	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	\$175,620	\$175,620	\$175,620	0%
(2000) J. Instructional Supplies & Materials	\$153,980	\$153,980	\$153,980	0%
(3000) K. Miscellaneous ED OM	\$83,733	\$83,733	\$83,733	0%
(5000) L. City Indirect Assessment	\$15,781	\$15,781	\$15,781	0%
TOTAL	\$789,078	\$789,078	\$789,078	0%

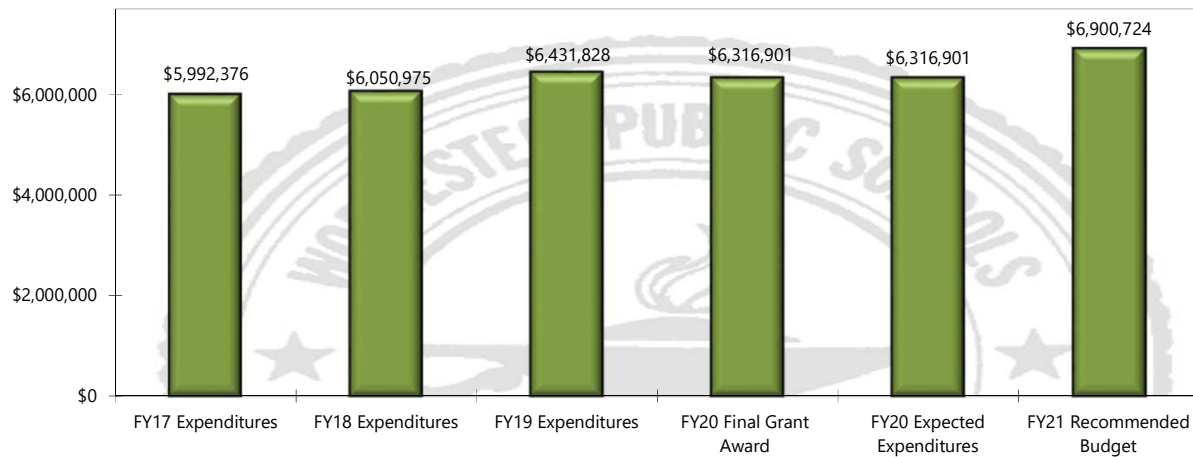
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers ▪ Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S190

HEAD START

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
TOTAL	\$6,316,901	\$6,316,901	\$6,900,724	9%



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 began 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. 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 program 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. Due to the grant cycle, the FY21 recommended budget is based upon the actual FY21 grant award.

50S190

HEAD START

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) A. Administration	\$231,327	\$231,327	\$247,726	7%
(2000) B. Teachers	\$615,755	\$615,755	\$1,001,641	63%
(2000) C. Instructional Assistants	\$900,419	\$900,419	\$1,070,021	19%
(3000) D. Educational Support Salaries	\$1,803,850	\$1,803,850	\$1,842,248	2%
(4000) E. Custodial & Transportation Salaries	\$288,674	\$288,674	\$301,611	4%
(3000) F. Grant & Program Support	\$255,521	\$255,521	\$284,577	11%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health, Retirement & Unemployment	\$1,501,879	\$1,501,879	\$1,501,879	0%
(3000) I. Contractual Services	\$436,738	\$436,738	\$451,910	3%
(2000) J. Instructional Supplies & Materials	\$127,892	\$127,892	\$61,825	-52%
(3000) K. Miscellaneous ED OM	\$27,000	\$27,000	\$5,000	-81%
(5000) L. City Indirect Assessment	\$127,846	\$127,846	\$132,286	3%
TOTAL	\$6,316,901	\$6,316,901	\$6,900,724	9%

**50S190****HEAD START**

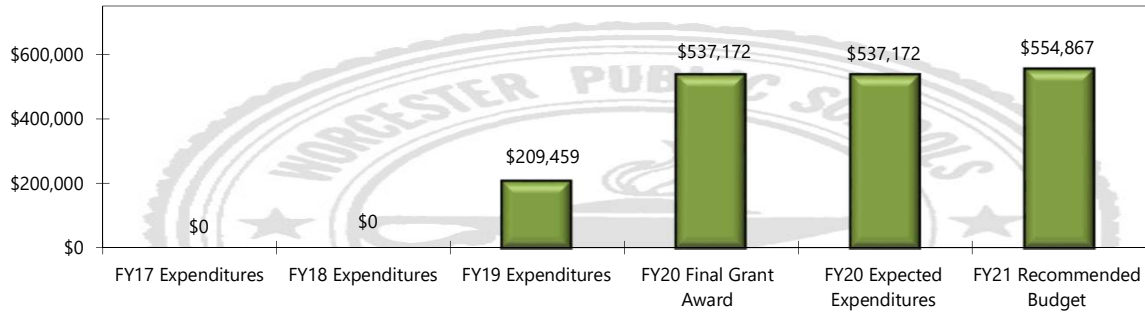
POSITION HISTORY	2019-20	2020-21
Administration	2.00	2.00
Teachers	35.00	44.00
Instructional Assistants	51.00	53.00
Educational Support	52.00	52.00
Grant & Program Support	15.00	15.00
TOTAL	155.00	166.00



50S197

ADULT EDUCATION - COMMUNITY CENTERS

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$537,172	\$537,172	\$554,867	3%



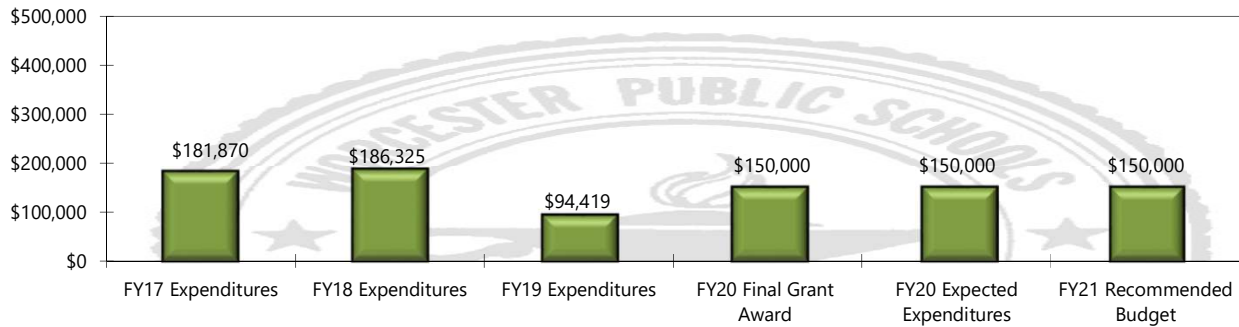
Fund Code 340, is a federally funded program that provides Integrated Education and Training and Integrated English Literacy and Civics Education services. The funding provides adult education instruction simultaneously with workforce preparation activities and workforce training. The purpose of these services is to accelerate credential attainment, workforce readiness, and entry into the workforce. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$69,888	\$69,888	\$69,888	0%
(2000) B. Teachers	\$351,680	\$351,680	\$369,040	5%
(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	\$32,251	\$32,251	\$32,251	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$40,500	\$40,500	\$40,500	0%
(2000) J. Instructional Supplies & Materials	\$17,110	\$17,110	\$17,091	0%
(3000) K. Miscellaneous ED OM	\$15,000	\$15,000	\$15,000	0%
(5000) L. City Indirect Assessment	\$10,743	\$10,743	\$11,097	3%
TOTAL	\$537,172	\$537,172	\$554,867	3%

POSITION HISTORY	2019-20	2020-21
Administrators	1.21	1.21
Teachers	3.24	9.56
Instructional Assistants		
Educational Support		
Grant & Program Support	0.90	0.90
TOTAL	5.35	11.67

**50S198****21st CENTURY CONTINUATION**

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$150,000	\$150,000	\$150,000	0%



The purpose of this continuation grant program is to continue to support the implementation of academically enriching programming implemented during out-of-school time and/or through an extended school day/year/time that helps to close proficiency and opportunity gaps, increases student engagement, and supports college and career readiness and success. Fund Code 645 was previously reported as 50S172. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$112,500	\$112,500	\$112,500	0%
(3000) F. Grant & Program Support	\$6,000	\$6,000	\$6,000	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$15,000	\$15,000	\$15,000	0%
(2000) J. Instructional Supplies & Materials	\$11,500	\$11,500	\$11,500	0%
(3000) K. Miscellaneous ED OM	\$2,000	\$2,000	\$2,000	0%
(5000) L. City Indirect Assessment	\$3,000	\$3,000	\$3,000	0%
TOTAL	\$150,000	\$150,000	\$150,000	0%

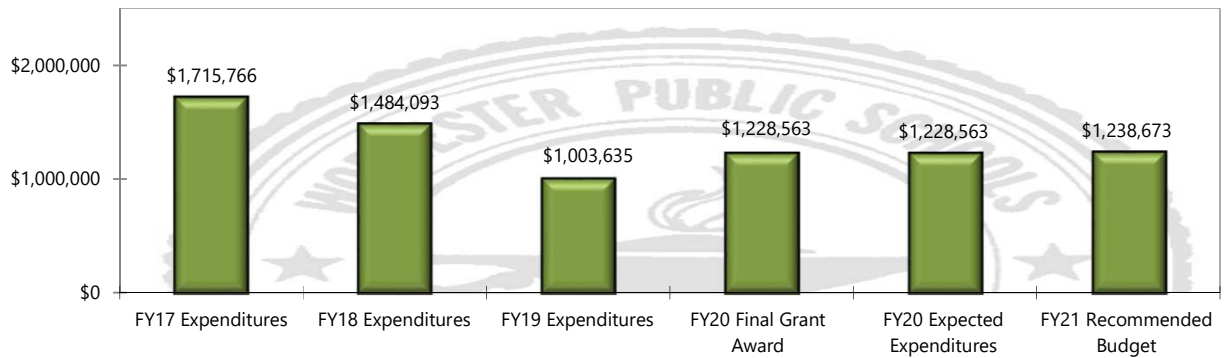
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S208

TITLE II TEACHER QUALITY

			FY21	
	FY20 Final Grant	FY20 Expected	Recommended	% Change From
	Award	Expenditures	Budget	Present Budget
TOTAL	\$1,228,563	\$1,228,563	\$1,238,673	1%



Title IIA Teacher Quality federal funds provide increased 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 staff. The grant funding provides seven Instructional Coach positions, as well as the Manager of Curriculum & Learning and support staff. The FY21 recommended budget is based upon the actual FY20 grant award.

			FY21	
	FY20 Final Grant	FY20 Expected	Recommended	% Change From
	Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$158,569	\$158,569	\$158,569	0%
(2000) B. Teachers ▪ Instructional Coaches	\$626,971	\$626,971	\$626,971	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	\$144,326	\$144,326	\$144,326	0%
(5000) G. MTRS Assessment	\$70,699	\$70,699	\$70,699	0%
(5000) H. Health & Retirement	\$106,257	\$106,257	\$106,257	0%
(3000) I. Contractual Services	\$82,581	\$82,581	\$92,489	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$14,589	\$14,589	\$14,589	0%
(5000) L. City Indirect Assessment	\$24,571	\$24,571	\$24,773	1%
TOTAL	\$1,228,563	\$1,228,563	\$1,238,673	1%

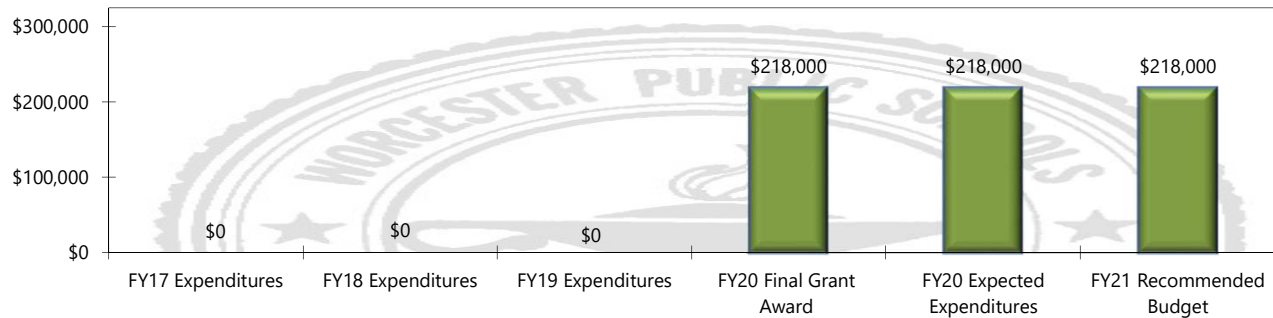
POSITION HISTORY	2019-20	2020-21
Administrators	1.00	1.00
Teachers ▪ Instructional Coaches	7.00	7.00
Instructional Assistants		
Educational Support		
Grant & Program Support	1.65	1.65
TOTAL	9.65	9.65



50S226

COMPREHENSIVE SCHOOL HEALTH SERVICES

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$218,000	\$218,000	\$218,000	0%



The district has been awarded new funds from the Massachusetts Department of Public Health for additional funding of comprehensive school health services for students with economic disadvantages. These new funds will be utilized to support trauma-informed teams within the district which will include a Behavioral Specialist and Nurse Case Manager. These funds are expected to be available through 2024, with a potential for additional years through 2029. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers ▪ Instructional Coaches	\$68,000	\$68,000	\$68,000	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(2000) D. Educational Support	\$61,000	\$61,000	\$61,000	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$28,000	\$28,000	\$28,000	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$31,400	\$31,400	\$31,400	0%
(3000) J. Non-Instructional Supplies & Materials	\$15,240	\$15,240	\$15,240	0%
(3000) K. Miscellaneous ED OM	\$10,000	\$10,000	\$10,000	0%
(5000) L. City Indirect Assessment	\$4,360	\$4,360	\$4,360	0%
TOTAL	\$218,000	\$218,000	\$218,000	0%

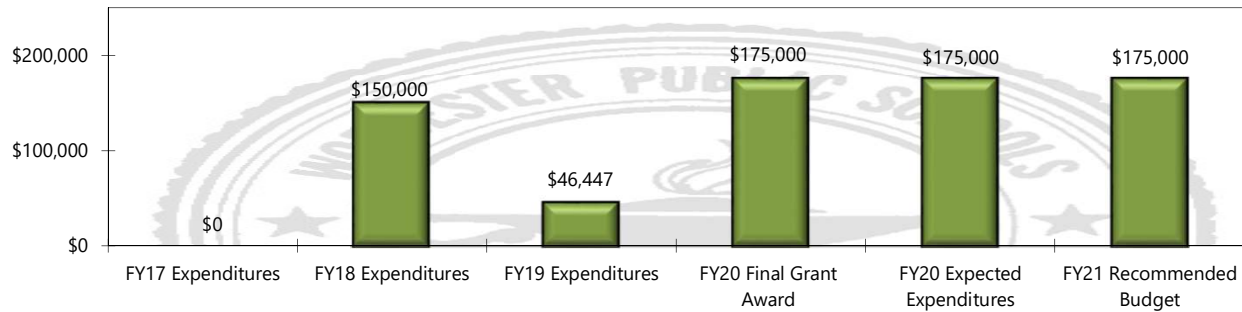
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers ▪ Instructional Coaches	1.00	1.00
Instructional Assistants		
Educational Support	1.00	1.00
Grant & Program Support		
TOTAL	2.00	2.00



50S229

21st CENTURY COMMUNITY LEARNING CENTER

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
TOTAL	\$175,000	\$175,000	\$175,000	0%



Fund Code 647, Community Learning Center - Supporting Additional Learning, is a grant program to support the implementation of academically enriching programming during Out-of-School Time and/or Expanded Learning Time that helps to close proficiency and opportunity gaps, increases student engagement, and contributes to a well-rounded education. Fund Code 647 was not awarded in FY19 and was previously reported as 50S168, 50S110. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 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.	\$102,019	\$102,019	\$102,019	0%
(3000) F. Grant & Program Support	\$15,550	\$15,550	\$15,550	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$0	\$0	\$0	0%
(3000) I. Contractual Services	\$24,000	\$24,000	\$24,000	0%
(2000) J. Instructional Supplies & Materials	\$17,500	\$17,500	\$17,500	0%
(3000) K. Miscellaneous ED OM	\$12,500	\$12,500	\$12,500	0%
(5000) L. City Indirect Assessment	\$3,431	\$3,431	\$3,431	0%
TOTAL	\$175,000	\$175,000	\$175,000	0%

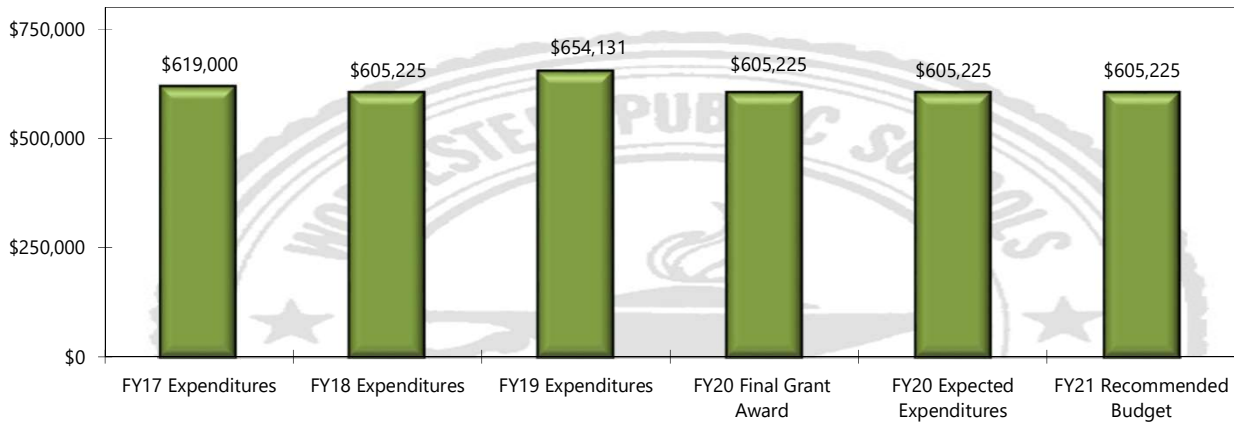
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S254

**COORDINATED FAMILY AND COMMUNITY
ENGAGEMENT**

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 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 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 FY21 recommended budget is based upon the actual FY20 grant award.

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$88,078	\$88,078	\$88,078	0%
(2000) B. Teachers • Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$314,912	\$314,912	\$314,912	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$25,600	\$25,600	\$25,600	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$68,644	\$68,644	\$68,644	0%
(3000) I. Contractual Services	\$31,480	\$31,480	\$31,480	0%
(2000) J. Instructional Supplies & Materials	\$31,221	\$31,221	\$31,221	0%
(3000) K. Miscellaneous ED OM	\$33,755	\$33,755	\$33,755	0%
(5000) L. City Indirect Assessment	\$11,535	\$11,535	\$11,535	0%
TOTAL	\$605,225	\$605,225	\$605,225	0%



50S254

**COORDINATED FAMILY AND COMMUNITY
ENGAGEMENT**

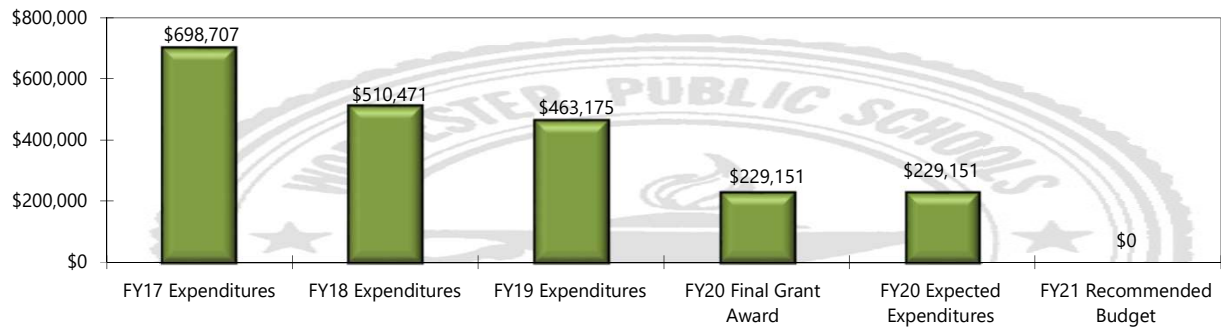
POSITION HISTORY	2019-20	2020-21
Administrators	1.00	1.00
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support	8.20	8.20
Grant & Program Support	0.10	0.10
TOTAL	9.30	9.30



50S256

**INCLUSIVE PRESCHOOL LEARNING
ENVIRONMENTS**

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
TOTAL	\$229,151	\$229,151	\$0	-100%



The Inclusive Preschool Learning Environments grant (IPLE) provides direct preschool services. The Department of Early Education and Care previously announced that this grant would be phased out over the next three years at an approximate reduction of 33% each year. FY20 was the final year of grant and positions have been transferred to the Head Start grant.

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$219,374	\$219,374	\$0	-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	\$0	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$9,777	\$9,777	\$0	-100%
(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. City Indirect Assessment	\$0	\$0	\$0	0%
TOTAL	\$229,151	\$229,151	\$0	-100%

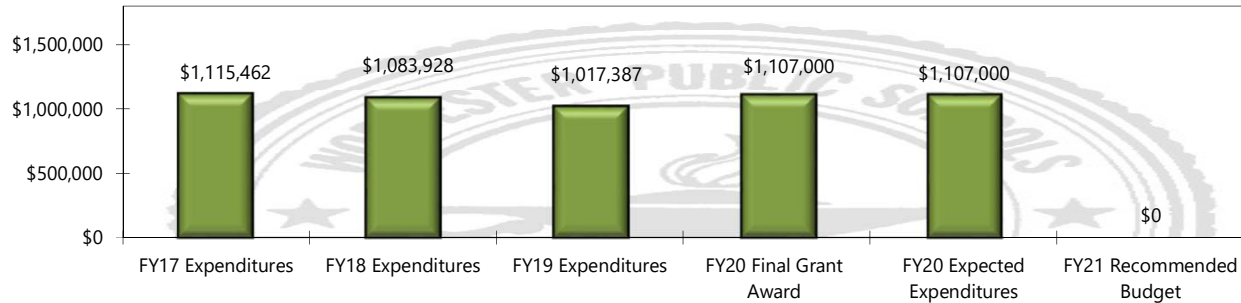
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers	7.00	
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	7.00	0.00



50S269

EXPANDED LEARNING TIME

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
TOTAL	\$1,107,000	\$1,107,000	\$0	-100%



This state funded grant program provides financial assistance to local school districts with schools that have approved Expanded Learning Time implementation plans. All participating schools must increase the amount of time in their schedules so that they are operating at least 300 hours longer than is average for students in other schools within the district. City View Discovery and Jacob Hiatt Magnet elementary schools participate. The grant has been eliminated in the FY21 budget process from the state.

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 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.	\$1,084,860	\$1,084,860	\$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	\$0	\$0	\$0	0%
(2000) J. Instructional Supplies & Materials	\$0	\$0	\$0	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. City Indirect Assessment	\$22,140	\$22,140	\$0	-100%
TOTAL	\$1,107,000	\$1,107,000	\$0	-100%

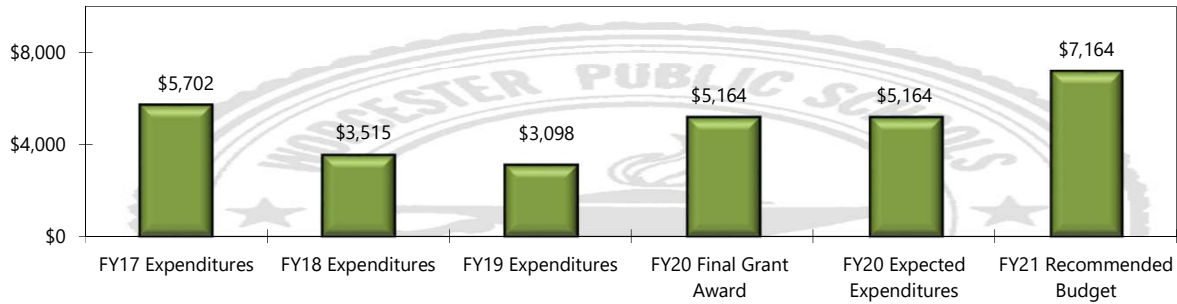
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S276

GED TEST CENTERS

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$5,164	\$5,164	\$7,164	39%



This state funded grant program is designed to assist in the daily operation of High School Equivalency Assessment Centers including test administration and issuing required documents for the examinee and the state High School Equivalency Assessment Office at the Department of Elementary and Secondary Education. Worcester Public Schools is an approved test center. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY21			
	FY20 Final Grant Award	FY20 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	\$2,000	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	\$5,164	\$5,164	\$5,164	0%
(3000) K. Miscellaneous ED OM	\$0	\$0	\$0	0%
(5000) L. City Indirect Assessment	\$0	\$0	\$0	0%
TOTAL	\$5,164	\$5,164	\$7,164	39%

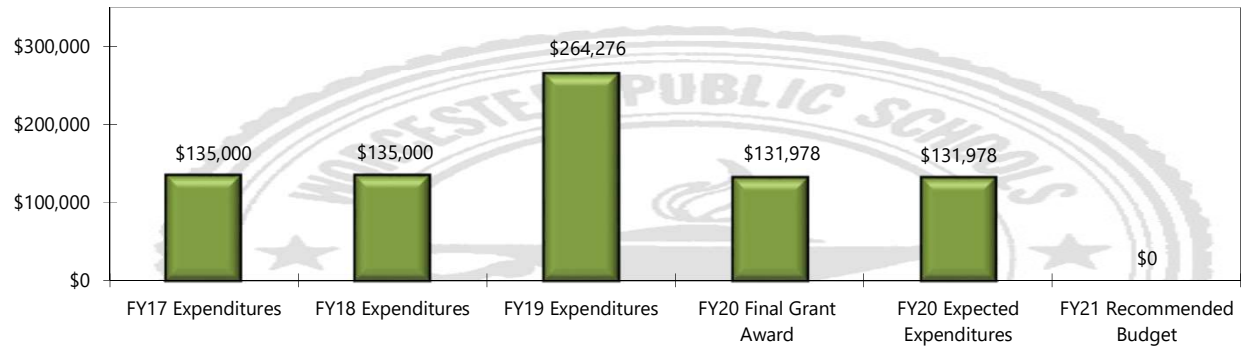
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	0.00	0.00



50S294 - 50S296

UNIVERSAL PRE-KINDERGARTEN

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$131,978	\$131,978	\$0	0%



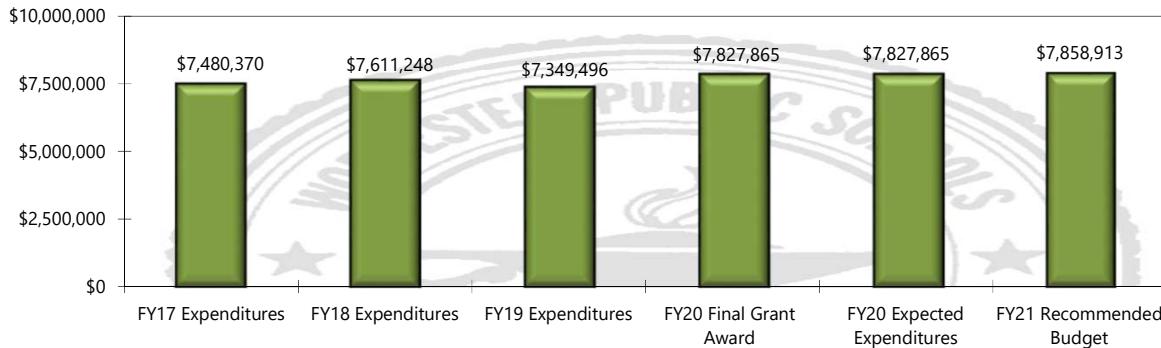
The Universal Pre-Kindergarten (UPK) grant supported and enhanced the quality of services for children in UPK classrooms, especially for children with high needs. This is a renewal grant and only agencies and programs previously receiving funding are eligible to apply. The program must be licensed by the Department of Early Education and Care and meet specific requirements. Head Start is no longer eligible for these funds. All positions will be transferred to the Head Start grant.

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$69,514	\$69,514	\$0	-100%
(2000) C. Instructional Assistants	\$59,822	\$59,822	\$0	-100%
(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. City Indirect Assessment	\$2,642	\$2,642	\$0	-100%
TOTAL	\$131,978	\$131,978	\$0	0%

POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers	2.61	
Instructional Assistants	2.36	
Educational Support		
Grant & Program Support		
TOTAL	4.97	

**50S302****IDEA**

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$7,827,865	\$7,827,865	\$7,858,913	0%



The purpose of this federal special education entitlement grant program is to provide funds to ensure that eligible students with disabilities receive a free and appropriate public education that includes special education and related services designed to meet their individual needs. This grant primarily provides salaries and benefits for instructional assistants, district certified nursing assistants and licensed practical nurses, as well as program and grant support positions. This grant also provides professional development and licensing requirements, along with assisting technology for students. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$107,544	\$107,544	\$107,544	0%
(2000) B. Teachers ▪ Instructional Coaches	\$0	\$0	\$0	0%
(2000) C. Instructional Assistants	\$5,457,851	\$5,457,851	\$5,457,851	0%
(3000) D. Educational Support	\$198,000	\$198,000	\$198,000	0%
(3000) E. After School Programs & Staff Dev.	\$0	\$0	\$0	0%
(3000) F. Grant & Program Support	\$276,172	\$276,172	\$276,172	0%
(5000) G. MTRS Assessment	\$9,679	\$9,679	\$9,679	0%
(5000) H. Health & Retirement	\$1,318,601	\$1,318,601	\$1,318,601	0%
(3000) I. Contractual Services	\$245,027	\$245,027	\$245,027	0%
(2000) J. Instructional Supplies & Materials	\$33,417	\$33,417	\$63,843	91%
(3000) K. Miscellaneous ED OM	\$25,018	\$25,018	\$25,018	0%
(5000) L. City Indirect Assessment	\$156,556	\$156,556	\$157,178	0%
TOTAL	\$7,827,865	\$7,827,865	\$7,858,913	0%

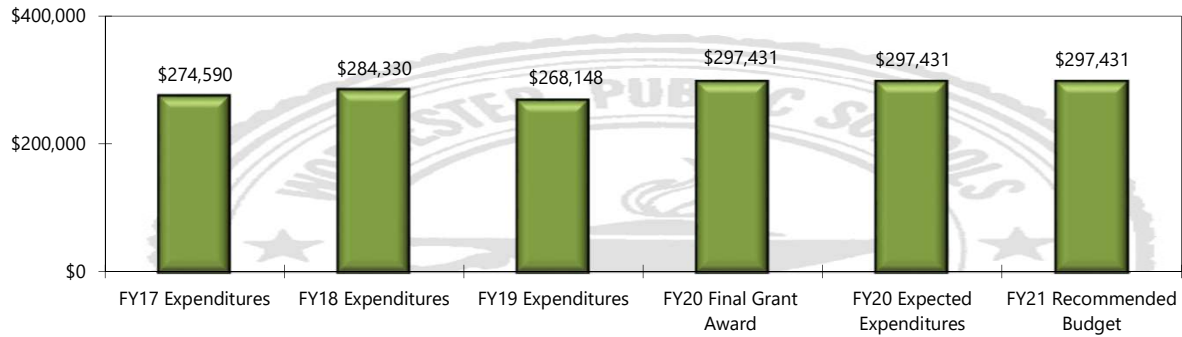
POSITION HISTORY	2019-20	2020-21
Administrators	1.00	1.00
Teachers ▪ Instructional Coaches		
Instructional Assistants	188.00	188.00
Educational Support	8.00	8.00
Grant & Program Support	3.00	3.00
TOTAL	200.00	200.00



50S304

PRESCHOOL - SPECIAL EDUCATION

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
TOTAL	\$297,431	\$297,431	\$297,431	0%



The Early Childhood Special Education allocation funds preschool teachers' salaries in half-day integrated classrooms. Three, four, and five year olds with a range of disabilities including PDD/Autism, Behavior/Emotional Disorders, neurological and physical disabilities are enrolled in mixed delivery system classrooms that include children with disabilities and without. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$267,415	\$267,415	\$267,415	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	\$24,067	\$24,067	\$24,067	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. City Indirect Assessment	\$5,949	\$5,949	\$5,949	0%
TOTAL	\$297,431	\$297,431	\$297,431	0%

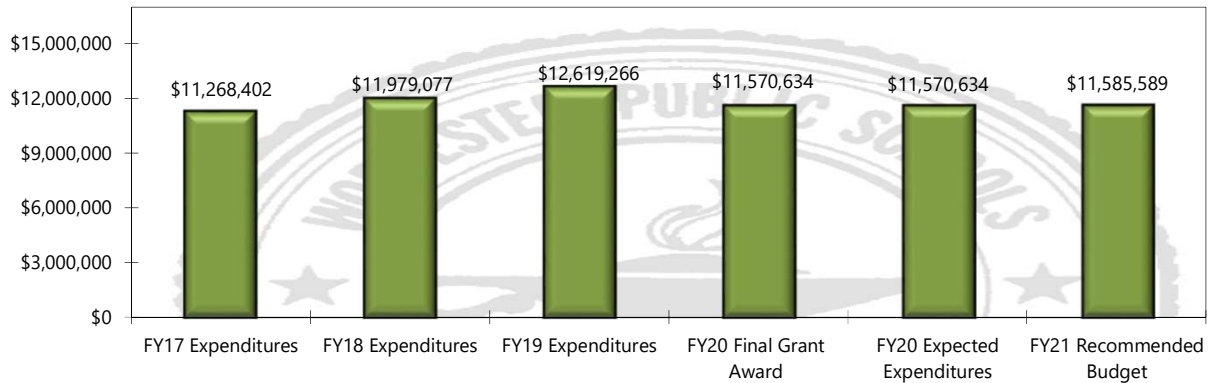
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers	3.50	3.50
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	3.50	3.50



50S308

TITLE I

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$11,570,634	\$11,570,634	\$11,585,589	0%



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. Also, to 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 grant provides funding for the Manager of Grant Resources, 52 Focused Instructional Coaches, 18 Instructional Assistants for pre-school programs, 6 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. The FY21 recommended budget is based upon the actual FY20 grant award.



50S308

TITLE I

	FY20 Final Grant	FY20 Expected	FY21 Recommended	% Change From
	Award	Expenditures	Budget	Present Budget
(1000) A. Administrators	\$123,188	\$123,188	\$123,188	0%
(2000) B. Teachers ▪ Instructional Coaches	\$5,532,314	\$5,532,314	\$5,532,314	0%
(3000) C. Wraparound Coordinators	\$441,349	\$441,349	\$441,349	0%
(2000) D. Instructional Assistants	\$513,178	\$513,178	\$513,178	0%
(3000) E. After School Programs & Staff Dev.	\$1,941,681	\$1,941,681	\$1,941,681	0%
(3000) F. Grant & Program Support	\$830,172	\$830,172	\$830,172	0%
(5000) G. MTRS Assessment	\$508,995	\$508,995	\$508,995	0%
(5000) H. Health & Retirement	\$1,143,336	\$1,143,336	\$1,143,336	0%
(3000) I. Contractual Services	\$260,007	\$260,007	\$269,087	3%
(2000) J. Instructional Supplies & Material	\$33,002	\$33,002	\$38,577	17%
(3000) K. Misc. Educational Support O.M.	\$12,000	\$12,000	\$12,000	0%
(5000) L. City Indirect Assessment	\$231,412	\$231,412	\$231,712	0%
TOTAL	\$11,570,634	\$11,570,634	\$11,585,589	0%

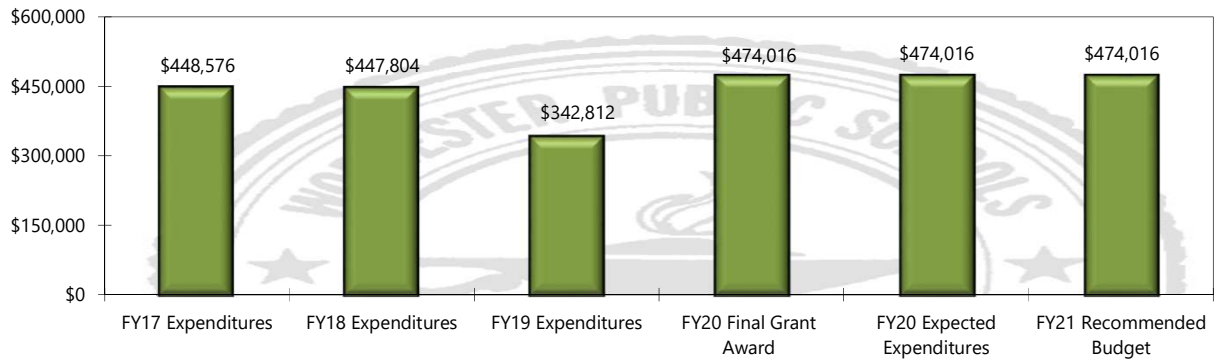
POSITION HISTORY	2019-20	2020-21
Administrators	1.00	1.00
Teachers ▪ Preschool	0.00	0.00
Teachers ▪ Other	10.00	10.00
Teachers ▪ Instructional Coaches	52.00	52.00
Wraparound Coordinators	6.00	6.00
Instructional Assistants	18.00	18.00
Educational Support	0.00	0.00
Grant & Program Support	12.80	12.80
TOTAL	99.80	99.80



50S312

PERKINS

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
TOTAL	\$474,016	\$474,016	\$474,016	0%



The federally funded Carl D. Perkins Applied Technology and Vocational Education Act provides administrative leadership and support in the form of equipment, tutoring, after-school programs, student transportation and professional development for our high schools and alternative programs in career and vocational-technical education. Programs and initiatives are focused on special populations including special education, LEP and non-traditional student populations. Career awareness programs are provided for all students to ensure that each and every student has fair and equitable access to each career and technical program that is available. Perkins provides funding to purchase equipment that will consistently upgrade programs in order for students and teachers to develop skills using the most current technology connected to industry standards. The FY20 grant award will fund the final year of the Advanced Manufacturing position at Worcester Technical High School and new Clinical Coordinator for Allied Health and new Robotics Instructor. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Teachers	\$224,175	\$224,175	\$224,175	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$50,390	\$50,390	\$50,390	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$20,176	\$20,176	\$20,176	0%
(5000) H. Health & Retirement	\$45,172	\$45,172	\$45,172	0%
(3000) I. Contractual Services	\$64,060	\$64,060	\$64,060	0%
(2000) J. Instructional Supplies & Materials	\$3,800	\$3,800	\$3,800	0%
(3000) K. Miscellaneous ED OM	\$56,883	\$56,883	\$56,883	0%
(5000) L. City Indirect Assessment	\$9,360	\$9,360	\$9,360	0%
TOTAL	\$474,016	\$474,016	\$474,016	0%



50S312

PERKINS

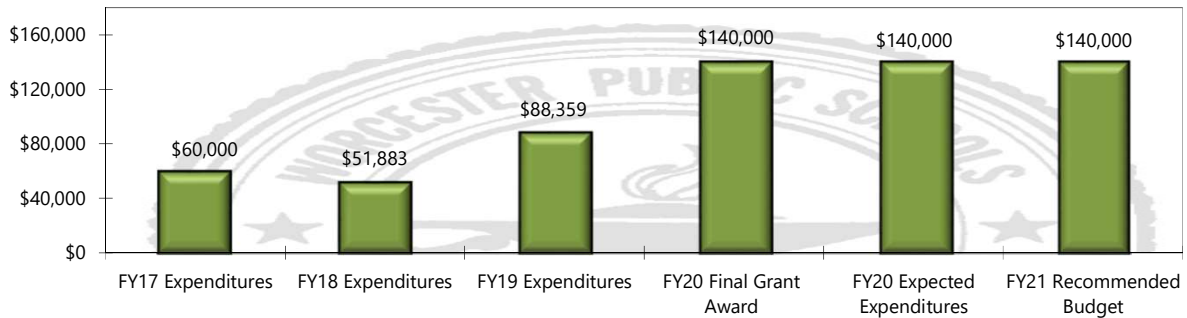
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers	3.00	3.00
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	3.00	3.00



50S343

MCKINNEY-VENTO

	FY21			
	FY20 Final Grant Award	FY20 Expected Expenditures	Recommended Budget	% Change From Present Budget
TOTAL	\$140,000	\$140,000	\$140,000	0%



These federal funds support McKinney-Vento Homeless Education programs that ensure homeless students enroll and attend school while having the opportunity to succeed. The grant funds support Head Start home visits as well as outreach and case management for homeless students. Additional funds are used for the purchase of instructional and other materials that support these students. The FY20 grant award has increased and includes additional afterschool programming, instructional and other supplies for students. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY21			
	FY20 Final Grant Award	FY20 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	\$65,525	\$65,525	\$65,525	0%
(3000) E. After School Programs & Staff Dev.	\$22,450	\$22,450	\$22,450	0%
(3000) F. Grant & Program Support	\$6,775	\$6,775	\$6,775	0%
(5000) G. MTRS Assessment	\$0	\$0	\$0	0%
(5000) H. Health & Retirement	\$15,565	\$15,565	\$15,565	0%
(3000) I. Contractual Services	\$3,500	\$3,500	\$3,500	0%
(2000) J. Instructional Supplies & Materials	\$9,860	\$9,860	\$9,860	0%
(3000) K. Miscellaneous ED OM	\$5,350	\$5,350	\$5,350	0%
(5000) L. City Indirect Assessment	\$2,800	\$2,800	\$2,800	0%
TOTAL	\$140,000	\$140,000	\$140,000	0%

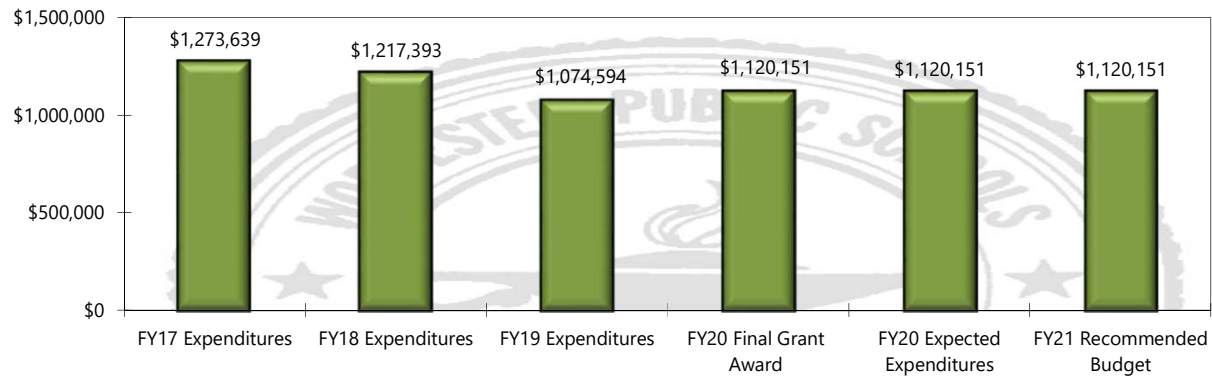
POSITION HISTORY	2019-20	2020-21
Administrators		
Teachers • Instructional Coaches		
Instructional Assistants		
Educational Support	1.30	1.30
Grant & Program Support		
TOTAL	1.30	1.30



50S356

TITLE III

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
TOTAL	\$1,120,151	\$1,120,151	\$1,120,151	0%



Title III provides federal funding for meeting the educational needs of English Language Learners. Over one third of the district's students are English Language Learners and almost half of the students have a first language other than English. The goal of the programming is to accelerate the development of English skills and enhance their academic achievement maximizing college and career readiness. The district uses these funds to support ongoing professional development for teachers and continuously reinforcing high quality teaching and learning for all students. In addition, these funds provide supplemental programs, both after school and during the summer to extend learning for students and provide adaptation services for newcomer students and their families, including refugee students. The FY21 recommended budget is based upon the actual FY20 grant award.

	FY20 Final Grant Award	FY20 Expected Expenditures	FY21 Recommended Budget	% Change From Present Budget
(1000) A. Administrators	\$0	\$0	\$0	0%
(2000) B. Instructional Coaches	\$443,521	\$443,521	\$443,521	0%
(2000) C. Instructional Assistants	\$0	\$0	\$0	0%
(3000) D. Educational Support	\$0	\$0	\$0	0%
(3000) E. After School Programs & Staff Dev.	\$233,265	\$233,265	\$233,265	0%
(3000) F. Grant & Program Support	\$0	\$0	\$0	0%
(5000) G. MTRS Assessment	\$39,917	\$39,917	\$39,917	0%
(5000) H. Health & Retirement	\$85,995	\$85,995	\$85,995	0%
(3000) I. Contractual Services	\$190,047	\$190,047	\$190,047	0%
(2000) J. Instructional Supplies & Materials	\$47,350	\$47,350	\$47,350	0%
(3000) K. Miscellaneous ED OM	\$57,653	\$57,653	\$57,653	0%
(5000) L. City Indirect Assessment	\$22,403	\$22,403	\$22,403	0%
TOTAL	\$1,120,151	\$1,120,151	\$1,120,151	0%

**50S356****TITLE III**

POSITION HISTORY	2019-20	2020-21
Administrators		
Instructional Coaches	5.00	5.00
Instructional Assistants		
Educational Support		
Grant & Program Support		
TOTAL	5.00	5.00





Our teacher
became a U.S.
President

John Adams

Our student was
the father of
modern rocketry

Robert H. Goddard



LOCATION BUDGET

Worcester Public Schools



Financial | Location Budget



Burncoat High School

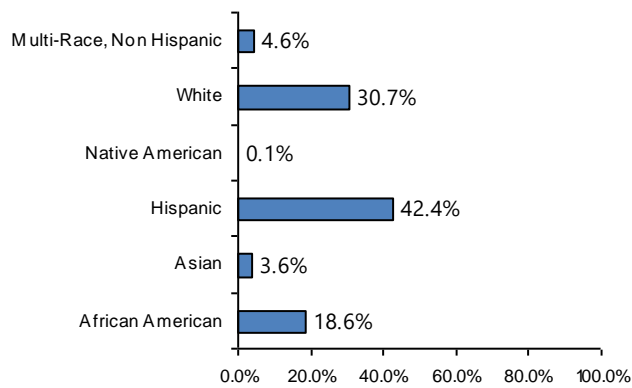
179 Burncoat Street Worcester, MA 01606 Principal: William Foley

Quick Facts

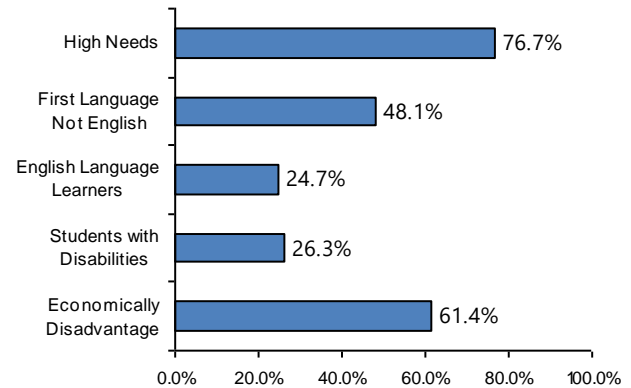
Quadrant	Burncoat	Enrollment	1,111
Grades	9-12	Graduation Rates	82.8%
Year Built	1964	Student Attendance	92.5%
Square Footage	144,388		



Student Race And Ethnicity

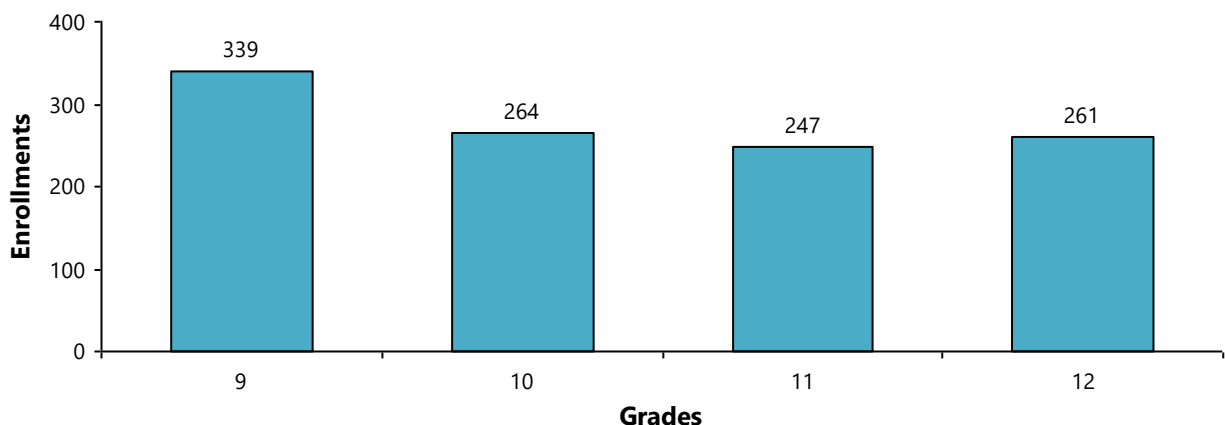


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Burncoat High School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$8,691,253	\$9,034,401
500130-92000 Arts Consultants (Burncoat Quadrant)	\$32,250	\$33,553
500130-92000 Graduation Expenses	\$7,945	\$9,623
500130-92000 Security Guards	\$25,200	\$26,640
500136-92000 Educational Fees and Licences	\$19,915	\$20,206
500146-92000 Electricity	\$64,285	\$94,489
500146-92000 Natural Gas	\$96,569	\$95,049
500152-92000 Rubbish Removal	\$30,947	\$31,297
500-92204 Instructional Materials	\$79,796	\$81,652
540103-92000 Student Transportation	\$392,355	\$439,694
Burncoat High School Total Budget	\$9,440,515	\$9,866,604

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	3.0	3.0
English Language Arts Teachers	8.0	8.0
Mathematics Teachers	10.0	10.0
History & Social Science Teachers	9.0	9.0
Science Teachers	9.0	9.0
World Language Teachers	5.0	6.0
English Learner Teachers	4.0	4.0
Special Education Teachers	17.0	17.0
Guidance Counselor	5.0	5.0
School Adjustment Counselor	2.5	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	1.5	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
Innovation Pathways Coordinator	1.0	1.0
Instructional Assistants	20.0	24.0
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	8.0	8.0
Total	137.4	142.4



Claremont Academy

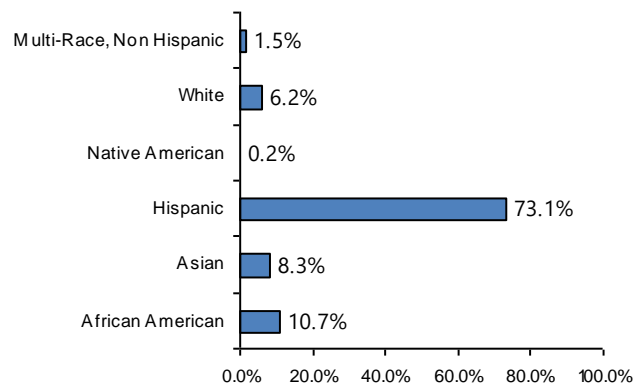
15 Claremont Street Worcester, MA 01610 Principal: Selection In Process

Quick Facts

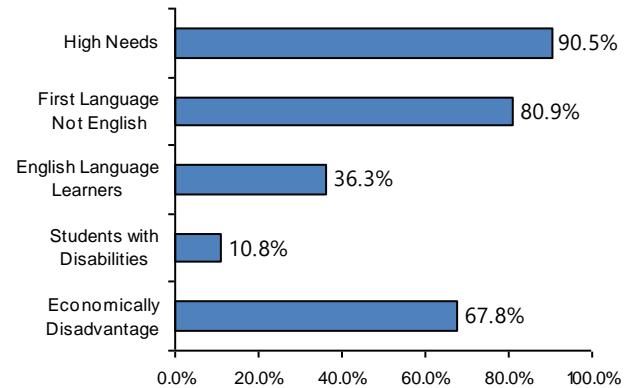
Quadrant	South	Enrollment	581
Grades	7-12	Graduation Rates	82.6%
Year Built	1999	Student Attendance	93.3%
Square Footage	64,861		



Student Race And Ethnicity

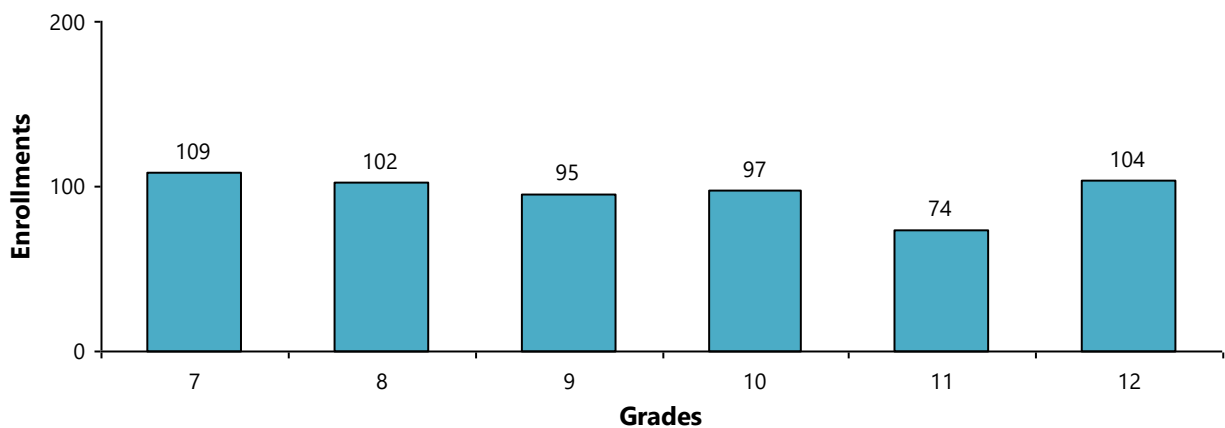


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Claremont Academy

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$4,120,433	\$4,108,369
500130-92000 Graduation Expenses	\$7,945	\$9,623
500130-92000 NEASC Evaluation	\$15,000	\$0
500136-92000 Educational Fees and Licences	\$7,950	\$8,093
500146-92000 Electricity	\$68,736	\$104,235
500146-92000 Natural Gas	\$35,322	\$35,042
500-92204 Instructional Materials	\$31,668	\$33,640
540103-92000 Student Transportation	\$24,522	\$27,481
Claremont Academy Total Budget	\$4,311,577	\$4,326,482

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	2.0	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	4.0
Guidance Counselor	1.5	1.5
School Adjustment Counselor	1.4	1.4
Health & Safety Teachers	0.2	0.2
Physical Education Teachers	1.7	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	4.0	4.0
Crossing Guard	1.0	1.0
School Nurse	1.0	1.0
Custodial	2.5	2.0
Administrative Clerical	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	10.0	10.0
Total	68.3	66.8



Doherty Memorial High School

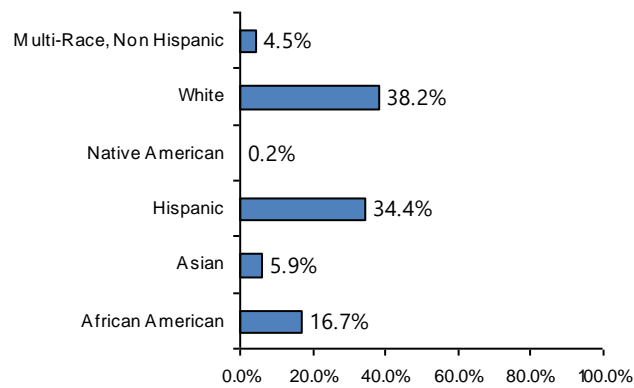
299 Highland Street Worcester, MA 01609 Principal: Sally Maloney

Quick Facts

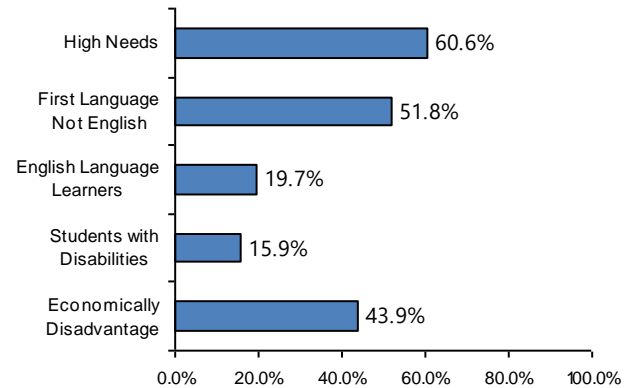
Quadrant	Doherty	Enrollment	1,499
Grades	9-12	Graduation Rates	90.3%
Year Built	1966	Student Attendance	92.8%
Square Footage	168,126		



Student Race And Ethnicity

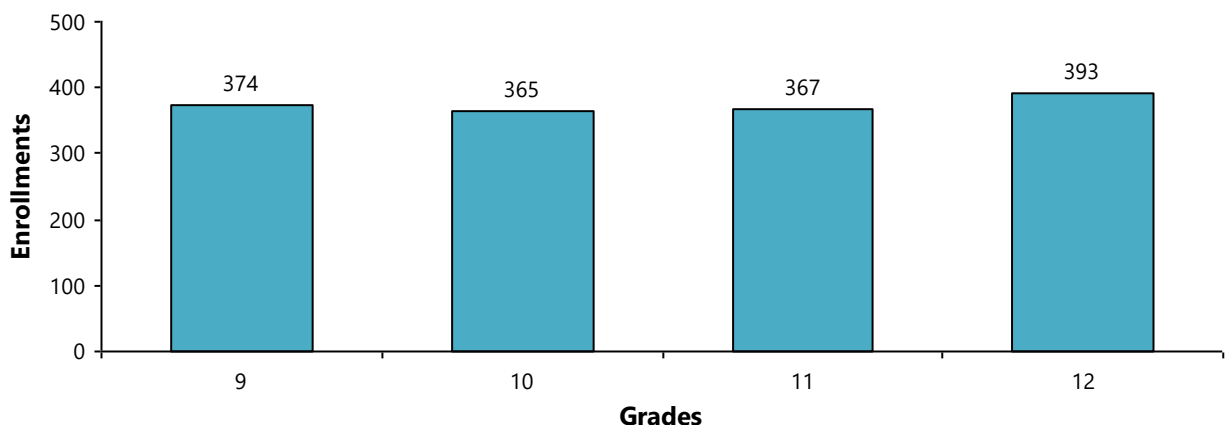


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Doherty Memorial High School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$10,389,690	\$10,551,051
500130-92000 Graduation Expenses	\$7,945	\$9,623
500130-92000 Security Guards	\$25,200	\$26,640
500136-92000 Educational Fees and Licences	\$19,915	\$20,206
500146-92000 Electricity	\$120,200	\$114,046
500146-92000 Natural Gas	\$69,000	\$75,349
500152-92000 Rubbish Removal	\$17,003	\$17,195
500-92204 Instructional Materials	\$139,194	\$137,396
540103-92000 Student Transportation	\$318,789	\$357,252
Doherty Memorial High School Total Budget	\$11,106,935	\$11,308,758

Position Summary

Staffing	FY 2020	FY 2021
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	17.0
History & Social Science Teachers	14.0	14.0
Science Teachers	14.0	14.0
World Language Teachers	9.0	9.0
English Learner Teachers	3.0	3.0
Special Education Teachers	13.0	12.0
Guidance Counselor	6.0	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	2.0	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	1.0	1.0
Instructional Assistants	10.0	11.0
School Nurse	2.0	2.0
Custodial	6.0	6.0
Administrative Clerical	2.0	2.0
School Clerical	4.0	3.0
School Nutrition Staff	11.0	11.0
Total	155.0	155.0



North High School

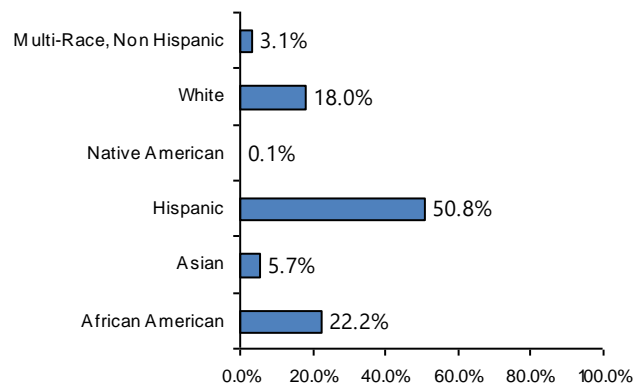
140 Harrington Way Worcester, MA 01604 Principal: Lisa Houlihan

Quick Facts

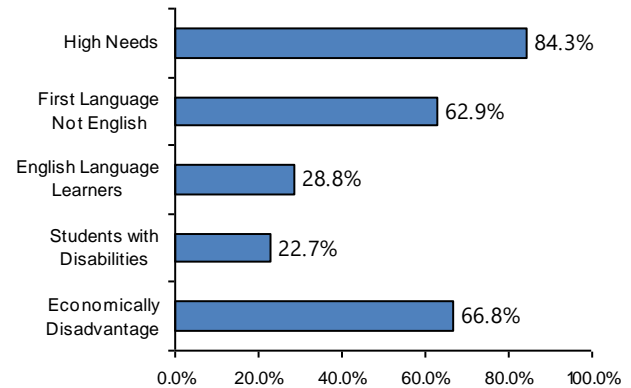
Quadrant	North	Enrollment	1,253
Grades	9-12	Graduation Rates	80.3%
Year Built	2011	Student Attendance	91.6%
Square Footage	190,000		



Student Race And Ethnicity

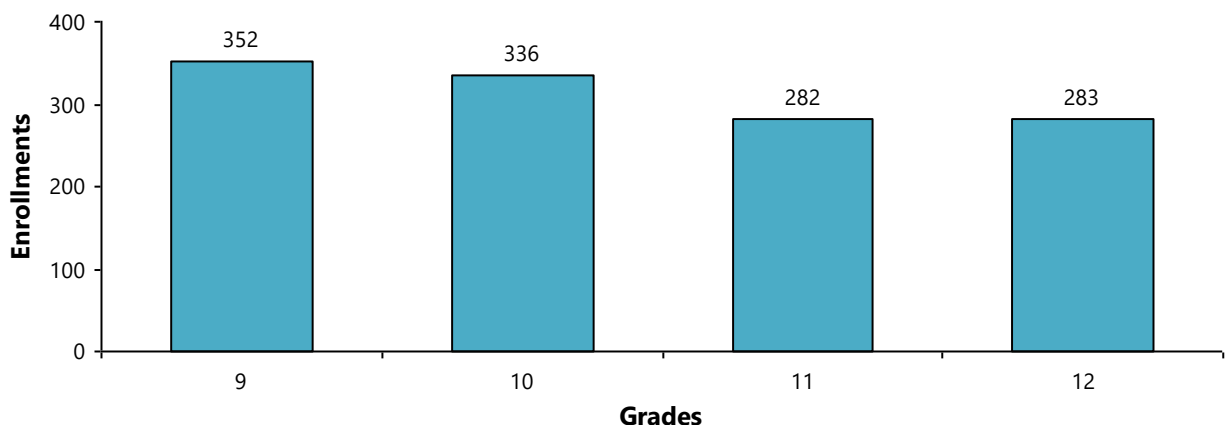


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





North High School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$10,228,311	\$10,468,510
500130-92000 Graduation Expenses	\$7,945	\$9,623
500130-92000 Security Guards	\$25,200	\$26,640
500130-92000 Worcester Pipeline	\$40,000	\$40,000
500136-92000 Educational Fees and Licences	\$20,281	\$20,579
500146-92000 Electricity	\$242,660	\$242,330
500146-92000 Natural Gas	\$62,521	\$61,976
500152-92000 Rubbish Removal	\$21,579	\$21,823
500-92204 Instructional Materials	\$93,720	\$91,864
540103-92000 Student Transportation	\$465,922	\$522,137
North High School Total Budget	\$11,208,139	\$11,505,483

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	4.0	4.0
Focus Instructional Coach	2.0	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	20.0	20.0
Guidance Counselor	5.0	5.0
School Adjustment Counselor	2.4	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	18.0	21.0
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	23.0	23.0
Total	171.4	174.4



South High School

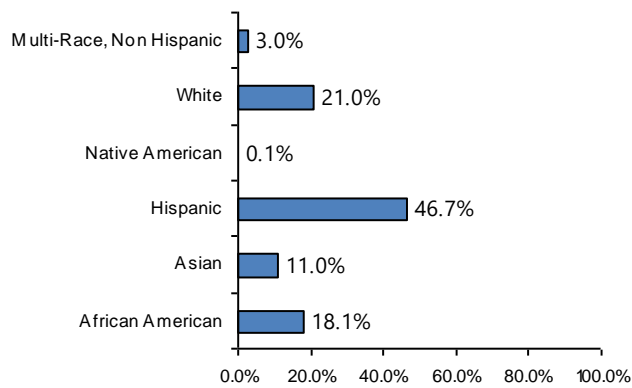
170 Apricot Street Worcester, MA 01603 Principal: Jeffrey Creamer

Quick Facts

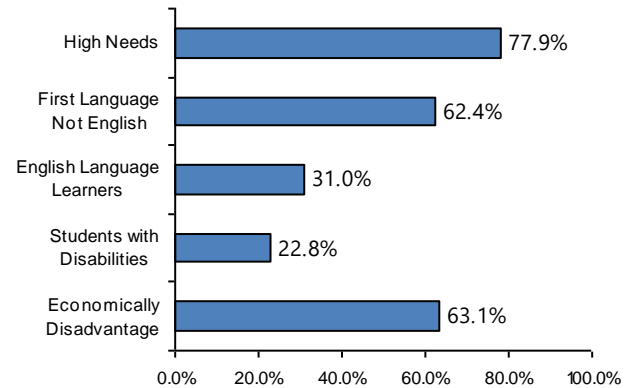
Quadrant	South	Enrollment	1,379
Grades	9-12, Pre-K	Graduation Rates	76.6%
Year Built	1978	Student Attendance	91.5%
Square Footage	246,000		



Student Race And Ethnicity

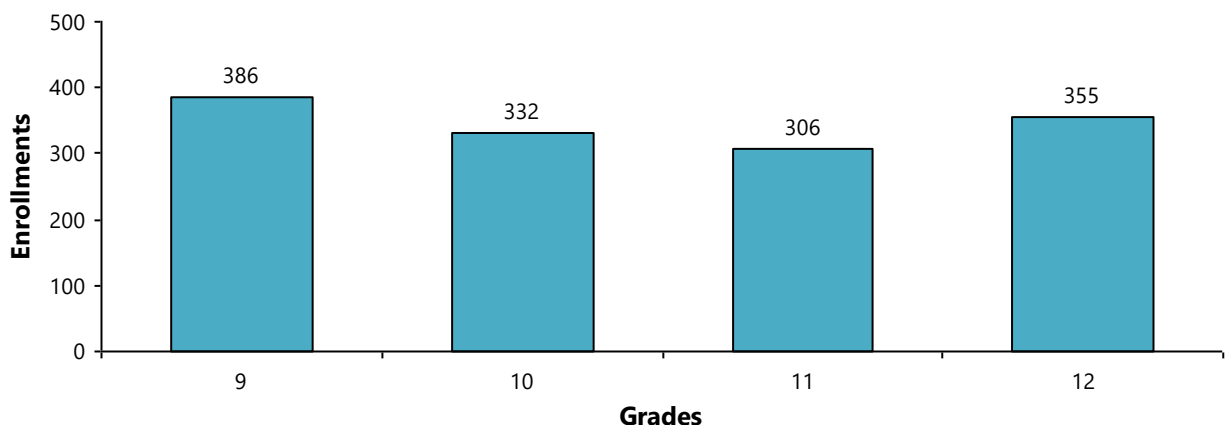


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





South High School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$10,902,478	\$11,325,345
500130-92000 Graduation Expenses	\$7,945	\$9,623
500130-92000 Security Guards	\$25,200	\$26,640
500136-92000 Educational Fees and Licences	\$16,572	\$16,870
500146-92000 Electricity	\$184,221	\$239,669
500146-92000 Natural Gas	\$22,744	\$22,099
500152-92000 Rubbish Removal	\$17,016	\$17,208
500-92204 Instructional Materials	\$96,868	\$96,520
540103-92000 Student Transportation	\$760,188	\$851,908
South High School Total Budget	\$12,033,233	\$12,605,882

Position Summary

Staffing	FY 2020	FY 2021
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	13.0
Science Teachers	12.0	12.0
World Language Teachers	7.5	7.5
English Learner Teachers	5.0	5.0
Special Education Teachers	19.0	18.0
Guidance Counselor	6.0	6.0
School Adjustment Counselor	2.6	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	1.0	1.0
Junior Reserve Officer	2.0	2.0
Librarians	1.0	1.0
MCAS Teachers	1.0	1.0
Music Teachers	3.0	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	1.0	1.0
Instructional Assistants	27.0	29.0
School Nurse	2.0	2.0
Wrap Around Zone Coordinator	0.0	1.0
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	175.6	178.6



University Park Campus School

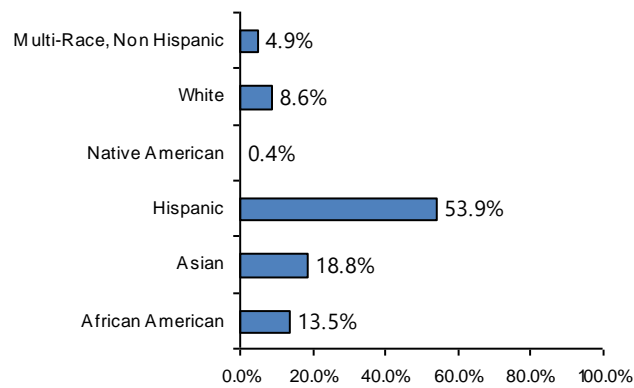
12 Freeland Street Worcester, MA 01603 Principal: Daniel St. Louis

Quick Facts

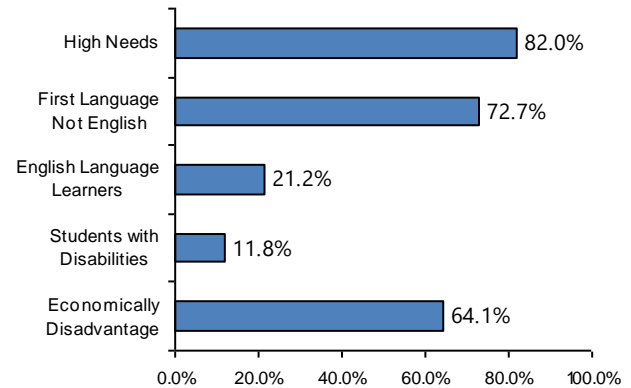
Quadrant	South	Enrollment	245
Grades	7-12	Graduation Rates	100.0%
Year Built	1885	Student Attendance	95.9%
Square Footage	18,984		



Student Race And Ethnicity

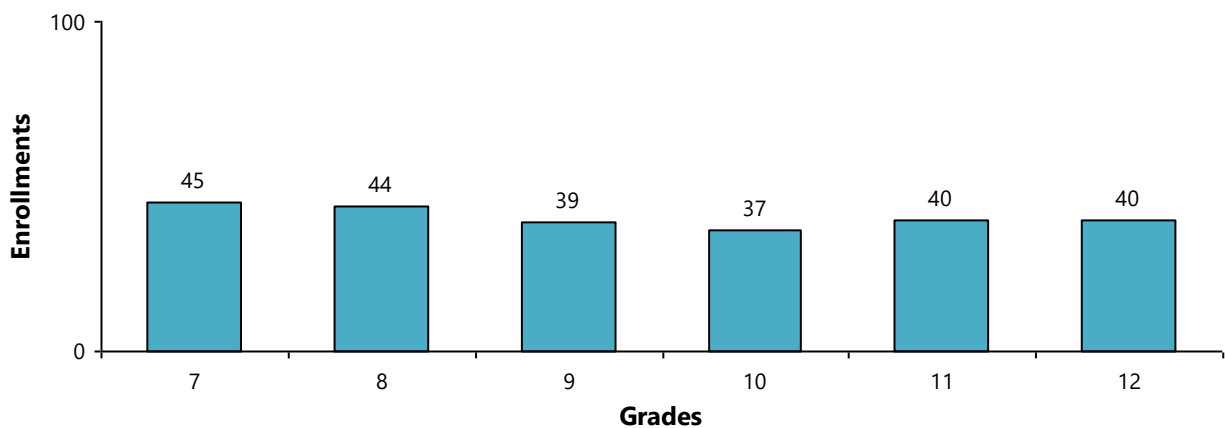


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





University Park Campus School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,838,352	\$1,875,140
500136-92000 Educational Fees and Licences	\$7,952	\$8,095
500146-92000 Electricity	\$12,823	\$15,941
500146-92000 Natural Gas	\$11,752	\$12,978
500152-92000 Rubbish Removal	\$9,535	\$9,643
500-92204 Instructional Materials	\$13,920	\$14,268
University Park Campus School Total Budget	\$1,894,333	\$1,936,065

Position Summary

Staffing	FY 2020	FY 2021
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	1.5	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	26.2	26.2



Worcester Technical High School

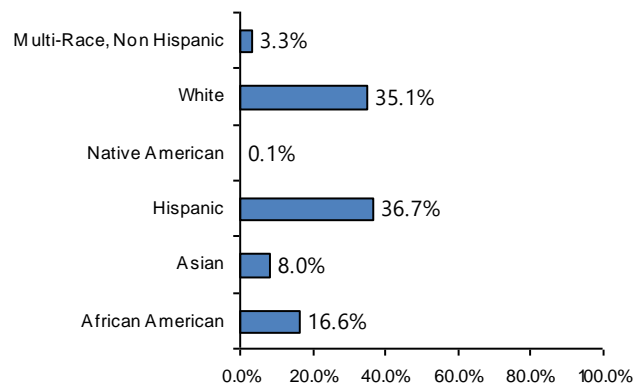
One Skyline Drive Worcester, MA 01605 Principal: Selection In Process

Quick Facts

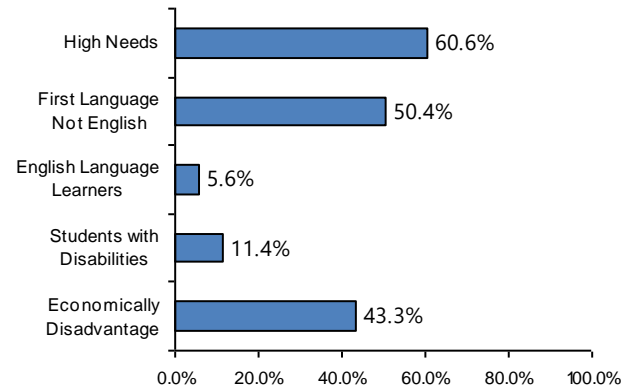
Quadrant	North	Enrollment	1,466
Grades	9-12, Pre-K	Graduation Rates	98.4%
Year Built	2006	Student Attendance	96.0%
Square Footage	400,000		



Student Race And Ethnicity

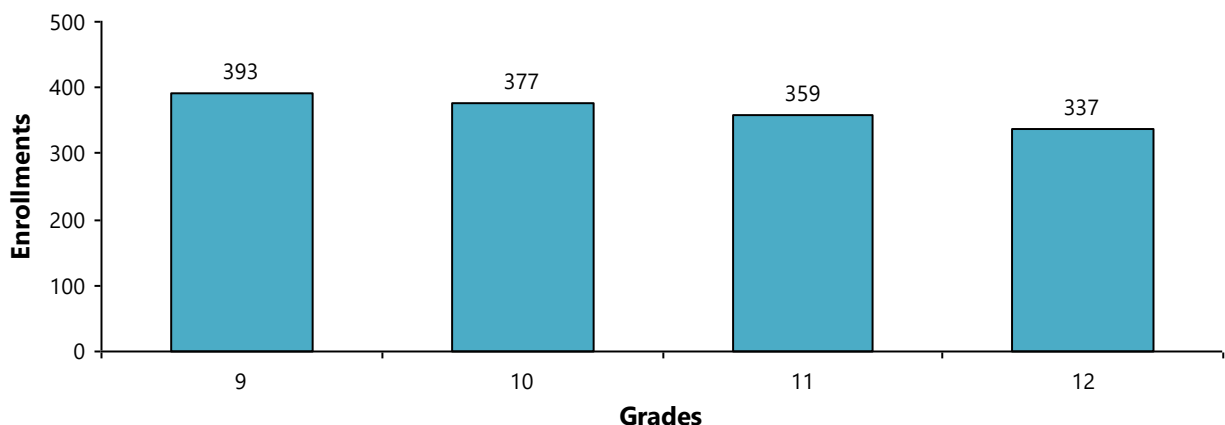


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Worcester Technical High School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$13,510,896	\$13,806,120
500130-92000 Graduation Expenses	\$7,945	\$9,623
500130-92000 Security Guards	\$25,200	\$26,640
500136-92000 Educational Fees and Licences	\$3,709	\$3,709
500146-92000 Electricity	\$690,825	\$598,109
500146-92000 Natural Gas	\$134,897	\$135,572
500152-92000 Rubbish Removal	\$55,801	\$56,433
500-92204 Instructional Materials	\$259,887	\$262,207
540103-92000 Student Transportation	\$784,711	\$879,389
Worcester Technical High School Total Budget	\$15,473,870	\$15,777,801

Position Summary

Staffing	FY 2020	FY 2021
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	3.0	3.0
Special Education Teachers	12.0	12.0
Guidance Counselor	5.0	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	73.0	73.0
Student Support Instructor	1.0	1.0
Other Teachers	1.0	1.0
Instructional Assistants	10.0	11.0
Crossing Guard	3.0	3.0
School Nurse	2.0	2.0
Custodial	10.0	10.0
Administrative Clerical	3.0	3.0
School Clerical	3.0	3.0
School Nutrition Staff	14.0	15.0
Total	203.4	205.4



Burncoat Middle School

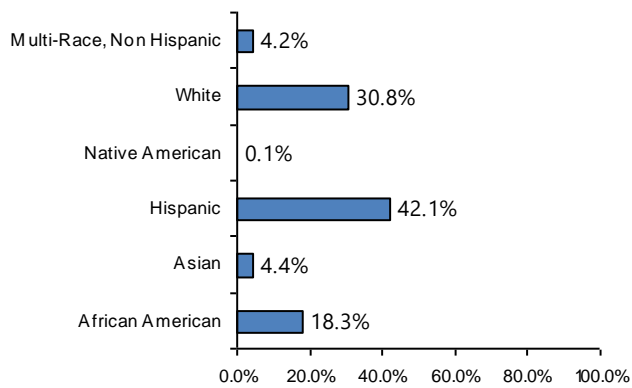
135 Burncoat Street Worcester, MA 01606 Principal: Mary Scully

Quick Facts

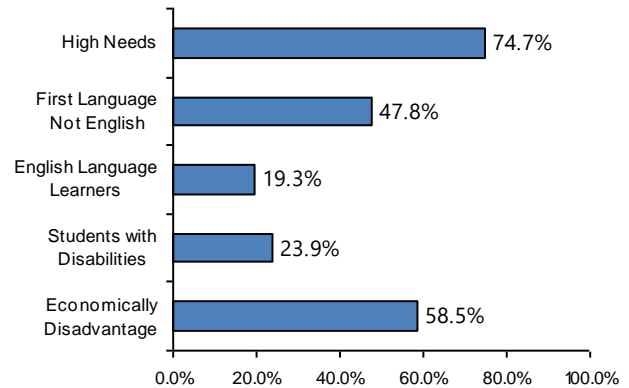
Quadrant	Burncoat	Enrollment	720
Grades	7-8	Graduation Rates	N/A
Year Built	1952	Student Attendance	95.0%
Square Footage	147,296		



Student Race And Ethnicity

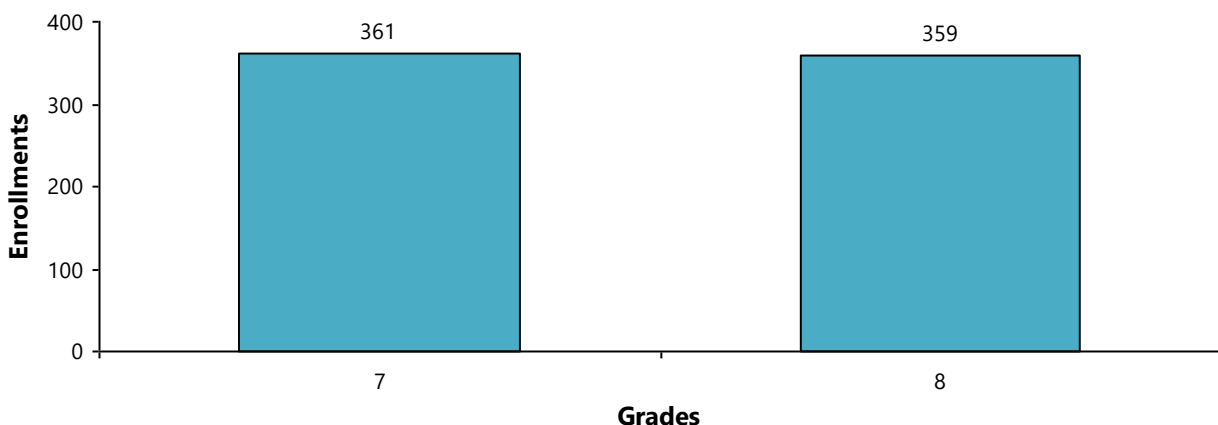


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Burncoat Middle School for Arts

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$6,168,500	\$6,388,929
500130-92000 Arts Consultants (Burncoat Quadrant)	\$70,950	\$73,817
500136-92000 Educational Fees and Licences	\$3,709	\$3,709
500146-92000 Electricity	\$58,992	\$72,627
500146-92000 Natural Gas	\$64,488	\$74,078
500152-92000 Rubbish Removal	\$20,614	\$20,847
500-92204 Instructional Materials	\$55,212	\$57,068
540103-92000 Student Transportation	\$196,178	\$219,847
Burncoat Middle School for Arts Total Budget	\$6,638,642	\$6,910,922

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	2.0	2.0
Focus Instructional Coach	2.0	2.0
English Language Arts Teachers	8.0	8.0
Mathematics Teachers	7.0	7.0
History & Social Science Teachers	8.0	8.0
Science Teachers	6.0	6.0
World Language Teachers	3.0	3.0
English Learner Teachers	2.0	2.0
Special Education Teachers	11.0	10.0
Guidance Counselor	3.0	3.0
School Adjustment Counselor	1.4	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	1.5	1.5
Librarians	1.0	1.0
Music Teachers	2.5	2.5
Theater Teachers	2.0	2.0
Instructional Assistants	12.0	18.0
School Nurse	1.0	1.0
Custodial	4.5	5.0
Administrative Clerical	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	10.0	9.0
Total	98.9	103.4



Arthur Sullivan Middle School

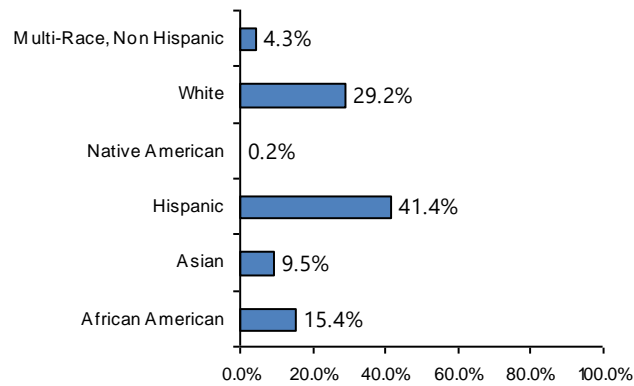
140 Apricot Street Worcester, MA 01603 Principal: Shannon Conley

Quick Facts

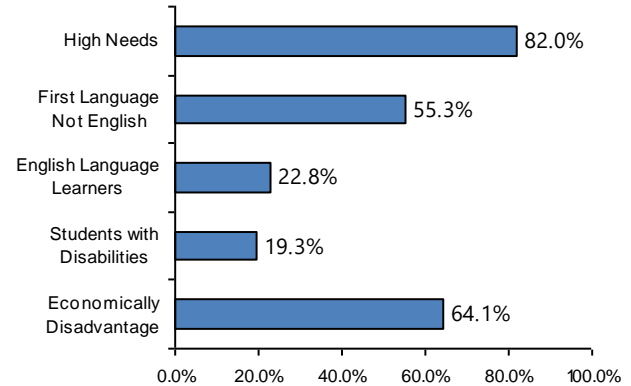
Quadrant	South	Enrollment	912
Grades	7-8	Graduation Rates	N/A
Year Built	1992	Student Attendance	94.3%
Square Footage	167,000		



Student Race And Ethnicity

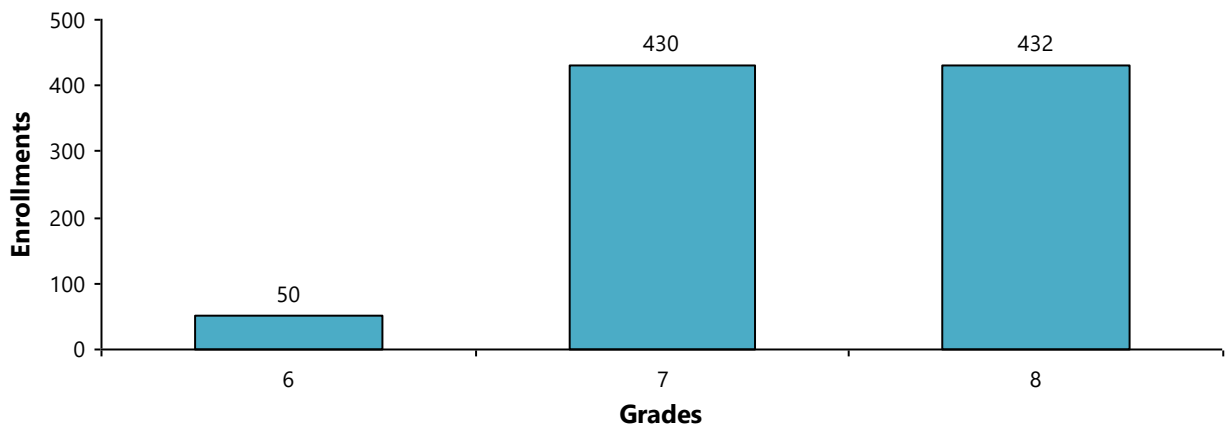


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Arthur Sullivan Middle School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$8,570,083	\$8,718,874
500130-92000 Security Guards	\$26,775	\$26,640
500136-92000 Educational Fees and Licences	\$3,709	\$3,709
500146-92000 Electricity	\$184,221	\$239,669
500146-92000 Natural Gas	\$46,660	\$53,506
500152-92000 Rubbish Removal	\$23,364	\$23,628
500-92204 Instructional Materials	\$62,030	\$62,630
540103-92000 Student Transportation	\$588,533	\$659,542
Arthur Sullivan Middle School Total Budget	\$9,505,374	\$9,788,198

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	3.0	3.0
English Language Arts Teachers	13.0	13.0
Mathematics Teachers	12.0	12.0
History & Social Science Teachers	10.0	10.0
Science Teachers	10.0	10.0
World Language Teachers	4.5	5.5
English Learner Teachers	3.0	3.0
Special Education Teachers	17.0	16.0
Guidance Counselor	3.0	3.0
School Adjustment Counselor	2.4	2.4
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	1.0	1.0
Art Teachers	2.0	2.0
AVID Teachers	1.0	1.0
Librarians	1.0	1.0
Music Teachers	2.5	2.5
Theater Teachers	1.0	1.0
Student Support Instructor	0.5	0.5
Instructional Assistants	18.0	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	2.0	2.0
School Clerical	2.5	2.0
School Nutrition Staff	12.0	11.0
Total	137.9	136.4



Forest Grove Middle School

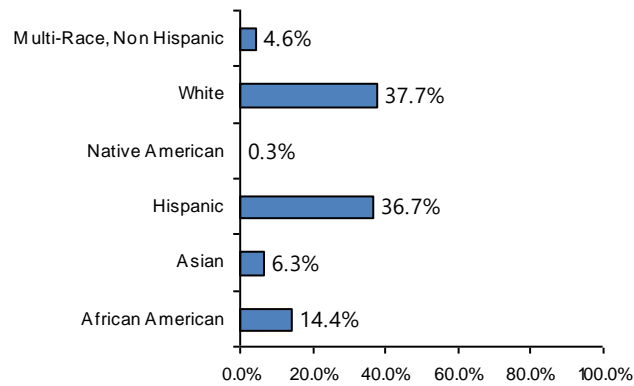
495 Grove Street Worcester, MA 01605 Principal: Selection In Process

Quick Facts

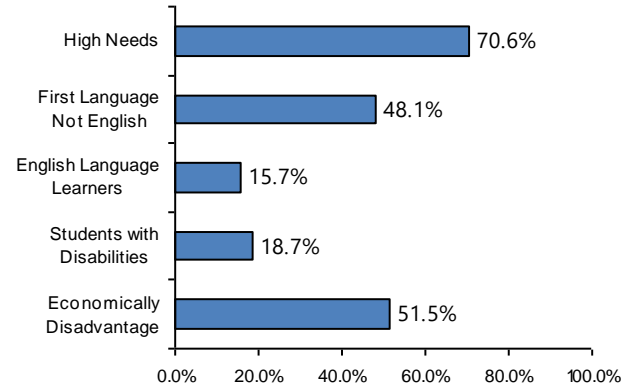
Quadrant	Doherty	Enrollment	938
Grades	7-8	Graduation Rates	N/A
Year Built	2001	Student Attendance	95.3%
Square Footage	198,713		



Student Race And Ethnicity

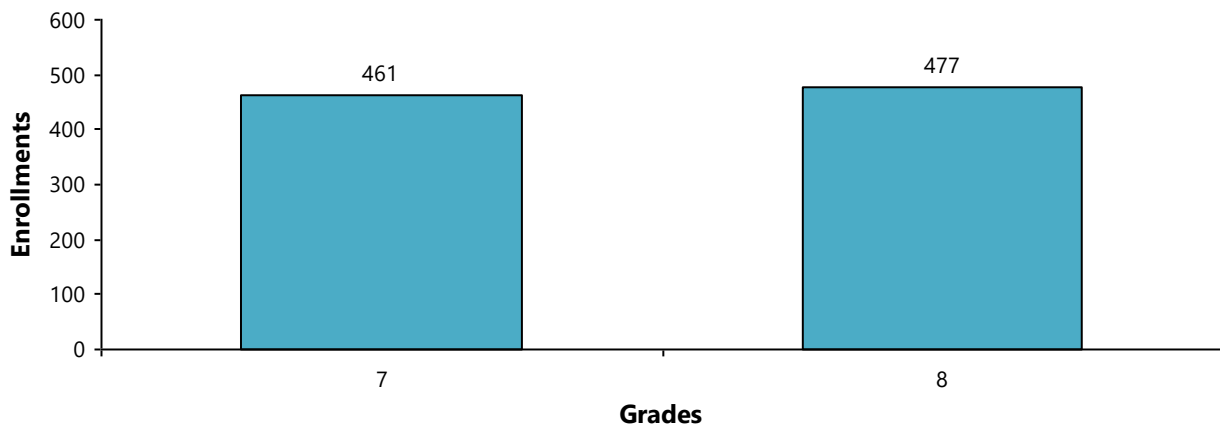


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Forest Grove Middle School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$7,606,804	\$7,740,423
500136-92000 Educational Fees and Licences	\$3,709	\$3,709
500146-92000 Electricity	\$98,775	\$106,640
500146-92000 Natural Gas	\$50,474	\$54,098
500152-92000 Rubbish Removal	\$16,289	\$16,473
500-92204 Instructional Materials	\$56,608	\$54,346
540103-92000 Student Transportation	\$564,011	\$632,061
Forest Grove Middle School Total Budget	\$8,396,669	\$8,607,749

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	2.0	2.0
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	3.0	3.0
School Adjustment Counselor	1.6	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	17.0	17.0
School Nurse	2.0	2.0
Custodial	5.0	5.0
Administrative Clerical	2.0	2.0
School Clerical	1.5	2.0
School Nutrition Staff	9.0	9.0
Total	120.1	120.6



Worcester East Middle School

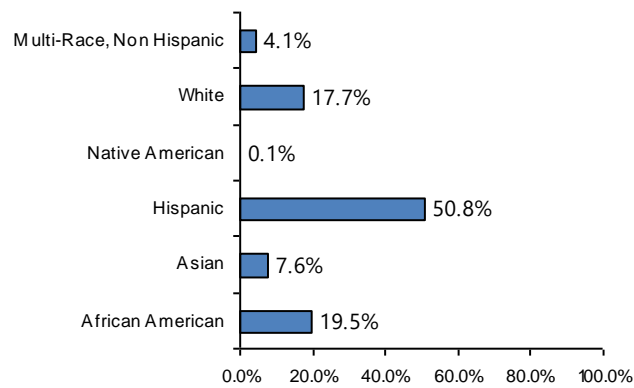
420 Grafton Street Worcester, MA 01604 Principal: Kareem Tatum

Quick Facts

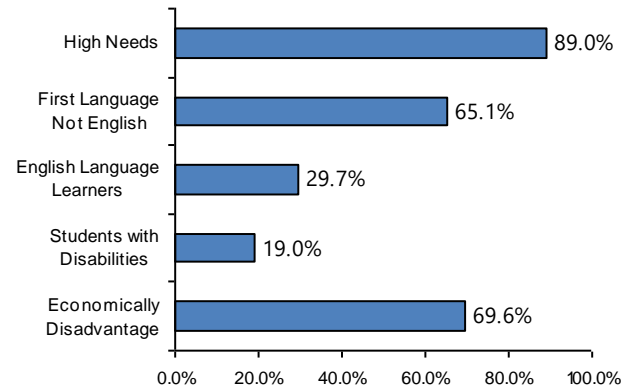
Quadrant	North	Enrollment	728
Grades	7-8	Graduation Rates	N/A
Year Built	1924	Student Attendance	93.5%
Square Footage	155,392		



Student Race And Ethnicity

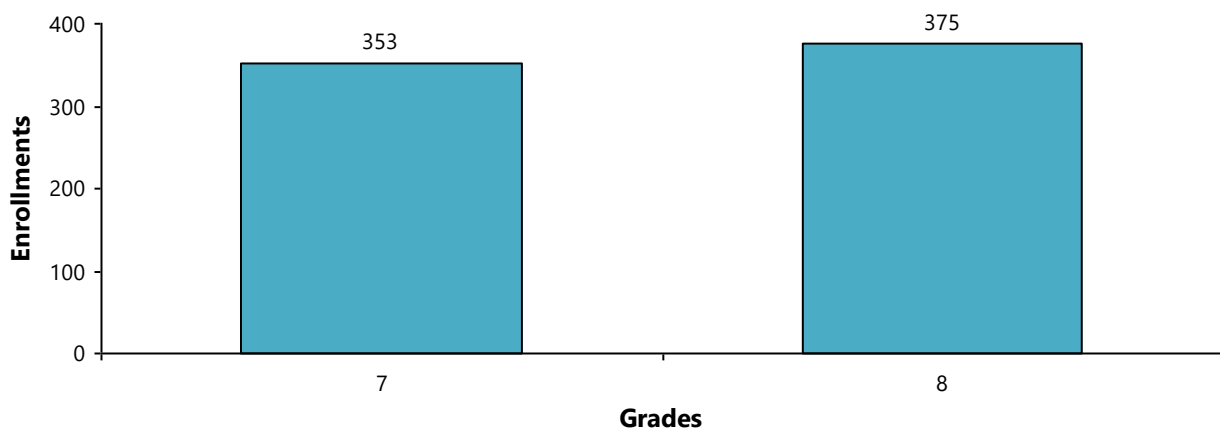


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Worcester East Middle School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$6,978,886	\$7,161,172
500136-92000 Educational Fees and Licences	\$3,709	\$3,709
500146-92000 Electricity	\$57,080	\$64,181
500146-92000 Natural Gas	\$125,396	\$107,437
500152-92000 Rubbish Removal	\$17,817	\$18,018
500-92204 Instructional Materials	\$44,312	\$42,224
540103-92000 Student Transportation	\$220,700	\$247,328
Worcester East Middle School Total Budget	\$7,447,900	\$7,644,070

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	3.0	3.0
Focus Instructional Coach	3.0	3.0
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	11.0
Guidance Counselor	3.0	3.0
School Adjustment Counselor	1.6	1.6
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	3.0	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
Student Support Instructor	1.0	1.0
Instructional Assistants	5.0	8.0
School Nurse	2.0	2.0
Custodial	4.0	4.5
Administrative Clerical	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	10.0	10.0
Total	104.6	107.1



Belmont Street Community School

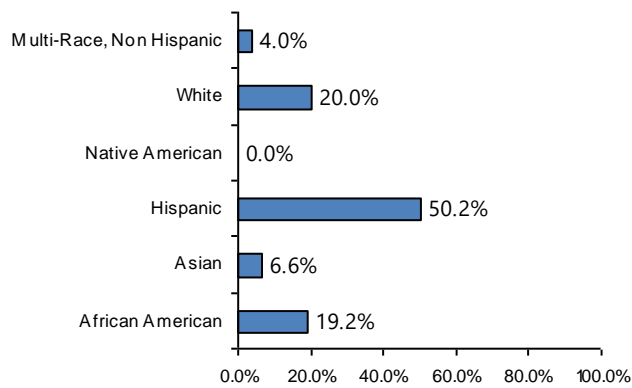
170 Belmont Street Worcester, MA 01605 Principal: Jennifer Keating

Quick Facts

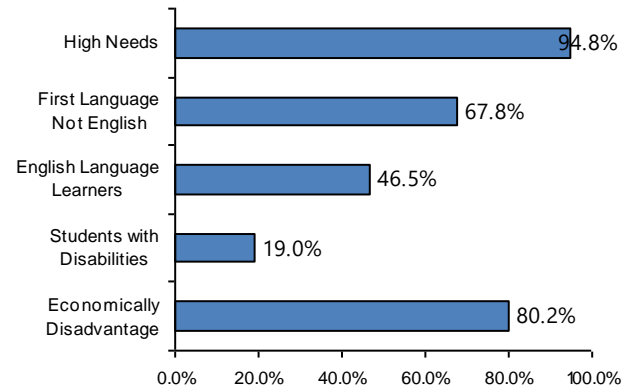
Quadrant	North	Enrollment	621
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1971	Student Attendance	96.1%
Square Footage	92,988		



Student Race And Ethnicity

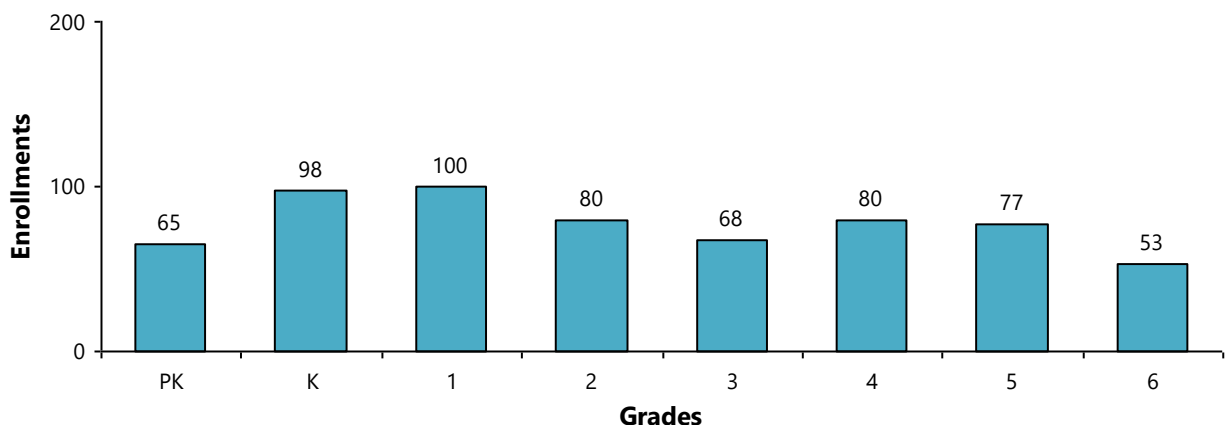


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Belmont Street Community School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,516,180	\$3,687,132
500146-92000 Electricity	\$49,640	\$73,857
500146-92000 Natural Gas	\$36,324	\$30,591
500152-92000 Rubbish Removal	\$15,129	\$15,300
500-92204 Instructional Materials	\$34,515	\$35,105
540103-92000 Student Transportation	\$171,655	\$192,366
Belmont Street Community School Total Budget	\$3,823,443	\$4,034,351

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	23.0	24.0
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	0.0
Instructional Assistants	7.0	10.0
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	7.0	7.0
Total	60.9	63.9



Burncoat Street Preparatory School

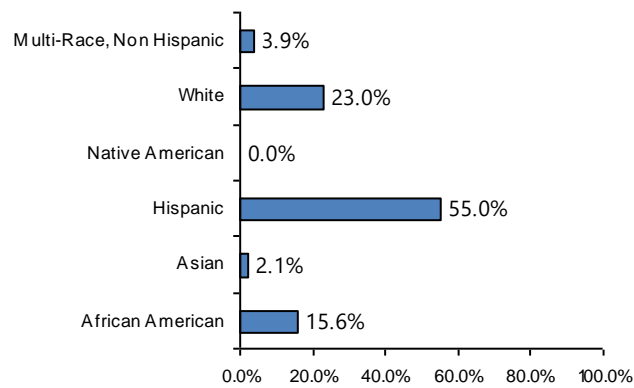
526 Burncoat Street Worcester, MA 01606 Principal: Deborah Catamero

Quick Facts

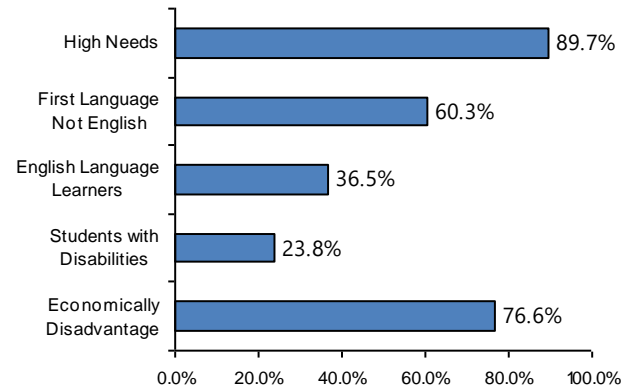
Quadrant	Burncoat	Enrollment	282
Grades	K to 6	Graduation Rates	N/A
Year Built	1916	Student Attendance	94.8%
Square Footage	28,255		



Student Race And Ethnicity

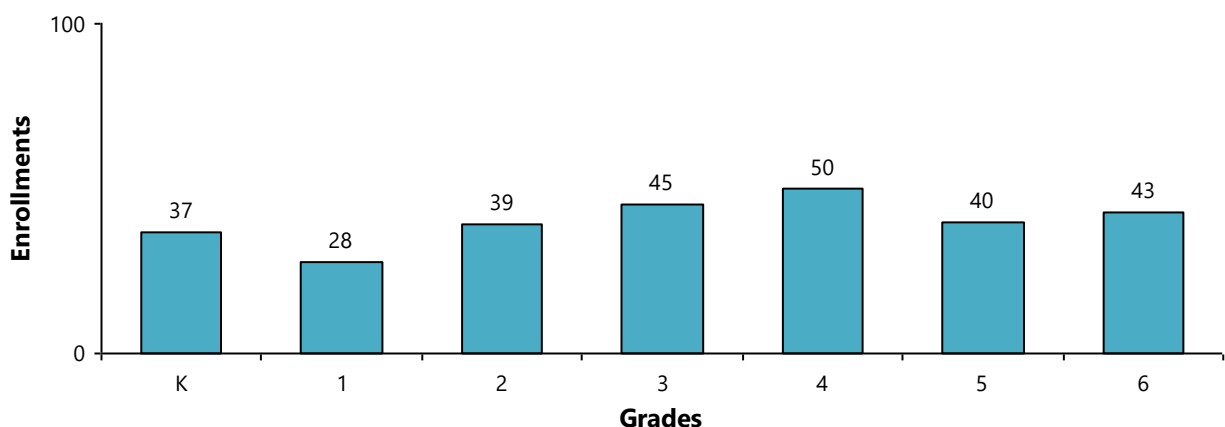


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Burncoat Street Preparatory School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,513,694	\$2,894,859
500146-92000 Electricity	\$14,724	\$21,758
500146-92000 Natural Gas	\$19,367	\$21,567
500152-92000 Rubbish Removal	\$4,552	\$4,603
500-92204 Instructional Materials	\$24,490	\$22,357
540103-92000 Student Transportation	\$147,133	\$164,885
Burncoat Street Preparatory School Total Budget	\$2,723,959	\$3,130,029

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	2.0	2.0
Special Education Teachers	8.0	8.0
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	6.0
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	43.5	44.5



Canterbury Street Magnet School

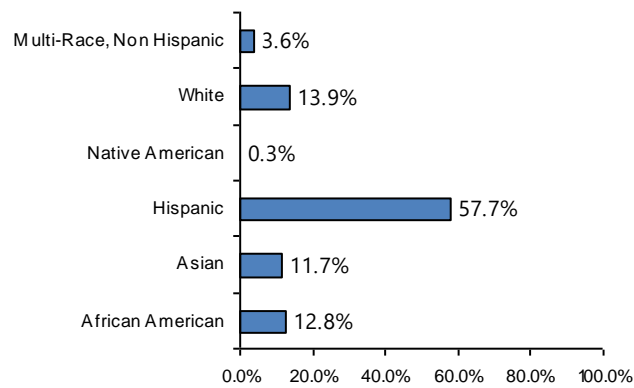
129 Canterbury Street Worcester, MA 01603 Principal: Mary Sealey

Quick Facts

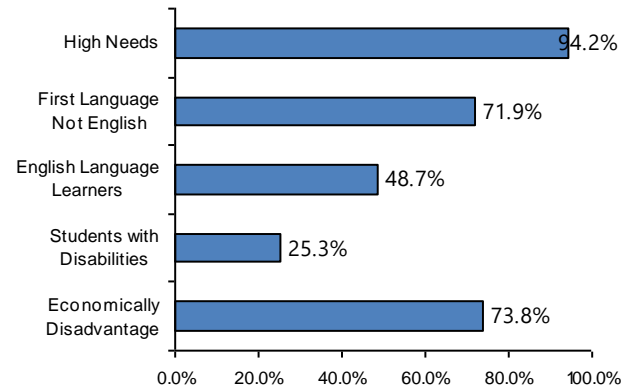
Quadrant	South	Enrollment	359
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1987	Student Attendance	95.3%
Square Footage	51,638		



Student Race And Ethnicity

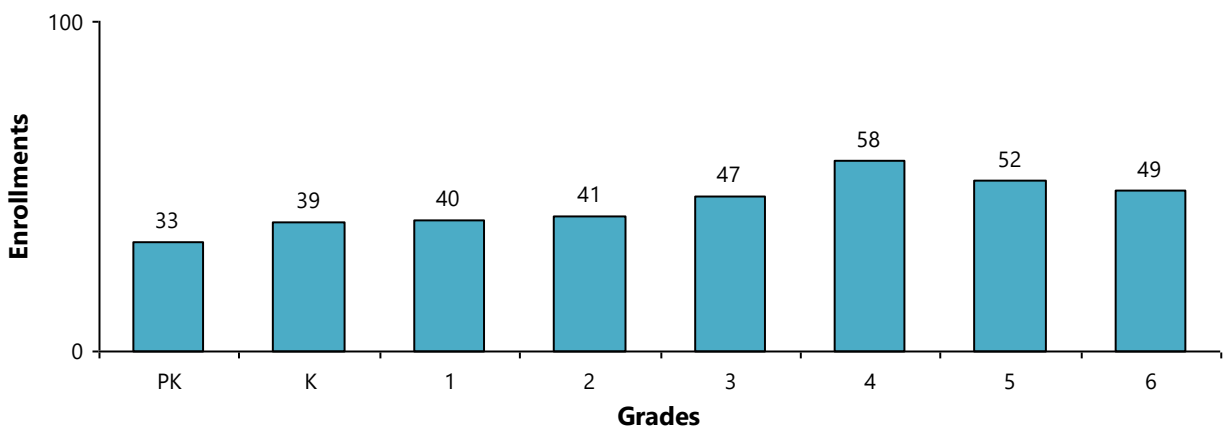


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Canterbury Street Magnet School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,903,061	\$2,883,816
500136-92000 Educational Fees and Licences	\$2,999	\$2,999
500146-92000 Electricity	\$45,707	\$57,116
500146-92000 Natural Gas	\$20,114	\$23,209
500152-92000 Rubbish Removal	\$11,974	\$12,109
500-92204 Instructional Materials	\$21,417	\$21,181
540103-92000 Student Transportation	\$98,089	\$109,924
Canterbury Street Magnet School Total Budget	\$3,103,360	\$3,110,354

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	15.0	14.0
English Learner Teachers	3.0	3.0
Special Education Teachers	4.0	4.0
School Adjustment Counselor	1.8	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
Intervention Teacher	1.0	0.0
Instructional Assistants	10.0	11.0
Crossing Guard	6.0	6.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	2.5	2.0
School Clerical	1.0	1.0
School Nutrition Staff	7.0	7.0
Total	58.7	57.2



Chandler Elementary School

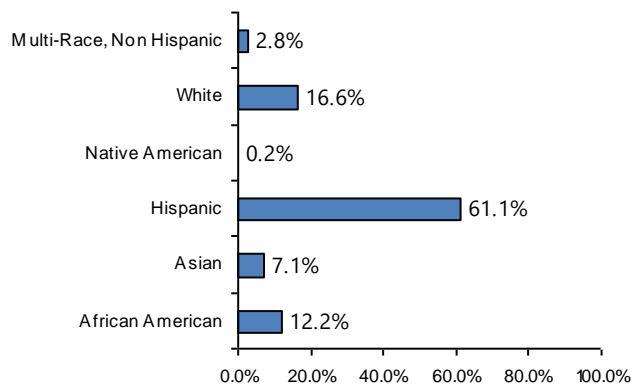
114 Chandler Street Worcester, MA 01609 Principal: Jessica Boss

Quick Facts

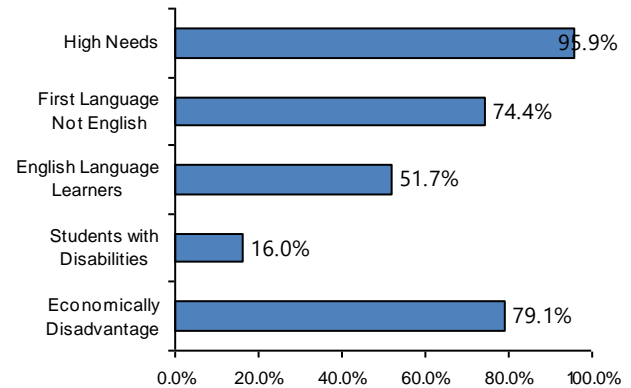
Quadrant	Doherty	Enrollment	493
Grades	K to 6	Graduation Rates	N/A
Year Built	1977	Student Attendance	94.6%
Square Footage	37,671		



Student Race And Ethnicity

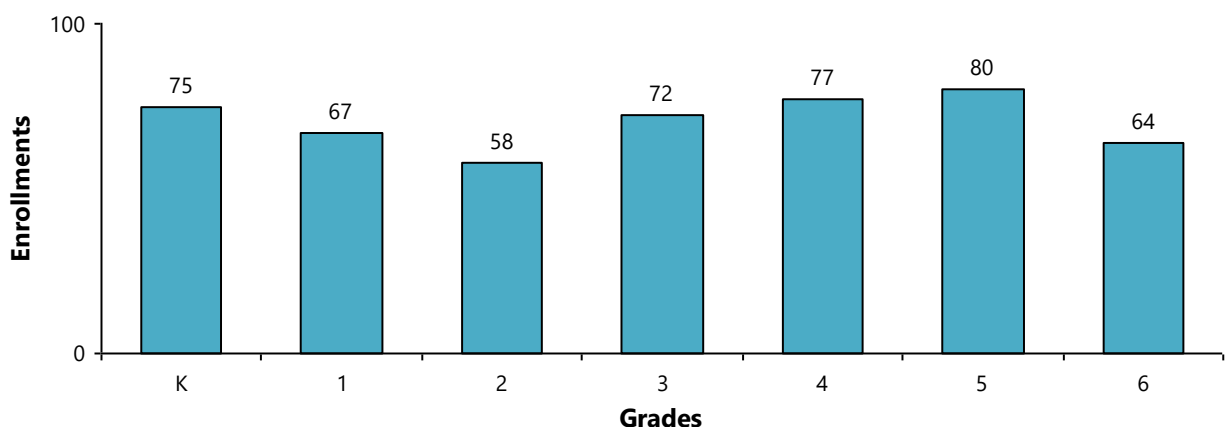


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Chandler Elementary School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,589,567	\$3,849,779
500136-92000 Building or Parking Rentals	\$208,000	\$213,300
500146-92000 Electricity	\$35,780	\$50,297
500146-92000 Natural Gas	\$5,198	\$8,220
500152-92000 Rubbish Removal	\$7,720	\$7,807
500-92204 Instructional Materials	\$40,369	\$38,947
540103-92000 Student Transportation	\$73,567	\$82,443
Chandler Elementary School Total Budget	\$3,960,200	\$4,250,793

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	2.0	2.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	21.0	22.0
English Learner Teachers	5.0	5.0
Special Education Teachers	3.0	5.0
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
Intervention Teacher	1.0	0.0
Instructional Assistants	6.0	10.0
Crossing Guard	2.0	2.0
School Nurse	2.0	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	58.0	64.0



Chandler Magnet School

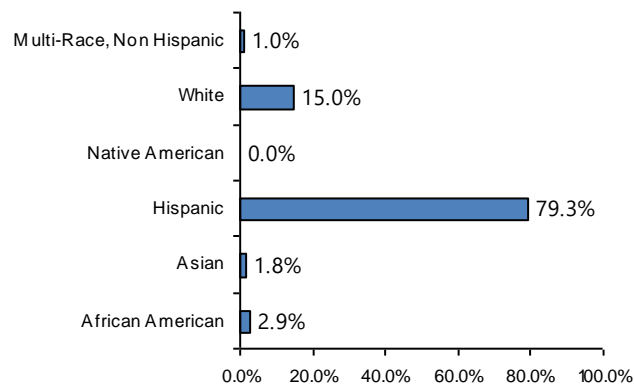
525 Chandler Street Worcester, MA 01602 Principal: Noelize Irizarry

Quick Facts

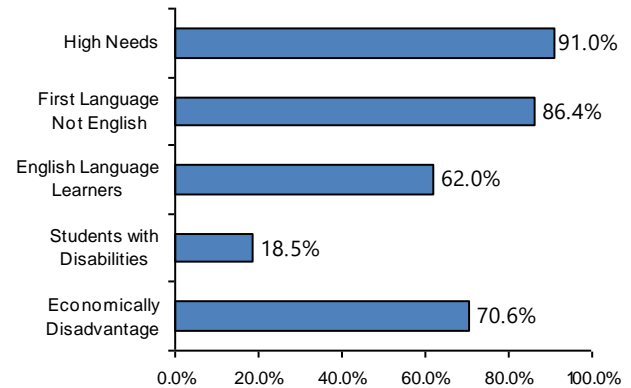
Quadrant	Doherty	Enrollment	513
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1953	Student Attendance	95.9%
Square Footage	102,000		



Student Race And Ethnicity

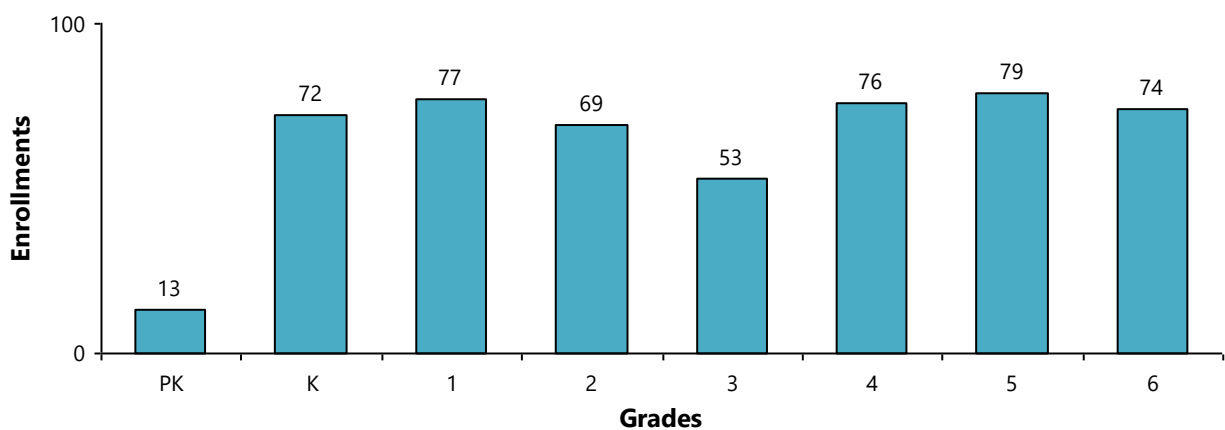


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Chandler Magnet School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,956,813	\$4,365,118
500136-92000 Educational Fees and Licences	\$2,999	\$2,999
500146-92000 Electricity	\$65,298	\$86,700
500146-92000 Natural Gas	\$51,481	\$57,300
500152-92000 Rubbish Removal	\$14,650	\$14,816
500-92204 Instructional Materials	\$27,494	\$30,267
540103-92000 Student Transportation	\$196,178	\$219,847
Chandler Magnet School Total Budget	\$4,314,912	\$4,777,047

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	13.0
English Learner Teachers	20.0	21.0
Special Education Teachers	4.0	5.0
School Adjustment Counselor	2.0	2.0
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	9.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	3.5	3.0
School Clerical	1.0	1.0
School Nutrition Staff	4.0	6.0
Total	64.7	69.2



City View Discovery School

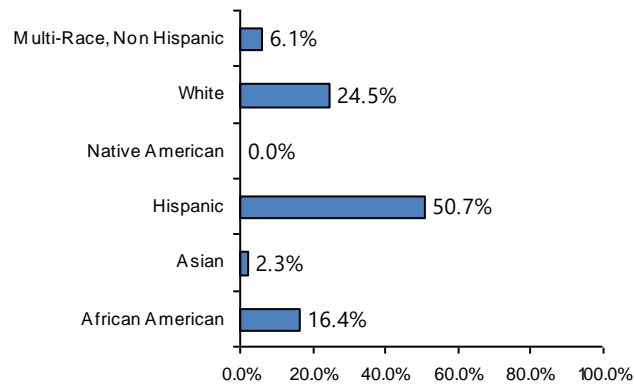
80 Prospect Street Worcester, MA 01605 Principal: Gregory G Tremba II

Quick Facts

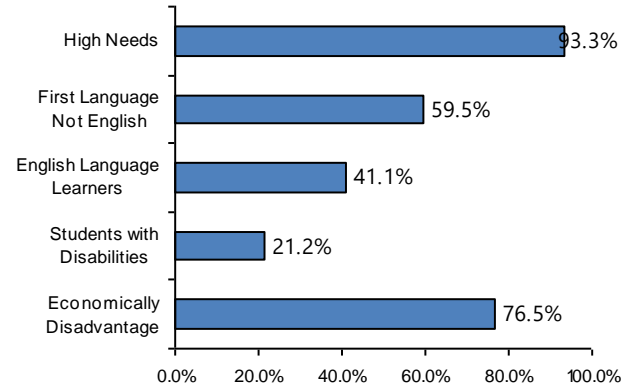
Quadrant	North	Enrollment	477
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1991	Student Attendance	94.3%
Square Footage	70,000		



Student Race And Ethnicity

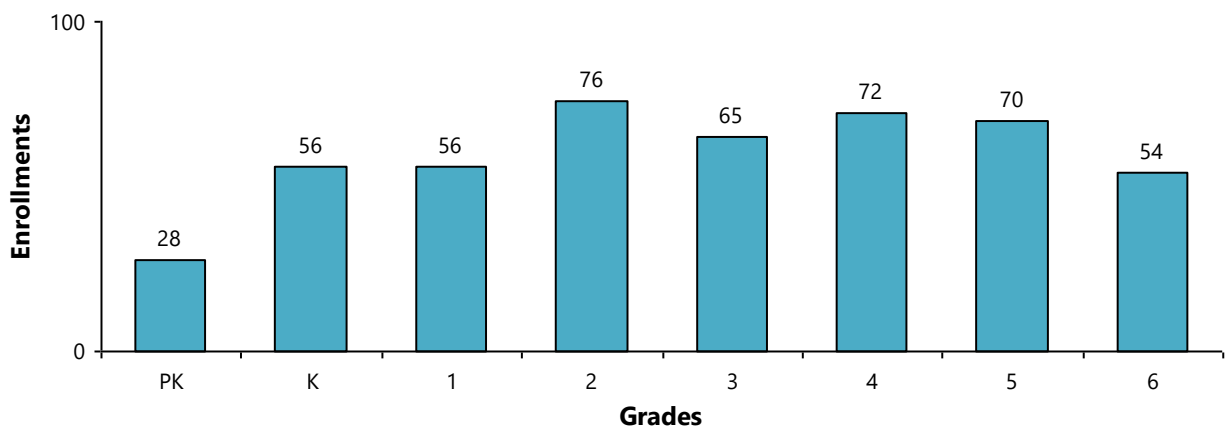


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





City View Discovery School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,313,653	\$3,396,854
500136-92000 Educational Fees and Licences	\$2,999	\$2,999
500146-92000 Electricity	\$61,060	\$74,526
500146-92000 Natural Gas	\$24,920	\$23,723
500152-92000 Rubbish Removal	\$13,969	\$14,127
500-92204 Instructional Materials	\$27,907	\$28,143
540103-92000 Student Transportation	\$343,311	\$384,733
City View Discovery School Total Budget	\$3,787,819	\$3,925,105

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	20.0	20.0
English Learner Teachers	3.0	3.0
Special Education Teachers	5.0	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	9.0	10.0
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	10.0	10.0
Total	64.9	65.9



Clark Street Developmental Learning School

280 Clark Street

Worcester, MA 01605

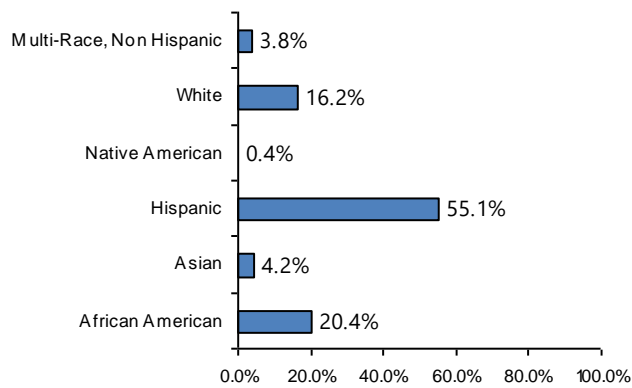
Principal: Fjodor Dukaj

Quick Facts

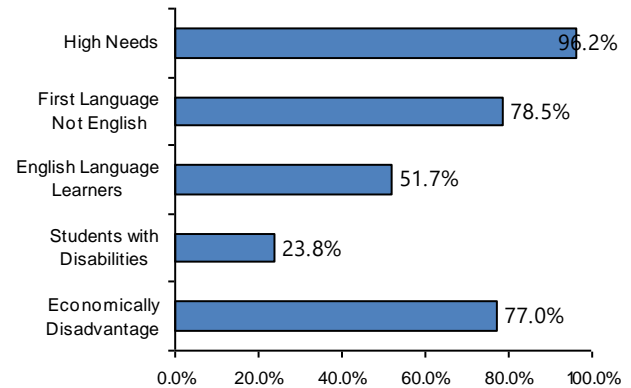
Quadrant	Burncoat	Enrollment	265
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1953	Student Attendance	93.2%
Square Footage	38,250		



Student Race And Ethnicity

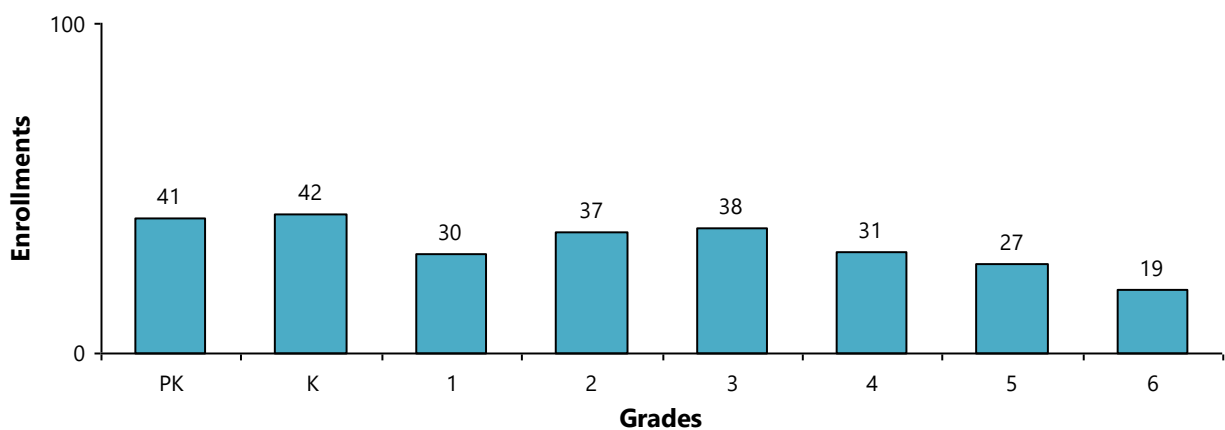


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Clark Street Developmental Learning School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,164,942	\$2,556,812
500146-92000 Electricity	\$16,336	\$22,955
500146-92000 Natural Gas	\$22,033	\$24,311
500152-92000 Rubbish Removal	\$13,464	\$13,616
500-92204 Instructional Materials	\$17,287	\$16,815
540103-92000 Student Transportation	\$147,133	\$164,885
Clark Street Developmental Learning School Total Budget	\$2,381,194	\$2,799,394

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	13.0
English Learner Teachers	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	8.0	9.0
Crossing Guard	1.0	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	41.2	42.2



Columbus Park Preparatory Academy

75 Lovell Street

Worcester, MA 01603

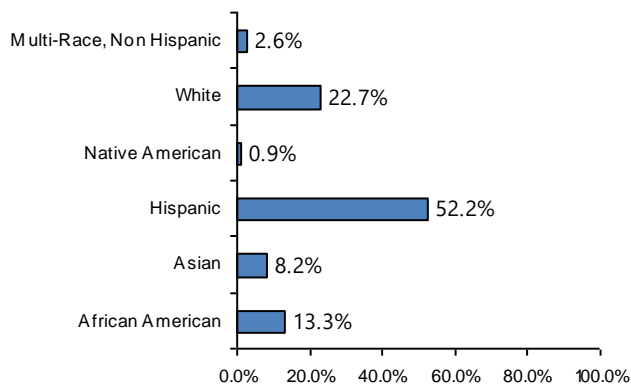
Principal: Kathy Martinelli

Quick Facts

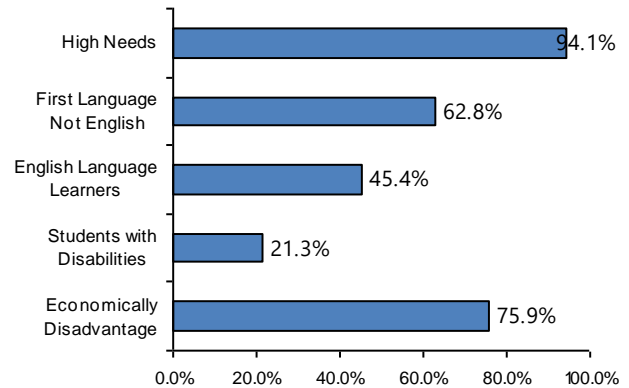
Quadrant	South	Enrollment	427
Grades	K to 6	Graduation Rates	N/A
Year Built	1922	Student Attendance	94.6%
Square Footage	27,918		



Student Race And Ethnicity

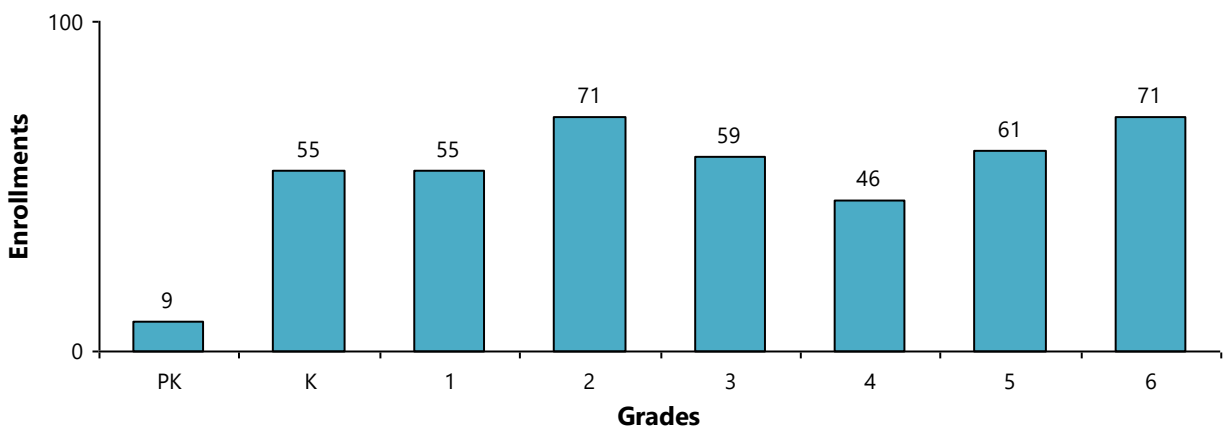


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Columbus Park Preparatory Academy

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,195,724	\$3,056,554
500146-92000 Electricity	\$26,448	\$35,138
500146-92000 Natural Gas	\$34,880	\$41,626
500152-92000 Rubbish Removal	\$11,560	\$11,691
500-92204 Instructional Materials	\$26,904	\$24,426
540103-92000 Student Transportation	\$122,611	\$137,405
Columbus Park Preparatory Academy Total Budget	\$3,418,128	\$3,306,839

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	21.0	20.0
English Learner Teachers	3.0	3.0
Special Education Teachers	4.0	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	6.0	8.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	2.5	2.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	3.0
Total	52.0	52.5



Elm Park Community School

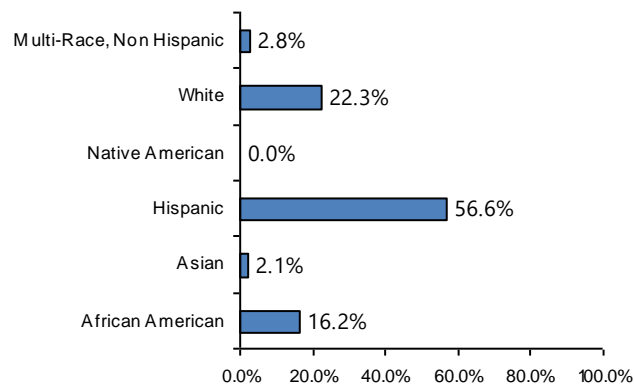
23 N. Ashland Street Worcester, MA 01609 Principal: Ellen Kelley

Quick Facts

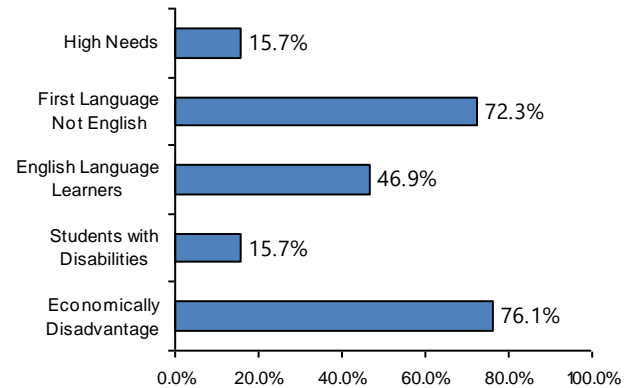
Quadrant	Doherty	Enrollment	426
Grades	K to 6	Graduation Rates	N/A
Year Built	1971	Student Attendance	94.4%
Square Footage	66,651		



Student Race And Ethnicity

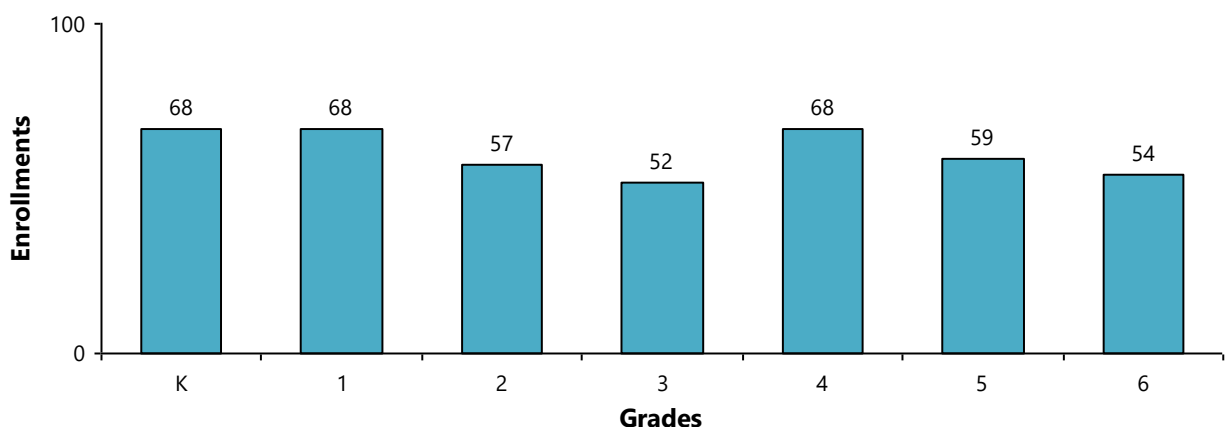


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Elm Park Community School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,549,405	\$3,793,010
500146-92000 Electricity	\$68,160	\$80,661
500146-92000 Natural Gas	\$34,095	\$36,057
500152-92000 Rubbish Removal	\$17,330	\$17,526
500-92204 Instructional Materials	\$36,024	\$33,654
540103-92000 Student Transportation	\$49,044	\$54,962
Elm Park Community School Total Budget	\$3,754,058	\$4,015,869

Position Summary

Staffing	FY 2020	FY 2021
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	4.0	4.0
Special Education Teachers	3.0	3.0
School Adjustment Counselor	2.0	3.0
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
Other Teachers	1.0	1.0
Instructional Assistants	9.0	8.0
Crossing Guard	5.0	5.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	3.0	4.0
School Clerical	1.5	1.5
School Nutrition Staff	3.0	3.0
Total	63.4	64.4



Flagg Street School

115 Flagg Street

Worcester, MA 01602

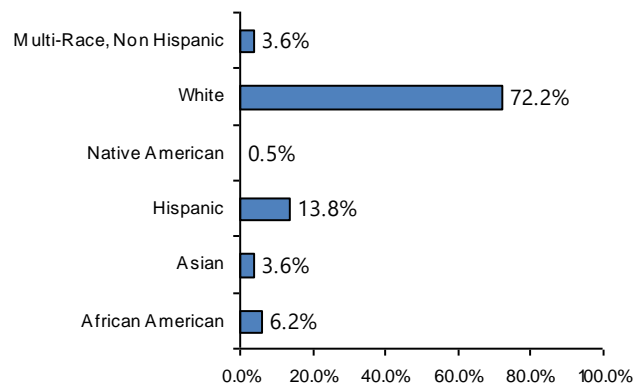
Principal: Mary Labuski

Quick Facts

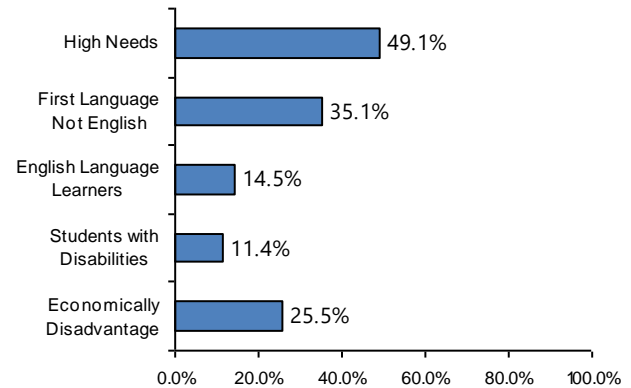
Quadrant	Doherty	Enrollment	385
Grades	K to 6	Graduation Rates	N/A
Year Built	1953	Student Attendance	96.5%
Square Footage	43,617		



Student Race And Ethnicity

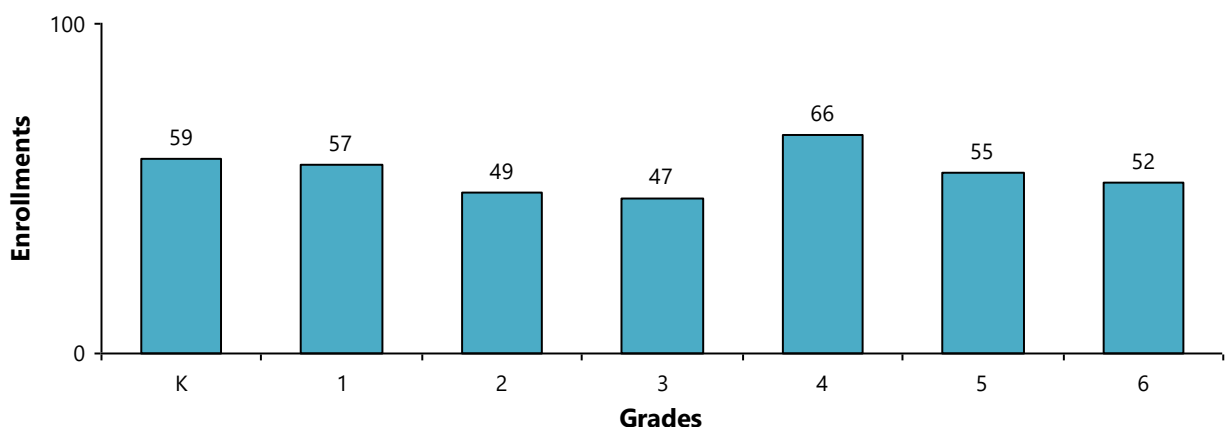


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Flagg Street School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,280,038	\$2,481,731
500146-92000 Electricity	\$19,088	\$24,252
500146-92000 Natural Gas	\$25,190	\$27,512
500152-92000 Rubbish Removal	\$6,918	\$6,996
500-92204 Instructional Materials	\$22,892	\$22,715
540103-92000 Student Transportation	\$98,089	\$109,924
Flagg Street School Total Budget	\$2,452,215	\$2,673,129

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	19.0	19.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	0.4	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	3.0	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	36.6	36.6



Francis J. McGrath School

493 Grove Street

Worcester, MA 01605

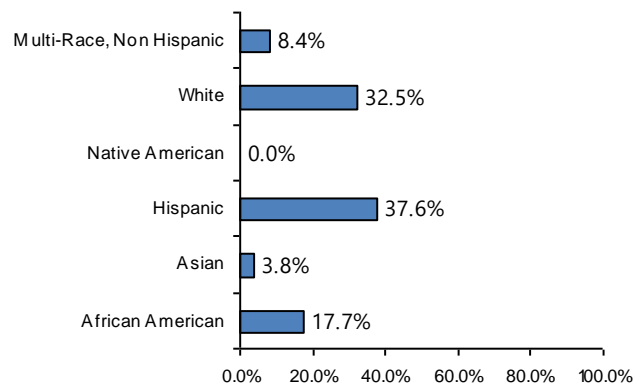
Principal: Nancy O'Coin

Quick Facts

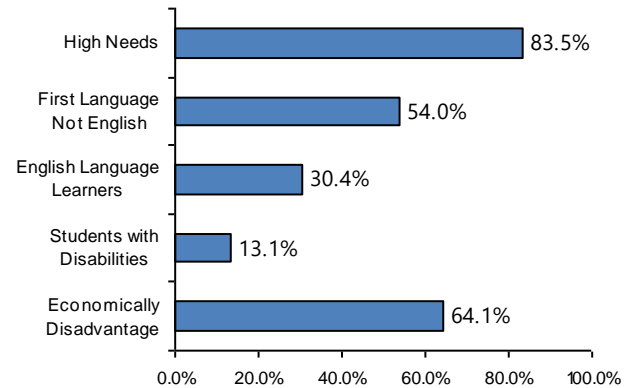
Quadrant	Burncoat	Enrollment	237
Grades	K to 6	Graduation Rates	N/A
Year Built	1977	Student Attendance	95.9%
Square Footage	35,845		



Student Race And Ethnicity

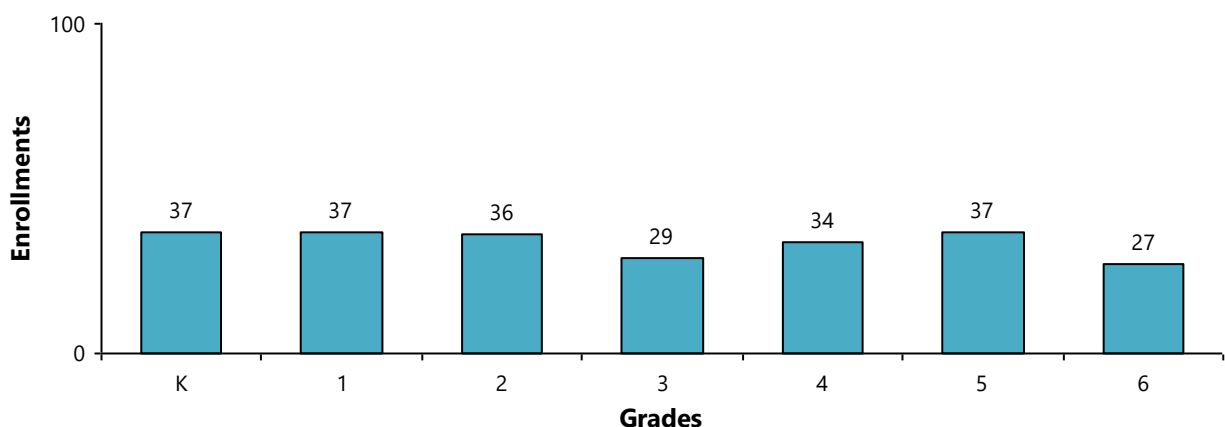


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Francis J. McGrath School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,614,748	\$1,803,255
500146-92000 Electricity	\$37,700	\$45,905
500146-92000 Natural Gas	\$12,054	\$12,371
500152-92000 Rubbish Removal	\$7,394	\$7,477
500-92204 Instructional Materials	\$14,573	\$13,924
540103-92000 Student Transportation	\$73,567	\$82,443
Francis J. McGrath School Total Budget	\$1,760,036	\$1,965,375

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	13.0
English Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	0.6	0.6
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.5	0.5
Art Teachers	0.5	0.5
Music Teachers	0.2	0.2
Instructional Assistants	2.0	3.0
Crossing Guard	3.0	3.0
School Nurse	1.0	1.0
Custodial	1.5	1.5
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
Total	29.4	30.4



Gates Lane of International Studies

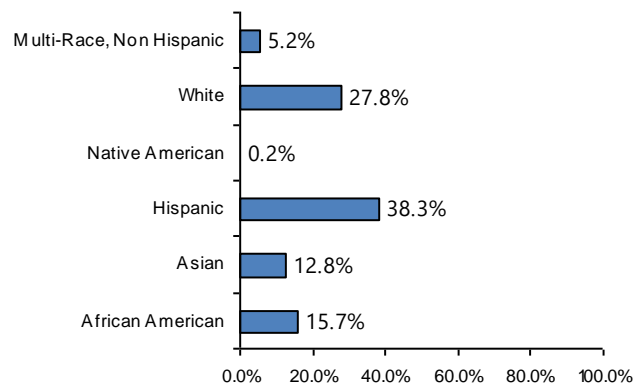
1238 Main Street Worcester, MA 01603 Principal: Ann Swenson

Quick Facts

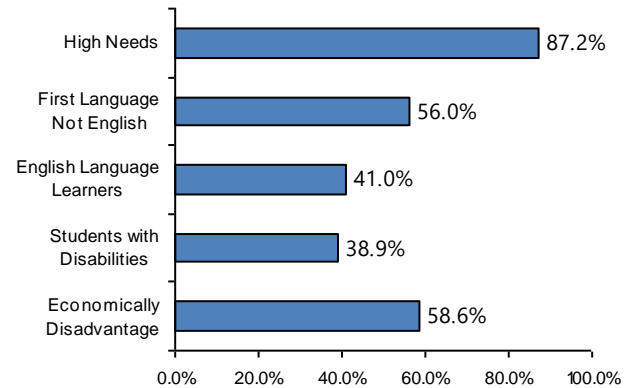
Quadrant	South	Enrollment	561
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1996	Student Attendance	94.9%
Square Footage	96,000		



Student Race And Ethnicity

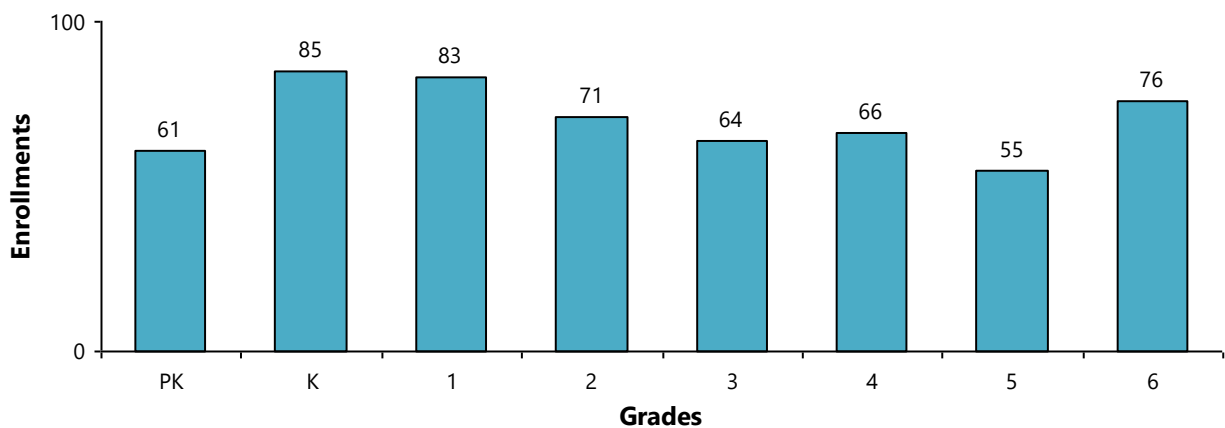


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Gates Lane of International Studies

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$4,425,694	\$4,601,951
500136-92000 Building or Parking Rentals	\$12,600	\$12,600
500146-92000 Electricity	\$86,955	\$94,078
500146-92000 Natural Gas	\$24,020	\$22,642
500152-92000 Rubbish Removal	\$16,732	\$16,921
500-92204 Instructional Materials	\$32,745	\$32,981
540103-92000 Student Transportation	\$392,355	\$439,694
Gates Lane of International Studies Total Budget	\$4,991,101	\$5,220,868

Position Summary

Staffing	FY 2020	FY 2021
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	13.0	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	41.0	44.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	4.0	4.0
School Clerical	2.0	2.0
School Nutrition Staff	12.0	12.0
Total	106.9	109.9



Goddard School of Science & Technology

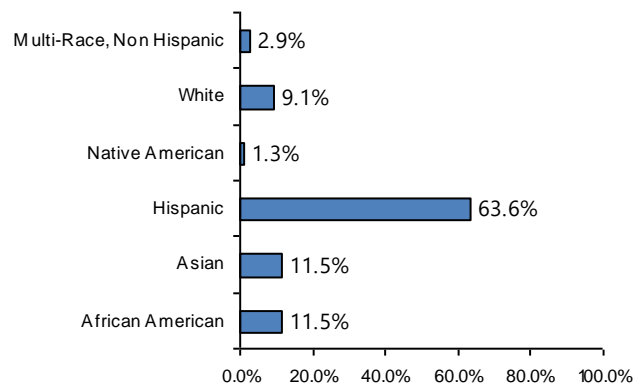
14 Richard Street Worcester, MA 01603 Principal: Dr. Karrie Allen

Quick Facts

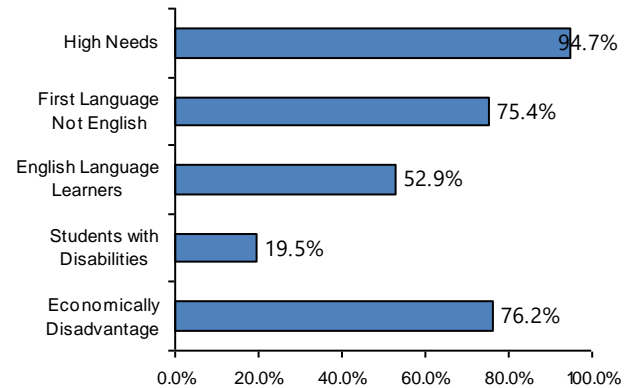
Quadrant	South	Enrollment	374
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1900	Student Attendance	95.7%
Square Footage	119,972		



Student Race And Ethnicity

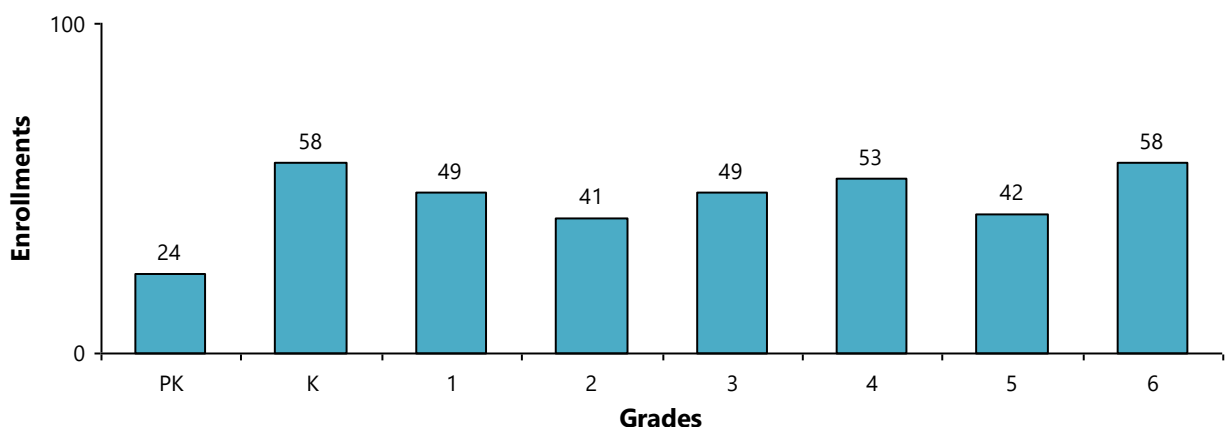


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Goddard School of Science & Technology

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,745,804	\$3,954,970
500136-92000 Building or Parking Rentals	\$7,000	\$7,000
500146-92000 Electricity	\$44,214	\$56,029
500146-92000 Natural Gas	\$49,053	\$57,190
500152-92000 Rubbish Removal	\$9,059	\$9,162
500-92204 Instructional Materials	\$24,013	\$22,125
540103-92000 Student Transportation	\$122,611	\$137,405
Goddard School Of Science & Technology Total Budget	\$4,001,755	\$4,243,880

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	21.0	19.0
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
Instructional Assistants	12.0	17.0
Crossing Guard	3.0	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	1.0
School Nutrition Staff	12.0	13.0
Total	75.1	78.6



Grafton Street School

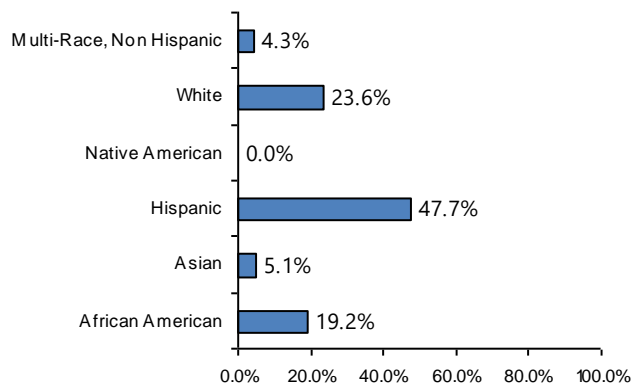
311 Grafton Street Worcester, MA 01604 Principal: Selection In Process

Quick Facts

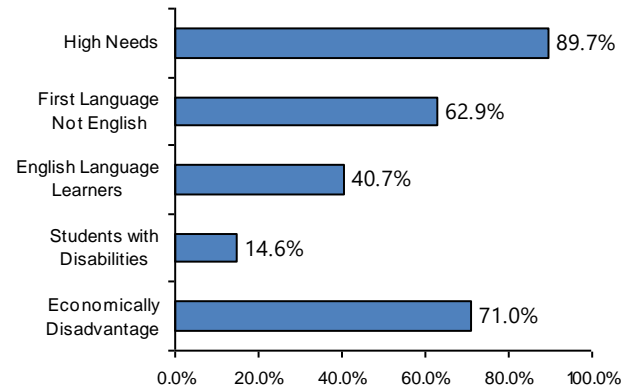
Quadrant	North	Enrollment	369
Grades	K to 6	Graduation Rates	N/A
Year Built	1879	Student Attendance	94.9%
Square Footage	41,065		



Student Race And Ethnicity

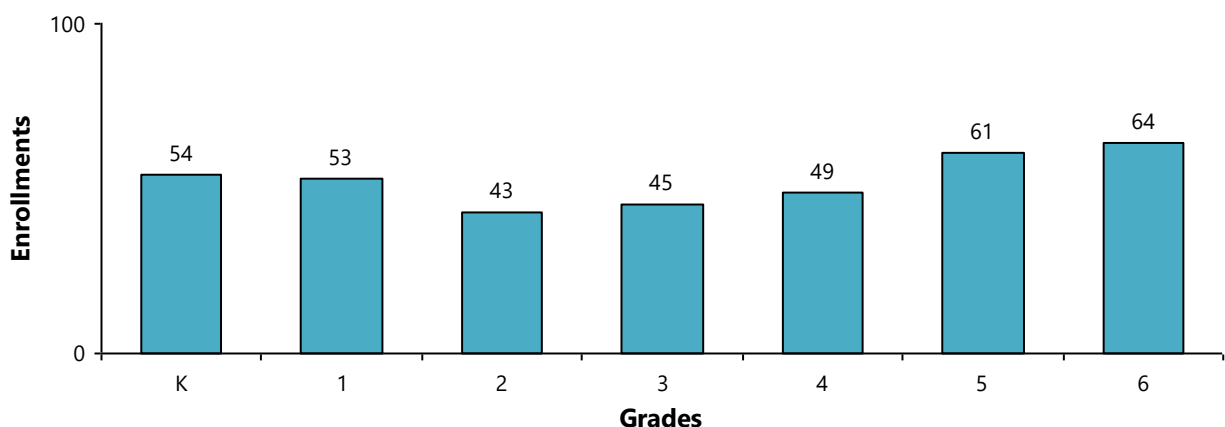


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Grafton Street School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,001,314	\$2,959,573
500146-92000 Electricity	\$17,371	\$24,042
500146-92000 Natural Gas	\$26,118	\$27,526
500152-92000 Rubbish Removal	\$10,189	\$10,305
500-92204 Instructional Materials	\$23,895	\$21,830
540103-92000 Student Transportation	\$24,522	\$27,481
Grafton Street School Total Budget	\$3,103,409	\$3,070,758

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	20.0	19.0
English Learner Teachers	4.0	4.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	2.0	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	3.0	5.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	3.0
Total	47.4	48.4



Heard Street Discovery Academy

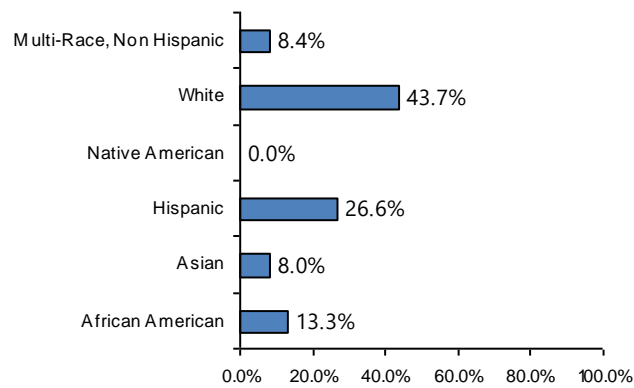
200 Heard Street Worcester, MA 01603 Principal: Cynthia Vail

Quick Facts

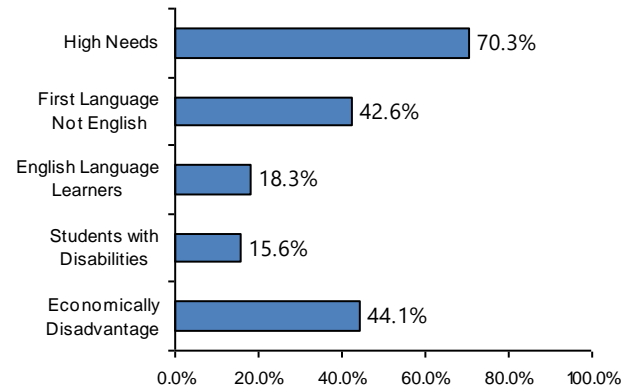
Quadrant	South	Enrollment	263
Grades	K to 6	Graduation Rates	N/A
Year Built	1932	Student Attendance	96.3%
Square Footage	23,800		



Student Race And Ethnicity

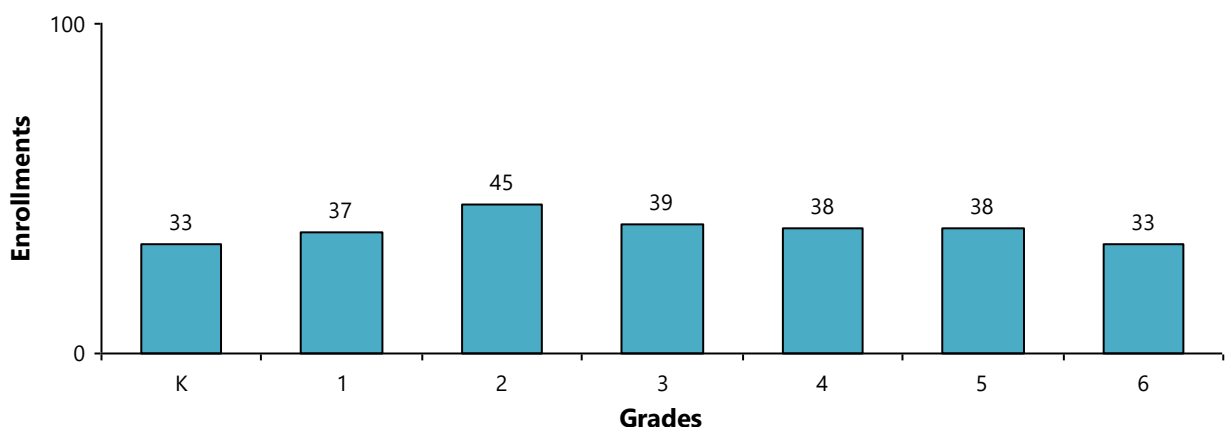


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Heard Street Discovery Academy

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,707,296	\$1,771,040
500146-92000 Electricity	\$18,955	\$25,898
500146-92000 Natural Gas	\$8,706	\$9,223
500152-92000 Rubbish Removal	\$7,751	\$7,838
500-92204 Instructional Materials	\$16,874	\$15,576
540103-92000 Student Transportation	\$73,567	\$82,443
Heard Street Discovery Academy Total Budget	\$1,833,148	\$1,912,018

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
Special Education Teachers	1.0	1.0
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	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	1.0	1.0
Total	26.6	27.6



Jacob Hiatt Magnet School

772 Main Street

Worcester, MA 01601

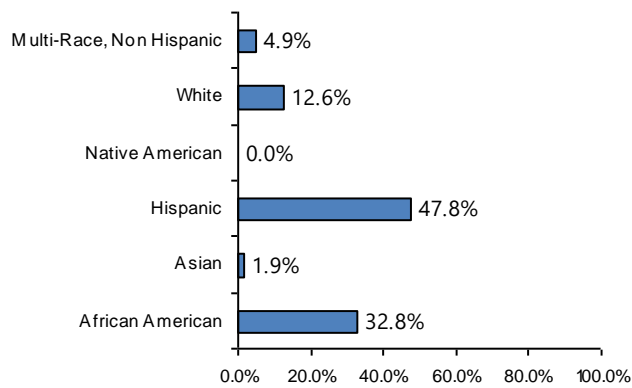
Principal: Jyoti Datta

Quick Facts

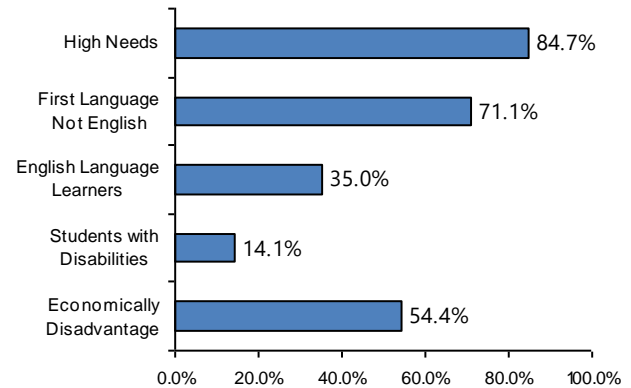
Quadrant	Doherty	Enrollment	412
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1990	Student Attendance	95.9%
Square Footage	52,000		



Student Race And Ethnicity

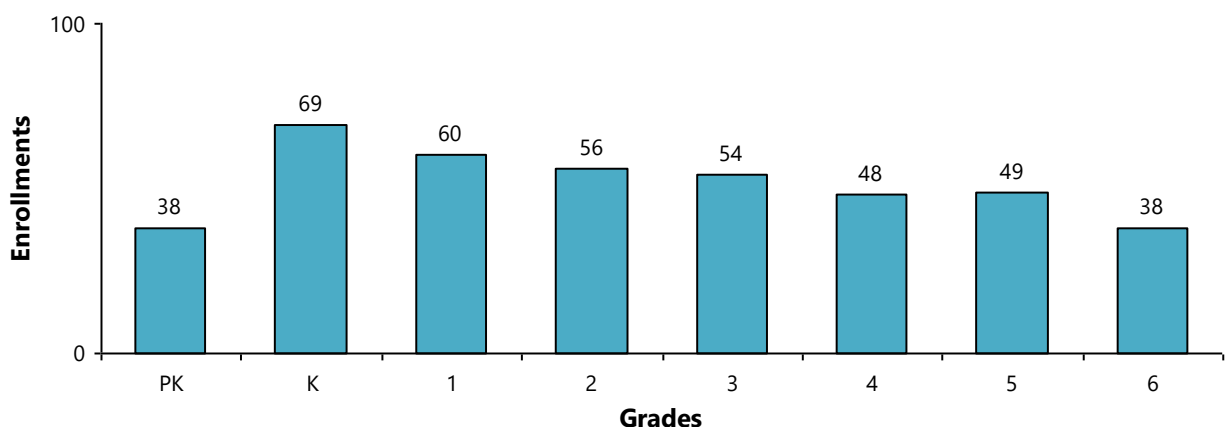


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Jacob Hiatt Magnet School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,599,851	\$2,720,616
500130-92000 Security Guards	\$26,775	\$28,305
500136-92000 Building or Parking Rentals	\$47,748	\$49,191
500146-92000 Electricity	\$52,252	\$59,882
500146-92000 Natural Gas	\$16,162	\$12,999
500152-92000 Rubbish Removal	\$11,617	\$11,748
500-92204 Instructional Materials	\$24,013	\$24,308
540103-92000 Student Transportation	\$220,700	\$247,328
Jacob Hiatt Magnet School Total Budget	\$2,999,118	\$3,154,376

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	17.0	17.0
English Learner Teachers	2.0	2.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	1.0	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	42.9	42.9



Lake View School

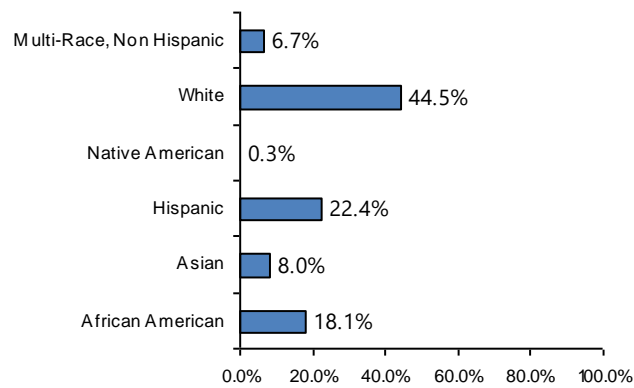
133 Coburn Avenue Worcester, MA 01604 Principal: Maureen Power

Quick Facts

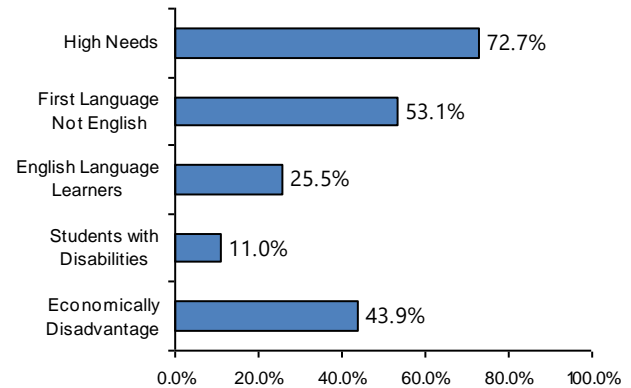
Quadrant	North	Enrollment	326
Grades	K to 6	Graduation Rates	N/A
Year Built	1922	Student Attendance	96.6%
Square Footage	27,918		



Student Race And Ethnicity

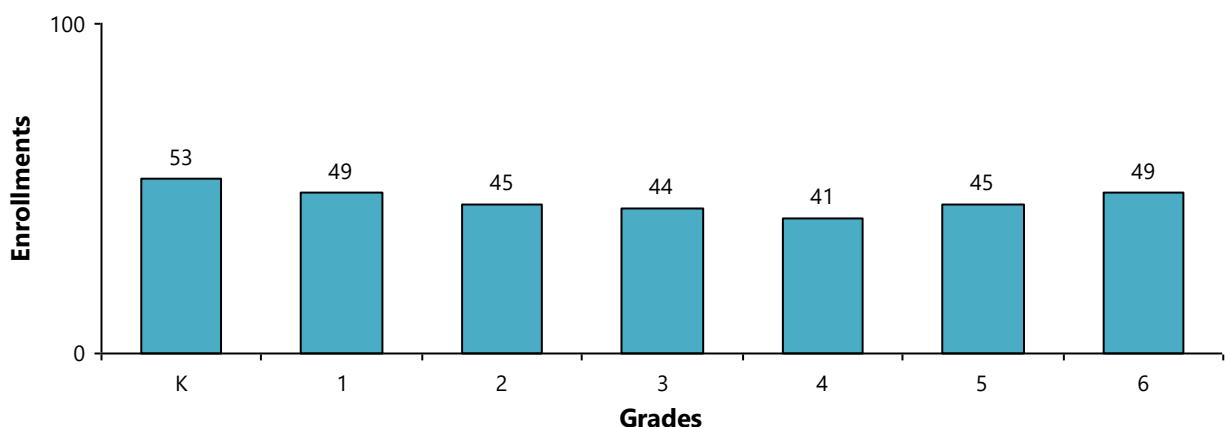


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Lake View School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,885,244	\$1,922,882
500146-92000 Electricity	\$10,109	\$13,159
500146-92000 Natural Gas	\$12,301	\$13,105
500152-92000 Rubbish Removal	\$4,552	\$4,603
500-92204 Instructional Materials	\$19,352	\$19,234
540103-92000 Student Transportation	\$49,044	\$54,962
Lake View School Total Budget	\$1,980,602	\$2,027,945

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	1.5	1.5
Special Education Teachers	1.0	1.0
School Adjustment Counselor	1.6	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	2.0	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	30.0	29.0



Lincoln Street School

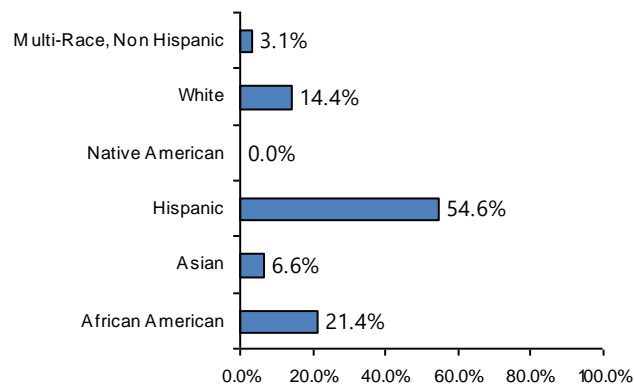
549 Lincoln Street Worcester, MA 01605 Principal: Selection In Process

Quick Facts

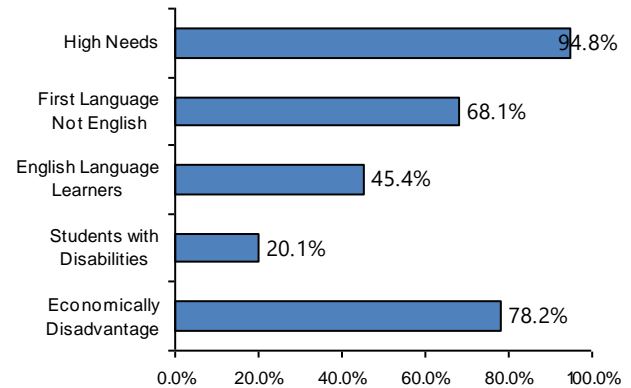
Quadrant	Burncoat	Enrollment	229
Grades	K to 6	Graduation Rates	N/A
Year Built	1929	Student Attendance	94.9%
Square Footage	25,766		



Student Race And Ethnicity

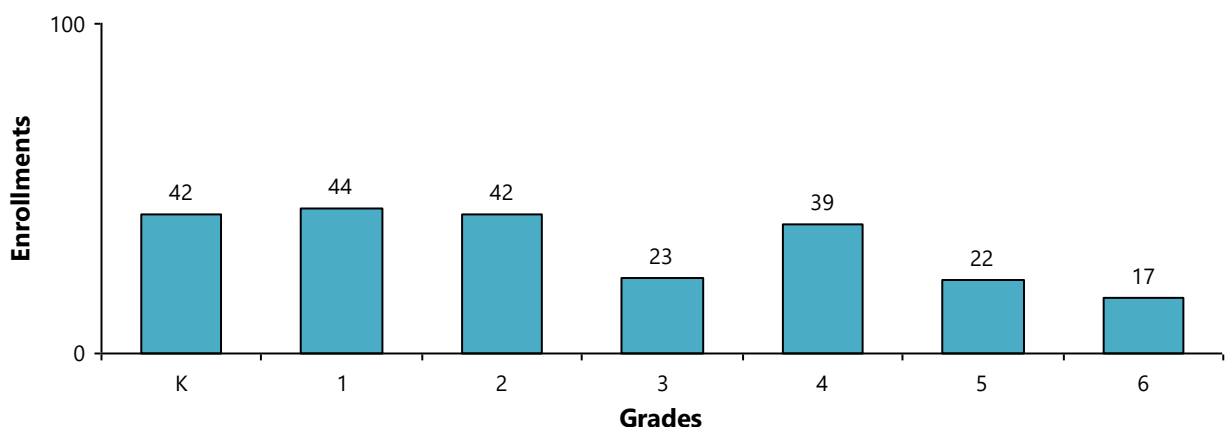


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Lincoln Street School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,946,287	\$1,993,380
500136-92000 Educational Fees and Licences	\$2,999	\$2,999
500146-92000 Electricity	\$18,720	\$26,595
500146-92000 Natural Gas	\$10,227	\$10,683
500152-92000 Rubbish Removal	\$6,918	\$6,996
500-92204 Instructional Materials	\$14,927	\$13,452
540103-92000 Student Transportation	\$98,089	\$109,924
Lincoln Street School Total Budget	\$2,098,167	\$2,164,029

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	12.0
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	2.0	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	32.9	31.9



May Street School

265 May Street

Worcester, MA 01602

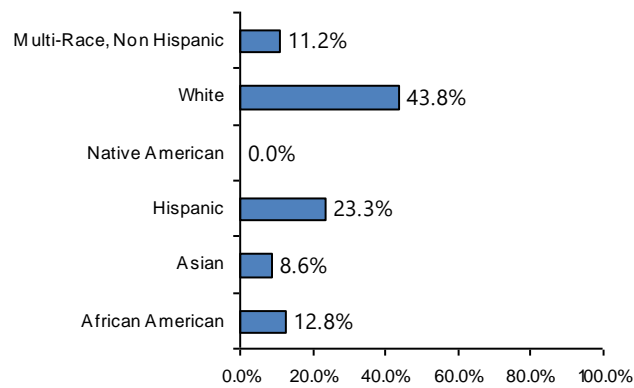
Principal: Luke Robert

Quick Facts

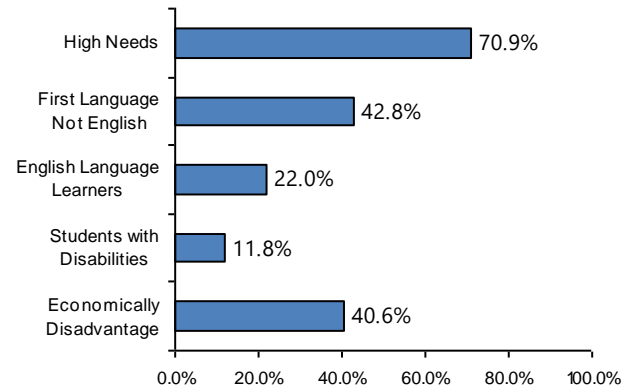
Quadrant	Doherty	Enrollment	313
Grades	K to 6	Graduation Rates	N/A
Year Built	1927	Student Attendance	96.6%
Square Footage	35,912		



Student Race And Ethnicity

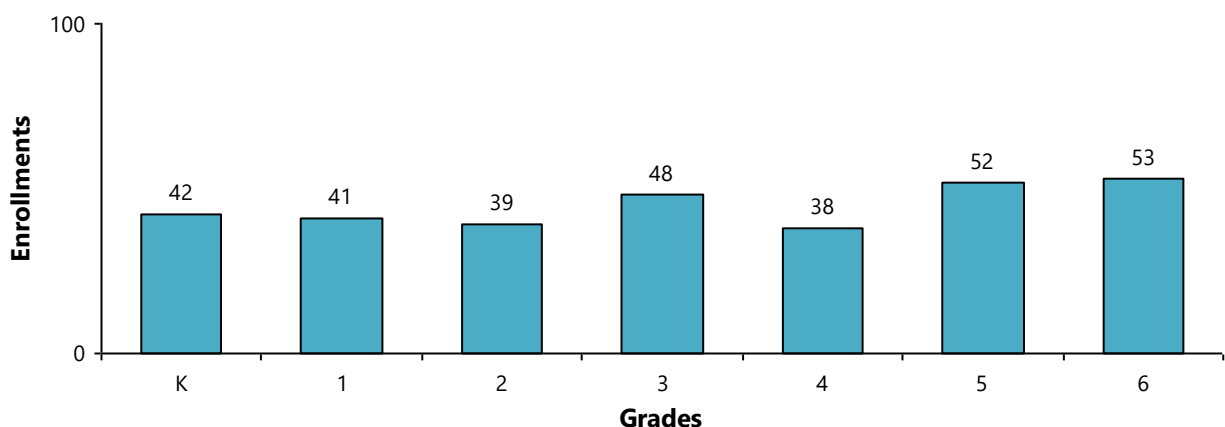


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





May Street School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,019,158	\$2,036,822
500136-92000 Educational Fees and Licences	\$2,999	\$2,999
500146-92000 Electricity	\$13,342	\$17,439
500146-92000 Natural Gas	\$19,163	\$21,174
500152-92000 Rubbish Removal	\$4,552	\$4,603
500-92204 Instructional Materials	\$19,588	\$18,467
540103-92000 Student Transportation	\$73,567	\$82,443
May Street School Total Budget	\$2,152,368	\$2,183,946

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	1.0	1.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	0.6	0.6
Health & Safety Teachers	0.1	0.1
Physical Education Teachers	0.6	0.6
Art Teachers	0.6	0.6
Music Teachers	0.7	0.7
Instructional Assistants	2.0	4.0
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	0.0	1.0
Total	30.1	33.1



Midland Street School

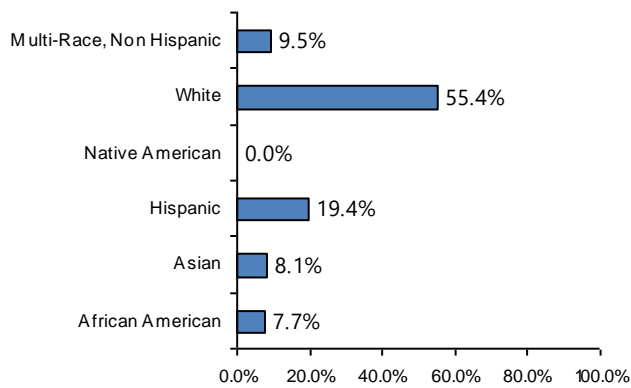
18 Midland Street Worcester, MA 01602 Principal: Selection In Process

Quick Facts

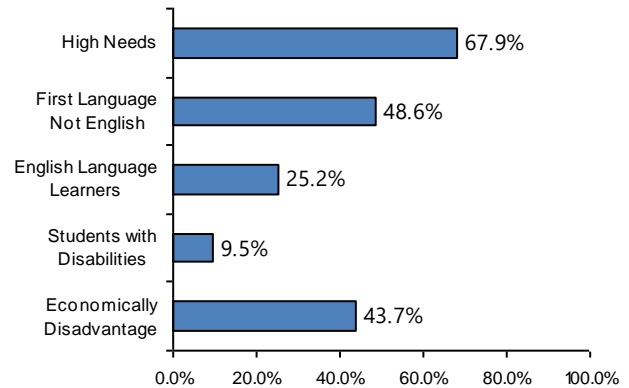
Quadrant	Doherty	Enrollment	222
Grades	K to 6	Graduation Rates	N/A
Year Built	1896	Student Attendance	96.6%
Square Footage	22,113		



Student Race And Ethnicity

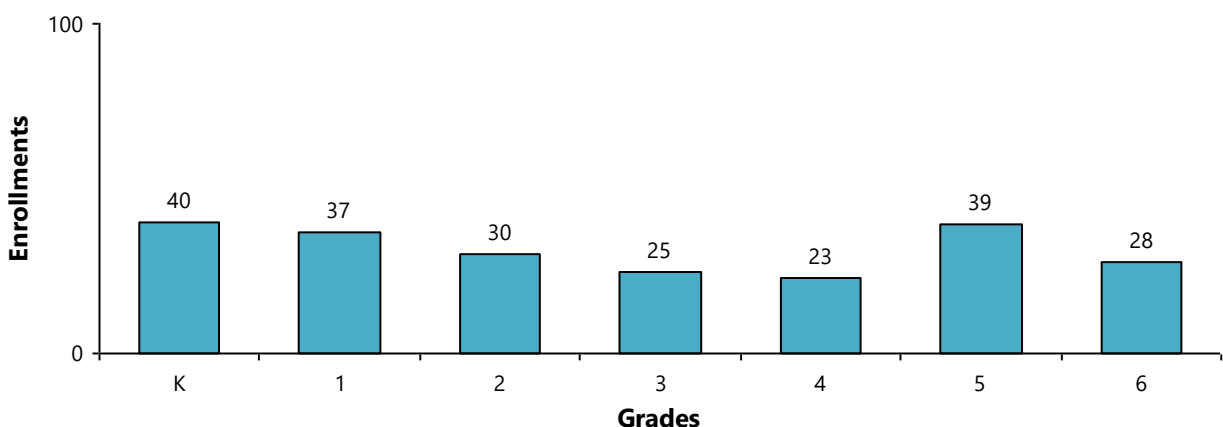


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Midland Street School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,746,823	\$1,786,254
500146-92000 Electricity	\$8,330	\$10,584
500146-92000 Natural Gas	\$18,027	\$20,509
500152-92000 Rubbish Removal	\$3,957	\$4,002
500-92204 Instructional Materials	\$13,629	\$13,157
540103-92000 Student Transportation	\$24,522	\$27,481
Midland Street School Total Budget	\$1,815,288	\$1,861,986

Position Summary

Staffing	FY 2020	FY 2021
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	1.6	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	2.0
Crossing Guard	4.0	4.0
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	28.4	29.4



Nelson Place School

35 Nelson Place

Worcester, MA 01605

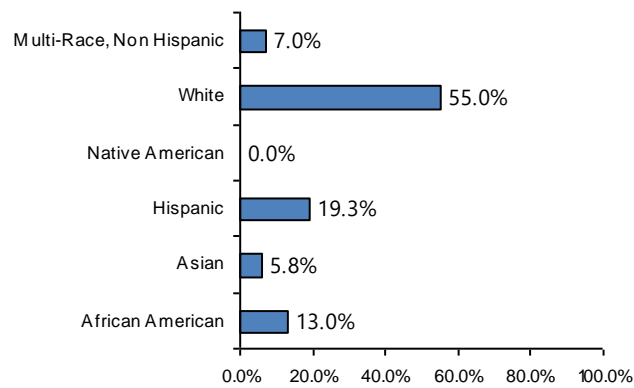
Principal: Monica Poitras

Quick Facts

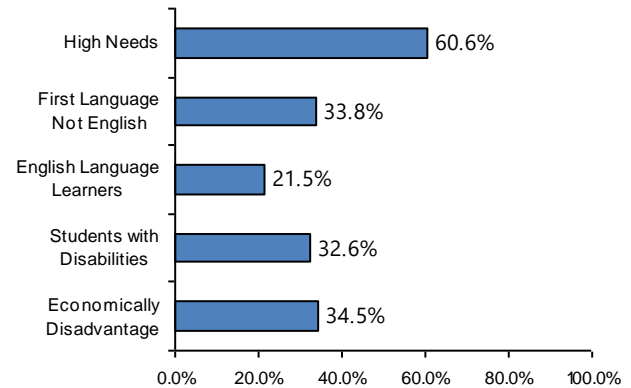
Quadrant	Doherty	Enrollment	571
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1927	Student Attendance	95.8%
Square Footage	44,963		



Student Race And Ethnicity

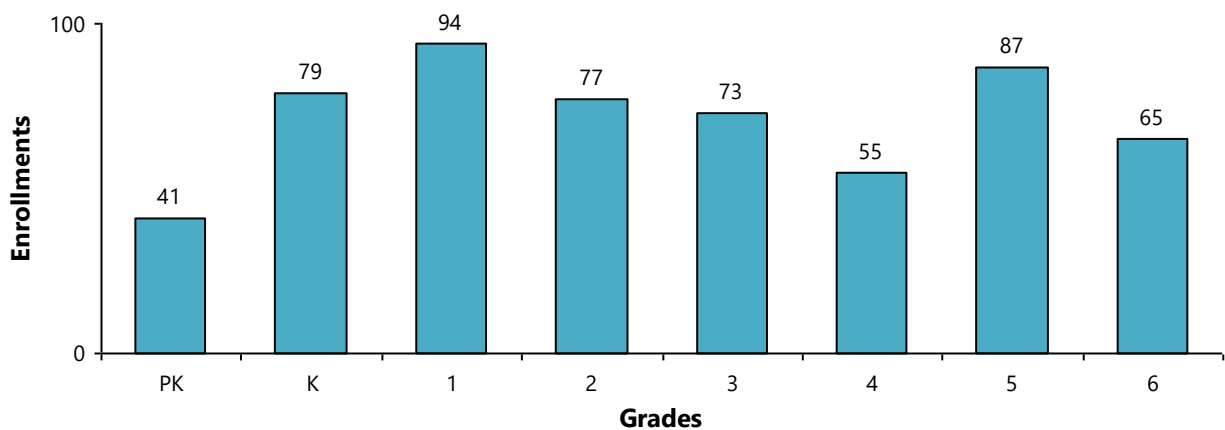


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Nelson Place School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,954,837	\$4,846,739
500136-92000 Educational Fees and Licences	\$2,999	\$2,999
500146-92000 Electricity	\$40,085	\$81,149
500146-92000 Natural Gas	\$21,140	\$23,594
500152-92000 Rubbish Removal	\$12,928	\$13,074
500-92204 Instructional Materials	\$32,509	\$33,689
540103-92000 Student Transportation	\$343,311	\$384,733
Nelson Place School Total Budget	\$4,407,809	\$5,385,978

Position Summary

Staffing	FY 2020	FY 2021
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	12.0
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	30.0	51.0
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	5.0	5.0
Total	80.0	103.0



Norrback Avenue School

44 Malden Street

Worcester, MA 01606

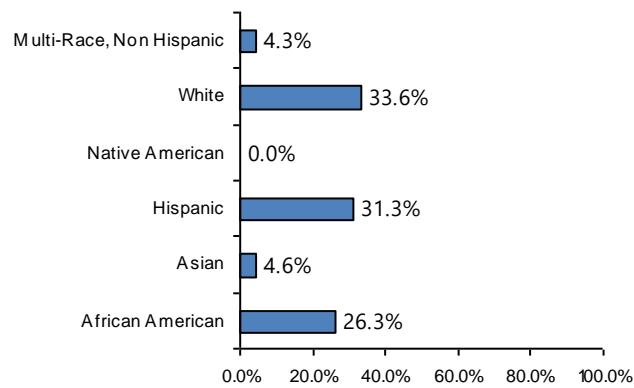
Principal: Christina Troiano

Quick Facts

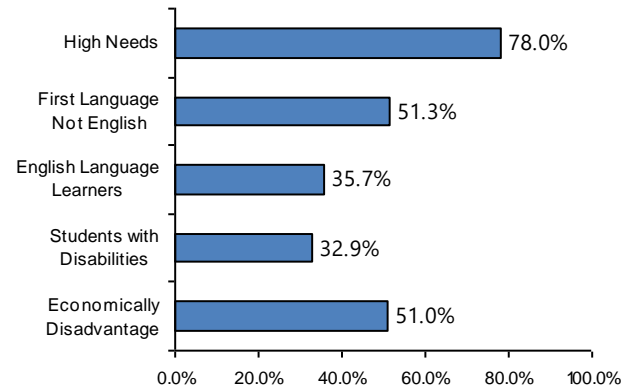
Quadrant	Burncoat	Enrollment	563
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1999	Student Attendance	95.6%
Square Footage	113,500		



Student Race And Ethnicity

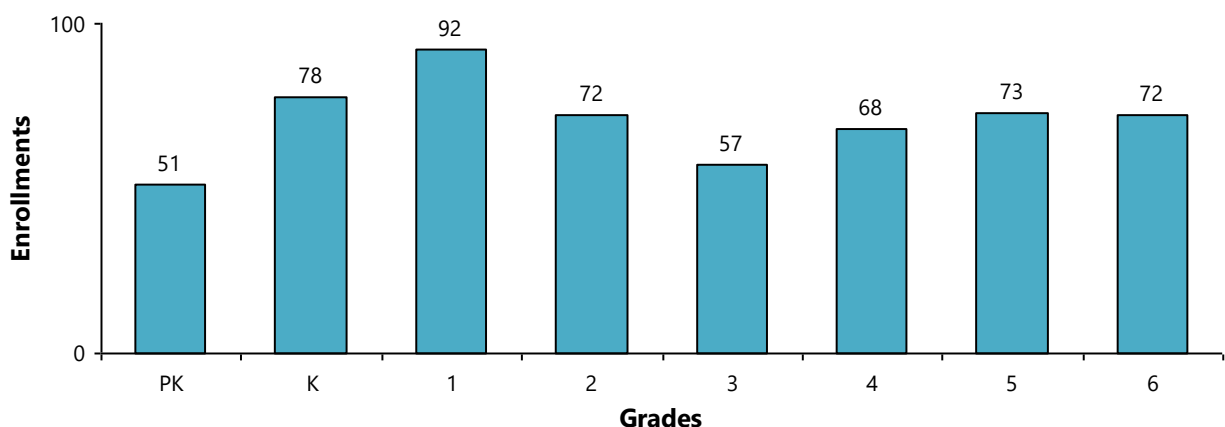


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Norrback Avenue School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$4,428,195	\$4,848,155
500136-92000 Educational Fees and Licences	\$2,999	\$2,999
500146-92000 Electricity	\$78,218	\$76,953
500146-92000 Natural Gas	\$35,189	\$26,687
500152-92000 Rubbish Removal	\$10,338	\$10,455
500-92204 Instructional Materials	\$34,279	\$33,276
540103-92000 Student Transportation	\$343,311	\$384,733
Norrback Avenue School Total Budget	\$4,932,530	\$5,383,257

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	21.0	20.0
English Learner Teachers	3.0	3.0
Special Education Teachers	12.0	13.0
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	26.0	37.0
Crossing Guard	4.0	4.0
School Nurse	2.0	2.0
Custodial	4.5	3.0
School Clerical	2.0	2.0
School Nutrition Staff	5.0	5.0
Total	87.2	96.7



Quinsigamond Community School

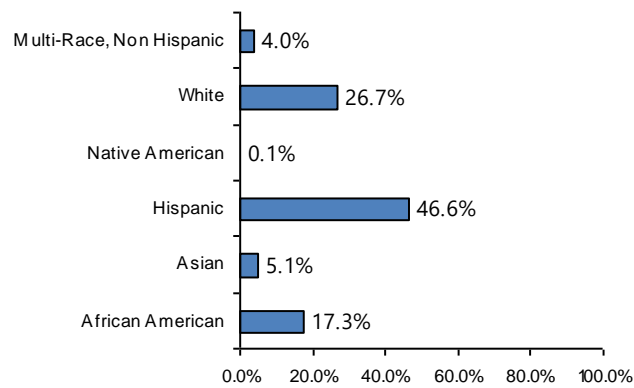
14 Blackstone River Rd Worcester, MA 01607 Principal: Yeu Kue

Quick Facts

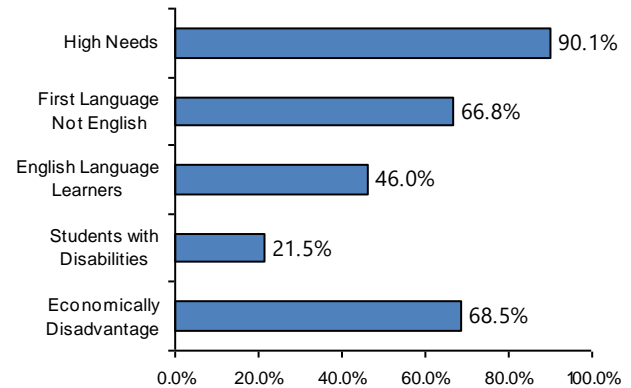
Quadrant	South	Enrollment	744
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1998	Student Attendance	94.4%
Square Footage	141,847		



Student Race And Ethnicity

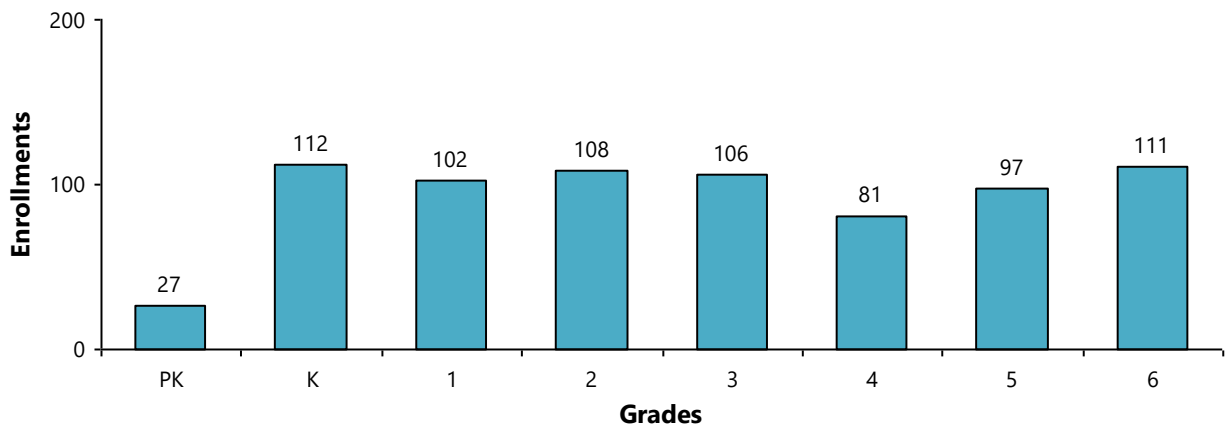


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Quinsigamond Community School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$4,636,292	\$4,898,116
500136-92000 Educational Fees and Licences	\$2,999	\$2,999
500146-92000 Electricity	\$121,909	\$122,836
500146-92000 Natural Gas	\$20,986	\$21,666
500152-92000 Rubbish Removal	\$18,445	\$18,653
500-92204 Instructional Materials	\$43,955	\$43,955
540103-92000 Student Transportation	\$392,355	\$439,694
Quinsigamond Community School Total Budget	\$5,236,940	\$5,547,921

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	2.0	2.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	30.0	30.0
English Learner Teachers	6.0	6.0
Special Education Teachers	8.0	7.0
School Adjustment Counselor	1.4	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	12.0	15.0
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	7.0	7.0
Total	83.5	85.5



Rice Square School

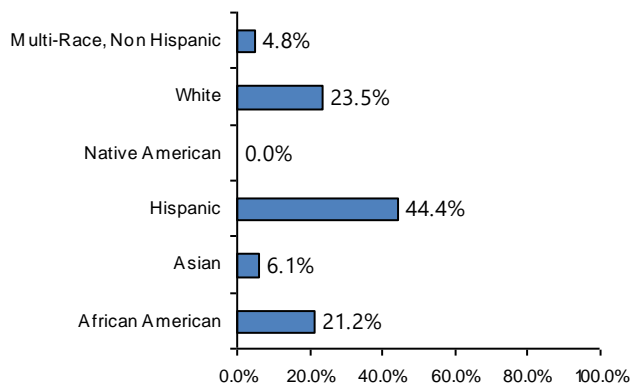
76 Massasoit Road Worcester, MA 01604 Principal: Susan Donahue

Quick Facts

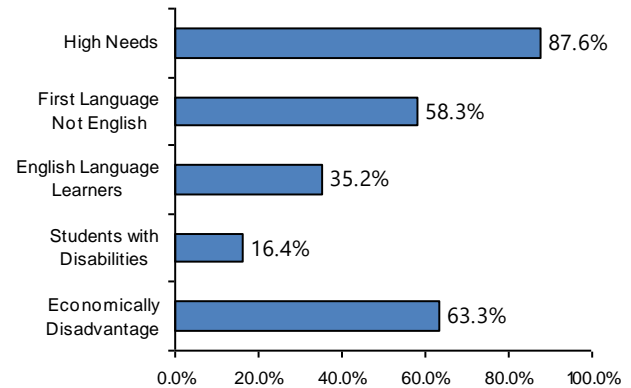
Quadrant	North	Enrollment	477
Grades	K to 6	Graduation Rates	N/A
Year Built	1914	Student Attendance	95.4%
Square Footage	36,000		



Student Race And Ethnicity

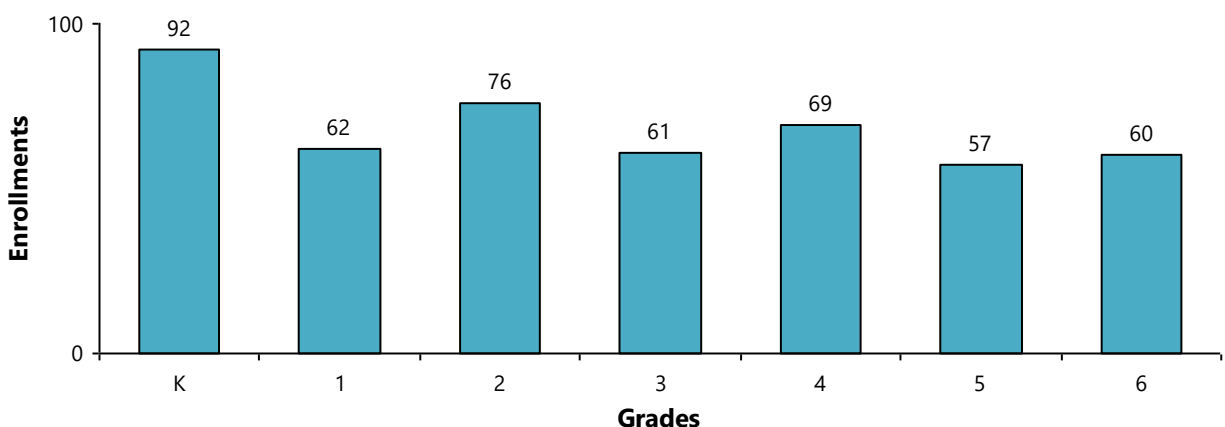


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Rice Square School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,933,320	\$3,067,736
500146-92000 Electricity	\$32,452	\$40,317
500146-92000 Natural Gas	\$24,428	\$32,033
500152-92000 Rubbish Removal	\$9,297	\$9,402
500-92204 Instructional Materials	\$28,084	\$28,084
540103-92000 Student Transportation	\$122,611	\$137,405
Rice Square School Total Budget	\$3,150,192	\$3,314,977

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	22.0	23.0
English Learner Teachers	3.0	3.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	1.0	1.0
Health & Safety Teachers	0.2	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	48.3	49.3



Roosevelt School

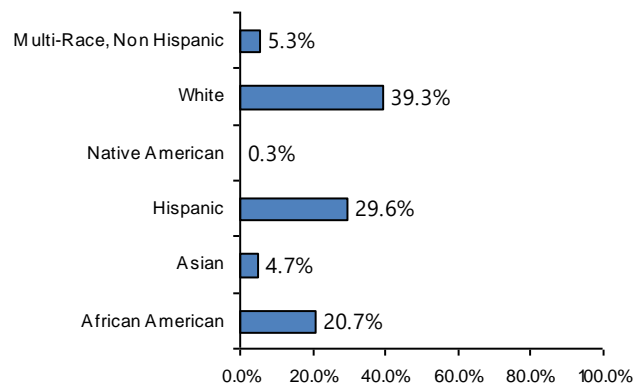
1006 Grafton Street Worcester, MA 01604 Principal: Kelly Williamson

Quick Facts

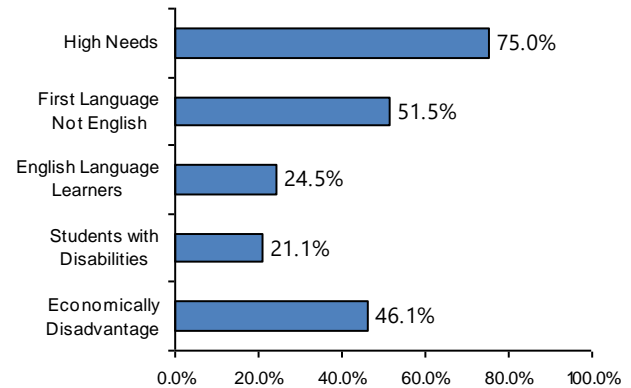
Quadrant	North	Enrollment	697
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	2001	Student Attendance	95.2%
Square Footage	120,656		



Student Race And Ethnicity

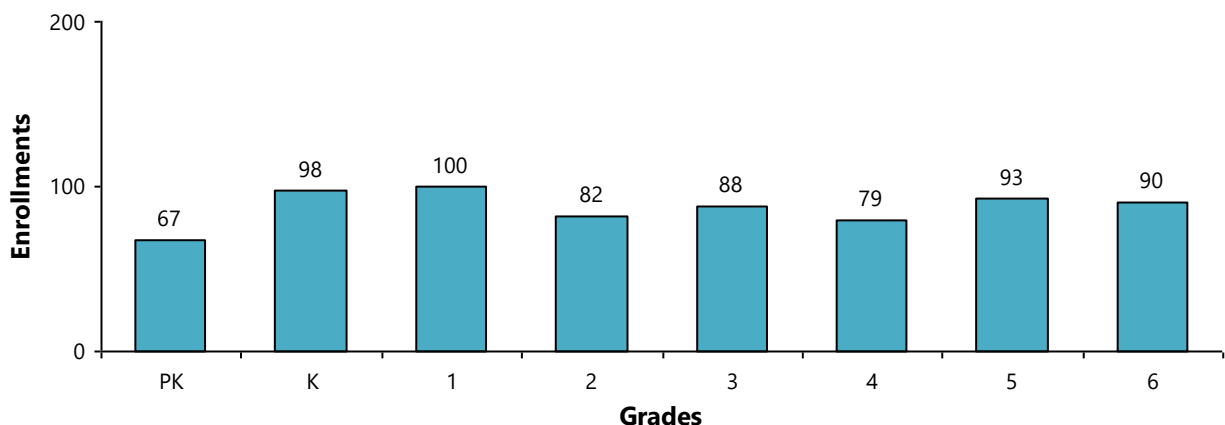


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Roosevelt School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$4,911,353	\$5,251,980
500146-92000 Electricity	\$79,552	\$90,298
500146-92000 Natural Gas	\$28,774	\$34,802
500152-92000 Rubbish Removal	\$13,493	\$13,646
500-92204 Instructional Materials	\$40,769	\$41,182
540103-92000 Student Transportation	\$367,833	\$412,214
Roosevelt School Total Budget	\$5,441,775	\$5,844,121

Position Summary

Staffing	FY 2020	FY 2021
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	9.0	9.0
Special Education Teachers	11.0	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	22.0	34.0
Crossing Guard	4.0	4.0
School Nurse	1.0	1.0
Custodial	4.5	4.0
School Clerical	2.0	2.0
School Nutrition Staff	7.0	7.0
Total	90.9	102.4



Tatnuck Magnet School

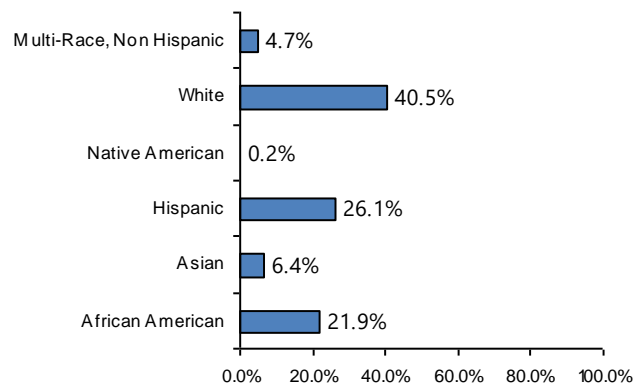
1083 Pleasant Street Worcester, MA 01602 Principal: Erin Dobson

Quick Facts

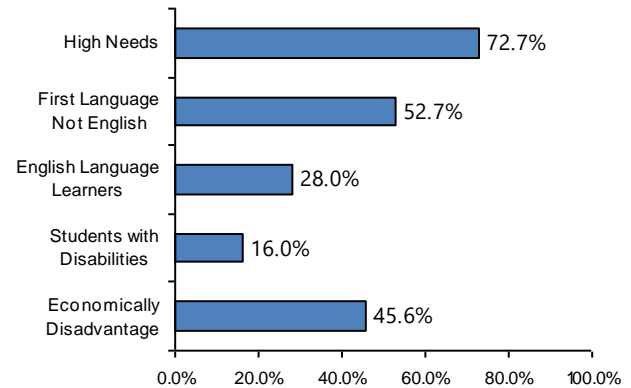
Quadrant	Doherty	Enrollment	425
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1922	Student Attendance	96.4%
Square Footage	42,384		



Student Race And Ethnicity

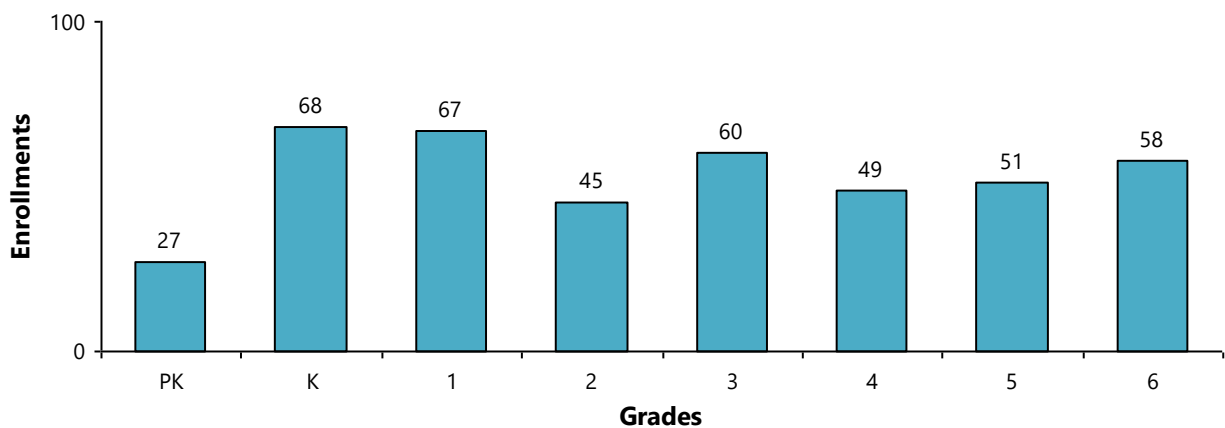


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Tatnuck Magnet School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,649,029	\$2,840,405
500146-92000 Electricity	\$19,572	\$26,293
500146-92000 Natural Gas	\$27,139	\$31,618
500152-92000 Rubbish Removal	\$12,750	\$12,894
500-92204 Instructional Materials	\$24,131	\$25,075
540103-92000 Student Transportation	\$73,567	\$82,443
Tatnuck Magnet School Total Budget	\$2,806,187	\$3,018,727

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	19.0	18.0
English Learner Teachers	2.0	2.0
Special Education Teachers	2.0	2.0
School Adjustment Counselor	0.6	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	7.0	9.0
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	1.0	1.0
Total	44.0	45.0



Thorndyke Road School

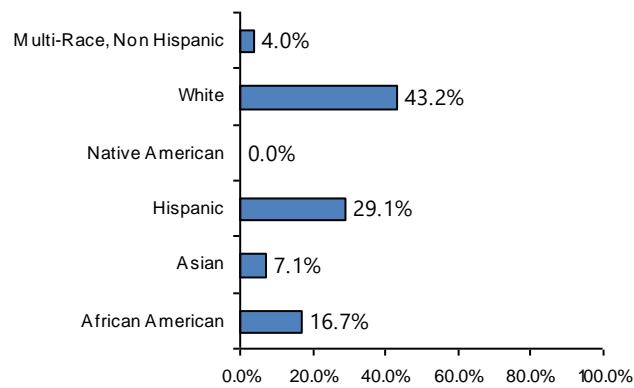
20 Thorndyke Road Worcester, MA 01606 Principal: Kathleen Lee

Quick Facts

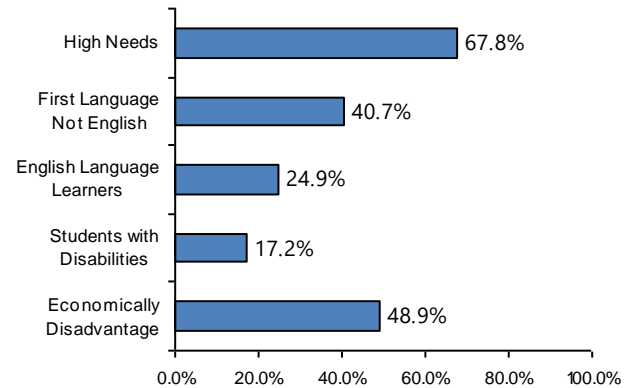
Quadrant	Burncoat	Enrollment	354
Grades	K to 6	Graduation Rates	N/A
Year Built	1927	Student Attendance	96.3%
Square Footage	43,425		



Student Race And Ethnicity

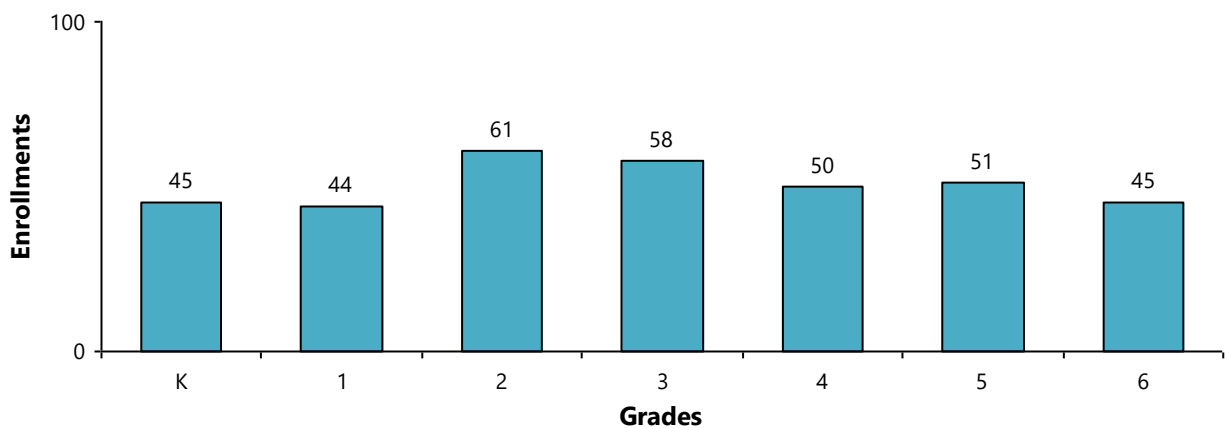


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Thorndyke Road School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,189,586	\$2,230,685
500146-92000 Electricity	\$13,406	\$18,518
500146-92000 Natural Gas	\$11,819	\$16,685
500152-92000 Rubbish Removal	\$5,340	\$5,401
500-92204 Instructional Materials	\$21,771	\$20,827
540103-92000 Student Transportation	\$49,044	\$54,962
Thorndyke Road School Total Budget	\$2,290,968	\$2,347,077

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	16.0	16.0
English Learner Teachers	2.0	2.0
Special Education Teachers	1.0	1.0
School Adjustment Counselor	1.8	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	37.8	37.8



Union Hill School

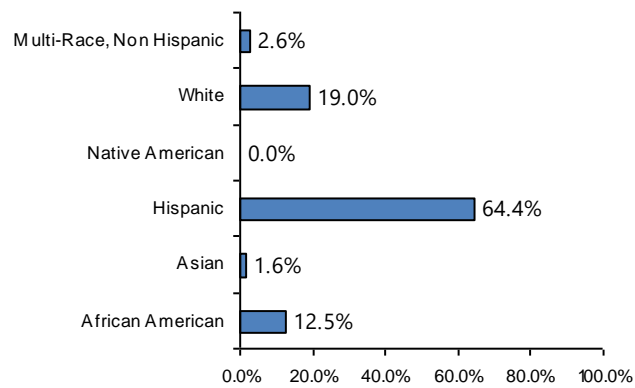
One Chapin Street Worcester, MA 01604 Principal: Ishmael Tabales

Quick Facts

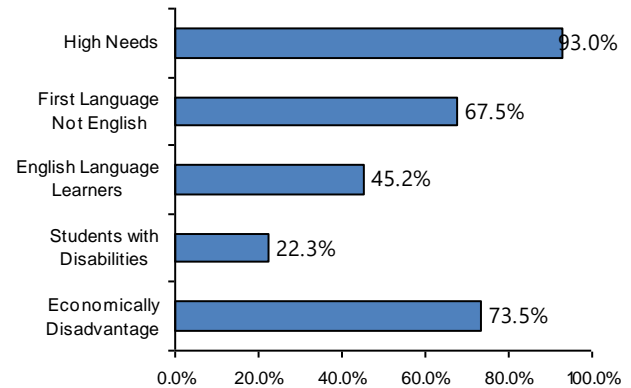
Quadrant	North	Enrollment	385
Grades	K to 6	Graduation Rates	N/A
Year Built	1922	Student Attendance	95.4%
Square Footage	43,216		



Student Race And Ethnicity

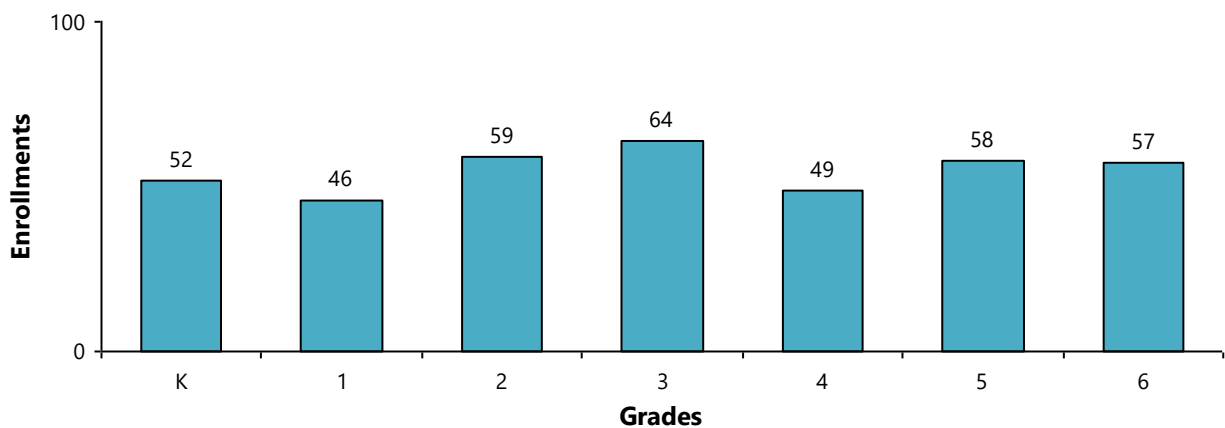


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Union Hill School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,066,538	\$3,067,628
500146-92000 Electricity	\$24,442	\$33,861
500146-92000 Natural Gas	\$16,552	\$19,187
500152-92000 Rubbish Removal	\$11,648	\$11,780
500-92204 Instructional Materials	\$32,864	\$30,415
540103-92000 Student Transportation	\$24,522	\$27,481
Union Hill School Total Budget	\$3,176,566	\$3,190,351

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	21.0	20.0
English Learner Teachers	3.0	3.0
Special Education Teachers	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	4.0
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	2.0	2.0
Total	48.4	48.4



Vernon Hill School

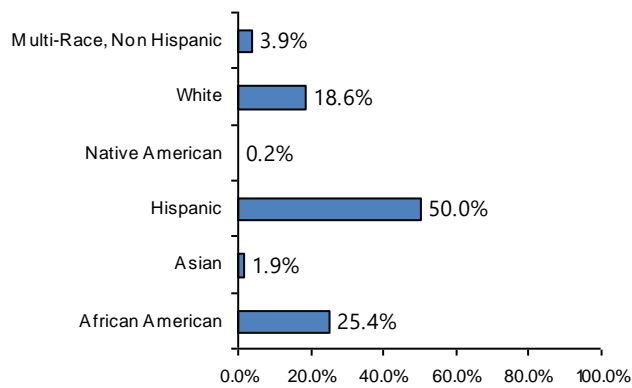
211 Providence Street Worcester, MA 01604 Principal: Craig Dottin

Quick Facts

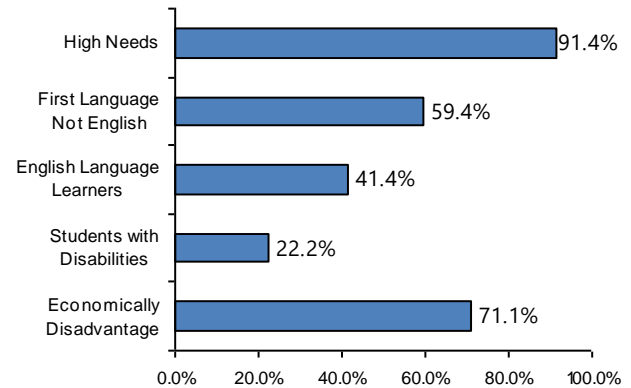
Quadrant	South	Enrollment	532
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1931	Student Attendance	94.1%
Square Footage	83,060		



Student Race And Ethnicity

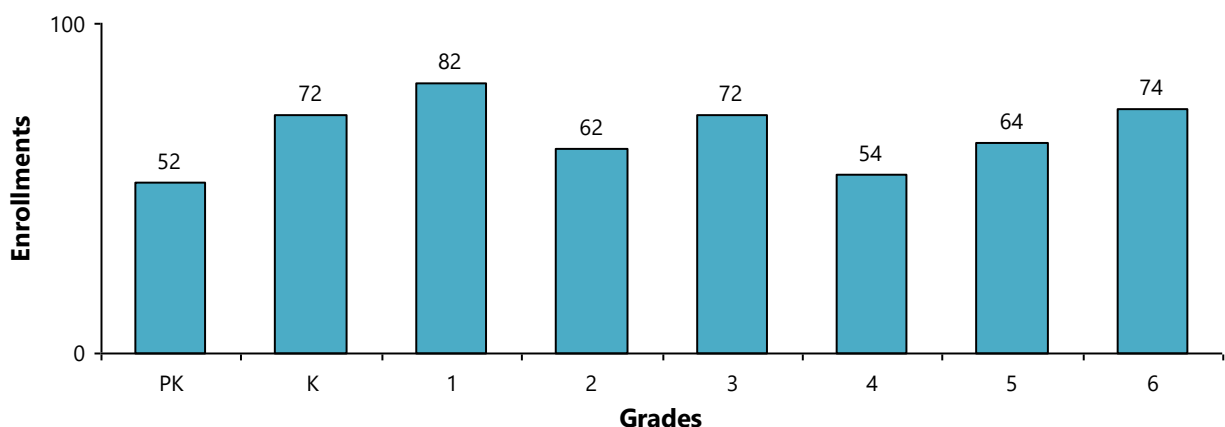


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Vernon Hill School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,314,303	\$3,632,422
500146-92000 Electricity	\$44,186	\$58,460
500146-92000 Natural Gas	\$36,700	\$43,789
500152-92000 Rubbish Removal	\$15,807	\$15,986
500-92204 Instructional Materials	\$30,503	\$31,329
540103-92000 Student Transportation	\$147,133	\$164,885
Vernon Hill School Total Budget	\$3,588,633	\$3,946,872

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	22.0	22.0
English Learner Teachers	3.0	3.0
Special Education Teachers	4.0	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	11.0	14.0
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	10.0	10.0
Total	64.2	67.2



Wawecus Road School

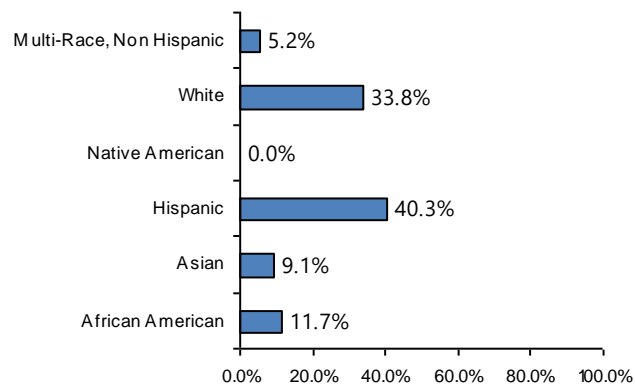
20 Wawecus Street Worcester, MA 01605 Principal: Joanna Loftus

Quick Facts

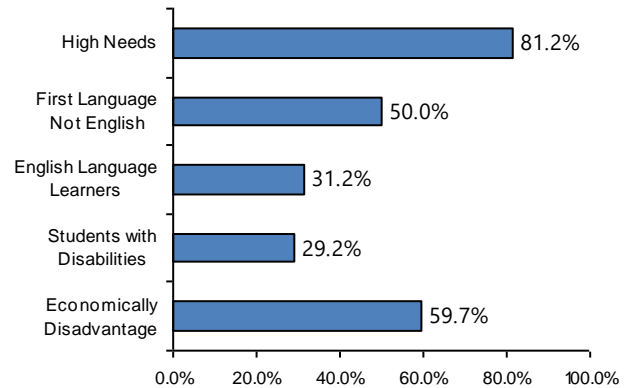
Quadrant	Burncoat	Enrollment	154
Grades	K to 6	Graduation Rates	N/A
Year Built	1963	Student Attendance	95.2%
Square Footage	22,974		



Student Race And Ethnicity

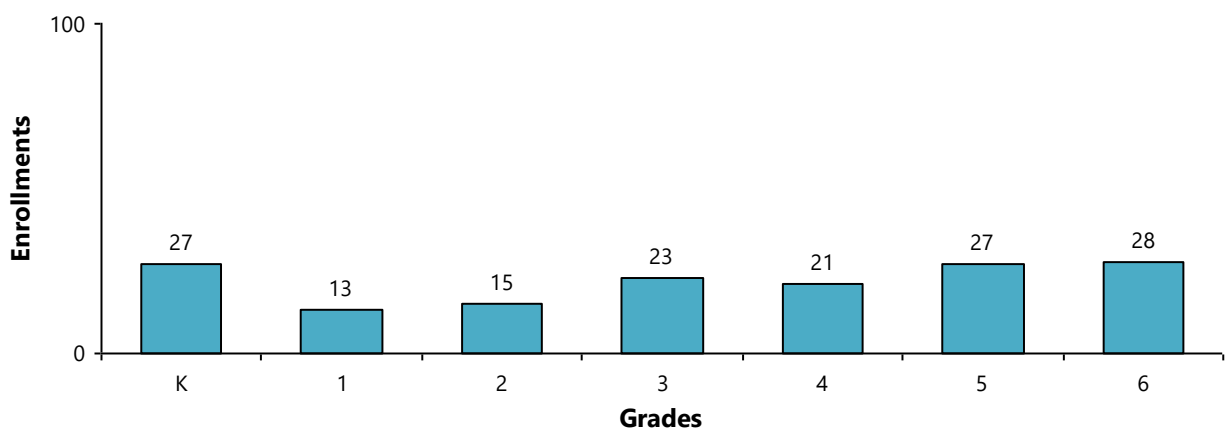


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Wawecus Road School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,499,469	\$1,697,911
500146-92000 Electricity	\$14,374	\$17,947
500146-92000 Natural Gas	\$9,378	\$9,227
500152-92000 Rubbish Removal	\$4,552	\$4,603
500-92204 Instructional Materials	\$8,437	\$9,086
540103-92000 Student Transportation	\$122,611	\$137,405
Wawecus Road School Total Budget	\$1,658,821	\$1,876,179

Position Summary

Staffing	FY 2020	FY 2021
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	4.0
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	6.0	9.0
Crossing Guard	4.0	4.0
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	29.1	33.1



West Tatnuck School

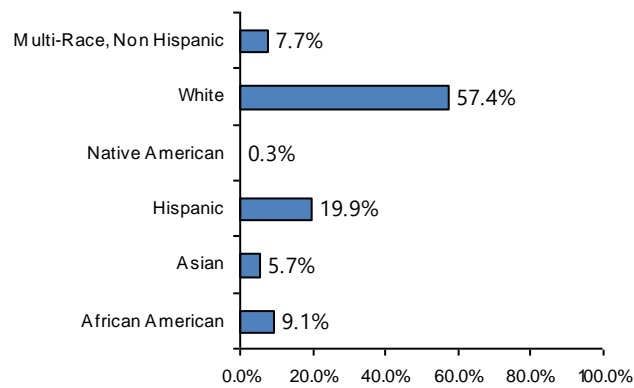
300 Mower Street Worcester, MA 01602 Principal: Selection In Process

Quick Facts

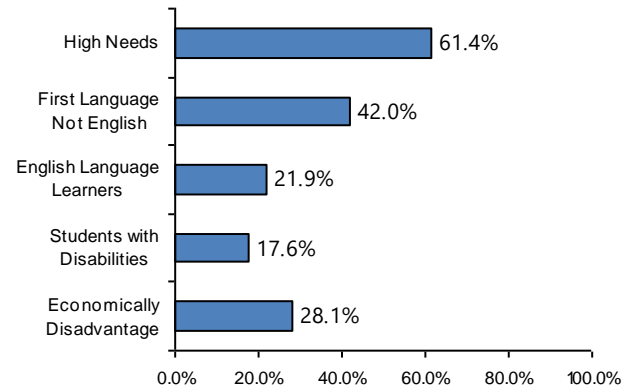
Quadrant	Doherty	Enrollment	352
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1961	Student Attendance	95.9%
Square Footage	37,544		



Student Race And Ethnicity

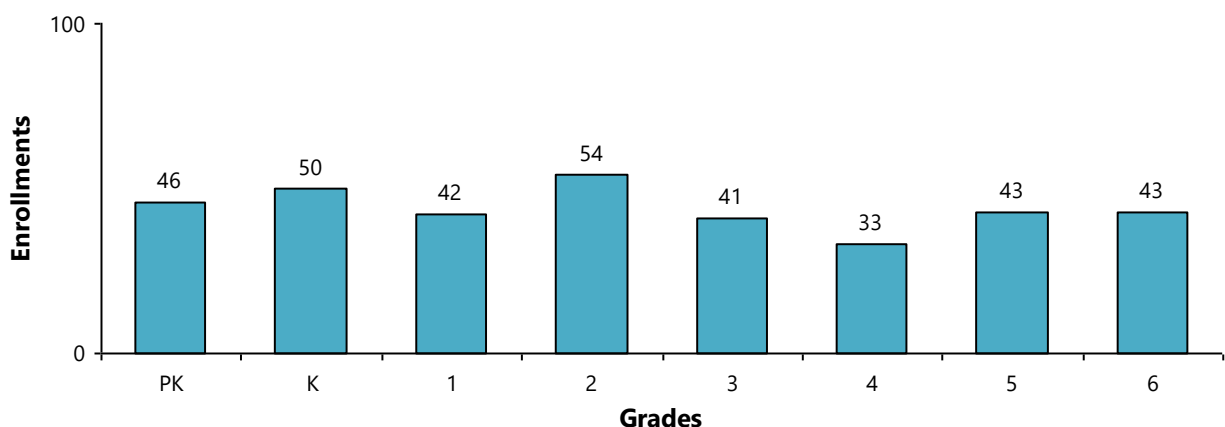


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





West Tatnuck School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,259,827	\$2,362,881
500146-92000 Electricity	\$22,244	\$30,017
500146-92000 Natural Gas	\$17,652	\$19,157
500152-92000 Rubbish Removal	\$9,833	\$9,944
500-92204 Instructional Materials	\$21,889	\$20,768
540103-92000 Student Transportation	\$171,655	\$192,366
West Tatnuck School Total Budget	\$2,503,100	\$2,635,133

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Learner Teachers	1.0	1.0
Special Education Teachers	3.0	3.0
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	0.6	0.6
Instructional Assistants	11.0	13.0
Crossing Guard	2.0	2.0
School Nurse	1.0	1.0
Custodial	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	39.5	41.5



Woodland Academy

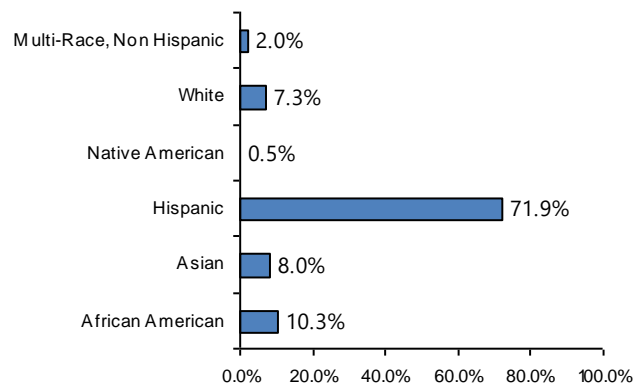
93 Woodland Street Worcester, MA 01610 Principal: Patricia Padilla

Quick Facts

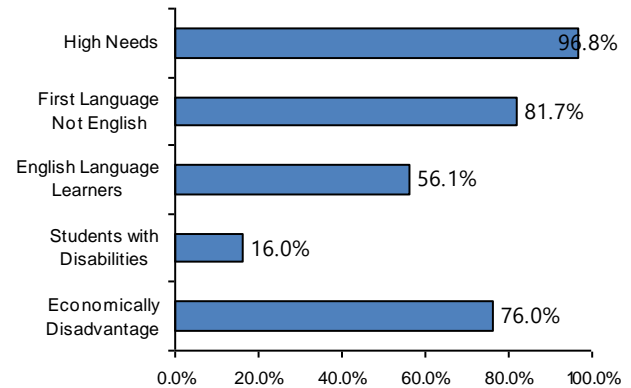
Quadrant	South	Enrollment	601
Grades	K to 6	Graduation Rates	N/A
Year Built	1999	Student Attendance	95.5%
Square Footage	71,127		



Student Race And Ethnicity

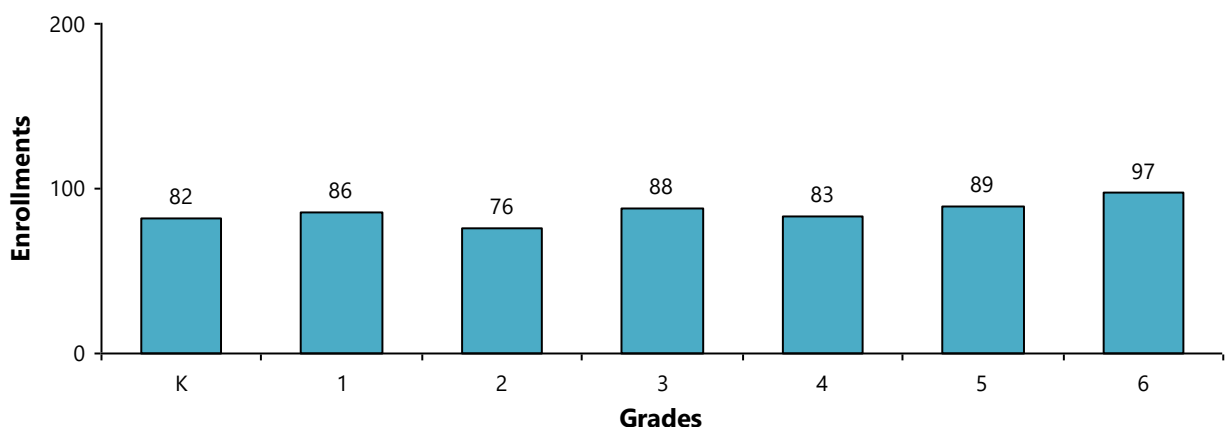


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Woodland Academy

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,824,577	\$3,876,313
500146-92000 Electricity	\$68,736	\$104,235
500146-92000 Natural Gas	\$35,322	\$35,042
500152-92000 Rubbish Removal	\$16,779	\$16,969
500-92204 Instructional Materials	\$35,577	\$35,400
540103-92000 Student Transportation	\$24,522	\$27,481
Woodland Academy Total Budget	\$4,005,514	\$4,095,438

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
Assistant Principal	1.0	1.0
Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	28.0	27.0
English Learner Teachers	7.0	7.0
Special Education Teachers	2.0	3.0
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	6.0	6.0
School Nurse	1.0	1.0
Wrap Around Zone Coordinator	1.0	1.0
Custodial	2.5	2.0
School Clerical	1.5	1.0
School Nutrition Staff	10.0	6.0
Total	69.8	64.8



Worcester Arts Magnet School

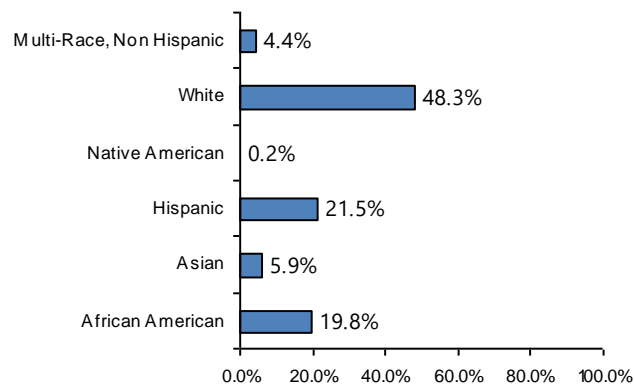
315 St. Nicholas Avenue Worcester, MA 01608 Principal: Mary Ellen Scanlon

Quick Facts

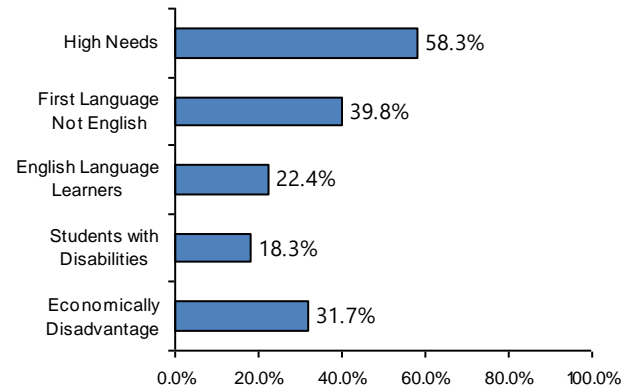
Quadrant	Burncoat	Enrollment	410
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1961	Student Attendance	96.8%
Square Footage	56,657		



Student Race And Ethnicity

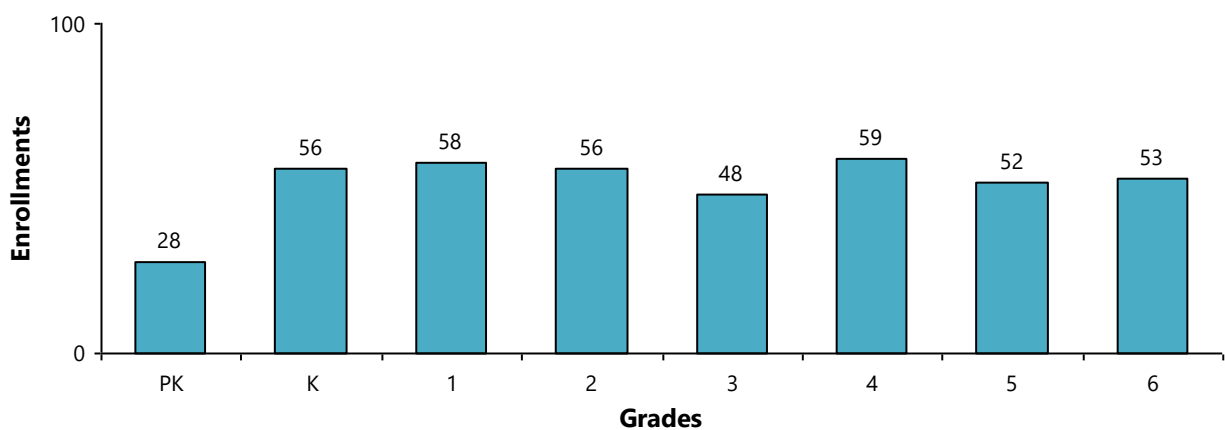


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2019.





Worcester Arts Magnet School

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,324,826	\$2,393,447
500130-92000 Arts Consultants (Burncoat Quadrant)	\$25,800	\$26,842
500146-92000 Electricity	\$29,724	\$35,786
500146-92000 Natural Gas	\$26,881	\$24,556
500152-92000 Rubbish Removal	\$10,189	\$10,305
500-92204 Instructional Materials	\$23,954	\$24,190
540103-92000 Student Transportation	\$147,133	\$164,885
Worcester Arts Magnet School Total Budget	\$2,588,508	\$2,680,011

Position Summary

Staffing	FY 2020	FY 2021
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	0.6	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	4.0
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	35.8	36.8



Alternative School @ St. Casimir's

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,803,165	\$1,902,267
500136-92000 Building or Parking Rentals	\$57,380	\$60,904
500146-92000 Electricity	\$7,923	\$10,476
500146-92000 Heating Oil	\$19,984	\$28,306
500152-92000 Rubbish Removal	\$6,574	\$6,648
500-91000 St. Casimir's After school	\$18,000	\$18,000
500-92204 Instructional Materials	\$5,580	\$5,580
540103-92000 Student Transportation	\$147,133	\$164,885
Alternative School @ St. Casimir's Total Budget	\$2,065,740	\$2,197,067

Position Summary

Staffing	FY 2020	FY 2021
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	9.0	9.0
Guidance Counselor	0.3	0.3
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	29.4	29.4



New Citizens Center

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,033,102	\$1,449,538
500136-92000 Educational Fees and Licences	\$8,449	\$8,449
500146-92000 Electricity	\$11,559	\$17,021
500146-92000 Natural Gas	\$5,467	\$5,637
500152-92000 Rubbish Removal	\$4,552	\$4,603
500-92204 Instructional Materials	\$16,800	\$16,800
540103-92000 Student Transportation	\$73,567	\$82,443
New Citizens Center Total Budget	\$1,153,495	\$1,584,490

Position Summary

Staffing	FY 2020	FY 2021
Principal	1.0	1.0
English Learner Teachers	13.0	13.0
Guidance Counselor	0.4	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	19.9	19.9



The Gerald Creamer Center

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,360,056	\$2,388,034
500130-92000 Security Guards	\$12,600	\$13,320
500146-92000 Electricity	\$10,727	\$13,344
500146-92000 Natural Gas	\$14,380	\$13,555
500152-92000 Rubbish Removal	\$9,595	\$9,703
500-91000 Evening Creamer Center Programs	\$300,757	\$300,757
500-92204 Instructional Materials	\$20,925	\$20,925
540103-92000 Student Transportation	\$24,522	\$27,481
The Gerald Creamer Center Total Budget	\$2,753,562	\$2,787,119

Position Summary

Staffing	FY 2020	FY 2021
Coordinator - Alternative Education Program	1.0	2.0
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	1.0
Guidance Counselor	1.4	1.4
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	0.0
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	31.9	30.9



Challenge and Reach Academies

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,533,978	\$1,574,456
500136-92000 Building or Parking Rentals	\$0	\$15,000
500146-92000 Electricity	\$10,847	\$13,166
500146-92000 Heating Oil	\$41,967	\$39,382
500152-92000 Rubbish Removal	\$2,974	\$3,008
500-92204 Instructional Materials	\$10,000	\$10,000
540103-92000 Student Transportation	\$294,266	\$329,771
Challenge and Reach Academies Total Budget	\$1,894,033	\$1,984,783

Position Summary

Staffing	FY 2020	FY 2021
Coordinator - Alternative Education Program	1.0	1.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	2.0	2.0
Mathematics Teachers	3.0	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	0.5	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	3.0	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	23.4	23.4



Academic Center for Transition & Assessment

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$1,490,442	\$1,734,872
500-92204 Instructional Materials	\$5,100	\$5,100
540103-92000 Student Transportation	\$220,700	\$247,328
Academic Center for Transition & Assessment Total Budget	\$1,716,242	\$1,987,300

Position Summary

Staffing	FY 2020	FY 2021
Coordinator - Special Education Programs	1.0	1.0
Lead Teacher	1.0	1.0
English Learner Teachers	0.5	0.5
Special Education Teachers	10.0	12.0
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	16.0	18.0
School Clerical	1.0	1.0
Total	31.1	35.1



Durkin Administration Building

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$6,693,153	\$7,057,256
500130-92000 HR Automated Services	\$136,022	\$139,826
500130-92000 Security Guards	\$37,188	\$39,313
500136-92000 Building or Parking Rentals	\$39,000	\$42,600
500136-92000 Copier Leases and Maintenance	\$30,000	\$32,387
500136-92000 Meetings & Receptions	\$8,000	\$8,000
500136-92000 Office Supplies	\$24,381	\$24,869
500146-92000 Electricity	\$102,534	\$95,931
500146-92000 Natural Gas	\$16,507	\$16,967
500152-92000 Rubbish Removal	\$12,685	\$12,828
500-91000 Other Contractual Salaries	\$18,205	\$18,205
Durkin Administration Building Total Budget	\$7,117,676	\$7,488,182

Position Summary

Staffing	FY 2020	FY 2021
Office of the Superintendent		
Superintendent	1.0	1.0
Chief Diversity Officer	1.0	1.0
Chief of Staff	1.0	1.0
Administrative Clerical	1.5	2.0
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
Curriculum Liaison - College & Career	1.0	1.0
Office of Instruction & School Leadership		
Manager of Instruction & School Leadership	3.0	3.0
School Turnaround Managers	2.0	1.0
Director - Innovative Pathways	1.0	1.0
Coordinator - Career, Voc Tech, Tech Ed (CVTE/CTE)	1.0	1.0
Administrative Clerical	2.0	2.0
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	1.0	1.0
Data Analyst	2.0	2.0
Administrative Clerical	10.0	11.0
Office of School & Student Performance		
Manager of School & Student Performance	1.0	1.0
Testing and Evaluation Specialist	1.0	0.0
Data Specialist	1.0	1.0
Testing Specialist	1.0	1.0
Program Evaluation Specialist	0.0	1.0



Position Summary

Staffing	FY 2020	FY 2021
Instructional Assistant - Other	1.0	0.0
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 English Learners & Community Outreach		
Director of English Language Learners & Community Engagement	1.0	1.0
Assistant Director of English Language Learners & Community Engagem	1.0	1.0
Administrative Clerical	1.0	1.0
Office of Instructional Technology & Digital Learning		
Manager of Instructional Technology & Digital Learning	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
Grant Information Specialist	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
Instructional Assistant - CORI	1.0	1.0
Quality Assurance Specialist	1.0	1.0
Certification Specialist	0.0	1.0
Administrative Clerical	3.5	3.0
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	1.0	1.0
Financial Analyst	3.0	3.0
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
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	0.5	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
Facilities Department		
Custodial	2.0	2.0
School Safety Administration		
Director - School Safety	1.0	1.0



Position Summary

Staffing	FY 2020	FY 2021
Administrative Clerical	1.0	1.0
Office of Social & Emotional Learning		
Manager of Social & Emotional Learning	1.0	1.0
Administrative Clerical	2.0	2.0
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	1.0	1.0
Cafeteria Helpers	1.0	1.0
Total	109.5	110.5



Foley Stadium & Athletics

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$247,608	\$254,815
500122-92000 Athletic OM	\$456,592	\$465,819
500146-92000 Electricity	\$68,753	\$80,737
500146-92000 Heating Oil	\$4,467	\$6,154
500146-92000 Natural Gas	\$5,925	\$5,970
500152-92000 Rubbish Removal	\$7,970	\$8,060
500-91000 Athletic Coaches Salaries	\$656,943	\$712,702
Foley Stadium & Athletics Total Budget	\$1,448,258	\$1,534,258

Position Summary

Staffing	FY 2020	FY 2021
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 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,242,785	\$2,200,349
500130-92000 Security Guards	\$14,175	\$14,985
500146-92000 Electricity	\$27,317	\$33,679
500146-92000 Natural Gas	\$30,449	\$31,664
500152-92000 Rubbish Removal	\$4,790	\$4,844
500-92204 Instructional Materials	\$13,060	\$13,060
540103-92000 Student Transportation	\$73,567	\$82,443
Fanning Building Total Budget	\$2,406,142	\$2,381,024

Position Summary

Staffing	FY 2020	FY 2021
Adult Education		
Department Head	1.0	1.0
Teacher	1.0	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
School Clerical	0.5	0.5
Transitions Program		
Coordinator - Special Education Programs	1.0	1.0
Transitions	9.0	9.0
Instructional Assistants - Special Education	26.0	24.0
School Adjustment Counselor	0.2	0.2
School Clerical	0.5	0.5
Custodial	2.0	2.0
School Nutrition Staff	1.0	1.0
Total	49.2	47.2



James L. Garvey Parent Information Center

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$660,985	\$610,145
500146-92000 Electricity	\$6,204	\$9,731
500146-92000 Natural Gas	\$3,965	\$3,498
500152-92000 Rubbish Removal	\$2,022	\$2,045
James L. Garvey Parent Information Center Total Budget	\$673,177	\$625,419

Position Summary

Staffing	FY 2020	FY 2021
School Choice Coordinator	1.0	1.0
EPL Tester	4.0	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	13.0	11.0



Facilities Department

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$2,729,597	\$2,787,131
500152-92000 Rubbish Removal	\$1,190	\$1,203
500152-93000 Facilities OM	\$3,717,251	\$3,791,595
500-97000 Custodians OT	\$1,100,050	\$1,122,051
500-97000 Maintenance OT	\$158,458	\$161,627
Facilities Department Total Budget	\$7,706,546	\$7,863,607

Position Summary

Staffing	FY 2020	FY 2021
Facilities Administration		
Facilities Director	1.0	1.0
Coordinator of Building & Grounds	1.0	1.0
Custodial Supervisor	0.0	1.0
Facilities Supervisor	1.0	1.0
Coordinator of Building Assessments	1.0	1.0
Environmental Health & Safety	0.0	1.0
Director of Environ Mgmt & Capital Projects	1.0	0.0
Energy Management Coordinator	1.0	0.0
CAD/Draftsman	1.0	1.0
Coordinator - Facilities	1.0	1.0
Administrative Clerical	2.0	2.0
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	5.0	5.0
Carpenter	6.0	6.0
Utility Crew	5.0	5.0
Glazier	1.0	1.0
Custodial	4.0	4.0
Total	43.0	43.0



Transportation Department

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$3,675,177	\$4,171,951
500136-92000 Building or Parking Rentals	\$267,914	\$259,947
500152-92000 Rubbish Removal	\$2,974	\$3,008
500-97000 Transportation OT	\$648,804	\$700,000
540103-92000 District Operated Transportation	\$1,095,291	\$1,214,378
540103-92000 District Systemwide Transportation	\$2,231,521	\$2,500,762
540103-92000 Mandated McKinney-Vento	\$550,000	\$864,000
540103-92000 Out of City - Special Education	\$1,550,136	\$1,440,818
540103-92000 Special Education Summer School	\$278,461	\$261,822
540103-92000 Transition Program Vehicles	\$529,200	\$453,600
Transportation Department Total Budget	\$10,829,477	\$11,870,285

Position Summary

Staffing	FY 2020	FY 2021
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
Mechanic	0.0	1.0
Transportation Liaisons	3.0	3.0
Bus Driver	40.0	45.0
Bus Monitor	39.0	44.0
Large Bus Drivers	14.0	16.0
Total	103.0	116.0



Systemwide

Financial Summary

Category	FY 2020 Adopted	FY 2021 Recommended
Total Salaries	\$31,413,521	\$40,186,230
500101-96000 Retirement	\$18,580,578	\$19,683,751
500123-96000 Health Insurance	\$47,648,023	\$51,521,725
500125-92000 Other Insurance Programs	\$61,688	\$63,086
500129-91000 Workers Compensation	\$1,930,005	\$1,967,646
500130-92000 Advanced Placement Program	\$193,180	\$193,180
500130-92000 Contractual Employee Reimbursement	\$32,600	\$32,600
500130-92000 Employee Assistance Program	\$24,283	\$29,287
500130-92000 Legal Consultation & Settlement	\$476,000	\$495,000
500130-92000 NEASC Evaluation	\$0	\$15,000
500130-92000 Physical Consultation	\$20,000	\$20,000
500130-92000 Special Education Services	\$208,900	\$233,333
500130-92000 Staff Development	\$313,150	\$561,150
500130-92000 Translation	\$400,000	\$455,000
500132-92000 Alternative Programs	\$3,659,449	\$3,732,638
500132-92000 Tuition	\$16,145,246	\$16,335,915
500133-92000 Printing and Postage	\$276,366	\$317,272
500136-92000 Audit Fees	\$22,410	\$22,938
500136-92000 Dues and Memberships	\$73,925	\$75,415
500136-92000 Employee Recruitment/Advertising	\$31,600	\$31,600
500136-92000 Instructional Technology	\$1,924,519	\$2,180,389
500136-92000 Maintenance & Repair Of Equipment	\$27,000	\$27,000
500136-92000 Moving Expenses	\$10,000	\$10,000
500136-92000 School Nurse Supplies	\$136,520	\$140,350
500136-92000 School Safety Equipment	\$285,000	\$125,000
500136-92000 Worcester Future Teachers	\$6,400	\$6,400
500136-92000 Educational Fees and Licences	\$329,909	\$336,953
500136-92000 In State Travel	\$59,500	\$59,500
500136-92000 Out of State Travel	\$5,000	\$5,000
500136-93000 Instructional Technology Equipment	\$250,000	\$250,000
500137-96000 Unemployment Compensation	\$411,463	\$732,000
500146-92000 Telephone & Data Services	\$662,335	\$708,796
500-91000 Advanced Placement Program	\$77,000	\$77,000
500-91000 AVID Programs	\$36,160	\$36,160
500-91000 Contractual Accumulated Leave Benefits	\$200,000	\$200,000
500-91000 Contractual Advisor Stipends	\$1,020,000	\$1,020,000
500-91000 Innovation Pathway	\$0	\$20,000
500-91000 School Committee	\$88,692	\$98,628
500-91000 Student Afterschool Drop-Off Center	\$30,000	\$30,000
500-91000 Supplemental Salaries	\$1,722,466	\$1,755,466
500-91000 Teacher Substitute Salaries	\$2,535,850	\$2,439,515
500-92204 Instructional Materials	\$2,349,951	\$2,114,749
500-97000 Support OT	\$72,334	\$73,780
Systemwide Total Budget	\$133,751,023	\$148,419,452



Position Summary

Staffing	FY 2020	FY 2021
Department of Curriculum & Learning		
Curriculum Liaison	9.0	9.0
Focus Instructional Coach	3.0	3.0
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	3.0	3.0
Office of Social & Emotional Learning		
Supervisor of Child Study	2.0	2.0
School Adjustment Counselor	1.0	1.0
Hears Support Team	3.0	2.0
Housing Stability Advocate	0.0	1.0
Behavioral Health Specialist	0.0	5.0
Office of Instructional Technology & Digital Learning		
Technology Integration Coach	4.0	4.0
Office of English Learners & Community Outreach		
English Language Coach	6.0	6.0
English Language Arts Teachers	4.0	6.0
Locations to be Assigned		
Elementary Classroom Teachers	0.0	5.0
English Learner Teachers	14.5	18.5
English Language Tutor	14.0	5.0
Literacy Tutor	36.0	34.0
MCAS Tutor	0.0	14.0
Guidance Counselor	2.0	2.0
Psychologists	28.0	30.0
School Nurse	4.5	1.0
Elementary Itinerant Teachers	14.0	18.0
School Adjustment Counselor	9.0	9.0
Health & Safety Teachers	1.0	2.0
Instructional Assistants- Kindergarten	63.0	73.0
Physical Education Teachers	29.0	29.0
Special Education - Locations to be Assigned	6.0	3.0
Art Teachers	27.4	27.4
Music Teachers	29.4	29.4
Special Education		
Assistive Technology Specialist	2.0	2.0
Special Education Teachers	16.0	7.0
Behavior Management	5.0	5.0
Behavioral Specialist	0.0	22.0
Assessment & Stabilization Program (Harlow Street)	1.0	1.0
Board Certified Behavior Analyst	17.0	14.0
Clinicians	17.0	0.0
Bilingual - Moderate Special Needs	1.0	1.0
Elementary Preschool Teachers	8.0	2.0
Home & Hospital	5.0	5.0
Orientation and Mobility	1.0	1.0
Interpreter	3.0	3.0



Position Summary

Staffing	FY 2020	FY 2021
Special Education - Department Heads	10.0	10.0
Instructional Assistants - Special Education	102.0	40.0
Occupational and Physical Therapy	16.0	16.0
Chairperson - Special Education	24.0	24.0
Speech and Language Therapist	41.0	44.0
Learning Disabilities	32.0	32.0
Deaf - Hard of Hearing	3.0	3.0
Vision	3.0	3.0
Certified Occupational Therapy Assistant	15.4	15.4
Speech Assistant	5.0	7.0
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
Case Manager	0.0	1.0
Licensed Practical Nurse	8.0	8.0
Certified Nursing Assistants	24.0	24.0
Administrative Clerical	1.0	1.0
School Nutrition Staff		
Assistant Director of Culinary Operations	1.0	1.0
Production Chef	3.0	3.0
Supervisor - Culinary Compliance	2.0	1.0
School Nutrition Supervisors	4.0	0.0
Computer Technician	1.0	1.0
Meo Driver	4.0	4.0
Helpers - Locations to Be Assigned	30.0	30.0
Total	737.2	692.7



**Our teacher
became a U.S.
President**

John Adams

**Our student was
the father of
modern rocketry**

Robert H. Goddard



An abstract graphic design featuring a large teal square with rounded corners in the upper center, containing the word "INFORMATIONAL" in white, bold, sans-serif capital letters. To the left of this square is a white rounded rectangle with a teal outline. Below the teal square is a horizontal band of light teal, and below that is a larger teal rectangle. The bottom half of the page is a solid dark teal. On the right side, there is a vertical teal bar with the word "Informational" written vertically in white, and a small teal circle at the bottom right containing the number "379".

INFORMATIONAL



In this Section



BUDGET FORECAST	381		
HUMAN CAPITAL	383	Massachusetts DESE Chart of Accounts 410	
SCHOOL STAFFING ALLOCATION FORMULA	390	Massachusetts DESE: Understanding the State's Foundation Budget Formula 412	
Assistant Principals	390	Foundation Budget Per Pupil Allocation	412
Focused Instructional Coaches.....	391	FY20 to FY21 Comparison	413
Classroom Teachers	391	Determination of City Total Required Contribution.....	414
Physical Education, Art, and Music.....	392	Required Local Spending and State Aid History	415
Health Education	393		
Guidance	393		
School Adjustment Counselors and Psychologists	393		
Librarian	393		
Special Education	394		
English Learners.....	395		
STUDENT ENROLLMENT	396	Municipal Spending for Education 416	
STUDENT CHARACTERISTICS	400	Areas of Municipal Spending for Education	416
STUDENT OUTCOMES	402	Share of Local Spending for Education in Worcester.....	416
Early Literacy Skill Development.....	402	Net School Spending Calculations (FY17-FY21)	417
State Testing	404	Agreement of Allowable Municipal Expenditures.....	418
Advanced Placement.....	407	City Costs for School Debt	420
SAT Participation and Performance	408	School Share of OPEB Liability.....	421
Graduation and Dropout	409	Impact of the Education Budget on Local Revenue and Taxes.....	422
		Glossary of Terms	423
		Acronyms	431

Budget Forecast

Budget Forecast

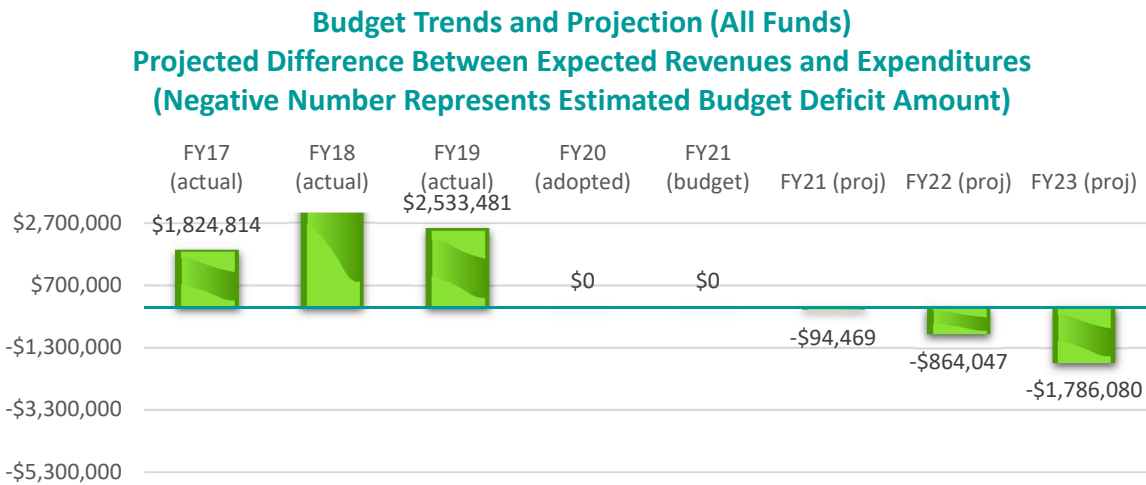


FY17-FY19 Actual Revenue and Expenditures
 FY20 Adopted Revenue and Expenditure Budget Amounts
 FY21 Revenue and Expenditure Budget Amounts
 FY22-FY24 Projected Revenue and Expenditure Amounts
 (Dollars expressed in Thousands)

	Actual			Actual Budget	Adopted Budget	Projected		
Revenues:	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
State Aid	\$217,607	\$227,091	\$235,854	\$256,821	\$274,852	\$292,077	\$309,021	\$326,232
Local Contribution	\$105,359	\$108,030	\$109,204	\$112,714	\$113,604	\$115,876	\$118,773	\$121,742
Federal Grants	\$30,225	\$30,524	\$30,560	\$30,677	\$31,335	\$31,304	\$31,273	\$31,108
Child Nutrition	\$13,012	\$16,004	\$15,208	\$15,257	\$15,147	\$15,638	\$16,029	\$16,430
State Grants	\$4,078	\$3,705	\$3,418	\$3,131	\$1,665	\$1,665	\$1,665	\$1,665
Other Special Rev.	\$5,329	\$5,078	\$7,412	\$7,089	\$5,280	\$5,280	\$5,280	\$5,280
Total Revenues	\$375,609	\$390,431	\$401,657	\$425,689	\$441,882	\$461,840	\$482,041	\$502,457
Expenditures (by object)								
Employee Salaries (91000)	\$238,807	\$245,925	\$257,209	\$277,369	\$284,476	\$295,950	\$309,977	\$324,841
Supplies and Services (92000)	\$64,026	\$71,046	\$69,922	\$71,593	\$73,958	\$76,792	\$79,578	\$82,511
Capital Equipment (93000)	\$325	\$596	\$892	\$665	\$615	\$855	\$873	\$892
Fringe Benefits (96000)	\$68,375	\$63,735	\$68,430	\$73,915	\$80,587	\$86,070	\$90,166	\$93,643
Employee Overtime (97000)	\$2,251	\$2,389	\$2,669	\$2,147	\$2,245	\$2,268	\$2,311	\$2,356
Total Expenditures (by object)	\$373,784	\$383,690	\$399,123	\$425,689	\$441,882	\$461,934	\$482,905	\$504,243
Difference from Total Revenue	\$1,825	\$6,741	\$2,533	\$0	\$0	-\$94	-\$864	-\$1,786
Expenditures (by function):								
Administration	\$4,762	\$5,134	\$4,902	\$4,626	\$4,834	\$4,935	\$5,034	\$5,134
Instruction	\$207,624	\$219,938	\$227,681	\$243,496	\$249,417	\$262,486	\$277,596	\$292,856
Other School Services	\$45,872	\$45,101	\$47,507	\$51,542	\$55,132	\$56,311	\$57,493	\$58,700
Operations & Maintenance	\$21,405	\$22,716	\$17,632	\$23,872	\$24,713	\$25,251	\$25,757	\$26,273
Fixed Charges	\$70,881	\$65,792	\$77,086	\$77,359	\$82,340	\$87,183	\$90,407	\$93,777
Community Services	\$1,295	\$1,341	\$1,188	\$884	\$1,188	\$896	\$906	\$917
Fixed Assets	\$523	\$530	\$576	\$660	\$631	\$643	\$656	\$669
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs	\$21,423	\$23,138	\$22,551	\$23,250	\$23,627	\$24,230	\$25,056	\$25,916
Total Expenditures (by function)	\$373,784	\$383,690	\$399,123	\$425,689	\$441,882	\$461,934	\$482,905	\$504,243
Difference from Total Revenue	\$1,825	\$6,741	\$2,533	\$0	\$0	-\$94	-\$864	-\$1,786



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 the phase-in of additional funding incorporating the new formula components of the Student Opportunity Act (2019). The overall enrollment is expected to slightly decrease over the next three years. Federal grant revenue is also expected to slightly decline based on recent trends of overall funding to Massachusetts. Remaining state grants are projected to be level funded. Nutrition funds are expected to increase annually based on student participation rates and federal reimbursement rates under the Community Eligibility Program. Finally, other special revenue is mostly dependent on school choice revenue and special education reimbursement from the state. School choice revenue is predicted to remain constant and circuit breaker is expected to remain fairly level through the next three years. Overall, absent recent impacts of COVID-19 on state and local resources, total revenues are expected to increase 13.7% between FY21 and FY24, or about 4.3% per year, mostly attributed to the phase-in of the Student Opportunity Act.

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.

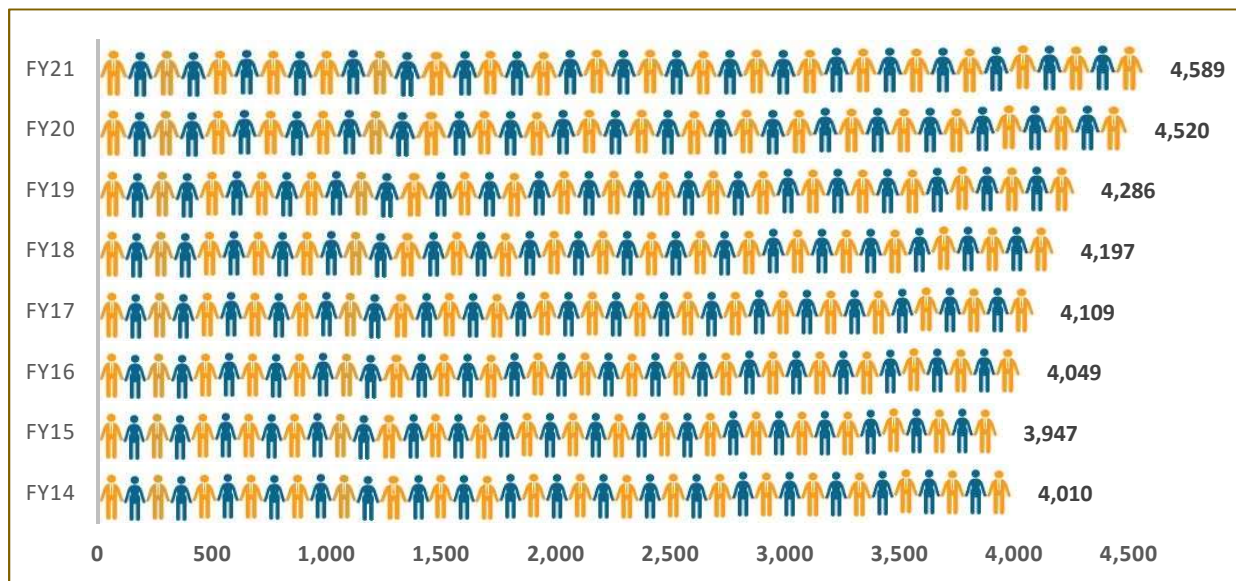
New funding from the Student Opportunity Act is intended to be used to establish targets for addressing persistent disparities in achievement among student subgroups. These actions would be aligned with the district's Strategic Plan. However, some of these new funds could be used to sustain positions, programs, and services funded by state or federal grants aligned with the district work on advancing student achievement.



Human Capital

**Number of Employees
Full Time Equivalent Positions
FY14-FY21
(From All Funding Sources)**

Human Capital



All Positions / All Funding Sources	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	Change from Prior Year	
District Administrators	25	23	23	24	26	24	27	27	0	0.0%
School Administrators	78	79	79	79	81	82	88	88	0	0.0%
Teachers	2,129	2,086	2,139	2,142	2,213	2,250	2,388	2,431	43	1.8%
Instructional Assistants	551	591	601	599	589	598	622	644	22	3.5%
Teacher Substitutes	97	97	97	97	97	97	105	105	0	0.0%
Crossing Guards	106	106	106	106	106	106	109	109	0	0.0%
Educational Support	119	83	107	106	105	107	130	112	-18	-13.8%
Custodial Services	153	150	153	153	154	154	154	154	0	0.0%
Maintenance Services	31	33	33	33	33	31	30	31	1	3.3%
Full Year Clerical	71	64	64	65	63	63	66	68	2	3.0%
School Year Clerical	70	68	68	68	70	71	71	75	4	5.6%
School Nurses	54	54	55	56	59	89	97	98	1	1.0%
District Support	52	50	52	53	52	52	56	56	0	0.0%
Student Transportation	81	81	81	82	82	103	103	113	10	9.7%
Child Nutrition	236	237	239	294	321	313	319	312	-7	-2.2%
Head Start	157	145	152	152	146	146	155	166	11	7.1%
Totals	4,010	3,947	4,049	4,109	4,197	4,286	4,520	4,589	69	1.6%



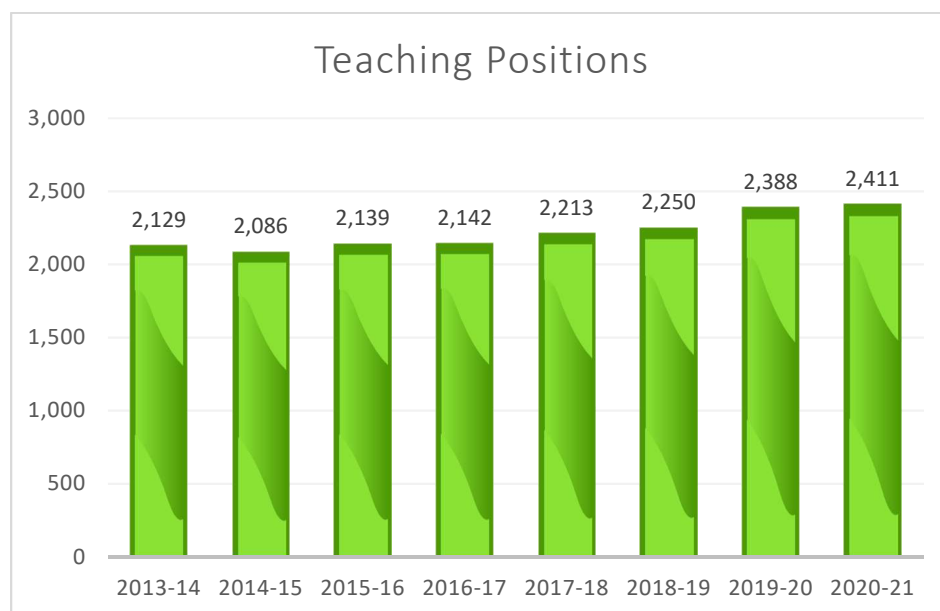
Human Capital

Teachers and Administration

Salaries and personnel costs comprise a substantial portion of the budget for the Worcester Public Schools. In FY 2021, nearly \$192.0 million (43.5%), of the district's \$441.9 million budget is for teacher salaries. Another \$4.8 million (1.0%) is appropriated to district administration (using DESE chart of account method).

For 2020-21, there are 2,431 teaching positions planned in the district. As indicated in the following table, this is an increase of 282, or 13.2%, in teaching positions from 2013-14.

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.



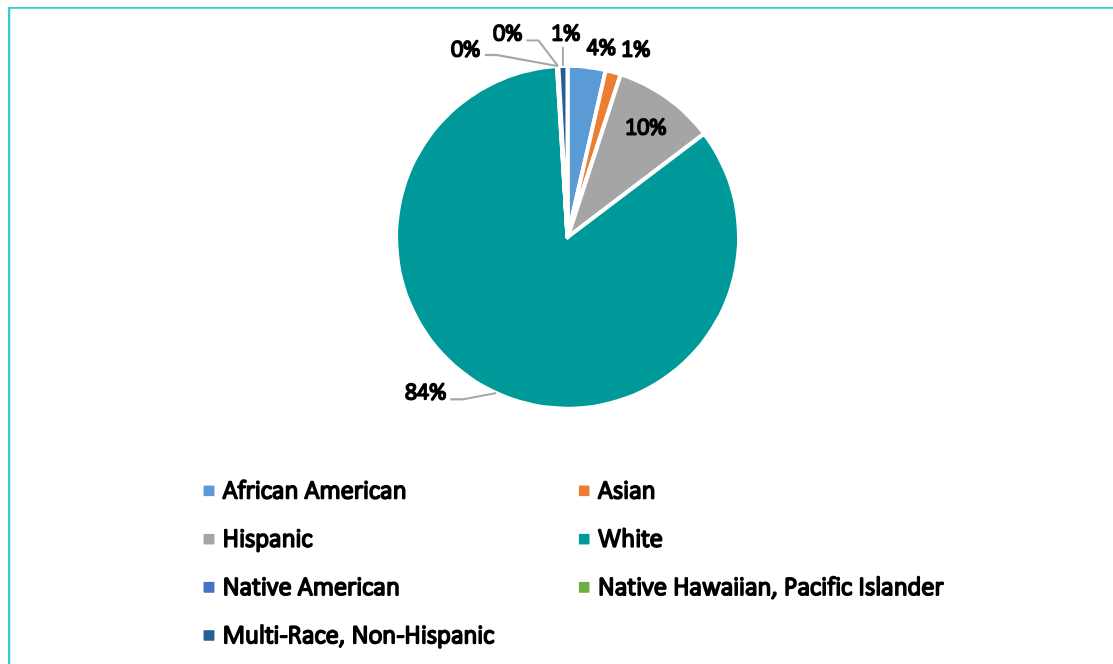
Human Capital

Student to teacher ratio in the Worcester Public Schools compared to statewide, FY 2009-2019¹

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, 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, 2018-19¹
(shown as a percentage)



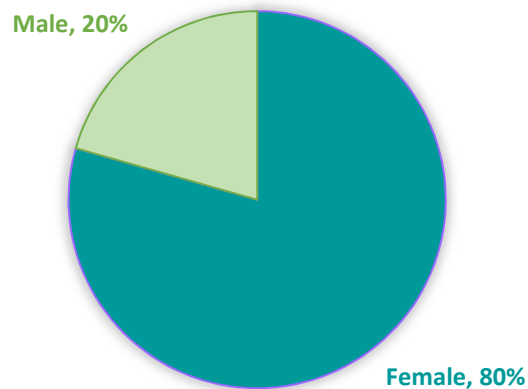
¹ Lastest information available on Massachusetts Department of Elementary and Secondary Education website.



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, 2018-2019¹



The next table shows the age 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)¹

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

¹ Lastest information available on Massachusetts Department of Elementary and Secondary Education website



Human Capital

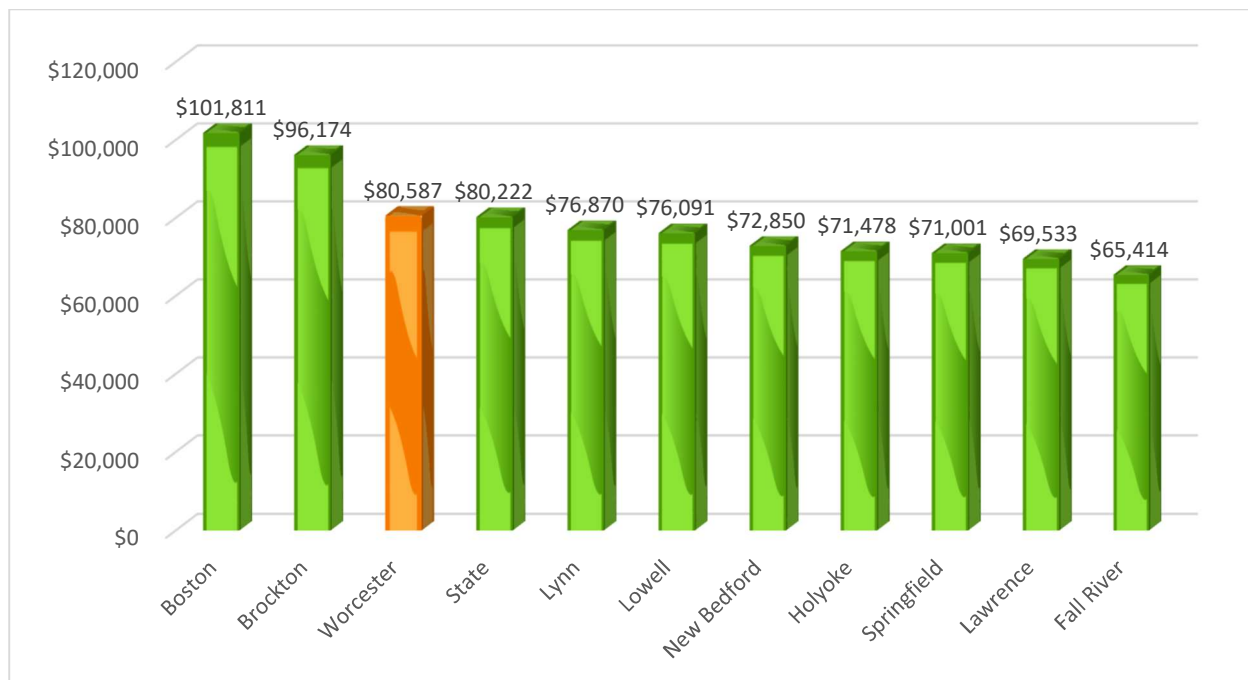
Teachers in the Worcester Public Schools had an average salary of \$78,670 compared to the statewide average of \$80,222 in FY 2018¹.

Average Teaching Salary in the Worcester Public Schools compared to statewide, 2011-12 to 2017-18

Fiscal Year	WPS Average Teaching Salary	State Average Teaching Salary
2017-18	\$80,587	\$80,222
2016-17	\$77,569	\$78,708
2015-16	\$77,862	\$76,442
2014-15	\$78,256	\$74,782
2013-14	\$71,625	\$73,908
2012-13	\$71,074	\$71,620
2011-12	\$70,728	\$70,960

An examination of 2017-18 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-third tier of its urban peers and near the state average.

Average Teaching Salaries in Selected Urban Districts in Massachusetts 2017-18



¹ Lastest information available on Massachusetts Department of Elementary and Secondary Education website



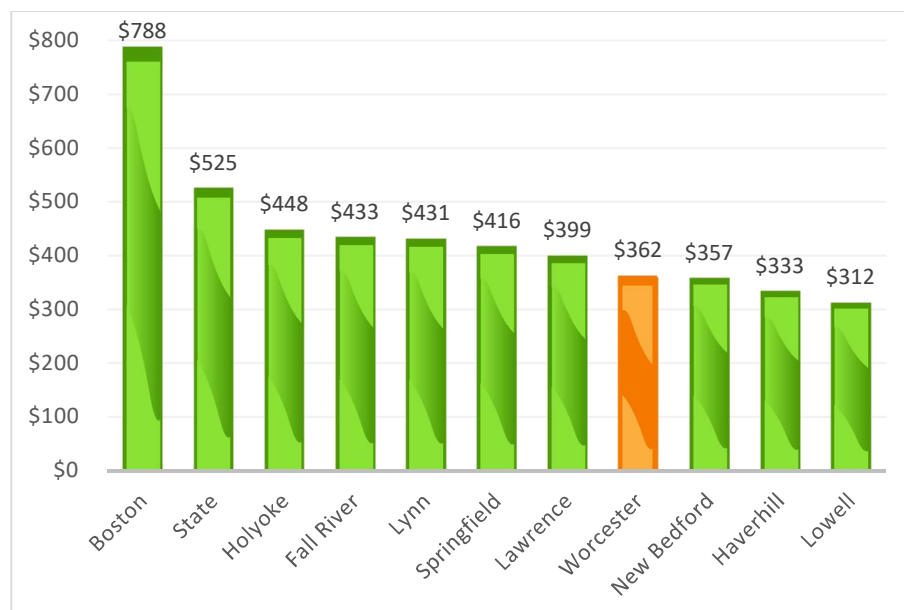
Human Capital

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 Administration¹ 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 (\$362/student) on Administration than six of the comparable urban communities. The Worcester Public Schools falls well below the statewide average of \$525 per pupil.

Comparison of per pupil expenditures on District Administration between the Worcester Public Schools and urban peer districts, 2018-19



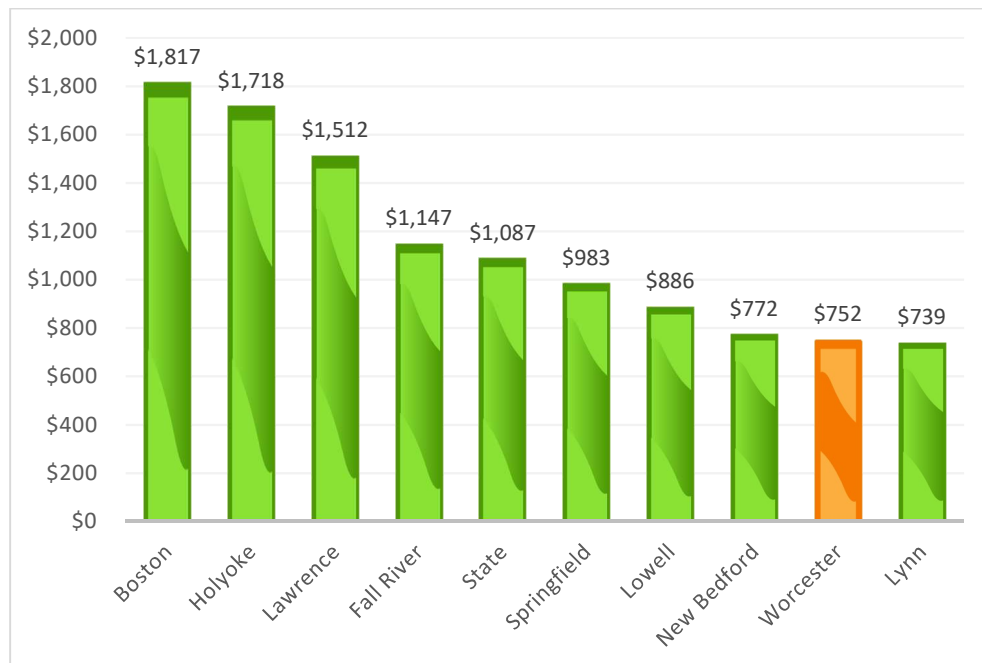
¹ The DESE Administration budgetary category includes the following sub-categories: School Committee; Superintendent; Assistant Superintendents; Other District-Wide Administration; Business and Finance; Human Resources and Benefits; Legal Service for School Committee, Legal Settlements, District-wide 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 \$752 per pupil in the Worcester Public Schools. The statewide average for FY 2019 was \$1,087. 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, Holyoke, Lawrence, Fall River, Springfield, Lowell, New Bedford and the state average.

Comparison of per pupil expenditures on Instructional Leadership between the Worcester Public Schools and urban peer districts, FY 2019





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 "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 vocational-technical programs, 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 fewer than 400 pupils and a STEP Program should have one non-teaching assistant principal.</p> <p>Schools with fewer 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:
	Up to 27	1	Enrollment
	28-50	2	Number of Teams
	51-75	3	100
	76-100	4	1
	Greater than 100	5 or as appropriate	Up to 225
			2
			Up to 350
			3
		Up to 475	
		4	
		Up to 600	
		5	
		Up to 725	
		6	
		Up to 850	
		7	
		Up to 975	
		8	
		Step 2: Multiply the number of teams by 6 to give the total number of teachers for school.	
		School Adjustment Counselor, School Psychologist, Librarian (all middle schools provided one librarian position), or Student Support Instructor, based on existence of program).	
		Identify all courses that will be offered next year based on student needs. For the following disciplines, the number of academic sections needed is determined by the total enrollment divided by 25.	
		English/Reading Foreign Language Art Math Business Music Science Home Economics Television Social Studies Industrial Arts Dance/Theater	
		The total number of sections within a content area divided by 5 will determine the number of teachers needed per academic area.	



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 603 CMR 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 603 CMR28.06(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 603 CMR 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 ELs 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>ELs level 1, 2 and low level 3s: Two periods of ESL (period = at least 45 minutes, 90 minutes total)</p> <p>ELs high level 3, level 4 and level 5, one period of ESL</p>	<p>ELs 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 English Language Scheduling.</p>		
	<p>* ESL certified teachers from the English Language Department are expected to teach ESL only.</p> <p>* Elementary classroom and secondary content teachers with ELs 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 EL 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, 2020, 28,620 school-aged children were residing in the City of Worcester (Massachusetts Department of Education, School Attending Children Report, 2020). As indicated below, 84.5% of these children were enrolled in the Worcester Public Schools in grades K-12. In addition, 6.9% of school-aged children were enrolled in private or parochial schools while 6.9% 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% of kindergarten students residing in the city attend the WPS compared to 82.2% of 6th graders. This rate drops to 81.5% for children in the 7th grade.

Percent of city students enrolled in various school types by grade, 2019-20

Grade	Worcester Public Schools	Charter Schools	Out-of-District Public Schools	Home Schooled	Private & Parochial Schools	Total Number of Students
K	87.3%	7.8%	0.2%	0.2%	4.5%	2,284
Gr. 1	86.3%	8.0%	0.4%	1.0%	4.4%	2,244
Gr. 2	86.0%	8.2%	0.6%	0.8%	4.3%	2,147
Gr. 3	86.2%	8.9%	0.7%	0.5%	3.8%	2,105
Gr. 4	83.9%	8.6%	0.7%	1.1%	5.7%	2,133
Gr. 5	83.8%	7.9%	0.8%	0.6%	6.9%	2,253
Gr. 6	82.2%	7.9%	0.7%	0.6%	8.7%	2,297
Gr. 7	81.5%	8.1%	1.8%	0.7%	7.9%	2,192
Gr. 8	82.1%	7.5%	1.5%	0.6%	8.2%	2,223
Gr. 9	86.1%	4.1%	1.8%	0.5%	7.5%	2,381
Gr. 10	85.9%	4.5%	2.0%	0.3%	7.3%	2,174
Gr. 11	84.1%	4.2%	1.6%	0.4%	9.7%	2,018
Gr. 12	82.8%	4.1%	2.3%	0.2%	10.6%	2,169
Total	84.5%	6.9%	1.2%	0.6%	6.9%	28,620



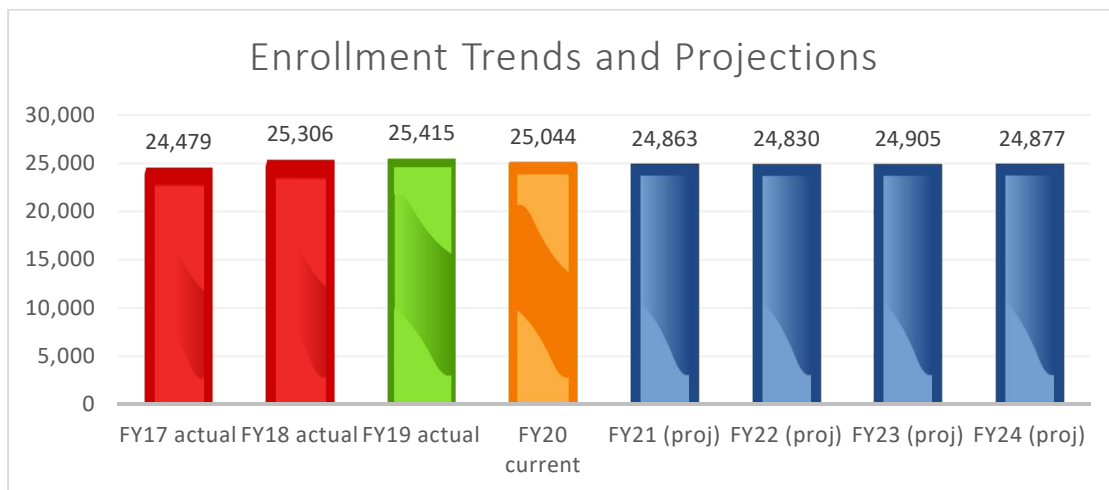
Student Enrollment

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 0.7% over the next four years. Within this projection, the elementary level is projected to decrease 2.4% from 13,819 in the current year to 13,481 in FY24. The middle school enrollment is projected to decrease 0.6% 3,298 in the current year to 3,279 in FY24. The high school enrollment is projected to increase 2.1% from 7,534 in the current year to 7,692 in FY24. 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 FY17-FY20 and projected enrollments for FY21-FY24. 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			
	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24
Belmont Street	558	581	609	621	640	650	658	675
Burncoat St Prep	259	293	309	282	277	274	261	250
Canterbury St Magnet	376	376	365	359	358	345	325	307
Chandler Elementary	514	500	507	493	490	473	460	455
Chandler Magnet	464	434	471	513	512	504	500	514
City View	497	474	473	477	466	446	428	420
Clark Street	203	260	274	265	282	283	282	278
Columbus Park Prep	476	507	465	427	409	399	402	394
Elm Park Community	499	477	456	426	422	416	406	410
Flagg Street	404	409	388	385	379	376	368	376
Gates Lane	596	569	553	561	552	557	558	559
Goddard School	517	465	407	374	354	351	341	337
Grafton Street	409	387	402	369	349	325	318	315
Heard Street	269	296	285	263	254	245	236	225
Jacob Hiatt Magnet	442	403	410	412	412	408	410	410
Lake View	299	285	329	326	319	320	323	323
Lincoln Street	285	270	255	229	231	231	220	224
May Street	337	339	332	313	301	286	288	279
McGrath	299	237	245	237	235	227	222	221
Midland Street	242	230	230	222	216	208	213	217
Nelson Place	454	522	549	571	605	611	646	662
Norrback Avenue	566	564	579	563	567	563	565	580
Quinsigamond	805	745	745	744	722	716	726	718
Rice Square	412	427	476	477	498	526	545	566
Roosevelt	654	673	688	697	685	679	687	688
Tatnuck Magnet	385	392	410	425	428	436	448	450
Thorndyke Road	376	381	372	354	342	332	320	302
Union Hill	521	454	415	385	358	344	336	320
Vernon Hill	561	536	517	532	534	550	567	569
Wawecus Road	147	152	144	154	146	142	142	140
West Tatnuck	341	370	371	352	340	340	348	349
Woodland Academy	627	606	600	601	586	579	570	553
Worcester Arts Magnet	405	404	406	410	397	395	391	396
Total Elementary	14,199	14,018	14,037	13,819	13,666	13,537	13,511	13,481



Student Enrollment

Enrollment Trends and Projections by School: Secondary Schools & Head Start and Enrollment Totals

School Name	Actual			Current	Projected			
	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24
High Schools								
Burncoat High	1,023	1,034	1,081	1,111	1,124	1,129	1,163	1,129
Doherty Memorial High	1,555	1,559	1,529	1,499	1,467	1,470	1,512	1,538
North High	1,307	1,292	1,279	1,253	1,270	1,286	1,278	1,267
South High	1,421	1,407	1,397	1,379	1,352	1,370	1,381	1,367
Worcester Technical High	1,389	1,389	1,426	1,466	1,488	1,495	1,503	1,510
Claremont Academy	532	552	546	581	577	603	606	618
University Park Campus	<u>254</u>	<u>239</u>	<u>240</u>	<u>245</u>	<u>243</u>	<u>249</u>	<u>258</u>	<u>263</u>
Total High Schools	7,481	7,472	7,498	7,534	7,520	7,604	7,700	7,692
Middle Schools								
Burncoat Middle	563	623	685	720	694	659	648	658
Forest Grove	997	978	976	938	944	973	988	988
Worc East Middle	863	865	766	728	713	734	737	737
Sullivan Middle	<u>816</u>	<u>821</u>	<u>902</u>	<u>912</u>	<u>901</u>	<u>899</u>	<u>896</u>	<u>896</u>
Total Middle School	3,239	3,287	3,329	3,298	3,252	3,265	3,269	3,279
Head Start	560	529	551	393	425	425	425	425
Enrollment Totals	25,479	25,306	25,415	25,044	24,863	24,830	24,905	24,877



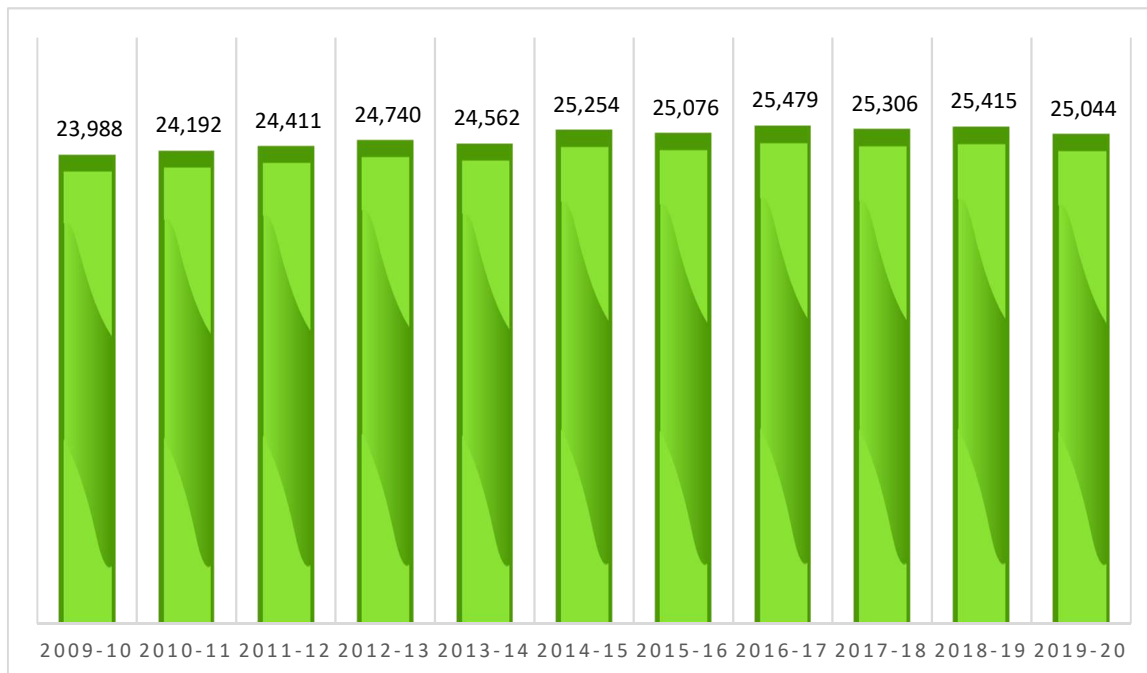
Student Enrollment

As of October 1, 2019, 25,044 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: 2009-10 to 2019-2020

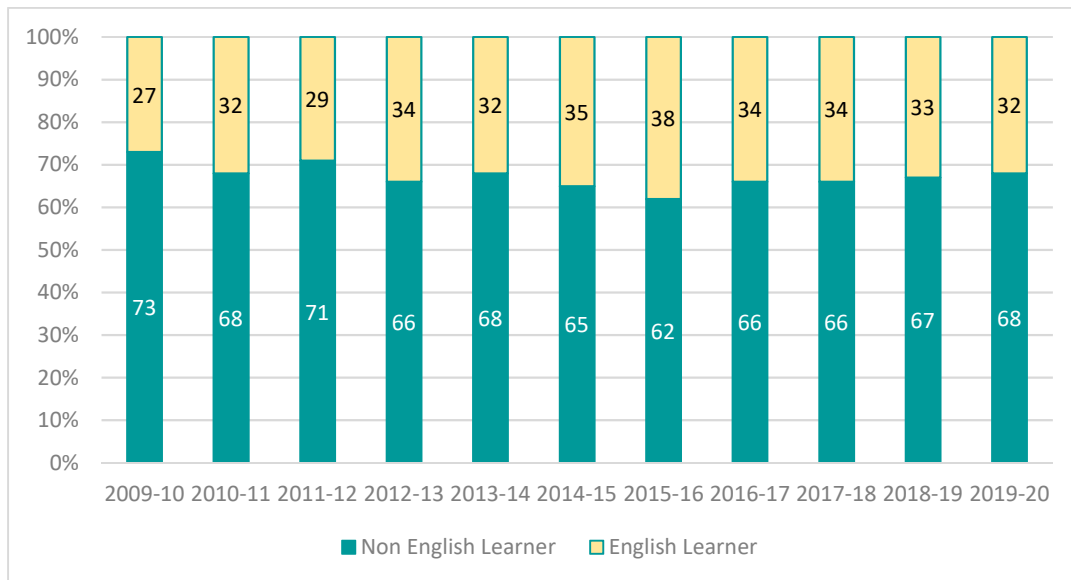


An examination of demographic data over time demonstrates that the profile of students attending the Worcester Public Schools has changed during the past decade. The following chart displays the proportion of enrollment in the Worcester Public Schools by the status of students as English Learners (EL). A decade ago, only 17 percent of students were classified as EL students. In 2019-20, 31.7% of students across the district are EL students. In addition, there are five schools in the district in which the majority of students are English Learners: Chandler Elementary (52%), Chandler Magnet School (62%), Clark Street Community School (52%), Goddard School of Science and Technology (53%), and Woodland Academy (56%).



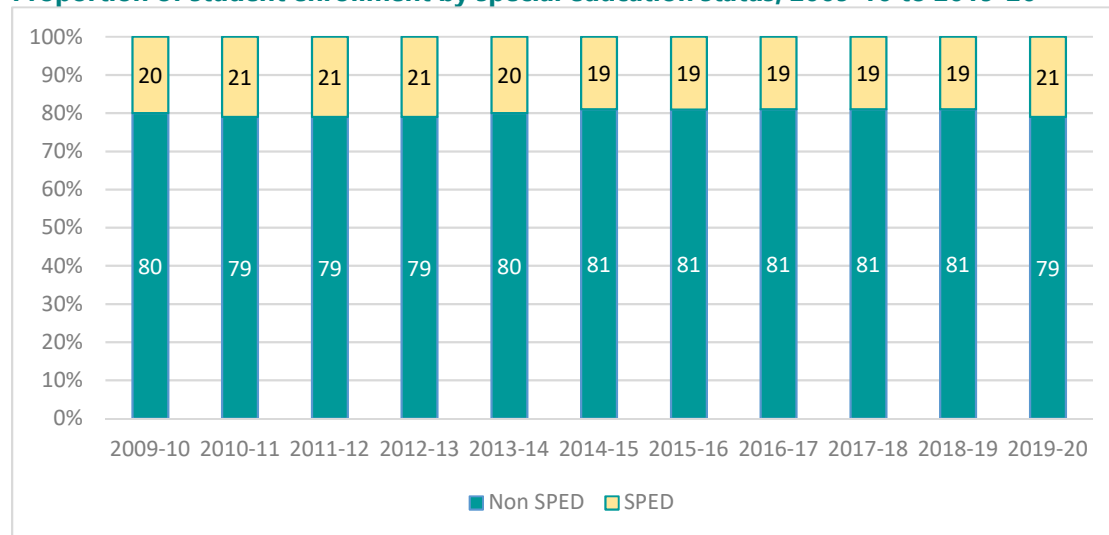
Student Characteristics

Student enrollment in the Worcester Public Schools by English learner status: 2009-10 to 2019-20



The proportion of Worcester Public Schools students receiving special education services has changed minimally over the past decade. As shown in the next graph, the proportion of special education students in the district has increased slightly when compared to the last five years.

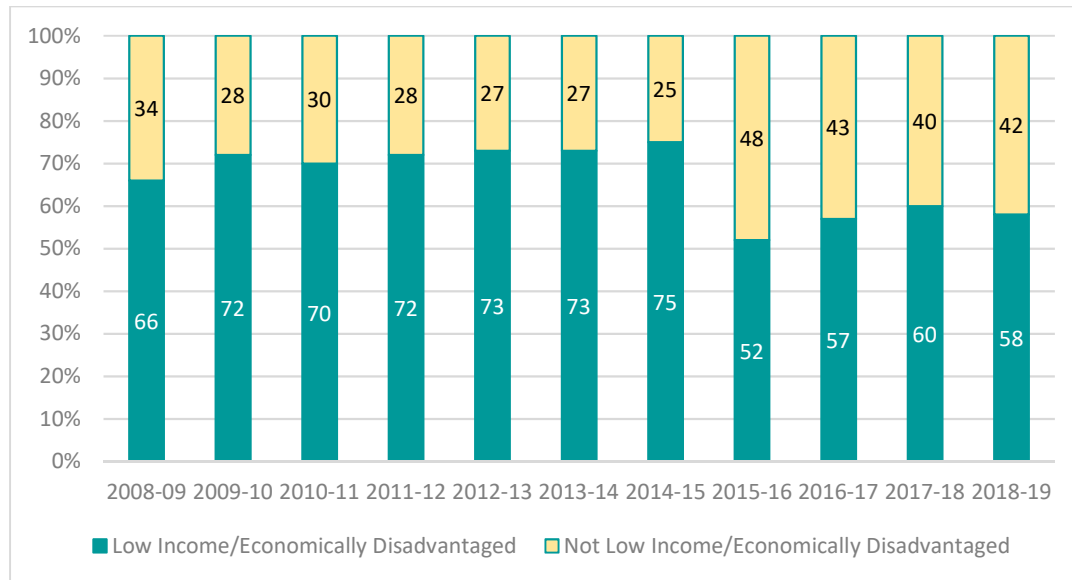
Proportion of student enrollment by special education status, 2009-10 to 2019-20





Student Outcomes

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.*

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 FY21 budget.

Beginning in 2018-19, the district transitioned to the Renaissance STAR Early Literacy assessment. 2019-20 is the second year of administering STAR Early Literacy. The change in testing requirements should be taken into consideration when interpreting the preliminary data. Unlike prior early literacy assessments, STAR Early Literacy is administered online. At this point we know that the development of technology skills can skew assessment data and are still in the process of collecting and interpreting baseline data.

Early Literacy Skill Development

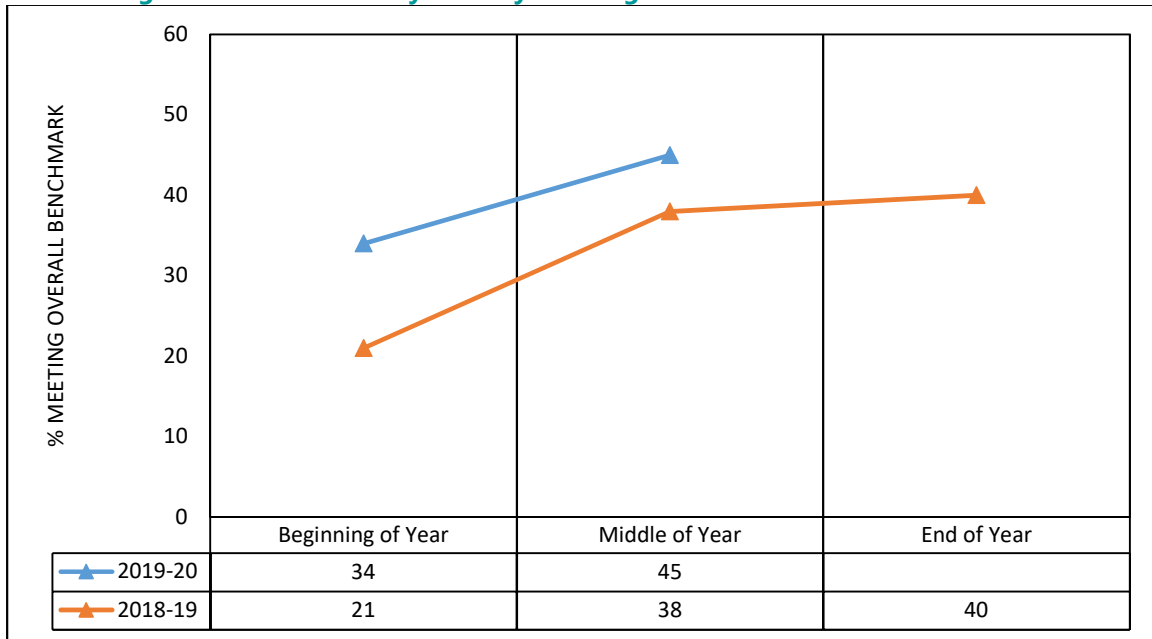


The following graph summarizes first grade performance with respect to important foundational reading skills based on beginning, middle and end of year measures collected during the 2018-2020 School Years. By the middle of 2019-20, the average percentile rank of tested first graders was 45, meaning on average our first graders performed better than 45 percent of first graders taking the STAR Early Literacy assessment nationwide.



Student Outcomes

2018-19 through 2019-20 STAR Early Literacy: Average Percentile Rank of 1st Graders





Student Outcomes

Massachusetts Comprehensive Assessment System (MCAS)

State Testing



The state implemented the Massachusetts Comprehensive Assessment System (MCAS) as part of the 1993 Education Reform Act as required in MGL ch. 69, sec.1I:

...comprehensive diagnostic assessment of individual students shall be conducted at least in the fourth, eighth and tenth grades. Said diagnostic assessments shall identify academic achievement levels of all students in order to inform teachers, parents, administrators and the students themselves, as to individual academic performance.

Tests are conducted in grades 3-8 and grade 10 in English language arts and math, and in grades 5, 8, and high school in science. In order to graduate from high school, students (save those who take the alternative assessment) must achieve the state-determined level of competency on the high school math, ELA, and science exams. At this time, that competency level is tracked to align with previous graduating classes.

Over the past several years, all grade levels have transitioned to the Next Generation MCAS, developed to better align with students being college and career ready. The Next Generation MCAS achievement categories 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
- 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

The high school science exam has not yet transitioned to these reporting categories, instead retaining the former Advanced—Proficient--Needs Improvement--Warning/Failing.

In the spring 2019 MCAS exam, 37 percent of Worcester Public School students tested in grades 3 to 8 scored Meeting or Exceeding Expectations in the ELA MCAS assessment. In Mathematics, 31 percent of Worcester Public School students tested in grade 3 to 8 scored Meeting or Exceeding Expectations. In Science and Technology/Engineering, 27 percent of Worcester Public School tested students in grades 5 and 8 scored Meeting or Exceeding Expectations.

In high school, 42 percent of Worcester Public School students tested scored Meeting or Exceeding Expectations in the ELA MCAS assessment; 36 percent of Worcester Public School students tested on the Mathematics MCAS assessment scored Meeting or Exceeding Expectations.



Student Outcomes

In spring of 2019, 58 percent of tested Worcester Public School high school students scored Proficient or above on Science and Technology/Engineering MCAS assessments.

Among tested students in grades 3 to 8, the average ELA Student Growth Percentile (SGP) for students across all grades was 50.3, indicating that the typical student in the Worcester Public Schools scored similarly to Massachusetts students with similar performance histories. In Mathematics, the median SGP across grades 3 to 8 was 48.9, indicating slightly lower performance in 2019 among Worcester Public School students than Massachusetts students with similar performance histories.

In 2017, Massachusetts shifted grades 3-8 to the Next Generation MCAS; in spring of 2019, high school followed. This shift in assessment means it is not possible to make a comparison to assessment under the prior test. The Next Generation MCAS is intended to better align with college and career readiness in all students.

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	1741	37	5	33	47	16	46.5
4	1876	37	4	33	45	18	
5	1885	39	5	34	45	16	
6	1782	45	10	35	37	19	
7	1769	31	4	27	44	25	
8	1754	35	5	29	40	26	

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	1746	30	3	27	43	27	45.6
4	1877	32	3	29	45	23	
5	1882	34	2	31	48	18	
6	1784	43	8	35	41	16	
7	1768	24	4	21	49	27	
8	1756	23	3	20	50	28	

Grade	Number of Students	% Exceeding & Meeting Expectations	% Exceeding Expectations	% Meeting Expectations	% Partially Meeting Expectations	% Not Meeting Expectations
5	1880	31	3	28	47	22
8	1739	22	2	20	51	27



Student Outcomes

English Language Arts MCAS Results 10th Grade (Next Generation MCAS)

Grade	Number of Students	% Exceeding & Meeting Expectations	% Exceeding Expectations	% Meeting Expectations	% Partially Meeting Expectations	% Not Meeting Expectations	Median SGP
10	1679	42	7	35	41	17	42.9

Mathematics MCAS Results 10th Grade (Next Generation MCAS)

Grade	Number of Students	% Exceeding & Meeting Expectations	% Exceeding Expectations	% Meeting Expectations	% Partially Meeting Expectations	% Not Meeting Expectations	Median SGP
10	1658	36	6	30	45	18	47.4

Science and Technology/Engineering (STE) MCAS Results by Grade Level (Legacy MCAS)

Grade	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
10	1541	58	15	43	34	8

Given the transition to Next Generation MCAS for ELA and Mathematics in high school we are unable to compare previous results to 2019-2020 outcomes.

In STE, student performance increased slightly compared to 2018 with 58 percent of students scoring Advanced or Proficient. Student scores remain improved when compared to 2011, up from 51 percent in 2016 and from 46 percent in 2012.

Science & Technology/Engineering Grade 10 MCAS, 2011-2019 (Legacy MCAS)

Year	Number of Students	% Advanced/ Proficient	% Advanced	% Proficient	% Needs Improvement	% Warning/ Failing
2019	1541	58	15	43	34	8
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



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 5 years, the percent of students obtaining a qualifying score of 3 or above on the AP tests has increased from 25.9 percent in 2015 to 37.3 percent in 2019. This increase brings us back to the rate in 2012. The recent sustained increase indicates WPS is consistently better preparing a larger number of AP test takers.

Score		2011	2012	2013	2014	2015	2016	2017	2018	2019
1	%	30.9%	35.9%	32.2%	35.3%	42.6%	40.4%	38.0%	38.9%	37.2%
	#	449	607	582	732	974	907	900	1,098	969
2	%	29.1%	26.2%	29.7%	30.1%	26.3%	27.8%	29.4%	28.1%	25.5%
	#	423	444	536	624	601	623	696	794	666
3	%	23.0%	21.6%	23.0%	18.7%	19.2%	18.0%	19.7%	19.7%	20.3%
	#	334	365	415	387	438	404	465	536	529
4	%	11.0%	10.9%	9.5%	11.1%	8.5%	9.4%	8.4%	9.2%	11.7%
	#	159	185	172	230	195	210	199	261	305
5	%	6.0%	5.4%	5.6%	5.1%	3.5%	4.5%	3.3%	5.1%	5.3%
	#	87	92	101	105	79	101	77	136	138
3 or above	%	39.9%	37.9%	38.1%	34.8%	25.9%	31.9%	31.3%	33.0%	37.3%
	#	580	642	688	722	593	715	741	933	972
Total # of Exams		1,452	1,693	1,806	2,071	2,287	2,245	2,366	2,825	2,607
Total # of Test Takers		885	1,067	1,135	1,270	1,379	1,364	1,422	1,675	1,568



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 2016-2019

	2016	2017	2018	2019
# Test Takers	855	1782	1891	1967
Average Math	505	490	481	469
Average Evidence Based Reading and Writing	497	484	478	468
Average Total Score	1003	973	958	936

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.



Student Outcomes

In 2019, for the twelfth 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 2019, 83.6 percent graduated within four years. District-wide, the graduation rates have risen by 11.3 percent since 2012, increasing from 72.3 to 83.6 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 2019 was 88.0 percent, slightly improved from 87.9 percent in 2018.

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 2.6 percent from 2.3 percent in 2018. Statewide, the dropout rate has remained somewhat stable over the last six years.

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
2019	83.6	88.0	2.6	1.8
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



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 Massachusetts General Laws Chapter 72, Section 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

Massachusetts General Laws, Chapter 70, as amended by the Act Relative to Educational Opportunity for Students (2019), 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 (Governor’s Budget Version)

Student Demographic	FY21 Per Pupil Allotment	Comment
Pre-School, Kindergarten Half	\$4,148.42	
Kindergarten-Full	\$8,296.99	
Elementary	\$8,344.89	Grades 1-5
Junior/Middle	\$8,002.25	Grades 6-8
High School	\$9,785.25	
Vocational	\$14,954.65	
Special Ed-In School	\$27,488.07	Not actual headcount: assumed at 3.75% of enrollment
Special Ed-Tuitioned Out	\$31,035.79	Not actual headcount: assumed at 1% of enrollment
Limited English PK-Grade 5	\$2,359.25	Increment funding to student grade above.
Limited English Junior/Middle	\$2,477.54	Increment funding to student grade above.
Limited English High School	\$2,100.21	Increment funding to student grade above.
Low Income (70.00-79.99%)	\$4,816.62	Increment funding to student grade above (amount based on 12 low income concentration categories)
Worcester’s Average Foundation Budget Per Pupil Rate	\$14,529	Foundation Budget \$398,714,407 divided by 27,442 pupils.

Using this state formula per pupil allocation, the FY21 foundation budget for the Worcester Public Schools is \$398.7 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 FY21 the City’s calculated minimum local contribution amount is \$105.2 million. Then, the difference between the foundation budget and the City’s required contribution is made up through state funds, also known as “Chapter 70 Aid.” In FY21, this amount is \$293.5 million.



Massachusetts Department of Education

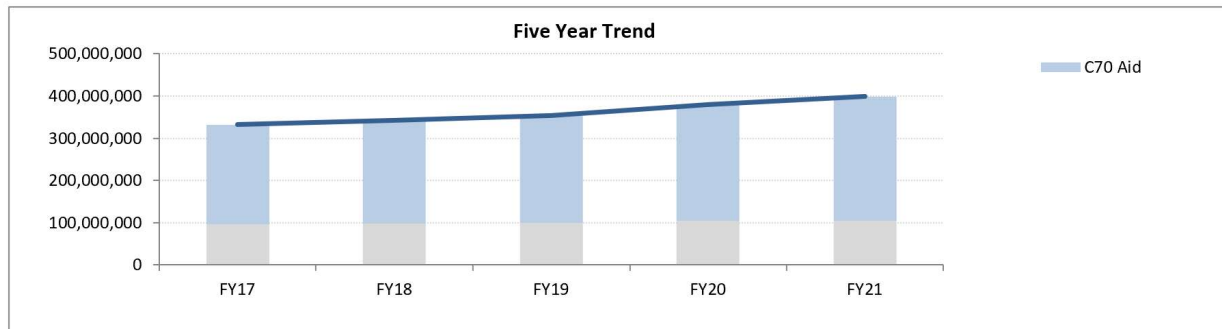
Foundation Budget Formula

The following is the preliminary net school spending (NSS) requirement for FY21. Final numbers are determined upon approval of the State budget and submittal to the DESE for official calculation.

FY20 to FY21 Comparison (Governor's Version of State Budget for FY21)

	FY20	FY21	Change	Pct. Chg.
Foundation budget	\$353,662,082	\$379,530,589	\$25,868,507	7.31%
Required district contribution	\$379,530,589	\$398,714,407	\$19,183,818	5.05%
Chapter 70 aid	\$104,076,553	\$105,210,987	\$1,134,434	1.09%
Required net school spending (NSS)	\$275,454,036	\$293,503,420	\$18,049,384	6.55%
Target state aid share of budget	72.8%	72.0%		
Chapter 70 aid % of foundation	72.6%	73.6%		
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 FY21

Effort Goal

1) 2018 equalized valuation	13,336,462,800
2) Uniform property percentage	0.3741%
3) Local effort from property wealth	49,892,366
4) 2017 income	4,174,376,000
5) Uniform income percentage	1.4789%
6) Local effort from income	61,735,167
7) Combined effort yield (3 + 6)	111,627,533
8) FY21 Foundation budget	398,714,407
9) Maximum local contribution (82.5% * 8)	328,939,386
10) Target local contribution (lesser of 7 or 9)	111,627,533
11) Target local share (10 as % of 8)	28.00%
12) Target aid share (100% minus 11)	72.00%

FY21 Increments Toward Goal

13) FY20 required local contribution	104,076,553
14) Municipal revenue growth factor (DOR)	1.09%
15) FY21 preliminary contribution (13 raised by 14)	105,210,987
16) Preliminary contribution pct of foundation (15 / 8)	26.39%

If preliminary contribution is above the target share:

17) Excess local effort (15 - 10)	
18) 100% reduction toward target (17 x 100%)	
19) FY21 required local contribution (15 - 18), capped at 90% of foundation	
20) Contribution as percentage of foundation (19 / 8)	

If preliminary contribution is below the target share:

21) Shortfall from target local share (10 - 15)	6,416,546
22) Shortfall percentage (11 - 16)	1.61%
23) Added increment toward target (13 x 1% or 2%)*	0
*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%	
24) Special increment toward 82.5% target**	0
**if combined effort yield > 175% foundation	
Combined effort yield as % of foundation	
25) Shortfall from target after adding increments (10 - 15 - 23 - 24)	6,416,546
26) FY21 required local contribution (15 + 22 + 23 + 24)	105,210,987
27) Contribution as percentage of foundation (26 / 8)	26.39%

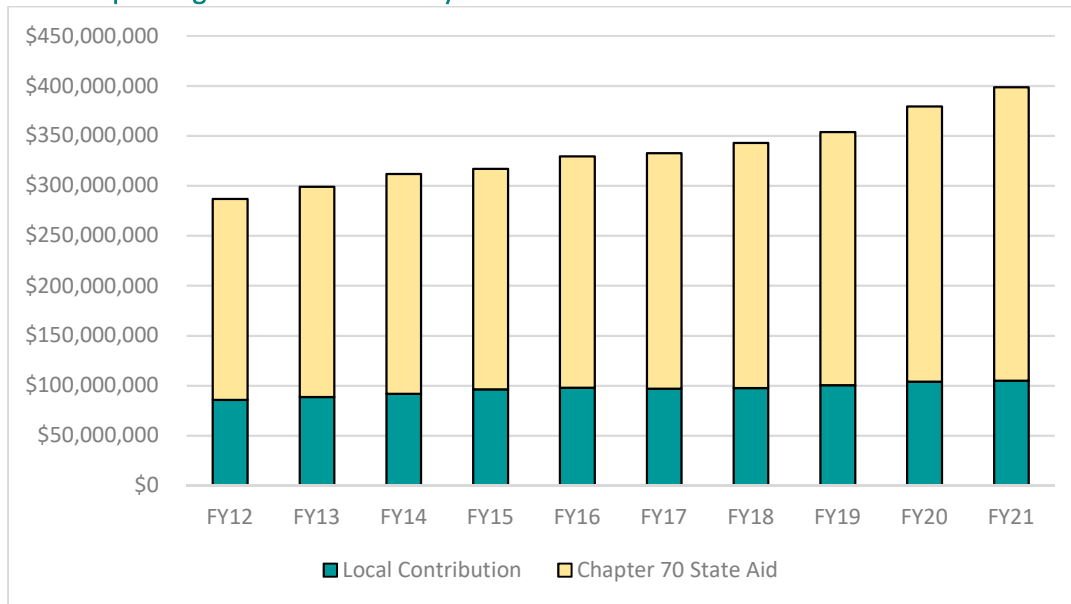


Massachusetts Department of Education

Foundation Budget Formula

The following is a ten-year revenue trends for both Chapter 70 state aid and the required local contribution:

Required Local Spending and State Aid History

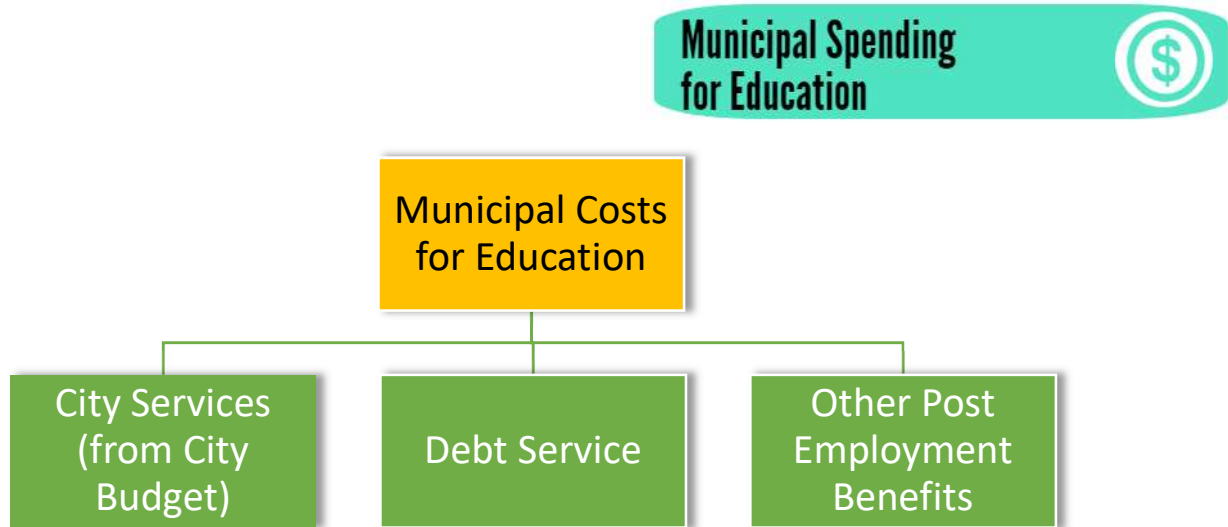


Fiscal Year	Required Local Spending	Chapter 70 State Aid	Total Required Spending
FY12	\$85,772,826	\$201,135,279	\$286,908,105
FY13	\$88,586,175	\$210,364,137	\$298,950,312
FY14	\$91,934,732	\$219,897,733	\$311,832,465
FY15	\$96,374,700	\$220,569,583	\$319,944,283
FY16	\$97,927,769	\$231,540,738	\$329,468,507
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	\$275,454,036	\$379,530,589
FY21	\$105,210,987	\$293,503,420	\$398,714,407

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 "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 FY21, these costs total \$24.5 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 FY20, the city's debt costs associated with Worcester Public Schools was \$15.5 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 2021 and 2020 Budget,
Actual Spending for 2017-2019

State Spending Compliance Net School Spending Calculation



	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Budget 2021
Calculation of Required Contribution:					
1 Foundation budget	332,590,292	342,886,581	353,662,082	379,530,589	398,714,407
Less:					
2 Chapter 70 aid	235,402,233	245,207,183	253,211,785	275,454,036	293,503,420
3 Required Contribution	97,188,059	97,679,398	100,450,297	104,076,553	105,210,987
Calculation of Actual Contribution:					
School expenditures:					
4 School budget	322,962,307	335,120,190	345,058,676	369,535,330	388,455,204
Add state charges:					
Charter schools	24,539,164	25,003,001	26,009,299	27,613,016	29,496,484
School Choice	2,774,599	2,828,329	3,088,858	2,977,401	3,176,771
Special Education	249,164	232,338	252,888	256,765	193,758
5 Total	350,525,234	363,183,858	374,409,721	400,382,512	421,322,217
Less School Local Aid:					
Chapter 70 aid	235,402,233	245,207,183	253,211,785	275,454,036	293,503,420
Charter school tuition reimbursement	1,804,840	1,794,838	2,468,797	2,734,934	4,490,822
6 Total School Local Aid	237,207,073	247,002,021	255,680,582	278,188,970	297,994,242
7 Actual contribution	113,318,161	116,181,837	118,729,139	122,193,542	123,327,975
8 Required contribution	97,188,059	97,679,398	100,450,297	104,076,553	105,210,987
9 Excess contribution	16,130,102	18,502,439	18,278,842	18,116,989	18,116,988
Calculations of total excess contributions:					
Excess contribution from above schedule	16,130,102	18,502,439	18,278,842	18,116,989	18,116,988
Additional contributions (city services):					
City Administration (1)	4,235,305	4,667,044	4,850,969	5,482,811	5,592,467
Police(1)	1,021,768	812,646	765,156	844,421	861,309
Water/Sewer	520,951	530,079	580,457	594,855	606,752
10 Total excess contributions	21,908,126	24,512,208	24,475,424	25,039,076	25,177,517
School expenditures not eligible for net school spending:					
Transportation	18,037,009	18,979,198	19,989,021	20,661,712	23,105,021
Crossing Guards	463,307	472,626	486,621	507,469	518,320
Building Rentals	523,393	530,064	576,327	639,642	630,542
Adult Education	114,663	148,742	132,636	135,585	135,585
Recreation Worcester		35,607	63,477	100,000	100,000
Capital Expenses			131,694	0	0
Prior year unexpended encumbrances	288,792	844,168	0	0	0
11 Total Non Educational Expenditures	19,427,164	21,010,405	21,379,776	22,044,408	24,489,468
12 Excess (deficient) contribution	2,480,962	3,501,803	3,095,648	2,994,668	688,049
13 Required Spending Shortfall Prior Year	(1,551,911)				
14 Funding (Deficiency)	929,051	3,501,803	3,095,648	2,994,668	688,049



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

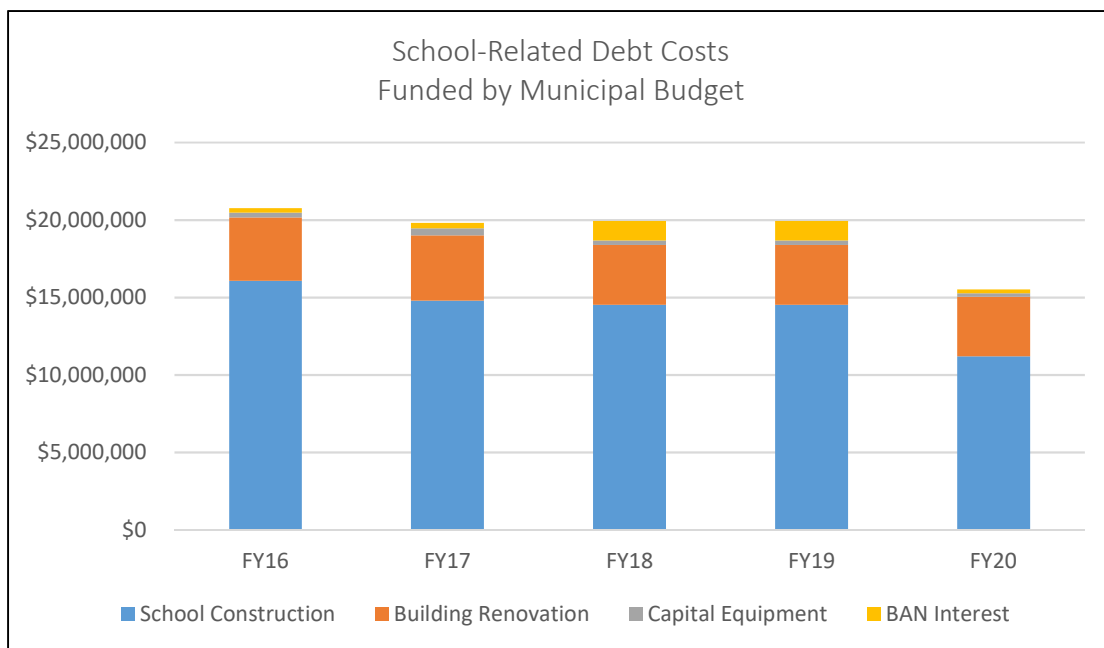
As a municipal department of the City of Worcester, the Worcester Public Schools cannot directly incur debt for the purchase of equipment or buildings. The City of Worcester funds capital

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	FY16	FY17	FY18	FY19	FY20
School Construction	\$16,080,436	\$14,793,371	\$14,522,175	\$12,849,968	\$11,193,115
Building Renovations	\$4,066,403	\$4,214,093	\$3,853,724	\$3,752,085	\$3,844,727
Capital Equipment	\$322,487	\$437,415	\$293,443	\$231,446	\$218,185
BAN Interest	\$278,739	\$360,424	\$1,264,186	\$631,969	\$249,848
TOTAL	\$20,748,065	\$19,805,303	\$19,933,528	\$17,465,468	\$15,505,875





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 2018¹ 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

¹ Most recent actuarial report available from the City of Worcester



Municipal Spending for Education

Based upon the City of Worcester's estimated FY21 general fund budget and the Department of Revenue and Department of Elementary and Secondary Education

calculations, the City is required to contribute 27.0% of all local revenue sources (other than Chapter 70 State Education Aid) to the Worcester Public Schools (excluding debt service costs).

Impact of the Education Budget on Local Revenue and Taxes



Revenue	Total City Revenue (Less Chapter 70 State Aid) ¹	Share for non-school municipal services	Share to WPS*	Share to charter/school choice
Total Municipal General Fund Revenue	\$420,327,634	\$296,999,659	\$113,603,606	\$9,724,369

* 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.

	FY21 Budget
TOTAL CITY BASE REVENUE ¹ (Not Including Educational State Aid)	\$420,327,634
City Contribution to Worcester Public Schools (Less Pro-Rated City Costs for Resident Charter School and School Choice Assessment)	\$113,603,606
Total City Revenue Contribution to Education	27.0%

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 FY21, the Worcester Public Schools account for 92.1% of all education spending from local and state resources, while tuition assessments for charter schools and school choice equal 7.9%. The following is the share of school and municipal services on the city's FY21 tax rate:

Impact of Education on the individual property tax rate (using FY20 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	\$17.00	\$12.01	\$4.59	\$0.39
Commercial, Industrial, and Personal Property	\$35.16	\$24.84	\$9.50	\$0.81

With an average median home value of \$248,697, the annual property tax bill of \$4,228 results in **\$1,143** of the payment to the Worcester Public Schools. The city also funds school related debt for construction and renovation projects, totaling approximately \$15.5 million. This amount equals \$0.63 of the residential tax bill and \$1.30 of the commercial, industrial, and personal property tax bill. This equals \$156 annually for the average homeowner.

¹ City of Worcester budget number is estimated.



Glossary of Terms

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.

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 by the 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 including 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. All of a community's needs are identified and prioritized according to a set of agreed-upon criteria.

Chapter 70 (State Aid): The section of the Massachusetts General Law describing 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 70 is used as a shorthand term for such state aid.

Chapter 74: The section of the Massachusetts General Law describing vocational and technical programs meeting certain requirements.

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.



Glossary of Terms

Charter School Facility Assessment: A per pupil facilities assessment added to the charter school tuition assessment, simulating the direct aid districts receive from the state's Massachusetts School Building Authority for capital projects.

Charter School Reimbursement: Reimbursement to sending districts intended to cover 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 to establish a tuition that is comparable to what would have been spent on a charter student had they stayed in the home district.

Circuit Breaker: Reimbursement to school districts for certain high cost of special education students under Massachusetts General Law, Chapter 71B, §5A.

Code of Massachusetts Regulations (CMR): The canonical code of regulations promulgated by various agencies of the Commonwealth of Massachusetts pursuant to the Administrative Procedures Act (MGL Ch. 30A). 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.

Coronavirus Aid, Relief, and Economic Security (CARES) Act: Stimulus law signed by President Donald Trump in March 2020 in response to the coronavirus pandemic. Nationally, the CARES Act allocated \$30.75B for early education through higher education.

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 Commonwealth of 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.

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: Program in which students in 11th and 12th grade take college courses in partnership with community and state colleges and universities.

Early Education and Care (EEC): *See Massachusetts Early Education and Care.*

Education Reform Act of 1993: State law passed in response to *McDuffy v. Secretary* that established the seven year phase-in of the Ch. 70 funding program for education, established spending targets for school districts as a means to remedy educational inequities, established state standards for education, changed



Glossary of Terms

lines of district authority, changed educator licensure, and created the Massachusetts Comprehensive Assessment System.

Educational Association of Worcester (EAW): The collective bargaining representative for several Worcester Public Schools employee groups, including teachers and certain administrators, instructional assistants, bus drivers and bus monitors, and other smaller groups.

Elementary and Secondary Education Act (ESEA): Federal law, first signed in 1965 by President Lyndon B. Johnson as part of the federal “War on Poverty” and updated multiple times since then, creating federal allotments of funding to states to provide further for traditionally underserved groups of students.

End of Year Report (EOYR): A comprehensive financial revenue and expenditure report prepared by Massachusetts school districts and submitted annually by September 30 to the Massachusetts Department of Elementary and Secondary Education (DESE) in accordance with reporting criteria set forth in state law, state regulations, and guidelines published by the DESE.

Energy Manager: A staff position that monitors and manages the energy efficiency of the school district, 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): 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 awarded to recipients on the basis of formulas set forth in laws or regulations.

E-Rate: The schools and libraries universal service support program, helping schools and libraries obtain affordable broadband through subsidies administered by the Universal Service Administrative Company under the direction of the Federal Communications Commission.

Every Student Succeeds Act (ESSA): Federal reauthorization of the Elementary and Secondary Education Act (ESEA), signed into law in 2015 by President Barack H. Obama.

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. Funds 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.

Fiscal Year (FY) – A budget cycle designated by the calendar year in which the fiscal year ends. Since 1974, the Commonwealth and Massachusetts municipalities have operated on a fiscal year that begins July 1 and ends June 30; 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



Glossary of Terms

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 the student's grade level, economic status or program).

Foundation Budget Enrollment: The number of resident students, including students attending charter schools and other school districts through the state's School Choice program, enrolled on October 1 each year; this enrollment is 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: Legislative commission established by sections 124 and 278 of the FY15 Massachusetts State Budget 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 and report for 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.

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.



Glossary of Terms

High School Equivalency Test (HiSET): Used for educational testing services designed to provide a high school equivalency credential.

Inflation Factor or 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 such as treasury, auditing, accounting, and procurement assistance provided and funded by the municipal government in support of school department operations.

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 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.

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): The Commonwealth of Massachusetts department overseeing early education and care programs and services. 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.

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): A quasi-independent government authority 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.

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>



Glossary of Terms

MassCore: A state-recommended program of study intended to align high school coursework with college and workforce expectations adopted by the Massachusetts Board of Elementary and Secondary Education in 2007.

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): Continuum of evidence-based practices matched to student needs, in which students with higher levels of need receive greater amounts of support.

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 Elementary and Secondary Education (DESE).

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

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)

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year. An operating budget generally does not cover equipment purchases or renovation projects financed through borrowing proceeds.

Ordinary Maintenance (OM): Non-salary expenditures of the school district, not including employee benefits or capital equipment or capital improvements.

Other Postemployment Benefits (OPEB): Compensation in a variety of forms for employees of state and local government 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)



Glossary of Terms

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.

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: A fund that 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 an 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.

Scholastic Assessment Test (SAT): An entrance exam used by many colleges and universities to make admissions decisions. It is a multiple-choice, pencil-and-paper test administered by the College Board.

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 by annual vote of the School Committee 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 distributed to communities to help establish educational equity among municipal and regional school districts as established by Massachusetts General Law Chapter 70 under the



Glossary of Terms

Education Reform Act of 1993.

Structured English Immersion (SEI): A program-to assist in the 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.

Student Opportunity Act: Chapter 132 of the Acts of 2019, signed into law by Governor Charles Baker in November, the Student Opportunity Act (SOA) updated the foundation budget calculations first created by the Education Reform Act of 1993 as recommended by the Foundation Budget Review Commission of 2015. The SOA also updates the circuit breaker calculation, commits to fully funded charter school reimbursement, increases the allocation for the Massachusetts School Building Authority, and creates a number of studies touching on rural schools, municipal wealth calculations, and further school spending matters.

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)

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), and 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 (WAMS): A citywide pre-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.



Glossary of Terms

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.

Acronyms

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.

CARES Act: Coronavirus Aid, Relief, and Economic

Security Act: Stimulus law signed by President Donald Trump in March 2020 in response to the coronavirus

pandemic. Nationally, the CARES Act allocated \$30.75B for early education through higher education.

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 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 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



Acronyms

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: Consumer Price Index

The measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services.

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

The Commonwealth of Massachusetts department overseeing early education and care programs and services. 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

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 with 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



Acronyms

circumstances.

ESEA: Elementary and Secondary Education Act:

Federal law, first signed in 1965 by President Lyndon B. Johnson as part of the federal "War on Poverty" and updated multiple times since then, creating federal allotments of funding to states to provide further for traditionally underserved groups of students.

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.

ESSA: Every Student Succeeds Act

Federal reauthorization of the Elementary and Secondary Education Act (ESEA), signed into law in 2015 by President Barack H. Obama.

FBRC: Foundation Budget Review Commission:

Legislative commission established by sections 124 and 278 of the FY15 Massachusetts State Budget 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." 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

A budget cycle designated by the calendar year in which the fiscal year ends. Since 1974, the Commonwealth and Massachusetts municipalities have operated on a fiscal year that begins July 1 and ends June 30; 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



Acronyms

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.

MCAS: Massachusetts Comprehensive Assessment System

The Commonwealth's statewide standards-based assessment program.

Related: Legacy MCAS and Next-Gen MCAS

MEO: Motor Equipment Operator

A position in the School Nutrition Department assigned to operate delivery vans and other vehicles. The title is designated under state civil service classifications.

MIAA: Massachusetts Interscholastic Athletic Association

The state association that provides governance and administration for interscholastic athletic programs in Massachusetts. See www.miaa.net

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:

A quasi-independent government authority 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.

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 or capital equipment or improvements.

OPEB: Other Postemployment Benefits

Compensation in a variety of forms for employees of state and local government 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)



Acronyms

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.

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.

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 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 many 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.

SNAP: Supplemental Nutrition Assistance Program

A United States Department of Agriculture program providing nutrition benefits to supplement the food for needy families.

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



Acronyms

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.

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.

TANF: Transitional Assistance for Needy Families

A federal program providing financial assistance and other supports to families in need.

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.

WAMS: Worcester Arts Magnet School

A citywide Pre-kindergarten to grade 6 elementary magnet school in the Burncoat Quadrant of the Worcester Public Schools, located at 315 St. Nicholas Ave, Worcester.

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 form 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.